

The INTERPRETER

Volume IV

Center for Information Dominance Detachment, Monterey

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In This Issue:

Welcome to the fourth edition of *The Interpreter*, the quarterly CIDD Monterey newsletter.

Because of the long break between issues, we have combined two quarters worth of articles into this issue.

This edition features contributions from Rear Adm. Leigher, Commander, Cyber Forces/10th Fleet, CIDD Monterey staff and a special contribution from FFCS Financial Manager David Cong.

Articles in this issue include *Master Chief's Corner* written by CIDD Monterey Senior Enlisted Leader CTICM Loren Bailey (page 2), our *Naval History* feature written by CTICM Gutierrez (page 5), *Fitness Corner* written by CTIC Bass (page 5), and a farewell message from the AOIC LT Adams (page 3).

Other articles include the EC-121M ceremony (page 2), Naval officer participates in AT&T Pro-Am (page 4), Good Old Days Parade (page 8), *Classroom Corner* (page 9) and more.

This edition of *The Interpreter* is truly a team effort to bring you the latest stories, photos and news events happening at the Center for Information Dominance Detachment Monterey. Enjoy! ✕



A Message from Deputy Commander U.S. Fleet Cyber Command/U.S.10th Fleet



Over the last 18 months I have had the opportunity to visit many of Fleet Cyber Command's subordinate units and other associated cryptologic commands.

I had a superb visit to CIDD Monterey in late June to talk with our DLI students and get an update from the OIC. It was my second visit to DLI.

The questions and interaction with our CTI students during the Admiral's Call clearly demonstrate that our CTIs are doing more than learning a new language. They are taking the time to learn the important issues that affect their rating.

Whether it involved understanding what language opportunities beyond the "Big Six" will emerge, the need for CTIs in the digital network exploitation area and future leadership opportunities, it was clear to me that our CTI recruits have their head in the game.

Through the war on terror, the war in Iraq, countless engagements around the world and fighting counter-insurgencies, we are asking our CTIs to do tasks that didn't exist or were not imagined when I was a junior officer.

I believe that this evolution will continue as the Information Age and our ways of communicating continue to evolve.

This will demand continued flexibility on the part of our linguist corps with an expectation that our traditional RF based interpretative skills are maintained while the need for exploitation on the internet, inside of software, and social media expands.

There will also be a greater demand for global language skills in order to work skillfully in web and video based communication environments.

In short, CTI skills, with regard to all of the CT ratings, are becoming more difficult. This isn't bad news – the Navy needs the skills our community has to offer now more than ever.

During my visit to CIDD Monterey it was clear that the CTI rating is on the right track as measured by academic achievement, test scores and integration into the community. Keep up the great work and thanks for hosting me. ✕

SAILORS PAY TRIBUTE TO FALLEN SHIPMATES DURING TWO BELL CEREMONY AND PLAQUE DEDICATION

Story By CTI2(NAC/AW) Justin Heise

On the morning of April 15, 2011, two bells cut through the mist and cold at the Presidio of Monterey as more than 600 Sailors from the Center for Information Dominance Detachment (CIDD) Monterey gathered to commemorate seven fellow Cryptologic Technician (Interpretive) Sailors, one naval officer, and one Marine Corps Staff Sergeant who were aboard an EC-121M Warning Star of the U.S. Navy's Fleet Airborne Reconnaissance Squadron One (VQ-1) flying out of Naval Air Station Atsugi, Japan on an intelligence-gathering reconnaissance mission April 15, 1969.

In days past, the sounding of two bells marked the end of the work day aboard a ship. A time for tattoo and soon after taps would sound, making the two bell ceremony a most appropriate way to remember those shipmates who are no longer with us.

The events that took place that day were recounted by Seaman Brianna Konz and Seaman Kyle Gibson.

The EC-121M Warning Star, call sign Deep Sea 129, was flying a routine reconnaissance mission in the northwestern Sea of Japan. Six hours into the mission the Army Security Agency and radio detection and ranging (RADAR) systems in Korea detected the takeoff of two North Korean Air Force Mig-17's and tracked them, assuming that the Mig-17's were responding in some fashion to the mission of Deep Sea 129. Twenty-two minutes later the Mig-17's dropped off radar and did not come up again until 1:37pm. It appeared the Mig-17's were closing on the location of Deep Sea 129 for interception; at 1:44pm Deep Sea 129's parent unit VQ-1 ordered a "Condition 3" (abort mission). Lt. Cmdr. Overstreet acknowledged the warning and complied with procedures to abort the mission and return to base. Nonetheless, the radar picked up the Mig-17's signal, which converged with Deep Sea 129 at 1:47pm. Two minutes later Deep Sea 129, and her crew, disappeared from radar.

Ten minutes later VQ-1 requested support for Deep Sea 129; the U.S. Air Force scrambled two



CTIC Sam Shin (middle left) and CTI2 Justin Heise read the names of fallen shipmates during a two-bell ceremony and plaque dedication. (U.S. Navy photo by CTI2 James Gasaway)

Convair F-102 Delta Daggers, U.S. Air Force intercept aircraft, which flew a combat air patrol in search of the Deep Sea 129 and her crew.

Neither was seen again that day.

shipmates made in the line of duty," said Cryptologic Technician (Interpretive) First Class Dave Jennings. ✕

"The shoot down of the EC-121M by North Korean Mig-17's that day is just one example of the risk our Sailors face in the line of duty, and the two-bell ceremony, in their memory, is one of the ways we remember their sacrifice and dedication to our mission," said Chief Cryptologic Technician (Interpretive) Sam Shin, immediately following the ceremony.

This year's ceremony also marked the dedication of the EC-121M memorial located at the rear of the Navy detachment building, dedicated by the Petty Officers Association of CIDD Monterey.

"The memorial is to serve as a reminder to all those who stand before it, to the sacrifice that our

Master Chief's Corner

Failure – the fear of it can be absolutely paralyzing.

It's hard to put ourselves "out there" exposing our vulnerabilities, shortcomings and weaknesses for the world to see and judge us by. Worse than that is our own realization of that reality.

Life is full of examples that support failure; a necessary part of success. The sports world gives us hundreds upon hundreds of examples. One of the best examples; Babe Ruth hit 714 home runs, a record that stood for 39 years, the longest home run record held in baseball history. He also led the league with the most career strikeouts (1330), a record that stood for 29 years.

I remember watching Greg Norman, one of golf's most successful pros, blow a 6 shot lead to Nick Faldo in the final round of the 1996 Masters, he went on to win many more tournaments after this. We could go on and on and on with examples like this from successful athletes.



The natural world is probably the best example of proving that the key to survival is failure.

A wolf pack will only bring down its prey 10% of the time. Every time the wolf fails to kill its prey, for the good of the pack, it learns a valuable lesson about its prey and applies that to the

SEL continue on page 3

LT ADAMS

Shipmates, I look forward to working with you again in the future!

Coming to the end of my three year tour here in beautiful Monterey is actually bitter-sweet. I am excited about beginning the next chapter in my Naval Career, however; I am leaving a behind a group of true professionals that I never thought I would have the opportunity to work so closely with and for. Thank you to all of you!

This tour has been both personally and professionally rewarding.

Personally, I requested these orders as I had been here 20 years before and my wife and I both really enjoyed the area. I had no idea what I was asking for at the time. Upon my arrival, I was informed that I would be given many jobs to do. I thought

I understood this. I guess that is what I get for thinking. I have enjoyed my time here none the less.

Professionally, I have held many jobs here and obtained experience that, hopefully, I won't have to go through again (Legal Officer being the one that comes to mind first), but it was rewarding all the

same. You just can't make up the stuff that happens here.

To all the staff (both military and civilian): All of you have been GREAT! Thank you for your professionalism, your hard work, and the long hours you put in for the betterment of not only the CTI rating, but also the Navy.



To the Chief Mess: I gave up my anchors, but you have all supported me and made me feel welcome (maybe not necessarily in the Mess, but, I guess that's understandable). Thank you, it has been a privilege to have served with you.

To the Wardroom (yes, both of you): Thank you for listening to me gripe

and complain. I feel that I have learned much from both of you and I am grateful to have had the opportunity to work with you.

Fair Winds and Following Seas

next hunt. If the wolf were capable of letting its ego or its fear of failing interfere with its primary mission the pack would starve. In the highly structured life within a wolf pack, the "Alpha" male, or leader of the pack, bears the weight of the pack's success; the burden of leadership. If the "Alpha" male waivers or is indecisive in its actions, the subordinate wolves would sense this immediately and challenge the "Alpha" male for a position at the top. However, failing to bring down prey is not seen as weak, it's an accepted part of life as a wolf.

We had an excellent opportunity earlier this year to listen to Olympic gold medalist Sheila Taormina talk at DLI's prayer breakfast.

She spoke of her time on the 2008 US pentathlon team and her challenges in the pistol competition. She was recruited for her running and swimming prowess and had never shot a gun in her life.

She went on to tell us about the anxiety she had about performing well on the range and how that anxiety of failure was affecting her performance.

Her coach explained to her that once the bullet leaves the barrel there is nothing that can be done to influence where it goes. It could hit the bull's eye, or it could miss the target all together, so why worry about it?

The only thing she could do, as her coach went on to explain, was to affect the process that leads up to the gun firing.

Trust in your preparation, trust in the process of pulling the trigger and let the bullet go where it may. What beautiful advice, not just for athletic pursuits but life in general.

One of my favorite quotes comes from Lance Armstrong, "If you worried about falling off the bike, you'd never get on."

**CIDD Monterey Senior Enlisted Leader
CTICM Loren Bailey**

If there is a topic that you would like to know more information about, send an email to nathan.guimont@navy.mil for consideration

CAREER COUNSELOR corner

By *CTIC(SW) Scott Ronco, CIDD Monterey Command Career Counselor*

The Navy Credentialing Opportunities online (Navy COOL) website (<https://www.cool.navy.mil/index.htm>) defines civilian credentials that best map to a Sailor's rating and training, then outlines the paths to achieve them.

Navy COOL provides "how to" instructions for pursuing these credentials, links to credentialing organizations, and cross-references to programs that may help Sailors pay credentialing fees, such as Tuition Assistance, Montgomery GI Bill, and Defense Activity For Non-Traditional Education Support (DANTES). The site also hosts links to the United Services Military Apprenticeship Program (USMAP) and college programs for Sailors.

The program offers information for every Sailor to assist in furthering their career goals through pursuit of occupational credentials and in-depth comparisons of Navy Job Skills with thousands of available occupational credentials to provide Sailors with more detailed information on which credentials most closely align to their Navy rating, job or occupation. Taking advantage of Navy COOL will not only provide Sailors with professional training credentials, it will also assist with finding jobs outside the Navy after separation or retirement. Most classes also are paid for directly via voucher, which negates the need to use GI Bill money in order to get certi-

CCC continues on page 5



Navy veteran Lt. Billy Hurley, who was honorably discharged in June 2009, gives personal golf tips to amateur golfers during a free clinic at Monterey Pines Country Club Feb. 8. Hurley graduated from the Naval Academy in 2004 and served aboard USS Chung-Hoon during his last couple of years in the Navy as the ship's 1st Lt. He is now a member of the Nationwide tour. (DOD photos by Mr. Javier Chagoya)

A Dream Come True: Navy Veteran Plays in AT&T Pebble Beach National Pro-Am

Story by MCI(SW/AW) Nate Guimont, CIDD Monterey Public Affairs Officer

Navy veteran Lt. Billy Hurley, who was honorably discharged in June 2009, is about to embark on another journey that so many amateur golfers wish they could do, play in the AT&T Pebble Beach National Pro-Am tournament Feb. 7-13.

Similar to the Navy's core value of Honor, the game of golf has a long standing tradition of rules governed by the honor code. During Hurley's time in the Navy he felt that honor was the most important of the core values.

"Honor and integrity were instilled in me at a young age," said Hurley. "Throughout my time in the Navy honor meant the most to me in how I did my job as an officer, my job at the Naval Academy, and how I do my job now as a golfer."

Hurley spent the last couple years of his naval career aboard the guided-missile destroyer USS Chung-Hoon (DDG 93) as the ship's 1st Lt. He oversaw 20 Sailors with duties such as anchoring and mooring evolutions, replenishments-at-sea, rigging, helicopter flight

deck operations, steering and painting the ship.

Hurley's naval career encompassed four years at the Naval Academy and five years as an active duty naval officer, during which time he got to experience many different parts of the world, with one particular event as his most memorable.

"I was standing officer of the deck watch aboard the Chung-Hoon as we went through the Suez Canal," Hurley said. "Knowing that the Captain of the ship had enough faith in me to get the ship and her crew through the canal safely was quite an honor."

Lt. Ryan Pierce, who was the fire control officer on board the Chung-Hoon and served with Hurley, said when Billy (Hurley) was in the Navy he focused on the job at hand and golf was one of those things he put on the back burner until the time was right to continue his pursuit of a golfing career.

"When he was on the ship nobody could ever tell that he was going to be a PGA tour golfer," said Pierce. "He always worked super hard on

the ship and to see him do really well there and to now start doing well on the tour is just fun... it's fun to track and it's fun to see him do well, especially when you know he puts every ability he has into the game."

After being away for 19 months, Hurley still feels connected to the Navy and participating in the Pro-Am solidifies that feeling.

"I'm sure I will always be known as 'the Guy from the Naval Academy' as I play golf," said Hurley. "I think that unique story and background is something that most people already know about me, and I'm sure I will always be 'the Guy from the Naval Academy' and I'm proud and honored to be that guy."

Hurley is a member of the Nationwide tour with hopes of earning his PGA tour card.

The AT&T Pebble Beach National Pro-Am is a charitable classic event which got its start on the Monterey Peninsula in 1947 which hosts a week-long event featuring celebrities, professional and amateur golfers. ✕



Sailors from CIDD Monterey participate in the Navy Day Ball car wash fundraiser at the Ord Military Community Center. Over \$200 was raised during the event, along with building student and staff camaraderie and spirit de corps. (U.S. Navy photo by MCI Nate Guimont)

CCC cont.

fied.

Sailors can use the NAVY COOL Website to:

- Get background information about civilian licensure and certification.
- Identify licenses and certifications relevant to Navy ratings, jobs, designators, and occupations.
- Learn how to fill gaps between Navy training and experience and civilian credentialing requirements.
- Learn about resources available to Navy service members that can help them gain civilian job credentials.

Credentialing requirements information on COOL includes:

- Information specific to enlisted ratings, jobs, and occupations, and officer designators and occupations.

As the primary source of career information for Sailors, the Career Counselor office can provide guidance on Navy COOL and credentialing in order to assist Sailors in their professional development. For more information see CTIC(SW) Scott Ronco, Command Career Counselor/N7/ESO. ✕



Chief Petty Officers 116 Years of Tradition

Written by CTICM David Gutierrez



This time of year there is lots of talk about what it means to be a Chief Petty Officer. It is not uncommon to see a Chief Selectee walking around base with a tired look on their face, while carrying their Charge Book. While the rate of Chief Petty Officer has only existed for 116 years, the idea of the “Chief” has its roots so entwined with that of the Navy that we, as Chiefs, carry the fouled anchor with letters USN as a symbol of our heritage and a reminder of the scope of our duties to the Navy and its Sailors.

The term Chief existed long before the establishment of our rate dating back to our origin in the Continental Navy and the British Navy before that.

Back then the term “Chief” was used to signify seniority and mastery of a trade or skill set. In fact, in the age of sail, the Navy’s enlisted ranks were comprised of Seaman, Able Bodied Seaman and Petty Officers. There were no Second Class Petty Officers or First Class Petty Officers; they were all just petty officers. Seniority was determined by the Commanding Officer based on performance and was reflected in where your name was found in the muster roles – more senior petty officers were listed first on the muster. As a matter of fact, it wasn’t until January 8, 1885, that the Navy broke-down enlisted personnel as first, second, or third class petty officers.

In the mid 1800s the term “Chief” was associated with only three of the Navy’s ratings: Chief Boatswain’s Mate, Chief Gunner’s Mate and Chief Quartermaster. However, this title of “Chief” was not linked so much with rate or pay grade as it is now, but with a Sailor’s assignment. A vessel with a complement of 100+ men warranted the temporary assignment of a Chief Boatswain’s Mate or Chief Gunner’s Mate, which identified this individual as the senior petty officer in that trade and while this was a coveted position, the “Chief” served at the discretion of the ship’s Captain and the title would be lost upon transfer. All of this changed in 1893, as a result of President Grover Cleveland’s vision to reform, rebuild and modernize the Navy.

With the help of William Whitney, the Secretary of the Navy, the transition began from the square-rigged ships-of-sail to heavily-armored steam-driven ships with modern gunnery. This period of modernization would come to be known as “the nucleus of the New Navy”. At the same time, Petty Officer’s were growing tired of their limited career path and the Navy was faced with growing attrition in the enlisted ranks due to the growing opportunities in the civilian sector for skilled laborers and machinists as part of our nation’s industrial revolution. Secretary Whitney recognized that the transition to the new Navy would not be successful and enduring unless it could provide more opportunities to its enlisted men.

As a result, on March 13, 1893, the Secretary of the Navy issued Navy Regulation Circular No. 1, establishing the rate of Chief Petty Officer for enlisted men in the Navy. This change went into effect on April 1, 1893. Since then there have been numerous changes to the way that Chief Petty Officers are selected and utilized in the Navy, but at its core, the Chief still represents the leadership, mentorship and mastery of a trade just as it did over a century ago. ✕

FITNESS corner

By CTIC(NAC/AW) Ralph Bass

CIDD Monterey

Command Fitness Leader

It seems everyone is looking for the fast road to fitness or looking for the most hardcore workout revelation to get big, strong, ripped, and fit.

The fact of the matter is these workouts are like diet pills, there is no exact science. People have different genetics and habits. That is why you will never look like the people in the picture on the back of the supplements because you don’t know all the factors that contributed to their losing or gaining weight in those two weeks, month, or three months.

GET OFF THE FAD FIT TRAIN.

We preach a culture of fitness in today’s Navy, but what is that? Is it working out constantly? A diet? Supplementation? NO! It’s moderation of your life.

There is no quick fix, no one workout or one pill. It’s everything and striving

Fitness continued on page 9

Keeping an eye on...

CIDD MONTEREY





CIDDM Sailors participate in 'Good Old Days' Parade

Story and photos by MCI(SW/AW) Nate Guimont, CIDDM Monterey Public Affairs Officer

Sailors from the Center for Information Dominance Detachment Monterey (CIDDM) had the honor of marching with Army, Marine Corps and Air Force personnel during a parade that kicked-off Pacific Grove's 54th Annual Good Old Days Parade celebration, April 9.

For Seaman Leah Medina, a native of Phoenix, AZ, part of the CIDDM marching detail, it was an opportunity to represent the Navy in a public forum and show off her pride.

"I always want to represent the Navy in a good way," said Medina. "Marching down the streets of Pacific Grove made me feel proud to be part of the Navy and hearing the cheers of 'Go Navy' gave me goose bumps all over."

The parade route ran approximately half a mile along Pine Street, starting at Washington

Park and ending at the Robert Down Elementary School. CIDDM provided 25 Sailors for the event which included a 20-person marching detail, guide-on bearer, officer in charge, marching detail Chief Petty Officer in charge, a safety observer, and a joint service color guard representative.

Rob Frederick, from Salinas, CA, who served in the U.S. Navy during the Korean War, came out with his wife to watch the parade and said the Sailors looked great.

"As a former petty officer in the Navy I am in awe," said Frederick. "It's a great feeling of pride knowing they [Sailors] are doing great things around the world and it's good to see the young enlisted Sailors getting involved in their local community."

The Good Old Days attractions included a parade, live entertainment on four separate stages, arts and crafts vendors, 30 food booths,

carnival rides, a classic car show, a dunk tank, pony rides, and historic tours.

Even with all the great attractions and entertainment, one young observer of the parade, Reina Blas, age 9, from Monterey, CA, had one objective in mind.

"I'm really excited to be here," said Blas. "I got to see all the people in uniform who fight for our country and defend our freedom and the rights that we have as Americans."

Seaman Tyrone Bolton, a native of Colorado Springs, CO, part of the CIDDM marching detail, wanted to show off the Navy and be a part of something bigger than him.

"Being a part of this parade made me feel proud to be in the Navy," said Bolton. "Listening to the cheers and the 'Thank you Navy' shout outs as we marched down the street was an overwhelming feeling and is my proudest moment in the Navy." ✕



CIDDM Monterey staff and students march in formation during the 'Good Old Days' Parade held in Pacific Grove, Calif.

CLASSROOM CORNER

Written by
CTII(AW) David Jennings

Welcome to the *Classroom Corner*, a recurring column written by Military Language Instructors aimed at improving your classroom experience. A star to guide navigation of the stormy seas that is language school, this is Classroom Corner.

When Sailors find themselves in academic jeopardy it is usually because they do not possess the necessary study habits. While our student population is

as diverse as the country we serve, it can safely be said that the typical DLI student comes here without ever developing strong study habits. Even those students who have developed good study habits in high school and college sometimes find that their methods do not apply to the unique and fast-paced language learning environment here at DLI.

A good starting point to developing study habits appropriate to your individual learning style is as simple as RSVP:

REVIEW (15-30 mins): Review presentations, grammar points, and/or drills already covered in class. This serves as an essential warm up for the study session and solidifies material introduced throughout the school day.

STUDY (60-90 mins): Complete the assigned homework. This should take no more than 90 minutes. If it takes longer, this

indicates that the student may be struggling with the coursework or is tackling the assignment in an inefficient manner. If this is the case, the student may need a tutor or study-buddy. Seek assistance; your success depends on it.



V O C A B (30-60min): Vocabulary is the foundation of language learning. The key is to mix-up the vocabulary study routine to fully grasp those words. Study vocabulary by going from target

language-to-English and English-to-target language. Practice vocabulary using different modalities: listening, reading, and speaking. Most importantly, study vocabulary in context! You will discover that most words have meanings and nuances that a flashcard just cannot properly convey.

PREVIEW (15-30min): Preview the material that will be covered in the next day's lessons. This allows the student to make efficient use of class time. Instead of spending the first 20 minutes of class acclimating to brand-new material, the student can use the whole class practicing the material and asking for clarification on unclear vocabulary, grammar patterns, etc.

In upcoming issues we will go into more detail about each of these study areas and cover additional tips on how to improve different language skills. Happy Studying! ✕

FITNESS cont.

to be a little bit better than the day before. Your physical fitness impacts your mental fitness and vice versa. You have to want to be better physically and mentally to succeed in your fitness goals.

You can't just eat junk food and then think the bike is going to melt all those calories away. You can't eat clean 100% of the time. You can't do bench everyday and gain that burly chest that you have always wanted. You can't go out and run three miles today and expect to get an "Outstanding" run time on the PRT. It takes preparation.

Being physically fit is a year around ordeal that you can't do in six weeks before the PRT. It takes years of discipline, research, and proper implementation of a fitness regimen.

Cross training is the best way toward a physically better you.

Resistance training, weights, and a hobby sport are what keep people physically healthier longer.

Mental training such as reading, learning new skills, and for some deep spiritual practices, help recharge us so we can push through life's obstacles. Supplementation is good, but takes time and research, just remember there is no magic pill.

Finally, a stable diet, stick with the food pyramid, try to veer from extreme diets such as carb cutting. A culture of fitness is an idea where you live fit in all aspects of your life. ✕



CIDD Monterey Sailors do "the wave" as the women's run team passes by during the Commander's Cup



Center for Information Dominance Detachment Monterey is on Facebook

CHECK OUT WHAT'S HAPPENING!

<http://www.facebook.com/pages/Monterey-CA/Center-for-Information-Dominance-Detachment-Monterey/166505249658?ref=ts>

Right Spirit corner



By *CTII Eli Redstone*
RSAC Coordinator



CTII Eli Redstone poses for the camera while roller skating at an RSAC event.

The Right Spirit Advisory Council (RSAC) meets every Monday from 1730-1800 in Kendal Hall.

The RSAC is a peer-to-peer leadership organization charged with promoting the de-glamorization of alcohol.

The goal of the RSAC is to provide an outlet for non-alcohol centric activities and events for Sailors on board CIDD Monterey, and to ensure that when alcohol is used, it is at the right place, at the right time, and with the right amount.

A few activities the RSAC hosts include dodge ball tournaments, roller skating, transportation to concerts and other large venue events, hiking trips, camping trips, and other outdoor activities.

The RSAC also sponsors dinner nights on the third Friday of each month at restaurants within the local area.

Get with your Divisional RSAC representative or attend a meeting for more details! ✕



Seaman Malinowski enjoys some time away from schoolwork while participating in a RSAC roller skating outing.

Safety and CIDD Monterey: Developing a Culture of Safety

Written by *Dr. Randy Humiston*
CIDD Monterey Safety Officer

Last year, FY 2010, CIDD Monterey documented a total of 48 reportable mishaps, i.e. injuries to our Sailors and Civilians that resulted in medical attention.

With that said, we have to look deeper than the numbers, for now at least, and assess the effects of some of the changes that have been made. A common error in problem solving made by many well-meaning managers and organizations is “not knowing” where they are starting from before implementing some intervention to get to some arbitrary target or goal. One cannot get from A to B without knowing where A is.

So, how do we attain a culture of safety? How do we know we haven’t got one already? One must know what a culture of safety is, or how it looks, before deciding what changes are needed. A survey of safety professionals and managers in non-government organizations and government agencies, including military organizations, all agree that there are “cultural” indicators present in any organization, as shown in Table 1.

Each organization and parts of an organization (i.e. department, branch, division, etc.) will exhibit some degree of strength or weakness in each of the areas listed in Table 1. It is quite useful for sub-units of an organization to meet and discuss these areas and come to consensus on what their strengths are and where improvements could be made. Using the methodology and tools of Lean-Six sigma, the first areas that should be addressed are in the areas of Quality of Supervision, Supervisor Training, and Operating Procedures.

As CIDD Monterey stands up, its Lean-Six sigma program for identification and elimination of waste in process execution and improving the predictability of process outcomes, expected benefits include improvements in cost savings, mission accomplishment as well as improved safety. Many of the members of CIDD Monterey can look forward to being part of one or more teams formed and empowered to address issues, such as those listed in Table 1; designed to improve CIDD Monterey as a place “where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together” (Dr. Peter Senge, *The Fifth Discipline-Revised*, 2006). ✕



CIDD Monterey Safety Officer Dr. Randy Humiston speaks to Sailors about safety concerns and Operational Risk Management.

Safety Management “Culture” Indicators

Alcohol and Drug Abuse	Hazard Correction	Quality of Supervision
Attitude Towards Safety	Inspections	Recognition of Performance
Awareness Programs	Involvement of Employees	Safety Climate
Communication	Management Credibility	Safety Contacts
Discipline	Mishap Investigations	Stress
Employee Training	New Employees	Supervisor Training
Goals for Safety Performance	Operating Procedures	Support for Safety

Table 1: List of organizational attributes that are present when safety is taken seriously. From Core Media Training Solutions, 2011.

Out and About: UCSC Arboretum

Story and photos by CTIC(SW) Scott Ronco, CIDD Monterey Command Career Counselor

One of the greatest things about being stationed in Monterey is enjoying the beauty of Monterey Peninsula and surrounding area. In all actuality, being in the Navy offers a tremendous opportunity to explore the wonders of a variety of different places during your career. Traveling, sightseeing, and getting to know the local culture, features, and history also gives you a deeper sense of belonging of the places you are stationed and temporarily travel to. Every issue, this column will highlight a nearby location that offers a chance to experience all of these things, not to mention a chance to decompress from school and enjoy time with family and friends!

While there are many scenic vistas in the Monterey Bay, few places offer the sense of tranquility and natural wonder that can be found at the University of California, Santa Cruz Arboretum. The 100 acres of grounds host the most diverse collections of South African, Australian, and New Zealand plants and trees outside of these countries. The UCSC Arboretum land was donated in 1964, with the collection starting off with the first plantings of Eucalyptus trees on the property. Throughout the gardens, beautiful native plants and trees can be found that have been painstakingly planted and

raised from seeds collected from trips to their native lands. The unique topography offers the perfect conditions to raise these plants outside their countries of origin. The stars of the



UCSC Arboretum

South African area are the beautiful protea flowers. The variety of colors and intricate designs offer a treat to both the eye and your camera. The Australian section features the unique Bansika Field. These plants feature curious blooms that at times look like corn cobs growing off of a pine tree.

But flora is not the only sight to be seen at the arboretum. During our spring visit, we also spotted hummingbirds, butterflies, lizards, deer, and even came close to stepping on a snake!

For those who want to take a hand at raising exotic plants, Norrie's gift shop sells potted plants seeded from the grounds at affordable prices.

Expect to spend 1-2 hours wandering around the grounds, and be sure to bring along your camera, water, sunscreen, and possibly a sketchbook. The Arboretum is open each day from 9 am to 5 pm. Admission is \$5 for adults, \$2 for children 6-17, and 6 and under are free. Directions and information about admission can be found at <http://arboretum.ucsc.edu>. ✕



Velt Fire Protea



Bansika

PERSONAL FINANCIAL MANAGEMENT PROGRAM

By David Cong
Fleet and Family Support Center
Work and Family Life Specialist

We exercise to stay fit and healthy to avoid physical injuries. Likewise, we save money so that when a financial distress happens, we won't be caught worrying about how to pay our bills or if we have enough money to pay for food.

When the "potential government shutdown" came upon us, there was a senior enlisted Sailor lamenting to his personnel that if the government really shuts down, he would have trouble paying his bills, mortgage payment, and kids' college tuition.

To which, my friend remarked, "Well, you should have saved up anywhere between four to six months in emergency savings just as they had taught us in the 'Million Dollar Sailor Course'."

Needless to say, my friend's Naval career is fairly limited at the moment. Unlike the senior enlisted Sailor, my friend is in better financial standing.

So, with that being said, how do you save up for an emergency fund?

Look at how much you spend every month, cut out the nonessentials, and voila!

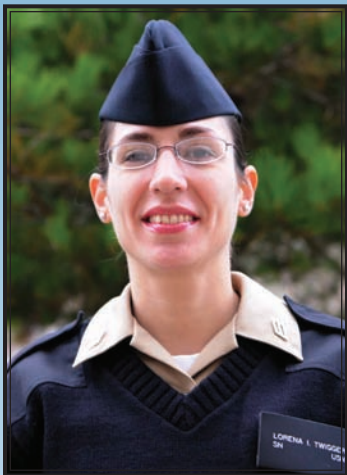
It's actually much easier than you think.

However, saving for emergency funds is just one part of being financially fit. You should also look into investing for your future with accounts like TSP, IRA's, stocks, bonds, mutual funds - just remember to diversify your investment portfolio, while at the same time, making sure you have adequate insurance coverage for any emergency.

To get an idea of how financially fit you are, check out the website below; it grades you on an A-F grading scale:

<http://cgi.money.cnn.com/tools/financialhealth/index.html>. ✕

Featured Student



Name: Seaman Lorena I. Twigger

DOB: March 1983

Hometown: Elche, Spain

Date of CIDD Monterey Arrival: September 8, 2010

Personal Interests: Drill Team, running, drawing, reading, volunteering

Favorite Quote: I don't have a favorite quote but when I accomplish something the chorus from the song "Takin' Care of Business" always comes to my mind :)

Why did you join the Navy? I've always liked languages, it's what I studied in college so I thought becoming a CTI would be a great idea and I could make a difference. Besides, I know that when I look back, I'll be proud of what I accomplished while serving in the US Navy.

Featured Staff



Name: CTI1 Jennifer M. Miller

Working Title: EL1 Division LCPO and Spanish MLI

DOB: October 1979

Hometown: Humacao, Puerto Rico

Date of CIDD Monterey Arrival: January 2, 2011

Describe Your Position and Duties: I teach and liaison between a multi-service class and civilian instructors.

Personal Interests: Running, movies, food, hanging out with friends, and cooking. I'm passionate about other cultures, language and foods; needless to say I love to travel.

Favorite Quote: "Motivation is a fire from within. If someone else tries to light that fire under you, chances are it will burn very briefly." ~ Stephen R. Covey

Tell Us Something About Yourself: I'm originally from Puerto Rico and a native Spanish speaker. While studying to be a CTI, I learned English and Tagalog at the same time. Today after ten years in, I'm proficient in five languages. One thing I've learned in my Navy career is that perseverance is the fuel of success. Do not

let anyone tell you what you are, or are not capable of achieving.

Featured Civilian



Name: Robert V. Dooley, Jr.

Working Title: Student Management

DOB: May 1953

Hometown: Longmeadow, MA

Date of CIDD Monterey Arrival: July 20, 2009

Describe Your Position and Duties: I manage the admin portion of each student's history, from before they arrive until they depart. **Personal Interests:** Cars, Motorcycles, R/C Airplanes and Helicopters, Home Improvement, Garden Railroads. I am also a licensed private pilot.

Favorite Quote: "I'm not afraid of dying; I just don't want to be there when it happens!" (Woody Allen)

Tell Us Something About Yourself: I joined the Marine Corps in 1975 where I worked as a helicopter mechanic. During my time in the Marines I was designated a First Navigator, Instructor Navigator, NATOPS evaluator and KC-130 Weapons and Tactics Instructor (WTI). I retired from the Marine Corps in June 1995 having acquired almost 7000 flight hours in KC-130F, R and T model aircraft. My wife Susan and I have been married for 23

years and we have two children, Christopher and Sarah, and a 10 year old Whippet named Gizmo.