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**DAHLGREN DIVISION
NAVAL SURFACE WARFARE CENTER**

Dahlgren, Virginia 22448-5100



NSWCDD/TR-18/105

**TRACKING TEAM DYNAMIC STRATEGY
IMPLEMENTED IN SLY FOX MISSION 22**

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FEBRUARY 2018

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14. ABSTRACT The Sly Fox Mission 22 team consisted of seven newly hired employees with varying backgrounds and no appointed leader. In this team structure, a need arose to track the team dynamic over the duration of the project. The Tracking Team Dynamic Strategy was created to initiate, foster, and promote communication between team members and track the overall status of the team social dynamic. This paper provides a detailed account of the need, methodology, results, benefits, and limitations of this strategy.					
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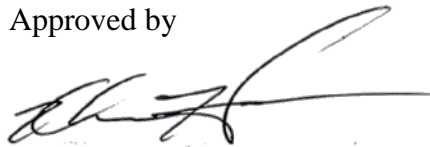
FOREWORD

This paper explains the methodology for the Tracking Team Dynamic Strategy (TTDS) implemented during Sly Fox Mission 22 at the Naval Surface Warfare Center, Dahlgren Division, in 2017. The TTDS was used to track and improve the social dynamics of the Sly Fox Mission 22 team, which consisted of seven newly hired employees with varying backgrounds and no appointed leader. Without transparent lines of communication, the team needed a process to address any grievances that arose among team members. This strategy was implemented through team agreement to provide everyone an equal opportunity to voice any concerns about the mission's objective, process, or other members.

Described in this document is the emergent need that prompted the strategy's design implementation, the strategy's two part method, results and analysis from Sly Fox Mission 22, feedback from a different team that also implemented the strategy, the strategy's benefits and limitations, and the path forward to improve the strategy.

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GLOSSARY

AUSL	Autonomous Unmanned Systems Laboratory
DPM	Deputy Program Manager
NSWCDD	Naval Surface Warfare Center, Dahlgren Division
PM	Program Manager
SFM	Sly Fox Mission
TTDS	Tracking Team Dynamic Strategy

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1.0 INTRODUCTION

1.1 Background

The Sly Fox Program is a workforce development and rapid prototyping effort sponsored by the Naval Surface Warfare Center, Dahlgren Division (NSWCDD). The program is part of the New Employee Developmental Assignment Program and is intended to expose new scientists and engineers to steps in the Department of Defense acquisition process.

A typical Sly Fox Mission (SFM) is comprised of three to eight individuals and is constrained to a strict six-month time frame. During the mission, the team progresses through the following phases of the acquisition process: requirements, concepts, design, development, and testing. Through these phases, team members assume appropriate acquisition workforce roles as necessary, often switching between roles across phases. The mission concludes with a final demonstration showcasing full system functionality and capability.

The selection of Sly Fox team members is restricted to new NSWCDD scientists and engineers with less than three years of government experience. These individuals must be nominated by their leadership, and undergo interviews with the Chief Technology Officer, Command staff, and technical sponsors.

SFM 22 consisted of seven individuals from five different NSWCDD technical departments. The individuals' government work experience ranged from nine months to two years. Technical backgrounds included physics, mathematics, electrical engineering, computer science, and computer engineering. The team's primary mission was to create a collaborative system of unmanned ground and aerial vehicles that enhanced an operator's situational awareness by using multiple air and land domains to improve targeting capabilities.

SFM 22 was able to accomplish the primary mission while maintaining a strong team dynamic throughout the project by using a Tracking Team Dynamic Strategy (TTDS). The TTDS consists of a brief anonymous survey, followed by a longer discussion about survey results and each individual team member's status. With a group of seven newly hired individuals with no appointed leader, it can be hard to judge the team dynamic as it shifts through an aggressive six-month schedule. With this strategy, the team was able to track its overall status and discuss any issues that surfaced throughout the project.

1.2 Purpose, Scope, and Objective

The TTDS was created to address any grievances that arose among team members about the mission objective, status, or other members. Small groups of individuals with different technical and professional backgrounds, and without leadership, are vulnerable to poor team dynamics and perhaps performance overall because of unspoken objections, complaints, and/or criticisms. This strategy was created and implemented to account for these personal and professional concerns.

2.0 TRACKING TEAM DYNAMIC

2.1 Methodology

The TTDS consisted of two parts administered on a biweekly basis throughout the mission. The team began by taking an anonymous survey covering the following questions:

- a. Do you feel that the entire team has a common vision in terms of what we will demonstrate at the end of the mission?
- b. Do you feel individuals are communicating their ideas, research, and expertise with all members of the team?
- c. Do you feel that your ideas are respected and given appropriate thought by all members of the team?
- d. Do you feel everyone is contributing to the team to the best of their ability?
- e. Are you happy to be a part of this team? Take into account your value to the rest of the team and other members' behaviors.
- f. Considering all factors, in and outside of the workplace, what is your current stress level?

The strategy's first part, the anonymous survey, was typically completed in about 10 minutes. The survey consisted of five questions. The survey questions were answered using a 5-Point Likert Scale: (1) Strongly Disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly Agree. The sixth question was answered using an altered 5-Point Likert Scale: (1) Very Stressed; (2) Stressed; (3) Neutral; (4) Slightly Stressed; (5) No Stress. After all members answered the questions, the averages for each question and an overall average were calculated and documented for all members. A sample document, with averages, is shown in Appendix A.

The strategy's second part, a discussion covering the survey results, team member grievances, and approaches to mitigate and resolve these grievances, was normally completed in about 20 minutes. On average, the team spent about 30 minutes on this biweekly strategy. The discussions began by projecting the survey on a screen and discussing the results. First, any average less than a 3 out of 5 warranted longer deliberation to determine the cause of the low average. After all the low average questions were discussed, the team moved onto the other survey questions. Second, each member was asked to voluntarily share any issues with which they were having difficulties. The issues that surfaced were generally related to the technical concepts covered during the mission, behaviors of other mission members, or problems outside the workplace. Finally, once the concerns were brought to everyone's attention, the team worked as a group to mitigate and provide solutions to these highlighted issues.

2.1.1 The Questions

Each question in the survey played a role in this strategy. Initially, when the team created and implemented the strategy, the first four questions were the only ones on the survey.

Do you feel that the entire team has a common vision in terms of what we will be demonstrating at the end of the mission?

The first question helped the team focus on the primary mission objective. The first phase of the mission was the Concept Phase where the team was tasked to create multiple system concepts for accomplishing the primary mission. The nature of this phase was to brainstorm and create out-of-the-box solutions. Some solutions were relevant to the primary mission; however, some veered away from this objective and instead focused on additional system capabilities not necessary to accomplish the main goal. As the team began moving into the subsequent Design Phase, it became imperative the team remained focused on the established mission objective. Therefore, the first question in the survey provided a rough estimate of whether each member knew exactly what the end goal of the system was.

Do you feel individuals are communicating their ideas, research, and expertise with all members of the team?

The second question was asked to create a collaborative team environment. Sly Fox is a team effort because it covers various components of the systems engineering process. There is a technical aspect to the mission to develop a system that meets the primary mission, and there is a programmatic aspect that involves documenting, testing, briefing, and presenting the system. No individual can handle every task required throughout the SFM; therefore, member cooperation and communication is crucial to the mission. The second question provided an estimate of whether or not members were sufficiently communicating relevant information to the entire team.

Do you feel that your ideas are respected and given appropriate thought by all members of the team?

The third question was asked to track team member's behaviors and attitudes throughout the mission. SFM 22 consisted of seven individuals with different backgrounds in science and engineering. One benefit of these differences was that individuals approached problems from various routes. However, differences also tended to alienate some members of the group because their expertise is not directly associated to the technical problem. The third question was created to verify all members were heard throughout the mission and no one felt alienated.

Do you feel everyone is contributing to the best of their ability?

The fourth question was included to account for the team's lack of software experience. The team's primary mission involved a very heavy software workload involving various computing languages, and only three of the members were software engineers. This created a division in the team because everyone wanted to participate in the development process, but the lack of software experience hindered their ability to do so. To eliminate this division, the software engineers provided tutorials and guides to help the other members adapt to a portion of the technical work. Some members also took on programmatic tasking to relieve the technical members from presenting briefs, tracking risks, procuring equipment, or scheduling meetings. All technical and programmatic tasks were assigned to members on a voluntary basis. The fourth question was used to track the contribution efforts of all team members.

These four questions were introduced to the SFM 22 Program Manager (PM) and process mentors who suggested adding a question to determine how each member viewed the team.

Are you happy to be a part of this team?

The fifth question was created to track the overall team status. Tracking the team status was necessary for the mission because the aggressive Sly Fox schedule, confined spaces, and workload created tensions in the group. The fifth question was used as a gateway for a longer team discussion addressing these tensions to avoid them escalating into something damaging to team cohesiveness.

Considering all factors, in and outside of the workplace, what is your current stress level?

The sixth question was added to track any member's issues caused by outside forces. A common workplace misconception is that employees should separate their work from their personal lives. Although this concept is preferable because of increased productivity, it is rarely achieved by an individual. Personal or non-work related problems are bound to hinder an

employee's efforts. The team found this to be the case during the mission as well. The sixth question was added to the survey to account for any personal problems that may have risen outside of Sly Fox.

Each question used in the anonymous survey served a different purpose. Together, the questions provided a holistic picture of the team status. Four to six questions is the best number for an anonymous biweekly survey to be completed in a timely manner by a team of seven individuals undergoing a fast-paced project. More than six questions would make the process a chore, forcing team members to rush to complete the survey without adequately thinking about the questions. Less than four questions would not provide a full picture of the team status. These questions could be altered to fit a team's specific needs, but to track the overall team status, the essence of these questions should remain the same in any survey.

2.1.2 The Discussion

The discussion that occurred after the anonymous survey was the crucial component of the TTDS. This discussion allowed team members to review and comment on any low survey averages. If the average for any question was close to or less than 3 out of 5, the team spent several minutes discussing the issue and planning mitigation strategies. Because the survey was anonymous, it was impossible to know exactly how members viewed a question unless they shared their responses with the rest of the team. This discussion still proved helpful because it forced the team as a whole to think about which action or event may have caused the low score and how to avoid that action or event in the future. For example, when discussing a particularly low score for the third question, the team determined the cause could have been because of interruptions from team members when others were sharing their ideas. This led those members to take responsibility for their actions and work to avoid future instances. Future survey data show the average for that question rose as the project progressed further into the mission. Issues dealing with group members' behaviors and attitudes occur frequently in the workplace and, if allowed to fester, could create a hostile work environment. Reviewing survey results gave the team an opportunity to address those issues.

After reviewing the survey results, the discussion shifted to each individual member sharing anything that may have caused them stress. In some teams, it is hard to convince members to discuss their stress level—they may fear being ostracized or ridiculed for their problems—but because of the anonymous survey and discussion reviewing the survey, SFM 22 was able to create a comfortable environment for each team member to address any grievances they may have had. There was no time limit imposed on these discussions; however, to use time efficiently, team members were encouraged to address the root of any problem directly. This created an actionable item for them to employ for resolving the issue.

2.2 Results

Table 1 displays each date an anonymous survey was conducted, the average score for each question on that survey, and the overall average for that particular date.

Table 1: Tracking Team Dynamic Average Scores

Date	Q1	Q2	Q3	Q4	Q5	Q6	Total
21 Apr	3.7	3.3	3.7	4.3			3.8
11 May	4.4	4.	3.8	4	4		4
31 May	3.9	3.9	3.9	4.4	3.9	3.3	3.9
9 Jun	3.7	3.7	4.1	4.4	3.9	3.4	3.9

Date	Q1	Q2	Q3	Q4	Q5	Q6	Total
30 Jun	4.3	4.3	4.1	4.4	3.9	3	4
14 Jul	4.5	4.1	3.9	4.1	3.9	3.3	4
26 Jul	4.3	4.3	4.1	4.3	4.3	3.1	4.1
8 Aug	4.4	4.3	4.3	4.6	4.4	3.6	4.3
24 Aug	4.4	4.3	4.6	4.6	4.1	3	4.2
6 Sep	4.4	4.3	4.6	4.8	4.1	3.1	4.2

For a better understanding of the data in Table 1, a full list of key Sly Fox dates is provided in Table 2.

Table 2: SFM 22 Key Dates

Date	Event
20 Mar	Start of Sly Fox Mission 22
20 Apr	Concept Review
06 Jun	Design Review
26 Jun	Test Plan Review
10 Aug	System Test Readiness Review
28 Aug	Demonstration Readiness Review
11 Sep	Demonstration Day
20 Sep	Final Review
22 Sep	End of Sly Fox Mission 22

Combining the data from the two tables into Figure 1 yields significant information that can be used to make some important remarks about the team dynamic trend throughout the mission.

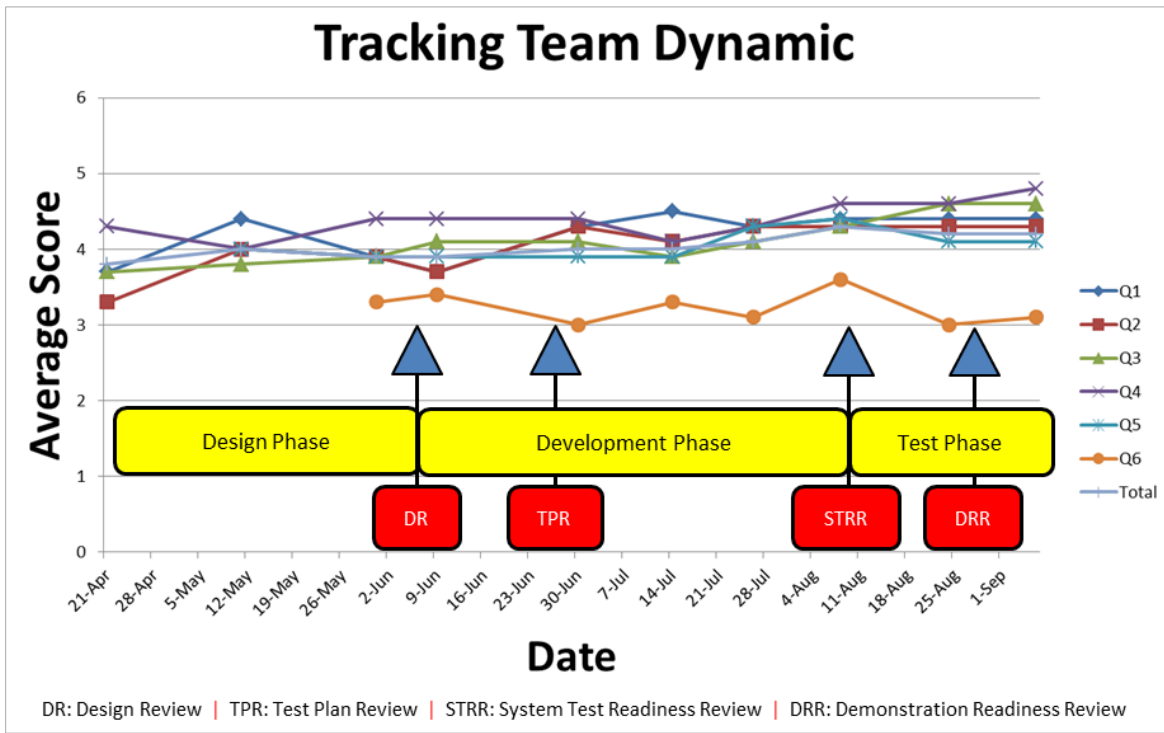


Figure 1: Tracking Team Dynamic

2.3 Analysis

Survey results provide a quantifiable approach to a subjective problem. To accurately track team dynamic is to depend on individuals' views on the team and the project. Therefore, the data in the tables cannot be used to determine a cause-and-effect relationship between any one data entry and the team's status. However, the data can be used to provide valuable information about the team's status and make some inferences about the team dynamic.

Starting with the Design Phase, it is important to note that the total average was the lowest when the team began implementing this strategy. The data from the first survey suggests this resulted from a lack of focus and communication among team members. The averages for most of the questions and the total average is the lowest in this survey, and they all increased incrementally throughout the mission. This suggests this strategy was implemented because there was rising tension within the team, and the team worked toward creating a collaborative environment to increase the team cohesiveness.

Another observation supported by the data is that highest times of stress for the team were during the mission's development and testing phase. The fifth survey was conducted on 30 June, about halfway through the development phase. During this period, the team was trying to develop the software to meet all threshold requirements for the system. This endeavor entailed long work hours to overcome the steep learning curve encountered when trying to use the computer languages and programs specific to the project. Although the team's stress level was the highest since the beginning of the mission due to the extended work hours and technical content, the team's total average increased from the previous survey. This can be attributed to the increased focus on the mission objective addressed in the first question and the increased communication addressed in the second question.

The ninth survey, conducted on 24 August, was also a time of high stress for the team. During this period, the team had completed its subsystem tests and was approaching the full system test. The testing phase produced several issues for the team that hindered its ability to meet all threshold requirements for the system or operate the full system in a reliable and stable state. These issues were identified and communicated to the entire team. Although the team's stress level reached an all-time high again, the team members' behaviors, attitudes, and contributions covered in questions 3 and 4 created a highly collaborative and respectful environment that maintained a high overall team average.

2.4 Beyond Sly Fox Mission (SFM) 22

This strategy was adopted by a group outside of SFM 22. NSWCDD's Autonomous Unmanned Systems Laboratory (AUSL) sponsored the mission and provided equipment, personnel, and technical support to help the team achieve its objective. During the mission, the lab's Deputy PM (DPM) asked to adopt this TTDS to collect metrics upon which to base the team structure and process any changes. Because the DPM was interested in collecting metrics about the team status, the strategy was altered to fit AUSL needs. The DPM used the questions originally in the strategy and added some to fill gaps and address issues his team was facing:

- a. Do you take pride in doing a good job on your work right now?
- b. Do you feel like you are being used to your full potential?
- c. Do you feel like all of your tasking is clearly defined?

In total, the members of the team were asked to answer fifteen questions on a voluntary and weekly basis.

After three months of using this altered strategy, the DPM noticed it was not achieving its main objective. He was able to collect some metrics, but because the survey was a voluntary option for the team members, there were low participation levels. In a team of 10–15 members, the participation level never surpassed 70%. The original strategy was not being used to its full potential.

One: in the original strategy, the survey was used as a gateway to open the door for the much longer team dynamic discussion that covered results and addressed any issues within the team. There was no follow-on to the ASUL-altered strategy survey; therefore, it was hard to truly understand or know how members viewed the team's objective, focus, or status.

Two: because SFM 22 consisted of only seven members, the survey was a mandatory biweekly activity. And the survey consisted of a maximum of six questions and was completed in 10 minutes. In the altered strategy, the AUSL team members were asked to complete the fifteen-question survey on a voluntary and weekly basis. Because of the increased number of questions and frequency, it is likely the survey became a chore and participation levels dropped. Without proper feedback from all team members, the DPM could not rely solely on the survey metrics to determine the team status.

Three: the original strategy worked for SFM 22 because the team had a leaderless structure. There was no group lead or manager to consult with concerning any team dynamic issues. So the team needed a way to open lines of communication among its members. The TTDS not only opened those lines with the survey, but further solidified communication among team members with follow-on discussions. In the AUSL, there is a well-defined, top-down, supervisory structure. Therefore, if the team needed to discuss any team dynamic issues, there is a group lead or manager available to listen to the grievances and adjust accordingly.

The DPM's feedback supports the claim that the TTDS is not perfect. There are several limitations to this strategy that hinder its ability to help all types of teams. There are also benefits gained from adopting this strategy in a small team without an appointed leader as was the case for SFM 22.

3.0 LESSONS LEARNED

3.1 Benefits

One significant lesson learned from SFM 22 is that understanding social dynamic in a team is critical to its success. In a small team with no appointed leader, it can be extremely difficult and challenging for some members to voice opinions or criticisms because of the fear of causing offence. So those unspoken objections, complaints, or criticism go unnoticed and may harbor numerous ill feelings within the team. This strategy creates and opens a much needed door for team communication so that the members can address any of those grievances as a whole. For SFM 22, post-survey discussions brought to light several team dynamic issues, such as a lack of respect given to all members, a lack of communication within the team, and a highly stressful time for certain members. These issues were appropriately addressed by the team as a whole and changed behaviors and practices were changed to overcome these issues throughout the mission's six-month timeframe.

Another benefit to this strategy is that it held the team members accountable for their actions. Team dynamic issues often occur because members, knowingly or unknowingly, act in ways that offend or disrespect other members. This strategy helped bring some of those actions to the team's attention so that those actions were addressed and further avoided. The overarching objective of this strategy is to facilitate collaboration, and it accomplished that goal in SFM 22 by opening communication lines and facilitating accountability.

Finally, the strategy provides useful information to line and program managers. SFM 22 biweekly presented the team status average to the SFM 22 PM. If there was a significant change in the team's behavior or dynamic, the PM saw the change by using the team average from this strategy and could make necessary adjustments. Although the information from the surveys is subjective, the data provides indicators that managers could use to make changes with information to support their actions.

3.2 Limitations

As with all methods, there are limitations to the TTDS. One major limitation is that the strategy does not work for all teams, which was clearly illustrated by the AUSL attempt to track team dynamics. The SFM 22 structure was a small group of evenly experienced employees. Inter-SFM 22-communication was harder because there was no group lead to facilitate collaboration, so this strategy was used instead. The SFM 22 strategy may not have the same impact in a larger team with a supervisory structure, as was the case with the AUSL, because there are already checks and balances in place for team members to voice any grievances. Smaller groups, such as future SFMs, could use this strategy to its full extent and improve collaboration and communication.

Another limitation is that the data were based on an anonymous survey so the participants could have deliberately or mistakenly skewed the averages in either direction. If a team knows its PM is using the survey results to make changes in the team, members could bias the averages to the PM's liking. One key component that helps this strategy overcome this limitation is the discussion after the survey. The survey is just a gateway to a much more effective dialogue among team members where grievances can be addressed and future actions can be planned to improve the team dynamic. So although the survey results are a good piece of information, without the discussion, those results could be manipulated to fit the team's needs.

Finally, survey results cannot be used to show a cause-and-effect relationship. There is no control group to compare results with to draw any scientific conclusions about the strategy. However, the data can be diagnostic and informative when combined with other factors. For SFM 22, the results show interesting indicators when combined with the major dates and phases of the mission. For example, the highest times of stress for the team were during the Development and Test phases. These high-stress averages could have brought the overall team average down, but because of the team's focus and communication, the overall team average stayed constant. This information can be used to infer the team was highly stressed, but collaborative during those phases, which led to a good team dynamic. This analysis could be supported with this diagnostic data. However, it cannot be confirmed because the dataset was insufficient.

4.0 CONCLUSION

4.1 Summary

The main goal for using the TTSD was to address any issues that developed among SFM 22 team members about the mission objective, methods, or other members. SFM 22 was a small team of seven newly hired individuals with no appointed leader. Early in the project, the team acknowledged that a team structure like this one tends to experience poor team dynamic because of unspoken objections, complaints, or criticisms. To account for this, SFM 22 adopted this strategy, opening a door for member communication to meet the mission's overall objective.

The strategy consists of two parts: an anonymous survey of six questions, followed by a discussion addressing the results from the survey and any issues causing team members stress. The six questions in the survey covered a broad spectrum of team dynamics from focus, communication, respect, contribution, happiness level, and stress level. The discussion reviewed the averages for each of the six questions, and the team, as a whole, debated potential causes for any low averages and planned steps to increase any averages. Finally, the discussion concluded with each member voluntarily sharing any issues they had, and the entire team addressing those issues.

The results from the surveys are subjective and therefore cannot be used to determine any cause-and-effect relationship but can be used to display team dynamics data and to open communication pathways. Some indicators clearly evident in the data are that the highest times of stress for the team were during the Development and Test phases; however, the team also had high levels of focus and communication during these phases, which produced a constant overall team dynamic average. The team's communication was low in the beginning of the project because the team was still fairly new and a high level of trust had yet to develop among the members. The early phases of the project were also the brainstorming phases so the team's focus was scattered in several directions. These inferences are supported by the data and were ultimately the reasons the team needed this strategy to better communicate and focus.

This strategy can be used to understand and improve a team's social dynamics. It also holds the members accountable for their actions. Individuals cannot use ignorance as a defense when confronted with a behavioral problem because this strategy brings those problems to light. Finally, the strategy provides good information for a PM in charge of small groups without designated leaders. The manager can use the survey results and discussions to make team adjustments.

A major limitation to the strategy is that it cannot fit all team structure needs. Large groups with a supervisory structure generally have an open line of communication to the leader, to whom team members can voice their grievances. Another limitation is that the survey results are subjective and can be skewed in any direction. This limitation can be overcome with proper discussion after the survey, reviewing the results, and addressing any issues. Finally, this strategy is not a proper scientific study or experiment. There is no control group or comparison to make. Instead, this strategy provides diagnostic data to the team for self-assessment that could be used to make adjustments to team behaviors or actions.

SFM 22 began with a group of seven individuals on a team from different backgrounds and experiences. With only six months to accomplish the primary mission, the team needed to focus and create a collaborative environment that promoted communication and respect. With this

strategy, the team was able to track its overall status and make any adjustments to behaviors and actions to maintain that collaborative environment throughout the six months. SFM 22 accomplished the primary mission while upholding a strong team dynamic by using this TTDS.

4.2 Future

There are multiple steps to take to build on this strategy. A key limitation, discussed earlier, was that the strategy cannot be used to establish a cause-and-effect relationship between the survey results and the team. However, because the results display indicators useful for making adjustments in a team, a longitudinal study should be developed. A longer study spanning four additional SFMs over another two years could provide enough data and feedback to allow comparing the similarities and differences of the team dynamics of the missions and draw some concrete conclusions about the teams. A longer study could reveal additional advantages or flaws in the strategy that could strengthen it further.

Another limitation was that this strategy may not work for all types of team structures. However, to truly understand what types of teams would benefit from this strategy, it must be used in different team structures. There are several types of team structures in an organization, such as supervisory, participative, project, cross-functional, among others. Although these varied structures serve a different role in an organization, maintaining a good social dynamic is critical for them all. This strategy could be used in these different settings to collect results and feedback. This feedback may be positive or negative depending on the type of team and the good could be leveraged to enhance the strategy. There are several routes that could be pursued to strengthen, alter, or modify the strategy, and implementing it in SFM 22 laid a strong foundation for future use.

APPENDIX A: 30 JUNE TEAM DYNAMIC

1. Do you feel that the entire team has a common vision in terms of what we are going to be demonstrating at the end of this mission?

Average: 4.3/5 Minimum: 4

2. Do you feel individuals are communicating their ideas, research, and expertise with all members of the team?

Average: 4.3/5 Minimum: 4

3. Do you feel that your ideas are respected and given appropriate thought by all members of the team?

Average: 4.1/5 Minimum: 3

4. Do you feel everyone is contributing to the team to the best of their ability?

Average: 4.4/5 Minimum: 4

5. Are you happy to be a part of this team? Take into account your stress level within the team, your value to the rest of the team, and other members' behaviors.

Average: 3.9/5 Minimum: 3

6. Considering all factors, including those outside the workforce, what is your current stress level?

Average: 3/5 Minimum: 2

Team Dynamic Status Rating: 4.0/5

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DEFENSE TECH INFORMATION CTR 8725 JOHN J KINGMAN RD SUITE 0944 FORT BELVOIR, VA 22060-6218	0	1
NON-DOD ACTIVITIES		
THE CNA CORPORATION ATTN DOCUMENT CENTER 3003 WASHINGTON BOULEVARD ARLINGTON VA 22201	0	1
INTERNAL		
1033 (NSWCDD TECHNICAL LIBRARY)	1	1
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V	0	1
V50	0	1
V52	0	1
V52 (CHAUDHRY)	1	1

