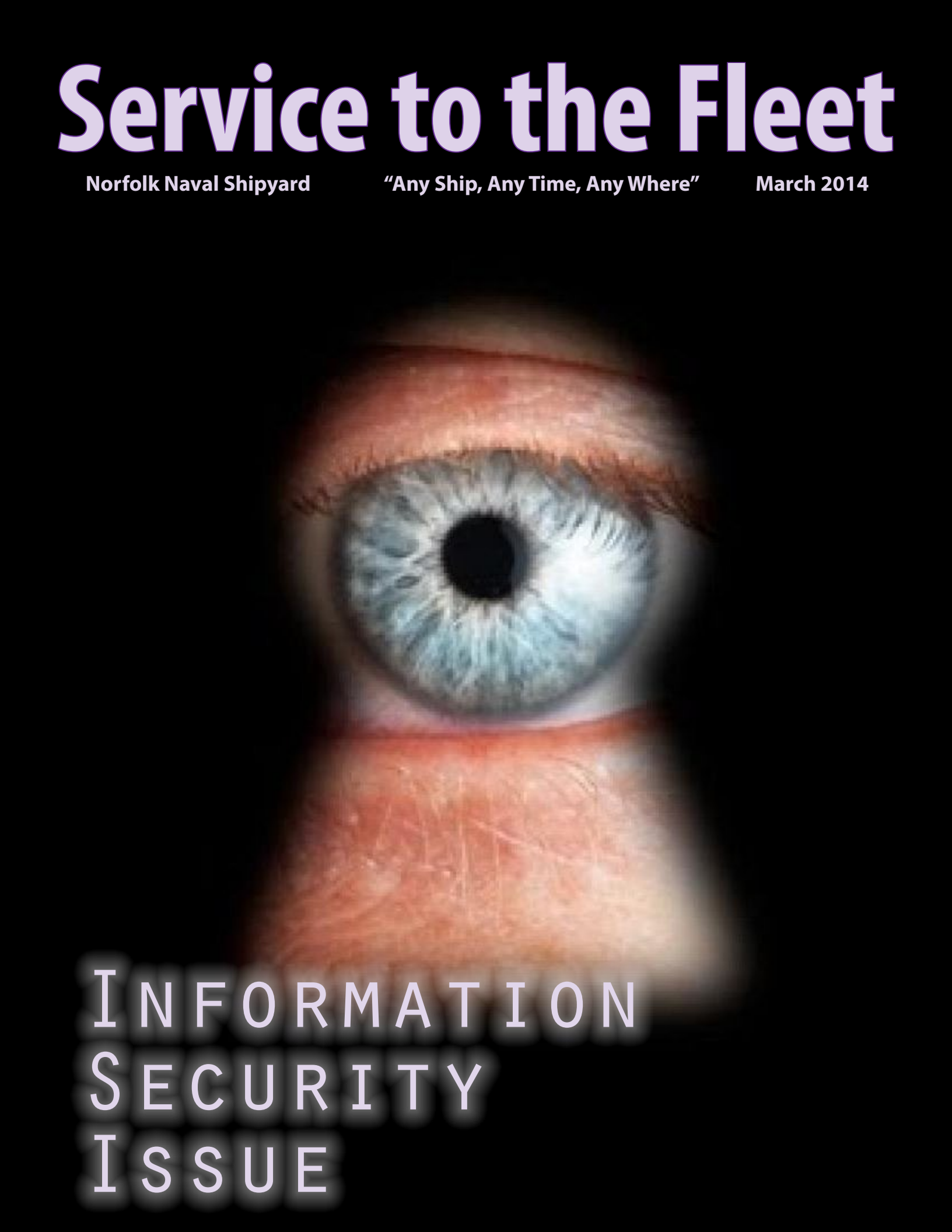
Service to the Fleet

Norfolk Naval Shipyard "Any Ship, Any Time, Any Where" March 2014



Information Security Issue

NAVSEA
NAVAL SEA SYSTEMS COMMAND
NORFOLK NAVAL SHIPYARD

Service to the Fleet

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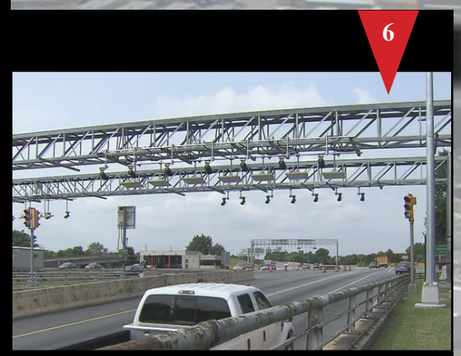

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Working Towards A Learning Organization

As I sit in my office following the second full day of our annual Naval Reactors Evaluation, I cannot help but feel good about the improvements we have made as a shipyard over the two years of my command tour.

I engage with employees every day and across a wide spectrum of our organization, and I see the ever increasing commitment to mission accomplishment. This afternoon, I joined four shop 71 mechanics at Building 1499 who are undergoing training on a new ultra high-pressure blasting process that they will use on the USS *Albany*'s (SSN 753) Normal Fuel Oil tank starting Monday, March 3, 2014. I and they have high hopes that we can execute this work more safely and in less time.

> " An ever increasing number of our employees are seeing the benefits of engagement with their peers, supervisors and subordinates. The environment you create supports open and honest conversation."
>
> *Captain Mark Bridenstine, NNSY Shipyard Commander*

I spent time with Monroe Johnson (shop 11 supervisor) and his team of mechanics this morning reviewing their work while setting reasonable goals and expectations to close three jobs today all in support of completing the USS *Newport News* (SSN 750) Engineered Overhaul (EOH) ahead of the June 2 delivery date. Last Thursday, I spent an hour discussion Community of Practice progress with the Community leads and their sponsors for Welding (Art Laufer and Richard Stevenson), Propulsion Plant Testing (Dave Gresens) and Facilities (Marlies Urban). They are working issues that will continue to improve our performance. If you touch any of these Communities or our Electrical or Exposure Management Communities, they need your commitment to improvement. Seek them out to offer your support and assistance.

Captain Mark Bridenstine

An ever increasing number of our employees are seeing the benefits of engagement with their peers, supervisors and subordinates. The environment you create supports open and honest conversation and leads to increased peer to peer accountability. This is the Learning Organization way. As we continue to strengthen the working relationships across the shipyard, I ask you to reflect on the content of your conversations. Are they aligned to improving performance in support of the shipyard mission – Service To The Fleet, Any Ship, Any Time, Any Where? Are we stretching our view beyond today's work to plan for tomorrow and next week and beyond?

Social Media Security is Everyone's Business

Social media is a wonderful way to share our military family experiences with the outside world. But do you have your own OPSEC social media plan for your family? All of you should be shaking your head yes. If you don't, now is the time to get one — and not just military members.

We can prevent potential adversaries from discovering critical information on social media sites by practicing operational security. Examples of critical information include where a ship is going and when it is returning home or information about Sailors who deploy as individual augmentees. This also includes project completion dates and arrival dates.

Sailors, be extra careful with what you say or send via social media. It can affect your security clearance and even your entire career, especially if those comments are in direct violation of your chain of command or Navy OPSEC guidance.

Families should also refrain from posting comments regarding ship schedules, port calls and mission details — no matter how trivial they may seem.

For more information on Navy social media policies, visit the U.S. Navy's official Slideshare (social media) page at *www.slideshare.net/USNavySocialMedia/navy-social-mediahandbook.*

Command Master Chief
Brian Collier

March is also Women's History month. Earlier this year, it was announced Vice Adm. Michelle Howard will be confirmed by the Senate to serve as Vice Chief of Naval Operations, the service's No. 2 uniformed officer. She will be the first african-american and first woman to hold the job and the first female four-star admiral. Vice Admiral Harry B. Harris, Jr., assistant to the Chairman of the Joint Chiefs of Staff put it best: "When we recognize and capitalize on the strength that diversity brings to the Navy, we are better able to develop new ideas and reach out to partners around the world. America's greatest asset is not our assembly lines or weapons systems, or even our great ships, submarines, and airplanes... it's our people."

CMC Out

NNSY, CVN 69 Launches Effort to Improve JRC Efficiency

By Kristi Britt Code 1160 Public Affairs Specialist

Code 100PI Black Belts teamed up with USS *Dwight D. Eisenhower* (CVN-69) Green Belts to in a three-day time study to survey and observe mechanics using the expendables trailer and tool room trailer in Dry Dock 8 Feb. 6, 7 and 10.

At the request of Deputy Project Superintendent John Tuthill, the purpose of the time study was to learn why mechanics are obtaining expendables and tools themselves when their Job-Readiness Cells (JRCs) are supposed to do it for them.

Personnel Specialist 2nd Class Cesar Ward, an IKE Green Belt with the time study, said, "Most of the people who go to the tool room or trailer go to their JRC first and find out what job they're doing and what tools are needed for the job. Then they have to go to the toolbox and see if they have the tools they need to use for the job. With lines, possible lack of tools and a long walking distance for some, it's more efficient to have the JRC Coordinators assemble the tools for use instead to increase productivity."

The observations were done twice a day; early in the morning for 90 minutes as well as right after lunch for 90 minutes. During the observation, the team was timing, recording and documenting people at the tool room trailer and expendables trailer to see who they were, what they were grabbing and why. Currently the results are being calculated and graphed.

"The importance of the time study is that it's proving what's more efficient," said Aviation Maintenance Administraton Specialist 2nd Class Taylor Chandler, an IKE Green Belt with the time study.

Carrier **Team One** *Peer to Pier*

Since this is our inaugural article of Peer to Pier, let me introduce myself to you and tell you about the purpose of this and future articles. I'm Brian Benz, the Knowledge Management System Owner (KMSO) for Carrier Team One. These articles will appear quarterly in all shipyard newspapers to keep you informed of on-going initiatives to improve aircraft carrier maintenance, introduce you to CT1 leadership and recognize outstanding contributions from within your shipyard in your CT1 leadership in your yard; and provide updates on all upcoming CT1 events.

The complexity and scope of carrier maintenance availabilities make it impossible for any individual organization to do it all and carry the rest of the group. Carrier Team One defines, champions, and enables improvement of cross-organizational carrier maintenance processes through formal process reviews and knowledge capture and sharing. Carrier Team One utilizes knowledge sharing networks (KSNs) to continuously review and improve carrier maintenance key business processes. Key business processes represent the activities that are critical to successful maintenance planning and execution efforts and include Availability Work Package Development, Ship's Force Resource Management, and Work Integration. Carrier Team One also sponsor other KSNs including Co-Yard which focuses on improving wrench-turning processes; Industrial Material Processes which resolves recurring high impact project material issues; and Project Team Development CoP which focuses on the continuous development of the project team throughout the lifecycle of the project.

- Carrier Team One improves carrier availabilities by applying the following guiding principles:
- Drive down the availability cost element of total ownership cost.
- Consider the needs of the Ship's Crew and their quality of life.
- Operate as a collaborative team of maintenance activities.
- Share knowledge at all levels. Know what our key business processes are and focus on them. We must "know what we know."
- Concentrate on the process and how it can be continuously approved.
- Encourage innovation and make decisions mindful that a carrier must last 50 years.
- Implement pilot projects where appropriate. Build on the pilot projects until the process has matured enough to adopt as a key business process.
- Develop and use a common set of performance metrics for key processes to measure process health and drive continuous process improvement.

Carrier Team One in the News

The 2013 semi-annual Fall Meeting was held outside of Puget Sound Naval Shipyard & Intermediate Maintenance Facility (PSNS&IMF) the first week of December 2013. Representation at the meeting included leadership from NAVSEA, Type Commanders, NNSY, PSNS&IMF, NNS, MSMOs and Carrier Team One Knowledge Sharing Network Process Masters and Knowledge Managers.

In closing, if you would like to get additional information concerning what Carrier Team One is working, please feel free to contact either Tom Brady, Carrier Team One Program Manager at *Harold.Brady@navy.mil* or Brian Benz, Carrier Team One Knowledge Manager System Owner at *bbenz@caci.com.*

If you would like to find out Carrier Team One initiatives taking place within your shipyard or who is supporting the Knowledge Sharing Networks, you can contact your local Carrier Team One Executive Steering Committee Member below.

Norfolk Naval Shipyard – Glenn Edwards, *glenn.f.edwards@navy.mil*

Information Security: Photo Approval Process

By Kristi Britt Code 1160
Public Affairs Specialist

A picture is truly worth a thousand words. It's surprising how much one can learn just from viewing a single photograph. Perhaps one takes a self-portrait, something to use as a profile picture for a social media site. At first glance, perhaps everything looks okay so one posts the picture publicly for all to see. Well, just from that one picture, an adversary can pinpoint certain information they could use to harm that person in some way or form. So before you allow anything to be seen or heard publicly, one should really look at their actions and surroundings with an Operations Security (OPSEC) mindset.

OPSEC is a process that identifies critical information and determines if friendly actions can be observed by adversary intelligence systems, if information obtained by adversaries could be useful to them, and then executes selected measures that eliminate or reduce adversary exploitation of friendly critical information. The process can be used daily by anyone educated to use it, as with email encryptions, being careful of those around you and keeping social media use private with only close friends as your witnesses.

At Norfolk Naval Shipyard (NNSY), we take OPSEC very seriously in all that we do; especially when it comes to what photos are taken around the yard. A camera pass is required for anyone who would like to take photos, and these photos have to undergo an approval process in order to be used in-yard as well as be used for Public Release.

"Photos for public release are provided to the Public Affairs Office who then farms them to a group of subject matter experts (safety, security and Information Technology (IT))," said Don Ritchson, Code 1122 Security. "These subject matter experts look at the photos from their individual perspectives in order to ascertain if the content violates some safety principle, shows some security discipline (information, personnel, operations or physical) that the public should not have access to."

As a photographer at the shipyard, it is important to know what would and wouldn't be approved for public release so that you can utilize that knowledge and help make the photo approval process as painless and quick as possible. Events such as images/recordings of employees or U.S. Navy personnel participating in award ceremonies, local celebrations, partnerships with local governments, and photographs of non-sensitive subjects where no sensitive information is revealed in any part are always likely to be approved. Pay attention to the surroundings and the subjects in the photographs and make sure everything is OPSEC-approved before snapping the photo; that way the approval process will go more quickly.

The subject matter experts will be examining every inch of the image/recording and guaranteeing nothing sensitive is on it. Any release of classified information, controlled unclassified information, occupational safety and health issues, poor work practices, inappropriate signs (i.e., RADCON signs), potential security vulnerabilities and any other photographs considered politically sensitive or convey an adverse liability to the Navy, NAVSEA, or the shipyard will not be approved for release.

"What we do in the shipyard is common knowledge. How we accomplish that work is not," said Ritchson. "Some of our work practices could allow adversaries (friend or foe) to gain knowledge that would bring them up to our level of knowledge without the cost of we spend in research and/or development."

This is not just a shipyard practice; one should utilize their skills in OPSEC on a daily basis to eliminate the threat of any sensitive information getting into the wrong hands. It is your job to know what is right and wrong. A good source for Naval OPSEC is The Naval OPSEC Support Team (NOST) that is located at the Navy Information Operations Command (NIOC) Norfolk. You can find more information on their website at http://www.public.navy.mil/fcc-c10f/nioc-norfolk/Pages/OPSECMission.aspx.

In conclusion, pay attention to your surroundings and play it smart with everything you do. The adversaries are always watching and waiting for the chance to snag any piece of information they can find. When going throughout the day, Ritchson said, "Remember OPSEC is not what is classified but what we consider normal everyday life inside the shipyard."

Strategic Goal 3: Improving Our Facility

In a continuing effort to improve facilities and meet the growing demand, Norfolk Naval Shipyard completed renovations and opened its Child Development Center (CDC) on Scott Center Annex Jan. 7.

The facility contains two infant rooms and two pre-toddler rooms. It is equipped with closed-circuit cameras to monitor every room, and is outfitted with the latest technology. It complies with design and construction requirements and energy performance standards for federal buildings.

"This facility was closed almost five years ago for renovation work. We have the New Gosport Center which went to [a] 24/7 [format]. After that, the need for this center to open came about. The need in this region is great and we are trying to meet that need especially for infants and pre-toddlers," said Angel Lee, program superviso .

The Scott Center CDC provides care to children as young as 6 weeks through 2 years and is open year round from 6 a.m. to 6:30 p.m., Monday through Friday. It is staffed by 15 full and part time staff members and has a capacity of 38 children.

All child development programs are accredited by the National Association for the Education of Young Children. "A typical day begins usually at 8 a.m. with breakfast. At 9 a.m. is the morning activity. We generally try to get the kids outside for at least 20 minutes as long as its weather appropriate. It's good for them to get outside and run around – plus it kills germs! Following lunch is nap time, and afternoon activity."

The Navy operates 11 Child Development Centers in Hampton Roads including three 24/7 centers. The cost is based on income, and is typically more affordable than private day care. CDCs are available to all active duty military and Defense Department civilians.


CHILD DEVELOPMENT CENTER


NEW SHAFT LATHE

Norfolk Naval Shipyard's Mechanical Group (Code 930) dedicated its ultramodern Computer Numerical Shaft Lathe in Building 171 Feb. 18.

Replacing a manual lathe from the World War II era, this new equipment will improve the shipyard's ability to provide timely depot-level maintenance inside the shipyard and within budget.

"This is a state-of-the-art full Computer Numerical Control Shaft Lathe," said NNSY Facilities Manager Steve Erickson. "You know aircraft carriers have four propeller shafts; you may not be aware that there's 12 pieces of stick total [each shaft is comprised of 3 pieces for a total of 12]. For the last two aircraft carriers that came in here, we've given away four—and then eight—of those pieces on account of the amount of capacity we had. This is really going to take care of that."

The lathe dedication culminated a decade of planning and procurement. In 2004, all four public shipyards began examining replacing their shaft lathes. Code 930 Group Superintendent Reggie Thompson thanked the numerous individuals who were involved in this lengthy effort "from cradle to grave," led by Code 980's Mark Valentine, and including Code 931's Tim Sanders, Bill Duke, and John Askew.

The new shaft lathe weighs 280 tons and sits on a foundation over 20 feet wide, 133 feet long and six feet deep. The lathe can support an 80-foot, 80-ton shaft. In addition to its remarkable precision moving a cutting tool along a shaft's length, it provides attachments such as a grinder and milling machine that are electromechanically engaged from storage by the Auto Attachment Changer.

"Lots of numbers, but really what makes this place work and this place successful is the people," said Shipyard Commander, Capt. Mark Bridenstine. "You'll recall the third of our shipyard strategic goals is to make our facilities safe, clean and functional. This is tied directly to that functional piece. This gives us more reliability and should increase our capacity of doing shaft work at Norfolk Naval Shipyard."

As part of its ongoing initiative to improve its facilities, Norfolk Naval Shipyard (NNSY) completed installation of a new caisson at Dry Dock 3.

"A caisson is essentially a floating wall that can be removed from or placed at the end of the graving dock. When in place, it acts as a barrier between the dock and river," said Dry Dock Engineer Jason Borman.

The new caisson was built to replace one that has been in existence since 1945. It provides greater accessibility and safety for both personnel and equipment. "One of the benefits of the new caisson is that it can have its ballast tanks individually emptied while it remains in seat, and in conjunction with the installed double valve protection and in-tank catwalks, personnel are safely able to inspect and perform maintenance on components that an older caisson would have to be unseated and placed pierside for," added Borman. "The double valve protection reduces the risk of having a single source of failure for accidental flooding while personnel are present in a confined space, and the in-tank catwalks eliminate the need to expend manpower and material in construction of scaffolding."

The new caisson also has a raised weather deck that personnel can traverse in order to cross the graving dock at the river's edge. It is designed to withstand destructive weather and high tides.


NEW DRYDOCK 3 CAISSON


ELECTRICAL UPGRADES DRYDOCK 8

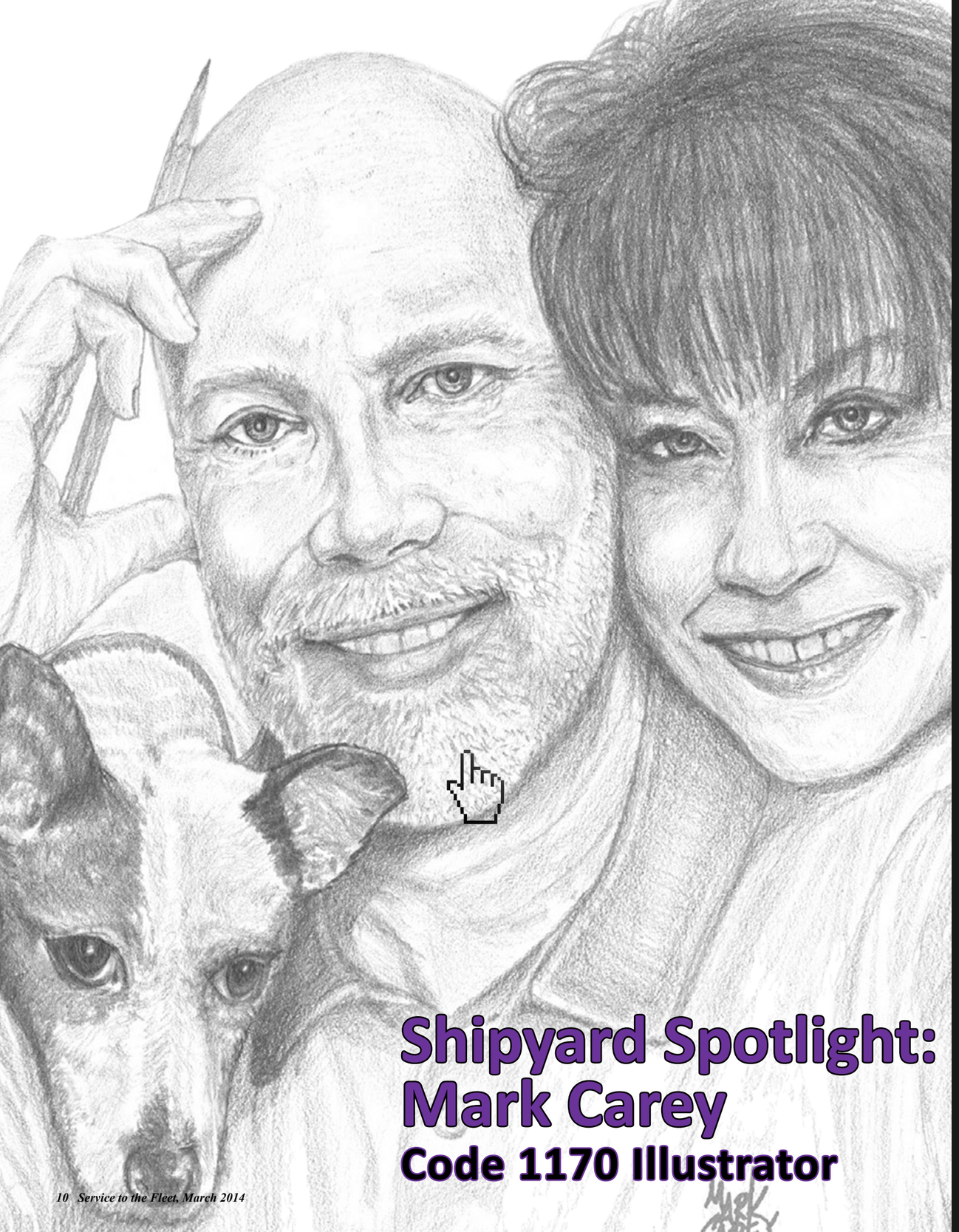
A groundbreaking ceremony at Dry Dock 8 was held Feb. 18 to commemorate the ceremonial start of its electrical distribution MILCON project (P-998). The project upgrades existing shore power distribution at Dry Dock 8 to support the Ford-class aircraft carriers. Norfolk Naval Shipyard (NNSY) is the first U.S. Navy installation to receive MILCON upgrades in support of the new Ford-class carrier.

The project was awarded on Nov. 27, 2013, with a construction completion date proposed for Dec. 27, 2015. The upgrade is essential to Fleet readiness at NNSY. This is the only dry dock capable of servicing any nuclear aircraft carrier on the East Coast.

"Projects like this are really a key component to building the fleet of the future. We'll see the ceremonial beginnings here," said Cmdr. Roland Deguzman, NSA NNSY public works officer. "We're investing $24.8 million to make sure that carrier and other carriers in its class have a place to get fixed for the long haul and it's a pretty cool thing to be part of. Whatever weapon system you're talking about, whether it's a carbine or a carrier, you got to figure out how you're going to sustain that effort. That is what we're doing here. This new capability of the 21st century that we're bringing to the fleet, it's got to come home and get fixed somewhere and Norfolk Naval Shipyard is the place for that."

Dry Dock 8's $17 million contract on a cost-plus basis was announced on June 26, 1940. Dry Dock 8, NNSY's biggest dry dock, was constructed between July 1940 and July 1942. Built using a freshwater inlet, the dry dock was designed to not only host the Navy's largest aircraft carriers, but even accommodate the largest ship that could pass through the Panama Canal.

In 2011 the dock was lengthened to 1,161 feet from the $32 million modernization to accommodate the newer carriers with bulbous bows. A new caisson was built in 2012 at a cost of $22 million.



Mark Carey

By Michael Brayshaw Code 1160 Public Affairs Specialist

Artist. Author. Columnist. Patriot. Father. Fiancé.

For all his titles, their unifying theme is the passion Code 1170 Visual Information Specialist Mark Carey pours into his projects.

You may not know the man. But if you've ever held a package of Shipyard Operations Security (SOS) training cards, looked through a Think Safety+First pamphlet, walked past a Stretch 'n' Flex poster, or read The Chesapeake Clipper, you know his work.

Describing his remarkable output across so many artistic mediums, Carey said, "I love it all, because I never get bored. I have every art form at my fingertips to use for whatever needs to be done. Solving problems is my [favorite] medium."

He's especially drawn to producing products that show individuals "you can come out and be triumphant." He cites his greatest shipyard accomplishments as the Think Safety+First and Shipyard Operations Security (SOS) program materials, the latter of which won the 2011 National Award for OPSEC Operations Security Awareness Training. "The cultural change-type packages were jobs where I saw problems that we had in the yard," Carey said. "I worked around the clock coming up with concepts and ideas—my brain doesn't stop. I love solving problems. The bigger, the better."

Carey added, "I want to help my country, my family, my world. I am truly pro-USA and I do everything I can. I have loved everything I've been able to make a difference in, such as the security and the safety here, and I feel very blessed that I've been part of the change we've brought to them."

Carey started his shipyard career in 1980 as an apprentice painter in the Sign Shop (x. 07). "I filled up my whole core task book in 10 months; it usually takes four years [as an apprentice] to fill it out. I've always been a 'Type A' personality, a go-getter."

His combined diligence and talent quickly impressed then Public Affairs Officer Joe Law, who asked him to design shipyard posters. Originally supposed to have a three-month stint in NNSY's AudioVisual Department, Carey's now worked there 33 years.

By 1983, Carey's freelance work was regularly circulated internationally through publications like Reader's Digest. He often used co-workers as his models for the paintings. "Everyone got a kick out of it!" he recalled.

Beginning work at age 11 as a paperboy, Carey, 54, knows the value of a dollar. The cliché of a starving artist? He's lived it. He couldn't afford to run the air conditioning as a newlywed and sweated through dinners of beans and fried baloney sandwiches. "It would get so hot. There were those nights, you couldn't even sleep, you can't even breathe, you're lying in bed sweating. My first raise, I turned the air conditioning on. Got the second raise, I swore to my wife we'd never eat another fried baloney sandwich. And haven't."

Such memories come quickly and vividly in his mental catalogue. He was voted the state's fastest sign letterer in 1979, able to finish an entire 18-wheel truck front to back in three hours. He recalls one of his supervisors, incredulous that he could provide such high quality in that amount of time, said, '"let's go look at your work."' After scrutinizing it, the supervisor finally admitted, "No flaws, wonderful job, but we don't want you to kill yourself. Relax a little bit; have a Coke."

Carey may sound intense. But like his art, if you look closer at the artist you see surprising details. A mischievous sense of humor runs through his work. It's there in the brand of chips

See Carey, page 12

Norfolk Naval Shipyard distributed its first pre-packaged, weld wire Feb. 13 inside a hangar bay aboard USS Dwight D. Eisenhower *(CVN 69). Pre-packaged weld wire is a best practice used at Portsmouth Naval Shipyard. Weld wire is distributed to welders in an inspected and approved, vacuum-sealed packaged. This new packaging will reduce distribution point inspections by 75 percent.*

***Carey**, Cont'd from*

(Butz) featured in his NNSY Stretch 'N' Flex promotional campaign materials, which earned him a Russ Egnor Navy Media Award. He describes these comical details as "the seasoning on the salad. It makes everything more palatable. We're trying to talk to our co-workers and show them that this can be a dangerous industrial environment. We have to impress each other with that fact."

Particularly with the "Think Safety+First" campaign, he knew bolstering employee awareness of shipyard hazards might not only save limbs, but lives. Few know the pain of untimely death better than Carey, who lost his wife Sharon in 1993 to Acute Leukemia, leaving Carey to raise his five-year-old son Brandon. A graduate of the College of William and Mary, Brandon has been a Code 134 Chemist since 2010.

Almost Job-like in his own life's journey, he not only found his faith, but also love again. He uses the word "blessed" a lot to describe himself, and wants to share that feeling with others. In fact, "God bless!" were the last words in his final story wrapping up 25 years of writing columns for The Chesapeake Clipper, The Virginian-Pilot's weekly Sunday supplement where he also shared locally-themed artwork. (Mark Carey's Chesapeake Collection: 10 Years of Art - History and Humor is his book compiling his first decade of output for the Clipper.) In that same final column, he asked his "best friend," Code 1120 Management Assistant Anna Branham, to be his wife. He watched her read it that Sunday morning, box of two tissues at the ready, engagement ring in the bottom of it. (She said yes.)

"Thought plus effort over time equals results," Carey said. "There's no need to fail. Success comes from hard work, thoughtful work, over time. You keep throwing that grain of sand in that bucket, and that bucket will fill up. It might take you a long time, but when you look back, your life has been one that's full. You have a body of work that shows what you have done."

What he hopes for most out of his own body of work is the inspiring impact those columns, those drawings, those posters, those books can have on the lives of others. "That is what's most important to me; that's what I want to be remembered for."

CABLE READY

Rapid Prototype Tool improves first-time quality removing Vertical Launch System cables

USS Albany (SSN 753) Assistant Chief Test Engineer Eric Koenn tests Norfolk Naval Shipyard's Rapid Prototype Lab's Vertical Launch System cable removal tool on the submarine Feb. 12.

By Michael Brayshaw, Code 1160 Public Affairs Specialist

Inside the tight confines of the submarine's Vertical Launch System (VLS), USS *Albany* (SSN 753) became a temporary test site Feb. 12, with personnel testing Norfolk Naval Shipyard's (NNSY) Rapid Prototype Lab's revolutionary VLS cable removal tool. This new tool, with better-fitting jaws and an improved vise grip, has potential Navy-wide benefits. It promises to greatly reduce the number of hull fittings damaged during the removal of VLS electrical connections on ships and submarines.

"This has been an ongoing issue that Code 292 [The weapons division of NNSY's Combat Systems] has been trying to improve for several years now," said *Albany* Assistant Chief Test Engineer, Eric Koenn. Formerly, the Navy was using a 30 pound tool called the "Robo Tool" to remove VLS cables as needed during ship maintenance or repair. The challenge was not only with the tool's imperfect design, but the spaces are so tight "there's not a lot of room for one guy to get in there, let alone a guy with a 30 pound tool," said Koenn. "And you literally had one guy holding it, and another guy trying to adjust and use the jaws. Now just one person can get in there and clamp down."

The *Albany* Performance Improvement Plan projects reduction of 30 mandays and over $11,000 with implementation of the tool. Designing this tool resulted from a brainstorming during the *Albany*'s Strategic Planning Session prior to the boat's arrival at the shipyard in Oct. 2013.

Koenn said the 30-lb. "Robo Tool" was used on USS *Newport News*'s (SSN 750) Vertical Launch System during the early stages of its NNSY availability and "revealed that either other hull fittings in that area interfered, or, since it's so large, the tool's jaws will interfere with the hull itself and won't come shut around the components allowing us to break it free. As an initiative *Albany* took on, we decided to better that tool and turned to our Rapid Prototype people."

John Tate, Rapid Prototype Lab Toolmaker, said the improved tool was designed in two weeks. "We tweaked it to provide a better fit. It's a lot simpler to produce; less cumbersome. It might weigh three pounds instead of 30 so it's more comfortable for the worker. It clamps up well, so it's a win all around: quality and the worker's going to have an easier time doing his job."

Everything you need to know about TOLLS

By Brian McNeal, Code 1160 Public Affairs Specialist

The long-rumored, often misunderstood tolls on the Downtown and Midtown tunnels began Feb. 1, adding an additional expense to many Norfolk Naval Shipyard employees. But just what are the tolls for? How are they collected? What are alternative routes to the shipyard? These are some of the questions many commuters throughout the region are asking.

The toll rates apply to light vehicles and heavy vehicles. Light vehicles are classified as vehicles with up to two axles and six tires. Heavy vehicles are classified as vehicles with three or more axles. Toll rates for light vehicles using either the Downtown or Midtown Tunnels will be $.75 (off-peak) and $1.00 (peak). Toll rates for heavy vehicles are $2.25 (off-peak) and $4.00 (peak).

Alternate Routes

Gilmerton Bridge

Located on Military Highway, you can reach the Gilmerton by taking Exit 2 off of I-464. Most convenient for people living in South Norfolk, Greenbrier, Great Bridge, Chesapeake, Deep Creek, Virginia Beach (264 to 64 to 464) and North Carolina. Experienced 57 percent increase in traffic since Feb. 1.

High Rise Bridge

Located on I-64 between Greenbrier and Deep Creek; the High Rise Bridge (and subsequent Exit 296 – George Washington Highway) is most convenient for people living in Suffolk, Deep Creek, Chesapeake, and North Carolina.

Jordan Bridge

Located at Exit 4 of I-464; the Jordan Bridge ($1.50 toll) is most convenient for people living in Norfolk, South Norfolk, Virginia Beach, and Chesapeake. Experienced 2 percent increase in traffic since Feb. 1.

All vehicles that use the MLK Extension and one of the tunnels as part of a single trip will pay $.50 to use the MLK extension. All vehicles that use only the MLK Extension will pay $1.00. Peak Period is Monday through Friday from 5:30 a.m. to 9 a.m. and 2:30 p.m. to 7 p.m. All other times are considered Off-Peak.

Travelers can sign up for an EZ Pass which is a toll payment system whereby a transponder is mounted inside a vehicle and when passing through a toll gantry, fees are electronically collected. Virginia residents can create an E-ZPASS account at VDOT's website *www.ezpassva.com/CreateAccount/CreateAccountHome.aspx* or call the customer service center toll-free at (877) 762-7824. The website also includes links for residents of other states.

For vehicles that do not have an easy pass, Pay By Plate, an electronic system whereby video cameras are used to capture license plate data, will be used. Pay By Plate customers are charged for cost recovery, which by Virginia law is capped at two times base toll rate. Payment options will include paying in person, by mail, by telephone or online.

Since the tolls began, Virginia Department of Transportation (VDOT) has reported a 22 percent decrease in traffic at the Downtown tunnel, but expects that number to decrease over the next two months.

A plan is in place to use tolls to fund construction of a new two-lane tunnel under the Elizabeth River adjacent to the existing Midtown Tunnel; an extension of the Martin Luther King Freeway from London Boulevard to Interstate 264 (I-264), with an interchange at High Street; rehabilitation of and safety improvements to the existing Midtown and Downtown Tunnels; and modifications to the interchange at Brambleton Avenue/Hampton Boulevard in Norfolk.

For more information on tolls visit the VDOT website www.virginiadot.org or the Elizabeth River Tunnel website *www.driveert.com*.

1 Shipyard Concept

Brings New Possibilities to Norfolk Naval Shipyard

By Kristi Britt, Code 1160 Public Affairs Specialist

Embracing Naval Sea System Command's (NAVSEA) One Shipyard Concept, Norfolk Naval Shipyard's USS *Maryland* (SSBN 738) project team and Inside machine Shop (Shop 31) worked with Puget Sound Naval Shipyard and Intermediate Maintenance Facility (PSNS&IMF) to bring a new tool to the shipyard – a portable tapered cutting lathe.

The portable tapered cutting lathe is a single-point, hydraulic or mechanical driven, turning machine that generates a tapered surface.

"This is first time work for the shipyard," said Timothy R. Sanders, Shop 31 work leader. "It's a learning curve for us and it's the first time we've ever cut one of the rudder tapers here so this is a huge moment for the yard. It actually increases our capabilities; this is something we couldn't do if we didn't have this machine."

> "I think as a work leader and a mechanic working on this job, we appreciate the confidence our upper management has in their workforce to bring a machine in here without a representative or anything and for us to be able to figure it out ourselves and come out with a great finished product,"
>
> *Eric Fawkas,Shop 31*

Unlike similar types of tools borrowed from PSNS&IMF, the lathe was brought over without the need of instructional personnel. NNSY workers are now learning firsthand how to use the lathe and adjust its abilities for the needs of the job. Shop 31 engineered a stand and extended the lathe in order to fit the rudders and shafts. "We've been doing some trial and error with this and we're getting more efficient with it," said Sanders. "We've been making progress with it daily."

Eric Farkas, the work leader mechanic utilizing the lathe is pleased with what it has to offer. "Having this machine here allows us to pursue the undocking on time. It allows us to lessen the downtime and increase production." When asked about being able to learn how to use the tool in-house, he said, "Anytime you can teach somebody something new or have a new experience or have somebody use their own mind and the skills they have to figure stuff out, they learn. You learn more by reasoning stuff out."

With the growing success of utilizing the lathe, there is hope for a future addition to the tool repertoire at NNSY. "There are possibilities that the shipyard can purchase this machine to be here and ready for these jobs. We hope to have these machines here permanently here in the future," said Farkas.

John Morris, Shop 31 mechanic, added, "We really hope we can get one here at the shipyard."

"I think as a work leader and a mechanic working on this job, we appreciate the confidence our upper management has in their workforce to bring a machine in here without a representative or anything and for us to be able to figure it out ourselves and come out with a great finished product," said Farkas. "It's nice to know our upper management has the confidence in the workforce and believes we can do the job just dropping something brand new in our laps; says a lot about our upper management."

Improving KSAs Shipyard-wide

Code 1142 Offers a Variety of Training Tools

By Mike Perkins, Code 1142 Branch Head

Norfolk Naval Shipyard's (NNSY) Command University, Code 1140, was created during the reorganization of Code 1100 Executive Support and 100PI Process Improvement. The original 100PI.3, formerly known as the Lean Six Sigma College, became the Code 1142 Workforce Development, Assessment, & Evaluation Branch.

The experience and skill set within the staff of Code 1142 is diverse and extensive. Besides having years of team facilitation, mentoring, and instruction experience in the methodologies of Process Improvement, the staff is also skilled in: Instructional System Design, performing training assessments and evaluations, Learning Organization principles, team building, and the Kepner and Fourie problem solving methods.

As Code 1142, the team has transitioned from Continuous Process Improvement training providers across the Department of Defense to special projects focused towards supporting the strategic goals of NNSY.

Supporting the S1 and S2 initiatives, Transform NNSY into a Learning Organization and Improve Knowledge, Skills and Abilities, Code 1142 developed and provides the current LO101 course. The three day course introduces the five principles of Learning Organizations to help break down the barriers of communication and get diverse teams working towards a better understanding of current issues. Code 1142 staff members have also facilitated numerous learning cells across NNSY, and various Communities of Practice (CoPs). Most recently 1140 led several departments through Learning Cells to identify improvement actions based on the latest Defense Equal Opportunity Climate Survey (DEOCS).

Further supporting the S2 initiative, Code 1142 still provides Process Improvement Training, in the form of Yellow Belt, Green Belt, and Black Belt training. These courses teach a structured problem solving process using the methodologies of Lean, Six Sigma, and Theory of Constraints. The goal of CPI training is to get all of NNSY personnel to identify and help make improvements in their jobs. Improvements can be as simple making it easier to get materials and tools, to improving repetitive quality. Every documented improvement can lead to validated financial savings for projects and the command as a whole.

Some of the other special projects that the staff of Code 1142 have been involved with over the last year: Non-Stop Execution of Work, Continuous Training and Development, Performance Coaching Program, Individual Development Plan program review, Strategic Planning, and Strategic Communications planning. Code 1142 also provides "Just In Time" training and mentoring on a wide range of topics from "how to prepare to host a team meeting" to "performing a Gage R and R study."

Others say "problems;" the staff of Code 1142 prefers to say "challenges." We help people identify their own challenges and develop their own solutions through the use of various "tools" we are able to provide from our training and experience. "We do not solve your challenges; we help you and your teams solve your own challenges" said Mike Perkins, Code 1142 branch head. The difference is the level of satisfaction a team enjoys when they realize they did it, not someone else.

If you are interested in learning more about the training courses or how the Code 1142 team can assist you or your teams tackling the latest challenges, please visit the Command University SharePoint site or contact Perkins at 396-3263.

Ike Begins GQ Training

Sailors inventory gear for Repair Locker 5 during a general quarters drill aboard Ike.

Story by MCSA Theodore Quintana
Five Star Staff Writer

Sailors assigned to the aircraft carrier USS Dwight D. Eisenhower (CVN 69) (Ike) participated in Ike's first shipwide general quarters (GQ) training, Feb. 5, since arriving at Norfolk Naval Shipyard in September.

Ike Sailors resumed their weekly training plan starting with a purely administrative (admin) GQ designed to determine a baseline of crew knowledge moving forward, said Master Chief Damage Controlman Terry Wylie.

"We're starting with the basics," Wylie said. "We're starting with the ABCs of damage control: where to go for GQ, what your job is, what you need to learn to do your job, what you need to develop proficiency in that job, and the importance of practicing your job."

Wylie said the purpose of admin GQs is to review the departmental and repair locker rosters to identify key personnel for individual training teams, to identify and fill any gaps that are identified, and to generate a shipwide training battle rhythm for the remainder of the ship's current docking planned incremental availability (DPIA) period.

Once the necessary matches and position fills have been identified, Ike crew members will join their repair lockers for further familiarization and to learn their areas of responsibility. Toward the end of the training phases, the ship's repair locker leaders will administer a "level of knowledge" exam to determine how best to tailor and focus future training.

"Everybody has to raise their level of knowledge in damage control," Wylie said. "Everybody is on the DC team whether they know it or not."

Cmdr. Brian M. Masterson, Ike's Integrated Training Team (ITT) coordinator, said that although the ship still has several months remaining on her shipyard schedule, it's important to resume training to help the ship's crew stay on top of its game.

"We don't have a lot of time to waste," Masterson said. "A week or two wasted sets us back quite a bit. We have to have a good plan. That's why we're starting out with the admin GQs, so we'll be able to hit key milestones at the appropriate times."

Following the admin GQs, Ike will embark on several other training phases: an ITT phase, a partial integrated training phase, and eventually a full integrated training phase slated for mid-May.

TOP LEFT: Sailors review their damage control knowledge during a general quarters drill aboard Ike.
MIDDLE: Personnel Specialist 2nd Class David Sholes, from Orange Park, Fla., and Mass Communication Specialist 2nd Class Yasmine Muhammad, from Atlanta, check yoke and zebra fittings during a general quarters drill aboard Ike.
ABOVE: Electronics Technician 3rd Class Gary Bauman, from Warren, Penn., inventories gear for Repair Locker 5 during a general quarters drill aboard Ike.

(Photos by MC3 Sarah Horne)

MAKE OPSEC A PRIORITY

YOU NEVER KNOW WHEN THE ENEMY MAY STRIKE