

SERVICE TO THE FLEET

Norfolk Naval Shipyard

We Are America's Shipyard

July 2021



**HONORING THE FALLEN: NNSY
PARTICIPATES IN MEMORIAL DAY EVENTS**

NNSY'S CREW BOARDS KEEP FOCUS ON ON-TIME DELIVERY



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SHIPYARD COMMANDER

Capt. Dianna Wolfson

EXECUTIVE OFFICER

Capt. Todd Nichols

COMMAND MASTER CHIEF

CMDCM Gene Garland

EXECUTIVE DIRECTOR (CODE 1100)

Fred McKenna

PUBLIC AFFAIRS OFFICER

Terri Davis

SERVICE TO THE FLEET EDITOR

Allison Conti

PUBLIC AFFAIRS STAFF

Michael Brayshaw, Kristi Britt, Troy Miller, Erica Miranda, Barbara Patrick, Jason Scarborough, Curtis Steward

EMAIL THE PUBLIC AFFAIRS OFFICE

nfsh_nnsy_pao@navy.mil

EMPLOYEE INFORMATION HOTLINE

(757) 396-9551

FRAUD, WASTE & ABUSE HOTLINE

(757) 396-7971

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DISCIPLINARY CORNER

**May 2021 Closed
Discipline Cases: 50**

Of the 50 cases, 42 have received formal discipline

- 6 have lost employment
- 13 were suspended (1 indefinitely)
- 12 received letters of reprimand

The types of cases are:

- 15 attendance cases
- 11 conduct cases
- 4 security cases
- 8 performance cases
- 12 other cases



NNSY MWR OPENS COMMUNITY SPLASH PAD

BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY TONY ANDERSON • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard's (NNSY's) Morale, Welfare, Recreation (MWR) team recently celebrated the grand opening and ribbon cutting ceremony for its new Community Splash Pad. The Splash Pad project, costing nearly \$400,000, is a quality-of-life improvement project offering an interactive water play area for families to socialize, relax, and play for years to come.

NNSY families joined in the grand opening celebration where they enjoyed music, light refreshments and several children were able to enjoy themselves playing on the Splash Pad for the first time.

NNSY's MWR strives to provide recreation facilities and improve the quality-of-life for the NNSY community. MWR recreational programs and facilities increase morale and strengthens readiness throughout our community and this ribbon cutting ceremony marks a major accomplishment in of those efforts.

From the Commander, Capt. Dianna Wolfson:



As the weather has been heating up, so have efforts with the four focus area pillars of our NNSY Strategic Framework (our house). These pillars bridge the gap between our mission to **repair, modernize and inactivate our Navy's warships and training platforms, and our vision to deliver on time, every time, everywhere to protect America.** These pillars of Infrastructure, People Development, Dependable Mission Delivery, and Process Improvement and Innovation are the highest priority strategic focus areas we must urgently and collaboratively improve across our entire workforce. Together, we must "pillar up" to consistently reach our vision and build on our culture.

I wanted to update you on the progress made in each area. Our Infrastructure Pillar encompasses three major focus areas – information technology, facilities, and equipment. Each capability area has two or more initiatives that have their own working level teams. They will be managed to success through documented Plans of Action and Milestones (POA&Ms) and status reports. Our first success is already being realized in the area of facilities. The Self-Help Initiative improves NNSY's ability to execute facility improvements through an accelerated work permit process and use of available organic resources. Aging NNSY facilities had dropped below the standards of a nuclear shipyard as deficiencies and degradation outpaced the Navy's ability to keep up. With self-help, we are able to augment Commander, Navy Installations Command (CNIC) sustainment resources with tenant-executed facility

Pillar Up in America's Shipyard

improvements that are reviewed and approved via the work permit process. This has already resulted in a significant drop in the backlog of facility repair tickets. We're seeing facility repairs executed faster, and the NAVFAC Public Works Department is able to focus on the more complex projects that are beyond the capabilities of our organic resources.

People Development is the linchpin for building a consistently winning ONE TEAM. Our People Development Team is focused on selecting the best candidates who align with NNSY's mission, ensuring a smooth onboarding and indoctrination process, implementing defined developmental pathways to ensure the workforce reaches its full performance potential, and improving leadership development. Similar to how professional sports teams approach a draft—we want the best candidates with the right skills, commitment and positive attitude to take NNSY to the next level, and accordingly we're broadening our recruitment efforts. A new software personnel management tool has been introduced that promises a more rapid hiring process. We're improving our people developmental pipelines, from engineer recruitment to our apprenticeship program, with a production-centric focus. The team is developing a roll-out plan to train management to conduct meaningful Individual Development Plans (IDPs), provide career path guidance and counseling. A key piece to this is establishing a Career Development Center of Excellence for assisting employees. Additionally, the Culture Change Team is assisting in the review of the NNSY Civility Standards and Expectations Notice and we are developing a new instruction that aligns the workforce on the rights and responsibilities of employees in regards to time and attendance. A key aspect of the People Development team is a reinvigoration of the Departmental Command Resiliency Teams (DCRT) across NNSY currently reviewing the results of our recent Defense Equal Opportunity Climate Survey (DEOCS). These teams will then develop specific action plans to improve our command climate. I will be following these action plans closely and be sure to share the results and way forward with you too. These important steps will improve our people, strengthen our culture and ultimately enhance our organizational capability.

To improve Dependable Mission Delivery, the Mission Pillar Team formed in early March to increase productive capacity—defined as the number of personnel performing direct wrench turning work, measured in resources per day (RPD), as budgeted—to deliver ships at NNSY. Success in delivering on our mission is directly dependent on the number of our workforce members who are executing maintenance and modernization on any given day. The team has specific goals for increasing capacity, to include reducing overhead, optimizing direct support services, increasing production efficiency and reshaping the inventory of other direct work (ODW) we are performing. Actions we are taking to consolidate and streamline overhead functions will enable an increase of personnel to execute direct work by more than 500 RPD in the next five years. The team has also established goals to increase production efficiency in FY22, measured by cost performance. These actions will result in an increase of 300 RPD to execute direct dependable mission delivery to our customers.

Lastly, our Process Improvement and Innovation Pillar team is exploring initiatives like an Asset Visibility Management (AVM) system, using radio-frequency identification (RFID) and Global Positioning System (GPS) technology to track material, saving time in conducting inventory and money in not needing to replace lost material. The team has been collaborating with NAVSEA and our other shipyards to adopt these systems across the enterprise, and leveraging AVM lessons learned from commands like Naval Air Station Oceana. In addition, the pillar is supporting stand up of the NAVSEA Additive Manufacturing Center of Excellence at NNSY, where we will be leveraging 3D metal printers to prove out the capability toward making parts for our waterfront. We expect our first metal printer to be operational by the end of this fiscal year.

This is just a sampling of some of the exciting initiatives our pillar teams are working! I will continue to update you periodically with our pillar progress. #wegotthis

Capt. Dianna Wolfson
Commander,
Norfolk Naval Shipyard

Sight Lines: The Commander's View, VADM William Galinis



If you want to know what's important to someone, find out how they spend their time. For me, over the last several months, it is the Navy's four public shipyards and you – the women and men who maintain and modernize our most urgently-needed warships.

I write to you somewhere over the Pacific Ocean on my way back from visiting Pearl Harbor Naval Shipyard & IMF. I have now had the opportunity to visit all four yards; although it has taken me almost a year in the job to do so. I have always had tremendous respect and admiration for the work you do; keeping our submarines and aircraft carriers in the fight, but now that I have toured each public shipyard that respect and admiration has grown tenfold. I am motivated now, more than ever, to deliver on the Shipyard Infrastructure Optimization Program (SIOP) and Naval Sustainment Systems – Shipyard (NSS-SY) initiatives I wrote about in my last column.

We have challenged ourselves to find ways to execute SIOP in less than the original 20-year estimate, and NAVSEA 04 and the SIOP Program Office are leading this effort. This is complicated work, but it is vital to our ability to provide you, and our Navy, with the 21st Century facilities and tools needed to conduct the required nuclear maintenance and maintain our front-line warships. Two factors play a role here – execution of the required maintenance to be conducted in each yard; and the availability of funding for the modernization efforts.

Early indications show that we have the ability to execute some of the required

engineering and environmental studies earlier than planned. This would allow us greater flexibility when planning the much-needed dry-dock upgrades and major construction projects. Additionally, we are well on our way to delivering the digital twin models for each shipyard which will allow us to re-design the shipyards' layout to improve productivity. Pearl Harbor's digital twin has already been delivered and Puget Sound, Portsmouth, and Norfolk's will be turned over to the Navy by the end of September.

Whereas SIOP is a multi-year effort, NSS-SY has the potential to have an immediate positive impact across all four shipyards. We are using ongoing availabilities to pilot new processes and procedures and then sharing the results across the enterprise. Throughout a normal week, I take part in anywhere from two to four NSS-SY meetings simply because this effort is driving change and I want to make sure our Shipyard Commanders have both the tools and top-cover needed to be effective.

Every Friday, your commanding officers brief me, our Executive Director, NAVSEA 04 and other NAVSEA leaders on their progress – and it's been very encouraging. To give you an idea of what I'm tracking, your COs are updating me on three key metrics. The first is the effectiveness of the Operations Control Centers (OCC) that have been stood up at each shipyard to bring together the right people to address specific work issues and either solve them or elevate it up the chain of command. Next is the amount of time it takes to begin production work after the start

of a shift. The third is how many jobs start on time and the drivers behind late starts. In each case, I'm looking for data that will address the causes of delays so we can make the changes that maximize your time and skills.

What you do for the Navy is of vital importance – that is why I choose to spend my time and energy on ensuring you have the right facilities, tools, and processes to do your job. Thanks for all you do and keep charging!!

VADM William Galinis

Commander,

Naval Sea Systems Command





NORFOLK NAVAL SHIPYARD'S

Improvements Key to Undocking USS Pasadena June 26

BY MICHAEL BRAYSHAW • DEPUTY PUBLIC AFFAIRS OFFICER

PHOTO BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

The USS Pasadena (SSN 752) project team's commitment to "get real, get better" through several improvement initiatives directly contributed to undocking June 26 at Norfolk Naval Shipyard (NNSY).

The Los Angeles-class submarine has been at NNSY since September 2020 for a Drydocking Selected Restricted Availability (DSRA) to replace, repair and overhaul components throughout the boat, as the shipyard's first DSRA in a decade.

This overhaul has been garnering attention from Navy leadership as NNSY's pilot project leveraging Naval Sustainment System—Shipyards (NSS-SY) practices. The NSS-SY initiative is underway at all four public shipyards, leveraging industry and government best practices on shipyard processes to drive quick and visible improvements in conducting maintenance.

These improvements helped Pasadena meet its revised undocking milestone. Initiatives included the establishment of an Operations Control Center to facilitate project team communications and a "start of shift" focus to gain efficiency in daily work execution. Additionally, shipyard production shops have implemented "crew boards" to track jobs supporting the boat's overhaul. While Pasadena did not meet its original undocking date, these improvements have assisted the project team. Issues with resourcing and work performance contributed to the delay in undocking, but lessons learned from these occurrences allowed the project team to hold the revised undocking date, and will be implemented in future projects.

"Achieving undocking is a great step in returning Pasadena to the Fleet to meet its significant operational commitment for our Navy and Nation," said Shipyard Commander Captain Dianna Wolfson. "As part of our drive to 'get real, get better' we have implemented a number of improvements on Pasadena in recent months that will substantially help us get better as we strive to deliver ships on time, every time. We have welcomed these learning opportunities with arms wide open as it will only make us stronger and more predictable. And we have learned that it's okay to be uncomfortable—that's where our real growth lies. I am so proud of our project team, and everyone in America's Shipyard who supported them, for their grit and

determination to get us to this milestone."

In recent months, Navy leaders such as Acting Secretary of the Navy Thomas Harker have visited NNSY and met with the Pasadena team to pledge their support and discuss the drive to "get real, get better," encouraging shipyarders to candidly discuss any constraints so they can be resolved. "As you identify problems and barriers to success in your work, there are people across the enterprise asking how they can remove those problems now and for the future," Harker told the project team. "We're looking across naval leadership at the things we can put in place to knock down those barriers."

Some of the barriers being knocked down on Pasadena have addressed communication challenges and driving to stay focused on short-term goals. Wolfson said "help chain" cards have been distributed to project mechanics, supervisors and zone managers, so team members know where to get assistance as needed, coupled with increased deckplate engagement coaching personnel on processes and expectations to ensure understanding and compliance.

"Undocking is a key point in our availability as it signifies that the major work is complete and focus for the ship can shift from repairing to training," said Pasadena Project Superintendent Frank Williams. "Sailors are meant to be at sea and not in a repair environment and it is our job to get them back there. In order to reduce the impact to our completion date, due to the shift in undocking, our project team has shortened the time after undocking and pulled work into the docking period that typically occurs after."

Each of the public shipyards is piloting NSS-SY initiatives on a submarine undergoing availability, known as the "North Star." Along with Pasadena at NNSY, they are USS Louisiana (SSBN 743) at Puget Sound Naval Shipyard and Intermediate Maintenance Facility; USS Virginia (SSN 774) at Portsmouth Naval Shipyard in Maine; and USS Mississippi (SSN 782) at Pearl Harbor Naval Shipyard in Hawaii.

"As the 'North Star' of the shipyard with respect to improvement initiatives, our project is driving each and every day to do better, pull schedule left, and deliver the ship back to the fleet," said Deputy Project Superintendent Lt. Cdr. Tim Olson.

OUR STRATEGIC FRAMEWORK



INFRASTRUCTURE

DEVELOPING AND EXECUTING FACILITY IMPROVEMENTS: AN INFRASTRUCTURE PILLAR TEAM AND PUBLIC WORKS PARTNERSHIP



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.

Every successful project requires some type of teamwork across the shipyard. The Infrastructure Pillar Team (IPT) is not the exception.

Supporting readiness for the U.S. Navy by improving productivity and increasing maintenance throughput to deliver combat-ready ships and submarines on time is vital for Norfolk Naval Shipyard (NNSY). To plan, modernize and execute NNSY facility improvement projects to meet the NNSY mission is the job of NNSY's Public Works Department (PWD), the IPT and Program Manager Ships (PMS 555).

Today, NNSY continues to capitalize on a strong partnership with the PWD and PMS 555 to plan for facilities initiatives as well as develop and execute their improvements. In total, Fiscal Year 21 (FY21) will provide over \$13 million dollars in sustainment projects that address the most urgent facility deficiencies, through prioritizing operational impacts, life safety and nuclear standards issues. Recent successes include breaking ground on a new Combined Heat and Power Plant and Industrial Wastewater Treatment Plant that will support NNSY operations, provide energy security and generate resource savings for the next generation. Additionally, NNSY successfully aligned Naval Sea Systems Command (NAVSEA), Naval Facilities Engineering Command (NAVFAC) and Commander, Navy Installations Command (CNIC) to champion support for reinstating funding to a \$26 million dollar project that will restore fire protection systems and renovate unoccupied and underutilized space in Bldg. 510, resolving the most significant facility safety discrepancies on NNSY.

The IPT and Public Works Partnership has developed

a facilities sustainment Maintenance Execution Plan (MEP) for FY21 and is aggressively executing ahead of schedule. In February, a \$4.9 million dollar project was awarded to replace a major fire alarm system with upgraded radio-based alarm boxes. This upgrade will eliminate reliance on decades-old copper wire systems that have contended with outages and unreliable service, significantly enhancing the safety posture for the shipyard. Progressing towards a fourth quarter award of a \$2 million dollar replacement of an elevator in Bldg. 1505 to improve the reliability and safety of personnel movement in the facility that currently houses our Operations and Production leadership.

In preparation for FY22, the team is focused on the development of the Maintenance Action Plan (MAP) – the targeted list of facility sustainment projects that will be selected for execution in the next fiscal year. In addition to ensuring the appropriate projects are selected, the team has committed to improving its feedback process to facility occupants communicating the status of resolution of identified deficiencies. This enhanced communication will establish expectations and ensure accountability, as well as demonstrate the important corrective actions are being taken.

The IPT is made up of leadership from various functional areas of the shipyard: Facilities; Base Operations; Information Technology; Safety; Contracting; Nuclear Operations and PMS 555 representatives. These members will continue to focus on striking a purposeful and optimized balance between operational requirements, regulations, safety and quality of life.

FRAMEWORK PILLARS



DEPENDABLE MISSION DELIVERY

DEPENDABLE MISSION DELIVERY PILLAR FOCUS AREA TWO WRENCH TURNING VS DIRECT SUPPORT: OPTIMIZING DSS TO MEET AVAILABILITY BENCHMARKS



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

BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST
PHOTO BY TONY ANDERSON • NNSY PHOTOGRAPHER

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

DSS are those personnel and positions that provide direct support to the mechanic performing the wrench turning work

"We have less mechanics (wrench turners) today who perform the work on Chief of Naval Operations (CNO) availabilities than we did in 2013," said Operations Officer (Code 300) Capt. Michael Oberdorf. "We need to raise the number of wrench turners in order to deliver the submarines and aircraft carriers back to the fleet on time and under budget."

The efforts of the MPT are to make sure NNSY has the right level of support to optimize value that the mechanics are generating for the Navy. In order to become a shipyard of dependable mission delivery, NNSY needs the right support in the right places to get the maximum overall result for the Navy and the nation.

"NAVSEA has benchmark standards for positions on any given project," said Deputy Operations Officer Wallace Martin. "Regardless of how much work you have on a ship, there are fixed positions you must have to execute the functions of the Naval Supervising Authority (NSA), while other DSS positions are scalable with the amount of work."

The Operations Department (Code 300) and the

Production Resource Department (Code 900) comprise approximately 50 percent of NNSY's workforce. Together, along with the Business and Strategic Planning Office (Code 1200), the shipyard is taking a close look at all shipyard assignments to see how they will be most effectively balanced to deliver the ships on time and under budget to the shipyard's customers.

"We have grown accustomed to work with a certain amount of people who directly support the mechanics who perform the actual work," said Martin. "We as a shipyard rationalized why we needed more people in DSS, but that has come at a price of limiting the number of mechanics that we have on the deckplate. It's time for us to look hard at the benchmarks that NAVSEA have provided us to ensure we are operating at maximum efficiency in order to deliver on time!"

Over the course of the next three months, the shipyard will study its number of personnel and set aggressive goals to reduce DSS to optimize NNSY to meet our mission.

"Shipyard personnel aren't going to become unemployed during this process. But we will take the necessary steps in order to have the right balance between DSS and the mechanic," said Oberdorf. "Change won't come easy, but together we can do whatever it takes to build confidence with our customers and our nation that America's Shipyard has to meet its mission of dependable delivery every time. Our Navy and country are counting on us."



PEOPLE DEVELOPMENT PILLAR TEAM: DRIVING THE MISSION BY STRENGTHENING THE TEAM

BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

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As Shipyard Commander Capt. Dianna Wolfson recently said, People Development is the linchpin for building a consistently winning ONE TEAM. Norfolk Naval Shipyard's (NNSY) People Development Pillar Team is focused on 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.

Recruitment and selection efforts are significant to ensuring NNSY attains the best candidates to help reach the organization's vision to ensure dependable mission delivery to our Navy and nation. NNSY has now taken to broadening its recruitment efforts beyond the immediate Hampton Roads area. The People Development Pillar Team is also exploring all aspects of recruiting and conducting research to see how the shipyard can improve its selection processes. Recently, members from the team reviewed recruiter trainings available for engineers with the shipyard's Nuclear Engineering and Planning Department's (NEPD) Recruiting, Training, and Development Division (Code 2300T), worked with NNSY's Apprentice Director (Code 900T) Colby Tynes to review the selection process for NNSY's Apprenticeship Program, and evaluated NNSY's Production Resource Department's (Code 900) training for its recruiters. Doing so will improve NNSY's people development pipelines, from engineer recruitment to its apprenticeship program, with a production-centric focus.

The People Development Pillar Team's second initiative centers around ensuring those employees who have decided to apply for a position at NNSY are set up for a quick selection process and accession. In order to accomplish this, the pillar team is working closely with NNSY's Administrative Services (Code 1102), Comptroller Department (Code 600), Business and Strategic Planning Office (Code 1200), and Fleet Human Resources Office (FLTHRO) to streamline and improve the hiring process and New Employee Orientation. To improve the hiring process, the People Development pillar is overseeing the introduction of the Pre-Recruitment

Management Tool (PRMT) which will speed the process of hiring. This tool has been used successfully with a number of other commands in the Department of the Navy. Another initiative is to develop a review process with the Fleet Human Resource Office (FLTHRO) where out of date Position Descriptions (PD) are reviewed and updated so that when a hiring action is required, it can speed through to approval.

The People Development Pillar Team is not only working to set new employees up for success but current employees as well with its final two initiatives. The team is developing a roll-out plan to train management to conduct meaningful Individual Development Plans (IDPs), provide career path guidance and counseling. A key piece to this is establishing a Career Development Center of Excellence for assisting employees. Additionally, the Culture Change Team is assisting in the review of the NNSY Civility Standards and Expectations Notice and we are developing a new instruction that aligns the workforce on the rights and responsibilities of employees in regards to time and attendance. A key aspect of the People Development team is a reinvigoration of the Departmental Command Resiliency Teams (DCRT). The DCRTs across NNSY are currently reviewing the results of the recent Defense Equal Opportunity Climate Survey (DEOCS). These teams will then develop specific action plans to improve NNSY's command climate, which will be briefed to shipyard leadership later this summer. Overall, these important steps will improve NNSY's culture, capabilities, and ONE TEAM executing the NNSY mission to repair, modernize and inactivate our Navy's warships and training platforms.

Looking forward, NNSY's People Development Pillar Team will continue to work diligently to develop the whole person, through their technical and leadership skills and character development, from selecting the best candidates to their becoming subject matter experts. Each and every step the team takes is to help America's Shipyard deliver on its vision of deliver on time, every time, everywhere to protect America.

FRAMEWORK PILLARS

PROCESS IMPROVEMENT AND INNOVATION PILLAR UPDATE

BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST



PROCESS IMPROVEMENT AND INNOVATION

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 Continuous Process Improvement and Innovation (CPI&I) Pillar Team 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 the top initiatives currently for the CPI&I Pillar Team is supporting a current staple for innovation at America's Shipyard: the Technology and Innovation (T&I) Lab.

The T&I Lab helps bring ideas to reality, researching and bringing new technologies and processes to the forefront to be used by the shipyard worker. The lab's reach spans across the shipyard, connecting the individual departments together through the Innovation Principles Working Group (IPWG). The Radiological Controls Department (Code 105), the Occupational Safety, Health, and Environment Department (Code 106), the Quality Assurance Department (Code 130), the Engineering Planning Department (Code 200), the Carrier Maintenance Program (Code 312), Submarine Project Teams (Code 392), the Supply Department (Code 500), the Lifting and Handling Department (Code 700), and the Nuclear Engineering and Planning Department (Code 2300) all have appointed leads in the IPWG to work as a team in making decisions that would benefit the shipyard as a whole.

"The lab is not where all innovation happens; innovation happens every day across America's Shipyard through the efforts of the more than 10,000 team members of NNSY," said Innovation Program Manager Dan Adams. "The lab exists to augment and assist those efforts by performing advanced research, testing concepts, connecting those with ideas to those who can help assist in making them reality, building new strategic relationships inside and outside of the shipyard and sometimes just assuring individuals that we truly want to hear their ideas that will help improve our ability to support the mission."

The lab has also been hard at work looking into target areas of improvement, not only within the shipyard limits but within the community as well. The lab recently developed a partnership with Old Dominion

University (ODU), with NNSY Shipyard Commander Capt. Dianna Wolfson signing the first Educational Partnership Agreement (EPA) with the school to allow senior engineering students to support NNSY research in metal printing. This partnership is formed to help accelerate research and to help develop in areas where currently NNSY does not have the capabilities or capacity to do so on its own. With these talented individuals being able to come onboard to share their knowledge, skills, and abilities, they also are able to work side-by-side with shipyard workers and gain experience in their field.

In addition, the team has been making significant progress on the use of aerial and underwater drones to benefit the mission at NNSY. A recent inspection for USS George H.W. Bush (CVN 77) utilized an underwater drone to inspect multiple sea chests alongside divers as a proof of concept, producing favorable results during its execution. With the implementation of drone use at the shipyard, it would help conduct work safely and provide timely data collection.

The lab has also been making strides in the development of the Additive Manufacturing (AM) Center of Excellence, building a centralized location within America's Shipyard for 3-D printing, including four metal printers being utilized for the first time at the shipyard. These metal printers are set to be operational to support upcoming carrier projects and could be used to develop prints from stainless steel, tool steel, Inconel, aluminum, and more. The new printers would join alongside the polymer printers currently in use at the shipyard, developing prototypes and approved parts to be used across the waterfront.

Another big win for the lab is its Real Ideas Program, a space where shipyard workers can submit and implement new ideas and technology to improve safety, cost, productivity, and quality of executed projects at NNSY. The program team collaborates with shipyard workers in understanding their needs, researching what is available, and breaking down barriers to bring together the folks that can help develop and deploy the ideas. The end goal is to either secure the desired process or technology, or develop it to fit the needs of the requestor.



Radiological Controls Director Gary Sauers films a segment for the Empowerment Series, sharing his thoughts on what being part of America's Shipyard means.

Making a Change at Norfolk Naval Shipyard: Seeing the Progress Firsthand of the Culture Change Team

BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

PHOTO BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard's (NNSY) Culture Change Team (CCT) has been hard at work since its inception in fall 2018. The CCT has built its team and initiatives to help change the behaviors of the workforce, eliminate any discrimination, and to encourage the values of Care, Ownership, Respect, and Excellence (C.O.R.E.) through training, peer-to-peer accountability, and focus group feedback. Through integration across the shipyard, as well as implementation of new development programs, the CCT is seeing progress in its goals.

"The CCT aims to create a more inclusive workforce that inspires, equips, and empowers the workforce to achieve excellence while creating an atmosphere where employees thrive, learn, and develop continuously," said CCT Lead Antonne Smalls. "In order to achieve our goals, we as a team of diverse backgrounds, perspectives, viewpoints, and skills have come together to build this effort. We have developed focus areas to tackle – including education, engagement and small group discussions, and accountability – so that we could influence change and develop a more organic, culturally diverse workplace. And within these focus areas, we've looked at ways we can influence that change – including some of our biggest efforts with our Long Range Plan, the launch of the Empowerment Series, and the Collaborator Program."

Since the beginning, the CCT has been measuring the progress in its three main focus areas and the efforts of the team across the shipyard. These measurements provide a clear view of how the team is doing as well as

what's in store for them in the future.

Long Range Plan

The Long Range Plan (LRP) is a tool to guide and measure the progress of the CCT and America's Shipyard in the efforts of changing the organization's culture. It is designed to lead the shipyard from its present state to an environment where people feel included and valued to do their best. The LRP is a living document that will continue to grow and change with the shipyard's development and is expected to be launched in July 2021 with leadership support. The area of focus for the LRP will be centered on expedient accountability, communications, resetting expectations, inclusive decision making, active leadership, and people development. These areas will continually be under observation to aid in our shift effort to build our host culture. To read more on this endeavor, check out the May 2021 Service to the Fleet: https://issuu.com/nnsy/docs/2021_may_sttf.

Empowerment Series

Formerly known as Force Multiplier Training, the Empowerment Series is a series of discussions that focus on shipyard trends to help improve the culture. The first of the series has launched – entitled "The Team." It is a three-hour interactive discussion that allows employees to share their personal experiences and ideas and mold their discussions on what being part of America's Shipyard means. Since its launch earlier this year, 137 employees have attended the discussion and many have been empowered,

by way of a capstone project, to help identify systemic issues within their organization and implement their solutions to correct those issues. The CCT is hosting discussions each month for those interested in attending. To read more on this endeavor, check out the June 2021 Service to the Fleet: https://issuu.com/nnsy/docs/service_to_the_fleet_-_june_2021.

Collaborator Program

The Collaborator Program pairs WS-9 through GS-15 employees in a four-week, 20-hour collaboration to gauge culture throughout the codes and provide feedback and evaluation through peer-to-peer engagement and interactions. Since its initial launch, 129 employees have participated in the program and have provided feedback to continue to develop the program for future iterations. In addition, collaborators have built connections through their partners, providing advice to one another on ways to improve what they do at America's Shipyard. The next iteration is planned to launch in July 2021. To read more on this endeavor, check out the April 2021 Service to the Fleet: https://issuu.com/nnsy/docs/april_2021_sttf_update.

Other Successes

The CCT is also fully integrated in each of the shipyard's Strategic Framework pillar teams – Infrastructure, Dependable Mission Delivery, People Development, and Process Improvement and Innovation. "When NNSY's Strategic Framework was established, culture became known as the foundation upon which our pillars stand," said CCT Co-Lead Carlynn Lucas. "Each pillar plays an important part in our efforts in creating a more inclusive workplace that is empowered to excel in what we do to repair, maintain, and inactivate our Navy's warships and training platforms. The CCT observes, gives input and advises each pillar utilizing the Shingo Communications model of connecting guiding principles, systems and tools to ultimately achieve the desired results."

In addition, the CCT has also joined the Diversity, Equity and Inclusion teams and Employee Resource Groups to bring insight on what culture is and why it plays an integral part in America's Shipyard's continued success.

For more information or to learn how you can join the CCT efforts, email NNSY_CultureChangeTeam@navy.mil.

NNSY'S NATIONAL SUPERINTENDENTS ASSOCIATION (NAS) NAMES SCHOLARSHIP WINNERS FOR 2021

PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard's (NNSY) National Superintendents Association (NAS) recently held its annual scholarship competition for 2021, inviting the children of both members and non-members to apply for college scholarships. The program is funded solely from personal contributions from its members.

For the 2021 program, 23 applications were submitted for five possible \$600 scholarships for applicants of NAS dependents and six \$500 scholarships for non-dependent applicants each.

The following students were selected:

- Ashley Bennett, daughter of Code 501's Brian Bennett, is a 2019 graduate and is presently a student at Virginia Polytechnic Institute.
- Paige Boyd, daughter of Code 2360's Michael Boyd, is a 2021 graduate of Greenbrier Christian Academy. She will be attending Virginia Commonwealth University.
- James Brewer V, son of Code 312's James Brewer IV, is a 2021 graduate of JP Knapp Early College High School. He will be attending North Carolina State University.
- Megan Comar, daughter of Code 312's Chris Comar, is a 2019 graduate of Norview High School. She is presently attending College of William and Mary.
- Ryan Everett, son of Code 240's Mark Everett, is a 2018 graduate of Hickory High School. He is presently attending James Madison University.
- Emma Greenwood, daughter of Code 300's Al Greenwood, is a 2018 graduate of Western Branch High School. She is presently a student at University of Virginia.
- Bradley Harrell, son of Code 100PI's William Harrell is a 2020 graduate of Camden County High School. He is presently a student at North Carolina State University.
- Natalie Kester, daughter of Code 2370's William Kester, is a 2021 graduate of Tallwood High School. She will be attending University of Virginia.
- Brandon Ly, son of Code 1250's Minh Ly, is a 2021 graduate of Catholic High School. He will be attending John Hopkins University.
- Shannon McVey, daughter of Code 900's Charles McVey, is a 2011 graduate of Ocean Lakes High School. She is presently a student at Mercer University.
- AnaElise Tate, daughter of Code 930's John Tate, is a 2021 graduate of Hickory High School. She will be attending Virginia Polytechnic Institute.



TOP: Norfolk Naval Shipyard's (NNSY) Operations Department's (Code 300) Al Greenwood accepts a scholarship award from NNSY's National Association of Superintendents (NAS) Education Committee Chairman Michael Zydron and President William "Van" Stubbs on behalf of his daughter, Emily. **MIDDLE:** NNSY's Nuclear Quality Division (Code 2350) Division Head Tina Hazard joins Zydron and Stubbs in presenting C2350 employee Bill Kester a scholarship award for his daughter, Natalie. **BOTTOM:** NNSY Supply Department Deputy Director Brian accepts an award on behalf of his daughter, Ashley.



Internal Shop Manager Stephen "Pete" Sellers, a retired Submarine Qualifications Electronics Technician Chief Petty Officer (ETC (SS)), shares the importance of remembering the fallen during the annual Norfolk Naval Shipyard Memorial Day Fall-In for Colors May 26.



A bugler with the U.S. Fleet Forces Ceremonial Band performs Taps during the Memorial Day Fall-In for Colors.



Ricky Burroughs, a member of the Norfolk Naval Shipyard Veteran Employee Readiness Group, places flags on the graves of fallen service members during the annual flag placement ceremony at the Captain Ted Conaway Memorial Naval Cemetery in Naval Medical Center Portsmouth (NMCP) May 27.

HONORING THE FALLEN: NORFOLK NAVAL SHIPYARD PARTICIPATES IN MEMORIAL DAY EVENTS

BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY TONY ANDERSON AND SHELBY WEST • NNSY PHOTOGRAPHERS & TERRI DAVIS • NNSY PUBLIC AFFAIRS OFFICER

Every year in May, Norfolk Naval Shipyard (NNSY) comes together alongside the community to observe Memorial Day in remembrance of the service members who sacrificed their lives in service to our country. This year, NNSY participated in three events – the shipyard's own annual Fall-In for Colors the annual flag placement collaboration with Naval Support Activity (NSA) Hampton Roads, and the City of Portsmouth's 137th Annual Memorial Day Parade.

The annual Fall-In for Colors was held May 26, hosted by the Veteran's Employee Readiness Group and featuring participation by the U.S. Fleet Forces Ceremonial Band and Navy Region Mid-Atlantic (NRMA) Honor Guard.

"Memorial Day is a day of remembrance and reflection, as many perished in the prime of their lives, leaving behind so many loved ones to treasure their memories, and carry on their legacies. It is a day for us to remember the quote: 'gone, but never forgotten,'" said Deputy Shipyard Commander Capt. Todd Nichols. "Today we stand in solidarity as dedicated NNSY team members and proud Americans to honor our fallen brothers and sisters. No single sacrifice saves a country, just as no single person maintains our shipyard. It works as a unit, together, comprised of high performing teams, who choose to sacrifice daily in service to the fleet so the Navy can play its role in protecting this Nation. We are but 'One Team' that is serving one greater mission."

The guest speaker for the event was Internal Shop Manager Stephen "Pete" Sellers, a retired Submarine Qualifications Electronics Technician Chief Petty Officer (ETC (SS)) who referenced The Gettysburg Address in his remarks. "Memorial Day is a day to remember those men and women who gave their lives for this country, this Nation," said Sellers. "We remember the what, the when, the who. But for me, what is most important is the why. I celebrate this

day the country, the Nation, for which these men and women gave their 'last full measure of devotion.'"

The NNSY VET-ERG continued their annual observance of Memorial Day partnering with NSA Hampton Roads and Portsmouth Chapter of the Navy Wives Club at the Captain Ted Conaway Memorial Naval Cemetery in Naval Medical Center Portsmouth (NMCP), placing more than 880 flags on the graves of fallen service members from eight countries for the seventh year.

VET-ERG Founding Member Jonathan Echols has been a big part in helping to organize NNSY's participation for this event, leading the charge for its duration in ensuring America's Shipyard turned out to assist in placing flags. "It is a tremendous opportunity for all of us to ensure these brave men and women are remembered and honored for their sacrifices and it's something I look forward to participating in every year," said Echols. "As a veteran, it's very important to me to be able to show my respect to my fellow brothers and sisters in the armed forces, and honor the fallen on Memorial Day as well as every day I can. I hope our efforts continue to inspire others to also do their part in remembering our fallen as well. It's up to us to continue their legacy."

Lastly, NNSY joined the City of Portsmouth for their annual Memorial Day Parade May 31, one of the oldest Memorial Day events in the country.

Given ongoing COVID-19 precautions, the smaller-scale event consisted of a procession featuring the City of Portsmouth's Mayor Shannon E. Glover, the Portsmouth Color Guard, and police and firefighter responders. The procession made its way to the High Street Landing Flagpole Stage and laid a wreath for the fallen. NNSY Shipyard Commander Capt. Dianna Wolfson joined Naval Medical Center Portsmouth Commanding Officer Capt. Lisa Mulligan and



Norfolk Naval Shipyard Commander Capt. Dianna Wolfson joins Naval Medical Center Portsmouth Commanding Officer Capt. Lisa Mulligan, City of Portsmouth's Honorable Mayor Shannon E. Glover, and Commander Fifth Coast Guard District Rear Adm. Laura M. Dickey in the City of Portsmouth's 137th Annual Memorial Day Parade.

Commander Fifth Coast Guard District Rear Adm. Laura M. Dickey as speakers at the event, marking the first time in this momentous event's history that the special guests were all women of the armed forces.

"Memorial Day is so significant to our Navy and our Nation," said Capt. Wolfson. "I often talk to our team members at Norfolk Naval Shipyard about the importance of putting 'shipyard ahead of self' – meaning to prioritize the critical nature of our work ahead of our own interests, and to know we truly serve a cause so much greater than ourselves as individuals. Those devoted members who have lost their lives in defense of our Nation absolutely know the full gravity of putting service ahead of selves.. They had the discipline to understand their motives, to willingly sacrifice their lives to protect their families, their community, our country. They had the sense of responsibility to shoulder their burden with purpose and pride. They had the integrity to do what is right and honor their commitments to their dying breath."

Capt. Wolfson added, "Their sacrifices, tragic as they were, were not in vain. It's their efforts that delivered democracy, drove back oppression, and showed us that while freedom isn't free, it absolutely is priceless. Today, we must remember them, recognize their efforts, and reflect on how they model the most proud and patriotic qualities of the American citizenry."

Sidebar:

The Memorial Day Parade can be viewed on the NNSY Facebook page.

For more information on the NNSY VET-ERG, email Nicholas Boyle at nicholas.boyle@navy.mil or Josh Wannemacher at joshua.wannemacher@navy.mil.



NNSY Commander Capt. Dianna Wolfson speaks during the City of Portsmouth's 137th Annual Memorial Day Parade May 31; NNSY employees and participants at the Captain Ted Conaway Memorial Naval Cemetery in Naval Medical Center Portsmouth (NMCP) May 27 for an annual flag placement ceremony in honor of Memorial Day; NNSY VET-ERG Former President Nicholas Boyle place flags on the graves of fallen service members during the annual flag placement ceremony; Tom Metz, a bagpiper and retired Lt. Col. from the United States Army, performs Amazing Grace during the annual NNSY Memorial Day Fall-In for Colors May 26.



Norfolk Naval Shipyard (NNSY) Shop 64 Woodcrafter Dean Vaughn, Jr. discusses the shop's new crew boards with Shipyard Commander Captain Dianna Wolfson, which provide consistency and standardization to shop assignments through updated information such as job descriptions, locations, responsible persons and start and completion dates.

NORFOLK NAVAL SHIPYARD'S CREW BOARDS KEEP FOCUS ON ON-TIME DELIVERY

BY MICHAEL BRAYSHAW • DEPUTY PUBLIC AFFAIRS OFFICER | PHOTO BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

What could be the benefits in supporting maintenance at Norfolk Naval Shipyard (NNSY) if production shops had an easy and visible reference to understand the next jobs on deck, who is responsible for them, and when they are due?

Answering that question is NNSY's crew boards, which sequences significant shop jobs, ensures ownership and brings visibility to any issues preventing timely accomplishment.

With recent reinstitution of crew boards in the production shops led by NNSY's Woodcrafter Shop (Shop 64), Shipyard Commander Captain Dianna Wolfson said, "the team has reinvigorated use of crew boards for preparation and installation. This is a great example of a team coming together, thinking outside the box, and taking ownership to ensure continuous process improvement getting back to the fundamentals of project work."

Efforts such as the crew boards support the Naval Sustainment System – Shipyards (NSS-SY) initiative being implemented across all four of the nation's public shipyards. 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 through a sense of urgency, willingness to challenge established ways of thinking, and ensuring quick change where possible. The crew boards also align to the NAVSEA core principle of Reliability, which demands disciplined actions and daily commitment to support the warfighter, while placing trust in fellow teammates to make appropriate decisions and execute the mission.

During his visit to last month's NSS-SY workshop at NNSY, NAVSEA Commander Vice Admiral Bill Galinis said consistency and standardization are the most critical attributes to ensuring successful ship maintenance. "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," he said.

In a demonstration to Wolfson, Shop 64 Woodcrafter Dean Vaughn, Jr. pointed out how the crew boards help provide exactly that, ordering shop assignments through clearly marked information such as job descriptions, locations, responsible persons and start and completion dates. It also shows the project key event that's associated

with any particular job, ensuring accountability in the shipyard drive to achieve its "One Mission" as "One Team." "It tells you what we have going on as far as the whole boat and what our jobs consist of," said Vaughn. "Not only are we planning for one day, we're planning the whole week, and it gets everybody mentally prepared for what upcoming events we have."

When coordinating multiple jobs across a production shop to support extensive and complex availabilities, it's not a matter of if material, resource and coordination issues will ever come up, but when. Shop crew boards helpfully highlight any of those issues, the cognizant owner, and what the team is doing to ensure the schedule stays on track. When discussing crew boards with Wolfson, Preservation (Code 970) Trade Manager Brandon Frye said, "Anytime there's a hiccup, it gets elevated, and as soon as I know about it, it's my job to knock those obstacles out of the way. With the boards we can see what dates are expected and what actions are on each site. Anytime any new work comes into the window, we discuss it, we know it's coming up, we make sure all our TGIs [Task Group Instructions] are ready to go, all our material's here, and we have any special tooling we might need. With support shops help, I'm not telling them today what I need tomorrow, I'm telling them this week what I'm going to need for next week."

During one of NNSY's recent America's Shipyard videos, a forum where Wolfson highlights teams supporting NAVSEA's top priority to reliably return ships back to the Fleet, she said, "That is absolutely gold! It's really impressive what you're doing here! I'm looking forward to taking this to the next level as we implement these crew boards across America's Shipyard. We're all going to work together to drive these behaviors every day. It's making such a big difference for us and I see the excellence on the deckplate!"

This article links to:



[Dependable Mission Delivery](#)

FIREWORKS SAFETY:

USE YOUR HEAD OR RISK LOSING SOME FINGERS

BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST

The Fourth of July and fireworks go hand-in-hand. Yet, the thrill of fireworks can also bring pain. On average, 243 people go to the emergency room every day with fireworks-related injuries in the month of July alone.

This year's July 4th holiday may look different than last year's celebration. With a large number of Americans now vaccinated, many may opt to have large celebrations at home as COVID-19 restrictions are more relaxed. If you are hosting an at-home gathering for Independence Day, can make sure your backyard celebration does not end up with a trip to the hospital for fireworks-related injuries by following simple safety precautions.

Tips to Celebrate Safely:

- Never allow young children to play with or ignite fireworks, including sparklers.
- Keep a bucket of water or a garden hose handy in case of fire or other mishap.
- Light fireworks one at a time then move away quickly.
- Never try to relight or handle malfunctioning fireworks. Soak them with water and throw them away.
- Never place any part of your body directly over a fireworks device when lighting the fuse. Move to a safe distance immediately after lighting fireworks.
- Never point or throw fireworks (including sparklers) at anyone.
- Never carry fireworks in a pocket or shoot them off in metal or glass containers.
- Make sure fireworks are legal in your area, and only purchase fireworks that are labeled for consumer (not professional) use.
- After fireworks complete their burning, douse the spent device with plenty of water from a bucket or hose before discarding the device to prevent a trash fire.

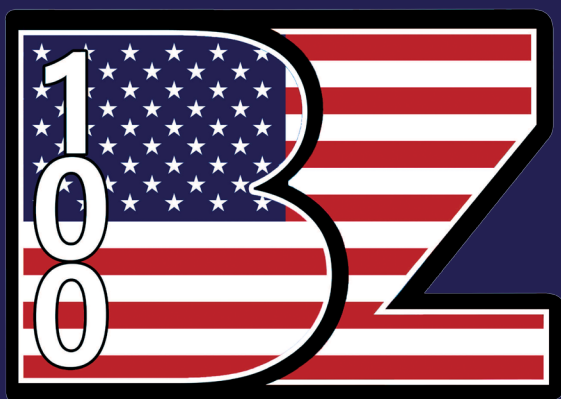
The U.S. Consumer Product Safety Commission (CPSC) announced there was an estimated 10,000 fireworks-related, emergency department-treated injuries and 12 fireworks-related deaths reported in June 2020 for calendar year 2019. Of those, 73 percent occurred during the period surrounding the Fourth of July (June 21-July 21).

Also, during that period, sparklers were the number one cause of injuries, accounting for an estimated 900 injuries. In previous years, young children could be found along parade routes and at festivals with sparklers in hand, but sparklers are a lot more dangerous than most people think.

Sparklers burn at about 2,000 degrees – hot enough to melt some metals. Sparklers can quickly ignite clothing, and children have received severe burns from dropping sparklers on their feet. According to the National Fire Protection Association, sparklers alone account for more than 25 percent of emergency room visits for fireworks injuries. For children under five years of age, sparklers accounted for nearly half of the total estimated injuries. Similar to 2018's data, nearly half of the estimated injuries were to individuals younger than 20 years of age. In fact, half of reported sparkler injuries involved children younger than five.

Fireworks can be dangerous, causing serious burn and eye injuries. Fireworks safety and awareness can help prevent fireworks-related injuries and death. Practicing the proper fireworks safety measures will safeguard you, your friends and family members, while continuing to enjoy the time honored tradition of fireworks on the Fourth of July.





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/>.







Norfolk Naval Shipyard Veteran Employee Readiness Group Vice President Michael Miller and Member Jonathan Echols fold a U.S. Flag in preparation to be turned over to Sturtevant Funeral Home as part of their Retire Your Flag Program.



NNSY VET-ERG President Josh Wannemacher prepares U.S. Flags.

RETIRE THE FLAG: NNSY VET-ERG CONTINUES ANNUAL TRADITION DELIVERING U.S. FLAGS TO LOCAL FUNERAL HOME

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

In 1916, President Woodrow Wilson established June 14 as Flag Day to celebrate the anniversary of the adoption of the Stars and Stripes – the United States (U.S.) flag. Now, more than 100 years later, at Norfolk Naval Shipyard's (NNSY) the Veterans' Employee Readiness Group (VET-ERG) leads the charge in celebration of the flag and what it symbolizes with their collaboration with Sturtevant Funeral Home in Portsmouth, Va.

Five years ago, the VET-ERG learned of Sturtevant's Retire Your Flag Program. The program collects donated old or worn U.S. flags from the community. The flags are draped over a fallen veteran at the time of cremation, a tribute to their service and a patriotic way to honor them. Each year, the VET-ERG invites fellow shipyarders to donate any old or worn flags to the cause. This year, 217 U.S. flags were donated to Sturtevant during a ceremony held Jun. 14.

"I am proud of and grateful for our VET-ERG members in seeking out and collecting aging flags to present to the Sturtevant Funeral Home today. Flag draped caskets resonate with Americans as a symbol of sacrifice and reflects the high regard and respect rendered to a veteran's military service. In the event a veteran or their survivors opt for cremation, these flags will serve one last assignment in a fitting tribute, honoring our fallen veterans in a dignified manner," said VET-ERG President Josh Wannemacher.

The team invited NNSY Executive Officer Capt. Todd Nichols and Command Master Chief Gene Garland to help celebrate this

momentous achievement as they turned over the flags to Robie Gardner who represented Sturtevant Funeral Home. "It's a pleasure to be able to do this for our shipyard and community and it's great to see our team come forward to show their ongoing support," said Capt. Nichols.

"This program is very special to us at Sturtevant and to our community. NNSY continues to go above and beyond to help us in this endeavor and it's truly an honor to work with all of you," said Gardner. "Your support means a lot to me and my family at Sturtevant and we always look forward to coming together each year to celebrate our veterans."

The NNSY VET-ERG supports members of the NNSY workforce who are military veterans of all five branches of service and other supporters of our nation's veterans through a system of comprehensive activities and outreach programs. For more information regarding the NNSY VET-ERG, email the VET-ERG Officer group at NNSY_Veterans@navy.mil.

Learn more about the Retire Your Flag program at <https://www.sturtevantfuneralhome.com/retire-your-flag/retire-your-flag>. To learn more about Flag Day, visit <https://www.history.navy.mil/content/history/museums/nmusn/education/additional-activities/flag-day.html/>.



NNSY'S SHIP ACCESS SYSTEM (SAS): PROVIDING REAL-TIME ACCOUNTABILITY DURING EMERGENCY EVENTS

STORY AND PHOTOS BY JASON SCARBOROUGH
PUBLIC AFFAIRS SPECIALIST

Norfolk Naval Shipyard's Technical Security Branch Head (Code 1125) Justin Kusterer tests the Badge Access Box (BAB) to ensure the system is operating properly. The BAB is part of the Ship Access System (SAS), which provides real-time accountability of personnel onboard vessels.

Norfolk Naval Shipyard's (NNSY) new Ship Access System (SAS) provides real-time accountability of personnel onboard vessels and is integrated with the shipyard's existing automated access control system. The access control system works by utilizing a machine called the Badge Access Box (BAB). As individuals enter and exit the ship, they will scan their Common Access Card (CAC) at the access box, with colored light indicators displaying access status. For example, a green light will indicate the badge is readable and the individual is logged in the system as "onboard", whereas a red light indicates a misread badge or access is denied. Shipboard access can also be configured with specific access lists in certain locations. This process is performed by the technical security branch of Code 1120 at the request of the project.

The access box is constructed to withstand the elements and contains all the equipment necessary for identification of access. It is located in close proximity to the brow of the vessel and is monitored by Ship's Force personnel. Personnel are required to scan their CAC on and off the vessel during normal operations to allow the system to register personnel on or off board in the event of an emergency evacuation.

"It is important that you scan on and off the vessel each time so that the system can provide accurate data to emergency responders to help establish their planned response to the event. Ultimately, this system is for your increased safety when working onboard a vessel," said Technical Security Branch Head (Code 1125) Justin Kusterer. During an emergency evacuation event, an installed switch at the

CASCON allows the access box to turn green for egress and change the state of readers to unlock. Personnel will not stop to swipe off which will expedite evacuation.

In the event of an evacuation, the Ship Access System has another component called the Telaar. The Telaar is a handheld device that has the same access data stored on it, and acts as a badge reader. The device is assigned to specific project personnel who are responsible for mustering. Upon evacuation, the assigned employee utilizes the Telaar to scan personnel's CACs in the muster area. The system will provide a live muster report instantly letting security know who is still onboard a vessel. It will provide a "missing report" of personnel who have not been accounted for in the system, allowing the project to provide accountability data to emergency responders to shape their response and rescue efforts.

The access system provides vital information to emergency responders in the event of an emergency or evacuation. Safety is always a top priority at Norfolk Naval Shipyard (NNSY). Ultimately, this system has the potential to save lives by providing real time accountability of personnel on board during a shipboard emergency.

This article links to:



Infrastructure



SHIPYARD SPOTLIGHT: JOHN HORTON

BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard Sign Shop (Shop 71) Non-Nuclear Painter/Abrasive Blaster John Horton says he comes to work at America's Shipyard every day with a sense of purpose, pride in his work, and patriotism in his heart. "These have instilled in me a personal investment to serve and accomplish our shipyard's mission," said Horton.

Horton first arrived at NNSY in May 2008 after his contract with Newport News Shipbuilding came to an end. Already familiar with NNSY, Horton saw opportunity on the other side of the James River. On account of Horton's previous training and experience in the United States Air Force, he was viewed as a prime candidate for the Inside Shop Spray Team in NNSY Preservation's Department (Code 970). "This opportunity allowed me to show my commitment, devotion, attention to detail, skill set, and work ethic. I was extremely proud to become a member of such a great team," said Horton.

Thirteen years later, Horton supports NNSY as Motor Refurbishment and Rewind Shop (Shop 51) Work Leader. "As a Work Leader, I coordinate with Shop 51

supervision on priority and scheduling of work needed to be performed," said Horton.

Between his time at NNSY and previous service in the Air Force, Horton is a subject matter expert in masking, blasting, sanding, cleaning, and then spray painting electrical motors from naval vessels. He provides preservation expertise and knowledge to those who work with him and maintains the shop's daily marine coating usage logs as well as hazardous materials consisting of enamel topcoats and primers, epoxy primers and top coats, and waste. "Even with the best of planning, I constantly keep myself mindful of just what could happen, while aiming to achieve and maintain first-time quality," he said. "Keeping my spray equipment and spray booth operational at all times eliminates any bottlenecks in production."

Horton's Motor Section Supervisor Shane Redfern said, "Mr. Horton always goes above and beyond the call of duty, he always stands ready to do his part on the motor refurbishment process and performs his work with a first-time quality that comes with decades of experience and dedication to

his work."

Horton has faced a lot of adversities in his life; however, he says his challenges only pushed him to move forward and become the best version of himself. He said that he inherited his self-perseverance and work ethic from his father. His father was an employee of the state of North Carolina for 42 years and for 20 of those years he farmed while working full-time. Horton's father grew peanuts, sweet potatoes, cucumbers, and tobacco, and owned livestock. "Because of my upbringing and the valuable life lessons my father taught me, I give my father much of the credit for my ambitions, my commitment to hard work, my ability to take ownership, and for helping me become the person I am today."



9 THINGS YOU DIDN'T KNOW ABOUT *John Horton*

1. He loves to spend time and travel with his fiancé, Constance.
2. He graduated with the first integrated class of Northwood High School in Pittsboro, N.C. in 1971.
3. Upon his high school graduation, he was awarded the Sportsmanship Award.
4. He has a Brindle Boxer named Walker and a Pittbul Terrier named Princess.
5. He communicates daily with his 93-year-old mother.
6. He treasures that he is the namesake of his father and was born on his parent's wedding anniversary.
7. He has traveled around the world.
8. He plays the trombone.
9. He serves as the Assistant to the Chairman of the Deacon's Board and is a choir member at his church.



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NORFOLK NAVAL SHIPYARD CELEBRATES OPSEC WARRIORS WITH QUARTERLY AWARDS

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



Norfolk Naval Shipyard's Process Improvement Department (Code 100PI) wins the Quarterly Excellence of OPSEC Award for the first quarter of 2021.



Norfolk Naval Shipyard Executive Officer Capt. Todd Nichols presents Operations Department (Code 300) Operations Security (OPSEC) Coordinator Candice Guglielmo with the OPSEC Purple Dragon Trophy to display in the code for their efforts in protecting information.



Norfolk Naval Shipyard's Operations Department (Code 300) wins the Quarterly Excellence of OPSEC Award for the fourth quarter of 2020.

Operations Security (OPSEC) is the systematic method used to identify, control, and protect critical information. It is a way of thinking and acting to ensure the safety of information from adversaries who hope to gather what they can to use it against the United States. At Norfolk Naval Shipyard (NNSY), all employees are expected to do their part in protecting information by storing and disposing of it properly so that it doesn't fall into the wrong hands. OPSEC Coordinators lead this charge at NNSY and serve as warriors ensuring that critical information is protected and their team is following standard operating procedures.

Since protecting our Nation requires a continuous effort, NNSY's work ensuring OPSEC is year-round. Each quarter brings a friendly competition across the workforce to determine which shop or code showcases top excellence in the practices of OPSEC. Those who stand at the top of the leader board are recognized as Quarterly Excellence of OPSEC Award winners, and receive the OPSEC flag and pennant, as well as the Purple Dragon trophy named Violet to display in their code for the quarter.

"The award is something that is given to those who excel in displaying good OPSEC principles in keeping America's Shipyard safe," said NNSY OPSEC Manager Teresa Coon. "We evaluate each code's participation under OPSEC's five-step analytical process to ensure that information is being protected. We perform thorough searches through shipyard areas, scanning for storage of information, checking trashcans, and speaking with members of their team to see how well they know OPSEC. We are excited to see everyone's passion in working to keep our shipyard safe."

A ceremony was held May 19 to celebrate the winners from both the fourth quarter of 2020 and the first quarter of 2021: the Operations Department (Code 300) and the Process Improvement Department (Code 100PI).

"Code 300 went above and beyond in the fourth quarter, leading the charge in OPSEC across the shipyard," said Coon. She shared that the code had all required documentation posted at their workstations,

and also ensured information was not shared through means such as social media. "In addition to the amazing work the code's been doing, their OPSEC Coordinator Candice Guglielmo is always present at meetings and willing to assist other OPSEC Coordinators whenever they might need help. She has led her team to victory!"

Guglielmo said, "I've been with the OPSEC Program since Feb. 2019. My main goal is to increase security awareness and make sure everyone in my department is more knowledgeable and aware of OPSEC vulnerabilities. I'm very proud of everyone in our code for putting forth so much effort to ensure our information is protected."

As for the other honored department, this marks Code 100PI's second OPSEC award. Code 100PI OPSEC Coordinator Debbie Watkins said, "Code 100PI has a lot of pride in our teamwork and efforts towards upholding the OPSEC principles. The ability to display the OPSEC Award flag and Violet is a great honor. Our alternate OPSEC Coordinator Pat Davis and I will continue to work as a team ensuring that everyone in Code 100PI upholds the OPSEC principles. We have set a new bar for Code 100PI to maintain and surpass and hope to win again in the future."

In addition to the awards received by the departments, the OPSEC Coordinators each received a Certificate of Achievement for their efforts in leading the OPSEC charge.

"I want to thank these teammates for their continued support in OPSEC as well as the shipyard workforce as a whole for helping to ensure our information is protected," said Coon. "Security is everyone's responsibility and we cannot be successful unless everyone chips in. Together, we are One Team serving One Mission."



Norfolk Naval Shipyard Nuclear Engineer (Code 2350), 2021 DCELP Graduate, and NNSY DCELP Team Lead, Jahmal Bazil.

NNSY EMPLOYEES GRADUATE FROM THE DEFENSE CIVILIAN EMERGING LEADER PROGRAM

BY ALLISON CONTI
PUBLIC AFFAIRS SPECIALIST

PHOTOS BY TROY MILLER
PUBLIC AFFAIRS SPECIALIST

Norfolk Naval Shipyard (NNSY) recently saw five of its employees graduate from the Defense Civilian Emerging Leader Program (DCELP). The program provides training to the next generation of leaders in the Department of Defense (DoD) and other Federal Agencies. It concentrates on the five terminal learning objectives of, “Know Self, Express Self, Build Teams, Lead People, and Understand the DoD.”

For NNSY’s Nuclear Quality Division (Code 2350) Nuclear Engineer Jahmal Bazil, the program offered an opportunity to “surround myself with and learn from individuals in various components in the Department of Defense,” he said. “I wanted to get perspectives on leadership that were not from a textbook or PowerPoint.”

The program is typically comprised of four one-week in-resident sessions, assessment tools, knowledge transfer activities, participant writing, briefing projects and individual coaching. Due to the COVID-19 pandemic, many of these sessions were held remotely instead of in-person for the 2021 graduates, adding a level of difficulty for those participating.

But NNSY’s 2021 graduates of the DCELP said they overcame the obstacles of remote participation and were able to learn and grow significantly as individuals and as leaders. Radiological Controls Technician (Code 105.3D) Venita Scott said it was difficult to narrow down the most important thing she learned from the program. Instead she shared her top two lessons: “One, leaders are committed to their teams and

flexible in their leadership styles. Two, good leaders know that sometimes you must sit down and take on the role of courageous followers.”

2021 program graduate and NNSY Detachment Naval Foundry and Propeller Center (NFPC) Quality Assurance Program Administration Supervisor (Code 1430.1) Azenith Bazmore said that the program allowed her to grow and improve as a team member. “The ability to converse and learn about others experiences and roles helped me further identify how I contribute to the success of the warfighter and how crucial my position is,” said Bazmore.

Along with Bazil, Scott, and Bazmore, two other NNSY employees graduated from the program: NNSY Production Resource Department Budget Branch’s (Code 902) Financial Management Analyst Tiffany Mack and Nuclear Test Engineering Division’s (Code 2350) Shift Test Supervisor Shae Bishop.

Bazil served as the cadre team lead. In this role he was in constant communication with the team, sharing the vision, expectations, and mentoring throughout the program. For his efforts, Bazil was awarded the “Special Act” Award by the DCELP Cohort for “diligently dedicating his personal time, effort and attention by volunteering to accept the additional and significant duties of team lead.”

When asked what they would tell other NNSY employees, all of the 2021 graduates encouraged their fellow teammates to consider the leadership education opportunity. Scott said, “Whenever you are presented with an opportunity to improve yourself, take it!”

Bazmore added, “I would tell any individual who was interested in the program to take the opportunity. Due to the variety of selections throughout all agencies, no one cohort is the same and the experience will serve you a lifetime or at least a career.”

Employees interested in joining the program for a future iteration can contact NNSY’s Advanced Leadership Development Program Management and Analyst Shelly Simpson at shelly.a.simpson@navy.mil for more information.

This article links to:



People Development

HEAT SAFETY



HEAT SAFETY: IDENTIFYING EXCESSIVE HEAT SYMPTOMS

BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST

Heat is one of the leading weather-related causes of death in the United States, resulting in hundreds of fatalities each year and even more illnesses. During extremely hot and humid weather, your body's ability to cool itself is challenged. When the body heats too rapidly or when too much fluid or salt is lost through dehydration or sweating, the body's temperature rises and experiences a heat-related illness. It is important to know the symptoms of excessive heat exposure and the appropriate responses to protect yourself or someone you care about.

To support safety awareness during hazardous heat conditions, naval installations utilize color-coded flags that are flown in strategic locations. These color-coded flags communicate hazardous conditions to personnel so that work and outdoor activity can be adjusted and limited accordingly.

The Wet Bulb, Globe Temperature (WBGT) Index is the most effective means of assessing the effect of heat stress on the human body. The WBGT Index is used to determine flag conditions as a safety standard for how long individuals can safely work outdoors in hot and humid conditions. Knowing and understanding these flag conditions will help keep you safe from heat-related emergencies like heat cramps, heat exhaustion, and heat/sun stroke.

A White Flag indicates a WBGT Index less than 80 degrees and extremely intense physical exertion may increase the risk of heat exhaustion or heat stroke; therefore, caution should be taken. The Green Flag indicates a WBGT Index of 80 – 84.9 degrees and

discretion is required in planning intense work and exercise. This is a marginal heat stress limit for personnel. The Yellow Flag indicates a WBGT Index of 85 – 87.9 degrees and strenuous exercise and activities should be shortened. The Red Flag indicates a WBGT Index of 88 – 89 degrees and strenuous exercise is shortened. Lastly, The Black Flag indicates a WBGT Index of 90 degrees and above, physical training and strenuous exercise is suspended for all personnel (excluding operational commitments).

Excessive heat poses a significant risk to people's health, including heat stroke and heat exhaustion, which can result in death. Excessive heat generally means unusually hot temperatures, possibly combined with oppressive humidity that persists for two or more days. Knowing how to identify the symptoms of excessive heat exposure, heat exhaustion, heat stroke, and then knowing the appropriate response to take, is vital in preventing heat injuries and even saving lives.

BE PREPARED

Heat Exhaustion Symptoms:

- Heavy sweating
- Weakness
- Cool, pale, clammy skin
- Fast, weak pulse
- Possible muscle cramps
- Dizziness
- Nausea or vomiting
- Fainting

Heat Exhaustion First Aid:

- Move person to a cooler environment
- Lay person down and loosen clothing
- Apply cool, wet cloths to as much of the body as possible
- Fan or move victim to air conditioned room
- Offer sips of water
- If person vomits more than once, seek immediate medical attention.

Heat Stroke Symptoms:

- Altered mental state
- One or more of the following symptoms: throbbing headache, confusion, nausea, dizziness, shallow breathing
- Body temperature above 103°F
- Hot, red, dry or moist skin
- Rapid and strong pulse
- Fainting, loss of consciousness

Heat Stroke First Aid:

- Heat stroke is a severe medical emergency. Call 911 or get the victim to a hospital immediately. Delay can be fatal.
- Move the victim to a cooler, preferably air-conditioned, environment.
- Reduce body temperature with cool cloths or a bath.
- Use fan if heat index temperatures are below the high 90s. A fan can make you hotter at higher temperatures.
- Do NOT give fluids.

HEAT WATCH VS. HEAT WARNING

Excessive Heat Warning—Take Action! An Excessive Heat Warning is issued within 12 hours of the onset of extremely dangerous heat conditions. The general rule of thumb for this warning is when the maximum heat index temperature is expected to be 105° or higher for at least two days and nighttime air temperatures will not drop below 75°; however, these criteria vary across the country, especially for areas not used to extreme heat conditions. If you do not take precautions immediately when conditions are extreme, serious injury or even death may occur.

Excessive Heat Watches—Be Prepared! Heat Watches are issued when conditions are favorable for an excessive heat event in the next 24 to 72 hours. A watch is used when the risk of a heat wave has increased but its occurrence and timing is still uncertain.

Heat Advisory—Take Action! A Heat Advisory is issued within 12 hours of the onset of extremely dangerous heat conditions. The general rule of thumb for this advisory is when the maximum heat index temperature is expected to be 100° or higher for at least two days, and nighttime air temperatures will not drop below 75°; however, these criteria vary across the country, especially for areas that are not used to dangerous heat conditions. Take precautions to avoid heat illness. If you do not take precautions, you may become seriously ill or even die.

Excessive Heat Outlooks—Be Aware! These outlooks are issued when the potential exists for an excessive heat event in the next three to seven days. An outlook provides information to those who need considerable lead-time to prepare for the event.

SAFETY TIPS FOR PARENTS

It is NEVER safe to leave a toddler, disabled person or pet locked in a car, even in the winter. If you have a toddler in your household, lock your cars, even in your own driveway. Kids play in cars or can wander outside and get into a car. A reported 51 young children died in hot cars in 2019! In 2020, a death was reported as early as April. Cars can heat up quickly when left in the sun.

Even on mild days in the 70s, studies have shown that the temperature inside a parked vehicle can rapidly rise to a dangerous level for children, pets and even adults. Leaving the windows slightly open does not significantly decrease the heating rate. The effects are more severe on children because their bodies warm at a faster rate than adults. A dark dashboard or car seat can quickly reach temperatures in the range of 180°F to over 200°F. These objects heat the adjacent air by conduction and convection and also give off long wave radiation, which then heats the air trapped inside a vehicle. Follow these tips to ensure your child's safety.

- Touch a child's safety seat and safety belt before using it to ensure it's not too hot before securing a child.
- Never leave a child unattended in a vehicle, even with the windows down, even for just a minute.
- Teach children not to play in, on, or around cars. They could accidentally trap themselves in a hot vehicle.
- Always lock car doors and trunks--even at home--and keep keys out of children's reach.
- Always make sure children have left the car when you reach your destination. Don't leave sleeping infants in the car ever.

C-FRAM FRAUD SCHEME AWARENESS

JULY EDITION: FAILURE TO MEET SPECIFICATIONS

International failure to meet contract specifications but stating the specifications were met to increase profits. Goods/services are usually lower in cost or quality.

DON EXAMPLE

June 2020: The U.S. Justice Department reached a \$10.9 million settlement with Bradken Inc., a subsidiary of Hitachi Construction Machinery, that is the U.S. Navy's leading supplier of high-yield steel after they produced substandard castings for Navy submarines at a Tacoma foundry and falsified test results to cover it up. The fraud involves more than 200 productions of steel, which represent a substantial percentage of the castings that Bradken produced for submarines built by Electric Boat Company and Newport News Shipbuilding. The two types of castings -- known as HY-80 and HY-100 -- failed to meet specifications between 1985 and 2017, but were falsely represented to the Navy as meeting the standards by Elaine Thomas, Bradken's former director of metallurgy. According to court records, Thomas altered product test results from failing to pass by hand and entering the altered records into a recording system. Bradken then invoiced shipbuilders for the parts as if they were made to the demanding military specifications when they were not, causing the shipbuilders to invoice the Navy for parts that did not meet specifications. As a result of the fraud, "The Navy has taken extensive steps to ensure the safe operation of the affected submarines. Those measures will result in increased costs and maintenance," according to U.S. Attorney Brian T. Moran.

INDICATORS (RED FLAGS)

Discrepancy between test and inspection results or contract and actual product. Test records reflect no failures, or have been altered or destroyed, or cannot be found. Apparently altered or fabricated test and inspection results.



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.