Inside this Issue
This issue of the TMB Newsletter begins with an exciting announcement of our PMS 317 Win! The second page introduces the new Chief Diversity Officer’s Role and how this role will benefit TMB. The Newsletter then provides an update on our ADP system and their employee tool Workforce Now (WFN) and how employees can now update their personal information themselves. It also provides some employee milestones. Page three also reviews some Telework Security Basics to keep us protected while working from home. The next page relays a story of COVID-19’s Impact on the TMB Community. Page four also announces the TMB Employees of the Quarter. The Newsletter then continues to look at TMB’s Culture of Learning initiatives with a focus on the training programs, in particular the Mentorship Program. The Newsletter then features TMB’s efforts to reopen our 100 M Street office in Washington, DC and the safety precautions we are taking. Page seven highlights more Performance Awards including the COO Excellence Awards and Bravo Zulu awards. The next page summarizes our first Distinguished Speaker event. The final page of the Newsletter continues to provide important TMB and community dates, so mark your calendars accordingly!

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PEO 317 Contract Win!
On July 24, 2020, TMB received notification that we had won a prime contract to provide Business Financial Management (BFM), Integrated Logistics Support (ILS) and Strategic Planning support to the Amphibious Transport Dock (LPD 17 Class) Program Office (PMS 317). Team TMB which includes our partners ICI Services and Transformation Systems Incorporated (TSI), will provide personnel in the DC Metro area and on the Gulf Coast. This is a five-year contract worth over $10M and represents our 11th prime Seaport contract won since 2008. This contract will also allow TMB to continue supporting the LPD 17 Program which began over 15 years ago and will contribute to the continued success of TMB. Since 2004, we have provided a full range of BFM support to PMS 317 in all areas of the Department of Defense Planning, Programming, Budgeting and Execution System (PPBES) with particular focus on cost estimating, program planning and analysis, budget preparation and justification, funds execution, contract analysis and earned value and the presentation of this data in various formats. Across our association with PMS 317, TMB has also assisted in managing configuration, procurement and delivery of Government Furnished Equipment (GFE) systems and applicable Government Furnished Information (GFI); provided general administrative support for the Ownership Team and Team 17; and provided continuing support to PMS 317 Headquarters and the Gulf Coast on-site teams on a variety of LPD 17 Ship design and Hull, Mechanical and Electrical (H,M&E) technical issues focused primarily on test planning, test conduct, and design discrepancy resolution. Special thanks go to the following TMB personnel directly involved in our current support of PMS 317. Dan Clague, when he is not running TMB operations, continues to provide senior level advice and support to PMS 317 on acquisition and ILS issues. While on active duty, Dan served as the Deputy Director, Business and Financial Management and Life Cycle Engineering and Support, LPD 17 Program Office. Jake Trybulski, who has been serving as the Financial Team Lead under the current contract and has provided acquisition and financial management support to the Program Office for over 10 years. Kobla Senaya, who has been providing financial management support to PMS 317 for three years across multiple appropriations, including RDT&E, SCN, OPN, and O&MN and Kia-Lavon Wayne who just recently joined TMB but who has made an immediate impact of our support. Congratulations to all who have made this a tremendous success for our Company!

~ Tom Dority, Chief Executive Officer
If you have ever been to TMB’s offices at 100M Street, you may have noticed that our CEO, Tom Dority, has a small blue sofa in his office. This sofa has followed Tom as he has moved offices, office locations, etc. Whenever you come into Tom’s office to talk about something important, you are invited to ‘have a seat on the sofa.’ Even now, in this remote environment, when I have something important to talk to Tom about, one of us will undoubtedly refer to ‘having a seat on the sofa.’ At the end of the day, I know if I’m sitting on Tom’s sofa, I am about to get some very useful advice. In late May, Tom sent me a Teams invite and after we both joined, he asked me to ‘have a seat on the sofa.’ We proceeded to talk for the next 30+ minutes about ideas for a Diversity office at TMB. I was very excited about the idea and honored when Tom offered me the position of Chief Diversity Officer. Starting on July 1, 2020, my role at TMB transitioned from Division General Manager to Chief Diversity Officer (CDO).

So Now What?

Many of you may be familiar with the term DE&I – it is a popular term in today’s business lexicon and a Google search will result in page upon page of links to articles, videos, etc. DE&I stands for Diversity, Equity & Inclusion and in Corporate America, it outlines the efforts that an organization can take or is taking to create a more welcoming environment for people of less-privileged identities.

- **Diversity** is acknowledging that people are different – and includes markers such as race, ethnicity, gender, disability, sexual orientation, etc.
- **Equity** focuses on fair treatment – eliminating barriers, unconscious biases and promoting access and opportunities for advancement, etc.
- **Inclusion** is the act of creating an environment where everyone within an organization feels welcome, respected and supported.

In the chart below, I have outlined the four major functions that flow from DE&I and serve as the guiding principles for the CDO role.

- **Culture and Strategy:** My role on the executive team is to drive and shape a DE&I culture. This includes leading initiatives throughout the company and all of my company/position goals will support this effort.
- **Recruitment and Retention:** Refers to our ability to attract, recruit, hire and retain a diverse employee base.
  - Being able to **ATTRACT** a diverse set of employees involves our company reputation and internal environment.
  - **RECRUITING** centers around the channels that we are using to connect with a diverse group of talented individuals.
  - **HIRE** is getting offer letters signed, but also includes TMB benefits and our ability to win new work.

- **Mentoring:** Is focused on developing employees. This helps with retention and is focused on more of a one on one relationship – coaching – at a more personal level.
- **Professional Development and Training:** Focused on ‘soft skill’ topics like:
  - Relationship development
  - Time management
  - Communication skills
  - Conflict resolution

My 2020 goals are as follows and all feed into the CDO functions outlined above:

- Invigorate TMBs Affirmative Action Plan (make it a living document)
- Develop a TMB Diversity Training Program
- Implement communication channels to gather staff feedback
- Execute the Buddy/Mentorship Program
- Fill existing vacancies and develop recruitment strategy

I look forward to working with all of you going forward in my new role and I encourage anyone and everyone to reach out to me to discuss any concerns you may have around diversity within TMB, ideas you have for ways that I can engage within TMB or ways that you can get involved with Diversity Initiatives or just to ask me about the state of Washington, DC sports teams, including my beloved Washington Football Team.

~ Richard Parker
Chief Diversity Officer
There are some simple things you can do to improve your security while teleworking:

- Employees can now update and manage their own information in the system to include their address, phone, emergency contacts, tax information and beneficiary information and they are no longer required to have HR update the information on their behalf.
- When new hires complete onboarding in ADP, they can now elect their own benefits which are then automatically uploaded to our CareFirst, Guardian and TASC vendors. All 401(k) elections are also automatically uploaded to Fidelity from ADP.
- ADP also has a mobile app that employees can use to access their pay information from anywhere.
- All information that was previously posted on the TMBnet site, is now located in ADP WFN. The Home Page includes Company Announcements, Events and Quick Links. All company policies and procedures, HR, Facilities, Security, and Training information can be found on the Resources link.
- ADP offers discounts to various vendors through LifeMart via the Marketplace link. Since employees are now responsible for managing their own information in ADP it is important that you review and update your information to keep it current. Not only does this potentially affect your taxes and benefits, but our HR department also uses the employment information in ADP to complete annual Department of Labor (DOL) reports such as the VETS-4212 and EEO-1 reports. If you have any questions about how to update your information in ADP, please go to the Resources page and in the Tools/References section you can access the ADP – How to Update My Profile document. More to come on ADP as we continue to add new options and information to the site!

Security Awareness  
Telework Security Basics

There are some simple things you can do to improve your security while teleworking:

- Follow TMB’s policies and procedures for telework. These can be found on the Resources > Company Policies page in ADP.
- Protect your computer communications by ensuring your Wi-Fi network is set up securely. Specifically look to see if it is using “WPA” or WPA2” (the current common standard) or at least WEP security encryption and make sure your password is hard to guess.
- Keep your computer and mobile devices patched and updated.
- If you see any unusual or suspicious activity on your computer or mobile device, contact TMB’s Security team or IT Help Desk.

Be on the lookout for social engineering attempts such as phishing emails or phone scams; scammers and criminals use every major event to come up with new schemes and with everyone teleworking, attackers will try to take advantage of this changing environment. If you get emails from unknown accounts with strange file attachments, if people call claiming to be technical staff asking for your passwords or telling you to go to a website to “scan” your computer, or if you receive any unusual web meeting requests – please ask questions and verify things by phone or other means before proceeding.

Recently, there have been several events reported to DCSA from companies whose employees fell victim to a spoofed email (unknown cyber actor pretending to be CEO, COO, or another employee of their company) who asks if the employee can text them, then requests via text that the employee go purchase gift cards, and send text message or pictures of the gift card information back to them. It’s a SCAM – TMB’s CEO and COO do not request employees to purchase gift cards. If this occurs, employees should report this to the FSO and IT Security team to take appropriate action.

In summation, best practice for IT security - when in doubt, delete emails from unknown sources and do not download any attachments and/or weblinks contained within. If they appear suspicious, report them to TMB’s security team.
This article is not about COVID-19. It is about a man. A family man who doted on his son that many refer to as his mirror image. A man who self-studied and decided to convert to Islam as a young adult and spent the rest of his life living, teaching and preaching about the Holy Quran. A man who now has a scholarship in his name along with a Memorial at Clark State College, where he worked for 27 years as a Computer Technician.

This man’s name is Wali Shamsid-Deen (Arthur Muhammad). Mr. Shamsid-Deen passed away in early July after contracting COVID-19. He is the brother of one of our own, TMB employee Maxine Smith. Maxine works on the IWS BFM contract supporting IWS 5.0 as a Contracts Analyst. She always has a smile on her face and a kind word for friends, co-workers and strangers. She had to unexpectedly travel to Ohio in July to help bury her brother and celebrate his life.

When I spoke with Maxine, she described her brother as the comedian of the family. He loved to laugh and wasn’t satisfied unless everyone around him was laughing along with him. He was a talented singer who answered every question asked of him with a song. He was an avid reader with a voracious appetite for books who even read the dictionary for enjoyment! He was referred to as a genius by all who knew him and NEVER met a stranger.

Wali Shamsid-Deen (Arthur Muhammad) graduated from Ohio Institute in Columbus, Ohio with honors as a Computer Field Engineer. He was also a Deans list student at Central State University. When he wasn’t spending time with family and friends or working, he liked to dabble in real estate, and owned several houses near his home in Springfield, Ohio. He was very active in his local community. He served as a Student Minister of his faith for many years where he once opened and presided over a Mosque. He was a member of the local Peace Keepers and the Urban League, where he often worked with local religious and community leaders.

He took COVID-19 very seriously. He wore masks, gloves and always observed social distancing. He purchased his own temperature gun and ensured that everyone with whom he interacted checked their temperature. Earlier this year, he walked into the hospital and never walked out. So, although this article is primarily about the man, his life’s story cannot be told without a recognition that it was cut short by this unseen virus. If a person who took such great care to protect himself and those around him from COVID-19 could be infected, we should all take notice. We should also be mindful of how our actions and choices can have tragic repercussions for those around us. Mr. Shamsid-Deen caught it from someone and there is a tragic lesson to be learned about actions and their consequences.

Maxine – please know that TMB is thinking of you and keeping you in our thoughts and prayers during this difficult time.

Performance Awards
Employees of the Quarter

Kurt Busjahn and Lynne Fritz’s support to ensure future USS ST. LOUIS (LCS 19) and USS MINNEAPOLIS-SAINT PAUL (LCS 21) crews were properly trained while at the Marinette Marine, Wisconsin, building yard went well beyond normal performance. During a time of Covid pandemic environment as well as much colder and wetter spring and now much warmer early summer that made working in the shipyard more physically demanding. Kurt and Lynne truly worked as a team to ‘outfit LCS 19 and 21’. Lynne’s mastery of the outfitting systems determining what to order, get it ordered and delivered; and Kurt's determination to load out the ships regardless of the personal hazards were amazing to observe. Kurt and Lynne managed Marinette Marine and the Pre-commissioning Crews’ transfer, receipt and stowage of all material and equipage necessary to operate each ship. This process included ordering, staging and load out of over 170 4x4x4 ft tri-wall containers containing over 28,000 repairs parts valued at $27M, a 60 day load out of food provisions and consumables to sustain the crew; all medical and dental supplies, technical manuals and selected record drawings necessary to operate and maintain the ship, damage control equipment and ship’s force self-protection small arms, equipage and ammunition. On 20 June, Pre-commissioning Crew ST LOUIS manned LCS 19 and departed Marinette Marine into Lake Michigan to join the active U.S. Navy Fleet. LCS 21 is well on her way to casting lines off and heading to open seas, in large part because of Kurt Busjahn and Lynne Fritz.
Promoting a Culture of Learning
An Introduction to the TMB Employee Success Continuum Programs

In July of 2020, a new and momentous opportunity for TMB employees was established, dubbed the Employee Success Continuum (ECS). This program seeks to empower employees through fostering a Culture of Learning so that they have the ability and opportunities to achieve personal and professional success. Within the ESC are three carefully constructed programs that lay out its foundation – The Buddy Program, Mentoring Program, and the Entry Level Training Program.

**Buddy Program** – One of the most crucial times of a newly hired employee's journey is after the on-boarding process has been completed. This is where the Buddy Program shines. It is designed to match a new employee with a peer that will be their “go-to-person” for the next couple months. The Buddy will be able to help our newest TMB employee build connections and networks, boost positive co-worker relationships, and make their transition into a company easier.

**Mentoring Program** – The Mentorship Program is voluntary and aims to strategically match an experienced TMB employee with a vital skill set with another. The Mentor’s goal is to facilitate and guide their mentee in learning those vital skills and identify opportunities for professional and personal growth within TMB. While promoting leadership growth and skills development, The Mentor Program also seeks to create a bigger sense of purpose and belonging for TMB employees.

Through the Mentorship Program, I have been lucky enough to have Laura Eversole, a Business Analyst in PMS 326, as my Mentor. Laura has gone the extra mile to help me study for the Entry-Level Program Analyst training questions and help me gain a deeper understanding of the NAV-SEA Foreign Military Sales (FMS) Program. With her guidance, Laura has helped me to feel a stronger sense of belonging within TMB and has been a tremendous asset to my professional life.

**Entry Level Training** – One of the top priorities for TMB is to develop our next generation of analysts and give opportunities to those within our ranks the ability to further their career with internal promotion. The Entry Level Training Program was designed to create a structured, step-by-step plan to encourage education and training for junior analysts in Foreign Military Sales, Business Financial Management, Engineering, Contracts, Life Cycle Support, and Program Management. The training continues with lessons in analytical skills, brown bag presentations for U.S. Navy customs, TMB culture, and major contracts that TMB supports. This provides employees an organized syllabus for completion and helps them become invested Employee Owners within TMB.

For questions, suggestions, or to volunteer for any of the above programs, please email Training@tmbhq.com.

~ Kathleen Flowers
Spotlight On

TMB’s efforts to reopen our 100 M Street, Washington, DC office space.

Since closing our offices on March 20th, we have continued to support extended teleworking for all employees to the maximum extent possible while still ensuring we are supporting our customers and performing required corporate responsibilities. The uncertainty still surrounding COVID-19 spread and frequent evolving local, State and Federal workplace guidance is a daily fact. At this time, TMB intends to open our 100 M Street office space on 9 September for use by TMB employees and seated contractors with minimal visitors allowed on a case by case basis. The following provides information on what we have done to prepare our spaces for reopening and the procedures all people using our spaces will need to adhere to.

What have we done to prepare the spaces:
1. We asked everyone to remove all personal items.
2. We social distancing arranged our Bennett, Lincoln and Washington Conference rooms and closed all others for use.
3. We cleaned and sanitized all spaces to include professional sanitization cleaning of all flat surfaces and sanitizing fog of every office, cubicle, conference room and common areas.
4. We placed personal protective equipment (PPE) on every desk for the desk “owner’s” use while in the office. PPE provided includes two cloth face masks, hand sanitizer, disinfectant spray, and paper towels. We will also provide each person a box of plastic gloves to use while cleaning their desk.
5. We posted appropriate Center of Disease Control (CDC) information on all entries to our space.

Operating Procedures beginning September 9th:
1. A TMB senior manager will be onsite daily and identified in the TMB Plan of the Week.
2. If you suspect that you have been exposed to COVID-19 or are feeling sick, DO NOT COME TO WORK. Inform you chain of command and follow CDC Guidelines.
3. To ensure maximum safety of TMB employees, onsite subcontractors, and visitors, TMB encourages continued maximum telework if customer support is maintained at the high standard we strive to maintain.
4. For the health and safety of our employees and others – No visitors are permitted to enter any TMB space without prior approval of TMB’s Senior Management (COO/CEO).
5. To the greatest extent possible all regular meetings should be scheduled via MS Teams.
6. Procedures required while in TMB 100 M Street spaces:
   - You must always Enter through the Glass Doors and Exit through the smaller side doors.
   - Employees must try to maintain 6 feet of physical distance in offices, cubicles, common areas and conference rooms. If distance cannot be maintained, a Face Mask must be worn.
   - Any visitor that has been authorized to enter the facility will enter through the Reception area and must be wearing a Face Mask in accordance with CDC Guidelines.

   • Cubicles/Offices and items on them MUST be cleaned at the beginning of each day and the end of the day. This includes the implementation of a “Clean Desk” policy. All desks and cubicle work areas must be free of all paper, binders and work products of any kind and all hard surfaces disinfected upon arrival to the office and prior to departure each day.
   • Occupancy for any office will not exceed one person at a time.
   • Common areas and office equipment will be Clorox wiped 3 times a day by Facilities.
   • Only one person is permitted in the copier room at a time and must be cleaned after each use.

Conference Rooms:
- All conference rooms except for the Bennett Conference Center, Lincoln (4th floor large room) and Washington will remain locked until further notice. These conference rooms have been arranged to meet CDC social distancing guidelines. No additional chairs may be added to these rooms.

Kitchens:
- Kitchens are closed for all uses other than washing hands.
- Employees are expected to make their own arrangements for coffee and lunch.

Other Precautions:
- Each desk has been provided two cloth masks for use (personal masks are authorized), hand sanitizer, disinfectant spray, paper towels. Plastic gloves, size Large and Medium, will be provided to each employee for use while cleaning their workspace.
- Avoid touching your face, eyes, nose, and mouth.
- Avoid physical contact with others or being at a distance of less than 6 feet.

~ Dan Clague
President/COO
Performance Awards  COO Excellence Award

Mr. Dave Kreischer, a Senior Combat System Engineer supporting PEO IWS 4.0 AEGIS Foreign Military Sales (FMS), has provided outstanding customer support and exceptional leadership within the TMB team that supports the program office. In support of PEO IWS 4.0, he is sought after by multiple case managers, combat system engineers, and PEO IWS 4.0 leadership to take on the most challenging tasks. Without hesitation, he takes on the additional workload and exceeds expectations. Recently he developed multiple white papers and Tri-Service Committee Briefs which led to the increased interoperability of the U.S. and Allied AEGIS Fleet in the 7th Fleet Area of Responsibility (AOR). He is dedicated to the mission of the program office and to all members of the TMB leadership team. His willingness to go the extra mile, put in additional hours supporting business development activities, and the time spent training TMB personnel is a testament to his integrity and commitment to others.

Ms. Jinny Koo-Irvine has earned the reputation of Subject Matter Expert for reconciliation due to her proactive steps to ensure each contract delivery order is actively reconciled while balancing financial systems. Her relentless efforts towards internal audits, troubleshooting, and corrective actions has resulted in contract mod closeouts and saved the government time and money. Through her commitment to research, she found very old or missed records requiring action and safe keeping. Her efforts resulted in over 300 contract closeouts within a 6-month timeframe. She worked directly with NAVSEA Comptroller’s Office, field activities and FMS case managers to perform extensive case reconciliation between all financial systems with a zero percent error rate. Her hard work has resulted in the successful closure of over 15 FMS cases, returning over $59M to PMS 326’s FMS cases/customers. Additionally, Jinny worked on a highly critical TMB corporate contract close project whose completion was necessary to allow work to be continued on our first IWS BFM omnibus contract.

Mr. Kobla Senaya, PMS 317 BFM Support, received the Q3 COO Excellence award for his outstanding performance which contributed to an Assistant Secretary of the Navy (Financial Management and Comptroller) Fiscal Year 2019 Award. Several PMS 317 government analysts were recipients of an Assistant Secretary of the Navy (FM&C) Fiscal Year 2019 Award for their participation in a PEO wide initiative to create new settlement rules within NERP. Although not formally recognized with the government awardees, Mr. Kobla Senaya played an integral role in this effort. His proficiency and attention to detail have made him a highly valued BFM asset within PMS 317 and TMB.

Ms. Jacqueline Asmus was presented a TMB COO Excellence Award for her steadfast efforts to develop, edit and drive to completion TMB’s Employee Success Continuum and Culture of Learning Program. This 43-page document outlines TMB’s process to integrate and train all TMB employees in their functional areas. The program includes Buddy, Mentor, Entry Level, and SME Training elements. She developed the Buddy program on her own initiative. Working across the program she assembled and blended other program elements into one cogent, complete Employee Success Continuum Program document. Jacqueline’s impressive MS Office products skills are put on full display in the Program document.

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Bravo Zulu

Deborah Celenza, Dan Clague, Chris Wall
Exceptional Support of PMS 326

Paul Downey, Dan Clague, Traci Sadler, Laura Ung, Felecia Chinn
Exceptional Support of the IWS 4.0 BFM

Richard Friends, Bakal Asrat (not pictured), Kerry Avila, Dan Clague
Exceptional Support of the BFM 1 Recon Tiger Team

Dan Clague, Asu Vasudevan, Paul Downey, Sean O’Connor, Steve Ferraro, Darryl Shawgo, Charlene Beaman, Felecia Chinn
Exceptional Support of the IWS BFM Training Team
TMB Distinguished Speaker Series

Model Based System Engineering Training

During the COVID Pandemic, TMB looked for ways to continue the push to train personnel while mass telecommuting. On 18 JUN 2020, TMB held its first installation of the TMB Distinguished Speaker Series focusing on Model Based System Engineering training via Microsoft Teams. The instructor was retired Rear Admiral Pete Williams, a member of the TMB Board of Directors. Pete is an Executive Vice President in The Albers Group, LLC, headquartered in the Dallas area. He is responsible for the Government Services Division and the company's Model-Based Systems Engineering functional competency. The overall theme of the training was to provide a holistic approach to Model Based System Engineering by combining a modeling tool with a systems engineering methodology. The training was provided to TMB personnel and Sub-Contractors.

From 1976 until 2007, Pete served in the U.S. Navy and attained the rank of Rear Admiral. His operational fleet experience includes multiple F-14 fighter squadron tours and deployments; the command of an operational F-14 squadron—the "World Famous Pukin' Dogs"- and Air Boss of USS ENTERPRISE. Acquisition tours at the Naval Air Systems Command included the F-14 Class Desk, Systems Engineering Department Head (AIR-4.1), and F-14 Program Manager, a major acquisition command with the responsibility for full life cycle management of over 200 aircraft. Upon attaining flag rank, Williams served as the Commander of the Navy’s Aviation Depots and led a team of over 11,500 military and civilian personnel in the depot-level repair and overhaul of all U.S. Navy aircraft. His next tour was as the Naval Air Systems Command Assistant Commander for Logistics and Industrial Operations, where he served as the head logistician for Naval Aviation. His final tour in the Navy was Program Executive Officer, Tactical Aircraft Programs, with the responsibility for a portfolio of five major defense acquisition programs. TMB was privileged to have someone with this background and experience take the time to share their knowledge.

~ Scott Szurovy

Presenter: Pete Williams
Attendees: Scott Szurovy, Dan Clague, Tom Dority

Commitment. Excellence. Integrity.

Coming Events

SEPTEMBER

Labor Day ................................................... 7 Sep
Cybersecurity Brief All Hands ..................... 10 Sep
Required Security Training ....................... Complete by 30 Sep
   TMB's Annual Security Briefing
Required HR Training ............................... Complete by 30 Sep
   All Employees – Emergency Action and Fire Prevention
   Supervisors – Conducting Effective Employee Appraisals

OCTOBER

Columbus Day (FLOATING HOLIDAY) ............... 12 Oct
U.S. Navy's 245th Birthday .......................... 13 Oct
Halloween .................................................. 31 Oct

NOVEMBER

Election Day .............................................. 3 Nov
Veterans Day ............................................. 11 Nov
Thanksgiving Day ....................................... 26 Nov
Required HR Training ............................... Complete by 30 Nov
   All Employees – Generational Diversity
   Supervisors – FMLA for Supervisors

DECEMBER

Benefits Open Enrollment Period ............... 30 Nov - 11 Dec
Army vs Navy Football Game
   (Philadelphia, PA) ..................................... 12 Dec
Christmas Day .......................................... 25 Dec