

# SERVICE TO THE FLEET

Norfolk Naval Shipyard

We Are America's Shipyard

June 2021



**NORFOLK NAVAL SHIPYARD COMPLETES USS  
HARRY S. TRUMAN'S EXTENDED CARRIER  
INCREMENTAL AVAILABILITY**

**NNSY SUPPORTS ENVIRONMENTAL STEWARDSHIP:  
CLEAN THE BAY DAY, OUR WAY**



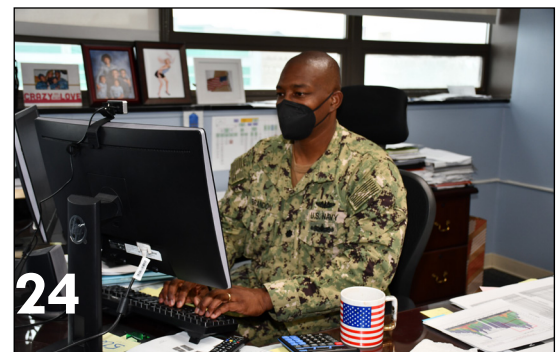


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## DISCIPLINARY CORNER

**April 2021 Closed  
Discipline Cases: 55**

Of the 55 cases, 45 have received formal discipline

- 11 have lost employment
- 19 were suspended (4 indefinitely)
- 14 received letters of reprimand

The types of cases are:

- 12 attendance cases
- 17 conduct cases
- 4 security cases
- 12 performance cases
- 10 other cases

**NNSY EMPLOYEES: DON'T LET YOUR CAREER GO UP IN SMOKE***Shipyard Guidance on Marijuana, Cannabinol, and Hemp Products*

BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

**Virginia is legalizing marijuana use and possession on July 1, 2021 – what does this mean for Norfolk Naval Shipyard (NNSY) employees?**

According to Executive Order 12564, Drug-Free Federal Workplace, Federal employees are required to refrain from use of any federally illegal drugs, whether on-duty or off.

Although Virginia will become the 16th state to legalize small amounts of marijuana, allowing adults ages 21 and older to possess up to an ounce of marijuana, possession or use of the drug is still not allowed for Federal employees as marijuana remains a controlled substance under Schedule I of the Controlled Substance Act. Marijuana is still illegal under federal law.

In a memorandum dated May 26, 2015, the Office of Personnel Management (OPM) advises Federal employees that “knowing or intentional marijuana possession is illegal, even if the individual has no intent to manufacture, distribute, or dispense marijuana.”

Individuals who use illegal drugs are not suitable for federal employment. If you test positive for marijuana in the Federal workplace, you will be subject to the full range of consequences, including loss of your security clearance and removal from federal service, regardless of state law.

**Can NNSY employees use hemp products?**

The Agriculture Improvement Act of 2018 removed industrial hemp from the Controlled Substances Act. These hemp products must contain less than 0.3 percent tetrahydrocannabinol (THC). THC is the psychoactive compound in marijuana and is prohibited for all federal employees. NNSY employees should not use any hemp products that contain more than 0.3 percent of THC.

Employees should be extremely cautious should they choose to use hemp products to ensure they contain less than 0.3 percent of THC. If there's any doubt about the THC content in any hemp products, it's best not to use them at all! If an employee tests positive for marijuana in the federal workplace, he or she will be subject to the full range of consequences, including loss of his or her security clearance and removal from federal service, regardless of what product was used.

**Can NNSY employees use Cannabinol (CBD) products?**

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

These products are not regulated by the Food and Drug Administration for content and may be contaminated by a host of cannabinoid chemicals including THC. If you test positive for marijuana in the federal workplace, you will be subject to the full range of consequences, including loss of security clearance and removal from federal service, regardless of state law.

## From the Commander, Capt. Dianna Wolfson:



Wow! What an activity-packed month of May, including USS Harry S. Truman (CVN 75) finishing its Extended Carrier Incremental Availability! Great job to all project team members and the many who supported them, to include production shops, support codes, Ship's Force and contracting partners. There was a lot of complex work in this availability, along with unforeseen challenges, but we persevered throughout to accomplish all maintenance to deliver Truman back to the Fleet, ready again to "give 'em hell!" As part of our drive to "Get Real, Get Better" as challenged by Vice Chief of Naval Operations Admiral William Lescher, we will take Truman's lessons learned and apply them to our future availabilities. Thank you to everyone banding together as ONE TEAM, making the daily commitment to deliver technical excellence and skilled craftsmanship to return Truman to the Fleet mission ready.

On the subject of "Get Real, Get Better," we are working a very important initiative across all four public shipyards, known as the Naval Sustainment System – Shipyards (NSS-SY) program. The initiative is focused on deploying industry best practices across the public shipyards to improve our processes and enhance support provided to the shipyards from NAVSEA and other supporting commands. Efforts like NSS-SY are very important to our future. NAVSEA Commander Vice Admiral Bill Galinis and Executive Director Ms. Giao Phan visiting our NSS-SY weeklong workshop last month is recognition of just how important it truly is.

The NSS-SY goal of "on time, every time"

### Truman Completion, NSS-SY Program, and Evaluation Results

aligns so well to our vision to deliver on time, every time, everywhere to protect America. Ensuring a sense of urgency and resolve at all workforce levels, working in conjunction with our contracting partners, will help us reach our vision. But your involvement and investment are vital to NSS-SY success. That's because meeting "on time, every time" really starts with you! The NSS-SY workforce is among the Navy's foremost maintenance experts! Our commitment to getting the job done every day is how we will succeed in meeting our schedules. And when we find roadblocks, we must elevate and ask for help. Because we are ONE TEAM. Given the pressing global concerns in 2021, our Navy and Nation can simply accept nothing less than our best.

We're already seeing some of the positive effects of NSS-SY, starting with Navy leadership frequently visiting shipyards and projects. You will also see additional direction and deckplate engagement from our shipyard leadership, changes to longstanding processes to enact new ways of doing business and drive innovations, and increased recognition for wins supporting the NSS-SY effort. Hopefully you've already seen how important leadership visibility and recognizing wins are to me, so much of this should be a natural progression of things we've already been doing.

In other news, last month we were evaluated by Naval Reactors to assess our planning and execution of nuclear work, with this evaluation bringing a significant opportunity to drive discussions and actions aligned to both our "Get Real, Get Better" and "Fix or Elevate" initiatives. The evaluation team provided a very comprehensive look at management of our people and work processes, all of which are so vital to what we do as ONE TEAM in achieving our ONE MISSION. The evaluation team provided valuable feedback on our Strategic Framework, understanding it codifies our priorities, reinforces our principles (both Nuclear Program and Command Guiding Principles), and will help us reach our vision. While it is understood it will take time and effort to reach our vision to deliver on time, every time, everywhere to protect America, we are presently challenged to achieve tangible results today, wherever possible, and work them with urgency.

Specifically, we must be compelled to learn from production problems to drive performance improvement. Daily, we must eradicate inefficiencies in our work execution, quickly diagnose and resolve quality issues in production work, and ensure sufficient value on rapid learning and improvement. Accountability is inherent to our efforts—from ensuring personnel muster at the jobsites on time, to developing a plan for our teams to facilitate full productive workdays. These align with our tenets of creating constancy of purpose and thinking systemically, both crucial attributes in our ability to Win as a Team. Our organizational learning must also be sustained, not only to foster long-term success, but to establish predictability in our delivery of warship readiness, lethality and survivability.

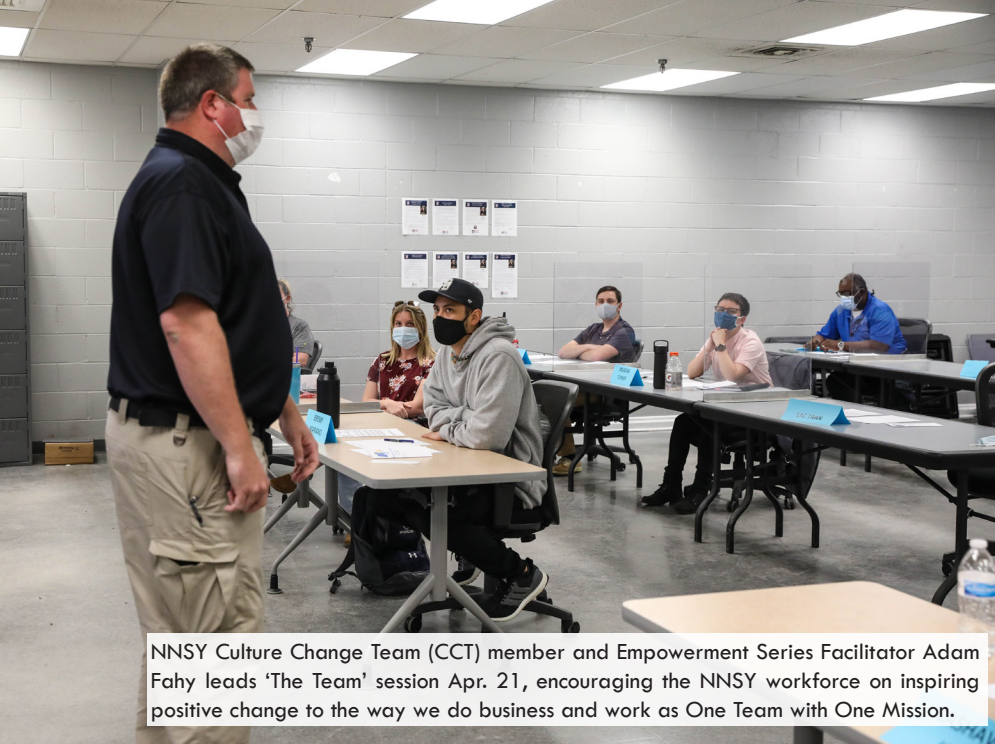
We work on the most important capabilities the Navy has to defend our Nation. The importance of that cannot be overstated. We must bear that responsibility with pride and purpose, starting by being brilliant on the basics. How else are we to predictably deliver on time, every time, if we don't show up on time to perform our assigned jobs, or allow work to stop because we're not thinking as ONE TEAM? We must seize every opportunity to be poised and ready to successfully execute our work for the day, having done the proper planning in advance with the paper and parts ready to go. And most importantly, we must value the learning along the way. Let's face it, things don't always go as planned, but we definitely can't afford to repeat the lessons learned the hard way. Ask yourself, what am I going to do differently tomorrow than I'm doing today, based on what I'm learning to get more productivity? We all must act today on what is in our control! Now, let's go do this!

Admiral James F. Caldwell, Jr., Naval Nuclear Propulsion Program Director, visiting us for the evaluation outbrief is recognition of just how critical our work really is. That's why it's so significant that we not only uphold the standards, but accelerate our performance, through all our efforts and innovations. #wegothis

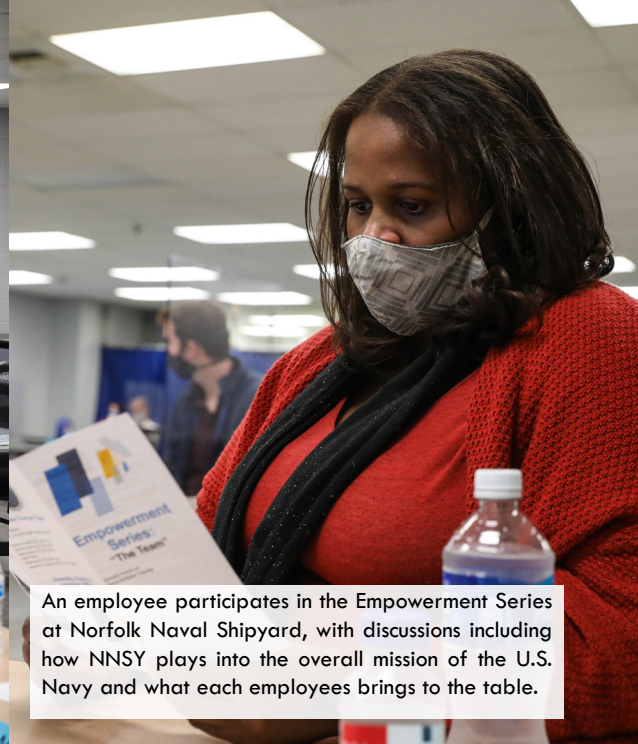
A stylized black ink signature of Capt. Dianna Wolfson.

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





NNSY Culture Change Team (CCT) member and Empowerment Series Facilitator Adam Fahy leads 'The Team' session Apr. 21, encouraging the NNSY workforce on inspiring positive change to the way we do business and work as One Team with One Mission.



An employee participates in the Empowerment Series at Norfolk Naval Shipyard, with discussions including how NNSY plays into the overall mission of the U.S. Navy and what each employees brings to the table.

# NORFOLK NAVAL SHIPYARD'S EMPOWERMENT SERIES ENCOURAGES WORKFORCE TO IMPROVE THE SHIPYARD AND DEVELOP AS A TEAM

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

Norfolk Naval Shipyard's (NNSY) Culture Change Team (CCT) has now revamped its Force Multiplier Training, a course that shares the importance of work performed at America's Shipyard to repair, modernize and inactivate our Navy's warships and training platforms. This new series – entitled The Empowerment Series – has now launched at NNSY, educating the workforce on positive changes to the way the shipyard does business and works as One Team with One Mission.

The first session in the series, entitled "The Team," is a three-hour interactive discussion between facilitators and participants. Topics include NNSY's importance in the overall mission of the U.S. Navy, what each employee brings to the table, the Strategic Framework and how employees fit into the big picture. It also highlights typical dysfunctions of a team allowing employees to determine strengths and areas for improvement both for themselves as well as the team as a whole. The course also highlights how employees should hold themselves and others accountable. Instead of being set up as a training as the previous iteration, the Empowerment Series is a series of discussions that encourages group participation, allowing the employees to share their experiences and ideas and hold discussions with one another.

"We received feedback from prior force multiplier participants and incorporated it to develop the series into what it is today," said CCT Member and Empowerment Series Facilitator Adam Fahy. "With the CCT, we firmly believe there is a direct correlation between how people are treated, their performance and delivering ships on time. We want our workforce to feel included and appreciated, to feel that they are truly part of a team that cares for and respects them. We're here to make sure every single member of America's Shipyard is taken care of."

He continued, "A big piece of 'The Team' is ensuring our workforce knows that each person plays a vital role in what we do here every day. From support codes to production, every person plays a part in delivering warships back to the Fleet and that we succeed or fail as a team."

In addition to the conversations between facilitators and participants, examples are also provided from shipyard workers as well as Sailors who go into detail about how important the shipyard and its employees are to the Fleet. Following the session, each participant is given a capstone project to identify strengths and areas for improvement for themselves as well as within their department, and to develop solutions that can be readily implemented to affect positive changes for the team. The participants are also entrusted to become emissaries for positivity and growth at America's Shipyard to help lead the way towards a better tomorrow.

"The sessions are open to anyone who wish to participate," said CCT Member Jacquelyn Singletary, who took a leading position in revitalizing the program. "We're asking for employees who are highly motivated and encourage them to join us for the Empowerment Series. In order to take a step in the right direction for positive change, we need folks who will encourage others and inspire them, folks who will hold each other accountable and bring new ideas to the table."

There are new sessions of the Empowerment Series held each month from 8 to 11 a.m. in Bldg. 1575. For more information on how to sign up for a session or to learn how you can join the CCT efforts, email [NNSY\\_CultureChangeTeam@navy.mil](mailto:NNSY_CultureChangeTeam@navy.mil). For a previous article regarding CCT initiatives, check out the February STTF here: [https://issuu.com/nnsy/docs/service\\_to\\_the\\_fleet\\_-\\_february\\_2021](https://issuu.com/nnsy/docs/service_to_the_fleet_-_february_2021).





# NORFOLK NAVAL SHIPYARD COMPLETES USS HARRY S. TRUMAN'S EXTENDED CARRIER INCREMENTAL AVAILABILITY

STORY BY MICHAEL BRAYSHAW • LEAD PUBLIC AFFAIRS SPECIALIST

PHOTO BY SHELBY WEST • NNSY PHOTOGRAPHER

USS Harry S. Truman (CVN 75) departed Norfolk Naval Shipyard (NNSY) for sea trials May 12 following completion of its Extended Carrier Incremental Availability (ECIA).

Truman arrived at NNSY in July 2020 coming off a seven-month deployment. For the first time at NNSY, two carriers shared a single pier, with USS George H.W. Bush (CVN 77) neighboring Truman for several months. Bush undocked in August for the final phase of its planned 28-month Drydocking Planned Incremental Availability (DPIA) before returning to the Fleet.

“This was a challenging availability, but the Norfolk Naval Shipyard workforce, Ship’s Force and our contracting partners persevered throughout to accomplish all needed maintenance to deliver Truman back to the Fleet,” said Shipyard Commander Captain Dianna Wolfson. “As part of our drive to ‘Get Real, Get Better’ in our work as challenged by Vice Chief of Naval Operations Admiral William Lescher, we will take the lessons learned from Truman and apply them to our future availabilities.”

With ensuring combat-ready power through the on-time delivery of ships, submarines and systems to the Fleet as Naval Sea Systems Command’s (NAVSEA) number one goal, NNSY is at the forefront of a number of aircraft carrier and submarine maintenance initiatives.

To improve the on-time delivery of submarines and aircraft carriers out of maintenance availabilities, NNSY, and the other three public shipyards, are executing the Naval Sustainment System – Shipyards (NSS-SY) program that combines industry and government best practices. NSS-SY is pushing to provide the production workforce all the tools and resources needed to support nonstop execution of work, while simultaneously removing any barriers in availability execution.

Additionally, NNSY has launched its Strategic Framework, prioritizing areas such as infrastructure, people development, and process improvement and innovation to improve timely delivery of ships back to the Fleet.

“We completed a tremendous amount of work in a relatively short period of time, executing the types of repairs, upgrades and modernizations more commonly performed during a full Planned Incremental Availability within the shorter timeframe and constraints of an ECIA,” said Project Officer, Lt. Avi Chatterjee. “But none of that would have been achievable without the consistent, earnest and committed teamwork from everyone involved in this project to get Truman back out to sea and in the fight.”

To better support the workload, the Truman project team re-sequenced work using a concept similar to what’s been performed





*USS Harry S. Truman (CVN 75) gets underway to depart Norfolk Naval Shipyard (NNSY) for sea trials May 12 following completion of its Extended Carrier Incremental Availability (ECIA).*



at Ship Repair Facility—Yokosuka for USS Ronald Reagan (CVN 76). This strategy staggered some of the mechanical system work, eliminating the need to dry out piping systems and allowing greater nonstop execution of production work, particularly topside. “This provided 30 days of additional wrench turning time within the availability,” said Project Superintendent Jim Brewer. “This plan was only possible through innovative thinking, teamwork, determination, and the team’s deep desire to successfully complete all necessary maintenance and modernization to support the mission of this great warship.”

Having co-located carriers at NNSY was unique, but also proved advantageous in sharing resources as needed, embodying Wolfson’s mantra of “One Mission – One Team.” In one instance when Truman experienced an unexpected electrical issue, the Bush team provided components to fix the problem that same day. “When there are two carriers sharing the same pier, there will be a high demand for the same people, and it requires coordination to support all the testing and evolutions,” said Chatterjee. “Inevitably, this can be a struggle when priority is placed in one place or the other. But far more often than not, both project teams worked cohesively to share resources, parts, and personnel to raise the collective tide and achieve success

across both decks.”

Truman also benefited from SurgeMain support, with 65 Sailors from 17 different production shops and departments providing calibration and testing expertise, aiding in pipe fabrication and conducting gas free engineering checks and safety inspections across a variety of jobs. Coinciding with Truman’s arrival to NNSY, the SurgeMain effort was launched across the four public shipyards last July to reduce maintenance backlog incurred during the pandemic. “SurgeMain personnel provided an incredible level of support to the Truman team throughout the availability, providing manpower and expertise to facilitate non-stop project execution despite the many constraints levied by the COVID-19 environment,” said Chatterjee.

“Having worked through some unforeseen challenges and additional time required in the shipyard, Truman is now again ready to ‘give ‘em hell,’” said Wolfson. “Thank you to everyone banding together as One Team, making the daily commitment to deliver technical excellence and skilled craftsmanship to support returning Truman to the Fleet mission ready.”

**This article links to:**



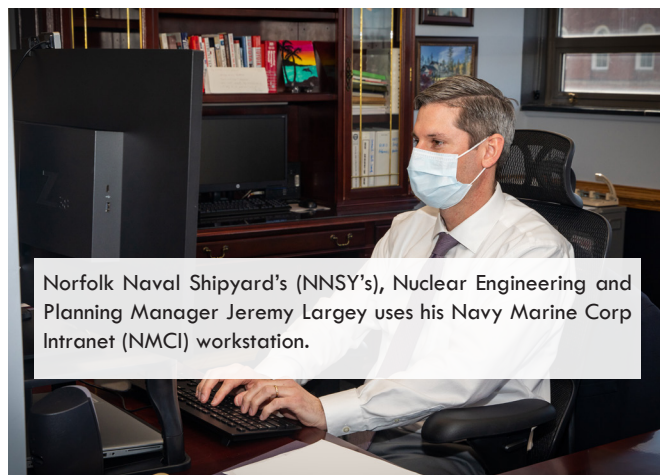
**Dependable Mission Delivery**

# OUR STRATEGIC FRAMEWORK



## INFRASTRUCTURE

### NORFOLK NAVAL SHIPYARD'S INFRASTRUCTURE TEAM: IDENTIFYING INFORMATION TECHNOLOGY (IT) IMPROVEMENTS



STORY BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST

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

The Infrastructure Pillar Team (IPT) was created to enable the delivery of world-class infrastructure at Norfolk Naval Shipyard (NNSY) to meet the shipyard's mission and support its production needs. The IPT's vision is that NNSY's infrastructure supports on-time warship delivery to meet today's mission.

NNSY's Infrastructure Pillar focuses on facilities, utilities, equipment, information systems, and communication systems that enable NNSY's success. Given the infrastructure challenges of modernizing a 253-year-old facility, the Infrastructure Pillar was established to support the execution of calculated infrastructure investments based on time, manpower, and financial requirements.

Recently, the IPT identified various initiatives that are aligned to the pillar vision. Information Technology (IT) is one of the most needed improvement initiatives identified. Specifically, the IPT is hoping to improve secure connectivity of industrial machinery to networks and computer controls. Doing so would enable remote machine monitoring, data collection, and control. Models and instruction code can be shared between projects and between yards for greater standardization, efficiency, and technical data reuse. Secure connectivity will ensure inherent weaknesses of native machine processors do not introduce vulnerabilities into the Navy's business networks. Older machines do not easily interface directly with new technology and these older machines would benefit from an efficiency improvement.

Another IT initiative being addressed is the expansion of NNSY's mobile infrastructure. The IPT is pursuing a new contract that will put a government smartphone in the hands of every supervisor. Delivery of the contract is expected in the near future. First line supervisors often receive flip phones, but these do not efficiently support non-voice communications (text and email). When implemented, supervisors will be able to receive real-time updates and communications from other leaders in the shipyard to support improved communication and first time quality.

The final IT initiative focuses on replacement of old Navy Marine Corp Intranet (NMCI) workstations with faster-responding workstations. Doing so will make NNSY's engineering, planning, trades, and business support personnel more productive, be then able to support waterfront work with faster problem resolution, and able to provide on-time delivery of work products. Network sensors have recently provided firsthand data, proving that poor system performance can be attributed to the capabilities of the workstations themselves. Network infrastructure is often not the culprit. Workstation latency has accounted for about 80 percent of the lag time experienced by users.

It is the IPT's focus to strike a purposeful and improved balance between operational requirements, regulations, safety and quality of life and developing these goals and initiatives supports the efficient conduct of work necessary to successfully execute today's mission and the mission(s) of tomorrow.

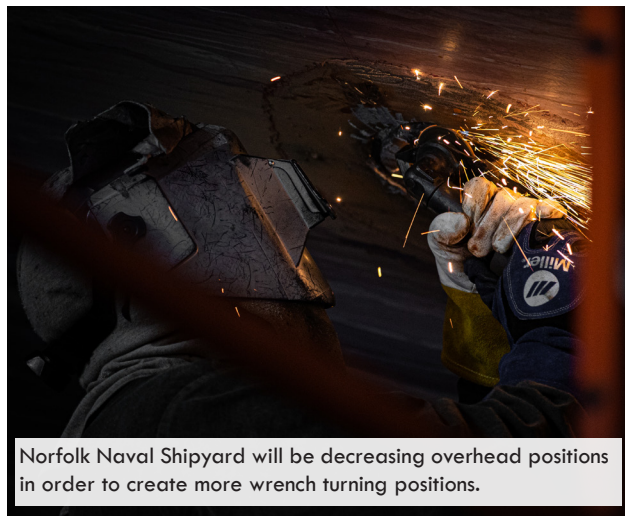


# FRAMEWORK PILLARS



## DEPENDABLE MISSION DELIVERY

### DEPENDABLE MISSION DELIVERY PILLAR FOCUS AREA ONE: DIRECT WORK VS. OVERHEAD: RE-BASELINING OVERHEAD TO ACHIEVE AN OVERALL DIRECT LABOR INDICATOR (DLI) INCREASE



Norfolk Naval Shipyard will be decreasing overhead positions in order to create more wrench turning positions.

STORY BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST  
PHOTO BY SHELBY WEST • NNSY PHOTOGRAPHER

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When the Mission Pillar Team (MPT) formed, four focus areas were identified to help improve Norfolk Naval Shipyard's (NNSY) dependable mission delivery. They are: Reduce Overhead, Optimize Direct Support Services, Increase Production Efficiency and Inventory Other Direct Work (ODW). The process for reducing overhead has already started.

Naval Sea Systems Command (NAVSEA) tasked NNSY to conduct a review of all overhead charges that the shipyard is incurring. "Overhead is work that needs to get accomplished, mostly administrative in nature," said NNSY's Business and Strategic Planning Manager (Code 1201) Maria Williams. "It is work that doesn't support the project directly like that of a wrench turner."

A cross functional team of NNSY employees with diverse career backgrounds was formed to investigate each overhead position. The panel was not representing any particular department, code or shop, but the shipyard as a whole. Information was gathered and hard questions were asked to all departments. "We looked at the positions, not the people in those positions, to see if they could decrease job billets," said NNSY Deputy Comptroller (Code 600) Jamie Finlay. "If a department has multiple billets of the same kind, the question was asked if they could still get the job done with fewer people. For instance, if a code has five analysts, can they do the same job if they reduce it to four or even three analysts?"

Shipyard employees are not being displaced or

removed from their current billet in order to reduce overhead. Instead, when an employee moves on either by promotion, retirement, finding a job outside the shipyard, or other means, their position is closely looked at to see if that billet can be removed and given to the waterfront to increase the number of people that directly support a project.

"I can't stress enough that no one's job is in jeopardy due to the reduction in overhead positions," said Williams. "We are permitted a limited number of personnel and reducing overhead reshapes the workforce which allows us to focus on delivering ships." By Fiscal Year 2025, the goal is to reduce approximately 400 overhead resources per day (RPD) and return them to the waterfront as Wage Grade positions.

According to Finlay, like any other process, there are always challenges to overcome. "We need to stick to the plan that we submit to NAVSEA," said Finlay. "Another challenge will be ensuring we don't just switch charging the same jobs from a historically overhead charge to direct just for the sake of reducing. This would violate the Uniform Costing Guidance that sets the way the shipyards charge and doesn't really add any productive capability back to the workforce."

It will be approximately a year until any noticeable results in reducing overhead will be achieved. Until then, the MPT and all the departments will do their part to make NNSY stronger, better and more dependable on all deliveries.



New Norfolk Naval Shipyard (NNSY) team members with Shipyard Commander, Capt. Dianna Wolfson following New Employee Orientation Jan. 19.

## NNSY'S PEOPLE DEVELOPMENT PILLAR TEAM MOVES THE NEEDLE WHILE STRENGTHENING THE WORKFORCE

STORY BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

PHOTO BY TONY ANDERSON • 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.*

Under Shipyard Commander Capt. Dianna Wolfson's leadership, Norfolk Naval Shipyard (NNSY) has embraced the motto "One Mission – One Team." The People Development Pillar Team is working to strengthen the NNSY team to allow the shipyard to meet its mission today and in the future.

To achieve this, the People Development Team has implemented four focus initiatives. These initiatives are comprised of short-to-medium range goals that include: selecting the best candidates who align with NNSY's mission, ensuring a smooth onboarding and indoctrination for new employees, implementing defined developmental pathways to ensure the workforce reaches full performance, and improving leadership development.

For the first initiative of selecting the best candidates who align with NNSY's mission, the team examined how the shipyard currently recruits and hires employees and compared hiring practices to those both inside the NAVSEA enterprise and at private shipyards. In addition, the shipyard has partnered with a contracting partner to bolster recruitment efforts in Virginia and North Carolina.

The pillar team is working to ensure a smoother onboarding and indoctrination process for new employees. To achieve this goal, the team introduced and trained

NNSY's Administrative Services department (Code 1102) on a Pre-Recruitment Management tool in Total Workforce Management Services (TWMS).

The team is also looking to implement defined developmental pathways to ensure the NNSY workforce reaches full performance. To do this, the team is hoping to establish a career development center of excellence that manages Individual Development Plans (IDPs), career paths, and counseling. The team finalized and published a NNSY Workforce Development Strategy mid-May and began defining career counseling roles and responsibilities towards the end of the month.

Finally, the People Development team is improving leadership development for employees by making it easier to know what leadership training they should take at different points in their careers. To accomplish this goal, the team has compiled and reviewed a list of existing NNSY leadership development trainings.

Each step the People Development Pillar Team makes helps to move the needle towards a fully developed workforce capable of meeting NNSY's mission today, tomorrow, and for years to come.



# FRAMEWORK PILLARS



## PROCESS IMPROVEMENT AND INNOVATION



### PROCESS IMPROVEMENT AND INNOVATION PILLAR UPDATE

**STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST**

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

The Process Improvement and Innovation pillar aims to align and focus efforts to improve delivery of the shipyard's mission, while accelerating, advocating for, and fostering an environment and culture of continuous process improvement, lean systems thinking, and innovation insertion. One of its current target areas is implementing the use of an Asset Visibility Management (AVM) system, to include radio-frequency identification (RFID) technology, Global Positioning System (GPS) technology and tracker devices that can be tracked with Bluetooth throughout the shipyard to identify and track parts, tools, and more.

"With an Asset Visibility Management system, any time material is moved across the shipyard, we will be able to track it and ensure it's where it needs to be," said George Fitzgerald, Process Improvement and Innovation pillar lead. "With RFID, we can greatly reduce the amount of time it takes to conduct inventory as well as reduce costs in replacing lost materials. It greatly benefits our mission at America's Shipyard."

The Continuous Process Improvement and Innovation (CPI&I) Pillar Team has been working alongside Naval Sea Systems Command (NAVSEA),

Naval Supply Systems Command (NAVSUP), corporate America and the other public shipyards to establish a North Star corporate program for AVM, seeking solutions for adopting the same systems across the enterprise. They are currently discussing what systems best benefit the shipyards' needs, the funding needed to move forward, and ensuring the infrastructure is able to accommodate the technology. The team is also reviewing local AVM programs being implemented by NAVSUP like the one at Naval Air Station Oceana to study how they implement the technology across the air station and how that compares to the needs of America's Shipyard.

"NNSY is hungry for a generational technology leap in AVM that will not only benefit us at NNSY but potentially across the enterprise as a whole to ensure that our equipment, material, tools, and critical assets are visible, accounted for, and readily available at the time of need so our workforce has what they need to succeed," said Supply Officer Capt. Mark Garrigus. "We're constantly looking for ways to improve and innovate and this will be a huge innovative leap for our shipyard moving forward while significantly saving time, money, and resources."

# NORFOLK NAVAL SHIPYARD SUPPORTS ENVIRONMENTAL STEWARDSHIP: *CLEAN THE BAY DAY, OUR WAY*

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

Each year, on the first Saturday of June, Hampton Roads residents simultaneously descend on the rivers, streams, beaches and land-based properties of the Chesapeake Bay watershed to remove litter and debris. This year, due to the COVID-19 pandemic, participation will be slightly different. However, Norfolk Naval Shipyard (NNSY) will be safely charging forward to participate in its own rendition of Clean the Bay Day (CTBD).

Since the origination of the event in 1989, approximately 152,000 Virginia volunteers have donated their time and energy towards CTBD, which has resulted in more than 6.5 million pounds of debris being removed from more than 7,390 miles of shoreline. One of the largest volunteer events in Virginia, this annual tradition is organized by the Chesapeake Bay Foundation (CBF) and local partners. It is an opportunity for families, military installations, businesses, clubs, civic and church groups to give back to the environment.

In 2019, Department of Defense (DoD) installations that participated in CTBD removed 24,506 pounds of trash, had 1,274 volunteers participate, and cleaned 60.45 miles of shoreline. However, last year, for the first time since its start, the event was canceled due to concerns over COVID-19. This year, the pandemic prevents NNSY employees from gathering together on one day as they have done in the past. NNSY and the surrounding communities are adapting this year's event to continue the tradition in a safe and effective way. The official 2021 event will last six days, Monday, May 31 to Saturday, June 5. The extended period gives participants flexibility to do a litter clean up anytime during those six days.

NNSY's Natural Resources Manager Hayley Becker is coordinating the shipyard's participation this year. She believes that events such as CTBD demonstrate NNSY's good stewardship of the local environment. Becker said, "This event is a big stewardship exercise for the Navy Region Mid-Atlantic. Our installation directly and indirectly affects the creeks, streams and rivers leading to the bay."

NNSY has historically partnered on the CTBD event with Naval Station Norfolk (NSN) and other commands; however, in 2016, NNSY began organizing its own events, separate from other commands. The NNSY event focuses on cleaning its surrounding waterways that directly affect the Chesapeake Bay.

CTBD is a model for teamwork, with the program built on lasting relationships between dozens of cities and counties, non-profits, military installations, small businesses, and large corporations. On CTBD, NNSY comes together for a common cause: clean water, environmental awareness and education. It is a combined community and government demonstration of commitment to the restoration and preservation of the Chesapeake Bay. With more than 60 military installations in the Chesapeake Bay watershed area, a strong presence at events such as CTBD shows the Navy's commitment to environmental stewardship.

For the NNSY family, every day, each of us can do our part to make the Chesapeake Bay even more beautiful by preventing and picking up litter. Adopting a proactive posture, and continuing to make CTBD a command event, ensures the greatest turnout of volunteers and heightens awareness of the need to protect the environment from pollution.

For more information on CTBD, visit <https://www.cbf.org/events/clean-the-bay-day/>.



Norfolk Naval Shipyard (NNSY) employees participate in the annual Chesapeake Bay; Clean the Bay Day (CTBD). This year, due to the COVID-19 pandemic, participation was slightly different and NNSY employees had their own rendition of CTBD. Employees cleaned creeks, streams, rivers, and areas of land that lead from NNSY to the Chesapeake Bay. This year NNSY employees removed over 600 pounds of litter and debris.

This article links to:



Infrastructure



# NSS-SY BOARD OF RECOGNITION



**Dennis Calabrese-Scott, Supervisor**  
**Electrical Shop (Shop 51)**

Dennis Calabrese-Scott is being recognized for his support on the USS Pasadena (SSN-752) project. Calabrese-Scott is a knowledgeable supervisor who spends time mentoring his crew. He is connected with ship's force counterparts and has assisted them in various instances. He has played a critical role in working to get Pasadena out of dock.



**Ray Lizama, Supervisor**  
**Lifting & Handling (Code 700)**

Ray Lizama is being recognized for his support of USS Pasadena (SSN-752). Lizama has a wealth of knowledge and several years of experience in his trade. As a shop supervisor, he teaches and mentors younger employees while supporting the project's schedule. Under his supervision, rigging evolutions on the Pasadena project have gone smoothly, without any injuries or damage to components. Lizama is strengthening the NNSY team by teaching and preparing less experienced employees to excel in their trade.

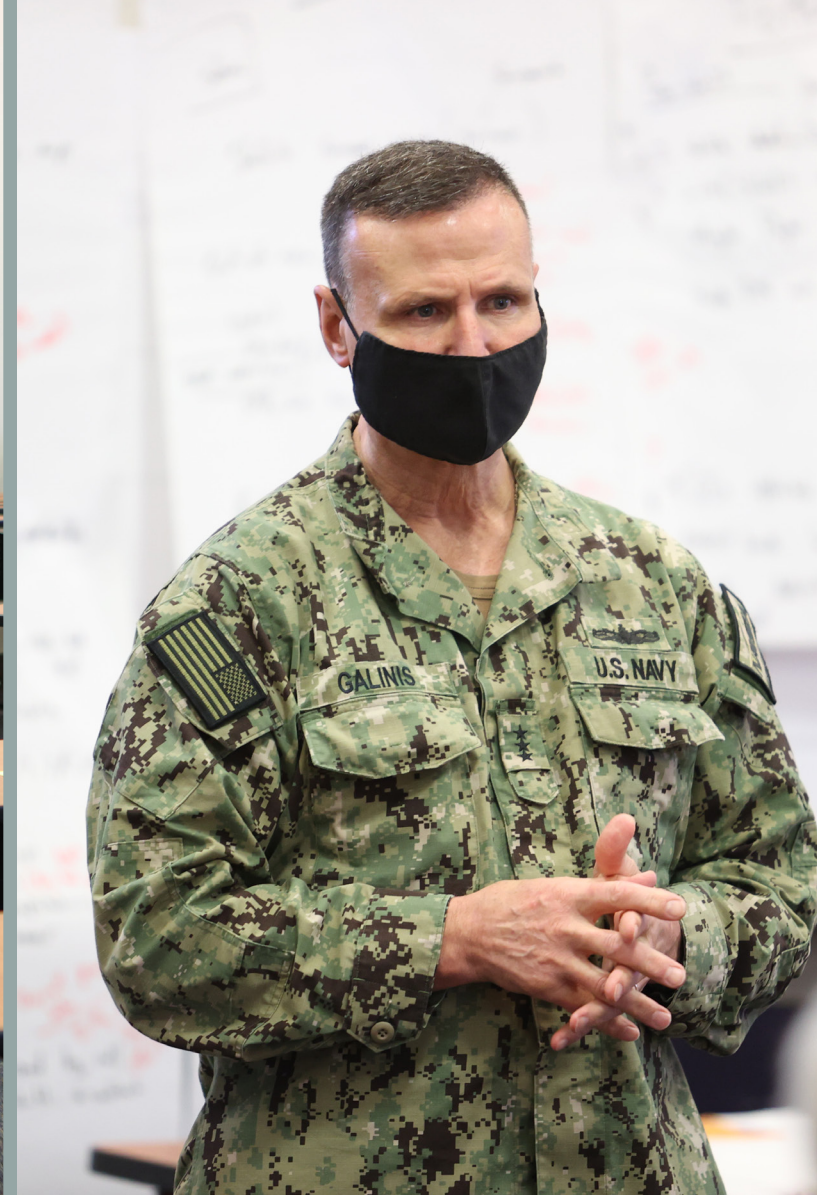


**Kim Person, Fiber Technician**  
**Electrical Shop (Shop 51)**

Kim Person is being recognized for support of NNSY's Fleet Maintenance Submarines (FMB). With more than 21 years of shipyard experience, Person is FMB's go-to fiber technician. Since the beginning of 2021, Person has completed more than 30 fiber jobs including several that were critical and time-sensitive in nature. Her expertise and dedication led to six SQUADRON SIX submarines executing their mission tasks on-time or ahead of schedule.









# **“Don’t Shy Away From the Hard Problems”--**

## **NAVSEA Commander Challenges Naval Sustainment System-Shipyards Workshop to Help Drive On-Time Delivery**

STORY BY MICHAEL BRAYSHAW • LEAD PUBLIC AFFAIRS SPECIALIST  
PHOTOS BY GREG BOYD • NNSY VIDEOGRAPHER

In solving the challenges to propel on-time deliveries across the four public shipyards, NAVSEA Commander Vice Admiral Bill Galinis says it fundamentally comes down to two key areas.

“We need to drive consistency and standardization across the four shipyards,” he said. “We need to closely look at how divergent we are yard to yard in a number of areas. That collectively skews how we look at ourselves and evaluate our performance.”

Galinis discussed this at the Naval Sustainment Systems—Shipyards (NSS-SY) weeklong workshop at Norfolk Naval Shipyard (NNSY) May 19, featuring a cross-section of NSS-SY Champions from the four shipyards and Naval Sea Systems Command (NAVSEA) personnel. “The amount of experience and diversity of thought you each bring is very important,” Galinis told the attendees. “This is absolutely the right team to help us move this forward.”

As an initiative to standardize production processes and improve the on-time delivery of submarines and aircraft carriers, NSS-SY is a partnership of on-site contractors specializing in business processes, along with dedicated shipyard personnel who ensure Navy standards are met while collaborating to bring innovations to the deckplates.

The workshop’s focus aligned on goals for supervisors and zone managers, to minimize administrative tasks such as timekeeping that quickly eat into their workdays and allow more direct engagement on the deckplates driving to key events in an availability. “Ultimately we want to get them to the deckplate engaging with their folks,” said Amanda Gulledge, NSS-SY Champion for NNSY. “There are definitely opportunities to improve in that area.”

Ensuring NSS-SY success is dependent on having a sense of urgency, a willingness to challenge established modes of thinking, and ensuring quick and visible change where possible in matters of maintenance.

One initiative supporting NSS-SY’s drive to improve deckplate productivity is the establishment of Operations Control Centers being implemented on pilot projects at each of the four shipyards, with NNSY’s being USS Pasadena (SSN 752). “These centers are co-located with the project, allowing members of the team to focus on the work driving to the next key event in an availability and to ‘fix or elevate’ any barriers in execution,” said Gulledge.

“There’s a reason we chose the four pilot projects we did, and that’s really to build consistency across the four shipyards, to capture any measures of performance improvement, or maybe where it’s not working,” said Galinis.

Galinis also discussed the implementation of a daily production meeting to continually identify any issues as they arise and center on solutions. Aiding that effort is a new zone manager goal tracker setting weekly milestones and tracking efforts to completion.

NSS-SY is modeled on the successful effort at the Navy’s Fleet Readiness Centers (FRCs) to achieve more mission capable F/A-18 E/F Super Hornets and EA-18G Growlers. Not being limited to discussions in a conference room, NSS-SY workshop attendees had an opportunity to meet directly with those involved in the FRC effort at Naval Station Norfolk to leverage lessons learned. “Their excitement about their journey was very beneficial to us,” said Gulledge.

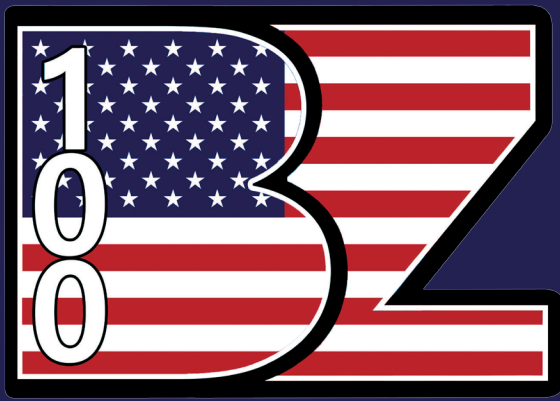
Galinis said NSS-SY is a critical component in the Public Shipyard Improvement Plan focusing on assessing—and ultimately transforming—planning and execution of shipyard workload over the next 15 years. Other key elements in transforming the naval shipyards include the Shipyard Infrastructure Optimization Program (SIOP) dedicated to completely refurbishing shipyard infrastructure by modernizing equipment, improving workflow, and upgrading dry docks and facilities, and information technology upgrades to replace and upgrade logistics and maintenance software applications.

“So where do we go next?” Galinis asked workshop attendees. “There’s a lot of opportunity out there. Fundamentally, from yard to yard, project to project, work crew to work crew, we need consistency in being able to manage and execute our scope of work. Some of the inherent reasons for differences may be due to some larger issues that we have to get after. Don’t shy away from the hard problems that are keeping us from executing across the four shipyards.”

**This article links to:**



[Dependable Mission Delivery](#)



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/>.



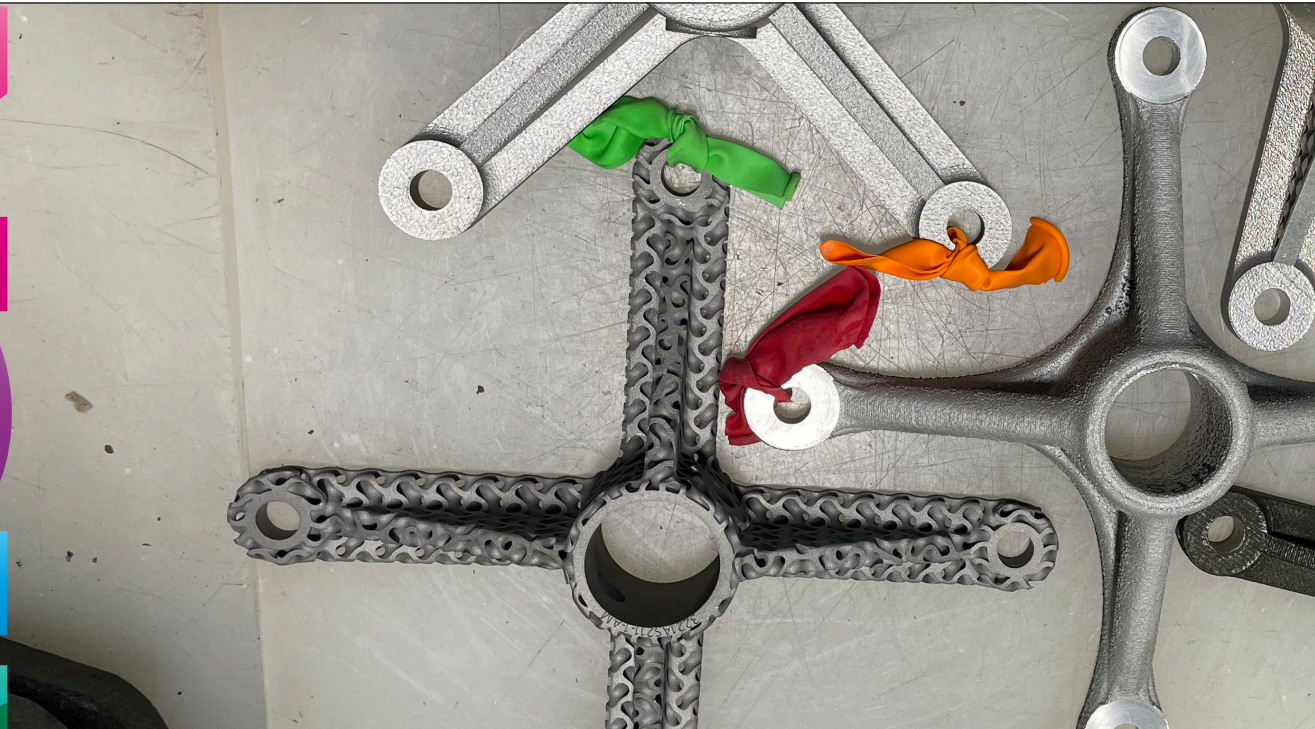
PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER





# BRAVO ZULU, AMERICA'S SHIPYARD





## NORFOLK NAVAL SHIPYARD PARTICIPATES IN INNOVATIVE HACKTHEMACHINE CHALLENGE

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY DALIA MCGLONE • NAVSEA04TI AM PROGRAM LEAD

**LEFT:** Teams from across the Navy enterprise, as well as those in the public and private sectors, participated in HACKtheMACHINE, a competition to tackle challenges in maritime cybersecurity, data science, and additive manufacturing (AM) over the course of four days. As part of Track 3, entitled, "Heavy Metal," teams developed a technical design package (TDP) and 3-D printed their designed bracket that would connect a light fixture to a light stanchion.

**RIGHT:** As part of HACKtheMACHINE's Track 3 entitled, "Heavy Metal," teams were challenged to recreate a bracket that connects a light fixture to a stanchion. The part was originally produced in 1974 from aluminum alloy and teams were provided 2-D drawings they could use to help develop their 3-D technical design package (TDP).

At Norfolk Naval Shipyard (NNSY), the workforce looks to push the boundaries of technology and ensure a more efficient Navy. Recently, representatives from America's Shipyard gathered virtually with hundreds of others to solve some of the Navy's most high-tech challenges in a prize challenge hosted by Naval Sea Systems Command (NAVSEA) called "HACKtheMACHINE."

The competition, broken down into three tracks, asked participants across the Navy enterprise, as well as those in the public and private sectors, to tackle challenges in maritime cybersecurity, data science, and additive manufacturing (AM) over the course of four days. The challenges were set to promote technological advancement and foster teamwork, strengthening the Navy through contributions from all who participated.

"This is the Navy's premier digital experience," said Fathom5 CEO Zachary Staples, who partnered with NAVSEA on the event. "The Navy maintains many digital threads interwoven to create national security for the nation and its allies. HACKtheMACHINE is an opportunity to take some of the problems the Navy is wrestling with and crowdsource solutions where it can benefit from a collective knowledge."

This was the sixth iteration of HACKtheMACHINE with hundreds of participants joining from across the globe. NNSY was able to play a huge part in this year's event thanks to the NAVSEA 04T sponsoring of Track 3, entitled "Heavy Metal." "We worked with NAVSEA 05T, NNSY, and Fathom5 to develop Track 3 to solve our maintenance challenges, seeking solutions head-on," said NAVSEA04TI AM Program Lead Dalia McGlone.

"Heavy Metal is a hybrid virtual and physical challenge that allows the Navy to tap into a wider and more diverse base of advanced manufacturing in this country and beyond," said Staples. "Teams are offered the opportunity to produce a metallic 3-D printed part, converting an existing 2-D drawing into a 3-D technical package. The 3-D printed parts will be tested and evaluated to determine who the winner is. This challenge is tied to





a real supply shortfall our Navy currently faces in our shipyards and the winning print could result in a contract with the Navy to meet those demands.”

“Over the last several months, we’ve worked with an amazing team of talented individuals, all looking to bring innovation to our shipyard and beyond,” said Jessica Roberts, NNSY Innovation Program AM Lead. “Several people have played an integral role in bringing this idea to life, from Code 950 Non-Nuclear Continuous Training and Development Leader (CTDL) Jon Simmons, who first submitted the metal part for consideration, to the engineering direction to Chief Engineer Mark Everett, to the engineering support of Steve Popelka in Code 270 (Non-nuclear Electrical Engineering) and Frank Fatico in Code 277 (Non-Nuclear Power and Control Systems).”

“Heavy Metal” was broken down into one main challenge and two bonus competitions to provide a variety of ways teams could contribute. The main challenge, entitled “Light It Up,” invited teams to recreate a bracket that connects a light fixture to a stanchion. The part was originally produced in 1974 from aluminum alloy and teams were provided 2-D drawings that they could use to help develop their 3-D technical design package (TDP). Once their packages were submitted, teams would take time after the initial four days of HACKtheMACHINE to metal print the aluminum parts and submit them to undergo vibration and shock testing.

“Our efforts with HACKtheMACHINE greatly aligns with the Navy Additive Manufacturing Part Identification Exercise (NAMPIE) where we identify components that could be printed and installed shipboard or to support availability maintenance,” said McGlone. “This initiative was developed by NAVSEA to find ways to 3-D print parts for shipboard use – greatly reducing the amount of time it takes to acquire obsolete or long-lead-time parts. We will expand this across the naval shipyards and look for ways to bring additive manufacturing directly into the shops servicing our Fleet.”

McGlone added, “We are very excited to see the designs that the teams have come up with. We got to see the parts firsthand, and this exercise has turned out to be a great representation of designing for AM. All the parts are so different while meeting the critical dimensional requirements. Once the parts undergo shock and vibration testing, we’ll be able to determine the winners for HACKtheMACHINE’s

Track 3. This is definitely a huge win not only for the participants but for the NAVSEA AM group. At the Navy’s discretion, the winner(s) could be awarded a contract for the procurement of these parts. These parts could greatly benefit our naval team as a whole and keep us surging forward into an innovative future.”

Innovations created through HACKtheMACHINE could greatly benefit the future of the Navy and its goal to bring innovative processes and technologies directly those who need it. “At sea, if I have a part fail – I need to be able to print as much of that part as I can while at sea,” said Rear Adm. Jason Lloyd, U.S. Navy, Naval Sea Systems Command, Chief Engineer and Deputy Commander for Ship Design, Integration and Naval Engineering. “If we are able to print the parts on the ship or submarine, we don’t need to store parts that we don’t normally use, freeing up space for other vital components. In addition, schedule-wise it’s a benefit to be able to print what I need when I need it – so we take care of what’s broken and get everything back in working order.”

“This is a pivotal time in history to take these technologies and move them faster from the idea and concept to an actual product in the hands of our people,” said Rear Adm. Lorin Selby, U.S. Navy, Chief of Naval Research. “Agility and speed are critical because technology is racing at a feverish pace. Our ability to consume that technology has slowed down and that’s not the case in other parts of the world. We’ve got to reinvent, reimagine our processes and changes.”

NNSY and NAVSEA will be continuing to monitor in the coming weeks the printed parts for evaluation and testing. The winning part will be announced at a later date.

To learn more about HACKtheMACHINE and to view recordings of the event, visit <https://www.hackthemachine.ai/home>. For more information regarding innovation, contact the NNSY T&I Lab at 757-396-7180 or email the REAL Ideas program at [NNSY\\_REALIdeas@navy.mil](mailto:NNSY_REALIdeas@navy.mil). To learn more about the AM Program, contact Roberts at [Jessica.f.Roberts@navy.mil](mailto:Jessica.f.Roberts@navy.mil).

#### This article links to:



Process Improvement and Innovation





## SHIPYARD SPOTLIGHT: KENNETH CLARKE

STORY BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY TONY ANDERSON • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard's (NNSY) Environmental Protection Specialist (Code 106.323) Kenneth Clarke starts each workday the same way – by writing an inspirational quote on his white board. According to his supervisor, Environmental Monitoring Manager Sandra Walton, that is just one of the ways that Clarke brings warmth and positivity to his coworkers, his code, and the shipyard as a whole.

Clarke began his career at NNSY in March 2016 in the Pipefitter Shop (Shop 56). When he arrived at NNSY, Clarke already had 11 years of experience under his belt as a pipefitter. He completed a five-year-long apprenticeship program in 2010 and worked as a contractor before walking through the shipyard's gates for the first time.

Clarke's acumen for occupational health and safety as an Environmental Coordinator caught the attention of NNSY's Occupational Safety, Health and Environmental Office (Code 106) and he eventually transitioned from Shop 56 to Code 106 in October 2019.

Clarke said he was interested in making the career transition because it gave him a chance to learn something new and offered him opportunities for growth.

In his current role, Clarke helps the shipyard maintain compliance with the Clean Water Act (CWA) along with the Virginia Pollutant Discharge Elimination System (VPDES) and Hampton Roads Sanitation District (HRSD) permits by performing a wide variety of sampling, inspections and surveillances throughout the shipyard. He also performs sampling to support other regulatory programs such as the Resource Conservation and Recovery Act (RCRA) and the Toxic Substances Control Act (TSCA).

The transition from being a pipefitter to working with environmental safety had its challenges, but Clarke said that overcoming those difficulties and succeeding in his new role is one of his proudest career achievements. "Just like anyone when they start something new, I was in unfamiliar territory, so I grasped what I could and kept

moving – eventually I got it. I was not afraid to ask a question about something if I did not know the answer," said Clarke.

As a survivor of Hodgkin's Lymphoma, Clarke is not unaccustomed to overcoming difficult situations. "I was told the cancer would cripple me – but I didn't let that get me down. I kept a positive state of mind and accepted whatever God had coming for me. Four years later, I am here with a big smile on my face. I try to motivate others with my story."

His upbeat attitude has had a positive effect on his colleagues. "If you were to meet Mr. Clarke in the building, the hallway, or within the shipyard, be prepared to get a genuine happy smile along with a 'hello', 'good morning', or a 'how are you doing?,'" said Walton. "He brings a warmth to our building and section with his great work ethic, positive attitude and confidence."

Clarke said that he was drawn to NNSY because of the perks that come with federal employment and the opportunity





for growth within his career. But since starting at NNSY, his ability to connect with other shipyarders and impact their day for the better has become his favorite part of the job. “The thing I enjoy the most about my job is interacting with different people daily and helping someone smile that might be going through something,” said Clarke.

Clarke’s three rules for life are, “If you do not go after what you want, you will never have it. If you do not ask, the answer will always be no. And if you do not step forward, you will always be in the same place.”

Walton said that Clarke upholds NNSY’s C.O.R.E. values of Care, Ownership, Respect, and Excellence and is a valuable member of the One Team driving NNSY towards its One Mission. Clarke values being a member of the NNSY team and works hard to help the shipyard meet its mission. “You can’t win a championship without a team!” he said.

## 10 THINGS YOU DIDN'T KNOW ABOUT *Kenneth Clarke*

1. He has 110 locs (hair).
2. He is a huge San Francisco 49ers Fan.
3. He is a cancer survivor (Hodgkin’s Lymphoma).
4. He considers himself a foodie and loves to travel.
5. People mistake him and his older sister for twins.
6. His biggest fear is disappointing his daughter as a father.
7. His favorite candy is white chocolate Reese’s Cups.
8. His pet peeves are being late and crowds.
9. He loves to be silly and goofy and you will almost always find him smiling.
10. He loves all types of music, everything from old blues to country to 80s and 90s R&B.



# JUNE IS POST- TRAUMATIC STRESS DISORDER AWARENESS MONTH



STORY BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

June is Post-Traumatic Stress Disorder (PTSD) Awareness Month, an observance intended to raise public awareness about issues related to the disorder, reduce ITS stigma, and help to ensure that those suffering from the disorder have access to proper care.

PTSD can occur after an individual has been through a traumatic experience. The event made the individual feel unsafe to potentially being life-threatening, or that the life and well-being of others was being threatened. Some examples of traumatic experiences include being in a combat zone, sexual trauma, terrorist attacks, physical violence, natural disasters, life-threatening illnesses, and serious accidents. According to the National Center for PTSD, six out of every 10 men and five out of every 10 women will experience at least one trauma in their life and seven or eight out of every 100 people will have PTSD at some point in their life. About 8 million adults experience PTSD during a given year.

According to the Department of the Navy's Civilian Employee Assistance Program (DONCEAP), symptoms of PTSD include: having nightmares, vivid memories of flashback of the traumatic experience, feeling endangered, experiencing anxiety and panic attacks, feeling disconnected or numb, and having trouble sleeping.

PTSD awareness is important for Norfolk Naval Shipyard's

(NNSY) community as the shipyard workforce includes a number of veterans, a population that has an increased chance of experiencing PTSD, especially if they have served in combat areas. According to the National Center for PTSD, 11-20 percent of veterans who served in Operations Iraqi Freedom and Enduring Freedom, 12 percent of veterans who served in the Gulf War, and 15 percent of those who served in the Vietnam War experience PTSD.

"PTSD in veterans often leads to suicide where the suicide rate is 50 percent higher than those who did not serve in the military," said Veterans Employee Readiness Group (VET-ERG) President Nicholas Boyle. "The challenges of adjustment and transition, post-traumatic stress, traumatic brain injuries and physical disabilities all need to be addressed, especially as these things result in barriers to education, employment, health care, and overall individual well-being. Many of these needs are being met by a combination of different veteran-serving nonprofits and Veteran Affairs (VA) support. If you suffer from, or think you may suffer from, PTSD, seek help from the command, DONCEAP, the VA, or friends and family before you let your battle become collateral."

However, PTSD is not a disorder that is exclusive to veterans and those who have served in the military. NNSY's Individuals



with disABILITIES Employee Resource Group (IWD-ERG) Chairperson Daniel Freeh said, “trauma has happened and can happen right here at home and at NNSY. Keep that in mind as you go through your day and interact with so many people; anyone of them could be suffering and you would not even know it.”

Sexual trauma and violence often cause PTSD in victims. According to the Rape, Abuse, and Incest National Network (RAINN), 94 percent of women who are sexually assaulted experience PTSD during the two weeks following and 30 percent of women report symptoms of PTSD nine months later. NNSY’s Sexual Assault Response Coordinator Shalise Bates-Pratt said, “It is normal for survivors of sexual violence to have feelings of fear, stress or anxiety. Often times, how long a victim might experience this has to do with factors like how sensitively their report is handled by those they tell initially, the strength of their support system, age, previous trauma experiences, and severity of assault. However, if these feelings of anxiety stretch longer than a few weeks, and is severe enough to affect every day work, family and social life, we always have our victim advocates recommend that survivors seek out professional medical and mental health services, as their post-trauma anxiety may have morphed into Post Traumatic Stress Disorder (PTSD) at that point. Seeking help is a sign of strength. It shows resilience to know when you need extra help and to ask for it. Being sexually assaulted is not your fault, but much like a physical injury from an accident, it is still your responsibility to seek help if you need it.”

There are a number of resources available to those who may be experiencing symptoms of PTSD. The primary treatment for the disorder is counseling. According to DONCEAP, “counseling can help you understand your thoughts and learn ways to cope with your feelings. This can help you feel more in control and get you back to the activities of your life.” DONCEAP offers free, confidential counseling and can refer employees to therapists in their area. If an employee has thoughts about hurting themselves or someone else, he or she should call 911, 1-800-273-TALK, or go to a hospital emergency room right away.

PTSD is not a life sentence. There are treatments for the disorder that allow the symptoms to become less intense or stop them from coming back. Treatment can help someone experiencing PTSD reconnect with their family, friends, and community.

NNSY employees are encouraged to seek treatment if needed and to familiarize themselves with PTSD. Shipyard Commander Capt. Dianna Wolfson’s Command Philosophy encourages all employees to “demonstrate humility and respect to our teammates,” and the shipyard’s C.O.R.E. values call on its employees to Care for and Respect one another. By being informed about PTSD, NNSY team members can look out for each other making us a stronger team driving one mission.

“It’s important to remember when one of us is hurt through harmful words or behaviors, the team is weakened, and when the team is weakened, our ability to serve our Navy and nation is compromised,” said Wolfson. “Building One Team starts with us as caring and committed individuals invested in our team’s success. For us to be successful, it must be a way of life in all aspects of our work.”

## Resources Available to NNSY Sailors and Civilian Employees Struggling with PTSD:

**Department of Defense (DoD) Safe Helpline:** All Safe Helpline services are anonymous, confidential, 24/7 and tailored to support members of the DoD community and their loved ones affected by sexual assault. To reach the Safe Helpline, call 1-877-995-5247 or visit [safehelpline.org](https://safehelpline.org). Resources include online confidential helpline and chat rooms, a free self-care app, information, resources and referrals to local programs.

**Department of the Navy Civilian Employee Assistance Program:** Confidential free services including counseling, online programs, work-life services, and more can be found on the DONCEAP website [magellanascend.com](https://magellanascend.com) or by calling 1-844-DONCEAP (366-2327). DONCEAP can also refer employees to local therapists.

**Fleet and Family Service Center (FFSC):** Available for active duty Sailors, Reservists, and dependents. The local FFSC has a Counseling and Advocacy Program, which provides confidential, short-term individual, marital, couples, and child counseling, group counseling and workshops. NNSY’s local FFSC is Navy Medical Center Portsmouth which can be reached at 757-953-7801.

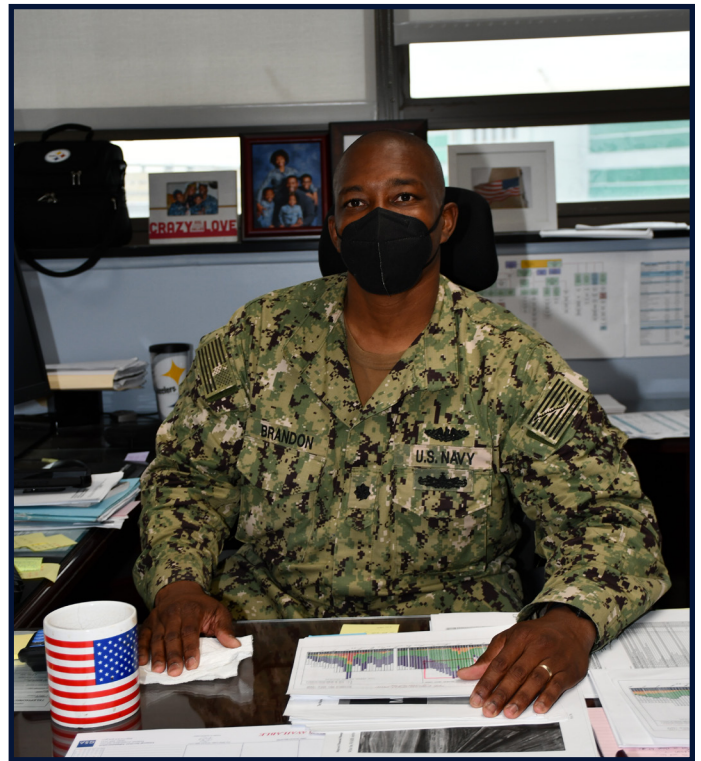
**Military Crisis Line:** The Military Crisis Line connects a person in need to a trained counselor with a single phone call or click of a mouse. It is confidential and immediate help is available 24/7 at no cost to active duty, National Guard, and reserve members along with their families and friends. In the United States, call 1-800-273-8255 then press 1 or access the online chat by texting 838255.

**National Center for PTSD:** The National Center for PTSD is the world’s leading research and educational center on PTSD and traumatic stress. Learn more by visiting <https://www.ptsd.va.gov/index.asp>.

**YWCA of South Hampton Roads 24/7 Hotline:** Many local sexual assault and domestic crisis centers offer free or low-cost counseling options for survivors. The local crisis center in Hampton Roads is YWCA. To reach them 24/7, call 757-251-0144 to schedule crisis short-term and long-term adult or children’s counseling for victims, significant others, and friends and family affected by sexual assault.

# NNSY Welcomes New Strategic Planning and Business Officer, Captain (sel) Lawrence Brandon

STORY AND PHOTOS BY TROY MILLER •  
PUBLIC AFFAIRS SPECIALIST



On March 2, 1990, *The Hunt for Red October*, a movie about a Russian submarine defecting to the United States, was released to the silver screen. It was directed by John McTiernan and starred Alec Baldwin, Sean Connery and James Earl Jones. A high school student from Johnstown, Pa., saw the movie and it was all he needed to help him decide what he wanted to do after high school.

“That movie got me fired up and I knew right then I wanted to be a Sailor on submarines,” said Norfolk Naval Shipyard’s (NNSY) newest Strategic Planning and Business Officer (Code 1200) Capt. (sel) Lawrence Brandon. “Three years later I became a nuclear electrician’s mate for submarines.”

After four years of submarine duty, at the recommendation of many officers including his commanding officer at the time, he applied and was accepted to the U.S. Naval Academy in Annapolis, Md. After graduating in 2001, he was stationed onboard the USS Newport News (SSN 750).

“It wasn’t long after reporting onboard the Newport News that we came into the shipyard. It was during this yard period that I learned what an Engineer Duty Officer (EDO) did,” said Brandon.

He decided it was time for a career change. He became an EDO and graduated from the Navy Post Graduate School in 2009 and proceeded to his next duty station, Naval Information Warfare Command.

“I conducted a lot of command control, computers, information type stuff,” said Brandon. “A fair amount of the installs were at NNSY. I fell in love being part of an Alteration Installation Team (AIT) at NNSY and requested to be stationed at the shipyard for my next duty station.”

Brandon spent time as the deputy project superintendent for both the USS Maryland (SSBN 738) and USS George H.W. Bush (CVN 77) before going to USS George Washington (CVN 73) as its Chief of Engineer (CHENG).

“I arrived there a week before Washington began its Refueling

and Complex Overhaul (RCOH) and this ended up being my best duty station ever because I had the opportunity to mentor, mold and shape 1,800 Sailors,” he said.

Brandon’s next move took him to Arlington, Va. where he was stationed at the Pentagon on the Chief of Naval Operations’ (OPNAV) staff. He generated requirements for the shipyards, maintenance, ship operations requirements and ship support from a maritime perspective.

“I didn’t know it then, but each of my last tours prepared me to become the Strategic Planning and Business Officer,” said Brandon.

Brandon knows he has some challenges ahead like programing a budget that can be up to four years away. Even though contingencies are put in place, there are times when something might happen that would throw the programming off course.

“There are challenges everywhere you go, but it is those challenges that I base the goals I set for myself,” said Brandon. “My goal is to be financially disciplined and responsible to the shipyard and our stakeholders. I want to make sure we are programming, budgeting and executing in line with our plan.”

Brandon hopes that one day he can follow the steps of his mentors Rear Adm. Rick Berkey, Rear Adm. Mark Whitney, Rear Adm. Scott Brown and Capt. Diana Wolfson by becoming a shipyard commander. “That is my personal goal and I have all intentions to reach that goal. Nothing would do me prouder than to serve the U.S. Navy in that capacity.”

This article links to:



Dependable Mission Delivery



# NATIONAL SAFETY MONTH

## STAYING SAFE 24/7

**STORY BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST**

The importance of safety does not lessen once you leave work. In fact, it is important Norfolk Naval Shipyard (NNSY) personnel follow safety practices at home and at work to keep themselves and their families safe 24/7.

In 1996, the National Safety Council (NSC) established June as National Safety Month (NSM), aiming to increase awareness of current safety and health risks and decrease the number of unintentional injuries and deaths in the United States. According to NSC, three times as many employees are injured off the job than while at work.

“Enjoy your summer but remember it only takes a second for an injury to happen, so keep your focus no matter what you are doing. We all get distracted when doing the normal activities of life such as driving the car, chopping up vegetables for dinner, cooking steaks on the grill, or mowing the yard. So just like at work, prepare for the task at hand, identify any hazards, remove/reduce the hazard and keep you and your family safe! You are an important part of NNSY, we want you to be safe not just at work but also at home,” said NNSY’s Occupational Safety & Health Division Head Jeff Medrano.

Each week throughout NSM is an opportunity to make a difference in your home, workplace, and community. During NSM, individuals and organizations can participate by making efforts to reduce the leading causes of unintentional injury and death at work, on the road, in homes and in communities.

“Safety and preparedness go hand in hand. It’s a mindset that you must exercise every day. Be safe, stay safe, live safe! Your Norfolk Naval Shipyard (NNSY) family has a plan, make sure that you and your home family have a plan to stay safe,” said NNSY’s Emergency Management Officer Steve Murley.

There are various ways to get involved during NSM, such as, reporting repairs needed around the shipyard, holding drills at home to help children know what to do in the event of an emergency, or volunteering to participate in community emergency preparedness events.

“Identifying risks around the home, in the workplace and in the community improves safety standards and protects everyone. Whether we increase first aid and emergency awareness through drills or provide safety tips for summer recreation, we can take steps to provide a safer environment,” said Murley.

Prior to the Coronavirus disease (COVID-19) the U.S. saw the highest number of workplace deaths since 2007 – 5,333 fatal workplace injuries in 2019. As the nation and the NNSY workforce receive their COVID-19 vaccination and many employees return to normal, this year’s NSM observance is more important than ever and we can all make efforts to reduce the causes of unintentional injury, death at work, on the road, in our homes and in our communities.



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

**Observing the 25th anniversary of National Safety Month (NSM), the National Safety Council (NSC) has provided weekly themes to promote safety awareness and preparedness:**

### **Week 1**

#### ***Prevent Incidents Before They Start:***

Identifying risks and taking proactive safety measures to reduce hazard exposures.

### **Week 2**

#### ***Address Ongoing COVID-19 Safety Concerns:***

As the pandemic continues, employers play an important role in the return to physical workspaces, building trust around vaccines, mental health and so much more.

### **Week 3**

#### ***It's Vital to Feel Safe on the Job:***

Being able to be one's self at work without fear of retaliation is necessary for an inclusive safety culture. Leading organizations focus not only on physical safety, but psychological safety as well.

### **Week 4**

#### ***Advance Your Safety Journey:***

Whether organizationally or individually, safety is all about continuous improvement.





# Deliberate and Intentional with Diversity, Equity and Inclusion

## ENTRY FIVE

STORY BY TARANE PARKER • DIVERSITY, EQUITY AND  
INCLUSION (CODE 1103) DIRECTOR

Communication plays a major role in determining how inclusive an organization is. That is why it is extremely important to foster an environment of inclusive communication. Inclusive communication enables us to be open with and to foster a more inclusive culture. This implies that we are properly utilizing communication as a method of distributing knowledge in such a manner that everyone, regardless of background, feels as if they belong.

Thinking about inclusive communication has led me to ask several questions beginning with, 'why is the way our command communicates important and how does it affect our culture?'

Patricia Lotich wrote, "Every organization has a culture. Culture is defined by the way people communicate, interact, how information is shared, and decisions are made. Organizational culture is something that is created by the leadership of the organization and can become ingrained into the core fabric of the way things are communicated and business is done on a day-to-day basis."

Secondly, I ask, 'what is the anatomy of communication?' A key characteristic of a positive culture is the effectiveness of its workforce's communication. Communication and effective communication are not exclusive. Communication requires two or more members, one as the messenger and one as the receiver with the intent to use a delivery mode to transmit information. Different modes of communication has evolved over the years (ex. email, text, teleconference, video chat, etc.). The amount of options allow for flexibility, but may not take into account whether the message or information is effective.

Thirdly, so what does effective information comprise of? In part, no matter what mode is used, the integrity of the information remains the same. That simply means that all the intended information is transferred to the intended member. However, depending on the mode used, there may be unintended misunderstanding from the receiver due to nuances that can occur (ex. emails or texting do not offer tonality). This is important because there are cultural communication differences that do get captured. As a consequence, this can cause distorted or even inaccurate information to arise. Not all modes are equal in effective communication due to their limitations in capturing the intent of the message and therefore can make the response from the receiver unpredictable.

Last, what are the risks of not communicating effectively? It is prudent that leaders are cognizant of what, who, and how information is shared in their organizational structure. This will affect the organization culture by directly or indirectly building or breaking down personal working relationships. Turning into a high-performance organization begins with effective inclusive communication. Thinking about how the receiver will respond to the information beforehand should dictate what the preferred mode of communication is. Some critical information requires limited options on the way it is disseminated to the intended receiver. Being as inclusive as possible in our communication efforts infectiously creates an environment where employees feel like they belong and are part of the team. One Mission, One Team

"The single biggest problem in communication is the illusion that it has taken place." ~George Bernard Shaw





# NAVSEA NEXTGEN SELECTEE:

DEVANTE RUFFIN

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

Recently, Norfolk Naval Shipyard (NNSY) saw the selection of five individuals into the Naval Sea Systems Command (NAVSEA) Next Generation of Leadership (NEXTGEN) Program. The NEXTGEN program offers participants the chance to learn about leadership throughout several different initiatives over the course of a year. For Nuclear Welding Engineer (Code 138) Devante Ruffin, he said being selected for this career-building leadership platform within the enterprise is a great opportunity.

“As soon as I heard about this program and the opportunities it gave its participants, I actively sought out how I could apply and be accepted into its ranks,” said Ruffin. “I want to come out of this as a better leader and soak up as much information, techniques, tactics, methods, strategies, and advice as possible.”

A graduate of Virginia Polytechnic Institute and State University (Virginia Tech), Ruffin joined the NNSY workforce in 2018. He first learned about NNSY after attending the Virginia Tech Engineering Expo Career Fair the fall semester after his graduation where NNSY representatives met with promising engineers looking for a future career in America's Shipyard. “A good portion of my childhood and teenage years were spent not very far from NNSY,” he said. “I got the opportunity to be interviewed by someone who would become one of my current coworkers. In a few months I was called back about my interest in joining the shipyard and I accepted, moving back to the area to join the America's Shipyard team.”

Ruffin's role as Nuclear Welding Engineer consists of a range of responsibilities and services within the Welding Division, including his primary role of working on systems that support the reactor and its

primary components.

He says he's always looking for new ways to challenge himself and grow as an individual, seeking opportunities to further develop himself. “I like to take on new and exciting challenges on a daily basis,” said Ruffin. “I've taken on a few other responsibilities, including volunteering to become the Code 138 Lead Representative for Vision, Opportunity, Inclusion, Cause, and Execution, Diversity (VOICED) team. In the VOICED team, I help evaluate the DEOCS survey comments, evaluate the ongoing concerns of the workforce, and work on improvement plans to help address those areas of concern.”

Ruffin has also represented the shipyard at recruiting events at his alma mater. “It's rewarding to help others, aiding them in their path towards their success. When I see the work I do positively impact someone or a project, it brings me so much gratification in knowing that I have the ability to make a difference.”

To his peers, Ruffin is a passionate worker who does his best every day. “Once he puts his mind on a project, no matter how challenging it may be, he will see it through to the end,” said Non-Nuclear Welding Engineer Bilal Khalid. “He always maintains professionalism for himself and the code and treats people the way he would like to be treated. That is, with respect, helpfulness, and being friendly, well-mannered and even-tempered.”

“Devante is known for getting newer team members involved and active within our code and is always willing to lend a hand,” said Nuclear Welding Engineer Jake Galant. “He is very passionate about the people of the shipyard and would like to see this shipyard

grow as a family to become more successful as the years pass by. I think he will bring dedication, hard work, and fresh ideas to this NEXTGEN Program and inspire others to succeed as well.”

Nuclear Welding Engineer Mayank Awasthi added, “He is a professional, punctual, and focused engineer. Along with his strong work ethic skills and leadership qualities, I know Devante will contribute his knowledge, innovative ideas, and positive attitude throughout the NAVSEA Next Generation leadership program as well as to the enterprise at large scale.”

Though the COVID-19 pandemic forced the NEXTGEN Program to adapt to a mostly virtual environment, Ruffin is excited for the opportunities to connect with others and learn from his peers across the enterprise. “Being part of the NAVSEA NEXTGEN Program means I have a chance to grow personally and professionally through the entirety of the program. Continuous improvement is something I hold dear to my heart and I'm always trying to improve myself in any aspect of my life. Having the advantage of seeing and learning what it takes to be a great leader and representative of the NAVSEA Enterprise firsthand is something that I don't plan on missing out on. This program is a foundational building block of my personal journey into becoming the next great leader. I'm excited for what's to come!”

This article links to:



People Development

# TALKING SHOP

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

## SHOP 26 WELDING SHOP



**LEFT:** NNSY's Welding Shop (Shop 26) Work Leader Todd Scott works on a mock up (SSN 752).

**RIGHT:** Shop 26 Work Leader Jeffrey Hamlin welds a carbon steel foundation.

"We are the artists of the shipyard," said Norfolk Naval Shipyard's (NNSY) Welding Shop (Code 920) Submarine Director Tracy Skinner when asked to describe Shop 26.

The shop provides welding services that consist of but are not limited to hull cuts, piping systems, shafts, pressure vessel pumps, and machinery on the projects. "We safely and effectively provide a service under cost that gives the fleet the necessary assets to go perform its mission, duty and tasks," said Code 920's Nuclear Welding Director Melvin Myers.

Although NNSY itself primarily works on submarines and aircraft carriers, this isn't the case for Shop 26. "We send welders all over the world to help support fly-away teams," said Code 920 Surface Craft Director Jeff Griffin. "We work on amphibious assault ships, destroyers, frigates as well as carriers and submarines that are at Naval Station Norfolk and deployed overseas."

Like any other shop or code in the shipyard, Shop 26 has its share of challenges. "Not all obstacles can be removed in order to get to the welding spot easily," said Shop 26 Pipe Welder Todd Scott. "This is where we have to be innovative and proficient, using mirrors to see what we're welding."

"This is where 'One Mission - One Team' comes into play," said Shop 26 Pipe Welder Jeffery Hamlin. "We help each other out even if it's something like putting down the face shield for someone or handing them tools - and it doesn't stop there. We work with other shops to

complete the mission. If we didn't all work together, the job wouldn't get done."

Shop 26 has had some recent wins. Myers said, "The Nuclear Welding Program here at NNSY performed four times more radiographic testing welds than the other three shipyards combined and our rejected rate was still three percent lower than the other shipyards combined. This is a significant win for us."

Skinner added, "We snowballed on the USS San Francisco (SSN 711), which means we conducted 700 square inches of welds with zero defects."

In the past two years, Code 920 developed advanced welding courses and built shipboard mockups for both basic and advanced welders to practice, train and improve their skills for any welding job that Shop 26 has to perform.

"We have taken steps to make made us a stronger shop in the long run," said Myers. "When there is a problem, we consider it a collective problem and we work together as a team to resolve it. The entire shop benefits from it."

Shop 26 Pipe Welder Matthew Elliot said, "I enjoy being a welder and what I do, there is no greater gratitude than to see something you built with your own hands being used to make our country stronger."



# NNSY Hosts the 29th Annual Robert E. Rumens Marine Firefighting School

STORY BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST

PHOTO BY SHELBY WEST • NNSY PHOTOGRAPHER

This year, Norfolk Naval Shipyard (NNSY) hosted the 29th Annual Robert E. Rumens Marine Firefighting School. Starting in 1991, the Marine Firefighting School originally only hosted local firefighters from the Hampton Roads area. Over the years, this program has grown in size to include students from all over the world. This training allowed NNSY a chance to share its expertise in industrial shipboard firefighting with future members of the Port of Virginia's Maritime Incident Response Team (MIRT).

The primary mission of the Port of Virginia's MIRT is to provide immediate on-scene maritime advice and to act as an agency liaison to the United States Coast Guard and other state and local Incident Commanders when responding to all hazard-type incidents in the maritime environment. The MIRT promotes maritime response capabilities in the Port of Virginia through an ongoing program of training, drills, resources, and continued support and coordination through port partnerships.

The MIRT is the first organization of its kind in the United States and is unique to any port. The concept of a coordinated maritime response team originated in 1984 when Bill Burket, now the MIRT Director, attended a Coast Guard hosted Train-the-Trainer course for marine firefighting. Up to this point, Hampton Roads had not implemented a collaborative response team capable of responding to a fire or hazardous material release in a port environment. Combining efforts with the Virginia Maritime Association, Coast Guard Sector Virginia, and the Navy Fire Fighting School, the MIRT was established.

The first Marine Fire Fighting School attendees were comprised mostly of firefighters from local fire departments. It was from these attendees that the cadre of MIRT personnel was formed. Since then, it has expanded and now hosts students from all across the United States. This year's participants came from twenty-two agencies and fourteen states. This training was paramount in sharing knowledge across the industry with the program forging lasting connections, building upon resources, knowledge, and expertise, which can be called upon in the event of a major shipboard fire.

NNSY Emergency Management Specialist Alyx Riebeling said, "As a participant in the 24th Annual Robert E. Rumens Marine Firefighting School, I was very excited to be able to help coordinate tour requests from Bill Burket, Director of the MIRT, and to have NNSY support this year's program. With coordination from the USS Toledo (SSN 769), the ex-[USS] McKee (AS-41), Radiological Controls (Code 105), Occupational Safety, Health and Environment (Code 106), Operations (Code 300), Security and Fire (Code 1120), Emergency Management (Code 1130), NNSY Fire and Emergency Services, and NNSY Security Forces, we were able to simultaneously execute tours for approximately 100 mutual aid firefighters across two platforms of vessels and through a dry dock, while also providing presentations on Damage Control CONEX boxes and shipboard fire response in a naval shipyard."

The tours allowed participants to receive training and demonstrations in shipboard fire response in a naval shipyard. It also



Members of the 29th Annual Robert E. Rumens Marine Firefighting School tour and receive training at Norfolk Naval Shipyard (NNSY) during an outreach event. The training allowed NNSY a chance to share its expertise in industrial shipboard firefighting with future members of the Port of Virginia's Maritime Incident Response Team (MIRT).

allowed them to return home to their agencies to share what they've learned.

NNSY was able to provide these students with a unique insight into shipboard firefighting in an industrial shipyard environment as well as provide the opportunity to tour a submarine and a former submarine tender. Providing these tours to future members of the MIRT and training them in a shipyard environment helps to build a strong partnership with MIRT and the local fire departments that respond to NNSY for trainings, drills, and real world events.

# GOING ON TDY?

## WHAT TO KNOW BEFORE YOU TRAVEL!

STORY AND PHOTO BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST & PHYLISA BILLINGS • NNSY TRAVEL LEAD

Norfolk Naval Shipyard (NNSY) has hundreds of employees on travel daily across the globe, each playing a vital role in its ongoing mission to service the Fleet. But what efforts are taken to ensure those employees are prepared for their trip? The Travel Office (Code 600) is there to help, providing the information and tools needed to ensure each employee has what they need to get to their travel destination, during their stay, and when returning to NNSY.

“We want to ensure that every traveler from NNSY is well-prepared for their trips so that they are not put into a situation where they would use their own money as a result of not understanding the processes they need to follow,” said NNSY Travel Lead (Code 600) Phylisa Billings. “We are working to ensure more trainings and regularly disseminated information are easily available to employees to help prevent these issues from occurring. We want to ensure that our workforce understands that we are here to help them every step of the way.”

Service to the Fleet will feature new tips over the next several issues travel, including information on the Defense Travel System (DTS), authorizations, and more. For more information and for questions about training, please contact Billings at [Phylisa.f.billings@navy.mil](mailto:Phylisa.f.billings@navy.mil).

In order to better serve NNSY travelers on long-term TDY, the Travel Office has developed a survey. NNSY employees are encourage to participate in the survey at the following link: <https://www.surveymonkey.com/r/BDRTVGH>.



*Travel/Transportation Assistant Shanta Gardner assists Travel Customer Sylvia D. Morris with her travel customer log.*

### LODGING:

- All lodging for travel must be booked in DTS, with no exceptions.
  - A traveler on Temporary Duty Travel (TDY) must reserve lodging compliant with the U.S. Fire Administration Guidelines through the electronic travel system or the servicing Travel Management Company (TMC) (5 U.S.C. §5707a).
- All Department of Defense (DoD) travelers must use the Integrated Lodging Program (ILP) facilities if available.
  - When Government quarters are not available at an ILP site, a civilian employee is required to obtain a non-availability confirmation number provided by the service's lodging registration process to justify reimbursement for commercial lodging and per diem.
- Lodging Receipt Requirements:
  - Daily hotel room costs.
  - Daily hotel taxes.
  - Daily miscellaneous fees, if applicable.
  - **Note:** Only itemized charges are considered for reimbursement. Online booking receipts often break out the cost of the room, but combine taxes and fees. In such cases, only the room cost is reimbursed because the receipt does not itemize taxes and fees.



## TRAVEL AUTHORIZATIONS AND ORDERS:

- Travel and transportation allowances are payable only after valid orders are issued. The order directs travel to, from, or between official points and serves as the basis for the trip and associated reimbursements. A travel authorization or order should be issued before travel begins. Travel or expenses incurred before a travel authorization or order is issued are not reimbursable, unless otherwise stated in the Joint Travel Regulation (JTR). In unusual or urgent situations when travel must begin before a written authorization or order can be issued, a verbal authorization may be given. In such cases, the verbal authorization must be followed up in writing (called a "confirmatory order") before allowances are paid.

- Modifications after travel to increase and decrease an after travel is completed is not authorized. However, it may be modified to show the original intent of the travel order.

Time limits for travel authorizations and orders:

- A TDY at one location may not exceed 180 consecutive days except when authorized by the appropriate authority.

- The requests must be made in writing and contain justification for the length of the TDY. When the TDY is 181 or more consecutive days without being authorized or approved, per diem stops on the 181st day.

- Violation of 180-Day Rule. Issuing a TDY order for 180 or fewer consecutive days, followed by a brief return to the Permanent Duty Station (PDS) and then another TDY order for return to the same location, is a violation of the 180-consecutive-day policy if the known, or reasonably anticipated, TDY duration exceeded 180 days when the initial order was issued.

- For civilian employees, if a TDY will last between six to 30 months, the Authorizing/Approving Official (AO) must determine before the travel begins whether the assignment is actually temporary or should be a Permanent Change of Station (PCS). If the assignment is determined to be temporary, the AO must then determine if the duty should be a TCS or a TDY. For an assignment to be designated TDY, it must meet all of the following criteria:

- a. Duties are temporary in nature
- b. Assignment is for a reasonable period of time
- c. TDY costs are lower than round-trip TCS or PCS expenses

## REIMBURSABLE EXPENSES/ NON-MILEAGE EXPENSES: :

- Phone calls are not reimbursable as they are considered a personal expense.

- Lodging Taxes

- o A separate expense for travel INCONUS (within the United States).
- o Lodging taxes are not broken out for travel OUTCONUS (outside the United States).
- o Tax Exemption for Government Credit Card (GOVCC) holders in certain locations. Visit the Defense Travel Management Office (DTMO) website for more info. If travelers go to these locations, they should take the tax exemption forms with them to submit to their hotel.

- Gas - Receipts are ALWAYS required for rental cars.

- o We will ONLY reimburse the renter for any expenses associated with the rental vehicles.
- o Gas is only reimbursable in the area of temporary additional duty (TAD) location and travel day to/from TAD (not weekend trips, vacation, etc.).
- o Pre-paid gas or gas purchased from the rental car company is not reimbursable.

- ATM fees are NOT reimbursable.

- Baggage - Receipts are ALWAYS required.

- o The first bag is automatically authorized. Excess baggage must be authorized on the TOR.
- o Avoid overweight baggage, DoD will be charged for an extra bag.

- Terminal Parking is not authorized. DoD will reimburse for the cost of two one-way taxi fares.

- Laundry is not reimbursable. INCONUS it is considered a personal expense.

- OUTCONUS it is considered as part of the IE in meals and incidentals (M&IE).

- Tolls - Receipts required if total is \$75+.

- Taxis - Receipts required if more than \$75.

- o If taxis are used as in/around transportation while TDY, a tracking sheet is needed in the voucher.

- Pet fees are never authorized or reimbursed.

- Mission related expenses ARE NOT paid via DTS (e.g. mailing items home from long-term TDY, replacing suitcases or clothing lost/damaged by airlines, personal items, etc.).

# C-FRAM FRAUD SCHEME AWARENESS

## JUNE EDITION: BID RIGGING

Businesses collude so that a competing business can secure a contract for goods or services at a pre-determined price, usually at a higher price than established from the Government's market research.

### DOD EXAMPLE

April 2020: Department of Justice (DOJ) Antitrust Division announced a civil antitrust and False Claims Act complaint and concurrent settlement regarding a bid-rigging conspiracy that targeted fuel supply contracts for U.S. military installations in South Korea. The conspiracy occurred from at least March 2005 to October 2016, during which Jier Shin, a small Korean logistics company, privately held by Sang Joo Lee and his family as majority owners agreed with five Korean transportation and oil refinery companies to fix prices and rig bids for U.S. military fuel supply contracts. Jier Shin and the five co-conspirators engaged in a series of meetings, telephone conversations, emails and other communications to rig bids and fix prices for the U.S. military contracts. On multiple occasions, members of the conspiracy, including Jier Shin, either did not bid or bid high on contracts to guarantee that a contract went to the company to which it was allocated. In one surprise instance a company accidentally won a line item that the conspirators had intended for another company to win. To remedy that misallocation, the company that accidentally won stepped aside, allowing the intended company to provide the service. Ultimately, the conspiracy allowed for the co-conspirators to be granted higher-dollar-value contracts which overcharged the government. DOJ was able to obtain settlements from the conspirators in excess of \$200 million.

### INDICATORS (RED FLAGS)

Subcontractors who are qualified contractors did not bid OR low bidders withdrew from competition. Correspondence or other indications exist that contractors exchanged pricing information, divided territories, or otherwise established informal agreements. Pattern of rotating winning bidders by job, type of work, or geographical area.



#### LEARN MORE TODAY

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

Need to report fraud? Contact the NNSY Hotline today at 757-396-7971 or [NNSY\\_IG\\_HOTLINE@navy.mil](mailto:NNSY_IG_HOTLINE@navy.mil).