ASNE-SI “Section of the Year (SOY)” and “Section Productivity Honorable Mention” 2014 Awards

Left to right: Mr. Maroof Qurashi (ASNE-Southern Indiana Chair), Mr. Bradley D. Secrest (Region IV Council Member), CAPT Glenn M. Ashe, USN (Ret.) (President ASNE), and CAPT Dennis K. Kruse, USN (Ret.) (ASNE Executive Director).

Left to right: CAPT Dennis K. Kruse, USN (Ret.) (ASNE Executive Director), Mr. Maroof Qurashi (ASNE-Southern Indiana Chair), Mr. Bradley D. Secrest (Region IV Council Member), and CAPT Glenn M. Ashe, USN (Ret.) (President ASNE)
ASNE-SI Invitation
Technical Exchange Meeting
“Innovation Across the Life Cycle”

June 4, 2015 in B 3395 Main Conference Room
11 to 12:30 PM

The American Society of Naval Engineers, Southern Indiana Section (ASNE-SI) cordially invites all employees to the 2nd Quarterly Technical Exchange Meeting to be held on Thursday, June 4, starting at 11 AM in B 3395 Main Conference Room. The following information provides some details of the upcoming presentations:

Ms. Judith A. Sharp, Monroe County Government Assessor is a Level III Indiana Certified Assessor – Appraiser. She will be giving a brief overview of the property tax system in Indiana. Indiana is a "Market Value in Use" State. Judy will explain how the system works, your appeal rights and the exemptions and deductions that are available to a homeowner. She will also welcome any questions about the property tax. This presentation is very informative to the home owners of all Crane surroundings because the tax system in Indiana has some recent changes.

Dr. Douglas M. Papenmeier will present "Boron Speciation in Boron Containing Incendiary Compositions." A method is presented to differentiate between elemental boron and boron that has already reacted and exists as a borate ion. This method allows for surveillance of boron present as a fuel in various incendiary compositions which are placed in an ordnance device and possibly stored for years prior to need. The method is demonstrated using BKNO3 made in accordance with WS 17360A.

A paper related to Quality / Quality Assurance with the upcoming Indianapolis 500 race and the warfighter may/will also be included.

This technical forum provides an opportunity to increase knowledge, network, broaden the horizon, and know more about other areas of interest. We all work for the same goal to “Support the Warfighter”. NSWC, Crane attendees will be able to see the new ASNE-SI awards. Employees can take one hour of DAWIA training credit for attending this meeting. Pizza, snacks and soft drinks will be served. Pizza is free to ASNE members and is $1.25 per slice for non-members.

Please join us on Thursday, June 4, 2015, at 11 AM, B 3395 Main Conference Room. Any Questions can be directed to maroof.qurashi@navy.mil at ex-4230, or nova.carden@navy.mil at ex-1422. Be sure to mark your calendars.
American Society of Naval Engineers – Southern Indiana (ASNE-SI)

“Innovation Across the Life Cycle”

Technical Exchange Meeting – General Call for Papers

Abstracts are invited for the Quarterly Technical Exchange Meeting Forum to be held each March, June, September, and December. The broad areas of interest include and pertain to your technological areas of work. This is a new unique style of technical meeting to accommodate and provide a platform for the new technical and professional presenters to polish their talents. This technical forum provides an opportunity to network, broaden horizons, and know more about other areas of interest at Crane. Employees can take one hour of DAWIA training credit for attending this meeting. The meeting will start with the opening remarks from a member of Command/Management. The paper presentation is for 15-20 minutes. Please send a short abstract of 100-120 words to maroof.qurashi@navy.mil for the next quarterly forum.
ASNE SCHOLARSHIP

The American Society of Naval Engineers (ASNE) Southern Indiana Section is now accepting applications for the 2015-2016 academic school year.

Who is Eligible: Students enrolled in a full-time or co-op undergraduate/graduate program leading to a designated engineering or physical science degree in an accredited college or university. Student must be an immediate family member (son, daughter, grandchild, husband, wife, etc.) or other dependent of a Crane government or contractor employee and a U.S. Citizen.

Selection Criteria: Academic record, work history, professional promise, faculty/employer recommendations, extracurricular activity and other character references. Financial need may also be considered.

Programs which apply: Aeronautical, Chemical, Civil, Computer, Electrical, Electronic, Industrial, Mechanical, Marine, Naval Architecture and Ocean Engineering, and the Physical Sciences.

Deadline for Applications: Postmarked by 10 June 2015. Scholarships are to be awarded sometime in July/August 2015; a date will be announced and recipients will be notified.

Program administered by: American Society of Naval Engineers, Southern Indiana Section - ASNE-SI
American Society of Naval Engineers  
SOUTHERN INDIANA SECTION, P.O. Box 658  
Crane, Indiana, 47522  

Application for the ASNE Annual Scholarship for  
Academic School Year 2015-2016

I am applying for the ASNE Engineering, Science and Technology Scholarship administered by the Southern Indiana Section, American Society of Naval Engineers.

Student Name: ____________________________________________________________

Present Address: __________________________________________________________

City: ___________________________ State: ___________________________ Phone: ______________________

Home Address: __________________________________________________________

City: ___________________________ State: ___________________________ Phone: ______________________

Date of Birth: ___________________________ Place of Birth: ___________________________ Citizenship: ___________________________

Email Address: __________________________________________________________

Father’s Name: ___________________________ Mother’s Name: ___________________________

NSWC Crane Affiliation: ______________________________________________________

Present Occupation: ___________________________ College/Univ/Company Name: ___________________________

Univ/Company Address: ______________________________________________________

School Attended: ___________________________ Address: ___________________________

Univ/College Attending: ______________________________________________________

Education

High School: __________________________________________________________

Address: __________________________________________________________ Year/Planned Graduation: __________

College or University: ____________________________________________________

Address: __________________________________________________________ Year/Planned Graduation: __________

I am in the _________ year of a _________ year curriculum and expect to graduate in _________ with a _________ degree in _________ your major.

How did you learn about this scholarship program? ___________________________________________

List three names of persons from whom you have requested a letter of reference, and indicate whether the letters are attached or forwarded:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Organization</th>
<th>attached/forwarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Scholastic Record (Transcript) is attached:

Please complete the following in addition to transcript requirement. List the most recent first (including High School):

<table>
<thead>
<tr>
<th>Institution</th>
<th>Degree or Certificate</th>
<th>Year</th>
<th>Grade-Point average/number in class &amp; rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SAT, GRE (Verbal, Math & total) and dates tests were taken: ________________________________________________
**Work History:** Significant activities of employment, military or other service since High School graduation (list most recent first):

<table>
<thead>
<tr>
<th>From (mo/yr)</th>
<th>To (mo/yr)</th>
<th>Duration (months/yr)</th>
<th>Company/Org., Location and Nature of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

List other scholarships (including N/ROTC). Indicate which scholarships you have held, now hold and for which applied. Show dollar amount of each (if none, so state):

___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________

Describe what receiving this scholarship would mean to you:

___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________

Highlight any unusual or special circumstances that would, in your opinion, capture your particular worthiness as a candidate or that pertain to your objectives and/or interests in naval engineering:

___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________

Describe your career aspirations:

___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________
Hobbies, extracurricular activities and organizational memberships:

(a) Professional and Naval Engineering Related

___________________________________________________________________________________________________

_______________________________________________________________________________________________________________

_______________________________________________________________________________________________________________

_______________________________________________________________________________________________________________

(b) Other

___________________________________________________________________________________________________

___________________________________________________________________________________________________

___________________________________________________________________________________________________

___________________________________________________________________________________________________

In the event I am awarded a scholarship, I hereby grant the American Society of Naval Engineers Scholarship Committee unlimited access to my academic records. I further understand that the scholarships are granted with the anticipation that the recipient is in pursuit of a career in some field of Engineering, Science or Technology.

Date: __________________________ Signature: ______________________________________________________________________

Instructions

1. Scholarships are limited to support during a full academic year of undergraduate/graduate education in an accredited college or university. Scholarships will not be awarded to an applicant already holding an advanced (graduate) degree.

2. Applications, transcripts, and letters of reference to be received by 10 June 2015. Letters of reference are to be signed by the writer, sealed and mailed to the American Society of Naval Engineers Scholarship Committee, or attached to this application. Only your completed application, transcript and three letters of reference will be evaluated. No other information is required or desired.

3. Deliver applications to:

   Ms. Chelsea Harrison, NSWC Crane GXPR, Bldg 41; email Chelsea.harrison@navy.mil; ph.: 812-854-2361
   Or Ms. Katie Milligan, NSWC Crane JXTR, Bldg 3395; e-mail: katie.milligan@navy.mil; Ph.: 812-854-4765
   Or Ms. Shawn Lewis, NSWC Crane JXR, Bldg 3373, email: shawn.lewis@navy.mil; ph.: 812-345-1851

Or Mail applications to:

   American Society of Naval Engineers
   Southern Indiana Section:
   Attn: Scholarship Committee
   P.O. Box 658
   Naval Surface Warfare Center
   300 Hwy 361
   Crane IN 47522-5001
5th Annual Day of Diversity at NSWC, Crane

The Crane Diversity Council was formed around 1987-88. We started celebrating the Diversity Day at the Base cafeteria in 2011 with food booths, arts booth, various organization booths, and a variety of informative programs under the leadership of Ms. Barbara Strahley.

This year, NSWC Crane’s Diversity Leadership Council hosted the fifth annual Day of Diversity on Tuesday April 7, 2015 at Crane Cafeteria. The event showcased diversity booths displaying diversity of families, science & technology, energy conservation, nature, veterans, art displays from local artists (including NSWC Crane employees!) as well as live music through. ASNE-Southern Indiana also provided different kind of food items to taste. The cafeteria was filled with diverse interactive exhibits booths and items. The event was attended by NSWC, Crane Technical Director, Deputy TD, Department Directors, and many managers. One unique thing this year was Healing Sounds by Mr. Mario Sobrino. He uses Tibetan Singing Therapy to heal people with sound. You can find him on Facebook.
ASNE Southern Indiana
Distinguished Lecture Series, Special Guest Speaker
“American Society of Naval Engineering Long Range Plans”

Rear Admiral Anthony “Tony” W. Lengerich, USN (Ret.)
Vice President, Navy Client Executive for CACI – Federal, Inc.

The American Society of Naval Engineers, Southern Indiana Section (ASNE-SI) Naval Surface Warfare Center, Crane Division (NSWC Crane) was honored to host an event on April 16, 2015 for RADM Anthony W. Lengerich (Ret.). RADM Lengerich (Ret.) is currently the Vice President and Navy Client Executive for CACI-Federal, Inc. He is also the incoming President of ASNE Head Quarters in Alexandria, VA. He visited the STEM show case at the West Gate Facility of Crane and delivered a lecture as a part of the Distinguished Lecture Series of the ASNE-Southern Indiana Section. The topic of his discussion was “American Society of Naval Engineering Long Range Plans”. Lengerich visited Crane, in part, because the section has earned two consecutive “Section of the Year” awards.

His talk covered Strategic Outlook and Planning. ASNE is more than 125 years old, and as the world’s largest and oldest Naval Engineering Society has sections throughout the United States. RADM Lengerich has an enthusiastic personality and his past experience makes him well suited to lead ASNE. He is concerned about the current scenario where significant changes to the means and patterns for learning, networking and collaboration are taking place in a fast changing world. He mentioned that technology will continue to evolve, offering transitory (and perhaps transformational) information technologies that deliver more data, faster, and in more portable, accessible formats.

ASNE’s Strategic Plan reaffirms the founding purposes of the society and establishes as its priority the creation of a program of education, training, experience and mentorship. A key and enabling element of the plan is the investment in, and establishment of venues that are particularly attractive to a younger generation of potential ASNE members and the emerging “virtual” culture.

The plan also provides an additional four objectives which support the “education priority” and provide for the society’s continued relevance and efficient operation.

During the visit to Crane RADM Lengerich (Ret.) also presented certificates issued by ASNE-SI/CO in recognition to services by various section officers and committee members.
Team Crane Science Fair 2015
110 Projects Presented at the Fair

The 31st Annual Team Crane Science Fair was held at the Westgate Academy on Wednesday, April 22, 2015. We increased from 78 projects last year to 110 this year.

NSWC Crane Commanding Officer CAPT Jeffrey Elder provided opening remarks for the event, charging each participant to collaborate with others, ask questions and expand their knowledge bases. “Where will science take you in the future? Where will science take you in your careers? I challenge you to learn from the events of today and use that quest for knowledge and exploration to decide where science will take you,” he told the crowd.

The students from nine schools attended the Team Crane Science Fair: Bloomfield, Castle North, Jasper Middle, North Daviess, Orleans, Paoli, Shoals, Signature School, St. Vincent and other. Their projects were judged on creative ability, scientific thought or engineering goals, thoroughness, skill and clarity. The students from six counties including Greene, Martin, Daviess, Lawrence, Orange and Warrick Counties entered projects.

The category awards are divided into Junior & senior entries. The junior division (70 participants) has nine categories: Behavioral Sciences, Biology, Chemistry, Consumer Science, Earth, Space, & Environmental Science, Inventions, Mathematics and Computers, Medicine, and Physics. The senior division (40 participants) has seven categories: Behavioral Science, Chemistry, Consumer Science, Inventions, Mathematics and Computers, Medicine, and Physics. First, second and third place awards were presented in each category awards. Also, an overall junior, overall senior award were presented.

In addition to the category awards, specialty awards were presented by: American Society of Naval Engineers-Southern Indiana, the Society of Women Engineers, the Association of Old Crows, the Hoosier Hills Chapter of Federally Employed Women, the American Society for Quality Hoosier Hills Section, the American Society for Quality Crane formation Group, Vincennes University, the Office of Naval Research and Toastmasters offered awards to competitors and Junior and Senior Starfish Awards were given in honor of Chuck LaSota, former commanding officer of NSWC Crane.

The Team Crane Science Fair was sponsored by the American Society of Naval Engineers-Southern Indiana Section, Boston Scientific, the Community Foundation of Bloomington and Monroe County, Cook Medical, Crane Federal Credit Union, Donald and Mariette House, FLIR, Federally Employed Women, the Greene County Foundation, Greene County General Hospital, IU Health Bedford, the McKean Defense Group, Paragon Force, SAIC, the Society of Women Engineers, the American Society for Quality Hoosier Hills Section & Crane group, Crane Employees Organization Team (CEOT), STIMULUS Engineering, Terrell Landscaping & Excavation and WestGate Authority.

There were also Science Fair display learning centers booths including: Airborne EW, STEM, American Society of Naval Engineering, Southern Indiana (ASNE-SI), BIC, CAAA, Boston Scientific, Electro Optics, FLIR, IVY Tech, NULKA, Indiana State University, Rose-Hulman Institute of Technology, Greene County General Hospital, Garrity Tool, Vincennes University Jasper Campus (VUJC), VU Math, VU Engineering, VU Biology, VU Chemistry/Pharmacy, First Robotics, First Tech/Seaperch North Daviess High School,
Shelby Root, one of the ASNE-SI Senior award winners was very excited to win. She is planning on attending some sort of boot camp this summer. She said her parents weren’t able to afford to send her. Her prize money was going to help send her to boot camp. She also won from other awards.

Overall Junior Division winner Gina Fromme from Jasper Middle School devised an invention to help back and shoulder problems while kayaking. She said “after several surveys were completed, it was concluded that the Yak Back Corrector would sell at around $150”.

“The goal of my project was to develop a device capable of recognizing various types of distracted driving and alerting the driver, and potentially others, of the danger,” said overall Senior Division winner Arjun Dhawan. The Signature School 10th grader showcased a standalone device that connects with a driver’s cell phone and uses four different types of sensors to target the manual, visual and cognitive aspects of distracted driving. It works like a seatbelt sensor—this will alert you to distracted driving and train you not to engage in it until that becomes a habit,” Dhawan explained.

Shoals 6th graders Brooklyn Dobson and Emma Hert used their curiosity to answer a burning question—which lasts longer, a scented candle or an unscented candle? “We thought the scented candle would burn faster, but on the Internet the people said that unscented candles would burn faster. We didn’t believe them, so we tested it,” Dobson said. Three rounds of experiments proved their hypothesis was correct and taught them another important lesson in the process. “You can’t believe everything you read on the Internet,” Dobson added.

This was the second year the fair that took place at the WestGate Academy. Melissa Pittman, the ASNE-SI Science Fair Lead and an employee at STIMULUS Engineering Services provided leadership in keeping the interest of different factions of Crane and surrounding counties for a successful fair.
Science Fair Team with Jeffrey T. Elder CAPTAIN, U. S. NAVY, Commanding Officer, NSWC, CRANE
Interview with a Crane Science Fair award Recipient Student

Shelby Root

By

Maroof Qurashi

“I will use the awards prize money to go to the ROTC boot camp this summer” said Shelby Root a 9th grader at the Bloomfield Jr.-Sr. High School who is an ASNE-SI and other awards winner at the Crane Science Fair. She was very excited to win and said her parents weren’t able to afford to send her to the boot camp. She has picked to be a public affairs officer in the ROTC program at the school.

Bloomfield Jr.-Sr. High School is one of six schools in the state of Indiana to offer a Naval Junior Reserve Officer Training Corp (NJ ROTC) program.

Shelby created a natural weight loss pill with the kitchen spices like turmeric, cinnamon, gelatin pill capsule, and other kitchen ingredients. Her project was to test it out and apply for a patent. She doesn’t like medication and says if you absolutely need them otherwise stay away. She believe the immune system is much better than what most people think, and we are over treated with medications.

When she reads the history about Native Indians and their methods of health treatments, it inspires her. There was no modern medication but they were living a healthy life and using natural remedies. Medication provides temporary relief but natural remedies provide long term relief. Medical Science is her backup plan; what she really wants to do is to join the Naval Academy and become a Submarine Officer (Chief Engineer).

Shelby like Physical (fitness) Training (P.T) drills and academics. Her hobbies include; softball, piano, guitar, writing songs, and writing books. She is writing a science fiction book “Horror of History”. She also sings, and is in the school choir.

Shelby is enrolled with the Crane STEM Program where she participates very actively. She is an interesting and energetic student who speaks very clearly what she thinks and draws attention from others with her speaking abilities.
Crane News
"It's All About the Ships."

Philip Erler, NSWC Crane Division mechanical engineer, was recently been selected as the NAVSEA Excellence Award winner for the third and fourth quarters of fiscal year 2014 for his leadership while serving as Team Lead for the MK99 Fire Control Depot. He developed an onboard repair process in response to a combat systems alignment issue aboard a Navy ship that could have significantly impacted its deployment schedule. Within a two day timeframe, he assembled a team of technical experts, identified the issue and performed troubleshooting procedures, developed an onboard repair process and validated the repairs. As a result, system operational readiness was restored and the ship avoided $250K in potential costs associated with replacing the entire system. This award program recognizes military and civilian individuals, teams, and field activities for innovation and improvement in the areas of product quality, technical innovation, cost control/schedule acceleration, organizational efficiency, and process improvement. In this round, NSWC personnel were represented on 11 of the 23 winning teams and won 4 out of the 7 individual awards!!

NSWC Crane personnel successfully completed the installation and operational verification tests for the Surface Electronic Warfare (EW) Improvement Program (SEWIP) AN/SLQ-32A(V)4 Electronic Surveillance Enhancement installation aboard USS DWIGHT D EISENHOWER (CVN 69) on Apr. 3 in Norfolk, Va. The AN/SLQ-32A (V) 4 provides enhanced situational awareness and EW capability to US Naval Forces while conducting a variety of operations.

NSWC, Crane Federally Employed Women Dedicated to Helping Base Leadership Reduce Sexual Violence From WBIW.com, 23 Apr 15

The Hoosier Hills Chapter of Federally Employed Women (FEW) recently assisted Naval Support Activity Crane (NSA Crane) in organizing a Sexual Assault Awareness and Prevention Month (SAAPM) presentation.

NWSC Crane hosted a Microelectronics Integrity Meeting (MIM) to bring representatives from various government organizations together to discuss the critical trusted electronics issues currently faced by the Department of Defense (DOD).

NSWC Crane's Diversity Leadership Council hosted the fifth annual Day of Diversity last Tuesday at Crane Cafeteria. The event showcased diversity in many areas including art, language, nature and food, and filled the cafeteria with booth displays, interactive exhibits and edible samples. American Society of Naval Engineering, Southern Indiana Section provided food samples and display booth along the side with other booths.

Source: NSWC Crane Public Affairs, COMNAVSEA All Hands
Internal Events:

May 6 - Lunch With Leaders with Jamie Blackwell
1100-1200 at the Club in the Main Conference Room

External Events:

May 15 - Dinky's Auction - Odon, Indiana - 1800 - ???

May 23 - Acoustic Roots Festival (Fundraiser for Bloomington Community Radio). This event will be focusing on the rich heritage of American Acoustic Roots Music. Local and regional artists will perform- Upland Brewpub, Bloomington, Indiana - 1500-2400
Retirement

Tim Rocco an ASNE –SI member and supporter celebrated his retirement after 23 years of service on March 27, 2015. Tim is the founding member of the American Society for Quality, Hoosier Hills Section, and he has been a great leader for the Quality Section and kept it on the track.
Wearing a Suit Makes People Think Differently

By Joe Pinsker

Some psychology research in recent years is making an old aphorism look like an incomplete thought: Clothes make the man… Yes? Go on? Clothes, it appears, make the man perceive the world differently. A new study looks specifically at how formal attire changes people's thought processes. “Putting on formal clothes makes us feel powerful, and that changes the basic way we see the world,” says Abraham Rutichick, an author of the study and a professor of psychology at California State University, Northridge. Rutichick and his co-authors found that wearing clothing that’s more formal than usual makes people think more broadly and holistically, rather than narrowly and about fine-grained details. In psychological parlance, wearing a suit encourages people to use abstract processing more readily than concrete processing.

Research on the effects of clothing on cognition remains in its early stages. Another similar study showed that when subjects wore a white coat that they believed belonged to a doctor, they became more attentive; an effect that didn’t hold when they believed the garment was a painter’s. But clothing’s psychological effects have been specified for only a couple of the ways the brain makes sense of stimuli.

That said, at work, when some have to wear suits, there are some specific implications when attire flicks on abstract processing. “If you get a stinging piece of critical feedback at work, if you think about it with a concrete processing style, it’s more likely to negatively impact your self-esteem,” says Michael Slepian, another one of the paper’s authors and a professor of management at Columbia Business School. Slepian added that thinking about money with an abstract processing style might lead one to skip impulsive purchases in favor of smarter, long-term savings behaviors.

The researchers arrived at their finding after a series of experiments. The first two had student participants show up without any sartorial instructions, rate the formality of the outfit they happened to
be wearing, and then take some tried-and-true cognitive tests to determine their processing styles. In these tests, self-rated formality correlated with the favoring of abstract processing. But since, in the words of the researchers, “the students on this campus tend to dress casually,” explicit instructions to come to the lab with formalwear were required to get students to not show up with sweatpants alone. When subjects who changed into “clothing you would wear in a job interview” took similar cognitive tests, they demonstrated more abstract processing than the group that sported “clothing you would wear to class.” That was a result that allowed the researchers to arrive at a causal link.

Does the effect Rutchick, Slepian, and their colleagues found matter just as much for everyday suit-wearers as more sporadic ones? “No matter how often you wear formal clothing, if you are wearing formal clothing, then you are likely in a context that's not the intimate, comfortable, and more socially close setting with no dress code,” says Slepian. “Thus, whether you wear formal clothing every workday, or only every wedding, my prediction is that we would find a similar influence because the clothing still feels formal in both situations.”

As casual attire becomes the norm in a growing number of workplaces, it would seem that the symbolic power of the suit will erode in coming years. Slepian thinks the opposite. “You could even predict the effect could get stronger if formal clothing is only reserved for the most formal of situations,” he says. “It takes a long time for symbols and our agreed interpretations of those symbols to change, and I wouldn't expect the suit as a symbol of power to be leaving us anytime soon.” Meanwhile, no formal research exists—just anecdotal observations—on how the world appears different when wearing a black turtleneck and jeans.

Source: Gov. Exec
Does Your Organizational Culture Support Business Strategy?

Dave Eaton and Gabriella Kilby

**Strategy only can be achieved when the organization’s culture is aligned so that people understand the required behaviors and act accordingly.**

Business strategy is an attention getter—especially when it changes. For instance, when organizations move from tried-and-true, “it’s always worked” growth to innovation and Globalization, instant chaos can occur. Other strategy changes related to mergers and acquisitions, a new CEO coming on board with different priorities, and nimble competitors popping up that must be challenged are some other examples of the clear need for a change in strategy. What isn’t always so obvious is the fact that unless company culture supports the new strategy, organizations can struggle or even fail to adapt to these changes.

A company’s culture is embedded in its DNA. It grew up along with the company and is rooted in values, beliefs, and behaviors. Culture owns the power over strategy. People are the reason strategies succeed or fail, and culture controls and moderates behavior across the entire workforce. If people are not aligned with the right values, beliefs, and behaviors that support the new strategy, they will be working against themselves and the company. Not only will they be frustrated, but the best people also often will leave, which puts the new strategy at further risk.

### Five Strategic Changes That Require Culture Change:

When does culture need to be changed? The following situations don’t provide an exhaustive list but they are the most typical ones that require specific types of culture to support their success:

- **Strategic redirection at the top.** A new CEO or an existing one often instigates strategic changes. Companies may be going private, bringing back cultures of innovation and service, etc. Market pressures and the need for reinvention drive significant change. Many CEOs want to shape the culture to leave a lasting legacy, as well.

- **Mergers and acquisitions.** When two organizations merge or one acquires the other, there is a shift not only in the balance of power, but also in the identity of the joint firm. Even with due diligence on culture before a deal is signed, companies find that what looks compatible on paper may not be so in reality. People resist change and are loyal to their former cultures. They are often unaware of how culture fully influences their perspectives, expectations, and overall work habits. The mergers and acquisitions that fail or destroy shareholder value frequently do so not because of strategic mistakes but because of lack of attention to cultural integration.

- **Globalization.** Companies are growing globally, which requires changes in how they operate, and this creates a new workplace reality—one with teammates, executives, and workforces who are from diverse cultures and geographies. There can be many culture issues, and although they may be apparent, they can be complex to navigate. Global success hinges on culture agility. Without it, the strategy typically fails.

- **Spin-offs and start-ups.** Spin-offs or start-ups usually need a different culture than the parent company. They may need to be leaner or embody different business models. The parent and child cultures need to
coexist in the same family with mutual understanding, the ability to communicate effectively, and respect for each other’s differences.

• Culture capture. This one is a bit different as it isn’t always change that precipitates the need. Instead, the desire to identify and preserve what has made a company successful is its foundation. In this case, the intent is to preserve those core features so they are not lost in succession or in future growth. This process includes the important step of realizing what no longer supports the new business model, what is essential to the DNA of the organization, and what new cultural aspects are in need of nurturing.

How Companies Transform Their Cultures:

To begin, you need to know what your current culture is, what future-state culture you need, where your gaps and challenges are, and what actions to take to transform your culture to align with your strategy. First, a word of caution, though. Culture change requires patience and persistence. Changing a culture requires intense focus and long-term support from management as well as the realization that there are differences among traits that are hardwired into the culture (value based) versus those that are changed more readily (learned). Value-based traits take more time to change. These often include behaviors that are rooted in national cultures. Culture change cannot happen in silos and must have sustained support from the top and buy-in from the entire organization to truly occur. Change is possible, however, and with the right process and support, it can infuse companies with the new life and energy needed to align people with strategies.

Most organizational cultures fall within a continuum of five dimensions that describe how culture varies within organizations, as shown in Figure 1. These values can be seen in organizational practices. For example, is planning more short term or long term? How does that influence the way people work, perform, measure productivity, etc.? How are tasks versus people balanced in decision making and meetings? Based on these dimensions, an organization can drill down further to pinpoint exactly the way its current culture works (and how it may vary within the enterprise) and what culture needs to be cultivated to create the one that will support the new strategy.
Three Steps to Drive Culture Change:

It’s important to note that the issue of culture change must be owned in the executive suite before it can cascade throughout the company. Part of navigating the people issue is creating an inclusive process where every employee has the opportunity to provide input on how he/she views the current culture and what values are believed to make up the company’s DNA. It is essential to keep in mind throughout the following steps that people often choose to work and stay at a company because of its culture. If organizational leaders do not include employees early in the change process, they risk losing their best people.

• Align the senior team members. They need to be in agreement on the what, why, how, and so what of the needed change. They also need to know what new behaviors and approaches they should implement to support and demonstrate the new culture. To clearly define this, they should lay out “here’s what we did before and how we approached this situation” and “here’s how we are going to do it going forward.”

• Make changes in the people processes. These will include hiring practices, rewards, norms around new practices, and how decisions are made, etc. What processes and practices need to change to reflect the new values of the desired culture?

• Change behaviors and culture symbols. Communicate, educate, and reinforce the how, what, why, and so what of the needed change and clearly outline exactly what “practicing the new culture” looks like in terms of everyday work behaviors. People need to know the why behind the required changes and how they can succeed. Culture is expressed in symbols as well, and those need to be changed to support the desired culture. These may include slogans, office layouts, ceremonies, stories, etc.

Summary

Aligning culture to support strategy is an investment that companies must make. The right culture will create the values, priorities, and behaviors that make living out the new strategy feel like a natural extension of the company’s journey in the marketplace. Although these changes can be challenging and often require a lengthy process, the rewards are irrefutable.

Source: American Society for Quality (ASQ.ORG)
It’s Not Too Late to Strengthen the Workforce

By Howard Risher

This headline on the tentative budget deal says it all: “Feds Dodge Bullet in Budget Deal, But Sequester Cuts Still Coming.” Federal workers should apparently feel good because there are no specific plans to reduce pay or benefits. In reality, the deal extends the negative atmosphere through the end of the Obama presidency.

Sen. Jeff Sessions, R-Ala., would have been correct that pay is not the reason for low morale if he had made the statement three or four years ago. But after five years of pay freezes and minimal increases, pay is an issue because the way it’s been handled communicates a lack of respect for employees. According to a recent report from the Society for Human Resource Management, respect and trust between leaders and employees are the two most important factors that contribute to job satisfaction. On both issues, it should not be surprising morale is so low.

If reform could have started on a positive track when the Obama presidency began, government would undoubtedly be performing at a significantly higher level today. But 2009 was very obviously not the time to rethink the civil service. In addition to the economic problems triggered by the Great Recession, the White House had to deal with developing plans to end the National Security Personnel System. The initial pay freeze was announced in the fall of 2010. Whatever plans the president had when he was elected were pushed to the back burner.

The president now has a little more than a year to act on the plans in the budget to “strengthen the federal workforce.” It is all too clear that broad civil service reform is not feasible, but there are a number of initiatives can and should be undertaken. Here are several recommendations that (aside from STEM salary increases) could be adopted at minimal cost:

Rethink the Senior Executive Service. There is broad agreement this is needed. If government is going to change, it has to start at the top. Government should consider best practices from the private sector.
Eliminate unnecessary layers of management. It’s been reported that the layers of management have increased. The payroll savings from eliminating layers would be significant. More importantly, the broader span of control would introduce more autonomy and reduce micromanagement. That would empower employees and make greater use of their capabilities.

Introduce dual career ladders. Too often the most technically proficient employees are moved to supervisory roles. They would be far more productive and realize greater satisfaction in a technical role. The special rate authority may make this possible.

Develop new methods for selecting supervisors. Supervisors should be selected based on evidence that they have the interpersonal skills to “get the best” from employees. It would be a mistake to require the same methods in every agency. The style of supervision that is effective in a hospital or in the Park Service, for example, are not the same.

Introduce calibration committees to review promotions, bonus awards and terminations. Committees of peer level managers are widely used to review staffing decisions. Research confirms it increases consistency and a sense of fairness. Employees need to know discrimination and bias will be minimized.

Reserve bonus awards for the most effective managers. Bonus awards are far too subjective. It would be valuable to use funds to reward the most effective managers. The award decisions should be based on data and subject to committee approval.

Use the special rate authority to create a separate STEM pay system. These jobs are too important and GS pay rates are far below market levels. These are knowledge jobs, and career progress should be based on proven capabilities. Government needs a system for these job families that is not dependent on seniority.

Analyze the reasons millennials leave government. Agencies cannot afford to lose young talent. Their experience and the reasons for leaving government have to be understood and corrective actions implemented. Poor supervisors should be moved back to nonsupervisory roles.

Develop new practices to manage new graduates. The automatic promotions to the top of career ladders have to stop. It contributes to a sense of entitlement and downplays the importance of coaching and feedback. Employees need to earn promotions. They should be assigned to the best supervisors. It would be possible to develop performance management systems focused on the skills associated with entry level jobs.

One of the four pillars of the President’s Management Agenda is “People and culture, with a goal of creating a culture of excellence.” The recommended initiatives are important steps in “unlocking the full potential of today’s federal workforce and building the workforce we need in the future.”

The need for reform could be an issue in the presidential campaign. The Brookings Institution paper, “Where Have All the Reinventors Gone?” was not focused on civil service reform, but if the status quo continues or change is limited to tinkering around, government will be an easy target next year. Federal employees could lose big.

Leaders can bring out the best in people and create higher performing organizations.

Source: Promising Practice
Southern Indiana Section Officers and Committee Chairs for 2014-2016

**Section Website:** [https://sharepoint.cran.nmci.navy.mil/org/nongov/asne/](https://sharepoint.cran.nmci.navy.mil/org/nongov/asne/)

**Officers:**
- Chair - Maroof Qurashi
- Vice Chair - Nova Carden
- Secretary - Tiffany Adams
- Treasurer - Dr. Courtney Boykin

**Committee Co-Chairs:**
- Programs: Beth Martin & Vernell Thomas
- Membership: Daniel Horstman & Nova Carden
- Publicity: Rachael Wiseman
- Scholarship: Lynn Connors-Smith & Tom Garner
- 2013 Symposium: Dr. Brian Olson & Raymon Smith
- Webmaster: Cindy Shirley
- Science Fair: Melissa Dyal
- Awards: Amy Fellers
- Regional Council Member: Brad Secrest

---

**Why ASNE?**

Finally, and perhaps most important, often we get asked the question, "What's in it for me?" when we ask employees to join ASNE. The historical answer has revolved around networking opportunities and the opportunity for technical interchange. While those are certainly true and good reasons for joining, they are not perhaps the most important. One of our members put it very succinctly recently when he said, "It's not about you, it's about Crane". What that means is that we as ASNE can do things for Crane that we as Crane cannot. Vibrant and active professional societies are important to the future of Crane. We are able to leverage our resources to get Crane visibility and recognition. Think of the symposium, the luncheons, the distinguished lecturers; we target individuals for those events who we want to visit Crane. We are continually working with Corporate Communications, Command, and the Departments to target individuals for symposium and luncheon speakers; our goal is to get those individuals who can influence our national advocacy in the Focus Areas here for a visit. We continually work to enhance the reputation of Crane in our outreach efforts to local communities. The next time you're recruiting a new member and they ask why then should join, explain to them the importance of supporting the work we do.

---

**The Purpose of ASNE is to:**

- advance the knowledge and practice of naval engineering in public and private applications and operations,
- enhance the professionalism and well-being of members, and
- promote naval engineering as a career field.

**NAVAL ENGINEERING** includes all arts and sciences as applied in the research, development, design, construction, operation, maintenance and logistic support of surface and subsurface ships and marine craft, naval maritime auxiliaries, ship related aviation and space systems, combat systems, command control, electronics and ordnance systems, ocean structures and fixed and mobile shore facilities which are used by the naval and other military forces and civilian maritime organizations for the defense and well-being of the Nation.

---

**You need not be an engineer to join!**