

SERVICE TO THE FLEET

Norfolk Naval Shipyard

We Are America's Shipyard

September 2026



**A Full Bucket: Code 700 Director
Implements Novel Program to
Build a Highly Functioning Team**



COMMANDER'S CORNER

From the desk of Rear Adm. Kavon Hakimzadeh



September is a month of remembrance and reflection for us all. On September 11, 2001, our nation was shaken by an act of terrorism that took too soon from us the 2,977 innocent lives at the World Trade Center, the Pentagon, and in a quiet field in Shanksville, Pennsylvania. Though one of our darkest days as a nation, 25 years ago, we also witnessed the very best of the American spirit. We saw it in the unparalleled bravery of the firefighters, police officers, paramedics, and military personnel who ran toward danger to save others. We saw it in the ordinary citizens who became extraordinary heroes in a matter of minutes, endangering and in many cases even sacrificing themselves so that others might live.

Here at America's Shipyard, the legacy of 9/11 carries a profound and direct connection to our daily mission in service to our nation's fleet. In the days, weeks, and years following the attacks, the United States military was called upon to demonstrate its might and combat terrorism around the world. That power would have been impossible without the hands, minds, and tireless dedication of all of you, our shipyard workforce. Thousands of dedicated individuals, from skilled craftsmen, engineers, technicians, administrators, and more, stand together shoulder-to-shoulder with our military – driving excellence every single day as we work to return our Navy assets back to the fleet, ready to serve at the front lines in defense of our nation.

I ask that as we mark this solemn

Remember the Fallen, Recognize our Value, and Recommit to Excellence!

anniversary to please do these three things.

1. Remember those who have fallen as well as their families weighed by their absence for more than two decades. Our thoughts and prayers are with them even these many years later.
2. Recognize your value and reflect on the critical importance of your daily efforts here at NNSY. Never view your task as "just a job." Whether you are turning a wrench, designing a system, or managing a contract, you are contributing to defending this nation.
3. Recommit excellence in safety, quality and cooperation. The standard of work we produce here directly impacts lives on the front lines. Thank you for your vigilance, your rigorous craftsmanship, and your unwavering commitment to our mission and to each other.

In honor of the memory of those who served and those who had fallen during the attacks, I invite you all to join our First Class Petty Officers Association (FCPOA), in partnership with NNSY's Veterans Network, for our annual Patriot Day Fall-In for Colors and Remembrance Ceremony Sept. 11 at 8 a.m. at the Bldg. 1500 flagpole.

I also wanted to provide the latest as we officially began our Command and Control (C2) reorganization last month, shifting into the early stages of an Executive Steering Committee (ESC) model led by Executive Directors in the areas of Production Operations, Nuclear Operations, Industrial Support, Strategic Business and Command Support. This reorganization establishes a clear, unified chain of command with single accountable leaders who make up our new ESC. By grouping similar departments under these consolidated directorates, we will be able to deliver the needed "supported and supporting" relationships to provide rapid technical assistance, drive decision making, and ultimately improve work execution in meeting our missions.

This is an exciting endeavor for our shipyard, designed to leverage senior civilian continuity and drive more permanent positive change by placing experienced

Executive Directors at the helm of these directorates. I'm confident in the leaders making up our ESC and excited to see this raise us to all-new heights of success for our shipyard. When I took command of this great shipyard nearly a year ago, I talked about the importance of "leaders need to lead." I talked about embracing the idea of shaking up the shipyard status quo; needing leaders to be grouped under focus areas to better hear your voices and champion your concerns; and how having effective leaders means listening, following up, supporting, communicating, solving problems, and clearing the path for the team to work. Having this C2 structure implemented at America's Shipyard supports every one of those priorities so we can best meet our mission.

You can learn more about this reorganization on page 14. In addition, I provided a brief overview here: <https://www.dvidshub.net/video/1017984/norfolk-naval-shipyard-introduces-command-and-control-c2-reorganization>.

As we enter September and observe the somber anniversary of 9/11, remember that our strength lies in our unity and commitment to the mission. The security of our nation is forged right here on our deckplates, through the sweat, expertise, and dedication of this civilian-military team. Thank you for what you do every day to keep our Navy fit to fight. Together, as one unified team, let's continue to lead with integrity, shake up the status quo as needed, and continue to deliver unmatched excellence for our Navy and our nation.

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

SHIPYARD COMMANDER
Rear Adm. Kavon Hakimzadeh

DEPUTY SHIPYARD COMMANDER
Capt. Brandon Johnson

COMMAND MASTER CHIEF
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FOLLOW US ON INSTAGRAM
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READ STTF ONLINE
www.dvidshub.net/unit/NNSY



Join Us For The Norfolk Naval Shipyard Apprentice Graduation 2026 Livestream



Sept. 24, 6 p.m.

We will be livestreaming the Norfolk Naval Shipyard Apprentice Graduation Sept. 24 at 6 p.m. on the Norfolk Naval Shipyard Facebook Page. Join us as we celebrate our amazing apprentices!

www.facebook.com/norfolknavalshipyard1/

NNSY IG Hotline to Report Fraud, Waste, Abuse, or Mismanagement

The Norfolk Naval Shipyard is committed to upholding the highest standards of ethical conduct. We encourage all personnel to report any suspected cases of fraud, waste, abuse, or mismanagement to the NNSY IG Hotline.

Your reports are vital for ensuring our resources are used responsibly and our workplace remains fair. The identities of all writers and callers are fully protected.

You can submit a confidential report through the following channels:

- **Phone:** 757-396-7971
- **Email:** NNSY_IG_HOTLINE@US.NAVY.MIL
- **Mail:**

NNSY HOTLINE
COMMAND INSPECTOR GENERAL
BLDG. 706
PORTSMOUTH, VA 23709

Together, we can protect the integrity of our command.



**KEEP UP WITH THE
LATEST INFO REGARDING
AMERICA'S SHIPYARD!**

**CHECK OUT THE NNSY
LINKTREE TODAY!**



Maybe the F also stands for “focused on safety?” Congratulations to Code 900F’s Facilities and Equipment Maintenance Shop (Shop 06), winner of Norfolk Naval Shipyard’s May 2026 Safety Flag! This is already Shop 06’s second flag earned for the calendar year, and once again the shop had no injuries or lost workday cases for the month. Deputy Shipyard Commander Captain Brandon Johnson presented the flag and congratulated shop members July 30. At the recognition, certificates of appreciation were presented to Pat Johnson, David Jones and Sarah Pickford for their efforts in contributing to a safer workplace. (Photos by Shelby West, 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 the Propulsion Plant Fresh Water (PPFW) Cleaning Process. This workshop was developed to address known issues and breakpoints in the process, pinpointing recommended improvements to carry out. (Photos by Shelby West, NNSY Photographer)

Congratulations to NNSY's Chief Selects!

NNSY:

ICC (Sel) Justin Villarino

FMB:

MMNC (Sel) Joseph Oden

MMC (Sel) Quoc Nguyen

NRMD:

MMNC (Sel) Timothy Harrison
(Prospective Gain August 2026)

MMNC (Sel) Dain Mummert

RCTQS:

MMNC (Sel) Jerry Brownmadera

MMNC (Sel) Aaron Cartland

MMNC (Sel) Gary Lloyd Hall, Jr.



A Norfolk Naval Shipyard flyaway team was recently commended for superior support for resolving a major issue onboard a deployed aircraft carrier! The carrier's Commanding Officer said the shipyard team traveled to the location without hesitation and "not only responded alongside my Sailors as if they were members of my crew, but accelerated work on the repair, attacking the problem 24/7 until we achieved success. Anyone who questions our Navy's ability to maintain ships in a forward deployed location should meet this team. Folks like this are how we win."

NNSY LEADERSHIP INSIGHTS SERIES

HIGH ROAD TO LEADERSHIP AT NNSY:

BASED ON JOHN MAXWELL'S BOOK
'HIGH ROAD LEADERSHIP'

We are dedicated to forging a standard of High Road Leadership across NNSY – one that values every individual, demands absolute personal accountability, and fosters a culture where the entire team wins.

Ship maintenance operations are complex, fast-paced, and highly collaborative; success relies on every person. By rising above division and self-interest, we will explore practical ways to build trust, take ownership, and create an environment to deliver excellent results together.



Capt. Jason Downs
Code 300S Submarine Operations Officer

REGISTER NOW ON WAYPOINTS
SEARCH 24-NNSY LEADERSHIP INSIGHTS SERIES

SEPT. 15 | 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_PAO@us.navy.mil today!

Norfolk Naval Shipyard has launched its State of the Shipyard series, bringing the latest and greatest on NNSY updates and operations directly to you! Whether you are turning wrenches on the deckplate, engineering the next repair, or supporting business operations of the command, understanding the "big picture" is vital to our shared success. This series cuts through the noise to deliver clear, actionable updates from command leadership on our current operations, future modernization, and the state of our workforce.

SEPT 22 - 12 PM - BLDG 1500 CBR

In this session, we'll be unveiling the updates to our NNSY Strategic Framework, our tool to communicate command values, principles and priorities in achieving our vision at the shipyard. This tool shows how initiatives executed across the command relate to each other in the ultimate support of our mission of repairing, modernizing and inactivating our Navy's warships and training platforms. Session available in-person and on MSTEams. Sign up today!

Search 24-NNSY State of the Shipyard Series in Waypoints to sign up!



STATE OF THE SHIPYARD SERIES

SHARE YOUR FEEDBACK OR QUESTIONS

What do you want to hear from your Shipyard Commander or the Executive Steering Committee during the monthly State of the Shipyard briefs?

Use these three options to submit feedback, topic suggestions, or questions that go directly to leadership .

To submit your feedback anonymously, you can use the QR code or go to the link provided and fill out the form.



<https://forms.osi.apps.mil/r/2wYVfyvNBP>

You can also submit your feedback directly via email to NNSY_StateoftheShipyard@us.navy.mil. Please note: this option is not anonymous.



Norfolk Naval Shipyard (NNSY) hosted Servmart Vendor Demo Day Aug. 19 for the workforce, showcasing the latest General Services Administration (GSA) Fourth-Party Logistics (4PL) tools and solutions for welding safety and health designed to streamline the supply chain and material management processes. This monthly 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)



Can do it? Let's do it! When contract timelines for upgrading four dock cranes were not going to meet shipyard project scheduling, Norfolk Naval Shipyard took control of its own destiny by assembling a team of production shops and Lifting and Handling (Code 700) Divisions to perform the upgrades in-house! With the Shipfitter, Welding, Inside Machine, and Pipefitter Shops teaming with Code 135 Nondestructive Testing and Code 700's divisions and shops, work on the dock cranes began in May 2026 and is on track to complete in January 2027. This marks the first time some of this upgrade work has been performed independently within the four public shipyards, including installing a crane's broken shaft detection system used to prevent mechanical failure. Great job team in lifting America's Shipyard to all new heights in capabilities! (Photos by Shelby West, NNSY Photographer)



Norfolk Naval Shipyard (NNSY) National Association of Superintendents (NAS) provides scholarships to student dependents of NNSY employees and NAS members for superior academic achievement during a ceremony on July 21. This year's 2026 NAS Scholarship Program awarded a total of ten \$750 scholarships: five to student dependents of NNSY employees and five to student dependents of NAS members.

Congratulations to the following scholarship recipients: Mason Baker, Mason P. Gizara, Ashton C. Heine, Kason T. Slivinski, Morgan L. Stubbs, Samaiyah Crawford, Allison Scruggs, Carly Sharp, Lila Suarez, and Michael Yeatts. (Photo by GSM1 Christian Bautista, NNSY Photographer)

NNSY DISCIPLINARY CORNER

During the month of July 2026, the command issued 55 actions.
The following are examples of associated behaviors:

1 PROBATIONARY
TERMINATION

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

30 SUSPENSIONS

(Three Supervisors, 27 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; Sleeping on Duty.

8 REMOVALS

(One Supervisor, Seven Non-supervisors): Medical Inability to Perform the Essential Functions of the Position; Failure to Meet a Condition of Employment; Excessive Unauthorized Absences and Tardiness; Conduct Unbecoming of a Federal Employee; Leaving Worksite Without Authorization, Failure to Follow Proper Leave Requesting Procedures; Failure to Obtain Required Certification

3 INDEFINITE
SUSPENSIONS

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

12 REPRIMANDS

(Three Supervisors, Nine Non-supervisors): Unexcused Tardiness; Inappropriate Conduct; Failure to Follow Instruction; Failure to Follow Proper Leave Procedures; Failure to Safeguard Government Property; Failure to Perform Supervisory Duties; Failure to Follow Established Procedures; Unauthorized Absence; Conduct Unbecoming of a Federal Employee.

1 LAST CHANCE
AGREEMENT
(W/ DEMOTION)

(One Supervisor): Conduct Unbecoming of a Federal Employee and Supervisor





Norfolk Naval Shipyard (NNSY) Operations Security (OPSEC) coordinators and Department Security Coordinators (DSCs) stand alongside the OPSEC Purple Dragon mascot to promote the Naval Sea Systems Command (NAVSEA) "Clean Desk Policy" and the "Shred-as-You-Go" initiative. These initiatives are designed to protect critical information, prevent unauthorized disclosures, and keep safeguarding practices at the forefront of the shipyard's daily operations.

The Purple Dragon serves as a reminder to the workforce that protecting sensitive military and industrial data starts at every workspace. Shredding sensitive documents immediately and maintaining a secure, clean workspace directly supports the defense of our fleet and our national security. (Photo by Shelby West, NNSY Photographer)

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:

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

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



NORFOLK NAVAL SHIPYARD PATRIOT DAY FALL-IN FOR COLORS

Sept. 11, 2026
8 a.m.

Bldg. 1500 Flagpole

Join us for this
annual event in
memory of those
who served and
those who lost their
lives Sept. 11, 2001.



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 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.

ATTN: NNSY MANDATORY ANNUAL TRAINING DUE SEPT. 30!

It's time to complete your annual mandatory training if you haven't done so already. Log into Waypoints at <https://don.csodfed.com/> today to view what trainings you are required to complete. All mandatory training is due by Sept. 30.

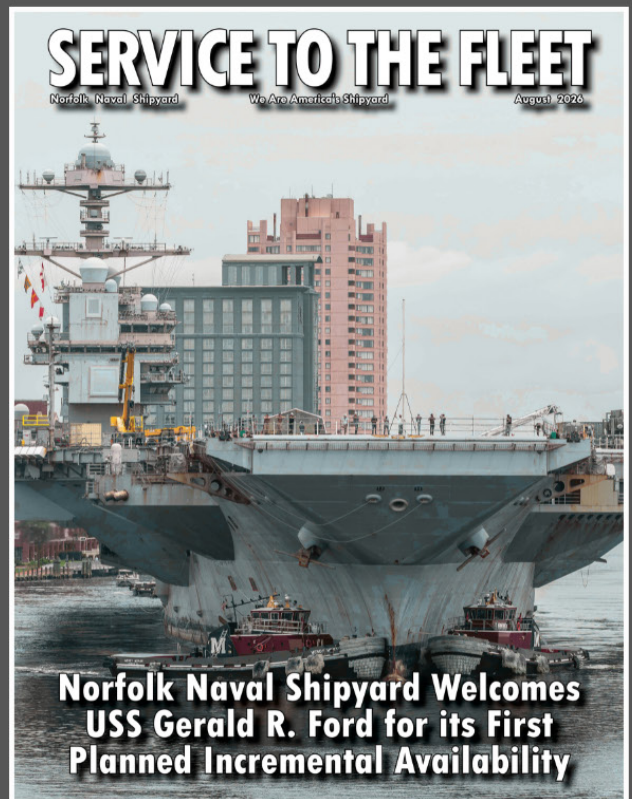
For questions regarding Waypoints, contact NNSY_WFD@us.navy.mil.



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

A Full Bucket: Code 700 Director Implements Novel Program to Build a Highly Functioning Team

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



NNSY Lifting and Handling Department (Code 700) Director Joseph Singer stands in a conference room presenting the Three Bucket Program visualization tool to Code 700 managers and supervisors.

For many leaders, managing workloads and developing a team can feel like trying to juggle an invisible set of priorities. But for Joseph Singer, Norfolk Naval Shipyard's (NNSY) Lifting and Handling (Code 700) Director, the solution is surprisingly simple: three buckets that are helping to transform his department.

The Lifting and Handling Department is a vital artery for the shipyard, a 635-person team responsible for the certification and operation of NNSY's 16 massive portal cranes and all other auxiliary lifting equipment. From a small valve to a massive piece of superstructure, nothing moves on the waterfront, in the dry docks, or on the piers without Code 700's involvement.

When Singer took the helm of the department in February, he brought with him decades of leadership experience, both as a civilian manager and as a retired U.S. Navy Lieutenant Commander. He noticed a need to unify the team and break down the silos that had formed over the years. To do that, he introduced a visualization tool he first developed back in 1995 while still in uniform: The Three Bucket Program.

"The buckets are a visualization of the work that you have in your queue," Singer explained. "It's about delegating to the right authority so that you can develop people when you need to."

The system is broken into three distinct categories:

- **The Big Bucket: "Fire and Forget."** This represents tasks that a leader should delegate to their staff with full trust. However, Singer points out that personally performing tasks in this bucket isn't a sign of failure. "It is simply a representation of where you're focusing your attention," he said. "Once you have that self-awareness, then you can take the steps you need to get back into the smaller buckets."
- **The Middle Bucket: "Fire and Check."** This contains tasks delegated to capable team members who still require training and development before they can operate with full autonomy. These tasks demand active oversight and feedback.
- **The Small Bucket: "Just for You."** This holds the critical, non-delegable tasks that only the leader can perform. "This bucket must remain incredibly small," Singer emphasized. "Otherwise, you will overload yourself and completely stall your team's professional development."

Initially, the program was met with some resistance. When Singer first assessed his leadership team and placed most of them in the "Big Bucket," the reaction was tense. "They were all very upset because they thought the process was detrimental," he recalled. "I had to sit them down and explain how the framework actually worked."



From left to right: Code 700 Director Joseph Singer speaks with Code 740 crane crew members, including rigger Laffon Brelland, on the shipyard waterfront; Code 700 Director Joseph Singer observes a Code 740 rigger communicating via a portal crane radio handset during a lifting and handling evolution.

The turning point came when the team saw the program in action. “The first time I moved someone out of that big bucket and into the middle one, they all bought in,” Singer said. “You could see it on that person’s face. They realized, ‘Okay, now I’m doing something good.’ From that point on, everyone was fighting to get into that little bucket.”

John Foster, the Code 740 Deputy Superintendent, admitted he was “a bit surprised” at first, but now embraces the program. “I enjoy the interactive aspect of it,” he said. “The collaboration with my immediate team, we all can have the same drive to get to the middle bucket of success while still working diligently for the small bucket, where the team is totally functioning with little to no interaction.”

This structured approach, combined with other tools like a leadership talent assessment, has fostered a new sense of teamwork. “Now when somebody is in the big bucket, the team rallies,” Singer shared. “I’ll hear about five people immediately stepping up to ask, ‘Hey, what can I do to help you delegate this and get out of that bucket?’ The daily collaboration is much, much better.”

This cultural shift is central to Singer’s leadership philosophy, which he says is built on accountability, praise, and operating with love. “If you have a child and he touches the stove, you smack his hand. That’s not being mean; that’s still love because you don’t want him to be hurt,” he analogized. “True leadership requires that same balance of positive reinforcement and firm correction. You must have both good and constructive accountability.”

Singer, who has been a civilian at the shipyard since 2014 after a 25-year Navy career, sees himself as a leader first and foremost. “I’m not a rigger, I’m not a facilities guy... I’m a leader,” he stated. “Leadership doesn’t stop when you go through the shipyard gate. You carry that responsibility everywhere you go.”

His ultimate goal is to tear down the walls that have historically isolated Code 700 from the rest of the shipyard, transforming the department into a model organization. With a new motto of “mission delivery through lifting and handling

excellence,” Singer is confident his team is firmly on the path to becoming the shipyard’s gold standard.

Foster agrees that the shift is underway. “Taking this huge step has allowed Code 700 to turn the corner with a highly functioning workforce driven by a shared, success-oriented mindset,” he said.

Ultimately, the Three Bucket Program has provided the team with far more than just a management framework – it has given them a common language for growth. By encouraging leaders to minimize their “Just for You” bucket and trust their teams with the other two, Singer is building a department that is both highly efficient and more unified. For Code 700, the goal is no longer just to complete the next lift. It is about filling the right buckets, empowering the workforce, and in doing so, truly becoming the gold standard for lifting and handling from within America’s Shipyard.



Code 700 Director Joseph Singer with Code 700 crane and rigging crew members in front of Portal Crane DC30 during a waterfront team-building session.

Norfolk Naval Shipyard Launches Command and Control (C2) Reorganization

STORY BY KRISTI BRITT • NNSY PUBLIC AFFAIRS SPECIALIST

GRAPHIC BY MARISA BERKEY • NNSY VISUAL INFORMATION SPECIALIST

In an effort to drive lasting and positive change across Norfolk Naval Shipyard (NNSY), the shipyard has recently launched the new Command and Control (C2) Reorganization to define leadership roles across a newly established Executive Steering Committee (ESC). This five-person ESC, under the Shipyard Commander, provides single points of accountability across the shipyard's focal areas, driving core mission and providing better support to the deckplates.

"We've had a lot of changes at America's Shipyard over the past year since I took command. Challenging the status quo has been important to get us back on track to doing what we do best in focusing on our core mission at the shipyard," said Rear Adm. Kavon 'Hak' Hakimzadeh. "We designed this restructure to establish clear, unified chains of command so that the right 'supported and supporting' relationships are set – helping us better support the workforce, accelerate our intent to Focus and Finish across our availabilities and meet our mission to repair, modernize and inactivate our Navy's warships and training platforms."

He continued, "Placing these experienced executive leaders at the helm of these directorates ensures that our shipyard is able to drive lasting, positive behavioral changes and consistent operational performance, keeping our focus squarely on returning our nuclear-powered warships to the Fleet on time – every time – as part of our ongoing mission in service to our Navy and Nation."

The ESC is broken down into five specific directorates, each member focusing on determined departments that best align to their division:

- The **Executive Director of Production Operations (Code 100PO)** will be the single accountable person for production execution across the shipyard. Capt. Bart Sievenpiper will be in charge of grouping projects and production into a single accountable and empowered functional area. Under this banner will be our Codes 200, 300C, 300S, 700, and 900.
- The **Executive Director of Industrial Support (Code 100IS)** Charles Brock will group the support required for effective project/production team operations in a single, accountable functional area. Under this banner will be our Codes 100TO, 106, 130, 400, 500, and 900F.
- The **Executive Director of Nuclear Operations (Code 100N)** will be the single accountable person for nuclear production execution across the shipyard.

Executive Director of Production Operations:

- Single accountable person for production execution
- Groups project and production into single accountable and empowered functional area
- Responsible to Shipyard Commander for planning, execution and programming

Executive Director of Industrial Support:

- Groups support required for effective project/production team operation in single accountable functional area
- Responsible to Shipyard Commander for industrial support

Executive Director of Nuclear Operations:

- Single accountable person for nuclear production execution
- Groups nuclear engineering, radiological controls, and production into single functional area
- Responsible to Shipyard Commander for planning, execution, and programming of nuclear work

Executive Director of Strategic Business:

- Groups business and financial management into single accountable functional area
- Responsible to Shipyard Commander for programming and execution of budget

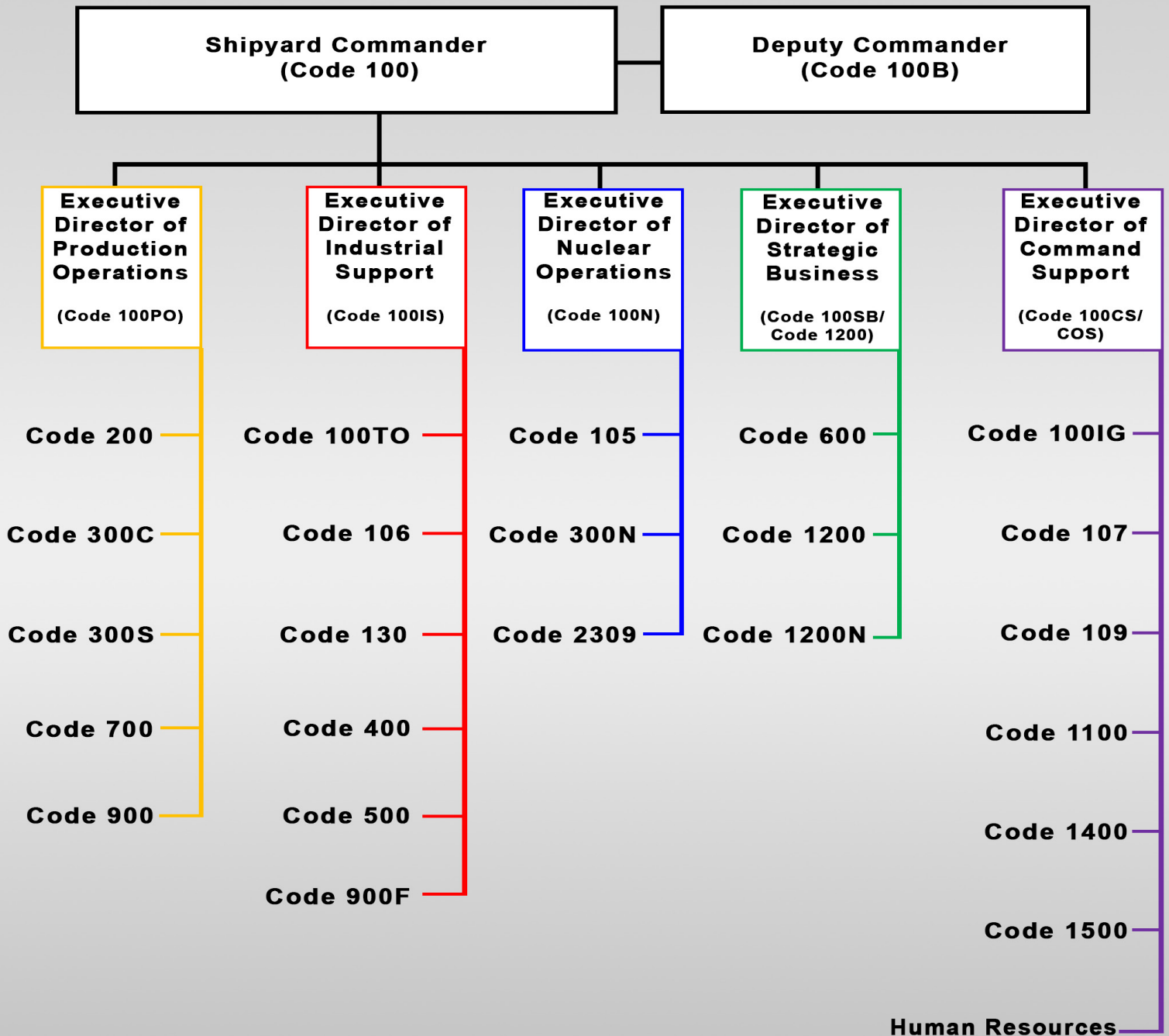
Executive Director of Command Support:

- Groups support required for the command's effective operation in single accountable functional area
- Responsible to Shipyard Commander for command support

Jeremy Largey will be in charge of grouping nuclear engineering, radiological controls, and production into a single accountable and empowered functional area. Under this banner will be our Codes 105, 300N, and 2309.

- The **Executive Director of Strategic Business (Code 100SB/Code 1200)** Brian McInain will group business and financial management into a single accountable and empowered functional area. Under this banner will be our Codes 600, 1200, and 1200N.
- The **Executive Director of Command Support (Code 100CS/COS)** Pete Dillon will group support required for the command's effective operation into a single

ve Steering Committee Model



accountable and empowered functional area. Under this banner will be our Codes 100CE, 107, 109, 1100, 1400, 1500, and Human Resources.

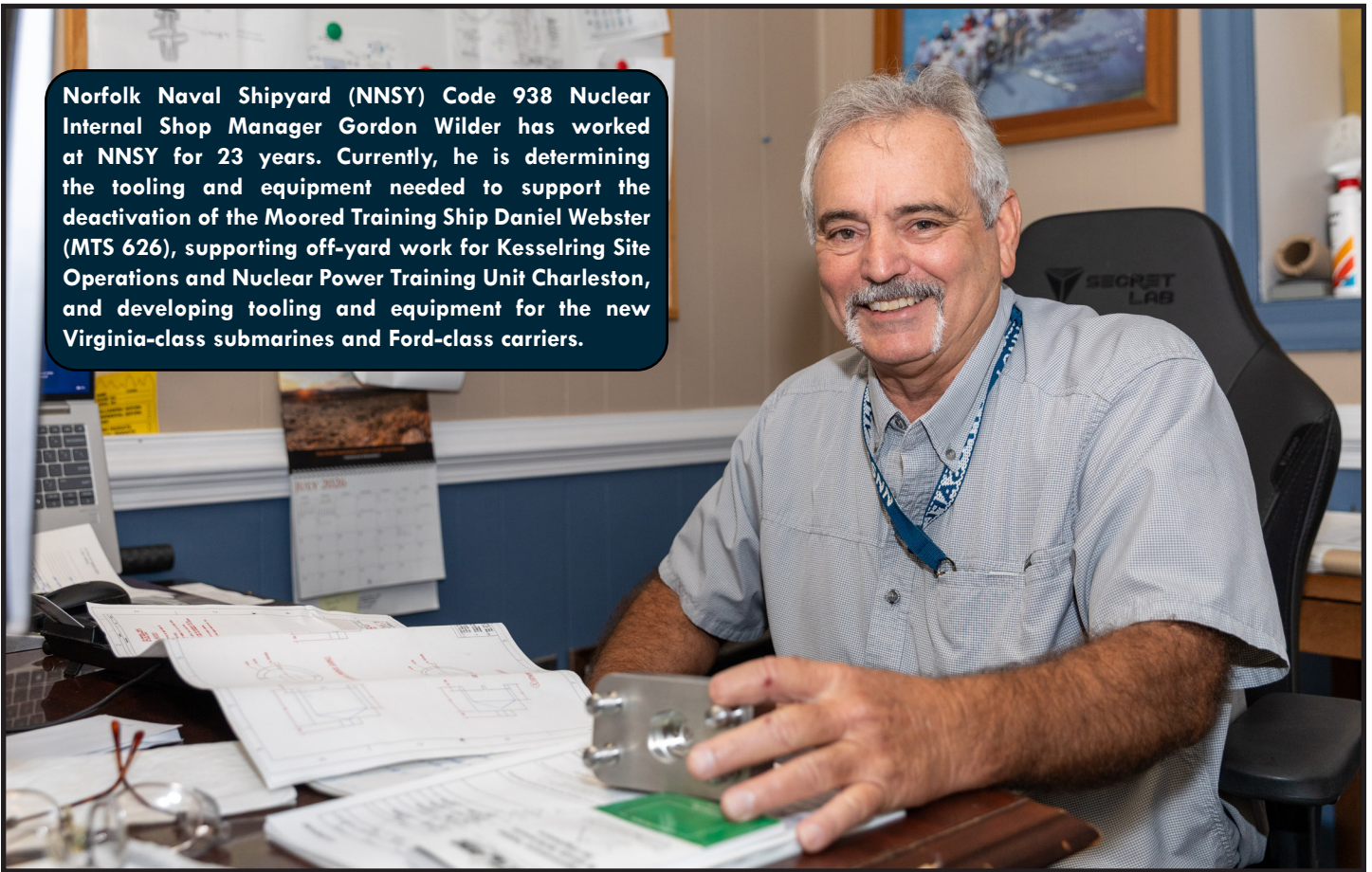
“This effort is an important shift for us as we aim to streamline control across our command, bringing simplicity, ease, expediency, and effectiveness in the way we do business,” said Largey. “In this initial pilot over the last year, we saw key areas of improvement that needed to be made – so we’re taking action to make change happen. We’re problem solvers by nature and this reorganization will help our teams have better alignment overall, supporting our workforce from the deckplate to the fleet so we can continue to win.”

“I want to thank all of you for embracing this important

change and your continued service to the fleet,” said Rear Adm. Hakimzadeh. “Our mission is more important than ever to ensure our Navy’s fleet is ready for action on the front lines – and this C2 modernization directly accelerates our ability to deliver our nuclear-powered warships on time – EVERY TIME – any ship, any time, anywhere!”

You can check out the NNSY C2 overview video here: <https://www.dvidshub.net/video/1017984/norfolk-naval-shipyard-introduces-command-and-control-c2-reorganization>.

Norfolk Naval Shipyard (NNSY) Code 938 Nuclear Internal Shop Manager Gordon Wilder has worked at NNSY for 23 years. Currently, he is determining the tooling and equipment needed to support the deactivation of the Moored Training Ship Daniel Webster (MTS 626), supporting off-yard work for Kesselring Site Operations and Nuclear Power Training Unit Charleston, and developing tooling and equipment for the new Virginia-class submarines and Ford-class carriers.



SHIPYARD SPOTLIGHT: GORDON WILDER, CODE 938N NUCLEAR INTERNAL SHOP MANAGER

STORY BY SUSANNE GREENE • NNSY PUBLIC AFFAIRS SPECIALIST | PHOTOS BY GSM1 CHRISTIAN BAUTISTA • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard (NNSY) Mechanical Department Nuclear (Code 938N) Internal Shop Manager Gordon Wilder has worked at NNSY for 23 years. Growing up in northeast North Carolina, Wilder spent his summers working at a slaughterhouse and started his shipbuilding career at Newport News Shipbuilding right out of high school as an Outside Nuclear Machinist.

“Everyone knew in northeast North Carolina during this time if you wanted a good paying job you would need to go to one of the shipyards or the Ford plant,” said Wilder. “One day myself and a couple of friends skipped school and came to Virginia and put in applications at all the shipyards and the Ford plant.”

Wilder continued, “A few weeks later, I was called by Newport News Shipbuilding and given a job right out of high school making \$5.10 an hour, compared to the minimum wage of \$3.25 at the slaughterhouse. It was a good increase.”

His first new construction job was aboard the USS Theodore Roosevelt (CVN 71).

“When you build a carrier, you really get to know where every component is located and the function it performs,” said Wilder. “A lot has changed in technology since the early Nimitz class carriers.”

Wilder understood quickly that new construction was difficult work and required being in the elements every day throughout the year.

“During the summer months, you would make you up a wand and plug it to an air hose to try to get some relief from the heat and, in the winter, you would check out two drop lights which were regular light bulbs back in those days. One drop light was to see by and the other you stuck in your coveralls to keep warm,” said Wilder. “And then when it rained you could be in the bottom of the ship with no idea it’s raining and out of nowhere the waterfalls would flow down to your level.”

In 2003, Wilder started his career at NNSY as a WG-10 mechanic and worked his way up the ranks.

“I develop written processes as needed to provide instructions for nuclear repairs; develop new tooling and equipment needed to perform these repairs; modify existing tooling and equipment to be used in other aspects of our work, and research and purchase new equipment as needed for our shop to perform work; designing of mock-ups to use as a training aid for our mechanics; train our mechanics and supervisors on how to perform these repairs; and follow up with jobsite oversight to make sure everything comes together,” said Wilder.

NNSY Inside Machine Shop Mechanical Group (Code 931) Tool Designer Jonathan Mason works with Wilder on tool designs.

“As a tool designer, I love working with him,” said Mason. “He never just drops off a problem for us to figure out—by the time

he walks into our shop, he usually already has a custom tool design worked out in his head or sketched on paper.”

Mason continued, “I have personally learned a lot from Wilder, but beyond being an incredible mechanic and a natural mentor, he’s honestly just a genuinely good guy. You really couldn’t ask for a better coworker. The fact that he is now passing down all that hands-on experience is a huge win for the shipyard.”

Currently, Wilder is determining the tooling and equipment needed to support the deactivation of the Moored Training Ship Daniel Webster (MTS 626), supporting off-yard work for Kesselring Site Operations (KSO) and Nuclear Power Training Unit (NPTU) Charleston, and developing tooling and equipment for the new Virginia-class submarines and Ford-class carriers.

“Wilder has consistently distinguished himself as one of the most outstanding General Foremen in Code 938N,” said NNSY Code 938 Nuclear Director William Marchant. “He leads by example in every aspect of his work, embodying a level of professionalism, dedication, and integrity that sets the standard for others to follow.”

Marchant continued, “Wilder is also proactive in his approach to future work, consistently taking the initiative to organize and prepare tooling well in advance of upcoming projects. His attention to detail and forward-thinking mindset ensures that the team is set up for success from the start.”

When it comes to leadership, Wilder believes trust is key to success.

“To me, a good leader is someone that can be trusted to do the right thing all the time by leading by example, be willing to listen to other individuals’ ideas and provide positive feedback, make sure that your team has everything they need to be successful, such as equipment, tooling, training, etc.,” said Wilder. “Be a part of the team, get in and help them when you can even if it’s only helping get equipment to and from the ships, get to know your team.”

Wilder added, “Always be calm and control your emotions and treat everyone as you would like to be treated.”

The best career advice he ever received was to come to work with a positive attitude and do your job to the best of your ability. He also has advice for anyone considering a career at NNSY.

“I will tell anyone very quickly this has been the best job I’ve ever had; it has provided for my family. I have traveled around the world while on Temporary Duty (TDY) and seen and done things I wouldn’t have from any other jobs,” said Wilder.

When Wilder is away from the office, he enjoys fishing, boating, carpentry, gardening, and traveling.



Wilder discusses tool fabrication and designs with personnel from Tool Maker Shop (Shop 31) and Nuclear (Shop 38N). Developing new tools helps the shipyard workforce with repair and maintenance of the new Virginia-class submarines and Ford-class carriers.

Transitioning to Readiness-Based Leadership Training: Command University's New Approach

STORY AND GRAPHICS BY NNSY COMMAND UNIVERSITY

"The greatest contribution of a leader is to make other leaders." – Simon Sinek

At Norfolk Naval Shipyard (NNSY), our people are our greatest asset, and effective leadership is the cornerstone of our success. However, we recently recognized a critical gap in how we prepare our future leaders. Historically, leadership training at NNSY has not fully equipped our supervisors and managers to perform their duties until they are already in the position. Waiting until someone is already in the seat to give them the tools they need is often too little, too late, and can unfortunately lead to struggles or failure before they even really start.

To solve this, Command University is completely revitalizing our approach. We are proud to announce the transition to Readiness-Based Leadership Training—a development initiative designed to ensure our leaders are "Day 1 Ready."

The Solution: A Flexible, Modular Approach

Under the current state, leaders spend one to three weeks in

a classroom completing dense curriculums. Moving forward, Command University is breaking this training down into manageable, progressive modules offered in a standard college format.

These training courses (such as Management (MGMT) 101, 102, 103, 201, 202, 301 and LEAD 1, 2, 3) will be offered multiple times throughout the year. This modular approach makes training highly flexible and much easier to balance with our employees' demanding work schedules.

Becoming "Day 1 Ready"

Perhaps the most exciting change is that leadership training is no longer restricted strictly to current supervisors. Certain modules, such as MGMT 101 and LEAD 1, are now available to non-supervisory personnel (provided they are at full performance level).

This allows ambitious employees to begin building critical

EVENT		TOPIC	
MGMT 101	1 Day	Management 101	
		Safety for Supervisors	Lean Process Improvement
MGMT 102	2.5 Days	Management 102	
		Security	Civilian Program (CEAP)
		Office of Inspector General for LEAD 1	Personal Liability, Ethic and Standards of Conduct
		Introduction to Project Management Fundamentals	Digital Applications Basics (MRQT/MAT/SUPDESK)
		Awards & Recognition	Drug-Free Workplace for Supervisors
		Privacy Act/Freedom of Information Act (FOIA)	
		Management 103	
		Equal Employment Opportunity (EEO)	Reasonable Accommodations (EEO)
MGMT 103	1.5 Days	Management 103	
		Federal Employee Compensation Act (FECA)	Labor Employee Relations (LER)
		Discipline, Pre-Action, and Conduct (LER)	Performing Employee Appraisals (DPMAP)
		Mishap Reporting for LEAD 1	
		Management 201	
MGMT 201	1 Day	Management 201	
		Labor Employee Relations	Discipline, Pre-Action, and Conduct
		Hiring & Staffing (Recruitment & Compensation, Pay)	Performing Employee Appraisals (DPMAP)
		Mishap Reporting for LEAD 2	
MGMT 202	1 Day	Management 202	
		Practice in Problem Analysis/Evaluation (TLSS)	Understanding Financial Management
		Risk Mitigation	Office of Inspector General for LEAD 2
		360 Degree Assessment In-Brief	
MGMT 301	1 Day	Management 301	
		Equal Employment Opportunity (EEO) for Senior Leaders	Reasonable Accommodations for Senior Leaders (EEO)
		Office of Inspector General for LEAD 3	

My current position (sf-50)

Non-Supervisory*

Work Leader/Support Lead

Temp. NTE 120 days

Temp. NTE 1 year

Supervisor

Middle Manager

Senior Manager

What am I eligible for?

MGMT 101

MGMT 101

MGMT 101

MGMT 101

MGMT 101

MGMT 101

MGMT 201

MGMT 301

LEAD 1

MGMT 102

MGMT 102

MGMT 102

MGMT 102

MGMT 102

MGMT 202

LEAD 3

LEAD 1

LEAD 1

LEAD 1

LEAD 1

LEAD 2

NOTE: All Modules are scheduled via Waypoints.

NOTE: List of content for the LEAD modules are located on CU SharePoint

*Must be at full performance level. These classes are not available for employees who are still in the apprentice or helper programs.



leadership competencies throughout their career before they apply for a supervisory role. By the time they step into a leadership position, they will already have the foundational knowledge they need to succeed.

Aligning with the DoD Continuum

Our new Future State curriculum is designed to map directly to the DoD Civilian Leader Development Continuum. This provides a clear roadmap for progressive, competency-based development across five distinct levels:

1. Lead Self
2. Lead Teams/Projects
3. Lead People
4. Lead Organizations/Programs
5. Lead the Institution

Whether you are a work leader, a new supervisor, a middle manager, or a senior manager, there is a specific pathway of MGMT and LEAD courses tailored to your current position and future potential.

Ready to Learn More?

All modules are scheduled via Waypoints, and a full list of content for the Management (MGMT) and LEAD modules is located on the Command University SharePoint.

For more information on the specific programs, you can reach out to our Program Managers:

- LEAD-1 Program Manager: John Boyd - John.I.boyd1.civ@us.navy.mil
- LEAD-2 Program Manager: Raven Jolly - raven.l.jolly.civ@us.navy.mil
- LEAD-3 Program Manager: Turner Anthony - turner.r.anthony.civ@us.navy.mil

Through this transition, Command University remains committed to our motto: "Success Through Lifelong Learning." By investing in Readiness-Based Leadership Training, we are ensuring that NNSY's future leaders are prepared, capable, and ready to lead the fleet from Day 1.



The Norfolk Naval Shipyard Shuttle Service provides shuttles both inside and outside the Controlled Industrial Area (CIA). Please see the latest information as of July 2026 below.

Shuttle FAQs

- Signs will be posted at each shuttle location
- Shuttles will run in both the CIA and on the Installation from 0500-1700, Monday through Friday EXCEPT on Federal Holidays
- CIA and Installation routes are **SEPARATE** and rules regarding entry to the CIA remain the same
- Two shuttles will be running on each route throughout the day
- 15 minutes is the estimated wait time at each stop

Installation Shuttle Stops

North Bound

1. Gate D - Bldg. 369
2. Gate I - Bldg. 273, 298 and 510
3. Bldg. 1763 - Training Facility
4. Barracks, M-32 Trailers and Bldg. 276A
5. Bldg. 1500 - Gate N (behind the building)
6. Clinic - Gate O
7. Gate R - Bldg. 61 and 62
8. Bldg. 1575
9. Bldg. 15
10. Bldg. 74

South Bound

1. Bldg. 16
2. Bldg. 1575
3. Bldg. 706 - Gate O
4. M-1
5. Bldg. 1500 (behind the building)
6. Gate I
7. Returns to Gate D, route begins again.

CIA Shuttle Stops

North Bound

1. Bldg. 369 North Side and Dry Dock 8
2. Bldg. 369 Southeast Corner and Berths 42 and 43
3. Bldg. 269 South Side to Gate D
4. Bldg. 269 and S-1, near Gate H
5. Bldg. 298
6. Pier 5
7. Bldg. 1505 near Clinic and Gate O
8. Bldg. 61 and 62 - Gate R

South Bound

1. Bldg. 1505 near Clinic and Gate O
2. Bldg. 163
3. Bldg. 510R
4. Bldg. 269 and S1
5. Returns to Bldg. 369, route begins again.



For questions regarding the shuttle program, contact Sid Baker, Sidney.I.baker3.civ@us.navy.mil.



'Ship' Just Got Real: The Story Behind NNSY's 'Talking Ship' Video Series

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



Corporate Instructional Design Center (CIDC) Videographer Cole Fraser films Code 926 Submarine Director Tracy Skinner for the Talking Ship Battle of the Welders video.

Norfolk Naval Shipyard's (NNSY) Production Department (Code 900) has found a creative way to help communicate vital initiatives and celebrate the workforce. Code 900B Workforce Development Director John Rowe has been leading the charge on developing a video series – geared towards 'talking ship' about what shipyarders should know across the waterfront.

"Communication is important and in the production world we face a lot of challenges to get messaging down to those deckplate workers," said Rowe. "We wanted to create a new avenue of communication where we can highlight those important target areas in a fun and creative way. And that's how 'Talking Ship' was born."

This short-form video series premiered in 2025 and has since aired several videos on a variety of topics, from equipment and services available to employees, special shoutouts for hard-working teammates, and more. From topics brainstormed within Code 900 to targeting messaging per request from viewers, Rowe and his team partner with the Corporate Instructional Design Center (CIDC – Code 1571) and the NNSY Public Affairs Office (Code 1160) to script, develop and share these videos for all to enjoy.

"The only way we can get better as a shipyard is from the sharing of ideas and using new technology to enhance our way of doing business," said Code 900B Team Member Colby Tynes. "For example, the AI challenge helped us streamline several processes that has saved many man hours. That happened from employees using new technology to make their jobs a little easier and more efficient. We want to help encourage that innovative thinking."

"We give a 'ship' about ships and our workforce and we wanted to build something everyone could enjoy while also staying in-tune with what's going on at NNSY," said Rowe. "We're here for you – our shipyard team. Got an idea of what you want us to 'talk ship' about next? Be sure to reach out and let us know!"

All 'Talking Ship' videos are available via the NNSY DVIDS page at <https://www.dvidshub.net/unit/NNSY>. Scan the QR code to share your ideas and feedback for what you'd like to see in a future video.



EVERY VOICE MATTERS,
EVERY FIX STARTS WITH YOU!



Scan this code to speak up.

Your ideas, concerns, and feedback go straight to leadership – no runaround, no filter through layers of management.

Help us improve safety, tools, teamwork, and
America's Shipyard

#TalkingSHIP

NNSY Hosts Second Monthly GSA ServMart Demo Day

STORY BY TROY MILLER • NNSY PUBLIC AFFAIRS SPECIALIST | PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER



From left to right: Industrial adhesives and tape specialist Grant Blackman explains product applications and high-strength bonding technologies to Norfolk Naval Shipyard (NNSY) Temporary Services Department (Code 990) Process Manager Joshua Brazell and Quality Assurance Department (Code 900Q) Quality Assurance Specialist Heath Shaffer during the GSA ServMart monthly vendor demonstration day outside Building 276; Blackman explains specialized bonding materials to Preservation and Habitability Department (Code 970) Safety Advocate Matthew Maccord and Inside Machine Shop (Shop 31) Machinist Work Leader Keith Garza.

For shipyard workers laboring inside dry docks and tight hulls, accessing the right tools is a critical part of the job. To bridge the gap between technical procurement and deckplate execution, the Norfolk Naval Shipyard (NNSY) Supply Department (Code 500) hosted its second monthly Norfolk Naval Shipyard General Services Administration (GSA) ServMart Demo Day Aug. 19 in Building 276.

The NNSY GSA ServMart is the first on-site GSA retail store of its kind at a federal shipyard in the country. The facility streamlines procurement through the GSA Fourth-Party Logistics (4PL) program, enabling delivery of critical items to NNSY within two to three business days.

"We have a vendor demo day today, trying to get a little bit of awareness for some of the new items they might be able to purchase through the contract," said Michael Wright, Grainger ServMart Branch Manager, at the event. Wright noted that the contract was recently awarded through 2031, securing NNSY's supply footprint for the next five years.

For waterfront personnel, the direct line to manufacturers provides immediate answers to complex industrial challenges. Keith Garza, an Inside Machine Shop (Shop 31) Machinist Work Leader with NNSY's Mechanical Department (Code 930), visited the demo to investigate specialized tapes to protect machined parts during abrasive sandblasting operations.

"This is definitely beneficial for the whole shipyard in general," Garza said. "They should do more of these because there's a lot of products and machine tooling that isn't being looked into to upgrade our technology capabilities."

Grant Blackman, an industrial adhesives and tape specialist for one of the GSA ServMart vendors, demonstrated the raw durability of modern bonding materials.

"It allows us to showcase some of our technologies where tapes and adhesives previously were not thought to be solutions," Blackman said. "We can get it in their hands so they can actually see the strength."

Matthew Maccord, a Preservation and Habitability Department (Code 970) Safety Advocate, emphasized that these face-to-face sessions take the guesswork out of ordering specialized gear.

"What my supervisors need on the waterfront and what somebody in Defense Logistics Agency (DLA) thinks that they need are not often the same thing," Maccord said. "Exposure like this to people that are in their career field advancing—those are tomorrow's leaders."

Andrew Teller, Temporary Services Department (Code 990) Nuclear Internal Shop Manager, stressed that modernizing waterfront tools is vital to national security, pointing to ongoing naval operations in the Strait of Hormuz.

"The solution for all of our problems are outside the turnstiles right now," Teller said. "We need to go out and investigate initiatives like this to see what the outside industry is already doing."

To guide Code 990's modernization efforts, Teller pointed to a classic principle from English poet Alexander Pope: "Be not the first by whom the new are tried, nor yet the last to lay the old aside."

With upcoming monthly GSA ServMart demos scheduled for NNSY in September, NNSY's workforce will continue to have direct access to the latest industrial innovations.

SEP. 7
2026



N O R F O L K N A V A L S H I P Y A R D

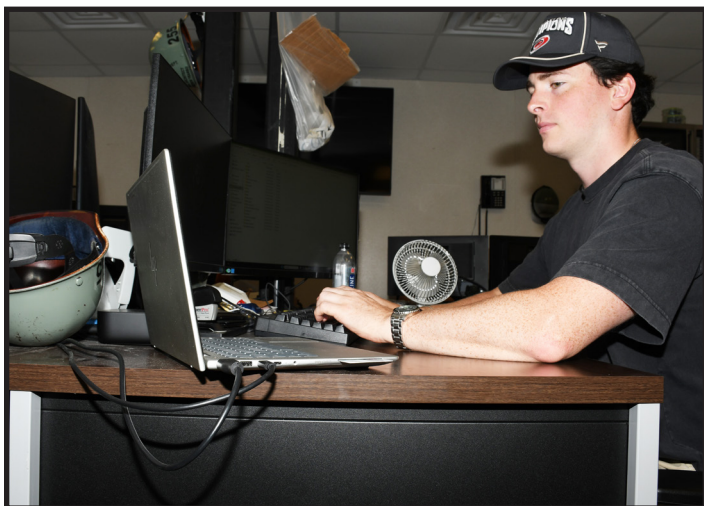
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LABOR
DAY



ACCESS CODE: USS JOHN WARNER (SSN 785) ENGINEERING AND PLANNING (CODE 200) TROUBLE DESK

STORY AND PHOTOS BY TROY MILLER • NNSY PUBLIC AFFAIRS SPECIALIST



From left to right: Norfolk Naval Shipyard (NNSY) Code 200 Engineering and Planning Department Structural Engineer and Naval Architect Malachy Kerrigan (Code 255) reviews technical drawings at his workstation inside the waterfront trouble call desk trailer supporting the USS John Warner (SSN 785) project; Code 265 Mechanical Engineers Ryan Satira and Meredith Ketten collaborate over a technical work document inside the waterfront trouble call desk trailer supporting the Warner availability.

On any given day aboard a nuclear-powered fast-attack submarine, a single broken valve, mismatched ventilation duct, or delayed engineering drawing can stall a multi-million-dollar maintenance project in its tracks. In the high-stakes environment of a dry dock, where time is the most unyielding constraint, finding a workaround is not just a matter of convenience—it is a mandate of national security.

At Norfolk Naval Shipyard (NNSY), the central nerve center answering that mandate for the shipyard's first Virginia-class

Extended Drydocking Selected Restricted Availability (EDSRA) is the USS John Warner (SSN 785) Engineering and Planning (Code 200) Trouble Desk.

Under the jurisdiction of the Chief Engineer (Code 240), the trouble desk represents an elite, highly diverse task force assembled from various Code 200 divisions. From structural and electrical experts to mechanical and propulsion engineers, this multidisciplinary team lives on the deckplate ready to assist the project. While these types of teams are sometimes referred to as a "trouble desk," those serving the John Warner project prefer to go by a different name.

"Collectively, as a trouble desk, we like to call it the 'solution desk,'" said Project Engineer and Planning Manager Joshua Clements. "Production comes to us with their problems, we vet them, and we resolve them right there."

The arrival of John Warner marked a historic first for the public shipyards. Commissioned in 2015, John Warner is the first Block III Virginia-class submarine to undergo an EDSRA at any of the nation's four public shipyards.

The vast majority of the "solution desk" crew had spent the previous decade working the complex conversions of the Los Angeles-class attack submarines MTS San Francisco (MTS 711) and MTS La Jolla (MTS 701) into moored training ships for use at Nuclear Power Training Unit-Charleston. Those massive, historic conversion projects required separating the hulls to recycle the center sections, and hoisting in entirely new, 700-ton, fully equipped modules before joining the vessels back together again.

"Most of us came off of those conversion projects," Clements said. "Transitioning from those massive structural overhauls



Field Engineer Brian Eggleston, Project Engineer and Planning Manager Joshua Clements, Naval Architecture Engineer Cameron Ybarbo, and Naval Architect William Battagower review technical drawings inside the waterfront trouble call desk trailer.



From left to right: Code 275 Electrical Engineers David Speer and Nicholas St. Laurent analyze electrical system schematics inside the waterfront trouble call desk trailer supporting the Warner project; Code 244 Job Planning Leader Jeffrey Raiford discusses system requirements with Code 266 Planning Engineer Quinn Klaus and Code 244 Project Engineer Joshua Clements inside the waterfront trouble call desk trailer.

back to a modern fast-attack submarine was a unique challenge. It was a completely different beast, and it really forced us to think outside the box to keep problem resolution times as low as possible."

Because the Virginia class is a highly complex, automated platform, many of its mechanical systems heavily rely on integrated electrical controls. This required an unprecedented level of interdisciplinary collaboration for the trouble desk, breaking down the traditional silos where engineers of different codes rarely interacted.

Mechanical Engineer Ryan Satira noted that this collaborative environment extends directly to the shipyard's production workforce.

"I really enjoy interfacing with the mechanics on the boat, getting away from the desk, and being hands-on," Satira said. "It is 100 percent a two-way street. Especially for younger engineers, finding a good mechanic and learning their trade knowledge is incredibly beneficial. It helps us write much better work documents because we understand the physical reality of what they face on the deckplate."

This "solution desk" philosophy drove the team to improve the previous deficiency form process, allowing engineers to verify and approve technical fixes directly on the submarine in real-time, sometimes saving days in the process.

"We took a process that normally took three to five days and brought it down to the same day—often within a single shift," Clements explained. "If a mechanic has a problem on the deckplate and we can resolve it on the spot with a pen and ink, they go right back to work immediately. It minimized the administrative churn and kept the job moving."

This rapid response on the deckplate dramatically minimized work stoppages and served as a significant catalyst for John Warner achieving a timely undocking in March 2026.

The trouble desk's relentless drive was put to the ultimate test during the submarine's recent "Hot Ops" testing phase—the complex, high-pressure evolution of lighting up and steaming the vessel's propulsion plant. To support the round-the-clock testing schedule, members of the trouble desk worked grueling 12-hour shifts for nearly three weeks straight,

with some engineers working 20 consecutive days without a break to ensure success.

The marathon effort paid off. The tests were executed flawlessly, finishing weeks ahead of historical averages. Members say a lot of the credit for the team's success goes to the family-like atmosphere.

"Oh man, we're like a family down here," said Job Planning Leader Jeffrey Raiford. "We work together better than any team I've ever been a part of. When the timeline got tight and we were approaching our undocking milestones, everyone just buckled down, worked together, and got first-time quality paper out the door. Seeing what we've been able to accomplish on a first-of-its-kind availability for this yard is something we will look back on with incredible pride."

As John Warner prepares for sea trials and return to the active fleet, the engineers of the Code 200 Trouble Desk are already looking toward the future, documenting their triumphs to use toward future availabilities. By combining bold, out-of-the-box administrative courage with a tightly knit, family-first culture, this Norfolk Naval Shipyard team didn't just repair a submarine—they forged a faster, safer, and more efficient pathway to global readiness, proving that the ultimate solution to the Navy's toughest problems can be found right on the deckplates of America's Shipyard.



September is

Suicide Prevention & Awareness Month



NORFOLK NAVAL SHIPYARD 2026 FALL JOB FAIR

Sept. 12 • 9 a.m. to 1 p.m. • Chesapeake Conference Center

Norfolk Naval Shipyard is hosting a job fair to hire experienced individuals in various positions. All attendees must bring a valid government-issued ID and are asked to bring multiple copies of your 1-2 page resume (any resumes longer than 2 pages will not be accepted).

ON-THE-SPOT OPPORTUNITIES AVAILABLE:

- Physical Science Technicians
- Engineers: Mechanical, Electrical, Industrial, Civil
- Engineer Techs
- Marine Electricians
- Electronic Mechanics
- Inside Machinists
- Marine Machinists
- Shipfitters
- Shipwrights
- Fabric Workers
- HVAC
- Riggers
- Crane Operators
- Heavy Mobile Equipment Mechanics
- Painters
- Woodworkers
- Maintenance Mechanics
- Gas Monitors
- Chemists
- Naval Architects
- NDT Inspectors
- Boilermakers
- Pipefitters
- Insulators
- Industrial Equipment Mechanics

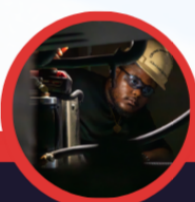
Please note: we will also be collecting resumes for Instructors, Facilitators, Instructional System Designers, Administrative Assistants, IT, Data Scientists, and Contract Specialists on-site.



HOW TO REGISTER:

Visit the QR Code to our job fair linktree and click on the links associated with the opportunities you're interested in applying for. Pre-registration is highly encouraged. This job fair is for external hires only. For questions, please contact

NNSY_People_Experience@us.navy.mil.



09.11

