



BUILDER BULLETIN

A MONTHLY PUBLICATION OF THE APPRENTICE SCHOOL STUDENT ASSOCIATION

APRIL 2007

Defining Leadership:

A Conversation with Colonel Costa

By Charles Williamson X43

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No single definition exists that encompasses leadership in its entirety, as there is no single template that produces all leaders. Abstract as it may be, leadership is the integral component for the success of The Apprentice School and of Northrop Grumman Newport News Shipbuilding. Furthermore, leadership is essential to the future of America. For some, it is a way of life. For the apprentice, it is the pinnacle of our development. It is our expectation. One way to begin to understand leadership is to take an in-depth look at those with such ability. "It Starts With Integrity"

The Apprentice School is an enclave of leadership embedded within NGNN Shipbuilding, and it's an environment designed to cultivate the elements (i.e., the 9 company leadership principles included in the i-Lead program) that forge leadership. The most fundamental of these (principles) is integrity: Moral cohesion. This is the initial step of leadership development. Integrity is in the metal of the ships we build and in the mettle of the leaders who build the ships. Have you taken the first step into leadership?

"Guiding People Through Change"

"It's my working definition," explains academic instructor Mark Costa, Colonel U. S. Marine Corps (retired). He then adds, "Any definition of leadership should be: 1) people focused, 2) influenced focused, and 3) something must be changing." A definition of leadership is an interpretation of the vision and purpose of a leader. After thirty prestigious years of service in the United States Marine Corps, Colonel Costa

has much to offer in the way of leadership. Today, apprentices are his focus, and he describes his influence (i.e., leadership style) as "guiding hands," but distinguishes this approach from "hands off" or giving "free rein." The Colonel views empowerment as a tool to develop leaders, citing his own experience in the USMC under the leadership of Battalion Commander "Chips" Catalogne, stating, "He empowered me. He trusted my judgment and showed me how to trust, how to act as a leader, establish priorities, and how to fight for your people." Costa summarizes, "Empowerment is building trust relationships. Allow those you are teaching and leading to make mistakes, mature, take initiative, and develop as leaders."

"Identifying Leaders"

Because leadership is such an intangible art and novel study, questions persist about its origin. Is it nurture or is it nature? Are leaders born or are leaders made? "Everyone has some inherent leadership ability," states Colonel Costa. He then follows, "The key transition into leadership is *desire*. There must be a conscious decision to lead." The Apprentice School brings together what Colonel Costa identifies as the elements of success: Training, materials, tools and opportunity. For this reason, it is expected that apprentices will assume leadership roles within the company. Moreover, it is appropriate to say, that the decision to become an apprentice is a decision to become a leader.



The Foundry: Part 2 of 4

By David Southall X18

SUBMIT INQUIRIES TO
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In last month's issue, I went into detail about how the conception of the Newport News Foundry came to be. This month, I will step into the 20th century and detail the numerous changes that came about during the inaugural fifty years of the shipyard's ownership of the Newport News Foundry.

Soon after the shipyard purchased the gutted building from the Caskey brothers, construction began on an addition to the existing structure that measured fifty feet in length and was capable of housing a two-ton Tropenas conversion furnace. In layman's terms, a Tropenas conversion furnace

is an air-blown furnace that uses the heat of the oxidation reaction to keep the metal it contains in a molten state. From this point on, the foundry industry began to grow by leaps and bounds due, in no small part, to the need for quality ships built by exceptional shipbuilders.

On March 11, 1910, a 100-foot extension was constructed on the east end of the building, bringing the walls ever closer to Virginia Avenue, now known as Warwick Boulevard. By January 1917, the demand for steel, brass, and iron had grown so high that construction on a second extension to the building was completed pushing the structure of the foundry completely to Warwick Boulevard.

On June 12, 1924, William Hamilton, the acting general foreman, decided it was time to lower





ASK THE BUILDER CONTINUED:

his colors and allow someone else to take the reigns of the Foundry. Charles B. Moore was the man who was chosen to succeed him. As one of his first major undertakings, he would add a sixty-foot extension to one of the shops on the east end that ran parallel with the addition constructed in 1910. In 1930, Moore retired and left no one to fill his shoes in the position of general foreman. It was at this point that the various divisions of the plant; brass, iron, and steel, were split up and run separately by individual foremen who reported directly to the foundry superintendent.

On July 30, 1940, a plan was submitted and approved for construction of a new brass foundry. In that very same year, a new steel foundry was constructed that would house a three-ton electric furnace, sandblasting equipment, a numerous cranes. Over the course of the next 21 years, between 1946 and 1967, the capacity of the steel foundry would increase to the point that they would become capable of producing ingots, which are metal castings, up to fifty-one inches in diameter and eighty-thousand pounds in weight and capable of withstanding up to sixty-thousand pounds of tensile force.



SPOTLIGHT

Neil Rosenbaum E06
Apprentice Designer

By Eric Kilner E06

Recently, I interviewed Neil Rosenbaum, a 6th semester Design Apprentice currently working in E51 in his first placement/rotation since being selected for the design program. Neil began his apprenticeship in July 2006 as an X11 Shipfitter Apprentice. "As a fitter I got an overall feel for how the ship goes together. I got to work with and around a lot of other trades in a lot of areas and got to use a pretty wide assortment of tools." When asked what inspired him to investigate The Apprentice School, Neil's response was concise and to the point. "It was a great opportunity for a secure career. I have been out of college for a few years and had a lot of jobs. None offered what the Apprentice School does; the pay, education, benefits, and security."

Neil began his first rotation in X11 in the SPF Shop in North Yard with an apprentice crew for his initial 6 months. From there he moved to the MOF and finished his time in the trades back in North Yard at Dry Dock 12 working on the George H.W. Bush (CVN 77).

Upon being accepted to the Advanced Track/Degree Program of the apprenticeship, he's now working in E51 Lofting, a rotation within Department E06, the Design Apprenticeship. He's currently located in Building 901 outside the gates of the shipyard, a far cry from the depths of the dry dock. When asked how he feels about his new position, he responded very positively saying, "I like everything about where I am now. I'm working with a lot of good people. I really like learning about how much is involved in every step of the design process. It's something

that's hard to comprehend with only my waterfront experience to pull from. There is a lot more to it than I ever imagined." He feels very privileged to be a part of the design program and hopes to continue to be as successful there as he was on the waterfront.



When asked what the largest hurdle he had to overcome was, Neil replied, "Balancing family time and work." He went on to say that neither the physical labor of the trades nor the new challenges he faces working in design are as difficult as one would think. Not that it's any walk in the park either mind you. His biggest challenge is finding time to honor his professional commitments while at the same time remaining a devoted and loyal father and husband.

I asked Neil if there was any one faculty member who had made a lasting impression on him. He responded that each member of the faculty has contributed to his learning experience in one way or another. "I don't want to single out any one or two teachers. I have gotten something from every teacher I've had so far. There have been a lot (of faculty) that I have talked to about things like further education, career paths, and interests outside the shipyard. I think we have a great teaching staff at the apprentice school." He wants to commend everyone involved in the school for their efforts, without them none of us would possess the skills and building blocks necessary to become successful in our careers here at the shipyard.

I inquired of Neil what his plans were for his future now and after the Apprentice School. "I want to continue to advance within Northrop Grumman. I grew up in Newport News and don't have any plans to move, but it's good to know that if that's what my family and I want to do down the road, I can go almost anywhere and stay within the Northrop Grumman family of businesses."



Select the proper usage of the apostrophe:

1. Plural Possessive:

- a. ... the Wilkinson's car. Or ...the Wilkinsons' car.
b. ... the boys' fathers. Or ...the boy's fathers.
c. ... the babies' care. Or ...the babies' care.



2. Possessive Personal Pronouns

- a. it's Or its Or its'
b. their's Or theirs' Or theirs
c. yours' Or your's Or yours
d. whose Or whos' Or who's
e. her's Or hers' Or hers
f. his Or his'

Grammar Quiz Answers: 1a. Wilkinsons', 1b. boys', 1c. babies', 2a. its, 2b. theirs, 2c. yours, 2d. whose, 2e. hers, 2f. his.





HIGHLIGHT

ASHLEY BOURGUET X42

By Shakirah Harrell X18

The Builder Bulletin would like to take a moment to introduce you to one of the newest members of The Apprentice School golf team. Her name is Ashley Bourguet, an X42 Pipe fitter apprentice from Muskogee, Oklahoma. Miss Bourguet transferred into the school in December 2006 and is in her first semester of academics. I recently had the opportunity to sit down and speak with Ashley:

Q: How did you hear about The Apprentice School?

A: "From co-workers and apprentice graduates in department X42. They told me about the great opportunities available to apprentices and encouraged me to apply."

Q: How long have you played golf?

A: "For about 7 years. But I hadn't played for awhile before I tried out for the team, so I'm a little rusty."

Q: How did you get started in the game?

A: "My grandfather bought me my first set of clubs and encouraged me to play."

Q: Did you play golf in school?

A: "I played 4 years in middle school and high school."
Q: What is it like being the only female on the golf team?

A: "A lot more relaxed than I thought it would be. But it can be challenging to be the only girl. I feel like I have to prove that I belong."

Q: Are you treated any differently than the other golfers?

A: "Not really. I feel like I'm treated just like one of the guys. Sometimes that's good, sometimes not so good."

Q: Is golf easy?

A: "Coach Maxey always tells me it's the hardest game I'll ever play. Trying to learn and improve can be very frustrating. Coach teaches me to be patient and respect the game. He tells me I'm doing great at the physical part of the game, but that I have a lot of work to do on the mental part. I'm learning that nothing about golf is easy. It is rewarding, though, and worth the effort."

Q: What are your goals for the future?

A: "To play on the golf team for 4 years, eventually qualify to play in a men's event, and to be the best apprentice I can be on the golf course, on the job, and in the classroom."

Q: What would you tell others that are interested in playing on the golf team?

A: "First, that golf is a great game that you can play for the rest of your life. Second, that the apprentice team has excellent players that are very competitive. And third, that we have a great coach that encourages every team member to be the best they can be on and off the course."



HARRELL'S



Grand Opening at the Mariner's Museum

By Eric Kilner E06

On March 9, 2007, the much-anticipated USS Monitor Center opened its doors, allowing visitors from all over the nation to see for themselves why it is truly one of America's premier Civil War attractions. The Apprentice School was on hand to assist the museum with logistics support providing volunteers to park cars and transport guests to and from the exhibit. There was also a table in place in the main entrance of the museum where guests could inquire about the construction of the replica from some of the shipbuilders who actually worked on the vessel. The exhibit is a testament of how industry and community organizations can come together to preserve the historical landscapes of the world we live in.

theUSS Monitor



At the heart of the USS Monitor Center is the exhibition—a melding of artifacts, original documents, paintings, personal accounts, interactives and environments that will pique all five senses. The strategies, people, technology and science behind the historic circumstances surrounding this story are displayed in a way the public has never before seen. Visitors are able to maneuver a sailing frigate in battle and walk down a mock dock between a wooden sailing frigate and the CSS Virginia. The "battle theater" allows guests to experience first-hand the action during the Battle of Hampton Roads. There are also a number of exhibits inside the





THE MONITOR CONTINUED:

museum that allow guests to visit the living quarters of the sailors, see inside the real turret, and walk on the deck of a full-scale reproduction of the vessel that changed naval warfare.

At the Conservation Center, guests can view actual pieces of The Monitor retrieved from the depths of the ocean floor. This state-of-the-art facility will provide visitors with a front-row seat in watching the delicate process of preserving history. The conservation facility offers visitors a first-hand look at the cutting-edge technology being utilized in the preservation of the turret, steam engine, and cannons salvaged from the wreckage. The Exhibit displays the fascinating blend of art and science involved in the world of conservation.

Next weekend when your sitting on the couch watching television, complaining that there's nothing to do, take a trip to The Mariner's Museum

and take a voyage into history. If you would like more information about admission to the exhibit, please contact The Mariner's Museum at (757) 596-2222 or 1-800-581-7245. You can also find information on all of the exhibits at The Mariner's Museum online at: www.mariner.org.



Atlantic City Trip

July 21, 2007



- Cost - \$35 (limit of 2 per Apprentice)
- ONLY 46 seats available.
- \$22 back *and* a Free Buffet Voucher (valued \$20.95) upon arrival.
- Purchase tickets at the Apprentice School office.
- Must be at least 21 yrs of age.
- Bus departs from the Nextel Building @ 421 Butler Farm Road at 6:45 a.m. on Saturday morning, July 21, 2007
- Must be current Apprentice to participate



APRIL

28th PAINTBALL

APRIL 28th THE APPRENTICE SCHOOL IS HOSTING ITS ANNUAL PAINTBALL TOURNAMENT AT THE SWAMP IN GLOUCESTER. TICKETS WENT ON SALE MARCH 26th. THERE WERE ONLY 100 AVAILABLE FOR PURCHASE. TICKET SALES ARE OPEN TO MEMBERS OF THE NHCOP AS WELL.

**TICKETS \$20
NO LIMIT ON TICKETS**

PAYROLL DEDUCTION IS AN OPTION. LUNCH WILL BE FURNISHED. BRING YOUR OWN DRINK.

MAY

11th and 12th RELAY FOR LIFE

THE ASSA WILL BE WORKING IN CONJUNCTION WITH THE NGNN BEACONS. FOR MORE INFORMATION CONTACT ROBERT McNEELY X42 OR ROGER MILLER X18.

JUNE

9th FAMILY PICNIC

THE ANNUAL APPRENTICE SCHOOL FAMILY PICNIC WILL BE HELD JUNE 9TH AT MARINER'S PARK. FESTIVITIES WILL KICK OFF AT 11:00 AM SHARP AND LUNCH WILL BE SERVED AT NOON.

TICKETS \$1 NO LIMIT

16th TEXAS HOLD 'EM

THE ASSA AND THE MATADORE WILL BE HOSTING A TEXAS HOLD 'EM TOURNAMENT. REGISTRATION IS AT 11:00 AM AND DEALING BEGINS AT NOON. ONLY 40 SEATS AVAILABLE.

TICKETS \$20





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**Wednesday, May 9, 2007
4:00 to 5:15**

In the Auditorium of
The Apprentice School

YOUR BUILDER BULLETIN TEAM IS:

Eric Kilner, E06/E64 (Editor, Publications Chair) – David Nichloas, Jr. X06 (Co-Chair) – David Southall X18 – Shakirah Harrell X18 – Michael Fraysier X18

