



WINTER 2011

THE CHRONICLE

Published for the employees of SPAWAR Systems Center Atlantic



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moving forward
at SSC Atlantic**



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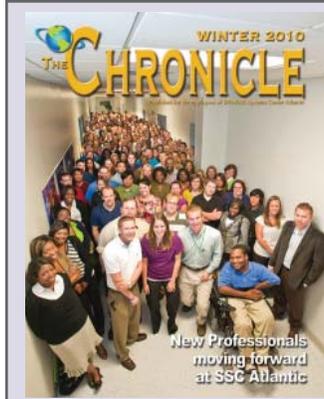
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SSC Atlantic's New Professionals, in Charleston recently a special All Hands gathering, pause for a group shot in the conference center. See story on page 4. Photo by Joe Bullinger.



P.O. Box 190022
North Charleston, SC 29419-9022

Commanding Officer..... Capt. Bruce Urban
Technical Director Christopher Miller

SSC Atlantic's Mission

To provide quality full-service systems engineering and acquisition to rapidly deploy capabilities to the Naval, Joint and National Warfighter through the development, test, evaluation, production, and fielding of sustainable, survivable and interoperable Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance, Information Operations, Enterprise Information Services and Space capabilities that enable knowledge superiority.

THE CHRONICLE

Editor Susan Piedfort
Command Photographer Joe Bullinger

The Chronicle is a quarterly publication designed for SPAWAR Systems Center Atlantic employees. Its purpose is to inform, educate, entertain and generate new ideas. Contents of *The Chronicle* are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, the U.S. Navy or SSC Atlantic.



CAPTAIN'S CALL

CAPTAIN BRUCE URBON, USN
SSC ATLANTIC COMMANDING OFFICER

Taking efficiency to the next level

As you may recall, one of Admiral Brady's priorities for Team SPAWAR deals with creating a culture of efficiency across the enterprise. You don't have to look far in the media these days to see signs of increasing budgetary pressure as Congress and the President contend with establishing a budget that meets the needs of our forces while at the same time provides a level of spending constraint. Our challenge is to examine every facet of our business within SSC Atlantic and identify efficiencies that allow us to be effective in what we do in the most economical way possible.

In order to address this challenge in a coordinated fashion, the TD and I chartered our Continuous Process Improvement (CPI) team under the leadership of Patty Fuller to do just that. Taking a holistic approach, the CPI team is bridging initiatives across CMMI (Capability Maturity Model Integration), LSS (Lean Six Sigma) and ITSM/ITIL (Information Technology Service Management/ IT Integration Library) to ultimately get the best bang for our buck, so to speak. The team is off and running and initially identified well over 100 process areas within the command as potential targets for efficiency gains. We have prioritized those process areas and the CPI team is attacking the top 40 or so process areas that are most critical to our effective performance as an organization and have the greatest potential for efficiency gains.

My vision is to create a culture that is not satisfied with the status quo: One in which we continuously assess how we are accomplishing things and asking: is there a better way? And one where **ALL HANDS** are accountable for effectiveness and efficiency and, more importantly, empowered to challenge the status quo.

As we have recently completed a first round of reviews with each of our Portfolio Managers, it is clear that there is and will continue to be a strong demand for the products and services that we provide to the Navy and joint forces. It is equally true, however, that budgets in the future are likely to shrink -- especially OCO (Other Contingency Operations) funds as DoD looks to withdraw from Afghanistan. The result, then, is a mandate to operate more efficiently in all that we do to provide those products and services.

I have every confidence that we will meet this challenge with

great success. Having spent the past few years focused on providing LSS training across our workforce, we now have an incredibly skilled LLS team with great bench depth. It is time to take that valuable resource that we have invested in and apply it to our critical process areas to ensure that we will continue to be the leader in providing information dominance solutions to the warfighter.

“Having spent the past few years focused on providing LSS training across our workforce, we now have an incredibly skilled LLS team with great bench depth. It is time to take that valuable resource that we have invested in and apply it to our critical process areas”



From the desk of

CHRISTOPHER MILLER

Technical Director

Developing a culture of trust

In late June 1863, the Confederate Army passed through western Maryland and invaded Pennsylvania. The Union Army's 20th Maine Volunteer Infantry Regiment arrived at Gettysburg near midday on July 2nd, after marching more than 100 miles in five days. They had had only two hours sleep and no hot food during the previous 24 hours. The regiment was preparing to go into a defensive position as part of the brigade, when a staff officer rode up and began gesturing toward a little hill at the extreme southern end of the Union line. The hill, Little Round Top, dominated the Union position and, at that moment, was unoccupied. If the Confederates placed artillery on it, they could force the entire Union Army to withdraw. The hill had been left unprotected through a series of mistakes – incorrect assumptions, a breakdown in communication and the failure to follow through. The situation was critical. Realizing the danger, the Union Army brigade commander ordered the troops to occupy Little Round Top. He positioned the 20th Maine, commanded by Col. Joshua L. Chamberlain, on his left flank and told Chamberlain to “hold at all hazards.”

The men of 20th Maine were tired and hungry. However, Chamberlain made sure that every one of his men knew what was at stake while his unit prepared. Prior to the battle, he had painstakingly developed his leaders and built his unit into a team with mutual trust between leaders and subordinates. While teaching and training his Soldiers, he showed respect and compassion for his men and their diverse backgrounds, thus deepening the bond between the commander and his unit. During the battle, he effectively communicated his intent and led by example, with courage and determination. His tactical abilities, intellect and initiative helped him seize the opportunity and transition from defensive to offensive maneuvers, achieving victory over his Confederate opponents. For his actions on July 2, 1863, Col. Joshua L. Chamberlain received the Medal of Honor.

Whether preparing an Army regiment for battle in the Civil War or delivering critical information capabilities to today's warfighters, trust among members at all levels in an

organization is vital for success. As Steven Covey has been quoted, “Trust is the life-blood of an organization.” It is the basis for creating a healthy work environment, forming the foundation for effective communication, retention, motivation and contribution of discretionary energy. Conversely, a lack of trust is a barrier to change. And as you are all aware, we continue to implement and respond to our fair share of change here at SSC Atlantic. Change and transformation in large organizations is hard – arguably impossible without trust.

Trust, transparency and communication are inextricably linked and are most critical during challenging times. There will be tough years ahead – dealing with shrinking federal budgets, managing pressure to be ever more cost effective and responding to policy changes and decisions made outside our organization that broadly affect our workforce. In order to succeed, we have to communicate openly and honestly about who we are, what we stand for and what we do.

One of the values in our FY11 strategic plan is “Transparency in the way we conduct our business.” Transparency, to me, equates to openness and integrity in what and how we communicate, both internally and externally. It means providing and understanding context around changes and decisions that are being made. It creates an empowered and informed team that understands our command's priorities... our shared future. And it facilitates a stronger bond between us and our customers and stakeholders.

I am asking for a mutual commitment from every employee of SSC Atlantic – civilian, military and industry partners.

- First, it is incumbent upon all of us to communicate often and honestly in every facet of our day-to-day activities. Whether through one-on-one dialogue, group meetings or briefings, or social media outlets like Facebook or Twitter, we must communicate and collaborate in a way that fosters a culture of trust, respect and cooperation. As the Technical Director, I promise open and timely communication, about our vision and future; our victories and successes; and our challenges and setbacks.

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Photo by Joe Bullinger

New Professionals

All Hands offers networking, learning opportunities

By Holly Quick
SSC Atlantic Tidewater Office

New Professionals from SSC Atlantic sites in Charleston, Tidewater, the National Capital Region, New Orleans and Tampa gathered in Charleston Oct. 19 and 20 for a first-of-its-kind New Professional All Hands. Organized by members of the New Professional Council, the event was a huge success, with 190 New Professionals in attendance, and will become an annual event.

The agenda for the day-and-a-half event included distinguished speakers, information sessions and team building activities. SSC Atlantic Technical Director Christopher Miller kicked off the All Hands by thanking the New Professionals for supporting our country. He discussed the SSC Atlantic vision of making a difference for our warfighters. Miller also emphasized the importance of diversity and teaming, an appropriate topic for the large audience of young employees new to the workforce. He explained that we need to focus on coming together and trusting each other across the organization.

Miller told the New Professionals that he demands high standards and expects “the best team possible to provide the solution to the warfighter.” He also encouraged the New Professionals to get involved, focusing on two specific areas: recruiting and the community.

Miller told the New Professionals, “I do listen and I act on your feedback.” This was then demonstrated when he spent more than 30 minutes taking questions from the audience. He answered questions about rotations, telework, communication and mentors, to name a few.

The keynote speaker of the All Hands was retired U.S. Marine Corps Maj. Gen. James E. Livingston, who the audience found to be not only motivating but extremely entertaining. The New Professionals were intrigued by this phenomenal war hero and Medal of Honor recipient who could deliver an inspiring message while cracking jokes throughout his speech.

Livingston told the New Professionals how important they are in supporting the nation and the warfighter. “Your service to the country is to make sure the warfighters have the best capability to fight and win wars,” Livingston said. “You have a big job on your hands! A monumental job!”

New Professional Coordinator Stacy McClain Alberico gave a very informative brief about the state of New Professionals and the initiatives of the New Professional Coordinator’s Office. She gave a breakdown of the 256 SSC Atlantic New Professionals -- those employees hired within the past two years under the following programs, Navy Career Intern Program, Navy Acquisition Intern Program, Financial Management Trainee Program, and Human Resources Intern

Program -- according to assigned program and location.

Alberico provided an update on rotations, an initiative that is very important to the New Professionals. She explained the three reasons for having rotations: to gain awareness, to experience new projects and competencies, and to find your niche. The current rotation opportunities are advertised on the New Professional Coordinator blog.

Alberico answered the question, "Who are New Professionals?" The answer is simple but noteworthy -- New Professionals are civil servants and New Professionals are the future leaders of the command. She concluded by telling the New Professionals, "What you do everyday makes a huge impact."

The New Professional All Hands not only brought the New Professionals to one central location but provided them with opportunities to really get to know each other. Team building activities gave them the opportunity to work with their peers across the command, and most importantly, get to know their counterparts from other sites.

"I truly feel that we are part of the same SSC Atlantic now. This gathering in Charleston definitely helped that feeling grow," said Arun Pillai, a New Professional from

Continued on next page



Opposite left, New Professionals listen to keynote speaker retired U.S. Marine Corps Maj. Gen. James E. Livingston. Above, Livingston gets input from the audience. Below, New Professional Kari Hoover briefs on the Joint Explosives Ordnance Division Very Small Aperture Terminal (JEOD VSAT).



Photos by Joe Bullinger



Photo by Joe Bullinger

Above, Livingston tells the New Professionals how important they are in supporting the nation and the warfighter. At opposite right, team building exercises require attendees to work as groups to identify important SSC Atlantic processes.

New Professionals All Hands

Continued from previous page

the National Capital Region.

“The mere fact that funding was provided for travel shows that the command has a real commitment to New Professionals,” he added.

The SSC Atlantic processes team building activity was a great way for the New Professionals to learn about common SSC Atlantic processes while working together. The New Professionals were given a colored piece of paper that listed one step of a certain process. Their goal was to find everyone in the room who had the same colored piece of paper and then put the steps of their process in order.

A few of the SSC Atlantic processes used in the activity

include the TIKI BAR application process, DAWIA registration, DMS process (Uploading DCMR package) and PR process (Delivery Order Processing). Having a mix of newer and more senior New Professionals participating in the activity allowed the New Professionals to understand how to correctly identify important processes as a team and better themselves as SSC Atlantic employees.

The New Professionals also went to downtown Charleston for a challenging afternoon team building activity which used GPS receivers to find a series of way points and improve team interaction. The activity promoted an environment of team building, interaction, and problem solving among the New Professionals and taught them new strategies for communicating.



Photo by Holly Quick

Team building activities taught the New Professionals about their peers and SSC Atlantic projects.



common purpose,” Alberico said. The New Professional Council looks forward to planning next year’s All Hands.

The All Hands could not have been pulled off without the support from SSC Atlantic leadership and the New Professional Coordinator’s Office. “The support from leadership in funding, promoting, and participation showed the New Professional community how critical they are to the organization.

The speakers, information sessions and team building activities proved to be beneficial to the New Professionals and really fostered a sense of community. “Getting all our NPs together created a tremendous sense of camaraderie and

organization. The New Professional Council hopes to continue to build off this momentum as we shape our New Professionals and promote Team SPAWAR,” said D.J. Tyree, New Professional Council Chairperson.



Photos by Holly Quick



Photos by Joe Bullinger

Above left, a Flowertown Elementary Bee-Bot steps into the limelight to talk to a local reporter during their visit to Trident Medical Center. Above right, Lt. J.D. Judd poses with the Bee-Bots and the DaVinci surgical robot.

EDOs, Legos and Robots!

SSC Atlantic's First Lego League STEM Outreach

By Lt. J.D. Judd
Networks Engineering Division

Take one part salty engineer, two parts Lego robotics, and a mountain of youthful enthusiasm. What do you get? A ready-made environment for learning and discovery!

SSC Atlantic's science, technology, engineering and math (STEM) outreach program, with funding from the National Defense Education Program (NDEP), has been able to fully sponsor 17 FIRST Lego League (FLL) teams around the Charleston, S.C., area. SSC Atlantic has coaches and mentors on a total of 20 robotics teams ranging from elementary schools participating in FIRST Lego League to high schools competing in the FIRST Robotics Competition League.

FIRST Lego League is a robotics program for 9- to 14-year-olds, designed to get children excited about science and technology. Each team consists of up to 10 students and at least one adult coach. Each team must build a robot entirely out of Legos, then program the robot to complete a series of challenges on a standardized competition table. Each year's competition has a new theme and a new competition board only revealed at the start of the season. Along with the robotics portion of the competition, each team must explore the theme for the year, perform research, and present their findings to a panel of judges as well as to the community in which the school is located.

This year's theme of "Body Forward" has each team searching out information on biomedical engineering and researching solutions to tough engineering challenges faced

in the medical field. Each team tackles the challenges of both competition and research differently. The rules of FLL are setup to allow each team latitude in the way they accomplish the challenges, perform their research and present their findings.

Fellow Navy Engineering Duty Officer (EDO) Lt. Chris Clotfelter and I have been coaching the Flowertown Elementary Bee-Bots team located in Summerville. It has been a pleasure to work with the teachers at the school, the parents and the children on the Bee-Bots team. In the course of the team's research, the children conducted a phone interview with a roboticist to learn more about the difficulties in building robots, went on a field trip to a local hospital to learn about the DaVinci surgical robot and how it is helping doctors perform surgery faster with fewer complications, and have spent numerous hours researching biomedical engineering topics. Along the way they have had two of the local television news channels run stories featuring them and their accomplishments.

It has been great to see the children learn about engineering and get excited about science. This has been a great way to not only support the Navy's STEM initiatives but also make a difference in the local community.

Learn more about the FIRST Lego League by visiting their website at <http://www.firstlegoleague.org/>, the National Defense Education Program website at <http://www.ndep.us/> and a recent Charleston News 4 Story at <http://www.abcnews4.com/Global/story.asp?S=13654099>.

IT Shadow Day

Showcasing career opportunities at SSC Atlantic

High school students from throughout the Tricounty area got a first-hand look at how science and information technologies are creating information dominance for America's Navy during SSC Atlantic's Information Technology (IT) Job Shadow Day event Feb. 14.

High school sophomores, juniors and seniors from Charleston, Berkeley and Dorchester county school districts, along with two Camp Lejeune Marines who are part of the Wounded Warrior program, met with SSC Atlantic leaders as part a Department of Defense (DoD) initiative designed to inspire students to pursue careers in science and math. The Shadow Day also gave SSC Atlantic the opportunity to showcase its IT workforce and demonstrate IT skills.

Students toured labs to see equipment – programmed by SSC Atlantic IT personnel – that supports and protects warfighters. Students and accompanying math, science and engineering teachers walked through replicas of submarine radio rooms; visited equipment test chambers; used multi-touch, multi-user screen displays; and got a bird's eye view of North Charleston from the air traffic control tower. The highlight of the day-long event, however, may have been the visit to the center's Real World lab, where tools are built for military mission rehearsals, desktop training simulations and other purposes. Buildings, vehicles, landscapes and objects such as control panels – as well as avatar characters – are created using software, and the resulting products, which are run on immersive 3-D simulators, look and work like video games.

Gary Scott, SSC Atlantic total force director, provided information about the center, and various internship programs and student employment opportunities. Students were also briefed by SSC Atlantic Commanding Officer Capt. Bruce Urbon and, via video teleconference, by SPAWARSSYSCOM Commander Rear Adm. Patrick Brady – and they posed questions to both officers.

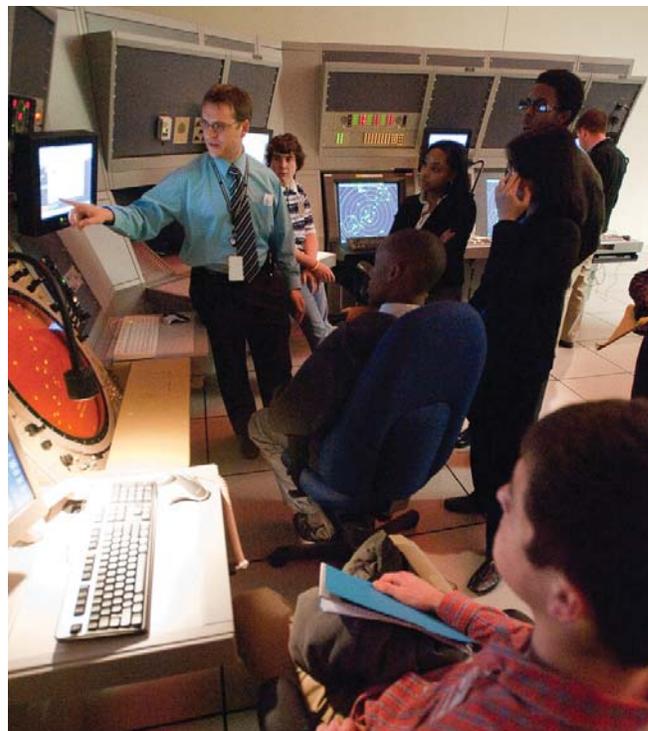
According to SSC Atlantic Urbon, the IT Shadow Day is a win-win for the students and SSC Atlantic. "Students get exposed to a number of IT career field opportunities," he said. "For us, it's an opportunity to plant seeds of interest as we seek to build tomorrow's workforce."

During the lunch break, participants got a chance to operate several types of unmanned vehicles – equipped with wireless network chips, cameras and other sensors – using handheld remote controls and programmed Apple iPads.

- Susan Piedfort, Chronicle Editor



Photos by Joe Bullinger



From top, students use multi-touch, multi-user screens in the Integrated Products Center, learn about equipment in the air traffic control building, and watch a demo in the anechoic chamber.



Photo by Susan Piedfort

Jason Jurand and Cal Stephens, front, are joined by the Military Health System's Network Security Operations Center team as they display the SPAWAR Lightning Bolt award they received recently.

SPAWAR CNDSP

Team's certification enhances cyber capabilities portfolio

The Military Health System's Network Security Operations Center (MHS NSOC), established at SSC Atlantic in 2005, recently took a major step forward by gaining Authority to Operate (ATO) as a Computer Network Defense Service Provider (CNDSP) from the U.S. Strategic Command (USSTRATCOM).

As a Tier 2 provider, the MHS NSOC joins a small number of other Tier 2 CNDSPs within the Department of Defense (DoD) and becomes only the second certified CNDSP capability within the Navy.

MHS NSOC team members received a SPAWAR Lightning Bolt award for the third quarter of fiscal year 2010 for their achievement. Cal Stephens and Jason Jurand are project managers, and team members include Aaron Aldridge, Benjamin Keenan, David Kramer, David Rebeck, David Whittaker, Derek Rider, Edward Chaplin, Gary Walker, Jason Byrd, Jim Paxton, John Robbs, Johnny Richmond, Kelly Thompson, Kendall Beardenm, Lee Kinser, Martin Wojcik, Michael Morris, Mike Suzadail, Patrick Carroll, Rich Bowman, Rocco Youmans, Ronald Jones, Roston Fyle, Ryan Hedreen, Shiran Wijetunga, Soraiya Wilkins, Stephanie Kelly and Tom Hines.

The goal of DoD's CNDSP program is to ensure the efficiency and quality of IT security across the federal government. Computer Network Defense includes actions performed by computer networks to monitor, detect, analyze, protect against and respond to potential attacks that could compromise or even cripple defense critical infrastructure, information systems and networks.

The NSOC successfully underwent the intensive Defense Information Systems Agency (DISA) Field Security Opera-

tions (FSO) onsite evaluation last year, a critical hurdle in the path towards obtaining the coveted CNDSP certification. DISA evaluators assessed MHS by applying a series of 124 metrics designed to determine MHS NSOC's performance to validate the organization's ability to meet the requirements for providing CND services.

During DISA FSO's visit to SPAWAR, the evaluation team observed processes, procedures and infrastructure, documented observations and made suggestions on CND practices. An important part of an evaluation includes learning how individual organizations perform CND functions and identifying best practices to be shared amongst the DoD's cyber defenders. Interviews of key MHS NSOC personnel were conducted and some of NSOC's management practices were identified as unique, highly valuable, and put to the CND for community for adoption.

Once an onsite evaluation is complete, a score is calculated based on the number of metrics the evaluation team assessed as being compliant. Based on this score, the organization is then assigned a performance level of 1 (minimum), 2 (commendable) or 3 (exemplary). Despite the fact that the onsite evaluation was MHS NSOC's first attempt at certification, they were only two percentage points short of receiving a level 2.

Typically, an organization's first attempt at obtaining certification results in an Interim Authority to Operate (IATO) accompanied by a list of remedial actions that must be met in order to receive a full ATO. However, DISA FSO announced during its onsite evaluation out-brief that it would be issuing a certification letter recommending full authority to operate

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LSS event improves shipping process

By Lilly Mills
Code 80B

SSC Atlantic's Supply Chain Management (SCM) competency (4.3.2.0.0) handles about 130,933,064 lbs. in shipments each year for customers located all over the world. In many instances, items are sent directly to the warfighter for immediate use, as with Mine Resistant Ambush Protected (MRAP) vehicles and items in support of ship installations. It is essential for SCM to ensure standardization of its processes and documents to be able to meet the customer's demand.

Last summer, a Lean Six Sigma (LSS) team held a Rapid Improvement Event (RIE) to identify the current shipping process for unclassified, general, hazardous and oversized materials. Team membership consisted of logisticians, transportation specialists and technical code employees. This composition was essential in ensuring the LSS Black Belt was able to capture the voice of internal and external customers. After performing a value analysis of the current process and developing a future state map, the team identified the major areas for improvements. The most critical improvement identified was the need to improve the Transportation Control Number (TCN) application.

One of the main issues logisticians and transportation specialists encounter while processing shipments is incorrect and/or incomplete data. The team defined the requirements necessary to process a shipment correctly the first time in the TCN application. These requirements were captured and forwarded to the Knowledge Management competency (8.4.3), where a computer-based training (CBT) was developed to address them. Some of the key areas for the training emphasize the importance of including the correct contract/delivery order number, impact statements and hazardous material documentation. The CBT was presented during the SSC Atlantic Logistics Symposium this past October with positive feedback from attendees. Currently, SCM is working with the Learning Management competency (8.1.3) to upload the CBT into Total Workforce Management Services (TWMS) for ease of access and records maintenance. While this is not mandatory training, it is suggested for all government employees who have a shipping approver role.



Photo by Joe Bullinger

The shipping LSS team included, from left, Ken Wallace, Connie Hill, Harold Crawford, Wanda Yantek, Tim French (Champion), Lilly Mills (Black Belt), Terri Gray (Champion) and Harry Bowser.

The next essential item was from the external customer's wish list; guidance on shipping time frames. Shipments are assigned a priority based on the requested delivery date (RDD). Without clear understanding of what is the average time for shipping, tech codes might indicate a higher priority than needed and incur unnecessary shipping costs. The Distribution and Transportation competency (4.3.2.3.0) addressed this issue by developing a Shipment Timeframe Table and posting it in its CnE portal page: (<https://cne.cse.spawar.navy.mil/portal/page/portal/Logistics%20and%20Fleet%20Support%204.0.0.0/430001/43200>). This document allows customers to plan their shipments to ensure on-time arrival based on weight, priority and method of transportation.

To address shipments waiting in between scheduled pickups/drop-offs, SCM now allows competencies to deliver or pick-up directly to their new warehouse (1008 Trident Street, Hanahan, SC 29410). This is an effort to help competencies who have shipments ready for SCM processing several times throughout the day. For questions regarding a particular shipment, employees can send an e-mail to "SSC LANT 4321 ALL Hands" in the global address list. This functional mailbox, which was identified as a need during the event, is monitored by a logistician responsible for following up

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At left, SSC Atlantic Technical Director Christopher Miller receives a book from Capt. Thomas Denevan. The Nov. 10 U.S. Marine Corps 235th birthday celebration in Tidewater included a ceremonial cake cutting with a Mameluke sword.



235 YEARS

Marine Corps birthday celebrated in Tidewater

**By Holly Quick
SSC Atlantic Tidewater Office**

The SSC Atlantic Tidewater location celebrated the U.S. Marine Corps 235th birthday with a cake cutting ceremony Nov. 10. Christopher Miller, SSC Atlantic Technical Director and former Marine Corps information officer, was guest of honor at the ceremony.

Capt. Thomas Denevan, SSC Atlantic Marine Liaison Officer, introduced Miller to a packed audience with standing room only.

“You should take great personal satisfaction in your camaraderie, your solidarity, and in knowing that when the nation calls, you respond unflinching. There is great joy in knowing that each of you who wear the eagle, globe and anchor has real and positive impact on people’s lives, every day,” said Miller to the Marines in attendance.

Denevan presented Miller with a book about the history of the Marine Corps and said, “Thank you for your words of wisdom and for celebrating the 235th birthday of the Marine Corps with us.”

Miller’s speech was followed by the reading of Gen. John A. Lejeune’s birthday message, which is tradition at every Marine Corps birthday celebration. In 1921 Lejeune, the 13th Commandant of the Marine Corps, directed that a

reminder of the honorable service of the Corps be published by every command, to all Marines throughout the globe, on the birthday of the Corps.

Denevan then played a video of the Commandant’s birthday message, which can be viewed at <http://www.dvidshub.net/video/98343/235th-marine-corps-birthday-message>.

As customary at Marine Corps birthday celebrations, the Marines brought out a traditional cake and cut the first piece with a Mameluke sword, signifying that the Marines are a band of warriors, committed to carrying the sword, so that our nation may live in peace.

Miller, as the guest of honor, was presented the first piece of cake. The second piece of cake was presented to the oldest and youngest Marines present, symbolizing the experience and youthful spirit that are the hallmarks of the Corps.

Upon receiving the second piece of cake, the oldest Marine passed it to the youngest Marine, signifying the passing of experience and knowledge from the old to the young of the Corps, which further emphasizes the fact that the older Marines care for their young Marines before looking to their own needs.

At the conclusion of the ceremony, the cake was cut and shared with the audience. The cake was created by Sonia Leichnam of Code 413.

Tidewater Marines make support to Toys for Tots a tradition

By Holly Quick

SSC Atlantic Tidewater Office

SSC Atlantic Marines in Tidewater have participated in the Toys for Tots ceremony at St. Matthew's School in Virginia Beach, Va., for the past eight years. Each year more than 600 students, ranging in age from pre-school to eighth grade, gather in the school gymnasium in anticipation as the Marines, in full dress uniform, march onto the stage to greet the students.

As part of the ceremony, the SSC Atlantic Marine Corps captain delivers a speech on the history of Toys for Tots. Each child is then invited to the stage to place their toy into a bag being held by one of the Marines. The Marines then load the toys into their vehicles and transport them to the Toys for Tots warehouse where the toys are distributed to local charities throughout the community. "The participation is amazing - largely due to our Marines. The children and teachers, who love to see the Marines in their uniforms, look forward to them coming each year," said Cindy Skinner of Code 54470, whose children participate in the ceremony every year.

Skinner helps coordinate the annual event and explained that it has become a tradition for each Marine Corps captain at SSC Atlantic, "I have had five different captains through the years help me with this project - in fact, it is now part



Photo by Cindy Skinner

SSC Atlantic Marines pose with St. Matthew's School students during the Toys for Tots ceremony in December.

of their pass down," she said

This year's Toys for Tots ceremony was held Dec. 15, and St. Matthew's students and teachers donated more than 1,000 gifts. "What you are doing today is a great thing - it's always better to give than to receive and thanks to people just like each of you, over 195 million Christmas dreams will have been answered," said Capt. Thomas Denevan, SSC Atlantic Marine liaison officer, to the students and teachers - this was his first year participating in the ceremony at St. Matthew's School.

Barbara White, St. Matthew's School principal, was very appreciative of the Marines who participated in the ceremony. In a letter to Denevan she expressed her gratitude. "We are so grateful for all you do, and for taking the time to personally come to our school. You are outstanding role models for our students, and I appreciate you taking the time to answer their questions," she wrote.

provide such services is important to SPAWAR Systems Command because it fills a critical organizational core competencies. Now, SSC Atlantic will be able to make cyber security recommendations to clients in terms of practical, rather than purely academic, applications.

The MHS NSOC was established at SSC Atlantic in 2005, originally to provide virtual private network monitoring and help desk support for network protection suites deployed by SSC Atlantic to more than 60 Army/Navy hospitals and other MHS sites. Over the last few years NSOC's mission has grown to include intrusion monitoring, information assurance vulnerability management and incident response.

The MHS NSOC team is part of the Health Systems and Applications Sub-Portfolio within the Business and Force Support Portfolio managed by Jacqueline Goff.

MHS NOC

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(ATO) to the MHS NSOC.

The fact that MHS NSOC received a full ATO upon its first attempt was extraordinary given that only six weeks passed between MHS NSOC's application submission and the start of the onsite evaluation. Scheduling and corresponding preparations for this onsite evaluation usually is 12 months. The Chief of DISA's Compliance Inspections Division remarked that "it was encouraging to see a first-timer do so well."

Earning this certification greatly enhances SSC Atlantic's cyber capabilities portfolio and allows the center to offer CNDSP services to future clients. Eligibility to



Photo by Joe Bullinger

SSC Atlantic 2011 innovators

SSC Atlantic Innovation Program awards for fiscal year 2011 were announced late last year. Twenty projects involving 86 SSC Atlantic employees are being investigated in this year's program. Awardees were announced by Dr. Al Emondi, Science and Technology Local Competency Lead and SSC Atlantic Chief Technology Officer, above, left, and were congratulated by SSC Atlantic Commanding Officer Capt. Bruce Urbon, above, second from right. Principal investigators for the FY11 Innovation Program are Bruce Billian, Jeffrey Bullock, Scott Buscemi, Kevin Bush, Peyton Cavaroc (two proposals), James Christman, Jason Garrett, Justin Glass, Matthew Haase, Dr. Suzanne Huerth, Evan Jacobs, Dr. Claudette Millsap, Bradley Mitchell, Ashley Neboschick, Dr. Lucas Overbey,

Jeffrey Scaparra, Alisha Slebodnik, Mike Smith and Dr. John Xu. The Innovation Program, now in its sixth year, remains a core enabler of the entrepreneurial spirit in the command. It helps to deliver the technical edge to future warfighters while strengthening SSC Atlantic's technical workforce and encouraging idea creation, knowledge output and technology transition. Innovation grants range from \$10,000 to \$99,999 and are based on anticipated growth in workforce knowledge, team building and business impact, research quality, novelty and potential to transition results to the warfighter. Approximately \$9.2 million has been invested in the Innovation Program to date, and more than 106 projects have been funded.

Shipping improvements

Continued from page 11

and replying to the customers. Additional improvements implemented are portal pages with shipping process information, carrier, cost and tracking data updated in TCN and development of transportation specialists' guides.

During one of the team's follow-up meetings, Ken Wallace, a tech code representative, mentioned that thanks to the LSS event, he was able to gain better awareness of what SCM needs and reasoning for process requirements. This was a satisfying moment for the team, as there was value, not only on what was improved, but also in understanding what each area involved in the process does. In the end, we are all

one team with a common goal. Recognition is important to the following team members for their dedication and commitment to this initiative: Ken Wallace, Harold Crawford, Harry Bowser, Connie Hill, Joe Heustess and Wanda Yantek.

The 4.3 competency will begin working on several follow-on LSS events, which will incorporate some of the requirements and areas identified during this LSS initiative. One of them is the addition of the TCN application to SABAR, SSC Atlantic's inventory tool, with a number of enhancements defined by the team.

The event has also been documented in the Continuous Process Improvement Management System (CPIMS), as required for all LSS initiatives.

Upcoming SSC STRL training opportunities

By Pam Bell
Code 81300

The SSC Science and Technology Reinvention Laboratory (STRL) Personnel Management Demonstration Project will replace NSPS for both SSC Atlantic and SSC Pacific employees. This system offers more flexibility, expedited hiring authorities, better defined pay bands, and ultimately, the opportunity to secure authority for an internal human resources office.

SSC STRL is a contribution vice performance based evaluation system, in which performance will be evaluated relative to its contribution to the organization, and scores will not be tied directly to specific compensation. A primary objective of SSC STRL is to facilitate and improve employees' understanding of how their day-to-day task execution and accomplishments contribute to the organization's strategic objectives and missions. Employees will be encouraged and expected to use this understanding to focus and enhance their efforts to contribute to those organizational goals, through improved execution of their tasks. SSC STRL will place an emphasis on the concept that all employees at all levels of the organization are expected to demonstrate teamwork, management and leadership skills, appropriate for their career path and experience level, within the context of their daily tasks.

SSC Atlantic employees will begin to receive training on the new personnel management demonstration project this spring (See figure above.) All employees will receive STRL 101 and STRL 201 and supervisors will also take STRL 301. Descriptions of all STRL training courses follows:

STRL 101
STRL 101 is an introductory web-based training module for all employees designed to teach students the basics about the new STRL performance system. In this module, students will gain an understanding of the STRL framework, the

origination of STRL and comparisons with NSPS and GS systems. Students will gain an understanding of elements of compensation (contribution-based increase, bonus, and general pay increase) and the differentiation between contribution and performance based systems.

STRL 201

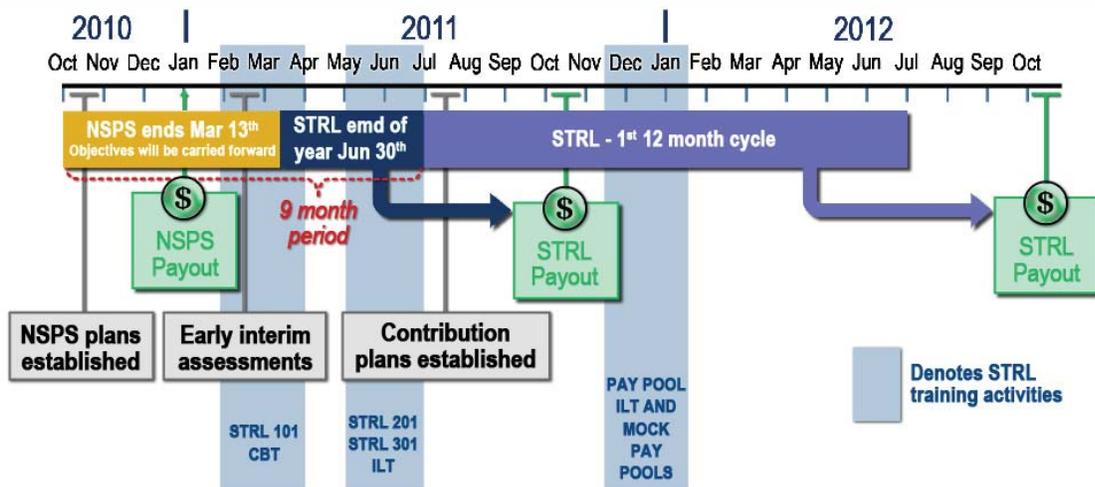
STRL 201 is designed to be a two-hour classroom training session for all employees. Developed with an audience converting from NSPS in mind, this training will compare STRL to NSPS/GS/Demo and will build on the introductory content of STRL 101 to further define pay bands and contribution based performance system. Examples of contribution scoring activities will be used to demonstrate the use of contribution plans and the assessment process.

STRL 301

STRL 301 is designed to be a four-hour classroom training session for all supervisors. This training will cover all information covered in STRL 201 and additional informa-



STRL Transition and Training Timeline



tion specifically needed by supervisors. Specific topics to be covered will include criteria for recommending pay increase and/or bonus amounts, criteria for recommending seamless pay band movement, new and/or changed hiring flexibilities and processes, and the use of performance improvement plans. Hands-on contribution scoring activities will be used to practice the use of contribution plans and demonstrate the assessment process.

For more information on upcoming STRL Training, visit the Training tab on the STRL Blog: <https://blog.spawar.navy.mil/strl/training.html>.



Photos by Joe Bullinger

Above, SSC Atlantic's Charlie Adams, Donna Bedford and nearly 800 attendees at the conference listen to Rear Adm. Patrick Brady's presentation.

Transformation and fusion

Conference explores government/industry links

SSC Atlantic's cyber capabilities and accomplishments were highlighted during the fourth annual C5ISR (Command, Control, Communications, Computers, Combat Systems, Intelligence, Surveillance and Reconnaissance) Transformation and Fusion Government and Industry Conference held Nov. 15 through 18 in Charleston.



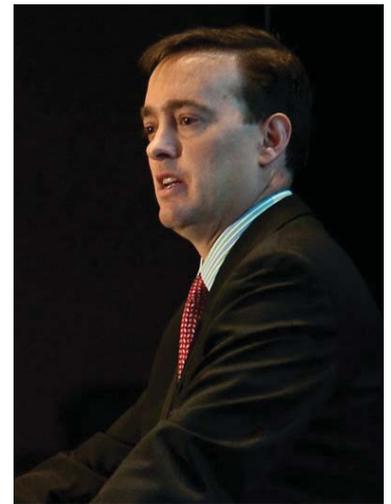
Joint Base Charleston Commander Col. Martha Meeker, USAF, briefs the audience.

SSC Atlantic Commanding Officer Capt. Bruce Urbon welcomed the attendees on the first day of the conference, and the commander of SPAWAR Systems Command, Rear Adm. Patrick Brady, discussed SPAWAR's efforts to provide the Navy with information dominance. SSC Atlantic Technical Director Christopher Miller also addressed the nearly 800 attendees at the conference, and

presented three major awards to SPAWAR Systems Center Atlantic employees for their innovation, community involvement and commitment to the center's mission. (See story on page 18.)

The agenda also included flag officers and senior civilian leaders from all armed services, including the Navy Cyber Defense Operations Command, the Office of Naval Research and U.S. Fleet Cyber Command, in addition to industry leaders.

Attendees at the conference, which was co-sponsored by the Charleston Defense Contractors Association (CDCA), represented various backgrounds including defense contracting, academia, military and government. The conference



SSC Atlantic Technical Director Christopher Miller speaks at the conference.



Above, SSC Atlantic Commanding Officer Capt. Bruce Urbon welcomes attendees on the first day of the conference. At bottom left, Col. Martha Meeker and Capt. Bruce Urbon listen to a brief by Vice Adm. David Architzel, Commander, Naval Air Systems Command. At bottom right, Rear Adm. Patrick Brady discusses how SPAWAR provides the Navy with information dominance.

also featured exhibits, interactive workshops, SSC Atlantic innovations, networking events, small business workshops and technical tracks. As part of the conference agenda, SSC Atlantic’s contracting department hosted an Industry Forum on the afternoon of Nov. 18 which included contract-related workshops on doing business with SPAWAR, small business strategies, proposal evaluation processes and other information useful to prospective industry partners.

“Through agility and adaptability, our industry partners play a vital role in helping us achieve our goal of rapidly and efficiently delivering information dominance to the warfighter,” Urbon said.

- Susan Piedfort, Chronicle Editor





Monica Norman



Glen R. Hoffman



Dr. John Xu



Photos by Joe Bullinger

SSC Atlantic Deputy Director of Contracts Donna Murphy receives a command coin from Rear Adm. Patrick Brady, commander of SPAWAR-SYSCOM.

SSC Atlantic employees receive awards during C5ISR conference

Members of the SSC Atlantic team were recognized at the fourth annual C5ISR Transformation and Fusion Government and Industry Conference.

Monica Norman, a project engineer for 5537, was presented the New Professional of the Quarter award in recognition of her outstanding performance. Norman's performance and initiative as Core Mesh and the P-173 transition lead engineer helps ensure the security and availability of the systems to fleet operations worldwide. She has attended the Cisco Certified Network Associate training, Level I DAWIA training and other certification training. She participates in SPAWAR Career Fairs and the Educational Advisory Outreach IPT, encouraging science, technology, engineering and math (STEM) development in local schools.

Glen R. Hoffman of 51 was presented the STEM outreach award in recognition of his service as lead engineer and technical advisor to the outreach program. He is the lead for the Career Fair IPT, and built a career fair tool kit that highlights SPAWAR's mission and inspires students to pursue STEM

career fields. Hoffman serves as the Berkeley County School District Career and Technical Education representative for Project Lead The Way, and as the Outreach committee liaison with other government agencies in the area. For two years he has coached the SPAWAR-sponsored First Lego League team at Westview Middle School, and helped coordinate the Berkeley County Girls Camp in July 2010.

Dr. John Xu, PhD of 5526 and his team was presented the Innovation of the Year award for their development of the Gunshot Detection System for Joint Tactical Radio System (JTRS) radios. Xu and teammates Michael Smith and Scott Buscemi developed a novel solution for detecting and locating gunshots using minimal equipment on a JTRS radio. The team successfully demonstrated the ability for a multiple radio system to identify the location of a gun shooter with a 90 percent detection accuracy in both environments. They wrote and submitted a paper on this innovation for the MILCOM 2010 conference, 'Next Decade of Military Communications.' "This SSC Atlantic team's work will have last-

ing impact on the warfighter," said Christopher Miller, SSC Atlantic Technical Director, when presenting the award.

Other New Professionals receiving awards were D.J. Tyree, Coleman Lowry and Julie Straub.



New Professionals D.J. Tyree, at left, Coleman Lowry and Julie Straub, above, were presented coins by Rear Adm. Patrick Brady, commander of SPAWAR-SYSCOM, during the C5ISR conference.

2010 Baldrige Path leads to Silver

By Linda L Oestreich

SPAWAR HQ Strategic Management Office, 8.4.1

Team SPAWAR was recently notified that it has won a Silver Eureka Award from the California Council for Excellence (CCE).

So, for all who met with the onsite evaluators, took the training in Baldrige methods, and supported the process of applying for this program, a hearty thanks.

Begun by direction of Rear Adm. Michael Bachmann, and with continued support by Rear Adm. Patrick Brady and the leadership team, Team SPAWAR set its sights on following the Baldrige criteria for performance excellence and applied for the California Eureka program. After submitting a preliminary application and winning the Prospector Award in 2009, Team SPAWAR stepped up the pace and applied for the more prestigious Eureka program in 2010. The California Prospector and Eureka programs emulate the prestigious Malcolm Baldrige Performance Excellence Program, which recognizes organizations that demonstrate superior performance in seven key business areas.

This award represents a significant achievement for Team SPAWAR. According to CCE, organizations who win Silver Eureka Awards have processes that “demonstrate effective, systematic approaches responsive to the overall requirements of the criteria . . . Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with organizational needs.” In addition, our results “address many areas of importance to the accomplishment of the organization’s mission, with good performance being achieved. Comparative and trend data are available . . . and some beneficial trends are evident.”

In late January, the team received a written report with an assessment of strengths and opportunities for improvement. This report provides a baseline against which Team SPAWAR can measure progress as we continue to improve our performance from a customer, stakeholder and employee perspective. CCE will hold a ceremony for all award recipients in San Diego Sheraton April 1, 2011.

For detailed information at SPAWAR’s Baldrige blog: https://blog.spawar.navy.mil/baldrige_path/.

SSC Atlantic control-related efficiencies

Cost savings get high level attention

Two of SSC Atlantic’s major accomplishments listed by the Inspector General office for the CO’s Statement of Assurance were forwarded all the way to the highest levels of the Navy.

The control-related accomplishments lauded by the Secretary of the Navy were cost savings of more than \$10 million generated by the Continuous Process Improvement (CPI) initiative using Lean Six Sigma (LSS), and establishment of the Engineering Process website at SSC Atlantic.

SSC Atlantic’s Comptroller Office and SPAWARSSYS-COM validated a cost savings of \$10,367,000 at the center in FY 2010 using CPI LSS. With total program costs in FY 2010 \$611,429, the effort produced a 1,696 percent Return on Investment (ROI).

Since it began in June 2006, the CPI LSS initiative has consistently produced cost savings far exceeding costs. The problem-solving methodology generates cost savings by evaluating repetitive processes, identifying waste and variance, and redefining them in an efficient manner. CPI LSS events that generated the greatest cost savings were Hostile Area Deployment, MRAP, human resources and Documentation Automation Production Service (DAPS) use.

The CPI LSS event with the biggest cost savings involved MRAP metal works. Metal was stored in multiple locations to support integration. After the CPI LSS event,

staging areas were decreased by 50 percent, floor space was reduced by 50 percent, process steps were cut by 46 percent, and personnel by 40 percent. Validated cost savings for this event were more than \$4 million.

SSC Atlantic was also recognized in the SPAWARSSYS-COM IG inspection for a meritorious finding worthy of emulation throughout the Navy for its Engineering Process Office (EPO) website. The EPO site provides engineers and project managers a centralized, easy-to-navigate Process Asset Library (PAL). The standardized templates, SOPs and documents on the EPO site also help ensure consistent format and best practices across projects and saves labor hours by reducing redundant efforts.

The EPO site provides engineering plans, technical reviews, configuration management plans, systems engineering assessments, systems engineering reviews, templates for project management and risk management, and web-based training modules/briefs. The EPO site also contains example work products (plans, checklists, forms) submitted by other engineers and project managers.

Users noted they can develop plans in less time than before using the templates, sample documents and plan development tools. Time required to develop a typical project management plan has been reduced from 40 hours to eight hours.

Chamber Business Education Partnership Award

SSC Atlantic's STEM focus lauded

The Charleston Metro Chamber of Commerce awarded SSC Atlantic the Business Education Partnership Award during its recent 15th annual Business Education Summit. The award recognizes SSC Atlantic's commitment to science, technology, engineering and math (STEM) education through various programs with area schools and universities.

Accepting the award for SSC Atlantic was Gary Scott, director of total workforce, who also served as a member of a panel of experts discussing business partnerships in STEM education during the summit.

Through its outreach program SSC Atlantic strives to inspire, develop and attract the STEM talent essential to deliver innovative solutions for the future. SSC Atlantic has formal educational partnership agreements with the Charleston Charter School for Math and Science, as well as three school districts — Charleston County, Dorchester 2 and Berkeley. SSC Atlantic scientists and engineers currently interact in formal educational settings in approximately six elementary, 18 middle and 17 high schools throughout the three districts, which represent a blend of urban, suburban and rural schools.

The center has also initiated partnerships with several universities in South Carolina, Louisiana and Virginia to perform cooperative and mutually beneficial development. SSC Atlantic is also partnering with Allen University in support of Historically Black Colleges and Universities (HBCU) in support of the National Nuclear Security Administration (NNSA) Pipeline project (see story on opposite page).

The center's middle and high school outreach program is designed to inspire students at an early age by introducing them to hands-on tools such as robotics, Seaperch, Material World Modules and Tabula Digita, and helping them understand what engineers do and why math and science are important. Employees participate in projects such as shadow days, science fairs, and math and science nights.

- Susan Piedfort, Chronicle Editor



Photos by Joe Bullinger

Above, students from Westview Elementary School interact with a robot in the atrium of Bldg. 3147 during a visit to SSC Atlantic in January. Below, students from Garrett Academy of Technology are briefed on SSC Atlantic's air traffic control mission and look at equipment during a recent visit. Activities such as these were noted by the Charleston Metro Chamber of Commerce when presenting SSC Atlantic the Business Education Partnership Award.





At left, SSC Atlantic Commanding Officer Capt. Bruce Urbon chats with students who will be a part of the partnership program; and above, signs the agreement with Allen University.

Photos by Jack O'Neill

SSC Atlantic teams with Allen University

SSC Atlantic Commanding Officer Capt. Bruce Urbon signed an agreement recently with Allen University to help foster growth in science, technology, engineering and math education and train the next generation of nuclear security professionals.

“Let’s get this pipeline built and let’s open that valve,” said Urbon while signing the agreement.

In a Columbia, S.C., ceremony held in October and attended by the Honorable James Clyburn, U.S. Representative for South Carolina’s 6th congressional district, Urbon also spoke to students who will be a part of the program.

This agreement is part of the National Nuclear Security Administration’s (NNSA) Historically Black Colleges and Universities Pipeline Project. NNSA’s Pipeline Project includes scholarships, mentoring programs, research opportunities, teacher training and outreach to middle and high school students and educa-

tors. Current participants include Allen University, which acts as the lead institution, S.C. State University, Voorhees College and Claflin University.

The goal of the program is for students from all four universities to participate in summer internship programs at research laboratories across the U.S., at university research labs, at DoD and government laboratories, and at U.S. Department of Energy

facilities in order to provide exposure to the opportunities available in these career fields.

This is one of many partnerships SSC Atlantic has initiated as part of its outreach program, which is designed to inspire, develop and attract the science, technology, engineering and math (STEM) talent essential to deliver innovative solutions for the nation’s and SSC Atlantic’s current and future challenges.

In addition to formal educational partnership agreements with three school districts and the Charleston Charter School for Math and Science, the center has partnerships with The Citadel, Clemson University and several other universities to perform cooperative and mutually beneficial research and development. These relationships also introduce students to the employment opportunities available at SSC Atlantic and ensure that there is a pool of STEM talent available in the future.



Urbon poses with Dr. Pamela Wilson, Allen University interim president, and the Honorable James Clyburn, U.S. Representative for South Carolina’s 6th congressional district, during the ceremony in Columbia.

Pipe & Drum trio

SSC Atlantic employees share musical gift

By Alex Jackson
SSC Atlantic Public Affairs

From miles away, melodic drones can be heard coming closer. Grabbing your attention, it signifies the importance of the event.

That's the sound of the legendary bagpipes. These instruments are often paraded through the streets during New Years celebrations and other grand affairs.

Dating back to the 15th century, bagpipes were created



From left, John Guerry plays the snare drum, and Tim French and John Weed the bagpipes.

as a war instrument to warn soldiers when the enemy was near. The unmistakable sounds of the pipes are often accompanied with drums during ceremonial events including graduations and funerals.

A few employees of SSC Atlantic are members of an elite group performing this special music. John Guerry and John Weed, both of Netcentric Engineering and Integration, and Tim French of the Integrated Logistics Support competency, play the pipes and drums for special occasions including 9/11 observances and retirement ceremonies at SSC Atlantic in Charleston.

Guerry plays the snare drum for the group. "I've been playing drums for about 18 years," said Electronics Engineer Guerry. He picked up his first set of drumsticks as a member of a concert band. Guerry has also been part of various marching bands including The Citadel Pipes and Drums Band as a cadet for the Military College of South Carolina. "I enjoyed Scottish drumming and have been playing ever since," he said.

French, the outbound shipping supervisor, has been playing the bagpipes since high school. Being of Scottish descent, French grew up listening to Scottish music. His parents wanted him to become well-rounded. So, in addition to playing sports, he learned how to play the bagpipes. He had the opportunity to master his skills under the instruction of the former Pipe Sergeant of the Air Force Pipe Band, Donald Lindsey. French and some other guys formed a band called The Berkshire Highlanders. French is a graduate of The Citadel and played in the pipes band too.

Bagpipes, also known as aerophones, require a constant supply of air to produce a sound. By blowing air through the blowpipe into the reservoir, the piper can squeeze the reservoir under his arm which produces the sound of the instrument. "Since the drones play the same note all the time," Weed said, "musicians add embellishments to the songs by playing the melody on a pipe called the chanter." The chanter is bored with holes which produces different notes when certain holes are covered. Pipers learn similar finger dexterity as those who play the flute or piccolo.

Weed is a native Charlestonian and remembers going to The Citadel football games as a child. "It was the biggest football team in town and my dad would take my brothers and me to the games," said Weed, the chief architect for Coast Guard Deep Water Platforms C4ISR. He was fas-

cinated with the bagpipes when he heard them being played at the games. Ever since then, Weed knew he loved the instrument and hoped someday that he would have a chance to play the bagpipes. His dream became a reality nearly five years ago when he was introduced to the Charleston Police Pipes and Drums band.

The SSC Atlantic bagpipes band trio is part of Charleston's Scottish marching band associated with the Charleston Police Station. The 45-member group is made up of police officers and volunteers who perform in many events along the eastern shores of the United States and Canada. The band has been in existence for nearly 15 years and is a member of Southern Branch of the Eastern United States Pipe Band Association (EUSPBA).

The band's musical repertoire includes jigs, reels and dance tunes. "My favorite music to play on the bagpipes is marches and hymns," Weed said. "There is something special about marching on the field with other pipers and drummers. It really makes you feel like you're going to mini war," Weed added.

In addition to performing in parades and other community events such as the Highland Games, the band has won numerous awards as a result of performing in competitions around the country. The Charleston



Above, from left, John Guerry, Tim French and John Weed pose after performing at a recent SSC Atlantic event in Charleston. At left, Weed plays the bagpipes.



Photos by Joe Bullinger

band has won championships for the Southern Branch of the EUSPBA for the past two years. When competing, the band participates in Grade V and Grade III performances, beginner and intermediate levels, respectively.

Even though playing pipes and drums requires a lot of dedication, the band members enjoy spending time with each other. Guerry said he enjoys the camaraderie of being with the band mates. As lead drummer, Guerry arranges and composes all the drum scores for the band. "I get to put my own creativity into it," Guerry said.

The passion for bagpipe music is growing and people are continuing to write music for the instrument. French is passing on his love for Scottish music to the next generation. His oldest two sons are pipers and graduates of The Citadel while his youngest son is a pipe band snare drummer, he said.

The SSC Atlantic bagpipe band trio would agree that playing in the band is a hobby that is especially enjoyable because it allows them to give back to the community.



Photos by Joe Bullinger

Leadership symposium sets the stage for another successful year

More than 300 leaders from throughout SSC Atlantic gathered in Charleston Jan. 12 and 13 for a leadership symposium. To set the mood for efficiency and effectiveness, most of the attendees from Tidewater and New Orleans were transported via military flights, saving the command more than \$40,000 in transportation costs.

The symposium featured presentations by SSC Atlantic Commanding Officer Capt. Bruce Urbon, Technical Director Christopher Miller, other SSC Atlantic subject matter experts and guest speakers covering topics including Competency Aligned Organization, SSC Atlantic's Strategic Plan, fraud awareness, diversity, STRL and more.

After a welcome by Urbon, and a rap by the CO and TD, Miller discussed the many documents and tools that are now posted online for all of Team SPAWAR. He also discussed trust and transparency in the organization. Miller later blogged about the symposium (<https://blog.spawar.navy.mil/millerc/>) and invited everyone to look at his presentation at https://blog.spawar.navy.mil/LANT_leadership_symposium/presentations-reu.html.

Other speakers included Special Agent Gil Rosen of the Defense Criminal Investigative Services (DCIS), who briefed about the differences between DCIS and Naval Criminal Investigative Service, and discussed contract-related fraud issues; Carissa Miller of Code 80C, who gave an STRL status update, and Frank Miller of F and G Consultants, who spoke about effective ways of diversifying the workforce. On the second day of the symposium, Gail Silverman, Glenda Algozzini and Sam Bradford discussed trends in ethics; and



At top, Chief Engineer Bruce Carter looks on as CAO Joe, SSC Atlantic Commanding Officer Capt. Bruce Urbon and Technical Director Christopher Miller kick off the symposium with a rap. Above, Director of Total Workforce Gary Scott presents a certificate to Norris Mitchell, Space Systems Engineering competency lead (and his alter ego Lionel Ritchie) for his team's first-place-winning skit illustrating the mission of the combined 5.7/5.9 competency.

keynote speaker Dr. James E. Colvard, Deputy Director of the Office of Personnel Management under President Ronald Reagan, spoke about developing managers and leaders. Cmdr. George Byrd, coordinator for the Team SPAWAR Wounded Warrior (W2) Program, discussed his goals for the program and encouraged SSC Atlantic supervisors to consider wounded warriors for job openings.

The attendees also participated in a leadership development activity designed to enhance communication and promote teambuilding. Each team was tasked with communicate who they are and what services they offer through a cheer, song, rap, poem or skit.

- Susan Piedfort, Chronicle Editor

SIPRNET PKI hardware token

IT'S FINALLY HERE!

By Betty Collins
SSC Atlantic PKI IPT Lead

The long-awaited, hardware-based PKI token designed to provide more robust and secure authentication methods, thus reducing the probability of inadvertent or deliberate compromise and unauthorized access on the DOD SIPRNET, is now ready to undergo an Initial Operational Test & Evaluation (IOT&E).

Recently, USCYBERCOM Coordination Alert Message (CAM) 11-004 announced DoD's effort to issue SIPRNet PKI hardware tokens, containing the National Security Systems (NSS) PKI, to all SIPRNet users.

Starting with the IOT&E March 1 through April 12, 2011, DoD will deploy a minimum of 50,000 tokens. The IOT&E will consist of approximately 10,000 Navy users from areas in Charleston, S.C; Hawaii; Norfolk, Va.; San Diego, Calif; and Washington, D.C. A SIPRNet PKI hardware token pilot of about 250 users was conducted in FY 2010. This pilot was successful in testing Cryptographic Log-On (CLO), PK-enabled web servers, and digitally signing/encrypting email.

The Navy IOT&E phase involves the deployment of smart card readers, middleware, certificate validation software and tokens to approximately 10,000 users.



Operational deployment to the rest of the Navy is scheduled in the fourth quarter of FY 2011. SIPRNet PKI deployment is targeted to be complete by first quarter, FY 2013.

Besides being more robust and secure, another benefit to having a SIPR hardware token is password controls will become much easier, not requiring those long, complex, ever-changing passwords that you always had to remember. Users should bear in mind the hardware token solution for SIPRNET PKI identified by the DOD PKI Program Management Office (PMO) and the National Security Agency (NSA)

was NOT the Common Access Card (CAC). The CAC is not authorized for use on any classified network due to security requirements.

The SIPRNET smartcard is considered unclassified; therefore no additional security measures are needed for protection of the token. The security of the token can be handled in the same manner as with the CAC.

Additional information about the SIPRNet Hardware Token, Navy issuance methods and training may be found on <https://infosec.nmci.navy.mil/PKI> or <https://infosec.navy.smil.mil/PKI> or call the SSC Atlantic PKI IPT Lead at (843) 218-4633.

From the desk of the

TECHNICAL DIRECTOR

Continued from page 3

- Secondly, we must follow through on our words with actions. We can't afford for there to be a say and do gap. We need to hold each other accountable. Keeping our word on the small things builds credibility and demonstrates reliability that others can count on when it comes to the big things. People need to see trust in action more than they need to hear about it.

- Finally, it is essential to demonstrate our sense of caring and respect for those around us. This means looking out for each other and recognizing collective achievements. This

is especially relevant at this time of year, as we embrace diversity and celebrate both Black History month in February and Women's History month in March. Diversity is one of the elements that make SSC Atlantic great – not only in race, gender and creed, but also in skill, experience and thought.

Our mindset needs to be “what's best for the organization is best for me.” The successful accomplishment of our mission requires us to have faith in each other that can only exist in an environment where every individual is treated with respect and dignity. Developing a culture of trust and a core sense of purpose among our team will provide roots to sustain us and keep us upright during the storms of change.

“Trust is the essence of leadership.”

-Colin Powell



The NSIPS AFMS team poses at the New Orleans Office. Front row, from left are Wade Fernandez, Lori Natividad and Edura Baham; middle row, Michelle Appleton, Bill Ruscoe and Martha Broussard; back row, Rick Hite, Phil Brammer, Sonji Brown, Wayne Crowell, Dave Hannahs, Laurie Moss, Dave Henderson, Rick Blahunka and Jim Delap.

NSIPS automates SEAL/SWCC candidate lists

Improving Selection Board eligibility process

**By Deborah Gonzales
SSC Atlantic New Orleans Office**

A pilot program aimed at improving the enlisted selection board eligibility process for the famed commando forces known as Sea, Air, and Land (SEAL) and Special Warfare Combatant-craft Crewmen (SWCC) has ended with approval to deploy, and SSC Atlantic has a key role in the program's success.

Implementation of the Naval Special Warfare (NSW) Alternative Final Multiple Score (AFMS) was announced by Vice Adm. Mark E. Ferguson, Chief of Naval Personnel (CNP), in a message dated Aug. 10, 2010. The new AFMS started use beginning with the January 2011 active E7 exam to determine E7 Selection Board eligibility for the Special Warfare Operator (SO) and Special Warfare Boat Operator (SB) ratings.

The AFMS pilot was conducted by the Center for SEAL and SWCC (CENSEALSWCC) in coordination with NSW leadership and the Naval Education and Training Professional Development and Technology Center (NETPDTC). The purpose of the pilot was to develop and test an improved algorithm for more precisely selecting the top performers within the NSW's elite SEAL and SWCC community for

consideration by the NSW E7 Selection Board — the Board that reviews and recommends candidates for advancement to the rank of E7 (Chief Petty Officer).

Included in the pilot was the requirement to evaluate an automated system to collect, organize and process the data required to run the AFMS algorithm using existing accredited hardware, software, interfaces and processes to reduce overall development and implementation costs. The system selected was the Navy Standard Integrated Personnel System (NSIPS), which SSC Atlantic manages.

Now concluded, the three-year pilot has shown that the alternate algorithm identifies more high-performing, qualified applicants and more closely mirrors how selection boards actually evaluate candidates in their deliberations. In addition, the pilot has demonstrated that modifications by SSC Atlantic personnel to NSIPS supply the data needed to automatically generate the Selection Board Eligible (SBE) list of candidates for advancement consideration based on the new algorithm.

"NSIPS is a robust system, and we are pleased that the enhancements are proving to be a valuable tool to our customer in the enlisted advancement selection process for these outstanding SEAL and SWCC service members," said Edura



NSIPS AFMS team members meet with CENSEALSWCC staff at a meeting last year at the New Orleans Office. Clockwise from left are Jim Delap, Gerald Moy, Richard Rogers, Harold Farley, Rick Hite, Lori Natividad and Patricia Medina.

Baham, SSC Atlantic's project director for NSIPS. As the Navy's web-enabled pay and personnel management system, NSIPS provides field-level standardized and integrated pay and personnel records management capability for all Navy active and Reserve members.

SSC Atlantic is the technical agent to the Program Executive Office for Enterprise Information Systems (PEO-EIS), which has acquisition oversight of NSIPS as part of its Program Manager Warfare (PMW) 240 Sea Warrior program. SSC Atlantic personnel based at the New Orleans Office provide a host of services for NSIPS, including project management, software engineering, software development and sustainment, and Customer Support Center/Help Desk services.

NSIPS was selected as the vehicle to collect the required AFMS data and automate production of the SBE lists because the system's core transactional component collects, validates, processes and transfers data necessary to ensure accurate and timely pay and maintenance of Navy personnel records. The system also provides functionality such as official certifications and qualifications and includes a link to the Sailor's self-service Electronic Service Record (ESR) where many pieces of personnel data related to AFMS can now be entered and updated.

NSIPS also contains an Analytics component, which provides superior reporting capabilities and uses state-of-the-market commercial On-Line Analytical Processing technology, Baham said. This feature is especially valuable for corporate use in performing analysis, monitoring trends, running reports and making informed decisions.

The AFMS pilot tested an alternate method of calculating the E-7 Final Multiple Score (FMS) for SOs and SBs. The SO and SB ratings were established in 2006, at which time all SEALs and SWCCs converted from their source rating (for example, boatswains mate or quartermaster) to the two new ratings, with SEALs becoming SOs, and SWCCs becoming SBs.

The FMS is used to calculate eligibility for the E-7 Selection Board. FMS factors are weighted, and elements within the factors are assigned points, which add up to a total FMS for each service member. Promotion to the E-7 rating is competitive, meaning personnel compete with each

other for a limited number of promotion advancements as determined by the Bureau of Naval Personnel (BUPERS). For advancement to E-7, the FMS determines who will be eligible to be considered by a Selection Board, which in turn recommends a slate of selectees for advancement based on quotas established by CNP.

Unlike pay grades E-4 through E-6, where the FMS is comprised of a combination of factors including time in service, time in rate, awards, exam standard score, and performance evaluations that are translated to a numerical score known as a Performance Mark Average (PMA), the FMS for the E7 rating consists solely of the exam standard score calculated by NETPDTC and the PMA.

Due to the unique requirements of the SEAL and SWCC community, leadership at the Coronado, Calif.-based NSW CENSEALSWCC, which focuses on professional development and career management within SEAL and SWCC ratings, believed some talented candidates were potentially being excluded from board consideration. SEAL and SWCC forces deploy much more frequently than other forces, particularly in support of overseas contingency operations (the new term for the global war on terror).

Since SEALs and SWCCs are heavily engaged in some of the Navy's fiercest combat, NSW requires the very best performers and needs to ensure retention and quality of life for these uniquely trained and highly skilled combat warriors — factors directly impacted by advancement opportunities.

Therefore, five additional performance factors were added

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to the two existing FMS factors of exam score and PMA. The additional factors are leadership experience, number and duration of overseas deployments, certifications and qualifications, awards and ethos. (Ethos is an indicator of behavioral issues and is allocated a predetermined point value, and infractions such as failure to pass a physical readiness test, conviction of driving under the influence (DUI), or non-judicial punishment (NJP) result in point deductions.) CENSEALS-WCC developed an algorithm based on the seven factors to assess whether the AFMS would increase the pool of top performers selected for board consideration, thus preventing exclusion of superior performers with slightly lower exam scores.

CENSEALS-WCC and NETPDTC personnel spent two years testing, analyzing and refining the algorithm to assure the proper weights were assigned to each criterion and conducted several mock Selection Boards to provide multiple data points for comparison. NETPDTC is responsible for preparation of the SBE list. Based on the pilot results, the AFMS produces an E7 SBE list of individuals with more deployments, leadership experience, awards, certifications and qualifications and higher ethos scores than the FMS criteria alone.

SSC Atlantic was asked in March 2008 to support the pilot by providing the technical tools to collect the required AFMS data and generate the SBE list using NSIPS.

NETPDTC managers now have the ability to automatically generate a hierarchical SBE list for SO and SB personnel based on verified data in NSIPS. The ranking of each individual on the proposed Selection Board eligibility list



Photo by Mass Communication Specialist 2nd Class Christopher Menzie

A Basic Crewman Training student demonstrates underwater knot tying skills during the first phase of the Special Warfare Combatant-craft Crewman (SWCC) training pipeline.

WHO ARE THE NAVY'S SEALS AND SWCCS?

SEALs are noted for their stealth and clandestine methods of operation, which allow them to conduct multiple missions against targets that larger forces cannot approach undetected. SWCCs operate and maintain the inventory of state-of-the-art, high-performance boats used to support SEALs and special operations missions. SWCC teams use a combination of specialized training in navigation, radio communication, engineering, weapons, and parachuting to execute Special Operations missions worldwide.

SEAL and SWCC forces undergo what many military experts consider the toughest training in the world, which readies them to respond to "911 calls" from around the globe.

Both teams are operated by the Naval Special Warfare (NSW) Command, the naval component to the U.S. Special Operations Command. NSW provides a versatile, responsive, and offensively focused force with continuous overseas presence.

ny, according to Lori Natividad, SSC Atlantic's NSIPS AFMS project manager. The NSIPS AFMS team executed the project in three phases. In Phase 1 the team created a dedicated NSW "universe" in NSIPS Analytics and loaded existing personnel data required to support the pilot, and then made the data visible to NSW personnel. This phase sup-

is dependent on the AFMS point total, which is determined for each person using the new AFMS algorithm. The AFMS algorithm uses predefined factor weights and qualifying element point values established by AFMS program managers to create a standardized AFMS point total for each NSW SBE individual. The points for the five new performance factors are calculated using information in each candidate's ESR in NSIPS.

SOs and SBs can view their individual E-7 advancement worksheet in the ESR to validate that personnel data is accurate and complete. If it is not, they have time to ensure the proper data gets entered in NSIPS by an authorized NSIPS field user. "But once AFMS managers run the eligibility list for the upcoming E-7 Selection Board, Sailors can't make any changes," said SSC Atlantic employee Jim Delap, Integrated Product Team lead on the AFMS project. They can, however, view the E-7 profile sheet after the board finalizes the list of eligible candidates, letting them see how they stacked up against their peers in the rankings. This is important information, Delap said, especially for those not selected for consideration, since they can determine what they need to improve prior to future boards.

Existing components within NSIPS were heavily leveraged to support the SEAL and SWCC commu-

ported the data collection and information delivery process to meet NSW requirements, since some AFMS-related data was already being captured in NSIPS.

During Phase 2, the NSIPS AFMS team created People Soft “panels” — essentially web pages comprising different workflow functions — to allow data entry related to deployments, leadership, qualifications and ethos. In addition, AFMS-specific data entry fields were added. Natividad noted that some fields were already in the system but were not heavily used, while other fields corresponding specifically to the AFMS factor data had to be constructed. The team used NSIPS’ ESR as a data entry point to populate the additional data elements required for the revised candidate selection criteria. In total, the team enabled the capture of approximately 675 data entry components in the NSW universe.

During Phase 3, the team generated a routine to automatically pull the standard exam score and PMA results, which are supplied by NETPDTC, a component of the Naval Education and Training Command (NETC), into NSIPS through an existing interface with NETPDTC’s Navy Enlisted Advancement System (NEAS). All AFMS elements, weights and calculations were put in place to automatically produce the AFMS. New functionality included the ability to produce an AFMS E-7 advancement worksheet showing all AFMS elements, factors and scores.

The final major milestone was configuring NSIPS to enable ranking of the candidates based on the seven criteria and associated weightings, thus allowing NETPDTC to produce the E-7 SBE list with the touch of a single button.

“This represents a significant business improvement for the customer because the previous process was largely manual and very labor intensive,” Natividad noted. Whereas NSW and NETPDTC managers had to sift through 500 candidates in the past, NSIPS has pared the number to a more manageable list of about 100, focusing on the top performers based on the new formula. Best of all, no new interfaces were required, and no additional costs will be incurred to maintain AFMS in NSIPS, Natividad said.

Besides providing the capability for AFMS implementation, the NSIPS enhancements have provided NSW commanders with immediate access to critical skill sets and diversity data on the SEAL and SWCC community.

Natividad said her team will continue to fine-tune NSIPS functionality to align with the customer’s requirements. Besides Natividad and Delap, the core NSIPS AFMS team includes Michelle Appleton, Wayne Crowell, Rick Blahunka, Rick Hite, Bill Ruscoe and Sonji Brown. In addition, the following employees contributed to the success of this project: Edura Baham, Wade Fernandez, Martha Broussard, Jim Stuart, Dave Hannahs, Suzanne Desha, Chris Blum, Phil Brammer, Laurie Moss and Dave Henderson.

NSIPS and the new AFMS module are part of SSC Atlantic’s Business and Force Support portfolio, which is managed by Jacqueline Goff.



McGreevy, left, is congratulated by Rear Adm. Sean Crean, Deputy Assistant Secretary of the Navy for Acquisition and Logistics Management.

McGreevy earns **LOGTECH MBA**

SSC Atlantic’s Tom McGreevy of 5.5.3.1.0, a lieutenant commander in the Naval Reserves, was among 15 individuals earning a Center of Excellence in Logistics and Technology (LOGTECH) Master of Business Administration (MBA).

McGreevy was also recognized for demonstrated leadership, receiving the E.B. Leedy Award, named in honor of the late Army Maj. Gen. Leedy, a key member of the team that founded LOGTECH.

The LOGTECH MBA Program recognized its fifth class of graduates Dec. 16, 2010, at the Army Navy Club in Washington, D.C. The ceremony featured joint commencement messages by Lt. Gen. Mitchell H. Stevenson, Deputy Chief of Staff Logistics, G-4 U.S. Army; Lt. Gen. Frank A. Panter, Deputy Commandant for Installations and Logistics, U.S. Marine Corps; and Rear Adm. Sean F. Crean, Deputy Commander, Naval Supply Systems Command, U.S. Navy.

Under the two-year program, graduates earn a master’s degree in business administration from Indiana University with a certificate in global supply chain leadership from UNC-Chapel Hill. U.S. Army Materiel Command is the Department of Defense Executive Agent for the program. The 2010 LOGTECH MBA class attended one-week residencies in Chapel Hill, N.C., on three separate occasions and traveled together throughout Europe for a 10-day study residency.



*Dr. Al Emondi
SSC Atlantic
Chief Technology Officer*

CTO Vision to Reality Series:

DEVELOPING THE S&T GUI

When we hear the term GUI many of us think of Graphical User Interfaces, but lately within the S&T community at SSC Atlantic we are talking about something very different.

We are taking the first steps to build a completely new S&T strategic partnership that has the potential to transform scientific innovation within the command through the fusion of knowledge with our research partners. If we are to enable radical and next generation technical innovation, then we must be equally dedicated to nurturing the science that will help us enable these vast improvements in capability.²

With the shrinking of research and development (R&D) budgets since the 1990s an increasing trend of collaboration has been seen among sectors of government, academia and industry. These forums focus on industry-specific research consortia, university-industry research centers, government-industry technology transfer, and more recently, government-university-industry (GUI) partnerships.¹ The development of a SSC Atlantic S&T GUI partnership provides a significant advancement in our S&T organization by establishing relationships with other research institutions that have complementary strengths and laboratory capabilities. Through the natural interactions that will occur within the GUIs, we expect to gain efficiencies within the scientific discovery-technology insertion continuum by increasing the speed of technology insertion and better aligning the science conducted within the GUI to a known user need.¹

Our SSC Atlantic S&T GUI strategy is a multi-pronged approach using multiple award contracts, educational partnership agreements and cooperative research and development agreements. Initially, we will develop relationships with university researchers and their centers-of-excellence to assist in performing research, gain access to state-of-the-

art facilities, and develop new opportunities to infuse real-world problems of Navy and joint forces into educational programs. The second prong is to develop industry alliances for collaborative research, technology transition, technology scouting and technology transfer. These strategic efforts integrated together with internal scientific capabilities will increase our ability to conduct state-of-the-art R&D across multiple fields of study in the C4ISR domain.

It has been shown that the benefits of a GUI alliance are many but include: a reduction in the risk of research; access to specialized skill sets and facilities; a broadened awareness of research and disruptive technologies; creating new opportunities for technological learning and exchange of ideas; creating venues of employee/student career and professional development opportunities.¹ The participants in our S&T GUI construct will form a hybrid R&D capability which we have not been able to realize previously within the center. The overarching objective is to evolve into a shared community of innovation, where each participant retains individual identity, but joins a network of researchers, scientists and engineers that establishes the critical mass and inherent momentum within SSC Atlantic necessary for effective scientific discovery.

In order to form any strategic partnership, collaboration management mechanisms must take into account the dynamics of intellectual capital, differing strengths in the conduct of S&T, and differing priorities that drive their participation.¹ So for example the university focus could be on long-term fundamental and basic research with practical application and the industry focus may likely be on applied research.

To put this strategy into effect, in August 2010 we

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SSC Atlantic's Plemmons named S.C. Civil Engineer of the Year

Dr. Keith Plemmons of SSC Atlantic's Code 5.0E, was recently recognized by the American Society of Civil Engineers as 2009-2010 South Carolina Government Civil Engineer of the Year.

This recognition was given for outstanding contribution to the profession of civil engineering in South Carolina by an engineer working in federal, state or local government. Among other contributions, Plemmons was instrumental in developing and implementing the master of science in project management at The Citadel. He is also a major supporter of science, technology, engineering and math (STEM) activities in middle and high school programs.

Plemmons leads a double life, of sorts.

At The Citadel, he is director of the Division of Graduate and Professional Studies under the School of Engineering. As such, he is responsible for the administration and development of the master of science in project management degree program. With about 50 students involved in the program in its first year, he is bringing additional faculty on-board to help with the workload. Next fall The Citadel will offer a 12-hour graduate certificate in systems engineering management.

Plemmons is also a part-time Navy government employee, working as a general engineer in Code 5.0E one day a week when school is in session and full-time during summer vacations and breaks. Working as a systems engineering consultant for SSC Atlantic Chief Engineer Bruce Carter, Plemmons is responsible for leading programmatic and engineering efforts requiring cross command expertise. He also mentors and coaches project personnel on proper systems engineering and systems engineering management techniques.

"Basically, my job involves improving internal business operations as well as engineering process improvements for the execution of customer programs," he said.

As an associate professor at The Citadel, Plemmons teaches undergraduate and graduate courses in project man-



Photo by Joe Bullinger

The American Society of Civil Engineers' 2009-2010 South Carolina Government Civil Engineer of the Year Dr. Keith Plemmons is congratulated by SSC Atlantic Chief Engineer Bruce Carter.

agement. "I love what I do because I love to teach," he said. "My natural and most comfortable space is in a classroom, actively teaching and preparing students for their futures. Few things are more exciting than watching a student 'connect the dots,' understand something very profound and experience what every teacher hopes for in their students -- discovery."

Since joining SSC Atlantic in December 2009, Plemmons has been involved with developing various aspects of the SSC Systems Engineering Guidebook (SSEG) and working with process champions and Lead Systems Engineers (LSEs) as they develop and implement standard processes.

With a background in multi-disciplinary engineering and construction, his transition to the systems engineering career field was relatively smooth. As a civil engineer with over 20 years of experience, he routinely dealt with many other disciplines when planning, designing and building large projects.

Because of his career involvement and interest in systems engineering, he became involved with the International Council on Systems Engineering (INCOSE) and is currently the President of the Lowcountry Charleston Chapter of INCOSE.

"I got the call to teach about the same time as my wife and I decided to adopt the first of our three kids," Plemmons said. They started nine years ago with a boy, now 15, from Bulgaria. They followed with two girls from China, now ages 9 and 6.

"My work, teaching and professional and community involvement keeps me busy," he said, "but I still find time for family. Always the teacher, but still the daddy."



Photo by Joe Bullinger

SSC Atlantic CTO Dr. Al Emondi, seated at left, listens as Tom Glaab briefs visiting university representatives Feb. 15.

CTO Corner

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established a Multiple Award Contract to the following universities:

- Clemson University, Clemson, S.C.
- Old Dominion University, Norfolk, Va.
- Pennsylvania State University, State College, Penn.
- University of New Orleans, New Orleans, La.
- University of South Alabama, Mobile, Ala.
- University of South Carolina, Columbia, S.C.
- Virginia Polytechnic Institute and State Institution, Blacksburg, Va.

The kickoff of this contract was Feb. 14.

Our way ahead is to start collaborating with these universities and, in parallel, finalize the requirements for an industry solicitation that will complete the GUI strategic alliance. I will keep you updated as we move our scientific vision towards reality so be sure to visit the CTO Corner often.

Al Emondi, PhD
7.0/CTO SSC Atlantic

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Mikan Stamenkovich, left, and Robert Greer, right, speak about Carvil during the Nov. 4 ceremony.

HONORING THE LIFE AND WORK OF JOHN CARVIL

By Holly Quick

SSC Atlantic Tidewater Office

On Nov. 4 a ceremony was held at SSC Atlantic Building 1558 on the Joint Expeditionary Base Little Creek-Fort Story honoring the life and work of John Carvil, who passed away Aug. 4.

John was the Navigation Systems Chief Engineer for Code 534 and his team was so inspired by his hard work, devotion and profound influence on SSC Atlantic and the Navy that they hung a plaque in the Inertial Navigation Systems Land Based Test Site (INS LBTS) Laboratory at Building 1558 and dedicated the work performed in the lab in his honor.

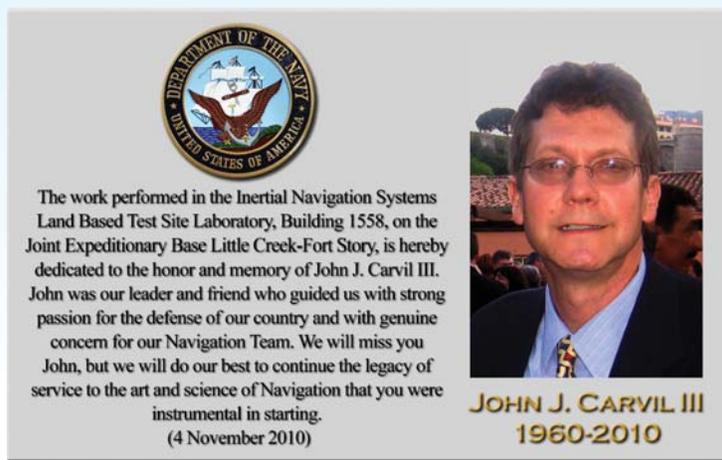
The navigation team has worked in the Inertial Navigation Systems Land Based Test Site Laboratory at Little Creek since 1995. Prior to that, the laboratory was located at the current Joint Forces Command (JFCOM) facility in Suffolk, Va. Carvil was part of the team that led the design and transition of the INS LBTS to Little Creek. All surface and submarine INS systems are tested

at the INS LBTS prior to installation in the fleet. The INS LBTS also supports special projects for related navigation systems in the fleet, and is slated to be one of the key test laboratories for the Integrated Navigation Architecture (INA), a future new start navigation program to replace the existing INS and other navigation sensors in the fleet.

The ceremony was largely attended by Carvil’s family and his fellow colleagues from the navigation team as well as industry partners. He was honored and praised with compassionate words from his colleagues. “John was a hard worker, hard charger, great motivator,” Mikan Stamenkovich said. “He lived as if he was always carrying pocket aces.”

Carvil was respected and admired by his team, many of whom commented on his strong leadership ability and knack for mentoring and inspiring his employees. “John has made a lasting impression on all of us, and even though he is no longer with us we will carry on his strong work ethic in pursuit of our goals, and drive to keep the United States Navy the best in the world,” said Robert Greer, who has been a friend and colleague of Carvil for 26 years.

The plaque was displayed on a wall near the entrance of the lab and a duplicate plaque hangs in the hallway upstairs near the offices of the navigation team employees. Greer presented a smaller plaque to Carvil’s wife, and his two sons and nephew were presented with command coins. “You should be very proud of John and his service to his country,” said Greer to the family.



First female carrier airwing commander

Interview with Capt. Sara A. ‘Clutch’ Joyner

**By Sharon Anderson
CHIPS Senior Editor**

This year the Navy celebrates 100 years of naval aviation with a series of events across the country. One hundred years ago carrier flight operations were unimaginable; today, America’s seapower would be impossible without them. From medical evacuations, to search and rescue, to combat, naval pilots have stood tall among American heroes including Capt. Sara A. Joyner. Joyner had just detached from the Office of the Chief of Naval Operations for Warfare Integration (OPNAV N88) as the joint strike fighter requirements officer when she spoke at a Women in Defense luncheon in Norfolk Va., in January. As the JSF requirements officer she was responsible for bringing the next generation of carrier strike aircraft to the fleet. She has been selected as the first woman Carrier Air Wing Commander “CAG” and will go to CAG-3 as the deputy CAG starting this summer. She reported for duty at the end of January for refresher training.

Joyner doesn’t like to emphasize the “firsts” she has achieved as a woman aviator, rather she refers to them as “fantastic opportunities” that the Navy has provided; opportunities that are available to all who are willing to give their best. Joyner said she was 11 years old when the U.S. Naval Academy announced that it would be accepting women, and she knew that she wanted to be among the first to graduate. At first, Joyner did not get a lot of encouragement from her father, who was a Naval Academy graduate. “My dad actually said, ‘Over my dead body.’” But he was quickly won over when he realized how hard Joyner was willing to work to achieve her dream.

Indeed, Joyner said she didn’t want the Navy to lessen its requirements for women to succeed, rather she and pioneers like her, wanted to exceed the Navy’s expectations. “I don’t want to be recognized for being a woman; I want to be recognized for what I can do,” Joyner said.

The class of 1980, including 81 women midshipmen, was inducted into the Naval Academy on July 6, 1976. Joyner, a native of Hoopers Island, Md., received her commission in 1989 graduating with merit from the Naval Academy with a bachelor of science degree in oceanography.

After graduation, Joyner attended flight school and

earned her naval aviator wings in July 1991 from VT-24 in Beeville, Texas. After completing flight training, Joyner reported to VC-5, the “Checkertails,” in Cubi Point, Philippines, to fly the A-4E Skyhawk. In May of 1992, due to the imminent closure of Cubi Point, she was assigned to VC-8, the “Redtails,” in Roosevelt Roads, Puerto Rico.

Joyner reported to Commander Strike Fighter Wing, Pacific in Lemoore, Calif., in November 1994 as assistant operations officer. She subsequently received a transition to the FA-18 Hornet and reported to VFA-125, the “Rough Raiders,” for training in October 1996.

Upon completion of her training as a Hornet pilot, she reported to VFA-147, the “Argonauts,” in May 1997. Remaining with VFA-147 for her junior officer and department head tours, the squadron completed two Western Pacific cruises to the Arabian Gulf aboard the **USS Nimitz** (CVN 68) in September 1997 and the **USS John C. Stennis** (CVN 74) in September 1999 in support of Operation Southern Watch. In November 2001, she again deployed with VFA-147 aboard the **USS John C. Stennis** in support of Operation Enduring Freedom. During her tour at VFA-147, she served in many capacities, including the department head for maintenance, operations and safety.

In January 2002, she reported to U.S. Joint Forces Command in Norfolk, Va., where she served in the Current Operations Branch as Force Deployment Officer for U.S. Northern Command, U.S. European Command and the U.S. Central Command areas of responsibility in support of Operations Enduring and Iraqi Freedom. She reported to VFA-105 in November 2006 as executive officer.

In March 2007, Joyner assumed command of VFA-105, the “Gunslingers,” a Super Hornet Strike Fighter Squadron. On Nov. 2, 2007, she led the Gunslingers on their combat cruise to the Persian Gulf in support of Operation Iraqi Freedom. Under her leadership the squadron performed more than 1,880 combat missions totaling more than 4,950 flight hours and delivering 35,000 pounds of ordnance in support of coalition ground forces in Iraq.

Joyner calls carrier operations the best example of men and women coming together on equal terms to do a job. Carrier aircraft have provided the majority of close-air support



Photo by Holly Quick

Capt. Sara Joyner spoke to a group of civic, business and government attendees at the Women in Defense luncheon in Norfolk, Va., Jan. 20.

in Afghanistan. Super Hornets have sensors that can locate possible improvised explosive device (IED) or roadside bomb positions. "When I was dropping ordnance to defeat IEDs those on the ground didn't care who was in the plane. They were just glad you were there."

When asked about the Navy's efforts for recruiting a diverse force, Joyner said the Navy has led the other services in offering opportunities. "Diversity is not something that you can push; rather it is a journey of bringing different people together in order to leverage their unique talents and insight to achieve excellence." Joyner said she looks forward to the day when there are no more "firsts." "I think of what the Navy offers as an equality of opportunities."

I spoke with Joyner in January on many topics including her determination to succeed. The complete interview will appear in the April-June 2011 edition of CHIPS (<http://www.chips.navy.mil>.)

CHIPS: In your remarks you mentioned important people that mentored you throughout your career. Do you consider mentoring junior officers part of your job?

Joyner: Yes, absolutely, I am on a mentorship website for the Navy. It is very difficult to find mentors of the same gender so a lot of us turn to men that are willing to step in, and there is a lot of value in that as well.

I am involved in women mentorship groups because we have unique needs that come up in childcare, marriage and pregnancy. There are a lot of issues that men don't have to deal with and you need advocates that understand. I will be honest, a lot of the women quit because they just don't see a way ahead, and they don't know how to get where they want to go. They look at it and say, 'This is insurmountable, and I just can't get there.'

Some of what the mentorship program does is we take away those barriers by saying, 'Here's a way you could and here's another way, and if this doesn't work....' There are plenty of great moms out there who were fighter pilots who couldn't see a way to get around that or just thought that their families were so important that they did not want to give up on that, and that's OK too. Being a mom is a hard job too and being a parent is the most important job in the world since you are basically safeguarding our country's future. Doing it all doesn't always work out for men or women and sometimes we are forced to prioritize.

CHIPS: What made you persevere against the odds?

Joyner: Family support. My husband [Cmdr. James Joyner] is fantastic. Because we are both fighter pilots, we have an understanding of what the other is doing – without him I wouldn't be here – there is no doubt. There is not a single decision we made that wasn't done as a family where we discuss it and figure out 'OK, how do we do this to make this work?' What I tell women that I mentor is don't look too far ahead; don't plan how you are going to be the CO when you are a lieutenant. Instead, plan how you are going to get to the next step because if you look too far ahead it looks too hard. Don't listen to bad advice.

CHIPS: What kind of bad advice?

Joyner: There are plenty of people who will say don't have a family; you won't be able to do it. Don't listen to the don'ts and the can'ts. Just do the best you can, and if it is not working or if it is so painful that it's not worth it, then give up. But if you never try, you will never succeed. Don't give up in advance; get to the point where you know you have tried your best.

CHIPS: What did your dad say after you graduated from the Naval Academy?

Joyner: I did him a disservice by only mentioning his initial reaction to my wanting to attend the Naval Academy. He is deceased now, but he was my No.1 fan. He thought it was going to be too rough of an environment for his daughter, and he did not want me to have a rough time because he knew it was not going to be easy. My dad wanted me to join the Coast Guard. He said you can be in command of a ship as a young person. He knew the difficulties I would be facing. But he was very proud of me and got to see me go out on my first deployment.

CHIPS: What have been your career milestones and most satisfying accomplishments?

Joyner: Overall, the most satisfying event has to have been the opportunity to take a finely honed Hornet squadron to sea on a combat cruise and then bringing them all safely home again. I can't think of a greater opportunity. All of my career milestones required doors to be opened just in the nick of time and individuals having faith in my ability to succeed. My initial warfare transition and people believing that I could be a Hornet driver required a leap of faith by leadership in Lemoore back in 1995 when things weren't going all that well for women training in combat aircraft. The support of my peers and leaders has allowed me to be where I am today.



Photo by Seaman Kevin T. Murray Jr.

Capt. Sara Joyner puts on her gloves while dressing out in full flight gear before flight operations.



Photos by Joe Bullinger

Hicks is serenaded by the Comptroller Chorus, above, is presented a plaque by SSC Atlantic Technical Director Christopher Miller, and receives a Clemson shirt, below.

Hicks ends 46-year federal civilian career

A capacity crowd filled the Redbank Club on Joint Base Charleston-Naval Weapons Station Jan. 27 for a retirement luncheon in honor of SSC Atlantic Comptroller Freddie Hicks.

Hicks, who most recently served as SSC Atlantic 1.0 competency lead, started his career in 1964 as a GS-5 internal auditor at Charleston Naval Shipyard. At SSC Atlantic he directed implementation of the Defense Industrial Fund Management System (DIFMS) and the Navy Enterprise Resource Planning Program System (Navy ERP).

With much of his family present, Hicks was sung to by the Comptroller team, given some good-natured ribbing from his team and colleagues, and lauded by a various visiting dignitaries.

Speaking during the ceremony were SSC Atlantic Commanding Officer Capt. Bruce Urbon, Technical Director Christopher Miller and Ronny Hill, who served as master of ceremonies.

Earl Copeland, representing the office of U.S. Rep. Tim Scott of S.C.'s First Congressional District, presented Hicks a U.S. flag which was flown over the U.S. Capitol in his honor. SPAWARSSCOM Comptroller Steve Dunn was also a guest speaker.

Hicks, a long-time University of South Carolina (USC) fan, was presented a USC (University of Southern California) T-shirt, along with a variety of Clemson University memorabilia.





Photos by Joe Bullinger

Visiting admirals see the ‘RealWorld’

SSC Atlantic’s RealWorld lab hosted two flag officers Nov. 17.

Rear Adm. Kendall L. Card, Director of Concepts, Strategies and Integration for Information Dominance, OPNAV N2/N6, visited several SSC Atlantic sites with ongoing projects that are providing information dominance to warfighters.

Rear Adm. William Leigher, Deputy Commander, Fleet Cyber Command, United States 10th Fleet, also saw a demo in the lab, in addition to visiting buildings 3112, 3146 and the Air Traffic Control facility.

Both men were in Charleston to speak at the C5ISR Government and Industry Partnerships Conference, cosponsored by SSC Atlantic and the Charleston Defense Contractors Association (CDCA).

The RealWorld software tool is being developed at SSC Atlantic under the auspices of the Defense Advanced Research Projects Agency (DARPA).



At top, Ken McCullough of Code 5615, left, explains a simulation to Rear Adm. Kendall L. Card, second from left. Above, Rear Adm. William Leigher, far right, receives a RealWorld brief.

The RealWorld PC-based platform is designed to allow nonprogrammers to rapidly build 2D/3D, geospecific simu-

lations, putting the power of virtual reality directly in the hands of the user.

Reserve Affairs officials visit

SSC Atlantic hosted the Deputy Assistant Secretary of Defense Reserve Affairs (Material and Facilities) Richard O. Wightman, pictured at right, third from right; Brig. Gen. Heidi V. Brown, U.S. Army, G-8 Office Director for Integration, second from right; Capt. Matt Dubois, USN, Director of Materiel, OASD Reserve Affairs, fourth from right; and Lt. Col. Edward Lockwood, Army MRAP Systems Synchronization Officer, fifth from right, during a visit Jan. 18. They are pictured at the MRAP Integration Facility with, from left, Kevin McGee, Joe Rodgers, Pete Ward and, at far right, SSC Atlantic Commanding Officer Capt. Bruce Urbon.



Photos by Joseph Bullinger

Central Command visitors learn SSC Atlantic capabilities

Rear Adm. Gary W. Rosholt, Deputy Commanding General, Special Operations Command, U.S. Central Command, seated, center, receives a brief from Rich Bishop of Code 56 on the RealWorld history and architecture during a visit to SSC Atlantic in December. Rosholt also

received an Information Dominance and Integrated Cyber Portfolio overview, a cyber forensics brief and visited several work centers as he met with SSC Atlantic leadership and discussed opportunities for collaboration to provide information dominance to warfighters.



S.C. National Guard AG Livingston gets MRAP brief

U.S. Army Maj. Gen. Robert E. Livingston Jr., Adjutant General of the South Carolina National Guard, looks over information in the MRAP/M-ATV Integration Facility with Pete Ward, Vehicular Integrated Solutions Sub-Portfolio Leader, right, and Kevin McGee, Decision Superiority Portfolio Manager, left, Dec. 21. Livingston also received an SSC Atlantic command overview by Commanding Of-

ficer Capt. Bruce Urbon during his visit. Livingston serves as head of the Military Department of the state of South Carolina. As Adjutant General he administers the affairs of the South Carolina Army and Air National Guard, the Emergency Management Division, the State Guard, Youth Challenge and Americorp.



Thermal view

Military Magnet Academy cadets check out a thermal imager during a tour of the SESB lab in Bldg. 187 Dec. 1. The cadets also received an overview unmanned aerial vehicles overview and took part in an electrical power activity. The visit was part of a partnership with the academy which teaches cadets the importance of science, technology, engineering and math and exposes them to possible career fields.

Furry friends help kick off a record-breaking CFC

SSC Atlantic giving reaches new heights

Representatives from local charities helped SSC Atlantic kick off the Combined Federal Campaign (CFC) in the atrium of Bldg. 3147 in Charleston late last year. Speakers from the Society for the Prevention of Cruelty to Animals (SPCA) and Palmetto Animal Assisted Life Services (PAALS) brought along some of their furry friends (pictured at right) to help make their case as they explained how their organizations rely on the generosity of CFC participants.



Photo by Susan Piedfort

Thanks to this and a variety of events throughout SSC Atlantic -- including bake sales, pie-in-the-face contests, chili cook offs and more -- employees in Charleston, New Orleans, Tidewater and Tampa gave in record amounts to the CFC.

SSC Atlantic's Charleston employees donated more than \$293,800 to various local, national and international charities, exceeding last year's total by more than \$6,000. Employees at SSC Atlantic's New Orleans Office donated \$20,179 via this year's Greater New Orleans Area CFC, exceeding last year's contributions by more than \$1,000.

Employees at sites in Tidewater donated \$29,805, nearly \$13,000 more than last year. SSC Atlantic employees in the Tampa, Fla., office contributed more than \$4,320, well above their CFC goal of \$1,500.

SSC Atlantic Commanding Officer Capt. Bruce Urbon commended the SSC Atlantic team for their support of this year's campaign. "Our CFC success is a direct reflection of the kind of people we have here," he said. "They have a tradition of giving willingly and selflessly."

- Susan Piedfort, *Chronicle* Editor

Deadline for *The Chronicle* Spring issue is March 31

What's happening in your world that our readers need to know about? We need to know by March 31.

We are already collecting content to fill the pages of the Spring 2011 issue of *The Chronicle*. If you have a story

that you'd like to see there, the deadline to submit it is March 31. Send it to susan.piedfort@navy.mil.

Contact the editor any time with a story idea at (843) 218-4973, DSN 588-4973 or by e-mail.

We look forward to reading your stories about the great work you're doing as a part of the SSC Atlantic team. The power of your experiences is even greater when you take the time to share them!

CHRONICLE PHOTO CONTEST

Thank you to all who submitted!

And the winner is...



Folly Beach Pier
October 2008

Amanda Clouse
Code 43170

Send in *your* best shot

We are now soliciting submissions from
SSC Atlantic employees for next issue's contest.

The Employee Services Association will offer the winner a choice of a command coin, thermal mug, cookbook (if available) or \$5 credit on another logo item.

MWR will offer a certificate for a free lunch in the Cooper River Cafe to the winner.

Send your best shot to susan.piedfort@navy.mil or joseph.bullinger@navy.mil.

46 YEARS, FIVE MONTHS

Freddie Hicks retires
See story on page 36

