# Service to the Fleet

Norfolk Naval Shipyard "Any Ship, Any Time, Any Where" April 2011


## Strategic Goal No. 5

### NNSY Facility Management

Supporting the workforce,

Maintaining and Modernizing NNSY

PAGE 7

NNSY's Dry Dock 8 during its renovation and extension


# Service to the Fleet

*Shipyard Commander, Rear Adm. (Sel) Gregory Thomas, discusses Norfolk Naval Shipyard's (NNSY) mission, workload and hiring plan with members of the Churchland Rotary Club in Portsmouth on March 22. (Photo by Jeff Cunningham, NNSY's Public Affairs Officer.)*

## Inside This Issue:




# Service to the Fleet

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**ON THE COVER:** Dry Dock 8's renovation and extension project started in July 2007 and ended in Sept. 2010. In addition to placing all new concrete walls in the dock, the dry dock was expanded 69 feet to accommodate the newest Nimitz-class aircraft carriers. The W.F. Magann Corporation performed the work, pouring approximately 23,000 cubic yards of concrete and using over 1,600 tons of reinforcing steel on the project.

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# Commander's Comments

by the Shipyard Commander, Rear Admiral (SEL) Gregory R. Thomas

## Facility Management at NNSY

The topic of this column is our fifth Strategic Objective, Facility Management. Facility Management is of utmost importance to our work as a shipyard. Without docks and piers, we are not a shipyard. To support our people's work in those docks and piers, we need to invest in their office spaces. Investment in Facility Management must balance both the Navy's mission and our workforce's quality of work life.

Before we delve into that, I'd like to thank the folks who excelled at the shipyard in recent weeks. The USS *West Virginia (SSBN 736)* Project Team, drydocking team and services team executed a great docking event. In an example of how the shipyard walks the talk on emphasizing *safety first* and schedule second, we delayed docking the ship a day because of unfavorable weather conditions on the original docking date. We never want to allow hazards in our work if they can be mitigated, so we waited for suitable weather and had a safe docking as a result.

The Facility Management Strategic Objective is a great way to apply the disciplines of a Learning Organization, particularly the discipline of Systems Thinking. Systems Thinking is a way of thinking about, and a language for describing and understanding, the forces and interrelationships that shape the behavior of systems.

When I speak of our facilities, I'm referring not only to the infrastructure of the buildings, but also the equipment and plant property that populate those buildings. In order to effectively execute our work, those facilities and infrastructure need to support the work we do, in both work flow and in upholding our quality standards.

The standards that we achieve in our facilities should match the standards that we practice in our work on the waterfront. It is difficult for our mechanics to perform quality work on the ships and submarines entrusted to us in a facility that is not properly maintained and modernized.

In order to develop and sustain the right working environment, we have a mission-based Facilities Improvement Plan (for more info, see the "Vision 2035" document linked on the NNSY InfoWeb). Lean tools and Learning Organization disciplines are being employed to optimize shop layout for both mission effectiveness and for our workforce's Quality of Work Life.

To gain support for investment in our facilities and equipment, we must always relate it back to our mission and Quality of Work Life, and demonstrate we are good stewards of the facilities and equipment entrusted to us. Many of the distinguished visitors to our shipyard—representatives of the Office of Secretary of Defense, OPNAV and N4 staff—are required to make the case for necessary improvements to Navy facilities across the Nation. As people are more likely to invest in those who invest in themselves, it is easier to convince the Navy to invest in us if we take care of what we have.

In order to do this, we cannot accept deficiencies in our working conditions. We need to document them, fix as many as we can immediately, and if they cannot be fixed outright, the conditions need to be mitigated and a plan put in place to fix them.

As the shipyard accurately characterizes the required investments the Navy needs to make in our shipyard, and together we invest daily in the maintaining our facilities to high standards, we will be embracing the fifth LO discipline--Systems Thinking--and show that a well-maintained facility allows us to achieve our mission of Any Ship, Any Time, Anywhere, and achieve excellence in our service to the Nation.

G. R. Thomas

# CMC's Corner

by Scott Kelley, NNSY Command Master Chief

Please join me in congratulating Electronics Technician First Class Petty Officer (ET1) Shredreka Cooper as the NAVSEA 04 East Coast Region Sailor of the Year (SOY).

She was invited up to NAVSEA headquarters and to the Navy Yard in the Nation's Capitol for a week of celebration, training, and finally the NAVSEA Sailor of the Year board

Cooper was outstanding throughout the entire process and was selected as the runner up for the NAVSEA SOY.

We at NNSY are very proud of her and all of her accomplishments. Cooper also received a Navy Achievement Medal from Vice Admiral McCoy for her significant achievements.

## NNSY Welcomes Home MM2 Jacob Green

From left to right*: NNSY Command Master Chief, Scott Kelley; NNSY Shipyard Commander, RADM (Sel) Gregory Thomas; GSCM Kerry Burnham (Leading Chief Petty Officer); MM2 Jacob Green; Jachai Gray; Irene Green; NNSY Deputy Commander, Captain Robert Finley; MM1 Peter Stevens (FCPOA); EN1 Cory James (FCPOA); EM1 Jarvis Wright (FCPOA/Former IA); EN1 Brandice Carlson (shipmate); and AE1 Kenneth Scruggs (FCPOA).*

A welcoming committee met Machinist Mate Second Class Petty Officer Jacob Green at Norfolk International Airport as he returned home March 6.

Green was deployed to Iraq in January 2010 and upon his return from deployment, his family, friends and senior leaders of Norfolk Naval Shipyard (NNSY) were on hand to welcome him back stateside.

Green's hard work and dedication overseas is a tribute to our safety and protection. NNSY salutes all Individual Augmentees (IAs) for their commitment to duty and wish them all a safe return (*see list of IAs on Page 6*).

# Shipyard Spotlight:

## Master Chief Douglas Heater

### Senior Enlisted Diving Advisor, NNSY Dive Locker

*By Michael Brayshaw, Code 1160 Public Affairs Specialist*

For more than 27 years in the Navy, Master Chief Navy Diver Douglas Heater has lived his dream job.

Currently serving at the Norfolk Naval Shipyard Dive Locker since June 2009 as Senior Master Diver and Enlisted Advisor, Heater manages the locker's production, training and budgets for 72 enlisted personnel and 31 civilians. The Dive Locker specializes in a multitude of underwater tasks with inspections, maintenance and repair on all Navy vessels.

"Diving was my dream job as a kid," Heater said. "[French naval officer and explorer] Jacques Costeau was my hero. I grew up on Lake Michigan . . . it was cold water, but it was always something I wanted to do."

Heater's dream job has carried him all around the world, from the frigid waters of Scotland to the bathwater temperatures of Hawaii. The majority of his career transpired while the Navy assigned specific dive lockers of 15-18 personnel to sub tenders, destroyer tenders and repair and salvage ships; Heater enjoyed stints working on USS *Hunley* (AS 31), USS *McKee* (AS 41), USS *Safeguard* (ARS 25), and USS *Grasp* (ARS 24).

Heater added after divers were no longer assigned to specific vessels, the teams consolidated into SIMA-Norfolk before eventually becoming the NNSY Dive Locker.

In addition to ships, Heater also served with noteworthy commands like the Naval Expeditionary Combat Command and Pearl Harbor's Mobile Diving Salvage Unit One, which he says is a career highlight. "I did several deployments [there] that were pretty memorable, one I did was for an MIA in Vietnam, where we actually found remains. That was the most rewarding tour in my career . . . going into that country, setting up the diving and actually finding the remains of the pilot who got shot down after 38 years."

Proving to have as much skill as passion for his job, Heater also spent several years as an instructor at Pearl Harbor's Second Class Dive School. "That was one of the best assignments I ever had!" he recalled. "It's great being able to teach something that you love. I love diving, and love doing the type of diving that the Navy does. Chief [Adam] Kimbrell who is stationed here, he was one of my students."

Now as the senior enlisted leader at the NNSY Dive Locker, he said he "manages the career progressions for all the guys here, that's what I spend a lot of time doing so they can move forward and advance and take my job. I'm trying to work myself out of a job! You have to train your relief. Everywhere I've gone, my focus is to always leave things a little better. I want

***Cont'd on Pg. 13***


*WATER 'HEATER'--Master Chief Douglas Heater with the NNSY Dive Locker mascot, "Jake." (Photo by Shelby Wilfong, a Norfolk Ship Support Activity Public Affairs Technician.)*

# Remember Our NNSY Servicemembers Deployed Overseas and their Families

## Mission:

*We are NNSY, continuously driving to excellence and delivering service to the Fleet safely with the right quality on schedule and within budget*

## Vision:

*NNSY is recognized as a world class organization in executing our mission, developing our people, and aggressively improving performance at the state of the art facility*

## Values:

*Character and competence*

Surface Sonar Technician Second Class Christopher Norwood IRAQ
Machinist Mate Second Class Eric Dartnell AFGHAN
Machinist Mate Second Class Jacob Green IRAQ
Engineman Second Class Johnny Abner GTMO
Machinist Mate Third Class Kimberly Glenn GTMO
Machinist Mate Third Leslie Crawley GTMO
Master-at-Arm Second Class Luis Velazquezdelgado GTMO
Engineman First Class Tyrone Jr. Kelly GTMO
Engineman Erik Harris GTMO
Aviation Electronics Technician Second Class Michale Plocar AFGHAN
Machinist Mate Second Class Cedric Leverette KUWAIT
Machinst Mate Second Class Shane Griffeth GTMO
Fire Controlmen Second Class Walter Jameson GTMO
Aviation Electronic Technician Scott Hoag GTMO
Hull Maintenance Technician Charles Wilkinson GTMO
Machinist Mate Second Class Pierce Ruef GTMO
Electricians Mate First Class Charles Amos GTMO
Machinist Mate Second Class Bryan Mazac GTMO
Machinist Mate Second James Tait GTMO
Mechanical, Gas Turbine System Second Class Ryan Henderson GTMO
Aviation Technician Second Class Jesse Kramer GTMO
Electricians Mate Second Class Simon Piedra GTMO
Machinist Mate Second Class Michael Clark GTMO
Electronics Technician First Class Eric Terry AFGHAN
Electronics Technician Second Class Christopher GTMO
Engineman Second Class Clifford Williams GTMO
Machinists Mate Second Class Kevin Butler GTMO
Gunners Mate Second Class Daniel Stoops GTMO
Machinist Mate Second Class Jason Cockrum GTMO
Electricians Mate Second Class Michael Turner KUWAIT
Hull Maintenance Technician Second Class Charles Horgan AFGHAN
Seaman, Master-at-Arms Shane McClennen HONDURAS
Master-at-Arms Second Class Travis Alston GTMO
Maintenance Gas Turbine System Second Class Jacon Norton GTMO
Machinist Mate Second Class Dasan Bulls AFGHAN
Lt. Cmdr. Eric Williams AFGHAN
Fire Controlman First Class Joseph Holyfield IRAQ
Master-at-Arms Second Class James Razanauskas IRAQ
Aviation Maintenance Administrationman
First Class Deana Martiz IRAQ
Chief, Master-at-Arms Mac Blakeney IRAQ

***"Glad to be of service to our Fleet in such a needed time as this and always. We love our troops and we are here for you every step of the way as you are there for us. God bless America."***

*~ Contributed by Cheryl Artis, Code 971 HAZMAT Attendant*

# NNSY's Six Strategic Goals

## Goal No. 5--Facility Management

*By Jennifer Zingalie, Code 1160 Public Affairs Specialist*

*In support of NNSY Vision 2035, which focuses on improving the three P's (People, Process, Plant), Dry Dock 8 recently underwent an extension process of 69 feet to accommodate the new Gerald R. Ford-class of carriers, as well as getting an upgrade to the electrical distribution system. This is one of many projects being done to modernize NNSY and support the mission of the U.S. Navy.*

Maintaining shipyard facilities is extremely important. Why? Often times when a ship docks here for repairs, its power is shut down and it is run entirely through temporary services. In essence, for the time needed, the shipyard serves as its heartbeat.

Facility Management provides readiness to support work on the waterfront, which in turn supports the readiness of the U.S. Navy Fleet. This includes maintenance to shops, spaces, equipment, piers and docks. Because the shipyard has not been updated since World War II, some maintenance requires modernization as well as re-configuration. Often many of these types of projects are first conducted through Lean events, a management philosophy that focuses on reducing wastes. These changes serve to support the shipyard's mission--maintaining ships--versus what it was originally erected for, to build them.

The Facility Management Team, also known as Strategic Team Five, was born from the Norfolk Naval Shipyard 2011-2015 Strategic Plan. Team goals not only include maintaining facilities, but also raising standards by making improvements all around. They also helped identify items which will require integration of new technology or re-configuration of inside and outside spaces relevant to the future and mission of the shipyard.

The team members--who are perhaps pioneers of using Learning Organization (LO) concepts such as team learning and shared vision--consists of an integration of NNSY engineering and production codes as well as labor organizations and also Naval Facilities (NAVFAC), since they perform the majority of the work. Team leads are James Crunden of Code 980 (Production Facility and Equipment Management Division) and Cameron Harper of Code 3910N (Nuclear Facilities Equipment).

Harper explained because of the dynamics of the team, at first the various members sat at "different ends of the table." Ultimately, they worked through diverse mental models. After several dialogues, each member held a shared vision of team goals in regards to the future state of NNSY facilities.

Some may have noticed ongoing upgrades to the waterfront. "We have done about $500 million worth of waterfront renovations," explained Harper. These include renovations to Pier 3 as well as elongation of Dry Dock 8 by 69 feet which will support the new *Gerald R. Ford*-class carrier (which uses electrical power). This carrier is currently under construction at Northrop Grumman Shipbuilding--Newport News.

Still to come for the waterfront are renovations to Piers 4 and 5, as well as the demolition of Dry Docks 6 and 7 (currently not in use) with a facility built over this space which will allow project space and material availability.

*Continued on page 14*

# Talking Shop:
## Shop 31 (Inside Machine)

*By Brian McNeal, NNSY Public Affairs Specialist*

Do you need high-pressure air provided to a pier-side ship or submarine? Do you need a custom-made cutting machine to be used aboard a ship located on the other side of the world? Do you need to craft a unique tool to perform maintenance work inside a ship's power plant? If you have answered yes to any of these questions, than perhaps you have done work with one or more of the 275 members of Shop 31.

Shop 31 is part of Code 930's Mechanical Group and is spilt into multiple areas: Tool Making and Design; Nuclear and Nonnuclear Equipment Maintenance; High Pressure Air; and Component Repair and Manufacturing. "Shop 31 is a large organization that manufactures items whether they are metal, plastic or just about anything else through a variety of machining processes," said Mechanical Nuclear Director Wesley Hill. "They are also tasked to disassemble, repair and test shipboard mechanical systems whether they are water, steam or fuel-related. Pretty much anything mechanical that is removed from carriers, L-decks or submarines that needs to be repaired is sent to Shop 31."

*Toolmaker Jim Oswald uses a digital micrometer to measure an outside diameter on a Computer Numerically Controlled (CNC) engine lathe. (Shop 31 photos by Dennis Casteen, Code 931 Machinist.)*

The maintenance group performs repairs to over 4,800 pieces of Industrial Plant and Minor Property Equipment for many codes and shops throughout the shipyard. In addition, they provide high-pressure air which is essential to support testing and maintaining ship's systems. The nuclear maintenance group performs work on a variety of components including nuclear breathing air boxes, pumps, nuclear and refueling chain falls, vacuum adaptors and special tools.

The manufacturing section performs repairs to ship's mechanical equipment. Although they repair essential shipboard equipment such as pumps, electric motors and hydraulic systems, they can trace their roots back to the early days of steam-driven power plants.

Shop 31's toolmakers' primary mission is to design and manufacture specialized portable

cutting machines. They also craft custom tools and equipment used to perform many tasks. "Our ships and sub's reactors have certain pieces of equipment that require special tooling that you can't just go to the hardware store and buy," said Mechanical Shop Production Manager John Gibbs, who began his career at Norfolk Naval Shipyard as a toolmaker in 1979. "Basically they make specialized tooling, sometimes out of a raw piece of bar stock, for whatever issue may come up. We have a tool design section that actually draws and designs tools and after the engineers approve them, the toolmakers make the parts."

Although toolmaking has been a part of shipbuilding since its inception, it has evolved into a high-tech field capable of producing tools to exact specifications. Said Gibbs, "Years ago a Tool Designer would have used a T-square and drafting table to draw a cutting machine that needed to be manufactured. Today, we use AutoCAD (Computer Animated Design) and Solid Edge (3D parametric solid modeler). Soon we will begin using a rapid prototyping machine that can make a three dimensional plastic replica of a particular part/component."

The shop has undergone quite a few changes over the past few years, in an effort to streamline and right-size the workload. One of the biggest challenges is adjusting to the reduced number of experienced personnel. "In years past, we had more guys with 20 to 25 years of experience. Today we just have a few. So when there is a window of opportunity we try to hire more employees. However, as fast as we try to hire new employees if not sooner, we lose other employees to promotions or retirements," said Gibbs.

*Toolmaker Ken Brink measures a work piece on a Computer Numerically Controlled (CNC) milling machine with digital vernier calipers. Engine lathes are used to produce cylindrical shapes of all types and are the metal cutting machines most commonly associated with machine work.*

In order to overcome this shortfall, peer-to-peer training must become more of a priority, said Toolmaker Work Leader David Whitley. "I came in back in '87 through the apprenticeship program. My class had 40 or so people in it. Now we have 10 or 12 people. The mentoring has to be more hands-on to make up for that vacuum."

The shop's efforts to overcome manning shortfalls while maintaining production levels, have not gone unnoticed. During a visit in 2009, Naval Sea Systems Commander, Vice Adm. Kevin McCoy said, "The two things I value most are passion and action—the ability to get stuff done. I felt that group's passion—doing their job, doing it better, and finding new ways of doing things. That for me is what I look for when I walk around these places."

# Ready to Launch

## NNSY repairs USS Dwight D. Eisenhower's catapult launch system

*NNSY shop personnel install new catapult steam piping onboard the USS Dwight D. Eisenhower (CVN 69). Front row, from left to right are: Rigger Rashawn Holland; Welder Mike Riley; Welder Foreman David Griffin; Rigger Foreman R.W. Glenn; and Rigger Mervin Pile. Back row, left to right: Pipefitter Michael Mason; Welder Foreman Robert Grier; Rigger Chaz Deloatch; Rigger Lavez Lewis; Welder Prentiss Freeman; Pipefitter Randy Thurman; Rigger Brian Cromwell; and Rigger Melvin Johnson. Not pictured are Shop 26 Welders Todd Scott, John Mintz, Greg Little, Dean Teabo and Steve Smith. (Photos by Bill Black, Code 1170 Photographer.)*

*By Michael Brayshaw, NNSY Public Affairs Specialist*

Confined spaces. A compressed schedule. Material that weighs 180 lbs. per linear foot. A task that had not been performed at Norfolk Naval Shipyard (NNSY) in over 20 years.

These were just some of the challenges Shop 56 (Pipefitter), Shop 26 (Welder) and Shop 72 (Rigger) faced replacing the steam piping for USS *Dwight D. Eisenhower's* (CVN 69) catapult launch system. While this task was not in the "Ike's" Planned Incremental Availability work package, conditions identified during inspections in early February made replacement a necessity.

"This is the system that catapults the jets off the flight deck, and is the main reason the carrier exists," said David Bittle, Code 960 Production Superintendent. "It's been a huge task for the shipyard, but has worked out very well for us."

Shipyard personnel replaced approximately 80 feet of various-sized piping. To effectively perform this emergent short-fuse job, upwards of 40 employees worked around the clock with the support of many others across the various shops. Using precise molds of the thick-walled, twisting elbow-style piping, Shop 56 constructed the new pieces, with Shop 26 performing the welds. The piping required so much filler material to even it out that it took "three days around the clock to weld one joint," said Code 960 Surface Ship Director, James Beagle.

Another challenge was qualifying and proving the welding technique of numerous shipyard welders to perform this work. Inside Shop Pipefitter Work Leader Wade Casper, a 38-year veteran of the shipyard, recalled that "Back in '87, we did something similar on the [USS] *America* (CV 66) replacing the catapult piping, but hadn't done anything like it since."

"It's a critical path to the completion of the availability," said Bittle, "and such a precise job that when they rig [the piping] into

place, the joints are fitted to within thousandths of an inch."

The job was so integral to the carrier's mission that Eisenhower's Commanding Officer, Captain Marcus Hitchcock, personally visited the Pipefitter Shop to examine the job in progress. During 2009 and 2010, Eisenhower had a total of 19,315 launches.

As part of NNSY's continuing efforts to become a Learning Organization, the launch system repair team held a Learning Cell with the Engineering and Planning Department. NNSY's Engineering and Planning Manager Mike Zydron said outcomes from this Learning Cell were ensuring team makeup remained constant instead of a daily changeout of personnel, and making sure everyone involved had a clear understanding of the job. "Most importantly, we had a shared vision on the goal of completing the work safely with first time quality, on time and at cost with an eye towards the customer at all times," said Zydron.

Vital contributors to the project's success in planning and execution were Zone Manager Gary Gordon and Shop 56 Supervisor Richard Altman. Bobby Diaz, Assistant Chief Engineer, said "Engineering and production leadership were aligned from the top down on this work. Team ship checks, brainstorming and decision making were crucial."

X-ray inspections performed at the shipyard ensured the integrity of the piping welds. The final piece of piping was installed on March 21. An access cut had to be made on Eisenhower for transporting the catapult steam piping to and from the carrier. The pieces are so large they had to be lifted onto the carrier by crane or large forklift.

Greg Morris, Inside Shop Supervisor, said, "My guys have done a great job! I can't say enough about those who've done the work." Morris said exemplary shop personnel included Pipefitters Robert Aydlett, Brian Newsome, Scott Philbrick and Alan Lowe. Welding Supervisor Rich Stevenson commended Welders Sean Folston, Derek Metzger, Billy Mitchell, Emily Pate, Sean Taylor and Ronnie Willet.

Eisenhower's Military Deputy Superintendent, Cmdr. Pete Ludwig, said that despite the challenges of the job, "Norfolk Naval Shipyard immediately began to develop a multi-trade plan to engineer and execute the complex myriad of requirements necessary to successfully execute this work in the limited time available and did so superbly. From day one on this job, the dedication and craftsmanship displayed by all has been second to none--truly a job well done."

**Shipyard personnel replaced approximately 80 feet of various-sized steam piping used for USS Dwight D. Eisenhower's (CVN 69) catapult launch system. To effectively perform this emergent short-fuse job, upwards of 40 employees worked around the clock with the support of many others across the various shops.**

*OUT WITH THE OLD . . . Shop 26 and 56 team members stand with one of the former piping pieces on USS Dwight D. Eisenhower (CVN 69). From left to right: front row--Pipefitter Robert Adylett; Shop 56 Supervisor Gregory Morris; Welder Apprentice Emily Pate; Code 960 Production Superintendent David Bittle. Second row: Mechanic Steven Warren; Shop 56 Non-nuclear Surface Ship Director James Beagle; Mechanic Alan Lowe; Shop 26 Work Leader Shawn Folston; Shop 26 Supervisor Richard Stevenson; Shop 56 Work Leader Luther "Wade" Casper, and Pipefitter Charles Minnick.*


# Getting To Know "LO"

## Personal Mastery--Organizational Growth Begins With The Individual

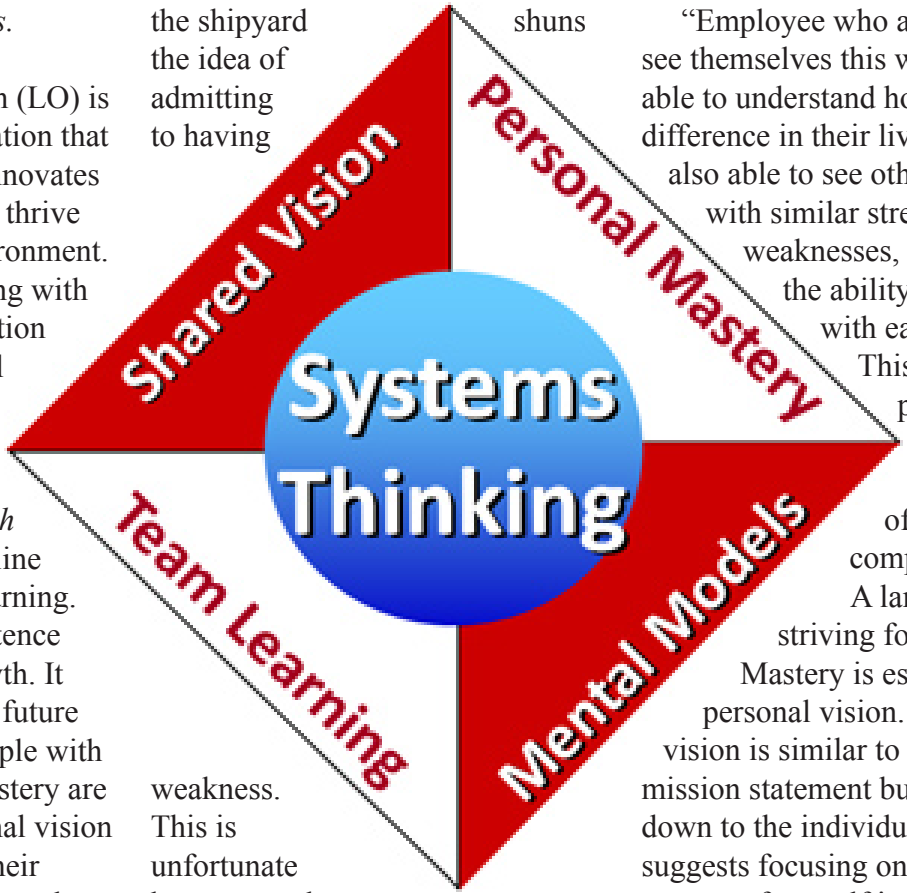
*By Brian McNeal, Code 1160 Public Affairs Specialist*

*This is the first in a series of articles that will take an in-depth look at the five disciplines of Learning Organization. Next month will feature Mental Models.*

A Learning Organization (LO) is defined as an organization that acquires knowledge and innovates fast enough to survive and thrive in a rapidly changing environment. With much of LO beginning with the individual, that innovation often comes from Personal Mastery.

Personal Mastery, as defined by Peter Senge in his book *The Fifth Discipline,* is, "The discipline of personal growth and learning. It is more than just competence and skills or spiritual growth. It is about creating a desired future and moving toward it. People with high levels of personal mastery are skilled at creating a personal vision and accurately assessing their current reality with respect to that vision."

Striving towards Personal Mastery can sometimes create a difficult reality, said LO Implementation Manager Dan Stonecypher (Code 100PI.4). "Our culture inside and outside the shipyard shuns the idea of admitting to having weakness. This is unfortunate because we lose the ability to relate to each other when we are always putting on a facade to impress people. Personal Mastery is about being honest with yourself even when it hurts in order to truly understand your strengths and weaknesses.




"Employee who are able to see themselves this way are better able to understand how to make a difference in their lives. They are also able to see others as people with similar strengths and weaknesses, resulting in the ability to get 'real' with each other. This enables people to work together as a team instead of being in competition."

A large part of striving for Personal Mastery is establishing a personal vision. A personal vision is similar to a corporate mission statement but narrowed down to the individual. Senge suggests focusing on positive aspects of oneself instead of the negative. Think "what do I want?" vice "what do I want to get rid of?"

The second sub-section of

**LO,** *Cont'd from previous page*

Personal Mastery is "Commitment to Truth." People following this principle strive for seeing the true state of matters in every situation and not just what's apparent at first glance. According to Senge, commitment to the truth does not mean seeking the truth, but a willingness to root out the ways we limit or deceive ourselves from seeing what is. Said LO Lunch and Learn Facilitator Liz Howe (Code 2300), "In order for us to achieve a shared vision, we need to understand the importance of speaking and seeking the truth and not be afraid to do so.

Integrating reason and intuition is the final sub-section of Personal Mastery. Although rationality and intuition are not entirely opposed, the integration of the two can be difficult and, in many environments, discouraged. Said Stonecypher, "Humans are designed to make decisions using both reason and intuition. Unfortunately, our culture favors reasoning or the ability to figure things out over intuition or that gut-feeling we can't explain. This hampers our ability to make the best decisions."

To learn more about Learning Organization or to register for an upcoming LO 101 course, contact Kathy Skinner (Code 100PI) at *kathy.skinner.ctr@navy.mil.* For information on LO Lunch and Learn sessions, contact Howe at *elizabeth.howe@navy.mil.*

**People with a high level of personal mastery are able to consistently realize the results that matter most deeply to them--in effect, they approach their life as an artist would approach a work of art. They do that by becoming committed to their own lifelong learning.**

*--Peter Senge, Author of The Fifth Discipline*

**For information on the LO 101 schedule or to register for an upcoming course, contact Kathy Skinner (Code 100PI) at *kathy.skinner.ctr@navy.mil.***

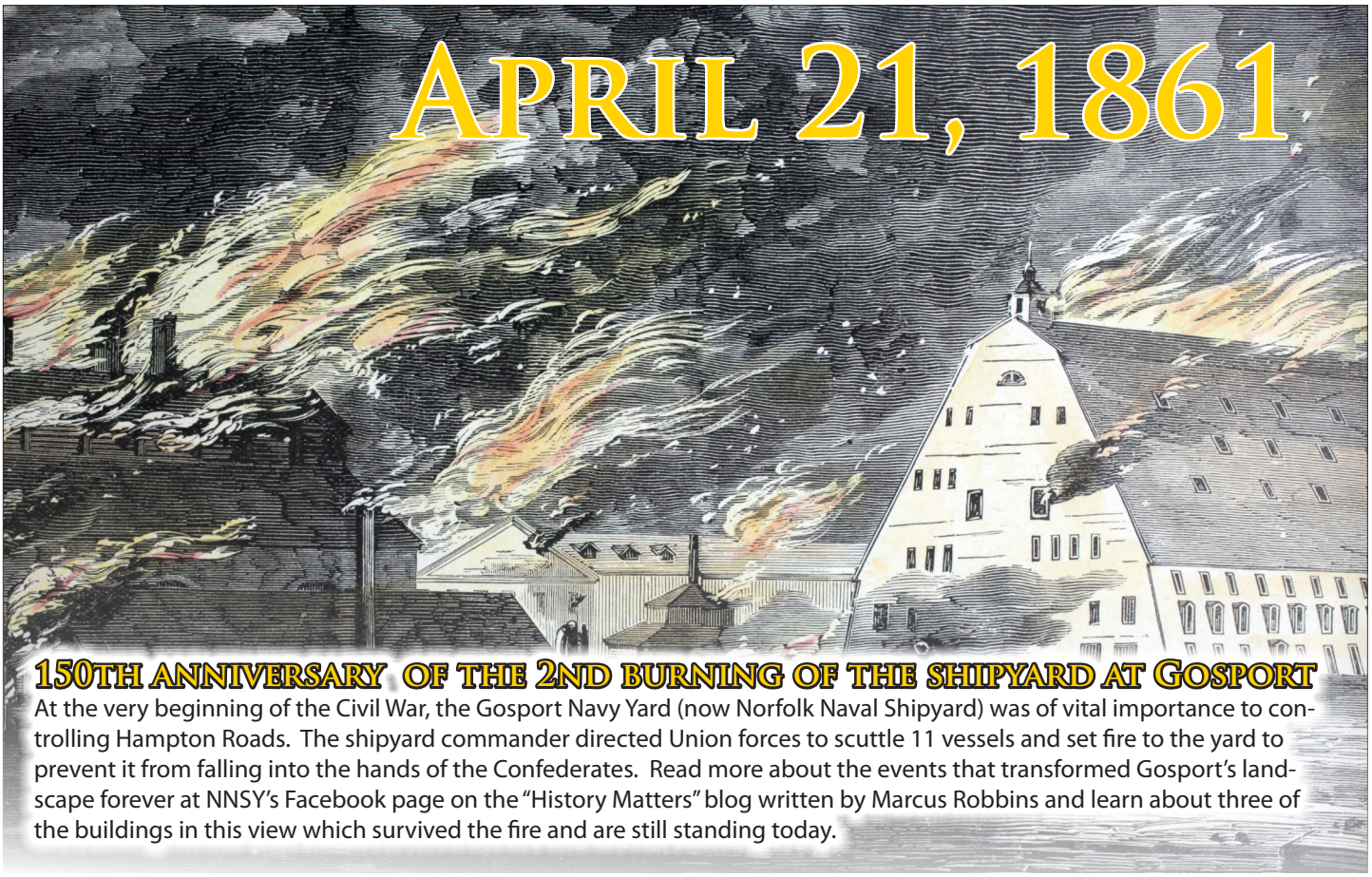
**Dive,** *Cont'd from pg 5*

to ensure the dive locker will be successful after I leave."

Sailors at the dive locker say Heater is doing just that. Navy Diver 1st Class Daniel Baudin said, "Master Chief Heater doesn't take any credit for most of the stuff he does here. Since he's been here, he's integrated a 65-foot dive boat, upgraded the 50-ft. dive boat and is laying the foundation for the upgrade of the other 50-foot dive boat. He's restructured the dive locker so junior divers are assigned to a dive team upon arrival. He's also added a sixth dive team to support increased production and decrease overtime."

Baudin added, "More so for the Sailors, he's made it that qualifying for senior watches are more attainable than they used to be. He provides a better career path for these guys, and is a mentor for up-and-coming supervisors as well as a role model for new divers."

"I've had two Master Divers who have had the most profound effect on me personally and professionally, and he's one of them," said Senior Chief Navy Diver Jay Allen. "Just from a calming standpoint, you can have [leaders] who flip out, and people that are calm and weather it. He's calm and weathers it. That's outstanding because you take your cue from your leader. He's a great man!"




**150th anniversary of the 2nd burning of the shipyard at Gosport**

At the very beginning of the Civil War, the Gosport Navy Yard (now Norfolk Naval Shipyard) was of vital importance to controlling Hampton Roads. The shipyard commander directed Union forces to scuttle 11 vessels and set fire to the yard to prevent it from falling into the hands of the Confederates. Read more about the events that transformed Gosport's landscape forever at NNSY's Facebook page on the "History Matters" blog written by Marcus Robbins and learn about three of the buildings in this view which survived the fire and are still standing today.

**Facility Management,** *Cont'd from pg 7*

Harper said there is more to come. "Now is the time to start working on the industrial areas of the yard. A lot more work in buildings will start to happen–we are now focusing on the people side—this is the next challenge for Team Five so we will have to redirect the team's focus," he said.

Much of what is going to be done to the shipyard can be found in the NNSY Vision 2035. The goals of 2035 serve to align the shipyard into "product districts and process hubs (to get more processes closer to the waterfront) to create a state-of-the-art shipyard and recapitalize the waterfront."

As Harper puts it, "2035 is forward-looking. We have to continuously improve our infrastructure to keep up with the needs and demands of the fleet. It is important to understand what is broke today is what we are going to have to go and fix or upgrade tomorrow."

Most importantly, the team's central goal is to reiterate the importance of maintaining high standards. "The facilities are a reflection of the work our people do, so if the facilities are in poor condition it sets the wrong tone for the employees working here. We want the facilities to be 4.0 and that will help maintain the work at 4.0," he said. "If we provide sub-standard facilities to the mechanic or engineer who does the work, that makes his or her job much harder."

Harper also emphasized that just like the Learning Organization (LO) concept of personal mastery or continual self-improvement, each person should take ownership in the small areas of Facility Management. Maintaining cleanliness standards, reporting substandard conditions to NAVFAC and identifying and supporting Lean events are all ways people can help maintain the shipyard and help expedite projects. Because projects take time to develop and be approved and budgeted, sometimes through Congress, self identification is vital.

Ultimately, facilities is a huge factor in ship maintenance--to get it done safely, within cost and most efficiently means having facilities ready to do the maintenance and support the those doing the work on the ships. "A lot of people may be frustrated with the facilities but the goal of the team is to go fix that," said Harper.

# Two ships passing in the night

## USS Harry S Truman (CVN 75) arrives as Eisenhower prepares to head back to the Fleet

*By Lt. Cmdr. Randall Boyter, CVN 75 Military Assistant Project Superintendent*

USS *Harry S Truman* (CVN 75) arrived at Norfolk Naval Shipyard (NSY) on March 25 for its Drydocking and Planned Incremental Availability (DPIA). Some work previously began at Norfolk Naval Station. As work on *Truman* ramps up, work is simultaneously winding down on USS *Dwight D. Eisenhower* (CVN 69).

"The scale of this DPIA is truly unprecedented," said Matt Durkin, Project Team Superintendent for *Truman*. "The amount of teamwork and coordination necessary to accomplish all of our planned maintenance and sweeping alterations will be a thrilling challenge for the shipyard and Ship's Force alike. However, we are determined to deliver the *Truman* back to the fleet on schedule and within budget."

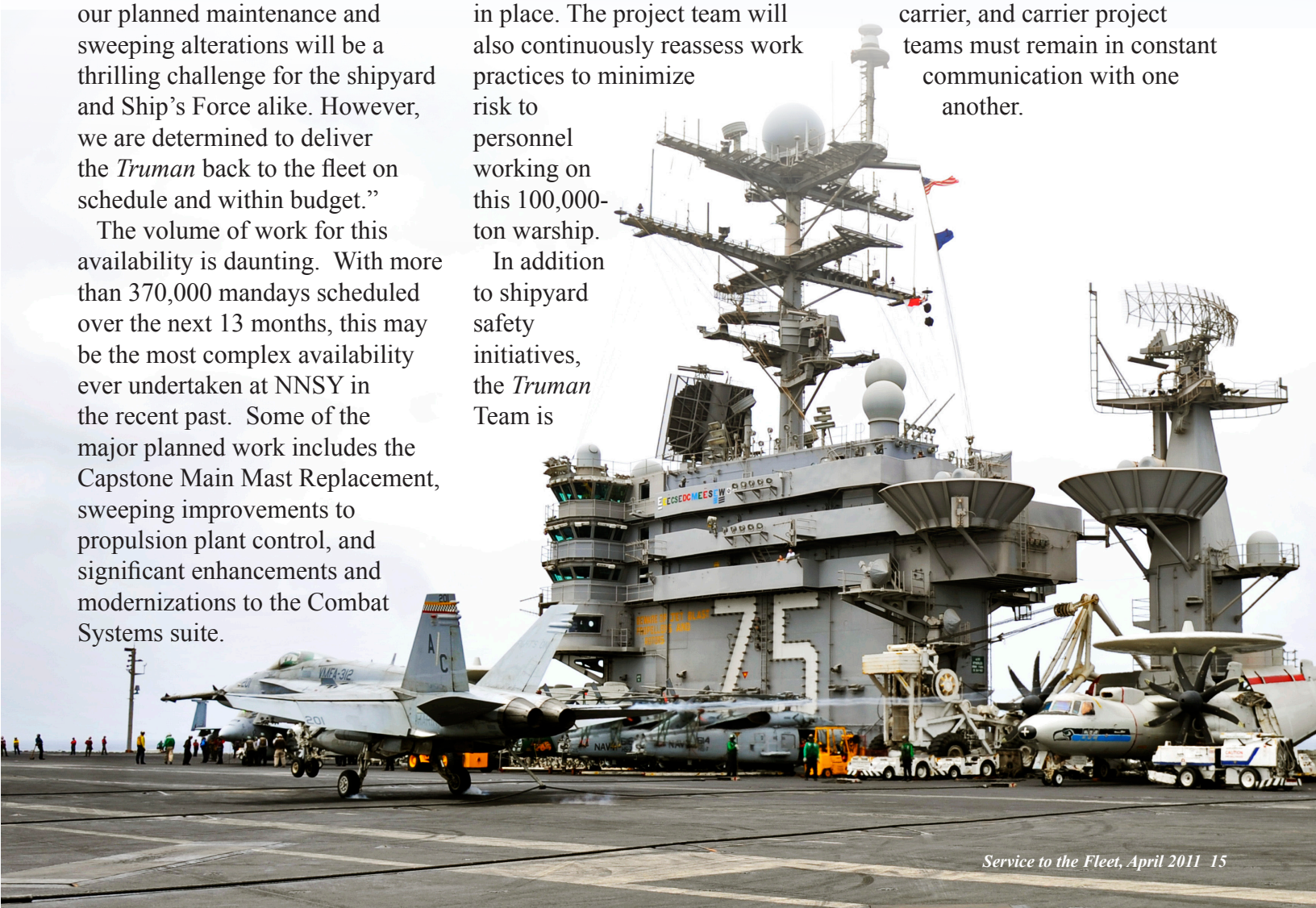
The volume of work for this availability is daunting. With more than 370,000 mandays scheduled over the next 13 months, this may be the most complex availability ever undertaken at NNSY in the recent past. Some of the major planned work includes the Capstone Main Mast Replacement, sweeping improvements to propulsion plant control, and significant enhancements and modernizations to the Combat Systems suite.

In order to excel at this work, Deputy Project Superintendent Steven Erickson explained, "Effective communication is *essential*. There's a huge amount of skill and experience throughout the shipyard, and we'll need to draw upon that to succeed." Other Deputy Project Superintendents include Al Q. Jones and Cmdr. Charles Marshall.

Because NNSY is continuously driving to excellence and committed to delivering service to the fleet safely, with the right quality, on schedule and within budget, robust safety practices are in place. The project team will also continuously reassess work practices to minimize risk to personnel working on this 100,000-ton warship.

In addition to shipyard safety initiatives, the *Truman* Team is committed to maintaining a culture of safety through aggressive training and encouraging open communication to quickly identify and correct any unsafe practices or conditions. The project leadership is dedicated to identifying and eliminating the root causes of common accidents in hopes of ensuring *Truman*'s DPIA is the safest availability yet.

Overlapping carrier availabilities are rare and present a dynamic challenge when managing shipyard resources and manpower. A shift in one carrier's production schedule may significantly impact the other carrier, and carrier project teams must remain in constant communication with one another.




# Remembering USS Thresher

*By Brian McNeal, Code 1160 Public Affairs Specialist*

USS *Thresher* (SSN 593) was the lead ship of the most advanced class of nuclear powered attack submarines. Designed and built by Portsmouth Naval Shipyard, it was launched July 9, 1960, and commissioned Aug. 3, 1961.

On April 10, 1963, *Thresher* sank approximately 100 miles east of Cape Cod, Mass. while conducting sea trials. Following several shallow dives, *Thresher* commenced a deep dive, during which a problem developed.

*Thresher* reported to USS *Skylark* (ASR 20), an escort ship, that the submarine was experiencing minor difficulties. A short time later, another message, which could not be completely understood, was transmitted from *Thresher*. Not long after, several noises were heard which are believed to be the sounds of *Thresher* attempting to blow the main ballast tanks (an emergency surface evolution). Finally came the sound of the hull crushing at great depth. Onboard were 129 officers, crew and civilian technicians.

A formal Court of Inquiry was convened April 11, 1963, to determine, if possible, the cause of the disaster. Although a number of possible scenarios were developed that could have led to the loss of the ship, the Court of Inquiry concluded that it was not possible to establish the precise cause of the accident. The court concluded that the most likely cause of the loss was the failure of a silver brazed joint in a seawater pipe.

The sinking of *Thresher* led to the inception and implementation of the rigorous submarine safety program SUBSAFE.

Today, America has the strongest and safest submarine force in history, and the personnel who go down to the sea in boats, leaving their friends and loved ones ashore, can rest a little easier knowing that their safety has been assured in part by the men of USS *Thresher*.

"Of all the branches of men in the forces there is none which shows more devotion and faces grimmer perils than the submariners."

*--Sir Winston Churchill, Former British Prime Minister*

# Norfolk Naval Shipyard hosts annual CHROME event

*By Michael Brayshaw, NNSY Public Affairs Specialist*

The City of Portsmouth's Mayor and a celebrated mathematician were two of the distinguished guests at Norfolk Naval Shipyard's annual event for the Cooperative Hampton Roads Organizations for Minorities in Engineering (CHROME), held on Sat., Feb. 26.

Now celebrating its 28th year, CHROME operates club programs in over 130 schools throughout Hampton Roads, inspiring minority youth interest in science, mathematics and engineering. Approximately 3,800 students in grades K-12, from Williamsburg to Virginia Beach, participate in the program. NNSY sponsors three clubs in Portsmouth and has been a CHROME supporter since 1992.

"I'm absolutely delighted that Norfolk Naval Shipyard is able to host you this morning!" said Shipyard Commander, Rear Adm. (Sel) Gregory Thomas. "We're blessed to have this shipyard here. It's home to almost 2,000 engineers, so if you're looking for a great opportunity in your lives, becoming an engineer and working at Norfolk Naval Shipyard gives you a home right here in Portsmouth."

Discussing the value of programs like CHROME and the time and effort students, parents and supporters all devote to it, Thomas said, "This isn't a cost, it's an investment. It's a personal investment, but also an investment in our community, our shipyard, our Navy and our nation."

Portsmouth Mayor, the Honorable Kenny Wright, was the keynote speaker at the event. A lifelong engineer and self-professed "Navy guy," Wright discussed his career path which began at Newport News Shipbuilding as a ship design apprentice. "The shipyard commander hit on a key word with 'investment,'" said Mayor Wright. "What and how you invest your time in your education and your career is extremely important . . . being involved in CHROME and programs like this will pay off. You will quickly become a leader in our country in the various areas [of science, engineering and mathematics]."

*Shipyard Commander, RDML (Sel) Gregory Thomas, and Portsmouth Mayor and keynote speaker, the Honorable Kenny Wright, at NNSY's annual event for Cooperative Hampton Roads Organizations for Minorities in Engineering (CHROME), held on Feb. 26. (Photo by Tony Anderson, Code 1170 Photographer.)*

Four CHROME members delivered their award-winning essays at the event which paid tribute to trailblazing minority engineers, scientists and mathematicians. 3rd grader Amiya Jenkins reported on Dr. Robert Satcher, Jr., astronaut and orthopedic surgeon. 6th grader Jonae Cox honored Dr. Mae Jemison, NASA's first African-American female astronaut. 11th grader Mark Acob discussed Arturo Alcaraz, geophysicist who helped develop geothermal power for the Philippines.

An event highlight was 8th grader Randy Daniel's report on Portsmouth native and mathematician Dr. Linda Hayden. Dr. Hayden is one of four African-American women to earn a PhD in Mathematics at an American university within a two-year period. She is currently Professor of Elizabeth City State University and Director of the university's Network Resources and Training Site (NRTS). This online hub of NRTS provides network training and resources to Historically Black Colleges and Universities of North Carolina and Virginia in the fields of science, engineering

*Cont'd on page 18*

# March Outreach

**CHROME,** *Cont'd from page 17*

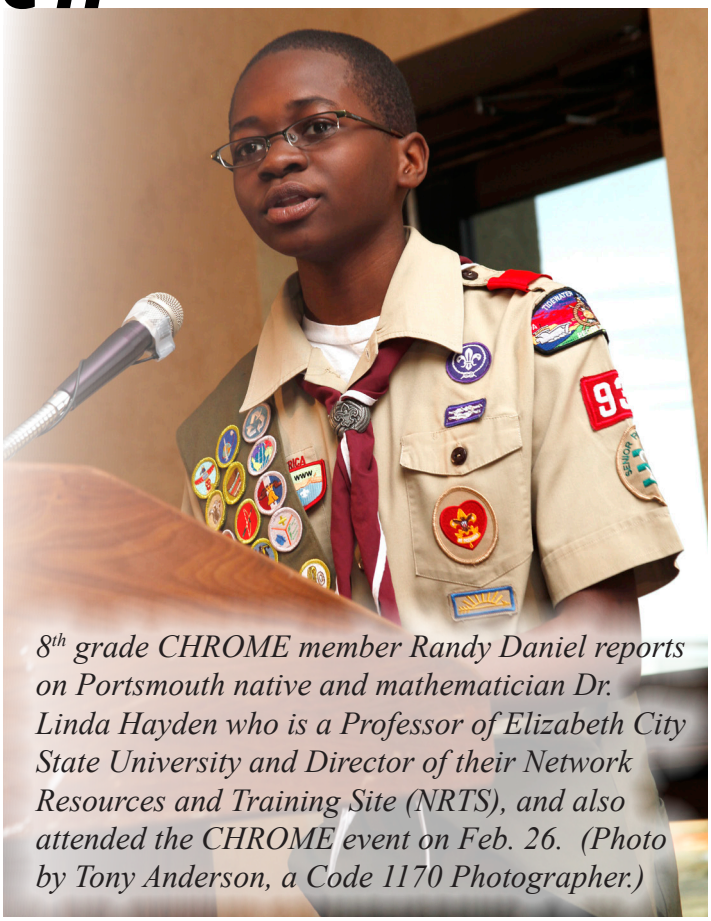
"What this program tells our students is, '*I can become great*.'"

***--CHROME Director, Susie Keele***

and mathematics. At the end of his report, Daniel revealed Dr. Hayden to be sitting in the audience.

On behalf of NNSY's Blacks In Government Chapter, Lisa Downey spoke and said minorities continue to blaze trails at the shipyard, as recently as the day before the CHROME event when Carol Pugh was installed as the shipyard's first female Production Group Superintendent.

CHROME Director Susie Keele provided closing remarks at the event. "We are involved with all our students because we want them to invest in becoming the very best citizens that they can be . . . what this program tells our students is, 'I can become great.'"



*8th grade CHROME member Randy Daniel reports on Portsmouth native and mathematician Dr. Linda Hayden who is a Professor of Elizabeth City State University and Director of their Network Resources and Training Site (NRTS), and also attended the CHROME event on Feb. 26. (Photo by Tony Anderson, a Code 1170 Photographer.)*

## Norfolk Naval Shipyard Supports Tidewater Community College's Career Fair


(Left) NNSY recruiters participated in the Tidewater Community College Career and Technical Education Fair on March 8, speaking with graduating seniors about career opportunities at the shipyard. From left to right: Churchland High School senior Rosalind Perry; NNSY Outreach Coordinator Valerie Fulwood; and Churchland High School seniors Jami Hockaday, Jade Twiford and Raine Roberts. *(Photo by Michael Brayshaw, Code 1160 Public Affairs Specialist.)*

# MEGAGENESIS Shows Students Career Opportunities

## NNSY employees Recruit Future Shipyard Workforce

*Apprentice Program Administrator Bill Goodwin gives students an overview of shipyard life. (Photo by Brian McNeal, Code 1160 Public Affairs)*

*By Brian McNeal, Code 1160 Public Affairs Specialist*

If all goes according to plan, a future astronaut, trial lawyer and heating and cooling specialist were among the scores of students who visited the Norfolk Naval Shipyard (NNSY) booth during the Megagenesis career day program, March 5, at Woodside High School in Newport News.

NNSY was one of more than 30 exhibitors on hand that gave students a glimpse of future career opportunities available to them in education, business, community and military service.

"Events like these aren't just about reaching out into the community for the sake of good will. We are growing the future workforce of the shipyard," said Valerie Fulwood (Code 100PI). "It is great to see so many young people taking an active role in shaping their future. I can easily see some of these students being successful not just in the shipyard, but in whatever they choose to do."

Fulwood and Apprentice Program Administrator Bill Goodwin were on hand to give students an overview of shipyard life. "The students realized that they could get paid while they were learning a trade which would lead to career within the ship repair industry," said Goodwin. "I explained to them on how the apprenticeship is made up of three elements and they get paid while in all three (Trade Theory, On The Job Learning and Academics). They realized it is not just a job, it would lead to a career."

Mario Wiggins, a junior at Bayside High School in Virginia Beach, was excited to see how his goal of being a Heating Ventilation Air Conditioning (HVAC) engineer could be achieved and applied at the shipyard. "I like the career field because you can make really good money. I mean everyone needs heating and cooling. This is a nice event, it is educational and it is free." His mother, Teresa, agreed. "It's an outstanding event because it gives students an opportunity to see what is out there for them."

# ODU Shipbuilding, Repair and Maritime Career Day


*Norfolk Naval Shipyard (NNSY) employees educated more than 800 middle school students at the "Shipbuilding, Repair and Maritime Career Day" on March 17 at Old Dominion University. This annual event is part of NNSY's efforts to encourage students to pursue careers in science, technology, engineering and math. NNSY provided hands-on activities engaging students' participation and featuring pipefitting, electronics work, rigging projects, marine hull design and more. (Photo by Dave Pastoriza, Code 1170 Photographer.)*

# History Maker: One woman takes the path to victory

*By Jennifer Zingalie, Code 1160 Public Affairs Specialist*

*"Victory is not won in miles but in inches. Win a little now, hold your ground, and later win a little more." --*
*Louis L'Amour, America's Story Teller*

It was an historic day for Norfolk Naval Shipyard (NNSY). Carol Pugh of Code 950 (Electrical/ Electronics) was inducted as the first female Group Superintendent in NNSY's 244-year history on Feb. 25, at a ceremony held in Building 510.

Many came to share in the celebration. Amongst those in attendance included Pugh's brother and special guest speaker, Master Chief Kenneth Pugh who previously served as the Command Master Chief for NNSY. He recognized Carol for her personal dedication not only to the shipyard, but to all Sailors in the Fleet.

According to Master Chief Pugh, her commitment was indicative of her promotion to such an honorable position. Other notable attendees were members of the Superintendents Association, Naval Civilian Mangers Association, Federal Women's Program and several NNSY apprentices.

Shipyard Commander Rear Adm. (Sel) Gregory Thomas said of Pugh, "One of the many things which makes the shipyard special today is that you get to where you are because you've earned it. Carol earned being a group superintendent in one of the most demanding and challenging shops on the waterfront … she earned it every step of the way."

Carol Bland, a nuclear electrician who has worked with Pugh for more than 12 years said, "Carol has moved from supervisor, floor manager, and nuclear director and now group superintendent. I now know that you can do anything if you just try. She is my hero; 'history in the making.'"

Towards the end of the event, Pugh had a chance to share her thoughts. She told the crowd she was overwhelmed because although she recognized her induction as an historical day, she wanted to remind all shipyarders of their contributions to history. She mentioned notable dates such as Oct. 12, 2000, and Sept. 11, 2001, when the shipyard was amongst first responders for both the USS *Cole* (DDG 67) attack and the attack on the Twin Towers in New York City.

"Those who worked on the maintenance repairs or availability, you helped show our enemies the strength of our nation and the people that make up this nation," she said and then she emphasized, "I want to thank *you* for *your* historical contributions."

Pugh also decided to tell a personal

*Cont'd on next page*

## Pugh's Career Timeline

**1984**--worked as Code 500 (Supply Dept.) Administrative Assistant for the Technical Division

**1984**--Accepted into shipyard Apprentice Program as Electrician Apprentice

**1988**--received Associates Degree

**1988-2000**--worked various platforms such as A4W, S6G, S8G, S5W (both nuclear and non-nuclear)

**2000**--Promoted to Electrician Supervisor

**2002**--Promoted to Code 950 Nuclear Zone Manager

**2002**--Selected as Code 950 Electrical/Electronics Nuclear Director

**2010**--Selected as Code 950 Electrical/Electronics Group Superintendent

**2011**--Installed as the first female Group Superintendent in Norfolk Naval Shipyard History

**(Pictured to the left)**

*On Feb. 25, Carol Pugh, stands with her brother, Master Chief Kenneth Pugh as he speaks to employees of Norfolk Naval Shipyard. He explains that Carol's dedication to the shipyard and Sailors of the Fleet are indicative of why she was selected for Group Superintendent of Code 950 (Electronics/Electrician). Carol is also the first female to achieve this position at NNSY. (Photo by David Pastoriza, Code 1170 photographer)*

**Pugh,** *Cont'd from previous page*

story of her third/fourth year apprenticeship. She began her story by reminiscing of an installation project she once worked on, of a cable, that proved to be a very challenging job. At the same time, she and her team had a supervisor dedicated to keeping them on schedule--but the project didn't seem to be going that way.

In her story, she mentioned one particular night when, tired, she went home and fell asleep right away. She was awakened only a few hours later with a knife to her throat. "An assailant had broken into my home and whispered, 'if you don't scream I won't kill you or your family.'"

Pugh explained that in this moment several things passed through her mind--her hopes, the safety and well-being of her family and other aspects of her life. "Then I thought about that cable," she said as the crowd laughed. "I turned to that would-be assailant and I said, 'Sir, I am not done with my apprenticeship program and I have things I need to complete--and furthermore, if you knew the supervisor we are working for, well, you're going to have to explain to him why I am not there tomorrow," she said.

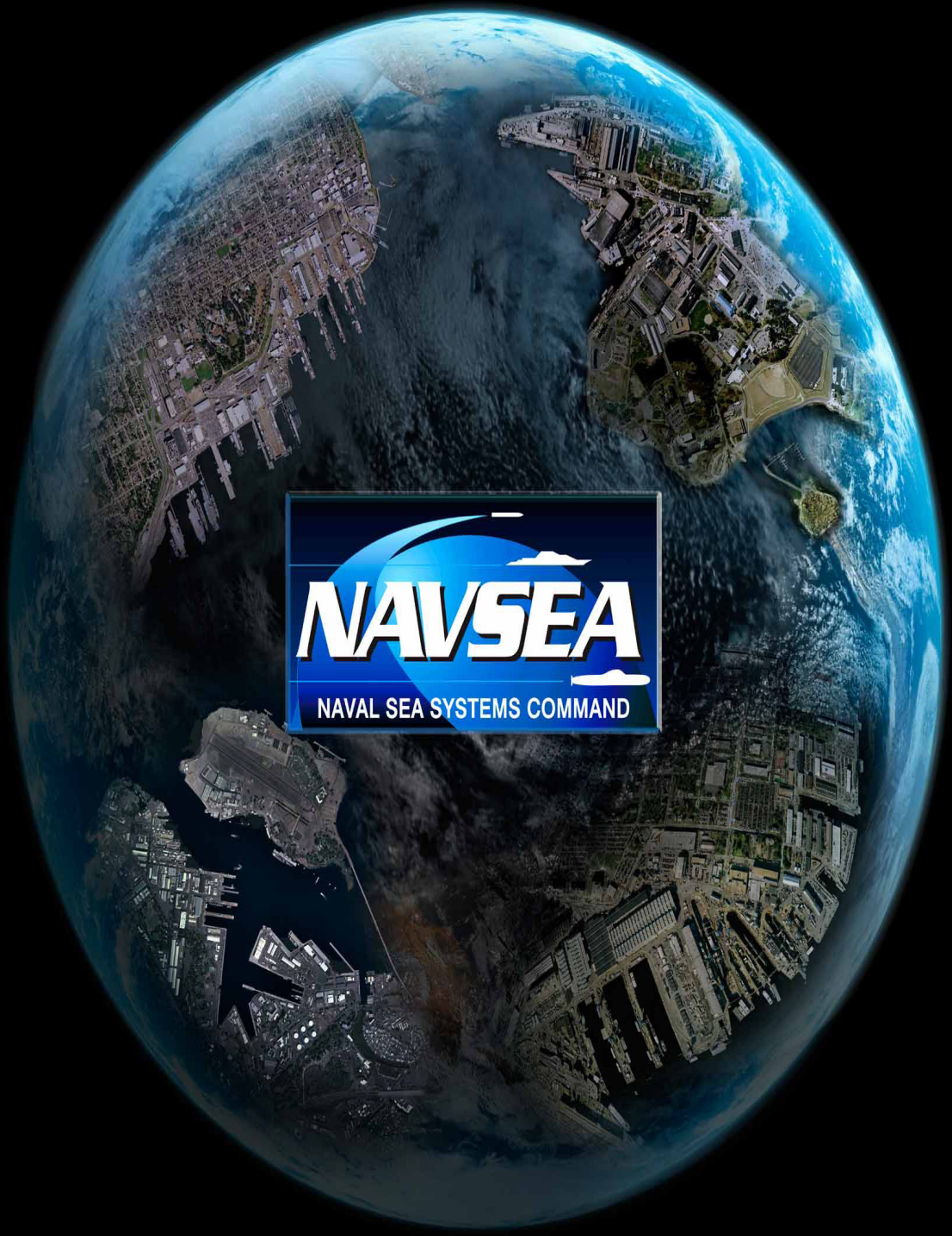
Although the crowd enjoyed the story and her ability to lighten it with humor, Pugh made her message clear.

"What I wanted to tell you is--in the face of adversity there will be challenges you will have to face. There are two roads you can take—victim or victor. As the shipyard embarks on a workload unprecedented from obstacles we have not had to face in times past--I encourage you to choose the path of being the victor versus the victim. Thank you for all that you do in this shipyard. Let's approach our history together---choosing the correct path."

> "In the face of adversity there will be challenges you will have to face. There are two roads you can take—victim or victor ... I encourage you to choose the path of being the victor."
>
> --*Newly installed Group Superintendent Carol Pugh on approaching getting through obstacles faced in the shipyard*

THERE ARE ONLY FOUR U.S. NAVAL SHIPYARDS IN THE WORLD. THEY WORK IN TANDEM TO SERVICE THE FLEET, MAINTAINING THE FLOW OF FREEDOM

THROUGH THE ABILITY TO MOVE ARMS, SUPPLIES, SERVICEMEN AND WOMEN TO THE FRONT LINES. WITHOUT THE U.S. SHIPYARD SYSTEM,




FREEDOM WOULD FAIL AROUND THE WORLD. ONE BROKEN LINK IN A DRIVE TRAIN STOPS THE VEHICLE, ONE BREAKING STEEL STRAND IN A CABLE

SETS OFF A PROCESSION TO FAILURE. KNOW THAT YOUR PLACE IN THE U.S. SHIPYARD SYSTEM IS AS CRUCIALLY IMPORTANT AS ANY.

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# Recycling highlighted in honor of Earth Day

*By Brian McNeal, Code 1160 Public Affairs Specialist*

Do I put cardboard in the black dumpster or green dumpster? Do I have to remove staples before placing paper in my recycling bin? These are some of the common questions shipyarders may ask themselves when trying to recycle. When faced with the uncertainty to what goes where, the temptation to just throw it away certainly grows.

With Earth Day, the largest, most celebrated environmental event worldwide -- slated for April 22, efforts to broaden awareness and rekindle commitment to recycling and other Earth-friendly programs are underway at Norfolk Naval Shipyard (NNSY) and around the nation.

Recycling efforts at the shipyard are trending upwards according to NNSY Recycling Manager Connie Lehmkuhl. "We are doing a great job with items such as plastic bottles, cans, paper and glass. The most common error on the shipyard I would say is food waste and Styrofoam which are often placed in the wrong bin. I get requests daily for new dumpsters so I take that as a good sign people are interested in recycling. In December of 2010, NAVFAC took over leadership of the recycling facility in Building 1460 and that has made a tremendous difference in the amount of waste that enters area landfills."

**For information on NNSY's recycling program, contact Lehmkuhl at 635-6310**

Environmental Division Head John Briganti (Code 106), Norfolk Naval Shipyard Commander Rear Adm. (Sel) Gregory Thomas and Engineering Branch Head Matt Peppers (Code 106.31) display Norfolk Naval Shipyard's 11th consecutive Elizabeth River Project (ERP) Award. The ERP recognizes efforts and accomplishments to reduce environmental impact on the Elizabeth River system. (*Photo by Tony Anderson, a Code 1170 Photographer.*)

## Earth Day Reminder: Norfolk Naval Shipyard Dumpster guidance

| DO NOT place in ANY dumpster | ORANGE DUMPSTER- No wood | BLACK DUMPSTER- landfill materials only | GREEN DUMPSTER | BLUE DUMPSTER | BROWN DUMPSTER | SILVER DUMPSTER | BLUE BINS |
|---|---|---|---|---|---|---|---|
| liquids of any kind<br>chemicals<br>paint<br>hazardous material<br>gas cylinders<br>CO2 cartridges<br>fluorescent light bulbs<br>explosive ordinance<br>medical wastes<br>excess materials capable of being used or sold through DRMO | Materials able to be processed for burning<br>Galley--kitchen waste<br>paper plates<br>plastic knives-forks-spoons<br>rest room trash<br>waxed cardboard<br>leaves-small branches<br>paper food bags | Landfill Materials<br>hardhats-fiberglass products<br>bagged fiberglass insulation<br>carpet-carpet foam padding<br>broken plastic-wicker wood furniture<br>styrofoam and rubber foam sheet<br>construction rubble-demolition debris-plate glass<br>rope, webbing and strapping material<br>herculite/other materials<br>flex vent duct-air filters<br>tarps-platic sheeting<br>grinding disks-sand paper-wire brushes, mattresses | Scrap Metal<br>iron, steel, brass, copper, and wire/ cable in 4 to 6ft. lengths, drained 55 gal drums | empty paint cans only | cardboard only | zinc bars | shredded paper<br>all white & colored paper<br>all newspapers<br>phonebooks<br>all envelopes<br>empty plastic bottles<br>small cardboard<br>magazines<br>empty aluminum cans |

# Communication Questionnaire

**Your voice is important!** The following questionnaire is to gauge if you are getting the messages you need to start your day, advance in your career, or just know what events are taking place. By taking a few minutes to complete this survey and submitting it either to an OARS team member, union representative or to the Public Affairs Office in Building 1500, 6th floor (new annex) Room 607, NNSY can better determine what information employees are seeking. Feel free to photo copy this page, or you can visit *https://webcentral.nnsy.sy/Lists/Communications%20Survey/overview.aspx* An update regarding this survey will be deployed in an upcoming issue of *Service to the Fleet*. Stay tuned to see what you had to say!

**1) I have been working for Norfolk Naval Shipyard for ...**

less than 1 year
__1 to 5 years
__5 to 15 years
__15 to 25 years
__over 25 years

**2) Write your age___ Place an x next to the type of work you perform at NNSY.**

__ Mechanic
__Engineer
__Technician
__Administrative

**3) I understand what the vision of Norfolk Naval Shipyard is.**

__Strongly agree
__agree
__disagree
__strongly disagree
__I don't know what this means

**4) I clearly understand what a Learning Organization is.**

__Strongly agree
__agree
__disagree
__strongly disagree

**5) The motto of Norfolk Naval Shipyard is...**

__Do it Right, Develop Leaders, Deliver Ships
__Any Ship, Any Time, Any Where
__"Drive to Excellence"
__Safety First

**6) I feel I receive expectations I need in order to fulfill my work obligations on a daily basis.**

__Strongly agree
__agree
__disagree
__strongly disagree

**7) Number in order from 1 to 5 what you feel are the priorities of Norfolk Naval Shipyard?**

__Safety
__Quality
__Cost
__Schedule
__Behavior

**8) I need more information about...**

__safety
__job opportunities
__The CO's goals for NNSY
__Things happening in my department
__Training opportunities
__Career path

**9) I feel valued as an individual at Norfolk Naval Shipyard**

__Strongly agree
__agree
__disagree
__strongly disagree

**10) I mostly find out about events (example: diversity/ volunteerism/awards) through…**

__peers
__First Line Supervisor
__Shipyard Website/ email
__Department Head
__*Service to the Fleet*
__Facebook
__I do not hear about events

**11) I usually find out about job opportunities through…**

__peers
__First Line Supervisor
__Shipyard Website/email
__Department Head
__*Service to the Fleet*
__USAJobs
__facebook
__I do not hear about job opportunities