

REAL IDEAS PROGRAM SPARKS INNOVATION AND IMPROVEMENT AT NNSY!

SERVICE TO THE FLEET

Norfolk Naval Shipyard

We Are America's Shipyard

November 2021

**TEAMWORK AND INNOVATION SAVE
\$3 MILLION, MORE THAN 60 DAYS FOR
USS NEW HAMPSHIRE**



**MAKING A DIFFERENCE: RESERVE OFFICERS ASSOCIATION'S JUNIOR OFFICER OF THE YEAR
AWARD GOES TO LT. NATHALIE BEHN**



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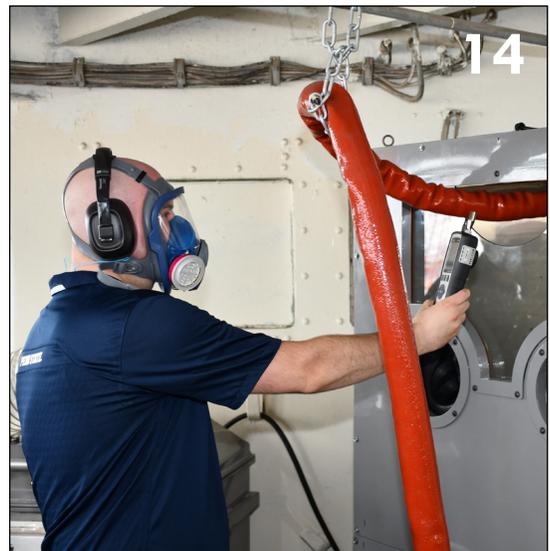
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NNSY DISCIPLINARY CORNER

During the month of September, the command issued 13 actions. The following are examples and associated behaviors:

1 termination- (non-supervisor) Failure to meet conduct and performance standards during probationary period; camera cell phone usage; and excessive or unauthorized absence.

3 suspensions-(supervisors) Failure to follow safety precautions; conduct unbecoming a supervisor; and conduct unbecoming of a federal employee.

1 removal- (non-supervisor) Tested positive on a random drug test; first disciplinary offense.

7 reprimands- (non-supervisors) Unauthorized absence; (AWOL) Tardiness; failure to follow safety precautions; disrespectful conduct; failure to follow written order; and leaving job without permission.

1 indefinite suspension- (non-supervisor) Failure to meet condition of employment: i.e., suspension of access to classified information and assignment to sensitive duties



CELEBRATING BIG WINS IN OCCUPATIONAL SAFETY, HEALTH AND ENVIRONMENT

PHOTOS BY SHELBY WEST • NNSY PHOTOGRAPHER

On June 16, 2021, Robert Caudill, Holly Griesenbeck, and Dale Williams went above and beyond to implement proper safety, health, and environmental controls for removal of paint containing OSHA-regulated toxic metals and Resource Conservation and Recovery Act (RCRA) regulated metals on the overhead crane inside Bldg. 23. Caudill engaged Code 106.21 and Code 106.33 for support approximately a week prior to scheduled work to meet all OSHE requirements. In addition, Caudill's constant communication with Code 106.21 allowed the branch to obtain needed compliance air sampling.

Griesenbeck and Williams worked as a team to control paint debris to the maximum extent possible using the best work practices. Both individuals performed all work, including worksite setup and cleanup, safely, proficiently, and expeditiously.

On August 9, 2021, Code 106.21 received the exposure monitoring sample results for the work performed that day. Sample results were well below the Medical Surveillance Action Level (MSAL) and Permissible Exposure Limit (PEL) for airborne lead and hexavalent chromium (CrVI) which were both present in the paint being removed. The results indicate that proper work practices and teamwork can keep personal exposures as low as reasonably achievable.

NATIVE AMERICAN HERITAGE MONTH

From the Commander, Capt. Dianna Wolfson:



Last month, shipyard employees were issued their Notice of Requirement for mandatory COVID-19 vaccinations in response to the mandate for government civilians to be fully vaccinated by Nov. 22. Per Executive Order 14043, “it is essential that Federal employees take all available steps to protect themselves and avoid spreading COVID-19 to their co-workers and members of the public. The CDC has found that the best way to do so is to be vaccinated.”

There are times when the unity of our ONE TEAM will be tested, and this is one of those times. I know there are some contentious feelings concerning vaccinations. I have heard some of you would rather get another job than be vaccinated. Not only do I recognize the tough choice you have to make, I respect your choice. But now is not the time to be divisive within our own team—our mission is too important for our Navy and Nation and the stakes are only getting higher as our adversaries work to grow stronger and collaborate to undermine us. We have to stay united and win as a team.

If you resolve to remain a federal employee, it is essential to honor your commitments and responsibilities. Supervisors have a particular responsibility to uphold our standards and lead by example. I expect this from all of our supervisors. To be fully immunized by Nov. 22, you will need to receive your second shot by Nov. 8. If you need information on how to schedule a vaccination, please contact NNSY_CMT@navy.mil or NFSH_NNSY_PAO@navy.mil or call the COVID Hotline at (757) 967-2045/46.

Vaccination Requirement for Federal Employees

I often think about the unique stresses we’ve faced since early 2020, things we never thought we would have to deal with in our lifetimes. A global pandemic where mask wearing and social distancing have become a way of life. Cancelled reunions. Missed milestones. Many of us have gotten sick; we have lost loved ones and valued teammates. Sometimes we feel like we’ll never again return to normal; other times, we struggle to remember what “normal” even felt like. I know I sure miss seeing smiling faces, even though so many of you have encouraged me in other ways during some tough days—I have them too, just as I know you all do. Despite the various feelings on things like masks and vaccinations, I think we can all agree that the pandemic has brought stress and challenge for all of us.

Remember, if you’re ever struggling or feeling overwhelmed, the Department of the Navy’s Civilian Employee Assistance Program (DONCEAP) provides services that are free, voluntary, confidential, and are offered to you and your family members. You can call 1-844-366-2327 and speak to a DONCEAP representative 24 hours a day, seven days a week. You can also visit <https://magellanascend.com> for more information.

It’s in difficult times our true character shines through. Like iron in a fire, we’ve had to strengthen a lot of qualities during the pandemic—our grit, resilience and patience. While those are important, the quality I want to express to you is gratitude. I am so grateful for everything you have done in carrying out our mission. We’ve turned the faintly possible into the fantastically practical over the past 20+ months in adapting to meet our mission. But challenges remain with the pandemic, and we have them to contend with both at work and at home. So thank you so much for all you do! I know how challenging it’s been.

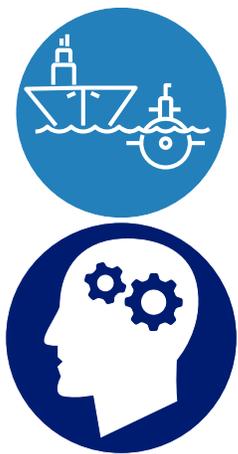
A great example of meeting our mission is featured in this issue of Service to the Fleet. Innovation and collaborative teamwork successfully prevented USS New Hampshire (SSN 778) from an impactful three-month docking that would have required extensive structural modifications. Amazing efforts by everyone involved returning 60+ days to support operational commitments!

That teaming effort is a great example of NAVSEA Core Principle of Technical

Competence, which is foundational to everything we achieve as ONE TEAM. While Technical Competence applies to engineering and program/project management, it extends to financial management, contracting, human resources, legal, quality assurance, logistics and critical production trades. Technical Competence is not a given; we must demonstrate and build upon it every day as expert problem solvers in all we do, developing and sustaining expertise in all areas of our business.

The end of the year is coming up fast, but there’s still much to do in 2021 in continuing to meet our ONE MISSION as ONE TEAM. Thanks in advance for all your contributions! Make it a great month and I hope everyone has a great Thanksgiving with their families and loved ones! #wegothis

Capt. Dianna Wolfson
Commander,
Norfolk Naval Shipyard



DEPENDABLE MISSION DELIVERY PILLAR AND PEOPLE DEVELOPMENT PILLAR WORK TOGETHER TO IMPROVE NNSY IN MEETING ITS MISSION

BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY DANNY DEANGELIS AND SHELBY WEST • NNSY PHOTOGRAPHERS

Editor's Note: Norfolk Naval Shipyard's (NNSY) Strategic Framework is a tool for communicating the shipyard's mission and vision statements. It 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 change agents—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.

To have a table, one would need four table legs, or in the case of Norfolk Naval Shipyard's (NNSY) Strategic Framework four pillars. If one of those legs are removed, the table might not topple over, but it would not be as strong or stable as it once was before. Remove a second leg, mostly likely the table will fall over to one side, unable to put anything on the table. At the same time for the Strategic Framework, if one pillar is working hard without giving or receiving feedback from the other three pillars, this could cause the table to be lopsided, again unable to serve its purpose. This is why all four pillars need to work together as one team to support NNSY's one mission.

Although one pillar is no less important than another, the Dependable Mission Delivery Team (MPT) and People Development team relies on each other to support each pillar's mission and ultimately, NNSY's mission.

"People are the most important resource the shipyard has," said NNSY's Executive Director (Code 1100) and People Development Pillar team lead Fred McKenna. "But they would serve no purpose achieve their full potential if we don't train and develop our employees in their trade skill, leadership skills and character."

Modifications were made to NNSY's New Employee Orientation (NEO) and First Level Supervisor training to better prepare employees to become a valuable asset in serving the shipyard's mission. "Total Workforce Management Services (TWMS) required

training was added to NEO to help knock out approximately half of their required training before the new employee steps foot on the project," said Production Resource Department (Code 900A) Analysis and Business Manager and Code 900 MPT coordinator Ursula Jones. "We also improved the First Level Leadership course to better prepare our employees on the waterfront."

The MPT collaborated with the People Development Team to provide input on the recommended changes to increase employee productivity on the waterfront. "Using metrics and valuable feedback, MPT provided us areas that needed improvement," said McKenna. "They helped us to determine if the right people with the right skills are being hired. Additionally they can highlight issues if people are not getting enough support with their character and leadership training."

Some of the benefits of the pillar teams working together are creating stronger leadership to support NNSY; creating better processes and techniques to sufficiently complete first time quality work; and creating a better future for NNSY.

"Working together just makes the pillars stronger as a person, as a team, and as a shipyard," said Jones. "Although each pillar has their own focus areas, the one thing we all have in common is to meet NNSY's mission of repairing, modernizing, and inactivate our Navy's warships and training platforms."



From Left to Right: Norfolk Naval Shipyard employees celebrate recently graduating from the First Line Supervisors (1LS) class; USS Dwight D. Eisenhower arrives at Norfolk Naval Shipyard for its Planned Incremental Availability (PIA).

Thanks to collaborative teaming between Norfolk Naval Shipyard (NNSY), Portsmouth Naval Shipyard (PNS), Naval Sea Systems Command (NAVSEA), and Mid-Atlantic Regional Maintenance Center (MARMC), innovative repairs were recently completed on USS New Hampshire (SSN 778), saving more than 60 days and an estimated \$3 million. In the photo, the Virginia-class fast-attack submarine New Hampshire returns to port at Naval Station Norfolk, May 7, 2021 following a six-month deployment.

Teamwork and Innovation Save \$3 Million, More Than 60 Days for USS New Hampshire

BY MICHAEL BRAYSHAW, HENDRICK DICKSON, AND MATTHEW MAHER
PHOTO BY PETTY OFFICER 2ND CLASS ALFRED COFFIELD

Thanks to collaborative teaming between Norfolk Naval Shipyard (NNSY), Portsmouth Naval Shipyard (PNSY), Naval Sea Systems Command (NAVSEA), and Mid-Atlantic Regional Maintenance Center (MARMC), innovative repairs were recently completed on USS New Hampshire (SSN 778), saving more than 60 days and an estimated \$3 million.

Repairs were performed on main ballast tank vent valves essential to conducting operations for the Virginia-class submarine.

While New Hampshire was pierside at NNSY's Fleet Maintenance Submarines (FMB) at Norfolk Naval Station, MARMC divers were able to determine the problem. Next came the challenge of determining an achievable solution. In developing a plan to perform waterborne repair, NNSY partnered with PNSY, where another Virginia-class submarine, USS Texas (SSN 775), is in dry dock currently undergoing overhaul. Divers traveled to the Maine shipyard to use Texas to develop a mockup of the staging needed in New Hampshire.

"It really started with great relationships in the submarine community and leveraging those relationships to be innovative and think out of the box," said NNSY Submarine Program Manager Pat Ensley. "As soon as we were socializing this emergent waterborne repair, I immediately reached out to the submarine program manager at Portsmouth

Naval Shipyard, and called [USS Texas] Project Superintendent Kevin Belisle directly asking for his support and help on this initiative. Having a great relationship with Kevin, he leaned in immediately providing me the necessary photographs in the main ballast tank within 24 hours, points of contact from his team, history of work performed previously on USS New Hampshire, and most importantly the ability for our MARMC dive team to ship check and mock-up the staging to attempt this repair."

"In order to access the vent valves, which are located at the top of the ballast tank, we would have to construct scaffolding," said MARMC Chief Navy Diver John Putnam. "We were able to use USS Texas as a platform to stage construction before beginning repairs aboard New Hampshire."

Further assisting the weeks-long repairs performed back at the naval station was a live camera feed enabling technical experts to communicate and provide direction in real time with the divers. Repairs required designing, developing and manufacturing specialized tools to keep the valves shut during the evolution.

The efforts on New Hampshire exemplify NAVSEA's Core Principles in action, using Technical Competence across multiple NAVSEA sites to solve the problem, demonstrating Agility by valuing innovation

and operating with urgency, exemplifying Affordability in saving millions of dollars, all to deliver Reliability in providing a critical asset back to the Fleet.

"Knowledge sharing is paramount for the Navy's four public shipyards," said Ensley. "Creative and analytical minds working together to solve emergent problems throughout the enterprise drives success. We need to continue to think under all circumstances to increase blue days underway and keep our submariners out on patrol."

"Overall, amazing efforts by everyone involved returning 60-plus blue days back to USS New Hampshire to support operational commitments!" said Shipyard Commander Captain Dianna Wolfson. "This was a tremendous display of teamwork and creative thinking to solve this significant problem, and a shining demonstration of our commitment to deliver technical excellence and skilled craftsmanship to maintain and modernize our Navy's Fleet—supporting all members who serve."

(Brayshaw is NNSY's Deputy Public Affairs Officer. Dickson is a MARMC Public Affairs Specialist. Maher is a PNSY Public Affairs Specialist.)

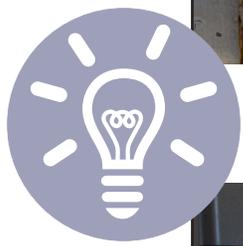
This article links to:



Dependable Mission Delivery



Process Improvement and Innovation



PROCESS IMPROVEMENT AND INNOVATION



REAL IDEAS SPARK INNOVATION AT NORFOLK NAVAL SHIPYARD

BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST
PHOTOS BY SHELBY WEST • NNSY PHOTOGRAPHER

We live in an ever-evolving climate where new technologies and processes are developed daily across the globe. At Norfolk Naval Shipyard (NNSY), the Technology and Innovation (T&I) Laboratory is working to bring these new innovations to America's Shipyard. In addition, the team is working to nurture the ideas of its workforce, taking concepts and bringing them to actuality to help best improve how NNSY does business.

The NNSY T&I Lab launched the REAL Ideas Program with the desire to create a space where shipyard workers can submit and implement new ideas and technology to improve safety, cost, productivity, and quality of executed projects at NNSY. The program team collaborates with shipyard workers in understanding their needs, researching what's available, and breaking down barriers to bring together the personnel who can help develop and deploy the ideas. The end goal is to either secure the desired process or technology, or develop it to fit the needs of the requestor.

"We launched the program a few years ago with the primary focus of

benefiting our employees who work each day servicing our fleet," said NNSY Innovation Program Dan Adams. "We want to be a tool for our workforce to use and bring ideas to the forefront, helping them overcome obstacles and turning those ideas into reality. We're here to support you and your idea in whatever way we can."

The REAL Ideas Program mission is to nurture and encourage workplace innovation and leverage new and existing technologies at America's Shipyard. It focuses on bridging resource gaps to provide the workforce with the tools and assets necessary for creating a more efficient workplace.

Currently the process is for interested parties to email, call, or stop by the T&I Lab with their idea or their specific need. The team will then provide the customer with a submission form to provide as many details as possible, including background information for what needs to be addressed, what impact the idea will have for the shipyard and the Navy, and any other specifications required.

"We want to make it as easy as

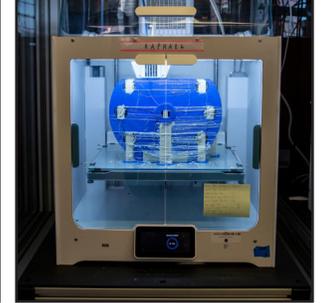
possible for our workers to be able to submit their ideas. Once we have the request in-hand, we can begin communications with the customer to make sure we're aligned on our next steps," said NNSY T&I Lab Research, Development, Testing, and Evaluation (RDT&E) Manager Joey Hoellerich. "We track all ideas that are submitted to us and work with the Innovation Principle Council to determine what's the best way forward to meet the needs of that particular idea. For example, if there's a certain need that we aren't familiar with but another code in the shipyard is and could provide better support, we link the customer and that group together so that their idea gets the attention it deserves from the subject-matter experts. If it's something we are equipped to handle in the lab, we work with our customers from start to finish to fulfill their needs as best we can."

"Sometimes people approach us with their problems that need to be addressed, sometimes people approach us with solutions already in mind," said Additive Manufacturing 3-D Printer Operator Dixie Cox. "Whatever the

EYE ON INNOVATION



Opposite Page: Additive Manufacturing 3-D Printer Operator Dixie Cox, REAL Ideas Program Manager Scott Burford, and Research, Development, Testing, and Evaluation (RDT&E) Manager Joey Hoellerich stand ready to assist in the Norfolk Naval Shipyard Technology and Innovation (T&I) Lab. **Left to Right:** Burford uses a CNC Machining Simulator that serves as a training tool for mechanics; Cox developed a 3-D print for the Refueling Department as a training aid for their workforce; the team worked to develop a magnetic clip for lighting fixtures to be utilized within the vessels by mechanics; 3-D printing is one of the many innovative technologies available in the T&I Lab; various 3-D printed models and tools are developed within the lab for the shipyard; Hoellerich uses a 3-D measurement scanner to scan a part.



case, we can work with our customers to best find a solution going forward.”

“It’s important to innovate because it increases safety of our personnel here at the shipyard as well as improves the efficiency of our workforce,” said REAL Ideas Program Manager Scott Burford. “Not only that, having programs like the REAL Ideas Program helps build morale for our workforce because they feel engaged. They have a voice and its being heard and acknowledged. What’s more, they feel that their ideas are appreciated. That’s a big thing for us here in the lab, we want to make sure our customers feel heard and that they have a clear path forward for their needs being met.”

Hoellerich added, “We at NNSY have a mission to get ships back to the fleet as fast as possible. We want our workforce to be properly fitted with the tools and processes to safely and efficiently complete that task. What’s more – these workers are on the job every day and know exactly what the work entails where they run into issues, and the best way to implement changes to the current process. We’re here to help them get to that end goal and work with them every step of the way.”

To learn more about the REAL Ideas Program or to reach out to the team for idea submissions, email NNSY_REALIdeas@navy.mil, contact (757) 396-7180, or stop by the lab in Bldg. 31.



READY TO LEAD: NNSY'S TOM ANGLE DEVELOPS HIS SKILLS IN NAVSEA'S JOURNEY LEADERSHIP PROGRAM

BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

PHOTO BY AMBER SMITH-ST. LOUIS

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People Development



Initiative and drive helps those seeking new experiences to take the leap into the unknown. For Norfolk Naval Shipyard's (NNSY) Acquisition Forecasting Department (Code 1253) Acquisition Specialist Tom Angle, it was the determination to further develop his leadership skills that led him to the Naval Sea Systems Command (NAVSEA) Journey Level Leadership (JLL) Program.

Originally hailing from Freeport, Ohio, Angle has had a distinguished career, both as a civilian and serving with the United States Army from 1992 to 2003. Angle finished his Army career as an Airborne Jumpmaster and Satellite Communications Supervisor at Fort Bragg, NC. After medically retiring from the Army, he served as a telecommunications contractor for one year in Iraq and two years here in Hampton Roads, before taking on the role of stay-at-home dad of his two children and being a full-time college student. Thanks to the military's GI Bill, he finished his college education with an MBA from Saint Leo University.

In 2011, he officially joined NNSY as a Base Support Office (Code 800) Military Management Specialist before joining the Business and Strategic Planning Office (Code 1200) as a Workload Forecaster. He has also served in Code 1200 as the lead of the NNSY Data Analytics Lab and is now serving as an Acquisition Specialist.

"I was eager to further develop as a leader and I started looking for opportunities within NAVSEA that would help me reach that goal," said Angle.

That's when he found the JLL Program, the second of three distinct leadership programs offered by NAVSEA to develop the skills needed at different levels in someone's career. The program seeks the top mid-level performers across the enterprise, providing them with the opportunities to develop and strengthen their leadership skills to advance as capable leaders. It is offered as a one-year experience where participants complete training sessions, and take part in shadowing opportunities, team projects, as well as a three-month rotation with another command to gain an outside

perspective from their home command. Angle decided to apply for the fiscal year 2021 program and was accepted into the JLL Program's Cadre VII.

Angle was excited for the endeavors ahead of him; however, a significant roadblock obstructed his path – the ongoing COVID-19 pandemic. The training sessions that would normally be scheduled in person at the Washington Navy Yard were conducted virtually. What's more, the rotational portion of the experience was limited due to COVID travel restrictions and rotations were approved to be conducted virtually as well.

"There were limited opportunities for in-person rotations so I began to think boldly in finding something available that was related to my line of work," said Angle. He began reviewing the biographies of those who had provided virtual mentoring sessions to the JLL program and found Deputy Assistant Secretary of the Navy (DASN) Acquisition Policy & Budget (APB) Ms. Jaimie Reese. "Her clarity of thought, insistence on high standards, approach to staff inclusion, and genuine desire to take care of her people made for an engaging Flash Mentoring session. What's more, her title had acquisitions in it, which related to my line of work at the shipyard, but she was conducting acquisitions work for the entire Navy. I knew a rotation with her department wouldn't happen if I didn't ask, so I boldly took that step."

Angle's rotation with DASN APB was accepted and he was soon at the Pentagon attending meetings with such leaders as Frederick "Jay" Stefany – Assistant Secretary of the Navy (ASN) for Research, Development, and Acquisition (RDA) and VADM Moran – Principal Military Deputy to ASN RDA, where discussions about the Navy's defensive and offensive capabilities development occurred. One interesting meeting discussed the progress of the new fleet of presidential helicopters.

Angle stated that he continued to wear his NNSY badge lanyard and represent the shipyard while at the Pentagon and on several



occasions was stopped by Pentagon staff to make the connection to their own experience at NNSY, many of who had parents or grandparents that have worked at NNSY.

Angle's rotation was not simply an observational opportunity, but a working assignment where he was given career broadening tasks, exposing him to data analytics, reporting systems, the development of naval acquisition policies, and more. During his three months at the Pentagon, he provided a supporting role in the development of the new Navy acquisition policy (SNI 5000.2G) and also developed the Navy acquisition reference material known as the 'AAF Gold Card' that has been posted to DAU and utilized by other DoD branches. Both encompassed the new DoD Adaptive Acquisition Framework (AAF), a completely new DoD structure for government acquisitions. For his efforts while with DASN APB, Angle was given a Letter of Commendation from Ms. Jamie Reese and presented by CAPT Wolfson.

"When I applied for the JLL program, never did I imagine that I would have the career broadening experience at the Pentagon or interactive mentoring sessions with the highest levels of Navy leadership. Even during COVID restrictions, this program was a game changer." said Angle.

Angle graduated from the program Sept. 21 and has since returned to NNSY to utilize his newfound skills in his day-to-day operations. When asked what advice he would give his fellow crewmates interested in similar programs, he said, "As NIKE says, 'just do it.' No one should be more invested in your career and building up your skills than you. To get to the next level, you'll have to take the leap in finding ways to get to where you want to go."

To learn more about the JLL and other NAVSEA leadership programs, visit <https://www.navsea.navy.mil/Portals/103/Documents/LeadershipContinuumFINAL.pdf>.

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ONE MISSION • ONE TEAM

NAVSEA

Making a Difference: Reserve Officers Association's Junior Officer of the Year Award Goes to Lt. Nathalie Behn

STORY BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST
PHOTOS BY BRYAN EVANS • CODE 253 NAVAL ARCHITECT

The Association of the United States Navy (AUSN) and Reserve Officers Association has honored Norfolk Naval Shipyard's (NNSY) very own Lt. Nathalie Behn, SurgeMain Deputy Officer in Charge (OIC), Fleet Maintenance Shops Department Head and NNSY Docking Officer as Junior Officer of the Year.

Having earned a Master's of Science degree in Mechanical Engineering, Behn joined the Navy in March 2016 and entered into the Engineering Duty Officer Qualification Program. Over the past three years, while assigned to Navy Reserve SurgeMain Norfolk, Behn continually trained herself and her Sailors to be ready for their mobilization assignments in forward-deployed ship maintenance. Behn took the initiative to train for heavy lift projects, and dedicated herself in many additional drills to become fully qualified as a Docking Observer and as a Fire Safety Officer at NNSY.

Commanding Officer, Navy Reserve SurgeMain Norfolk, Commander Mike Sullivan said, "In my humble opinion, Lt. Behn represents the best of the Navy--she's a talented professional making the most of the opportunities in front of her, and she's always working to open avenues for her fellow Sailors to make a difference in the Fleet. She is incredibly bright, motivated, inquisitive, organized and disciplined, and she brings others with her to the fight! Initiative and preparation are the two bold words printed on her calling card. She finds an opportunity to make a major contribution, formulates a plan, and charges ahead with positive energy."

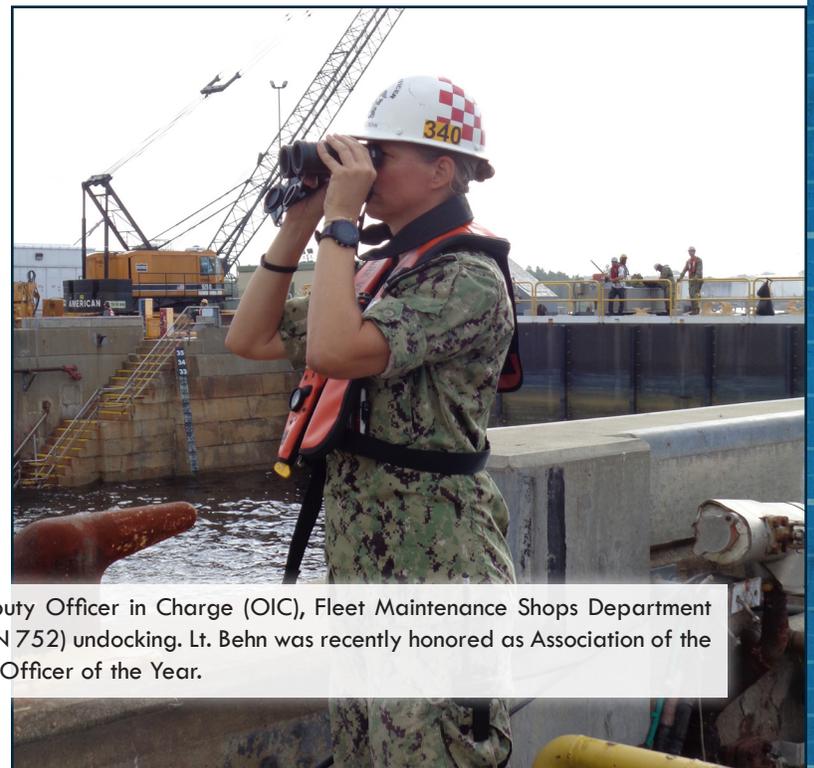
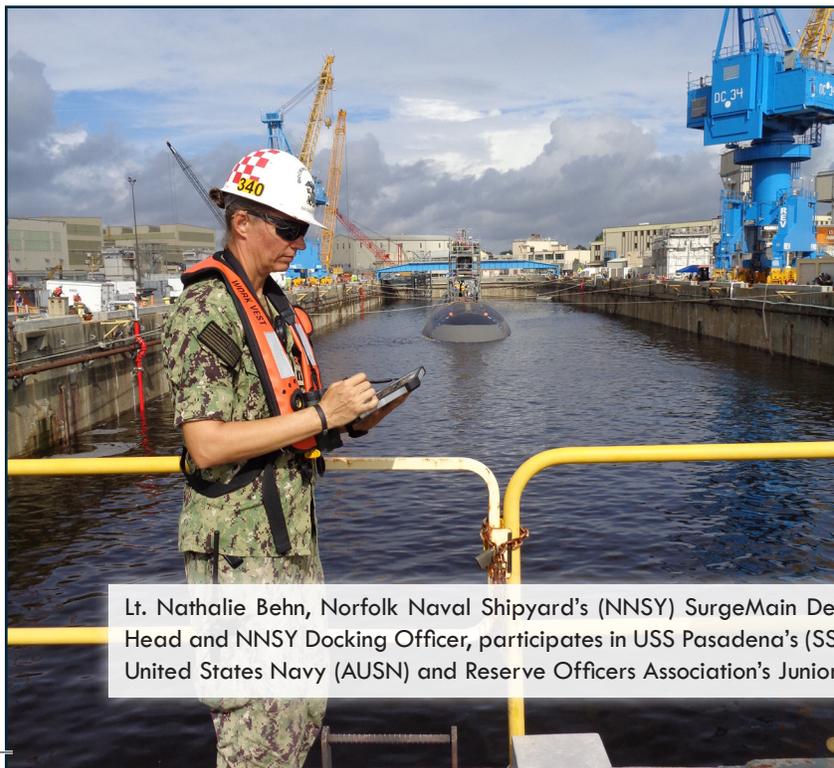
Behn's personal dedication to professional development in direct support of mobilization meant that she was highly trained and ready to rapidly qualify as NNSY's Primary Docking Officer when she was mobilized in 2020. In that capacity, she has held the primary responsibility for safely docking and undocking several submarines and one aircraft carrier, and has earned high praise from two Shipyard Commanders for her exceptional performance, intense work ethic, and outstanding attention to detail.

Behn's reputation for energy, initiative, infectious enthusiasm, and disciplined focus on execution made her SurgeMain's selected OIC for a 72-hour quick-reaction at-sea pilot program on USS Dwight D. Eisenhower (CVN 69). In January 2020, she embarked on IKE as the OIC, with four SurgeMain Sailors, supporting surge maintenance in the engineering department during Composite Training Unit Exercise (COMPTUEX). She immediately immersed her team into multiple engineering divisions and managed her Sailors' daily work.

"Effective SurgeMain support has helped NNSY shops, codes, and ship maintenance projects improve availability schedules, added maintenance capability, increased efficiency, avoided contractor costs, and furthered Sailor depot maintenance training. Five submarine availabilities, two Moored Training Ship conversion projects, and two carrier availabilities received substantial assistance. Under Behn's leadership, during the recent mobilization of 400 Sailors, SurgeMain Sailors provided over 55,000 man-days of production, completed 15,500 days of training and attained 450 certifications to perform NNSY shipyard maintenance," said Sullivan.

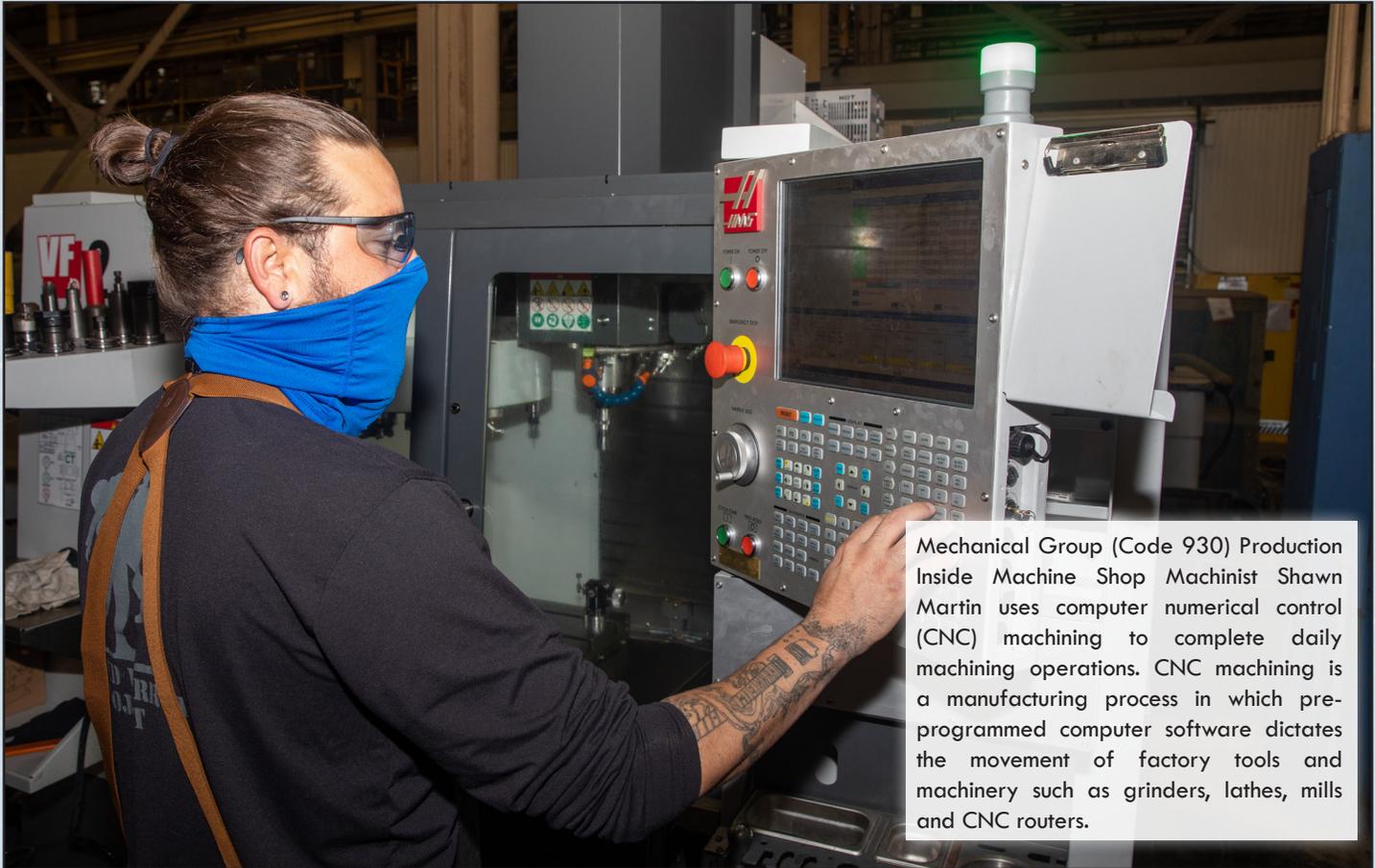
"Congratulations to LT Nathalie Behn for this well-deserved recognition, and thank you for the care, commitment and initiative you have shown to our ONE TEAM and Navy supporting SurgeMain and our docking efforts!" said Shipyard Commander, Captain Dianna Wolfson.

The Reserve Organization of America (ROA) is a national, all-service, all-rank organization centered on maintaining a strong national defense capability and the AUSN is a Navy-focused outgrowth of that organization. The AUSN and ROA, formerly known as the Reserve Officers Association, continue the proud legacy of annually honoring one Navy Selected Reservist as the Reserve Officers Association's Junior Officer of the Year.



Lt. Nathalie Behn, Norfolk Naval Shipyard's (NNSY) SurgeMain Deputy Officer in Charge (OIC), Fleet Maintenance Shops Department Head and NNSY Docking Officer, participates in USS Pasadena's (SSN 752) undocking. Lt. Behn was recently honored as Association of the United States Navy (AUSN) and Reserve Officers Association's Junior Officer of the Year.

Machining and the Accelerated Training in Defense Manufacturing (ATDM)



Mechanical Group (Code 930) Production Inside Machine Shop Machinist Shawn Martin uses computer numerical control (CNC) machining to complete daily machining operations. CNC machining is a manufacturing process in which pre-programmed computer software dictates the movement of factory tools and machinery such as grinders, lathes, mills and CNC routers.

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

Norfolk Naval Shipyard (NNSY) is always looking for ways to improve its manufacturing processes while educating the workforce and becoming more proficient in repairing and modernizing our Navy's warships and training platforms.

A recent example of how NNSY is doing this today is through the Accelerated Training in Defense Manufacturing (ATDM) Program. This program is specifically designed to help adult learners with varying educational and workplace experiences earn the skills necessary to make an immediate impact as a machinist within NNSY. The ATDM curriculum is a 16-week program designed to give machinists the skills and nationally recognized credentials needed for the shipyard and throughout the industry to improve their processes.

ATDM is a pilot project to test and evaluate a prototype training platform for rapidly training skilled workers in key areas of employment, such as computer numerical control (CNC) machining. CNC machining is a manufacturing process in which pre-programmed computer software dictates the movement of factory tools and machinery. The process can be used to control a range of complex machinery, from grinders and lathes to mills and CNC routers. With CNC machining, three-dimensional cutting tasks can be accomplished in a single set of prompts.

Mechanical Group (Code 930) Production Inside Machine Shop Manager Justin Hayden said, "The CNC training provided through the ATDM program in Danville, Va. proved to be very beneficial to our machinists. Currently the Inside Machine Shop does not

have any formal CNC training as all CNC learning happens on the job. Although this approach with on-the-job learning does develop machinists, this accelerated ATDM program provides a boost to the development and will help to bring machinists up to speed much faster. We have struggled to maintain enough proficient CNC machinists based on attrition, so this program has the potential to bridge that gap and allow us to increase our numbers at a faster rate. Michael Tanner, a Code 930 machinist, recently completed the program and really enjoyed the opportunity to attend the training and said that he believed it could be a game changer for the shop by increasing productivity."

ATDM was developed as a public-private grouping between DoD, The Institute for Advanced Learning and Research (IALR), Danville Community College (DCC), Phillips Corporation, and The Spectrum Group in consultation with the defense industry. IALR, which is a political subdivision of the Commonwealth of Virginia, serves as the lead organization for program implementation. NNSY plans to continue this partnership with ATDM to potentially incorporate this 16-week program as a part of the training NNSY provides apprentices.

This article links to:



Dependable Mission Delivery



Process Improvement and Innovation



People Development

MARS on the Go: Latest Test of the MARS System Onboard a U.S. Navy Ship for the First Time

STORY BY THE NORFOLK NAVAL SHIPYARD PUBLIC AFFAIRS OFFICE
PHOTOS BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

All generations grew up with robots in literature, film, television, theater and comics. Some of the unforgettable ones are Gort from *The Day the Earth Stood Still*; C-3PO, R2-D2 and BB-8 from the *Star Wars* franchise; T-800 from *The Terminator* franchise; Ash and Bishop from the *Alien* franchise; Robot from *Lost in Space*; and countless others. Well, there is a new robot in town and it recently conducted cold spray tests onboard a U.S. Navy vessel for the first time.

The Multifunctional Automated Repair System (MARS) is a portable robot system that is capable of performing multiple repair operations including paint removal, grinding, ultrasonic inspections, and cold spray repairs. Developed and built by Pennsylvania State University's Applied Research Laboratory (Penn State ARL), the MARS platform is designed to be easily adaptable with multiple repair end effectors and allows the user, civilian and Navy personnel, to easily execute normal ship repair tasks with minimal training. The system is being vetted for its viability within a shipyard but also for use in an expeditionary or forward deployed environment.

Penn State ARL approached NNSY to coordinate an opportunity to demonstrate the MARS system shipboard after a successful demonstration of the system at NSWC Port Humene Division (NSWC PHD). Unique from the previous demonstration, this evolution would be the first time testing shipboard cold spray for the Navy using a newly developed hatchable cold spray system. Currently NNSY is only performing cold spray repairs for ship components that are capable of being brought to the cold spray facility in BLDG 163.

The NNSY team and Penn State ARL chose a test location on Ex-USS McKee (AS 41) that had specific features to allow testing of the MARS system upgrades as well as the cold spray repair system. With assistance from the Lifting and Handling Department (Code 700), the Mechanical Group (Code 930), and Temporary Services (Code 990), all the equipment was brought shipboard to

support the demonstration.

"We are conducting a demonstration and tests to see what it will take to bring the MARS system onboard a ship," said Penn State's Head of Material Science Division for Applied Research Lab Dr. Tim Eden. "We brought all the gear needed to conduct a variety type of repairs and used it onboard the McKee. This allotted us to see what obstacles were out there that we had to overcome like tight spaces, uneven bulkheads and deckplates."

During the weeklong demo, the team was able to test out the MARS system's ability to cold spray, grind, plasma blast and ultrasonically test various components. Sailors from USS George H.W. Bush (CVN 77) were invited to take part in the demo to get hands-on experience working with the MARS system and its controls to provide feedback to the team.

Using the MARS system onboard a Navy vessel also gave the team a better perspective on the necessity to reduce the amount of equipment and make improvements to the existing equipment. "As we are transporting, carrying and installing the MARS system, we ask ourselves if this piece of gear or that piece of gear can become lighter and smaller and still perform at the same level, if not better, than the gear we are testing today. Anytime we can make a repair safer, faster and cheaper without losing any quality is a win," said Submarine Pipe and Engineering Branch head (Code 265) Dan Stanley.

There will be more testing and demonstrations in the future after Penn State ARL performs additional modifications to the MARS system and is ready to field the system. NNSY is gearing up for a hatchable cold spray system slated for arrival in early 2022. If MARS could speak like another famous robot, it would say "I'll be back."

This article links to:



Dependable Mission Delivery

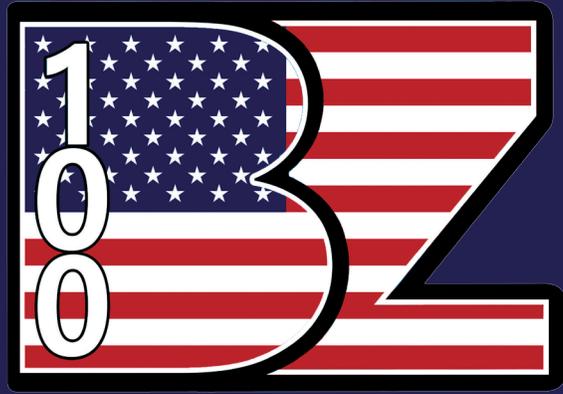


Process Improvement and Innovation



From Top to Bottom: Pennsylvania State University's Research and Development Engineer Tony Naccarelli performs a particle check to see the amount of particles that are being created during the cold spray operation; the view from the Multifunctional Automated Repair System (MARS) as it performs a cold spray function; the Multifunctional Automated Repair System (MARS) performs the grinding function capability.





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 DANNY DEANGELIS AND TONY ANDERSON • NNSY PHOTOGRAPHERS



BRAVO ZULU, AMERICA'S SHIPYARD



GREAT AMERICAN SMOKEOUT: HELP IS ON YOUR SIDE

STORY BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

Mark Twain, an American writer, once said “Giving up smoking is easy... I’ve done it hundreds of times.” For those who smoke breaking this habit can be difficult. The challenge is not going back to the habit after a day, a week, a month, or years after quitting.

Nov. 18 marks the 44th anniversary of the Great American Smokeout Day, an intervention event on the third Thursday of November hosted by the American Cancer Society. It is a day to challenge people to give up smoking or come up with a plan to stop smoking.

“We understand that something like this [stop smoking permanently] is not an easy task,” said Tobacco Cessation Program Manager for Navy Medicine Readiness and Training Command (NMRTC) Portsmouth and Community Health Program Specialist Joe Burmeister. “This is why multiple agencies have programs and information to help one to quit smoking once and for all.”

Sailors, Sailor’s dependents and civilians who are enrolled in TRICARE can contact their Primary Care Manager (PCM) to help them in the process. They can also contact the Health Promotion and Wellness (HPW) Department at Naval Medical Center Portsmouth (NMCP) or any of the outlying Branch Health Clinics for help in quitting tobacco as well. Civilians who are not enrolled in TRICARE must utilize their healthcare system/insurance and their doctor to help them in their quitting process.

There are several ways an individual can become tobacco-free:

1. Cold Turkey – staying focused on your reason for quitting. Drink lots of water, stay busy, and avoid other tobacco users and the usual places and circumstances you use tobacco.
2. Tapering – cut down your tobacco until your quit day. If you smoke 30 cigarettes a day, cut back to 25, then 20, then 15 and so on until you can get down to zero. If you dip, cut down from one can a day to half a can a day.
3. Postponing – Choose not to start your tobacco use until later in the day. If you usually start using as soon as you wake up in the morning, postpone to start a few hours later and then when you get used to that time, postpone to even a later time.
4. Medications – For those who need assistance with quitting, NMCP can provide education and prescription, to include patches, gum and mediation.

Smokers are more likely than nonsmokers to develop heart disease, stroke, and lung cancer. Estimates show smoking increases the risk for coronary heart disease by two to four times, for stroke by two to four times, of men developing lung cancer by 25 times, of women developing lung cancer by 25.7 times. Smoking causes diminished overall health, increased absenteeism from work, and increased health care utilization and cost.

“Quitting tobacco use improves health status and enhances quality of life,” said Burmeister. “It reduces the risk of premature death and can add as much as ten years to life expectancy. It also reduces the risk for many adverse health effects, including poor reproductive health outcomes, cardiovascular diseases, chronic obstructive pulmonary disease (COPD), and cancer.”

While quitting earlier in life yields greater health benefits, quitting tobacco is beneficial to health at any age. Even people who have used tobacco for many years or have used tobacco heavily will benefit from quitting. Quitting tobacco is the single best way to protect family members, coworkers, friends, and others from the health risks associated with breathing secondhand smoke.

Henry Ford, the found of Ford Motor Company, once said, “Every time you try to quit smoking you are actually getting closer to staying smoke-free.”

For more information to quit tobacco use, go to <https://www.cancer.org/healthy/stay-away-from-tobacco/great-american-smokeout.html>, <https://www.ycq2.org/> (TRICARE members only), or call the Virginia Quit line at 1-800-Quit Now (784-8669).

Deliberate & Intentional with Diversity, Equity, and Inclusion

BY TARANE PARKER • DIVERSITY, EQUITY
AND INCLUSION DIRECTOR

Change is the only thing constant, which sounds like an oxymoron. Therefore, the single biggest challenge we face as a team, organization, and a society at large is to adapt fast enough to match the increasing uncertainty and complexity around us.

The pandemic exposed the rapid change that is the new normal impacting every facet of our lives. In our personal and professional lives, the pandemic has affected how we engage with our friends, families, and coworkers. Many business models have been modified due to the increasing volatility in recent times. This has forced organizations to find new ways to mobilize their employees to meet or exceed the bottom line or in Norfolk Naval Shipyard's (NNSY) case, the mission.

The way in which we as an organization will handle this rapid pace of change is by understanding a few ideals described below:

- **Self-Awareness:** A culture that is self-aware and structured correctly will have the ability to thrive in a changing environment. This will permit a culture to be flexible and make the necessary adjustments with minimal effort and churn.
- **Correct Building Blocks:** An important part in producing such a culture requires the incorporation of Diversity, Equity, and Inclusion to be weaved into the very fabric of the organizational tapestry. These elements are very much like the pieces of a puzzle; each piece of the puzzle is necessary and plays a role in creating the future state puzzle that can endure future challenges, the BIG PICTURE.
- **Leadership Engagement:** Leadership's active engagement is critical in determining and sustaining a particular type of culture by controlling the environment's climate. John P. Kotter, Vanessa Akhtar, and Gaurav Gupta, contributors to the Harvard Business Review say organizations should be mindful of the two channel approach: Survive Channel, which is activated by threats and leads to feelings of fear, anxiety, and stress; and the Thrive Channel, which is activated by opportunities and is associated with feelings of excitement, passion, and joy. It is incumbent of leadership to manage these channels with an eagle's eye especially when the norm requires change. The authors state that "Creating smart, fast change means preventing the Survive Channel from overheating while activating the Thrive Channel in sufficient numbers of people, leading to more innovation, adaptation, and leadership."

Drawing that last statement and referring back to the puzzle reference earlier, it is going to take an extreme effort from all of us if we want to see the change that is desired. We all have a role in changing the culture and creating a more inclusive and sustainable environment where everyone is valued. We all are pieces of the puzzle and we all are part of the BIG PICTURE in the end. Own it! ONE MISSION – ONE TEAM!

32 Hours of annual leave will be required for NNSY's 2021 year-end curtailment.

**NNSY will curtail all but
essential operations on
Dec. 24, 25, 26, 27, 28, 29,
30, and 31, 2021 and Jan.
1 and 2, 2022.**

**The deadline to get "use
or lose" leave scheduled is
Nov. 21, 2021.**

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

NNSY's USS Toledo Operations Control Center (OCC) Improves Mission and Supports the Workforce

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

The Norfolk Naval Shipyard (NNSY) USS Toledo (SSN 769) project recently stood up its Operations Control Center, or OCC, to support nonstop execution of work on the deckplate. One of the Naval Sustainment Systems-Shipyard (NSS-SY) initiatives for driving positive change at America's Shipyard, the team has hit the ground running to support the workforce, contractors, and Sailors working around the clock to deliver the submarine back to the fleet.

"The OCC was set up to drive communication and quickly resolve issues as they occur within the project," said Shipyard Commander Capt. Dianna Wolfson. "That means when a problem occurs on the deckplates that can't be quickly resolved, mechanics, supervisors and zone managers have a place to take those issues. Like a well-oiled machine, the OCC team works together to find solutions to drive non-stop execution and will also look to the future for removing barriers in advance to ensure being able to execute the plan."

The OCC is a dedicated space for a cross-functional, project leadership and support team that is located in close proximity to Toledo. If a mechanic has an issue that prevents the work from being accomplished, they reach out to their supervisor to discuss the issue. Within thirty minutes, if they cannot come to a solution, the supervisor will then go to the zone manager and if they are unable to come up with a solution as well, they then proceed to the OCC for assistance.

The customer will then sign in and report to the OCC team to discuss the issue for corrective actions. Depending on the complexity of the need, the team then works on providing that solution. This can range from providing guidance on the issue, traveling to the deckplate to assist, ordering parts with urgency, and more. "The team here is willing to tackle whatever issues come their way, ready to support the mission," said Toledo Project Superintendent Doug Poynter.

"We're ONE TEAM supporting ONE MISSION – we're in this fight together and the OCC is a tremendous part in us completing that mission," said Toledo Commanding Officer Commander Joel Holwitt. "What I am seeing because of this initiative and the other initiatives we're doing is that sense of urgency and purpose by everyone in this project – my Sailors and the workers on the deckplate – to get Toledo back to sea on time. The OCC provides us that help in order to maximize that momentum on the deckplate so we don't have any halts."

"The OCC is about knocking down barriers and streamlining our processes," said Capt. Wolfson. "This team has formed a foundation of teamwork and have shown their dedication to the mission and to their fellow crewmates. The success here has also paved the way for other projects to standup their OCC as well, everyone eager to learn and execute in this effort."

The Toledo OCC was featured in the latest episode of America's Shipyard – a video series dedicated to highlighting the high-performing employees and NNSY achievements. You can view the episode on the NNSY Facebook page at <https://www.facebook.com/NorfolkNavalShipyard1/videos/850601225641735>, the NNSY YouTube page at https://www.youtube.com/watch?v=yo2CvZC_vbg, and NNSY Defense Visual Information Distribution Service (DVIDS) at <https://www.dvidshub.net/video/816222/american-shipyard-episode-seven>.

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



USS Toledo (SSN 769) Deputy Project Superintendent Eric Temple shares one of the boards used in the Operations Control Center (OCC) to track the ongoing tasks of the team; The OCC is one of the initiatives for Naval Sustainment Systems-Shipyard (NSS-SY) to support the workforce, contractors, and Sailors working around the clock to deliver the submarine back to the Fleet. The team is located in close proximity to the vessel and is available to assist the project in removing barriers and driving non-stop execution of work. Capt. Dianna Wolfson recently visited the team during an episode of America's Shipyard.

NNSY Demonstrates Environmental Stewardship In Commemoration of National Public Lands Day

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

Norfolk Naval Shipyard's (NNSY) Natural Resource Program is the recipient of the National Environmental Education Foundation's (NEEF) National Public Lands Day (NPLD) Department of Defense (DoD) Award. NNSY was honored for its commitment to the workforce, community and environment.

The National Environmental Education Foundation (NEEF) is the nation's leading organization in lifelong environmental learning, creating opportunities for people to experience and learn to improve their lives and the health of the planet. Congressionally chartered in 1990 as a nonprofit organization to complement the work of the U.S. Environmental Protection Agency (EPA), NEEF is a non-partisan, non-advocacy organization working to make the environment more accessible, relatable, relevant, and connected to people's daily lives.

NEEF routinely highlights individual and group commitment to nature through education and service. In commemoration of this year's NPLD, the DoD, through the Office of the Assistant Secretary of Defense for Energy and Installations, and the Legacy Resource Management Program, funded projects on military lands that are open for recreation. This year's NPLD DoD Award to NNSY was for natural resources management, restoration, and/or enhancement projects in commemoration of National Public Lands Day on September 25. To support this initiative, native trees were planted at NNSY's St. Juliens Creek Annex to help increase biodiversity, reduce heat islands and increase water absorption.

NEEF's NPLD is the nation's largest single-day volunteer event for public lands. Established in 1994 and held annually, this celebration brings out thousands of volunteers to help restore and

improve public lands around the country. NPLD 2021 will maintain and build on the theme of "More Ways to Connect to Nature."

NNSY's Natural Resources Manager, Hayley Becker stated, "NEEF offers a variety of grants and awards to help organizations engage their local community to improve the environment, increase diversity, and expand their work locally. The NPLD DoD Awards provides funding to selected installations to implement natural resources management, restoration, and/or enhancement projects and NNSY's NPLD was a great success! Ten volunteers including our River Star Business Partner, The Elizabeth River Project, came out to plant trees at the Craddock Little League fields. We planted 20 native trees: 10 red maples, four red oaks, three eastern redbud, and three cypress. There are numerous benefits to planting trees, including improving air quality, reducing and storing excess carbon, stabilizing soils, providing shade, and increasing native biodiversity. Our efforts with the help of these volunteers will have a lasting impact in these public spaces. NNSY's natural resources goal is to support more environmental stewardship events and opportunities to help protect and improve the environment. Being that this is the first year NNSY Natural Resources has participated in this event, I believe each year will build upon the next!"

The event was open to the Public and all DoD personnel and Hampton Roads residents were invited to join in planting these native trees to benefit our communities, providing clearer air and absorbing excess water.



NOBODY GETS HURT T⊕DAY: SAFETY FIRST!



It wasn't just the temperatures that were hot in June and July . . . Shop 98 of NNSY's Lifting and Handling Department (Code 700) was on a streak, winning the shipyard safety flag two months in a row! Deputy Shipyard Commander Capt. Todd Nichols met with Shop 98 team members to present the flags Oct. 6. With no lost workday cases and one injury in those two months, Shop 98 encourages employee empowerment on using Operational Risk Management to mitigate hazards and ensure safe work evolutions. At the ceremony, individual certificates of appreciation were presented to Cliff Frazier, Adryane Tucker and Dale Williams for their efforts in contributing to a safer workplace. Shop 98 has now won five out of the last nine safety flags awarded at NNSY! Congratulations! (Photos by Shelby West, NNSY Photographer.)





THANKSGIVING SAFETY TIPS

Prevent a Turkey Fryer Fire

Did you know: Thanksgiving is the peak day for home cooking fires? When you fry foods, you increase the risk of a cooking fire.

1. Turkey fryers can easily tip over spilling hot oil across a large area. Use the turkey fryer only outdoors on a sturdy well away from things that can burn. (Make sure to have a "3-foot kid and pet-free zone" around your turkey fryer to protect against burn injuries).
2. An overfilled cooking pot will cause oil to spill over when the turkey is placed inside. Determine the correct amount of oil needed by first placing the turkey in a pot with water.
3. A partially frozen turkey will cause hot oil to splatter. Make sure your turkey is completely thawed before you fry it.
4. Turkey fryers can easily overheat and start a fire. Check the temperature often with a cooking thermometer so the oil won't overheat.
5. The pot lid and handles of a turkey fryer can get dangerously hot and cause burn injuries. Use long cooking gloves that protect hands and arms when you handle these items.

**HAPPY THANKSGIVING
FROM AMERICA'S SHIPYARD**

Holiday Travel Safety

All drivers can make our roads safer, especially during the holidays by:

- Use a designated driver or arrange alternate transportation to ensure you and your guests make it home safely after a holiday party.
- Drivers also should get plenty of sleep to avoid fatigue, drive attentively and avoid distractions.
- Make sure every person in the vehicle is properly buckled up no matter how long or short the distance traveled.
- Put that cell phone away: many distractions can occur while driving, but cell phones are the main culprit.
- Properly maintain the vehicle and keep an emergency kit within the vehicle at all times.
- Research your destination before your travel to avoid any unnecessary delays.
- Plan alternative trips necessary and breakup long distance drives by switching drivers overnight or at a halfway point.
- If flying, be sure to check airlines for delays, cancellations, and luggage requirements.
- Avoid checked bags if possible to avoid lost luggage.

C-FRAM FRAUD SCHEME AWARENESS

NOVEMBER EDITION: CONTRACTOR OWNERSHIP

Some companies doing business with DoD may have an opaque ownership structure that conceals other entities or individuals who own, control, or financially benefit from the company. Opaque ownership could be used to facilitate fraud and other unlawful activity.

HYPOTHETICAL

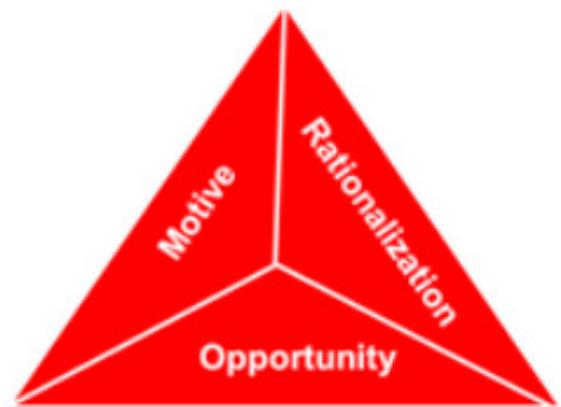
- A large defense contractor acquires a 51% stake in a small contractor that has been self-certifying for Small Business Innovation and Research (SBIR) contracts since its inception.
- After the large defense contractor acquires its majority stake, it decides to allow the acquired company's successful management and procurement teams to stay on and handle day-to-day operations.
- Following the acquisition, the acquired company continues to self-certify its eligibility for SBIR funding and wins further SBIR contracts.
- **Is there a problem with this arrangement?**

ACTUAL EXAMPLE

TrellisWare Technologies, Inc. won 38 SBIR contracts worth over \$15 million from 2008-2015. TrellisWare self-certified that it was SBIR eligible and could receive SBIR contracts. TrellisWare was majority-owned by ViaSat, a publically-held, global broadband technology company.

TrellisWare entered into a civil settlement with the DOJ and agreed to pay over \$12 million to resolve the alleged False Claims Act violations in March 2018. The parent company, ViaSat, was required to disclose the result in its Form 10-K.

Takeaway: Mergers and acquisitions can change the status of small companies and change eligibility for government programs such as SBIR and can result in violations of the False Claims Act.



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.