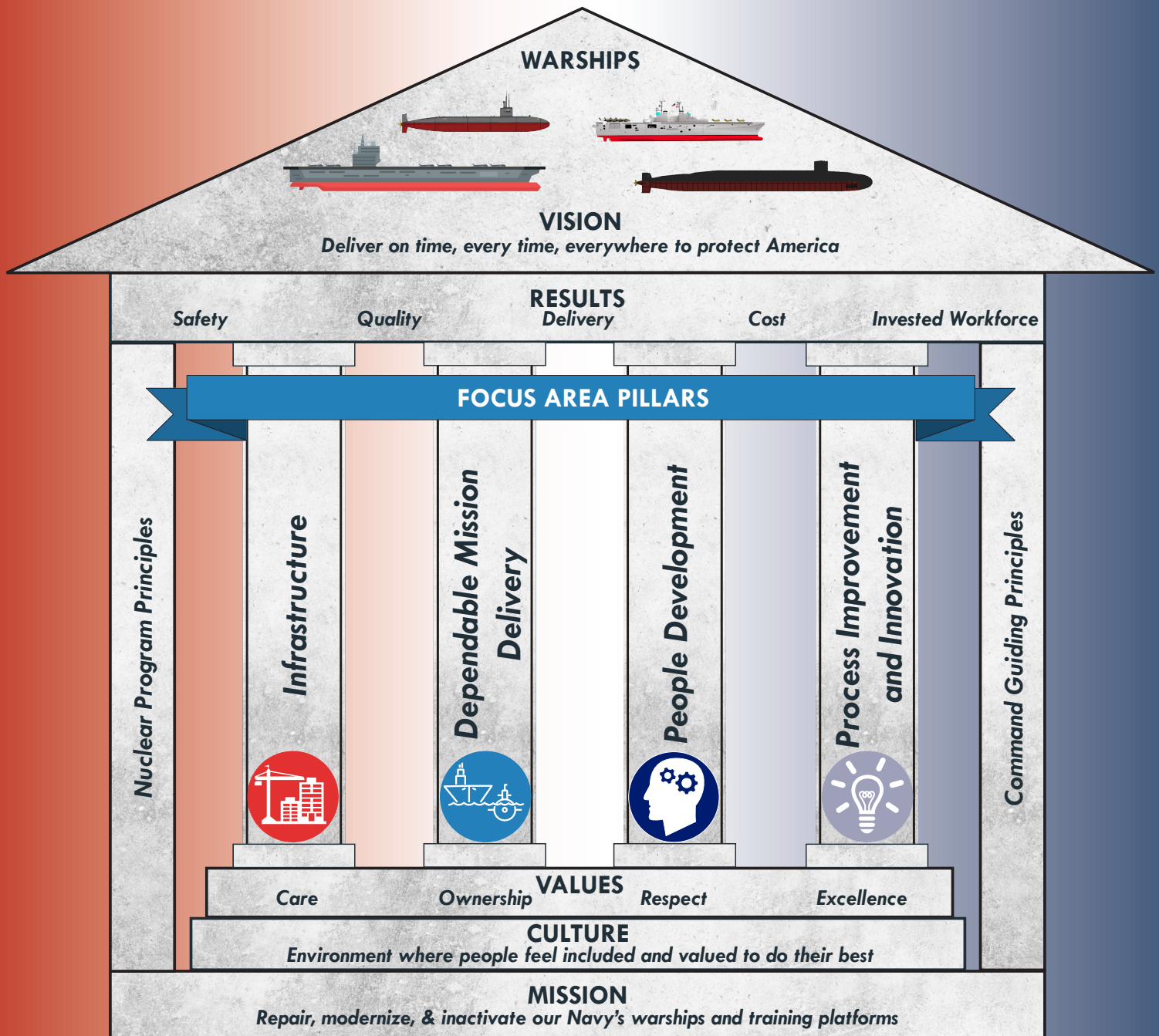


SERVICE TO THE FLEET

Norfolk Naval Shipyard

We Are America's Shipyard

April 2021



NORFOLK NAVAL SHIPYARD UNVEILS NEW STRATEGIC FRAMEWORK



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DISCIPLINARY CORNER

**February 2021 Closed
Discipline Cases: 32**

Of the 32 cases, 20 have received formal discipline

- 5 have lost employment
- 8 were suspended (1 indefinitely)
- 6 received letters of reprimand

The types of cases are:

- 11 attendance cases
- 9 conduct cases
- 2 security cases
- 4 performance cases
- 6 other cases



SIGHT LINES

I appeared before House of Representative's Armed Services Committee's Subcommittee on Readiness on March 19, one of five Flag and General Officers testifying on the industrial capacity of our armed forces. Our four naval shipyards received a lot of attention. Our elected leaders support the Shipyard Infrastructure Optimization Program (SIOP), and they have asked us to look at options to reduce the timeline from 20 years to somewhere between 10 and 15 years. I agree, and that means we need to find ways to upgrade our dry docks, improve the infrastructure within the shipyards, and reconstitute our capital equipment while continuing to conduct the required maintenance

on our submarines and aircraft carriers. Ultimately, we will execute SIOP as fast as our maintenance obligations will allow.

Executing SIOP over the span of two decades is challenging, let alone less than that. But there is an unquestionable need to fully modernize our shipyards. You maintain and modernize the two types of warships that give our Navy an unquestionable warfighting edge – our submarines and aircraft carriers.

In the current era of great power competition, our Navy relies heavily on our submarines and aircraft carriers to keep the peace. In a recent congressional hearing in the Senate, Adm. Phillip S. Davidson, Commander, U.S. Indo-Pacific Command, said, "The greatest danger for the United States in this competition is the erosion of conventional deterrence. A combat-credible, conventional deterrent posture is necessary to prevent conflict, protect U.S. interests, and to assure our allies and partners." Conventional deterrence comes from all of our Navy's warships, but it's the flexibility and firepower inherent in our SSNs and aircraft carriers that give us the edge.

The combined combat power of our attack submarines, SSGNs, and aircraft carriers keeps our enemies at bay. China, Russia, Iran, and other nation states continue to push the envelope when it comes to instigating hostilities with us and our allies, but they stop short because they cannot counter our undersea and above-water capabilities.

The Los Angeles and Virginia Class submarines provide our combatant commanders with powerful, stealthy platforms that can operate anywhere in the world to conduct an incredible range of missions. Their ability to remain undetected for weeks and months far from our shores allows the Navy to keep our enemies guessing and greatly complicates their planning and operations. Our aircraft carriers bring unmatched sustained firepower to the fight. In addition to the air wings, the battle group includes a wide array of offensive and defensive capabilities that makes them too formidable to take on and defeat.

Much of the Navy's success in deterring war is due to your ability to deliver combat-ready ships to the Fleet on time. As we look into the future and see our enemies' ambitions growing, we need to guarantee that we continue to provide our Sailors and Marines with reliable combat power that not only keeps our adversaries guessing but keenly aware they cannot defeat us. Accelerating SIOP will put cutting-edge facilities in your hands sooner and expand your ability to maintain the fleet's combat edge, a dual-edged advantage that makes sense, both to our Navy and our nation.

V/r,

VADM William Galinis

Commander,

Naval Sea Systems Command



Hello America's Shipyard! Spring is here, and this month we are launching our Strategic Framework! Check out pages 5-10 of this issue of Service to the Fleet for more information. This is so important and exciting to me for bringing alignment to our strategic initiatives and efforts within America's Shipyard. There are a number of products being disseminated to spread awareness about the framework and sharing within our work groups.

This framework should spur some significant discussions about our journey to improve our business and the relentless pursuit of world class performance as America's Shipyard. In addition to the Strategic Framework, we are working many other improvements to provide superior service to the Fleet and fully support NAVSEA's key priority. As Vice Admiral William Galinis shared, "The cornerstone of our Navy's capability and success to operate forward is in its ships and submarines." At America's Shipyard, we're at the forefront in ensuring that capability and success.

As you'll see from the graphical representation on pages 6-7, our Strategic Framework organizes who we are and prioritizes what we do as a shipyard. Previously, our shipyard had its C.O.R.E. values, we had a mission and a vision, but our framework captures this and unifies it. It provides perspective on how all these parts serve the greater whole of meeting our mission: We repair, modernize and inactivate our Navy's warships and training platforms working toward our vision to deliver on time, every time, everywhere to protect America.

OUR Strategic Framework and Actively Inclusive Team

To realize our vision and meet our mission, we must recognize what drives our attitudes and actions—our VALUES—which will continue to be our enduring C.O.R.E. values. Some of you may have had questions about what was going to happen with C.O.R.E. during my time in command. I think it helps everyone to know our values weren't developed by shipyard leadership; they were developed by a cross-section of the shipyard workforce establishing needed behaviors to bring culture change and ensure mission delivery across all working levels. The C.O.R.E. values set the standard, and they endure because they are fundamental in how we should treat and value one another.

On the subject of C.O.R.E., we must continue to show respect and consideration for others while we combat the spread of COVID. We're at the anniversary no one wants to celebrate, entering our second year of practicing our protective triad of mask wearing, frequent handwashing, and physical distancing. We have all endured COVID fatigue and want to get back to our pre-COVID lives. But we're not there yet, and may not be for some time. Fortunately, limited vaccinations have resumed for our personnel at Naval Medical Center Portsmouth, and the reported number of shipyard and community cases are trending down. But it takes more than relying on others to do the right things in a pandemic. It starts with everyone practicing our protective triad and showing respect for all in preventing the spread.

Last month we held our mandatory stand down for extremism training in accordance with direction from the Secretary of Defense (SECDEF) and the Chief of Naval Operations (CNO). Aligned with this training, I've also been having discussions in recent weeks about what it means to have an actively inclusive team in America's Shipyard as prioritized in our Command Philosophy. An actively inclusive team exists where every member feels they matter, with their voices heard and opinions valued, which is essential to fostering an engaged, productive and inclusive environment. In addition to being what our teammates deserve, it's how we excel in our mission by cultivating knowledge sharing,

positive morale, and innovation across our organization.

As evidenced by our C.O.R.E. values, our shipyard has been encouraging self-reflection and personal accountability in how we all have a hand in shaping our organizational culture. But as part of that continuous look in the mirror, we must all reflect on the fact that our C.O.R.E. values will only bring lasting cultural change if we live them as well as learn them. Care is evident by an attitude of growing and developing together by sharing opportunities so the team can better support our common mission; Ownership is displayed in looking at problems as opportunities to improve and innovate—these align with our Command Philosophy priority of promoting workforce development and ensuring a sense of urgency and resolve at all levels of the workforce. Exhibiting Respect means valuing the person in front of you—by enhancing competence and character, making connections, and showing humility and respect to others.

Building lasting change with a constructive culture can start with your next interaction. Make it a positive one, and help our culture by committing to stamping out any harassing and offensive behavior. It's important to remember when one of us is hurt through harmful words or behaviors, the team is weakened, and when the team is weakened, our ability to serve our Navy and nation is compromised. We're getting a valuable reminder of that fact with Sexual Assault Awareness and Prevention Month (SAAPM) being held in April starting with our SAAPM kickoff April 9 at Bldg. 1500.

Our mission is too important to let any harmful behaviors undermine our awesome capabilities as ONE TEAM. Building ONE TEAM starts with us as caring and committed individuals invested in our team's success. For us to be successful, it must be a way of life in all aspects of our work. #wegotthis

A stylized black ink signature of Capt. Dianna Wolfson.

Capt. Dianna Wolfson
Commander,
Norfolk Naval Shipyard



NORFOLK NAVAL SHIPYARD UNVEILS STRATEGIC FRAMEWORK

STORY AND GRAPHICS BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

Norfolk Naval Shipyard (NNSY) has unveiled its new Strategic Framework. This is a tool that communicates the shipyard's path forward on achieving its vision of delivering on time, every time, everywhere to protect America.

According to Quality Assurance Director (Code 130) George Fitzgerald, "The Strategic Framework is important in aligning our efforts across the shipyard on the most important initiatives in order to improve our performance. Our framework will aid in communicating those initiatives across our workforce to engage everyone in our improvements."

NNSY's Engineering Planning Manager (Code 200) Mike Zydron added that the Strategic Framework will help unify the shipyard workforce to work as one team toward one mission. "The Strategic Framework is key to unite all members of the NNSY team, whether they are directly or indirectly working on the one mission of delivering warships and training platforms. Improved understanding of the urgency behind why we do what we do and how to continuously and measurably improve in order to achieve our vision will result," said Zydron.

The visual representation of the Strategic Framework resembles a house with each element representing a different component of the structure. The bedrock of the house is the shipyard's mission to repair, modernize, and inactivate our nation's warships. The ridge of the roof is the pinnacle, Warships, the single word that ties together everything NNSY does. Each component of the house helps it stand strong and firm, just as each element of the Strategic Framework is essential in ensuring NNSY's success.

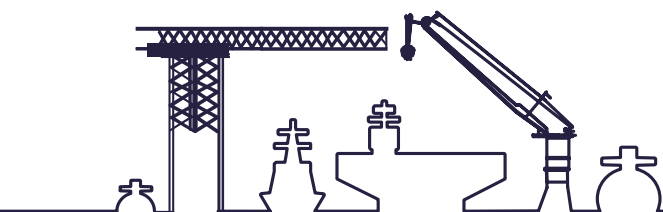
But the Strategic Framework is more than just a picture, according to NNSY's Chief of the Contracting Office (Code 400) Brad Crosby. "It's where we document what is important to us and

tie all of the elements together, to include mission, culture, results, vision, principles and the pillars. The framework is our common language to identify what's most important for our organization and rally behind it."

The Strategic Framework was created by a work group, comprised of NNSY Department Heads. The group was led by Lifting and Handling Department Director (Code 700) Terri Makely. Makely said of the working group: "each of them heavily invested their time and expertise to this important task. I am proud to be a part of this team as it demonstrates how powerful we can be when we work together to accomplish our mission."

In the process of creating the Strategic Framework, the working group pulled from previous shipyard-wide efforts, including NNSY's C.O.R.E. values of Care, Ownership, Respect, and Excellence. "We reaffirmed our commitment to our C.O.R.E. values – which has now remained through three commanders," said Crosby. "The Strategic Framework is expected to have the same staying power. We do acknowledge that the framework isn't carved in stone and will evolve over time. We'll learn, grow, and make purposeful adjustments. This is about writing down what's important, aligning us all, rallying behind the cause, and then working aggressively to improve the areas that make NNSY the shipyard the Navy needs as one team with one mission."

Moving forward, NNSY employees will see frequent reference to the Strategic Framework in Service to the Fleet and other communication efforts. NNSY employees are encouraged to familiarize themselves with all elements of the Strategic Framework as the shipyard's new tool is implemented.





ONE MISSION • ONE TEAM

NUCLEAR PROGRAM PRINCIPLES

- Conservatism in design and operation
- Strong central technical control
- Verbatim compliance with approved technical procedures
- Not “living with” deficiencies
- Formal documentation and communication
- Selection, training, and qualification of the best people, dedicated to excellence
- Thorough involvement and review by senior personnel
- No management system can substitute for hard work
- Frequent, thorough, and detailed inspections and audits
- Enforcement of standards
- Responsibility is a unique concept
- Attention to detail
- Face facts brutally
- If you can’t write it down, you don’t understand it
- Completed staff work

COMMAND GUIDING PRINCIPLES

Win As a Team

- Respect every individual
- Lead with humility
- Create constancy of purpose
- Think systemically

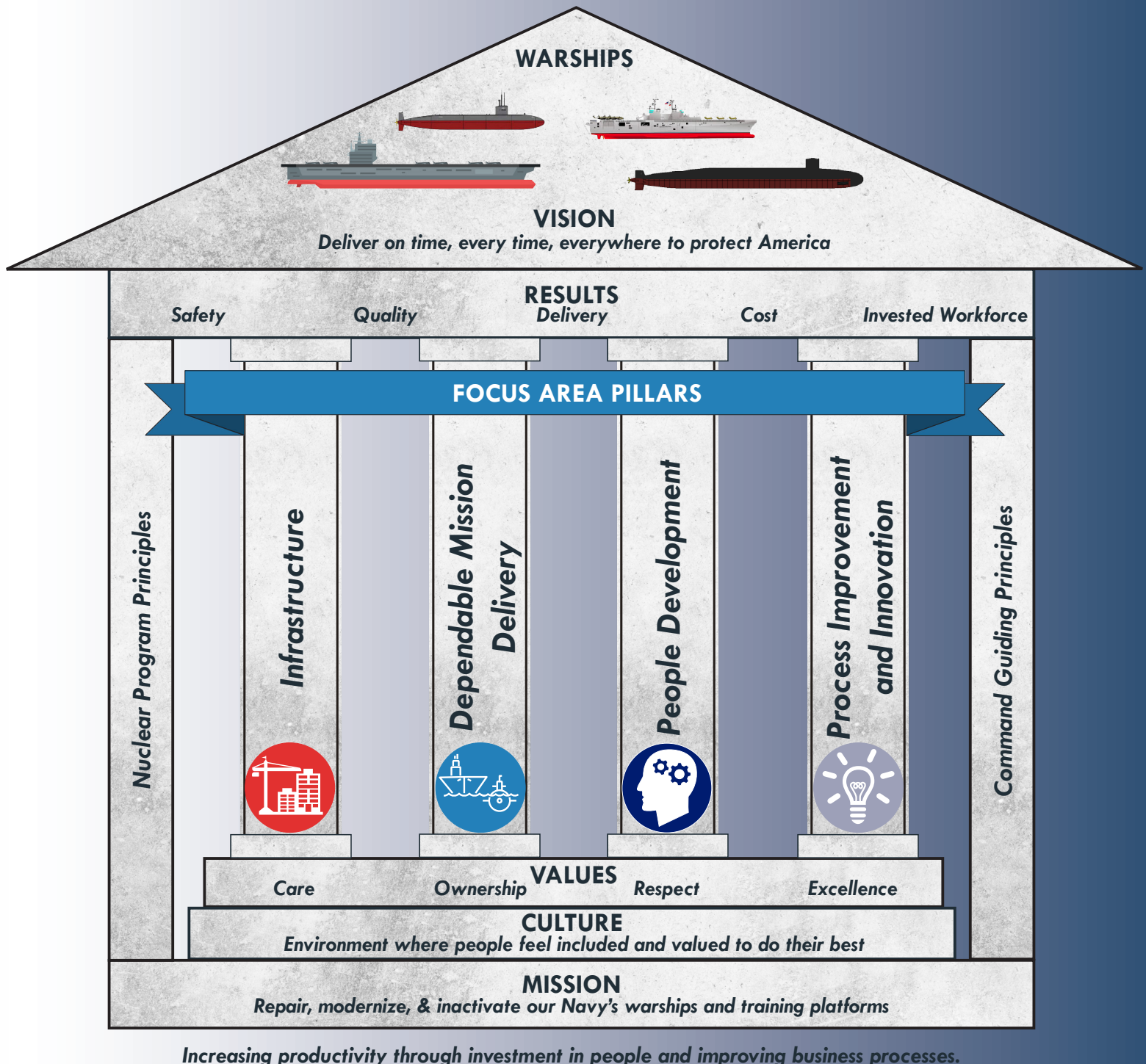
Excellence in All We Do

- Assure quality at the source
- Seek perfection
- Create value for our customer

Continuous Improvement

- Focus on process
- Embrace scientific thinking
- Improve flow and pull

NORFOLK NAVAL SHIPYARD STRATEGIC FRAMEWORK





Our new Strategic Framework communicates our path forward on achieving our vision. The Strategic Framework is our tool to communicate our updated mission and vision statements both within NNSY and externally, and shows how initiatives executed across the command tie together with why our command exists (warships). More importantly, the visual representation of the Strategic Framework combined with purposeful command-level strategic initiatives will align us as ONE TEAM on pillars that have the greatest impact on performance and achieving ONE MISSION.

WARSHIPS (PINNACLE)

This single word ties together everything we do. *“Warships”* should be thought of as all encompassing – it includes all varieties of ships including those that serve as training platforms, and those at the end of their operational life. It also includes those Sailors who man the warships as well as the sites used to train those Sailors.

MISSION (BEDROCK)

Our Mission is the bedrock of our framework and all we do. It is why we are here, the reason each one of us comes to work every day. *We repair, modernize and inactivate our Navy’s warships and training platforms.*

VISION (WHAT WE ARE STRIVING FOR)

The top of our framework, our Vision, is our desired future position, what we strive to achieve, our ultimate goal. *Deliver on time, every time, everywhere to protect America.*

CULTURE (FOUNDATION)

We are bound by mission, strengthened by diversity, and reinforced by culture. Our team’s diverse backgrounds, perspectives, viewpoints, and skills are our greatest strength. Our culture will reinforce that strength by creating a more aware, inclusive, and empowered workforce. Culture is the foundation upon which the pillars stand, the vision is realized, and warships are successfully delivered. We commit to establishing and maintaining an *environment where people feel included and valued to do their best.*

PILLARS (BRIDGING THE GAP)

In order to bridge the gap between mission and vision, we identified critical focus areas – our pillars. These pillars are the highest priority strategic focus areas we must urgently work to improve.



Infrastructure

Improve facilities, equipment, information technology, phones, and wireless connectivity (in-ship, in-shipyard, and at off-yard sites).



Dependable Mission Delivery

Measurably increase the Productive Capacity (PC) to execute Intermediate and Depot (I&D) level core mission work within authorized staffing levels. PC is defined as the number of people executing wrench turning work within prescribed budgets on any given day.



People Development

Develop the whole person (technical skills, leadership skills and character development), through Brilliant on the Basics (from selecting the best candidate to becoming a subject matter expert).

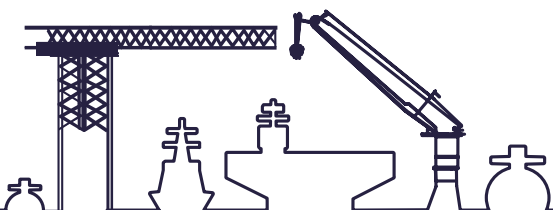


Process Improvement and Innovation

Align and focus efforts to improve delivery of our mission, while accelerating, advocating for and fostering an environment and culture of Continuous Process Improvement and Innovation (CPI&I).

RESULTS (HOW WE MEASURE OUR SUCCESS)

We are striving toward our vision, and assess progress by how we perform in the areas of *Safety, Quality, Cost, Delivery*, and building an *Invested Workforce*.





VALUES (GUIDANCE)

Our C.O.R.E. (**CARE**, **OWNERSHIP**, **RESPECT** and **EXCELLENCE**) values are enduring and are included to remind us to accomplish our mission and reach closer to our vision in sustainable ways aligned to our principles.

CARE: I am present and transparent. I choose an attitude of growing and developing together by sharing opportunities so the team can better support our common mission. I exhibit trust in the responsibilities I give and am given by taking pride in the quality of our work and the value it adds.

OWNERSHIP: I am responsible for my attitude, behavior, decisions, and all their positive and negative consequences. I see every problem as an opportunity to learn, improve, innovate, and teach.

RESPECT: I approach all interactions with humanity and humility, valuing the person in front of me. I actively listen to understand so I can provide meaningful feedback that helps uplift not tear down.

EXCELLENCE: I will maintain the courage to stand firm on the core values of CARE, OWNERSHIP, and RESPECT. I value the shipyard's success as my own. I embrace teamwork and innovation in my pursuit of excellence.

COMMAND GUIDING PRINCIPLES

Win As a Team

- Respect every individual: Respect must become something that is deeply felt for and by every person in an organization. Respect for every individual naturally includes respect for employees, customers, suppliers, the community, and society in general. Individuals are energized when this type of respect is demonstrated. Most team members will say that to be respected is the most important thing they want from their employer. When people feel respected, they give far more than their hands; they give their minds and hearts as well.
- Lead with humility: One common trait among leading practitioners of organizational excellence is a sense of humility. Humility is an enabling quality that precedes learning and improvement. A leader's willingness to seek input, listen carefully, and continuously learn creates an environment where team members feel respected and energized and will give freely of their creative abilities. Improvement is only possible when people are willing to acknowledge their vulnerability and abandon bias and prejudice in their pursuit of a better way.
- Create constancy of purpose: An unwavering understanding of why the organization exists, where it is going, and how it will get there enables people to align their actions, as well as to innovate, adapt, and take risks with greater confidence.
- Think systemically: By understanding the relationships and interconnectedness of a system, people will make better decisions and improvements that will more naturally align with the desired outcomes of an organization.

Excellence in All We Do

- Assure quality at the source: Perfect quality can only be achieved when every element of work is done right the first time. If a defect occurs in a product or service, it must be detected and corrected at the time it is created.
- Seek perfection: Perfection is an aspiration not likely to be achieved, but the pursuit of perfection creates a mindset and culture of continuous improvement. What is possible is only limited by the paradigms through which we see and understand the organization's current reality.
- Create value for our customer: Ultimately, value must be defined through the lens of what a customer wants and is willing to pay for. Organizations that fail to deliver both effectively and efficiently on this most fundamental outcome cannot be sustained long term.

Continuous Improvement

- Focus on process: All outcomes are the consequence of a process. It is nearly impossible for even good people to consistently produce ideal results with poor processes. It is human nature to blame the people involved when something goes wrong or when the resulting product or service is less than ideal. But in reality, an issue is usually rooted in an imperfect process, not in the people involved.
- Embrace scientific thinking: Innovation and improvement are the consequence of repeated cycles of experimentation, direct observation, and learning. A relentless and systematic exploration of new ideas, including failures, enables us to constantly refine our understanding of reality.
- Improve flow and pull: Value for customers is highest when it is created in response to real demand and at a continuous and uninterrupted flow. Although one-piece flow is the ideal, demand is often distorted between and within organizations. Waste is anything that disrupts the continuous flow of value



ONE MISSION • ONE TEAM

NAVAL NUCLEAR PROPULSION PRINCIPLES

Conservatism in design and operation

- Anticipate what may go wrong in the worst case scenario. Establish safety margin by not operating near limits.

Strong central technical control

- Technical control centered at Naval Reactors ensures high standards and facilitates a consistent approach to nuclear work worldwide. This also ensures consideration of historical lessons and consistency in future plans and decision making.

Verbatim compliance with approved technical procedures

- Verbatim compliance is the foundation for consistently and predictably executing nuclear work. If processes or procedures cannot be followed, are wrong, or create safety problems – STOP, document the problem, and get the process or procedure evaluated/changed.

Not “living with” deficiencies

- Have a questioning attitude and take ownership for resolving concerns. If something seems incorrect or out of place, investigate it and raise the question to supervision. Minor problems left to accumulate can have significant consequences and make it harder to identify major problems.

Formal documentation and communication

- When important decisions are not documented, one becomes dependent on individual memory, which is quickly lost as people leave or move to other jobs. Documentation minimizes the risk of repeating past mistakes and maintains alignment within and between organizations. Nuclear work is directed by formal, written instructions.

Selection, training, and qualification of the best people, dedicated to excellence

- Competent, committed, and experienced people are essential to our success. Seek out the best people, provide them with high quality training, and instill in them a dedication to achieve excellent results.

Attention to detail

- It is hard and tedious to pay attention to seemingly minor matters but when the details are ignored, the project fails. No infusion of policy or lofty ideals can then correct the situation. If the person in charge doesn't consider the details to be important, neither will the subordinates.

Thorough involvement and review by senior personnel

- Effective personal engagement by senior personnel provides forceful backup and the benefit of experience. Additionally, it demonstrates the importance of the task/event at hand.

No management system can substitute for hard work

- Human experience shows that people, not organizations or management systems, get things done. Nothing worthwhile can be accomplished without determination and hard work.

Frequent, thorough, and detailed inspections and audits

- Even the most self-critical organization may miss deficiencies and performance problems from time to time. Independent inspections eliminate blind spots and reveal areas that require improvement and growth.

Enforcement of standards

- Apply continuous energy to ensure performance is always up to a high standard, otherwise performance and standards tend to decline. Standards must be set high to ensure performance doesn't fall below minimum requirements when mistakes are made.

Responsibility is a unique concept

- Individuals feel the weight of responsibility for their work. Shared responsibility results in no one being responsible. Unless the one person who is responsible can be identified when something goes wrong, then no one has really been responsible.

Face facts brutally

- It is a human inclination to hope things will work out. Face the facts objectively and make the necessary changes to achieve the desired outcome.

If you can't write it down, you don't understand it

- It is easy to overlook important details in verbal discussion. Writing down the plan brings to light missing details or weak arguments and increases the likelihood of success. If you don't understand the plan well enough to write it down, you are bound to have unforeseen problems.

Completed staff work

- All of the questions have been considered and answered. This is the result of thorough research of the requirements and hard work on the part of the person assigned a specific task. The staff work is done when all that remains is for the supervisor to indicate their approval or disapproval.

BRAVO ZULU!



MEMBER OF THE YEAR CHRIS COMAR

Congratulations to Chris Comar, Norfolk Naval Shipyard's (NNSY) Off-Yard Carrier Group Superintendent, recently honored as Member of the Year of NNSY's Naval Civilian Managers Association (NCMA) Chapter! Comar was honored for being one of the chapter's biggest supporters which included participating in NCMA community and social events, attending meetings and engaging new members. "Chris has long been an advocate and supporter of our chapter and has been an active and engaged member since joining," said NCMA-NNSY Chapter President Andrew Kirby. "He has continuously nominated his people for awards over the last several years and made a point of shepherding numerous employees into our association that he'd mentored and advised over the years to help support our efforts and multiply our reach." After receiving the award, Comar said, "It's truly an honor to be considered, much less the selectee. NCMA is great organization with great folks and I'm proud to be a member! Keep doing great things!"



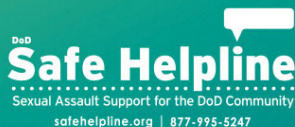
MANAGER OF THE YEAR RONALD STEWART, JR.

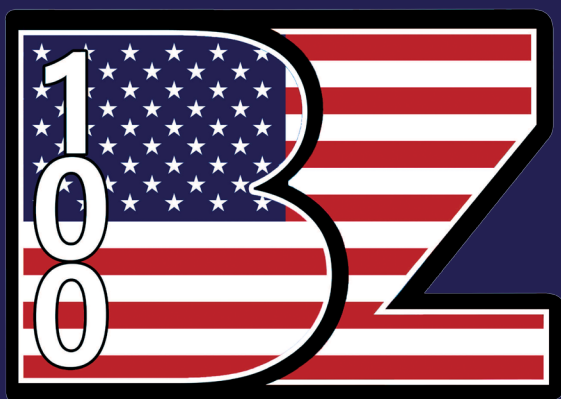
Congratulations to Ronald Stewart, Jr., honored as Manager of the Year by Norfolk Naval Shipyard's Naval Civilian Managers Association (NCMA) Chapter! Stewart was recognized for his great work in 2020 as Acting Welding School Supervisor for NNSY's Welding Shop (Shop 26) while still ably managing his duties as Continuous Training and Development Lead. Stewart has been known for his helpful "can-do" attitude during the pandemic while enforcing physical distancing, collecting required Personal Protective Equipment for his shop and providing helpful information for his work group.

APRIL IS SEXUAL ASSAULT AWARENESS AND PREVENTION MONTH

RESPECT. PROTECT. EMPOWER.

Sexual Assault Prevention & Response





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



PHOTOS BY TONY ANDERSON, DANNY DEANGELIS AND SHELBY WEST • NNSY PHOTOGRAPHERS



BRAVO ZULU, AMERICA'S SHIPYARD

SurgeMain Electrician's Mate Second Class (EM2) Don Duang crawls down a confined space mock-up to work towards completing his required training to work with the Navy Competent Persons (NCP)—the core team responsible for confined and enclosed space safety and hot work authorization.

SPACE AIDERS

**NNSY SURGEMAIN SAILORS WORK
WITH NAVY COMPETENT PERSONS
CORE GROUP**



Norfolk Naval Shipyard's (NNSY) Navy Competent Persons (NCP) and Surge Maintenance (SurgeMain) team.

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

Norfolk Naval Shipyard's (NNSY) main task is to service the Fleet. This goal requires nothing less than teamwork, a fact understood by Temporary Services' (Code 990, Shop 99) Navy Competent Persons (NCP)—the core team responsible for confined and enclosed space safety and hot work authorization. Because of heavy workload the group has recently had due to more ships coming in for maintenance, Surge Maintenance (SurgeMain) mobilized six of their Sailors to lend a helping hand.

As part of Naval Sea Systems Command's (NAVSEA) deployment of SurgeMain reservists across the four naval shipyards, these Sailors have the technical and trade backgrounds necessary to provide quick benefits in managing the workload and assisting a variety of projects.

Occupational Safety, Health and Environmental (Code 106), Confined Space Manager and Gas-Free Engineer Robert Tew is the lead for the NCPs. "We have developed a core group of NCPs," Tew explained. "With NCP duties as their primary focus, the group has been able to improve their skills and expand their professional knowledge under direct supervision."

"Unfortunately, with the workload being so heavy and the limited number of qualified workers available, we hit a point where we had to think outside the box to ensure we could do our part to assist the various availabilities with nonstop execution of production work," Code 990 NCP Supervisor Ebony Manier said. Under Tew's direction and in coordination with Code 990, the group made the effort to start qualifying SurgeMain Sailors as NCPs.

Like their civilian counterparts, the Sailors chosen for NCP qualification had to complete classroom and on-the-job training (OJT). Training included 40 hours of in-class sessions, 120 hours of OJT, and an interview with Tew. "Their interview with me is the last step in the qualification process," he said. "If they were successful, then I certified them, allowing them to start authorizing confined space entry and hot work on the ships."

"It was important to maintain the utmost level of quality in the

performance of the job," Code 990's SurgeMain Shop Leading Chief Petty Officer (LCPO) Kenneth Johnston explained. "Like any safety position, it is imperative for those that you are working with to trust you and for them to be reassured in your training or qualification."

After a thorough vetting process, six Sailors were certified as NCPs, providing the help that the core group needed; currently, a second class of SurgeMain Sailors is currently undergoing the training to join them. "While they are still gaining experience every day, they have proven to be reliable and eager to learn," Tew said.

"I don't know how we would have been able to take care of two carriers and our submarines without the level of teamwork involved in this initiative," Manier added.

"On behalf of SurgeMain, I would like to thank the NCP core group and supervisors for their commitment to the Sailors and their success," Johnston added, "Specifically, Code 990's Trades Manager Donnie Miller for reaching out to the SurgeMain Program with the idea to utilize our Sailors, Code 990's Waterfront Director Dellon Baker for his continued support, and finally Mr. Tew for his trust and faith in our Sailors to execute a program that he is so passionate about and invested in."

To be able to support such a workload requires nothing less than teamwork, something that has been embodied by this recent partnership between Code 990 and SurgeMain. As Shipyard Commander Capt. Dianna Wolfson's command philosophy states, "we are One Team supporting One Mission!"

This article links to:



Dependable Mission Delivery



People Development

CONTINUOUS TRAINING AND DEVELOPMENT: COLLABORATION IS KEY

STORY AND PHOTO BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST



Mar. 10, Employees of Norfolk Naval Shipyard's Metal Inspectors Division (Code 135), shipfitting shop (Shop 11) and welding shop (Shop 26) stand by one of their newest welding mock up pieces. These pieces are used to help train, develop and simulate real life welding and inspection scenarios.

Norfolk Naval Shipyard (NNSY) employees are following a new motto of “One Mission - One Team” focused on teamwork to move forward and to be successful. One specific example of this has been exemplified between support and production shops in the Metal Inspectors Department (Code 135) during the development of Visual Inspection Continuous Training Development (CTD) areas.

CTD gives employees the ability to maintain proficiency and learn new skills based on their trade. Tasked with developing the Visual Inspection CTD area was Code 135 Non-Destructive Metals Inspector Faith Kinnaird. Kinnaird, new to the position, said, “We mainly inspect welds and their parts and components. We work side-by-side with shipfitters (Shop 11), welders (Shop 26), and pipefitters (Shop 56).”

Kinnaird began reaching out to various production shop personnel to see if the CTD could assist in creating mock-ups and props to enhance training. To help make training and development more effective and productive, the team would simulate as many true-to-real-life scenarios as possible. The team had plenty of prop pieces they could easily use in training, but in reality inspectors would be onboard ships, often times in tight, low-lit spaces and some of the components inspected are not as easily accessible, so the goal was to simulate these difficult locations.

It was at this point coordinated teamwork and communication between the shops began. Shops 11, 26, 56 and multiple others began to donate large mock-up pieces or construct new ones to help make training more aligned to what they might actually do on the ship.

This in turn, allowed the production shop employees to get hands-on experience. Shop 26 utilized apprentices for welding and Shop 11 is currently using their new apprentices to build a large mock up piece. Since these shops normally work together on a ship, or in their shops, it only made sense to collaborate and develop a more effective training process.

“I was overwhelmed with the amount of help and support I received through the midst of working around production schedules, my own training schedule, and COVID-19 setbacks. Everyone came together and worked as a team, and now Code 135 has a wonderful start to an ever growing Visual Inspection CTD area,” said Kinnaird. “We knew that no matter how efficient our trades internal operations were, we needed to work together to ensure the success of our employees and the shipyard as a whole. By forming this collaborative process between trades/shops for training purposes, we are ultimately helping build higher levels of morale, efficiency and productivity.”

Code 135 continues to collaborate with various shops to develop the best CTD areas. The need and requirement for a different approach in training development allowed multiple trades to come together as a team and champion the success of everyone while fulfilling the NNSY mission and continuing to follow the NNSY goal of “One Mission - One Team.”

This article links to:



Dependable Mission Delivery



People Development



NORFOLK NAVAL SHIPYARD COLLABORATOR PROGRAM ENABLES PEER-TO-PEER ACCOUNTABILITY AND FOSTERS GROWTH

STORY AND PHOTOS BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

As part of Norfolk Naval Shipyard's (NNSY) Culture Change Team's (CCT) ongoing mission to create a more inclusive workplace that develops an atmosphere where employees can thrive, learn and continuously develop, the team recently implemented the NNSY Collaborator Program. This program matches up pairs of employees currently from the WS-10 to GS-15 level leadership level, one remaining in their position while the other shadows.

The first two iterations of the program included supervisors from the Radiological Controls (Code 105), Quality Assurance (Code 130), Engineering and Planning (Code 200), Lifting and Handling (Code 700), and Production Resources (Code 900) Departments. This third iteration has two employees paired for three to four weeks for roughly an hour a day. At the halfway mark, the two will switch who is shadowing. This iteration will include participation from the Operations (Code 300) and Nuclear Engineering and Planning (Code 2300) Departments.

"The purpose of the program is to identify or improve behaviors that can benefit others in relation to our shipyard's culture change," said CCT Co-Lead Jason Braun. "It was designed as a tool to enable peer-to-peer accountability, and to help improve one another as we continue to grow towards a better America's Shipyard. Sometimes we all get complacent in what we do every day and it takes an outside force to really open up our eyes as to what changes are needed to better ourselves. For example, if we become comfortable doing a process a certain way, then we will continue to perform the work that way even if it's not the best way to complete the work. By having an outside perspective, we could help change that process for the betterment of employees and the shipyard."

During the three-week period, the shadowing collaborator will spend time with their partner and observe some key factors in what they do every day. Aligned with NNSY Shipyard Commander Capt. Dianna Wolfson's "One Mission – One Team" concept, the program provides an opportunity for participants to better understand other departments and increase teaming opportunities.

"What organizational skills do they have, what tools and techniques do they use, are those tools and techniques harmful or helpful to the development of their people are just some of the questions they

would be looking to answer in their observations," said CCT Co-Lead Carlynn Lucas. "It's a partnership between our employees that fosters growth across the board. The home collaborator will receive valuable feedback from the employee shadowing them and see what they can do to become a better leader. At the same time, the visiting collaborator will also gain insight on their own leadership style and gather new ideas for how to develop themselves."

Feedback from the collaborators has been relatively positive all-around. Participants have shared how they manage commitments, how to change mindsets, and how employees each play an integral role in the departments.

"One of our collaborators mentioned that the employee she shadowed taught her a great deal about how to integrate apprentices into the work the shop does every day. She and her partner also compared ways to connect with employees and provide more opportunities for mentorship," said Lucas. "Another mentioned that being partnered with a leader from a different department taught them about the overall connection each team has with the shipyard's."

Braun continued, "There was an employee that mentioned that their collaborator showed them shortcuts in SUPDESK that saved them time out of their day to focus on other matters. Another employee who is reliant on the notes they take each day to remember the tasks at hand was shown tips and tricks to better organize their notes and Outlook to best serve their needs. Everyone had something to take away from the experience, some even building those connections to further mentor one-another beyond the Collaborator Program. All in all, I am excited to see this program continue to build as we move forward, seeing how it will help improve America's Shipyard for the better."

For more information on the Collaborator Program or the ongoing efforts of the CCT, email NNSY_CultureChangeTeam@navy.mil.

This article links to:



Process Improvement and Innovation



People Development



LEFT: Culture Change Team Co-Lead Carlynn Lucas leads the Collaborator Program Pre-Brief Jan. 21. **RIGHT:** Culture Change Team Member Jacquelyn Singletary shares information to future participants.

DEOCS Launching at NNSY April 5



STORY BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

Following Norfolk Naval Shipyard's (NNSY) recent change of command, employees are being asked to share their experiences and feedback. Members of the NNSY workforce will have a chance to have their voices heard by participating in the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) April 5 – 26. The survey provides an avenue for civilian employees and military members to share their impressions of the organizational climate by focusing on issues of effectiveness, equal opportunity, and sexual assault response and prevention.

The DEOCS provides valuable insight to command leadership by assessing 19 protective and risk factors that can impact an organization's climate and ability to achieve its mission. According to Diversity, Equity and Inclusion (Code 1103) Director Tarane Parker, "in order for leadership to address cultural systemic issues that exist in the command, it is important that this information is captured where it can be assessed and monitored."

Though NNSY completed its last DEOCS in July 2020, a new survey is required to be administered within 80 days of a change of command.

There will be some changes for this year's DEOCS that NNSY employees need to be aware of as they prepare to participate. As with the most recent DEOCS, a paper copy of the survey will not be available. A link to the survey and the departmental access codes will be provided to the departmental DEOCS points of contact (POCs). The DEOCS POCs will then distribute the link and access code to their respective departmental personnel prior to or on April

5. Employees with regular computer access will be able to take the DEOCS using this access code. Employees without regular computer access can participate in the DEOCS by utilizing one of the laptop kiosks set up on the NNSY waterfront. The laptops are for DEOCS use only. The location of these kiosks will be announced prior to the DEOCS launch date April 5.

The results of the survey are completely confidential and employees are highly encouraged to participate to provide the shipyard a thorough assessment of the issues.

Following the conclusion of the survey, the results of the DEOCS are supplied to NNSY leadership Command Resiliency Teams (CRT), led by each code's DEOCS lead that will analyze the information, identify areas of concern, and propose to their department head a way forward. "The goal is to have leadership champion their DEOCS lead and to use the information gathered to identify, assess and create specific, measurable, achievable, realistic, and timely (S.M.A.R.T.) goals to address trending problematic areas," said Parker.

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



CENTRALIZED PARKING... IT'S NOT JUST A RESPONSE TO A TERRORIST THREAT!



STORY BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST

Force Protection Conditions (FPCONs) describe security measures that are implemented at Norfolk Naval Shipyard (NNSY) and other military installations in response to various levels of terrorist threats. Military Commanders adjust FPCONs as necessary to respond to the local threat environment.

Sometimes the FPCON status is raised or lowered to exercise the more stringent measures briefly, or to train the workforce and establish capabilities.

One measure, centralized parking, may be implemented in response to a threat during higher FPCONs. However, centralized parking should not be looked at as just something done in response to a terrorist threat, but rather as an overall workforce protective measure. Physical Security Specialist and Installation Antiterrorism Officer Erik Wagner stated, "The Centralized Parking Plan (CPP) is for all-hazard threat situations. Meaning, the CPP can be implemented during dangerous winter weather, hurricanes, terrorist activities and/or criminal activities, or any hazard that would require the installation to reduce traffic flow."

There are three phases in the CPP. Phase 1 requires all personally owned vehicles (POVs) be moved outside the perimeter of the installation and only first responders be permitted to drive on base. Phase 2 allows mission-essential personnel who directly support NNSY's mission to enter the installation and park in designated cordoned off areas. Phase 3 reopens dedicated portions of base

parking to more of the workforce during a continued threat at the installation. A major objective of the CPP is to eliminate vehicles parking near buildings, Mission Essential Vulnerable Areas, critical assets, primary gathering locations or any place where portions of the workforce may congregate.

"Centralized parking improves an installation's security posture. More importantly it ensures the safety of our workforce," said Wagner. "It can help to clear roadways during poor weather conditions, cut down on workforce traffic throughout the installation during emergency situations and it can alert security forces on who may be a good or a bad guy in the event of criminal or terrorist activities."

The FPCON measures apply to all personnel. Each tenant command is required to align with NNSY's security strategies and have a specific emergency action plan in place should higher FPCONs and the CPP be implemented.

SHIPYARD SPOTLIGHT

JOHN KARR





STORY BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST
PHOTOS BY SHELBY WEST • NNSY PHOTOGRAPHER

With more than 32 years of experience, Nuclear Job Planning Leader (NJPL) John Karr of Norfolk Naval Shipyard's (NNSY) Assistant Nuclear Engineering and Planning Manager Division (Code 2301) has a wealth of knowledge. Lucky for his colleagues in Code 2301 and the shipyard at large, Karr is happy to share the wealth.

A native of Roanoke, Virginia, Karr began his career at NNSY in 1988 after graduating from Virginia Tech with a degree in Mechanical Engineering. "They interviewed on campus and invited me up to visit the site. It sounded interesting and I have been here ever since," said Karr.

As a JPL, Karr ensures that NNSY is able to meet its mission and that incoming projects are set up to be successful. The NJPL assists the Nuclear Project Engineering and Planning Manager (NPEPM) with planning the day-to-day execution of a ship availability. "Our main focus is to deliver the required engineering planning products and other deliverables as required by our corporate best practices guidance," said Karr. "In essence, we are delivering planning products in a timely manner to set the project up for success." He added that during the execution of a project, he and other NJPLs play an active role in supporting the work. Karr ensures that new work is screened and added to the schedule, if accepted.

Karr said he was proud of the work he completed for the USS George H.W. Bush (CVN-77) Docking Planned Incremental Availability (DPIA) and its several job summaries and task group instructions (TGIs). Through a lot of hard work, Karr and his team were able to get all of the planning products delivered on-time to support starting the availability. "While I moved on from the Bush project in June 2019, I would like to think my efforts were an important part of its success as the availability comes near the end," said Karr.

Rachel Yarasavich, a fellow NJPL and mentee of Karr's, said, "John is a shining example of someone who demonstrates NNSY's values every day. He has been more than willing to help me understand concepts and questions regarding the Naval Nuclear Programs and other topics related to my job duties. Not only is he a patient and great teacher, he is one of the most dependable and dedicated people that I have ever met at America's Shipyard."

Having spent his entire career at NNSY, Karr is deeply committed to the shipyard's mission and community. Both Yarasavich and Karr's supervisor, Code 2310.2 Branch Head and Supervisory Nuclear





Engineer Chris Frarey remarked on Karr's dedication to America's Shipyard. Frarey said, "John is always seeking opportunities to support and improve Norfolk Naval Shipyard. He is a member of several shipyard organizations and recently John has proven to be a strong mentor to new employees within our organization. I know that any assignment assigned to John will be completed on time with first time quality. John truly exemplifies One Mission – One Team!"

One Mission – One Team, is a motto that Karr holds close to his heart and the words help motivate him in the work he does within his daily job and the NNSY community. Karr said, "NNSY will only have success if every person is having success. If you look at how complex the work we do is, it is easy to think that one person does not make a difference, but each individual's success, when added to everyone else's successes will lead to shipyard success."

Having years of experience, Karr regularly makes himself available to guide other NJPLs and engineers with less experience just as he said others have mentored him. He humbly shares errors he has previously made and lessons he has learned in the hope that others can learn from him. Karr said, "You're not always going to be successful – mistakes happen, but it is important to learn from our hiccups and pass those lessons on to other people."

Karr not only has technical knowledge and lessons to share but broader career advice that can be applied to any NNSY employee. "Do not be afraid to step out of your comfort zone. I was for a lot of my career, but I discovered that if you have determination and resiliency, any new job can be mastered. You might not always completely succeed at first, but you will learn from your mistakes and keep improving," said Karr. "It is never too late to redefine yourself, to broaden your horizon, to accept more challenges. It will be personally rewarding and it will benefit the whole NNSY team."

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NORFOLK NAVAL SHIPYARD USES INNOVATIVE “HAMSTER” TOOL ON VIRGINIA CLASS SUBMARINES

STORY BY KRISTI BRITT •
PUBLIC AFFAIRS SPECIALIST

PHOTOS BY SHELBY WEST •
NNSY PHOTOGRAPHER

Norfolk Naval Shipyard (NNSY) recently teamed with Naval Surface Warfare Center Philadelphia Division (NSWCPD) to bring an advanced prototype to America’s Shipyard with the intent of testing the bond between a coating and hull of Virginia-Class (VACL) Submarines.

The prototype, known as the Hammer Activated Measurement System for Testing and Evaluating Rubber, or HAMSTER for short, was jointly produced by NSWCPD and a contractor to provide a more efficient and accurate reading to determine the bonding condition of the hull of the vessel.

“In the past, shipyard workers would utilize a variety of methods to identify the Special Hull Treatment (SHT) on the vessels; however, these methods were all subjective and opened themselves up to errors in their readings due to the user relying on vibrations or hearing an audible response to determine the quality of the bond,” said NSWCPD Materials Engineer Lisa Weiser, who along with NSWCPD Mechanical Engineer James McDonnell is leading in the prototype’s development and distribution. “The HAMSTER will quickly and objectively identify debonded SHT on Virginia-Class Submarines, using an impact hammer to determine the bonding condition of the hull.”

The HAMSTER is a portable, battery-powered hammer that uses a unique algorithm to provide a real-time evaluation of the condition of the bond with each



LEFT: Shop 64 Woodcrafter Robert Penland and Shop 64 Woodcrafter Matthew Thornton use the Hammer Activated Measurement System for Testing and Evaluating Rubber (HAMSTER) on the hull of a submarine.

RIGHT: The prototype known as the Hammer Activated Measurement System for Testing and Evaluating Rubber, or HAMSTER for short, was jointly produced by NSWCPD and a contractor to provide a more efficient and accurate reading to determine the bonding condition of the hull of the vessel.

impact of the hammerhead. Once the worker lightly taps the area with the hammer, lights on the hammerhead will provide a “go, no-go” response, lighting up solid blue to say if the impacted area is good to go or solid red if the area in question is not.

“The HAMSTER has had validation testing performed on in-service submarines with 100 percent accuracy,” said Weiser. “With this, our shipyards are able to accurately identify the SHT and completely repair or replace whatever requires it during maintenance availabilities, ensuring the system is fully operational prior to deployment.”

Following its production, when NSWCPD extended an invitation to the four public shipyards to utilize the prototype, NNSY stepped to the plate in the hopes of performing a full hull inspection on vessels in dry dock.

“There is no reliable technique or tool available to shipyards for identifying SHT debonds,” said NNSY Technology and Innovation (T&I) Lab Representative Dixie Cox. “Current methods utilized are cumbersome or operator dependent. As of now, VACL SHT inspections are primarily visual and various tools are used to tap test the suspected areas to try and determine the extent of debond. This method is very subjective and can lead to excessive work either removing good material or leaving behind debonded SHT without visual indications of failure. NSWCPD has developed an electronic device that will effectively determine debonding on VACL submarines. NNSY can use pierside during upkeeps on USS New Hampshire (SSN 778) and USS New Mexico (SSN 779).”

The mechanics were able to utilize the HAMSTER, training

with the prototype and then putting it to use on a submarine.

“For previous jobs we would use a rubber mallet to try and locate spots on the hull that have debonded. We would rely on sound or vibration to locate these areas and when on the project it can be difficult with everything else going on to get the accuracy you want on those readings,” said Woodcrafter Shop (Shop 64) Woodcrafter Robert Penland. “With the HAMSTER, we’ve seen it provide more clarity and accuracy regarding what are the exact spots of debonding firsthand. Once you have a feel for the prototype, it’s easy to use and all-around a great addition to the arsenal.”

The NNSY T&I Lab is excited to bring new technologies to the waterfront, providing the tools needed for the shipyard employees to work more efficiently and safely. “We look forward to assisting in getting test data from HAMSTER users to help further the development of the project,” said Cox. “We’ll continue to work to bring technology and innovations to America’s Shipyard that help our employees succeed.”

For more information on the HAMSTER, email lisa.weiser@navy.mil or james.m.mcdonnell@navy.mil. For more information regarding innovation at NNSY, contact the NNSY Technology and Innovation (T&I) Lab at 757-396-7180 or email the REAL Ideas program at NNSY_REALIdeas@navy.mil.

This article links to:



Process Improvement and Innovation



Dependable Mission Delivery

Norfolk Naval Shipyard Supports Working Mothers with New Nursing Pods

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



ABOVE: Facilities Support Branch's (Code 985) Engineer Technician Bobby Pruitt, Engineer Caleb Steckmann and FWP Waterfront Ombudsman Michelle Johnson check a few things inside of NNSY's new nursing pod located in Bldg. 298.

RIGHT: An interior view of the MAMAVA nursing pod.

Norfolk Naval Shipyard (NNSY) has been steadily working toward becoming a better place for working mothers and all women by hosting educational lectures on breast health and winning the Silver Rating for Nursing Mother-Friendly Workplace. However, brought further gains for NNSY's nursing mothers with the arrival of a new nursing pod in the Bldg. 298 break room. According to Facilities Support Branch's (Code 985) Facilities Engineer Caleb Steckmann, the pod is a "prefabricated space that is delivered on a pallet and can be assembled anywhere that has an open area large enough for the pod to be built in. It is a secure, clean, bright, and a welcoming space for mothers."

The idea to install a pod was first presented in an open forum hosted by the Federal Women's Program (FWP) and Code 985 for pregnant and nursing mothers employed at the shipyard. From there, the facilities engineer put in a request to his management in Sept. 2020, with the pod components picked up this past February.

Steckmann worked with his team—Temporary Form One (TF-1) Program Manager Bobby Truitt, Facilities Support Engineer Mystique Owens, and Facilities Operations Specialist Shane Hurley - to assemble the pod and was grateful for their help. "Although there was some difficulty assembling and moving it, we had plenty of support, so we were able to get the job done," he said. "I would not have been able to do this without my team."

Not only is the pod the first of its kind in the shipyard, it is also a trial for future nursing stations. "We would like to see how well it is received, how often it is used, if the women like it, and if there are other places that could use one," Steckmann explained.

Steckmann said that this initiative is also a part of a continued effort to make America's Shipyard friendlier for working mothers. "With the help of the FWP, we hope to continue to renovate existing space, build new ones, and continue to come up with ideas to support the nursing mothers at the shipyard," he said.

The pod has a few more additions to be done, but should be opening soon and will be announced on NNSY social media platforms. Aligned with laws on office lactation spaces and the other existing nursing rooms in NNSY, the pod will be passcode protected to preserve cleanliness and control the amount of traffic going in and out of the pod at one time. "To keep it private, FWP, the building monitor, and Code 985 will have the code," FWP Waterfront Ombudsman Michelle Johnson added. The specific points of contact to retrieve the code has yet to be announced.

This pod not only marks the beginning of expanded lactation spaces, but another milestone in NNSY changing for the better. "From what I understand, a new mother who breastfeeds needs express milk two to three times every eight hours," Diversity, Equity and Inclusion (DE&I) Tarane Parker added. "Having lactation spaces not only alleviates some of the stressors that come with being a working and nursing mom, but also sends the message that we as an organization are inclusive and care about the well-being and needs of mothers and children."

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Infrastructure



NAVSEA NEXTGEN SELECTEE:

CHEYENNA PIKE

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

Recently Norfolk Naval Shipyard (NNSY) saw the selection of five individuals into Naval Sea Systems Command's (NAVSEA) Next Generation of Leadership (NEXTGEN) Program, which offers participants the opportunity to learn about leadership throughout several different initiatives for the next year. One of the selectees is Radiological Controls (Code 105.3) Technician Cheyenna Pike, who jumped at the chance to apply.

The NAVSEA NextGen Program is the first level of the NAVSEA Leadership Development Continuum that helps to develop leadership skills through seminars, reading, mentoring, and a yearlong project focused on culture. Pike first learned about the program from a friend who had participated in it previously. "When I saw the opportunity come up, I sought out to learn more and attended the information session through Microsoft Teams so that I could apply. I was so excited to take this next step."

Pike was selected as one of 50 participants across the enterprise to join the program for 2021. "I'm really excited for the 'hands-on' experience that I will get out of this program," she said. "Already I have had the opportunity to work with people from all across NAVSEA

and gained perspective for how large this organization really is."

A Physical Oceanography graduate from Old Dominion University, Pike began her career at NNSY in 2015 in Code 105.3 where she was assigned to the Submarine Branch. She's worked on the USS Rhode Island (SSBN 740), USS Dwight D. Eisenhower (CVN 69), and USS Wyoming (SSBN 742) projects. In addition, she also worked in the newly created Development Branch as a coach, moving her focus from oversight to helping other technicians develop their skills. Her current tasks include being the Change Manager for the eSurvey initiative, preparing the code for the change from documenting radiological surveys on paper to doing so on tablets.

Radiological Monitoring Division Branch Manager Justin Vaught is excited to see what Pike does in the NEXTGEN program. "I'm so proud to be on a team with Mrs. Pike and have seen her demonstrate a willingness to support the waterfront and to help others along the way," he said. "My experience with her has always been positive and I've seen her work on multiple projects, contributing to results consistent with NNSY's principles and values. With this program, I know she'll continue to go far."

For those interested in pursuing similar opportunities, Pike said it's important to keep an eye out for anything that's available. "There's leadership programs available at NNSY. When you find something you're interested in, hunt down the person in charge of it and ask for help on how to apply. That is what I did with this program; Shelley Simpson from Command University was so helpful with my application and resume to get into NEXTGEN, doing more than I would have expected so that I had the best chance to be accepted."

She added, "I also just found out about another opportunity from reading the [Feb. 2020] Service to the Fleet. There was another story about my fellow NEXTGEN Cadre IV member, Alyx Riebeling, completing the online Leadership Skills for Emerging Leaders through Command University. After reading that I reached out to the program coordinator for that class and am currently working on completing that program as well. Opportunities are everywhere and you have to be open to the possibilities and take charge."

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People Development

MONTH OF THE MILITARY CHILD

SERVING THE CHILDREN OF THE MILITARY: NORFOLK NAVAL SHIPYARD'S CHILD AND YOUTH PROGRAM

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



Like every month, April has its own array of holidays and observances, but one in particular is held near and dear to the heart of Norfolk Naval Shipyard's (NNSY) Children and Youth Program (CYP): The Month of the Military Child. The observance honors the sacrifices made by children of military personnel as they support their parents' efforts to protect the country. NNSY CYP offers services for children of service members throughout the year, including hosting special events during Month of the Military Child.

Care for military children has come a long way since the 1950s, when military child care was organized by informal groups of military wives and parent cooperatives. "The first military child care system lacked any official structure and was essentially an hourly babysitting service for spouses who were working outside the home and parents who wanted socialization opportunities for their children," the NNSY CYP website's history page reads. Two decades later in 1978, the Department of Defense (DoD) mandated child care as an official Morale, Welfare and Recreation (MWR) activity, but there was no requirement for formal services to be offered. After the Vietnam War, more military children were in need of care as the number of women and dual working

couples in the military grew. Finally, the Military Child Care Act of 1989 was passed in Congress, changing military child care for the better in quality, affordability, and accessibility. Changes include established accreditation requirements, an effective and efficient child care subsidy system, raised staff wages, and many more.

Today, the Navy CYP provides services to 45,000 children and youth across the globe, with NNSY CYP being one of its many branches has provided military and civilian employee child care for decades. "NNSY CYP provides developmental child care and youth recreational programs for children from four weeks old to 18 years old," NNSY CYP Oversight Director Renee Grant said. "The programs are designed to operate and meet the unique needs of the families, military mission and service members."

NNSY CYP is accredited with organizations such as the National Association for the Education of Young Children (NAEYC) and the Council on Accreditation (COA). Its locations include the New Gosport Youth Center and two Child Development Centers (CDC) in New Gosport and Scott Center.

Traditionally, the program has honored Military Child Month every year with a "Purple Up!" parade, posters, stories, and

various activities that often included the children's parents. Due to the ongoing COVID-19 pandemic CYP will be doing things a little differently this year. "Our programs will have to think outside of the box but will still provide our children with activities while being safe," Grant said.

Despite the obstacles the pandemic brings, Grant and her team are determined to celebrate the communities they serve. "April is not the only month our programs celebrate military children," she said. "We strive each and every day to ensure our children and military families know they are true heroes. NNSY CYP endeavors to meet that goal by providing quality developmental child care, taking pride in what we do, and doing our best at all times in being careful, prepared and trained."

For more information or to register for NNSY CYP programs, visit militarychildcare.com.

TOP: Norfolk Naval Shipyard's (NNSY) Children and Youth Program serves children of military personnel.

RIGHT: The U.S. Navy's Children and Youth Program (CYP) serve over 45,000 youths across the globe including at Norfolk Naval Shipyard.



Norfolk Naval Shipyard Improves Trade Skill Training with Valuable Visual Aid

STORY BY JAMES ANDERSON • NNSY WELDING SHOP TRAINING DIRECTOR
PHOTO BY SHELBY WEST • NNSY PHOTOGRAPHER

Invented by Dean Luxton in 1968, Glo Germ is a product that is typically used in the medical and food industry fields to show the dangers of cross contamination—and is now an educational tool that Norfolk Naval Shipyard (NNSY) has repurposed to deliver superior radiological contamination training due to the product's visual properties under a black light.

In 2019, NNSY's production shops were presented with a new challenge of individually implementing trade skill-specific training. After considerable run time and an opportunity to assess their program, the weld shop's training staff realized that the standard approach used to train shop personnel involved in radiological work could be improved using a visual aid. The idea of using Glo Germ to remedy this problem became a collaboration between NNSY Welding Shop (Shop 26) Contamination Skills Instructor Jessica Haton, Nuclear CTD Instructor Mike Hobbs, Nuclear Continuing Training and Development (CTD) Lead Ronald Stewart, and Kelly Mason, then Shop 26's Subject Matter Expert.

The group came up with the idea when Haton discussed ways to visually demonstrate to students how contamination could be spread to unwanted areas. As Haton said, "I felt like some employees may not fully understand the importance of controlling contamination at the source. I wanted to create something for our class that would show students how they could potentially spread contamination."

Mason remembered how she saw Glo Germ in a magazine article once and brought it up. "We had the auditory and kinesthetic learning styles covered in our training but needed something to appeal to the visual learners," she recounted. "Glo Germ was the perfect solution."

Turns out, it was also easy to obtain. "I contacted one of the shop planners who ensured the product was on the AUL (Authorized Users List) and purchased it," Stewart explained.

When the Glo Germ kit came in, Hobbs and Haton experimented

with the product to come up with a realistic demonstration for their training. Eventually, Hobbs came up with an idea to create a mock-up piece. A wrench was used to thread a nut that had been covered in Glo Germ onto the mock-up. Once complete, they turned off the lights and used a blacklight flashlight to inspect the mock-up area. The results showed how contamination could not only spread from the nut to the thread, but onto the rest of the materials, tools and on Hobbs. "It truly gives the students a visual on how easy contamination could be spread," Hobbs said.

To incorporate how Contamination Control Work Practices could be used to prevent this type of spread of contamination, Haton retrieved a pair of anticontamination gloves from the locker in the Nuclear Continuing Training and Development area that stores the clean yellow gear used in training. She then donned the gloves and used the same Glo Germ covered wrench Hobbs used to remove the contaminated bolt from the mock-up. After following standard trained work practices to take off the gloves, they discovered that contamination had been effectively controlled at the source. No Glo Germ had been spread to her hands nor her clothes.

Everyone involved in implementing this initiative is pleased with having this valuable visual aid to emphasize the importance of preventing any potential spread of contamination. "The confidence level we see in our mechanics regarding contamination now is a reassuring sign that this was the right path for developing our shop," Stewart said. "The product is a good value and effectively demonstrates how trained skillsets are effective against any potential spread."

This article links to:



Process Improvement and Innovation



People Development

Norfolk Naval Shipyard Welcomes Aboard New Nuclear Engineering and Planning Manager

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

In 2001, Moored Training Ship (MTS) Daniel Webster (MTS 626) was having work done at Norfolk Naval Shipyard (NNSY). An Electronics Technician Second Class Petty Officer stood fire watch onboard the Daniel Webster, not knowing he would return 20 years later as a member of the Senior Executive Service (SES) and as NNSY's Nuclear Engineering and Planning Manager (NEPM).

"I'm excited to be back to help NNSY become the shipyard that our Navy needs us to be," said NNSY's new NEPM Jeremy Largey.

The Hemet, Calif. native attended Dixie State College in St. George, Utah. Working two full-time jobs as a cook at Red Lobster and Chili's and attending college part-time made it tough for him, his wife and newborn daughter. "I was working so much, only making slow progress in school and it seemed that I only got to see my family when they were asleep. I know it sounds strange but I decided to look into joining the military in hopes that I could see my family more," he said.

"The Army said I could be a linguist, the Air Force said I could refuel air planes and the Marines said I could be a Marine," said Largey. "The Navy offered me the option to enter the Naval Nuclear Propulsion Program where I would get to go to school full-time for two years. I would only have to work one job, and I would get to serve my country aboard a submarine. I was sold!"

In addition to serving onboard the Daniel Webster as both a student and a staff instructor, Largey also served onboard USS Pennsylvania (SSBN 735) and upon his selection as a Chief Petty Officer, he transferred to USS Louisiana (SSBN 743). Both of Largey's sea duty assignments were served in the Pacific Northwest at Naval Base Kitsap – Bangor. After eight years of active duty service, he decided that he wanted to serve the country in another capacity.

"I got out of the Navy and joined the Puget Sound Naval Shipyard & Immediate Maintenance Facility's (PSNS&IMF) team, as a civil servant, where I served in various roles over the years including as a Nuclear Engineer in the Control Engineering Division (Code 2330), Trouble Desk Lead Engineer, a branch head, a Process Improvement Manager, an Assistant Production Superintendent in the Production Department (Code 900) responsible for waterfront logistics and job readiness services, the Code 2330 Division Head, the Head Nuclear Engineer, and the NEPM. I am a bit of a geek and I think that nuclear power is one of the most incredible things that humans have ever developed. I feel very privileged to still be able to be a part of it and to continue to serve the Navy and my country."

When signing the paperwork to become a member of the SES, he knew that he would eventually relocate to take another assignment. "I had been in the position for two years and I have to admit that I didn't think I would relocate so soon but I am truly excited to be here as a part of the NNSY team," said Largey.

Largey's first impression of NNSY as the NEPM was that the people of NNSY are passionate and determined to make a difference. Largey stated that people are the "secret sauce" that makes America's Shipyard great and will enable us to deliver on-time every time.



"Unfortunately, today our customers and stakeholders don't have the confidence that we will deliver on-time every time. It will take the engagement and best efforts of every person to work together as one team focusing on one mission to create a new mental model with our customers and stakeholders. We want to be known for dependably delivering not just on-time but better than ever before," said Largey. "It won't be easy, but we are already taking the steps needed, starting with our new Strategic Framework, to make this happen."

Largey believes that the shipyard of tomorrow is here today. It just needs to be unlocked. It will take bright ideas and innovation from shipyard employees at all levels to make it happen.

"I like to say that I only do things the way I do them because I haven't learned a better way yet. We must be open minded and have the humility to learn and change when we find a better, smarter way, even if it wasn't our way or our idea. Ideas about better ways to work come from everywhere but especially from the cognizant person who is actually doing the work. Good leaders foster environments where the team feels empowered to bring their ideas forward, knowing they will be listened to and acted on when they lead to us being better able to deliver our mission. There are better ways of doing things and we just need to work together to find out what those better ways are and then act on them."

Largey made it clear that the shipyard wants to invest in its employees' "whole person development" which he described as technical, leadership, and character focused. "Strength in each of these areas is needed to create the most capable team and best environment to deliver our mission," said Largey.

Largey also spoke about the value of a great workplace environment. "Several years ago, I was on a leadership panel as part of the Naval Sea Systems Command Project Management Fundamentals (PMF) course where I was asked what I want to be remembered for," said Largey. "My answer then and now is the same. I want to be remembered for delivering great products and services and doing that on-time of course but most importantly, I want to be remembered for doing that with a great, uplifting environment. Creating a great environment where we each feel valued and committed to what we are doing brings out the best from people. The environment we work in is up to us, we can make it as great as we want it to be. We spend so much of our life together here in our workplace, why not make it a great environment? From what I have seen of the talented team so far here at NNSY, I am thoroughly convinced that if we can create an environment where we get the best from every person, we will truly be the shipyard that our Navy and our country needs us to be."

This article links to:



People Development



Dependable Mission Delivery



Process Improvement and Innovation



FIRE ENGINE 22:

WELCOME TO THE NEIGHBORHOOD

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

There's nothing like getting behind the wheel of a vehicle with the new car smell and speeding down the road to see what power lies beneath the hood. Recently, Norfolk Naval Shipyard (NNSY) Fire Station received a new fire truck to replace one that reached the end of its service life.

"The fire apparatuses we use need to be replaced about every 15 to 20 years due to normal wear and tear," said Christopher Payne, Navy Region Mid-Atlantic Fire and Emergency Services District Two Fire Chief. "The fire apparatus serves in a reserve status for the last five years of its service life."

The new fire apparatus, call sign Engine 22, can hold up to 750 gallons of water and pump 1,250 gallons of water per minute. It also has the capability to hold 50 gallons of firefighting foam, a stronger extinguisher agent in the event of any aircraft fires.

"Because we respond to emergencies mainly in an industrial area, we outfitted our truck with the tools and equipment that we would use to meet the needs of NNSY," said Navy Region Mid-Atlantic Fire and Emergency Services District Two Supervisory Paramedic Capt. Roger Hill. "The type of emergencies we respond to are fire, hazardous material spills, emergency medical services (EMS) and technical rescues."

The capabilities of the new apparatus are exceptional visibility is achieved through a large, bonded, single-piece, wrap-around windshield; lower steps to the ground and offset to function like a stair step, making it easier for firefighters to enter and exit the cab; and a maximum 50-degree cramp angle and 15-degree angle of approach for improved maneuverability in those tight areas and challenging situations.

"Engine 22 will be more reliable and require less down time for repairs," said Navy Region Mid-Atlantic Fire and Emergency Services District Two Firefighter Kevin Jurnigan. "This makes us more proficient in our duties and responsibilities and better equipped to support NNSY's vision of delivering on time, every time, everywhere to protect America."



Deliberate and Intentional with Diversity, Equity and Inclusion

ENTRY THREE



Part of becoming a more inclusive environment is through recognition and appreciation. Often times we may get to a point where we can overlook our future leaders because of the fast paced business of delivering ships and submarines back to the greatest Navy in the world. However, we must be committed to recognizing our future leaders and unlock their potential by showing them that we as an organization recognize and appreciate what they are doing daily. When handled well, appreciation makes people feel valued, admired, and inspired to work for a common goal. The workplace environment becomes an inclusive space where everyone is valued and engaged when a diverse group of people are all recognized and feel like they belong.

Recently, the DE&I Office, along with Public Affairs Specialist Kristi Britt, sat down with several of NNSY's apprentices, ranging from first year to fourth year, and got their take on what it is like to work here and what has been their experience thus far pertaining to inclusivity. Here is what they had to say.

Kimberly Hall – Refueling (Shop 89) First Year Apprentice

“I’m a third generation at the shipyard, my father and grandfather both worked here previously. I needed something new and was told by my aunt that NNSY could be a good fit for me. So I applied and got in and have been loving every second working here.”

“When it comes to being provided opportunities to grow professionally, I do believe I have. What I like about my shop is that we all work together at our pace to get the job done. I like how our leads will come in and explain to you what you need to know. When we first got into the shop as apprentices, they provided us all with a mentor who walked us through the job step-by-step, teaching us everything from paperwork to procedure.”

“When it comes to sharing new ideas, our group may be a little different from others because we have set standards we must follow in order to perform our work safely and ensure the safety of others. But our leadership is very open with us about why we do things how we do them and if they have to tell us no they explain why that is. They are open to new ideas as long as we follow the standards in place.”

“I think the NNSY Apprenticeship Program is definitely a great opportunity and I highly recommend it to anyone looking for a career. They really invest a lot in us with classes and training to help us become skilled tradesmen for the Navy. And there’s always something new to learn. I’ve had such a great experience so far and I’m excited to learn more.”

Jake Forrester – Marine Machinery Mechanic (Shop 38) Fourth Year Apprentice

“I came to NNSY because a lot of my parents’ friends worked here and had told me that there were a lot of opportunities for a career here. So I applied right after high school and here I am.”

“I think the shipyard is a great place for folks to be able to grow in their careers. I’ve found that they are very open with you finding the trade that best fits for you and will work with you to get the training you need to get the job done. We’re also encouraged to share new ideas and new ways to get the job done which I think is important. They want us to bring new ideas into the shipyard.”

“I would definitely recommend the apprenticeship program, especially folks who are straight out of school looking to start a career. They send you to school and you have a guaranteed timeline of what they’ll tell you will happen if you do what you’re supposed to. I personally have enjoyed the journey and



look forward to what's next."

"I personally feel that we have a lot of great opportunities in the apprenticeship program and it's up to us as apprentices to utilize these opportunities to the best of our abilities. I know there are some supervisors who will see folks who don't necessarily have the drive and ambition to get the job done and do everything they can to encourage you to do better – others will not. So it's important to try your best each and every day and learn all you can."



John Colliandro – Rigger (Shop 72) First Year Apprentice

"I went into Heating and Air Conditioning (HVAC) after school and spent several years working jobs. But I wanted to find something new. Everyone would tell me that NNSY is the place to be so I wanted to be here."

"On the job, I am always hearing folks say, 'do you have any ideas for how to do the job better?' They are very open to finding ways to innovate or improve. I personally don't have a lot of new ideas to add but I'm excited to be given that opportunity. I know there are a lot of us apprentices who have something they could add or even others at the shipyard who are looking for ways to make things better."

"I would definitely recommend the apprenticeship program over learning a trade and just going to work. I learned heating and air conditioning and went straight to work for years and you can get stuck in a career that you might not necessarily enjoy. Apprentices are valued here and they do invest so much in us. Plus you have opportunities to see what interests you and what best fits for your career."

"The work life balance is definitely respected. I have two kids and am currently divorced so I get them every other week. I work as much as I can when I don't have my kids and then the weekends I do have them it's usually not an issue. They work with me as they can and they know if I'm available, I'll be here."



Mary Dorsey – Marine Machinery Mechanic (Shop 38) Fourth Year Apprentice

"I came to the shipyard because I needed something better than just doing child care. So I joined NNSY."

"I feel like the shipyard is a place where there is room to grow. I am an outside machinist at this time but I'm looking for an opportunity either in accounting or information technology in the future as I've got a degree in accounting."

"The apprenticeship program helps you to start off your career and learn what you do or don't want to do. The program helps you get some of your classes done at Tidewater Community College (TCC) and you can start off your degree and build upon your future."

"Where I'm at right now, we have work-life balance. I live in North Carolina and my children have appointments, soccer, and Girl Scouts happening nearly every day. I am always able to do things with my children."



Hung Billey – Pipefitter (Shop 56) Fourth Year Apprentice

"I thought NNSY would be a great career opportunity, something I could see myself doing twenty years down the line."

"During my time here, my supervisor and those I work with have always been willing to help me and answer questions, especially in regards to paperwork and understanding the job at hand. If I have any questions, I know I have folks around me who are there to assist me and help me be the best I can be."

"There's so many opportunities in the apprenticeship program, especially for folks who are just coming out of school and don't know exactly what they want to do. I feel like it helps giving you a sense of direction."

This article links to:



People Development

C-FRAM FRAUD SCHEME AWARENESS

APRIL EDITION: COUNTERFEIT ELECTRONIC PARTS

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

GOVERNMENT-WIDE

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

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

PRB LOGICS EXAMPLE

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

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

INDICATORS (RED FLAGS)

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



LEARN MORE TODAY

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

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