

SERVICE TO THE FLEET

Norfolk Naval Shipyard

We Are America's Shipyard

August 2026



**Norfolk Naval Shipyard Welcomes
USS Gerald R. Ford for its First
Planned Incremental Availability**



COMMANDER'S CORNER

From the desk of Rear Adm. Kavon Hakimzadeh



I Need You to Take the DEOCS - Let Your Voice Be Heard

We are one step closer to the end of this fiscal year, and with that we are launching our Defense Organizational Climate Survey, or DEOCS, this August. This survey is an essential tool for our workforce, providing each of you an avenue to share your direct feedback with our leadership so that we can improve our shipyard and bring positive change across all levels. This is your chance to share your perspective and let our team target these areas of improvement. Change cannot happen unless you let your voice be heard.

I can assure you that this survey is completely anonymous and, based on the feedback received, we'll be ready to tackle whatever comes our way to the best of our ability and make this a better shipyard and work team for each of us. I am also committed to providing incentives to our workforce if we reach our established command goals: I will provide 59 minutes if 45 percent of our civilian workforce completes their survey, as well as provide one day special liberty to our Sailors if 75 percent complete. So please,

share your feedback through this survey – let's make our shipyard the best it can be together!

Check out my video wrapping up our 2025 survey at <https://www.dvidshub.net/video/1015017/rear-adm-hakimzadeh-shares-nnsys-deocs-wrap-up-cy25>. The 2026 survey goes live Aug. 3 and you can access it at surveysdrc.com/DEOCS. QR codes are being set up across the shipyard in approved areas – making it easier than ever for you to provide your feedback. You can also check out page 30 to see what the Shipyard Resilience Team (SRT) has been working on to improve the way we analyze the survey data so that we can begin working towards positive change sooner.

Next up, let's talk about a great win for our shipyard, with the re-establishment of our Mentorship Program. With the signing of NAVSHIPYDNORINST 12411.1A, we've now introduced a formal structure to foster both personal and professional development of our teammates. There is so much talent across our workforce, with every single one of you bringing a unique perspective to the table. Having a formal avenue to share your wisdom and learn from others is essential to workforce development – and it's great to see this program now in action. You can read more about this on page 32. For more information, reach out to our NNSY Career Counselors at NNSY_WFD@us.navy.mil.

Lastly, I wanted to take a moment again to highlight the successful arrival of USS Gerald R. Ford (CVN 78). We've already made some

real progress in being able to jumpstart this Planned Incremental Availability and we, along with Newport News Shipbuilding and our contracting partners, have a big task to fulfill over the next several months as we work to complete this availability so Ford can return to the fleet. It's going to take a full effort from all of us, and that includes striving for excellent communication with each other as we work to repair and modernize this essential asset to our Navy. Let's make sure we're all establishing clear expectations, ownership, and accountability in our work so that we can positively impact mission success. Bring your best to our waterfront so that we can deliver Ford back to the fleet, ready to serve. This is the beginning of a long and fruitful working relationship between America's Shipyard and Ford, and it's exciting to see! You can check out my video welcoming the carrier's arrival at <https://www.dvidshub.net/video/1014314/rear-adm-hakimzadeh-welcomes-uss-gerald-r-ford-cvn-78-norfolk-naval-shipyard>.

Thank you for all that you do here at America's Shipyard and for our nation.

Rear Adm. Kavon "Hak" Hakimzadeh
Commander, Norfolk Naval Shipyard



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REGARDING AMERICA'S SHIPYARD!**

CHECK OUT THE NNSY LINKTREE TODAY!

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Chessie Bray

SERVICE TO THE FLEET EDITOR/PRODUCER

Kristi Britt

PUBLIC AFFAIRS STAFF

GSM1 Christian Bautista, Marisa Berkey, Michael Brayshaw, Danny DeAngelis, Justin Debraux, Susanne Greene, Troy Miller, Lorenzo Raines, Beci Spencer, Shelby West

EMAIL THE PUBLIC AFFAIRS OFFICE

nnsy_pao@us.navy.mil

EMPLOYEE INFORMATION HOTLINE

(757) 396-9551

FRAUD, WASTE & ABUSE HOTLINE

(757) 396-7971

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www.dvidshub.net/unit/NNSY



NORFOLK NAVAL SHIPYARD SERVMART VENDOR DEMO DAY

AUG. 19 • 10 A.M. TO 1:30 P.M. • BLDG. 276 SERVMART

This event provides the workforce a showcase on the latest General Services Administration (GSA) Fourth-Party Logistics (4PL) tools and solutions designed to streamline the supply chain and material management processes. Demo Day includes live demonstrations of cutting-edge tools from leading brands in the industry, as well as providing a chance for shipyarders to engage directly with industry partners and vendor representatives to explore methods to optimize NNSY operations. Attendance on duty time requires supervisor approval.

NORFOLK NAVAL SHIPYARD

HOTLINE

**FOR REPORTING: FRAUD, WASTE, ABUSE
AND MISMANAGEMENT**

757-396-7971

**EMAIL:
NNSY_IG_HOTLINE@US.NAVY.MIL**

**OR WRITE:
NNSY HOTLINE
COMMAND INSPECTOR GENERAL
BLDG. 706
PORTSMOUTH, VA 23709**

NAVSEA INSPECTOR GENERAL
Phone : 1 (800) 356 - 8464
Email : usn.ncr.sea-00.mbx.navsea-ig-hotline@us.navy.mil

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Web Form : <https://www.secnav.navy.mil/ig/Pages/inhome.aspx>

DoD INSPECTOR GENERAL
Phone : 1 (800) 424 - 9098
<https://www.dodig.mil/Components/Administrative-Investigations/DoD-Hotline>



Several individuals were recently recognized for their outstanding achievements during the IKE Hot Wash on June 10. The awards were presented to personnel by Shipyard Commander RDML Kavon Hakimzadeh for their exceptional service during the USS Dwight D. Eisenhower (CVN 69) Planned Incremental Availability (PIA) Fiscal Year (FY) 25, which completed three days early. Congratulations to Code 2340 Nuclear Assistant Chief Test Engineer Teddy Lutge, Code 246 Work Control Technician Samuel Doney, Code 106 Project Safety Manager Jonathan Larrew, Code 261 Mechanical Engineer Landon Hill, Code 300 Propulsion Zone Manager Russell Byrnes, Code 960 Nuclear Insulation Supervisor Yashica Hamlin, Code 300 Combat Systems Zone Manager Ryan Boaz, Code 938 General Foreman Dale O'Hara, and Code 530 Material Envelope Supervisor Douglas Birdsong. Their outstanding performances and commitment to operational readiness were fundamental to the success of the CVN 69 FY25 PIA. (Photo by Danny de Angelis, NNSY Photographer)



Norfolk Naval Shipyard (NNSY) Lifting and Handling (Code 700) Director Joe Singer led a discussion as part of the shipyard's Leadership Insight Series July 14 entitled, "Beyond the Dashboard: The Playbook for Elevating Performance through Purpose." In this discussion, Singer shares actionable frameworks for execution, delegation, and strategic problem-solving, driving a crucial shift from reactive management to predictive, purpose-led leadership. These frameworks include core leadership expectations, the three pillars of leadership, the power of predictive maintenance, strategic talent mining, and the philosophy of the heart of leadership. The NNSY Leadership Insights Series provides a unique opportunity for the shipyard workforce to engage directly with senior leaders. Each month, a different NNSY leader will present on a leadership topic of their choosing, drawing from their personal experiences, operational challenges, and strategic vision. This series aims to bridge the gap between executive leadership and the broader workforce, promoting a culture of continuous learning, mentorship, and excellence across the shipyard. Interested in hosting a future discussion? Email NNSY_PAO@us.navy.mil today! (Photos by Danny DeAngelis, NNSY Photographer)



Representative Jen Kiggans visited Norfolk Naval Shipyard (NNSY) July 10, meeting with Commander, Navy Region Mid-Atlantic Fire and Emergency Services personnel as well as touring USS Gerald R. Ford (CVN 78) and its living barge, engaging with ship and project team leaders. Congresswoman Kiggans represents Virginia's Second Congressional District in the U.S. House of Representatives, which includes Virginia Beach, the Eastern Shore, and parts of Chesapeake and the Hampton Roads region. (Photos by Danny DeAngelis, NNSY Photographer)



The Norfolk Naval Shipyard (NNSY) First Class Petty Officer Association (FCPOA) recently participated in the Adopt-A-Spot Cleanup in Portsmouth July 10. The team came together to clean up the perimeter of the base at Gate 10, cleaning up 118 pounds of debris. A big thank you to the participants for helping to keep our shipyard and our community clean.

NNSY LEADERSHIP INSIGHTS SERIES

IF YOU GIVE A MOUSE A COOKIE:

BUILDING LEADERS, NOT DEPENDENCIES

What can a children's book teach us about leading one of the Navy's most complex organizations? More than you might think.

This session explores how well-intentioned leaders accidentally cultivate "dependency loops" that slow down decision-making and bottleneck operations. Using the classic children's book as a metaphor, we will discuss how to shift your leadership style from a "caretaker" to an "enabler."



Jason Wills
Code 901 Production Resources
Manager

REGISTER NOW ON WAYPOINTS
SEARCH 24-NNSY LEADERSHIP INSIGHTS SERIES

AUG 25 | 1:30 P.M. | BLDG. 1500 COMMAND BRIEFING ROOM
AVAILABLE IN-PERSON OR ON MICROSOFT TEAMS

The NNSY Leadership Insights Series provides a unique opportunity for the NNSY workforce to engage directly with senior leaders. Each month, a different NNSY leader will present on a leadership topic of their choosing, drawing from their personal experiences, operational challenges, and strategic vision. This series aims to bridge the gap between executive leadership and the broader workforce, promoting a culture of continuous learning, mentorship, and excellence across the shipyard. Interested in hosting a future discussion? Email NNSY_PAQ@us.navy.mil today!



Norfolk Naval Shipyard (NNSY) hosted the Servmart Vendor Demo Day June 17 for the workforce, showcasing the latest General Services Administration (GSA) Fourth-Party Logistics (4PL) tools and solutions designed to streamline the supply chain and materiel management processes. The event included live demonstrations of cutting-edge tools from leading brands in the industry, as well as provided a chance for shipyarders to engage directly with industry partners and vendor representatives to explore methods to optimize NNSY operations. (Photos by Danny DeAngelis, NNSY Photographer)



Norfolk Naval Shipyard's (NNSY) Length of Service Awards Ceremony celebrates civil service employees for their dedication to 40, 45, 50 and 55 years of service to our Nation. On July 14, 56 individuals were recognized for their commitment to serving the U.S. Navy and helping NNSY meet its mission: congratulations everyone! (Photo by GSM1 Christian Bautista, NNSY Photographer)

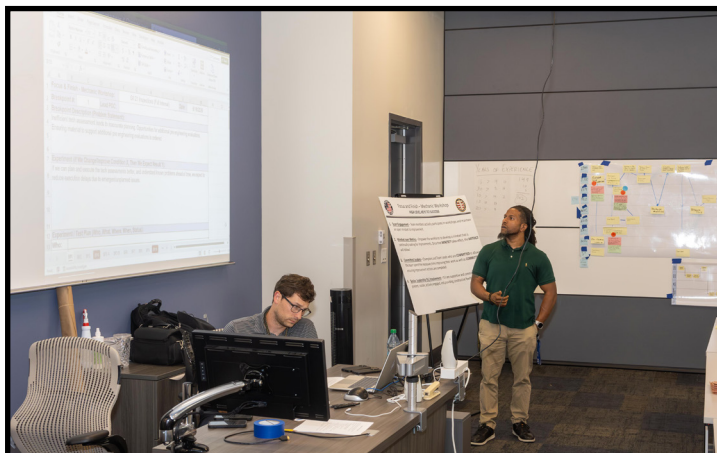


Personnel from Norfolk Naval Shipyard (NNSY) and Naval Support Activity (NSA) Portsmouth gather to clean mature oysters and prepare the cages for new oysters in support of Clean the Bay Day. This environmental initiative held on June 24 highlighted the joint NNSY and NSA Portsmouth oyster gardening program, emphasizing the vital role oysters play in naturally filtering water and restoring the Chesapeake Bay's delicate ecosystem. The event was held in conjunction with NNSY, NSA Portsmouth, Port Operations, and NSA Portsmouth Morale, Welfare, and Recreation (MWR). (Photos by Shelby West, NNSY Photographer)





Norfolk Naval Shipyard hosted its Summer Job Fair July 18 at the Chesapeake Conference Center, welcoming hundreds of applicants to meet with subject matter experts within their respective trades and positions. Interested in learning about future opportunities for employment at America's Shipyard? Join our Talent Community today at <https://tinyurl.com/NNSY-Talent-Community>. For specific hiring questions, please email NNSY_People_Experience@us.navy.mil. (Photos by Danny DeAngelis, NNSY Photographer)



As part of the ongoing initiative at Norfolk Naval Shipyard (NNSY) to streamline small-scope processes and develop action plans, the team recently held a Focus and Finish Mechanic Workshop focused on General Inspection (G/I) 21 Inspections. This workshop was developed to address known issues to produce accurate planning and reduce execution delays due to emergent/unplanned issues. (Photos by Danny DeAngelis, NNSY Photographer)

NNSY DISCIPLINARY CORNER

During the month of June 2026, the command issued 50 actions.
The following are examples of associated behaviors:

1 PROBATIONARY
TERMINATION

(Non-supervisor): Failed to Demonstrate Qualifications and Fitness for Continued Employment.

20 SUSPENSIONS

(Five Supervisors, 15 Non-supervisors): Failure to Follow Instructions and Safety Procedures; Unauthorized Absence and Failure to Follow Proper Leave Procedures; Inappropriate Conduct from Employees and Supervisors; Failure to Accurately Record Time and Attendance; Failure to Perform Supervisory Duties; Inaccurate Muster Sign Out; Failure to Keep Track of Tools/Equipment; Unauthorized Use of Government Owned Vehicle.

8 REMOVALS

(Two Supervisors, Six Non-supervisors): Excessive Unauthorized Absences and Failure to Follow Proper Leave Procedures; Conduct Unbecoming of a Federal Employee; Conduct Unbecoming of a Federal Employee and Supervisor; Inability to Report; Medical Inability to Perform the Essential Functions of Your Position.

2 INDEFINITE
SUSPENSIONS

(Non-supervisors): Failure to Meet a Condition of Employment, suspension of access to classified information and assignment to sensitive duties.

14 REPRIMANDS

(Non-supervisors): Unauthorized Absence; Failure to Follow Proper Leave Requesting Procedures; Failure to Satisfactorily Complete Welding Competencies; Inappropriate Conduct; Failure to Safeguard Government Issued Tools/Equipment; Sleeping While on Duty; Failure to Perform Task as Assigned; Failure to Follow Instructions and Orders.

5 LAST CHANCE
AGREEMENT
(W/ 45 DAY
SUSPENSION)

(One Supervisor, Four Non-supervisors): Conduct Unbecoming of a Federal Employee





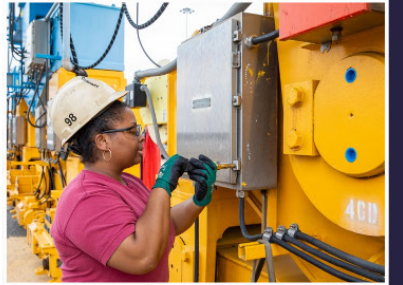
Want to Be Part of the NNSY Team? Join NNSY's Talent Community Today!



For those not currently NNSY employees, we want to connect with you! Take the next step in your career and join our NNSY Talent Community today!

HOW IT WORKS:

1. Join & Upload:
 - a. Candidates simply follow the link below to create a quick profile and upload their 2-page resume along with any supporting documents.
2. Review & Tag:
 - a. Our People Experience (PE) Team reviews every submission, categorizing candidates by their unique experience, skillsets, and ideal positions.
3. Match:
 - a. Whenever hiring managers are looking for top talent to fill new roles, we pull directly from this community, sending them customized reports of the best-matched candidates.



Follow the link to get started:
<https://tinyurl.com/nnsy-talent-community>

Questions? We're here to help! Please reach out to the People Experience Team at NNSY_People_Experience@us.navy.mil or 757-967-4548.

Please note: If you are already an NNSY employee seeking promotions, transfers or other internal opportunities, please visit [USAJobs.gov](https://usajobs.gov) for all current announcements. Internal resources also include resume writing training and career counseling. We encourage all employees to leverage these resources to pursue their career aspirations within NNSY.

Please reach out to the People Experience Team for additional questions. The NNSY Career Counselors are available at NNSY_WFD@us.navy.mil.



Stay connected with NNSY:
linktr.ee/norfolknavalshipyard



Important Information

»DONCEAP IS AVAILABLE TO DON EMPLOYEES 24/7

Department of the Navy employees are busy juggling work and family and it is not unusual to encounter difficulties with stress, family, relationships, alcohol, work, or other issues which impact quality of life. The Department of the Navy values its employees and has partnered with Magellan Health to provide a new centralized employee assistance and work/life program for employees and their families. The Department of the Navy Civilian Employee Assistance Program (DONCEAP) provides a wide range of services to employees and their families.

Employees can access services 24/7 through the DONCEAP website at <https://magellanascent.com/> or by phone at 1-844-DONCEAP (1-844-366-2327). Representatives can provide answers to questions, research information, link employees to a wide variety of qualified local services and provide licensed confidential support to help with difficult issues.

»UPCOMING NNSY IDP WITH WAYPOINTS BRIEFS

The next upcoming NNSY Individual Development Program (IDP) with Waypoints Brief will be held Aug. 17 from 12:15 via Microsoft Teams.

NNSY's workforce development (WFD) Career Counselors will provide understanding of the purpose and process, sharing examples of IDP conversations, and introducing Waypoints' IDP feature. Upon sign-up for the brief, individuals will be sent a team meeting including links and a guidebook.

Open enrollment to all employees, please note that seating is limited to 24 participants. Walk-ins are welcome as first come, first serve per available seating. To register: Log into <https://don.csodfed.com/>. On the Learner Home page, type in 24-NNSY (C900CU-IDPBRF) C900CU IDP Briefing. The sessions will appear for you to request OR Email name, last 4 of DOD ID #, & session date to NNSY_WFD@us.navy.mil.

»UPCOMING NNSY BLOOD DRIVES

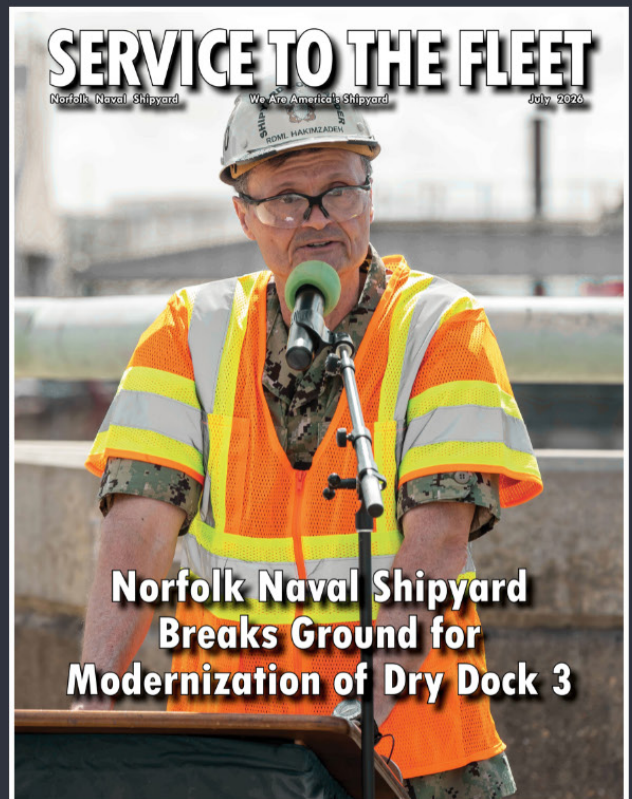
There is currently an urgent need for blood across the country, including Type O. NNSY is launching its support with various blood drives scheduled throughout the year. Those with access to the base are welcome to join us on the scheduled dates. All blood drives are held in the Bldg. 1500 Lobby from 8:30 a.m. to 1 p.m. The dates are: Sept. 23-24, and Dec. 2-3. For more information, please visit militaryblood.dod.mil to learn more and register for the drive of your choice. Walk-in are also accepted at all NNSY Blood Drive events.



NNSY

SERVICE TO THE FLEET

We Need You!



Do you have any story ideas? Upcoming events?

Shipyard spotlight nominations, etc.?

We want to hear from you!

Contact NNSY PAO:
NNSY_PAO@us.navy.mil

Norfolk Naval Shipyard Welcomes USS Gerald R. Ford for its First Planned Incremental Availability

STORY BY MICHAEL BRAYSHAW • NNSY DEPUTY PUBLIC AFFAIRS OFFICER
PHOTOS BY SHELBY WEST AND DANNY DEANGELIS • NNSY PHOTOGRAPHERS



USS Gerald R. Ford (CVN 78) arrives at Norfolk Naval Shipyard July 7 in advance of its Planned Incremental Availability.

Ushering in a new era of aircraft carrier maintenance at America's Shipyard, Norfolk Naval Shipyard (NNSY) welcomed USS Gerald R. Ford (CVN 78) July 7 in advance of its Planned Incremental Availability (PIA).

Following the carrier's historic 326-day deployment, including operations in the Mediterranean, Caribbean, and Red Seas, this marks Gerald R. Ford's first regularly scheduled availability at a public shipyard as well as the first time a Ford-class aircraft carrier has been serviced at NNSY.

A PIA is a scheduled period for an aircraft carrier to undergo extensive maintenance, repairs and modernization to meet future operational demands, spanning a wide array of overhauls and inspections. Additionally, a concurrent availability will be conducted to restore spaces damaged during a fire aboard the then-deployed carrier in March 2026.

Gerald R. Ford's availability plays an important role in the Navy's integration of operations and overhauls into a maintenance continuum using smaller, more frequent availabilities to accomplish needed work while also increasing operational availability. Getting carriers delivered back to the fleet on time is critical to improving warfighting readiness.

This continuum has already supported the shipyard team to accomplish advance work on the carrier while at Naval Station Norfolk— including early testing, preparations for temporary

service installation, and jet blast deflector overhaul. The continuum also provides an opportunity to resolve any additional work following completion of the availability.

"The team is heavily leveraging the lessons of the new maintenance continuum," said Project Superintendent George "BJ" Baker. "Specifically, we are utilizing pre- and post-Window of Opportunity (WOO) periods to manage new work budgets. If late-stage new work poses a risk to our completion date, we have the framework to work those items post-availability. Capitalizing on these WOO periods is the single most important key to returning carriers to their strict [maintenance] timelines."

To further support timely completion, Baker said the team has been undergoing "rigorous and highly collaborative" preparations conducting quarterly project planning reviews, undergoing specialized training on the new carrier class at Newport News Shipbuilding's (NNS) Virginia Advanced Shipbuilding and Carrier Integration Center and engaging in peer reviews with the PCU John F. Kennedy (CVN 79) team as the next carrier in class completes construction at NNS.

To drive a pressing timeline while overhauling a new type of carrier, the project team will incorporate NNSY's Focus and Finish initiative by starting availability jobs and urgently working them to completion to minimize interruptions and



delays.

"We are actively implementing the Focus and Finish execution model to minimize multitasking, drive scheduling discipline, and rapidly close out work areas," said Baker. "Every single shift matters. Our leadership team is focused on ensuring the entire shipyard and ship's force community are completely bought into this 'every day counts' mindset."

Gerald R. Ford's arrival at NNSY follows the early PIA completions for Nimitz-class aircraft carriers USS Dwight D. Eisenhower (CVN 69) in April 2026, and USS George H.W. Bush (CVN 77) in November 2024.

"USS Gerald R. Ford is positioned to become the third consecutive early finish of an aircraft carrier availability at America's Shipyard," said Shipyard Commander Rear Adm. Kavon Hakimzadeh. "Our project team is answering the call, and I look forward to many great successes over the next several months as we drive to completing the availability and maximizing Gerald R. Ford's ability to meet its critical mission."

Gerald R. Ford is the lead ship in the first newly designed aircraft carrier class in more than 40 years, beginning the phased replacement of Nimitz-class carriers. As one of the largest, most historic and multifaceted shipyards in the nation,

NNSY's mission is to repair, modernize and inactivate Navy warships and training platforms to maximize readiness and availability for fleet tasking.



NNSY Celebrates Ford Flyaway Team Achievements and Dedication to the Mission

STORY BY KRISTI BRITT • NNSY PUBLIC AFFAIRS SPECIALIST | PHOTOS BY GSM1 CHRISTIAN BAUTISTA • NNSY PHOTOGRAPHER



From left to right: USS Gerald R. Ford (CVN 78) Executive Officer Capt. Shawn Navinskey and Norfolk Naval Shipyard Commander Rear Adm. Kavon Hakimzadeh speak during the Ford Flyaway Team Award Ceremony July 9.

When emergent work required assistance in supporting USS Gerald R. Ford (CVN 78) in its moment of need following its March 2026 fire, Norfolk Naval Shipyard (NNSY) military and civilian personnel were quick to answer the call. To celebrate the team's achievements and dedication in supporting this vital asset, NNSY hosted an awards ceremony July 9 recognizing the teammates who directly supported the efforts. More than 150 individuals from across multiple production and support codes were awarded medals for their service.

Capt. Shawn Navinskey, CVN 78 Executive Officer, said, "From our Ford team, I wanted to recognize you all for your help while we were underway. No matter the distance, you rushed to our aid while we were in combat operations, providing us the ability to heal while underway so we could get back to the mission and support our nation's objectives. You also gave us the opportunity to learn as well, your team showing us how to make vital repairs internally. Your efforts provided our Sailors with a good quality of life, whether it be reestablishing hot water or temporary services – you came to our aid and got us

back to a normal battle rhythm. Thank you all for your help!"

"Our team at America's Shipyard is the best crisis responders in the world – you give us a problem and we get out there and take care of it," said NNSY Shipyard Commander Rear Adm. Kavon Hakimzadeh. "77 teammates took to the skies and flew halfway around the world, with support teammates assisting every step of the way, to answer the call. You restored power and ventilation while Ford was underway over the course of five days and gave them the help they needed. This is vital work that cannot be done by anyone else. This is absolute proof that when we work together, we know how to get after whatever obstacle stands in our way.

Hakimzadeh added, "I'm incredibly proud of this team and what we have accomplished – this is something that I know instills a lot of pride in you. You contributed directly to national security and got Ford back in the fight. Thank you for all who were involved in this tremendous effort and for your continued service to our nation."

Who Will Be The Next Shipyard Spotlight?

Do you want to highlight a teammate who goes above and beyond the call of duty? Submit your request to NNSY_PAO@us.navy.mil today for a chance to be a future monthly spotlight in our Service to The Fleet magazine!





NNSY Teams Prepare Pier 5 for Historic First Visit from USS Gerald R. Ford

STORY BY TROY MILLER • NNSY PUBLIC AFFAIRS SPECIALIST | PHOTOS BY SHELBY WEST • NNSY PHOTOGRAPHER



The Norfolk Naval Shipyard (NNSY) Code 900F.14 Temporary Facilities team at Pier 5 after completing a total rehabilitation of the project trailers. The nine-person team completely deep-cleaned, remodeled, and configured the spaces to ensure they meet shipyard standards for the USS Gerald R. Ford (CVN 78) project team.

For the first time in its storied history, Norfolk Naval Shipyard (NNSY) had to prepare to welcome the USS Gerald R. Ford (CVN 78) for its first Planned Incremental Availability. The arrival of the Navy's newest class of aircraft carrier marks a significant milestone for the shipyard, requiring extensive preparations to ensure the pier and its supporting infrastructure were ready to support the modern warship. Two key teams from the Production Facilities Department (Code 900F) have been at the forefront of this effort: the Temporary Facilities Branch (Code 900F.14) and the waterfront utilities experts of Code 900F.31.

Leading up to Ford's arrival, these teams have been laser-focused on a complete rehabilitation of Pier 5.

Troy Leinart, the supervisor for Code 900F.14, has been leading his nine-person team through a total pier-side remodel of the temporary office and workspaces. "Basically, what we do is we come in after every project and we completely rehab

and remodel the units to get it back up to the standard for the next project," Leinart explained. "New engineered drawings for the setups to meet what each individual code needs, floor polishing, floor repair, leak repair... any type of facility repair to get it back up to the shipyard standard."

For Leinart, the arrival of a new ship class required immense strategic planning to overcome challenges posed by aging infrastructure and the need for specialized parts. "It's a hectic time," he admitted. "It usually doesn't stop until we get every personnel in their location settled in."

While Leinart's team focused on the physical workspaces, LaNell Lawrence's team was tackling the pier's power and utility grid. As an Electrical Engineering Technician in Code 900F.31, Lawrence was tasked with a critical, first-time evolution: ensuring Pier 5 could deliver the 13.8 kilovolts of electrical power the Ford requires.

"This is the Ford's first time here, so we never had 13.8

energized here before being connected to a naval vessel,” said Lawrence. “Our primary job is to ensure all the utilities for the waterfront are up to par.”

Starting 120 days before the ship’s arrival, Lawrence and his six-person crew began a systematic inspection of the pier’s infrastructure. They coordinated with Naval Facilities Engineering Systems Command (NAVFAC) to have the pier’s massive electrical transformers tested to handle the higher voltage. When funding issues arose, Lawrence’s team was prepared to secure the necessary money through Portfolio Acquisition Executive for Industrial Operations (PAE-IO) to keep the testing on schedule.

“When the boat comes in for its availability, all those services have to be available,” Lawrence emphasized. “If it’s not available, we can’t do our work, and it makes the availability much harder to complete.”

For Lawrence, a Navy veteran who has been working with shore power since 1988, this project was more than just another task. “It was gratifying to me to be involved in it because this is what I love to do,” he said. “The electrical side of the house, to get involved, especially with the shore power... this is what I was born to do. This is what gets me coming to work every day.”

That sense of shared purpose and teamwork was echoed by Leinart, who noted the necessity of collaboration between the different shops. “We have to work as a team because we have to work around each other to support what each individual code has,” he said.

Thanks to the diligent and proactive efforts of these small, dedicated teams, Pier 5 now stands ready to support the Navy’s most advanced aircraft carrier, ensuring that America’s Shipyard can continue to service the fleet and deliver unparalleled warfighting capability for the nation.



From top to bottom: Code 900F.31 Electrical Engineering Technician LaNell Lawrence prepares a high-voltage shore power cable plug on Pier 5. Lawrence and his six-person team conducted rigorous inspections and coordinated transformer testing to ensure the pier's electrical grid can successfully deliver the 13.8 kilovolts of power required by CVN 78, marking the first time this high-voltage system has been energized at the pier for a naval vessel; The NNSY Code 900F.14 Temporary Facilities team strips, waxes, and buffs the floors of a mobile project trailer on Pier 5. Led by Supervisor Troy Leinart, the nine-person crew completely rehabilitated the temporary offices and workspaces to ensure they were ready for the arrival of CVN 78; Leinart and Lawrence walk down Pier 5 during a joint surveillance of the pier. The two teams coordinated extensive physical and electrical upgrades to prepare the pier and supporting infrastructure for the Ford arrival; A fully restored and configured mobile project trailer on Pier 5 stands ready to support shipyard personnel. The Code 900F.14 team completely overhauled the workspace, setting up tables, chairs, and monitors based on the specific operational needs of the incoming command codes for the Ford project.

Two NNSY Employees Recognized During the 2025 NAVSEA Excellence Awards Ceremony

STORY BY KRISTI BRITT • NNSY PUBLIC AFFAIRS SPECIALIST | U.S. NAVY PHOTOS BY LAURA LAKEWAY



In an annual celebration honoring excellence and innovation across the enterprise, two Norfolk Naval Shipyard (NNSY) employees were recognized for achievements in their respective fields during the 2025 Naval Sea Systems Command (NAVSEA) Excellence Awards Ceremony June 11.

Vice Adm. James P. Downey, Commander of NAVSEA and Portfolio Acquisition Executive for Industrial Operations, who presided over the ceremony, said, "Today, we celebrate the innovators, the problem-solvers, bold leadership, and the dedicated professionals whose work ensures our Navy remains the most powerful maritime force in the world. The efforts of these individuals and teams directly contribute to the readiness of our fleet and the safety of our sailors."

During the ceremony, Downey and Deputy Commander of Total Force and Corporate Operations Leslie Joseph presented awards to individuals and teams in 21 categories for their exceptional accomplishments across a range of categories, including Excellence in Acquisition, Excellence in Command Support, Excellence in Engineering, and many more. Of these awards of note, two showcased exceptional talent from America's Shipyard – the Excellence in Safety Award presented to Code 106 Industrial Hygienist Laura McCann, and the Excellence in Force Generation presented to Code 300 Alteration Installation Team (AIT) Work Integration Leader (WIL) Amy DeGuzman.

McCann, who is the Respiratory Protection Program Manager (RPPM) at NNSY, was recognized for her effective approach to safeguarding the respiratory health of all NNSY personnel. She implemented an innovative solution to improve protection by onboarding new, more comfortable respirators, directly increasing compliance and worker safety on the waterfront. In addition, she also eliminated waste by identifying and correcting an issue with improper respiratory modifications, taking immediate action to educate the workforce and prevent future failures.

NNSY Safety Director Jon Elms noted, "Ms. McCann is a leader in revitalizing the workforce through modern learning and knowledge management. She developed and delivered critical training to supervisors on the interaction between engineering controls and PPE. By completely revising the written respiratory protection program and creating an updated cartridge change-out schedule, she has ensured safety knowledge is current, accessible, and sustained."

He added, "She performs superbly in her position of responsibility, consistently going above and beyond by volunteering for exposure monitoring to gather data that drives policy. Her proactive safety initiatives directly support NAVSEA's Culture of Affordability by generating significant cost avoidance, preventing injuries/illnesses, and minimizing lost work hours. Her work proves that investing in safety is



From left to right: Vice Admiral Jim Downey, Commander, Naval Sea Systems Command (NAVSEA) and Leslie Joseph, Deputy Commander, Total Force and Corporate Operations, presents the 2025 NAVSEA Excellence in Force Generation Award to Norfolk Naval Shipyard's (NNSY) Code 300 Alteration Installation Team (AIT) Work Integration Leader Amy DeGuzman and the 2025 NAVSEA Excellence in Safety Award to NNSY's Code 106 Industrial Hygienist Laura McCann.

fundamental to achieving efficiency and affordability.”

“I am incredibly grateful for this honor. Winning this award validates the daily effort it takes to maintain an uncompromising culture of safety,” said McCann. “Shipyards present unique, high-risk hazards when working in enclosed and confined spaces. In this line of work, safety directly impacts our mission readiness and protects the people delivering capabilities to the fleet. Safety is a team sport, and I hope this recognition inspires others to keep pushing for safer, more efficient ways to support the fleet.”

As the AIT WIL, DeGuzman provides expert oversight to ensure all AIT work is authorized, scheduled and compliant, proactively identifying and resolving any problems that may arise. In her daily job, she manages risks to project milestones and advises leadership on all issues that could impact key events, ensuring project integrity and safety. She was recognized for her pivotal contributions that helped pave the way to the success of the USS George H.W. Bush (CVN 77) and USS Gerald R. Ford (CVN 78) project teams at NNSY – directly enhancing fleet readiness.

“I have heavily focused on tracking and the accurate sharing of all data for our projects,” said DeGuzman. “When I saw a need to ensure our processes were met for on-time completion

of the Bush project, I designed a new job tracking tool that provides leadership with real-time visibility into the progress of every alteration so that our team could meet the mark.” In addition, she was able to identify key needs ahead of the Ford’s arrival at NNSY, strengthening the knowledge and skills of her teammates so that they could be better prepared when the Ford project got underway.

Work Integration Manager Michael Ritchie noted, “As the AIT WIL, she consistently exceeds expectations and fosters a positive team environment that continues to excel due to her leadership. Her commitment to our mission, innovative problem-solving skills, and unwavering focus on safety makes her an invaluable asset to our organization.”

“I’m extremely proud of both Laura and Amy for their continued efforts to our mission in service to our nation,” said Norfolk Naval Shipyard Commander Rear Adm. Kavon Hakimzadeh. “Their outstanding and critical work has been vital to our successes at America’s Shipyard and their drive for excellence knows no bounds. I look forward to seeing them both continue to shine across our waterfront, and I hope they continue to inspire their fellow teammates to strive for that same level of excellence as well. Amazing job!”

Talking Shop:

Celebrating NNSY's Shipwrights (Shop 89)

STORY BY TROY MILLER • NNSY PUBLIC AFFAIRS SPECIALIST | PHOTOS BY GSM1 CHRISTIAN BAUTISTA • NNSY PHOTOGRAPHER

During the "Age of Sail," stretching to the mid-19th century, shipwrights at the Gosport Shipyard—now known as Norfolk Naval Shipyard (NNSY)—were the backbone of wooden shipbuilding. Armed with hand saws, historic cutting tools known as adzes, and raw muscle, these master craftsmen carved towering oak hulls, laid massive wooden keel blocks, and caulked seams to keep the young nation's fleet afloat. They were the physical architects of wood, molding raw timber into instruments of global maritime power.

Today, while those wooden hulls have been replaced by the high-strength steel and nuclear propulsion of modern warships, the vital role of the shipwright remains unchanged in Portsmouth, Virginia. As members of NNSY's Fabric Worker and Shipwright Shop (Shop 89), today's shipwrights no longer shape timber with hand tools, but they still lay the massive concrete and steel keel blocks that support powerful warfighting vessels in dry dock. Serving as the premier architects of waterfront safety, they design and build the complex scaffolding systems that allow all other trades to safely repair and modernize the U.S. Navy's fleet.

"We have a saying: 'First ones in, last ones out,'" said Donny Brezina, a Shop 89 Shipwright Supervisor on the USS New Hampshire (SSN 778) project. "We're the ones that have to get the boat going, in a sense, before other trades—welders, pipefitters, machinists, shipfitters—can even get on the boat. We have to establish what they need so they can go to work."

For the approximately 25 shipwrights assigned to the New Hampshire project, the daily grind involves establishing handrails, setting up secure brows, and constructing heavy-duty scaffolding. Known as "The Granite Ghost," the Virginia-class nuclear-powered fast-attack submarine New Hampshire arrived at NNSY in Sept. 2025, to begin a Depot Modernization

Period (DMP). This midlife availability spans a large scope of maintenance and refurbishment for the submarine to meet its full service life, but these critical repairs cannot begin until the shipwrights first build the pathway.

This availability is not business as usual; it marks several historic, first-of-its-kind "wins" for NNSY's in-house workforce.

"One thing that's happened recently that we haven't done in a very long time is all the scaffolding on this boat is ours," Brezina explained. "There are no contractors; there's no group from another entity that's coming in to help. It's just us."

This self-reliance is coupled with a revolutionary containment system. Historically, the shipyard relied on contractors to build weather enclosures around submarines. On the New Hampshire, Shop 89 is entirely responsible for constructing a highly modernized, fully enclosed roof and wall-panel containment system designed to keep the work area dry, while the Temporary Services Department (Code 990) pumps in cooled air to combat summer heat.

The team has also achieved remarkable engineering wins, bridging unprecedented distances between scaffolding structures to allow multiple maintenance evolutions to occur at once. They successfully managed the complex scaffolding required to remove the submarine's Lightweight Wide Aperture Sonar (LWAS) arrays.

"With scaffolding, you have to assist by building scaffolding, then removing it, tearing it down, and then people want to continue scaffolding over top so they can do their work," Brezina said. "It's a constant back and forth, but we've been able to make some good progress."

"A shipwright is a twofold job," said Malik Davis, a Shop 89 Shipwright on the New Hampshire project. "The first part of scaffold builders, providing access to mechanical parts that



Norfolk Naval Shipyard (NNSY) Fabric Worker and Shipwright Shop (Shop 89) Shipwright Malik Davis assembles scaffolding around USS New Hampshire (SSN 778) to provide safe access for other shipyard trades. For Davis, who has worked in the shipyard environment for 17 years, the intense nature of shipwright work makes absolute trust and coordination with his teammates essential. "I like my crew; there's a lot of camaraderie, especially doing a job like this where it's a lot of rigorous activity and you have to flex your muscles and climb," said Davis. "You cannot build a scaffold by yourself. You cannot be a shipwright by yourself. Teamwork is a must when it comes to shipwright."

normal means can't reach. The second part is carpentry work, coping oak wood caps for keel blocks and covering fall hazards with wood or metal boards."

The sheer complexity of modern shipwright work requires far more than physical strength; it demands meticulous planning and absolute trust. Because scaffolding is recognized as one of the most hazardous jobs in the shipyard, Davis emphasizes that trust and teamwork are non-negotiable.

"You cannot build a scaffold by yourself," Davis said. "Trust is very important when it comes to a team factor. You have to have it."

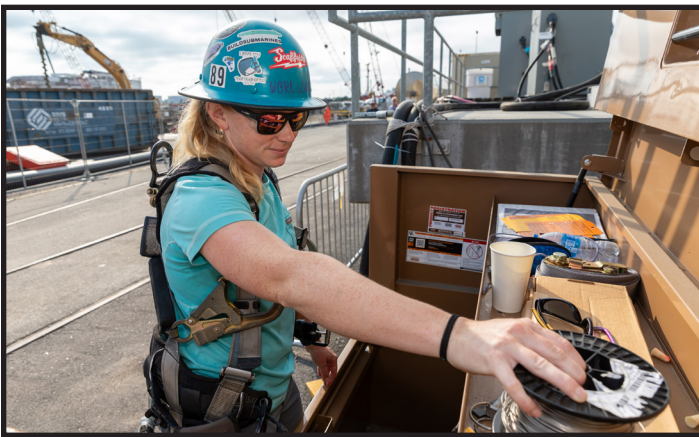
That blend of mental agility and physical coordination is what draws new talent to the trade, such as Taylin Williams, a fourth-year apprentice.

"I love my job because it's fun," Williams said. "I look at it like adult Legos. It's a great workout, so I don't have to go to the gym after work.."

For Williams, he is drawn to the job's intellectual challenge. "Shipwright is all about building, using your brain. It's not all muscle," Williams added. "You have to figure out a way to build things in small areas, big areas, putting whatever you can together safely for others to use... and building it so that it can be removed rapidly once the work is done.."

As the New Hampshire project team continues its vital work to return the boat to the fleet, the shipwrights of Shop 89 continue to stand watch from the very beginning to very end of the submarine's overhaul journey. Although the modern tools of the trade have evolved from white oak and adzes to steel pipe and modular panels, the core spirit of the shipwright remains unaltered. They are still the pioneers of the dry dock, setting the stage and carving out the framework for American naval dominance—just as their historic predecessors did under the towering masts of the Age of Sail.

Continued on Page 23



Shop 89 Work Leader Megan Asbell gathers her equipment from a tool locker before beginning a shift on the New Hampshire project. Asbell, who has been at the shipyard for nearly seven years, leads her team in executing complex containments and scaffolding layouts. "I like being outside, the flexibility with hours, and just not having to sit at a desk all day," said Asbell. "Our job is to establish the handrails, build the scaffolding, and set up the keel blocks so the boat can sit in dry dock. Nobody does a job on the waterfront unless we are there first to make it safe."



Shipwright Daniel Sterling carries scaffolding components along the dry dock floor to erect a working platform for the New Hampshire project. Having spent approximately 18 years at the shipyard, Sterling thrives on the unique layout challenges of each vessel. "I love building things," said Sterling. "We have to be very creative sometimes when it comes to doing our scaffolding. No man can do it all by himself, and you really lean on your coworkers to come up with ideas on how to solve these problems."

Shipwright Mechanic Kenneth Wells aligns scaffolding members during a custom build on the New Hampshire project. An eight-year veteran of the shipyard, Wells entered the trade through the Helper-to-Worker program and worked his way up to a mechanic. "I started from the bottom and now I'm here as a WG-10," said Wells. "The helper-to-worker program focuses entirely on the hands-on trade, allowing you to learn all you can directly from the mechanics. If upper management sees you as a dedicated worker, they will help you and push you to become a mechanic. The best part of this job is being able to make sure everyone is safe so they can go home to their families the same way they came in."





Norfolk Naval Shipyard (NNSY) Non-Destructive Testing (NDT) Test Examiner Kelly Sawyer shows computed radiography (CR) technology in action at America's Shipyard. CR is a form of digital radiography testing that replaces traditional X-ray film imaging, where instead of using consumable film, it uses reusable photostimulable phosphor imaging plates or panels to capture images for evaluation and manipulation.

EYE ON INNOVATION:

Norfolk Naval Shipyard Leading the Charge for Computed Radiography and Digital Radiography for the Navy

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

Have you ever been to the dentist's office and received an X-ray of your mouth? They utilize plates and handy equipment to generate a quick digital image of your teeth to be evaluated in the blink of an eye. It seems like a rather standard tool for this age of digital transformation, yet it's hard to believe such technologies are still in their infancy, growing more with each advancement to ensure we can improve and accomplish more in our time.

Now, what if I told you that a similar technology is now being utilized at Norfolk Naval Shipyard (NNSY), our team setting

the standard of operations across the entire corporation?

NNSY is leading the charge with bringing computed radiography (CR) to the forefront of naval non-destructive testing (NDT). CR, a form of digital radiography (DR) testing, replaces traditional X-ray film imaging, where instead of using consumable film, it uses reusable photostimulable phosphor imaging plates or panels (IP) to capture images for evaluation and manipulation.

Previously at NNSY, the NDT Division (Code 135) and Welding Engineering and NDT Examiner Division (Code 138)

would utilize traditional film to capture imagery of assets for analysis, using dark rooms beginning in the 1920s and then eventually utilizing film processors. Though this process got the job done, it took approximately 11 minutes to process one piece of film, and could not be shared to various individuals with need-to-know for that imagery. Not only that, but film was not reusable so once an image was set to the film, that film had served its purpose. As industry standards outside the Navy continued to expand into the digital age, NNSY saw an opportunity to innovate the way we do business.

“NNSY started working on this years ago with slow progress unfortunately,” said NNSY NDT Test Examiner Kelly Sawyer who joined in to begin developing the program in 2022. “In 2023, after 18 months of dedicated work from the ground up, we finally got approval to use CR. And now, we’re implementing it fully into NNSY, the first shipyard to utilize CR technology. Not only that, but in the next 12 months, we’re looking to be completely digital, utilizing Digital Detector Array in NDT, meeting the industry standards of today.”

“This has been a big push for the Navy overall to bring CR technology to our shipyards so it’s a fulfilling experience to see our team leading the charge in writing the procedures and working to build the program from the ground up so that everyone across our corporation can benefit from this technology,” said Code 138.3 Test Examiner Branch Head Daniel Hardison.

Compared to the traditional film process, CR can produce a digital image in 30 seconds. In addition, because the image is digital and can be stored on servers, there are no longer climate-controlled storage rooms and custom cabinets needed to properly store and maintain film within the NDT Division. That also means that images can be shared with any individual with a need-to-know, so that they can provide their input, even when not stationed directly at NNSY.

“It’s been a huge game-changer for us, especially when it comes to making multiple exposures and working with folks outside of NNSY,” said Hardison. “In addition, with the work we’re doing to build a NDT digital network, having CR means having more connections with our counterparts across the corporation – truly bringing more timely discussions and solutions to our work.”

As the program continues to evolve at NNSY, the team has been working with Pennsylvania State University to continue its work into DR technology. In addition, NNSY performed the first production CR inspection on July 22 of three piping weld joints. “This represents many years of working towards digital modalities for radiography to bring the Navy into the future,” said NNSY NDT Division Head Michael Vitas.

Sawyer said, “I’m super proud of the work that we’ve done here to bring this to our shipyard as well as the entire enterprise. I’m grateful that I was able to be in a position to work on this. It’s fantastic to see us grow and evolve in the way we do business, and seeing the images on a screen now, instead of film, and being able to instantly evaluate the welds using precise software tools is big. It’s a huge step in the right direction and I’m excited for us to keep moving forward into the digital world.”



Shop 89 Apprentice Taylin Williams secures structural joints while building a custom scaffolding platform for the New Hampshire project. Williams, who is set to graduate from the shipyard's apprenticeship program in August, views the daily challenges of scaffold design as a rewarding mental and physical exercise. "I love my job because it's fun and it's a great workout—you don't have to go to the gym after work," said Williams. "I look at it like adult Legos. Shipwright is all about building and using your brain. It's not all muscle. You have to figure out a way to build things in small areas and big areas safely for others to use, and build it so it's not harder to tear down later."

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Breaking the Ice: NNSY and SRF-JRMC Partner for First-of-its-Kind Freeze Seal Training

STORY BY TOM GILLIKIN • CARRIER TEAM ONE REPRESENTATIVE | PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER



From left to right: U.S. Pacific Fleet's Ship Repair Facility and Japan Regional Maintenance Center (SRF-JRMC) General Foreman Arai Takahito practices cooling coil installation while teammates look on during an international maintenance training evolution at Norfolk Naval Shipyard (NNSY); NNSY Piping Group (Code 960) personnel provide a demonstration and share trade techniques with their counterparts from SRF-JRMC Yokosuka during a hands-on training session.

In a milestone event for international collaboration and maintenance innovation, Norfolk Naval Shipyard (NNSY) recently hosted a team from the U.S. Pacific Fleet's Ship Repair Facility and Japan Regional Maintenance Center (SRF-JRMC) for a groundbreaking training evolution.

From May 11-15, an 11-person delegation from Yokosuka, Japan—including nine Japanese contract workers—visited NNSY to observe and participate in freeze seal mock-ups. Freeze seals isolate piping system sections by freezing fluid inside and enabling needed maintenance to be performed. What started as a planned demonstration quickly evolved into a masterclass in adaptability, resulting in corporate firsts and an unforgettable moment of cross-cultural celebration.

The Roots of the Operation

The initiative began in June 2025, when SRF-JRMC's Process Improvement Division reached out to NNSY looking for guidance. SRF-JRMC was exploring the establishment of a non-nuclear freeze seal program specifically for conventionally powered surface ships.

NNSY's Piping Group (Code 960) along with the Reactor Engineering Division (Code 2310) stepped up, sharing years of NNSY's research, lessons learned, and cost-estimate comparisons. This digital exchange laid the groundwork for the Japanese team to travel across the globe to learn directly from Norfolk's deckplate experts.

Corporate Firsts & The Pivot

The original plan for the visit was to teach the Japanese group liquid carbon dioxide (LCO2) freeze seals, through both demonstrations and hands-on training opportunities, with a brief introduction to other methods like liquid nitrogen (LN2), vortex, and Freon units if time permitted.

During the first half of the week, the Norfolk team executed two highly successful LCO2 mock-ups on an eight-inch pipe completely full of seawater. Because seawater requires significantly more thermodynamic energy to freeze solid compared to freshwater, achieving this seal was a monumental success and a first-time achievement for Portfolio Acquisition Executive—Industrial Operations (PAE-IO).

Once the SRF-JRMC team successfully grasped the mechanics of the LCO2 process, its members realized they had an opportunity to maximize their trip. They asked the NNSY team if they could pivot the hands-on training to perform an LN2 freeze seal instead, as LN2 was heavily being considered for large-diameter piping back in Yokosuka. An LN2 freeze seal had not been previously attempted on an eight-inch saltwater pipe by any group within the Navy's shipyards and maintenance facilities.

Embracing the shipyard's spirit of innovation and flexibility, NNSY agreed. The team seamlessly shifted gears and transitioned the mock-up to an LN2 evolution.

"NNSY was going to do everything possible to make their trip a success, and we were glad to make that happen," said Code 960 Superintendent Chris Gallihugh.

A Moment of Celebration

The LN2 freeze seal process is highly technical and requires strict safety protocols, especially on large piping. The combined US-Japan team worked meticulously to establish an "ice plug" that acts as a barrier and allows maintenance work to be performed.

The defining moment of the week arrived during the final validation. Once the LN2 freeze was fully obtained and the hydrostatic pressure test held perfectly, the typically reserved Japanese group erupted into an outburst of cheering and high-fives.



It was a powerful reminder of how much this capability meant to the Yokosuka team, breaking through cultural barriers and language differences in a shared moment of triumph.

Strategic Return on Investment

The reason behind the cheering is tied directly to fleet readiness. While NNSY has long utilized freeze seals on the nuclear side—and recently on non-nuclear systems for aircraft carriers like USS Harry S. Truman (CVN 75) and USS George Washington (CVN 73)—the goal of this partnership was to transition that high-level expertise to the conventionally powered surface fleet.

SRF-JRMC identified Guided Missile Destroyers (DDGs), Cruisers (CGs), and Amphibious Command Ships (LCCs) as the primary beneficiaries of this new capability. Without a freeze seal option, these ships often have to live with mechanical deficiencies until a massive, system-wide drain-down can be scheduled.

"If they have the capability and can freeze it without a long lead time, they can get a lot more maintenance done during shorter in-port periods. So they don't have to live with deficiencies for so long until they can drain it," explained Senior Nuclear Engineer Jeremy Owen (NNSY) during the cross-shipyard discussion.

Owen pointed to a recent NNSY success as proof: "For the eight-inch chill water [freeze seal] we did, it was going to be three years before they had a maintenance period they could have put the work into. Plus, we are proving out we can do these freezes with flow. So that's a hurdle that doesn't have to be jumped over on a short turnaround job."

NNSY recently added a mock-up area that will be used for research and development and mock-up of potentially challenging freeze seals.

"Having a ready-to-go mock-up will typically save eight to 12

weeks in execution versus starting from scratch," Owen added.

Empowering the Deckplate

While the technical achievements were historic, the impact on the NNSY personnel who led the training was equally profound.

"This whole experience was a very humbling one," said Kimberly Barnes, an NNSY instructor who helped lead the mock-up. "When I first became an instructor, I was doubting how far I could go, but now seeing myself train others on an international level speaks volumes for me. I no longer have doubts about how far we as a shipyard can go."

"Those guys were awesome to work with," remarked Freeze Seal Instructor Stanley Bialk.

"They cheered and high-fived when the freeze seal passed hydro, that's something you don't see every day," said Nuclear Test Supervisor Lakil Mayes.

"This trip was a great opportunity for our Japanese [Master Labor Agreement] workforce to learn from the Norfolk Naval Shipyard team and get hands-on experience with freeze seals. Challenges with fire main isolation are endemic across the waterfront. Embracing innovative solutions like this directly aligns with the Navy's 'Get Real, Get Better' initiative and can provide us another valuable tool to keep the fleet mission ready," said Lt. Cmdr. John Langreck, SRF-JRMC Deputy Project Superintendent.

By taking the initiative to research, test, and share this unprecedented eight-inch saltwater freeze seal process, NNSY has not only strengthened its partnership with the U.S. Pacific Fleet but also permanently thawed weeks—and sometimes years—of potential downtime for future ship maintenance availabilities.



Norfolk Naval Shipyard (NNSY) Submarine Piping & Mechanical Engineering Branch (Code 265) Mechanical Engineering Branch Head Justin Clark and Submarine Mechanical Engineering Technician Terrence Bright discuss a 3D view drawing of a Bilge Strainer Housing to assist a local vendor. Bright and his team face challenges through structured processes, collaboration, and clear communication.

SHIPYARD SPOTLIGHT: TERRENCE BRIGHT, CODE 265 SUBMARINE MECHANICAL ENGINEERING TECHNICIAN

STORY BY SUSANNE GREENE • NNSY PUBLIC AFFAIRS SPECIALIST | PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

As the Norfolk Naval Shipyard (NNSY) Engineering Support Lead with the Submarine Piping and Mechanical Branch (Code 265), Submarine Mechanical Engineering Technician Terrence Bright leads his team with confidence and determination.

Bright has worked at NNSY for 26 years and started as an apprentice in the Inside Machinist Shop (Shop 31) where he gained valuable knowledge of the mechanical side of the shipyard. His experience led him from mechanic to shop work leader, Inside Shop Planner, work packaging control and to his current role with the Mechanical Engineering Material Group in Code 265. Most recently, he completed a 120-day assignment as Branch Head of the Technical Material Review Branch (Code 224).

“Terrence Bright was introduced to the Code 224 Technical Material Review Branch team on January 22, 2026, during a pivotal code meeting focused on restructuring team roles, defining new expectations, and outlining upcoming operational changes,” said NNSY Code 224 Technical Material Review Branch Project Material Coordinator Kimberly Boyer. “As with any major structural realignment, the session met with strong,

diverse viewpoints and a high degree of organizational friction.

Rather than being deterred by this challenging start, Terrence demonstrated immediate resilience, patience, and professional resolve. He absorbed the team’s initial frustrations, met adversity with unrelenting determination, and quickly established himself not just as a supervisor, but as a dedicated leader, mentor, and steadfast role model.”

Bright was excited to contribute to strengthening the Technical Material Branch’s policies and procedures.

“This initiative directly improves material accuracy, reduces rework, and enhances fleet readiness,” said Bright. “It also brings NNSY closer to the high performing material programs at other shipyards, which has been a long term goal of mine.”

He finds it rewarding that his team’s technical accuracy prevents delays, reduces costs and supports the U.S. Navy’s mission and helps his team build confidence and technical expertise in their daily responsibilities.

Like any role at NNSY, there are always challenges, but Bright faces them through structured processes, collaboration and clear communication.

"I consult with authoritative sources and engage with subject matter experts across the shipyard landscape at Norfolk, Portsmouth, Puget and Pearl Harbor Naval Shipyards," said Bright. "I also focus on building transparent streams of communication because when people understand the 'why' behind technical decisions, collaboration becomes much easier."

"Bright represents the very best of NNSY's leadership capability," said Boyer. "His technical depth, paired with his genuine care for his people, has positioned Code 224 to achieve great things."

Bright believes that being a good leader comes with providing clarity, consistency and accountability. He says it's important to learn to be comfortable with the fact that you may not be the smartest person in the room and that we can all learn from one another.

"At the end of a long and frustrating day, it's easy to lose sight of that purpose, but every one of us contributes to something larger than ourselves," said Bright. "None of what I accomplish would be possible without the dedication, skill, and support of the thousands of shipyard workers who keep this place moving."

Bright is grateful to everyone that has supported him throughout his career at NNSY, either directly or indirectly.

"In times marked by government shutdowns, international tensions, and tight budgets, it can be hard to see the light ahead," said Bright. "Even when our work at Norfolk Naval Shipyard isn't flashy or high profile, it remains essential, and we should take pride in what we do and, in the support, we provide as civil servants."



Above: Diesel and Steam Systems for Carriers and Submarines Engineering Branch (Code 268) Engineering Technician Robert Damico, Submarine Mechanical Engineering Technician Terrence Bright, Mechanical Engineering Technician Stephen Holly, and Engineering Technician Tyrone Smoot. Left: Submarine Mechanical Engineering Technician Terrence Bright explains how shop mechanics perform a cleanliness inspection of a Globe Valve prior to shipboard installation to Mechanical Engineer Reagan Barker. In his work interactions, Bright demonstrates that being a good leader comes with providing clarity, consistency, and accountability.

Dry Dock 8 Saltwater System Project Complete at Norfolk Naval Shipyard

STORY BY SUSANNE GREENE • NNSY PUBLIC AFFAIRS SPECIALIST | PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER



Norfolk Naval Shipyard (NNSY), Naval Facilities Engineering Command (NAVFAC) and contracting partners have worked together to complete significant upgrades to Dry Dock 8's pumpwell system.

Norfolk Naval Shipyard (NNSY), Naval Facilities Engineering Command (NAVFAC) and contracting partners have worked together to complete significant upgrades to Dry Dock 8's pumpwell system in preparation for the new Gerald R. Ford-class aircraft carriers.

These upgrades are part of the dock's full modernization that began in February 2023 under the Shipyard Infrastructure Optimization Program (SIOP), which has included saltwater upgrades for supporting a docked carrier; caisson and dewatering pump repairs. SIOP is a comprehensive, long-term effort to modernize infrastructure and industrial plant equipment at the Navy's four public shipyards.

"We didn't have the cooling capacity for the new carrier class at all," said NNSY Construction Manager Tom Uliana. "The Dry Dock 8 Saltwater System is just one of several projects that we did just for the Gerald R. Ford-class aircraft carrier over the last 15 years."

Uliana continued, "Dry Dock 8 is the only dry dock on the East Coast that the government owns that will berth a carrier."

The Dry Dock 8 saltwater system project increased the saltwater supply and discharge systems' pumping capacity to serve the increased cooling requirements needed to support the USS Gerald R. Ford's (CVN 78) infrastructure to include component and personnel cooling and provide firefighting capability for the nuclear-powered aircraft carrier while in dry dock.

"In addition to the saltwater supply system improvements, the project includes drainage improvements for the dry dock. In Pumpwell 8, the project replaces the main drain pump motors, provides larger capacity dry dock drainage pumps, upgrades electrical power distribution to meet the new

drainage pump requirements and improve efficiency and upgrades the pump control system," said NNSY Code 900F.11 Construction Logistics Coordinator Quality Assurance Ryan Nutt.

The previous Dry Dock 8 saltwater pump stations and distribution system were unable to support the increased demand and were therefore removed. The new system consists of two larger saltwater supply pump stations that will utilize multiple pumps and supply a total of over 20,000 gallons per minute and provide additional cooling water sources. The previous saltwater distribution system, around the dry dock and in the gallery area, was also replaced.

"We also added other projects to this contract which replaced and upgraded stayer systems in the dry dock and pumpwell, replaced the main dewatering pumps, replaced the shore power circuits to the turtlebacks and replaced altar lighting and electrical systems and did numerous concrete repairs throughout the dry dock," said NNSY Construction Manager Tom Uliana.

The project consists of over 560,000 man hours for the onsite contractors.

"We had so many different groups of people coming together for one common goal," said NNSY Code 900F.42 Facilities Execution Branch Industrial Engineer Bradley Harrell. "Government employees, contractors and subcontractors worked together from start to finish to increase the performance capacity of Dry Dock 8 for upcoming availabilities."

"The collaboration has been great between everyone," said Harrell. "It's been fantastic."

From left to right: NNSY Facilities Execution Branch (Code 900F.42) Facilities Execution Industrial Engineer Bradley Harrell, NNSY Dry Dock Engineering Branch (Code 900F.32) Dry Dock Engineering Technician Terry Babb, NNSY Code 900F.42 Construction Project Manager Ryan Nutt, and NNSY Code 900F.32 Dry Dock Engineer Alex Mayo in the recently completed Pumpwell 8 facility for Dry Dock 8. NNSY, Naval Facilities Engineering Command (NAVFAC) and contracting partners worked together to complete significant upgrades to Dry Dock 8's pumpwell system in preparation for the new Gerald R. Ford-class aircraft carriers.



Shipyard Resilience Team Builds Desk Guide to Aid in Timely and Accurate DEOCS Results for 2026 and Beyond

STORY BY KRISTI BRITT • NNSY PUBLIC AFFAIRS SPECIALIST | PHOTOS BY GSM1 CHRISTIAN BAUTISTA • NNSY PHOTOGRAPHER



Norfolk Naval Shipyard (NNSY) Code 1130 Department Resilience Team Representative Dylan Lupton showcases the DEOCS Desk Guide generated to assist with analyzing results for the 2026 survey.

Norfolk Naval Shipyard's (NNSY) Defense Organizational Climate Survey (DEOCS) launches Aug. 3 – providing a tool for shipyarders at all levels to provide their anonymous, valuable feedback in the ongoing effort to bring positive and lasting change to America's Shipyard. And this year, the Shipyard Resilience Team (SRT) that leads the charge for DEOCS has developed something with GenAI to provide timelier analysis of results so that leadership can take action on those improvement areas.

It all started with a request from former Shipyard Commander Capt. Jip Mosman, who asked the SRT what could they do to improve the survey so that there's less time overall spending combing through the results so that real tangible change can be made at NNSY. With a goal in mind, members of the SRT and Department Resilience Teams (DRT) began to look for ways to improve the process.

"The original process was a bit archaic and time-consuming, with team members spending weeks on end going over each department's results manually, piecing everything together to ensure we capture those areas needed to address while

ensuring the results remain anonymous," said SRT member Tarane Parker who has been working with DEOCS Lead Craig Fieldings for years on this annual initiative.

"Timeliness has always been one of the biggest issues we've faced with analyzing results for a workforce of more than 10,000 people," said Fieldings. "As our teams began to grow with new teammates, they brought fresh ideas to the table, and were ready for action."

With a call-to-action for improvement and a new form of technology being offered to government employees, the team began to move forward. The Emergency Planning Division (Code 1130) DRT Representative Dylan Lupton had been previously utilizing GenAI in his own code, developing prompts to help him build packages for emergency response. With his learning knowledge of the tool, he began working a prompt alongside the 2025 DEOCS to see if there was an opportunity there to assist with analyzing results.

"When working with GenAI, you create prompts, tweaking it to best fit your desired end result," said Lupton. "We began using the Executive Support Department (Code 1100) results

from the DEOCS to see what worked, what didn't, and gauging how timely this could help us finalize the results."

What started as developing prompts for assistance soon generated a full desk guide built with GenAI, its purpose to review each department's results from the DEOCS, filter and go through each item, and provide a rough analysis of feedback based on qualitative and quantitative data. "It reviews the static data entered and compiles it into a one to two-page summary, giving recommendations of how to address issues logged in the results of the survey," said Lupton.

SRT Co-Lead Adam Wethington added, "From the initial testing and generation, the SRT then built a committee of reviewers and testers to get multiple points of view of how the guide works, how user-friendly it is, and how accurate it is. We wanted to create a consistent product that everyone could use across our command, with the end result being that it creates a command-wide plan of action for our shipyard to take for action."

Through testing and tweaking, the SRT is ready to launch the DEOCS Desk Guide with the 2026 survey, which is being offered to the DRT members of each department so that they can submit all results of the survey within their purview into the desk guide for assistance.

"With this guide, it becomes a one-stop shop for everyone to streamline the process so we can analyze results faster than ever before," said Parker.

Wethington added, "utilizing this tool also removes any unconscious bias for analysis, breaking down the results and pinpointing problem areas as accurately as possible so that nothing gets lost. We still include the human element to review everything and make sure everything is correct and we are the ones that carry out the action items for the results themselves; however, this tool helps us optimize our time by cutting down evaluations, breaking the process down from weeks to mere

minutes."

"What's more, with this tool at our side, we can produce and show a relationship between actions we've taken, results we've received, and the correlation," said Fieldings. "Instead from starting from scratch every year, we fine tune action items and processes. We're becoming more data driven with our decisions based on real hard data with this guide at our side. This is a game-changer on the way we trend the culture – and it directly helps senior leadership create a sustainable environment where people are heard and cared for."

The 2026 NNSY DEOCS will continue through the month of August, providing employees the chance to have their voices heard on what the shipyard needs to target for improvement. Once those surveys are completed, the DRT leads are encouraged to utilize the DEOCS desk guide to bring timely and accurate results to the forefront so that the plan of action can be developed and enforced. "This tool is vitally important and a lot of great work was put into it from this team. We often hear folks asking for better tools to make the job easier, this desk guide is one of those tools," said Fieldings. "It helps us build our shipyard to be at its very best, addressing a lot of the underlying concerns so that we can truly bring positive change to our workplace."

"It's an adjustable living document that can be reviewed and revised to better understand how our command and its needs," said Lupton, who noted that he's been continuing to test and learn GenAI, working to develop a specialized AI agent that will follow pre-built descriptions, rules, tools and workflows for a specific job. "Using an agent with our future DEOCS will provide us with a hyper-specialized, consistent and time-saving component to help us further streamline and standardize the process overall. I'm excited for us to continue to improve our toolkit so that we can assist our workforce."



Mentoring Program at America's Shipyard: Fostering a Culture of Growth

STORY BY DAVID RANDALL • NNSY CAREER COUNSELOR

Norfolk Naval Shipyard (NNSY) officially re-established the Mentorship Program with the signing of NAVSHIPYDNORINST 12411.1A on June 17, 2026. This updated instruction introduces a formal structure designed to foster personal and professional development for all NNSY civilian employees, building a culture of lifelong learning crucial for retaining a highly skilled workforce.

The core mission of the program is to create a reliable framework for mentoring relationships. It focuses on three main objectives: (1) promoting a mentoring culture to increase engagement, (2) developing a diverse pool of volunteer mentors, and (3) providing every employee with structured access to the shipyard's collective wisdom.

A strong mentoring program is proven to lead to better talent retention, effective succession planning, and higher job satisfaction. By clarifying how employees contribute to the organization's broader success, the program builds workforce confidence and readiness.

There are two forms of mentor, formal and informal. Formal mentor focuses on setting and achieving a goal. Informal mentoring is a support relationship with no goal in mind.

The new instruction focuses on formal mentoring to enhance a culture of learning. There are two distinct types of formal mentoring:

- **Mentoring for Personal Development:** Initiated by the employee (aka mentee), this path is highly individualized. The mentee identifies a desired area of growth, sets a goal and then selects a mentor either by networking or using a mentoring tool such as the Mentor Match program in Waypoints.
- **Mentoring for Workforce Development:** Initiated by the organization, leadership, or supervisors, this path focuses on addressing specific job-related skills, improving performance, or facilitating onboarding.

In both scenarios, the partnership is built on a mutual agreement utilizing a Mentoring Action Plan (MAP) to achieve SMART (Specific, Measurable, Attainable, Realistic, Time Bound) goals.

Let's look at an example of each. Maria has been in her position at NNSY for the past 10 years and is at the peak of her job position. With her desire to continue to move up, Marie identified her next position and set a goal to apply for and get hired with the next job opportunity. Maria was able to identify the knowledge and skills she would need to be proficient in the new role. She happens to know that Mike is the most knowledgeable person in that role, and she asked Mike if he would be her formal mentor to help prepare her for the position. Mike said, "yes". Both looked at the new guidance and using the Mentoring Action Plan in the guide, she and Mike created an action plan which included his commitment to meeting with her routinely focusing on the areas of improvement that Maria created in an Individual Development Plan (IDP) to obtain the experience and learn about the position. As for the

IDP? That's a story for another day. In the end though, the job announcement came out, Maria confidently applied for the position thanks to the help of her mentor, and she was offered a position. But Maria wasn't the only winner. By guiding her through the process, Mike sharpened his own coaching and leadership skills. He found that explaining the nuances of the job kept his own knowledge sharp and gave him immense satisfaction in directly building NNSY's future leadership pipeline.

In another scenario Gabriel was a direct hire. His reputation preceded him as one of the best welders in Hampton Roads and the shop was the real winner in the job hire. The only challenge was that after New Employee Orientation Gabriel had a list of requirements that would take too much time to accomplish if left to himself to figure out. Since Gabe was new to the organization, he wasn't even sure who could help him out. His immediate supervisor recognized the challenges of bringing a new employee into the organization and he assigned Steve to be his mentor. Steve was in that exact same position 5 years earlier and understood all that it took to get acclimated to the environment. Steve took on the challenge of bringing Gabe up to speed and the two, working together as a team, identified all of the issues of a new employee and created a plan. Steve brought Gabe alongside, met with him daily and ensured he was issued all of the proper materials and safety equipment, ensured that he was able to operate on his own and navigate the shipyard and now, six months later, the two are both highly productive. For Steve, the payoff was immediate. Not only did he gain a highly capable partner on the deckplates, but his supervisor recognized Steve's ability to lead and develop people—a critical milestone that Steve can now point to for his own future promotion opportunities.

In both cases there were roles, roles to prepare for a job or to get acclimated to an organization. Although the process of gaining a mentor was different, the end result was the same, an employee achieved a goal and the organization benefited.

As demonstrated in both cases, formal mentoring creates mutual benefits for everyone involved:

- **What the Mentee Gets:** A clear path to career advancement, technical and organizational knowledge and increased confidence and networking.
- **What the Mentor Gets:** Enhanced leadership and communication skills, recognition by supervisors as a talent developer and the satisfaction of passing on the shipyard legacy.

Success relies on active participation across all levels. Mentees are empowered to drive their career growth, while mentors volunteer their expertise to guide them. Leadership is tasked with encouraging participation and providing time for mentoring during normal work hours, with Command University overseeing implementation.

Do you have a career or a workforce development role? Do you have an employee who just needs a little help at the top of

their game? It's time to jump in!

1. Identify the goal: Determine what you want to achieve or the expertise you can offer.
2. Find a Partner: Network locally or use the Waypoints system (don.csodfed.com).
3. Complete Training: Both parties must finish mandatory online training in Waypoints.
4. Develop a Plan: Co-create your MAP to ensure shared expectations.

While formal mentoring relationships end once goals are met, they often blossom into lasting professional friendships. This renewed focus on mentorship is a direct investment in NNSY's most valuable asset—its people—ensuring the continued success of the command's mission.

For more information on Mentoring contact the NNSY Career Counselors at NNSY_WFD@us.navy.mil.



NNSY FLTHRO PRESENTS: UPCOMING TRAINING OPPORTUNITIES

All trainings will be held via Teams.

NNSY employees should self-register in Waypoints by searching for the Course # and requesting registration under "View Details".

If you experience a problem with self-registering, email the NNSY Career Counselors at NNSY_WFD@us.navy.mil and specify the course and date, along with the last 4 digits of your DOD ID /CAC #.

A calendar event containing the Teams link will be emailed within 24 hours of the event. Ensure you gain supervisory approval prior to attending. This office is not responsible for any pay concerns.

Resume Writing: Learn tools and tips to writing an effective Federal Government Resume

Open to all NNSY Employees:

Aug. 14: 11:20 a.m. to 12 p.m. via Teams

Nov. 13: 11:20 a.m. to 12 p.m. via Teams

Register via Waypoints, Search Course
24-NNSY (FLTHRO-RW) FLTHRO
Resume Writing

Workers' Compensation: Provides an overview of the Workers' Compensation program, discuss how to file a claim for work-related injuries or occupational diseases and benefits associated with on the job injuries.

Open to all NNSY Employees:

Aug. 14: 11:20 a.m. to 12 p.m. via Teams

Register via Waypoints, Search Course
24-NNSY (FLTHRO-WC) FLTHRO
Workers' Compensation



ACCESS CODE: OCCUPATIONAL SAFETY, HEALTH, AND ENVIRONMENTAL OFFICE (CODE 106.21)

STORY BY TROY MILLER • NNSY PUBLIC AFFAIRS SPECIALIST | PHOTOS BY GSM1 CHRISTIAN BAUTISTA • NNSY PHOTOGRAPHER



Members of the Norfolk Naval Shipyard (NNSY) Occupational Safety, Health, and Environmental Office's Health Branch (Code 106.21) are tasked with anticipating, identifying and preventing employee exposure to occupational hazards. Their work includes managing the shipyard's gas-free program, monitoring air quality, analyzing industrial noise levels and ensuring compliance with federal safety regulations to protect the long-term health of the workforce.

At Norfolk Naval Shipyard (NNSY), the sight of a safety hat approaching the waterfront can sometimes bring work to a sudden halt. Mechanics and technicians often brace for an inspection or a reprimand, instinctively pausing their tasks.

However, the industrial hygienists of the Occupational Safety, Health, and Environmental (OSHE) Office (Code 106.21) want the workforce to know they are allies in helping to meet the shipyard mission.

"I wish people weren't as fearful when they saw us coming to the waterfront because we're not there to find something wrong with them," said John Lewis, lead industrial hygienist. "We're there to support... We're there to help. We're not police."

As industrial hygienists—specialists trained to anticipate, identify and control environmental hazards in the workplace that can cause sickness, disease or impaired health—their goal is prevention. Known around the shipyard as the "Health Branch," Code 106.21 manages everything from the shipyard's gas-free program to OSHE safety and health chapters.

A key part of their mission is educating the workforce on what it means to be exposed to a hazard. While many workers associate "exposure" strictly with breathing in airborne contaminants like dust or chemical fumes, the branch monitors hazards that threaten all five senses. For these specialists, exposure can be to any physical, chemical or biological force that impacts the body over time. This includes irreversible hearing loss from loud machinery, vision damage from improper eye protection, skin contact with corrosive liquids and the accidental ingestion of toxic metals.

The branch's ultimate mission is to keep the shipyard's mechanics working efficiently while strictly protecting their long-term health.

"This is a risky work environment," said Mark Spence, supervisory industrial hygienist. "There are a lot of things out there that can hurt us long-term and create those kinds of exposures. By protecting personnel, we actually keep them in the fight to go perform their job another day."



From left to right: Industrial Hygiene Technician Sarina O'Quinn takes sound readings to monitor exposure levels, while Environmental Protection Specialist Norman Lee uses a drill to tighten a metal ring seal on a drum. The Health Branch routinely conducts noise surveys on the waterfront to verify that personnel are equipped with the correct hearing protection for their daily tasks; Lead Industrial Hygienist John Lewis inspects an emergency eyewash station to ensure it is operating properly. Regular safety checks by Code 106.21 personnel, combined with routine twice-weekly inspections by individual shops, ensure that critical emergency equipment remains fully functional and ready for immediate use.

To mitigate shipyard hazards, the Health Branch relies on a strict hierarchy of controls. They prioritize engineering solutions—such as installing proper ventilation—before turning to administrative controls and personal protective equipment (PPE).

"We want the employees to be safe while they're doing their job," said Pamela Edwards, an industrial hygienist for the branch. "Some of the diseases do not happen acutely; they happen over time. Once they retire, we want them to be able to enjoy their retirement and not have any illnesses from their employment here at the shipyard."

Recently, the branch has made significant strides in reducing toxic exposures. One of their most highly anticipated victories is an ongoing, collaborative effort with the Pipefitter Shop (Shop 56) and Code 138 (Weld Engineering) to implement cadmium-free brazing. Brazing is a process of bonding pieces of metal by melting a filler metal in the joint.

For years, brazing operations required strict engineering controls and specialized respirators due to the severe risks of toxic metal exposure associated with cadmium. By transitioning to a cadmium-free substitute, the shipyard will effectively eliminate a significant hazard from the training and operational process. Lewis noted that the shipyard is closer today to standardizing this safer alternative than it has been in years, calling it a massive win for the health of the workforce.

Despite these programmatic advancements, daily challenges remain. The branch frequently responds to reactive, short-term problems and works to correct ongoing negative trends, such as the improper use of safety glasses. Recently, personnel have been spotted wearing standard glasses and tinted sunglasses shipboard instead of approved prescription or safety-rated eyewear.

To combat this, the branch focuses heavily on communication and education, ensuring workers understand exactly why specific controls and PPE are necessary. When mechanics

grasp the "why" behind the safety measures, buy-in increases and overall safety improves.

"It is our goal to have every person on the shipyard, whether it be a shipyard employee, a contractor, or from another command or agency, to go home the way they came onto the shipyard," said Industrial Hygiene Technician Sarina O'Quinn.

Code 106.21 aims to inform everyone at NNSY that taking the time to ensure proper ventilation or the correct safety gear isn't a roadblock to production—it is a lifeline for a lifetime. For the Health Branch, success is not measured by the number of safety violations written, but by ensuring that every shipbuilder on the waterfront goes home safe today and enjoys a healthy, illness-free retirement tomorrow.



Lee pours hazardous material into a drum for proper disposal, while Industrial Hygienist Pamela Edwards observes and takes notes to monitor air and hearing exposures. The Health Branch conducts regular occupational health evaluations of shipyard processes to safeguard workers against long-term hazards.

DEOCS

Defense Organizational Climate Survey



OPEN TO ALL NNSY EMPLOYEES: WE WANT TO HEAR FROM YOU!

The Defense Organizational Climate Survey (DEOCS) is live at Norfolk Naval Shipyard beginning Aug. 3! This survey provides each of you the chance to share your views on the organizational climate of America's Shipyard as we continue to work to improve our team overall and bring positive change at all levels. The survey will take approximately 15 to 20 minutes to complete and can be taken on any electronic device.

The link to the survey is surveysdrc.com/DEOCS

You can also scan the QR code below or at designated areas within the shipyard including approved areas within the CIA.

Command Goal and Incentives:

45 percent for civilian participation = 59 minutes command-wide
75 percent of Sailor participation = One day liberty leave

Share your perspective. Let your voice be heard!

Convenient. Confidential. Crucial.

**Survey Available
Beginning Aug. 3,
2026**

SCAN FOR SURVEY

