

July 2009

S.E.A.L.I.F.T

THE U.S. NAVY'S MILITARY SEALIFT COMMAND

CIVILIANS and sailors



FROM THE ADMIRAL'S DESK



DEPARTMENT OF THE NAVY
COMMANDER MILITARY SEALIFT COMMAND
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01 Jul 09

Shipmates,

Last August I sent you a letter asking you to participate in the Defense Equal Opportunity Management Institute (DEOMI) Climate Survey (DEOCS). Why a survey? Because with thousands of you around the world, it's hard for me to gather you all up for a "town hall" meeting. And with a big organization like ours, it's good to "take a fix" from time to time to ensure the proper course is being steered.

About 1,600 of you answered the survey back in November and December, and we just got the tabulated results a few weeks ago. Your results were frank and forthright, and, as promised, are 100% anonymous. The complete results total nearly 2,100 pages of material.

We've assembled a working group to review and analyze the results, to put them out to you (and the unions), and to take action based on what we've learned. The bottom line? There are some areas we need to work on, but our results pretty closely mirrored those of other defense and Navy organizations, according to DEOMI.

This edition of Sealift is dedicated to giving you the results of the survey. My column will address specific issues you've raised (and I've read every one of your individual comments). I'll continue to address them in subsequent Sealift columns, and later this summer there will be ship-by-ship debriefs with even more data.

Thanks for participating in the survey. Please read the information enclosed. And, going forward, help us as we work together to address our shortcomings and make Military Sealift Command the best possible workplace that it can be.

R. D. REILLY, JR.



INSIDE — Defense Equal Opportunity Management Institute survey results

MSC organizational climate survey results in

By Rosemary Heiss
MSC Public Affairs

Throughout October and November 2008, nearly 1,600 Military Sealift Command personnel participated in a comprehensive organizational climate survey that measured how participants feel about the command. Another 500 individuals provided open-ended comments on issues of importance to them. The survey sought input from the largest single segment of MSC's workforce, the more than 5,200 civil service mariners who serve at sea and ashore around the world, as well as the 240 military department members who serve aboard MSC's more than 40 civil service mariner-crewed ships.

The survey was conducted by an impartial, outside organization – Defense Equal Opportunity Management Institute, which conducts about 3,500 of these surveys annually for commands across the Department of Defense and the U.S. Coast Guard.

MSC received the survey results from DEOMI in May. Staffs from MSC headquarters and Military Sealift Fleet Support Command pored over the more

than 2,100 pages of data for weeks, and MSC assembled a working group to review the information and determine the command's next steps.

MSC deputy commander Rear Adm. Robert O. Wray Jr. chaired the working group. Capt. Charles Becker, a 31-year MSC veteran and special assistant to MSFSC Director Jack Taylor; Chief Mate Susan Orsini, soon to be assigned to fleet replenishment oiler USNS John Lenthall; command chaplain, Navy Capt. Paul Burmeister; Command Master Chief Kenneth Green; Zophie Burnett, MSC deputy equal employment opportunity officer; Beatrice Wilson, acting deputy director of MSFSC equal employment opportunity; and representatives from MSFSC and senior representatives of MSC headquarters' personnel office were also in the group.

"This survey is an important first step in identifying organizational readiness issues," said Navy Lt. Cmdr. Loring Crepeau, a DEOMI external consultant, who led MSC's working group through the review. "As you move forward using additional assessment tools including focus groups and interviews, you will position the command to appropriately identify and respond to

issues that MSC's workforce deems to be most important and concerning."

Almost 1,600 people completed the basic survey – 1,282 people assigned to ships and 309 from the civil service mariner pools in San Diego and Norfolk. The survey contained 66 questions, including 13 on demographics and 53 on workplace experiences.

Additionally, the respondents answered 19 questions specific to MSC and five questions about their feelings on major MSC policies such as the buddy system, overtime and discipline.

For two days, the working group reviewed results. They paid special attention to the narrative comments.

"The 186 pages of anonymous comments we received from the survey respondents provide important, candid feedback and offer good insight into our workforce," said Wray. "The remarks helped us identify some issues that the CIVMARs were most interested in right now. We'll be using the data to help us focus our follow-on efforts appropriately."

Most survey participants said they were highly satisfied with their jobs at MSC. They indicated they like things such as the travel opportunities, the compensation and

the camaraderie aboard ships.

However, the comments and the responses also helped the working group identify five areas that need attention – trust in the organization, sexual harassment, prejudiced behavior, communication to the deckplates and equal opportunity.

In addition to helping discover issues, the survey also revealed some possible concerns that are harder but no less important to identify.

For example, the afloat survey participants answered more favorably to questions than did people in the pool.

"We'll be exploring to determine what, if anything, is behind the difference," said Wray. "We want to be sure we understand the motivations and attitudes of each segment of our workforce."

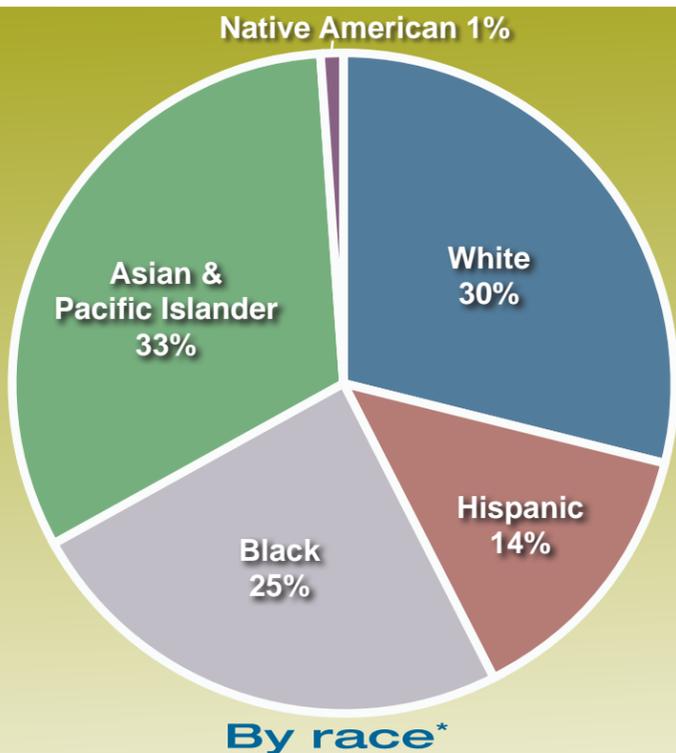
The following two pages of Sealift contain the big-picture survey results and actions the command will take as a result of the findings. In the next few weeks, ship masters and other MSC leaders will receive more detailed findings.

"We want the survey participants to see how their thoughts and feelings compare to those of their ship mates and to let them know what we're going to do as a result of their input," said Wray.

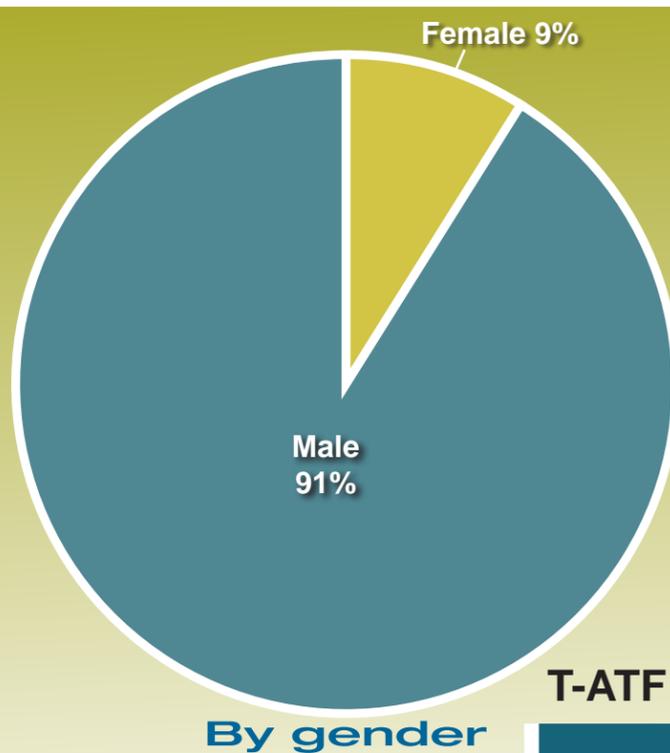
Survey participation

Total surveyed population
Total survey respondents

CIVMARs: 5,275 | Military: 240
CIVMARs: 1,390 | Military: 201



*Note: 2% of respondents indicated they belonged to two or more races resulting in a 103% total.



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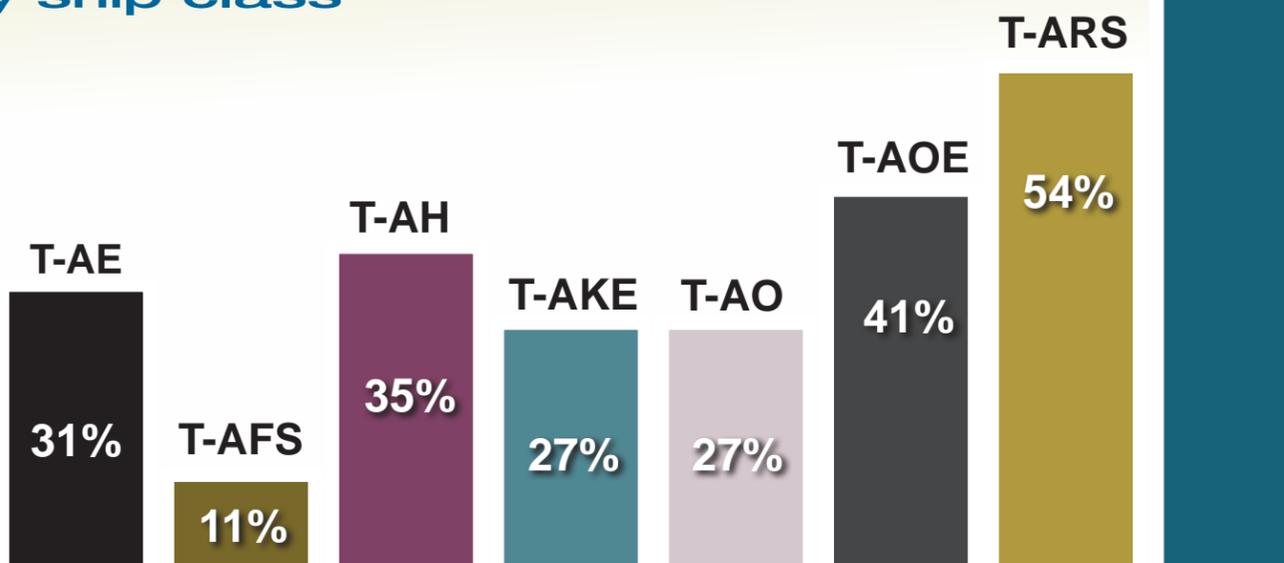
Military Sealift Command reports to the Commander, U.S. Transportation Command for defense transportation matters, to the Commander, U.S. Fleet Forces Command for Navy-unique matters and to the Assistant Secretary of the Navy for Research, Development and Acquisition for procurement policy and oversight matters.



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By ship class

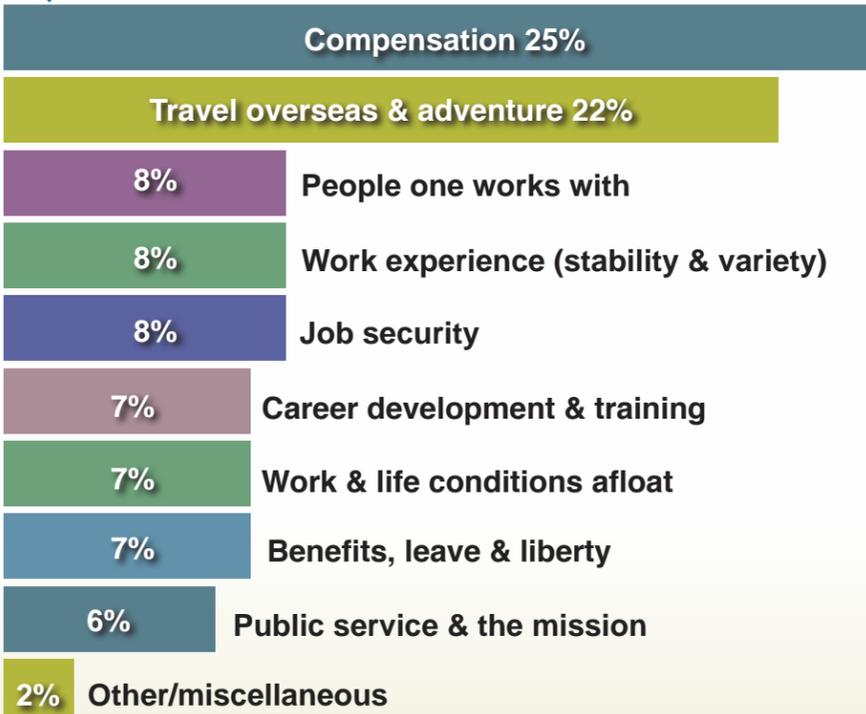


MSC-specific questions

Question 1: What would you recommend to make the buddy system more user friendly?

Of the 549 responses to this question, 68 percent reflected negative attitudes toward the buddy system, 14 percent reflected neutral attitudes and 18 percent were positive. This subject is addressed further on Page 5.

Question 2: What do you like most about working for MSC?

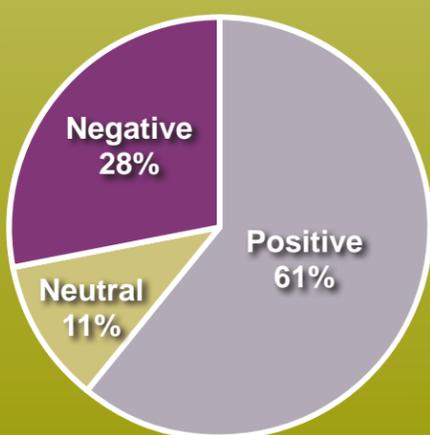


Question 3: What do you like least about working for MSC?*

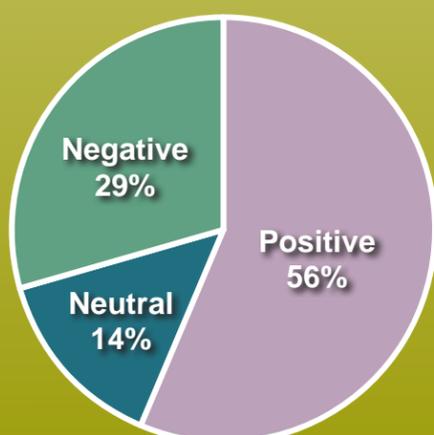


*NOTE: Numbers do not add to 100% due to rounding.

Question 4: Do you believe overtime is assigned fairly?

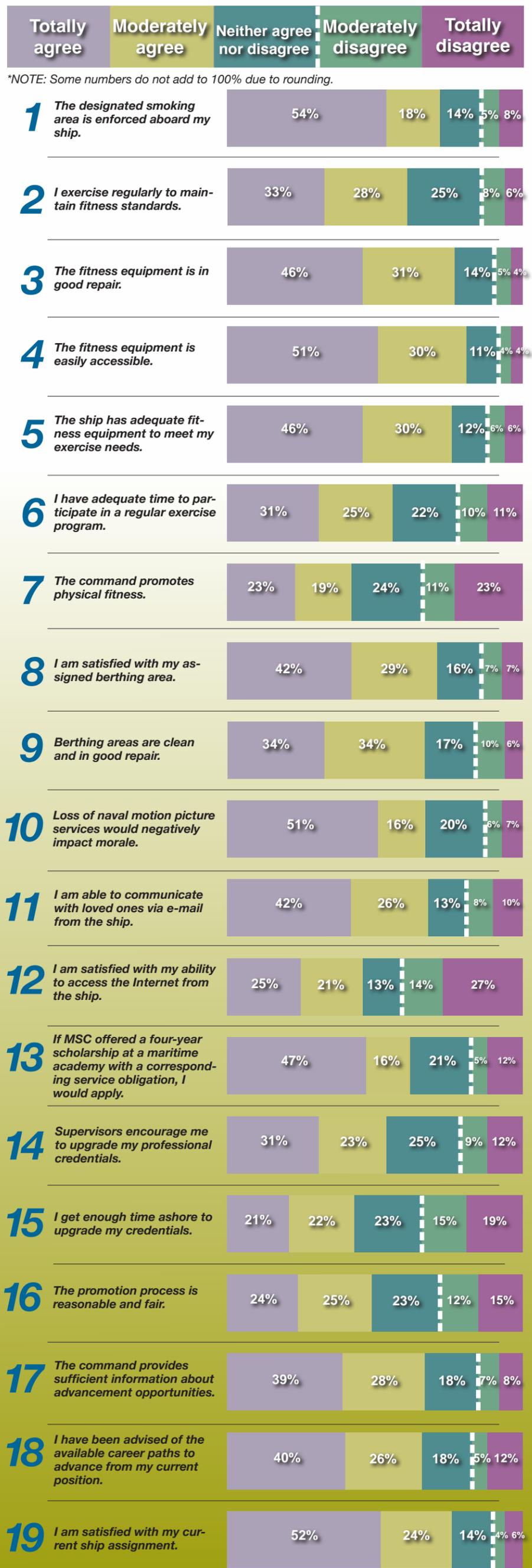


Question 5: Do you believe discipline is assigned fairly?*



*NOTE: Numbers do not add to 100% due to rounding.

Locally developed questions



*NOTE: Some numbers do not add to 100% due to rounding.

What you always wanted to know about MSC

(and weren't afraid to ask when we sent out the afloat command climate survey)

When we sent out the afloat command climate survey to all of our Naval Fleet Auxiliary Force ships, we weren't exactly sure what kind of response we'd get, and fewer people than we would have liked actually answered the survey and sent it in. But the folks who did had some interesting comments and questions about the command and how we're doing.

I want to answer some of those concerns. You took the time to write them. You deserve the courtesy of a response. To be clear, the comments were anonymous. Your privacy is important.

In this issue of Sealift, I'll address your comments about operational issues, personnel issues, the buddy system, shipboard information technology issues and food. Next time, I'll explore your comments on pay and overtime; recruiting, promotions, rotations and leave; and senior leadership, ending with some pretty "notable quotables," as I refer to them. You'll see what I mean next month.

OPERATIONS

Comments from the survey ranged from ship design to planning inefficiencies and from MSC transformation to safety.

T-AKE design and construction

One comment got my attention right away since it dealt with our newest ship, the Lewis and Clark-class dry cargo/ammunition ship, or T-AKE. One survey respondent commented that there is a perception out in the fleet that the T-AKEs are not properly built: They may not handle well in heavy winds, they only have a single screw, and they won't go more than 20 knots.

I checked with our engineers on this to make sure what I tell you is good info. The shipyard at National Steel and Shipbuilding Company in San Diego is staffed by highly trained and expert people who built the ships to meet the specifications Navy laid down for the mission the ship would perform. The design and construction comply with safety of life at sea and maritime pollution requirements. The design also meets the International Maritime Organization standards for deep water vessels.

Our ship designs all meet U.S. Coast Guard standards and requirements and are inspected and certified by the Coast Guard, as well as being classed and certified by the American Bureau of Shipping, which periodically checks to make sure we're doing the right maintenance and keeping the ships in good shape. The T-AKEs passed with flying colors.

The ships were designed and built to meet mission requirements. A single screw, combined with a bow thruster, turned out to be the most efficient and effective propulsion system. It also provided the best fuel efficiency and least impact on the maritime environment.

The bottom line is that we got a good ship that our ships' masters say handles well and meets the needs of the mission. We continue to evaluate performance and handling as each ship is built and make retrofits and design changes as issues come up.

Inefficiencies in planning

Several comments from the survey indicated that our mariners are as frustrated as we are with what sometimes appears to be a lack of planning. Why would we send a ship 3,000 nautical miles to deliver

80,000 gallons of diesel fuel marine to a Navy frigate that didn't need the fuel, only the refueling training? We're working as close as we can with fleet schedulers to try to avoid situations just like this. As we educate our customers about the costs to them of doing this sort of thing, we hope to reduce the extreme examples this responder wrote about. But our operating model and MSC's mission are to service the fleet anywhere they need us to go. Sometimes that means sub-optimizing MSC's schedule to optimize the fleet's operational readiness. When the fleets call, we deliver. That's our mission. It's what we do.

Closely related were comments about finishing up a deployment a day early, but having to wait to come into port until the scheduled day. I agree, that can be frustrating, especially if you've been out on a long deployment. But the decision to stay at sea isn't arbitrarily made by the captain. He or she is responding to the availability of tug service, berthing and other considerations. In many cases, it's more efficient to remain at sea than to berth temporarily and have to shift berths, with all the attendant chaos, a day later.

MSCPAC to SEALOGPAC transformation

According to one survey respondent, the transformation of MSC Pacific into Sealift Logistics Command Pacific was "one of the dumbest decisions" this person had ever seen MSC make. I suspect the perception is driven by the significant reduction in MSC personnel in San Diego. When we transformed, we centralized operations watch standing at the Global Command Information Center here in Washington, D.C., and we tapped into other organizations and resources that we were duplicating in San Diego. At the same time, the role of the joint operational logistics commander on the numbered fleet staffs was and is growing as part of the new U.S. Navy Maritime Operations Center initiative. This all contributed to the changes we've made in San Diego. It wasn't easy, but years of thought and planning went into the decision.

Safety issues

When it comes to safety, we don't mess around. A comment from the survey said that foreign-flagged vessels might not be as safe as MSC ships, and foreign crews might not be as capable.

I can't speak to foreign ships or crews, and our safety folks couldn't find any studies in this area, but I can assure you that all ocean-going ships must be crewed with STCW-qualified mariners, must be registered and must meet safety of life at sea standards.

STCW is the acronym for Standards of Training, Certification and Watchkeeping. These standards were developed by an international committee of marine experts to make sure that ships coming into our ports meet the same safety standards as our ships going into foreign ports.

Now, that said, foreign mariner safety records vary greatly depending on the country of registration and the company operating the vessel. Members of the International Maritime Organization voluntarily subject themselves to the code developed by the IMO's Maritime Safety Committee. That code states, "The cornerstone of good safety management is commitment from the top. In matters of safety and pollution preven-

tion it is the commitment, competence, attitudes and motivation of the individuals at all levels that determine the end result."

Again, I can't speak about foreign-flagged ships and foreign crews, but I can speak about MSC. We are committed to the safety code. Your captain on your ship is committed to the safety code. Your shipmates are committed to the safety code. That is why there has been a 60 percent reduction in reportable mishaps from last year aboard MSC ships. In FY 2008, there were 101 mishaps (one class-A, resulting in death or permanent disability; three class-B, resulting in permanent partial disability; and 97 class-C, resulting in nonfatal injuries). So far this fiscal year, with only four months to go, we've only had one class-B and 39 class-C mishaps. That tells me that you and your shipmates are looking out for each other and focusing on the correct way, the safe way, to execute the mission.

PERSONNEL

Personnel issues many times are related to perception and communication problems. I think that might be the case with some of the comments in this section from survey respondents.

Marine placement specialists

First, one respondent points out that detailers, which are actually called marine placement specialists, don't answer phone calls and e-mails, that they don't have the interests of the mariner at heart and that they have no idea what life at sea is like.

On average, there are 5,200 CIVMARs working for MSC. At the same time there are 17 marine placement specialists who make assignments. That works out to 300 mariners for each marine placement specialist. The Military Sealift Fleet Support Command personnel director advises me that each marine placement specialist gets an average of 50 phone calls and 110 e-mails every day from the mariners they serve. In addition, they have to deal with issues that come in from the entire fleet, CIVMARs in the pool, family members and the American Red Cross, and information requests from other folks on my staff. The placement specialists also are involved in leave administration, time and attendance processing, school coordination, and participation in discipline/grievance proceedings and responding to EEO complaints, as well as having to complete their own training and personnel requirements. It makes for a busy day.

Emergency requests usually come first, so it may take a while to get back to you if your request is more routine in nature. You are important, but you can help by being focused and making sure your problem is one that the placement specialists need to help you with. First, of course, you should use your normal chain of command and raise your issue with the ship's purser. Some questions can be answered right there at the shipboard level. You can also use the CIVMAR Support Center, which has a call center for your use. Your calls are logged, tracked and reported monthly until they are resolved. In the past month, the CSC has logged more than 2,600 calls from current and prospective CIVMARs.

About one-third of the placement specialists have seagoing experience

and have some understanding of the challenges you face at sea. Many of the marine placement specialists have visited you aboard ship. So have their supervisors. Some have not. But all are expert at resolving personnel issues within the CIVMAR system. Remember, some placement specialists may not have lived aboard ship, but they know 300 people who do, and they talk with them pretty regularly.

Bloated shoreside staff

Another survey respondent thought the shoreside staff was getting more and more bloated each year, and another wondered about the new buildings MSFSC got, while the ships need the money.

Actually, the consolidation of staff at MSFSC in Norfolk just looks like we got a bunch of new people, but that's not the case. During transformation, we consolidated many functions and grouped many widely dispersed facilities at the new site in Norfolk. It improves coordination and makes all our processes work better for you. The remodeled buildings we took over were originally built in the 1950s and refurbished to meet current habitability requirements. In the consolidation process we actually reduced our shoreside staff, making shoreside support leaner. It just looks larger since they are located in one place.

The latest personnel figures show that we have more than 5,200 CIVMARs and nearly 1,900 commercial mariners, along with more than 200 Navy members serving at sea. At the same time, there are only about 1,100 people ashore supporting the more than 7,100 of you serving afloat. That's a tooth-to-tail ratio of more than 85 percent. The rest of the Navy and the U.S. armed forces in general can't even come close to that. We would be favorably ranked with Fortune 500 companies.

Too much "pool" time

One respondent said the thing they disliked most was staying at the CSC pool for too long and not being productive.

Sometimes this can be an issue, but the length of time spent in the pool is related to the position, your individual qualifications and which coast you're on. Some CIVMARs move in and out in a matter of days. Some could take months if they were clearing a "not fit for duty" issue or needed additional training to meet mission requirements. Ships' schedules, phase-up requirements, and dates and flight schedules also play a part. Rest assured that our priority is to get you out there afloat, doing your job, helping the mission and moving MSC forward. I don't want you sitting around doing nothing any more than you do.

Not fit for duty

Some questions arose about being declared not fit for duty (NFFD). In one case, the respondent asked why the government doctor rated him NFFD without even checking the CIVMAR's records from his personal doctor.

Actually, the medical people tell me that they rely heavily on the medical information and recommendations of the CIVMARs' personal physicians when making fitness for duty determinations. However, it is an independent opinion based on the specific medical condition,

as well as our MSC medical standards. There are times when we don't agree with the CIVMAR's personal physician, usually because there is inadequate information in the record. Other times, the CIVMAR's medical condition is temporarily or permanently disqualifying based on MSC medical standards in COMSC-INST 6000.1D. Our standards are stringent for two reasons — our extended deployments are remote from definitive medical care, and we care for the safety of the individual. Many personal physicians may not be aware of the full nature of our shipboard environment and the difficulty of obtaining intense or specialized medical care quickly. An example is adult-onset diabetes. A personal physician may say this person is fit for duty as they adjust their medication for better control of the disease. However, we may say the CIVMAR is NFFD because of our concern over a complication arising while they are deployed and because we have a specific level of control required to meet our standards.

A problem arises when a CIVMAR who has been declared NFFD and wants to go back to work goes to the pool on his or her own, without MSC medical personnel clearing them as fit for duty. A personal doctor's okay won't allow the CIVMAR access to the contract hotel at the pool. Only an MSC clearance can do that. That's why it's important to contact us before you travel from your home to the pool if you are NFFD.

Overdue relief

This area under personnel is one that's been with us for a long time. We've made progress in providing timely relief, but there's always room for improvement. Looking back to 2006 when there was an average of 40 overdue reliefs out of 290 requests in any given month, we find the trend has been generally downward. That's good.

The 2008 monthly average was 32 overdue reliefs out of 290 requests. So far this year we're averaging 23 overdue reliefs out of 220 requests monthly. The percentages keep going down.

Here's more good news. We're getting a much better handle on the number of days your relief is overdue when they actually get there. In April, we only had four CIVMARs have to wait more than 15 days. The other 22 overdues were less than 15 days.

We're looking to see if there is a correlation between overdue relief numbers and personnel of ship's funded leave to see if that can be better handled.

We know that you want relief on time. We're doing everything we can to meet your needs. Sometimes things happen, and we know that disappoints you, but we ask you to bear with us. The mission has to come first. That's one of the reasons we all signed on with MSC.

The buddy system

There were quite a few of you who had comments on the "buddy system." The comments ranged from, "We should be allowed to have a civilian as a buddy" to "Senior personnel are being treated like children." There were also a couple of responses that I can't print.

We know this has been difficult. We know some of you refer to the buddy system by its initials. But the truth of the matter is that the combatant command for any particular area of responsibility has the authority to activate the buddy system for force protection reasons. A long-standing memorandum of understanding with the unions provides for and recognizes force protections threats as a basis for restricting liberty. We worked closely with the union to

refine that memorandum. An additional memorandum specifically addressing the buddy system was also signed in December.

The new memorandum allows a wide range of "buddies" to include Department of Defense employees, family members, well-known and trusted civilian acquaintances or a well-known foreign national or trusted host-nation point of contact. There are other provisions in the new agreement, a copy of which is aboard each ship for your information.

One of you raised concerns about returning to the ship without your buddy if you accidentally get separated. I know of no one who has been penalized for this, although the other buddy might have had some explaining to do when he or she finally showed up.

Regardless of what you may think of your maturity relative to the young soldiers, sailors and Marines, this is not about conduct. It is about force protection.

INFORMATION TECHNOLOGY

Wow! Where do I start on this issue? It's difficult to manage IT ashore, even more difficult aboard ship. But let's start with bandwidth.

Bandwidth

While comments centered around lack of bandwidth, it's a bigger problem than that. The amount of bandwidth available aboard ship hasn't changed in the past three or four years, but usage has gone up astronomically. A recent report from our technical experts said that the circuits for shipboard Web browsing, e-mail, downloads and Web-based applications were constantly operating at or above 100 percent of their design capabilities. And that's understandable as we move into the 21st century and come to rely more and more on the Web for many aspects of our lives.

The top seven areas of usage aboard ship are advertisements (includes pop-up ads and other ads that load automatically when visiting commercial sites), social networking (blogs, etc.), Web browsing (search engines), PKI (public key infrastructure — official business), sports, online shopping and news. These seven areas constitute about 90 percent of all usage afloat.

So why can't we increase the bandwidth available to the ships? It's a matter of allocation from the Navy system and having the money to implement the increase. In this time of austere budgets and cost cutting, that's not a reasonable expectation. So, our only avenue of relief is to limit our usage until such time as the Navy can solve this issue across the fleet.

More computers

Unfortunately, increased usage presents a problem that having more computers won't fix. Contacting your family through voice-over-Internet protocol (VOIP) phone service or conducting your online banking chores with more computers would just further slow the system, which is already operating at or above capacity.

Web-mail and USB use blocked

Some of you commented that commercial Web-mail sites have been blocked and that the USB ports on the computers have been disabled (except for officially approved peripherals), and that's true, not only afloat, but ashore as well. These are security measures. Too many viruses were entering the Navy system through attachments to e-mail, and hackers had learned how to use USB portable drives to distribute viruses and other malware. When the computer industry finds a safe alternative, we'll implement it. In the meantime, CDs are

about the only reliable medium, as long as you know what's on them.

Internet abuses

There were comments about personal abuse of the Internet aboard ship, sometime for personal profit. All I can say is that our cyber security processes scan our networks for suspicious activity. Eventually the abuse will surface. I'm not saying to be a spy, but if you know of abuse that's happening, report it through your chain of command. When an abuser is identified, they'll be cut off from the system and possibly prosecuted. Fair warning: We're serious about this.

Use of personal IT gear

We live in a global age with global connectivity. Some of you know more about this and are really into it. You should know that our shipboard policies do not preclude the use of private, personally owned IT gear (such as iPhones or laptops with broadband air cards) when the ship is within service range. The only prohibition is that your personal gear can't be plugged into the shipboard networks for security reasons.

FOOD ISSUES

Okay, what about food? One comment said the ship was constantly running out of food. Another said it didn't matter because you couldn't give the shipboard chow away on the street. Others were concerned that the cost of food worldwide has gone up, and they were pretty sure MSC hadn't increased the basic daily allowance for food in years. A final series of comments centered around fresh milk being served after expiration or freshness dates had passed.

Food is definitely a quality of life issue afloat, and I want you to have the best information on our shipboard food programs so you know how this monumental program actually feeds about 5,200 people three meals a day, seven days a week, 365 days a year. Do the math and you'll see that's 474,500 meals a month, or 5,694,000 meals a year. That's a lot of cooking, and a lot of food.

According to our food service community manager here at headquarters, this is how the food program for our government-owned, government-operated ships works. That's essentially our Naval Fleet Auxiliary Force ships.

First, there is a basic daily food allowance per person. This allowance is standardized throughout the MSC fleet into three area rates depending on where the ship is located. The three areas are overseas, Hawaii and Puerto Rico, and at ports on the continental United States. The allowance is centrally managed here at MSC headquarters through our comptroller to make the process as transparent as possible. Each shipboard allowance is based on the basic daily food allowance for their area of operation times the number of people assigned to the ship. If the ship gets more people, their allowance goes up. If the ship loses people, the allowance goes down. It's that simple.

Here's how the food allowance is used. A prime vendor contract is let and handled by the Defense Supply Center in Philadelphia. The prime vendor has sub-vendors all over the world that actually supply the ships with food. When a ship pulls into port, they order food from one of these sub-vendors and charge it to the ship's food allowance, which is managed back here at headquarters.

The daily basic food allowance is generated based on data collected on food costs all around the world by Military Sealift Fleet Support Command. It turns out that some of your comments

about rising food costs were very observant. MSFSC has been paying attention, and the increase in food costs across the board has now generated an increase in the basic daily food allowance. The message to the fleet should have reached all MSC ships by the time you read this.

The allowance per person went up almost 18 percent for ships overseas, 11 percent for ships in Hawaii and Puerto Rico, and nearly 10 percent for ships around the continental United States. That's consistent with the increases in food costs in those locations. The allowance increases have now been factored into each ship's food allowance, which should help when resupplying in port.

There is one area of concern, however. Experience has shown us that food supplies in the Caribbean area are sometimes not reliably safe. This can cause ships to have to make other arrangements to resupply. The medical service officers on board watch this very closely. We're watching it at headquarters and constantly looking for ways to solve the problem.

The medical service officers also are charged with ensuring that only food that meets freshness, inspection and safety requirements is served aboard MSC ships. Fresh milk is one of the primary areas the medical service officers check routinely.

Sometimes, finding fresh milk can be a problem. Other times, deployments don't allow time to get fresh milk on a regular basis. However, here's what we've done to work that issue. The medical community has done sufficient testing and allowed milk to be frozen for later use. This is how MSC ships handle long deployments or areas where a good supply of fresh milk is not available.

When the milk comes aboard, it's frozen in the containers in which it was received. That means that the expiration or freshness date may show up on the table in your mess long after it's expired on the calendar. But the milk is still "fresh," having been preserved in the freezer. It's not the ideal situation, but it's safe, and allows the ship's crew to enjoy milk where they otherwise could not.

The only other alternative is powdered milk. I've been there and done that at home. Frozen is fine with me.

More to come

That's all for this edition. I'll continue next time, looking at pay, recruiting, leadership and some interesting quotes.

Keep the faith,



Robert D. Reilly Jr.
Rear Admiral, U.S. Navy
Commander, Military Sealift Command

P.S. One respondent commented that my use of the sign-off "Keep the faith" was getting a little tiresome, particularly when times can be challenging and it may be hard to have faith in the system.

My use of the phrase stems from my family's motto, derived from the Apostle Paul's words to Timothy, "I have fought a good fight. I have finished my course. I have kept the faith."

I firmly believe every member of MSC faithfully executes our mission 24/7, 365, knowing how vital our work is to the Navy, DOD and the nation. Our ability to persevere and adapt to overcome obstacles in support of the warfighter and to bring increased value to all that we do is an enduring strength of this organization. —RDR

HQ • HIGHLIGHTS

Military Sealift Command headquarters celebrated Asian Pacific American Heritage Month on May 28 with a guest speaker, a local Polynesian dance troop and a cultural foods sampling. The program featured the president of the Federal Asian Pacific Advisory Council Farook Sait, who spoke about the importance of diversity, equality and seizing opportunities. "People need to accept challenges, stay current with technology, obtain a higher education, and most importantly, work with others

regardless of race, gender, age or disability," he said. "There are two types of people in the world, the best and the rest. It's up to you to decide which one you are."

MSC welcomes **Zophie "Mae" Burnett**, equal employment opportunity office; **Kristopher Fischer**, legal office; **Willie Barnhill** and Navy **Cmdr. Robert McWhorter**, Naval Fleet Auxiliary Force; Navy **Lt. j.g. Matthew Hage**, operations; and **Dallas Jones**, command, control, communications and computer systems.

EUROPE • NEWS

Sealift Logistics Command Europe supported U.S. African Command and U.S. Marine Corps Forces Europe in May and June. Military Sealift Command-chartered ship MV Via Belle delivered equipment to Morocco for Exercise African Lion — an annually scheduled combined U.S.-Moroccan exercise designed to improve interoperability and mutual understanding of each nation's tactics, techniques and procedures. MSC-chartered ship MV Westward Venture delivered equipment to Benin for Exercise Shared Accord, focusing on the conduct of small-unit infantry and staff training with the Beninese military.

MSC-chartered ship MV Alliance delivered U.S. Navy Seabee equipment to Camp Mitchell in Rota, Spain, to increase

the construction organization's permanent presence there, expanding the engineering capability in Europe and Africa.

In June, cable laying/repair ship USNS Zeus and oceanographic survey ships USNS Henson and USNS Sumner supported operations throughout the SEALOGEUR area of operations, sailing as far south as South Africa and as far North as Oslo, Norway.

Maritime Prepositioning ships USNS 2ND LT John P. Bobo and USNS LCPL Roy M. Wheat supported Baltic Operations Exercise, the largest multinational naval exercise in the Baltic Sea. The exercise aims to improve maritime security through increased interoperability and cooperation among regional allies.

Europe welcomes new commander

By Meghan Patrick
MSC Public Affairs

The leadership of Sealift Logistics Command Europe and Commander Task Force 63 changed hands May 20 at SEALOGEUR headquarters in Naples, Italy. Navy Capt. James E. Tranoris assumed the dual command from outgoing commander, Navy Capt. Nicholas H. Holman.

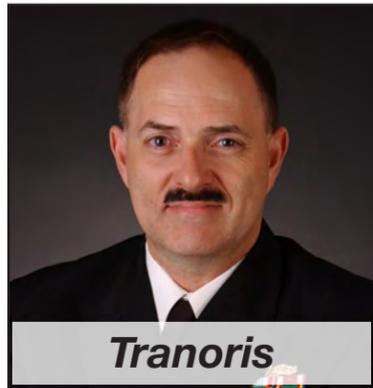
SEALOGEUR, Military Sealift Command's arm in Europe and Africa, oversees at-sea movement of combat cargo for U.S. 6th Fleet. CTF-63 is responsible for the ships and aircraft that provide logistics support to 6th Fleet combatant ships. The commander's area of responsibility includes more than 20 million square nautical miles of ocean, 91 countries and 67 percent of the world's coastlines. It covers roughly half of the Atlantic Ocean, from the North Pole to Antarctica, as well as the Adriatic, Baltic, Barents, Black, Caspian, Mediterranean and North seas.

Holman, who became SEALOGEUR commander in March 2006, thanked his staff of three years.

"I am truly blessed to have had the opportunity to command such an exceptional group of both military and civilian professionals," he said.

During Holman's tenure, the command worked with 150 ships, 40,000 passengers, 23 million square feet of cargo and more than 34 million barrels of fuel.

Holman now serves as the commander of the University of Washington Naval ROTC program in Seattle.



Tranoris

Tranoris, who last served as chief of staff for Commander, Naval Forces Korea, said, "I look forward to the challenges and opportunities of SEALOGEUR and CTF-63 as they sustain forces and improve regional maritime safety and security while strengthening maritime partnerships in Africa."

Tranoris was commissioned through NROTC in 1984 after graduating from Boston University with a degree in political science. His at-sea assignments include serving aboard guided missile cruiser USS Biddle, battleship USS Iowa, amphibious cargo ship USS Durham, amphibious assault ship USS Wasp and amphibious transport dock ship USS Austin.

Ashore he served at Fleet Activities, Chinhae, Korea; the Defense Threat Reduction Agency; and Naval Forces Korea.

Tranoris holds a master's in business from Webster University and in National Resource Strategy from the National Defense University.

COMPASS • HEADING

Military Sealift Fleet Support Command personnel prepared dry cargo/ammunition ship USNS Richard E. Byrd for a mid-June to September deployment to serve as flagship for the commander of Amphibious Squadron One and as the primary support ship for Pacific Partnership 2009. Preparations included equipping Byrd to support 110 additional mission support personnel. MSFSC facilitated the addition of life-saving equipment and bunks, installed a reverse-osmosis unit for making potable water, resolved communication and bandwidth concerns, and modified the crew size to meet mission needs.

MSFSC Ship Support Unit Guam sponsored a local National Maritime Day event to recognize the service of U.S. merchant mariners worldwide. SSU Guam's Navy **Boatswain's Mate 1st Class Rene Soratoria** played taps during a wreath laying ceremony aboard U.S. Coast Guard cutter Washington outside Apra Harbor. Horizon Lines General Manager Hugh Healy provided remarks culminating the day's events at the United Seamen's Service Center.

Six members of MSFSC headquarters Navy Reserve unit supported hospital ship USNS Comfort while the ship was operating near Panama. Two Norfolk-based members tracked a shipment of nongovernmental organizations' supplies until it reached their four counterparts in Panama. The Panama team assisted Comfort in delivering the supplies to the ship. The two-week effort marked MSFSC's first Reserve unit mission.

Fleet replenishment oiler USNS Laramie master **Capt. Walter Nullet**

hosted MSFSC Director **Jack Taylor** aboard the ship in late May. While on board, Taylor applauded Laramie's galley personnel who recently won the Capt. David M. Cook Food Service Excellence Award for the fifth consecutive year.

MSFSC human resources and manpower directorate personnel participated in Hurricane Exercise 2009, conducted by U.S. Fleet Forces Command and Commander Navy Installations Command to prepare for U.S. coastal region threats. As part of exercise play, MSFSC's human resources and manpower directorate accounted for approximately 2,400 civil service mariners with a 100 percent success rate.

Fair winds and following seas to the following civil service mariners as they retire: **Third Officer Michael Hlastava**, **Chief Cook Ernest Sanchez** and **Able Seaman Johannes VanVeelen**. MSFSC also thanks those retiring from the command's ashore staff: **Kattie Jones**, human resources specialist; **Frank Jackson**, contract specialist; **Margaret "Peggy" Lawhorn**, human resources specialist; **Godfredo "Freddie" Obleada**, senior marine placement specialist; **Robert Chomko**, supervisory electronics technician; **Marlene Walters**, training specialist; **Carmen Gioukaris**, voucher examiner; **Laudess Scales**, deputy equal employment opportunity manager; and **Martha Williams**, drug-free-workplace program assistant.

For more MSFSC and civil mariner news, view the online newsletter at www.msc.navy.mil/msfsc/newsletter.

MSFSC sponsors National Employee Health Day expo

By Christi Jones-Turner
MSFSC workforce development & training coordinator

Military Sealift Fleet Support Command hosted its first health and wellness expo in Norfolk on May 20, in conjunction with National Employee Health Day.

More than 200 MSFSC employees attended the event — co-hosted by the command's human resources and medical departments — and visited booths set up by 25 health-related vendors. The event included a blood drive, facial-skin cancer screenings, samplings of organic fruits and vegetables, technology lab demonstrations

for employees with special needs, simulated sobriety testing, physical therapy instruction and demonstrations, blood pressure checks, and displays of devices designed to ease everyday tasks for the physically impaired or elderly.

Representatives from multiple organizations met with staff members about the prevention, maintenance and survival of debilitating diseases. The event also drew support from Naval Dental Clinic-Portsmouth, TRICARE, the Fleet Promotion for Wellness Program and the Armed Services Blood Program.

The blood drive resulted in 15 donations of blood, all of which will be shipped overseas to help U.S. forces.

CENTRAL • CURRENTS

On May 4, near the eastern coast of Somalia, dry cargo/ammunition ship USNS Lewis and Clark avoided a pirate attempt by conducting evasive maneuvers and increasing speed. The two pirate skiffs closed to a distance of about one mile, and fell to two miles away before firing small arms and ceasing their pursuit.

In addition to Lewis and Clark's presence in the region, dry cargo/ammunition ship USNS Sacagawea and fleet replenishment oilers USNS Walter S. Diehl and USNS Big Horn continue their U.S. 5th Fleet deployments in support of maritime security operations, Operation Iraqi Freedom and Operation

Enduring Freedom. In May, Diehl and Big Horn conducted 61 underway replenishments and transferred more than 11 million gallons of fuel to 48 ships in the area of operations.

Navy **Capt. Steve Kelly**, commander of Sealift Logistics Command Central, bids a fond farewell to Navy **Capt. Charles S. Cleckler**, air logistics and material distribution officer; **John R. Davitz**, air terminal operations manager; Navy **Lt. j.g. Garrett Stone**, air terminal operations officer; and Navy **Storekeeper 1st Class Andre' R Avant**, air terminal operations leading petty officer and petty officer in charge forward logistics site, Djibouti, Africa.

Military Sealift Command co-hosted a National Maritime Day ceremony May 22 at the Smithsonian's National Museum of American History, Washington, D.C. MSC, the Smithsonian and the Maritime Administration joined forces to pay tribute to generations of U.S. merchant mariners and to celebrate the opening of the 8,500-square-foot permanent exhibition at the museum called "On the Water: Stories from Maritime America."

More than 300 guests, including MSC employees, U.S. maritime industry leaders, U.S. government officials and naval attaches from allied nations attended. Secretary of Transportation Ray LaHood served as the principal speaker. MSC commander, Rear Adm. Robert D. Reilly Jr., participated in the traditional wreath-laying portion of the ceremony, featuring a cadet from Maryland's Paul Hall Center for Maritime Training and Education placing a single wreath to honor the thousands of U.S. seafarers who have gone in harm's way and served the nation valiantly.

LaHood presented special awards to two World War II-era U.S. merchant mariners and three mariners from the pirate-attacked Maersk Alabama, honoring their bravery and service to the nation.

PACIFIC • BRIEFS

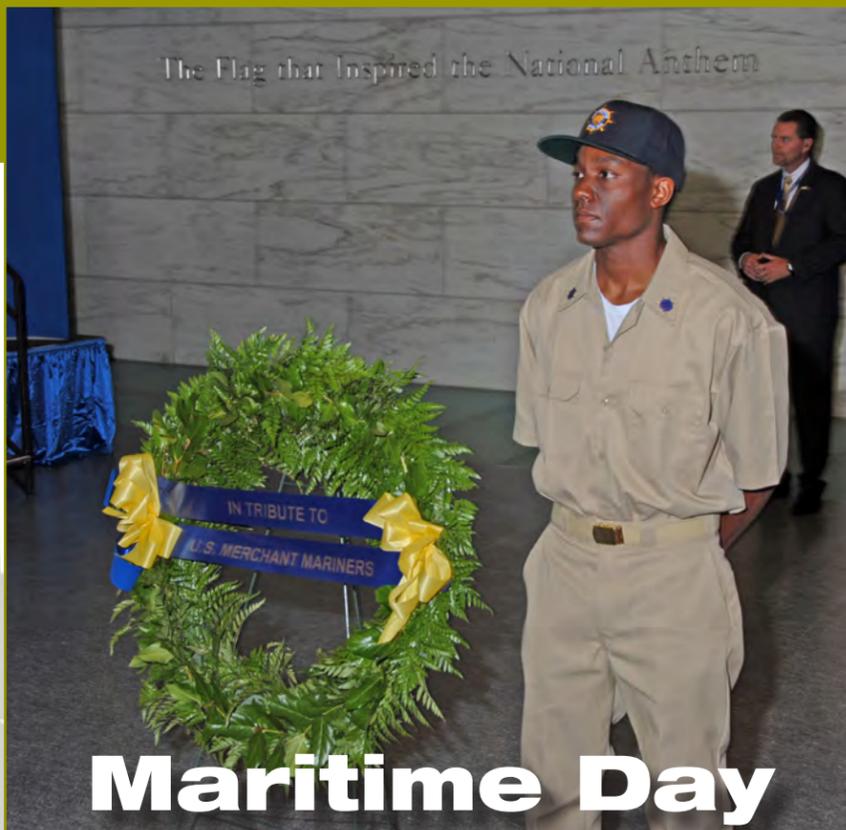
Fleet replenishment oiler USNS Yukon participated in aircraft carrier USS Nimitz's composite training unit exercise May 11-22 off the coast of Southern California. Yukon provided JP-5 aviation fuel and conducted a vertical replenishment of stores to Nimitz. Yukon also provided diesel fuel and stores to the other ships in the battle group via connected replenishment. The two-week exercise is required for all strike groups preparing for deployment. Nimitz is slated for deployment this summer.

Sealift Logistics Command Pacific supported U.S. Pacific Fleet exercise Terminal Fury 2009, May 16-21. **Rick Appling**, deputy operations officer;

Navy **Lt. Cmdr. Doug Patterson**, Commander Task Force 33 scheduling officer; and Navy **Lt. Bok Beato**, CTF-33 logistics officer, were key players in the high-visibility exercise which tested U.S. 3rd Fleet's and CTF-33's ability to react to Pacific-wide contingency operations.

Navy **Capt. Jerome Hamel**, SEALOGPAC commander, presented Navy **Operations Specialist 2nd Class Sherwin A. Ramos**, SEALOGPAC reserve operations petty officer, with the Navy Achievement Medal for professional achievement from June 2008 to March 2009.

Welcome aboard **Ken Woods**, SEALOGPAC deputy security officer.



ATLANTIC • LINES

Jack Davis, marine transportation specialist at Sealift Logistics Command Atlantic's Beaumont, Texas, office, assisted with the discharge of 476 pieces of cargo from Military Sealift Command-chartered ship MV Liberty at the Port of Beaumont on May 16.

Lyndon Flynn, SEALOGLANT marine transportation specialist also at Beaumont, met with six members of Naval Reserve Expeditionary Port Unit 112 on May 16 to present an overview of MSC and a tour of Liberty, which was in port offloading cargo.

Jimmy Boy Dial, marine transportation specialist at SEALOGLANT headquarters in Norfolk, coordinated the May load-outs of Ready Reserve Force heavy lift ship SS Cape May and RRF crane ship SS Cornhusker State, vessels participating in the Joint Logistics Over the Shore 2009 exercise taking place in Guantanamo, Cuba, and Camp Lejeune, N.C. Cape May

loaded cargo at the Norfolk International Terminal, delivered it to Guantanamo, and then returned to Norfolk to repeat the process for the Camp Lejeune delivery.

John Gregov, marine transportation specialist at SEALOGLANT's office in Port Canaveral, Fla., also supported the JLOTS exercise during the last half of May and into June as the on-scene MSC representative in Guantanamo. Gregov assisted with the offloading of cargo from Cornhusker State when it arrived. **George Pearson**, SEALOGLANT marine transportation specialist at Sunny Point, N.C., supported the JLOTS exercise at Camp Lejeune by assisting with Cape May's arrival and cargo offload. Pearson also assisted the arrival of the expeditionary port units and staging for MSC's communications and control vans on the beach area at Camp Lejeune.

Brian Hill, also a marine transportation specialist at SEALOGLANT

headquarters, coordinated the offloading of MSC-chartered break-bulk carrier ship MV Sheila McDevitt at Naval Weapons Station, Cheatham Annex in Yorktown, Va. The vessel brought back the U.S. Navy fleet hospital from Korea for its maintenance cycle.

Marine Transportation Specialist **Richard Bolduc**, assisted by **Al Dickerson** at SEALOGLANT's Jacksonville, Fla., office, coordinated cargo operations for six vessels during May. Maritime Prepositioning Ship MV CPL Louis J. Hauge Jr. arrived in Jacksonville on April 28 and departed on May 11 after discharging 875 pieces of cargo and nearly 30,000 barrels of fuel. Between May 5-13, Maritime Prepositioning Ship MV 1ST LT Alex Bonnyman discharged 797 pieces of cargo and nearly 30,000 barrels of fuel. Maritime Prepositioning Ship MV PFC James Anderson Jr. arrived on May 12 and discharged 979 pieces of cargo and nearly 30,000 barrels of fuel. On May 8, fast combat support ship USNS Arctic ar-

rived to take on fresh fruits and vegetables, and on May 21, MV Liberty loaded 284 pieces of cargo. On May 23, tanker USNS Samuel L. Cobb arrived in Key West, Fla., to discharge 65,000 barrels of fuel.

Tom D'Agostino, marine transportation specialist at SEALOGLANT's office in Charleston, S.C., assisted USNS Samuel L. Cobb on May 10 with the discharge of 124,000 barrels of fuel and again on May 20 with the discharge of 149,000 barrels of fuel. On May 23, D'Agostino assisted MV Liberty with the loading of 500 pieces of cargo destined for Operation Iraqi Freedom.

Rescue and salvage ship USNS Grapple recovered a 28-ton U.S. Marine Corps amphibious assault vehicle on May 4 that had sunk during an exercise in late April, 4,500 yards from Onslow Beach, N.C., in approximately 40 feet of water. The vehicle weighed nearly 40 tons when full of water and was a heavy lift. After recovery, the vehicle was delivered to Morehead City, N.C.

FAR • EAST • HAILS

Fleet replenishment oiler USNS Rappahannock master **Capt. Rob Seabrook** and his crew conducted an at-sea replenishment with the Republic of Singapore's frigate RSS Intrepid off of the Singaporean coast on May 1, marking the second time Singapore's navy has trained with a fleet replenishment oiler from the United States.

Two changes of command occurred in the Sealift Logistics Command Far East area of responsibility in May. Maritime Prepositioning Ship Squadron Three changed commanders as Navy **Capt. Geoffrey Pack** relieved Navy **Capt. Rick Daniel** aboard Maritime Prepositioning Ship USNS 1ST LT Jack Lummus near Guam on May 29. On May 12, Navy **Lt. Cmdr. Bill Ellis** relieved Navy **Lt. Cmdr. Alexander Soe** in Okinawa, Japan. Ellis is reporting for his second tour as commanding officer of Military Sealift Command Okinawa, serving previously from 2003 to 2005.

Navy Vice Adm. John M. Bird, com-

mander of U.S. 7th Fleet, paid a visit to high-speed vessel Westpac Express at Okinawa, Japan's Naha port on May 2. Master **Capt. Ken Kujula** led the admiral on a tour of the ship.

Navy Rear Adm. Nora Tyson, commander of Logistics Group Western Pacific and commander of Task Force 73, paid a visit to two MSC ships at Sembawang Wharves in May. On May 5 Tyson toured combat stores ship USNS Concord escorted by ship's master **Capt. Mike Murphy**. The next day Tyson toured fleet replenishment oiler USNS Pecos led by ship's master **Capt. Mike Flanagan**.

Sealift Logistics Command Far East held an operations conference at Sembawang Wharves in Singapore May 5-7. SEALOGFE commander **Capt. Jim Romano** hosted MSC's Prepositioning Program Technical Director **Keith Bauer** and other operations staff members from MSC headquarters; subordinate out-ports and squadrons; and ship support units in

Guam, Japan and Singapore.

Military Sealift Command Office Korea, along with Navy Reservists from Expeditionary Port Unit 111, Oklahoma City, Okla., participated in Exercise TURBOCADS 2009 in March. The exercise focused on the large movement of containerized ammunition in South Korea's Chinhae ammunition pier. EPU 111 supported MSCO Korea's staff by deploying and manning the mobile sealift operations command center in Chinhae during the loading of cargo aboard MSC-chartered dry cargo ship MV American Tern.

In the first week of May, MSCO Korea hosted Army **Col. Joel Weeks**, MSC's director of joint plans and strategic studies, and representatives from SEALOGFE, U.S. Forces Korea, U.S. Transportation Command, and Defense Energy Support Command Korea for discussion regarding MSC and Korea's theater of operation issues. The hosts conducted a port terrain familiarization tour spanning 850 miles and four ports, including Busan North Harbor, Busan's new port facility, Mokpo port and

Gwangyang port. In Busan the group visited break-bulk ship SS Cape Jacob and large, medium-speed, roll-on/roll-off ship USNS Pomeroy.

On May 8, commanding officer of MSCO Korea Navy **Cmdr. Chris Cruz** and Pomeroy master **Capt. Mike Finnigan** hosted members of the Daedong Scholarship Association, Korean American Association of Pusan, and the Voluntary Interpreters Association of Busan for a tour of the ship at Busan's Pier Eight.

On May 14, MSCO Korea presented a brief on MSC operations on the Korean peninsula to U.S. Air Force Brig. Gen. Keith Kries, U.S. Forces Korea's operations director, and Republic of Korea Brig. Gen. Kye Sung Lee, commander of Pier Eight. Cruz escorted both generals on a tour of the Pier Eight facility.

MSC bids farewell to Maritime Prepositioning Ship Squadron Two's Navy **Chief Operations Specialist Francis Chieffo**, operations specialist and squadron assistant operations officer, as he retires from active duty after 24 years of service to the U.S. Navy.

Equal Employment Opportunity standard questions

MSC's survey respondents answered questions that measure their shared perceptions of the command's equal opportunity and organizational effectiveness climates. Overall the survey results indicate a healthy environment, but several areas require attention. The first seven rows of the chart below show how MSC compares to the Navy at large and all other services in equal opportunity factors. The last six rows reflect the perceived organizational effectiveness. According to DEOMI, 3.5 is a baseline score that indicates acceptable performance by an organization. This baseline does not apply to organizational commitment and trust in the organization, as these factors have historically and statistically lower scores than the other factors. The column titled "DEOMI interpretation" is the surveying organization's interpretation of MSC's results.

Title	All services	Navy	MSC*	DEOMI baseline	DEOMI interpretation
1 Sexual harassment/discrimination	4.13	4.11	3.84	3.5	Small chance of occurring
2 Differential command behavior toward minorities	4.48	4.46	3.95	3.5	Small chance of occurring
3 Positive EO behaviors	4.02	4.06	3.84	3.5	Fairly high chance of occurring
4 Prejudiced behaviors	3.84	3.85	3.64	3.5	Moderate to small chance of occurring
5 Age discrimination	4.30	4.28	3.97	3.5	Small chance of occurring
6 Religious discrimination	4.44	4.44	4.20	3.5	Small chance of occurring
7 Disability discrimination	4.42	4.44	4.15	3.5	Small chance of occurring
8 Organizational commitment	3.46	3.51	3.53	<3.5	Somewhat positive rating
9 Trust in the organization	3.47	3.46	3.13	<3.5	Neutral rating
10 Work group effectiveness	4.12	4.17	4.13	3.5	Fairly positive rating
11 Work group cohesion	3.95	3.96	3.82	3.5	Fairly positive rating
12 Leadership cohesion	3.55	3.54	3.45	3.5	Somewhat positive rating
13 Job satisfaction	3.88	3.89	3.96	3.5	Moderately satisfied

*Note: Afloat commands

MSC actions going forward

1 Ongoing working group for follow-up: Military Sealift Command will set up a working group that includes people from headquarters and field activities to meet monthly until the commander is confident that all issues associated with the survey results are resolved. Rear Adm. Robert O. Wray Jr., MSC deputy commander, will chair the working group as part of the command's strategic plan for the year.

2 Focus groups and interviews on ships: Shore staff from the command will meet individually and in groups on ships to talk to the at-sea workforce to get amplifying information about issues identified by the results of this survey.

3 Out-and-about observation program: The command will establish a program to ensure that MSC leadership and shore staff get aboard MSC ships on a regular basis. This will give civil service mariners and sailors an opportunity to express concerns directly to decision makers.

4 Information via Sealift and the MSFSC e-newsletter: The command will provide information and answer questions on the Defense Equal Opportunity Management Institute survey and the follow-on efforts via Sealift and the MSFSC e-newsletter. The MSFSC e-newsletter will carry information related to the survey and have a question-and-answer column for a year.

5 Review existing EEO training programs: The command will review all existing equal employment opportunity programs to ensure they are current and effective and that they address the shortcomings identified in the DEOMI survey.

6 CIVMAR and military department women's conference: The MSC commander will host a conference for female CIVMARs and military department personnel that will provide an opportunity for attendees to network and focus on their issues of concern.

7 Soft-skills training for managers and supervisors: The command will investigate the feasibility of implementing enhanced soft-skills training

to improve such capabilities as problem solving, communication, team building and alternative dispute resolution for managers throughout the fleet.

8 CIVMAR Support Unit/pool working group: Survey respondents identified many issues associated with being in the pool and the way the pools are implemented. The working group, identified in action item one, will have a subcommittee that focuses solely on pool issues and will report back to the commander on their resolution.

9 Disseminate information from previous survey: Civil service mariners completed an MSFSC human resources self-assessment survey in 2007 that asked similar questions to the recent DEOMI survey. The results of that survey were provided to command leadership at nearly the same time as the DEOMI survey was being conducted. To minimize confusion, the results of the initial MSFSC human resources self-assessment were not released at that time. Those results will now be released.

10 Ship-by-ship meetings to go through specific survey results: More detailed survey results, which have been redacted to ensure 100 percent anonymity, will be available to individual ships. Masters and department heads will be asked to sit down with their crews and go through the results in detail.

11 Continued assessment of MSC EEO organization and infrastructure: The command will request that the Secretary of the Navy equal employment opportunity office review MSC's organization, policies and procedures to ensure the command is in compliance with all Navy EEO standards.

12 Follow-up to correct deficiencies and shortcomings: Based on the results of the working group, focus groups and on-site visits, the command will continue to identify areas where the work environment can be improved. MSC leadership will strive to ensure that the right resources are allocated and that corrective actions are taken quickly.