

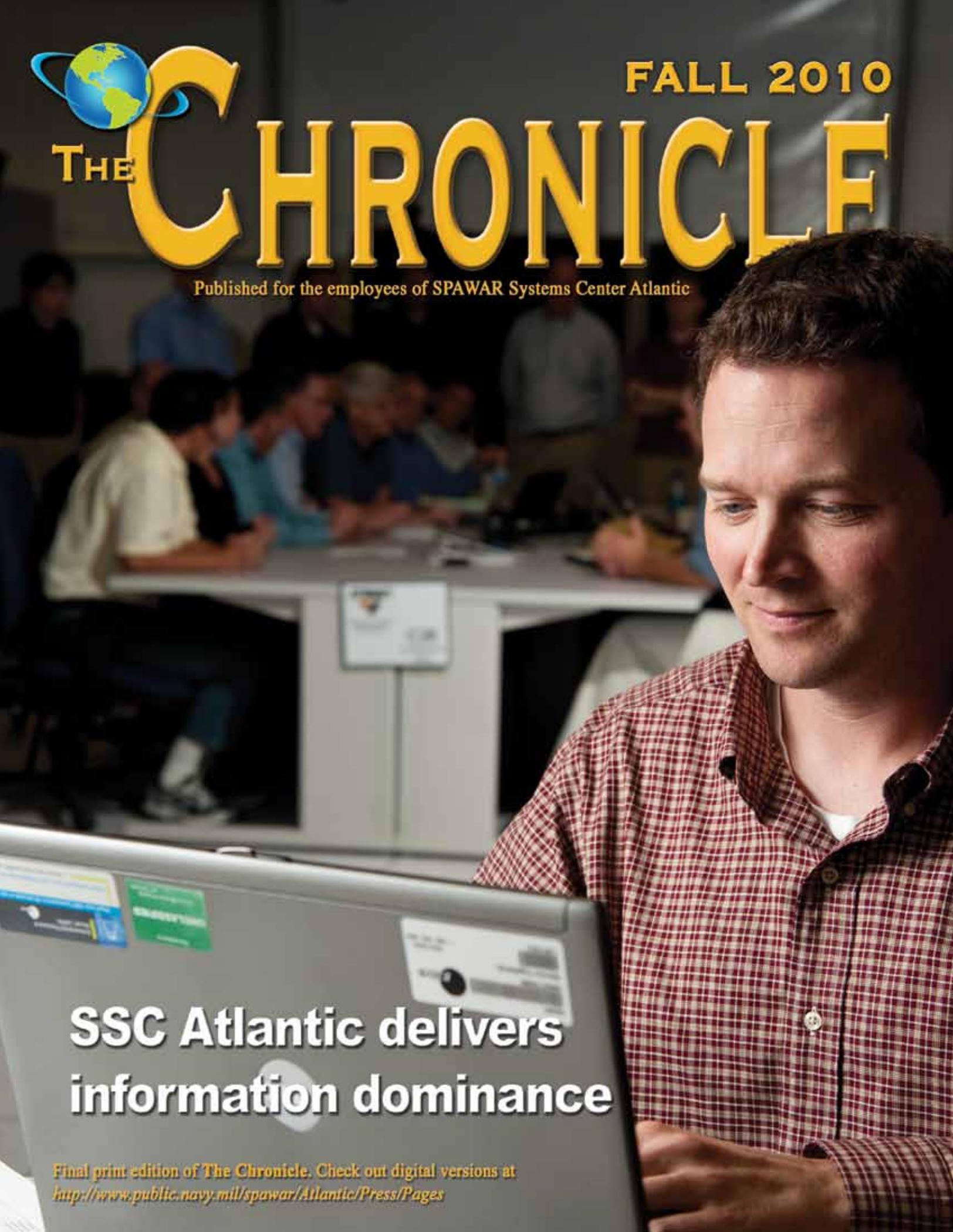


THE

# CHRONICLE

FALL 2010

Published for the employees of SPAWAR Systems Center Atlantic



## SSC Atlantic delivers information dominance

Final print edition of *The Chronicle*. Check out digital versions at  
<http://www.public.navy.mil/spawar/Atlantic/Press/Pages>

# SSC STRL

Atlantic & Pacific

“...The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”

— Andrew Carnegie



Your contribution – building a better organization

## Coming March 2011

Atlantic to Pacific

<https://blog.spawar.navy.mil/strl/>

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*U.S. Air Force Reserve Chaplain (Maj.) Craig Abee of the 315th Airlift Wing is videotaped for broadcast to all SSC Atlantic sites as he says a prayer during the Patriot Day observance in Charleston. See story on page 28.*

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*Chris Thornley of 5.3.4 mans a workstation during a recent technology development and experimentation project held at SSC Atlantic and designed to deliver information dominance to warfighters. See story on page 26. Photo by Joe Bullinger.*

**SPAWAR**



**Systems Center  
ATLANTIC**

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. An official publication, The Chronicle is printed using appropriated funds in compliance with Document Automation and Production Service regulations. 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

## *Movin' out smartly in FY11*

With a quick glance over the shoulder, clearly FY10 will be remembered as a year of transformation: transformation of business tools and processes to adopt Navy-ERP; transformation of our organizational construct to adopt the CAO/IPT model. Looking forward, FY11 promises to be a year where our focus returns to execution and accomplishment with emphasis on delivery of solutions that enable information dominance for our naval, joint, national and coalition warfighters.

Early in August, we bid farewell to Rear Admiral Mike Bachmann and hailed Rear Admiral Pat Brady as the new commander of SPAWAR. Admiral Brady has completed a set of visits with the systems centers during which he conducted All Hands gatherings to discuss his vision of the future for SPAWAR and to present the five taskers that he has signed out as the focus of his first 90 days as commander as follows: 1. Getting Navy Program of Record C4I Systems on New Construction Platforms; 2. C4I Systems Maintenance and Modernization Improvements; 3. C4I Governance and Technical Authority; 4. SPAWAR Systems Centers Alignment with Tenth Fleet's Operational Initiatives; and 5. Instilling a Culture of Efficiency from a Larger Navy Point of View. Further, as a "just do it" task, Admiral Brady has directed a deep dive into Team SPAWAR's support of PEO EIS.

While we are supporting all of the tasks, our principal focus is on task 4, alignment with Tenth Fleet's Operational Initiatives. Under this task, we are strengthening our supporting relationship with the newly established Tenth Fleet by working with Tenth Fleet staff to ensure a solid understanding of Navy's afloat and ashore network requirements – and the programs and projects underway to fulfill those requirements. We will deliver recommendations on how to improve alignment between programs and how to best close the gaps to move the Navy forward smartly. We are also working with Tenth Fleet to ensure maximum agility of

operations while maintaining effective network situational awareness and security. Another deliverable under this task will be a pilot (conducted with PMW 160) to demonstrate a capability to more rapidly deliver software patch updates to afloat networks. The objective is to reduce software patch delivery time from months to days.

As of Oct. 1, we are now a tenant of Joint Base Charleston. In the planning stages since the 2005 Base Realignment and Closure decision, Joint Base Charleston has reached full operational capability (FOC). What does that mean for SSC Atlantic? For day-to-day operations, the shift to Joint Base Charleston is largely transparent. Strategically, however, this change enhances Charleston's stature as a joint logistics, transportation and engineering hub for the Department of Defense. We are already seeing benefits of this new partnership in the form of a streamlined ability to acquire network circuits, thus improving our capability to support our customers.

Thanksgiving is just around the corner – a time to gather with friends and family and reflect on the many blessings that we enjoy. It is no coincidence that the Combined Federal Campaign is conducted during this time of year. With the economy still entrenched in the trough of recession, there is great need in our own community. Many families (possibly neighbors suffering quietly) end up doing without basic human needs: adequate food, secure homes, adequate clothing. As you consider how blessed you are, I ask you to support the Combined Federal Campaign as a very real and concrete demonstration of gratitude. And keep in your thoughts and prayers the many servicemen and women and industry partners (including our own SPAWARriors) who will be separated from loved ones over the Thanksgiving holiday. Thank you for all that you do to make SPAWAR the greatest command in the Navy!



*From the desk of*

CHRISTOPHER MILLER

*Technical Director*

Change

*... the 'law of life'*

*"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."*

- Clarence Darrow

Change is a topic you hear talked about a lot around here these days. It is something we are certainly not lacking at SSC Atlantic. As Capt. Urbon describes in this issue of *The Chronicle*, we are affected by both internal and external environmental factors, including "Go Live" milestones for CAO/IPT, Navy ERP and Joint basing, as well as DoD leadership demands to become ever more efficient.

Change is something that naturally makes us, as human beings, uneasy. When we get outside our comfort zone, we can become overwhelmed by it and feel like chaos is taking over. However, without change, we cannot progress as individuals or as an organization.

I recently took my daughter to the South Carolina aquarium and learned something interesting about sharks. Maybe some of you learned this fact while watching "Shark Week" on the Discovery Channel. Most sharks never sleep. In order to survive, they are constantly swimming, since they use the forward motion to pass water over their gills to breathe. Those amazing creatures never stop moving... and they reign the oceans.

I thought this was a great analogy for organizational survival in today's world. We must constantly move and adapt to our environment if we want to reign supreme. We must view change as an advantage vice a threat. In fact, individuals... or organizations... or nations... who are bold enough to disrupt the status quo are the ones who most often succeed in their mission. Think about how Christopher Columbus changed how 15th century Europe viewed the earth; how Facebook changed how we view social interaction; or how Al Qaida changed how we view modern warfare.

Like them or not, these entities were true change agents. Their present was others' future.

We've been through a tremendous amount of change over the last year, and much of that change was thrust upon us. My expectation for our organization is that we will not

only demonstrate agility by adapting quickly to external changes, but also initiate our own change as an accelerant to achieve our mission. What does that mean? As an example, there has been more specific, deliberate direction coming out from DoD leadership on efficiency and cost reduction than we've seen in a generation. You've all seen the memos. Some organizations may opt to "hunker down" or "wait it out." But here at SSC Atlantic, I am confident that we have the right talent to press ahead, leading the pack in terms of seeking out and eliminating waste, while not sacrificing our reputation for cutting edge innovation.

It won't be easy. We'll need to think creatively: How can we reuse previously developed capability in a unique, new way? How can we incentivize our workforce and our industry partners to make every dollar count? How can we apply Continuous Process Improvement techniques to document and improve the way we do business and make it standard and repeatable for efficiency? How can we attract and retain the best quality employees and develop the future leaders of our organization?

As we tackle these challenges together, I also ask for your continued commitment to our core values. I'm counting on everyone to take care of each other and not let change "get to us" and put things like our career or family life at risk. It is important that we stay grounded and keep things in perspective. As Bryan Dyson, former CEO of Coca Cola once described, we are always juggling a number of balls in the air - work, family, health, friends and spirit. We should never lose sight of the importance of balance in all of those elements, especially when the work part of the equation seems to be the heaviest. Optimism and positivity are highly contagious. Let's help each other find balance and humor in what we do. Look for the stress points on your teams and be available to lend a hand or ear. Our success depends on our people ... on you, our most precious asset, and on our partners and the culture we create.

I am incredibly proud of the sustained success of SSC Atlantic through very tumultuous times. Our workforce

*Continued on page 40*

# New SPAWAR leadership

## *Brady relieves Bachmann, visits SSC Atlantic sites*

Rear Adm. Patrick Brady relieved Rear Adm. Michael Bachmann as commander of SPAWAR Systems Command in a ceremony Aug. 6 at SSC Pacific in Point Loma, Calif.

Bachmann, who served as SPAWAR's commander since February 2006 and retired during the ceremony, was recognized for 36 years of dedicated naval service and for his leadership of the Navy's premier center of excellence for the acquisition and development of communication and network systems that give a technological edge to American and coalition partners.

"It's been a privilege working with all of you for our great Navy in advancing C4ISR/Cyber/Space and business systems for our warfighters, joint service, allies and coalition partners," said Bachmann. "I am most proud of this command. Adm. Pat Brady is on board and anxious to take the helm and continue to advance this domain on behalf of our warfighters."

Brady's previous flag assignments were as commander of the Naval Undersea Warfare Center, the deputy director of Submarine Warfare (OPNAV N87B), and the deputy commander for Undersea Warfare (NAVSEA 07). Since becoming a member of the Acquisition Professional Corps in 2000, he has served as C5I deputy design/warfare Requirements manager and subsequently deputy program manager for the Virginia class submarine (PMS 450); major program manager for Submarine Combat and Weapons Control (PMS 425); executive assistant to the commander, Naval Sea Systems Command; and major program manager for Advanced Undersea Systems (PMS 394).

His career as a submariner included assignments in **USS Lewis and Clark** (SSBN 644) (Blue); **USS Omaha** (SSN 692); **USS San Francisco** (SSN 711); and **USS Drum** (SSN 677); culminating in command of **USS Portsmouth** (SSN 707). Brady is a 1981 graduate of the United States Naval Academy where he received a bachelor of science degree in ocean engineering. He also earned a master's in national security affairs from the Naval Postgraduate School, completed Navy nuclear power training, and level three acquisition training.

The admiral visited SSC Atlantic Aug. 20 to discuss his 90-day plan, which charts the course for SPAWAR to move forward seamlessly and efficiently while meeting the



Photo by Andrea Houck

**Rear Admirals Patrick Brady and Michael Bachmann enjoy a laugh during the Aug. 6 ceremony.**

demands of the fleet. The visit marked Brady's first return to Charleston, S.C., since being assigned to submarine **USS Lewis and Clark** (SSBN 644) Blue Crew from 1983 to 1985.

The admiral said the two most important takeaways from his visit are that there should be no seams in Team SPAWAR, and that we must strive for efficiency in the context of the "Big Navy" point of view.

Explaining the need for no seams in Team SPAWAR, Brady said, "When someone comes to us for an answer, he should get the same answer from anywhere within the organization that he goes. We have the technical competency from joint, coalition and interagency perspectives. We know what the right answer is," he said.

"We should be able to work through disagreements and speak with one voice. No seams. This way we can make better decisions on the way forward."

It is equally important, he said, that Team SPAWAR strive for efficiency from a larger Navy point of view. In his meetings with senior Navy and Pentagon officials, Brady has heard loudly and clearly that calls for efficiency are now more urgent than ever before, and are based on the nation's current economic situation. Budget cuts are a reality that the admiral expects will happen before the end of his tour as commander of SPAWARSCOM.

Brady praised the leadership of Rear Adm. Michael Bachmann, his predecessor as commander of SPAWARSCOM.



Photo by Joe Bullinger

**Rear Adm. Patrick Brady reviews his key taskers for the first 90 days during a brief in the conference center in Charleston.**

Like Bachmann, Brady is charting his journey as by starting with the CNO's guidance.

"When I learned I had this job in April, I had several discussions with the CNO and his senior leaders. Over the course of those discussions, I learned how passionate the CNO is about vision of information dominance, and how he wants that to be one of his key legacies," Brady said.

Everyone at all levels of Navy leadership, military and civilian, is on board with the CNO's vision of information dominance, Brady said. "There is no question about the CNO's vision of information dominance. But people have a harder time understanding it when you start talking about the various pieces, about systems and networks.



Photo by Joe Bullinger

**Rear Adm. Patrick Brady makes a point during his Aug. 20 brief at SSC Atlantic.**

"We have to help people understand what information dominance means and what our part is in it, and we have to talk in a way that doesn't require the 'SPAWAR decoder ring' for people to understand. We have to make information dominance a reality," the admiral said.

Brady also discussed the strategic business goals that directly align with the CNO and SECNAV's top priorities, and the five key taskers that Team SPAWAR is focusing on in the first 90 days of his command. They are: getting Navy program of record C4I systems on new construction platforms, C4I systems maintenance and modernization improvements, C4I governance and technical author-

ity, SPAWAR systems centers alignment with 10th Fleet's operational initiatives, and instilling a culture of efficiency from a larger Navy point of view.

The fifth tasker, instilling a culture of efficiency, is one that every member of Team SPAWAR should concentrate on, the admiral said. "Everyone needs to ask 'How do I help my resource sponsor make better decisions?' Nobody is more technically competent to make those decisions than the folks at SPAWAR.

"We must be involved in that process. We must get the biggest bang for the buck for the warfighter," he added.

"I've been impressed with the SSC Atlantic team for a long time. You have done extraordinary stuff for the Navy and the joint world and amazing interagency work. As I go around I hear accolades about the great work going on in SSC Atlantic. I appreciate it and the various leaders I talk to also appreciate it," the admiral added.

Brady answered questions from the assembled crowd and from SSC Atlantic Tidewater, New Orleans and Washington sites participating via videoteleconference. The admiral praised the accomplishments of the SSC Atlantic team and said he looks forward to visiting Tidewater, New Orleans and Washington SPAWARriors.

Then, later in September and October, Brady visited SSC Atlantic team members in New Orleans, the Tidewater area and the National Capital Region. At each venue the admiral spoke about his First 90-Day Strategic Business Plan and focus on making Team SPAWAR "THE" provider of information dominance to the fleet and Navy.

- Susan Piedfort, Chronicle Editor

# Competency Aligned Organization/ Integrated Product Team

## An overview of SSC Atlantic's CAO/IPT organization

By Diane Owens  
Editor, *Chronicle Lite*

### Team SPAWAR Engineering National Competency Leads (Tier 2)

In 2006 the Assistant Secretary of the Navy (Research, Development and Acquisition) mandated that SPAWAR become a competency aligned organization (CAO) to enhance technical depth and capabilities and to develop personnel.

Although preparations have been underway for several years, SSC Atlantic took a major step forward Oct. 1, when it truly became the CAO integrated product team (CAO/IPT) organization it has been working toward.

CAO/IPT is an example of a matrix organization -- one in which employees have dual reporting relationships since they are organized by functional areas and also by teams. The functional areas of expertise are called competencies and the teams, known as Integrated Product Teams (IPTs), perform customer work. Teams consist of government employees from a variety of competencies; they are supported by industry partner (contractor) personnel.

### The competency element of a CAO/IPT organization

Eight competency areas (assigned numbers 1.0 – 8.0) have been defined and each competency is led by a National Competency Lead at SPAWAR Headquarters – an individual with extensive knowledge and experience in that field. National Competency Leads, also known as Tier 1 Leads, are responsible for the overall pool of talent in their respective competencies.

### Team SPAWAR National Competency Leads (Tier 1)

1.0 Finance Steve Dunn	2.0 Contracts Tim Dowd	3.0 Office of Counsel Harold Cohn	4.0 Logistics & Fleet Support Martin Brown	5.0 Engineering Mike Spencer	6.0 Program & Project Management Les Hubbard	7.0 Science & Technology Stephen Russell	8.0 Corporate Operations Gary Wang
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In addition to National Competency Leads in the eight primary competency areas, National Competency Leads have also been selected for each specific engineering competency: these individuals are known as Tier 2 National Leads. These leads can be from SSC Atlantic or SSC Pacific.

5.1 Enterprise Systems Engineering Steve Musson (Acting)	5.2 Net-Centric Engineering Integration Lee Zimmerman	5.3 Command & Control Dr. Rich Jaffee	5.4 Business Systems/ EIS TBA	5.5 Comms & Networks Brian Marsh	5.6 ISR/IO Pat Sullivan	5.7 Space Systems Engineering Andrew Cox	5.8 Information Assurance Elsa Huffstetler	5.9 Test, Evaluation & Certification John Iala
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Both SSC Pacific and SSC Atlantic have designated a set of individuals at each center as Local Competency Leads in the 1.0-8.0 competencies, as well as in the specific engineering competencies (5.1 – 5.9) and in subcategories within the primary competencies. These leads are responsible for managing workforce balance, shaping and education to optimize service excellence, processes and tools. Technical Director Christopher Miller is considered the Tier 1 Local Competency Lead for Engineering and local leads for the nine specialty areas within the competency are considered Tier 2 Local Competency Leads.

### SSC Atlantic Local Competency Leads (Tier 2) (see graphic on opposite page)

A Competency Board has been established as part of the governance structure; this body provides guidance, oversight and conflict resolution to the competencies to ensure consistent handling of people, processes and resources across SSC Atlantic.

Employees are assigned to specific competencies based on their education and/or experience. All employees with a certain competency are grouped together and are provided with a roadmap (known as a Competency Development Model) to follow which allows them to advance from entry level through expert level by acquiring specific knowledge and gaining particular skills.

In general, supervisors who are equivalent to former division heads and branch managers are known as Level 3 and 4 Competency Leads. Every employee's competency manager is his or her supervisor of record and is responsible for approving time, travel, awards, etc. If an employee serves on an IPT, it is his or her responsibility to ensure that the IPT lead is aware of and authorizes time and travel prior to seeking approval

# SSC Atlantic Local Competency Leads

1.0 Finance Freddie Hicks	2.0 Contracts William Paggie	3.0 Office of Counsel Gail Silverman	4.0 Logistics & Fleet Support CDR Eric Legear	5.0 Engineering Chris Miller	6.0 Prog. & Project Management Pete Van	7.0 Science & Technology Dr. Al Emondi	8.0 Corporate Operations Frank McAlhany
1.1 Comptroller Ronny Hill	2.1 ACAT Program Contracting Contracting and Contract Mgmt	3.1 Acquisition Law (I) Mark Christopher	4.1 Fleet & Customer Support Debra Wilbanks (A)	5.1 Enterprise Systems Engineering Steven Tortay	6.1 Acq. Policy, Proc. & Tools Kay Swann	7.1 Research & Applied Science Dr. Al Emondi (A)	8.1 Total Force Management Gary Scott
1.2 Business & Financial Management Tony Jones	2.2 Non-ACAT Prog. Contracting Donna Murphy	3.2 Acquisition Law (II) EIS TBA	4.2 Installations Mike Johnson	5.2 Net-Centric Eng Integration-NCEI Andrew Mansfield	6.2 Acquisition Force Management Dan Kilcoyne	7.2 Forecasting, Assessment & Transition Dr. Al Emondi (A)	8.2 Information Tech. Management Joe Weed
1.6 Cost Estimating Freddie Hicks (A)	2.3 Policy & Strategic Initiatives Kristine Penninger	3.3 Acquisition Law (III) TBA	4.3 Integrated Logistics Support Brad Hoxington	5.3 Command & Control Andrew Mansfield (A)	6.3 Program Mgmt Personnel & Support Mike Johnston		8.3 Command Ops/Support Gary Caldwell
				5.4 Business Systems/ EIS Roger Daugherty			8.4 Corporate Strategy Dennis Hager
				5.5 Comms & Networks TBA			8.5 Corporate Comms & Public Affairs Tom Egbert
				5.6 ISR/ID Mike Shafer			8.6 Inspector General Glenda Algozzini
				5.7 Space Systems Engineering Norris Mitchell			8.7 Special Programs Oversight & Compliance Nancye Kitch
				5.8 Information Assurance Erick Fry			8.8 Small Business Office Bob Meddick
				5.9 Test Evaluation & Certification David Smoak			

from the competency manager. Competency managers establish performance objectives in collaboration with the IPT leads, and receive input on performance ratings from the IPT leads. Managers use Competency Development Models as guidelines for individual development plans and overall workforce development.

## The teamwork element of a CAO/IPT organization

The types of work done at SSC Atlantic are bundled into groups known as Business Portfolios (BPs). A list of BPs, along with examples of the kinds of work done in each, follows on the next page. (Note that additional BPs may be added or removed as work demand changes.)

A Business Portfolio Manager (BPM) leads each group and is responsible for senior-level customer relationships and setting long-term (five years and out) business strategy. BPMs focus on new technologies and new business, and work to ensure the center is postured to meet customer demand. BPMs report to the Technical Director.

A BP Board is the governing body which charters and tasks Sub-Portfolios and Integrated Product Teams (described below).

Deputy BPMs assist BPMs with assigned duties and responsibilities.

BPs are also staffed with a BP Business Financial Manager (BFM) and a BP Systems Engineer (BPSE). BFM is responsible for all BP business and financial management activities. BPSEs are responsible for ensuring all BP products

adhere to federal standards for interoperability, comply with federally-mandated architectures, and advance warfighter IT capabilities through system of systems engineering. BPSEs and SEs in the competencies participate in an Engineering Board led by SSC Atlantic Chief Engineer Bruce Carter.

As SSC Atlantic receives customer taskings, teams of employees with required expertise are formed to deliver the product or service to satisfy customer requirements. A charter is created to document the IPT's goals. An IPT Lead is nominated by the task's lead competency to manage the work, and he or she works with Competency Leads to obtain employees to become part of the team. A Team Assignment Agreement (TAA) is signed to indicate that employees, facilities and/or contract support have been assigned to the IPT.

In some cases, Sub-IPTs – with a subset of IPT members -- are formed to focus on specific aspects of the tasking because the scope of work is too large to be accomplished with a single IPT.

Because of the massive number of IPTs at SSCs Atlantic and Pacific, those that are similar – performing the same kind of work or doing work for the same customer, for example – are grouped together into Sub-Portfolios, which are led by a Sub-Portfolio Manager. Sub-Portfolio Managers' primary responsibility is management of customers' requirements and oversight of projects.

Several Sub-Portfolios fall under each BP area, and Sub-Portfolio Managers report to BPMs. (While the CAO/IPT

*Continued on next page*

# Business Portfolio Managers and Product Lines

▼ Transport & Computing Infrastructure - Charlie Adams

▼ Integrate Cyber Operations - Mike Kutch

▼ Decision Superiority - Kevin McGee

▼ Business and Force Support - Jackie Goff

▼ Discovery & Invention (Future)

▼ Production, Installation & ISEA - Michael Virnig

▼ Information Dominance - Mike Kutch

## Transport and Computing Infrastructure (Utility Computing)

- Common Computing Environment
- Networking
- Terrestrial Telecommunications
- Wireless Communications
- SATCOM, LOSRF, Free Space Optical, Anti-Jam COMMS
- Data Transport (LAN, BAN, WAN, Wireless, CoS)
- Data Storage
- Processing Capacity (Servers, PCs, Blades)
- OS/Virtualization
- Voice & Video
- Network Management
- Physical Plant (Racks, Cables, Trays)
- Commodity S/W (e.g., Office)

## Integrated Cyber Operations Capabilities

- CNA (red teaming,...)
- CNE (ISR on the net)
- CND (Perimeter sensing devices, intrusion detection, firewalls)
- IA (cryptographic devices and software, DITSCAP/DIACAP Services)
- Network User Authentication

## Decision Superiority

- C2 Apps, C2 dedicated hardware, Apps integration, C2 Apps testing, integration into common computing environment, core services
- Tactical Data Links and Applications
- Systems of Systems Integration and testing

NOTE: Sub-bullets are not intended to reflect sub-portfolios and are only preliminary lists for clarity of intent.

## Business and Force Support

- Acquisition Systems
- Human Resources/Capital Management
- Financial Systems
- Data Centers
- Strategic Planning Systems
- Budgeting Support Systems
- Legal Systems
- Base Facility Support
- Logistics/Material Svc/Supply Management Systems
- Medical
- Training management systems not specific to a capability portfolio (i.e., 5 vector model)

## Discovery and Invention

- 6.1 & 6.2 programs
- Marine Mammals and Marine Mammal Research
- SBIR, Experimentation Management, Outreach

## Production, Installation, and In-Service Support

- Production of high volume repetitive builds
- In service support for increments of Systems that go into sustainment (no new capability development)(i.e., JSIPS, GCCS 3.x, etc.)
- IMO
- Depots, Refurb
- Help Desk
- ISEA for systems not associated with any other portfolio

## Information Dominance

- ID Apps, ID dedicated hardware, Apps integration, ID Apps testing, integration into common computing environment
- Information Superiority
  - ISR apps, METOC apps, app dedicated hardware, integration into common computing environment
- Information Operations (IO) pillars Apps (except CNO), Integrated IO (including CNO), capabilities to achieve effects
- ISR/IO/Ocean Observation
  - Physical environment capabilities, observation (INTs), data acquisition, processing, Space situational awareness and dedicated hardware

## CAO/IPT

*Continued from previous page*

concept was first implemented, Sub-Portfolios were previously called Integrating Integrated Product Teams (I-IPTs), but that term is no longer used.)



Photo by Joe Bullinger

**Rebecca Sherwood gives a CAO/IPT brief in Charleston Sept. 23.**

BP and Sub-Portfolio Managers are part of the Program and Project Management (6.0) competency. IPT Leads generally are part of a technical competency, although some IPT leads may be part of the 6.0 competency.

A graphic example of Business Portfolios, Sub-Portfolios and IPTs is shown on the opposite page.

(Note that independent IPTs (unrelated to other projects) may also be formed outside of sub-portfolios; they report directly to BPMs.)

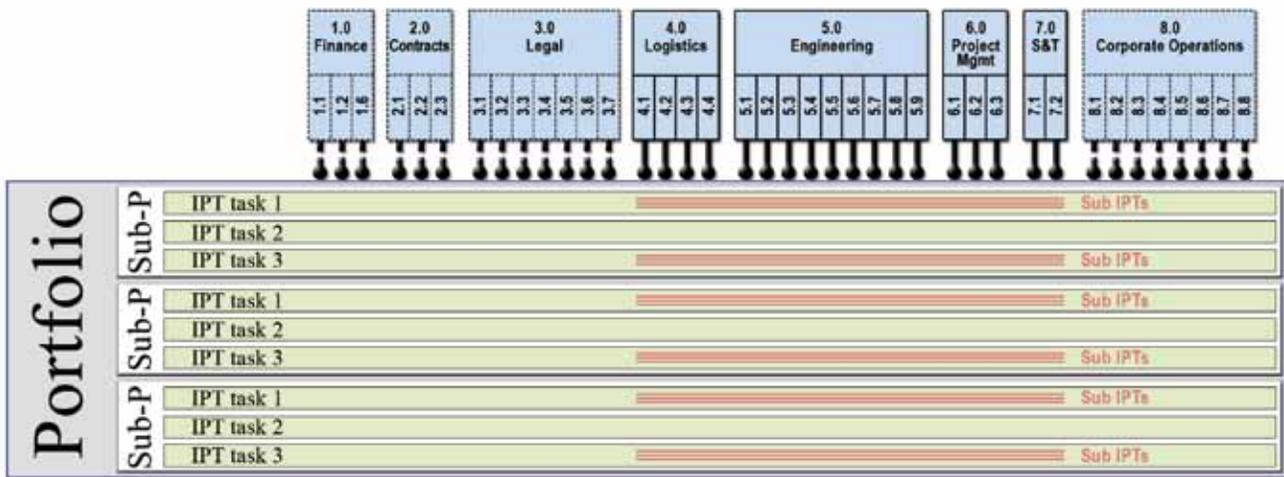
### How CAO/IPT works

A more detailed description of the responsibilities of CAO/IPT positions listed above, as well as business rules and information on how IPT work execution occurs, is available in the SSC Atlantic CAO/IPT Concept of Operations (CONOPS) document on CnE at [https://cne.cse.spawar.navy.mil/SSCLant\\_CAO](https://cne.cse.spawar.navy.mil/SSCLant_CAO).

### CAO/IPT benefits

SSC Atlantic's mission is to rapidly deliver and support solutions that enable information dominance for our naval, joint, national and coalition warfighters, and its goal is to fulfill this mission by providing innovative solutions with quality, speed, agility and value - and by empowering each individual to make a difference. Implementing the CAO/IPT model will hone in on the development of skills and technical expertise of the workforce in each competency area. It will allow the center to continue to be aggressive in fine tuning quality management and service delivery through defining and using best practices, streamlining processes and continually improving processes. Every process will have an owner who is responsible and accountable for documenting

# Business Portfolio Operations



- ▼ Portfolios are chartered by the CO/TD
- ▼ Portfolios are a logical collection of Sub-Portfolios that execute multiple similar Projects
- ▼ Portfolios charter Sub-Portfolios as necessary

and improving it.

Optimizing and repeating processes will also bring about consolidation and standardization of tools and will allow employees to become more efficient, while steadily increasing performance, speed, agility and value to customers -- the warfighters. In a nutshell, CAO/IPT will enable SSC Atlantic to deliver the best products and services possible.

### The future

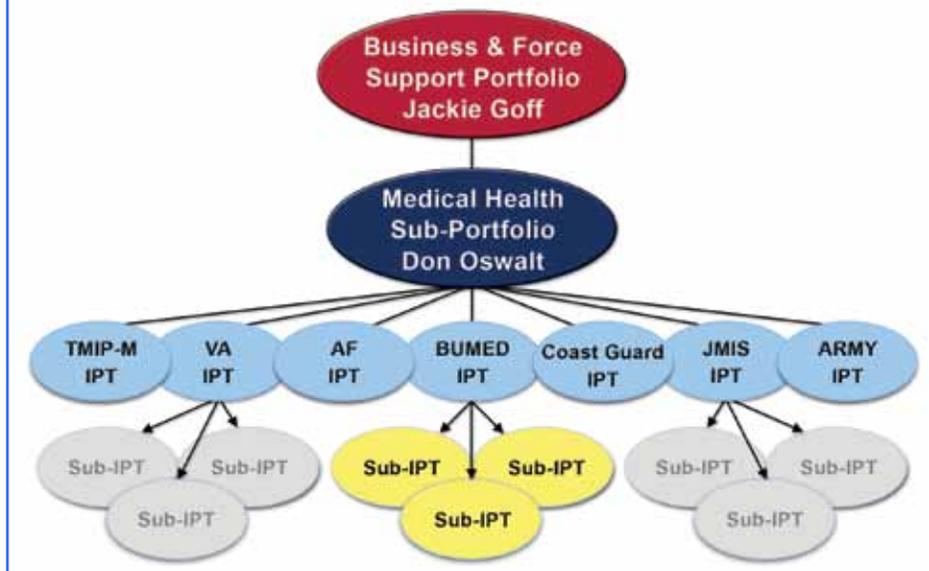
Over the next year the CAO/IPT will continue to be refined, with emphasis on development of the technical excellence of the workforce; increased speed, efficiency and quality management through optimization of processes and best practices; increased business intelligence; and growth of the science and technology workforce and portfolio.

### Additional information

More details about CAO/IPT are available from the following resources:

CAO/IPT CnE portal page: [https://cne.cse.spawar.navy.mil/SSCLant\\_CAO](https://cne.cse.spawar.navy.mil/SSCLant_CAO)

## Example - Medical Health Sub-Portfolio



CAO/IPT blog: <https://blog.spawar.navy.mil/lantcao/>  
 CAO/IPT computer-based training video (CAO/IPT: An introduction): Go to <https://twms.nmci.navy.mil>, select "Click here for self service" and pick training from the list of requirements.

*Continued on next page*

## F A Q S

**Q.** How is implementing CAO/IPT going to drive our cost down?

**A.** We are going to remain cost neutral. As we reorganize there may be some additional expenses to support the need for training/certifications, Competency and Business Portfolio structures, but these investment costs should be offset by personnel performance and productivity improvements.

**Q.** How do we pay for Sub-Portfolios and the Competency supervisors? Are Competency leads paid by project overhead or direct funds?

**A.** Sub-Portfolios are paid out of direct through the customers they support. Competency Managers/Supervisors will be partially paid (50 percent) from overhead and the remainder will be from a customer.

**Q.** Are the competencies going to have POH dollars to cover the workforce when they are on the bench?

**A.** Yes, centrally managed at the command level. The competencies and portfolios will need to coordinate closely to keep time on the bench at a minimum.

**Q.** What is the decision on the allocation of resources for the Tier 3/Tier 4 supervisors and structure? What percentage of supervisors' time is paid with POH?

**A.** Tier 3s will be funded 100 percent and will manage as many as 100 people; Tier 4s will be funded at 50 percent and will manage up to 35 people; the remaining portion of their salary will be paid out of direct. The ratio of funding may change in FY12. We may reduce the number of supervisors. In this situation, we may have IPT leads who were supervisors and will be on saved pay (where NSPS supervisory pay is not taken away).

**Q.** How are Portfolio and Sub-Portfolio Managers funded?

**A.** Portfolio Managers are overhead; Sub-Portfolio Managers are paid out of direct.

**Q.** What happens if there are not enough resources available to support all the IPTs?

**A.** It is the responsibility of the competencies to acquire the support/resources needed to meet the Portfolio/IPT requirements based on demand signal inputs from the Portfolios/IPTs. If the competency does not have the end strength resources and space and is unable to acquire such support contractually, they can elevate the requirement to the Competency Board and to the Board of Directors to help resolve.

**Q.** Will project cost estimates have to include the cost for support of the structure, i.e., competency and portfolio structure?

**A.** If people are not providing value to the customer, they

should not be charging.

**Q.** Where is the decision made for allocations and investments?

**A.** By the Board of Directors.

**Q.** Who pays for CMMI®?

**A.** CMMI® is part of our commitment to quality engineering and, accordingly, is the cost of doing business in this command.

**Q.** For funding planning purposes, should we plan for Public Affairs Office folks like we plan for admins and other folks?

**A.** If you had it covered in the past, you will have to cover it in the future. The only people charging to your project are people that are adding value to it.

**Q.** Where will employees get their admin support?

**A.** From the 8.3 Competency—Command Operations/Support.

**Q.** When will CAO take effect?

**A.** Oct. 1, 2010, was the “go live” date. Beginning the week of Sept. 12, all employee time, travel and training approvals will be handled through their CAO supervisor of record.

**Q.** How and when will people receive SF-50s for Phase 2 moves? When will they report to duty?

**A.** The completed Phase 2 Competency assignments are currently posted on CnE under Total Workforce Management at [https://cne.cse.spawar.navy.mil/portal/page/portal/CNE\\_WORKFORCE](https://cne.cse.spawar.navy.mil/portal/page/portal/CNE_WORKFORCE). SF-50s was effective Sept. 12 and available Sept. 27 on CnE at “My Biz.” Block 22 will show your new organization code.

**Q.** If you disagree with your assigned primary or secondary competency, can the assignment be appealed?

**A.** Adjustments to initial competency assignments are expected. A Phase 3 realignment to make such adjustments was planned for Oct. 2010. If you have questions regarding your assigned Competency, please contact/notify your immediate supervisor of record.

**Q.** Where do the contractors fit in the competency structure?

**A.** If a competency does not have enough end-strength to fulfill IPT requirements, the competency can seek requirements support from contractors.

**Q.** What if you have a set of skills that applies to more than one competency?

**A.** Focus will be placed on enhancing your skills and abilities in your primary competency. The Technical Director does not want a CAO with “jacks of all trades and masters of



Photo by Susan Piedfort

**Employees gather for an “Introduction to CAO/IPT Operations” brief presented in August. These training sessions were given to employees at all SSC Atlantic sites.**

none.” However, you can declare a secondary competency and work on your education and training, develop a proficiency in the secondary competency and become competitive to apply/move to a different competency.

**Q.** *Where do Service Centers reside?*

**A.** Competencies will own the services centers as they will be executing the contracts. Competency 4.0 owns Installation Service Center.

**Q.** *Will funding not be released until there is an approved TAA?*

**A.** Funds will be accepted prior to TAA. The IPT Lead will consult with the Competency to determine resource allocation prior to assignment of funds and, once funds are assigned, the TAA can be developed.

**Q.** *How will IPT leads be selected?*

**A.** IPT Leads will be nominated by the lead Competency and put in place upon agreement with the BPM/ Sub-Portfolio Lead. If you are currently an IPT Lead, you will continue to be one. Normally, the individual who brings in the work often has the customer relationship. If the work falls under his or her competency, he or she will likely be the IPT lead.

**Q.** *How will embedded/mission funded employees be treated in terms of serving on IPTs?*

**A.** Mission funded employees will serve on mission

funded IPTs. Embedded employees will continue to serve on the customer IPTs.

**Q.** *Who funds an employee between tasks?*

**A.** The Competency.

**Q.** *Can I serve on multiple IPTs at one time?*

**A.** Yes. Contingent on the level of effort of a project, you may work on several IPTs. It is your competency’s responsibility to balance the workforce tasking. Their goal is to have 100 percent of the workforce on task, if they aren’t in training or on leave, etc.

**Q.** *What if requirements change after a project has begun and the TAA is in place?*

**A.** Sub-Portfolio/ IPT Leads are responsible for notifying Competencies of requirements changes and negotiating with the Competency any required changes to the TAA. They also need to make sure the IPT Charter is still accurate. If not, they update it to reflect the change. There will also be quarterly reporting through the Portfolio chain to address resource requirements.

**Q.** *If you need someone to fill a task and there is no one local to fill it, do you go to the Competency to fill it elsewhere?*

**A.** Yes. If co-location is not a requirement of the IPT, then jobs can be filled in different locations. The Technical Director encourages work distribution.



Photos by Joe Bullinger



# Lookin' back...

An SSC Atlantic-wide, year-end celebration called "Lookin' back, Movin' forward" was held Oct. 1 to mark the end of the fiscal year, to recognize individuals and teams for their accomplishments, and to look forward to the new year.

SSC Atlantic sites in Charleston, S.C.; the Virginia Tidewater area; New Orleans, La.; National Capital Region; Tampa, Fla.; and Stuttgart, Germany joined together via VTC for the celebration.

Among the accomplishments celebrated were the launch of Navy ERP, SSC Atlantic's stand up of CAO, groundwork for the NSPS to STRL conversion, continued success with VA Chapter 33 and MRAP/M-ATV integration, and carrying out BRAC milestones.

In Charleston, the celebration included remarks by SSC Atlantic Commanding Officer Capt. Bruce Urbon, top right, and by SSC Atlantic Technical Director Christopher Miller, pictured at middle right with 'CAO Joe,' plus music, cake and pizza. Pictured below, left, SSC Atlantic Executive Officer Cmdr. Charles Schug and Patricia Fuller perform a ceremonial cake cutting.

"We consistently exceed the customer's needs, and be-

# ...Movin' Forward



cause we do, the bar is continually raised," the captain told all of SSC Atlantic via VTC. "Today's performance-oriented environment expects much from all of us. Maintaining a proper work/life balance is more important than ever for everyone on our team. Be sure you take care of yourself and the people who depend on you."



Photo by Heather Rutherford



# Pacific, Atlantic join forces to develop standardized STRL demo project

By Steve Baxley and Holly Quick

In October 2009, the National Defense Authorization Act directed that SSC Atlantic and SSC Pacific be designated Department of Defense (DoD) Science and Technology Re-invention Laboratories (STRLs). Since then, the combined SSC Atlantic and SSC Pacific STRL Transition Team has been engaged in fact-finding, design and communications.

In December 2009, the Team conducted site visits to the Naval Surface Warfare Center (NSWC) Dahlgren, Naval Research Laboratory (NRL) and Office of Naval Research (ONR) to learn best practices from the organizations that have successfully operated under, or are in the process of operating under, STRL.

Representatives from SSC Atlantic and SSC Pacific gathered for the first SSC STRL Implementation Summit, held in April at SSC Pacific, to recommend strategies, determine implementation details and establish business rules to construct the best possible personnel management system for both systems centers.

The summit began with opening remarks by Mike McMillan (SSC Pacific STRL Project Lead) and Erick Fry (former SSC Atlantic STRL Project Lead). Debra Gookin, who led SSC Pacific's transition from the Demo Project to the National Security Personnel System, was the moderator for the event. Topics of discussion included a Federal Register Notice (FRN) overview; Information Technology (IT) plan; transition calendar and timeline; and training strategy and approach.

SSC Pacific Commanding Officer Capt. Mark Kohlheim and Technical Director Carmela Keeney ate lunch with summit participants on day one, and took the opportunity to offer their words of encouragement, while stressing the importance of "getting this process right" for the employees of both centers.

"I think this STRL summit is a fairly good example of a situation where we're pulling an integrated process team from across the various aspects of the organization, bring it

*Continued on page 16*



*Contribution Assessment Recognition Team members are Carissa Miller and David Cohen of SSC Atlantic, Hop Porter of SSC Pacific, Lindsay Blackwell of SSC Atlantic, and Sally Parker, Tim Ruth, Sara McMurrey and Ken Register of SSC Pacific.*



*Human Resources Team members are Linda Modica, Dana Magee, Chris Kneib and Dan Austin of SSC Pacific, Kirby Johnson and Jeanne Leya of SSC Atlantic, and Steve Arkin of SSC Pacific.*



*Pool and Promotions Team members are Debbie Tharp, Randy Moore, Marsha Smith, Frank Calantropio, George Anna Markham of SSC Pacific, Erick Fry of SSC Atlantic, Sharon Pritchard, Debra Gookin and John Barron of SSC Pacific, Julia Foxworth of SSC Atlantic and Kristin Packer of SSC Pacific.*

# Integrated waveform

*Providing better service for the warfighter*

By Matt Sellers  
SSC Atlantic Code 55220

Ultra High Frequency Military Satellite Communications (UHF MILSATCOM) is an important service for the Department of Defense (DoD).

The original users of this capability were those who had the ability and funding to support large, robust systems for command and control. Of these, there were two basic objectives: communications with ships at sea, and the command and control of nuclear forces. The “manpack” radio, so common today, was not developed until the early 1980s, and secure voice was difficult to use until the advent of modern digital techniques.

Over time, the decreasing cost of terminals made it possible to place beyond line-of-sight communications on aircraft and vehicles, and in the hands of soldiers in the field. The satellites themselves, however, were unable to keep up with this expanding use.

Since satellites and the frequencies they use are coordinated between various countries, the United States was not in a position to expand its UHF range. The only solution was to examine technical alternatives, and Demand Assigned Multiple Access (DAMA) was developed to meet the increasing demand for UHF resources.

In 1989, the Joint Chiefs of Staff (JCS) signed a directive requiring all users of UHF SATCOM to have terminals interoperable with DAMA by October of 1996. DAMA enabled the assignment of five 2.4 kilobits per

second (kbps) accesses to one 25 kHz satellite channel of the existing UHF satellite constellation.

However, the present UHF Satellite system, known as UFO (UHF Follow-On), is reaching the end of design life and experiencing failures. The replacement satellite system, MUOS (Mobile User Objective System), will not be fully operational for several years. The MUOS satellites will have legacy payloads that will provide the same capability as the current payloads on UFO satellites.

Despite access improvement brought about by DAMA, UHF resources remain oversubscribed by 200 to 300 percent. As a result of this UHF SATCOM operational shortfall, the Senior Warfighters Forum (SWarF) established a UHF Tiger Team, recommending the development and rapid fielding of Integrated Waveform (IW) as the UHF SATCOM shortfall solution.

IW provides system enhancements to the UHF DAMA mode of operations that will more than double the present UHF SATCOM system capacity. In addition, IW is more flexible, easier to use, and provides better voice quality. Its most significant enhancement is evident within a single 25 kHz channel, increasing from five preassigned 2400 bps accesses under DAMA to an average of 12 preassigned 2400 bps accesses under IW.

In practical terms, this means an increase of several hundred networks for warfighters and other UHF satellite communications (SATCOM) users. Additional IW benefits are improved link margin and simplified setup procedures for operators. IW enhancement is primarily a software upgrade and only affects the terminal and control segments of UHF communications.

With this increase in capability, an operational demo (OPDEMO) was encouraged to prove the concept of IW. The OPDEMO was



broken into four separate stages. Each stage was held in the Pacific footprint with various units from each of the armed service branches. The control point for the operational demonstration was located at Wheeler Army Air Field (AAF). The IW controller was only a short distance away at the Naval Computer Telecommunications Area Master Station in Wahiawa, Hawaii (NCTAMS PAC). The purpose of the demonstration was to validate the operational effectiveness of IW in an operational environment while maintaining control of the scenarios. The areas validated during Stages 1-4:

- Planning and channel configuration
- Channel controller operation and reliability
- User terminal upgrade process and procedures
- Terminal operational performance

SSC Atlantic Code 55220 Integrated Waveform team, under Narrowband SATCOM Engineering Branch Head Eric Herrman, was involved in the integrated waveform operational demonstration exercises at NCTAMS Pacific, NCTS Guam and NCTS Naples, Italy. The SSC Atlantic IW team, consisting of Andre Hebert, Matt Sellers and John Thomas, provided engineering oversight and on-site support for the installation and testing. The team also traveled to Norfolk, Va., (NCTAMS LANT) to complete the final IW controller install for phase 1 of the IW program. Phase 1 provides access to pre-planned networks. An Authority to Operate (ATO) has recently been achieved and approved. This means Phase I of IW will be turned on for permanent operational use. Our next assignment is to go back to all the sites and perform the upgrade to Phase 2 which will provide increased flexibility by granting access to ad-hoc networks on demand.

The first stage of the OPDEMO was held July 27 to 31 2009, with the purpose of getting service members acclimated to the new technology. About 25 users participated in the first stage and experienced great voice quality by testing out the new mixed excitation linear predictive (MELP) voice encoder (VOCODER) feature of IW.

The second stage of the OPDEMO, held Aug. 24 to 28 2009, had more than 60 participants within the Pacific footprint. Because the users were widely dispersed among the



***MSgt. Nicholson of ARPAC, Harold Haney of STRATCOM, Dave Russell of DISA GIG-OP, and MSgt. Guse of SOCOM give technical direction for the USPACOM IW OPS Demo.***

footprint, this stage was primarily used for more data and voice testing. The following units participated in the second stage of the OPDEMO:

- Hawaii - U.S. Army Pacific Command (USARPAC); 8th Theater Sustainment Command (8th TSC); 94th Army Air and Missile Defense Command (AAMDC), 58th MP Company; and 706 Ordnance Company (EOD)
- Japan - 1/1 Special Forces Group (A), 7th Communications Battalion, Combat Logistics Regiment 37, 353rd Special Operations Group
- Guam - 644th Combat Communications Squadron
- Korea - Special Operations Command Korea; 2nd Infantry Division Information Management (G6)
- California - USCG Point Reyes, USCG Alameda, USCG District 11, Combat Logistics Regiment 17, 1st Marine Logistics Group (1st MLG); MCWG-38, Miramar, Calif.; Navy Special Warfare Training, Coronado
- Washington state - 1ST SFG(A), USCG Cutty Hunk
- Alaska - USCG District 17, Naval Special Warfare Detachment Kodiak
- Pacific Command waters - **USS O’Kane**

During the third IW OPDEMO, held September 21 to 25, 2009, all terminals continued to demonstrate a steady operational state. Multiple terminals, up to 90 at a single point in time, accessed the four configured IW channels across the Pacific area of operations. Users were dispersed across the Pacific footprint to include Alaska, California, Hawaii, Japan

*Continued on next page*

# Integrated waveform

*Continued from previous page*

and Korea. Terminal types included PSC-5C, PSC-5D, ARC-231, PRC-117, and MD-1324A. In addition, the Integrated Broadcast Service (IBS) system operations were online as well.

The fourth OPDEMO, held April 14 to 23, 2010, was conducted to perform additional operational tests with the IW channel controller. Handover and failover testing was completed between the channel controllers at Pacific, Guam and Naples. Also, service replication was tested between all the sites. This OPS-DEMO was by far the most successful.

Throughout all of the OPDEMO's, the Integrated Waveform has met and exceeded many of its expectations. The vast user community has been able to communicate over multiple types of services with many different equipment configurations. Some of the accomplishments of the Integrated Waveform have included:

- Up to 13 each 2.4kbps voice communication slots on a single 25kHz channel.
- Large Adaptive DATA Transmission (ADT) data slots with up to four additional voice communications slots on a single 25kHz channel.
- Three 2.4kbps Voice slots on a 5kHz channel.
- Two 16kHz VINSON slots on a single 25kHz channel.

- “Movement on the comms,” of a users communications service with no impact/disruption to ongoing communications.

- Order-wire crypto roll over with no impact to operations

- Comms on the move within a Hawaii rental car with mag mount antenna, a Hummer, and a “FASTBOAT” from San Diego, Calif.

- Interops between a traditional DAMA circuit and an IW terminal operating in IW Mode. (Multiple platform types within communications network)

- Compatibility between Coast Guard Merge ops as well as Immigration and Customers Enforcement (ICE) video transfer.

IW will alleviate some strain on the UFO legacy payloads, but it will continue to be oversubscribed. Users will need to transition to the MUOS legacy payloads to ensure continued operations.

Integrated Waveform (IW) is predicted to be around for a while. It is anticipated to become operational this fall. IW will most likely replace the existing UHF DAMA waveform and will give the end user the ability to share UHF Channels. People in the field will no longer have to worry about poor voice quality or lengthy set up times. They won't have to pirate dedicated SATCOM channels to ensure they are ready for their missions, and will now be able to confidently talk to the higher authority on the other end of the satellite downlink.

## STRL demo team

*Continued from page 13*

together quickly, and generate a series of common processes for both organizations,” Kohlheim said.

Keeney talked about some of the advantages of the new STRL system. “I work with other DoD lab directors and I hear about the flexibilities and capabilities and things they can do to really reinforce with their workforce their strategic priorities and their goals,” Keeney said. “They can hire faster and recruit people with advanced degrees. I have been really envious of many things that they had in their system,” she added.

Following the initial day's presentations and discussion, the summit representatives broke out into sub-teams designed to address STRL implementation issues. These sub-teams have continued to meet on a frequent basis since the summit.

The sub-teams include the Contribution Assessment and Recognition System (CARS) Team, led by Carissa Miller (SSC Atlantic) and Ken Register (SSC Pacific); Human Resources (HR) Team, led by Rich Hooks (SSC Atlantic) and Debbie Tharp (SSC Pacific); and the Pay Pool and

Promotions Team, led by Mark Wilde (SSC Atlantic) and Debbie Tharp (SSC Pacific).

The IT Team is led by Mike Tucker (SSC Atlantic) and Peter Vitullo (SSC Pacific), and the Analysis Team is led by Mike Tucker (SSC Atlantic) and Gale Pennoyer (SSC Pacific). Pam Bell (SSC Atlantic) and Dan Austin (SSC Pacific) are the co-leads for the Training Team, and Holly Quick (SSC Atlantic) and Steve Baxley (SSC Pacific) lead the Public Affairs/Communications Team.

The SSC STRL Joint Atlantic/Pacific Meeting is held the third Tuesday of every month and provides a forum for each sub-team to discuss important issues and milestones. In the meetings following the summit the agenda items have included FRN updates, position descriptions briefed by the HR Team, handbook status and pay pool structure.

As the SSC STRL implementation date approaches, the SSC Atlantic and SSC Pacific teams will continue to hold their monthly meetings to collaborate and share ideas for the development of the SSC STRL personnel management demonstration project. Weekly STRL Team Leaders Status meetings were established to bring more visibility and cohesiveness to the numerous activities associated with the SSC STRL project.



# SPAWAR lieutenants advance



Photo by ET1 Chip Ramsdell

## *Widmann*

*At left, Lt. Stephanie Widmann of SSC Atlantic 42100 at St. Juliens Creek Annex, is promoted to the rank of lieutenant commander during a ceremony officiated by Capt. Bruce Urbon, commanding officer of SSC Atlantic.*



Photo by Sherri vonBehren

## *Geisinger and Windom*

*Above, Urbon helps Lt. Cmdr. Nathan Geisinger of SSC Atlantic's 42100 pin on his new collar devices. Geisinger was promoted during a Sept. 1 ceremony in Charleston. At left, Lt. Cmdr. Michael Windom of SSC Atlantic Code 424 in Norfolk, Va., takes the oath from Urbon during a ceremony in which he was promoted to O-4. Windom's family was on hand for the ceremony.*



## Mayport's Batiz pins on CWO4

*It was a family affair when SSC Atlantic's CWO3 Mario Batiz of 42000 was promoted to CWO4. After Batiz's son helped pin on his father's new collar device, SSC Atlantic Commanding Officer Capt. Bruce Urbon was the first to congratulate Batiz. Then his wife and son posed for a photo with the newly promoted CWO4 (at right). The warrant serves as Officer in Charge and Strike Group Officer at the SSC Atlantic detachment in Mayport, Fla.*



# T-MIP

## *Medical information in the 21st century*

By **Tina C. Stillions**  
**SPAWARSSYSCOM**  
**Public Affairs Office**

It's 0930 in Iraq. Petty Officer 3rd Class John Smith, Naval Special Warfare Development Group, requires emergency medical treatment after a roadside bomb detonates near his unit. A corpsman works frantically to save the man's life. Health care records are needed to devise a plan of treatment for the seriously injured man. A wrong prescription could prove fatal.

At the same time, another corpsman logs onto his computer and runs a search for the injured man's electronic health records that are documented in the Theater Medical Information Program-Maritime (TMIP-M) Family of Systems. The corpsman retrieves anything needed to treat the wounded Sailor: known drug allergies, pre-existing medical conditions, X-rays. The TMIP-M Family of Systems includes: Armed Forces Health Longitudinal Technology Application-Theater (AHLTA-T), Armed Forces Health Longitudinal Technology Application-Mobile, Theater Medical Data Store (TMDS), Joint Medical Electronic Workstation (JMEWS), and TMIP CHCS Caché (TC2). The user interfaces enable input and retrieval of crucial medical information. Real-time data is on its way from TMDS to the medical team in theater.

Once the record is updated in AHLTA-T, pertinent medical treatment information is transferred from the point of injury on the battlefield to TMDS. With TMIP-M, there is now visibility of the wounded Sailor's Navy health record to those who will be treating him. When Petty Officer Smith is admitted to the emergency medical facility, medical providers document

his treatment in TC2. Wherever Petty Officer Smith goes during his course of treatment from this point forward, his electronic health record will follow. Combatant commanders worldwide can view in-theater medical data, environmental hazard identification and exposure data, and critical logistics data such as blood supply, hospital bed and equipment availability in JMEWS.

Though this is a fictional scenario of what could happen on the battlefield, given real-life conditions, a similar chain of events would unfold. TMIP-M will rapidly change the way the Navy treats patients and then tracks their records. It's electronic health record management for the 21st century.

TMIP-M is the Navy's infrastructure program for the Department of Defense's Theater Medical Information Program-Joint (TMIP-J) program. An integrated family of systems, TMIP provides clinical data collection and data transmission capability from and to combat or other hostile environments involving deployed forces. Records created in theater become part of a person's permanent electronic medical record and follow him or her for life. The electronic health record replaces the old paperwork system that often left pieces of one's medical records strewn among different medical facilities throughout the United States, if not the world.

"The overarching goal of TMIP is to create joint systems that will serve the requirements of all the services, and eliminate the need for service-specific programs," said Claudia Kiefer, TMIP-M Program Manager at SSC Atlantic's Norfolk office. "Our goal for TMIP-M is to have the program deployed across the fleet by 2011."

TMIP-M will provide global avail-

ability and linking of information databases anytime, anywhere, in any mission. It is an interoperable family of systems that supports theater health services personnel and enables time-sensitive, decision-making capability critical to life and death situations. Not only does the system offer integration of medical care, but it aggregates medical data in order to support all echelons of care from theater operations in places like Iraq and Afghanistan to medical missions in the United States. It is a military health records system that addresses an array of functional areas, including command and control, planning functions, medical logistics, blood management, image repository, patient regulation and evacuation, medical threat/intelligence, health care delivery, and medical capabilities assessment and sustainability analysis.

### **SPAWAR and TMIP-M**

Since early 2007, then-SSC Norfolk's TMIP-M Program Management Office (PMO) has been engaged with Commander Operational Test and Evaluation Force and with the TMIP-J program office in support of Developmental Testing/Operational Testing (DT/OT) within operational Navy environments. The TMIP-M PMO enabled a successful joint TMIP Block 2 DT/OT on a Navy afloat platform.

According to Kiefer, "We're very happy with the success of the TMIP operational testing. In the joint medical community, the Navy is now viewed as a capable team player."

The TMIP-M PMO completed the first permanent DoD-wide implementation of TMIP Block 2 software aboard **USS Ronald Reagan** (CVN 76). The team migrated existing medical data and conducted over-the-shoulder training, while simultaneously accelerating



Photo by Mass Communication Specialist 1st Class Scott Taylor

*Nimitz-class aircraft carrier USS Ronald Reagan (CVN 76) leads a formation of ships from Korea, Taiwan, Japan, Singapore, France, Canada, Australia and the U.S. during Rim of the Pacific (RIMPAC) 2010. Successful implementation of TMIP aboard USS Ronald Reagan was a significant milestone in the program.*

external release process approvals, Interim Authority to Operate and Target Configuration Date waivers. By May of 2008, real-time medical data was flowing back and forth between the main database and hub for all medical records and **USS Ronald Reagan**.

“The implementation of TMIP aboard **USS Ronald Reagan** is a significant milestone for us. It ensures that every embarked Sailor, airman and Marine has a comprehensive, life-long medical record available to them,” said Kiefer. “Our next step was to implement TMIP on all aircraft carriers by the end of FY10.”

The TMIP-M PMO has also teamed with the Integrated Services Network System (ISNS) program in deployment planning. TMIP-M software will be installed to operate on ISNS servers and client workstations on all afloat Navy platforms. As an Early Adopter of the Consolidated Afloat Networks Environment System (CANES), TMIP-M completed successful testing using virtualized blade server technology

onboard **USS Bon Homme Richard** during Trident Warrior 08. The current plan is to have TMIP capabilities replace all legacy Navy medical systems by 2015.

In 2005, then-President George W. Bush suggested private industry work with government to implement universal medical records by 2015. He also stated that “the federal government has got to take the lead in order to make this happen,” by developing what’s called ‘technical standards.’ SSC Atlantic’s TMIP-M PMO is leveraging Team SPAWAR for TMIP technical standards. Additionally, the TMIP PMO is documenting required operational Navy functional capabilities, vetting them through the Navy Fleet Health Services Board of Directors, and shepherding them through the TMIP-J requirements process.

According to Kiefer, “the TMIP-M PM serves as the Navy’s main advocate to the joint service program.”

### **Medical information in the 21st Century**

Having medical information available will inevitably reduce medical errors and vastly improve the quality of care for Sailors. With TMIP-M, medical practitioners will not have to rely on a paper-based system. No more lost records moving from duty station to duty station. Location in theater will not matter: Sailors can be anywhere in the world and their medical history records will be available in digital form and in real-time.

Without an electronic health record capability, men like Petty Officer 3rd Class Smith may not survive wartime conflicts. Information about known drug allergies or pre-existing medical conditions would not be immediately available to those individuals treating him. Surviving an explosion only to die from a reaction to a wrongly prescribed medication would be tragic. TMIP-M will prevent incidents like these from occurring.

In the digital world of electronic health records management, lives will be saved.



Photo by Joe Bullinger

*Tim Gardner helps with a Materials World Module experiment during a training session for teachers at River Oaks Middle School during the summer vacation.*

# Outreach: *SPAWAR engineers invest in future of local school children*

SSC Atlantic engineers are investing in the future of local school children by participating in classroom experiments and demonstrations that are changing how science, technology, engineering and math (STEM) are being taught in middle and high schools.

SSC Atlantic's educational outreach program is partnering with the Center for the Advancement of STEM Education (CASE) for the second year in a row to help teachers and students in inquiry- and design-based learning activities. These activities have proven to stimulate learning more effectively than the traditional teaching methods of information accumulation and rote memorization.

Funded by the Department of Defense through the Na-

tional Defense Education Program (NDEP), CASE offers teachers training in the new teaching methods and provides instructional materials for the classroom. SSC Atlantic offers engineers and scientists to work alongside and support teachers in the laboratories as subject matter experts (SMEs). They also act as role models and mentors to inspire, nurture and motivate the kids.

"Through our outreach programs we are establishing a pipeline for STEM professionals based on seeding, nurturing, harvesting and reseeded," explained Shanda Johnson, SSC Atlantic's outreach program manager.

"We seed through our CASE partnership, showing kids they can pursue careers in STEM and be employed in lifelong



Photo by Michelle Rehr-Matash

***Above, teachers Muude Temel and Cliff Sewald, who attended the CASE summer institute, refer to the workbook during an experiment in the composites lab. Below, teachers and SSC Atlantic mentors Jeff Creson, Sarah Leitner and Tim Gardner pause for a group photo.***

careers where they will make a difference and a contribution to our country. We nurture by being role models, bringing them to SSC Atlantic for tours and showing them employment opportunities through our Student Temporary Employment Program (STEP). We harvest when they complete col-

lege and can come in as new professionals. Then we reseed by sending them back into the school as SMEs to teach kids through the inquiry and design learning activities,” she said.

The cycle will help build the workforce of the future at SSC Atlantic during a time when baby boomers are retiring in great numbers. “Our outreach program is focused on our kids, our community, our country and our future,” Johnson said.

The schools also see a great benefit from the CASE program and SSC Atlantic’s involvement. During a week in August teachers from Charleston’s three school districts, along with SSC Atlantic employees, converged on River Oaks Middle School to perform experiments in CASE’s Materials World Modules that explore food packaging, sports materials, environmental catalysts and biodegradables. SSC Atlantic SMEs are on hand to guide the teachers through the same experiments their students will be undertaking during the school year. The schools receive the training materials from CASE; the teachers earn a stipend for time spent at the schools and can even earn recertification.

“We are just delighted that CASE and SPAWAR have given us this opportunity,” said Jane Kolb, Dorchester District II math and science interventionist. “What we have seen is that the children are having so much fun working these experiments that they don’t even know they are learning.

“What more could you possibly ask for?” Kolb asked. “CASE provides the training concepts and the materials to do the experiments; our teachers get the training, a stipend and recertification; SPAWAR scientists and engineers are coming into our classrooms; the kids are learning; and we are getting them excited about careers in the vital STEM areas.”

“The SPAWAR engineers are a marvelous addition to this teaching strategy,” added Dr. Nancy Priselac, CASE director of training. “Charleston is one of the places where we’ve

*Continued on next page*



Photo by Michelle Rehr-Matash



Photos by Joe Bullinger

*SSC Atlantic employees who signed up to work in local schools as part of the outreach program attend an ethics training session during the summer in preparation for their volunteer assignments. Above, SSC Atlantic's John Christensen listens to a presentation. Below, Jane Kolb, Dorchester District II math and science interventionist, talks about the advantages of having SSC Atlantic engineers in the classrooms.*

## STEM

*Continued from previous page*

really seen the teachers blossom because of the scientists and engineers who are involved.”

Four SSC Atlantic engineers attended the CASE summer institute training sessions this summer in Maryland to explore new developments in the MWM modules for their roles this year. In July, 138 middle and high school teachers and 36 scientists and engineers (including SSC Atlantic's four volunteers) learned inquiry and design teaching skill sets during four institute training sessions. They learned that through the process of inquiry, individuals construct much of their understanding of the natural and human-designed worlds. Inquiry is often about seeking appropriate resolutions to questions and issues rather than seeking ‘the’ right answer.

For educators, inquiry implies emphasis on the development of inquiry skills and the nurturing of inquiring attitudes or habits of mind that will enable individuals to continue the quest for knowledge throughout life.

For the SSC Atlantic scientists and engineers currently

working with the program, the opportunity to make a difference in the way kids view STEM fields of study is exciting.

“These engineers, along with the teachers, will be the catalysts for a broader, more diversified base of future scientist and engineers,” said Johnson. “And that is exactly what we need.”

- Susan Piedfort,  
Chronicle Editor





Photo by Zac Abraham

*The experimental boat “Stiletto” is moored at a Naval Weapons Station, Charleston pier in July. Stiletto is more than 80 feet in length and has a carbon-composite hull, which assist the boat to travel at speeds more than 50 knots.*

## Stiletto spotted in Charleston waters

The Department of Defense’s high-speed experimental boat Stiletto made a brief port visit to Naval Weapons Station, Charleston in July for electronics testing by SSC Atlantic personnel.

The 88-foot-long, 60-ton Stiletto deployed to the Caribbean basin through the summer under the operational control of U.S. Naval Forces Southern Command (USNAVSO) and U.S. 4th Fleet and tactical control of Joint Interagency Task Force-South (JIATF-S). Stiletto is manned by a joint U.S. Army and U.S. Navy crew and includes an embarked U.S. Coast Guard Law Enforcement Detachment.

The vessel is designed for pursuit operations, specifically for illicit trafficking. It’s been outfitted by several different companies for different surveillance operations.

Stiletto is on her second deployment in the U.S. Naval Forces Southern Command area of focus and the second deployment in direct support of U.S. and international counter-illicit trafficking (CIT) operations. She has undergone testing by the Department of Defense for her usefulness in littoral operations and interoperable environments.

Stiletto’s innovative hull construction and M-shaped design make it lightweight and easy to maintain, allowing Stiletto to reach speeds of up to 50 knots under calm sea conditions and operate in shallow waters. It is also equipped with state-of-the-art navigation, communications and network interface capabilities, allowing its crew to support a wide range of missions, ranging from mine clearing operations to the rapid delivery of humanitarian aid following natural disasters.

Stiletto was designed and built under a contract by the Pentagon’s Office of Force Transformation (OFT). OFT accepted delivery of Stiletto in May 2006, and Stiletto has undergone testing by the Department of Defense for its usefulness in littoral operations and interoperable environments.

USNAVSO is the U.S. Southern Command (USSOUTHCOM) naval component command. U.S. 4th Fleet is the numbered fleet assigned to USNAVSO.

JIATF-S is the USSOUTHCOM component that oversees U.S. military support to regional CIT operations.



Photos by Joe Bullinger

*Above, SSC Atlantic's Sarah Leitner, third from left; and below, Dr. Suzanne Huerth, at right, help with classroom experiments.*

# Role Models



## *SSC Atlantic engineers show career opportunities at Berkeley girls camp*

A team of SSC Atlantic professionals, led by Dr. Suzanne Huerth, helped emphasize opportunities for females in the areas of science, technology, engineering and mathematics (STEM) by participating in a Berkeley County Girls Camp held in July.

Fifteen girls from Macedonia Middle, St. Stephen Middle and Berkeley Middle schools participated in a variety of events during the four-day camp. Professional females from SSC Atlantic and Santee Cooper partnered with Vickie Touchberry, Berkeley Middle School industrial technology and GATEWAY teacher who facilitated the workshops, to give the girls a better understand of opporrtunities for women in STEM areas.

The first day of the camp was held at Berkeley Middle School and featured an introduction to the world of STEM, team building exercises, hands-on activities and computer



exploration for career interests. The second day included a trip to Santee Cooper where the girls toured the Jeffries Generating Station and the locks connecting the lake with the river.

On July 21, SSC Atlantic scientists and engineers traveled to Berkeley Middle School to hold a robotics day, which taught systems engineering concepts. Using borrowed Lego League robots, the girls learned how the robot sensors and parts work, how to program the robot using software, how to work together as a team and how to use math in engineering and testing. While learning to program robots to move forward and to make right turns and loops by using various sensors, the girls also learned how math and science can be fun. The communication skills of working as a team were also emphasized.

On the final day of the camp, the girls learned more about SSC Atlantic, as they toured the Test Integration Facility, Integrated Product Center and Air Traffic Control building, hosted by Huerth.

“Too often, we recognize girls are not realizing their potential (and the job availability) in the area of STEM,” said Gwen Scarborough, Work-Based Learning Coordinator for the Berkeley County School District.

“The girls noted they had experienced many ideas for careers in the field of their interest – and that was our goal, Scarborough added, as she extended a special thank you to Huerth and the SSC Atlantic participants for enabling the success of the camp. “It may make the difference in their future path,” she said.



*At top, Alicia Hilton, right; and above, Keisha Williams, right, work with the girls at Berkeley Middle School.*



Photo by Joe Bullinger

**Bob Rozard, left, and Trey Oats diagram the network connections on a white board during the successful CS/C2 data exchange technology development and experimentation at SSC Atlantic.**

# Information dominance

## *SSC Atlantic helping make CNO vision a reality*

SSC Atlantic was the site Sept. 20-30 of an Office of Naval Research (ONR) Code 31 Command and Control Department sponsored technology development and experimentation project designed to deliver information dominance to warfighters.

The Combat Systems to Command and Control (CS/C2) Limited Technology Experiment (LTE) acts as data exchange technology development and experimentation to provide a two-way information exchange between Combat Systems and C2 Systems, giving warfighters informed and rapid decision making capabilities.

The desired tactical environment for warfighters is one in which there is rapid movement of data that allows immediate connection of any sensor to any weapon. Currently data movement between systems and platforms remains largely a manual process using voice, chat and other capabilities. To achieve information dominance, joint and Navy sensors, combat systems and tactical platforms must be rapidly and effectively integrated to automate the movement of data between Combat and C2 systems. Connecting these networks is but one objective of the experimentation. This effort

is especially important as more autonomous systems are introduced at the tactical level requiring integration across the joint force.

The second objective of the CS/C2 LTE is to bridge acquisition gaps that exist between Program Executive Officer, Command, Control, Communications, Computers and Intelligence (PEO C4I) – who delivers Consolidated Afloat Networks and Enterprise Services (CANES) and Distributed Common Ground Station Navy (DCGS-N) Program Executive Officer, Integrated Weapons Systems (PEO IWS) who delivers AEGIS Combat Systems and associated weapons systems, enabling Programs of Record and military services.

The way things have been interconnected in the acquisition community is unique because the many systems are owned by different entities, explained Wayne Perras of ONR, who was in Charleston to coordinate the diverse teams performing the experimentation.

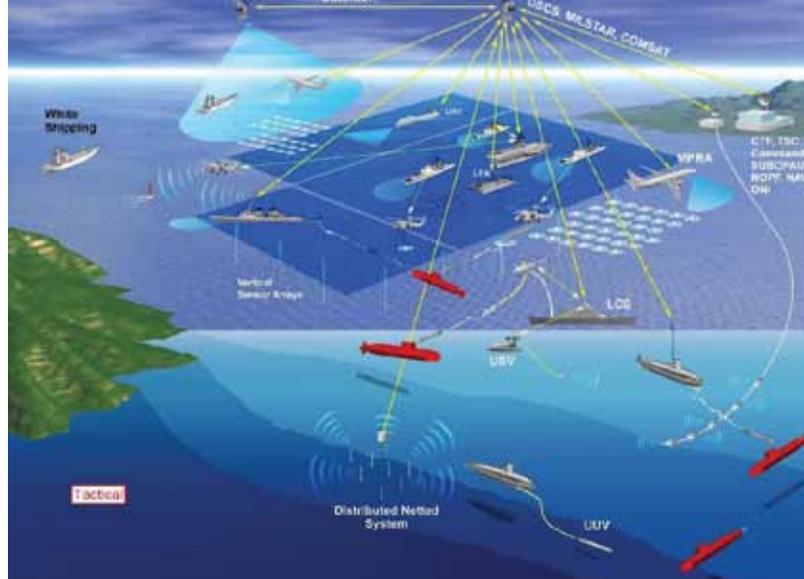
While ONR does leading edge science and technology research to provide the best products to warfighters, “you can’t just drop them into the production line,” Perras said. “What we are doing is taking disparate products, all developed at

different points using ONR funding, and we're using the engineering expertise of SSC Atlantic as well as NAVSEA Warfare Centers (NSWC DD, NUWC Newport & Keyport) to integrate them all to work as a system of systems."

Besides providing the physical space for experimentation utilizing the command's Enterprise Engineering to Certification (E2C) construct – inside building 3112's Enterprise Command and Control (E2C) lab where the Advanced Composable Environment (ACE) Prototype Cloud hosting environment leveraged CANES ACS V1.1 and associated SOA infrastructure – SSC Atlantic provides the 'Application Layer' and the 'Network Layer' by delivering enterprise software integration, systems engineering and technical expertise. SSC Pacific is providing the 'Communications Layer' via satellite connection through the E2C to the Land Based Test Facility (LBTF) to three actual EHF-TIP terminals, which gives the team a clear understanding of how their systems work in the actual satellite communications environment that ships use and is representative of a Range of Warfare Command and Control (RoWC2) warfare type environment. "That is key since we don't want to add artificiality to the experiment," Perras said.

Preparations for the experimentation phase began in February of 2010. 'TEAM ONR' formed across our government with representation from Naval Undersea Warfare Command (NUWC) where Jerry Desrosiers led the experimentation and analytical execution team; to Naval Surface Warfare Command (NSWC) Dahlgren where Phil Irely led the deployment and delivery of the representative Combat Systems software as well as the C2 application service for Undersea Decision Support Service; to Air Force Research Laboratory – Rome where Dr. Mark Linderman reused existing information management software services to benefit the Navy; to SSC Atlantic, where Chris Thornley led both a software development team that build a force discovery and platform connector service, as well as an integration and hosting team that coordinated the delivery of a multitude of software components and built three ship-sets to represent one carrier (CVN) and two destroyers (DDG's) across over 120 virtual machines, and where Sherman Pope and Shane Partridge provided the ADNS network connectivity to the communications infrastructure; to SSC Pacific where Jeff Thomas provided support for Open Track Manager (OTM) to deployed as an application service on top of the CANES ACS V1.1 infrastructure and where Chris Horne and his LBTF team provided the live SATCOM services. MITRE Corporation, the DoD C3I Federally Funded Research & Development Center (FFRDC), where Paul Odell also executed a key role with respect to experiment design and analysis and where Richard Edell prototyped a ROWC2 network design.

For six months prior to coming to SSC Atlantic, the 'TEAM ONR' architected a system of systems to bring a variety of software components together to address a functional mission thread, analyzed enormous amounts of data



***This illustration shows the desired tactical environment for warfighters in which there is rapid movement of data that allows immediate connection of any sensor to any weapon.***

to generate a data collection and analysis plan (DCAP), and detailed engineering notes on how to best adopt and adapt the mostly open source software products that they are using to fit the objective of the military environment. The 10-day period of experimentation in Charleston was the culmination of those months of effort. Data analysis will be completed and reports will be delivered to the two PEOs and ONR. These reports will document analysis results, insights and recommendations as well as engineering lessons learned to support both acquisition and technology development efforts.

"This is a terrific team at SSC Atlantic," Perras said, who explained that this phase of the experiment shows the movement of data from combat systems to the C2 network. The next step, moving data from the C2 network back to Combat Systems, takes place in FY11. "I've been so impressed with the SSC Atlantic team that I've already asked them to take part in the next step of the experimentation," he added.

"SSC Atlantic is a great place to do this experiment ... the physical location and facilities, the talent here and the team," Perras said. "Look at these people," he added, pointing to a table with 20 people working together. "They are all from different places ... contractors, civilians from different agencies; they came from all over the place, and they are working together as a team to achieve a goal."

"What this means to the warfighter is that C2 applications and users will be automatically given more relevant timely information from the CS to allow the watch standers 'Reduced Uncertainty' as they make C2 decisions faster at 'increased OPTEMPO' as would be expected in the time of war," said Trey Oats, 534 chief engineer, who is heading up the SSC Atlantic team participating in the experimentation.

"Using our SSC Atlantic ACE prototype cloud computing node provided for this experimentation gives us 'on-demand' capability using about 120 virtual servers across four virtual networks representing three ship-sets," explained Bob Rozar of 534, IPT lead for the effort. "It allows flexibility to

*Continued on next page*



## Patriot Day at SSC Atlantic

SSC Atlantic's Charleston team marked Patriot Day with an observance Sept. 10 in the atrium of Bldg. 3147. Lead by Master of Ceremonies Cmdr. Karl Eimers, the ceremony featured SSC Atlantic's bagpipes and drum "corps," at left, from left, John Guerry, Tim French and John Weed; music by soloist Kirstin Tanner and a chorus, below left, from left, Gloria Shelton, YN2 Terrance Miller, John Monroe, Bertha Murray, Tanner, Paula Sommers and Eddwina Jennings. SSC Atlantic Technical Director Christopher Miller spoke during the observance, below right.



## Information dominance

*Continued from previous page*

dynamically reconfigure more efficiently with less loss in production for our sponsors which saves them resources and would not be possible with a typical physical infrastructure," Trey added.

"In our matrix organization we can draw people from different competencies and skill sets, and share expertise across a lot of efforts," Rozar continued. "For example, we have engineers from 5.2 Net-Centric Engineering and Integration, from 5.3 Command and Control and 5.5 Communication and Networks Competencies ... we can bring experts in, exercise their knowledge, skills and abilities (KSAs) across the command and set up a world class experimentation environment – the CAO/IPT structure facilitates that."

While all this is going on, Perras is already starting to coordinate the requirements, objectives and resources for the second phase of the experimentation, which will begin next year. ONR will bring in multi-service tactical partners from CERDEC to represent the U.S. Army, AFRL and AOC

WS to represent the U.S. Air Force, and the U.S. Marine Corps along with the U.S. Navy to conduct a Joint CS/C2 LTE to exchange C2 data across tactical enclaves and units leveraging a convergence of SOA infrastructures based on Open Standards, Open Specifications and well defined patterns and practices. After all the data analysis on this phase is completed in January 2011, experimentation reports will be delivered to the ONR, PEO IWS and PEO C4I.

"Team SPAWAR's mission is to make the Navy's Information Dominance vision a reality," SPAWARSSYSCOM Commander Rear Adm. Patrick Brady said recently. "It is our job to provide our warfighters the technology to succeed in the operational environment."

Efforts such as the ONR Code 31-sponsored FY10 CS/C2 LTE data exchange technology development and experimentation are helping SPAWAR lead the charge to turn the CNO's information dominance vision into a reality for the Navy. The FY11 Joint CS/C2 LTE will bring in multi-service partners who operate in the Tactical Disconnected Intermittent and Low Bandwidth (DIL) environment such as the U.S. Army, Navy, Air Force, and Marines.



Photo by Joe Bullinger

# DAY OF CARING

*ETC(SS) Jonathan Smith looks at a book with students at Murray-Lasaine Elementary School during the Trident United Way-sponsored Day of Caring. Smith was one of 13 SSC Atlantic employees who took annual leave to volunteer at the James Island school. Other SSC Atlantic participants were Nina Carnright, Lisa Pass, Vernida Palmer Saunders, Shawn Alexander, Jean Linker, Dan Yohman, Ken Fertiz, Robert Hoffman, ET1 Russ Chambers, IT1 Jason Silvas, YN2 Terrance Miller and ITSR Blake Kleinpeter. In addition to mentoring kids in various classrooms, the SSC Atlantic volunteers ate lunch with the kids and played kickball.*

## Burrow presented James Lynch Freedom Award

J.R. Burrow of 5.8 was named winner of the James T. Lynch Jr. Freedom Award in a luncheon at the Redbank Club Sept. 10.

Karen Sorenson accepted the award for Burrow, who was on travel, and SSC Atlantic Technical Director Christopher Miller and retired Rear Adm. Bob Besal of the Charleston Chapter of the Navy League presented the award.

Mark Taylor of 6.3, Ken Crawley of 5.5 and Antoinette Montgomery of 8.0 were also finalists for the award, which is presented to the SPAWARrior who embodies Lynch's loyal dedication and fierce patriotism. The Charleston chapter of the Navy League partners with SSC Atlantic in presenting this annual award.

Burrow is project manager for the Afghan Automated Biometrics Identification System (ABIS), leading a team that successfully designed, developed, tested, documented and installed an ABIS in Afghanistan. The Afghan ABIS includes portable Biometrics Collection Kits (BCKs) that are used to enroll multiple biometric characteristics such as finger prints, palm prints, iris and facial geometry. The ABIS also includes servers and workstations that are used to store the collected biometrics data and conduct searches for matches of possible militants or terrorists.

Effective use of biometrics has proven to be an important tool in the Global War on Terror in Iraq. The Afghan ABIS was developed and rapidly deployed using lessons learned

from Iraq.

Burrow worked tirelessly, above and beyond regular hours, to accomplish the objective. He made numerous trips to Bahrain; Kuwait; Afghanistan; Washington, D.C.; California; Florida and West Virginia to meet with stakeholders and oversee development and testing of the system.

On one trip to Afghanistan, while at the Ministry of Interior in Kabul, a suicide truck bomb exploded at a nearby Embassy, injuring many in the surrounding area. When Burrow regained consciousness, he rendered aid to other injured people in the street. He continued working on the project, returning to the U.S. only after his work was done in Kabul.

Burrow led a diverse team of U.S. and Afghan personnel on the project. He has become a contributing member of the DoD Biometrics Task Force Community of Interest.



Photo by Joe Bullinger

**Burrow**

# VAIQ

## *Improving VA document management*

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

Implementation of a new document management system within the Department of Veterans Affairs (VA) Central Office will support VA's business needs by providing improved document handling capabilities, and SSC Atlantic personnel are actively engaged in the project's success.

Known within VA as the VA Intranet Quorum® or VAIQ, the new system is easily configured to support the business workflow the VA uses to manage its huge volume of executive-level correspondence and documents, said Craig Powell, the SSC Atlantic project manager who was in charge of the VAIQ project implementation for the VA's Office of Information and Technology. That includes letters from veterans, other correspondence, congressional inquiries, congressional testimony, press releases, Government Accountability Office reports, nursing manuals, policy documents and audit findings.

Initial deployment of VAIQ, which began in March, was completed this summer, providing an out-of-the-box commercial product requiring no customization.

VAIQ replaces Case and Issues Management System (WebCIMS), a commercial product that had reached the end of its life cycle and did not support current security and Section 508 standards of the Rehabilitation Act, which mandates that federal departments and agencies make electronic and information technology accessible to individuals with disabilities.

SSC Atlantic was tapped in 2009 to oversee implementation of the replacement system selected by VA — Intranet Quorum®, a proprietary product developed by Lockheed Martin and widely used throughout the federal government. The project is part of the comprehensive array of technical services and support that SSC Atlantic is providing to VA in modernizing and upgrading the agency's information technology infrastructure.

Requirements gathering started in July 2009, and the project got underway in earnest last September. The initial project scope has been limited to implementation within the Central Office located in Washington, D.C., and the first set of users began changing over to the system within six months as scheduled.

Powell successfully coordinated the actions of SSC Atlantic VA teams in Charleston, Norfolk and New Orleans to ensure all eyes shared the same vision and focus on meeting the customer's requirements at the lowest possible cost. That meant orchestrating many separate elements to achieve on-time delivery, including configuring the system to support the VA's business processes for responding to contacts and processing documents, installing and testing the system on the virtual servers at the VA's Austin Data Center, which hosts the system, and obtaining the required security authorizations



***Craig Powell, left, SSC Atlantic project manager for VAIQ implementation, poses with VAIQ Help Desk members Denise Beach, Perfecto Cobian, Rolonda Piggee and Wendy Kandarian.***

to operate on the VA's networks. It also meant migrating more than one million legacy files and other data to VAIQ servers.

In addition, Powell and his team coordinated an extensive validation review with two separate VA 508 offices — one to prove 508 compliance of the system, and the other to demonstrate compliance of all the training materials, a complex process due to the amount of criteria that had to be met. The SSC Atlantic team successfully coordinated training efforts for 1,500-plus VA employees, including development of online training via the VA's Learning Management System and delivery of instructor-led training for power users to support coworkers during implementation. In addition, SSC Atlantic's efforts to set up and maintain the VAIQ Help Desk proved highly successful, and the Help Desk provided invaluable support during the deployment.

Over time, the project is expected to meet the VA's goal of agency-wide implementation, reducing costs and redundancy by eliminating other document management systems in use throughout VA. SSC Atlantic will continue managing the project, providing training and Help Desk services as well as follow-on support for the field deployment phase to replace other legacy documentation systems, which is expected to begin in 2012. As the VAIQ project moves into the operational and sustainment phase, SSC Atlantic employee Betsy Green, who works in the New Orleans Office, has taken over the role of project manager.

The VA programs, including the VAIQ project, are among the numerous systems comprising SSC Atlantic's Business and Force Support portfolio, which is managed by Jacqueline Goff.

# - SPAWAR MILITARY LOGISTICIAN OF THE YEAR - New Orleans' Sanders earns honor

By Deborah Gonzales  
SSC Atlantic New Orleans Office

SSC Atlantic employee Lt. Elijah Sanders was named SPAWAR Military Logician of the Year for 2009 during the Team SPAWAR awards ceremony July 20.

The achievement also recognized Sanders as a finalist for Military Logician of the Year for the prestigious 2009 Admiral Stanley Arthur Awards for Logistics Excellence, highlighting his dynamic leadership, innovation and achievement in the advancement of Navy logistics and fleet readiness.

Sanders accepted the award via VTC from the New Orleans Office, where he serves as Project Officer for the Navy Standard Integrated Personnel System (NSIPS), the Navy's single, field-entry, electronic pay and personnel system for all U.S. Navy and Navy Reserve Sailors. He was given an inscribed glass plaque, certificates and letters of personal congratulations from Rear Adm. Michael Bachmann, then SPAWAR Commander, and Vice Adm. W.R. Burke, Deputy Chief of Naval Operations, Fleet Readiness and Logistics.

As the primary logistics coordinator for shipboard installations of NSIPS, Sanders continually examines installation and logistics processes with a critical eye to eliminate potential choke points in the fielding of new capability. Sanders's vision and innovative approaches were praised for removing waste from the installation process and improving the fielding of new software that meets the latest Navy personnel policies and initiatives. His lean efforts to improve installation process efficiency have resulted in substantial manpower savings across the fleet.

In addition, he was recognized for helping improve NSIPS compliance with the Navy Modernization Process (NMP), part of the Fleet Modernization Program to provide a disciplined process to deliver operational and technical modifications to the fleet in the most operationally effective and cost-efficient way. The process defines a standard methodology to plan, budget, engineer and install timely,

effective and affordable shipboard improvements while maintaining configuration management and supportability.

Sanders has ensured that new capabilities are fielded in a timely manner to all 156 Navy ships that use NSIPS while still complying with NMP, no easy feat considering that NMP has multiple requirements, some complex. Also, ship availability usually presents only a small window of opportunity for installations due to deployment schedules. In addition, embedded in NSIPS are the Career Information Management System (CIMS) and Electronic Service Record

(ESR), whose requirements frequently change as new initiatives such as Electronic Leave and Career Reenlistment are introduced in the Navy. Fielding these new capabilities quickly and within NMP guidelines is especially critical to Navy operations, and Sanders successfully met the challenge posed by frequent changes.

By bringing improvements to the fielding and certification plans for several local and Navy-wide logistics tools, Sanders has brought dramatic improvements to the entire NSIPS ship installation

process. His improvements are all the more notable as they were accomplished using existing budgets, staff and support personnel.

Several other achievements not specifically connected to NMP but critical to current and future NSIPS operations were also cited in Sanders' nomination, including his efforts to obtain funding to install NSIPS on new construction ships and to obtain server Public Key Infrastructure certificates to protect personally identifiable information data in transit. As NSIPS liaison to the Navy Medicine Manpower, Personnel, Training and Education Command, Sanders also ensured the Health Professions Incentives Program portion of NSIPS was supporting the Navy Reserve personnel who will be the Navy's future doctors, nurses and dentists.

Commissioned in the Navy on May 28, 2004, upon graduation from the U.S. Naval Academy in Annapolis, Md., Sanders reported to SPAWAR Oct. 16, 2008.



*Lt. Cmdr. Dave Hilton, left, senior military officer at the New Orleans Office and Jacqueline Goff, Business and Force Support Portfolio Manager, present the SPAWAR Military Logician of the Year Award to Lt. Elijah Sanders.*

# CTO CORNER

*Dr. Al Emondi  
SSC Atlantic  
Chief Technology Officer*

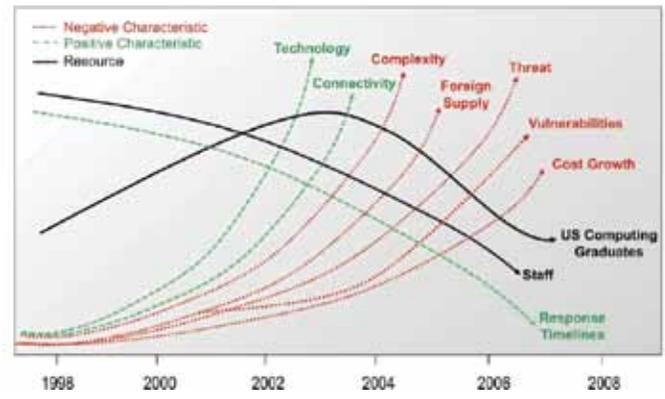


## WHY S&T?

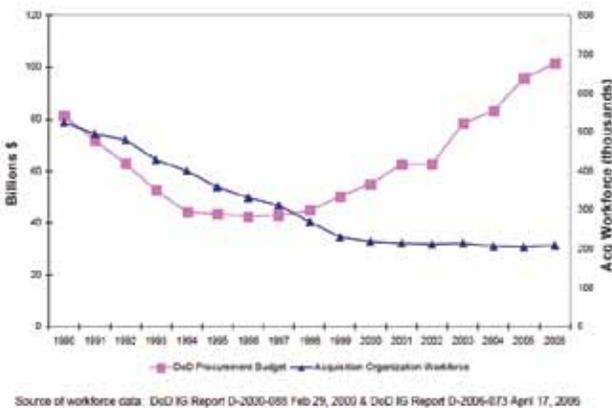
The Department of Defense (DoD) has repeatedly demonstrated its ability to effectively and decisively conduct conventional warfare. This success has forced our adversaries to develop disruptive and asymmetric warfare strategies to counter the DoD strengths or take advantage of our weaknesses. Much of this is driven by the Global War on Terrorism (GWOT) – the department’s highest priority. In addition, over the next 20 years physical pressures – population, resource, energy, climatic and environmental – could combine with rapid social, cultural, technological and geopolitical change to create greater uncertainty.

Current economic and political realities are forcing DoD to face severe budget constraints. Similarly we are in a debate over the scope of defense “transformation,” and must face such complex problems as the erosion of the U.S. lead in technology and the decline in the size of the DoD science and technology workforce. While budgets have swollen the DoD acquisition workforce has eroded, as shown in an April 2006 DoD Inspector General (IG) report. The world is experiencing a rapid increase in the availability of technology and significant increases in technological research around the globe. Similarly, in the cold war, elapsed time between technology surprise and counter technology was measured in years; today that gap is measured in weeks or months.

A recent Defense Science Board study illustrated how pervasive information technology is throughout DoD systems, from infrastructure to business systems to information technology (IT) embedded in weapon systems. Whereas in 1970 software accounted for about 20 percent of weapon system functionality, by 2000 it accounted for as much as 80 percent and today can deliver 90 percent or more of a system’s functionality. A majority of the IT technology comes from global industry. While the importance of information technology is growing, the information technology environment is experiencing a disturbing set of trends. (Fig. 1)



*DoD Policies and Procedures for the Acquisition of Information Technology, Defense Science Board, March 2009*



*Figure 1: Declining acquisition workforce*

*Figure 2: Complex factors with IT acquisition*

As such, in order for the U.S. to maintain a technical edge against its enemies, serious efforts must be made to quickly discover emerging needs and match those needs to feasible realistic technical solutions early in the combat scenario. Based on this environment the DoD has embarked on a mission to attempt to maintain U.S. technology superiority and re-establish science and technology leadership in the warfare centers. Within the Navy the challenge is driven from lack of an established long-term planning process for identifying and exploiting new S&T. This has limited the effectiveness

*Continued on page 35*

# Will Gex passes away suddenly in San Diego

Will Gex, who had relocated from Charleston to San Diego, Calif., in April to serve as SSC Atlantic's liaison at SSC Pacific, headquarters and the PEOs, passed away Aug. 13.

A mechanical and electrical engineer, Gex held various positions at SSC Atlantic since 1994. He served as a branch head, a business integrator and chief engineer for Surveillance and Systems Engineering and for Tidewater's Command, Control, Computer and Communications before assuming the position of SSC Atlantic liaison in San Diego.

Gex graduated from Northwestern University with a bachelor of science degree in mechanical engineering in



Photo by Joe Bullinger  
**Will Gex**

1974. He began his career at Proctor & Gamble in Cincinnati, Ohio, and worked there for six years. After relocating to San Diego, Gex began pursuing a master's degree in electrical engineering at San Diego State University as a full-time student, earning this degree in 1985. From 1984 to 1994 he worked at the Naval Ocean Systems Center (NOSC), which later became Naval Command, Control, and Ocean Surveillance Center (NCCOSC), RDT&E Division (NRad), which later became SSC Pacific.

Since coming to Charleston in 1994, Gex worked as an electrical engineer, supervisor and technical leader at NISE East, SSC Charleston, then SSC Atlantic. He also completed courses toward a Ph D., in engineering management from the University of Alabama at Huntsville from 1997 to 1999.

The Cincinnati, Ohio, native was a gifted photographer. His photographs were featured in *The Chronicle's* Summer 2010 and Spring 2007 issues. He also enjoyed playing golf, baseball, softball, and bike riding. He especially loved traveling and spending time with his family.

Gex is survived by his wife and two sons.

## JOHN CARVIL, 1960-2010

# SSC Atlantic loses a friend and valued engineer

SSC Atlantic's John Carvil lost his courageous battle with cancer Aug. 4, 2010.

Carvil graduated from Virginia Military Institute (VMI) in 1982, with a bachelor of science degree in electrical engineering. After attending Artillery School for the U.S. Army, Carvil began work for the Department of Defense in October 1982, at the Naval Sea Combat Systems Engineering Station (SEABAT), in Norfolk. He was assigned to the Navigation team, which is where he devoted himself for the remainder of his career. He rose through the ranks to become a branch head for the Inertial Navigation Systems branch during 1990-2000, and then in 2000 was promoted to be the Navigation Systems Chief Engineer.

Carvil remained with the Navigation team as it transi-



Photo by Robert Greer  
**John Carvil**

tioned due to Base Realignment and Closure (BRAC) from SEABAT to Naval Undersea Warfare Center (NUWC) (1992), to Naval Command, Control and Ocean Surveillance, In-Service Engineering, East Coast Division (NISE East) (1995), and through the evolution to SSC Atlantic.

Most recently Carvil earned a master's degree in engineering management from Old Dominion University (ODU), and he was the leader of the Navigation and Geographic Information System (GIS) Integrated Product Team.

Carvil devoted his career to improving the navigation capability of the Navy. He personally was instrumental in the development and fielding of the AN/WSN-7 Ring Laser Gyroscope

*Continued on page 35*

## *Former SPAWARrior Harr dies July 21*

Friend, colleague, former SSC Atlantic employee and industry partner Dave Haar passed away July 21.

A requirements analyst and subject matter expert in the Tidewater area, Harr was supporting the Relational Administrative Data Management team. He began his career in civil service in 1960 and retired from then-SSC Norfolk in the late 1990s.

A few years later he was employed as an industry partner by CACI International, Inc.

Dave is survived by his son and predeceased by his wife.

A service was held for Dave in Virginia Beach, Va., July 30.



**Dave Haar**



*PS-OPAS team members, from left, Carl Hebron, Dr. Li Liang, Suzanne White, Greg Landry, Donald Tesdell, Terri Melian and Edwin Torresgarcia.*

Photo by Deborah Gonzales

## Software engineers release new system

# NPC enlisted promotion process easier, more accurate

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

The enlisted promotion process administered by the Navy Personnel Command (NPC), the Navy's personnel headquarters in Millington, Tenn., just got a whole lot easier with the help of a major enhancement by SSC Atlantic software engineers based in the New Orleans Office.

The Enlisted Process release of the PeopleSoft Officer Promotion Administrative System (PS-OPAS), deployed September 2010, incorporates enlisted data for determining eligibility for some 42,000 active and reserve Sailors annually for the E-7, E-8 and E-9 enlisted selection boards.

Expansion of the web-based system, which previously focused on the active duty and reserve officer promotion process, to support enlisted personnel promotion administration will provide significant time savings and increased data accuracy, said Edwin Torresgarcia, SSC Atlantic's PS-OPAS Project Manager.

Most importantly, improving the advancement process will ensure that eligible enlisted personnel are given the best opportunity for advancement.

With PS-OPAS Version 2.0, NPC Officer and Enlisted Selection Board Eligibility branch managers no longer have to use a complex and time-consuming manual method of identifying Sailors for advancement consideration by the E-7 through E-9 enlisted selection boards. PS-OPAS now enables NPC managers to automatically generate the list of enlisted candidates for promotion consideration. With the manual process, NPC managers expended hundreds of man-hours every board season to create and monitor the list of eligible enlisted candidates for the active and reserve enlisted selection boards, and had to retrieve, sort and compare data from multiple sources.

A legacy mainframe system — the Enlisted Selection Board System (ESBS) — offered limited help with the process, and managers still had to use Excel spreadsheets and encrypted email to scrub and transmit data. Besides requiring considerable manual effort, the legacy system lacked the ability to store promotion history data.

Tasks required before a board convenes can now be completed more rapidly, enabling more current data to be taken into consideration. Determining seniority within the enlisted community was a difficult process when performed manually, but PS-OPAS now allows managers to create reports and assign promotion lists in seniority order. Enlisted E7-E9 promotion history can also now be tracked through PS-OPAS. The system will eliminate human errors that sometimes resulted in improper selections and will decrease the likelihood of having to convene special boards to correct mistakes. The new release also strengthens security by eliminating manual transmission of Privacy Act information.

Incorporating enlisted data into PS-OPAS has enabled the Navy to take advantage of an existing automated solution to provide readily accessible information, real-time eligibility updates, increased productivity, enhanced communications, and increased quality of data. "Capitalizing on the success of PS-OPAS for the officer community to deliver a similar solution for the enlisted community has been a low risk, high return endeavor," Torresgarcia said.

PS-OPAS is a successful system the former SSC New Orleans developed and deployed in 2006 to automate the active duty and reserve officer promotion process. About two years ago, it was decided that the best way to automate and modernize this core business activity for enlisted promotions to achieve the same capability as the officer promotion process was to integrate it into PS-OPAS.

Working with NPC managers to obtain the requirements, SSC Atlantic engineers enhanced PS-OPAS by migrating enlisted data into the system and leveraged many of the same processes used for officer promotion eligibility. The updated PS-OPAS has now replaced the legacy ESBS.

The New Orleans team successfully met all milestones in the design, development and deployment of the new capability and associated training materials and completed the project within budget. The team overcame the unexpected challenge of massive flooding at NPC headquarters at Naval Support Activity Mid-South in Millington last May when storms and torrential rains topped the adjacent levees and flooded tenant commands. Both production and development environments for PS-OPAS are housed on servers in Millington and had to be relocated to the continuity of operations site in the mid-west. Despite the disruption, the team still delivered the release on schedule, Torresgarcia said.

Besides loading enlisted data into the system, the team modified screens, customized fields and navigational aids, and added reports capability. An interface with the Naval Education and Training Professional Development and Technology Center (NETPDTC) was also developed to fully support selection board eligibility and advancement processes.

Work was accomplished through SSC Atlantic's Business and Force Support portfolio, managed by Jacqueline Goff, through the Sea Warrior Program (PEO-EIS PMW 240) Integrated Product Team (IPT). Members of the Sea Warrior IPT are dedicated to providing technical services and support to Sea Warrior, which is part of the Navy Program Executive Office for Enterprise Information Systems (PEO-EIS), a component of SPAWAR. The mission of Sea Warrior is to provide integrated information technology products and services that deliver cost-effective capabilities for Navy career service and Fleet readiness. PS-OPAS is one of numerous Sea Warrior programs that PEO-EIS manages for its stakeholder community.

## CTO Corner

# Why S&T?

*Continued from page 32*

of the Navy's efforts to incorporate new technologies in the systems that will be needed in the next 10 to 20 years.

To meet the coming challenges and address the current shortcomings, the SSC Atlantic CTO developed a long-term S&T vision last year, and is developing an S&T planning process to identify gaps and to support the development of new DoD, HLS, Navy and Marine Corps capabilities. As part of our measures of success we need to not just focus on developing technology, but keep a vigilant focus on moving from technology to warfighter capability. The SSC Atlantic technical vision and planning documents will need to be supported by tactical investments that reverse the "brain drain" faced by the Navy research establishment, through targeted investments in the workforce, S&T opportunities, incentives and SSC Atlantic executive level metrics.

We have a healthy start at developing S&T here at SSC Atlantic with our personal investments in the innovation program and with DoD investments in S&T with Naval Innovative Science and Engineering (NISE) program (our TIKI-BAR and transition support initiatives). As we look at how to increase the depth of S&T here at SSC Atlantic, I will be looking at ways to assist through: S&T customer outreach; developing core research capacity; increasing publishing, conferences and patent applications; increased transition of technologies into portfolios; and transfer of technologies to industrial base that can get to warfighters. As part of this if you have an idea or just want to discuss opportunities, please contact me. Please follow my blog, visit the CNE 7.0/CTO site, and help keep communication up on this important initiative.

*- Dr. Al Emondi, SSC Atlantic CTO*

## JOHN CARVIL

*Continued from page 33*

Navigation program, the Navigation Certification (NAVCERT) program, the improved navigation system performance that led to the continuing success of the TOMAHAWK weapons program, and the Ballistic Missile Defense (BMD) program, to name a few.

Carvil was a registered Professional Engineer, and served as the Technical Warrant Holder (TWH) for Navigation. He was also active in the Joint Services Data Exchange (JSDE) for Guidance, Navigation

& Control, and he had served as chairman of the Joint Navigation Conference (JNC), the capstone annual event for the JSDE.

"John was always concerned with the well being of others" said Robert Greer, who was a friend and colleague of Carvil's for 26 years. "John made such a strong impression on all of us, even though he is no longer with us, we will carry on his work ethic to continue to improve the navigation capability of the Navy.

"When I first met John in 1984, he was working in the laboratory

on some software. I noticed he was wearing jeans and deck shoes, but no socks," Greer continued. "When he later privately explained that he and select other engineers did this occasionally because it mildly provoked a certain senior manager, I knew this was an engineer I wanted to work with. Thus began our 26-year endeavor of pushing the envelope in navigation, regrettably cut short for John."

Carvil had been diagnosed with cancer in September of 2009. He is survived by his wife and two sons.



Photo by Sherri vonBehren

*SSC Atlantic's exhibit at the 13th annual Space and Missile Defense Conference and Exhibition in Huntsville, Ala., showcased the center's contribution to warfighters' information dominance and included a Real World flight simulator and information on other programs supporting the warfighter and nation.*

## SSC Atlantic a major presence at cyber security conference

SSC Atlantic showcased its contributions to warfighter information dominance and cyber security at the 13th annual Space and Missile Defense Conference and Exhibition, held Aug. 16 through 19 in Huntsville, Ala.

Recognized as one of the largest meetings of experts of its kind, the conference brought together more than 7,000 exhibitors and participants and focused on the theme "Enabling Regional Warfighters."

The conference's focus on global issues, advanced technology such as the cyber climate, and strong support for the military in the battlefield made it the ideal venue for an SSC Atlantic team to network and spread the word about the center's capabilities.

In addition to information disseminated by SPAWARriors

at an SSC Atlantic exhibit, a panel discussion featured Portfolio Manager for Information Dominance and Integrated Cyber Operations Mike Kutch. In his address at the conference Huntsville Mayor Tommy Battle singled out SSC Atlantic for its cyber security contributions.

Representing SSC Atlantic at the conference, in addition to Kutch, were Vince Van Houten of Code 56150, Andrew McLoud of Code 56150, Sherri vonBehren of Code 851, Karen Sorenson of Code 5832, Dave Coldren of Code 561BO, Rob McKee of Code 51610, Coleman Schupp of Code 56150, Dave Walman of Code 56150, and industry partners Dennis Buswell, Doug Jimenez and Tim Turner.

The hard work by the team to set up and man the exhibit at the Von Braun Center in Huntsville paid off as they were

able to highlight SSC Atlantic technologies and engineering capabilities, talk with current and potential customers and industry representatives about how SSC Atlantic's capabilities might fit with their requirements.

SSC Atlantic's relationship with the Space and Missile Defense Command (SMDC) goes back one and a half years ago to the first cyberspace symposium in Omaha, Neb., according to Van Houten. "We developed a strategic business alliance focused on dynamic cyber operations across the board; security is just one piece of it," Van Houten explained. "Cyber crosses all domains we fight in, and our alliance with SMCD is a non-traditional construct designed to ultimately benefit the warfighter. Basically we wanted to learn about each other and see where we can join forces, capitalize on each other's abilities and integrate where we can. We don't want to replicate each others' efforts," he said.

During the last year and a half, numerous senior SMDC executives have traveled to SSC Atlantic from Redstone Arsenal in Huntsville to see SPAWAR's capabilities. SSC Atlantic has found a true champion in Dr. Rodney Robertson, formerly director of the U.S. Army Space and Missile Defense Command Technical Center at Redstone, now research director at Auburn University.

"SSC Atlantic is the most progressive government organization that I have seen," Robertson said. "Your organization has great technical capability and your contracting strategy really helps position the organization for success in the future," he said in an e-mail to Van Houten. A former SES government employee, Robertson has helped the SSC Atlantic team make some strategic connections in the cyber arena, according to Van Houten.

SSC Atlantic would also play a vital role in a national cyber security research, development, testing and engineering (RDT&E) center that Huntsville community leaders plan to locate within the Redstone gateway complex. This national center will be known as the Cyber Systems Innovation and Security Center (SCISC). SSC Atlantic's business model, talent pool and experience in cyber security, engineering and experimentation make it a perfect fit for this national center which would bring together the DoD and federal agencies, academia, industry and local government.

"SSC Atlantic intends to play a major part in supporting this effort, with a portfolio presence and staff there for



***In Huntsville the SSC Atlantic exhibit team, from left, Doug Jimenez, Tim Turner, Karen Sorenson, Dave Coldren, Andrew McLoud, Sherri VonBehren, Rob McKee, Coleman Schupp, Vince Van Houten, Dennis Buswell and Dave Walman, pose in front of a Russian MAZ-543 Transporter-Erector-Launcher Vehicle with a SCUD B guided missile in the fire position.***

the first time" said Van Houten, adding, "We are all much stronger acting together rather than individually. Cyber is too big to handle all by ourselves."

This sort of collaboration also supports SSC Atlantic's mission to rapidly deliver and support solutions that enable information dominance for naval joint national and coalition warfighters.

- Susan Piedfort, Chronicle Editor

# New SSC Atlantic PAL

By Nick Barrett  
OPM Lead, Code 842

Organizational Process Management (OPM), Code 842, facilitates/assists in capturing and documenting processes for SSC Atlantic. In addition, OPM maintains and manages the Process Asset Library (PAL) of Atlantic Organizational Processes. OPM reaches across competencies to enable the sharing of important information with the right audiences at the right time to further organizational objectives in meeting customer requirements.

From directions received in an April meeting with SSC Atlantic Technical Director Christopher Miller and Bruce

Carter, SSC Atlantic Chief Engineer, 842 was directed to accelerate efforts to consolidate the five process asset libraries prior to Sept. 30 with an 80 percent solution. As a result, and with the team collaboration of SSC Atlantic's New Orleans, Tidewater and Charleston teams, the OPM team adjusted its timeline and deployed the new SSC Atlantic Process Asset Library (PAL) by July 30, 2010.

The SSC Atlantic Process Asset Library is designed to be interactive and organized by competency with a home page consisting of three parts in each Competency Block, as shown below:

**SSC Atlantic Process Asset Library**

Navigation: CnE-SSC Atlantic Home | 8.4.2. OPM | CPI ESG | FAQ | Contact Us

**Project Life Cycle (PLC)**

Phases: Project Initiation → Planning & Customer Requirements → System Requirements & Design → Develop, Integrate & Test → Production & Deployment → Operations & Sustainment → Project Closeout

Phase Reviews: Phase Review 1, Phase Review 2, Phase Review 3, Phase Review 4

Lessons Learned: Feedback loops from Phase Review 1 to Initiation, and from Phase Review 4 to Initiation.

<b>1.0 Finance</b> Finance Mgmt 1.0 Tutor Documents	<b>5.0 Engineering</b> Requirements Mgmt Configuration Mgmt Measurement & Analysis Requirements Development Technical Solution Product Integration Verification Validation Process & Product Quality Assurance Causal Analysis & Resolution Decision Analysis & Resolution Service System Development Incident Resolution & Prevention Service System Transition 5.0 Tutor Documents	<b>7.0 Science &amp; Technology</b> Science & Technology 7.0 Tutor Documents
<b>2.0 Contracts</b> Contract Mgmt (incl. Supplier Agreement Mgmt) 2.0 Tutor Documents	<b>6.0 Program Mgmt</b> Project Management (includes PP, PMC, and IPM) Risk Management Quantitative Project Mgmt Capacity and Availability Mgmt Service Delivery 6.0 Tutor Documents	<b>8.0 Corporate Operations</b> Process Management (includes OFF/OPD) Organizational Training Organizational Process Performance Organizational Innovation & Deployment Strategic Service Management Service Continuity 8.0 Tutor Documents
<b>3.0 Legal</b> Legal Mgmt 3.0 Tutor Documents		
<b>4.0 Logistics &amp; Fleet Support</b> Logistics 4.0 Tutor Documents		

NEWS & UPDATES: 11 August New SLC Reviews Checklists and Phase Review Checklists were added to the SLC Pages under Review Checklists and, where applicable, under the Templates section of OSPs ... more

## PLC Explanation

A Project Life Cycle (PLC) is a secondary navigational path to the OSPs and process assets. Each phase chevron in the PLC is a hotlink and goes to a “phase page” – i.e., “Develop, Integrate and Test.” On this page, the user will see the OSPs related to develop, integrate and test (such as TS, PI, VER – along with phase-specific assets such as TRR Checklist). The PLC phases provide a time-phased view of the processes and assets needed.

Each PLC phase has a standard structure:

- Process areas used in Phase (links to OSPs)

- Key Work Products/Outputs for phase (Organized by OSPs)
- Key Templates for Phase (Organized by OSP)
- Links to key reviews checklists for phase

## STEPS IN CNE TO OBTAIN A PROCESS IN THE PAL

1. COMPETENCY NAME – When you click on the “Competency” link, you are directed to the Competency’s Portal Page on CnE which will provide the user with access to news and information for that Competency. For example, the 10000 page appears below:

**Collaboration and Execution**  
The Sharing of Knowledge to the Benefit of All...

Welcome Cara Smith

**SSC Atlantic**

### Financial Management Directorate 10000

[Phone Listing for 1.0/1.1](#)

**Comptroller Office**

11000	Freddie Hicks Comptroller	843-218-5120
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**Budget and Statistics Division**

11100	Virginia Pitts Division Director	843-218-4171
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**Budget Preparation and Execution Branch**

11110	Susie Hilton Branch Head	843-218-4213
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**Funds Control Branch**

11120	Janice Harley Branch Head	843-218-4922
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**Document Closeout Branch**

11130	Joseph Prather Branch Head	843-218-4297
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**General Accounting Division**

11400	Ronny Hill Division Director	843-218-4138
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**Cost Accounting Branch**

11420	Mike Smith Branch Head	843-218-5154
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**General Accounting Branch**

11410	Ralph Sanders Branch Head	843-218-5067
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**Accounts Payable Branch Teams #1 & #2**

11430	Joyce Lematty	843-218-4123
11440	Branch Head	

**Travel Branch**

11450	Ken Johnson Branch Head	843-218-4122
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**Navy ERP Division**

11500	Bill Somma Division Director	843-218-5323
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**Navy ERP Support Branch**

11510	Steve Rogers Branch Head	843-218-4135
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**Finance Division - Pensacola**

11170	James Nanney Division Director	850-452-7731
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**Finance Division - New Orleans**

10N00 (under construction)

**Finance Division - Norfolk**

10T00 (under construction)

[1.2/1.6 Contact List](#)

**Business and Financial Management**

12000	Jason Sawyer Division Director	843-218-5611
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**Latest Topics**

[Finance Home](#)  
[Timekeeping & Payroll](#)  
[Money Talks](#)  
[CAO & CDMs](#)

*Continued  
on next page*

# New SSC Atlantic PAL

*Continued from previous page*

2. PROCESS AREAS – When you click on the “Process” link, you are directed to the Process (PAL) Portal Page that has the processes, artifacts, templates for that process. Processes in light grey font are in the development stage and will be posted upon completion. For example:



3. COMPETENCY TUTOR DOCUMENTS – When you click on the “Tutor Documents” link, you will be directed to a page with all associated Tutor Documents from Tier 1 to the lowest tier level of processes that have been finalized. For Example: 1.0 Tutor Documents by Competency:



The consolidated PAL will provide competencies with a single location to store and maintain processes. The list will expand and contract as new processes are added and deleted. The PAL will work to identify gaps where new processes will be established. It will also lend a hand in evaluating and assessing processes in need of improvement.

Click on the “Comments and Feedback” button in the navigation section if you have issues, comments or questions about the PAL pages.

## Change

*Continued from page 3*

has demonstrated tenacity and a resourceful, entrepreneurial spirit. Thanks to incredible teamwork and collaboration, we have come through a host of significant, concurrent changes and can breathe a collective sigh of relief. We should take some time to reflect on those changes and focus now on how best to measure and optimize our organization. We will leverage tools such as our Balanced Scorecard and Performance Objectives to determine how well we’re meeting our new “baseline.” And from there, we’ll be able to define our new future.

Like the shark, we must always maintain our forward momentum, being the best today, with an eye toward the future.

*“Change is the law of life. And those who look only to the past or present are certain to miss the future.”*

- John F. Kennedy

## Follow SSC Atlantic on Twitter, Facebook, blogs

SSC Atlantic now has another avenue to get connected and stay informed: a presence on Twitter. Follow SSC Atlantic at <http://twitter.com/SSCATlantic>.

SSC Atlantic also has a Facebook page, at <http://www.facebook.com/SPAWARSYSCEANATLANTIC>.

Both sites were launched to publicize activities of interest to the public, such as major accomplishments, participation in industry events and community outreach efforts.

Employees and industry partners with access can also follow the SSC Atlantic Daily News blog, a convenient, one-stop daily news site, at [blog.spawar.navy.mil/atlantic-news](http://blog.spawar.navy.mil/atlantic-news). Information employees previously shared via all hands e-mails can now be sent to SSC LANT Daily News (listed in the NMCI Global Address List.)

Also check out Technical Director Christopher Miller’s blog at <https://blog.spawar.navy.mil/millerc/> for news, survey results and insights from our leadership.

## Jennifer Clark recognized for 27 years of service

SSC Atlantic Commanding Officer Capt. Bruce Urbon took advantage of the capacity crowd gathered to hear from SPAWARSSCOM Commander Rear Adm. Patrick H. Brady to recognize Jennifer Clark, national competency lead for 5.4, Business Systems/Enterprise Information Systems, for her many achievements in service to the Navy and SSC Atlantic on the occasion of her retirement. Well-wishers were invited to enjoy cake and bid farewell and following seas to Clark after the ceremony.

- Sharon Anderson  
SSC Atlantic Tidewater Office



Photo by Sharon Anderson



*From left, Michael Hendricks, Robert Luffman, Arnel Castillo accepting for Paul Klementowski, Capt. Bruce Urbon, Paul Dickson, Kevin Lew and Wayne Spencer. Not pictured are Ryan Foster, David Killam and Ralph Sifre.*

## Tidewater employees receive SECDEF medals

**By Holly Quick**  
**SSC Atlantic Tidewater Office**

An awards ceremony was hosted in Tidewater on July 30 to honor SSC Atlantic employees who have served in a combat zone supporting military operations. Capt. Bruce Urbon presented the Secretary of Defense Medal for the Global War on Terrorism to nine employees in Tidewater, Paul Dickson, Ryan Foster, Michael Hendricks, David Killam, Paul Klementowski, Kevin Lew, Robert Luffman, Ralph Sifre and Wayne Spencer.

These employees supported military operations in Manama, Bahrain; Balad, Iraq; and Baghdad, Iraq. Some of their responsibilities included supporting command, control, communications, computers, and intelligence (C4I) engineering

and installation, supporting SPAWAR Internet café logistics and staging systems for shipment to sites throughout Iraq and Afghanistan, and posturing the Naval Communications Station at Bahrain to better support the war effort in the forward locations.

The Secretary of Defense Medal for the Global War on Terrorism recognizes contributions and accomplishments of the DoD civilian workforce in direct support of the armed forces, whose members are engaged in operations to combat terrorism in all forms throughout the world. The medal is authorized for civilian employees who provide direct support to military operations in locations designated a combat zone for 30 consecutive days; 60 nonconsecutive days; or were killed or medically evacuated, regardless of time.

# Smart phones

By Rich Bishop  
5.6 Acting ISR CTO

Technology advances are starting to occur at a rate that we can no longer forecast! We will most likely see more technological advances occur over the next 10 years than we have in the past 100!

These advances are challenging our government requirements and acquisition processes as they cannot keep pace with these developments. This also means that top officials will expect the delivery of weapon system capabilities to the warfighter much faster, cutting years off of the traditional development cycle.

These advances and overshadowing budget cuts will encourage senior officials to divest in programs providing poor to marginal support / impact to the warfighter. This will allow the decreasing budget to support the new technologies and capabilities and accelerate them to meet warfighter needs.

In the past, a traditional program's lifespan was seven years, creating an initial operational capability; the new normal will become three years for the majority of acquisition programs. Joint Capability Technology Demonstration (JCTDs) are only one year.

One commercial technology advancement capability that the military will race to Initial Operational Capability in the next year is the smart phone. The smart phones will impact all levels of military operations. Thus, industry and government laboratories are working to support these needs by building a whole host of military applications including biometrics, passwords, voice authentication and other methods of IA security.

Very soon these phones will become as secure as the best radios and capable of handling every level of classified data and information.

## Smart phone capabilities

Smart phone technology is increasing at a very rapid pace. The 4G capabilities now arriving will make cell phones as powerful as laptops, and over the next few years the capabilities will grow beyond our expectations.

These communication devices will become a standard issue to warfighters right out of boot camp and will be used to support operations in ways we have not even thought of yet. Today, warfighters are using their phones to communicate to one another in villages and even during combat operations. They are using the devices to record firefights. These recordings can and are used for intelligence and lessons learned. Warfighters are using their phones to take pictures of potential IEDs, and with GPS coordinates forward them to EOD Units as well as notifying all other operators in the area

of this threat. They are using their phones to take pictures of tribal chiefs and key individuals, recording key information and forwarding to their military reliefs.



These phones can also be used as language translators, receiving UAV video, pictures, data and so on. The Defense Advanced Research Projects Agency, the U.S. Army and SPAWAR (Ken McCullough) are leading these military application developments. DARPA and SSC Atlantic, at the request of Joint Improvised Explosive Device Defeat Organization (JIJEDDO) Director Lt. Gen. Mike Oates, are developing a smart phone training tool that will teach warfighters to identify IEDs and what to do once they locate one.

The government developed applications will also allow for greater collection and distribution of communication, intelligence, and reporting. The Army will issue 4,000 smart phones to warfighters heading to Afghanistan starting in January 2011.

In addition to the military applications, smart phones can be used for many activities such as "Flash Mobbing" which can be a game changer on many levels. A flash mob (or flashmob) is a large group of people who assemble suddenly in a public place, perform an unusual and/or pointless act for a brief time, and then quickly disperse. The term flash mob is generally applied only to gatherings organized via telecommunications, social media, or viral emails.

This ability to bring large amounts of people together (thousands of people meeting at a location in a short period of time) can be either a tremendous force multiplier or a serious threat. Flash mobbing can be used to collect unobtainable intelligence, conduct Military Information Support and/or Operations (MISO) (formerly known as PSYOPs), get groups to protest, provide warnings and safety notifications, and can influence large numbers of people in a short period of time to conduct good or bad.

In addition, our enemies and civilian populations will have greater capability to collect and record every mistake our warfighters make and populate on the Internet and Youtube, which may make winning the hearts and minds much harder.

Over the next few years the smart phone will become a standard issue to all military personnel. New military applications will become a regular event and these phones one day will replace radios and laptop computers.

For more information on this topic, call (813) 826-4367, or send an e-mail to [bishopr@socom.mil](mailto:bishopr@socom.mil).

# Future

# Expectations

**By Rich Bishop**  
**5.6 Acting ISR CTO**

All of us wish we had a crystal ball so we can plan and prepare for the good times as well as the bad. In actuality, it really is not as hard as one may think, after all we know tax time is every April 15th, the new fiscal year starts every October 1st and every four years we conduct a Quadrennial Defense Review (QDR).

The QDR serves as a senior level forum to rebalance the capabilities of the U.S. armed forces and reform and is a legislatively-mandated review of Department of Defense strategy and priorities. The QDR sets a long-term course for DoD as it assesses the threats and challenges that the nation faces and rebalances DoD's strategies, capabilities, and forces to address today's conflicts and tomorrow's threats.

The 2010 QDR Report was strategy-driven and requires a whole-of-government approach that integrates all elements of national power. So with this QDR document and the service level strategy documents, the future is easier to predict than most would believe.

What I can tell you about the future is the following; the federal government is now faced with a significant debt from the wars, bailouts, the health care system and reportedly less than 50 percent of the population pay taxes. The bottom line is the federal spending has to stop and we must find better efficiencies and return on investment (ROI) for our military systems. As a result of this deficit the Defense Department has gone to an annual Program Objective Memorandum (POM) process to define the annual budget.

In FY11, the DoD is faced with having to cut the Defense budget in the billions of dollars. The services will have to look very hard at which programs to keep and which ones to divest. We should prepare for these cuts and plan for more funding cuts over the next five years! Now this doesn't mean the sky is falling, because the Defense Department and the armed services have done this before and survived and we

will survive again. So you may ask yourself, "What can we do to prepare"?

The following is a list of recommendations that will help each project manager (PM) through any rough times:

- Every program or PM should know how their program or project supports the warfighter to perform a mission task or function. Likewise, each member of the program or project team should also know these and how they contribute.

- Every PM should know what the top 10 problems are as well as the most expensive items of a program.

- The chief technology officers in the specific areas should generate and maintain a master list of these issues and costly items. They should also seek technological solutions to reduce these shortfalls and gaps. One basic rule should be that the technology must provide a significant increase in capabilities with an overall reduction in program costs.

- All of us should be seeking better ways to reduce program and overhead costs, this is everyone's responsibility!

- Determining and achieving program goals in three years or less instead of five-to-seven years should become the standard.

- Each program / project should establish annual objectives to achieve goals.

- Flexible execution of annual objectives and quarterly program reviews should be considered to measure performance and maximizing the Return on Investment (ROI). This also provides the leadership the necessary information to provide assistance where needed.

- With the above information, each program will also be postured to capture any end-of-year sweep-up funding.

Armed with the information above, each program will be better postured to support the warfighter, compete for unfunded requirements and increase the chances of success.

For more information call (813) 826-4367 or send an e-mail to [bishopr@socom.mil](mailto:bishopr@socom.mil).



# E-Leave *offers less processing time, more convenience*

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

SSC Atlantic's Navy Standard Integrated Personnel System (NSIPS) team is helping the Navy achieve an automated leave capability for service members that will provide significant savings in man-hours and processing time. Going digital will also make the process of requesting leave and checking in and out much more convenient for Sailors.

So far, it's been smooth sailing as Sailors at shore commands started the phased transition from their traditional paper leave chits to the web-based, self-service electronic leave system known as E-Leave on Aug. 1, said SSC Atlantic employee Art Tate, NSIPS Implementation Manager and fleet liaison. "The system is very easy to use, and we are receiving very positive feedback," Tate said.

Per Chief of Naval Personnel/Deputy Chief of Naval Operations (Total Force) direction, shore commands must coordinate with their servicing Personnel Support Detachment/Customer Service Detachment (PSD/CSD) to fully implement and utilize E-Leave for their military personnel no later than Nov. 1, 2010. The new paperless system appears to be a welcome requirement. Within the first four weeks following rollout, some 9,000 leave chits were created using E-Leave, according to Milene Wagner, the SSC Atlantic NSIPS E-Leave project manager.

Sailors at sea will have to wait a little longer to use the

new system since they will be using their ships' NSIPS servers instead of the Internet to access E-Leave. The phased afloat implementation began in October. The process could take up to 24 months to accomplish fleet-wide since ship servers must be updated with NSIPS software containing the E-Leave functionality once the Navy's ship modernization and maintenance requirements have been met. The timeline may be cut in half, however, since the Navy Personnel Command is seeking to expedite the approval process to upgrade the software on ship servers. "We're hoping to finish in 12 months. The goal is to complete the implementation on ships as quickly as possible so that all Sailors can leverage this new time-saving tool," Tate said.

E-Leave resides in Sailors' Electronic Service Record (ESR) self-service accounts, which they establish and access through NSIPS, the Navy's web-enabled, single field-entry electronic pay and personnel system and data repository for all active duty and reserve Sailors. The ESR was established within NSIPS in 2006 as the online version of a service member's personnel record, part of the Navy's push for paperless records.

Providing technical services to manage and maintain the many NSIPS modules, including ESR, and meeting the Navy's requirement to achieve E-Leave capability is part of the full range of engineering and maintenance services SSC Atlantic provides from its New Orleans Office as technical

*ITCS(SW/AW) Joseph Wilson, assigned to SSC Atlantic's Code 82T00 in Norfolk, accesses the E-Leave system through his Electronic Service Record (ESR) self-service account in NSIPS. Wilson was among the first wave of Sailors who used the new web-based system in August to request leave.*

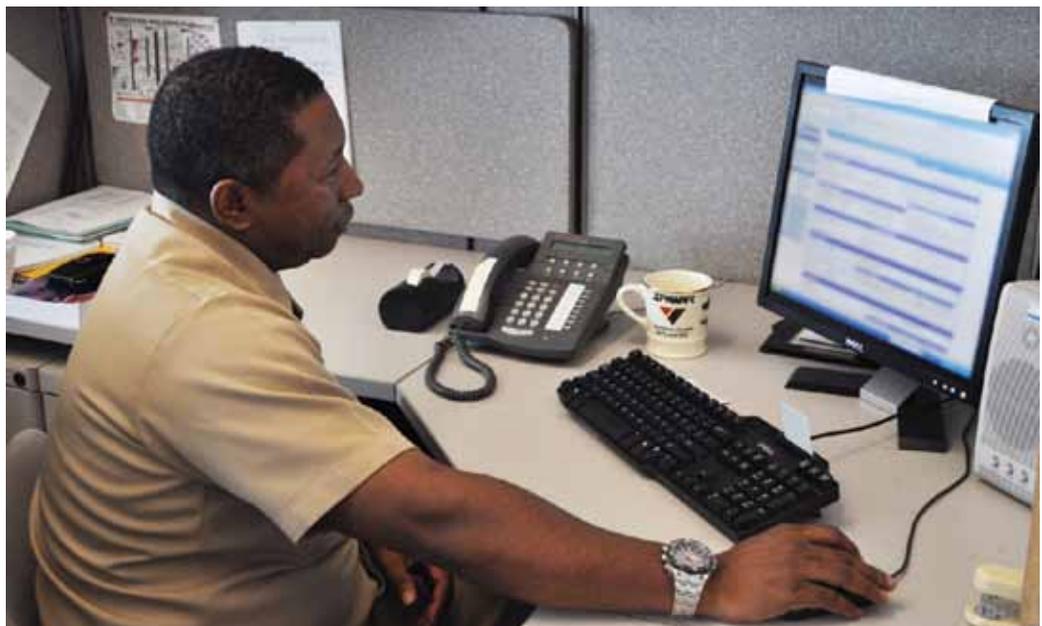


Photo by Holly Quick



Photo by Deborah Gonzales

*SSC Atlantic's NSIPS E-Leave team, seated, from left, Art Tate, Milene Wagner and Ken Crook; standing, from left, Harry "Wes" Armstrong, Jeff Bartels, Roberta Hazelbaker, Shantelle McGinnis, Gillian Benjamin, Terri Gallaty, Rick Serviss and Emerson Romero pose in New Orleans.*

agent to the Navy Program Executive Office for Enterprise Information Systems (PEO EIS) and its Program Manager Warfare (PMW) 240 Sea Warrior Program. Sea Warrior is comprised of NSIPS and numerous other programs that deliver cost-effective capabilities for Navy career service and fleet readiness. Services provided by SSC Atlantic include software development and sustainment, project management, systems engineering, software changes, risk management and installation support.

E-Leave will alleviate many of the drawbacks associated with the paper leave chit system. Among the key benefits are the time savings, improved efficiency, and improved accuracy and timeliness of the service member's leave charge, accounting and balance. Processing of leave requests accounts for 21.6 percent of all pay transactions submitted by Navy commands each year, according to NAVADMIN 103/10 announcing the implementation of E-Leave. Now, paper leave chits no longer have to be hand carried from desk to desk within the chain of command for approval, a process that was labor intensive, prone to delays due to misrouting of paper copies, and potentially exposed personal information to view by others.

A leave request that took several days to route for approval under the old paper system can be approved in a short time span, sometimes in a matter of minutes. "The leave request no longer sits idle in someone's in box on a desk before being sent to other reviewers and approvers, and so action can now be taken immediately depending on the availability of personnel involved in the process," Tate said. Another plus is that personnel managers no longer have to manually calculate leave days charged since E-Leave performs the calculations automatically.

With E-Leave, leave shown on the books in the accounting system that pays Sailors will be current since the leave is charged as soon as the Sailor checks back in from leave. Previously, after a leave request was manually routed and approved through the Sailor's chain of command, the supporting documents had to be submitted to the local PSD or

disbursing office, where personnel clerks entered the data into NSIPS for processing and pay and entitlement crediting by the Defense Finance and Accounting Service (DFAS), the agency responsible for paying America's service members, and its Defense Joint Military Pay System (DJMS) component. The entire process could take several weeks, meaning leave balances on the books were not always current, especially if a correction had to be made, such as the Sailor not taking all the days requested. Because NSIPS interfaces with DFAS, a Leave and Earnings statement is no longer required to verify leave balances with the new E-Leave system. Since E-Leave uses the underlying NSIPS pay and personnel data, and since the leave process workflow is now fully automated, including automated pay transactions directly to DJMS to account for leave, Sailors can be assured their pay and entitlements are quickly and properly credited in DJMS without having to submit documents to a supporting disbursing office or PSD.

To enable E-Leave, each command must first assign one or more Command Leave Administrators (CLAs) via an official letter of designation. Prospective CLAs apply for systems access and complete and forward a System Authorization Access Request (SAAR) to the local NSIPS Access Manager (NAM) at their servicing PSD/CSD. After the PSD/CSD NAM completes administrative tasks, the CLAs can complete one-time setup requirements in NSIPS, including establishment of the automated leave control log. The CLA must also establish the command hierarchy of reviewers and approvers for the leave requests, a task that could be lengthy depending on the number of hierarchies that must be created since the review chain for every Sailor, or at least the Sailor's department and division, may be different. The entire setup process could take as little as a few hours or up to 30 days, depending on the size and complexity of the command structure and the number of individuals involved in the review and approval process, Wagner said.

Once the setup tasks are accomplished, Sailors can access

*Continued on next page*

**SSC Atlantic NSIPS E-Leave project manager Milene Wagner supports BUPERS staff in training personnel on the new E-Leave system at Training Support Center (TSC) Great Lakes in Great Lakes, Ill., Sept. 21. Pictured, from left, are John Courtney, Navy E-Leave Program Manager, BUPERS Pay, Personnel & Benefits Branch; and TSC Headquarters staff members Gerald Brewer, Christine Cashman and Sharetta McGhee (seated at computer). Wagner is seated at far right next to McGhee.**



Photo by James F. Antonucci, Deputy Public Affairs Officer, TSC Naval Station Great Lakes

*Continued from previous page*

E-Leave through their ESR self-service account in NSIPS to request, track and manage leave, including checking the status of their request. Sailors can also use E-Leave to request a leave extension, electronically check out and back in from leave, resubmit with corrected information up to the start date of leave, or cancel leave.

Leave requests are simultaneously routed automatically to all reviewers and approvers in the chain of command, who each receive email notifications that they have a request to process in their queue so they can take the appropriate action. The system will automatically assign a Leave Control Number (LCN) to approved leave requests and process requests automatically 24 hours after the leave is to start. "The leave is charged as soon as the member checks back in from leave. They no longer have to wait for a piece of paper to get processed," Tate said. Sailors, reviewers and approvers will all use the E-Leave application in NSIPS to execute their roles.

The system has many features to make the leave request process as convenient as possible for Sailors, Tate said. For example, the online form pre-fills basic information from the NSIPS database in some of the fields, making it even easier and faster to complete requests. Also, if a Sailor does not take all the leave requested, he or she can go into the system, check in early, and the system will make the adjustment automatically without CLA intervention. The Sailor also has the convenience of accessing the E-Leave system from a home computer as long as the computer has Internet access and a Common Access Card (CAC) reader with the proper certificates.

CLAs will be responsible for managing all E-Leave activities for their Commands, and most of their tasks have been automated as well, including maintaining and updating the list of reviewers and approvers, correcting erroneously charged leave and generating reports. They can also submit an E-Leave request in the Sailor's absence.

Both Sailors and leave administrators will benefit from the new system's transparency in tracking the status of leave

requests and accounting for Sailors on leave at any given time using the reports capability. "E-Leave gives Sailors and Commands total visibility throughout the process," Tate said. "The key is the ESR self-service account. Every Sailor must have an account to use this capability." All active duty and reserve personnel are required to establish and maintain an ESR self-service account per Chief of Naval Personnel requirement. But now, unless that account is established, they will not be able to take leave. By eliminating the lengthy paper trail associated with the traditional paper leave chits, the web-based, self-service E-Leave system helps the Navy continue its phase-out of paper records.

From the outset, SSC Atlantic's NSIPS program office has been actively engaged in helping the Navy develop and implement automated leave capability, including participation in the stakeholder working group to define the requirements. After the requirements were defined and agreed upon, the NSIPS E-Leave technical team began modifying the NSIPS ESR PeopleSoft code to design screens and Web pages for the data input and processing, and performed the required modifications to the NSIPS database. The team also designed and developed reports to aid those tracking leave.

"This was a total collaborative effort throughout to design, test and implement this functionality in the ESR module of NSIPS," Tate said. "The overriding goal was not simply to automate the old paper routine but to design functionality that would take advantage of electronic capabilities not available with paper."

After performing the engineering work to enable E-Leave functionality within the ESR, SSC Atlantic's NSIPS team supported extensive production beta testing prior to the August deployment. Results were well above the 80 percent threshold identified in the test and evaluation master plan, Wagner said. Approximately 1,700 Sailors in Millington, Tenn., participated in the beta testing, which was conducted from March 1 through April 13. "No major issues were uncovered," Wagner said. "Based on the positive results,

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Photo by Mass Communication Specialist 1st Class Todd A. Schaffer

*Los Angeles-class attack submarine USS Newport News (SSN 750) approaches Pier 3 at Naval Station Norfolk on the Elizabeth River as she returns from a scheduled six-month deployment.*

## Tidewater employees tour **USS Newport News**

By Holly Quick

SSC Atlantic Tidewater Office

As part of the newly implemented SSC Atlantic Fleet Exposure Program, Tidewater employees were given an opportunity to tour **USS Newport News** (SSN 750) Aug. 18 at Naval Station Norfolk.

The program offers employees an opportunity to tour various Navy ships, submarines, air squadrons and aircraft carriers. These tours are organized through Commander, Naval Surface Force Atlantic (COMNAVSURFLANT), Commander Submarine Force, U.S. Atlantic Fleet (COMSUBLANT), and Commander, Naval Air Force Atlantic (COMNAVAIRLANT) on a quarterly basis.

Eight employees from the Tidewater area jumped at the opportunity to step aboard a Navy submarine. At 360 feet long and 33 feet wide, **USS Newport News** quickly illustrated to the employees just how tight the quarters actually are. "To imagine some odd 120 operatives moving around this sub for a month without surfacing leaves me in utter fascination at their dedication and offerings," said Robert Knuuti, a recently hired New Professional.

After clearing all security requirements, the group was welcomed by the Duty Chief Petty Officer who guided the tour. As they entered the submarine through the weapons shipping hatch, they found themselves standing right outside the Commanding Officer (CO) and Executive Officer (XO) staterooms and a few steps away from the Control Room. "Control is where most of the magic happens in a submarine," said Nelson Delgado, a former submariner.

While viewing the Control Room, they were able to see fire control, sonar, the quartermaster station where the submarine location is determined, the diving and steering



*From left, Doug Moore, Adrian Upchurch, Jennifer Richardson, Valentina Neblitt-Jones, Nelson Delgado, Brandon Simpkins, Robert Knuuti and John Ely take a break from the submarine tour.*

controls which are operated by the planesman, and finally where the Chief of the Watch (COW) sits. The COW controls the submarine's ballast to maintain proper buoyancy.

The group then went down a deck to the Crew's Mess to see where the submariners eat and where off-duty Sailors can unwind by watching movies and playing games. Down yet another level they were able to see the torpedo room where all of the weapons are housed and prepared to fire, and the auxiliary machinery rooms where the life support systems, emergency diesel generator and the Electrolytic Oxygen Generator (EOG) reside.

The group was intrigued by what they learned aboard **USS Newport News**. "I learned that life below the surface requires adaptation. The challenges of working and living below the surface require unique methods, controls, devices, systems and cooperation," said Doug Moore, a former surface Navy Sailor.



Photos by Joe Bullinger

*Then-commander of SPAWARSSYSCOM Rear Adm. Michael Bachmann delivers the keynote address.*

# ITEA

## Conference offers networking opportunities

Rear Adm. Michael Bachmann made his last visit to Charleston as commander of SPAWARSSYSCOM July 21 to deliver the keynote address at the Annual International Test and Evaluation Association (ITEA) Technology Review.

Bachmann was relieved by Rear Adm. Patrick Brady during an Aug. 6 ceremony in San Diego, Calif. Bachmann, who has served as SPAWARSSYSCOM commander since February of 2006, told the conference attendees about SPAWAR's emerging technologies and robust testing activities across all domains that ensure capabilities are delivered to the warfighter as quickly as possible.

Also participating in the conference were David Smoak, who served as technical conference co-chair; Steve Lariviere, Local Lead for Information Assurance and Cyber Defense

and Cyber Security Systems Engineering, who moderated a panel discussion on cyber security and data fusion; Vince Van Houten, senior engineer in SSC Atlantic's IA Engineering and Cyber Defense Division, who chaired an individual track session on cyber security; and SSC Atlantic's Kristin Moore, who participated in a track session on unmanned aircraft systems, discussing interface evaluation for novel robotic manipulators.

In addition to the keynote speakers' presentations, the annual ITEA Technology Review offered various tutorial sessions and presentations on rapidly expanding topics such as cyber security, human systems technology, data fusion, unmanned systems and instrumentation.



*Above left, David Smoak, local competency lead for SSC Atlantic's Systems Test, Evaluation and Certification competency, welcomes attendees. Above middle, Rear Adm. Michael Bachmann speaks. Above right, Dr. Kristen Moore, of Code 592, presented info on interface evaluation for robotic manipulators that are part of the Unmanned Systems track.*



*Above, SSC Atlantic Commanding Officer Captain Bruce Urbon, Bob Meddick and Kevin Holcomb, listen to an address by SSC Atlantic's Dave Monahan, at right and below.*



## SSC Atlantic reaches out to small business at conference

SSC Atlantic had a major role in the Charleston Defense Contractors Association (CDCA)-sponsored Small Business and Industry Outreach Initiative (SBIOI) quarterly symposium, held this summer at Trident Technical College.

SSC Atlantic's Dave Monahan, of Code 01B, briefed attendees on the center's move to a Competency Aligned Organization (CAO) using integrated product teams (IPTs), and how it will affect industry partners. SSC Atlantic's Kevin Holcomb of Code 551, at right, was a guest speaker, as was Bob Meddick, Deputy for Small Business Contracts.



Photos by Joe Bullinger



Photo by Joe Bullinger

## Dowd briefs SSC Atlantic contracting team

*Tim Dowd, SES, SPAWAR Systems Command Director for Contracts, speaks to members of SSC Atlantic's contracting team during a visit in July. Also in the visiting party was Capt. Allen Booker, Deputy Director for Contracts at headquarters.*

## SSC Pacific S&T representatives visit SSC Atlantic

*From left, SSC Pacific liaison to SSC Atlantic A.T. Monroe; Dr. Al Emondi of 7.0; Dr. Stephen Jarrett of 7.2; Dr. Steve Russell, S&T lead for SSC Pacific; John Barron, SPAWARSSYSCOM acting chief technology officer; Bob Miller of 7.2 and Dr. Suzanne Huerth, 5.62 Innovation Program Manager pose during a visit by Russell and Barron to SSC Atlantic Aug 19. Hosted by Emondi, Russell and Barron met with the team to review the establishment of the 7.0 competency and to discuss future actions and requirements. The visit also included extensive*



Photo by Joe Bullinger

*discussions to align SSC Pacific and SSC Atlantic training requirements, project processes and strategies. The visitors also toured the Integrated Product Center and Complex D facility. The primary goals of the visit were familiarization with the capabilities and personnel of SSC Atlantic and the integration of Team SPAWAR Science & Technology operations.*

# University of South Carolina officials visit



Photo by Joe Bullinger

*SSC Atlantic Technical Director Christopher Miller briefs the president of the University of South Carolina, Dr. Harris Pastides, seated right of the flag, in the executive conference room at SSC Atlantic. Also in the visiting party were Dr. Steve Kresovich, vice president research and graduate education; Dr. Michael Amiridis, vice president for academic affairs and provost; and Lauren Edwards, administrative assistant to the president. The group visited Aug. 20 to discuss possible collaborations and partnerships between the university and the SSC Atlantic team.*



Photo by Joe Bullinger

## U.S. Rep Spratt visits

*The Honorable John Spratt, U.S. Representative from South Carolina's 5th Congressional District, receives a brief from Pete Ward, lead project engineer for SSC Atlantic's MRAP/M-ATV C4I integration effort. While at SSC Atlantic, the Congressman was hosted by SSC Atlantic Commanding Officer Capt. Bruce Urbon and Technical Director Christopher Miller. He also received a command brief in Bldg. 3147.*

## Christina Mikolajcik Robertson tours building named for her father

*SSC Atlantic Commanding Officer Capt. Bruce Urbon and Christina Robertson, daughter of the late Brig. Gen. Tom Mikolajcik, pose before a plaque memorializing the general. Robertson recently took a tour of the building named in her father's honor. Mikolajcik, who lost his battle with*



*amyotrophic lateral sclerosis (ALS) April 17, was a strong advocate for SSC Atlantic and for the community. SSC Atlantic's Bldg. 3146, known as the Mikolajcik Engineering Laboratory Center, was dedicated to the general in March of 2007. During a tour of the center, Robertson saw how SSC Atlantic scientists and engineers focus on meeting the needs of the warfighter and the demands of the national response mission.*

# SSC Atlantic's newest employee



Photo by Joe Bullinger  
**Daily News Dan**

Welcome aboard to SSC Atlantic's newest employee, Daily News Dan.\* Dan came on board in August as a newsgatherer and special consultant to SSC Atlantic's Daily News blog.

"I'm very honored to be a part of this organization," Dan said recently. "The work we are doing in support of the warfighter and providing information dominance is very rewarding," he added.

Dan's primary mission at SSC Atlantic is to encourage readership of the Daily News Blog. The blog was instituted in May to eliminate most all-hands e-mails and to provide a one-stop daily news site for SSC Atlantic employees around the globe. The blog has consistently had more hits than any other SPAWARSSYSCOM blog.

Images of Daily News Dan are often hidden in the body of Daily News posts, and readers who find Dan and tell how he looks different in each image are eligible to win a reserved parking spot for a week. Check out the blog at <https://blog.spawar.navy.mil/atlanticnews/>, and keep your eyes peeled for Daily News Dan!

\*Dan was created by Lauren Crean, a University of North Carolina student who worked at SSC Atlantic this summer.



Photo by Diane Owens

**Daily News Dan, left, takes a break from the new employee indoctrination to pose with Lauren Crean.**

## E-Leave

*Continued from page 46*

beta testing was extended to 2,500 additional Sailors at sites in Louisiana and Mississippi in May, and analysis of metrics data showed a 99.7 percent pass rate." A total of 5,000 actual leave chits were processed through E-leave during beta testing.

System rejections were primarily due to user intervention, with only a small number associated with application issues, Wagner said, adding that all issues were fixed before beta testing ended.

SSC Atlantic will continue E-Leave deployment and

maintenance activities, including supporting Bureau of Naval Personnel (BUPERS) staff with site training primarily for CLAs. In fact, SSC Atlantic NSIPS E-Leave team members have already traveled to Naples, Italy, Japan, Hawaii, San Diego, and Pensacola in support of training efforts. In addition, SSC Atlantic will install the updated NSIPS software on ships and provide Help Desk services for Sailors and commands who have questions about the new leave system. The NSIPS team also maintains all of the training aids for E-Leave on the NSIPS page on Navy Knowledge Online (NKO). The extensive aids and guides are available 24x7 to assist anyone involved with the leave process, including users, reviewers, approvers and CLAs.

## Deadline for *The Chronicle* Winter issue is Nov. 29

What's happening in your world that our readers need to know about? We need to know by Nov. 29.

We are already collecting content to fill the pages of the Winter 2010/11 issue of *The Chronicle*. If you have a story that you'd like to see there, the deadline to submit it is Nov. 29. Send it to [susan.piedfort@navy.mil](mailto: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!

Have you moved recently or been relocated? Do you want more copies of *The Chronicle*, or do you want to be removed from the distribution list? Contact the editor to make the appropriate changes to our distribution.

This issue we had a new record number of 33 outstanding submissions for the SSC Atlantic *Chronicle* photo contest.

Thank you to all who submitted!

*And the winner is...*



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](mailto:susan.piedfort@navy.mil) or [joseph.bullinger@navy.mil](mailto:joseph.bullinger@navy.mil).

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The Chronicle has been telling our good stories for almost 20 years, and now we are taking the next big step ... into the digital age. See you online at

<http://www.public.navy.mil/spawar/Atlantic/Press/Pages>

And don't forget to continue to submit your articles or story ideas to The Chronicle by e-mail to

[susan.piedfort@navy.mil](mailto:susan.piedfort@navy.mil) or

call (843) 218-4973

or DSN 588-4973.



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decision making