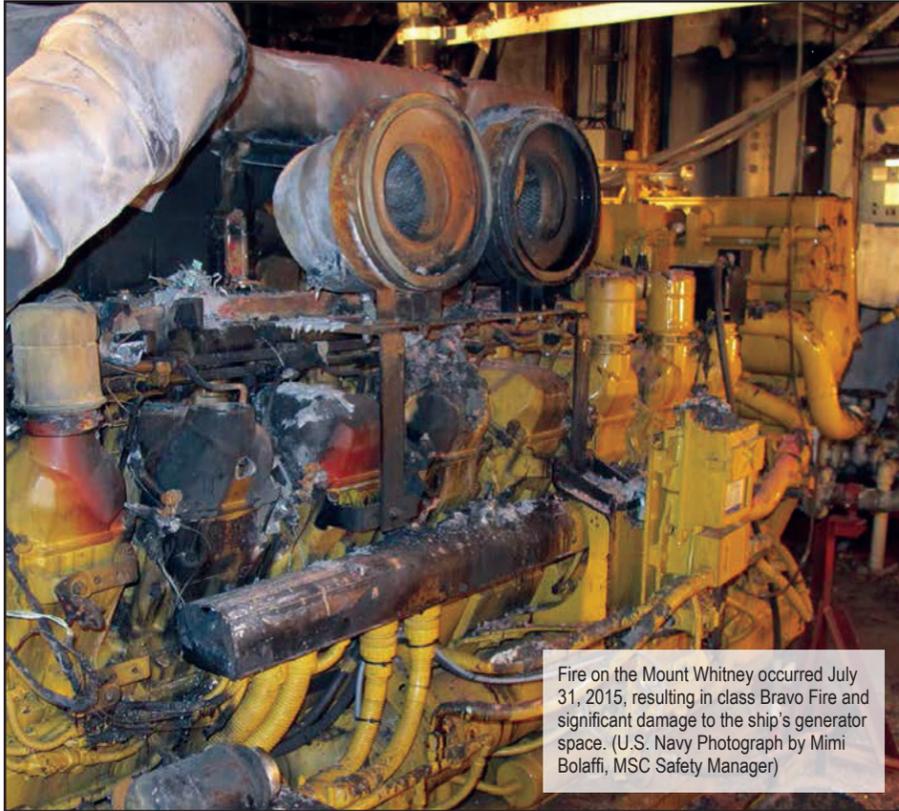




# SEALIFT

## U.S. NAVY'S MILITARY SEALIFT COMMAND... WE DELIVER

JANUARY 2016 ISSUE



Fire on the Mount Whitney occurred July 31, 2015, resulting in class Bravo Fire and significant damage to the ship's generator space. (U.S. Navy Photograph by Mimi Bolaffi, MSC Safety Manager)

### FLEET-WIDE SAFETY

#### AIMING HIGH IN 2016

By Military Sealift Command Public Affairs

Military Sealift Command (MSC) suffered 327 safety mishaps in 2015. While the overall total number of incidents was statistically lower during this timeframe than previous years, the incidents categorized as Class B safety mishaps were 20 percent higher than normal.

The spike in Class B mishaps has raised concerns among MSC's leadership as these casualties can result in death, injury, damage to government property, damage to the environment and a reduction to operational readiness.

"This year, MSC has incurred a number of high-profile Class B incidents across both the government-owned, government-operated as well as the government-owned, contractor-operated fleets," according to Mimi Bolaffi, MSC Safety Manager for Worldwide Operations. "MSC's Class B Mishaps included vessel groundings, allisions (a vessel striking a fixed object), boiler explosions, ordnance drops, fuel spills, a helicopter crash and a bravo fire."

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### ACTIVE SHOOTER... RUN, HIDE OR FIGHT

By Military Sealift Command Public Affairs

The threat of a violent attack against Military Sealift Command's (MSC) Civil Service Mariners (CIVMARS) and support staff is very real.

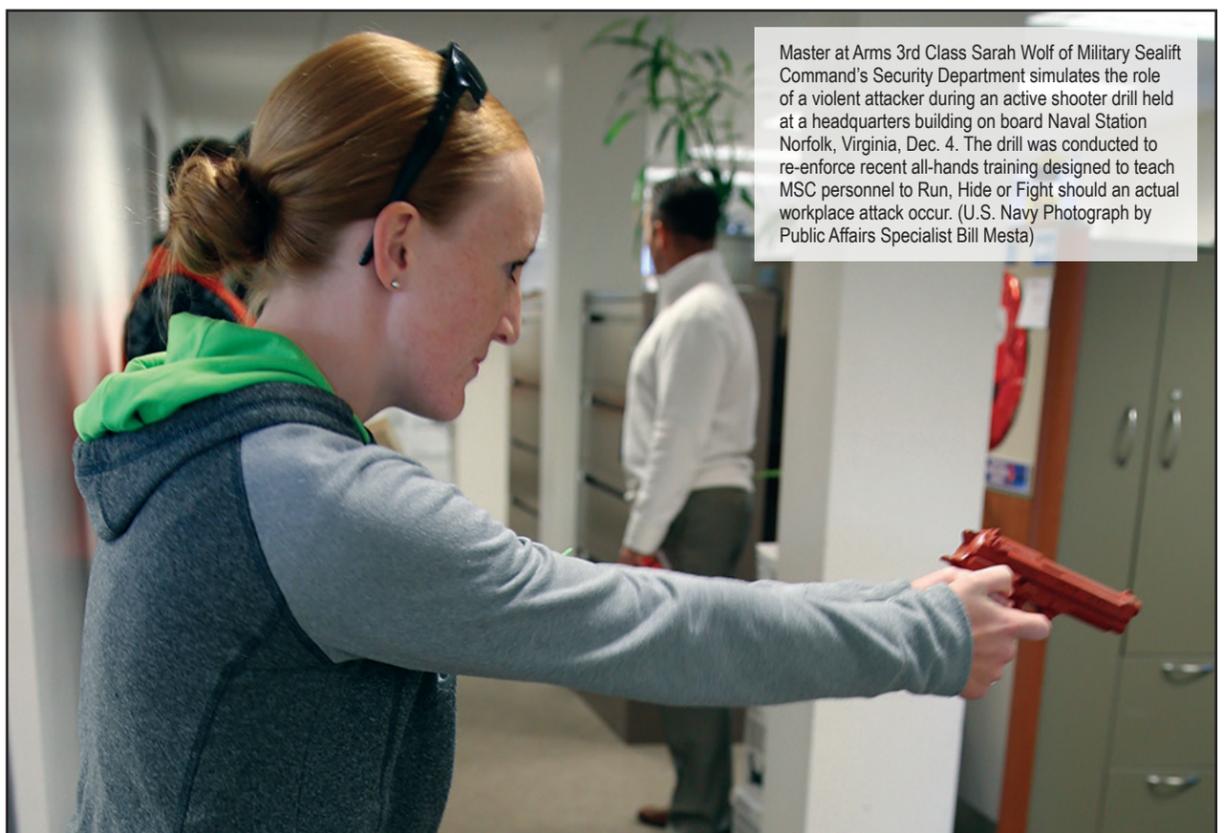
On Sept. 16, 2013, Aaron Alexis shot and killed 12 people and wounded three at the Washington Navy Yard, Washington D.C. The mass shooting took place in the vicinity of the former MSC headquarters building.

Master at Arms 2nd Class Petty Officer Mark Mayo was shot and killed and another Sailor injured on-board the USS Mahan (DDG 72) by a civilian truck driver. Mayo was killed while the USS Mahan was pier side, on board Naval Station Norfolk, VA, March 24, 2014. Military Sealift Command's USNS Comfort (T-AH 20) was moored directly across the pier from the USS Mahan at the time of the shooting.

To better prepare MSC personnel, "Active Shooter Training" was conducted at the Breezy Point Officers Club, Naval Station Norfolk, Nov. 18.

According to the U.S. Department of Homeland Security, "An active shooter is an individual

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Master at Arms 3rd Class Sarah Wolf of Military Sealift Command's Security Department simulates the role of a violent attacker during an active shooter drill held at a headquarters building on board Naval Station Norfolk, Virginia, Dec. 4. The drill was conducted to re-enforce recent all-hands training designed to teach MSC personnel to Run, Hide or Fight should an actual workplace attack occur. (U.S. Navy Photograph by Public Affairs Specialist Bill Mesta)



## COMMANDER'S PERSPECTIVE

### IT'S YOUR SEALIFT NEWSPAPER!

**Rear Adm. T. K. Shannon, USN**  
**Commander, Military Sealift Command**

Happy New Year...

and welcome back to your Sealift newspaper. After a brief break due to our headquarters relocation from Washington, D.C. to Naval Station Norfolk, our monthly newspaper is back and ready to keep you informed about important issues, events and activities at Military Sealift Command. Remember, this is YOUR newspaper, so send us feedback on how we are doing and what you would like to see in the newspaper. Send your feedback direct to the newspaper staff at [sealifteditor@navy.mil](mailto:sealifteditor@navy.mil).

Looking back at 2015, I want to thank each and every member of the MSC team for all your hard work during the year. In spite of our many challenges, we remained focused and successful in our four key priorities: providing ships ready for tasking, workforce development, customer engagement, and managing organizational change.

Every day during this past year at locations around the world, MSC ships operated and supported five mission areas: combat logistics, service and command support, special missions, prepositioning and sealift.

We accepted delivery of USNS Trenton, our Navy's fifth Expeditionary Fast Transport (EPF), and will accept the sixth, USNS Brunswick, later this year. We also accepted delivery of USNS Lewis B. Puller, which is expected to deploy to the U.S. Navy 5th Fleet area of responsibility after conducting additional testing and evaluation on the east coast.

Another highlight of 2015 was the activation and deployment of both our hospital ships, USNS Mercy and USNS Comfort, to provide medical and dental assistance, engineering support, and strengthening disaster response preparedness in the Caribbean, Central and South American, and Pacific areas. Leaders, both military and civilian, at our highest levels of government noted that these deployments sent a strong message of U.S. commitment, cooperation and engagement to our friends and partners around the world.

Military personnel or civilian mariners from ocean surveillance ship USNS Impeccable, dry cargo and ammunition ship USNS William McLean, and hospital ship USNS Mercy, risked their lives and saved 19 individuals during at-sea rescue operations this past year. We are very proud of you and thank you for your courage, professionalism and determined efforts to assist those in need.

Near the end of last year, the Navy redesignated several of our classes of ships to better reflect the expeditionary nature of their operations. The Joint High-Speed Vessel is now the Expeditionary Fast Transport (EPF). The Mobile Landing Platform is now an Expeditionary Transfer Dock (ESD). Finally, the Afloat Forward Staging Base is redesignated Expeditionary Mobile Base (ESB). Our Navy has great confidence in the MSC team and our ability to operate these new platforms and take on new missions sets.

As we move into 2016, let's take a moment to reflect on our personal and professional lives. We should set goals and look for ways that we can build on our successes from last year. Are there activities or processes at work that we might do more efficiently this year? If so, develop a plan to make that happen. Are there daily work habits that you might change that would make you a more effective contributor to your work team? If so, change those habits. The beginning of the year is the time to make change and start anew. Take advantage of the opportunity.

Personally, I plan to develop a greater focus on safety, the safety of our mariners at sea and the safe operation of our ships. In a related commentary in this month's Sealift, I share some specific thoughts on safety at our command. In addition, there is an in-depth article that looks at the recently-completed, command-wide safety review.

As we enter 2016, let's stay focused; focused on our mission and serving our customers. The work we do each and every day has a direct impact on the safety and security of our nation. I admire your commitment and dedication to what is a very demanding job. I remain proud of our team and honored to work with such professionals. I'm excited about the opportunities in front of us in 2016!

## FOCUS ON SAFETY

MSC Team,

I am amazed at the quality of people and level of talent at Military Sealift Command. On any given day, we have about 115 ships at sea, operating in every time zone around the world. MSC ships support missions as diverse as surveying the ocean floor, delivering fuel and munitions to combatant ships, to operating platforms that are testing our Nation's most advanced weapon systems. The key ingredient that makes us successful is our people. The men and women who make up our workforce, both ashore and afloat, are the best in the world.

As we close out one year and prepare to lay our course for the upcoming New Year, there is one area that requires everyone's focus. That area is safety.

MSC has experienced an uptick in significant mishaps. As a result, I initiated a command-wide safety review. The safety review looked at 23 mishaps that occurred over a 30-month period from 2013 to 2015. These mishaps were very serious events and included ship collisions, ship groundings, dropped ordnances, and allisions with fixed objects; including an allision with the USS Arizona Memorial. While these events did not result in injury to personnel, these events damaged government assets, created enormous expenses, reduced our readiness posture, and damaged our reputation. We can, and we must, do better both individually and as a Command.

Human factors, including behavior and decision-making, played a significant role in the root causes of these mishaps. This is the area that everyone must focus on and "take for action." Here's what you can do to improve our safety culture:

1. Conduct Operational Risk Management analysis (ORM) prior to operational evolutions.
2. Follow MSC's Safety Management System (SMS).
3. Fully understand your job, complete all required training and use this training and the experience of your supervisors in your actions.
4. Focus on the task at hand, eliminate personal and professional distractions at work.
5. Use common sense. If it does not feel safe, don't do it. Stop and re-assess before continuing.

In addition to requiring individual focus, I have directed process and organizational changes that will also improve our safety culture.

First, we will reenergize key training and ship support programs, including Afloat Training Team and Bridge Resource Management Training. Additionally we will reinstitute our annual Ship Safety Assist Visit Program.

Second, I have directed MSC to create a more robust ORM Program. This program will introduce new requirements to our current ORM SMS procedure, which will be focused on command expectations for the fleet. We will produce an ORM training video to reinforce the implementation of ORM, as well as highlight the value that ORM provides. This video will also provide training in how to use and effectively execute ORM.

Third, our Reduced Operating Status vessels are a key component of our fleet. We must manage this fleet in a way that does not diminish preparedness or contribute to the atrophy of equipment and skills. We will explore

additional avenues to test these platforms and increase operational readiness of the ROS fleet.

Fourth, our SMS has provided an effective standard for the safe management and operation of our ships. However, our SMS is only as good as the utilization of the system. With that in mind, our Document Control Group will continue to take updates from the fleet, and strive for frequent and responsive exchanges between headquarters and the fleet so that the system remains current and adaptive.

Finally, our Headquarters Safety Office must be a focal point for governing our safety-related policies and communications with the fleet. This office requires manning and resources to stay actively engaged with the fleet in all aspects of safety and I will ensure that happens.

To close, safety is an "all-hands" evolution. Safety is a mindset and safety must be part of our culture, every day and in everything we do. Everyone has a role in improving the Command's safety posture. Both individual and Command ownership of safety challenges is absolutely vital. Everyone has a voice in ensuring MSC ships are operating in the safest way possible. You are empowered to stop an unsafe condition.

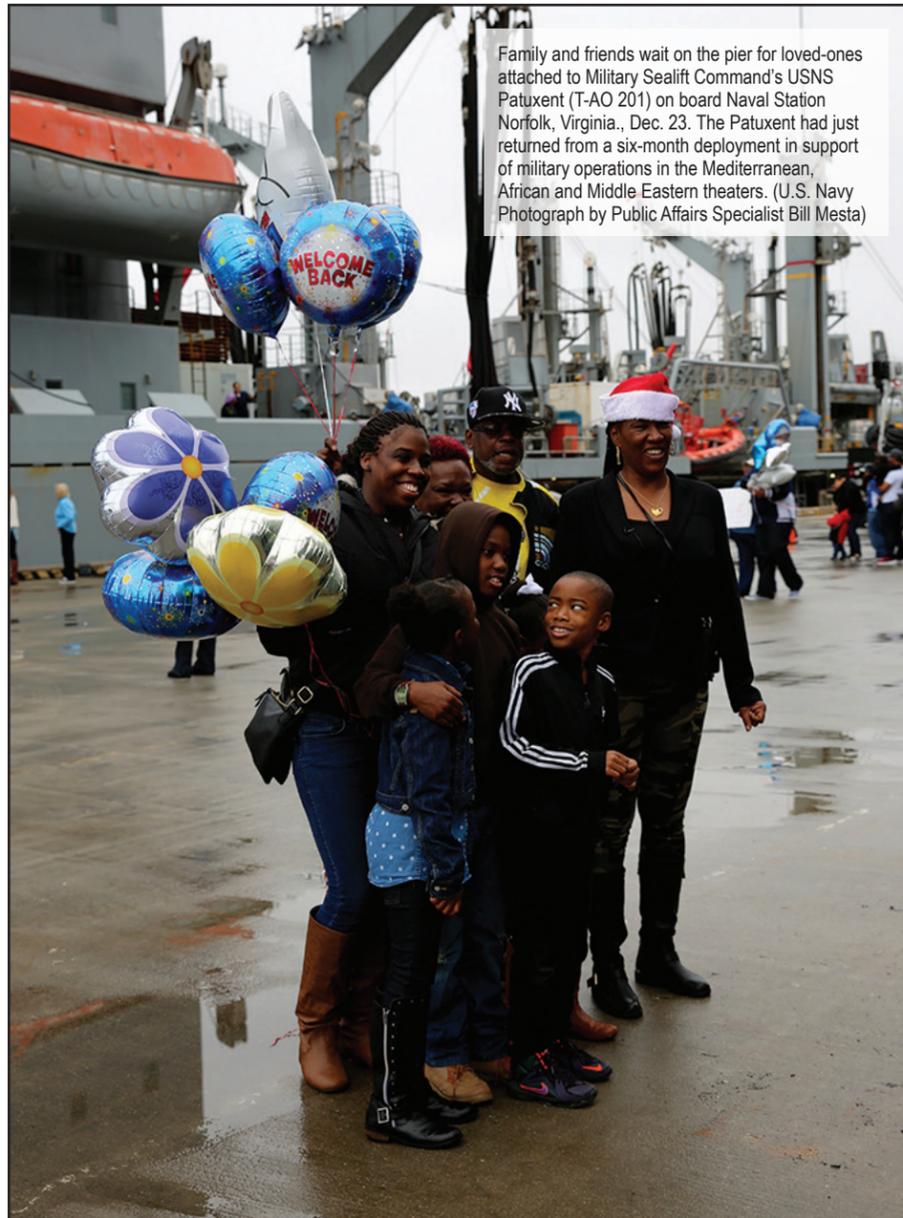
I thank you for your continued focus on improving our safety posture at MSC. Safety is not your problem, safety is not my problem; safety is OUR challenge collectively. Safety must be who we are and what we do. We must make operational safety our core value; it must permeate at every level of MSC activity, from deck plate to staff headquarters and all levels in between.

By working together, we can and will reduce the frequency and severity of safety mishaps.

**“Safety is a mindset and safety must be part of our culture, every day and in everything we do.”**

# USNS PATUXENT END OF DEPLOYMENT

By Military Sealift Command Public Affairs



Family and friends wait on the pier for loved-ones attached to Military Sealift Command's USNS Patuxent (T-AO 201) on board Naval Station Norfolk, Virginia., Dec. 23. The Patuxent had just returned from a six-month deployment in support of military operations in the Mediterranean, African and Middle Eastern theaters. (U.S. Navy Photograph by Public Affairs Specialist Bill Mesta)

Military Sealift Command's (MSC) USNS Patuxent (T-OA 201) returned to Naval Station Norfolk, after completing a six-month deployment in support of military operations in the Mediterranean, African and Middle Eastern theaters, Dec. 23.

Patuxent provided logistic support for 35 U.S. Navy and allied combatant ships including vessels from the Australian, German, Italian, Netherlands, Pakistani and the United Kingdom's navies.

"It is a good feeling to have completed the deployment just before Christmas," said the Patuxent's Master, Capt. Roman C. Pociеча. "I am very proud of the Patuxent crew. Their performance throughout the deployment was great."

"It is a great thing for the crew to be home before Christmas," said Neil Nelson, Patuxent's Medical Services Officer. "After a long deployment, it is wonderful to be home to spend time with my family."

Patuxent and her crew of 89 Civil Service Mariners (CIVMARS) traveled over 25,000 miles and completed 75 underway replenishments, transferring 14 million gallons of fuel and 1,500 pallets of critical logistical supplies.

"We deliver fuel and cargo at sea so the warships can continue their missions without pulling into port. This is a big logistical advantage for the combatant fleet," added Pociеча. "There are not many nations who can do what we do. It takes a lot of training and a special set of skills to do what the Patuxent and her crew can do."

Patuxent is a Combat Logistics Force ship and is U.S. government-owned. The ship's crew is made up primarily of CIVMARS. The Patuxent's class of ships provides virtually everything U.S. Navy combatant ships require to operate, including fuel, food, ordnance, spare parts, mail and other supplies.

"We had a good ship and a good crew and we did a good job," said Nelson. "We moved a lot of cargo and pumped a lot of fuel. We had no major incidents of injuries or sickness so it was a really good run."

The crew of Patuxent acted as goodwill ambassadors during port visits to Bahrain, Rota, Spain, Salalah, Oman and Souda Bay, Greece. The ship also made port calls to the United Arab Emirates' Djibouti, Fujairah and Jebel Ali.

"In the future, MSC's Combat Logistic Force will continue to be a vital, cost-effective and innovative element of the U.S. Navy," said LaShawn Sykes, a public affairs specialist for MSC Atlantic. "They are actively supporting the Navy's combat readiness and ability to project a powerful forward presence."

## WIPER ADVANCEMENT PROGRAM

By Military Sealift Command Public Affairs

Military Sealift Command (MSC) currently employs over 100 Civil Service Mariners (CIVMAR) who specialize as Wipers.

Wipers are responsible for the cleaning and preservation of engine department spaces, systems, equipment and equipment components.

"To carry out their duties, Wipers use chemicals for cleaning, such as detergents, solvents and preservatives such as paint," said Ilene DeChurch, one of MSC's Senior Human Resources Specialist. "Wipers are required to use tools such as chipping hammers, scrapers, needle guns, paint brushes, wire brushes, brooms, and mops. They must also be familiar with using hand-held power tools such as drills, saws, wrenches, hammers, chisels."

The duties of a Wiper are critical because engine room equipment is constantly under attack by dirt, moisture, salt air, grease and oil. Wipers keep the equipment free of these harmful elements.

"The engine departments of MSC's ships are constantly in need of qualified personnel to man the engine rooms," said DeChurch. "To help fill these 'Qualified Member of the Engine Department (QMED)' positions and to offer Wipers an opportunity for professional advancement, MSC established the Wiper Advancement Program (WAP)."

"Participants in the WAP program will serve as a Wiper in the engine department aboard all classes of MSC's CIVMAR crewed ships," said Albert DaGraca of MSC's CIVMAR Training Administration & Engine Program. "The program provides on-the-job training and work experience both at sea and in port."

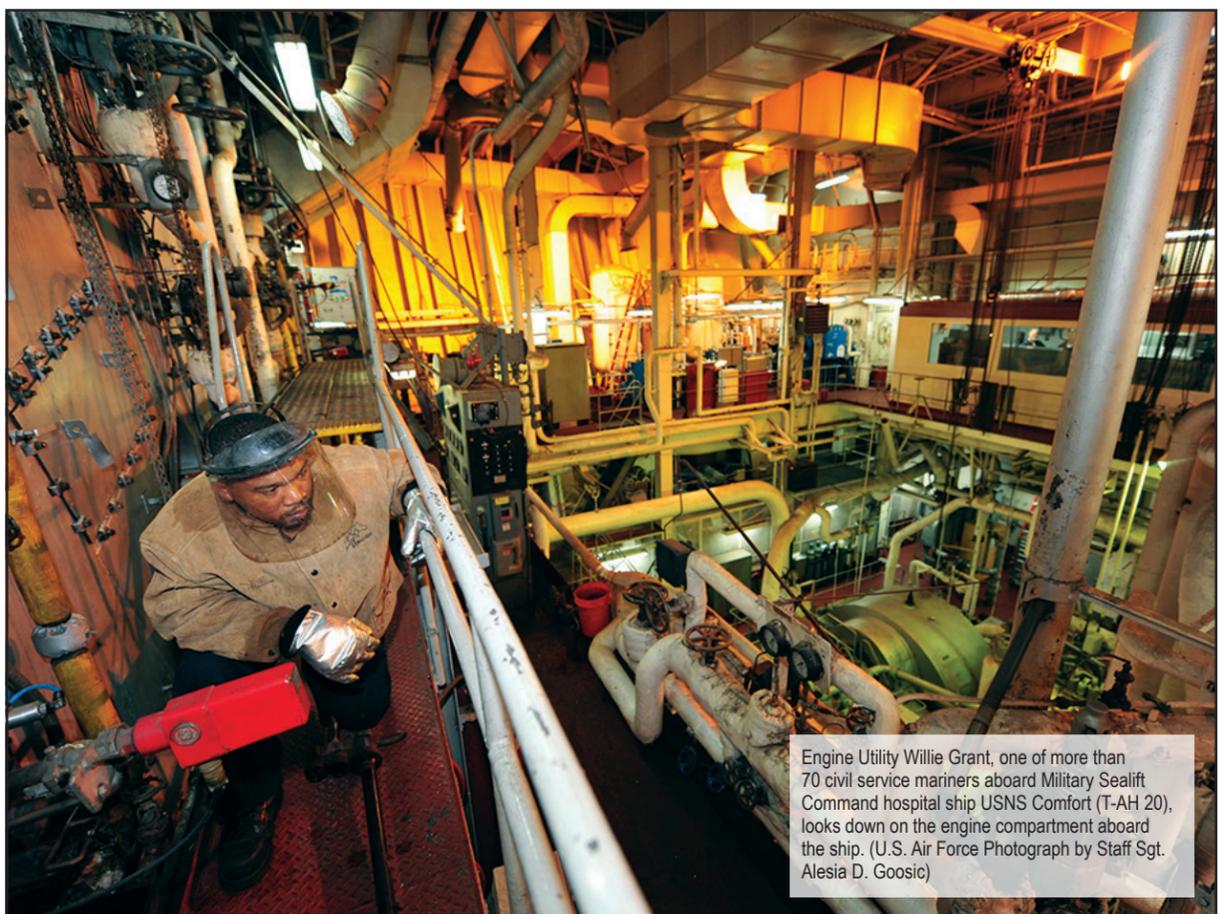
After completing 180 days service in the engine room, WAP participants are eligible to apply for a United States Coast Guard issued

Standards of Training, Certification and Watch Keeping (STCW 95) Form as the Rating Forming Part of an Engine Watch (RFPEW).

DaGraca added, "All WAP participants must sign an 18-month service agreement to obtain the QMED Fireman/Watertender, Oiler endorsements and a STCW 95 certificate endorsed with RFPEW."

Upon completion of the WAP program requirements, participants will become eligible for consideration for permanent promotion from Wiper to Engine Utilityman (EU).

(Continue Reading on page 8)



Engine Utility Willie Grant, one of more than 70 civil service mariners aboard Military Sealift Command hospital ship USNS Comfort (T-AH 20), looks down on the engine compartment aboard the ship. (U.S. Air Force Photograph by Staff Sgt. Alesia D. Goosic)

According to Rear Adm. Kevin Hayes, Military Sealift Command's Deputy Commander, MSC incurred a 300 percent increase in Class B mishaps from 2010 to 2015.

"First and foremost, my concern in 2015 was our organization had not made safety a priority in terms of the way that we conduct our day-to-day afloat operations," said Hayes. "Specifically, for 2015, we reached our annual average number of seven afloat mishaps before the end of May."

"Safety incidents are categorized as Class B mishaps when the total cost of damages incurred is more than \$500,000 but less than \$2 million, an injury or occupational illness results in permanent partial disability, or when three or more personnel are hospitalized for inpatient care as a result of an incident," according to Bolaffi. "Some of the most concerning safety incidents from 2015 included a fire on the USS Mount Whitney (LCC 20), the grounding and boiler explosion on the USNS Sgt. Matej Kocak (T-AK 3005), and an ordnance drop on the USNS Artic (T-AOE-8). Most recently we had a tank over pressurization on the USNS Supply (T-AOE-6)," said Bolaffi. "All of these incidents highlight the need to strengthen MSC's culture of safety."

"The culture of safety must be embraced by every person across MSC," said Bolaffi. "Safety should flow top to bottom, bottom to top and horizontally throughout the command."

"Having a culture of safety allows for the values of safety to become part of our daily routine," added Bolaffi. "When this value of safety is imbedded in our daily routine then it becomes ingrained as part of the way we do business."

The detrimental impact of safety incidents can be crippling for an institution and MSC's leadership is determined to reduce these events in 2016.

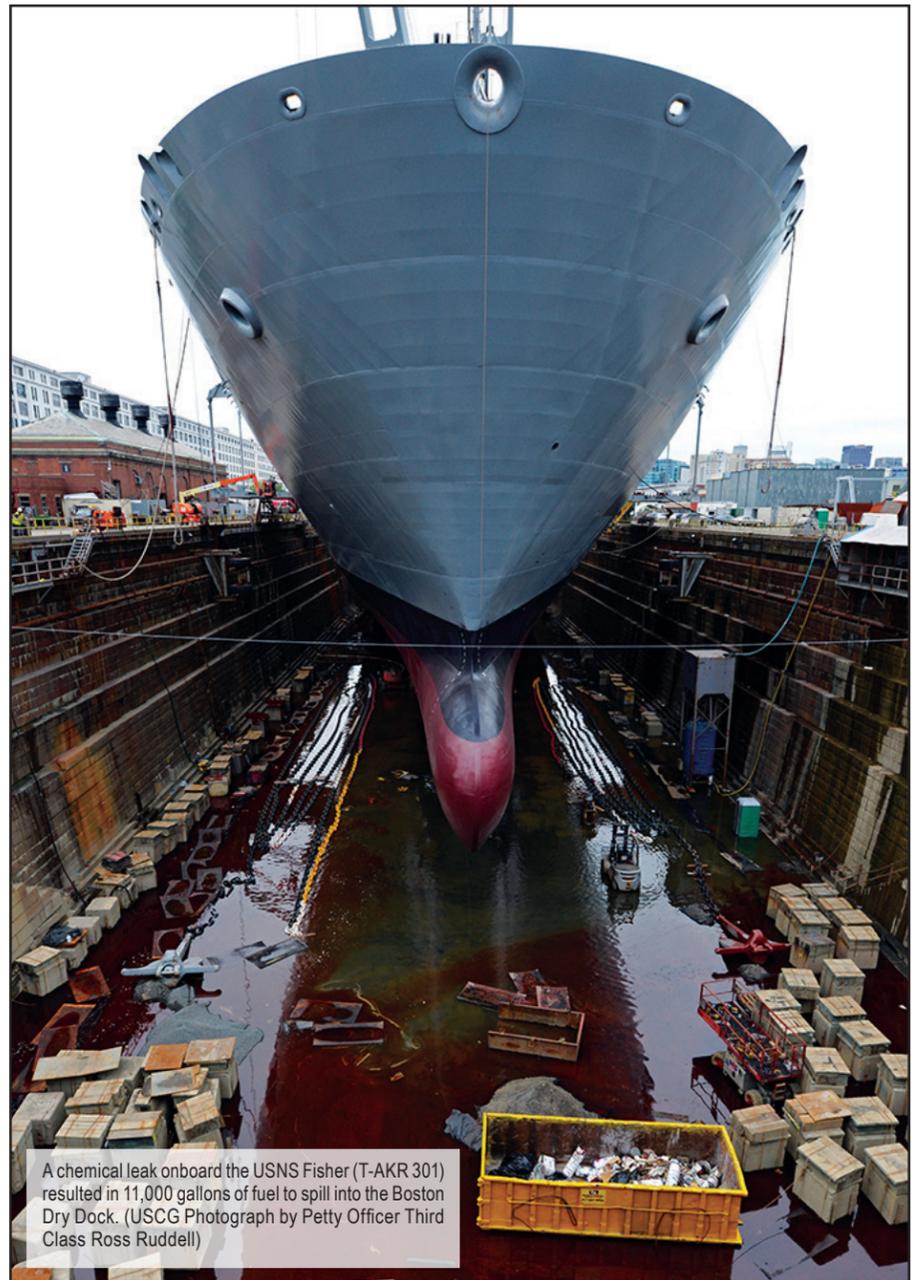
In June 2015, Rear Adm. T. K. Shannon, Commander, Military Sealift Command, directed a dedicated, cross-functional team (CFT) to conduct a command-wide safety review.

The safety CFT was comprised of over 30 MSC employees and was activated to identify the root causes associated with the 23 mishaps which occurred from January 2013 through June 2015. In addition to getting at the root causes, the CFT was tasked with providing recommended corrective actions to address the underlying factors behind the mishaps. The CFT included membership from all programs and codes as well as a port captain and a port engineer.

Of the 23 mishaps which occurred, 13 were from government-operated



A view of USNS Sgt. Matej Kocak's (T-AK 3005) stern after the ship was grounded onto a coral reef off the east coast of Okinawa, Japan, Jan. 22, 2015. The Kocak was stranded until it was freed on Feb. 3, 2015. (U.S. Air Force Photograph by Airman First Class John Linzmeier)



A chemical leak onboard the USNS Fisher (T-AKR 301) resulted in 11,000 gallons of fuel to spill into the Boston Dry Dock. (USCG Photograph by Petty Officer Third Class Ross Ruddell)

ships while 10 were from contracted-operated ships. Thirteen of the mishaps involved a breakdown in navigation or seamanship while four mishaps involved the movement of ordnance, according to the CFT findings. Additionally, there were four ships (two government operated and two contractor operated), which were repeat offenders generating nearly 40 percent of the mishaps involved in the analysis.

"We can also say that some of these mishaps resulted from operator error," added Hayes. "Root causes found included incorrect procedures, complacency and overconfidence, poor supervisory oversight, Operational Risk Management (ORM), insufficient resources and focus on the command's overall safety posture." ORM is a systematic approach to managing risks to increase mission success with minimal losses. The process involves identifying and assessing hazards, mitigating and controlling risks.

The safety CFT laid out a number of key areas for MSC to focus on in 2016 including an outline of corrective reforms documented in the Plan of Action and Milestones (POA&M). The POA&M covers four key areas including training and readiness, Operational Risk Management, procedures and processes, and organizational culture. "We're in the early stages of rolling out our roadmap for improving our afloat safety posture across the MSC enterprise," said Hayes. "This roadmap will need to be executed smartly in order for the organization to take a round turn on safety and will require the dedicated focus and attention of all involved as safety consciousness is a 24/7 mindset."

"Military Sealift Command has a robust Safety Management System," added Bolaffi. "We are reviewing key procedures and policies to see where we need to improve."

"Most notably, we are evaluating our ORM policy," said Bolaffi. "As part of the CFT we reached out to Masters and Chief Engineers to ensure they fully understand that the main ORM tool, Risk Analysis Calculators, were not being fully utilized."

Risk Assessment Calculators are work sheets which allow an individual to quantify the risk into 'Risk Assessment Codes' based on the probability of occurrence and the severity of a potential incident. "Military Sealift Command didn't all of sudden 'stop doing safety'," concluded Hayes. "This has been a case where we've collectively taken our eye off the ball when it comes to safety and we've seen our afloat safety reputation suffer as a result. Fixing this issue will take the collective efforts of all of MSC to zero-in on this challenge. Our mission depends on it."

"Safety standards, rules and requirements exist for a reason. They are usually implemented because someone got hurt, killed or because of property was damaged," said Bolaffi. "Following the safety standards protects you, your shipmates, protects the environment and protects our assets."

actively engaged in killing or attempting to kill people in a confined area, typically through the use of firearms.”

The MCS teammates were presented with three recommended responses to an active shooter situation; run, hide or fight. Based on the training, running is the best option during an active shooter crisis.

According to the training, if you can, get out of the building. Always try to evacuate, even if others insist on staying. Encourage others to leave with you. But don't let them slow you down with indecision.

“Distance is your best friend in an active shooter scenario. The further away you can get the better,” Chief Master at Arms Michael Brandon, MSC's Shore-side Anti-terrorism Officer. “If you are approaching the building from the parking lot and you hear gunshots, do not attempt to investigate. Go back to your car and leave.”

If you are able to evacuate the building, get as far away as possible. “When we muster for a fire drill, we all go to a designated spot,” according to Brandon. “This is not a good practice for an active shooter situation. A large group of people in a single spot would create a tempting target for the shooter.

“If a group of evacuated personnel grows beyond four or five people, the group needs to split up and find other hiding places,” said Brandon, “Don't allow the group to grow into a large target.”

“If you can leave, leave. Get in your car and leave the area,” said Brandon. “Go as far away from the active shooter scene as necessary to ensure your safety. After the situation is under control, we will contact everyone and perform a muster.”

“Remember what is important when you are escaping the building. You, not your stuff,” added Brandon. “Leave your belongings behind and try to find a way to get out safely.”

Trying to get yourself out of harm's way needs to be your number one priority. Once you are out of the line of fire, try to prevent others from walking into the danger zone.

“Also, call the police at 911 or the Naval Station Norfolk base dispatch at 444-3333 to report the incident.” said Brandon. “You might be the first person to have heard the gunshots or to report the incident.”

If you can't get out safely, you need to find a place to hide. Act quickly and quietly. Try to secure your hiding place the best as you can. According to the training, one should turn out the lights and if possible, lock the doors. Also, silence the ringer and vibration modes on your cellular phone.

“If the shooter finds a locked door he will likely move on,” said Brandon. “They generally want to kill as many people as possible with the least amount of resistance.”

If you cannot find a safe room or closet, try to conceal yourself behind large objects which may protect you. Do your best to remain quiet and calm.

“If you have an individual office, make sure you have a key to your door so you are able to lock that door,” added Brandon. “If you don't have a key to your individual office, please visit the Physical Security Department as soon as possible.”

“Don't lock the exterior doors to your building,” added Brandon. “Ultimately we want the first responders to access the building. If the exterior doors are locked, this creates a barrier and delays the police response.”

As a last resort or if your life is at risk, fight.

If you must fight an attacker, act with aggression. Improvise weapons and do everything you can to disarm the gunman, according to the training. Commit to taking the shooter down, no matter what.

“Most of us, in the heat of the moment, our hearts beat 100 miles-per-hour. Adrenaline kicks in. Fear kicks in,” said Brandon. “If your only option is to fight the gunman, you are going to have to control your emotions. You must shift from fear to a ‘we are going to win today’ mentality.”

“We all work in different areas. Think about things you have in your area to use as an effective weapon against an attacker,” added Brandon.

“We need to think outside of the box to improvise weapons. None of us are armed with firearms or knives,” said Brandon. “If we are going to fight the gunman we will need to use items from our work-centers such as chairs and small end-tables to subdue the attacker.”

If the only option available is to fight, greater numbers of people will increase the likelihood of eliminating the gunman.

“In many of our buildings, we work in wings with multiple people stationed in each area. A group of people in a wing fighting a gunman will have a much greater chance of success of subduing the threat than an individual,” said Brandon.

“Your first thought should be to run or hide,” Brandon reiterated, “The last option is to fight.”

Once the police and first responders arrive, it is important for MSC personnel to respond appropriately.

According to the training, the first responders to the scene are not there to evacuate personnel or tend to the injured. The police are highly trained and their priority is to stop the shooter.

Once the situation has stabilized, medical professionals will attend to the wounded.

When directed, those personnel who stayed during the crisis will evacuate the building.

“Everyone must remain composed and exit the building calmly,” said Brandon. “Everyone should exit their building single file with their hands raised.”

Don't bring any items with you as you exit,” said Brandon. “Leave all of your personal effects in the building. You will be able to retrieve your possessions later.”

During an active shooter scenario, your installation's Emergency Operations Center (EOC) will be activated to provide crisis control and smooth communication throughout the crisis. One action you can take is to provide information detailing the incident to the EOC.

If you are on-board Naval Station Norfolk and an active shooter situation is developing, information about the shooting can be e-mailed to navstanorfolk.eoc@navy.mil. Any information and detail you provide to the EOC could be extremely valuable in shaping the response to an active shooter situation.

“The information for the EOC could be as simple as the number of gunshots you heard,” said Brandon. “Make sure to let them know your location. Give them your building number, office number and wing so the EOC knows where you are.”

In regards to an active shooter crisis, try to be aware of your environment. Always have an exit plan. Know that generally in an active shooter incident, victims are chosen randomly. The situation is unpredictable and may evolve quickly.

In an actual active shooter crisis, your survival will depend on whether or not you have a plan.

The time to formulate your plan is before an incident occurs.

## How to Respond

**WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY**




**QUICKLY DETERMINE THE BEST WAY TO PROTECT YOUR OWN LIFE. OTHERS ARE LIKELY TO FOLLOW THE LEAD OF MANAGERS AND EMPLOYEES DURING AN ACTIVE SHOOTER SITUATION.**

- 1
RUN

HAVE AN ESCAPE PLAN AND ROUTE ESTABLISHED  
LEAVE YOUR BELONGINGS BEHIND  
KEEP YOUR HANDS VISIBLE
- 2
HIDE

HIDE OUT OF THE ACTIVE SHOOTER'S VIEW  
BLOCK ENTRY TO YOUR HIDING PLACE  
LOCK ALL LOCKABLE DOORS
- 3
FIGHT

AS A LAST RESORT WHEN YOUR LIFE IS IN IMMINENT DANGER  
ATTEMPT TO INCAPACITATE THE ACTIVE SHOOTER  
ACT WITH PHYSICAL AGGRESSION - THROW ITEMS AT SHOOTER

CALL 911 WHEN IT IS SAFE

HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES	RECOGNIZING SIGNS OF POTENTIAL WORKPLACE VIOLENCE
<ul style="list-style-type: none"> <li>Remain calm, and follow officers' instructions</li> <li>Immediately raise hands and spread fingers</li> <li>Keep hands visible at all times</li> <li>Avoid making quick movements toward officers such as attempting to hold on to them for safety</li> <li>Avoid pointing, screaming and/or yelling</li> <li>Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises</li> </ul> <p style="font-weight: bold; font-size: 10px; margin-top: 5px;">PROVIDE INFORMATION TO OFFICERS OR 911</p> <ul style="list-style-type: none"> <li>Location of the victims and the active shooter</li> <li>Number of shooters, if more than one</li> <li>Physical description of shooter/s</li> <li>Number and type of weapons held by the shooter/s</li> <li>Number of potential victims at the location</li> </ul>	<p style="font-weight: bold; font-size: 10px; margin-top: 5px;">An active shooter may be a current or former employee. Alert your Chain of Command if you believe an employee exhibits potentially violent behavior. Indicators of potentially violent behavior may include one or more of the following:</p> <ul style="list-style-type: none"> <li>Increased use of alcohol and/or illegal drugs</li> <li>Unexplained increase in absenteeism, and/or vague physical complaints</li> <li>Depression/Withdrawal</li> <li>Increased severe mood swings, and noticeably unstable or emotional responses</li> <li>Increasingly talks of problems at home</li> <li>Increase in unsolicited comments about violence, firearms, and other dangerous weapons and violent crimes</li> </ul>

Contact Human Resources for more information and training on active shooter response in the workplace.



Joe Gutierrez, a midshipman cadet from U.S. Merchant Marine Academy in Kings Point, New York, and currently serving with USNS Walter S. Diehl (T-AO 193), hands out gifts to students during a community outreach event at Pliu elementary school. (U.S. Navy Photograph by Grady T. Fontana)

## USNS WALTER S. DIEHL SHARING LITERATURE IN THAILAND

Military Sealift Command Far East - Story by Grady Fontana

Military Sealift Command Far East (MSCFE) and the Singapore Area Coordinator Community collected more than 1,200 used English children's books in Singapore and delivered the offerings to the Pong Nam Ron, Pliu aWWnd Ban Trok Nong elementary schools here as part of a community outreach event to foster goodwill, Dec. 21.

"We were received with an outpouring of love and appreciation," said Lt. Cmdr. Glen D. Kitzman, chaplain, MSCFE. "The Thai people are just a very grateful people and I think every time we have the opportunity to come to schools like this in Chanthaburi and other regions of Thailand we're always received with open arms and welcomed spirits."

The community outreach event was held at the schools, which are collocated, and the books benefited more than 120 students. In addition to the books being delivered, the volunteer civilian mariners (CIVMARS) and MSCFE personnel also sang songs with the children, played soccer and painted items on the playground. At the conclusion of the event, all shared a traditional Thai meal that was hosted in the school lunch room.

Additionally, local Thai organizations such as the Navy League Siam Council, the Rotary Club of Chantanimit and the Marriot Hotel of Pattaya also contributed with donations and volunteer time.

"There's a deficiency here with the number of grade-school English text books and reading books for teachers to use as they teach English in their normal curriculum," said Kitzman. "So with the generosity of the Singapore families, a lot of American families came together and we were able to distribute over 1,200 books in this region to the school children of Chanthaburi; really, to help them promote English literature. We were also able to donate some holiday gifts in the form of small care packages."

According to Peter Thorand, a 70-year-old active volunteer to the U.S. Navy and President of the Navy League Siam Council, these types of activities make a lasting and memorable impression to individuals.

Peter has been a resident of Thailand for more than 30 years, and has traveled the globe over the years, but he vividly recalled an encounter he had with a U.S. soldier in the late 1940s in war-ruined Germany as a young child when U.S. soldiers were camped out in a field not far from his home near Munich.

"I was 4 or 5 years old, I would sneak out and go to where the Soldiers were camped out," said Peter. "It was tough times. I remember this (Soldier) gave me a box and said, 'take this home to your mother.' It was a big box of pork belly. I never forgot that. The next day, they saw me and gave me grapefruits. I had never seen a grapefruit before. Times were tough and I never forgot that. They were all nice guys."

Peter said that these Thai kids will always remember the volunteers. "You create a lasting memory and that is why I like to do these community relations events," said Peter. "They will go home and they will talk about this event."

The books were collected over a two-month-period in Singapore during a book drive that was sponsored by MSCFE and the Singapore Area Coordinator Community in Sembawang. After volunteers from the Keystone Club, a local teen club in the

Sembawang American community, posted various collection boxes in different high-traffic areas.

The books were gathered in November and traveled as space-available cargo on the fleet replenishment oiler USNS Walter S. Diehl (T-AO 193), which was bound for Sriracha to conduct voyage repairs.

From Sriracha, the Walter S. Diehl's crew delivered the books to the schools and interacted with the children through games. One midshipman cadet from Kings Point Merchant Marine Academy in New York, Joe Gutierrez, even played a much-younger Santa Claus and handed out care packages to the kids that contained toys, snacks and hygiene materials.

According to Steve Scott, chief mate of the Walter S. Diehl, the ship had a motivated bunch of volunteers.

"We just put it out to the crew that we were looking for volunteers to come up to the school to spend the day and volunteer their time to paint the playground and pass out the gifts," said the eight-year MSC CIVMAR veteran. "We have about 80-85 crew on our ship and we had over 20 volunteers. I think they were just interested in helping other people."

MSC operates approximately 115 noncombatant, U.S. merchant mariner-crewed ships that replenish U.S. Navy ships, conduct specialized missions, strategically preposition combat cargo at sea around the world, and move military cargo and supplies used by deployed U.S. forces and coalition partners.



Rhick Navarro, a civilian mariner in the supply department on USNS Walter S. Diehl (T-AO 193), paints the playground obstacles during a community outreach event at Pliu elementary school. MSCFE and the Singapore Area Coordinator Community also donated more than 1,200 English books to the Pong Nam Ron, Pliu and Ban Trok Nong elementary schools. (U.S. Navy Photograph by Grady T. Fontana)

# USNS SPEARHEAD DEPARTS TO SUPPORT AFRICA PARTNERSHIP STATION

By LaShawn Sykes, Military Sealift Command Atlantic Public Affairs

The Navy's First Expeditionary Fast Transport vessel, USNS Spearhead (T-EPF 1), and its crew of nearly 100 U.S. Navy Sailors and civil service mariners departed from its homeport at Joint Expeditionary Base Little Creek-Fort Story, Virginia, on Dec. 29 in support of the capacity-building program Africa Partnership Station (APS).

On its third scheduled five-month deployment to U.S. Sixth Fleet's area of operations, Spearhead will be commanded by civilian master, Capt. Douglas Casavant, and the officer-in-charge of the 2016 APS mission, Cmdr. Tim Ferracci.

"Africa Partnership Station is an exciting mission," said Ferracci. "Africa Partnership Station is an important mission because it gives us the opportunity to work with our African partners so we can exchange best practices in maritime security operations. Exchanging best practices increases interoperability and capability and contributes to regional stability."

"We will conduct bilateral training, regional exercises, and combined operations that will cover a wide spectrum of capabilities designed to increase maritime security and sustain global commerce," said Ferracci. "This is a great opportunity to be a part of this mission with civilian mariners, Sailors, Marines and U.S. Coast Guard personnel."

Africa Partnership Station is an annual series of U.S. Navy deployments focused on subject matter exchanges with partner nation militaries and security forces in the Gulf of Guinea. This year, Spearhead will deploy to Cameroon, Gabon, Ghana, Senegal, Spain, and Morocco.

While on deployment in theater, Spearhead's embarked military detachment will also participate in the multinational exercise Obangame Express and the Africa Maritime Law Enforcement Partnership.

"This deployment is another great opportunity to showcase the vast capabilities that Spearhead brings to the APS mission," said Casavant. "Since our first APS mission in 2014, we've made improvements in the way we operate and integrate with our partner nations. Through this interaction, we better understand the challenges of the area, and are prepared through upgraded systems and procedures both onboard Spearhead and ashore. By enabling all groups to work together, the combined team is much stronger than the individuals."

"More importantly," added Casavant, "I am excited for the men and women of Spearhead who will get the chance to continue the Navy's strong legacy of strengthening international security through capacity building and the opportunity to foster relationships with U.S. partner nations in Africa. We have been part of this proud legacy for three years in a row."

Spearhead is a government-owned, government-operated vessel owned by the U.S. Navy and operated by Military Sealift Command. Spearhead's class of vessels are affordable, fast, flexible and maneuverable, and provide a forward presence for emergent intra-theater transport needs. They serve to enhance maritime security skill sets among Africa partners as part of APS.



Military Sealift Command's expeditionary fast transport vessel USNS Spearhead (T-EPF 1) prepares to depart the pier at Joint Expeditionary Base Little Creek-Fort Story. Spearhead is scheduled to deploy to the U.S. 6th Fleet area of operations to support the international collaborative capacity-building program Africa Partnership Station and associated exercises. (U.S. Navy Photograph by Mass Communication Specialist Second Class William Jenkins)

# LOGISTICS AND LEADING FROM THE FRONT

By Military Sealift Command Public Affairs

Rear Admiral T. K. Shannon, Commander, Military Sealift Command, hosted a meeting with Rear Admiral James R. McNeal, Commander, Naval Supply Systems Command (NAVSUP) Global Logistics Support and MSC senior supply specialist, active duty and reserve Supply Corps officers, Dec. 15. The meeting, which occurred on board Naval Station Norfolk at the MSC headquarters, gave the leaders an opportunity to discuss a variety of logistics topics. According to McNeal, he considered the visit to MSC's headquarters a 'customer visit.' He was interested in gathering input as to how processes and procedures could be improved.

Some of the topics discussed during the leadership meeting included logistic challenges, standardization, enterprise processes, organizational structure and supply personnel professional opportunities.

"I am a people person and am more interested in our people than matrixes," said McNeal. "It is important to focus on our return on investment for our efforts and to continue strengthening our professional relationships."

"I love the teamwork between the greatest supply system (NAVSUP and Defense Logistics Agency) and MSC," said Shannon. "I am huge fan of our partnership and look forward to continued mutual success." After the meeting, McNeal took the time to recognize one of MSC's Supply Corps Officers, Lt. Kim Booker, by 'pinning' her with the Naval Aviation Supply Corps wings.

"As a MSC Supply Corps Officer, the visit by Rear Adm. McNeal was important because it gave the MSC Supply Corps Community an opportunity to have a one on one with him and to provide feedback on Fleet Logistics Center support to our MSC Ships deployed worldwide," said Booker.

"The meeting gave us a chance to hear Rear Adm. McNeal's Fleet Support Vision, not only for MSC, but for the entire Navy," added Booker. "It also made us aware that, in spite of having the entire NAVSUP Global Logistics Support to command, MSC is on his 'radar' and what we do here matters."

"The pinning by Rear Adm. McNeal was very important to me," said

Booker. "By the Admiral taking time out of his schedule for the pinning, it signified senior Supply Corps leadership interest in my professional development."

Booker added, "During the pinning Admiral McNeal asked me, 'if it was hard?' I replied by saying, 'It was definitely a challenge.'"

"The process took well over a year to complete," said Booker. "However, because Rear Admiral McNeal pinned me, the challenge was worthwhile and I am very grateful."



Rear Adm. James R. McNeal, Commander, NAVSUP Global Logistics Support presents a certificate to Military Sealift Command Supply Corps Officer, Lt. Kim Booker for earning her Naval Aviation Supply Corps wings. (U.S. Navy Photograph by Public Affairs Specialist Bill Mesta)

“Selection will be contingent on the successful completion of an administrative review which includes an appraisal of supervisory evaluations and input regarding performance and readiness for permanent promotion to EU,” said DaGraca. “Also, an authorized EU position must be available in order for the promotion to be effected.”

To be eligible to apply for WAP, individuals must be in possession of a valid United States Coast Guard (USCG) Merchant Mariner Credential (MMC) endorsed as Wiper, or higher, in the engine rating.

“Applicants who meet the minimum eligibility requirements for the WAP will be further evaluated on knowledge of safety procedures, cleaning and preservation procedures for Engineering equipment, skill in operating manual and electrical

hand tools and the ability to understand and follow directions,” said DeChurch. “They must be a United States citizen who is at least 18 years of age. Also, they must possess and maintain a valid U.S. Passport with a minimum of seven months remaining before expiration date.”

An additional requirement is being in possession of a USCG MMC, with a minimum of ten months remaining before its expiration date.

Wiper promotion opportunities have been very high over the recent years, according to DaGraca.

“Those who press on and complete the WAP potentially have multiple opportunities for promotion during the year,” added DaGraca. “Wipers, who are not in WAP, have only one opportunity for promotion per year. As such, the WAP program is highly recommended and has

demonstrated a good track record for mariner promotions.”

“Mariners interested in applying for the program should follow the guidelines offered in the annual WAP Merit Promotion Opportunity Announcement,” said DaGraca. “The annual announcement is usually released later in the year. Mariners have the opportunity to submit an application during the open period.”

To access the latest WAP announcement, go to <https://civmar.sealiftcommand.com/merit-promotions>.

Prospective WAP candidates can find more information at <https://civmar.sealiftcommand.com>.

Civilian Mariners may also contact the Engine Program Coordinator by email at [albert.dagraca@navy.mil](mailto:albert.dagraca@navy.mil) or by phone at 757-443-2806.

# ANYDAY



Kristen Norfleet, of the U.S. Navy's Military Sealift Command's Comptroller Department, wraps presents and fills holiday stockings at the command's headquarters building aboard Naval Station Norfolk, Virginia, Dec. 2. The gifts were donated as part of the American Society of Military Comptroller's efforts in support of the Salvation Army's 'Angel Tree' program. The volunteer program provided gifts to local children in need, ensuring a brighter holiday season. (U.S. Navy Photograph by Public Affairs Specialist Bill Mesta)



Aircraft carrier USS Harry S. Truman (CVN 75) conducts a replenishment-at-sea with fleet replenishment oiler USNS John Lenthall (T-AO 189). Harry S. Truman Carrier Strike Group is conducting naval operations in the U.S. 6th Fleet area of operations in support of U.S. national security interests in Europe and Africa. (U.S. Navy Photograph by Ens. J. Ostrom)



An MH-60S Sea Hawk helicopter assigned to the "Nightdippers" of Helicopter Sea Combat Squadron (HSC) 5 transfers supplies from Military Sealift Command fleet replenishment oiler USNS John Lenthall (T-AO 189) to the aircraft carrier USS Harry S. Truman (CVN 75) during a vertical replenishment. The Harry S. Truman Carrier Strike Group is deployed in support of maritime security operations and theater security cooperation efforts in the U.S. 5th Fleet area of responsibility. (U.S. Navy Photograph by Mass Communication Specialist Third Class J. R. Pacheco)

## MARINER RESOURCES

**Department of the Navy Civilian Employee Assistance Program (DONCEAP)**  
1-844-DONCEAP (366-2327)  
TTY: 1-888-262-7848  
International: 1-866-829-0270  
Help is also available online: [DONCEAP.foh.hhs.gov](http://DONCEAP.foh.hhs.gov)

**Equal Employment Opportunity Hotline**  
1-757-341-3310  
e-mail: [MSC\\_EEO@navy.mil](mailto:MSC_EEO@navy.mil)

**The Benefits Line**  
1-888-320-2917  
TTY Number: 1-866-359-5277  
e-mail: [navybenefits@navy.mil](mailto:navybenefits@navy.mil)

**Thrift Savings Plan**  
1-877-968-3778  
TTY Number: 1-877-847-4385

**Federal Dental and Vision Insurance Program (FEDVIP)**  
1-877-888-3337  
TTY Number: 1-877-889-5680  
e-mail: [service@BENEFEDS.com](mailto:service@BENEFEDS.com)

**Flexible Spending Account (FSA)**  
1-877-372-3337  
TTY Number: 1-800-372-0450  
e-mail: [FSAFEDS@adp.com](mailto:FSAFEDS@adp.com)



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