

**A LOOK BACK ON THE 80TH ANNIVERSARY: NNSY'S SHIPS PLAYED PIVOTAL ROLE IN
DEFENDING PEARL HARBOR ATTACK**

SERVICE TO THE FLEET

Norfolk Naval Shipyard

We Are America's Shipyard

December 2021

NORFOLK NAVAL SHIPYARD RETURNS USS PASADENA TO THE FLEET



**PEDAL TO THE METAL PRINTING: NORFOLK NAVAL SHIPYARD MAKES STRIDES IN
DEVELOPING ADDITIVE MANUFACTURING CENTER OF EXCELLENCE**



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Saluting our Veterans at the Tidewater Veterans Day Parade

Norfolk Naval Shipyard's mascot Yardbird Sam and the USS Alabama float were joined by the Chiefs, Chief Selectees, and members of the Veterans Employee Readiness Group for the Tidewater Veterans Day Parade Nov. 11 in Virginia Beach, Va. (Photos by Erica Miranda, NNSY Public Affairs Office)

From the Commander, Capt. Dianna Wolfson:



Hello, America's Shipyard! What a busy and important year we've had, with change in shipyard leadership, implementing Naval Sustainment Systems—Shipyard (NSS-SY) initiatives in our work, rollout of our Strategic Framework, and returning vessels to the Fleet! With so much going on throughout 2021, it shouldn't be too surprising it's December already.

Returning vessels included delivering USS PASADENA (SSN 752) to the Fleet Oct. 31! With this availability as our NSS-SY pilot project, it was exciting to have our teamwork and learning result in not only delivering PASADENA, but helping to grow our entire organization. We've since employed NSS-SY on USS TOLEDO (SSN 769), and bringing it to carriers as well with USS DWIGHT D. EISENHOWER (CVN 69).

Underway at all four public shipyards, NSS-SY combines industry and government best practices to drive improvements in conducting ship maintenance. The success of delivering PASADENA was thanks in part to NSS-SY initiatives working in tandem with the laser focus and hard-charging efforts of our project team! That's why we're continuing to expand NSS-SY throughout our organization to pull availability schedules to the left. These improvements will help us reach our vision to deliver on time, every time, everywhere to protect America, and meeting NAVSEA's top priority of delivering combat power through on-time delivery of ships and submarines.

I wanted to mention a Lean practice that is gaining momentum again in our shipyards, and that is something we call "Gemba." In

A Year of Progress at America's Shipyard

Lean thinking, "Gemba" means a place that adds value, which should be studied and optimized to maximize efficiency. "Gemba Walks" involve going to ground zero where the work happens to see it firsthand, ask questions and better understand the process. This is something we do within the shipyard as well and is very similar to what we do when we conduct proper surveillances. Nothing beats getting to the deckplate for understanding and engagement! So when our NAVSEA and Navy leaders take "Gemba Walks" during a visit, it's with the full realization that America's Shipyard and our support sites are foundational to keeping our Navy sailing, and it's our workforce achieving awesome things every day. Our leaders have been leaning in to better understand not just our capabilities, but our challenges as well, to best support us in our ONE MISSION. That is very encouraging to me, and I hope to each of you too! Significantly, the Shipyard Infrastructure Optimization Program is receiving a lot of attention right now, and rightfully so as a \$21 billion effort to modernize infrastructure at all four naval shipyards. This is allowing us to perform critical dry dock repairs, restoring and reconfiguring shipyard facilities, and replacing aging equipment throughout the shops.

On Nov. 23, America's Shipyard got a glimpse into our future with the 2021 apprentice graduation. Due to new guidance limiting attendance to any Department of Navy event, we conducted a drive-thru ceremony at Scott Center Annex allowing family members to accompany their graduate. Congratulations to our many graduates! You are the ones who are going to lead America's Shipyard and keep our Navy sailing well into the 21st century through the vital skills you bring to our ONE TEAM in the repair, modernization and inactivation of our warships and training platforms.

As part of our Olympic level of commitment it takes from our One Team in America's Shipyard, it takes a daily commitment for our graduates—and all of us!—to deliver our competence and craftsmanship to maintain and modernize our Navy. Our work takes a marathon mentality. It requires discipline, responsibility, integrity and patience. It takes that daily commitment and a continual focus on what we can do, rather than on what we can't. That way, day

100, or even day 1,000 of a project, gets the same level of commitment and quality of craftsmanship as day one gets. We must show discipline in our work, own it with responsibility, exhibit integrity in all we do, and have the patience to value the perspectives and inputs of our teammates.

I hope everyone has an awesome holiday season! Take time to pause, recharge with your loved ones, and gear up for all 2022 will bring. I appreciate everything all of you have accomplished for America's Shipyard this year, and am thankful to be your shipyard commander. In lieu of a January 2022 Service to the Fleet, there will be a 2022 command calendar with a ONE MISSION – ONE TEAM theme! Be on the lookout for that, as the calendar showcases a lot of great work and key milestones achieved by so many of you! Until then, happy holidays and I look forward to another busy and important year in 2022!

#WeGotThis

Capt. Dianna Wolfson
Commander,
Norfolk Naval Shipyard



BRIAN BENNETT BECOMES NEW ENGINEERING AND PLANNING MANAGER

STORY BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

Growing up, everyone has a dream on what they want to be. Norfolk Naval Shipyard's Brian Bennett, who later this month will become the Engineering and Planning Manager (Code 200), was no different.

"I wanted to be a doctor," laughed Bennett. "But not sure how that would have worked out as I used to get lightheaded giving a sample of blood." As for most, dreams change and Bennett fell in love with engineering.

Born in Syracuse, NY and raised in Clearwater, Fla., Bennett attended Georgia Institute of Technology, earning his bachelor's in mechanical engineering in 1991. Not long after, he reported to NNSY, his first job after graduation.

"I started my 30-year career at NNSY as a mechanical engineer in the Surface Ship Heating Ventilation and Air Conditioning Branch (Code 262)," said Bennett. "From there I gained knowledge and leadership skills from multiple positions throughout the shipyard and our naval maintenance community. I served as the Engineering and Planning Department as a planning yard engineer, cog engineer, and trouble desk engineer. I worked on a number of availabilities in various roles throughout my career from Project Engineering and Planning Manager (Code 241) all the way to Project Superintendent and Carrier Program Manager (Code 312. Most recently I was NNSY's Deputy Supply Officer (Code 501)."

Bennett knew from the start that he wanted to become Code 200 one day. In order to do so, he worked to step outside his comfort zone numerous times, being open minded to constructive criticism not only from his supervisors, but also from his peers and mentors, both inside and outside his department. He took the things he learned and used it to his advantage to make himself a better worker and leader for

NNSY.

"Brian was selected from a slate of very capable and highly qualified candidates which is a testament to his training, experience, leadership and readiness to join the ranks of the command's most senior leadership," said NNSY Shipyard Commander, Capt. Dianna Wolfson.

With any job or position comes challenges that have to be overcome. Becoming the new Code 200 is no different. "We have challenges matching overall workload to the available workforce compounded by rapidly changing technology and system design, particularly relative to Virginia Class and Ford Class ramp up," said Bennett. "We will continue to support the Fleet's needs with respect to turnover of the L-Ship Planning Yard functions as well as a future decision on USS Gerald R. Ford (CVN 78) Planning Yard responsibilities. "In the area of unbalanced workload versus workforce, we will continue to communicate our true capacity to the project teams, work the most important priorities first, utilize potential available resources elsewhere in the department and investigate potential reductions in the required workload, like deficiency log reduction efforts."

Bennett continued, "Finally, in the area of future availability planning, we have been gaining Virginia Class lessons learned from Portsmouth and Pearl Harbor Naval Shipyards for many months now, so as we continue to prepare for the USS John Warner (SSN 785) Fiscal Year 2023 Extended Docking Selected Restricted Availability (EDSRA), it's time to start incorporating these lessons learned into our project's execution strategies and job summary preparation."

Bennett will face these challenges with a mindset of "Houston, we have a problem" from Apollo 13. "At the shipyard, we are confronted with many complex, challenging problems in the repair, maintenance and modernization of our Navy's warships and failure is not an option – 'Houston, we have a problem,'" said Bennett. "It takes each and every one of us to determine solutions to these problems to meet the needs of the Fleet. Half the battle is showing up with a positive attitude, one that is contagious to those around us and conducive to developing viable and executable solutions – 'positivity

breeds positivity.'"

Another way Bennett is going to combat challenges is to continue recruiting and retaining the best and brightest personnel and provide them an opportunity to grow and excel, all while the shipyard continues improving its productivity, predictability and on-time completion of its availabilities, ultimately supporting the Fleet's needs.

"I look forward to being the new Engineering and Planning Manager and leading the talented and skilled employees of Code 200 to great success in meeting our mission of repairing, modernizing and inactivating our Navy's warships and training platforms," said Bennett. "We are America's Shipyard for a reason and with the mantra of ONE MISSION – ONE TEAM, we can and will accomplish everything we set out to do."

Norfolk Naval Shipyard Returns USS Pasadena to the Fleet

BY MICHAEL BRAYSHAW • DEPUTY PUBLIC AFFAIRS OFFICER
PHOTOS BY TONY ANDERSON • NNSY PHOTOGRAPHER





USS Pasadena (SSN 752) returned to the fleet Oct. 31 following successful completion of its Drydocking Selected Restricted Availability (DSRA) at Norfolk Naval Shipyard (NNSY).

USS Pasadena (SSN 752) returned to the fleet Oct. 31 following successful completion of its Drydocking Selected Restricted Availability (DSRA) at Norfolk Naval Shipyard (NNSY).

The Los Angeles-class submarine spent just over a year at NNSY to replace, repair and overhaul components throughout the boat, as the shipyard's first DSRA in a decade.

Pasadena served as NNSY's pilot project leveraging the Naval Sustainment System—Shipyards (NSS-SY) program. NSS-SY is underway at all four public shipyards, leveraging industry and government best practices on shipyard processes to drive quick and visible improvements in ship maintenance. During the overhaul, Navy leaders 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.

NSS-SY initiatives included establishing an Operations Control Center to drive project team communications and resolve barriers in work execution, and “crew boards” to track jobs supporting the boat's overhaul. Deputy Project Superintendent Mike Harrell was brought onto the project for standing up

the center and was instrumental in breaking down barriers to ensure non-stop execution of the critical chain of work, driving through issues and constraints to completion. While Pasadena did not meet its original completion date, these improvements helped deliver the boat back to the Fleet and are being implemented on other NNSY overhauls, to include USS Toledo (SSN 769) and USS Dwight D. Eisenhower (CVN 69).

“Following a tremendous amount of effort and teaming on a very challenging availability, Pasadena has returned to the Fleet to meet its significant operational commitment for our Navy and Nation,” said Shipyard Commander Captain Dianna Wolfson. “The Pasadena project team met our Navy leadership challenge to ‘get real, get better’ in several significant ways, and their efforts will pay off as we leverage their learning across America's Shipyard and our NAVSEA enterprise. I am so proud of and thankful to our project team and everyone in America's Shipyard who supported them throughout this availability as ONE TEAM!”

Project Superintendent Frank Williams said the project team stayed focused throughout all phases of the availability on knowledge sharing and maintaining

schedule. Beyond NSS-SY improvements, Pasadena's team incorporated lessons learned from Portsmouth Naval Shipyard's USS Newport News (SSN 750) DSRA in planning the availability and executing similar jobs. Additionally, when Pasadena missed its original undocking date in the spring, the project team worked to perform more jobs with the boat on keel blocks to condense the schedule following undocking.

“Sailors and ships are meant to be at sea and not in a repair environment and throughout all phases of the availability, it's been our job to get them back there,” said Williams. “The project team has done a great job keeping focused on this throughout the past 13 months. Thanks to all the efforts of our team and Ship's Force, we have now gotten Pasadena back to sea where she belongs!”

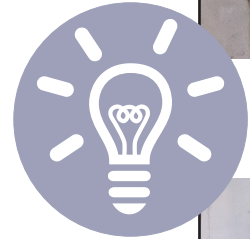
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Dependable Mission Delivery



Process Improvement and Innovation



PROCESS IMPROVEMENT AND INNOVATION

The Norfolk Naval Shipyard (NNSY) Additive Manufacturing (AM) Center of Excellence will bring metal 3-D printing to America's Shipyard with four new metal printers in the facility.



INNOVATION

PEDAL TO THE METAL PRINTING: NORFOLK NAVAL SHIPYARD MAKES STRIDES IN DEVELOPING ADDITIVE MANUFACTURING CENTER OF EXCELLENCE

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

Innovation is one of the leading focuses for the Department of the Navy, the enterprise coming together to find new ways to deliver on its mission of protecting America. Norfolk Naval Shipyard (NNSY) is charging forward to accelerate continuous process improvement and innovation in the world of metal 3-D printing, developing the Additive Manufacturing (AM) Center of Excellence (CoE) as a one-stop shop for the shipyard and its customers to develop tools and parts in-house.

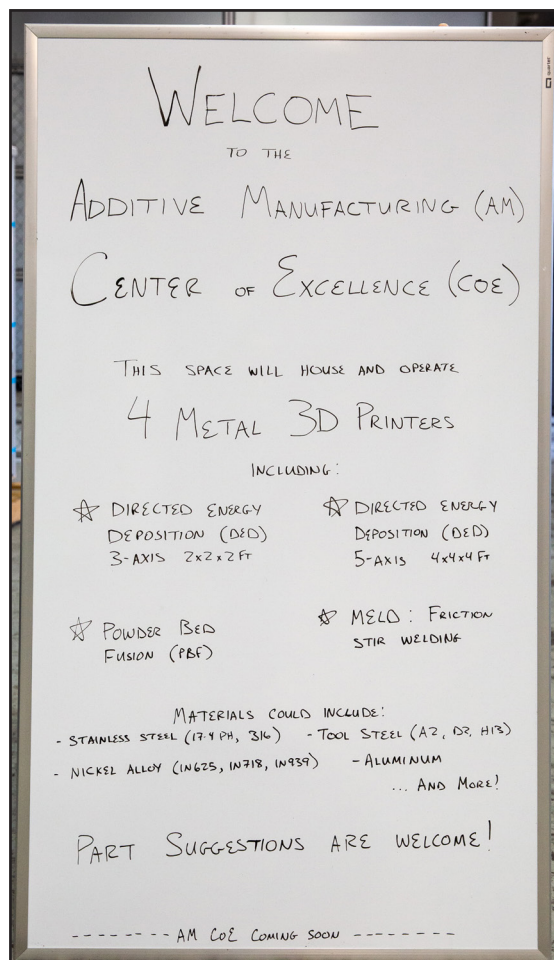
"The AM CoE is a space we've been planning and working to achieve since 2020," said NNSY Technology and Innovation (T&I) AM CoE Project Manager and AM Lead Jessica Roberts. "Currently the shipyard only has the ability to 3-D print with polymers and plastics; however, these new metal printers will be a game changer for what we can do at America's Shipyard. Our

first metal printer, a smaller desktop MetalX machine, was installed mid-November, and we've already received multiple requests for metal prints. Long-term, these metal printers will be used to develop tools and end-use parts for our workforce, eventually including critical level prints so we can provide our mechanics and Sailors with the quality products they need while saving on cost and/or time. We'll be able to identify a part, model it, print it, and get it approved and processed so it can be used inside the shops or onboard vessels. This will especially be huge in the acquisition of long-lead parts, obsolete parts, or parts with strange geometries – giving our workforce the control in getting what we need when we need it."

This facility is the first of its kind across the four public shipyards with plans to house the new metal printers, including two directed energy deposition (DED) printers, a friction

stir welding printer, and a powder bed fusion printer. They will be able to print in a variety of materials, including stainless steel, tool steel, nickel alloy, aluminum and more. With these new capabilities, the shipyard could make great strides in developing tools to complement the shipyard's current capabilities. As the facility continues to be fitted for its future use, the AM CoE team is coming together to begin lining up the processes, procedures, and approvals needed to ensure a standard of excellence is set.

"At America's Shipyard, it's all about ONE TEAM serving ONE MISSION," said Roberts. "This endeavor is a huge testament to teamwork in order to get equipment up and running and to ensure everything runs smoothly. There are many people involved and excited about what we're doing here, both directly engaged and helping from the periphery. We would



not have gotten this far without their support.” Those involved includes the NNSY T&I Lab, Naval Facilities (NAVFAC) Midlant, the Occupational Safety, Health and Environment Office (Code 106), the Production Facilities Group (Code 900F), the Mechanical Group (Code 930), the Facilities Support Branch (Code 985), Naval Sea Systems Command (NAVSEA), the Engineering Planning Department (Code 200), the Quality Assurance Department (Code 130), the Lifting and Handling Department (Code 700), and the Fire Prevention and Protection Security Department (Code 1128).

The team has been working with shops and codes throughout the shipyard as well as those aboard USS Dwight D. Eisenhower (CVN 69) in identifying possible parts to be considered for printing in the future. In addition, the team has also identified other ways the facility and printers can assist the Navy, including providing collaboration and learning opportunities for other shipyards, warfare centers, and universities within the community.

“We have our first Education Partnership Agreement taking off in 2022 with Old Dominion University specifically for metal printing so we can bring in students to do research, learn, and get hands-on experience with the printers,” said Roberts. “We’re also ready and willing to help our fellow shipyards and others within the AM community, providing ways we can collaborate to continue to innovate and explore

what these technologies can achieve.”

The AM CoE is welcoming any part suggestions to be considered for future metal printing. For more information, visit <https://wiki.navy.mil/pages/viewpage.action?spaceKey=NSNTILT&title=AM+Center+of+Excellence>. You can also contact Roberts at Jessica.f.roberts@navy.mil or the NNSY T&I Lab at 757-396-7180.

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Saluting Our Veterans: Norfolk Naval Shipyard's VET-ERG Leads Annual Veterans Day Fall-In for Colors

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY SHELBY WEST • NNSY PHOTOGRAPHER



Each year, November 11th is observed as Veterans Day – a day to honor the Nation’s veterans and celebrate their responsibilities and achievements in protecting the freedoms of the American people. The Norfolk Naval Shipyard (NNSY) Veterans Employee Readiness Group (VET-ERG) hosted the annual Veterans Day Fall-In for Colors Nov. 10, inviting the workforce and Sailors of America’s Shipyard to come together to celebrate our veterans and their contributions to our Nation.

“In 1918, on the 11th hour of the 11th day of the 11th month, an armistice or truce was declared between the Allied nations and Germany, marking the end of World War I,” said Command Sergeant Major (retired) Mathew Calhoun Sr., the guest speaker for the event. “U.S. President Woodrow Wilson proclaimed that day as the first commemoration to honor the service members who fought in that war, it eventually evolving into the celebration we know of today as Veterans Day. Let us all come together on this special day to honor our veterans and their selfless courage together.”

Calhoun Sr. then shared a personal story from his time with the U.S. Army, speaking of an individual in his command, someone he referred to as Specialist Smiley in respect of the individual’s family, who would often come to him with ambition to join the elite company of soldiers on the ground in Iraq. After months of fighting for the chance, Calhoun Sr. finally provided Smiley the opportunity to join the team. “He was a stellar soldier,” he said. “We ended up in an extended deployment where Smiley continued to impress with his work ethic and motivation. Hard-working and dedicated to a fault, Smiley’s contributions to our country are still visible to this day.”

He shared that Smiley and other soldiers in his convoy had fallen in the line of duty. While attending his funeral, Calhoun Sr. was

escorted to the front of the church where 10,000 people attended to honor Specialist Smiley. “His family came to me and shared letters he had written sharing who I was and how important it was to him that I had given him the chance to serve his Nation in our elite company. My decision to give this man a chance led him to serve America to the fullest extent of his ability and character. He was doing what he felt he was born to do. I still struggle with his loss and the loss of many of our soldiers throughout our time. It is the sacrifices of our Soldiers, some giving the ultimate sacrifice, that protects our freedoms. I salute all of our veterans, including those who have fallen, and our service members holding the torch for us now. Your efforts are seen and appreciated, all of us touched by your commitment to serve.”

NNSY’s Business and Strategic Planning Officer Cmdr. Lawrence Brandon, who also spoke at the event, said, “Being in our Nation’s armed forces provides a tremendous sense of camaraderie and teamwork, of serving a cause greater than ourselves as individuals. Whether in times of conflict or peace, so many have stepped up without a moment’s hesitation to dig deep and answer the call, sometimes even paying the ultimate sacrifice, doing so with honor and leadership, and constantly exhibiting service before self. Our shipyard motto of ONE MISSION – ONE TEAM is a mindset many of our veterans have been practicing for years and even decades, working alongside their military brothers and sisters in pursuit of a vital and shared goal.”

He continued, “When our nation needs us, our shipyard answers the call. That’s why it’s so vital we work every day as ONE TEAM in our ONE MISSION to repair, modernize and inactivate our Navy’s warships and training platforms to protect our Nation. We stand united as a team. Because whether you wear a uniform or not, one of



the things that unites each of us here today is we all serve the United States Navy, more than 10,000 strong. Own that responsibility with pride and purpose, support your fellow teammates and invest in their success. I know from experience just how reliant our nation's Sailors, Soldiers and Airmen are on the work we do in America's Shipyard."

Following the ceremony, Cmdr. Brandon hosted a cake cutting ceremony with Oscar Thorpe and Ernest J. Scott III, paying tribute to all veterans spanning generations and employed at America's Shipyard. The cake cutting ceremony is a time-honored tradition in the military celebrating the past, present, and future of our Nation and those who serve to protect it.

The NNSY VET-ERG is comprised of more than 300 NNSY employees who are either veterans, service members currently serving, or those who support the military. At NNSY alone, there are more than 3,000 veterans employed with more than 650 considered Naval Sea Systems Command (NAVSEA) Wounded Warriors. "We strive to keep our members abreast of available veteran and military related resources available to our veteran and military communities," said VET-ERG President Josh Wannemacher. For more information regarding the VET-ERG, email the VET-ERG Officer group at NNSY_VETERANS_ERG@navy.mil.

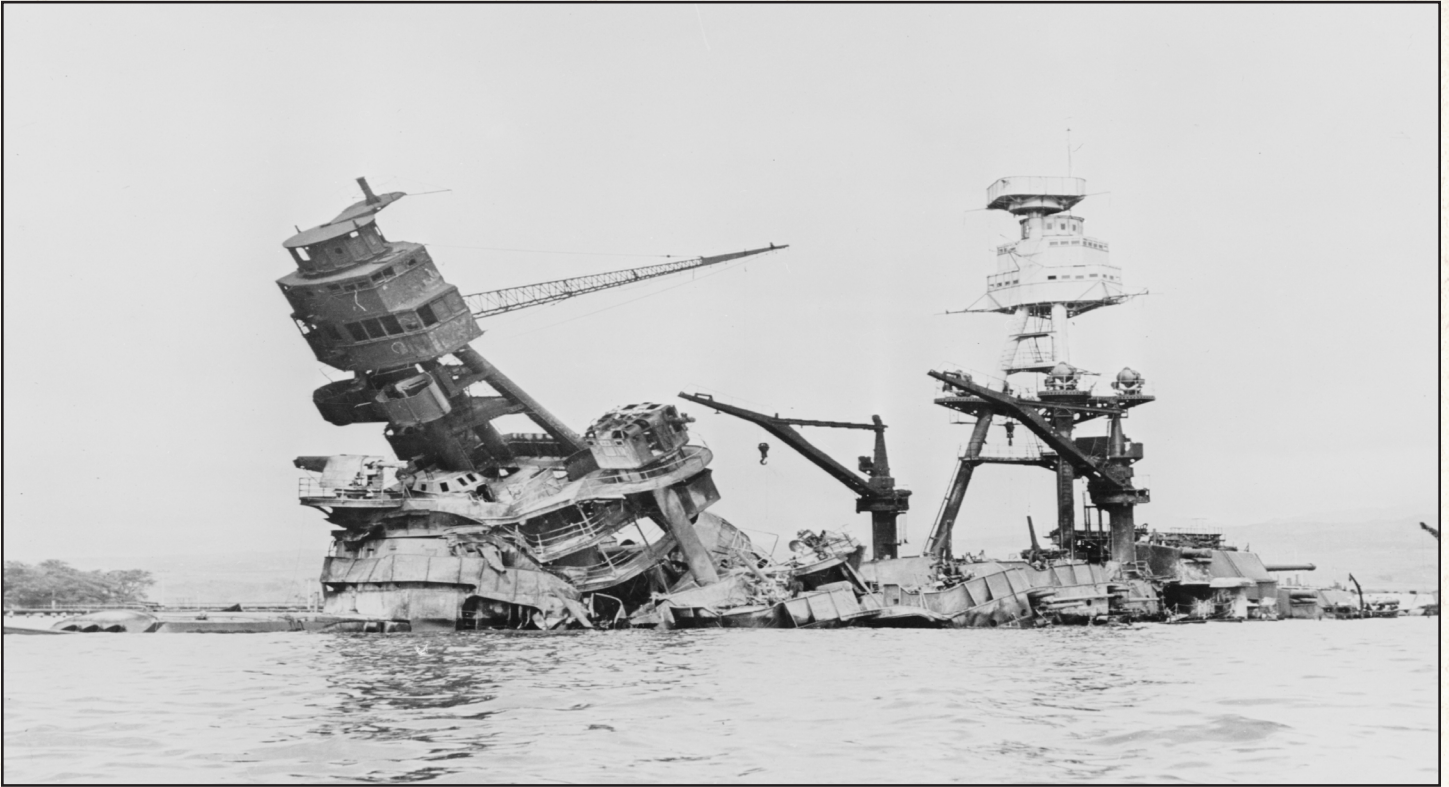
NNSY built the first three of eight Bagley-class destroyers—USS Bagley (DD-386), USS Blue (DD-387) and USS Helm (DD-388)—which were all present during the Pearl Harbor attack. USS Bagley, shown here in Dry Dock 6 in June 1938, was believed to have taken down as many as six attacking planes.



U.S.S. BAGLEY (DD386)
UNDERWATER VIEW OF STARBOARD BOW
NORFOLK NAVY YARD
PORTSMOUTH, VA.
SERIAL NO. 1-8
JUNE 13, 1938

NNSY Ships Played Pivotal Role in Defending Pearl Harbor Attack

STORY BY MICHAEL BRAYSHAW • DEPUTY PUBLIC AFFAIRS OFFICER
PHOTOS COURTESY OF MARCUS W. ROBBINS • SHIPYARD HISTORIAN



The battleship USS Arizona (BB-39), modernized at NNSY from 1929 to 1931, was destroyed during the Dec. 7, 1941 attack on Pearl Harbor. An 1,800-pound bomb triggered a massive explosion and sunk the ship with more than 1,000 crewmembers trapped inside. This photo shows the Arizona three days after the attack.

It was only a day later when President Franklin D. Roosevelt declared it “a date which will live in infamy.”

This December 7th marks the 80th anniversary of the Japanese attack on Pearl Harbor which changed the course of world history, thrusting the United States into World War II and by extension transforming the size, workforce, and capacity of Norfolk Naval Shipyard (NNSY). But in fact, NNSY played a pivotal part in our national defense from the opening moments of the attack, having built many ships stationed at Pearl.

Norfolk Navy Yard, as NNSY was then known, built the first three of eight Bagley-class destroyers which were all present during the attack. The lead ship USS Bagley (DD-386), forced into wartime action less than five years after commissioning, was fortunate to have a particularly intrepid and quick-thinking Sailor onboard. While leaving the mess decks, Radioman Robert Coles saw Japanese planes attacking the valuable concentration of Army airplanes at adjacent Hickam Field. Manning the .50 caliber machine gun at forward port, Coles was credited with taking down two Japanese bombers before being relieved—all despite no prior training on the gun. During the two phases of the attack, Bagley is believed to have taken down as many as six planes. While Bagley

was in the thick of the action, another of the NNSY-built destroyers, USS Blue (DD-387) was able to safely slip out to sea. Meanwhile, USS Helm (DD-388) was the only ship already underway during the attack, and thus took up the defensive helm sailing to the head of the harbor. The destroyer shot down a plane before engaging a small Japanese submarine only minutes later. Helm endured fire and narrowly avoided direct hits by two 100-lb. bombs that still caused structural damage and flooded compartments. The destroyer managed to be repaired and get underway only a week later, going on to earn 11 battle stars during the war.

The NNSY-built USS Tucker (DD-347), commissioned in July 1936, was in the midst of overhaul during the attack, but that did not deter the Mahan-class destroyer from fighting back. The ship was already firing its .50 caliber machine guns by the time the ship's general quarters alarm sounded. According to Tucker's commanding officer in his report recounting the attack, “it is believed from numerous reports and comments by personnel of this and other ships that [Tucker] fired the first shot fired by the American Forces in Pearl Harbor.” The commanding officer added Tucker shot down “three or four enemy planes.”

Another NNSY-built Mahan-class destroyer, USS Downes

Continued on next page

(DD-375) served as a testament to the indomitable American spirit following the Pearl Harbor attack. Bombed in drydock and ravaged by fires fed from a rupturing fuel tank, the ship was destroyed and decommissioned June 20, 1942. However, machinery and equipment were salvaged to form the basis of the new Downes built at Mare Island Naval Shipyard, which retained both the name and hull number. The recommissioned ship's first mission was escorting convoys to Pearl Harbor in March 1944, before moving on to blockading Japanese strongholds, bombarding enemy islands, and returning servicemen home from Iwo Jima.

Of the eight battleships comprising Pearl Harbor's "Battleship Row," NNSY had completely modernized USS Arizona (BB-39) from 1929 to 1931. The ship's modernization was so thorough and significant it had even attracted President Herbert Hoover for a shipyard visit. Tragically, mere minutes into the attack, an 1,800-pound bomb penetrated the battleship's deck and landed in her forward ammunition magazine, triggering a massive explosion and sinking the ship with more than 1,000 crewmembers trapped inside. Arizona was one of two battleships, along with USS Oklahoma (BB-37), and among the nearly 20 U.S. Navy ships destroyed in the onslaught that cost the lives of more than 2,400

Americans. While the sunken ship stayed in place to become the famous USS Arizona memorial, three 14-inch guns were salvaged from the wreckage which NNSY installed on USS Nevada (BB-36) during that battleship's 1942 modernization.

The memory of Pearl Harbor continued to reverberate in NNSY's work during World War II. As the ninth destroyer escort built at the yard, USS Barber (DE-161), commissioned in fall 1943, was named for the three Barber brothers who died at their battle stations when the Oklahoma sank at Pearl Harbor. The ship was sponsored by their mother, Mrs. Peter Barber.

While Roosevelt was accurate in his assessment of a "date which will live in infamy" 80 years ago, he made another prescient declaration toward the end of his Day of Infamy speech. He said, "no matter how long it may take us to overcome this premeditated invasion, the American people in their righteous might will win through to absolute victory."

Thanks in part to the efforts of the people of NNSY throughout the war in ship construction, maintenance and modernization, Roosevelt proved right once again.

Right: The Mahan-class destroyer USS Downes (DD-375), built by NNSY and shown here during its April 1936 launching, was destroyed at Pearl Harbor. Machinery and equipment were salvaged to form the basis of the new Downes built at Mare Island Naval Shipyard, which retained both the name and hull number. The recommissioned ship's first mission was escorting convoys to Pearl Harbor in March 1944.

Below: The NNSY-built USS Tucker (DD-347), commissioned in July 1936, was in the midst of overhaul during the Pearl Harbor attack, but was already firing its .50 caliber machine guns by the time the ship's general quarters alarm sounded. Based on multiple reports, the ship's commanding officer claimed Tucker fired the first shot from American forces in defending Pearl Harbor.



NORFOLK NAVAL SHIPYARD

APPRENTICESHIP PROGRAM



ONE MISSION • ONE TEAM



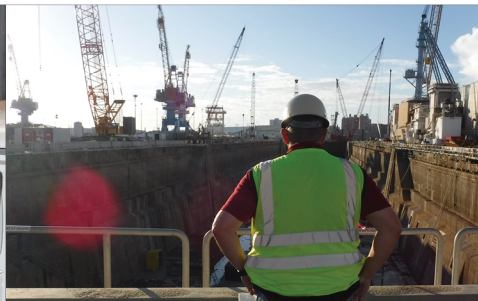
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ABOUT NNSY

OUR MISSION: We repair, modernize, and inactivate our Navy's warships and training platform.

OUR VISION: We strive to achieve our ultimate goal - deliver on time, every time, anywhere to protect America.

ONE TEAM: We are the NNSY Workforce! Together, we are one team in the mission of relentlessly chasing best ever performance in our stewardship of our nation's warships.

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NNSY's Family Ties: A USS Arizona Survivor's Interment

STORY BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST
PHOTOS COURTESY OF MARCUS W. ROBBINS • SHIPYARD HISTORIAN

Eighty years after the attack on Pearl Harbor on Dec. 7, 1941 – “a date which will live in infamy” – final respects will be paid to a former USS Arizona (BB 39) crewmember and Norfolk Naval Shipyard (NNSY) Ships Superintendent.

Harvey Milhorn, a gunner's mate serving aboard USS Arizona, survived the fireball that engulfed the ship and the attacks on Oahu, dying in 2002 at the age of 80. As one of the 335 survivors from the sinking of USS Arizona, Milhorn will be interred back on the sunken battleship on Dec. 7, the 80th National Pearl Harbor Remembrance Day.

After serving as a Ships Superintendent, Milhorn retired as an active duty lieutenant at NNSY in February 1970 after more than 30 years of naval service.

In the early morning hours of December 7, 1941, Milhorn and his close friend Russ Tanner finished breakfast onboard USS Arizona and went topside where they discussed plans for liberty, which was scheduled to commence at 10 a.m. At 7:55 a.m., Milhorn and Tanner heard machine gun fire in the distance and then witnessed a Japanese plane drop a torpedo into the portside of the USS Oklahoma (BB 37). Milhorn and Tanner knew the general quarters alarm would be sounding soon and immediately separated to go man their battle stations. Their breakfast and discussion of liberty plans would be the last time Milhorn would see or speak to his close friend and shipmate, who was killed during the attack.

As the attack continued, Milhorn was in one of the aft machine gun mounts on the Arizona and sent the rest of his gun crew to the forward magazine for ammunition. Suddenly there was a huge explosion and 150 tons of gun battery powder exploded killing his entire gun crew along with several others. Milhorn, having no choice but to abandon ship, swam through the flame-filled waters and took refuge with other survivors in the basement of officers' quarters. He immediately volunteered to continue the fight the day after the bombing onboard USS Tennessee (BB 43). Milhorn would later volunteer for duty on the USS Keosauqua (AT 38), and receive a the Purple Heart

medal for his injuries sustained during the attack, which resulted in the deaths of 1,177 men after the Japanese aerial bomb pierced the bow of Arizona, igniting the gunpowder for the battleship's big guns. Milhorn went on to serve another 54 months in the Pacific.

Working his way through the enlisted ranks, Milhorn would eventually earn the highest enlisted rank of Gunner's Mate Master Chief. In May 1961, Milhorn went on to earn a commission as a naval officer and was promoted to the rank of lieutenant (junior grade). In 1967, after completing a one-year tour in Vietnam, he transferred to NNSY to complete his naval service.

NNSY has a rich history where generations of family members have worked as ONE TEAM to meet NNSY's ONE MISSION of repairing, modernizing and inactivating our Navy's warships and training platforms. Lieutenant Harvey Hollis Milhorn's story of survival, service to country and his retirement at the shipyard is another example of NNSY's rich history. The USS Arizona was modernized in NNSY's historic Dry Dock 4 in the years prior to making her way to Pearl Harbor. Today at NNSY, Milhorn's granddaughter, Rachel Yarasavich, works as a Quality Control Engineer for Code 221's Quality Control Branch. Yarasavich said, “Having worked at NNSY for over 18 years has been a humbling experience. For me to work my way through the civilian Navy ranks, much like my grandfather did as a service member in the Navy, has been an honor. My grandfather was an important part of U.S. naval history that has shaped where our country is today. I am very proud of his service I will do everything I can to honor it.”

Milhorn will be the 45th person interred on the ship. With interment and full military honors planned for Dec. 7, Milhorn will again be reunited with his shipmates.



A Service to the Fleet historic photograph shows Lt. Harvey H. Milhorn (left) and Lt. Arthur P. Murray (right), former ships superintendents at Norfolk Naval Shipyard (NNSY), displaying a cake presented to them following their retirement ceremony in February 1970.

Friday, February 6, 1970

SERVICE TO THE FLEET

Page Three

15 Move To Higher Positions

Promotions awarded 15 shipyarders in personnel actions effective during the first half of January included 14 to higher GS ratings and one in the ungraded ranks.

The Planning Department's Design Division leads the list with nine of the 14 graded promotions going to employees in that division.

9 Receive Promotions

The employees who received promotions are Thomas W. Thacker Jr., Chauncey W. Walker Jr., Lester R. Smith, Arthur D. Morgan, Harry J. Werner, Ernest L. East, Harvey A. Miltier, Richard N. Rinehart, and Robert A. Kulenguski.

Thacker moved from a GS-9 to a GS-10 electronics technician, while Walker moved from a GS-7 to GS-9 naval architect. Smith went from a GS-7 drafting mechanical engineering technician to a GS-8 mechanical engineering technician. Morgan



MILHORN AND MURRAY RETIRE— Lt. Harvey H. Milhorn (left), and Lt. Arthur P. Murray (right), ship superintendents in the Production Department, display a cake presented to them following their retirement ceremony Friday with the assistance of Mrs. Irene L. Litchfield, secretary to the Production Officer. Pearl Harbor Dec. 7, 1941, spent 54 months in the Pacific, receiving the lieutenant (junior grade) Dec. 1, 1960, after completing Officers' Candidate School at the U.S. Naval Base, Newport, R.I. Milhorn has earned many medals and is retiring with 30 years 1 month and 18 days of service. Murray reported here in July 1968 and is retiring with 22 years of active service. He served aboard the USS Fulton, Tutuila, and Proteus. From 1963 to 1965 he served as nuclear planning officer at the Submarine Base in New London, Conn. Earlier he served as recruiter at the Recruiting Station in Brooklyn, N.Y. Among his many medals are the World War II Victory Medal and the Vietnam Service Medal. He will live at 920 East 29th St., Brooklyn.

24 Get Cash Awards For Job Performance

Awards totaling \$3,610 have been approved for 24 shipyard employees who have demonstrated superior achievements in the performance of their jobs.

Those who will be receiving their awards during the next few days at ceremonies in their individual shops and offices are William B. Tolson, Israel Addington, Hugh E. Brady, and Norwood W. Bizzell Jr., of Shop 67; Donald R. Hirst, Willis H. Bell, Patrick R. Spattfor, Ralph E. Newsome, Paul W. Flattum, Douglas M. Strawderman, Floyd Z. Savage and James H. Bunch of Shop 41; Evelyn E. Hundley of the Supply Department; Arthur L. Harrell of the Production Department; Mavis C. Williams of the Design Division; Nancy E. Hardee of the Supply Department; Sherman R. Coohon and James J. Haller of the Quality and Reliability Assurance Department; and James B. Stanley, Herman McCullough, William Powell, Robert J. Arnett, C. Dale Morris, Joseph E. Tripp, and John J. Gecewicz of Shop 99.

Four Receive \$200

Tolson, Addington, and Brady, all fire control mechanics, and Bizzell, an electronics mechanic,

age in the history of Shop 41, a job which at the outset appeared routine, but grew to more than 176,000 man hours of work. Besides the size of the work package, complications and additional work required diligent supervision, which the men gave with outstanding results.

Mrs. Hundley, a supply clerk in the material liaison branch, received a \$110 award for her work during the overhaul of the USS America. Although not assigned to the small combatant vessels section, she assumed much of the heavy work load due to personnel shortages, performing typing, screening excess listing, checking material availabilities at control points, in addition to her regular assignments. It has been estimated that her efforts eliminated the necessity of two hours of overtime each day for seven months thus saving the shipyard about \$1,164 in excess wages.

NORFOLK NAVAL SHIPYARD CELEBRATES NEW JOURNEYMEN IN DRIVE-THRU APPRENTICE GRADUATION

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST | PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER



Shipyard Commander Capt. Dianna Wolfson celebrates the achievements of the graduating apprentices during the “drive-thru” style Apprentice Graduation Nov. 23; Shop 89 Fabric Worker Mechanic Allyson Cross, the Norfolk Naval Shipyard Apprentice Program Class of 2021 valedictorian, received her Technician Career Studies Certificate. The 29-year-old Lakeland High School and Old Dominion graduate finished the program with a 3.923 GPA, which also earned her an early promotion.

Norfolk Naval Shipyard (NNSY) held a “drive-thru” style Apprentice Graduation Nov. 23 at Scott Center Annex in Portsmouth, Va., celebrating the achievements of the graduates becoming journeymen in their trades.

The 229 graduates, representing 23 trades across the shipyard, have completed a four-year training program, which includes academics, trade theory, and on-the-job experience. Upon graduation, the apprentices receive a Technician Career Studies Certificate and are converted to the journeyman level of their trade.

Due to recent COVID-19 guidance from the Secretary of the Navy limiting attendance to any Department of the Navy event to no more than 50 people, NNSY worked to instate the “drive-thru” style graduation in order to allow families, friends, and the shipyard workforce to be able to celebrate the accomplishments of the apprentices while they receive their certificate in-person.

“Congratulations to our graduates,” said Shipyard Commander Capt. Dianna Wolfson. “You are the ones who are going to lead America’s Shipyard and keep our Navy sailing well into the 21st century through the vital skills you bring to our ONE TEAM in the repair, modernization and inactivation of our warships and training platforms.”

The NNSY Apprentice Program Class of 2021 valedictorian was

Allyson Cross, a Shop 89 Fabric Worker Mechanic. The 29-year-old Lakeland High School and Old Dominion University graduate finished the NNSY Apprentice Program with a 3.923 GPA, which also earned her an early promotion.

“I’m so proud of our apprentices who have had to come many adversities during our time in the program, including facing the ongoing COVID-19 pandemic,” said Cross. “Many of us had to step into leadership roles to help bridge the gap in our workforce so we could still get the job done on time with first time quality and fulfilling the exceptional standards of our Navy. As we graduate today and take our place as journeymen within America’s Shipyard, I hope we can continue to excel in our roles as well as help mentor the apprentices and mechanics that follow behind us, instilling in them the same determination and integrity we have.”

This year marked the 108th anniversary of NNSY’s Apprentice Program, one of the most historic and honored apprentice programs in the Nation. The program has been recognized by the U.S. Department of Labor, in partnership with the Secretary’s Advisory Committee on Apprenticeship (ACA), as a 21st Century Registered Apprenticeship Trailblazer and Innovator.

The full photo album is available on the NNSY Facebook page: www.facebook.com/norfolknavalshipyard1/.



Culture Encompasses All: How Culture Plays a Part in All Pillars for NNSY's Strategic Framework

BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

In early 2021, Norfolk Naval Shipyard (NNSY) unveiled its Strategic Framework to the workforce, a tool that would be used to communicate the shipyard's path forward to achieving its vision of delivering ships on time, every time, everywhere to protect America. Each section was established to show how initiatives executed across the command tie together – to deliver our Navy's warships back to the fleet. Among these sections stood four pillars dedicated to critical focus areas of the shipyard to improve, standing atop the foundation block that encompasses all of what NNSY is about: culture.

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

Originally slated to be a pillar, culture was instated as the foundation as it is encompassed in everything being done at the shipyard. It was the intention that when NNSY's Culture Change Team (CCT) was established in fall 2018, it was built 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, education, and focus group feedback. As part of the team's ongoing mission, the CCT has joined forces with the four pillar teams across the shipyard: Infrastructure, Dependable Mission Delivery, People Development, and Process Improvement and Innovation. This partnership was established to assist in the efforts dedicated to addressing those critical focus areas while ensuring that culture plays a key part in all America's Shipyard aims to achieve.

"The CCT embedding on the pillars was to help ensure the teams consider the effects each initiative may have on culture, and if possible, modify as necessary," said CCT Co-Lead Jason Braun. "This embedding also allows any findings from the CCT initiatives to be directly inserted into the pillar teams for consideration of action. The strategic collaboration also ensures that we do not duplicate efforts."

CCT Co-Lead Carlynn Lucas added, "We're there to provide assistance in recognizing the ways different pieces of a larger system affect one another. This helps the organization identify barriers to change, strengthen and build communications, and create an environment that is conducive to learning. This will ultimately execute the change in culture."

CCT representatives sit in on all discussions and meetings related to the pillar teams, providing input and feedback as efforts are made to improve the shipyard for the better.

The Infrastructure Pillar is focused on improving the facilities, equipment, information technology, phones, and wireless connectivity within the shipyard, onboard vessels, as well as at off-yard sites. "Most initiatives have a direct effect on culture due to direct effect on a person's environment when it comes to the Infrastructure Pillar Team (IPT)," said Braun. "They have done an outstanding job establishing

initiatives to work on, looking for the best end result. The main consideration from the CCT typically is mitigating the negative effect the transition can have on people. Though it is impossible to keep everyone happy during the transitions, the IPT is trying to minimize the burden to everyone. Due to the CCT's involvement, it has allowed us to help communicate the current items and progress of the Infrastructure Pillar to the CCT initiatives."

The Dependable Mission Delivery Pillar is focused on measurably increasing the productive capacity to execute Intermediate and Depot (I&D) Level core mission work within authorized staffing levels. Productive capacity is defined as the number of people executing wrench-turning work within prescribed budgets on any given day. "The CCT involvement on the Dependable Mission Delivery Pillar Team (MPT) provides perspectives and assistance in shaping the actions, decisions, and initiatives sourced within the MPT, hoping to influence tasks with our C.O.R.E. values always in consideration," said CCT Lead Antonne Smalls. "We broaden the scope of assessment during storming sessions. We also attempt to mitigate the negative aspects of how we team, the impact to the team and NNSY culture. We also give input on the reasons behind systemic issues that hinder the success of MPT purpose and plans, while ultimately undergirding leadership's responsibility to create and manage NNSY culture."

The People Development Pillar is focused on developing the whole person through Brilliance on the Basics, improving technical skills, leadership skills, character development and selecting the best candidate to become a subject matter expert in their field. "The CCT believes there is a direct correlation between how a person is treated, their performance, and the impact on ship delivery," said Lucas. "With the People Development Pillar Team (PDPT) we identify, support, and complete initiatives to recruit, hire, and promote the best talent, influence the work environment, and invest in effective, achievable learning and development that focuses on professional, personal, and technical skills to unleash the full potential of the workforce in support of our command mission and vision."

The Process Improvement and Innovation (PI&I) Pillar is focused on aligning and focusing efforts to improve delivery of our mission, while accelerating, advocating for and fostering an environment and culture of Continuous Process Improvement and Innovation (CPI&I) to deliver ships. CCT Member Toya Wyche said, "We want to instill in our leadership and across the workforce that process improvement and innovation is something we should all aim to achieve and that we want to implement the systems and organizational framework in order to accelerate these endeavors to meet the shipyard's vision."

As NNSY continues to surge forward into the new year, so do the efforts of the CCT and the pillar teams as they aim to bring lasting change to the shipyard and its workforce. For more information or to learn how you can join the CCT efforts, email NNSY_CultureChangeTeam@navy.mil.

HOLIDAY SAFETY TIPS

The holiday season can bring festive cheer with decorations and more in full display. But it's important to follow some safety guidelines to prevent fire and other potential hazards and keep you and your family safe.

Fireplace Safety:

- Have your fireplace inspected to see if it needs to be cleaned during the holidays.
- Be sure to keep a screen on the fireplace to prevent embers from popping out and landing on the floor or carpet.
- Don't burn wrapping paper in the fireplace. The paper ignites quickly and burns intensely and could result in a flash fire. Only use seasoned wood.
- Be careful with "fire salts" which produce colored flames when thrown on wood fires. If swallowed, they can cause vomiting. They also contain heavy metals that can cause gastrointestinal irritation.

Christmas Tree Safety:

- Ensure your live tree is fresh to prevent burning. The needles should be hard to pull from the branches and don't break when bent between your fingers. The bottom of the trunk should be sticky with resin. If you tap the tree on the ground, few needles should fall off.
- Keep the tree away from heat sources such as fireplaces, vents, and radiators.
- Be sure to check the water level daily and make sure the stand is filled with water. Heated rooms will quickly dry out of the tree.
- Make sure your tree is not placed in high traffic areas and not blocking doorways.
- If you buy an artificial tree, be sure to look for the "fire resistant" label. The label doesn't guarantee the tree won't catch fire, but it does indicate the tree is more resistant to catching on fire.

Decorating Safety:

- If there are small children in the home, take special care to avoid heavy, sharp, or breakable decorations. Be sure children can't reach decorations with small, removable parts that can be swallowed or inhaled. Don't tempt children with decorations that resemble candy or food that they may try to eat.
- Check ladders for loose or missing screws, hinges, bolts and nuts before you use them.
- When decorating outside, use wooden or fiberglass ladders. Metal ladders can conduct electricity.
- Ladders should extend at least three feet past the edge of the roof.

Candle Safety:

- Only burn candles where you can keep an eye on them.
- Be sure to extinguish all candles when you go to bed, leave the room or leave the house.
- Ensure candles are placed on heat resistant, stable surfaces and where kids and pets can't reach them or knock them over.
- Candles should always be placed far away from items that could catch fire and burn easily, such as trees, decorations, curtains, and furniture.

Electrical Safety:

- Practice Christmas lights safety by buying your lights from reputable retailers. Check that your lights are approved by a nationally recognized testing lab such as UL, Intertek, or CSA. UL identifies products meeting safety requirements for indoor and outdoor use with a red holographic label. For indoor use only, the product will have a green holographic label.
- Be sure to check all lights and throw out any that have broken or cracked sockets, frayed or bare wires, or any loose connections.
- Never use electric lights on metallic trees.
- Make sure to use extension cords for their intended use - indoors, outdoors or both.
- Be sure to plug outdoor Christmas lights into circuits that are protected by Ground Fault Circuit Interrupters (GFCI).

Travel Safety:

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

Blood Connects Us All: Norfolk Naval Shipyard Continues the Fight on Emergency Blood Shortage

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

What do barbers and vampires have in common? Both have performed bloodletting procedures. Ah yes, you probably thought this was a start to a bad dad joke, but for centuries, barbers performed bloodletting procedures to help cure illness and restore health. Barbers were chosen to perform this procedure since they have experience working with sharp tools.

Barber-surgeons, as they were called at the time, would have a pole on display outside their shop. The pole represented the stick that the client would squeeze to pop out their veins. The red presents the blood and the white presents the bandages used to stem the bleeding. Later on, a blue stripe was added to the barbershop's symbol, although there is no confirmation on why the blue stripe was added, one theory is that it represents the vein that was cut for the bloodletting.

Although barbers no longer perform the bloodletting procedure, the practice of removing blood, or in the case of today's terminology, donating blood, is in heavy demand today. Surgeries that were postponed due to the COVID-19 pandemic are now present with more advanced diseases that require a more aggressive approach to treatment. The rise in overdoses, gun violence and other trauma during the pandemic has led to a depleted inventory.

The primary reason for Norfolk Naval Shipyard (NNSY) blood drives is the same as all other drives: required blood products are shipped every week downrange for deployed military members. Blood products received from NNSY also support the hospital patients' needs for medical treatment facilities in this region from Naval Medical Center Portsmouth to Camp Lejeune, North Carolina. There are 19 blood donor centers in the continental United States that assist each other when possible to send blood products. If there is a time issue, support is given from civilian donor program. In this region, it is the American Red Cross (ARC).

"NNSY has been consistent of meeting our goal of a minimum of 25 successful donors," said Armed Services Blood Program Division's Donor Recruiter Ralph Peters. "However, with the blood shortage, we need to go above and beyond our goal."

Recently blood drives onboard the shipyard increased from one to two per month to better capture willing donor volunteers. Having two days instead of one day to donate ensures a less wait time for the donor volunteer and offers an optional date due to a donor volunteer's work schedule.

The basic criteria to give blood is one must feel well, be rested, be hydrated, have eaten substantially before arriving, weigh at least 110 pounds, be at least 18 years old, have had no physical activity beforehand or waited at least 1.5 hours, and have their Common Access Card (CAC) or valid self-pictured driver's license. With these criteria, anyone who can access the shipyard, including family members, can volunteer.

A potential donor can walk-in or schedule an appointment at www.militarydonor.com. It is strongly encouraged to make online appointments at NNSY. This is because of the distance that volunteers come from to support these drives. Plus it will help lessen the wait time, which will help personnel in getting back to performing NNSY's mission a lot sooner.

"The mission of the Navy is to maintain, train and equip combat-ready naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas," said NNSY Installation Blood Drive Coordinator Melanie Prescott. "Here at NNSY, our motto is ONE MISSION – ONE TEAM. I like to think that 'ONE TEAM' expands outside our gates when it comes to equip combat-ready naval forces with blood products."

NNSY's next blood drive is Dec. 16 and Dec. 20 at Bldg. 1500, from 8:30 a.m. to 12 p.m. For more information, go to <https://www.Militaryblood.dod.mil>, <https://www.Militarydonor.com> and <https://www.redcrossblood.org/>.



From Left to Right: A shipyard employee donates blood recently at the Norfolk Naval Shipyard Blood Drive; Yardbird Sam and blood drive volunteers give the thumbs up at a recent blood drive at Norfolk Naval Shipyard.

COVID-19? Flu? Allergies? Which One Do I Have, Doc?

STORY BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

If someone has a fever and feeling fatigue, do they have COVID-19? If someone has a cough and a runny nose, is it allergies? If someone has a headache and a sore throat, it must be the flu. Right? Wrong!

“With COVID-19, the flu and allergies having similar symptoms, it can be difficult to tell them apart,” said Naval Medical Readiness Training Unit NMRTU Norfolk Naval Shipyard (NNSY) Occupational and Environmental Medicine Physician and Clinic Director Cmdr. Scott Welch. “However, each has some more common symptoms that distinguish them from one another.”

The differences are how quick a person would start to have symptoms. Allergies are quicker than flu, which is quicker than COVID-19. The main symptoms vary in that the flu and COVID-19 will likely have a cough and fever, but flu will be a dry cough, and COVID-19 may also have the loss of smell and taste. Allergies, on the other hand, will just lead to a stuffy nose and itchy, watery eyes without a fever or cough.

So what exactly are the difference between COVID-19, the flu and allergies? Both COVID-19 and the flu are caused by viruses—COVID-19 by the SARS CoV-2 (a coronavirus) and the flu by influenza (an orthomyxovirus). “Both of these have the potential to make us ill and can also be spread to others and make them sick,” said Welch. “On the other hand, allergies are caused by our body having a response to allergens - pollen, dander, mold, etc. We will be uncomfortable, but typically the seasonal allergies will not make us ill and we can’t pass them on to others as they aren’t infectious.”

The tricky part about infectious diseases such as COVID-19 and influenza is that there is more impact than just to the individual. There is the “collateral damage” to others, and since each person is different, there is no guarantee that just because one person had a mild course of disease, that someone they pass it on to will have the same course. “We continue to suffer through this pandemic because we are putting individual liberties and freedoms ahead of the common good,” said Welch. “In the end, we all suffer - through illness and death of loved ones, which can lead to lost time at work or, even worse, lost workers, which contributes to shortages in manufacturing of goods and delivery of services. It also causes a shortage in our health care resources, not just for COVID-19 related issues, but for other diseases and disorders.”

Prevention is the best line of defense. It is all about staying vigilant on the basics, including mask wearing, physical distancing, washing hands and getting vaccinated to better prevent the spread of the virus. The more the viruses are allowed to spread, the greater the risk of them mutating into more dangerous variants. This happens every so often with influenza, such as the H1N1 pandemic in 2009, but COVID-19 is proving to be more dangerous in how much easier it spreads, how much sicker it makes people, and how quickly it mutates into more concerning variants. For allergies, individuals should try to avoid what triggers reactions and take some over-the-counter or prescribed medication to dampen the body’s response if needed.

For all federal employees and active duty military, the COVID-19 vaccine is mandated. Federal employees, active duty, retired and reserved military personnel and their dependents can receive their vaccination at Naval Medical Center Portsmouth (NMCP), or at a

variety of pharmacies throughout the area. For NMCP, you can use the Defense Health Agency appointment portal <https://informatics-stage.health.mil/COVAX> to schedule a vaccine appointment. They can also get their vaccination out in town at various pharmacies and vaccination centers. To schedule a visit out in town go to www.vaccine.gov.

The flu vaccination is also recommended and, in some cases, mandatory. “For health care workers at many health care facilities, such as all military facilities, including NMCP and service members, it is required,” said Welch. “Regardless, it is always recommended to get the flu vaccine for the same reasons that the COVID-19 vaccines have been recommended. It helps reduce the risk for severe disease and for passing it along to others, especially those who cannot get the vaccine and who are more at risk for severe disease and death. The flu vaccine is available at NMCP, primary care physicians, and pharmacies.”

Always remember that during the pandemic, it’s important to take after NASA. Give people space.

For more information on COVID-19, visit <https://www.cdc.gov/coronavirus/2019-nCoV/index.html>, <https://www.navy.mil/US-Navy-COVID-19-Updates/>, and <https://www.navsea.navy.mil/Resources/Coronavirus/>. For more information on influenza, visit <https://www.cdc.gov/flu/index.htm>.



CREATING BEST PRACTICES THROUGH TEAMWORK:

CARRIER TEAM ONE PARTNERS WITH NAVSEA, SHIPYARDS, AND MORE ON ESTABLISHING GUIDANCE FOR EXECUTABILITY ASSESSMENTS FOR CARRIER AVAILABILITIES

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

Representatives of Carrier Team One (CT1) recently partnered with Norfolk Naval Shipyard (NNSY), Puget Sound Naval Shipyard and Intermediate Maintenance Facility (PSNS&IMF), and Naval Sea Systems Command (NAVSEA) to establish clear guidance for Executability Assessments (EA) for carrier availabilities across the enterprise.

The corporate alignment recently came about when CT1 Availability Work Package and Cost Analysis Process Master Kendra Dildy investigated the policies and guidance for EAs within the Knowledge Sharing Network (KSN) and found that implementations differed across the enterprise.

“EAs and the knowledge market agreements (KMA) are tools that are used to ensure we are openly communicating with our customers on the work being done and if certain work can be completed as requested,” said CT1 Program Director Kelly Souders. “One of the four business objectives of CT1 is that we deliver carriers on time. In order to do that, we manage the mature processes and make sure they are implemented on our availabilities. When our tools in place aren’t working as they should and everyone isn’t aligned on the work being done, we cannot meet those objectives. Kendra noted this and stepped up to the plate with representatives from the other yards to find a solution.”

Dildy worked with NAVSEA and representatives from both NNSY and PSNS&IMF on developing an EA summit so all could be part of the way forward, providing input and finalizing a process that would be able to be followed by all involved.

“We took a deep dive into the process and guidance, everyone providing best practices on what works in dealing with EAs,” said Dildy. “We took the attributes of both past processes and those practices to develop a letter from scratch that would not only provide guidance for all but would also be easy to follow so that anyone new to the processes could easily step in and be aligned. The team at the summit was driven to find a solution and worked hard every step of the way to get it done. Everyone stepped up to the plate and assisted in making this a successful venture.”

The tool is currently being finalized and CT1 has encouraged all who work with EAs and the KSN to begin utilizing the new process. For more information, visit <https://usff.navy.deps.mil/sites/cnal/CT1/SitePages/Home.aspx> or <https://www.facebook.com/CarrierTeam1/>.

Deliberate & Intentional with Diversity, Equity, and Inclusion

BY TARANE PARKER • DIVERSITY, EQUITY AND INCLUSION DIRECTOR

There are many conceptual ideas on how to achieve sustainability throughout society. “Sustainability” means to maintain a certain rate or level. We are making strides in becoming a more inclusive environment here at NNSY. So, as we strategically and tactically move the needle forward towards more inclusion, we must be forward thinking and think about ways to sustain such an inclusive environment once we arrive at that goal.

We are aware that everything that exists today, be it products, policies, or procedures, has evolved from an earlier version of itself. For over 250 years NNSY has supported this great Nation, yet we find that some earlier ideas and concepts have remained due to their relevancy and others have not. Perhaps they have become obsolete because they were not a good fit for sustainability.

For the sake of sustaining an inclusive environment, it is vital that organizations fight the urge to put forth linear products, processes, or policies as the solution simply in attempt to create sustainability without exerting the adequate time to consider the underlying drivers and or unintended consequences that could exist. For those reasons, it is prudent that sustainability should be periodically reviewed depending on how often the established products, processes, or policies require updating to remain relevant, especially as they relate to creating a more inclusive environment.

A diverse, equitable and inclusive culture is an integral part in whether an organization will and can sustain an inclusive environment. Sustainable inclusion becomes visible when an organization is aligned on all levels. Furthermore, a sustainable environment becomes more of a certainty when there is a well-defined and shared vision among the workforce. It is no surprise that a more diverse and inclusive workforce has many advantages ranging from attracting and maintaining innovative talent to increasing employee performance, to increasing a more sustained inclusive environment.

Practices to Sustain an Inclusive Environment:

- Leadership buy-in at all levels
- Integration of diversity and inclusivity in C.O.R.E.
- Model inclusive language and behavior
- Build trust through transparency and vulnerability
- Promote safe environments for difficult conversations (Uncomfortable Conversations can be beneficial)
- Periodic review of antiquated policies and processes that are barriers to inclusion
- Public celebration of a diverse and inclusive workforce
- Public performance recognition for the workforce
- Continuous training on DE&I (Unconscious Bias Training)
- Multilingual signage that is representative of a diverse workforce
- Increased mentorship at all levels
- Respect and leverage the generational divide (Increase collaboration)

The journey to becoming and sustaining a more inclusive environment is each and every employee’s responsibility. We all have a party and role to play. Everyone has a voice that matters. No idea or diverse thought should be discounted because we do not necessarily agree with the thought. “When we listen and celebrate what is both common and different, we become wiser, more inclusive, and better as an organization.” — Pat Wadors. This is part of how we sustain an inclusive environment on we reach that milestone. ONE MISSION - ONE TEAM!

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NOBODY GETS HURT T⊕DAY: SAFETY FIRST!



Congratulations to NNSY's Boilermaker Shop (Shop 41), winner of the August 2021 Safety Flag! NNSY Production Resources Officer Captain Michael Oberdorf presented the flag Oct. 20 and congratulated shop members for having no injuries or lost workday cases for the month. Shop 41 personnel prioritize mitigating hazards both for themselves and ensuring safety for project teams and ship crews working overhauls such as USS Dwight D. Eisenhower (CVN 69) and USS Toledo (SSN 769). (Photo by Tony Anderson, NNSY Photographer.)

Supervisors Sign Conduct, Standards, and Expectations Contract at NNSY and NFPC



The Supervisor Conduct, Standards and Expectations Contract began with Norfolk Naval Shipyard's People Development Pillar Team and the Culture Change Team. "This is a commitment to protect and support our people. It is important leadership reaffirm why we are here and hold ourselves accountable," said Shipyard Commander Dianna Wolfson.

The Supervisor Contract establishes general conduct expectations for supervisors in taking care of their people and ensuring a positive and professional workplace environment.

The contract ultimately ensures the supervisor accepts responsibility for their own behavior, is ensuring accountability within a work group, continually demonstrates integrity and character, and supportive of the NNSY Strategic Framework.

LEFT: Supervisors at Norfolk Naval Shipyard's (NNSY) Naval Foundry and Propeller Center (NFPC) detachment, Philadelphia, Pennsylvania, signed an oversized Supervisors Conduct, Standards and Expectations Contract and placed it in a central area of the shop so all employees could see and better understand the intent of the contract.

C-FRAM FRAUD SCHEME AWARENESS

DECEMBER EDITION: ASSET MISAPPROPRIATION

Theft of government funds on property. Purchase or requisition of items by a government employee for personal use or resale.

DOD EXAMPLE

Retired Army Sergeant First Class William Chamberlain admitted he conspired with the members of his Special Forces team to steal approximately \$200,000 in government funds during a deployment with the 3rd Special Forces Group to Forward Operating Base Fenty, Afghanistan, from July 2009 to January 2010. Chamberlain and his team converted some of the proceeds to postal money orders, and concealed and smuggled the funds back to the United States. In January 2020, Chamberlain pleaded guilty to conspiracy to steal government funds and receiving stolen government property. In July 2020, he was sentenced to three years probation, ordered to pay \$40,000 in restitution and a \$200 special assessment fee, and forfeit \$40,000. In July 2020, the Army Procurement Fraud Division debarred Chamberlain until July 7, 2025. The Suspension and Debarment Official's based the decision to debar him for longer than three years on the seriousness of his crimes and aggravating factors.

NAVY EXAMPLE

On October 13, 2020, Saulina Helen Eady was sentenced to three years in Federal prison, followed by three years of supervised release, for conspiracy to commit mail and wire fraud. This sentence was in connection with a fraudulent scheme to obtain goods with what appeared to be a Navy email address. However, the email address was actually a personal email address. Eady was also ordered to pay restitution in the full amount of one of the victim's losses, which totaled over \$640,000. According to the plea agreement, Eady and her co-conspirators used the fake Navy email address, forms, titles, and addresses to pose as a government contracting agent to fraudulently obtain merchandise, including large-screen televisions, specialized communications equipment, cellular telephones, and computers. Those items were then shipped to Eady and others on the West Coast, who would sell the stolen goods and keep the proceeds.

INDICATORS (RED FLAGS)

Living beyond one's means; never/rarely taking leave; missing or altered documents.



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.

*Happy
Holidays
from
America's
Shipyard*



ONE MISSION • ONE TEAM

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