

Service to the Fleet

Norfolk Naval Shipyard

"Any Ship, Any Time, Any Where"

September 2009



Senator Jim Webb visits NNSY

Senator Jim Webb, Shipyard Commander, Captain William C. Kiestler, and USS TENNESSEE Commanding Officer, Commander James Jenks

Commander's Comments

by the Shipyard Commander, CAPTAIN WILLIAM C. KIESTLER

You are all Leaders

One of my top focus areas is to Develop Leaders at NNSY. Absolutely essential to our success is the quality of our individual team members – every employee. The knowledge, skills and abilities inherent in our people is what will ultimately enable us to Deliver Ships and Do things Right.

I want every member of the NNSY team to understand that I consider each of you a leader. I have said before that each of you is a leader in your own particular sphere of responsibility. I will go further to say that your role as a leader in your area of responsibility is every bit as important as my role in my area of responsibility. Do not be intimidated by this statement – it simply means that you are important and that the NNSY team relies on you to do the right thing every day.

As a result of our strategic planning, we are taking several actions to ensure that we proactively and effectively develop leaders at all levels of the shipyard. The first of these actions is to create career maps for each specific career path within the shipyard and to provide Individual Development Plans (IDP) for each individual to help plan and mentor their professional development.

Another important initiative is our effort to promote *Leadership Through Engagement*. Leadership Through Engagement is a hands-on style of leadership based on regularly getting out in to the workplace, speaking to, questioning and listening to employees. It enables managers to accurately assess how things are going and to recognize good performance as well as correct small deficiencies and misunderstandings before they grow in to larger problems. A good leader should be directly involved, consistently engaging with subordinates, ensuring alignment, preventing problems, removing barriers and ensuring that the “business” is operating efficiently at all times.

Finally, our *Drive to Excellence* will necessarily help us develop great leaders in the shipyard. The Drive to Excellence encompasses all the initiatives emerging from the 3Ds. Through our Drive to Excellence, we envision a highly skilled work force making the right decisions everyday and working in an environment conducive to quality, safety, security and efficiency.

As we implement these strategies and initiatives, I encourage every employee to get involved, provide suggestions and feedback and voice their concerns where appropriate. I need you, the Navy needs you and the country needs you!



On the waterfront . . .

Ships delivered in August:

USS BOISE (SSN 764)—Docking Selective Restricted Availability

USS NORFOLK (SSN 714)—Continuous Maintenance Availability

Ships delivering in September:

USS SCRANTON (SSN 756)—Continuous Maintenance Availability

USS THEODORE ROOSEVELT (CVN 71)—Continuous Incremental Availability

Ships delivering in October:

USS ALBANY (SSN 753)—Pre-Overseas Movement 2

USS NORFOLK (SSN 714)—Pre-Deployment Training Period

A handwritten signature in black ink that reads "WC Kiestler".

NNSY completes USS BOISE availability one day early

By Michael Brayshaw

USS BOISE (SSN 764) finished its availability one day early at Norfolk Naval Shipyard on Aug. 31, completing the largest modernization package to date on a Los Angeles-class submarine.

BOISE marks NNSY's third submarine success story in 2009, following USS ALASKA (SSBN 732) finishing under budget in March, and USS AUGUSTA's (SSN 710) inactivation finishing early in April.

"We stayed focused doing the right things at the right time," said Project Superintendent Billy Cox. "Our work integration team did an outstanding job integrating 23,000 mandays of modernization."

Improving performance on submarine availabilities has been a major emphasis of NAVSEA Commander, Vice Admiral Kevin M. McCoy's "Back to Basics" initiative. Additionally, NNSY Lean efforts focus on eliminating bottlenecks and optimizing shipyard processes with the goal of completing high quality availabilities on time and on cost.

An example of a Lean initiative on BOISE was improvement in the co-location of the project team and facilities for mechanics. Co-location minimizes lost time due to travel and increases time for productivity on the deckplate. Other NNSY submarine projects benefiting from enhanced co-location include AUGUSTA and the current availability for USS TENNESSEE (SSBN 734).

BOISE team leaders said the spirit of teamwork was essential during the project, which drew on personnel from Norfolk Naval Shipyard, Ship's Force, Alteration Installation Teams, and—as part of the One Shipyard concept—a Portsmouth Naval Shipyard team that replaced the submarine battery. "We also had a great teaming effort between the shipyard and BOISE crew," said Cox.

"688-Class Submarines are the toughest product line we shipyards face," said NNSY Submarine Program Manager, Oliver "Buddy" Bennett. "We have put a lot of effort into improving this area of our business at NNSY. True to form, the BOISE availability had significant issues that had to be overcome in order to deliver. This team's desire to win, coupled with a plan that allowed for late unforeseen issues, allowed USS BOISE to be delivered ahead of schedule."

(Brayshaw is a Code 1160 Public Affairs Specialist.)



THINKING SAFELY ON BOISE. Shop 64 Woodcrafter Foreman Searles Bagley was recently commended for an invention that made the USS BOISE (SSN 764) Vertical Launch System area a safer place to work during the sub's availability at NNSY. "Using 2x6's and rope, Mr. Bagley made movable roll-up wooden covers that can be placed over the tubes and has all but eliminated fall hazards when working in the VLS," explained Safety Specialist Don Everett. "Through Mr. Bagley's creativity and concern for the safety of his fellow employees, the VLS area has been a safer place to work." Thanks to efforts of project team members like Bagley, the BOISE finished its availability one day early on Aug. 31. From left to right, BOISE Project Superintendent Billy Cox; Bagley; Everett; and Deputy Project Superintendent Dave Bittle. *(Photo by Dave Pastoriza, a Code 1170 Photographer.)*

NNSY attends ODU's Federal Employment Symposium

By Julius McCormack

Norfolk Naval Shipyard representatives participated in the Federal Employment Symposium at Old Dominion University's Webb Center in Norfolk on August 19. NNSY representatives discussed federal practices and programs with other federal organizations and shared mutually beneficial lessons.

Representing NNSY were Training and Development Program Manager Lisa Downey, Human Resources Specialist Emanuel Swindell, and NAVSEA Human Capital Manager, Gary Parker.

Downey discussed various career programs to show students and other organizations NNSY's continued efforts to provide employment opportunities and best practices. The employment programs discussed included the NNSY apprenticeship program. Downey noted the program provided apprentices an opportunity to earn an associate's degree, while also being appealing to many who would rather learn a trade as opposed to attending a four-year college or university.

Downey detailed NNSY's engineering and science program, which prepares entry-level engineers and scientists for the workforce. She also discussed the Student Career Experience Program, which allows full-time college students to work at the shipyard and possibly transition into a career following graduation. Downey said the shipyard has proven attractive to students as of late. "Within the past year, I've had over 500 applicants for 30 positions in our summer hire program," Downey said.

Reviewing NNSY's various employment programs, Downey said, "These statistics show that the reputations of these programs are not only expanding, but respected as well."

Parker said, "The symposium was very informative. It addressed ODU's faculty questions and was a great opportunity to share government ideas and concepts."

Randy Shabro, ODU's Career Management Center's Director of Employer Programs, said, "The staff will take this information and pass it on through one on one advisors and group presentations."

At the end of the symposium, various members from the participating organizations engaged in a panel discussion to share ideas, information and best practices.

(McCormack is attached to NNSY's Public Affairs Office at Naval Station Norfolk.)



NNSY Training and Development Program Manager Lisa Downey speaks at ODU's Federal Employment Symposium on Aug. 19.

2009 FMA Chapter 3 Scholarship winners

During FMA's Annual Crab Feast held on Aug 12, the group's President, Andy Anderson, presented each FMA member Scholarship winner a check for \$500 to help with upcoming school year expenses. This year a sixth award was presented through co-worker donations in memory of Chase Smith (son of Nick A Smith C300N.4).



Winners were, from left to right: Amanda Nelms, daughter of Code 970T's John Nelms; Robert Paul Frye, son of Code 741's Robert Allen Frye; Tempestt McCoy; daughter of Code 956's Ray McCoy; Erin Varnell, daughter of Code 1218's Charles Varnell, Sr.; Bobby Writtenberry, son of Code 700's Glynn Writtenberry; and Delisa Lemon, daughter of Code 970's Mike Lemon.

Preventing Spread of H1N1 Flu and Maintaining Readiness

By VADM Kevin M. McCoy

Ref: (a) OPM memo of 26 Apr 2009 (b) SECNAV WASHINGTON DCI 0121252 MAY 09 (ALNAV 034/09)
(c) CDC H1N1 Flu Website

1. By reference (a), the Director, Office of Personnel Management (OPM) requested that All Hands be provided guidance developed by the Department of Homeland Security (DHS) and the Centers for Disease Control and Prevention (CDC) on preventing the spread of the H1N1 flu, commonly referred to as the swine flu, and for maintaining readiness. By reference (b), the Surgeon General of the Navy also provided guidance in response to the H1N1 outbreak.

2. As your Commander, I have two equally important goals. First, protect the health of the NAVSEA workforce, i.e., military personnel, Federal employees, and contractors, and through them their families. Second, ensure continuity of operations (COOP) and sustainment of our mission which is critical to our naval forces. I continue to closely monitor this situation and I strongly encourage each individual to become informed and take reasonable, precautionary measures.

3. Reference (c) advises that, in response to an intensifying outbreak in the United States caused by a new influenza virus of swine origin, the World Health Organization (WHO) raised the worldwide pandemic alert level to Phase 5 on 29 April 2009. A Phase 5 alert is a “strong signal that a pandemic is imminent and that the time to finalize the organization, communication, and implementation of the planned mitigation measures is short.”

4. The following guidance from references (b) and (c) recommends actions you can take personally, as well as advice for what to do if you encounter someone you assess to be exhibiting symptoms consistent with an influenza-like illness:

- a. Should you encounter an individual who appears unwell, including those with a cough or fever, maintain six feet distance from the individual.
- b. Cover your nose and mouth with a tissue when coughing or sneezing. Throw the tissue in the trash after using it.
- c. Avoid touching your eyes, nose or mouth.
- d. Wash your hands with soap and warm or hot water. Cold water is not as effective for killing germs. If soap and hot water are not available, use an alcohol-based hand sanitizer.
- e. Stay home if you are ill. The CDC recommends that individuals who are ill stay home from work or school to limit contact with others to avoid spreading the infection.
- f. Follow public health guidance regarding school closures and other social distancing measures.
- g. Develop a family emergency plan as a precaution. This should include storing a supply of food, medicines, facemasks, alcohol-based hand rubs and other essential supplies.
- h. Stay informed. Monitor public health announcements through the media.
- i. The following websites provide useful information:

- (1) <http://www.cdc.gov/h1n1flu/>
- (2) <http://www.opm.gov/>
- (3) <http://www.cpms.osd.mil/disasters/>
- (4) The DHHS website at www.pandemicflu.gov

5. Directorates, Program Executive Offices, and Field Activity Heads are to review their COOP plans in light of potential absenteeism of members of their workforce due to illness, the need to care for sick family members, or to care for children if schools/ day care facilities should close. Leadership should also review the human resources policies and flexibilities, e.g., telecommuting, work schedules, and leave administration, available to meet both the organization's and employee needs. Activities are to comply with the provisions of any applicable collective bargaining agreements.

6. All hands are reminded that the Department of Health and Human Services is the lead U.S. agency for response to this situation. Any request for media interviews shall be forwarded without response to the Chief of Information (CHINFO}. The CHINFO News Desk can be reached at (703) 697-5342.

7. Supervisors and employees can obtain information on human resources policies and flexibilities from:

- a. Their local servicing Human Resources Office, and
- b. The NAVSEA Total Force Program Office (SEA 10T). Point of contact for civilian personnel policy is Ms. Rebecca Tittle, (202-781-1153, rebecca.tittle@navy.mil). Point of contact for military personnel policy is Ms. Karen Frantz, (202) 781-3151, karen.frantz@navy.mil.

8. The lead for all issues involving COOP is Mr. John Steve, SEA 00P4, (202) 781-2843, john.steve@navy.mil.

9. In closing, please accept my thanks to each of you for your hard work and dedication in accomplishing our mission.

(VADM McCoy is NAVSEA's Commander.)



A Place for Everything and Everything in its Place

By Rodney Wilkins

If you haven't noticed, there have been some tremendous transformations taking place throughout the shipyard. All of the zones continue to make great strides cleaning and organizing the shipyard with the "Shipyard Wide 5S" event. Congratulations to Codes 950 and 970 for the hard work they have accomplished in their Destructive Weather Zones as they recently completed the execution phase in their zones with great success previously reported by Codes 920 and 930.

Codes 500/DLA, 700 and 960 began the Execution Phase of 5S in their zones in August. These codes have been working very hard and in extreme heat and have found items that haven't been used in years, don't know what the items are, items not needed but have been secured during destructive weather conditions because the question was never asked: "Do we have a need for this item?" This is a reoccurring theme throughout all of the zones. Below are pictures of Code 700 during their kick-off meeting and Code 500 in action "Shining" their area.



Mark Ragsdale conducting the Code 700 kick-off meeting.

The Code 500 team is busy "shining" their zone.



All of the zones continue to look for ways to improve their responsible areas. Also, they are looking for ways to standardize and sustain the improvements made thus far. The end in mind is that the shipyard will be in an organized and clean condition, and will continue to improve and will not let the areas slip back to the previous condition. The shipyard should always be in a state of organization and preparedness for destructive weather and not have to spend much time preparing for it.

The items identified as not being needed or not sure if they are needed have been placed in a holding area near building 464. The volume of equipment and materials has grown more than ever imagined which indicates the shipyard keeps too many items lying around.

During the month of September all of the codes will have an opportunity to visit the holding area and review the items stored there. This will be the time to identify items that may still be needed and were put there inadvertently. The items identified as being needed will be available for pick-up; however, once they are removed they will need to be properly placed and foot printed.

(Wilkins is a Lean Six Sigma Black Belt in Code 100PI. Photos by Wilkins.)

The 5S's are further explained as :

SORT: Separate what you have, remove what you don't need, and keep what is needed.

SITUATE: Place the items that are needed where they belong.

SHINE: Clean, Sweep, Paint, etc. the area to create a clean, safe, healthy workplace.

STANDARDIZE: Establish a set of best practices that will maintain SORT, SITUATE, SHINE. Create footprints for the needed items to identify their proper place.

SUSTAIN: This is the last step, but also the most important. It can also be the easiest if consistently maintained. "SUSTAIN THE GAIN"

"Our 5S efforts are essential to one of the primary goals of our 'Drive to Excellence,' which is to create and maintain an environment conducive to quality, safety, security and efficiency"

Shipyard Commander, Captain William C. Kiestler

Make a difference in a child's life!

Volunteers Needed To Tutor Local Students for the 2009-2010 School Year in Reading, Mathematics, Engineering, Robotics, and SAT Prep.

If interested or for more information, please contact: Valerie Scott, Program Coordinator at 6-9553/374-4227.



GREAT SCOTT! NNSY Tutoring/Mentoring Program Coordinator Valerie Scott and Brighton Elementary 3rd Grader JaQuesha Williams were all smiles at the 2009 Tutoring/Mentoring Ceremony. Thanks to her tutor, Code 902's Virgie Elliott, Williams turned a failing math grade into an 80 average. (Photo by Dave Pastoriza, Code 1170 Photographer.)



BUILDING 171 TOUR. During his Aug. 28 visit to NNSY, Virginia Senator Jim Webb had a waterfront tour including Bldg. 171. Here, Code 930 Mechanical Group Superintendent John Walker discusses a shaft from the Avenger Class of Mine Countermeasure Ships. From left to right, Shop 31 Shafting Supervisor Tim Sanders, Senator Webb, Shipyard Commander, Captain William C. Kiestler, and Walker. *(Senator Webb photos by Tony Anderson, a Code 1170 Photographer.)*

Senator Jim Webb visits NNSY

By Michael Brayshaw

Senator Jim Webb visited Norfolk Naval Shipyard on August 28 in his first-ever visit to one of the nation's four public shipyards.

During his nearly three-hour tour, Senator Webb had a firsthand opportunity to see how NNSY contributes to the Navy's mission success. During an introductory brief, Shipyard Commander, Captain William Kiestler, discussed both the facility's 242-year history and current operational capacity, including management of the Navy's largest consolidation of Intermediate and Depot ship repair work. "We're a full-service shipyard!" said CAPT Kiestler.

Business and Strategic Planning Manager Maresa Driver discussed NNSY's hiring plan and workload forecast for the next five years, the latter subject piquing Senator Webb's interest. "When we lose our workers due to interruptions in scheduling, it's very difficult to bring them back," he said. "We want to keep the work levels steady and to maintain the quality we have here."

Senator Webb also reviewed the ambitious plans to update NNSY's aging waterfront infrastructure. Nuclear Facilities and Equipment Manager Cameron Harper discussed both current and prospective projects such as the Dry Dock 8 modernization and extension, the "Superpier" construction that will enable berthing of two aircraft carriers simultaneously, and the proposed adjacent "carrier hub" that will conveniently co-locate project teams next to the flattops.

Process Improvement Manager Doug Smith discussed Lean concepts at NNSY and across the four shipyards as part of the One Shipyard concept. "We share resources as well as results of our Process Improvement efforts," he said. Smith then introduced one shipyarder particularly well-versed in Lean, Code 100 PI Instructor Mike Perkins, recently qualified as a Lean Six Sigma Master Black Belt. Senator Webb presented Perkins with his certificate of completion.

Senator Webb toured the waterfront, including the "sub hub" trailer complex at Dry Dock 4 where the USS TENNESSEE

(SSBN 734) project team is currently located. There, Senator Webb learned how the TENNESSEE has been benefiting from NAVSEA Commander, VADM Kevin M. McCoy's "Back to Basics" concepts on submarine availabilities.

To conclude his visit, Senator Webb gave his personal congratulations to this year's top performing shipyard apprentices, including Angela Bowe, Stephanie Phelps, and Laura Robbins. "This is a high-quality workforce whose expertise has benefited from generations of mentoring," Senator Webb said.



HONORING THE WORKFORCE—During his shipyard visit, Senator Jim Webb honored several shipyard employees, including left to right: Shop 71 Painter Laura Robbins, Valedictorian of NNSY's Apprentice Class of 2009; Shop 64F Fabric Worker Stephanie Phelps, Salutatorian of NNSY's Apprentice Class of 2009; and Mike Perkins, Code 100 PI Instructor and recently certified Master Black Belt in Lean Six Sigma.

As a member of the Senate Committee on Armed Services and former Secretary of the Navy, Senator Webb said it was important to him to visit NNSY. "We've been working really hard on my staff to make sure that issues like ship repair and maintenance don't fall off the priority lists when the Department of Defense puts its budgets together," he said. "We want to make sure we're able to clearly articulate to the Senate and also to DoD how important this place is.

"The shipyards are doing what they need to do," Senator Webb added. "What we need to do [in the Senate] is make sure there are funds available to modernize the shipyards."

At the end of his visit, Senator Webb announced that the Government Accountability Office has agreed to his request to investigate the material condition of the nation's four public naval shipyards.

Senator Webb first made the request in a July 13 letter to the GAO, cosigned by Senator Mark Warner and six other Senate colleagues. The letter was in response to the Navy's May announcement of the funding backlog for sustainment, restoration and modernization projects at the shipyards. Webb called the GAO's commitment to investigate "a necessary first step to ensure that we are allocating resources adequately and responsibly. The Navy's four public shipyards play an essential role in enabling the fleet's operational availability and mission success."

(Brayshaw is a Code 1160 Public Affairs Specialist.)



ON THE WATERFRONT—Senator Jim Webb discusses waterfront modernization with Shipyard Commander, Captain William C. Kiestler, at left, and Nuclear Facilities and Equipment Manager Cameron Harper, at right.



GREETING THE EMPLOYEES—Senator Jim Webb takes a moment on the waterfront to talk to Shop 71 employees, from left to right: Mechanics Thadius R. Blair Sr. and Warren Cooley, and Preservation Supervisor W.C. "Clay" Yeats.

7 Habits Corner

Habit #5-Seek First to Understand, then to be Understood

By Kristi Britt

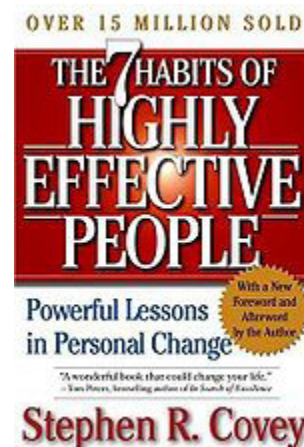
Listen or your tongue will make you deaf. In my short time here at NNSY, I've always found that listening to what others have to say to be the best solution to communication barriers. Also I have found that listening to what others have to say before beginning to question things helps make mutual benefit and understanding easier to achieve. I listen with the intent to understand, not to reply. If you show that you're not interested in the input of others, then they are not going to be very willing to work with you in the future. This mindset is built on Dr. Stephen Covey's 5th Habit—"Seek First to Understand, Then to be Understood."

Relations formed with one another are constantly being put into conflict, as others naturally have different opinions on how to handle matters. Mutually, the subjects in relations should have a win-win outlook on how to handle things however, in order to fully have the win-win relationship, there has to be some sort of understanding between both parties involved. To acquire the skill of seeking first to understand, you have to listen empathetically. Empathetic listening is reflecting what a person feels and says in your own words and is not advising, probing, interpreting or evaluating.

Effective people hear out what the other person has to say first instead of assuming that their idea is the best idea. In other words.....they properly diagnose the symptoms before prescribing solutions.

For additional information about NNSY's 7 Habits program contact Sandy Henson-Brown in Code 100PI at 396-2960.

(Britt is a Code 1160 Student Intern.)



**CFC GRAND
KICK-OFF
Sept. 18 at
12:00 noon
Bldg. 1500,
CBR**

*Providing
Help . . .
Providing
Hope . . .*



FIRST PLEDGE—Shipyard Commander, Captain William C. Kiestler, makes the first pledge to this year's Combined Federal Campaign (CFC) at Norfolk Naval Shipyard. Joining him from left to right are: CFC Chairman, Willie Ducre; Base Support Officer, Commander Marion Jacobs; and CFC Coordinator, Dorassa Fields. *(Photo by Tony Anderson, a Code 1170 Photographer.)*

It's a bird . . . it's a plane . . . it's Tom Strickland!

By Kristi Britt

Ever seen those old Superman movies? The Man-Of-Steel comes flying onto the scene and the people shout, "It's a bird . . . it's a plane . . . it's Superman!" Well, in this case the people are shouting, "It's Superman pulling a plane!" Tom Strickland, a Code 930/100 PI Lean Green Belt in the Shipyard 5S program, has been showing off his Superman abilities for 13 years now, and not only with the Superman-themed ringtone on his phone or the Superman logo tattooed on his arm. Strickland is a part of a plane-pulling team showcasing his abilities in next month's Plane Pulling Nationals Competition at Dulles International Airport on Oct. 3.

Strickland first heard about the competitions while serving as a Deputy Sheriff in 1996, and had no idea what Sheriff John Newhart was talking about when he said that he'd be bringing the plane pull competition to Norfolk. But one October day, Strickland found out exactly what it was: pulling a 727 airplane 12 feet for the Special Olympics with the fastest team winning. That year, Strickland joined the team and was placed in two events at the Special Olympics. Those two events got Strickland hooked, and he became a plane-puller.

Within one year, Strickland formed his own plane-pull team in the Navy. The team did several events together, working on their power and strength while simultaneously showing their support for the Special Olympics. The team has shown great strength while working together, winning 1st place Virginia in 1998 and 3rd place in the Baltimore Pull in 2000. The team's biggest award was winning the National Championship in 1999 with a four-second pull. Did we mention these planes weigh approximately 189,000 pounds fully-loaded!?

When asked what was his most memorable moment with pulling the planes, Strickland gave a laugh and recounted an incident with the braking of the planes at the Special Olympics. "When they are warming up the brakes, they bring out the Special Olympian children to pull the rope and help brake the plane," explained Strickland. "Knowing full well that the kids won't be able to do it alone, they ask all the viewers who would want to help the kids." With a smile, Strickland added the entire crowd of people once stood and came to the aid of the children.

Strickland loves his hobby and hopes to start a team here in NNSY. "I'm always looking for people to pull with," he said.

For more information on plane-pulling, visit planepull.com or check out Youtube.com to view some of Strickland's own events. And if you see a truck around the shipyard with the plates PULL727, know that there's a real-life "Superman" at the wheel.

(Britt is a Code 1160 student intern.)



SUPERMAN TOO. Code 930/100 PI Green Belt Tom Strickland shows off his trophies (and muscles) earned during his plane pull competitions.

EASY DOES IT—Recently, Norfolk Naval Shipyard's Shop 72 riggers moved the 3-inch 50 caliber MK22 gun from in front of the old Marine barracks, Bldg. M-32. The gun was set in place in 1961. Prior to that, it was used on a battleship during WWII. After some restoration work, the gun will then be placed at the Marine Commandants Quarters, Bldg. M-1 (adjacent to I Lot). Building M-1 is now Code 1100's Executive Conference Center. NAVFAC Facility Manager, Marcus Robbins, is the coordinator and overseer of this move and restoration project. Riggers participating in the project included Beverly Kay, Michael Nash, Greg Simpson, Carden Sharp, Robert Young, William Tuck and Chris Worrel. *(Photo by Renee Russell, a NAVFAC architect.)*



NNSY's annual DEOCS – the results are in!

By Fred Salanitro

On July 29, NNSY employees and military members completed the annual Defense Equal Opportunity Climate Survey (DEOCS), the third year that the shipyard has participated in this process to gain feedback on our people's perceptions of how well the shipyard is performing. The basic DEOCS was developed to measure perception of specific Equal Opportunity (EO) areas, the overall EO climate of the shipyard, job satisfaction and the perception of the shipyard's organizational effectiveness. In 2008, the shipyard added 10 additional questions to help measure areas that contribute to workforce engagement. The DEOCS is an important tool for the shipyard that will help us to improve in our *Drive to Excellence*.

In addition to marking answers on a bubble sheet, participants were also able to submit written comments.

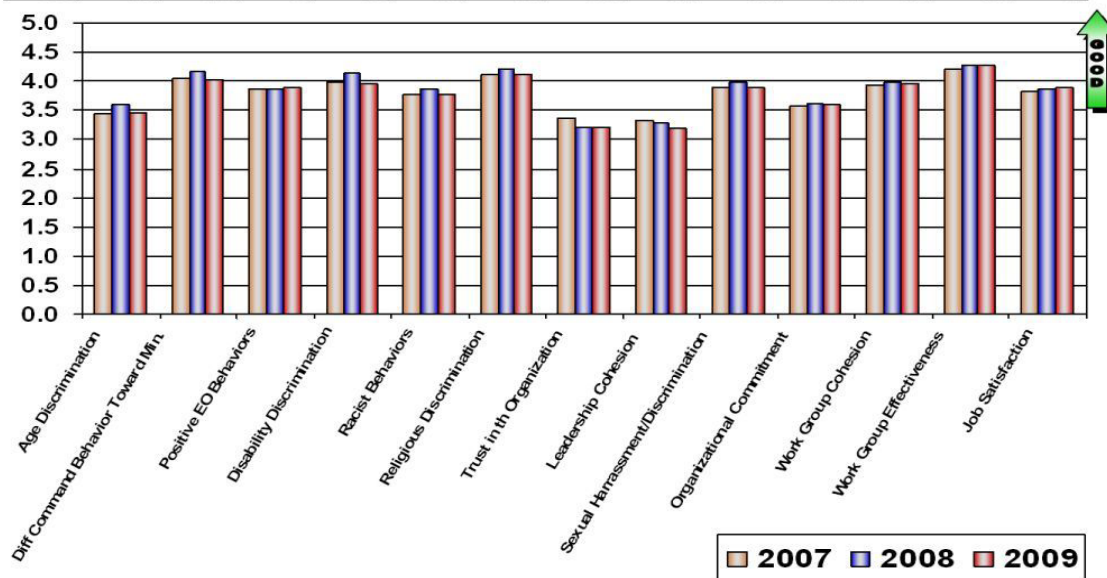
One comment that was made frequently was that the results of the surveys had not been shared with the workforce. This article is just one attempt to respond to this comment and give some immediate feedback on the results of the survey. Additional results, broken down by department, will be shared with each department by their leadership with a goal of validating the feedback and soliciting ideas to address areas for improvement. These departmental meetings will also provide a more thorough discussion of the results than there is room for in this article.

The first graph (below) shows the overall score for each of what are called 'Climate Scales' which measure the perception of the shipyard's EO climate, job satisfaction and organizational effectiveness.



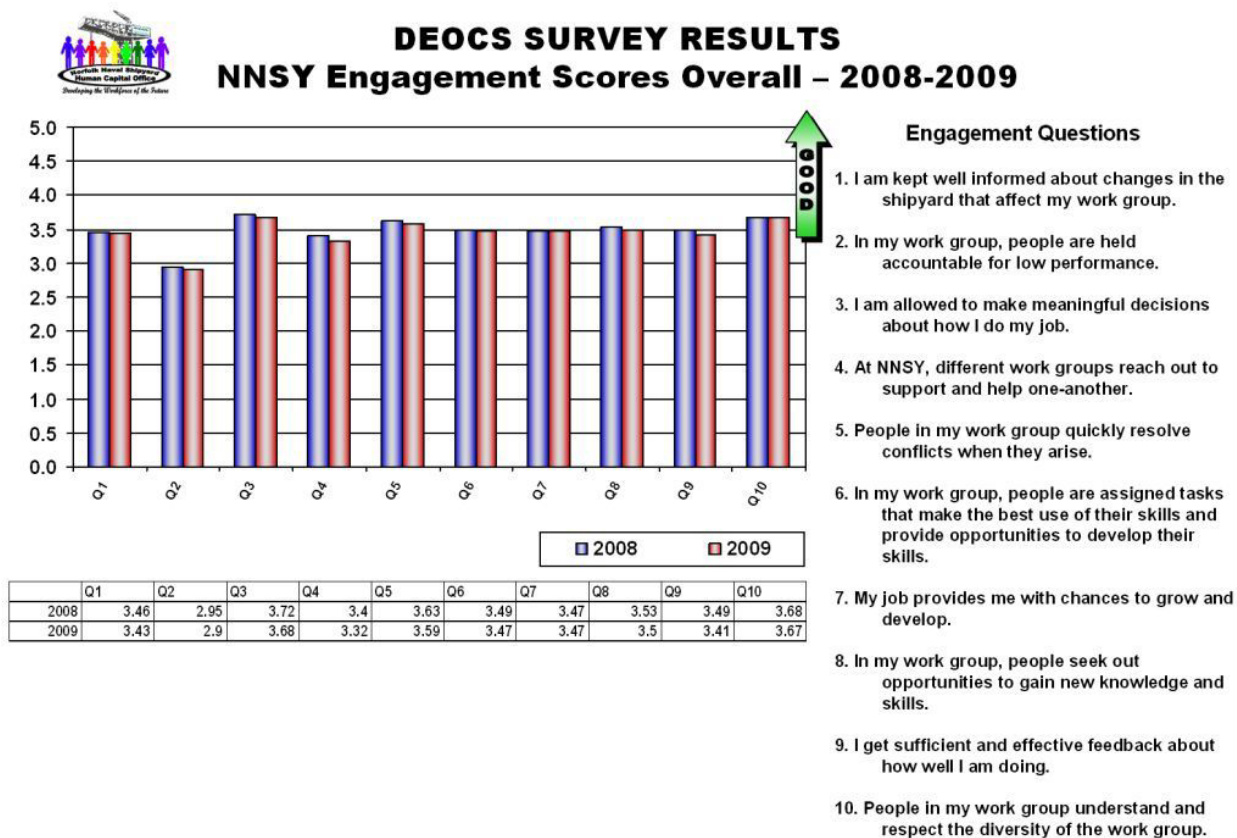
DEOCS SURVEY RESULTS NNSY Climate Scales Overall – 2007-2009

	Age Discrimination	Difference in Communication	Positive EO Behaviors	Disability Discrimination	Racist Behaviors	Religious Discrimination	Trust in the Organization	Leadership Cohesion	Sexual Harassment/Discrimination	Organizational Commitment	Work Group Cohesion	Work Group Effectiveness	Job Satisfaction
2007	3.45	4.05	3.88	3.98	3.78	4.12	3.37	3.32	3.9	3.57	3.93	4.21	3.82
2008	3.6	4.17	3.88	4.14	3.86	4.2	3.21	3.29	3.98	3.63	3.98	4.27	3.86
2009	3.46	4.03	3.9	3.96	3.77	4.11	3.21	3.19	3.89	3.6	3.96	4.27	3.9



All climate scales are scored on a five-point scale, with five being the best score, or a very positive perception, and a one being very negative perception. It should be noted that these scores are an 'average' of all scores for the over 3500 people that took the survey, meaning some scored higher and some lower than the average. In addition to these results, the survey also compares the differences in perceptions (scores) between different demographic groups in these areas, which can help in focusing in on specific areas where opportunities for improvement may exist.

The second graph (below) shows the overall shipyard results for the 10 engagement questions that were added in 2008. Again, the graph shows the average scores for each question, and compares the scores from 2008 and 2009. This is also a five-point scale; however the results are classified a bit differently. A score of five signifies **strong** agreement with the statement. A four signifies agreement, and a three is basically neutral (neither agree nor disagree). A two means disagreement and a one **strong** disagreement. The ideal score for each statement would be a four or higher.



In addition to these results, DEOCS participants also made over 400 written comments (up from 164 in 2008, the first year comments were captured). These comments are an important part of the feedback, because in many cases they give specific examples that illustrate the level of certain scores, and also give specific feedback on where to focus efforts to engage people in dialogue to generate suggestions for improvement.

The shipyard leadership values the feedback and participation that have been received for the last three years through this DEOCS process, and look forward to further engagement with everyone to gain clearer insight and understanding on how the shipyard can improve, and continue our ***Drive to Excellence***.

Anyone interested in more information about the DEOCS process (not specific results) can contact Fred Salanitro in Code 100H at 6-2646 or via email at alfred.salanitro@navy.mil.

(Salanitro is an Employee Development and Strategic Support Analyst in NNSY's Human Capital Management Office.)

NNSY wins SECNAV Energy and Water Management Award

By Wayne Eason

Norfolk Naval Shipyard has been honored with the FY 2008 SECNAV Energy and Water Management Award, blue level achievement.

NNSY achieved this award through an ongoing well-rounded energy program that constantly monitors the facilities for unnecessary energy and water usage, and incorporating best management practices to conserve energy. The program also provided Energy Awareness training to facilities custodians and managers, Energy Conservation training techniques to shops personnel, and engineers to assist them in providing the most efficient equipment we can buy based on cost analysis.

NNSY strives to meet the goals set forth by the Department of Energy by installing new Energy Saving equipment and replacing old equipment with state of the art Energy Star rated equipment to reduce energy and water usage.

In FY 2007 NNSY completed Phase I of the Energy Savings Performance Contract that provides an estimated cost savings of \$676,656 per year through: Lighting Retrofit and Controls, DDC upgrades on HVAC, Plumbing Fixture Retrofits, and Compressed Air System repairs.

NNSY has projected a huge number of projects in the out years to maintain constant awareness of our need to meet our energy and water reduction goals as required by the Department of Energy.

NAVSEA Commander, Vice Admiral Kevin M. McCoy, said, "I'm very pleased and proud of the contributions and the documented results the NAVSEA field activities are achieving towards the Navy's overall energy conservation efforts. This is a major focus area for SECNAV and CNO and reducing fleet and shore energy usage is a major priority for all of us at NAVSEA."

(Eason is NNSY's Energy Manager.)

NNSY receives VPP Star Status Recertification

By Michael Brayshaw

It's official! Norfolk Naval Shipyard has been recertified as a Voluntary Protection Program (VPP) "Star" site.

"Star" status recognizes that the shipyard has demonstrated continued excellence in safety awareness, and has operated at a safety rate superior to the national average for injury and illness incidence in similar workplaces. "Star" status certification lasts for five years.

In a letter to NNSY Commander, Captain William C. Kiestler, OSHA Regional Administrator John Hermanson said, "I see that several of your programs have been enhanced since the previous evaluation. You have made quite an investment to increase safety and health awareness at your worksite. I am pleased that the injury rates remain below the national industry average."

Since the implementation of VPP at the shipyard in 2003, the Total Case Incident Rate (TCIR) has been reduced by 71.8 percent. The TCIR for 2008 is 3.86, 55.6 percent below the 2007 Bureau of Labor and Statistics (BLS) national standard. The Days Away and Restricted (DART) rate for 2008 is 3.40, 34.6 percent below the industry average.

A recommendation for recertification first came in April when nine representatives from the Occupational Safety and Health Administration visited the shipyard to evaluate its safety and health program.

The OSHA team cited several shipyard best practices, including NNSY's electrical safety oversight committee, emergency preparedness trailer, forklift inspection program, and use of VPP Passports. The visit concluded with head site representative Peter Brown praising NNSY for "setting the gold standard" in shipyard safety.

"Recertification of Norfolk Naval Shipyard as a VPP Star site has truly been a team effort between the management, workers, and unions within the shipyard and this team effort has made, and continues to make, NNSY a safe place to work," said Michael Rice, NNSY Safety and Health Division Head.

(Brayshaw is a Code 1160 Public Affairs Specialist.)



Employees seeking leave for personal, family emergencies

Norfolk Naval Shipyard, as well as tenant command employees seek leave through the Leave Donor Program:

Below is a list of point of contact telephone numbers to donate leave to and a list of names of those who are still in need of leave:

Kathy McIntosh, Code 1200, call Laura Melton at 6-8841, or Margaret Hurst at 6-8169.

Linda Bowles, Code 600, call Anne Allison at 6-2323.

Elizabeth Marie Wiggins, welder apprentice; Bobby L. Smith, insulator; Dallas R. Estridge, marine machinist mechanic; Robert A. Rowland Sr., shipfitter leader; Robert B. Burford, painter; Lonnie Johnson, electrician; Kyle Stein, electrician supervisor; Kathleen Sharpe, mail and file clerk; Finesse D. Roberts, student trainee marine machinist mechanic; John L. Roberts, electronics mechanic; Michael P. Lovejoy, machinist leader; James E. Bowden, boiler-maker; Ivy E. Cooper, Shop 71; Christopher L. Zurick, Shop 57; Michael A. Elkie, Shop 56; Shawn C. Minor, Shop 56; Maria E. Davis, Shop 71; Lonnie R. Johnson, Shop 51; Christian J. Barbato, Shop 38; James W. Cartmell, Code 900T; Timothy L. Woodley, Shop 51; Gary Hoggard, Shop 71; Kurt L. Booker, Shop 11; Christina R. Mason, Shop 99; Clifton G. Washington, Shop 72; Tony Good, Shop 17; Clarence E. Silver, Shop 26; Issac A. Fortt, Shop 26, call E. Allen at 6-7421.

What is the most littered item in America?

By Jay Flagg

Did you know that cigarette butts are the most littered item in America? Research shows that individuals who would never consider littering an aluminum can, a piece of paper or other items may be littering cigarette butts. Cigarette litter is a problem in communities around the country, including the shipyard. Lack of awareness, lack of ash receptacles, and the increase of outdoor smoking add to the visible impact of cigarette litter. Cigarette butt litter matters. It is harmful to our waterways and wildlife, unsightly, costly to clean up and likely be carried away by stormwater runoff directly to the Elizabeth River without treatment. So please, don't litter cigarette butts!

(Flagg is an Environmental Engineer at Portsmouth Naval Shipyard.)



Norfolk Naval Shipyard's Mission, Vision and Values

Mission

Service to the Fleet
Any Ship, Any Time, Any Where

Vision

The best shipyard as seen by our customers and employees through:
--Growing leaders for the future.
--Meeting our customers' expectations with no surprises.
--Working together as one.

Values

We live the 7 Habits which are:

1. Be Proactive
2. Begin With The End In Mind
3. Put First Things First
4. Think Win-Win
5. Seek First To Understand-
Then To Be Understood
6. Synergize
7. Sharpen The Saw

Service to the Fleet is the official
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New Command Master Chief ready to serve NNSY Sailors and civilians

By Michael Brayshaw

One of the most important messages NNSY's new Command Master Chief, Scott R. Kelley, wants shipyard Sailors and civilians to know is that he is here to serve them.

Since reporting in mid-July, CMC Kelley travels throughout the week between his offices at Naval Station Norfolk, where approximately 1,200 NNSY Sailors are located, and Norfolk Naval Shipyard, where there is currently 350 Sailors. But as he's quick to point out, "In this job as CMC, I'm here for officers and civilians alike."

CMC Kelley will soon be moving his home office to NNSY's Engineering and Management Building, where he will be more directly involved in shipyard matters and can work more closely with Shipyard Commander, Captain William Kiestler. "This job is easy to get wrapped up in the day-to-day details of caring for Sailors," said CMC Kelley. "That is why I'm now getting a larger staff of key people in place to assist in those matters at the Naval Station. I want to be focused on the shipyard, and promoting all the hard work we're doing in supporting the Fleet."

To ensure prompt assistance for Naval Station personnel, CMC Kelley has enlisted the aid of Master Chief Ed Schutz. "He's my Senior Enlisted Advisor," said CMC Kelley. "He ensures that things keep moving, so people don't have to wait on me. The hope is that by the time I hear about something, it is already resolved."

In a benefit to his current position, CMC Kelley previously worked at NNSY from 2004-2007, stationed at the shipyard's North End with the tenant command Naval Coastal Warfare Squadron Four. "I intend for us to continue working closely together," CMC Kelley said.

During his 22 years in the Navy, CMC Kelley has also served on numerous ships such as USS LABOON (DDG 58), USS GONZALEZ (DDG 66), USS STOUT (DDG 55), and serving as Command Master Chief onboard USS HAWES (FFG 53).

Thanks in part to his career history of working with smaller staffs and crews, CMC Kelley places a premium on actively communicating with his workforce. (Beginning next month, he will start a "CMC's Corner" in Service to the Fleet.) "Being on smaller ships, I enjoyed the camaraderie of working with small crews," he said. "Here, I've probably met three-quarters of our military, and I'm just now catching up with civilians because there's so many.

"So, it'll be a challenge to get to know everyone here . . . but I'll try," CMC Kelley added.

(Brayshaw is a Code 1160 Public Affairs Specialist.)



(SOS logo design by Mark Carey, a Code 1170 Illustrator.)

