SURGEMAIN DEMOBILIZES AT NNSY

SERVICE TO THE FLEET

Norfolk Naval Shipyard | We Are America's Shipyard | August 2021

NORFOLK NAVAL SHIPYARD'S HARBOR PATROL UNITS KEEP THE WATERWAYS SAFE

SHIPYARD SPOTLIGHT: MICHELLE JOHNSON

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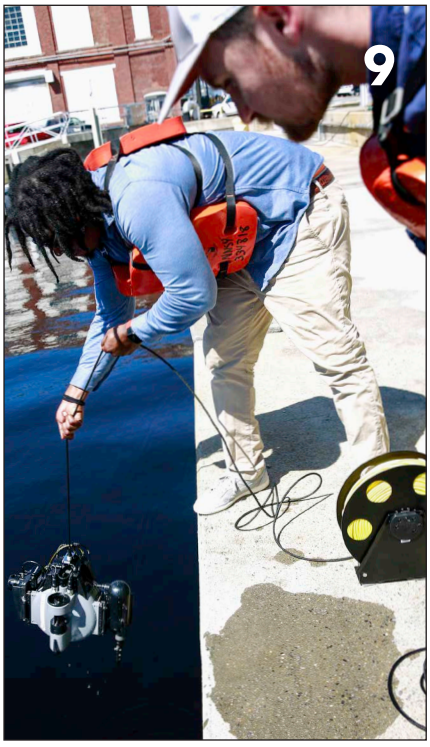

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DISCIPLINARY CORNER

June 2021
Closed Discipline Cases: 19

Of the 19 cases, 18 have received formal discipline
- 2 have lost employment
- 7 were suspended (0 indefinitely)
- 4 received letters of reprimand

The types of cases are:
- 5 attendance cases
- 7 conduct cases
- 4 performance cases
- 3 other cases

From the Commander, Capt. Dianna Wolfson:

Reliability in America's Shipyard

Hello, America's Shipyard! For this edition of Commander's Comments, I want to discuss reliability and why it's so important to serving our Navy and Nation. We all have common thoughts on what reliability means. When you have someone—or a group—in your life you can count on, that brings peace of mind. Those individuals exhibit assurance, ownership and commitment. They make you feel confident and secure they "got it" and will take care of any problem, whatever it may be.

It means so much waking up each morning knowing I can count on members of America's Shipyard to make a daily commitment in delivering technical excellence and skilled craftsmanship to maintain and modernize our Navy's Fleet. Since taking command six months ago, I've had so many discussions with naval leadership about the progress we've achieved, and the reason these engagements are so positive is because of the work all of you are doing! You are exhibiting that assurance, ownership and commitment every single day.

Per our Strategic Framework focus area pillars, we're making valuable headway in rebuilding our Infrastructure, improving our People Development in all career phases, driving Process Improvement and Innovation across our business, so we can ensure Dependable Mission Delivery to achieve our vision: deliver on time, every time, everywhere to protect America.

I'm looking ahead to the opportunities in the second half of 2021. Sending USS SAN FRANCISCO (SSN 711) down to Charleston to become a next-generation Moored Training Ship, providing Sailors a critical platform to develop their knowledge, skills and abilities. Delivering USS GEORGE H.W. BUSH (CVN 77) to the Fleet following its most comprehensive maintenance period ever. Completing our "North Star" project for process improvements, USS PASADENA's (SSN 752) availability, where we implemented so many important Naval Sustainment Systems—Shipyards (NSS-SY) initiatives into our business. Wow! Those three very different projects speak to our versatility as a workforce, but one thing they have in common is we've got to get them absolutely right and ready to excel in their missions. And continue to deliver on-time, our Navy and Nation depend on us.

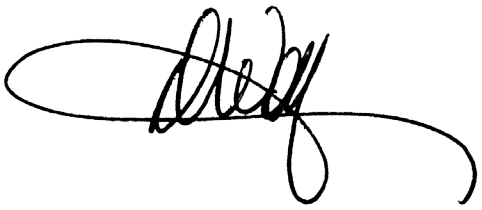
Reliability is one of five Core Principles as part of the NAVSEA Campaign Plan to Expand the Advantage 3.0. As defined in this plan, Reliability means we must consider the warfighter in everything we do. The vessels under our care must be delivered in the most exceptional material condition, and our availabilities must be dependable and cost-conscious—not just to deliver on our commitments, but to protect our Nation. Many of our ships sailing today will remain in active service decades from now. We must maintain our ships to the highest standards so they can meet the Navy's needs for decades to come.

Aligned with our ONE TEAM, ONE MISSION mantra, Reliability as defined in the Campaign Plan also extends to placing trust in our fellow teammates to make appropriate decisions and execute our mission. That's very similar to what's right in our Command Philosophy--we hold each other accountable in achieving our mission with the understanding our successes and failures are shared. Because they truly are, in times of achievement and adversity alike.

As one of the nation's four public shipyards, we're leading the charge on NAVSEA's mission priority #1 to Deliver Combat Power through on-time delivery of combat-ready ships, submarines and systems. In future editions of CO's Comments, we'll discuss that more and how we're also intently supporting the other NAVSEA priorities to Transform Digital Capability and Build a Team to Compete and Win.

If you haven't yet seen it, our fifth episode of America's Shipyard was released, focused on NNSY's cold spray team, bringing process improvement directly to bear on improving our mission delivery. It was such an exciting opportunity meeting with those team members, learning more about the capabilities of this technology and how we're harnessing it in America's Shipyard! So cool! You can view it on NMCI at https://www.dvidshub.net/video/806939/americas-shipyard-episode-five. Also available on Facebook and YouTube on any personal devices! YouTube: https://youtu.be/TvSCHPQlJHA. Facebook: https://www.facebook.com/NorfolkNavalShipyard1/posts/10158574512772799.

Heading into August, we've got some great opportunities ahead as a workforce, so let's show what we're capable of as ONE TEAM! #wegotthis



Capt. Dianna Wolfson
Commander,
Norfolk Naval Shipyard

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2. Start a centralized family calendar where you can keep track of all school-related and family activities.
3. Consider providing kids a refresher course on staying safe.

Call your The DON CEAP at 1-844-366-2327 (TTY 711) or visit MagellanAscend.com for helpful resources.

INFRASTRUCTURE

INFRASTRUCTURE EQUIPMENT IMPROVEMENTS: THE TOOLS YOU NEED WHEN YOU NEED THEM

BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST
PHOTO BY SHELBY WEST • NNSY PHOTOGRAPHER

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

The Infrastructure Pillar Team (IPT) has several goals, one of which is Norfolk Naval Shipyard's (NNSY) equipment improvement initiative. This is to improve overall industrial plant equipment readiness by enhancing maintenance efforts and to create a long-term, self-sustaining and transparent maintenance program that improves maintenance availabilities and their lifecycles.

Utilizing rapid improvement techniques, the team is pursuing several parallel options for maintenance on all Capital Investment Properties (CIP), core equipment, and high-impact Industrial Plant Equipment (IPE). The IPT has commenced the development of an organic specialized electronics maintenance team consisting of active duty personnel, saving hundreds of thousands of dollars in annual maintenance costs. The IPT has launched several large preventive maintenance contracts with more contracts to follow keeping vital IPE at top operating condition. The team has reorganized small organic maintenance teams and developed an organic preventive maintenance program until the Preventive Maintenance Program matures where all items can be addressed at the required frequency. Preventive maintenance is critical to extending the life of any piece of equipment. A robust preventive maintenance program can lead to a 70 percent decrease in corrective maintenance. Preventive maintenance minimizes downtime for NNSY's Capital Investment Properties, core, or high-impact IPE.

Down time for back shop IPE can have a direct impact for projects on the waterfront. Equipment Initiative Lead Chief Warrant Officer (CWO-4) Michael Mendez said, "Our workforce must have the tools they need when they need them. Supporting our workforce and fostering a culture that displays a facilities maintenance team that is actively engaged and responsive to their maintenance concerns is paramount to NNSY."

The new IPE trouble desk will allow anyone with any question regarding the equipment to make one phone call to 757-396-3805 and be provided a direct line to the answer they seek. The trouble desk is also available for reporting any downed or degraded piece of IPE. The trouble desk works with NNSY's Industrial Engineering Branch's (Code 983) embedded engineers and the Equipment Maintenance Branch's (Code 900F12) maintenance team to provide answers on status. These small maintenance divisions in the last year have taken 1,400 corrective maintenance items backlogged and lowered that number to approximately 130 items. Challenges and improvements still lay ahead for the IPT, but the framework and strategy is in place.

"With the launch of all of our target goals and these programs self-sustainability these items are excellent examples of pillar team efforts," said Mendez. "While there is room for these new programs to improve, these items represent the tremendous efforts to prioritize industrial equipment and importance of our workforce. Shipmates helping shipmates, easy day!"

DEPENDABLE MISSION DELIVERY

DEPENDABLE MISSION DELIVERY PILLAR FOCUS AREA THREE: *PRODUCTION EFFICIENCY: INCREASE COST PERFORMANCE INDEX THROUGH HIGH VALUE IMPROVEMENT ACTIONS AND TACTICAL TARGETS*

BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

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NNSY Mission Pillar Team's (MPT) priorities were identified to help improve the shipyard's dependable mission delivery. The focus areas are: reduce overhead, optimize Direct Support Services (DSS), increase production efficiency, and inventory other direct work.

From 2014 to May 2021, cost performance (CP) for in-yard Chief of Naval Operations (CNO) projects has decreased from 0.83 to 0.65 in a negative trend. In essence, the current cost performance numbers are stating that it takes twice the man-hours to do a job that was planned for one person to accomplish. Since May, there has been increased focus on our efficiencies, affected by all departments and stakeholders. "By working together as a team and focusing on the change of management behavior, we went from 0.65 CP in May to 0.70 in July. This puts us closer to our goal of reaching 0.75 CP by November," said Production Resources Manager (Code 901) John Walker.

While simultaneously improving the shipyard's efficiency, the team is also focused on increasing productive capacity supporting in-yard projects. "We have to improve our capacity to support the Fleet. At our busiest times, we have approximately 1,500 mechanics out of approximately 4,000 working in-yard ships and submarines each day. The rest are working offsite, I-level, emergent, other direct work, or overhead. We have been, and must constantly, review the assignments of our workforce to make sure we are meeting priorities," said Production Resources Officer (Code 900) Capt. Scott Tracey. "Since we started the review, my team already found more than 350 mechanics charging most of their time to overhead functions instead of direct work. We have to make sure we are training, assigning, and charging time accurately."

It is the MPT's goal to have 2,500 mechanics. with 2,000 of them on ships performing their jobs each day. The remaining 500 accounts for those in training or on leave at any given time.

"There are anywhere from 800 – 1,000 personnel on leave or training on any given day," said Walker. "This takes away a lot more than we originally thought."

Training and qualifications are essential to ensure first time quality work is completed in a safe and timely manner. However, there are some annual trainings that remove a mechanic from the waterfront for approximately three months at a time.

"Without cutting corners or diminishing the training itself, we are looking into ways on how to keep mechanics on the waterfront," said Walker. "For instance, some of the annual refresher training is being performed over the course of the year, something that the mechanic might have been doing hands-on during the year. Could this be turned into on-the-job training?"

Another way to improve cost production is to ensure that the mechanic's time is being entered into Supervisor's Desk (SUPDESK) properly.

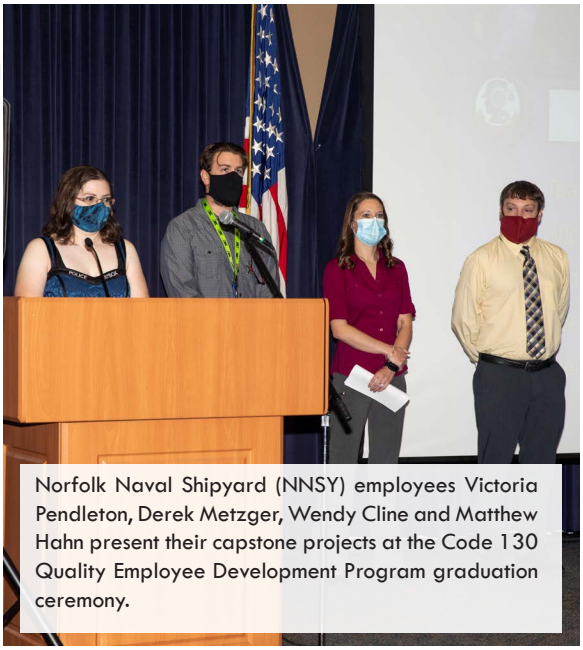
"Accurate charging is very important to determine where our people are spending their time, so we can find – and remove – the barriers to efficiency," said Capt. Tracey. "We found, for several reasons, that some supervisors or managers were entering all the time at the end of the week or pay period or they enter the time under the wrong category. We have to pay our people every day and elevate problems that prevent accurate charging."

To bring awareness to supervisors and managers, Code 900 has reinstated weekly cost production meetings."The culture of the way we think and do our job needs to change," said Walker. "During these meetings, we don't accept excuses. We only accept accountability, solutions and actions towards those solutions. If a question is asked and the answer is not known, that individual will be held accountable to find the answer and to make any necessary changes to get us where we need to be."

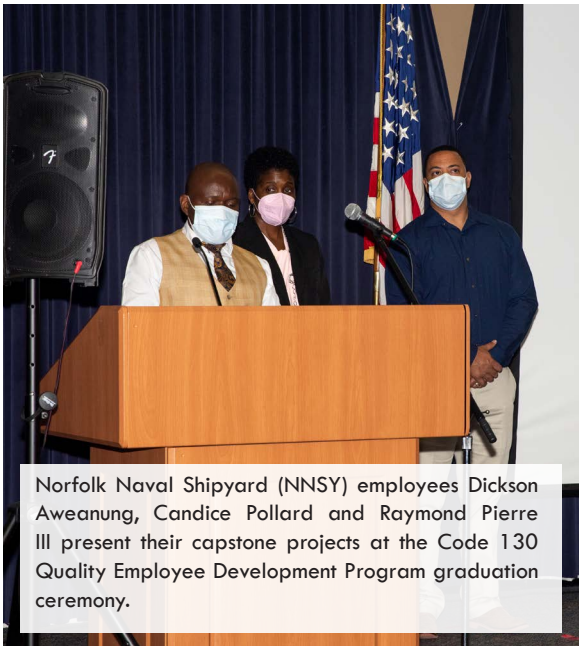
Increasing production efficiency is not a simple task and it doesn't happen overnight. However, steps are being taken on a daily basis to ensure NNSY is moving forward and not staying stagnant.

"This is not a one person or even one code responsibility," said Capt. Tracey. "We as a shipyard, are ONE TEAM with ONE MISSION and together we will make a difference to show why we are America's Shipyard."

PEOPLE DEVELOPMENT



Norfolk Naval Shipyard (NNSY) employees Victoria Pendleton, Derek Metzger, Wendy Cline and Matthew Hahn present their capstone projects at the Code 130 Quality Employee Development Program graduation ceremony.



Norfolk Naval Shipyard (NNSY) employees Dickson Aweanung, Candice Pollard and Raymond Pierre III present their capstone projects at the Code 130 Quality Employee Development Program graduation ceremony.

CODE 130 GRADUATES FIRST FLIGHT OF ITS QUALITY EMPLOYEE DEVELOPMENT PROGRAM (QEDP)

BY ROY GILBERT • CODE 130 WORKFORCE DEVELOPMENT
PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

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Members of the first flight of Norfolk Naval Shipyard's (NNSY) Quality Assurance Department's (Code 130) Quality Employee Development Program (QEDP) were recently recognized at a graduation ceremony. This flight consisted of a group of seven high-spirited and engaged leaders from four divisions within Code 130. The QEDP is a 16-week program designed to help employees develop a plan for their career while developing skills to enhance themselves.

The program enables a diverse group of high performing, results-oriented leaders to develop strategic leadership competencies allowing them to increase their influence, lead effectively in increasingly complex environments, and take others to the next level. The program is comprised of 16 four-hour sessions utilizing assessment tools, knowledge transfer activities, writing and briefing projects, and individual coaching. The program concentrates on the six terminal learning objectives of Knowing Yourself, Building Your Team, Developing Leadership, Knowing Your Department, Knowing the Organization and Envisioning the Future. Aside from their own personal growth, participants spend a week shadowing in a different division and work together on a capstone project that they present at graduation.

NNSY Executive Officer Capt. Todd Nichols, who participated in the ceremony, said, "I wish someone put this level of effort into mapping out career paths when I started out as a junior Sailor! Good stuff!"

Quality Assurance Director George Fitzgerald said, "When we envisioned this program more than a year ago, we wanted something that everyone in the department could benefit from and that would stretch their knowledge beyond their day-to-day job."

Employees in Code 130 can contact their Division Head or Roy Gilbert for an application or to learn more about the program.

PROCESS IMPROVEMENT AND INNOVATION

NNSY USES INNOVATIVE UNDERWATER ROV TECHNOLOGY FOR INSPECTIONS

BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

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The Norfolk Naval Shipyard (NNSY) Technology and Innovation (T&I) Lab recently made significant headway in its aerial and underwater drone program, using an underwater remotely operated vehicle (ROV) to perform an inspection for the USS George H.W. Bush (CVN 77).

The ROV, known as the Deep Trekker DTG3, was utilized to inspect multiple sea chests alongside divers as a proof of concept, providing favorable results to ensure its capabilities for future projects. Efforts began six months prior when Surface Ship Structural Planning Branch (Code 256) Naval Architect Bailey Williford joined the T&I Lab on a rotational basis.

"I came to NNSY about eleven months ago and during my short time here I have been looking for ways to make processes a little more efficient," said Williford. "When I came into the lab, the team was looking for ways to utilize its drone technology, specifically the use of underwater ROVs. In Code 256, we perform routine inspections on vessels that require Navy divers to go underwater to examine tanks and more. Though the ROV wouldn't be able to manipulate anything under the water, it could provide visual inspections, similar to what the divers do, so we began the process to test and see if this was a viable option."

Williford teamed up with the lab's Drone Program Lead Brutis Goodson and together they began planning with the ship and project team to perform the ROV dive.

"Currently when you do any type of underwater inspection at the shipyard, you have to utilize the Navy divers who enter this dangerous environment under the ship in order to perform their monitoring," said Williford. "In addition, these dives take a lot of time to setup for the dive, including positioning the dive barge, ensuring the divers are geared and ready to go."

"Unlike the previous efforts with the divers, we would need 24 hours notice ahead of time to provide security and the ship with a flight request, saying where we plan to launch and land the vessel in question," said Goodson. "It would then take us no more than an hour the day of to get the ROV to the location, setup, and in the water to perform the inspection as long as everything is tagged out properly. It saves time, resources, and keeps our personnel safe which is the biggest factor."

Williford added, "What's more is that it is very easy to use the ROV. We connect the remote control to the spool of tether and the ROV calibrates its systems before we lower it into the water. It operates similar to a game controller or remote-controlled boat. We use the controller to maneuver the vessel underwater, utilizing the compass to plot our course and the visuals we need to perform the inspections."

With a successful test with Bush, the team is looking at furthering the use of the technology at NNSY, including performing inspections for USS Dwight D Eisenhower (CVN 69) and other vessels within the Navy. The ROV is expected to complete these inspections more rapidly than the current processes and can ensure the safety of personnel by no longer sending divers under the ships. With the support of the shipyard, including the executive sponsor of the project, Carrier Program Director Jim Brewer, there is a lot of excitement for what the ROV's future holds at America's Shipyard.

"I would love to see our drone technologies utilized more often across the shipyard. If anyone has a need to fulfill, they can reach out to us at the lab and we can work together to put this innovative technology to good use," said Goodson. "Technology and innovation is the future and in order to keep up with modern-day demands, we have to adapt and embrace the technology that's here and upcoming. It will help our workforce succeed in being more efficient and keeping them as safe as possible which is a big win in my book."

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

Nuclear Quality Division (Code 2350) Division Head Tina Hazard discusses assessments with Code 2350 Administrative Assistant Kim Zaner.

NNSY Collaborator Program Offers Insight and Experience for Shipyard Employees

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

The Collaborator Program is an effort implemented by Norfolk Naval Shipyard's (NNSY) Culture Change Team (CCT). This four-week long, 20-hour program matches up pairs of employees from the WS-10 to GS-15 leadership level. The employees shadow one another so they can provide feedback on and evaluate their day-to-day operations through peer-to-peer engagement and interactions. Participants are able to glimpse into the world of other shops and codes within the shipyard, and see how other employees function within their respective areas.

Two recent participants of the program are Nuclear Quality Division (Code 2350) Division Head Tina Hazard and Submarine Safety (SUBSAFE) Program Director John Finefield, who saw the experience as a great learning opportunity. "I've been at the shipyard for 30 years and am always looking for ways to improve culture and morale in the workplace, so I was very excited to learn I would be joining the program," said Hazard. "Being able to pair with other leaders throughout the shipyard and getting that firsthand experience of what they do and being able to grow as individuals through this shared experience is something that I feel all shipyard employees should get a chance to do throughout their careers. The experience helps you as an individual and encourages you and your partner to learn from one-another and grow as a team."

Hazard and Finefield were paired together, gaining an in-depth look into worlds they rarely get to see in action. The two laid out their calendars with each other, determining how they would spend their 20 hours participating in meetings and walkthroughs. "The endeavor was overall very positive for me," said Finefield. "We were able to identify many similarities in our programs and enjoyed our time together."

"We were able to see firsthand how we manage our respective teams, providing our own insight on ways we could each improve and help our teams succeed," said Hazard. "We also learned that our areas of responsibilities are more similar than we initially thought, even though we come from different departments in the shipyard. We all have our part to play in serving our shipyard."

Hazard added, "It really provided us a greater appreciation for the shipyard team as a whole. I hope the Collaborator Program continues to build new working relationships with its participants and provides managers that peer-to-peer learning on how to create a better workplace. I think it's an opportunity that all should take advantage of to better yourselves as leaders."

All feedback received from participants of the Collaborator Program will be used to identify teams displaying C.O.R.E values, as well as systemic issues throughout the shipyard. These interactions will be communicated with Command University and The Diversity Equity & Inclusion Office to direct developmental efforts in a manner that intentionally shapes the workforce. For more information or to learn how you can join the CCT efforts, email NNSY_CultureChangeTeam@navy.mil.

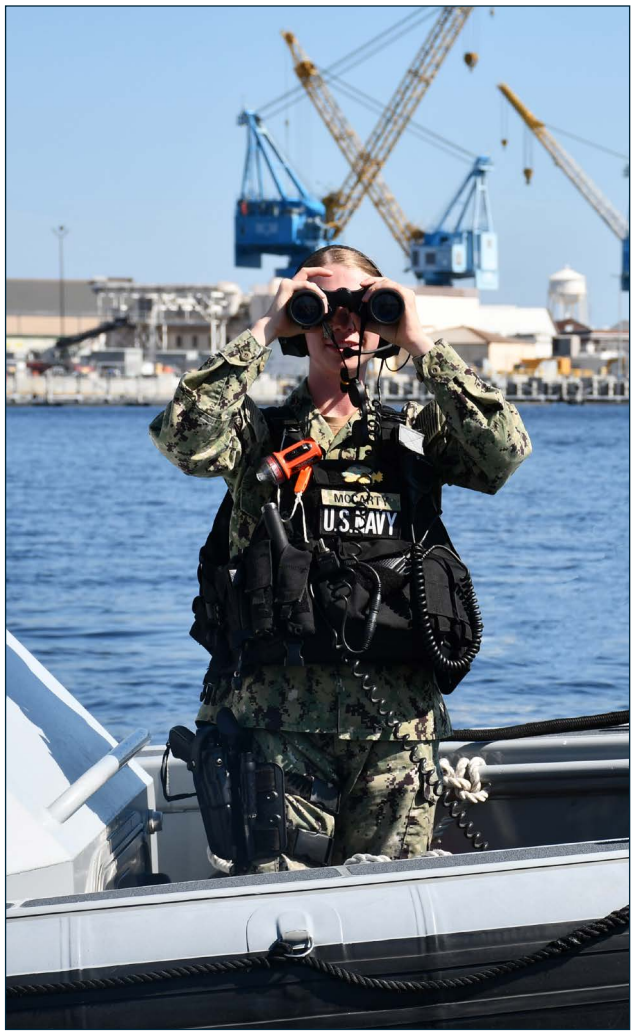
This article links to:

People Development

Join Norfolk Naval Shipyard in celebrating

WOMEN'S EQUALITY DAY

August 26



Left: Master-at-Arms Seaman Lauren McCarty scans the area looking for potential threats. Above: NNSY security boats patrol their area of operation. Right: Master-at-Arms Second Class Brandon Spears and Master-at-Arms Third Class Evan Shankle works together as a team as they maneuver a security boat.

NORFOLK NAVAL SHIPYARD'S HARBOR PATROL UNITS KEEP THE WATERWAYS SAFE

STORY AND PHOTOS BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

On October 12, 2000, suicide terrorists exploded a small boat alongside the USS Cole (DDG 67) as it was refueling in the Yemeni port of Aden. The blast ripped a 40-foot-wide hole on Cole, killing 17 Sailors and injuring many more.

Steps have been taken since then to ensure something like this doesn't happen again both overseas and in the United States, including America's Shipyard. "Norfolk Naval Shipyard's (NNSY) Harbor Patrol Unit (HPU) stands watch 24/7 365 days of the year to keep all of NNSY's assets, including employees, safe from potential threats," said HPU's (Code 800) Master-at-Arms Seaman Lauren McCarty.

Between recreational and commercial vessels, there are well over 100,000 movements annually on the Elizabeth River which runs along NNSY. Some boaters transiting the Intercoastal Waterway are not familiar with the naval restricted areas along the southern branch of the Elizabeth River and tend to come into HPU's area of operation.

"We are the first line of defense on the waterfront," said Master-at-Arms Third Class David Lanfranco. "Therefore we have to be confident not only in ourselves, but also with the people we work with."

"We are a family," said HPU's Leading Petty Officer Master-at-Arms First Class Adam Walton. "We cannot afford to be anything less. We have to trust each other completely in order to be on the same page. The coxswain has to know what the crewman is thinking and the crewman needs to know what the coxswain is thinking."

The coxswain is the Petty Officer in charge of the craft and the primary boat operator. The individual is charged with steering the correct course, controlling the throttles and engine speed, and maneuvering the boat safely in the close quarters of the shipyard's area of responsibility. All crew members and passengers must follow the coxswain's instruction. "Age and rank doesn't matter," said HPU's Acting Division Officer Chief Master-at-Arms John Hicks. "If the coxswain is a 19 year old seaman and I being a chief petty officer is his crewman, I have to follow his instruction when it pertains to the operation of the boat."

While on patrol, the crewman is constantly scanning the area for any suspicious activity. If the situation warrants it, they man a M240 machine gun to deter any potential threats. "This is what we signed up for," said Master-at-Arms Second Class Brandon Spears. "It's our job to put our lives out there and protect Norfolk Naval Shipyard."

NNSY's HPU will continue to stand watch to protect NNSY. "I love my job. It's an adventure," said Master-at-Arms Third Class Evan Shankle. "There's no prouder moment, knowing that my presence on the waterway keeps America's Shipyard safe. It's my job and I am proud of it."

RESERVISTS SURGED TO ASSIST NORFOLK NAVAL SHIPYARD DURING HEIGHT OF PANDEMIC

STORY BY MICHAEL BRAYSHAW • DEPUTY PUBLIC AFFAIRS OFFICER

LEFT: *SurgeMain East Regional Executive Officer Captain Jonathan Jett-Parmer meets with SurgeMain Sailors and shipyard personnel during a visit to Norfolk Naval Shipyard.*

More than 400 SurgeMain members have served at Norfolk Naval Shipyard in the past year as part of the deployment of Navy reservists across the four naval shipyards to reduce maintenance backlog due to the pandemic. Strong working relationships between the shipyard civilian workforce and reservists has been one of the biggest priorities of the effort.

A year after an unprecedented mobilization of a Navy Reserve force to reduce the public shipyard maintenance backlog, the final waves of Surge Maintenance (SurgeMain) members at Norfolk Naval Shipyard (NNSY) are packing up and heading home.

As part of Naval Sea Systems Command's (NAVSEA) deployment of reservists across the four naval shipyards last summer, more than 400 SurgeMain members have assisted NNSY, both directly on the project deckplates and in significant support functions such as travel and information technology. Boasting the technical and trade expertise to provide immediate value integrating into the workforce, these reservists aided in returning assets such as USS Harry S Truman (CVN 75) and USS Wyoming (SSBN 742) to the Fleet in the past year. Many continue to assist maintenance on USS George H.W. Bush (CVN 77), USS Pasadena (SSN 752), and USS Toledo (SSN 769), as well as the Moored Training Ship conversion of USS San Francisco (SSN 711). Just under 200 reservists currently remain at NNSY, with most set to return to their homes in the next month.

SurgeMain contributions have included Sailors embedded in NNSY's Temporary Services Department (Code 990) assisting Bush with electrical work and rerouting 1,300 feet of cable for hangar bay trailers. Reservists also supported Bush and Pasadena laying 1,200 feet of shore power cables while uninstalling 1,500 feet of CHT, lighting, ventilation and temporary services, keeping project movements on track. Sailors supported fire and tank watches for Toledo, reducing the need for contract labor. When there was a need for training and certifying additional Navy Competent Persons ensuring confined and enclosed space safety, SurgeMain members stepped up.

NNSY's SurgeMain Program Manager Cmdr. Emmanuel "Manny" Sayoc pointed out reservists also assisted short-turnaround, intermediate-level work as part of the shipyard's Fleet Maintenance Submarines (FMB) team at Naval Station Norfolk. That includes FMB's three recently certified availabilities—USS New Hampshire (SSN 778), USS John Warner (SSN 785) and USS Washington (SSN 787).

With COVID-19 impacting schedules of many ships undergoing maintenance across the four shipyards, ensuring an experienced reserve workforce was one of SurgeMain's biggest priorities. This required leveraging civilian backgrounds, Navy experiences, training opportunities and current certifications to bring maximum benefit across the yards.

This unprecedented deployment provided mutual benefit for both shipyards and reservists, according to Sayoc, with members getting valuable training and attaining key certifications across a number of proficiencies while directly supporting deliveries back to the fleet. Assisting reservists during the past year, the SurgeMain leadership team coordinated logistics such as living arrangements and transit, while still overseeing military matters such as career development, evaluation and awards.

Gunner's Mate First Class Berkley Bossard has been at NNSY since last July, initially working in the Electronics Shop (Shop 67) before teaming with SurgeMain leadership and the Production Resources Department (Code 900) in November. "I developed a database to do task tracking for all the SurgeMain personnel supporting all the projects and hours for each," he said. "With this experience, I think I learned a lot and it was good for my career development, I had never built an access database to that depth before. I had supported different codes and shops at Puget Sound and Pearl Harbor Naval Shipyards previously, but being at NNSY and seeing how it all ties together and how the shipyard process works as a whole was very good for me."

While the mobilization is officially standing down, many SurgeMain members are now interested in making a permanent career at America's Shipyard. One such reservist is Chief Cameron Ware of Baltimore, Maryland, who has been at NNSY for the past year working in the Outside Machine (Shop 38) and Boilermaker Shops (Shop 41) supporting Truman before partnering with Code 900T as a non-nuclear training instructor. "While I was in 38, being able to work with the first-year apprentices and helping them understand systems onboard an aircraft carrier was pretty cool," said Ware. "I spent most of my time with training. I liked being able to work with 900T and gain their confidence to be able to teach their courses to incoming Sailors and new hires. Seeing that lightbulb come on for students is always enjoyable!"

"In addition to turning wrenches, one of SurgeMain's main roles was to spearhead the civilian and military integration," said Sayoc. "At every step, we had to value and appreciate the civilian workforce—the mobilization wasn't going to be successful without it. We wanted our civilian and military to learn about one another, and be comfortable working with one another, in addition to the reservists helping get us caught up on the work. Our legacy will primarily be the relationships we built."

"Thank you so much to our SurgeMain reservists for their support to Norfolk Naval Shipyard and valuable contribution to our One Team," said Shipyard Commander Captain Dianna Wolfson. "This was a significant effort across all four shipyards, but also a necessary one in response to the many challenges faced during the pandemic. These reservists responded to our Nation's call in a tremendous way, directly assisting and enabling us to continue delivering ships and submarines back to the fleet in the past year. All of us at America's Shipyard are better off having had the opportunity to know them and share their experiences, expertise, dedication, and leadership."

This article links to:

Dependable Mission Delivery

RIGHT: Code 930 Additive Repair Zone Manager Nick Allen shares the recent efforts of the Cold Spray Team with Norfolk Naval Shipyard Commander, Capt. Dianna Wolfson, during the filming of the fifth episode of America's Shipyard .**BELOW:** Norfolk Naval Shipyard Commander, Capt. Dianna Wolfson, speaks with members of the Cold Spray.

LATEST AMERICA'S SHIPYARD VIDEO CELEBRATES COLD SPRAY TEAM ON USE OF INNOVATIVE TECHNOLOGY

STORY & PHOTOS BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

Norfolk Naval Shipyard (NNSY) launched the America's Shipyard video series earlier this year, dedicated to highlighting high-performing employees and NNSY achievements. In the latest video, Shipyard Commander Capt. Dianna Wolfson ventured to the cold spray booth to meet with the team members who worked together in supporting an urgent job for the USS Pasadena (SSN 752).

"This team took on two valve-body repairs that were essential in supporting the undocking," said Wolfson. "Due to availability, ordering new parts for the Pasadena could possibly have taken a year to obtain."

Using the additive repair method known as cold spray, the team was able to repair the component that would have previously been beyond capable repair, providing a durable solution.

"In 2019, [then NAVSEA Commander] Admiral Moore had a list of five priorities, the number one of them being cold spray use within the shipyards," said Submarine and Piping Mechanical (Code 265) Branch

From Left to Right: Code 930 Computer Integrated Manufacturing Technician Sean Schuffert, Shop 31 Cold Spray Machinist Sterling Slaughter, Code 265 Mechanical Engineer Chester Acuna, Code 265 Mechanical Engineer Claude Brooks, Code 265 Submarine and Piping Mechanical Branch Head and NNSY Cold Spray Lead Dan Stanley, Shop 31 Cold Spray Machinist Jeff Brittingham, Shop 31 Cold Spray Machinist Tim Holland, Shop 31 Cold Spray Supervisor Jim Wiseman, and Code 930 Additive Repair Zone Manager Nick Allen.

Head and NNSY Cold Spray Lead Dan Stanley. "We hit the ground running to get cold spray implemented in the shipyard, did our first cold spray job in 2020, and from that point on we've been steadily using the technology here."

Code 265 received the valve-bodies and sought out the best way to repair them. When the manufacturer said it would take a year or more for a replacement, the team looked into cold spray to get the job done, going through the process to perform the repair in the booth. The Mechanical Group's (Code 930) Inside Machine Shop (Shop 31) stepped up to the plate, programming the robot used in the booth and performing the machining so that the repair could be completed all in one mounting.

This cold spray effort directly supports one of NNSY's key Strategic Framework pillars, Process Improvement and Innovation, improving delivery of the mission and smartly leveraging available technologies to maximize resources.

"I think cold spray is going to revolutionize the idea of any ship, anytime, anywhere," said Shop 31 Cold Spray Machinist Jeff Brittingham. "With the incoming portable systems, we'll be able to take these better repairs out to anywhere. We've had parts from Puget Sound Naval Shipyard and Intermediate Maintenance Facility (PSNS & IMF) come to NNSY for repair and we can get the ships out to sea with parts with better repairs that are going to add decades to the lives of those components. It's a valuable asset to our Navy and to America's Shipyard."

"The efforts displayed by these talented individuals not only displays amazing teamwork and our ONE TEAM mindset, it also shows how dedicated they are to honoring our ONE MISSION and vision of America's Shipyard to repair, modernize, and inactivate our Navy's warships and training platforms, and deliver on time, every time, everywhere to protect America," said Capt. Wolfson. "It's because of each of them that we are one step closer to delivering the Pasadena back to the Fleet."

You can check out this video and other episodes of America's Shipyard on the NNSY Facebook page at https://www.facebook.com/NorfolkNavalShipyard1/, the NNSY YouTube page at https://www.youtube.com/user/NNSYBroadcast, and Defense Visual Information Distribution Service (DVIDS) at https://www.dvidshub.net/unit/NNSY.

This series will be an ongoing effort and new episodes will be premiering in the future. 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.

This article links to:

Process Improvement and Innovation

Infrastructure

SHIPYARD SPOTLIGHT: MICHELLE JOHNSON

MAKING NNSY A SAFER PLACE FOR ALL AND A BETTER PLACE FOR WORKING MOMS

BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY TONY ANDERSON • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard's (NNSY) Occupational Safety and Health Specialist (Code 106.24) Michelle Johnson is a champion for women on the waterfront. As the shipyard's waterfront ombudsman, Johnson has put in countless hours to make America's Shipyard a more inclusive workplace. "I assist women in the shipyard with everyday issues they encounter on the waterfront," said Johnson. "By helping to eliminate any barriers women may face when performing their jobs or trying to grow in their careers, I am able to help women advance in the workplace."

Johnson has been at NNSY for more than 30 years. She started her career at NNSY in 1986 after graduating high school, following in her father's footsteps. "I am a second-generation shipyard worker; my father was one of the first Navy nuclear welders here at NNSY. I saw that he made enough money to support a family all while supporting the Navy and its mission. I figured, why not go into the apprenticeship and learn a trade myself so I could do the same," said Johnson.

When Johnson began her career, the shipyard was far from the more inclusive workplace she sees today. "When I first came to NNSY, there were urinals in the women's restrooms," she said.

Today, Johnson is the shipyard's Safety Deficiency Report (SDR) Program Manager. In this role, she tracks all safety deficiencies on a Combined Deficiency Backlog that is shared with all codes and posted on NNSY's WebCentral. She communicates with building monitors and safety advocates from various codes to help abate deficiencies in their spaces.

Johnsons' supervisor, NNSY Hazard Abatement and Analysis Branch Head (Code 106.24) Stephanie Twine said, "Michelle is a hard worker, team player, exhibits C.O.R.E. values in everyday work and is extremely dedicated. She enjoys working with codes and shops at NNSY to enhance the safety culture through communication and knowledge sharing. She is a true asset to Code 106 and to the whole shipyard!"

Before moving to Code 106, Johnson was teaching safety courses for NNSY's Production Training Division (Code 900T). Her background and desire to make the shipyard a safer workplace for all civilian employees, contractors, and Sailors motivated her to apply for the job. "I enjoy the feeling you get when you have helped someone and working for safety at NNSY is how I help personnel and support our shipyard," said Johnson.

While Johnson is incredibly proud of her tenure at NNSY and her titles as the SDR Program Manager and waterfront ombudsman, the title she cherishes the most is that of "nana." "I have worked at NNSY for more than 30 years now and have been a nana for 8 years – I love it!"

As a mother and grandmother, Johnson is in the corner of every working mother at the shipyard. In her role as waterfront ombudsman, she has played a pivotal role in adding nursing mothers' rooms to the waterfront. "Women need to make sure that their quality of life needs are met and as the waterfront ombudsman, I am here to listen to them and help ensure that NNSY meets or exceeds their needs."

Johnson said that she hopes to "leave

NNSY a safer place for all employees than when I first started working here in the 80s. I hope that my successor is successful in doing the same. There is always room for improvement."

8 THINGS YOU DIDN'T KNOW ABOUT *Michelle Johnson*

1. She is a nana to two beautiful grandchildren, whom she adores.

2. Camping is one of her favorite hobbies but her husband would say shopping is.

3. She enjoys the great outdoors and stargazing at the night sky.

4. She loves the water and says she should have been born a mermaid. "Take me to the beach or the lake - it doesn't matter!"

5. Her favorite color is turquoise and it is her birthstone.

6. She is left-handed but plays softball right-handed.

7. She has a cat, Willow, and a dog, Molly. She has a big heart for animals.

8. She served two apprenticeships at NNSY - the first as an inside machinist and the second as a Non-Destructive Test Inspector.

SPOTLIGHT

Members of Code 105.3's Radiological Monitoring Division.

SURVEY SAYS:

NNSY'S RADIOLOGICAL MONITORING DIVISION ENSURES SAFETY FOR WORKFORCE AND PUBLIC

STORY AND PHOTOS BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

Surveys come in many forms, from surveying land to surveying a group of people on any particular topic. For Norfolk Naval Shipyard's (NNSY) Radiological Monitoring Division (Code 105.3), taking surveys involves the safety of all four Naval Nuclear Propulsion Program (NNPP) customers – the NNSY workforce, ship's force, the public and environment. According to the United States Naval Nuclear Propulsion Program, "the principles of personal responsibility, technical knowledge, rigorous training, and auditing are vital to achieving the Program's strong nuclear safety record."

"We perform radiological surveys as one part of a comprehensive program to ensure personnel are properly monitored for occupational radiation exposure. We know how much that radiation exposure is, and that it is safe," said Code 105.3 Division Head Jeffrey Dirkx. "Code 105.3 also supports the production efforts of nuclear work in the shipyard and provides oversight for the correct applications of radiological controls involving personal radiation exposure, control of radioactive material and radioactivity control performed at the shipyard."

Code 105.3 ensures radiological work is properly executed, delivering peace of mind for people on the shipyard and in the local community. "The public trusts our work to keep them safe and we take that trust very seriously," said Radiological Control Technician Sang Kim.

Considered the backbone of NNSY's nuclear program by Dirkx, radiological surveys play a part in ensuring that NNSY keeps its four customers safe while performing nuclear work. One of the integral responsibilities associated with nuclear work is to perform and document surveys involving radioactivity, radiation, and radioactive material.

"We pride ourselves on educating the workforce on radioactivity and radiological work," said Radiological Control Technician Jaleesa Olds. "We work with the various projects to make sure the radiological work is done correctly and follows the requirements."

Due to the nature of their job, Code 105.3 personnel go through a rigorous and intensive training program known as the Radiological Control Technician Qualification School (RCTQS). "It is a six month Naval Sea Systems Command (NAVSEA)-approved course that is required to become a Radiological Control Technician," said Dirkx. "To fully qualify, one must pass a written examination, hands-on practical examinations and an oral board."

Code 105.3 personnel do more than support NNSY and Nuclear Regional Maintenance Department--Kings Bay. They also travel to various NNSY's satellite locations as well as the other public naval shipyards.

Although Code 105.3's work can be challenging, a sense of pride can be found amongst the team. "This job gives me a sense of fulfillment knowing we support the fleet," said Dirkx. "Every time we complete an overhaul, I have personal pride and satisfaction knowing I was part of a team that was able to get a submarine or aircraft carrier back to sea to support our Navy and our country. It doesn't get any better than that."

NNSY'S NAVAL FOUNDRY AND PROPELLER CENTER INCREASING ITS WORKFORCE

STORY AND PHOTOS BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

In 2017, Naval Foundry and Propeller Center (NFPC) in Philadelphia, Pa., a detachment of Norfolk Naval Shipyard, began a hiring process to increase the number of employees needed to support the new Columbia-class submarines.

NFPC's primary mission is to design, manufacture, and repair propellers for the US Navy. NFPC's workforce designs, engineers, casts, and machines the specialized products that are required to support this mission.

"Our workforce consisted of 225 employees in 2017," said NFPC Director (Code 1400) Nate Bird. "Currently, we have approximately 365 personnel and it is our goal to be in the mid-400s by the end of 2022."

"Our biggest hiring target is Computer Numerical Control Machinists with Siemens 840D controller experience," said Bird. "In addition, we are currently seeking all trades to include, but not limited to riggers, machinists, molders, melters, non-destructive test (NDT) inspectors, and mechanical inspectors."

NFPC is also hiring for the manufacturing engineering group, facilities engineering group, equipment engineering group, quality assurance group, project management, program management, and the business office.

"To support our growth, we are hiring experienced mechanics as well as novices to go through our apprenticeship program, "said Bird. "The apprentice program is four-years long and accredited through the Commonwealth of Pennsylvania. We will be starting the next class this fall. Prospective apprentices must show eligibility to attend community college and complete a qualifications exam for any Pennsylvania college. By the end of the program, they will earn an associates while being paid."

Those who are not currently federal employees can apply for any of the positions on Indeed.com by performing a search for "Naval Foundry and Propeller Center in Philadelphia, Pa." The website will show how to apply for any of the positions available. Applications for the apprentice program will be available on Indeed.com as well this fall. Current government employees can send their resume to FLTHRO_NNSY@navy.mil.

The hiring process can take anywhere from four to eight months. If selected for a position, the Fleet Human Resource Office (FLTHRO) will send the qualified candidate a tentative job offer. The candidate must pass a background check to receive a secret clearance before onboarding and pass a physical exam to show that they are able to work in an industrial environment and fit to wear a respirator.

All NFPC employees are offered the government benefits package which contains health insurance plans including dental, vision, and life insurance for the employee and his or her family; flexible spending accounts for the employee and his or her family's medical and childcare expenses; a retirement plan with a government match of up to five percent; and paid time off including 13 days of annual leave to start, 13 days of sick leave, and 11 paid holidays annually.

"NFPC is on the leading edge of technology with our machines, equipment and measurement capabilities," said Bird. "This is an exciting place to work with an incredible mission. We are looking forward to all that we will accomplish with our larger workforce to support the U.S. Navy's mission."

Naval Foundry and Propeller Center (NFPC) pour metal into a submarine propeller mold.

Lightning Safety: When Thunder Roars, Go Indoors

BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST

Normally summertime means barbecues, festivals, sporting events, boating, hitting the beach, camping, and other recreational activities. In short, summertime normally means a lot more people are spending time in the great outdoors.

Summer is also the peak season for one of the nation's deadliest weather phenomena -- lightning. Lightning typically receives less attention than other storm-related killers because it does not result in mass destruction or casualties like tornadoes, floods, or hurricanes often do. However, consider these lightning statistics:

- About 25 million cloud-to-ground lightning strikes occur in the United States each year.
- Over the last 30 years, the U.S. has averaged 51 lightning fatalities per year.
- Only about 10 percent of people struck by lightning are actually killed. The other 90percent must cope with varying degrees of discomfort and disability, sometimes for the rest of their lives.

Norfolk Naval Shipyard's (NNSY) Emergency Management Officer Steve Murley said, "Lightning safety education can raise awareness about the hazards of lightning in order to lower the number of deaths and injuries caused by lightning strikes. Remember, lightning makes every single thunderstorm a potential killer, whether the storm produces one single bolt or ten thousand bolts."

Lightning is one of the most erratic and unpredictable characteristics of a thunderstorm. To protect oneself, knowing and following proven lightning safety guidelines can greatly reduce the risk of injury or death.

Most lightning victims are not struck during the worst of a thunderstorm but rather before or after the storm reaches its greatest intensity. This is because many people are unaware that lightning can strike as far as 25 miles away from its parent thunderstorm, much farther out from the area of rainfall within the storm!

Therefore, if you can hear thunder, you are within striking distance. Seek safe shelter immediately. Remember this lightning safety rule: WHEN THUNDER ROARS, GO INDOORS...and stay there until 30 minutes after the last clap of thunder. Do not wait for the rain to start before you decide to seek shelter, and do not leave shelter just because the rain has ended.

"The best way to protect yourself and your family from the dangers of thunderstorms is to be prepared," said Murley. "If you have outdoor plans, be sure to familiarize yourself with the latest weather forecast before heading out. Consider taking a portable National Oceanic and Atmospheric Administration (NOAA) Weather Radio or AM/FM radio with you. Upon arriving on-site, determine where you will seek shelter in the event of a thunderstorm and how long it would take to reach that shelter. A sturdy, enclosed structure with plumbing and electrical wiring is safest, but if one is not available most enclosed metal vehicles are safe alternatives."

During your outdoor activities, keep an eye to the sky for developing thunderstorms. If thunder is heard, if lightning is seen, or even if thunderclouds are developing, seek shelter immediately!

As we continue to recover from COVID-19, please keep in mind, you may need to adjust any preparedness actions based on the latest health and safety guidelines from the CDC and your local officials.

For tips and resources related to lightning safety, please visit https://www.weather.gov/safety/lightning

LIGHTNING MYTHS AND FACTS

Myth: A lightning victim is electrified. If you touch him, you'll risk being electrocuted.
Fact: The human body does not store electricity, and lightning victims require immediate medical attention. It is perfectly safe to touch a lightning victim in order to give them first aid. Call 911 for help.

Myth: If it's not raining or there aren't any clouds overhead, you're safe from lightning.
Fact: Lightning often strikes several miles from the center of a thunderstorm, far outside the rain or thunderstorm cloud. In fact, lightning can strike as far as 25 miles out from the parent thunderstorm.

Myth: The rubber soles of shoes or rubber tires on a car will protect you from a lightning strike.
Fact: Rubber-soled shoes and rubber tires provide NO protection from lightning, but most vehicles with metal tops and sides do provide adequate shelter from lightning because the charge travels through the metal frame and eventually into the ground. Just be sure to avoid contact with anything inside the vehicle that conducts electricity. Remember, convertibles, motorcycles, bicycles, open-shelled outdoor recreational vehicles and cars with fiberglass shells offer no protection from lightning.

Myth: "Heat lightning" occurs after very hot summer days and poses no threat.
Fact: Many people incorrectly think that "heat lightning" is a specific type of lightning. Actually, it is just lightning from a thunderstorm that is too far away for any thunder to be heard (thunder is seldom heard beyond 10 miles under ideal conditions). If the storm approaches, the same lightning safety guidelines above should be followed.

Myth: Lightning never strikes the same place twice.
Fact: Lightning often strikes the same place or object repeatedly, especially if it's tall, pointy, and isolated. The Empire State Building is struck by lightning nearly 100 times each year.

Myth: If caught outside during a thunderstorm, you should seek shelter under a tree.
Fact: Seeking shelter under a tree is one of the leading causes of lightning related fatalities. Remember, NO PLACE outside is safe when thunderstorms are in the area. If you are caught outside in a thunderstorm, keep moving toward a safe shelter.

Myth: Metal structures or metal on the body (jewelry, watches, etc.) attract lightning.
Fact: The presence of metal has no bearing on where lightning will strike. Mountains are made of rock but get struck by lightning many times a year. Rather, an object's height, shape, and isolation are the dominant factors that affect its likelihood of being struck by lightning. While metal does not attract lightning, it obviously does conduct electricity, so stay away from metal fences, railings, bleachers, etc. during a thunderstorm.

Myth: If caught outside during a thunderstorm, you should lie flat on the ground.
Fact: NO PLACE outside is safe when thunderstorms are in the area. If you are caught outside in a thunderstorm, keep moving toward a safe shelter.

C-FRAM FRAUD SCHEME AWARENESS

AUGUST EDITION: PROFILE OF A FRAUDSTER

A fraudster is someone who consciously chooses to deceive others. So you have to focus on such persons. If you know who you're facing, you'll have a decisive advantage.

TYPICAL FRAUDSTER TRAITS

- between the ages of 36 and 55
- predominantly male
- employee-level or manager-level personnel
- employed in the organization for at least six years
- above-average level of education
- likely to have colluded with others
- motivated by personal gain
- described as autocratic and are three times as likely to be regarded as friendly as not

BEHAVIORAL INDICATORS (RED FLAGS)

- Living beyond means
- Financial difficulties
- Unusually close association with vendor/ customer
- Control issues/ unwillingness to share duties
- Irritability, suspiciousness, or defensiveness
- "Wheeler-dealer" Attitude
- Divorce/family problems

MIND-SET OF FRAUDSTERS

- The **white-collar victim** sees himself as the victim of unfortunate circumstances. Fraudsters of this type say they were under enormous pressure. They explain their fraudulent behavior as their attempt to resolve an insoluble problem.
- The **pin-striped predator** consciously seeks and patiently awaits opportunities to commit fraud. Such a person is remarkably disciplined and focused, and translates his visions into action. His belligerent attitude makes him an opponent who needs to be taken seriously with playful ease; he manipulates his superiors.
- The **hedonistic narcissist** has an exaggerated opinion of himself, is arrogant, and is not open to criticism. He commits fraud because he is convinced he is so uniquely clever that he'll never get caught. His sense of entitlement is obsessive.
- The **gullible victim** regards himself as a social creature. In the eyes of this fraudster, he is being exploited by profiteers. Offenders of this type do not actively search for opportunities to commit fraud. But to maintain a relationship, or to revenge themselves for a disappointment, they are willing to commit serious economic crimes.

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.