



Friedrich Wilhelm Augustus von Steuben was the Inspector General of the Continental Army and served under General George Washington. He is recognized as the "Father of the Inspector General System" of the United States Military.



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United States
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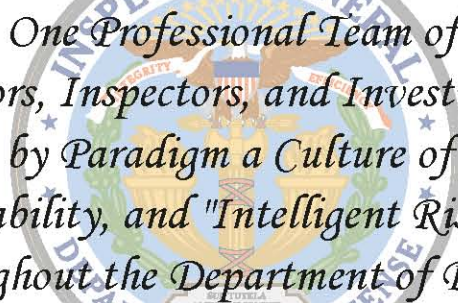
Inspections and Evaluations Directorate

Evaluation of the Voting Assistance Program

March 31, 2005
Report No. IE-2005-001

DEPARTMENT OF DEFENSE
OFFICE OF INSPECTOR GENERAL

VISION STATEMENT



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I have endeavored to represent Freedom triumphant — in Peace and War... In her left hand she holds the olive branch while the right hand rests on a sword which sustains the Shield of the United States. These emblems are such as the mass of our people will easily understand... I have introduced a base surrounded by wreaths indicative of the rewards Freedom is ready to bestow...

Allen, William C., *The Dome of the United States Capitol: An Architectural History*. Prepared under the Direction of George M. White, FAIA, Architect of the Capitol, US Government Printing Office Washington: 1992



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Executive Summary

Evaluation of the Voting Assistance Program

Who should read this report? DoD civilian and military personnel who are responsible for the administration, oversight, and implementation of the Federal Voting Assistance Program and the Military Services' voting assistance programs should read this report.

Methodology. We used statistical data collected via web-based survey and installation visits to assess the Federal Voting Assistance Program (FVAP). Analysis of the data is intended to capture indications of broad trends in the areas assessed. We reviewed the results and established a method for assigning levels of effectiveness and compliance based on statistical criteria. See Appendix A for a detailed discussion of scope and methodology.

Results. Overall the Services are compliant. Survey responses suggest there are opportunities to improve program effectiveness with enhanced methods for delivering training, information, and materials to absentee voters.

The Under Secretary of Defense for Personnel and Readiness (USD P&R) and the Military Services have implemented a voting assistance program and established detailed policy and guidance. USD P&R and the Services have made resources, voter information, and materials readily available to uniformed absentee voters and dependents. However, our survey results and installation visits indicate that large percentages of those surveyed do not get essential training, information, and materials. Furthermore, the FVAP leadership does not get meaningful, timely feedback that would help them take effective corrective action in deficient areas.

Observations:

1. Oversight: Management of the FVAP would benefit from an accurate, embedded, and consistent measurement effort. (See Recommendation 1.a.)

2. Training of Voting Assistance Officer (VAO): VAOs are not trained on all program objectives. Training does not include "Good Ideas" or "Best Practices." (See Recommendation 1.b.)

3. Automated Delivery and Reporting Infrastructure: To compensate for the fact that voting assistance will always be a secondary duty, senior leadership can expect significant improvement only if a radically different approach is applied. (See Recommendation 1.c.)

4. Change to Public Law: If the FVAP leadership modifies the current monitoring process to improve program performance, a legislative change to Public Law 107-107 may be justified to reduce IG oversight requirements. (See Recommendation 1.d.)

5. Gaps in Policy: While the Services' policies adequately cover assistance for uniformed absentee voters, three of the Services' policies are silent on assisting one or more of the other populations (i.e., dependents, dispersed personnel, deployed personnel, tenant organizations) directed by the DoD Directive 1000.4, "Federal Voting Assistance Program," April 14, 2004. The Marine Corps alone addressed all populations outlined in the directive. (See Recommendation 2.)

Recommendations. We recommend:

1. The Under Secretary of Defense for Personnel and Readiness:
 - a. Revise DoD Directive 1000.4, “Federal Voting Assistance Program,” June 3, 2002, to require the Federal Voting Assistance Program Office and Military Services collect and analyze metrics on a more frequent basis, as a means of identifying areas of concern in accomplishing program objectives. See Appendix F, “Recommended FVAP Metrics.”
 - b. Revise DoD Directive 1000.4 to:
 - Require Voting Assistance Officer training include all program objectives outlined in DoD Directive 1000.4.
 - Require Voting Assistance Officer training include appropriate good ideas and best practices as tools for accomplishing objectives.
 - Require Voting Assistance Officer complete Federal Voting Assistance Program training within 60 days of appointment.
 - c. Develop an automated delivery and reporting system.
 - d. Develop and forward a legislative change proposal to Congress that would reduce or eliminate oversight requirements by Services’ and DoD IGs, commensurate with the success of process improvements and automated reporting procedures.
2. The Secretaries of the Army, Navy, and Air Force revise all Voting Assistance Program instructions to include policy to support all eligible personnel as directed by DoD Directive 1000.4.

Management Comments. We received comments from the Under Secretary of Defense for Personnel and Readiness, Chief of Staff, U.S. Army, Chief of Staff, U.S. Air Force, and the Commandant of the Marine Corps. Chief of Naval Operations did not provide comments in time for this report. See Appendix N for detailed management comments.

- The Under Secretary of Defense for Personnel and Readiness partially or fully concurred with Recommendations 1a, b, c, and d. Recommendation 2 is not applicable the Office of the Under Secretary. USD (P&R) did not consider the survey methodology, as prescribed by statute, appropriate to judge the effectiveness of the program.
- The Chief of Staff, U.S. Army, did not comment on Recommendations 1a, b, c, and d. The Chief of Staff stated that the Army has revised their regulation to address Recommendation 2.
- The Chief of Staff, U.S. Air Force, concurred with all recommendations except 1.d. The Chief of Staff did not consider the survey methodology, as prescribed by statute, appropriate to judge the effectiveness of the program.
- The Commandant of the Marine Corps commented that a web-based system will be implemented in CY 2005 to monitor the Voting Assistance Program. None of the recommendations applied to the Marine Corps.

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Chapter 1: Background, Policies, Objectives and Methodology

Background

Annual assessment of the Voting Assistance Program is required by Title VXI, “Uniformed Services Voting,” Section 1566, Chapter 80 of Title 10, United States Code (10 U.S.C. 1566), and directs the following:

- (1) “The Inspector General of each of the Army, Navy, Air Force, and Marine Corps shall conduct
 - a. An annual review of the effectiveness of the voting assistance program; and
 - b. An annual review of the compliance with voting assistance programs of that armed force.
- (2) “Upon the completion of each annual review under paragraph (1), each Inspector General shall submit to the Inspector General of the Department of Defense a report on the results of each such review. Such report shall be submitted in time each year to be reflected in the annual report of the Inspector General of the Department of Defense under paragraph (3).
- (3) “Not later than March 31 each year, the Inspector General of the Department of Defense shall submit to Congress a report on;
 - a. The effectiveness during the preceding calendar year of voting assistance programs; and
 - b. The level of compliance during the preceding calendar year with voting assistance programs of each of the Army, Navy, Air Force, and Marine Corps.
- (4) “The Inspector General of the Department of Defense shall periodically conduct at Department of Defense installations unannounced assessments of compliance with:
 - a. The requirements of the Uniformed and Overseas Citizen Absentee Voting Act;
 - b. Department of Defense regulations regarding that Act and the Federal Voting Assistance Program carried out under that Act; and
 - c. Other requirements of law regarding voting by members of the armed forces.
- (5) “The Inspector General assessment shall conduct an assessment at not less than 10 Department of Defense installations each calendar year.
- (6) “Each assessment shall include a review of such compliance
 - a. Within units to which are assigned, in aggregate, not less than 20 percent of the personnel assigned to duty at that installation;
 - b. Within a representative survey of members of the armed forces assigned to that installation and dependents; and
 - c. Within unit voting assistance officers to measure program effectiveness.”

Federal Voting Assistance Program (FVAP). Under Section 101 of the Uniformed and Overseas Citizens Absentee Voting Act (the Act), the President designates the head of an

executive department to have primary responsibilities for the Federal function. On June 8, 1988, the President issued Executive Order 12642, "Designation of the Secretary of Defense as the Presidential Designee."

DoD Directive 1000.4, "Federal Voting Assistance Program," April 14, 2004, assigns the Under Secretary of Defense for Personnel and Readiness (USD [P&R]) the responsibility for administering FVAP for the Presidential designee, the Secretary of Defense. Subsequently, USD (P&R) established an FVAP Office to manage the program.

Federal Voting Assistance Program Office. The FVAP Office provides assistance and voting information to the Military Services and absentee voters. The most notable services include: (1) *Voting Assistance Officer (VAO) Training* (on-site and web-based); (2) *Voting Assistance Guide* with state-by-state information; (3) *Monthly Newsletter* that contains timely information on upcoming elections and a "to do" list for Unit VAOs; and (4) *FVAP Website* (<http://www.fvap.gov>) that provides voting assistance and information to uniformed absentee voters and eligible dependents.

DoD and Military Services' Policies

DoD Directive. DoD Directive 1000.4, "Federal Voting Assistance Program," April 14, 2004, tasks FVAP to ensure that eligible voters receive information about voting registration, procedures and materials pertaining to scheduled elections, including information on dates, offices, constitutional amendments, and other ballot proposals. DoD Directive 1000.4 provides specific guidance to the heads of DoD Components and Uniformed Services regarding implementation and management of the voting assistance program.

Army Regulation. Army Regulation 608-20, "Voting by Personnel of the Armed Forces," August 15, 1981, establishes policy, responsibilities, and procedures for Army implementation of the FVAP. The regulation establishes and assigns specific responsibilities to the Adjutant General, commanders of major Army commands, installation commanders, and unit commanders down to company and detachment levels.

Navy Instruction. Office of the Chief of Naval Operations Instruction 1742.1, "Navy Voting Assistance Program," August 14, 2002, establishes policy and assigns responsibilities. The Instruction states that the Navy voting assistance program will ensure that eligible voters receive information about registration procedures and voting materials pertaining to scheduled elections. The Instruction assigns voting assistance responsibilities to every level of command.

Air Force Instruction. Air Force Instruction 36-3107, "Voting Assistance Program," September 10, 2003, implements the Act and informs personnel about voting opportunities, including absentee voting. The Air Force Instruction establishes specific voting assistance responsibilities at various levels of command, from the major command down to the unit voting counselor. The plan reiterates specific responsibilities for Air Force headquarters, commanders of major commands and installations, installation personnel directors, and Voting Assistance Officers at each level of command.

Marine Corps Order. Marine Corps Order 1742.1A (Change 1), "Voter Registration Program," May 14, 2002, provides guidance and assigns responsibility for the implementation of the Marines Corps voter registration program to commanding officers at

all echelons to assist Marines, their family members, and certain others in exercising their right to vote.

Military Services Voting Assistance Program

Figure 1 illustrates the major elements of the Military Services Voting Assistance Program. The Voting Assistance Officer (VAO) is the key to ensuring that uniformed absentee voters and eligible dependents receive voting information and materials.

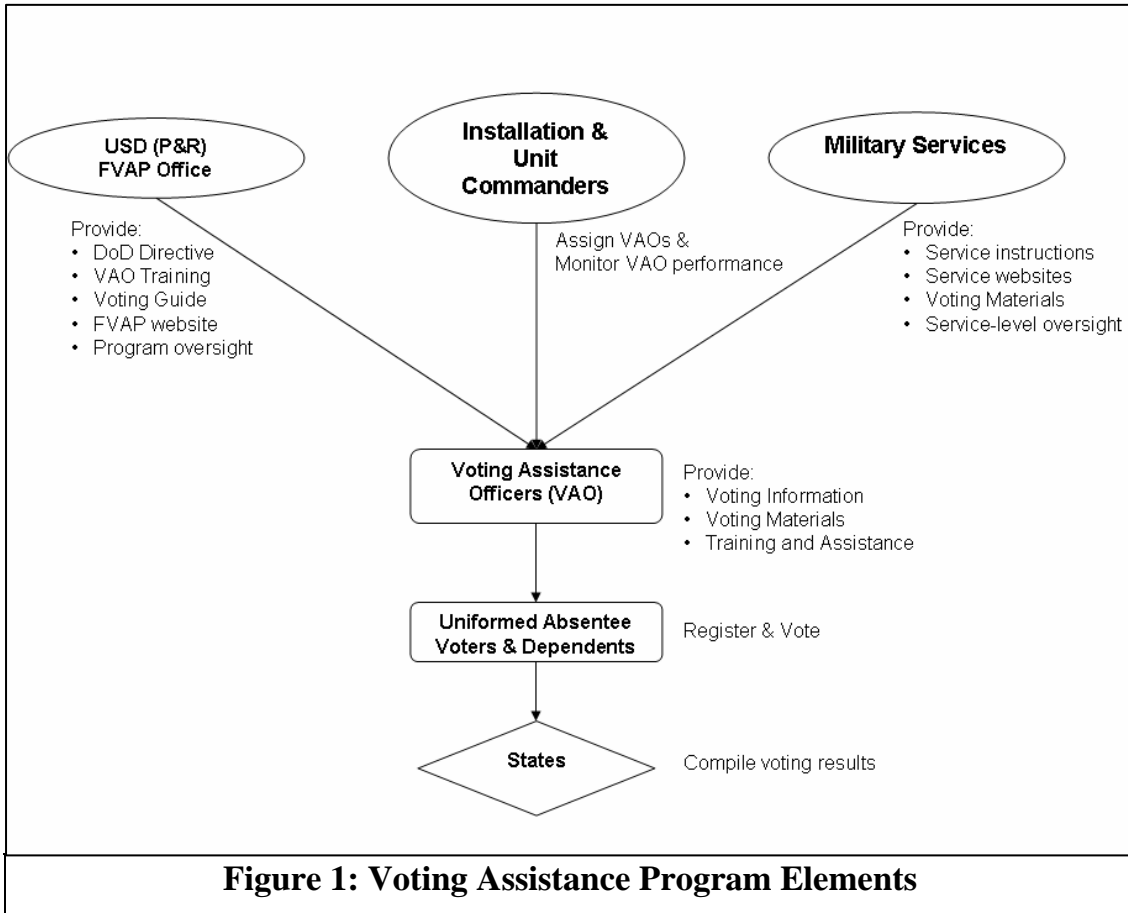


Figure 1: Voting Assistance Program Elements

Evaluation Objectives

The evaluation has two primary objectives:

- To provide an assessment of the Military Services' compliance with existing guidance.
- To provide an assessment of the effectiveness of the DoD Voting Assistance Program.

Assessment Methodology

To accomplish the evaluation objectives, the DoD Inspector general (IG) assessment team established a set of assessment criteria (see Figure 2, Statistical Assessment Criteria). The criteria apply levels of compliance and effectiveness based on the statistical analysis of the responses from the survey questionnaire and the interviews conducted during the installation visits.







	Compliance	Effectiveness
70 – 100 %	Compliant 	Effective 
60 – 69 %	Marginally Compliant 	Marginally Effective 
0 – 59 %	Not Compliant 	Not Effective 

Figure 2: Statistical Assessment Criteria

Source of Assessment Data and Limitations. The DoD IG assessed the Military Services' compliance based on the data summarized at Appendix C, "Compliance and Effectiveness Statistical Data Tables." The text of the survey is presented in Appendix D, "Uniformed Absentee Voter Questionnaire." The statistical sample is relatively small when compared to the total military population and the total number of installations. For example, the DoD IG team received 2,712 survey responses. These responses comprise only 0.002 percent of the active duty military population. Similarly, the 12 installations visited (see Appendix G, "Installations Visited") represent less than 0.01 percent of all DoD installations worldwide. The team interviewed 40 voting assistance officers. Therefore, these small sample sizes and sample design preclude any statistical projection, and, at best, can be used to illustrate only indications and trends.

The Services assessed their respective compliance using data from a variety of sources. See Appendixes H, I, J, and K for complete reports. Their assessment reports did not include use of statistical data. Therefore, it is not possible to make a direct comparison between the DoD IG assessment and the individual Service's assessments.

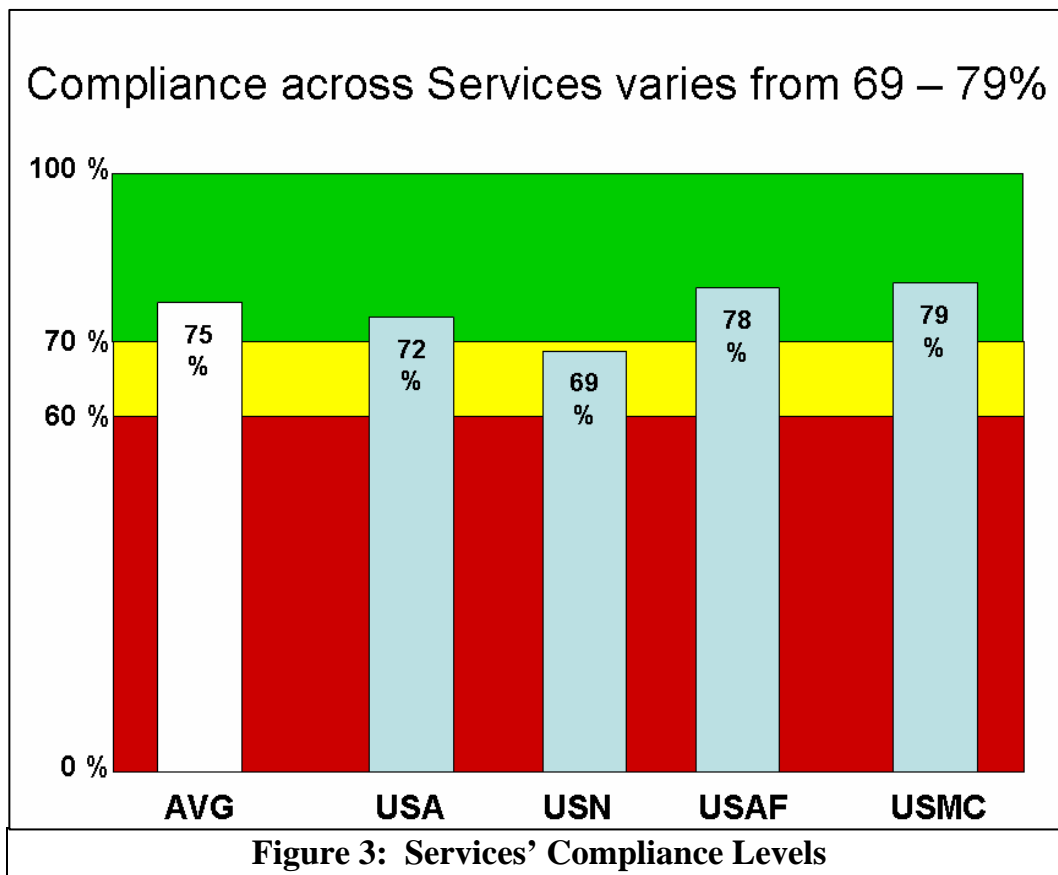
Chapter 2: Assessment of Military Services' Compliance

Overview

DoD Directive 1000.4 prescribes six major areas for compliance:

- Appointment of Voting Assistance Officers
- Information Dissemination
- Materials Dissemination
- Training
- Maintaining Resources
- Development of Written Guidance.

Using the previously described assessment methodology, Figure 3, "Services' Compliance Levels," summarizes the combined level of compliance for all Services (75%) and the level of compliance for each respective Service. See Appendix C, "Compliance and Effectiveness Statistical Data Tables," for details.



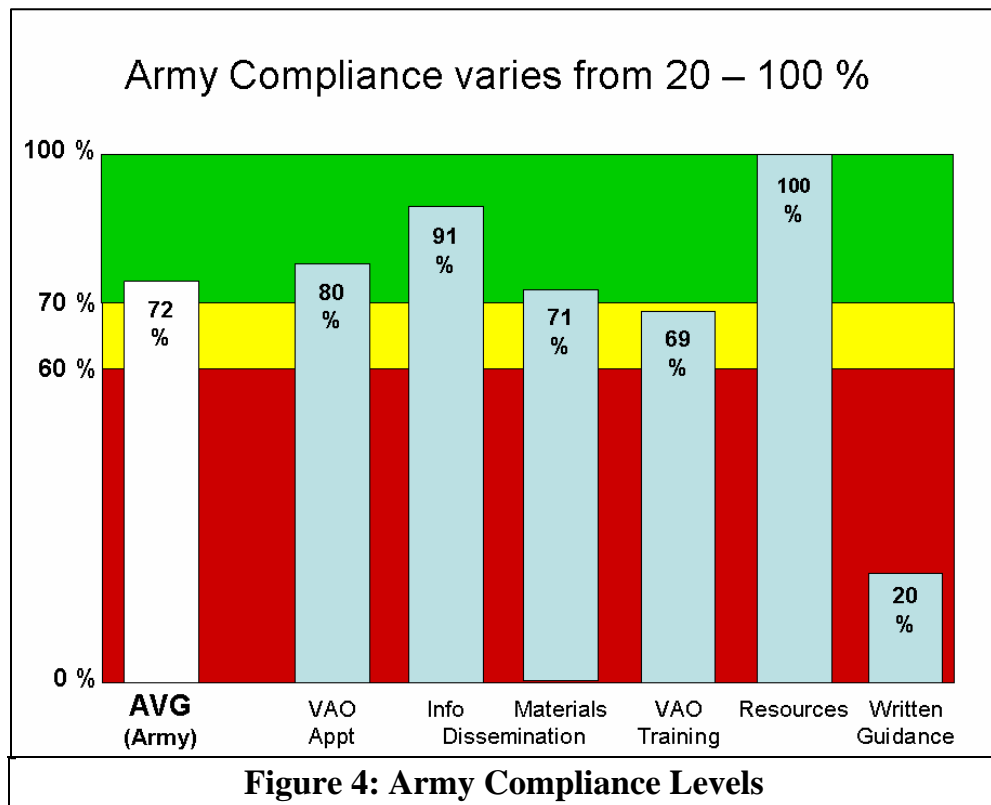


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Army Voting Assistance Program Compliance

Overall, the analysis of the data collected at three Army installations indicates that the Army's program is compliant. Figure 4, "Army Compliance Levels," depicts the breakout of the six areas.

- The four Compliant areas are: Voting Assistance Officer (VAO) Appointments; Information Dissemination; Material Dissemination; and Resources. However, the program achieved low levels of compliance in areas of Unit VAOs' pay grade, Unit VAOs' assignment in writing, and delivery of the Federal Post Card Application (FPCA) by January 15th.
- The Marginally Compliant area is Training. Four of 11 VAOs did not complete the required FVAP training and 3 of 11 did not provide required training on registration and voting to command members.
- The Not Compliant area is Developing Written Guidance. The Army's voting assistance program instruction in effect during the evaluation was written in 1981. The instruction did not contain policy and guidance for support of dependents, dispersed personnel, deployed personnel and tenant organizations, as required by DoD Directive 1000.4. The instruction was eventually revised and updated 28 October 2004. However, the revision does not contain policy and guidance for support of deployed personnel and tenant organizations.



Army Inspector General Report. The Army Inspector General submitted to the DoD IG their “Assessment of the FY 2004 Army Voting Assistance Program,” on February 11, 2005. The Army Inspector General concluded that:

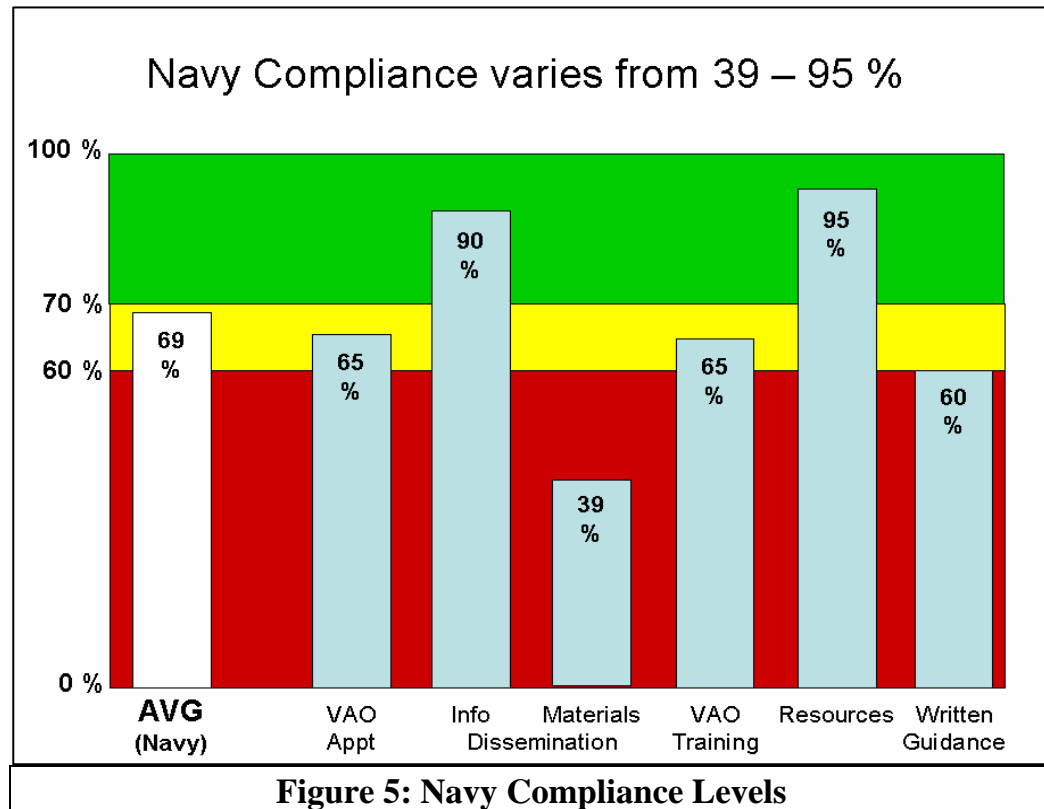
“MACOMs are in compliance with the instructions to conduct an annual assessment of the Army Voting Assistance Program and that the majority of the inspected units have a Voting Assistance Program.”

The complete Army Inspector General Report is at Appendix H.

Navy Voting Assistance Program Compliance

Overall, the analysis of the data collected at three Navy installations indicates that the Navy's program is Marginally Compliant. Figure 5, "Navy Compliance Levels," depicts the breakout of the six areas.

- The two Compliant areas are: Information Dissemination and Resources.
- The three Marginally Compliant areas are: VAO Appointment, VAO training, and Developing Written Guidance. None of the three Installation VAOs interviewed were of the required pay grade. Six of 10 VAOs were not assigned in writing. Fifty percent of the VAOs interviewed did not complete the required FVAP training. The Navy's instruction does not contain policy and procedures for support of dispersed personnel and tenant organizations, as required by DoD Directive 1000.4.
- The one Not Compliant area is Materials Dissemination. Interviews with Unit VAOs revealed the following: (1) Four of seven did not use a tracking system for delivering the Federal Post Card Application (FPCA); (2) Six of seven did not deliver the FPCA by January 15th; and (3) Two of five did not deliver the FPCA by September 15th.



Navy Inspector General Report. The Navy Inspector General submitted to the DoD IG their “Report of Assessment of Navy Voting Assistance Program,” on January 26, 2005. To conduct their assessment they used voting surveys, interviews with Voting Assistance Officers, Command Assessments, Navy Voting Action Officer input, information dissemination documentation, and personal observations. The Navy Inspector General concluded that:

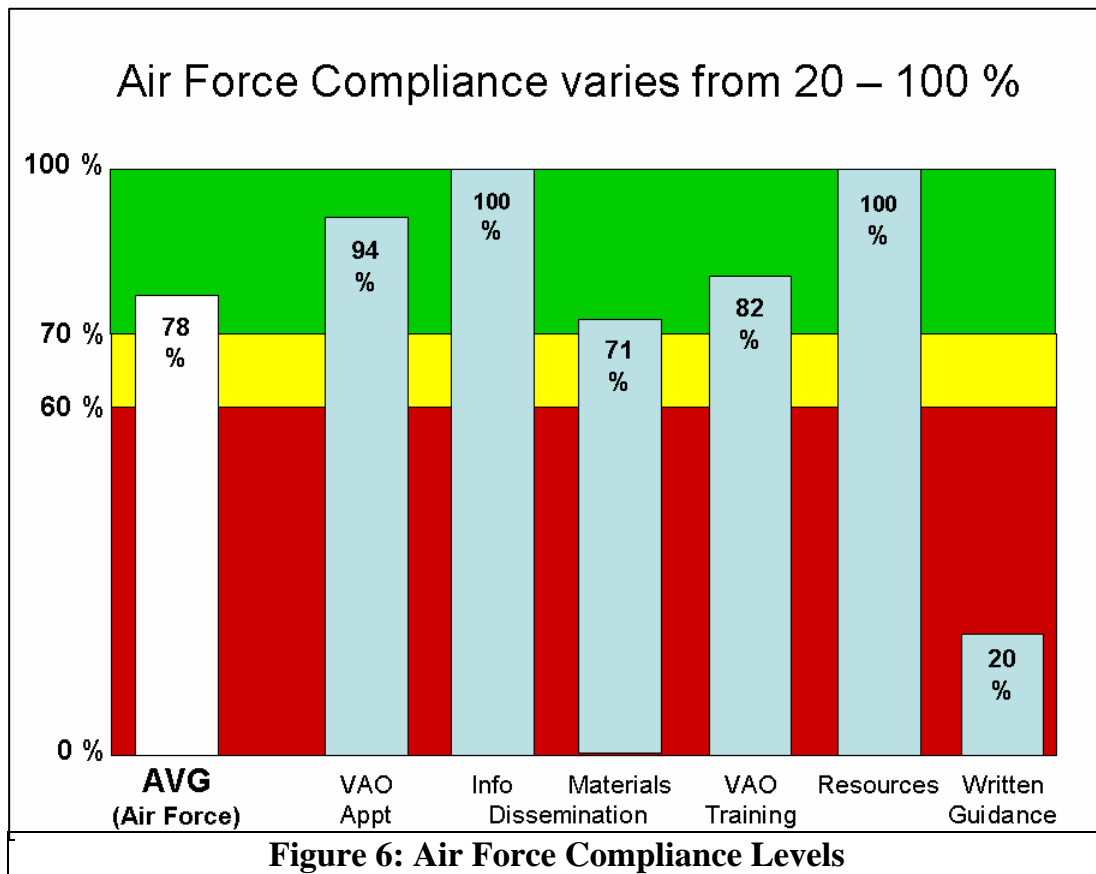
“Overall, the Navy’s Voting Assistance Program assessment for calendar year 2004 was satisfactory.”

The complete Navy Inspector General Report is at Appendix I.

Air Force Voting Assistance Program

Overall, the analysis of the data collected at three Air Force installations indicates that the Air Force's program is Compliant. Figure 6, "Air Force Compliance Levels," depicts the breakout of the six areas.

- The Air Force program is Compliant in all areas except Development of Written Guidance.
- The service instruction does not contain policy and guidance for support of dependents, dispersed personnel, deployed personnel, and tenant organizations, as required by DoD Directive 1000.4.



Air Force Inspector General Report. The Air Force Inspector General submitted to the DoD IG their “USAF 2004 Voting Report,” on February 1, 2005. The Air Force Inspector General assessed 174 voting assistance programs at the squadron, group, wing, and command level. Evaluations were conducted as a combination of command inspections and unit self-evaluations. The Air Force Inspector general concluded that:

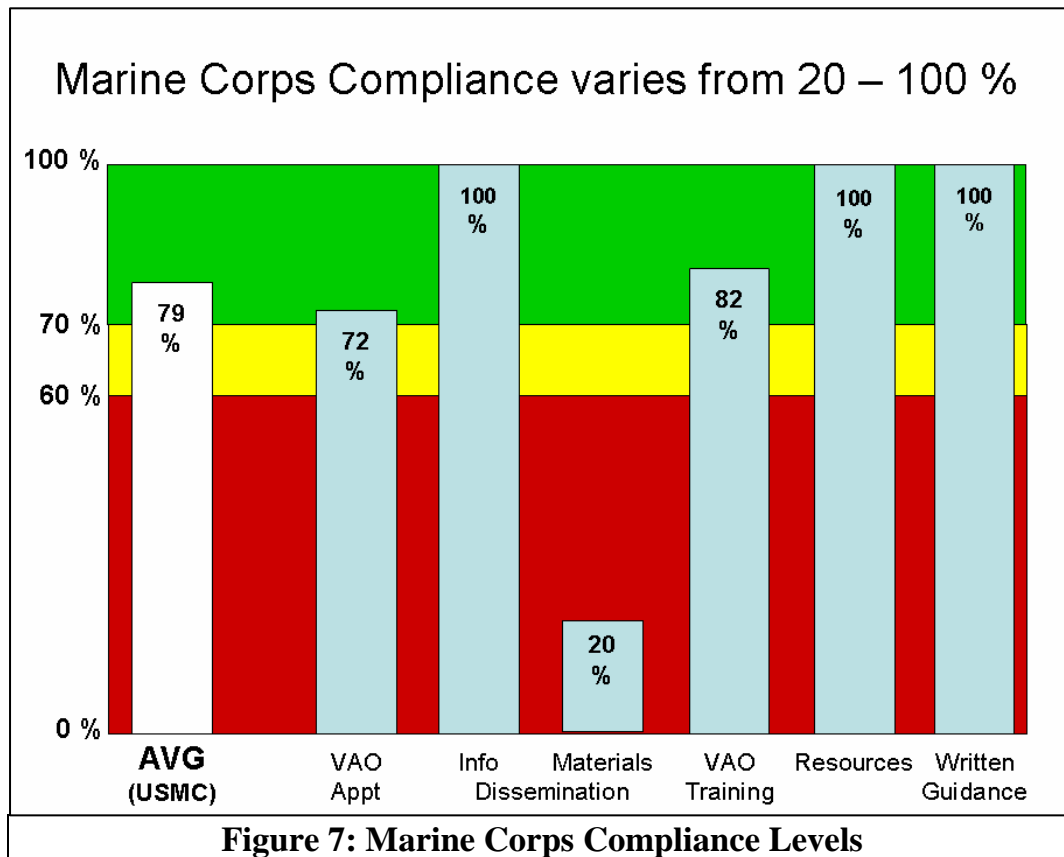
“The Air Force program is satisfactory and [the Service] is confident that permanent fixes are in place to address the few discrepancies noted.”

The complete Air Force Inspector General Report is at Appendix J.

Marine Corps Voting Assistance Program Compliance

Overall, the analysis of the data collected at three Marine Corps installations indicates that the Marine Corps program is Compliant. Figure 7, “Marine Corps Compliance Levels,” depicts the breakout of the six areas.

- The Marine Corps program is Compliant in five of the six areas: VAO Appointment, Information Dissemination, Training, Resources, and Development of Written Guidance. Some sub-areas received low levels of compliance, to include: Installation VAO Pay Grade, Assigned Unit VAOs, and VAO Completion of Training. None of the VAOs interviewed had the proper rank; one base had an Installation VAO, but no Unit VAOs; and only 63 percent of the VAOs completed the required FVAP training.
- The Not Compliant area is Material Dissemination. Interviews with Unit VAOs revealed that: three of five did not use a tracking system for delivery of Federal Post Card Application (FPCA) to members; zero of five delivered FPCA by January 15th; and four of five did not deliver the FPCA by September 15th.



Marine Corps Inspector General Report. The Marine Corps Inspector General submitted to the DoD IG their “Annual Assessment of USMC Voting Assistance Program for 2004,” on February 15, 2005. The assessment was based on four Major Command Voting Officer command inspections, nine Installation Voting Assistance Officer command inspections, and 59 Unit Voting Officer (UVAO) inspections conducted during calendar year 2004. The Marine Corps Inspector General concluded that:

“The Marine Corps has an effective Voter Assistance Program and has complied with the reference, with the exception of the discrepancies noted in the report.”

The complete Marine Corps Inspector General Report is at Appendix K.

Compliance Summary

Military Services Compliance. Overall, analysis of the data collected at the 12 installations indicates that 3 of the 4 Military Services are Compliant and one Military Service is Marginally Compliant. All Services had one or more area that was either Marginally Compliant or Not Compliant.

Again, the six major areas included in the compliance assessment are: VAO Appointment, Information Dissemination, Material Dissemination, Training, Resources and Development of Written Guidance. Specifically, the results of the analysis are:

	Compliant	Marginally Compliant	Not Compliant
Army	4	1	1
Navy	2	3	1
Air Force	5	0	1
Marine Corps	5	0	1

The variations in compliance indicate inconsistent management and oversight. The Voting Assistance Program is a DoD-wide program. Currently, management controls depend largely upon individual commanders and vary from installation to installation and unit to unit. Chain of command oversight is required to ensure consistent levels of program compliance.

Common Problem. Three of the Services' instructions do not contain policy and guidance for support of dependents, dispersed personnel, deployed personnel, and tenant organizations, as required by DoD Directive 1000.4. These categories of voters comprise a significant portion of the absentee voter population at installations. The Services have developed detailed instructions, but they currently do not include policy and procedures for support of all eligible personnel outlined in the directive. During site visits, we observed that levels of support provided to these personnel vary considerably--pro-active support to no support. Detailed policy and procedures should be developed to ensure dedicated support for all eligible personnel.



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Chapter 3: Assessment of Voting Assistance Program Effectiveness

Overview

The statistical analysis described below indicates that the effectiveness of the voting assistance program can be improved.

We conclude the key to program effectiveness is not how many people voted, because there are many factors outside the FVAP's control that influence an individual's decision to vote. Instead, we consider the measures of effectiveness depend on whether or not voters consider themselves informed about deadlines and procedures, and whether they have the information and materials needed to register and vote. What the voter does with the information and materials is personal. Therefore, we measure effectiveness in the following three areas:

- Training
- Information Dissemination
- Materials Dissemination

Without success in these three areas, all other program activities add little value.

The question is not whether the information and materials were “made available,” but did the voters know the information (deadlines and procedures) and did they receive the materials? In the absence of a rigorous monitoring system that tracks actual delivery, we relied on survey data to indicate effectiveness.

Analysis of the survey data collected during the 12 unannounced installation visits indicates that the voting assistance program is Not Effective. The overall level of effectiveness is 52 percent. See Appendix C, “Compliance and Effectiveness Statistical Data Tables,” for details.

Background

The goal of the Federal Voting Assistance Program is to ensure that uniformed absentee voters and eligible voting age dependents receive information on voting registration, procedures, and materials pertaining to scheduled elections, including dates, offices, constitutional amendments and other ballot proposals.

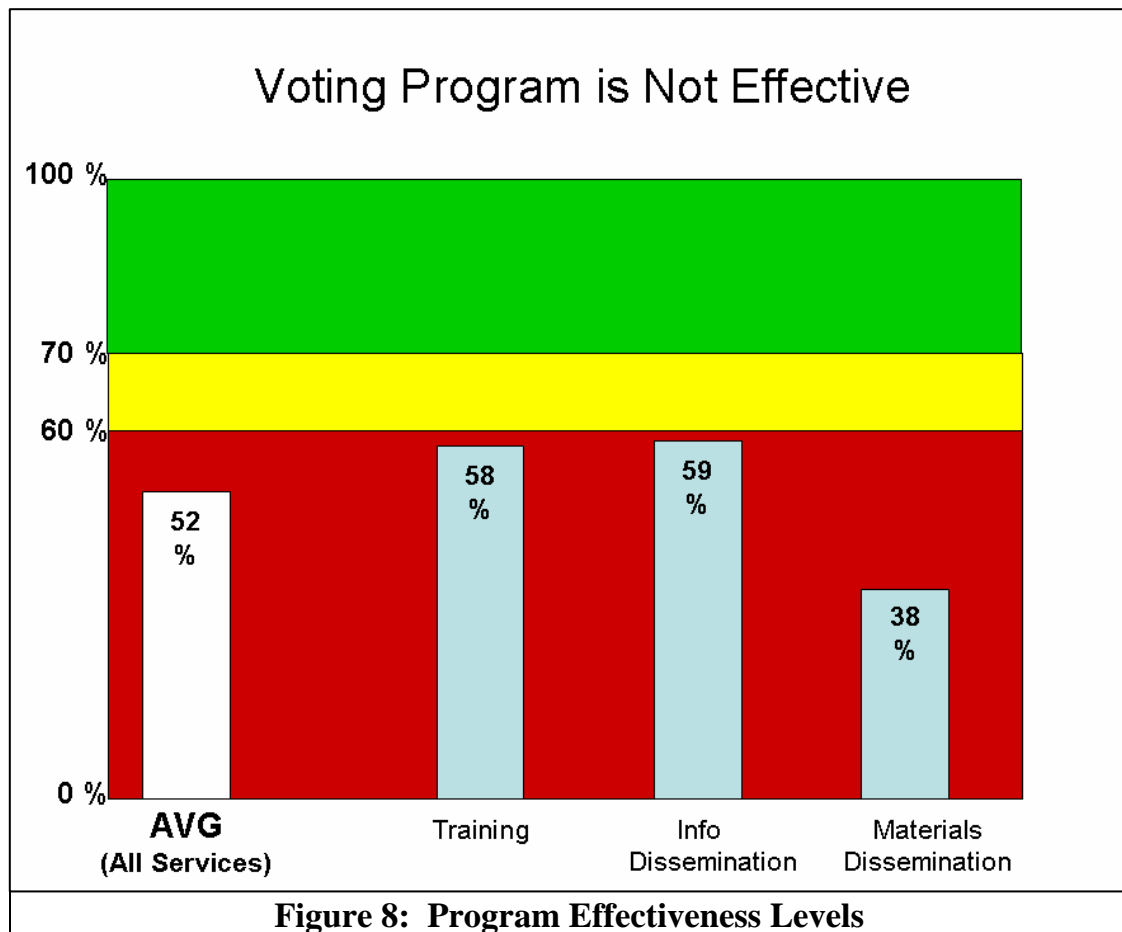
As described in Chapter 2, the team sent the web-based survey questionnaire to 30 percent of the active duty population at each of 12 DoD installations. A copy of the “Uniformed Absentee Voters Questionnaire” is at Appendix D. Furthermore, the evaluation team interviewed 40 voting assistance officers across the installations.

Uniformed Absentee Voters Survey

Source of Assessment Data and Limitations. DoD IG assessed the FVAP effectiveness based on the data summarized at Appendix C, “Compliance and Effectiveness Statistical Data Tables.” The statistical sample is relatively small when compared to the total military population and the total number of installations. For example, the DoD IG team received 2,712 survey responses. These responses comprise only 0.002 percent of the active duty military population. Similarly, the 12 installations visited (see Appendix G, “Installations Visited”) represent less than 0.01 percent of all DoD bases worldwide. The team interviewed 40 voting assistance officers. These small sample sizes preclude any statistical projections, and, at best, the data should be used to illustrate only indications and trends.

Results of Uniformed Absentee Voters Survey

Analysis of the data collected during the 12 unannounced installation visits indicates that the voting assistance program was Not Effective. The overall level of effectiveness among the Military Services is 52 percent. Figure 8, “Program Effectiveness Levels,” summarizes the results for each of the three major areas.



-
- **Training.** The program is Not Effective in providing training for uniformed absentee voters. Survey results indicate that only 58 percent of the respondents received training in accordance with DoD Directive 1000.4. Training is designed to help voters correctly complete the registration forms and ballots, so as to minimize the possibility of an invalid registration and/or ballot. This finding suggests that there is an opportunity to improve training to command members.
 - **Information Dissemination.** The program is Not Effective at disseminating information. Survey results indicate that 59 percent of the respondents did not receive information pertaining to registration deadlines, deadlines for mailing ballots, and voting procedures.
 - **Materials Dissemination.** The program is Not Effective at Disseminating Materials. Survey results indicate that only 38 percent of respondents indicated that they received voting materials. Timely receipt of the Federal Post Card Application (FPCA) and Federal Write in Absentee Ballot (FWAB) is required to properly register and vote.

Dependents Survey Results

The number of survey responses from dependents was too low – only 19 responses – to render any meaningful analysis of program effectiveness for dependents. According to our interviews with Voting Assistance Officers and observations during installation visits, the team concluded that support for dependents is sporadic and varied.

Providing support for voting age dependents is a major challenge for the Services. Access and communications channels are very limited. Most VAOs rely on the active duty member to pass information and materials to dependents. With the exception of Dover AFB, none of the installations visited had implemented a program designed for dissemination of information and materials to dependents. Dover AFB had established a dependent out-reach program at the Family Support Center and through spousal clubs and organizations. See Appendix E, “Good Ideas.”

Effectiveness Summary

Survey results indicate that guidance and resources provided by the FVAP Office and Services has not translated into an effective program at the unit and installation level.

- **Military Voters -- Not effective.** Only 58 percent of the survey respondents indicated that they received training; only 59 percent received information; and only 38 percent received voting materials.
- **Dependent Voters -- Uncertain.** Because only 19 dependents volunteered to respond to the survey, there is insufficient data to make a meaningful conclusion.



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Chapter 4. Conclusion, Observations, and Recommendations

Conclusion

As described in Chapters 2 and 3, this assessment concludes that the voting assistance program is Compliant. However, survey responses suggest that the program's effectiveness is deficient in the key aspects of delivering training, information, and materials to the voters.

Figure 1 in Chapter 1 appropriately illustrates that the key element in the current FVAP process is the VAO. The VAO can ensure the effectiveness of the program by getting information, instructions and materials to the voter. However, to support the VAO properly, the Federal Voting Assistance Program needs to consider and infuse effective process improvement that directly impacts the delivery of these items to the voter at the local unit and installation level.

The FVAP Office does its job well, as do the higher echelons of command. Although no DoD program is exempt from the pursuit of continuous process improvements, the voting assistance program policies are adequate, but need to be refined to include a system of metrics to enhance process management and control. Elements for significant improvement are already in place, but are not integrated to provide information up and down the echelons of the Services.

Ultimately, this program is a knowledge management program, intended to get the right information to the right people at the right time in the right context so they can make an informed decision and take action.

In the final analysis, this system has two types of decision-makers, each with different information needs and with different decisions to make – absentee voters and the voting assistance program leadership. We address each type below.

Absentee Voter Information Needs

Given the availability of voter information and materials from various sources, the absentee voter has three essential needs:

1. How do I register and vote (if I want to)? (What are the procedures?)
2. When do I have to act? (What are the deadlines?)
3. What materials do I need to follow the procedures? (Materials?)

As illustrated in Figure 1, Chapter 1, FVAP infrastructure (from the FVAP Office down and through all levels of command, all the way to the VAOs) exist for one reason--to provide that information to the absentee voters.

The only way to judge whether the absentee voters are getting “the right information at the right time in the right context” is to ask them. Hence, a survey is required. Our survey specifically asked whether the respondent understood how to vote and what the deadlines were.

Regarding training, 42 percent of the respondents indicated they had not received what they considered to be training, yet 78 percent of the 40 VAOs indicated they conducted training for eligible voters.

NOTE: We have no reliable information for dependents because we cannot encourage enough of them to voluntarily respond to a survey. Dependents are the unreachable voters. On the other hand, VAP managers can brief uniformed absentee voters at required formations, meetings, and other official gatherings.

As for delivering information, only 35 to 55 percent knew the procedures for using the Federal Post Card Application (FPCA) and the Federal Write-in Absentee Ballot (FWAB). Only 40 to 50 percent of the respondents were aware of the deadlines.

Regarding materials, approximately 35 to 45 percent of the respondents indicated that they received their FPCA and FWAB on time.

The conclusion is that despite a good effort on the part of the VAOs, they only reach about 40 to 50 percent of their uniformed target audience, and considerably less of the dependent audience. This could be why voters are not aware of the procedures or deadlines. Although we did not survey the “quality” of training, it is possible that training is presented in an ineffective manner or is too complicated that voters do not retain what they need to know.

In order to train well, VAOs must themselves know their duties and procedures. That leads us to the next group of decision-makers--the FVAP leadership from USD (P&R) level to unit VAOs.

FVAP Decision-Maker Information Needs

FVAP decision-makers have information needs, as well. They need to know:

1. How does the system work? (What are my duties & procedures?)
2. Where is the system breaking down? (Can I measure trends? How do I get real-time feedback?)
3. What can be done to correct the situation? (What are the root causes and possible corrective actions to take?)

1. How does the system work? There is no question that the senior officials in the program, from the FVAP Office to the senior service voting representatives know their duties and procedures. They are well informed and work hard to share that information with the people who are the key elements of the FVAP infrastructure – the VAOs.

However, VAO work is a secondary duty. As such, it probably does not get the consistent, focused attention desired by the FVAP program leadership. When does the VAO have time to learn all the aspects of the system? When does the VAO have the time to plan,

conduct, and execute effective training? When does the VAO have time to reach out to all the people who aren't getting the word? In fact, how does the VAO know who is not getting the word or the materials? If the VAO finds that someone is not getting the word (for instance, dependents), then how does the VAO find out what effective practices he could employ to correct the situation?

2. Where is the system breaking down? FVAP leaders do not have reliable, nearly real-time feedback to identify which individuals are not getting their knowledge needs met. There is no feedback to measure whether voters get training on procedures, information on deadlines, or voting materials. Nor can the leaders identify which VAOs are untrained, which training materials are ineffective, or who should be encouraged to submit alternative registration or voting forms. In short, the FVAP leaders cannot judge at any point in time where the system is failing or what actions to take. There are no management measures to help FVAP leaders manage, control, or supervise the program.

3. What can be done to correct the situation? Without knowing where the system is breaking down, no one can take timely corrective action without expending a tremendous amount of resources. Broadcast messages through command letters, radio, and television are only so effective. A preferred solution would be targeting individuals with messages related to their particular situation. For instance, if the state deadline for registration is approaching, sending out an indiscriminate broadcast message for voters to go online and check the deadline for their state, is less effective than sending an actionable, situation-specific e-mail message directly to the affected person.

Improving the FVAP System

The linchpin for an effective voting assistance program is the VAO, or at least the functions of the VAO. The reality is that VAO duties compete with real world mission-related duties. Requiring more "command emphasis" is not a solution.

Therefore, two management questions arise in improving the FVAP system:

1. How can the system be altered to streamline the VAO's functions?
2. How does the FVAP leadership get timely, meaningful feedback to identify where to apply corrective actions and to determine which actions to take?

We suggest that possible answers to these questions require consideration of good management tools and eGovernment solutions, as outlined below.

Good Management

Good management stresses the importance of capturing performance measurements so that management can take appropriate action.¹

¹ According to the National Defense University, Role of Metrics in Organizational Transformation, Lesson 28, Information Resources Management College, measures (metrics) are "a tool for gathering essential management information for reporting, control, and process improvement."

“Despite the vast amounts of data that informs decision making in the American defense community, there is surprisingly little statistical thinking at the decision-making level.”²

This quote stresses the importance of gathering meaningful data and interpreting it in such a way as to allow decision-makers to reduce variations in performance. Without such statistics, interventions are as likely to be harmful as helpful.

Currently, the FVAP collects data through “data calls,” periodic meetings, and surveys. All these methods are labor-intensive. The primary measure used to indicate whether the program is effective is to report on “100% contact.” In 2004, a highly intensive command effort, including letters from Service Secretaries, command information broadcasts, and all-force e-mails were executed in the final months before the election. A key question was “Has every eligible absentee voter been contacted?”

If this is the key metric, is there a better way of obtaining it – one that is less labor-intensive, and more nearly real-time?

Having captured the data at a particular point in time, what can be done with it? What patterns emerge and what management actions can be taken? Can interventions be targeted at the point(s) most needed?

At a minimum, the FVAP leadership, from top to bottom, should ensure that timely, meaningful, and reliable information is captured and disseminated to people who can best take appropriate corrective action.

An improved automation system may enable decision-makers to collect and distribute this information (both feedback and suggested corrective actions), more effectively.

eGovernment

FVAP already has the key elements of an effective automated system, but they are not integrated to provide information up and down the echelons of the system.

The Services and FVAP leadership are constantly developing innovative ways – including electronic means – to get information and materials to eligible absentee voters. For example, the Army broadcasts an e-mail to all its 1.3 million account holders, encouraging them to register and vote. The Coast Guard acted with similar use of the e-mail system. The FVAP website provides the Voting Guide, Federal Post Card Application, and Federal Write-in Absentee Ballot, as well as online training for VAOs. World-wide toll-free telephone assistance is available for people with questions. Thirty-three states now allow electronic transmission of blank ballots and 24 states allow electronic transmission of the voter’s ballot.

However, the program should consider options to adopt “electronic means” as the primary medium to disseminate information and materials.³ There are opportunities to build on the functionalities of the current system. What is missing is a mechanism to do most of the

² David S. Chu and Nancy Spruill in *Statistics and Public Policy*, Clarendon Press, Oxford, 1997.

³ Secretary of Defense “Report on DoD Actions to Support Voting Assistance to Armed Forces Outside the U.S.,” December 2004

dissemination through electronic “push” means (e.g., a targeted e-mail to voters of a particular state, informing them of both national and state-specific requirements and deadlines).

The next step is to leverage electronic delivery by asking the system to generate nearly real-time feedback statistics on who are receiving the messages, and, thus, an electronic means of measuring the status of the “100 percent contact” objective. If an e-mail is received and opened, it is counted as contact. If delivered, but not opened, it is reported as such, enabling leadership to identify what units need VAO assistance or to prescribe alternative courses of action.

We suggest that not only can an automated system provide materials and information on procedures and deadlines, it can also provide just-in-time training for eligible voters, electronic forms and materials. Such an approach would complement the current VAO system and allow the VAO and chain of command to better manage by exception.

Management by Exception

The option to exploit electronic dissemination of information, training, and materials presents an opportunity to exercise a “management by exception” approach. The VAOs can focus their efforts more precisely, reaching out to those who need assistance. Furthermore, in those places where e-mail and Web site delivery is not practical, VAOs can employ the more traditional face-to-face approach.

Changes to Oversight Approach

As management improves the effectiveness of the voting assistance program using metrics and eGovernment initiatives, Congress should consider modifying the current Inspectors General annual oversight procedures.

If an electronic delivery and reporting system enables FVAP leadership to reliably monitor the program, then it follows that the current labor-intensive IG oversight effort could be minimized or eliminated.

Observations

If we continue to do things the way we have always done them, we will get the results we have always gotten.⁴

Currently, the Federal Voting Assistance Program relies on a labor-intensive, DoD-wide infrastructure of part-time voting assistance officers at all echelons whose attention to voting is periodic, despite the program’s perennial schedule. It is unreasonable to expect

⁴ Management saying, anonymous.

significant improvement in the FVAP as long as the key players – VAOs – are required to divert their attention away from mission-essential (primary) duties.

Although managers and leaders are aware of the principle of using measures (metrics) in controlling programs and improving processes, the FVAP program does not prescribe timely, meaningful, and consistent measurements of compliance and effectiveness. DoD Directive 1000.4 specifically requires the heads of DoD Components and the Uniformed Services to “continually evaluate command voting programs,” yet the method for obtaining the measurements currently requires an extensive human infrastructure. Furthermore, what data are collected does not seem to contribute significantly to the effectiveness of the system.

Although DoD and the Services conducted a major effort to “get the word out” in the months immediately preceding the 2004 Federal election, all major effectiveness areas were graded “Not Effective.” Given the relatively meager return on the investment suggested by our survey data, DoD should explore alternative means of informing the voters and conducting program oversight.

Observation 1: Oversight. Management of the FVAP would benefit from an accurate, embedded, and consistent measurement effort. Without such measures, decision makers operate without meaningful data about the program. This absence of useful measurements makes program control and process improvement difficult. (See Recommendation 1.a.)

Observation 2: Training of VAOs. VAOs are not trained on all program objectives. Training does not include “Good Ideas” or “Best Practices.” Nearly half of VAOs interviewed had not completed any training at all. The voting assistance program assumes VAOs are well trained and knowledgeable. This assessment indicates this assumption is faulty. (See Recommendation 1.b.)

Observation 3: Automated Delivery and Reporting Infrastructure. To compensate for the fact that voting assistance will always be a secondary duty, senior leadership can expect significant improvement only if a radically different approach is applied.

We suggest that a different primary delivery method should take advantage of the pervasive nature of information technology to get information and materials to the potential voters; thus, creating “management by exception” approaches for VAOs and the chain of command. This requires a “push” delivery system.

The current FVAP Web sites are passive, requiring users (VAOs, as well as voters) to take the time to go to them and search for the information they need (i.e., a “pull” system). An automated delivery system could improve all three effectiveness areas (Training, Information Dissemination, and Materials Dissemination).

Because automation lends itself to timely and unobtrusive measurements, an automated delivery method might provide decision-makers the measurements necessary to focus on specific areas of substandard behavior, rather than relying on a massive DoD-wide command emphasis effort in the months immediately preceding a major election.

Since the FVAP is oriented largely on disseminating information and materials to inform potential voters, and on reporting information up the chain, it makes sense to explore how to automate both the delivery of information and progress reports. (See Recommendation 1.c.)

Observation 4: Change to Public Law. If the FVAP leadership modifies the current monitoring process to improve program performance, a legislative change proposal to Public Law 107-107 may be justified to reduce IG oversight requirements. (See Recommendation 1.d.)

Observation 5: Gaps in Policy. While the Services' policies adequately cover assistance for uniformed absentee voters, three of the Services' policies are silent on assisting one or more of the other populations directed by the DoD Directive 1000.4, "Federal Voting Assistance Program," April 14, 2004. The Marine Corps alone addressed all populations outlined in the directive. (See Recommendation 2.)



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Recommendations

1. Recommend the Under Secretary of Defense for Personnel and Readiness:

a. Revise DoD Directive 1000.4, "Federal Voting Assistance Program," June 3, 2002, to require that the Federal Voting Assistance Program Office and Military Services collect and analyze metrics on a more frequent basis, as a means of identifying areas of concern in accomplishing program objectives. See Appendix F, "Recommended FVAP Metrics."

Management comments: USD (P&R) partially concurred. The Army did not comment on this recommendation. The Air Force concurred. The Marine Corps indicated that a web-based tracking system will be implemented in CY 2005 to monitor and collect data.

b. Revise DoD Directive 1000.4 to:

(1) Require Voting Assistance Officer training to include all program objectives outlined in DoD Directive 1000.4.

Management comments: USD (P&R) concurred. The Air Force concurred. The Army and Marine Corps did not comment on this recommendation.

(2) Require Voting Assistance Officer training to include appropriate good ideas and best practices as tools for accomplishing objectives.

Management comments: USD (P&R) concurred. The Air Force partially concurred. The Army and Marine Corps did not comment on this recommendation.

(3) Require Voting Assistance Officers to complete Federal Voting Assistance Program training within 60 days of appointment.

Management comments: USD (P&R) concurred. The Air Force concurred. The Army and Marine Corps did not comment on this recommendation.

c. Develop an automated delivery and reporting system.

Management comments: USD (P&R) concurred. The Army did not comment on this recommendation. The Air Force did concur. The Marine Corps indicated that a web-based tracking system will be implemented in CY 2005 to monitor and collect data.

d. Develop and forward a legislative change proposal to Congress that would reduce or eliminate oversight requirements by Services' and DoD IGs, commensurate with the success of process improvements and automated reporting procedures.

Management comments: USD (P&R) concurred. The Air Force did not concur. The Army and Marine Corps did not comment on this recommendation.

2. The Secretaries of the Army, Navy, and Air Force revise all Voting Assistance Program instructions to include policy to support for all eligible personnel directed by DoD Directive 1000.4.

Management comments: The Army noted that their regulation was revised in October 2004 to include policy for support of dependents and dispersed personnel. The Air Force concurred. The Marine Corps did not comment on this recommendation.

See Appendix N for detailed management comments.⁵

⁵ The Navy did not provide comments in time for this report

Appendix A. Scope and Methodology

Program Guidance Review. This evaluation focused on DoD and Military Service's voting assistance programs. We reviewed program guidance (laws, policies, DoD directives and Services' instructions). We developed a detailed checklist based on requirements outlined in the program guidance. Checklist items were selected for survey questionnaire, Voting Assistance Officer (VAO) interviews, and site validation. For assessment purposes, the six compliance areas included VAO Appointments, Information Dissemination, Materials Dissemination, Training, Resources, and Written Guidance. The three effectiveness areas included Training, Information Dissemination, and Materials Dissemination. Each of these compliance and effectiveness areas have one or more related sub-areas.

Population Sampling. Our overall analytical approach was to assess the Voting Assistance Program compliance and effectiveness using statistical data. Statistical data were tabulated from the survey responses and site visits. We visited 12 installations that comprise .01 percent of the 1,142 military installations world wide. We conducted a random sampling of assigned personnel and received survey responses from 2,712 uniformed absentee voters which represent 0.002 percent of the active duty military population of 1,139,034.

Limitation on Use of Data. The analytical approach did not intend to project the statistical results against the population of each installation, Service, or DoD as a whole. The purpose was to capture indications of broad trends in program compliance and effectiveness.

Web-Based Survey. We assessed the compliance of the Military Services and the overall effectiveness of the voting assistance program based on the survey responses from 2,712 uniformed absentee voters and analyzed that data against the program compliance in accordance with requirements of DoD Directive 1000.4, "Federal Voting Assistance Program," April 14, 2004. The survey questionnaire was administered to randomly selected individuals for all units at each installation. DMDC provided unit rosters for each installation. The roster was transmitted to the DoD OIG's Quantitative Methods Division (QMD). QMD randomly selected 30 percent of individuals on the rosters and assigned a web-based survey access code. The DoD OIG's Information Support Division (ISD) downloaded uniformed absentee voters' input from the Web-based survey and transferred the data files to the QMD for tabulation. The tabulation of responses was organized by service, installation, members' rank, and units.

Unannounced Installation Visits. We visited three installations from each of the four Services. At each location we conducted an assessment of the installation's absentee voting assistance program.

At the selected installations, we used a three-phased approach to assess the voting assistance program.

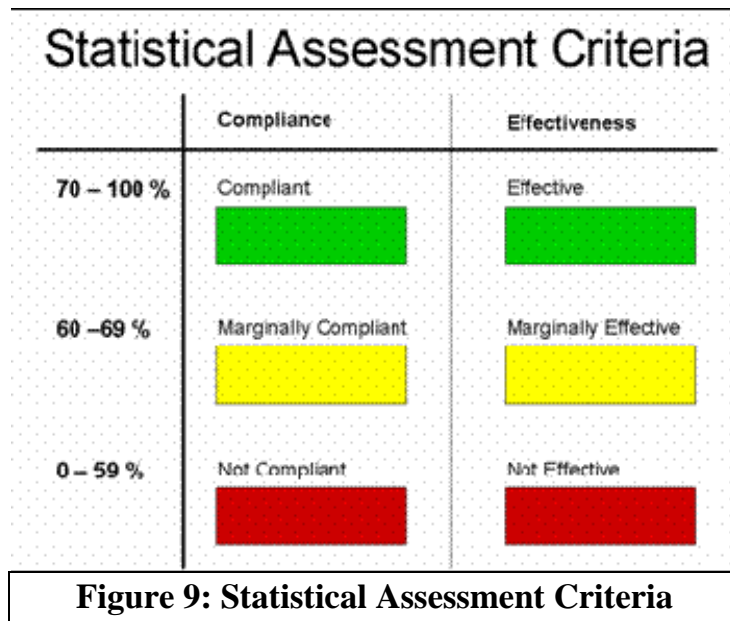
First Phase. The first phase included initiation of a Web-based survey questionnaire to 7,196 uniformed absentee voters. We also visited child care centers and solicited survey participation of 200 dependents. A copy of the questionnaire is at Appendix C. Officially, the respondents are anonymous since nothing in the questionnaire or in the processing of the questionnaires identifies the specific respondent. The goal of the voting assistance program is to ensure that uniformed absentee voters and eligible voting age dependents receive information about voting registration, procedures, and materials pertaining to scheduled elections, including dates, offices, constitutional amendments, and other ballot proposals. Questions were designed to gather information and determine the effectiveness of the voting assistance program.

At all locations the Installation Voting Assistance Officer (IVAO) was provided the lists of randomly selected survey participants. The IVAO reviewed the lists for accuracy. In some cases, units had deployed. The lists were corrected as required and then transmitted to unit commanders for action. We visited child care centers and passed out flyers to dependents and requested participation in the survey.

Second Phase. The second phase of our assessment involved interviewing IVAOs and Unit Voting Assistance Officers (UVAOs). We developed a standard questionnaire based upon the compliance checklist. Each IVAO and UVAO was asked the same questions. Documentation was also requested during interviews. At each installation we requested interviews with the IVAO and UVAO from one small, one medium, and one large unit. VAO responses were documented and tabulated. Compliance statistics were tabulated based on interview responses and documents collected.

Third Phase. The third phase involved site validation and collection of documentation based on program requirements outlined in DoD Directive 1000.4. We validated the existence of websites, VAO telephone numbers in base directories, and locations for voter information. We collected documentation regarding VAO appointments, performance evaluations, FVAP training, and efforts to disseminate information and materials. Compliance statistics for major assessment areas were tabulated based on site validation.

Assessment Methodology. Statistical data from the web-based survey and site visits were compiled and analyzed by percentile. Levels of effectiveness and compliance were determined based on percentile rankings. Assessment criteria are summarized in Figure 9, “Statistical Assessment Criteria,” below:



We performed this evaluation from April 2004 through March 2005 in accordance with title 10, section 1566, United States Code. The Services’ Inspectors General reports are also required to be reviewed and included in this report. The respective Service reports are at Appendixes H, I, J, and K. We did not validate the Service Inspectors General reports.

Use of Technical Assistance. Personnel from the DoD IG Quantitative Methods Division assisted with questionnaire development and data analysis. Also, the DoD IG Web Development Team assisted with developing and implementing the web-based survey questionnaire.

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Appendix B. Related Reports

During the last five years, the General Accounting Office/Government Accountability Office (GAO), the Department of Defense, and the Department of State have issued reports on the FVAP and overseas absentee voting. Unrestricted GAO reports can be accessed over the Internet at <http://www.gao.gov>. Unrestricted DOD IG reports can be accessed at <http://www.dodig.osd.mil/audit/reports>.

Government Accountability Office (GAO)

GAO Report No. GAO-01-1026, "Elections: Voting Assistance to Military and Overseas Citizens Should Be Improved," September 28, 2001

GAO Report No. GAO-01-470, "Elections: The Scope of Congressional Authority in Election Administration," March 2001

Department of Defense

Secretary of Defense "Report on DoD Actions to Support Voting Assistance to Armed Forces Outside the U.S.," December 2004

DoD IG Report No. D-2004-065, "DoD Implementation of the Voting Assistance Program," March 31, 2004

DoD IG Report No. D-2003-072, "DoD Compliance with the Uniformed and Overseas Citizens Absentee Voting Act," March 31, 2003

DoD IG Report No. D-2001-145, "Overseas Absentee Ballot Handling in DoD," June 22, 2001

Department of State

United States Department of State Report No. 01-FP-M-045, "Review of Implementation of the Federal Voter Assistance Program," August 2001.



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Appendix C. Compliance and Effectiveness Statistical Data Tables

Compliance Data

Source: Installations visits and Voting Assistance Officers interviews.

Area	USA +	USN +	USAF +	USMC =	Aggregate	Percentage	Overall Rating
▶ Sub-area							
VAO Appointments	80%	65%	94%	72%		78% =	Compliant
▶ IVAO Assigned	3 of 3	3 of 3	3 of 3	3 of 3	12 of 12	100%	Not evaluated
▶ IVAO proper rank/Pay Grade	3 of 3	0 of 3	3 of 3	0 of 3	6 of 12	50%	
▶ UVAO Assigned (installations)	3 of 3	3 of 3	3 of 3	2 of 3	11 of 12	92%	
▶ UVAO proper rank/Pay Grade	5 of 8	5 of 7	8 of 8	5 of 5	23 of 28	82%	
▶ VAOs Available Consistently	8 of 11	8 of 10	7 of 11	6 of 8	29 of 40	73%	
▶ VAOs Assigned in Writing	5 of 11	4 of 10	11 of 11	7 of 8	27 of 40	68%	
▶ VAO duties evaluated	NE	NE	NE	NE	NE	NE	
Information Dissemination	91%	90%	100%	100%		95% =	Compliant
▶ VAOs expeditiously disseminate info and materials	10 of 11	9 of 10	11 of 11	8 of 8	38 of 40	95%	
Material Dissemination	79%	39%	71%	20%		54% =	Not Compliant
▶ UVAOs track FPCA hand-delivery	7 of 8	3 of 7	8 of 8	2 of 5	20 of 28	71%	
▶ UVAOs delivered FPCA by 15 Jan deadline	4 of 8	1 of 7	1 of 8	0 of 5	6 of 28	21%	
▶ UVAOs delivered FPCA by 15 Sept deadline	2 of 2	3 of 5	8 of 8	1 of 5	14 of 20	70%	

	USA	+ USN	+ USAF	+ USMC	=	Aggregate		Percentage	=	Overall Rating
Training	69%	65%	82%	82%				75%	=	Compliant
▶ VAOs that performed annual service member training	8 of 11	8 of 10	11 of 11	8 of 8		35 of 40		88%		
▶ VAOs completed annual VAO training	7 of 11	5 of 10	7 of 11	5 of 8		24 of 40		60%		
Services Resources	100%	95%	100%	100%				98%	=	Compliant
▶ Provide Web sites	1 of 1	1 of 1	1 of 1	1 of 1		4 of 4		100%		
▶ VAOs purchase/maintain sufficient materials	11 of 11	9 of 10	11 of 11	8 of 8		39 of 40		98%		
Service Written Guidance	20%	60%	20%	100%				50%	=	Non-compliant
▶ Military covered	1 of 1	1 of 1	1 of 1	1 of 1		4 of 4		100%		
▶ Dependents covered	0 of 1	1 of 1	0 of 1	1 of 1		2 of 4		50%		
▶ Deployed covered	0 of 1	1 of 1	0 of 1	1 of 1		2 of 4		50%		
▶ Dispersed covered	0 of 1	0 of 1	0 of 1	1 of 1		1 of 4		25%		
▶ Tenant units covered	0 of 1	0 of 1	0 of 1	1 of 1		1 of 4		25%		

Effectiveness Data

Source: Uniformed Absentee Voters Survey

EFFECTIVENESS						
Measured as the Percentage of Respondents who answered affirmatively						
Area	USA	USN	USAF	USMC	Average	Overall Rating
▶ Sub area	+	+	+	=		
Training for Absentee Voters					58%	Not Effective
▶ Voter received annual FVAP training	55%	60%	46%	70%	58%	
Information Dissemination					59%	Not Effective
▶ Info on VAP	65%	55%	60%	60%	40%	
▶ Aware of Registration Deadlines	45%	63%	38%	57%	51%	
▶ Aware of Voting Deadlines	42%	52%	33%	50%	44%	
▶ Aware of VAP	89%	77%	85%	81%	83%	
▶ Aware of VAO	68%	59%	70%	66%	66%	
▶ On-base location for assistance	80%	74%	77%	80%	78%	
▶ FPCA can be used to register and request Absentee Ballot	61%	49%	50%	58%	55%	

Area	Sub area	USA +	USN +	USAF +	USMC =	Average	Overall Rating
	▶ FWAB can be used as back-up if Regular Absentee Ballot is not received	39%	36%	30%	38%	36%	
	▶ FVAP website	66%	61%	59%	62%	62%	
	▶ FVAP Voting Guide	76%	64%	62%	72%	69%	
	▶ Service or installation voting website	66%	56%	55%	59%	59%	
Materials Dissemination						38%	Not Effective
	▶ FPCA delivered by Jan 15th	45%	35%	32%	49%	40%	
	▶ FWAB received	36%	28%	29%	48%	35%	

Appendix D. Uniformed Absentee Voter Questionnaire



Absentee Voter Questionnaire - Active Duty & Dependents

Concerns About This Questionnaire

Will my questionnaire responses be kept anonymous? Yes. There is no information being collected that could be used to identify individuals. Your responses will be combined with information from other DoD personnel to report the views and experiences of groups of personnel. Do not use any personal names anywhere on this questionnaire.

Why me? Installations have been selected to solicit information from DoD personnel regarding the absentee ballot process. Information collected in this questionnaire will be used to report DoD personnel awareness of the absentee ballot voting process. Your responses are important to provide us with insights to this process.

Privacy Notice

Authority: This questionnaire is being conducted by the IG DoD under authority of Section 1566, chapter 80 of title 10, United States Code.

Principal Purpose: Information collected will be used to determine DoD personnel awareness of the procedures and resources used to support the absentee ballot voting process. This information may assist in the formulation of policies to improve the absentee ballot voting process.

Routine Uses: None.

Disclosure: Providing information on this questionnaire is voluntary. There is no penalty if you choose not to respond. However, maximum participation is encouraged. No identifying information is being collected that could identify individuals. Only summary information will be reported.

Completing This Questionnaire

- This is not a test.
- Select answers that you believe are most appropriate.
- Fill in the appropriate circle or circles.
- Complete all questions before exiting Web site.

Demographic and Voting Questions

1. What is your status? *Click on one circle.*

- Active Duty
- Reservist
- National Guard
- Dependent

2. What is your/your sponsor's Service? *Click on one circle.*

- Army
- Navy
- Air Force
- Marine Corps
- OSD field activity or other DoD Agency

3. What is your/your sponsor's rate or rank? *Click on one circle.*

- E1—E4
- E5—E9
- W01-W05
- 01-03
- 04-010

4. Did you enlist or join the service during the past 12 months? *Click on one circle.*

- Yes
- No (if no, please click here to skip to question 7)
- N/A (if N/A, please click here to skip to question 7)

5. During the recruitment/enlistment process, were you provided the following? *Click on circle for item.*

a. Voter registration information.

- Yes
- No

b. National Voter Registration Form.

- Yes
- No

6. Did you receive information on the voter assistance program during basic training? *Click on one circle.*

- Yes
- No

7. Did you receive command sponsored training this calendar year on absentee voter registration and voting procedures? *Click on one circle.*

- Yes
- No

8. Do you know the location on base/ship where you can obtain voting material and assistance? *Click on one circle.*

- Yes
- No

9. During this calendar year, did your/your sponsor's command have any special events dedicated to providing information on voter registration and upcoming elections? *Click on one circle.*

- Yes
- No

10. Do you know that your/your sponsor's Service has a voting assistance program? *Click on one circle.*

- Yes

- No

11. Are you an Installation or Unit Voting Assistance Officer (IVAO/UVAO)?

- Yes (If yes, please [click here to skip](#) to question 15)
- No

12. Do you know who your Unit Voting Assistance Officer is? *Click on one circle.*

- Yes
- No, (If no, please [click here to skip](#) to question 14)

13. During 2004, did your Unit Voting Assistance Officer provide assistance upon request? *Click on one circle.*

- Yes
- No
- Assistance not requested

14. During 2004, did you receive the following? *Click on one circle for each item.*

	Yes	No
a. Information about the Service voting assistance program	○	○
b. In-hand delivery of the Federal Post Card Application for Registration and Request for Absentee Ballot by January 15 th	○	○
c. Federal Write-in Absentee Ballot	○	○

15. Are you aware of Armed Forces Voters Week? *Click on one circle.*

- Yes
- No

16. During 2004, were you aware of the voting and communication tools listed below? *Click on circle for each item.*

	Fully Aware	Somewhat Aware	Unaware
a. The Federal Voting Assistance Program Web site that provides voting-related information and resources	○	○	○

b. 2004-05 Voting Assistance Guide that provides State-by-State information that enables you to register and vote absentee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. A Service or installation voting assistance program Web site	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Before taking this survey, were you aware that the Federal Post Card Application (FPCA) could be used to register to vote and to request an absentee ballot? *Click on one circle.*

- Yes
- No

18. Before taking this survey, were you aware that the Federal Write-In Absentee is a backup ballot that can be used if you did not receive your regular absentee ballot? *Click on one circle.*

- Yes
- No

19. Do you know the following deadlines for the 2004 Federal elections? *Click on one circle for each item.*

	Yes	No
a. Registration date.	<input type="radio"/>	<input type="radio"/>
b. Last date to mail ballots.	<input type="radio"/>	<input type="radio"/>

Thank you very much for participating in this survey.

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Appendix E. Good Ideas

During site visits, we observed various installations using procedures that, if adopted Service-wide, could increase the effectiveness of the DoD voting assistance program. Some of these and others are posted on the FVAP Web site and were noted during the 2003 DoD OIG evaluation.

We have chosen to label this group of procedures as “Good Ideas,” rather than “Best Practices” because labeling something a “Best Practice” implies a more rigorous vetting process than we have applied. Rather than address the issue in this report, we have chosen to highlight the good ideas that we observed. At the request of the Under Secretary of Defense for Personnel and Readiness, we are conducting a separate evaluation of “lessons learned and best practices” related to the FVAP.

The following are good ideas observed during site visits that should be considered in revising DoD Directive 1000.4, Service instructions, and VAO training curriculum:

U.S. Air Force

- The Air Force required commanders to submit metrics up through the chain of command that reflect the status of efforts to achieve 100 percent contact with assigned personnel. The collection of metrics can be used to monitor performance of the Voting Assistance Program on a Service-wide level.
- At Dover AFB, the IVAO established a dependent out-reach program at the Family Support Center (FSC). The senior enlisted military person assigned to FSC contacted dependents that visited FSC. He disseminated voter information and materials. He provided FVAP training to the presidents of the enlisted and officers’ spouses club. He set up voter drives among the dependents by setting up booths at various locations on base. The out-reach program resulted in a dedicated program to provide voting assistance support to dependents.
- Dover AFB included FVAP training in the First Term Airmen’s course. All first term airmen are required to complete the course when they first report to the base. The program ensures that all newly reported junior personnel receive voter assistance training.
- At Patrick AFB, the IVAO established a voting hotline and distributed cards with his name and the hotline phone number. This is an efficient method for telling the uniformed absentee voters who the Voter Assistance Program points of contact are. .

U.S. Navy

- The U.S. Navy used the NVAP website to collect metric data from VAOs, a useful and convenient tool for program oversight and monitoring. This is also a fast and efficient method for collecting data and monitoring the Voting Assistance Program.
- The U.S. Navy instruction includes a command inspection checklist for providing guidance to installation and unit commanders regarding specifically what is to be inspected.

-
- At NAS Jacksonville, voting information was disseminated using the Plan of the Day and the Plan of the Week. Additionally, the IVAO distributed and displayed posters to publicize his phone number and availability of FVAP Web site.

U.S. Army

- U.S. Army initiated a Service-wide Personnel Asset Inventory as a means of achieving 100 percent contact with assigned personnel. VAOs used unit rosters to track personnel contacted and reported results up the chain of command for monitoring 100 percent hand delivery of FPCA as required by DoD Directive 1000.4.

US Marine Corps

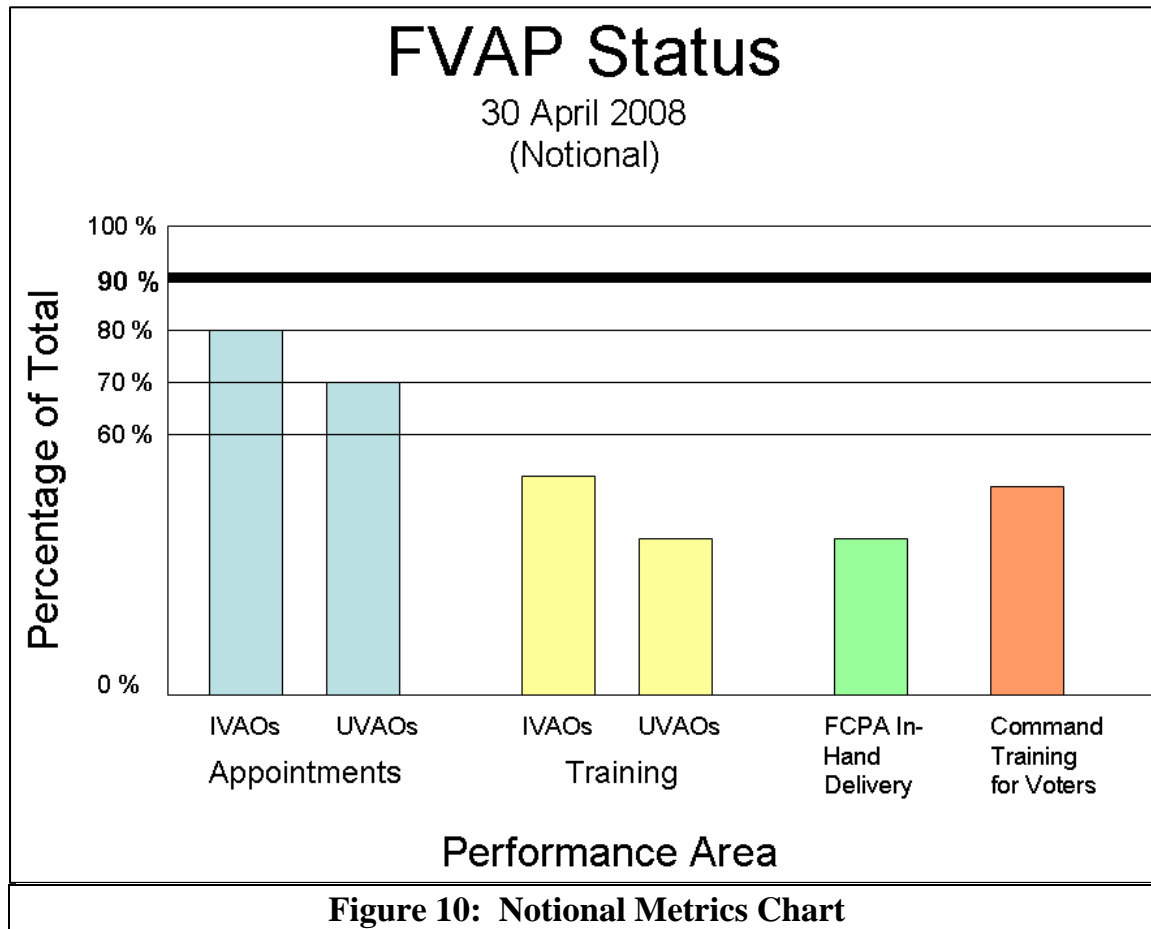
- Twenty Nine Palms and Beaufort Marine Corps bases assigned the Staff Adjutant as the Voting Assistance Officer as a permanent collateral duty. The effect is that it eliminates or minimizes the IVAO position not being filled because of personnel rotations. The Staff Adjutant as a permanent billet is always filled. When the current Adjutant transfers, the replacement assumes the position as IVAO. There is also contact relief by having a knowledgeable VAO available to pass on both program requirements and a continuity book.
- Twenty Nine Palms put together deployment kits for deploying personnel. The kit contained voter information and materials to enable personnel to register and vote while deployed. This method ensures that deploying personnel receive voter information and materials before they deploy.
- The USMC Order 1742.1A (Change 1), "Voter Registration Program," May 14, 2002, includes a VAO appointment letters outlining responsibilities, which ensures that newly appointed VAOs receive specific guidance regarding the performance of their duties.

Appendix F. Recommended FVAP Metrics

Performance Metrics are a useful tool for monitoring the management of the Voting Assistance Program and accomplishment of program objectives. The following metrics are proposed for consideration:

FVAP Performance Metrics					
Metric	Goal	Target (%)	% as of (date)	Target Goal achieved (Yes/No)	Comments
IVAOs Appointments	Determine the percentage of the total number of installations that have IVAOs appointed in writing.	90			
UVAOs Appointment	Determine the percentage of the total number of units that have UVAOs appointed in writing.	90			
IVAOs Training	Determine the percentage of the number of IVAOs that completed FVAP training.	90			
IVAOs Training	Determine the percentage of the total number of UVAOs that completed FVAP raining.	90			
UVAOs in-hand delivery of FPCA by (date)	Determine the percentage of the total number of UVAOs that delivered the FPCA by required dates.	90			
Command FVAP Training	Determine the percentage of UVAOs that conducted command training on registration & voting procedures during even years and federal Elections.	90			

Using this table as a guide, the compliance levels of the program, taken at a particular time, may look like the following chart, enabling the leadership (in this case the DoD FVAP Office) to take appropriate action.



Appendix G. Installations Visited

Department of the Army

Fort Detrick, Frederick, Maryland*
Fort Monroe, Hampton, Virginia*
Fort Dix, New Jersey*

Department of the Navy

Naval Station, China Lakes, California*
Naval Air Station Jacksonville, Jacksonville, Florida*
Naval Air Station, Atlanta, Georgia*
Marine Corps Logistics Base, Albany, Georgia*
Marine Corps Air Station Beaufort, South Carolina*
Marine Corps Air Ground Combat Center, Twenty-nine Palms, California*

Department of the Air Force

Dover Air Force Base, Dover, Delaware*
Edwards Air Force Base, California*
Patrick Air Force Base, Florida*

*Locations where uniformed absentee voter questionnaires were administered.



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Appendix H. Department of the Army Inspector General Report

DEPARTMENT OF THE ARMY

OFFICE OF THE INSPECTOR GENERAL
1700 ARMY PENTAGON
WASHINGTON DC 20310-1700



SAIG-ID

11 February 2005

MEMORANDUM FOR DEPARTMENT OF DEFENSE INSPECTOR GENERAL, ATTN: SP & TA
DIVISION, CDR J. R. BOBBITT

SUBJECT: Assessment of the FY 2004 Army Voting Assistance Program

1. Purpose: To provide the Department of Defense Inspector General's Office with results of the Army Inspector General's annual assessment of the Army's Voting Assistance Program.

2. Background:

- a. Title 10, Section 1566, United States Code, 28 December 2002 requires the Inspector General of each Service to conduct an annual review of the effectiveness and compliance of their voting assistance program. Also, Department of Defense (DOD) Directive 1000, 4, dated 3 June 2002 requires each Service to review their voting assistance programs annually at every level of command to ensure compliance with DOD regulations and public law. Paragraph 5.3 of the directive further requires The Inspector General of each Service to report the results of the assessment to the DoD Inspector General by 31 January of each year.
- b. The Department of the Army Inspector General (DAIG) assessed the Voting Assistance Program by Major Army Commands (MACOM5) to determine their program effectiveness and compliance. Notification of this requirement was provided to MACOMs in a memorandum dated 10 May 2004.

3. Assessment Goal: The goal of the FY 2004 DAIG Voting Assistance assessment was to evaluate the effectiveness of the Army's Voting Assistance Program and compliance with Army and DOD directives.

4. Assessment Methodology: To achieve the assessment goal, TIG directed that each MACOM Inspectors General, (CONUS and OCONUS), to conduct the required annual inspection of The Army's

Voting Assistance Program. This method allowed for the determination of whether current policies and directives are effectively incorporated into the Army's Voting Assistance Program.

5. Assessment Results: The Acting Inspector General has determined MACOMs are in compliance with the instructions to conduct an annual assessment of The Army Voting Assistance Program and that the majority of the inspected units have a Voting Assistance Program. This determination was based upon:

a. An Acting Secretary of the Army directed Special Inspection of The Army's Voting Assistance Program conducted by DAIG during August 2004.

b. US Army MACOM5 provided input for DAIG-ID analysis. MACOMs reported adequate command support at all levels for the voting assistance program.

6. FINDINGS: The following findings are provided in the requested DODIG report format:

a. Personnel Assignment:

(1). VAO assign at the appropriate grade level. (DODINST 1000.4)
Finding: Preponderance of data collected indicates compliance.

(2). UVAO assigned at level of command? (DODINST 1000.4)
Finding: Preponderance of data collected indicates compliance.

(3). Maximum number of voters that can be represented by VAO adhered to?
Finding: Insufficient data was collected to support or not support this finding.

(4). UVAO of the rank 02/E-7 above designated in writing for each unit of 25 or more permanently assigned members. (DODINST 1000.4)
Finding: Preponderance of data collected indicates compliance.

(5). Senior Service Representative at Flag Rank appointed? (DODINST 1000.4)
Finding: Preponderance of data collected indicates compliance.

(6). Senior Voting Action Officer. Military person, 04/E8 or above, appointed? (DODINST 1000.4)
Finding: Preponderance of data collected indicates compliance.

(7). Commissioned Officer authorized to administer oath? (UOCAVA)
Finding: Insufficient data was collected to support or not support this finding.

SAIG-ID
SUBJECT: Assessment of the FY 2004 Army Voting Assistance Program

b. Training:

(1). VAO received training. (Public Law 107-1 07)
Finding: Preponderance of data collected indicates compliance.

(2). MACOM, installations and UVAO attend FVAP workshop during even numbered years with Federal elections. For remote locations did VAO access FVAP website for training. Training documented at the installation or base level. (DODINST 1000.4)
Finding: Preponderance of data collected indicates compliance.

(3). Does basic training and command courses emphasize and advertise voting assistance programs? (DODINST 1000.4)
Finding: Preponderance of data collected indicates compliance.

(4). Train units preparing for deployment. (DODINST 1000.4)
Finding: Preponderance of data collected indicates compliance.

(5). Recruitment offices personnel informed of policies and received training to carry out voter registration assistance. (DODINST 1344.13)
Finding: Preponderance of data collected indicates compliance.

SAIG-ID
SUBJECT: Assessment of the FY 2004 Army Voting Assistance Program

(6). Train service members on absentee registration and voting procedures during years of Federal elections. (DODINST 1000.4)
Finding: Preponderance of data collected indicates compliance.

c. Material Distribution:

(1). UVAOs hand deliver SF76s to eligible voters by *II/date/II*. Develop a system to ensure. (DODINST 1000.4)
Finding: Preponderance of data collected indicates compliance.

(2). National Voter form made available to enlistees? (PL 107-107)

Finding: Preponderance of data collected indicates compliance.

(3). Network established to distribute voter information? Was voter registration materials (SF 186 Federal write-in absentee ballots, Standard Form 76, Federal Post Card Application, Voting Assistance Guide, etc) distributed in a timely manner to allow participation in elections? (Public law 107-1 07 & DODINST 1000.4)

Finding: Preponderance of data collected indicates compliance.

SAIG-ID

SUBJECT: Assessment of the FY 2004 Army Voting Assistance Program

(4). Special day designated for dissemination of voter information and material? (Public Law 107-1 07)

Finding: Preponderance of data collected indicates compliance.

(5). Prospective enlistees provide a DD Form 2644 "mail Voter Registration Application" and DD Form 2645 "Voter registration Information. (DODINST 1344.13)

Finding: Preponderance of data collected indicates compliance.

(6). Recruitment offices transmit registration applications in a timely manner. (DOD INST1 344.13)

Finding: Insufficient data was collected to support or not support this finding.

(7). Sufficient voting materials on-hand? (DODINST 1000.4)

Finding: Preponderance of data collected indicates compliance.

d. Communication and Information Network

(1). Voting Assistance internet homepage maintained that includes names and links to VAOs, procedures to order voting materials and links to other Federal & State voting websites? (DODINST 1000.4)

Finding: Preponderance of data collected indicates compliance.

(2). Designated location on base, installation, or ship where voting material & assistance is available. (DODINST 1000.4)

Finding: Preponderance of data collected indicates compliance.

(3). Established and published a special telephone service, the "Voting Action Line," to link UVAOs with SVAOs. (DODINST 1000.4)

Finding: Insufficient data was collected to support or not support this finding.

(4). Provide telephone operators at every military installation with names, e-mail addresses and telephone number of UVAOs and IVAOs. (DODINST 1000.4)

Finding: Insufficient data was collected to support or not support this finding.

e. Commanders/Installation Level Involvement

(1). MACOMS, etc continually evaluate voting programs. (DODINST 1000.4)

Finding: Preponderance of data collected indicates compliance.

(2). Developed command-wide awareness & assistance program and activities during Armed Forces Voters Week (DOD INST 1000.4)

Finding: Preponderance of data collected indicates compliance.

SAIG-ID

SUBJECT: Assessment of the FY 2004 Army Voting Assistance Program

(3). Written policies developed to support eligible military members and their dependents including those deployed, dispersed, and tenant organizations. (DODINST 1000.4)

Finding: Insufficient data was collected to support or not support this finding.

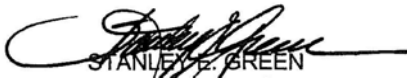
(4). Installation level reviews/inspections include an assessment of compliance with UOCAVA and DODINST 1000.4 (Public Law 107-107)

Finding: Insufficient data was collected to support or not support this finding.

(5). VAO's performance documented in the Evaluation/FITREPs. (DODINST 1000.4)

Finding: Insufficient data was collected to support or not support this finding.

f. The Department of the Army Inspector General Agency point of contact concerning the matter is **Mr. J. R. Williams** at (703) 601-1100 or **e-mail** jeffr.williams@us.army.mil


STANLEY E. GREEN
Major General, USA
Acting The Inspector General



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Appendix I. Department of the Navy Inspector General Report

DEPARTMENT OF THE NAVY
NAVAL INSPECTOR GENERAL
1014 N STREET SE SUITE 100
WASHINGTON NAVY YARD DC 20374-5006



IN REPLY REFER TO:
1742
Ser N33/0094
26 JAN 2005

From: Naval Inspector General
To: Department of Defense Inspector General

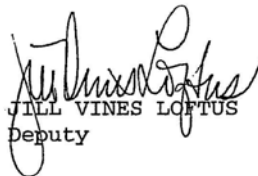
Subj: REPORT OF ASSESSMENT OF NAVY VOTING ASSISTANCE PROGRAM

Ref: (a) DoD Directive 1000.4 of 14 April 2004

End: (1) Report of Assessment

1. In accordance with reference (a), enclosure (1) is submitted as the annual assessment of the Navy Voting Assistance Program.

2. My point of contact for voting issues is CDR Vera Parker. She can be reached at 202-433-6642 or by e-mail at vera.parker@navy.mil.


JILL VINES LOFTUS
Deputy

Copy to:

PERS-6

NAVY VOTING ASSESSMENT REPORT FOR CALENDAR YEAR 2004

Background: Public Law 107-107, December 28, 2001, Title XVI, Section 1601 ©, Uniformed Services Voting, tasked Inspectors General of the Military Departments to conduct annual reviews and provide an assessment of their service's compliance with the Voter Assistance Program. The assessment in this report is based on the specific Voter Assistance Program requirements outlined in Public law 107-107, UOCAVA, DODD 1000.4, and DODD 1344.13

Methodology: The Naval Inspector General (NAVINSGEN) used several methods to assess the Navy Voting Assistance Program (NVAP) for effectiveness and compliance. NAVINSGEN conducted voting surveys and interviewed Unit/Installation Voting Assistance Officers (VAOs) during Area Visits and Command Assessments. Additionally, NAVINSGEN conducted a Navy-wide survey and received responses from over 84,000 Sailors attached to ashore/afloat units within each Echelon II claimancy. Another method was input from the Navy Voting Action Officer (NVAO). Also taken into consideration, were articles, briefings, NAVADMINS, and personal observations on the Navy's voting program.

Findings: Overall, the NVAP assessment for calendar year 2004 was satisfactory. It appeared many VAOs were appointed and trained in the beginning of 2004 resulting in a relatively slow start in providing Sailors with voting information and material. From the middle of calendar year 2004 until the November elections, there was increasingly stronger emphasis at every level of command to inform absentee voters and give them the tools to exercise their constitutional right to vote. Although there was greater emphasis on the voting program during the latter half of 2004, there were still instances based on our survey responses during that period where voting information and/or material did not reach Sailors. The findings for this report were determined from the following: two NAVINSGEN Area Visits (includes interviews with VAOs from three installations and nine commands), a Command Assessment; NAVINSGEN conducted voting surveys, NAVINSGEN observations and input from the NVAO (input based on seven site visits, VAO survey results, data from Voter Information Management System (VIMS), which contains weekly status reports from VAOs, and other sources).

A. Personnel Assignment:

1. VAO assigned at the appropriate grade level. (DODD 1000.4)
NAVINSGEN observed a **couple of instances where the VAO was not the appropriate grade level due to operational/resources constraints. However, the majority of VAOs assigned were at the appropriate grade level.**

2. UVAO assigned at level of command. (DODD 1000.4)
NAVINSGEN found **VAOs assigned at Installation, Major Command, and Unit level. The NVAO reported the VIMS Database reflect 100% assignment of VAOs at level of commands consisting of 25 or more permanently assigned Navy personnel.**

3. Maximum number of voters that can be represented by VAO adhered to. **When necessary some commands utilized assistance based on their need. For example, commands containing thousands of potential absentee voters, VAOs utilized divisional and**

departmental assistant VAOs. In many cases, such as ships where personnel are confined by the area of the ship, VAOs were able to make contact with the crew and did not require as many assistants.

4. UVAO of the rank 021E-7 above designated in writing for each unit of 25 or more permanently assigned members. (DODD 1000.4)

The majority of UVAOs were designated in writing.

5. Senior Service Representative at Flag Rank appointed. (DODD 1000.4) **Yes.**

6. Senior Voting Action Officer. Military person, 04/E8 or above, appointed. (DODD1000.4)
An 04 occupied the NVAO position for most of 2004, but was recently relieved by an 0-3.

7. Commissioned Officer authorized to administer oath. (IJOCAVA)

Commissioned VAOs were aware of this responsibility, but the enlisted VAOs didn't realize DoD Directive 1000.4 authorizes all designated VAOs to administer oaths in connection with voter registration and voting. For the infrequent times when enlisted VAOs were placed in that position, they sought the support of a commissioned officer.

B. Training:

1. VAO received training. (Public Law 107-107)

Per OPNAVINST 1742.1, all VAOs are directed to participate in the Federal Voting Assistance Program (FVAP) training. The NVAO coordinated with the FVAP to have this training held on various Naval Stations throughout the world. Almost all VAOs responded that they received training either through the FVAP workshop or on-line.

2. MAJCOM, installations and UVAO attend FVAP workshop during even numbered years with Federal elections. For remote locations did VAO access FVAP website for training? Training documented at the installation or base level. (DODD 1000.4) **Almost all VAOs in remote locations, deployed or shore-based reported they attended either a FVAP Workshop or completed the on-line training. Training was also conducted via VTC for several deployed units. About half of all VAOs reported their training was documented; the other half was not aware of this requirement at the time of training and did not maintain documentation.**

3. Basic training and command courses emphasize and advertise voting assistance programs. (DODD 1000.4)

Recruit Training Command and Service Schools Command Great Lakes reported they inform new Sailors on absentee registration and voting.

4. Train units preparing for deployment. (DODD 1000.4)

Yes. The NVAO regularly corresponded with Echelon II Leadership and was informed this

process was incorporated in pre/post-deployment planning meetings and afloat units' standard operating procedures.

5. Recruitment offices personnel informed of policies and received training to carry out voter registration assistance. (DODD 1344.13)

Recruiting unit VAOs reported being trained in providing voter registration assistance.

6. Train service members on absentee registration and voting procedures during years of Federal elections. (DODD 1000.4)

The NVAO reported this requirement was met in 2004. Many VAOs used e-mail and/or Plan of the Week/Day to train Sailors on the absentee registration and voting process. A drawback to this approach is uncertainty if the intended audience understood it or even read it. Also, some Sailors may not have considered this as training where the VAO did. Some VAOs held GMT on the absentee voting process, which offers the audience an opportunity to ask questions or get clarification on absentee registration and voting procedures.

C. Material Distribution:

1. UVAOs hand deliver SF76s to eligible voters by *Il/date/I*. Develop a system to ensure. (DODD 1000.4)

The NVAP website provided specific information to VAOs to acquire and deliver SF-76s. NVAO reported 100% delivery of SF-76s prior to deadlines from the VIMS database. However, during the two NAVINSGEN Area Visits conducted in March and April, there were some VAOs waiting to receive their voting material and thus unable to hand deliver SF-76s by 15 January. Also, survey responses NAVINSGEN received in August from Echelon U commands revealed there were still thousands of Sailors who reported not receiving an SF-76, which indicated some VAOs probably missed the in-hand delivery of SF-76s by 15 August for eligible voters serving overseas. There was still time for VAOs to make in-hand delivery of SF-76s for eligible voters in the United States by the 15 September deadline, such as one Echelon II command that reported they simply had a 9,971 shortage of SF-76s and ordered additional forms for distribution when received.

2. National Voter Registration form made available to enlistees. (PL 107-107) **Yes.**

3. Network established to distribute voter information. Voter registration materials (SF 186 Federal write-in absentee ballots, Standard Form 76, Federal Post Card Application, Voting Assistance Guide, etc) were distributed in time to allow participation in elections. (Public law 107-107 & DODD 1000.4)

Aggressive efforts were made to reach eligible voters with information on elections and voting procedures by means of Plan of the Week/Day, command- wide e-mail announcements, General Military Training (GMT) sessions, bulletin board postings, and absentee voter-signup stations in prominent locations. Also, VAOs were extremely resourceful in distributing voting forms. Based on the VAO survey by the NVAO, nearly

70% of VAOs utilized assistant VAOs, the Command Leadership Team, specifically the networking cap ability of the Command Master Chiefs, Chief Petty Officer Messes, Ombudsmen Support Groups, and Public Affairs Offices. Others used Girls Scouts and other community groups to distribute forms at the NEX complexes overseas.

4. Special day designated for dissemination of voter information and material. (Public Law 107-107)

Besides a special day, most VAOs utilized other events to tie-in voter registration drives such as pre-deployment workshops, GMT training venues, Closed Circuit Television Programs, Tax Preparation Workshops, of July and Labor Day celebrations, etc.

5. Prospective enlistees provide a DD Form 2644 "mail Voter Registration Application" and DD Form 2645 "Voter registration Information. (DODD 1344.13)

Yes, according to Recruiting VAOs' responses to the VAO survey and contact with the NVAP staff.

6. Recruitment offices transmit registration applications in a timely manner. (DODD1344.13)

Yes, according to Recruiting VAOs' responses to the VAO survey and contact with the NVAP staff.

7. Sufficient voting materials are on-hand. (DODD 1000.4)

The Navy had ample material on-hand for distribution. Some commands did not initially order enough material and had to order more later.

D. Communication and Information Network

1. Voting Assistance Internet homepage is maintained that includes names and links to VAOs, procedures to order voting materials and links to other Federal & State voting websites. (DODD 1000.4)

Yes, the NVAP Website, www.persnet.navy.mflInvap, was heavily advertised through periodic NAVADMINS and base newspapers. VAOs were directed to the appropriate area of the website for voting information (e.g. monthly Voting Information Newsletter) and voting material ordering procedures. The site attracted 52,000 visitors, nearly 1,500-2,000 daily in October. It was the one-stop online shop for all VAO support. It provided voter information, points of contact, forms, training, answers to FAQs, and promoted teamwork through networking and sharing of best practices.

2. Designated location on base, installation, or ship where voting material & assistance is available. (DODD 1000.4)

Yes, according to more than 96% of all VAOs in the VAO survey

3. Established and published a special telephone service, the "Voting Action Line," to link UVAOs with SVAOs. (DODD 1000.4)

Yes, the Navy Personnel Command phone and web-based customer service center 1-866-U-ASK-NPC or www.persnet.navy.mil provided virtual "around the clock" answers to general voting questions and served as a timely and vital communications, link for remote areas and deployed

VAOs.

4. Provide telephone operators at every military installation with names, e-mail addresses and telephone number of UVAOs and WAOs. (DODD 1000.4) **Many VAOs proactively partnered with telephone operations personnel to post their phone number, while others continuously posted their contact info in the unit's Plan of the Day/Week, television closed circuit news programs, radio shows, public address/announcement system. Still, there were responses from NAVINSGEN voting surveys and reports from Bupers Online and Career Management Symposium quick polls that indicated a lack of awareness by some Sailors on who their VAO is.**

Commanders/Installation Level Involvement

1. MAJCOMS, etc., continually evaluate voting programs. (DODD 1000.4) **Yes. There was extensive communication between Pers-67 and Echelon H leadership with regard to monitoring the performance of their subordinate commands.**

2. Command-wide awareness & assistance program and activities are developed during Armed Forces Voters Week. (DODD 1000.4)
Yes, based on the input provided by Echelon II leadership, feedback received from VAOs per the NVAO conducted survey, and after action reports.

3. Written policies are developed to support eligible military members and their dependents including those deployed, dispersed, and tenant organizations. (DODD 1000.4)
OPNAVINST 1742.1 and information provided on the NVAP website discuss support for all potential absentee voters. Weekly e-mail from Pers-67 to VAOs included many topics, of which this was discussed several times.

4. Installation level reviews/inspections include an assessment of compliance with UOCAVA and DODD 1000.4. (Public Law 107-107)
NAVINSGEN assessed the voting program at the installation level as part of its Area Visits in 2004. Echelon II commands monitored and reviewed for compliance the performance of their subordinate commands. Additionally, the revised NVAP instruction (OPNAVINST 1742.1A) released in mid-December specifies each Echelon II command shall ensure voting program compliance is included in command inspections/reviews and results forwarded to NAVINSGEN.

5. VAO's performance is documented in the Evaluation/FITREPs. (DODINST 1000.4) This requirement is outlined in the revised NVAP instruction, OPNAVINST 1742.1A.

Summary of Military Service level of compliance with voting assistance programs based on statistical data from findings. Include a breakdown by specific areas (A. Personnel assignment,

B. Training, etc).

Personnel Assignment: Overall, VAOs are assigned at level of command, but there are instances where VAOs are not at the appropriate grade level, (i.e., an E-6 designated an Installation VAO). Surprisingly, the NVAO was an 0-4 for most of 2004, but was recently relieved by an 0-3. The Navy should ensure the appropriate grade level is occupying such a visible position.

Training: NAVINSGEN interviewed three Installation and nine Unit VAOs and all received training. In the NVAO survey conducted in November, 98% of the VAOs responded that they attended a FVAP Workshop or completed on-line training in 2004.

Material Distribution: The Navy advertised well the process for ordering voting material, but some VAOs got off to a slow start ordering the material and distributing it. Based on survey responses, it appeared some Sailors did not receive in-hand delivery of the SF-76 by established deadlines. In some cases commands had to reorder as late as August due to a shortage of SF-76s.

Communications and Information Network: The Navy did a great job advertising the NVAP website and Voting Action Line. Both resources offered an abundance of information on voting for VAOs and **Sailors** to access. Much effort was expended by both VAOs and the chain of command to draw attention to voter registration assistance outlets via a variety of communications resources and not exclusively in the print and/or automated telephone directory.

Recommendations (If required): Include responsible activity for implementing recommendation and follow-up. DoD-IG developed this template in May 2004 to standardize the annual report the Service IGs submit for inclusion in the DoD-IG report to Congress. Since the type of voting information DOD-IG wants the Service IGs to provide may change yearly, recommend DoD-IG annually review, update, and distribute the template by January 3rd of each calendar year. This measure should ensure all Service IGs are using the same template to collect voting information for submission of their annual report.

The revised Navy voting instruction, OPNAVINST 1741.1A, requires Echelon **II** commands to ensure voting program compliance is included in command inspections or reviews and results forwarded to NAVINSGEN. Recommend NAVINSGEN provide each Echelon **II** IG a copy of the DoD-IG voting template **it** will receive annually to assist Echelon **II** IGs in assessing the voting program during inspections.



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Appendix J. Department of the Air Force Inspector General Report



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE INSPECTOR GENERAL
WASHINGTON, DC

MEMORANDUM FOR ASSISTANT TO THE DOD INSPECTOR GENERAL
(INSPECTIONS AND EVALUATIONS)

FROM: SAF/IG
1140 Air Force Pentagon
Washington DC 20330-1140

SUBJECT: USAF 2004 Voting Report

In accordance with DoD Directive 1000.4, paragraph 5.2.1.8, the Air Force submits the attached report providing an overall assessment of the Federal Voting Assistance Program.

During calendar year 2004, the Air Force assessed the effectiveness of 174 USAF voting programs at the squadron, group, wing, and command levels. Evaluations were conducted as a combination of command inspections and unit self-inspections. The list of inspected units, assessment questions, and noted discrepancies is provided for your review.

We've concluded that the Air Force Voting Program is satisfactory and are confident that permanent fixes are in place to address the few discrepancies noted. Our point of contact for this report is Captain Jacqueline Nickols, (703) 588-1534.

STEVEN R. POLK
Lieutenant General, USAF
The Inspector General

Attachment:
USAF 2004 Voting Report

cc:

HQ AF/DPL

UNITED STATES AIR FORCE VOTING REPORT

TO THE
DOD INSPECTOR GENERAL

(For the Period Jan –31 Dec 04)

1. In accordance with DoD Directive 1000.4, the Air Force evaluated the effectiveness of the voting programs at the squadron, group, wing, and command levels during CY2004. USAF inspected 174 voting programs through a combination of command inspections (CI) and self- inspections (SI). Overwhelmingly, programs were in compliance with few problems noted. Inspected units are listed below by MAJCOM.

a. Headquarters Air Combat Command Inspector General (HQ ACC) conducted three inspections, and 12 ACC units conducted self-inspections:

UNIT/LOCATION

ALA, Lackland AFB, TX (CI)
509 BW, Whiteman AFB, MO (CI)
2OFW, Shaw AFB, SC (CI)
2BW, Barksdale AFB, LA (SI)
27FW, Cannon AFB, NM (SI)
355 WG, Davis-Monthan AFB, AZ (SI)
5 BW, Minot AFB, ND (SI)
55 WG, Offutt AFB, NE (SI)
9 RW, Beale AFB, CA (SI)
99 ABW, Nellis AFB, NV (SI)
98 RANW, Nellis AFB, NV (SI)
28 BW, Ellsworth AFB, SD (SI)
1 FW, Langley AFB, VA (SI)
4 FW, Seymour Johnson AFB, NC (SI)
7 BW, Dyess AFB, TX, (SI)

b. Headquarters Air Education and Training Command (HQ AETC) conducted 32 inspections, and 13 AETC units conducted self-inspections:

UNIT/LOCATION

97 AMW, Altus AFB OK (CI)
81 TRW, Keesler AFB MS (CI)
17 TRW, Goodfellow AFB TX (CI)
37 TRW, Lackland AFB TX (CI)
59 MDW, Lackland AFB TX (CI)
317 RCS, Oxon Hill MD (CI)
314 RCS, Burlington NJ (CI)
318 RCS, New Cumberland PA (CI)
311 RCS, Cannonsburg PA (CI)
313 RCS, North Syracuse NY (CI)
319 RCS, Portsmouth NH (CI)
360 RCG, Hanscom AFB MA (CI)
333 RCS, Patrick AFB FL (CI)
339 RCS, Clinton Township MI (CI)
330 RCS, Indianapolis IN (CI)

337 RCS, Shaw AFB SC (CI)
331 RCS, Gunter Annex-Maxwell AL (CI)
58 SOW, Kirtland AFB NM (CI)
HQ 19 AF, Randolph AFB TX (CI)
HQ 2 AF, Keesler AFB MS (CI)
AF1T, Wright-Patterson AFB OH (CI)
82 TRW, Sheppard AFB TX (CI)
80 FTW, Sheppard AFB TX (CI)
332 RCS, Nashville TN (CI)
338 RCS, Wright-Patterson AFB OH (CI)
336 RCS, Moody AFB GA (CI)
367 RCG, Warner Robins AFB GA (CI)
364 RCS, Sacramento CA (CI)
368 RCS, Hill AEB UT (CI)
362 RCS, March ARE CA (CI)
314 AW, Little Rock AFB AR (CI)
479 FTG, Moody AFB GA (CI)
Air University, Maxwell AFB AL (SI)
HQ AFOATS, Maxwell AFB AL (SI)
HQ AETC, Randolph AFB TX (SI)
HQ AF Recruiting Service, Randolph AFB TX (SI)
42 ABW, Maxwell AFB AL (SI)
12 FI'W, Randolph AFB TX (SI)
14 FTW, Columbus AFB MS (SI)
47 FTW, Laughlin AFB TX (SI)
56 FW, Luke AFB AZ (SI)
71 FI'W, Vance AFB OK (SI)
325 FW, Tyndall AFB FL (SI)
381 TRG, Vandenberg AFB CA (SI)
336 TRG, Fairchild AFB WA (SI)

c. Headquarters Air Force Materiel Command (HQ AFMC) conducted five inspections, and 16 AFMC units conducted self-inspections:

UNIT/LOCATION

AEDC, Arnold AFB, TN (CI)
AFFI'C, Edwards AFB, CA (CI)
OC-ALC, Tinker AFB, OK (CI)
ESC, Hanscom AFB, MA (CI)
OO-ALC, Hill AFB, UT (CI)
377 ABW, Kirtland AFB, NM (SI)
311 HSW, Brooks City-Base, TX (SI)
AAC, Eglin AFB, FL (SI)
AEDC, Arnold AFS, TN (SI)
AFFI'C, Edwards AFB, CA (SI)
AFRL, Edwards AFB, CA (SI)
AFRL, Mesa, AZ (SI)
AFRL, Rome, NY (SI)
AFRL, Wright-Patterson AFB, OH (SI)
AFRL, Eglin AFB, FL (SI)
AFRL, Kirtland AFB, NM (SI)
AFOSR, Arlington, VA (SI)
AFSAC, Wright-Patterson AFB, OH (SI)

AMRC, Davis-Monthan AFB, AZ (SI)
ASC, Wright-Patterson AFB, OH (SI)
WRALC, Robins AFB, GA (SI)

d. Headquarters Air Force Reserve Command (HQ AFRC) inspected 14 voting assistance programs, and 11 AFRC units conducted self-inspections:

UNIT/LOCATION

94 AW, Dobbins ARB, GA (CI)
914 AW, Niagara Falls AP, NY (CI)
445 AW, Wright-Patterson AFB, OH (CI)
349 AMW, Travis AFB, CA (CI)
604 MDS, Fairchild AFB, WA (CI)
704 MDS, Kirtland AFB, NM (CI)
459 ARW, Andrews AFB, MD (CI)
512 AW, Dover AFB, DE (CI)
403 WG, Keesler AFB, MS (CI)
302 AW, Peterson AFB, CO (CI)
310 SG, Schriever AFB, CO (CI)
916 ARW, Seymour-Johnson AFB, NC (CI)
514 AMW, McGuire AFB, NJ (CI)
39 FF5, Moody AFB, GA (CI)
434ARW, Grissom ARB, IN (SI)
452AMW, March ARE, CA (SI)
3O1FW, Carswell ARS, TX (SI)
482FW, Homestead ARS, FL (SI)
926FW, New Orleans ARS, LA (SI)
440AW, Gen Mitchell IAP ARS, WI (SI)
934AW, Minn-St Paul IAP ARS, MN (SI)
91 IAW, Pittsburgh IAP ARS, PA (SI)
439AW, Westover ARB, MA (SI)
913AW, Willow Grove ARS, PA (SI)
91OAW, Youngstown-Warren RPT ARS, OH (SI)

e. Headquarters Air Force Special Operations Command (HQ AFSOC) conducted six inspections, and four AFSOC units conducted self-inspections:

UNIT/LOCATION

720 STG, Hurlburt Field, FL (CI)
193 SOW, Harrisburg IAP, PA (CI)
347 RQW, Moody AFB, GA (CI)
129 RQW, Moffett Field, CA (CI)
353 SOG, Kadena AB, Japan (CI)
106 RQW, Gabreski Field, NY (CI)
16 SOW, Hurlburt Field, FL (SI)
352 50G, RAF Mildenhall, UK (SI)
USAFSOS, Hurlburt Field, FL (SI)
18 FTS, Hurlburt Field, FL (SI)

f. Headquarters Air Force Space Command (HQ AFSPC) conducted four inspections, and five AFSPC units conducted self-inspections:

UNIT/LOCATION

21 SW, Peterson AFB, CO (CI)
30 SW, Vandenberg AFB, CA (CI)
90 SW, F.E. Warren AFB, WY (CI)
460 SW, Buckley AFB, CO (CI)
21 SW, Peterson AFB, CO (SI)
45 SW, Patrick AFB, FL (SI)
50 SW, Schriever AFB, CO (SI)
341 SW, Malmstrom AFB, MT (SI)
SMC, Los Angeles AFB, CA (SI)

g. Headquarters Air Mobility Command (HQ AMC) conducted three inspections, and nine AMC units conducted self-inspections:

UNIT/LOCATION

60 AMW, Travis AFB, CA (CI)
92 ARW, Fairchild AFB, WA (CI)
89 AW, Andrews AFB, MD (CI)
436 AW, Dover AFB, DE (SI)
62 AW, McChord AFB WA (SI)
305 AMW, McGuire AFB NJ (SI)
375 AW, Scott AFB IL (SI)
22 ARW, McConnell AFB KS (SI)
319 ARW, Grand Forks AFB ND (SI)
437 AW, Charleston AFB SC (SI)
6 AMW, MacDill AFB FL (SI)
43 AW, Pope AFB NC (SI)

h. Headquarters Pacific Air Forces (HQ PACAF) conducted four inspections, and five PACAF units conducted self-inspections:

UNJT/LOCATION

374 AW, Yokota AB, Japan (CI)
51 FW, Osan AB, Korea (CI)
8 FW, Kunsan AB, Korea (CI)
15 AW, Hickam AFB, HI (CI)
36 ABW, Andersen AFB, Guam (SI)
354 FW, Eielson AFB, AK (SI)
3 WG, Elmendorf AFB, AK (SI)
18 WG, Kadena AB, Japan (SI)
35 FW, Misawa AB, Japan (SI)

i. Headquarters United States Air Forces in Europe (HQ USAFE) conducted three inspections, and eight USAFE units conducted self-inspections:

UNIT/LOCATION

31 FW, Aviano AB, Italy (CI)
52 FW, Spangdahlem AB, Germany (CI)
39 WG, Incirlik AB, Turkey (CI)
38 CS, Sembach AB, Germany (SI)

39 ABW, Incirlik AB, Turkey (SI)
48 FW, RAF Lakenheath, England (SI)
65 ABW, Lajes Field, Portugal (SI)
85 GP, Keflavik NAS, Iceland (SI)
86 AW, Ramstein AR, Germany (SI)
435 ABW, Ramstein AR, Germany (SI)
4 ASOF, Heidelberg, Germany (SI)

j. The Air Force Inspection Agency (AFIA) conducted 15 inspections, and two units under AFIA's responsibility conducted self-inspections:

UNIT/LOCATION

AFNSEP, Ft. McPherson, GA (CI)
AFLMA, Maxwell AFB, AL (CI)
AFMA, Randolph AFB, TX (CI)
AFSVA, Randolph AFB, TX (CI)
AFAA, Pentagon, Washington, DC (CI)
AFFSA, Andrews AFB, Md (CI)
AFSC, Kirtland AFB, NM (CI)
AFLSA, Boiling AFB, DC (CI)
ANGRC, Andrews AFB, MD (CI)
AFNEWS, Kelly AFB, TX (CI)
AFCEE, Brooks AFB, TX (CI)
AFOTEC, Kirtland AFB, NM (CI)
AFHRA, Maxwell AFB, AL (CI)
AFDC, Langley AFB, VA (CI)
AFIA, Kirtland AFB, NM (CI)
1 1WG, Boilling AFB, DC (SI)
USAFA, CO (SI)

2. The overall assessment of the Air Force's compliance with DoD Directive 1000.4, Federal Voting Assistance Program (FVAP), related Air Force Instructions, the Uniformed and Overseas Citizens Absentee Voting Act, and the specific requirements listed below in paragraphs 2.A-2.E is satisfactory. The Air Force, at all levels, placed increased emphasis on the voting program and associated requirements. Questions assessed in each area are highlighted below with number of associated discrepancies in bold.

A. Personnel Assignment:

1. VAO assign at the appropriate grade level. (DODD 1000.4) [**Three discrepancies noted.**]
2. UVAO assigned at level of command. (DODD 1000.4)
3. Maximum number of voters that can be represented by VAO adhered to. [Two discrepancies **noted.**]
4. UVAO of the rank 021E-7 above designated in writing for each unit of 25 or more permanently assigned members. (DODD 1000.4) [**One discrepancy noted.**]
5. Senior Service Representative at Flag Rank appointed. (DODD 1000.4)
6. Senior Voting Action Officer. Military person, 04/E8 or above, appointed. (DODD 1000.4)

7. Commissioned Officer authorized to administer oath. (UOCAVA)

B. Training:

1. VAO received training. (Public Law 107-107) [**Three discrepancies noted.**]
2. MAJCOM, installations and UVAO attend FVAP workshop during even numbered years with Federal elections. For remote locations did VAO access FVAP website for training. Training documented at the installation or base level. (DODD 1000.4) [**One discrepancy noted.**]
3. Basic training and command courses emphasize and advertise voting assistance programs. (DODD 1000.4)
4. Train units preparing for deployment. (DODD 1000.4) [**One discrepancy noted.**]
5. Recruitment offices personnel informed of policies and received training to carry out voter registration assistance. (DODD 1344.13)
6. Train service members on absentee registration and voting procedures during years of Federal elections. (DODD 1000.4)

C. Material Distribution:

1. UVAOs hand deliver SF76s to eligible voters by *///date///*. Develop a system to ensure. (DODD 1000.4) [Six discrepancies noted.]
2. National Voter Registration form made available to enlistees. (PL 107-107)
3. Network established to distribute voter information. Voter registration materials (SF 186 Federal write-in absentee ballots, Standard Form 76, Federal Post Card Application, Voting Assistance Guide, etc) were distributed timely to allow participation in elections. (Public law 107-107 & DODD 1000.4)
4. Special day designated for dissemination of voter information and material. (Public Law 107-107)
5. Prospective enlistees provide a DD Form 2644 “mail Voter Registration Application” and DD Form 2645 “Voter registration Information.” (DODD 1344.13)
6. Recruitment offices transmit registration applications in a timely manner. (DODD1344.13)
7. Sufficient voting materials are on-hand. (DODD 1000.4) [**Two discrepancies noted.**]

D. Communication and Information Network

1. Voting Assistance Internet homepage is maintained that includes names and links to VAOs, procedures to order voting materials and links to other Federal & State voting websites. (DODD 1000.4) [One discrepancy noted.]
2. Designated location on base, installation, or ship where voting material & assistance is available. (DODD 1000.4)
3. Established and published a special telephone service, the “Voting Action Line,” to link UVAOs with SVAOs. (DODD 1000.4) [One discrepancy noted.]
4. Provide telephone operators at every military installation with names, e-mail addresses and telephone number of UVAOs and IVAOs. (DODD1000.4)

E. Commanders/Installation Level Involvement

1. MAJCOMS, etc., continually evaluate voting programs. (DODD 1000.4)
2. Command-wide awareness and assistance program and activities are developed

-
- during Armed Forces Voters Week. (DODD 1000.4) [**Two discrepancies noted.**]
3. Written policies are developed to support eligible military members and their dependents including those deployed, dispersed, and tenant organizations. (DODD1000.4)
 4. Installation level reviews/inspections include an assessment of compliance with UOCAVA and DODD 1000.4. (Public Law 107-107)
 5. VAO's performance is documented in the performance evaluations. (DODINST 1000.4) [**Five discrepancies noted.**]

3. POC is Capt Jackie Nickols, (703) 588-1534, jacqueline.nickols@pentagon.af.mil.

Appendix K. Marine Corps Inspector General Report



DEPARTMENT OF THE NAVY
DEPUTY NAVAL INSPECTOR GENERAL FOR MARINE CORPS MATTERS
INSPECTOR GENERAL OF THE MARINE CORPS
WASHINGTON, D.C. 20380-1775

1742
MRP-4fkbw
15 Feb 05

From: Inspector General of the Marine Corps
To: Department of Defense Inspector General

Subj: ANNUAL ASSESSMENT OF USMC VOTING ASSISTANCE PROGRAM FOR 2004

Ref: (a) DODDIR 1000.4

End: (1) List of Units Inspected with Results
(2) Automated Inspection Reporting System (AIRS) checklist for the Voting Program

1. Per the reference, this correspondence reports the results of the Inspector General of the Marine Corps (IGMC) "Annual Assessment of the USMC Voting Assistance Program for 2004."

2. The Marine Corps has an effective Voter Assistance Program and has complied with the reference, with the exception of the discrepancies noted below. This assessment is based upon the results of 4 Major Command Voting Officer (MCVO) command inspections, 9 Installation Voting Assistance Officer (IVAO) command inspections, and 59 Unit Voting Assistance Officer (UVAO) command inspections conducted during calendar year 2004. A list of the units inspected and the inspection results are contained in enclosure (1). The Automated Inspection Reporting System (AIRS), enclosure (2), guided the inspection process.

3. The inspection process included interviews with the unit's Voting Assistance Officer, the Commanding Officer, and Marines randomly selected within the unit. The inspection team reviewed documents and procedures to ensure compliance with all Marine Corps orders and directives. The team also inspected facilities to ensure Voting Assistance

Subj: ANNUAL ASSESSMENT OF USMC VOTING ASSISTANCE PROGRAM FOR 2004

material was displayed in accordance with the Marine Corps Order. The following grades were assigned: Mission Capable or Non-Mission Capable with findings, discrepancies and recommendations to improve the unit Voting Program.

4. Per the guidelines provided by the DODIG, the requested information is provided below:

A. Personnel Assignment

(1) 74 out of 74 commands, installations, and other units inspected had VAOs assigned at the appropriate grade level.

(2) 60 out of 60 units inspected had UVAOs assigned.

(3) 51 out of 60 units adhered to the ratio of voters to UVAOs.

(4) 60 out of 60 IVAOs were designated in writing.

(5) Major General Ghormley is assigned as the Marine Corps Senior Service Voting Representative (SSVR).

(6) Gunnery Sergeant Warford is assigned as the Marine Corps Service Voting Action Officer (SVAO).

(7) All Marine Corps officers are authorized to administer the oath.

B. Training

(1) 74 out of 74 VAOs inspected also received training.

(2) VAOs completed the required training via workshops, web-based e-learning. Federal Voter Assistance Program workshop slides or Service-provided training.

(3) Training for Marine recruits was not being completed during basic training prior to the 1GMC inspections. Upon completion of the inspections voter awareness training was incorporated into the syllabus for basic training.

(4) Units conducted pre-deployment briefs prior to deploying. The Service Voting Action Officer also conducted pre-deployment training for both I and II Marine Expeditionary Forces. Each deploying Marine was provided the opportunity to complete a federal post card application (FPCA) prior to deployment.

(5) Yes.

(6) 50 out of 60 units inspected had conducted the required Voter Assistance Program training, or had scheduled the training on their unit training calendars. Per MCO 1742. IA, UVAOs are required to provide training every year on voter registration and related. Subj: ANNUAL ASSESSMENT OF USMC VOTING ASSISTANCE PROGRAM FOR 2004 procedures.

C. Material Distribution

(1) MCO 1742.1A gives specific guidance regarding the delivery of SF-76s to eligible voters. Inspection results confirmed that VAOs understood and adhered to the MCO.

(2) Yes.

(3) MCO 1742.IA gives specific guidance regarding the distribution of SF-76s and SF-186s to eligible voters in a timely manner to ensure they are able to participate in elections. Inspection results confirmed that VAOs understood and adhered to the MCO.

(4) VAOs used Voter Awareness Weeks as special opportunities for disseminating voter information and materials.

(5) Yes.

(6) Yes.

(7) All units inspected maintained an adequate supply of FPCAs and a sufficient stock of federal write-in absentee ballots. Additionally, VAOs maintained and displayed voting posters, calendars, and Voting Information Newsletters.

D. Communication and Information Network

(1) Yes.

(2) 6 of 9 inspected IVAOs designated at least one well-fixed location where voting materials and voting assistance are available.

(3) Yes, major command VAOs, IVAOs, and UVAOs are aware of the telephone number to contact the SVAO.

(4) Point-of-contact information for 5 of 9 IVAOs was maintained in their respective command telephone directories.

E. Installation Commander Involvement

(1) As part of the I.GMC inspection program, Commanding Generals are required to have a Commanding General's Inspection Program (CGIP). The CGIP is evaluated by the IGMC to ensure compliance with MCOs and the Voting Assistance Program, as well as the intent for this program as published by both the Inspector General and the respective Commanding General.

(2) Inspection results indicated that command-wide awareness and assistance programs and activities were developed throughout the year including Armed Forces Voters Week.

(3) Written policies developed to support eligible voters included the MCO, a Commandant of the Marine Corps White Letter to all Commanding Generals, General Officers, Subj: ANNUAL ASSESSMENT OF USMC VOTING ASSISTANCE PROGRAM FOR 2004

Commanders and Officers-in-Charge, several "All Marine" administrative messages, two personal e-mails from the SSVR to all Marines, as well as several e-mails from the SSVR and SVAO to all VAOs.

(4) Yes, the MCO and AIRS checklist are the guidance used when conducting reviews and inspections. The MCO is in compliance with DODD 1000.4.

(5) The MCO directs performance evaluation system reporting seniors to evaluate and comment on the

effectiveness of VAOs on the VAO's performance evaluation.

5. 13 of the 74 units inspected were found non-mission capable. Immediate action was taken to correct all discrepancies and findings for all 74 units inspected, with particular emphasis and specific guidance provided to those units found to be non-mission capable.

6. The IGMC will continue to inspect, review, and update orders, policies and procedures to ensure eligible personnel are effectively serviced by the Federal Voting Assistance Program and are afforded the opportunity to exercise their right to vote.

M.W. MCERLEAN
By direction

HQMC, Navy Annex	Mission Capable: (4) Discrepancies, (0) Findings, (0) Recommendations
MARFORLANT	Mission Capable: (2) Discrepancies, (0) Findings, (0) Recommendations
MARFORRES	Mission Capable: (1) Discrepancies, (0) Findings, (0) Recommendations
MCCDC, Quantico, VA	Mission Capable: (1) Discrepancy, (0) Findings, (1) Recommendation

Installation Voting Assistance Officer

Results

29 Palms, CA	Mission Capable: (2) Discrepancies, (0) Findings, (2) Recommendations
HQMC, Henderson Hall MARCENTCOM	Mission Capable: (6) Discrepancies, (0) Findings, (0) Recommendations
MARCENTCOM	Mission Capable: (3) Discrepancies, (1) Finding, (0) Recommendations
4 th MARDIV	Non-Mission Capable: (2) Discrepancies, (3) Findings, (0) Recommendations
4thMAW	Mission Capable: (1) Discrepancy, (0) Findings, (1) Recommendation
4LhFSSG	Non-Mission Capable: (7) Discrepancies, (3) Findings, (1) Recommendation
MCB Quantico, VA	Mission Capable: (2) Discrepancies, (0) Findings, (0) Recommendations
2d MARDIV, CamLej, NC	Mission Capable: (1) Discrepancy, (0) Findings, (0) Recommendations
2d FSSG, CamLej, NC	Mission Capable: (4) Discrepancies, (0) Finding, (1) Recommendation

Unit Voting Assistance Officer

Results

MSGBn, Quantico, VA	Mission Capable: (2) Discrepancies, (1) Finding, (1) Recommendation
HQBn, 29 Palms, C	Mission Capable: (2) Discrepancies, (0) Findings, (3) Recommendations A
MCCES, 29 Palms, CA	Mission Capable: (5) Discrepancies, (0) Findings, (0) Recommendations
HQBn, MarForLant, Norfolk, VA	Mission Capable: (8) Discrepancies, (0) Findings, (3) Recommendations
MCSFBN, Norfolk, VA	Mission Capable: (1) Discrepancy, (0) Findings, (0) Recommendations —

OUTSTANDING

Hq, MARENTCOM	Non-Mission Capable: (1) Discrepancy, (12) Findings, (4) Recommendations
Hq, MARCENTCOM	Mission Capable: (4) Discrepancies, (1) Finding, (0) Recommendations
HqSvcBn, 4 th FSSG, Marietta, GA	Non-Mission Capable: (7) Discrepancies, (2) Findings, (2) Recommendations
4 DentalBn, 4 th FSSG, Marietta, GA	Mission Capable: (8) Discrepancies, (1) Finding, (0) Recommendations
4 th RECON BN, 4 th MARDTV	Mission Capable: (0) Discrepancies, (0) Findings, (0) Recommendations
MALS-42, 4 th MAW	Non-Mission Capable:
HMX-1, MCAF, Quantico, VA	Mission Capable: (3) Discrepancies, (0) Findings, (0) Recommendations
HqBn, MarForRes, N.Orleans, LA	Mission Capable: (4) Discrepancies, (2) Findings, (1) Recommendation
HMLA-773 (Detachment C)	Non-Mission Capable: (13) Discrepancies, (2) Findings, (1) Recommendation
3 rd BnI23 Mar, 4 th MARDIV	Non-Mission Capable: (14) Discrepancies, (2) Findings, (1) Recommendation
MATSS-1, Meridian, MS	Mission Capable: (5) Discrepancies, (0) Findings, (4) Recommendations
MAD, China Lake, CA	Mission Capable: (5) Discrepancies, (0) Findings, (2) Recommendations
MCD Good Fellow AFB, TX	Mission Capable: (0) Discrepancies, (0) Findings, (1) Recommendation
MATSG-23, Lemmoore, CA	Mission Capable: (1) Discrepancy, (0) Findings, (3) Recommendations
MCSB, Ft Meade, MD	Mission Capable: (2) Discrepancies, (0) Findings, (3) Recommendations
HqSvcBn, Quantico, VA	Mission Capable: (6) Discrepancies, (1) Finding, (1) Recommendation
MARCORSYSCOM, Quantico, VA	Mission Capable: (2) Discrepancies, (1) Finding, (1) Recommendation
TBS, Quantico, VA	Mission Capable: (3) Discrepancies, (0) Findings, (1) Recommendation
WTBN, Quantico, VA	Mission Capable: (4) Discrepancies, (0) Findings, (2) Recommendations
SctyBn, Quantico, VA	Mission Capable: (3) Discrepancies, (1) Finding, (1) Recommendation
VMFA-332, Bft, SC	Non-Mission Capable: (9) Discrepancies, (3) Findings, (0) Recommendations

Encl (1)

VMFA-224, Bft, SC	Mission Capable: (4) Discrepancies, (2) Findings, (1) Recommendation
VMFA-25:[, Bft, SC	Mission Capable: (7) Discrepancies, (0) Findings, (2) Recommendations
VMFA-312,Bft,SC	Mission Capable: (1) Discrepancy, (0) Findings, (1) Recommendation

MALS-14,Bft,SC	Non-Mission Capable: (6) Discrepancies, (3) Findings, (0) Recommendations
VMTJ-2, Cherry Pt, NC	Non-Mission Capable: (6) Discrepancies, (2) Findings, (1) Recommendation
VMAQ-4, Cherry Pt, NC	Non-Mission Capable: (2) Discrepancies, (3) Findings, (1) Recommendations
VMGR-252, Cherry Pt, NC	Mission Capable: (2) Discrepancies, (1) Finding, (0) Recommendations
HMLA-269, New River, NC	Mission Capable: (6) Discrepancies, (1) Finding, (2) Recommendations
MALS-29, New River, NC	Mission Capable: (1) Discrepancy. (0) Finding, (1) Recommendations-
	OUTSTANDING
HMM-162, New River, NC	Mission Capable: (7) Discrepancies, (1) Finding, (2) Recommendations
MWSS-272, New River, NC	Mission Capable: (2) Discrepancies, (0) Findings, (1) Recommendation
HqBn, 2d MARDIV, CamLej, NC	Mission Capable: (4) Discrepancies, (1) Finding, (4) Recommendations
TankBn, CamLej, NC	Mission Capable: (4) Discrepancies, (0) Findings, (0) Recommendations
2d LAR Bri, CarnLej, NC	Mission Capable: (8) Discrepancies, (1) Finding, (4) Recommendations
1Bn, 10 th Mar, CaniLej,NC	Mission Capable: (8) Discrepancies, (1) Finding, (1) Recommendation
CEB, CamLej, NC	Mission Capable: (4) Discrepancies, (0) Findings, (2) Recommendations
H & S Bn, 2d FSSG, CamLej, NC	Mission Capable: (6) Discrepancies, (0) Findings, (5) Recommendations
2d IvIP Bn, CamLej, NC	Mission Capable: (7) Discrepancies, (0) Findings, (2) Recommendations
2d Supply Bn, CamLej, NC	Non-Mission Capable: (13) Discrepancies, (2) Findings, (1) Recommendation
2d TSB, CamLej, NC	Mission Capable: (2) Discrepancies, (0) Findings, (4) Recommendations
EWTGPAC NAB Coronado, CA	Mission Capable: (1) Discrepancy, (0) Findings, (3) Recommendations
MCD FT Knox, KY	Mission Capable: (2) Discrepancies, (0) Findings, (1) Recommendation
MCD Athens, GA	Mission Capable: (1) Discrepancy, (0) Findings, (1) Recommendation
MATSG 33 NAS Ocean a, VA	Mission Capable: (3) Discrepancies, (0) Findings, (0) Recommendations
MCD Newport, RI	Mission Capable: (4) Discrepancies, (0) Findings, (0) Recommendations
MAD Patuxent River, MD	Mission Capable: (3) Discrepancies, (0) Findings, (2) Recommendations
Mar Cryptologic Spt Bn, Ft Meade, MD	Mission Capable: (2) Discrepancies, (0) Findings, (3) Recommendations
MCD Goodfellow AFB, TX	Mission Capable: (0) Discrepancy, (0) Findings, (0) Recommendations
MATSG 23, NAS Lemoore, CA	Mission, Capable:• (1) Discrepancy, (0) Findings, (0) Recommendations
HMX-1, MCAF, Quantico, VA	Mission Capable: (3) Discrepancy, (0) Findings, (0) Recommendations
MARCENT, Tampa, FL	Mission Capable: (1) Discrepancy, (12) Findings, (1) Recommendations
MAD, China Lake, CA	Mission Capable: (5) Discrepancy, (0) Findings, (0) Recommendations
MATSS One, NAS, Meridian, MS	Mission Capable: (5) Discrepancy, (0) Findings, (3) Recommendation
MCD, Lackland, AFB, TX	Non-Mission Capable: (6) Discrepancies, (6) Findings, (6) Recommendations
MARFORSOTJTH, Miami, FL	Not Graded

As of 31 December 2004

8:46:56 AM AIRS DETAILED INSPECTION CHECKLIST 2/15/2005
FA SC STMT TEXT

210 ABSENTEE VOTING PROGRAM
Functional Area Manager: MRP

Point of Contact: GYSGT KENNETH B. WARFORD (703) 784-9511
Date Last Revised: 13 January 2005

210 01 MAJOR COMMAND VOTING OFFICER (M C V 0)

210 01 001 Has a civilian employee at the GS 12 level or above or a field grade officer been assigned to serve as the Major Command Voting Officer (MCVO)?

Reference

MCD 1742.1 A, PAR 4B(2)

210 01 002 Did The Major Command Voting Officer submit a copy of his/her appointment letter to the Commandant of the Marine Corps (MRP)?

Reference

MCD 1742.IA. PAR 5D(1)

210 01 003 Does the Major Command Voting Officer maintain the appointment letters for the Installation Voting Assistance Officers?

Reference

MCD 1742.1A, ENCLOSURE 2, PAR 3

210 01 004 Has the Major Command Voting Officer received the required training?

Reference

MCO 1742.1A. ENCLOSURE 1, PAR (12)

210 01 005 Does the Major Command Voting Officer maintain the current version of the absentee voter registration program order (MCO 1742.1 A)?

Reference

MCD 1742.1A

210 01 006 Does the Major Command Voting Officer maintain a voting continuity folder (turnover folder)?

Reference

MCO 1742.1A. ENCLOSURE 1, PAR (21) VIN FOR JULY2002

8:46:56 AM AIRS DETAILED INSPECTION CHECKUST 2/15/2005
FA SC STMT TEXT

210 01 007 Does the Major Command Voting Officer compile the Installation Voting Assistance Officers voting assistance reports and submit one report to CMC (MRP) no later than 15 January of each year?

ENCLOSURE (2)

Reference

MCO 1742.1A, ENCLOSURE 6

MCO 17z12.JA, ENCLOSURE 1, PAR (27)

210 02 INSTALLATION VOTING ASSISTANCE OFFICER (I VA 0)

210 02 001 Has a civilian employee at the GS 12 level or above or a field grade officer been assigned to serve as the Installation Voting Assistance Officer (IVAO)?

Reference

MCD 1 7421A. PAR 4B(3)

210 02 002 Did the Installation Voting Assistance Officer submit a copy of his/her appointment letter to their Major Command Voting Officer (MCVO)?

Reference

MCD 1742.1A. PAR 5E(1)

210 02 003 Does the Installation Voting Assistance Officer maintain the appointment Letters for the Unit Voting Assistance Officers'?

Reference

MCD 1742.1A, ENCLOSURE 2, PAR 3

210 02 004 Has the Installation Voting Assistance Officer received the required training?

Reference

MCO 1742,1 A, ENCLOSURE 1, PAR (12)

210 02 005 Does the Installation Voting Assistance Officer maintain the current version of the absentee voter registration program order (MCO 1742.1 A)?

Reference

MC01742.1A

210 02 006 Does the Installation Voting Assistance Officer maintain a voting continuity folder (turnover folder)?

Reference

MCD 1742.1A. ENCLOSURE 1, PAR (21) VIN FOR JULY 2002

210 02 007 Does the Major Command Voting Officer compile the Installation Voting Assistance Officers voting assistance reports and submit one report to CMC (MRP) no later than 15 January of each year?

Reference

MCD 1742.1A. ENCLOSURE 1, PAR (27)

MOO 1742.1A, ENCLOSURE 6

210 02 008 Has the Installation Voting Assistance Officer designated at least one well-fixed location where voting materials and voting assistance is available?

Reference

8:46:56 AM AIRS DETAILED INSPECTION CHECKLIST 2/15/2005

FA Sc STMT TEXT

MCO 1742.1A, ENCLOSURE 1. PAR (25)

210 02 009 Does the Installation Voting Assistance Officer compile the Unit Voting Assistance Officers voting assistance reports and submit one report to the Major Command Voting Officer in a timely manner to allow adequate time for the MCVO to compile The information and forward to CMC (MRP) no later than 15 January of each year?

Reference

MCD 1742.1A, ENCLOSURE 1. PAR (27)

MCD 1742.1A, ENCLOSURE 6

210 03 UNIT VOTING ASSISTANCE OFFICER (U V A 0)

210 03 001 Has the command assigned a company grade officer or staff non-Commissioned Officer (O2/E-o or above) as the Unit Voting Assistance Officer (UVAO)?

Reference

MCO 1742.1A. PAR 4B (4)

210 03 002 Did the Unit Voting Assistance Officer submit a copy of his/her appointment letter to the Installation Voting Assistance Officer?

Reference

MCD 1742.1A. PAR SF

210 03 003 Has the Unit Voting Assistance Officer received the required training?

Reference

MCO 1742.1A, ENCLOSURE 1, PAR (12)

210 03 004 Does the Unit Voting Assistance Officer maintain the current version. of the absentee voter registration program order (MCD 1742.1 A)?

Reference

MCO 1742.JA

210 03 005 Does the Unit Voting Assistance Officer maintain a voting continuity folder (turnover folder)?

Reference

MCO 1742.1 A, ENCLOSURE 1, PAR (21) VIN FOR JULY 2002

210 03 006 Has specific written authorization by the unit's commanding officer been given (for SNCO's) to witness and administer oaths required by voting materials, if a commissioned officer is not available?

Reference

MCD 1742.1A, ENCLOSURE 1, PAR(i)

210 03 007 Does the Unit Voting Assistance Officer maintain the current version of the voting assistance guide?

Reference

MCD 1742.1A, ENCLOSURE 3, PAR(1)

8:46:56 AM AIRS DETAILED INSPECTION CHECKLIST 2/15/2005

FA SC STMT TEXT

MCD 1742.1A, ENCLOSURE 1, PAR (5)

210 03 008 Does the Unit young Assistance Officer ensure each eligible individual is afforded the opportunity to receive absentee young assistance In regards to election dates, state requirements, and voting registration and procedures?

Reference

MCD 1742.1A, ENCLOSURE 1, PAR (2) AND PAR (5)

210 03 009 Is the Unit young Assistance Officer aware of the requirement for availability of the federal post card application (FPCA) to each eligible service member?

Reference

MCD 1742.1A, ENCLOSURE 1, PAR (3)

210 03 010 Does the Unit Voting Assistance Officer maintain an adequate supply of FPCA's on hand, (two per billet on the unit Tb)?

Reference

MCO 1742.1A, ENCLOSURE 1, PAR (4)

MOO 1742.1A, ENCLOSURE 3, PAR (2)

210 03 011 Is the Unit Voting Assistance Officer aware of the procedures to be used when prisoners desire to vote?

Reference

MCO 1 742.1A, ENCLOSURE 4, PAR (2)

210 03 012 Does the Unit Voting Assistance Officer have procedures in place to increase voting awareness and encourage voter registration?

Reference

MCD 1742.1A. ENCLOSURE], PAR (13- 16) AND PAR (20)

210 03 013 Did the Unit Voting Assistance Officer provide training on absentee Registration and voting procedures to unit members'?

Reference

MOO 1742.1A, ENCLOSURE 1, PAR(2)

210 03 014 Has the Unit Voting Assistance Officer ensured the command telephone directory includes the name and telephone number for the UVAO?

Reference

MOO 1742.1A, ENCLOSURE 1. PAR (9)

210 03 015 If deployed or stationed overseas, does the Unit Voting Assistance Officer have a sufficient stock of federal write-in absentee ballots (FWAB) on hand, (one per billet on the un[1 T/O)?

Reference

MCO 1742.1 A. ENCLOSURE 1. PAR (19)

MCO 1742.1 A, ENCLOSURE 3, PAR (2)

210 03 016 Is the Unit Voting Assistance Officer familiar with the websites available (HQMC: www.manpower.usmc.mil {personal & readiness} and FVAP: www.fvap.ncr.gov) for eligible individuals to communicate with their elected officials?

Reference

MOO 1742.1 A. ENCLOSURE 3, PAR (4 & 5)

210 03 017 Does the Unit Voting Assistance Officer receive. Maintain, and display copies of the voting information newsletter (VIN)?

Reference

MCO 1742.1A, ENCLOSURE 3, PAR (4)

210 03 018 Does the Unit Voting Assistance Officer maintain and display voting posters and calendars?

Reference

MCO 1742.1A, ENCLOSURE 1, PAR (15)

MCO 1742.1A, ENCLOSURE 3, PAR (3)

210 03 019 Does the Unit Voting Assistance Officer receive and maintain voting messages? Reference
MCO 1742.JA, PAR 5D (2) AND 5E (2)

210 03 020 Does the Unit Voting Assistance Officer ensure That the FPCA is completed upon a service member's
reenlistment, extension, or completion of permanent change of station, or as soon thereafter as practicable?
Reference
MCO 1742.1 A, ENCLOSURE 1, PAR (3)

210 03 021 is the Unit Voting Assistance Officer aware of the maximum number of eligible voters a UVAO can
represent (200) before assigning additional voting assistance officers? Reference
MOO 1742.1A, ENCLOSURE 1, PAR (24)

210 03 022 Does the Unit Voting Assistance Officer complete a Voting Assistance Report and
submit the report to the Installation Voting Assistance Officer, annually?
Reference
MOO 1742.1A, ENCLOSURE 6
MCO 1742.1A, ENCLOSURE 1, PAR (27)



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Appendix L. Acronym List

Acronyms

FPCA	Federal Post Card Application
FVAP	Federal Voting Assistance Program
FWAB	Federal Write-In Absentee Ballot
IVAO	Installation Voting Assistance Officer
DoD OIG	Department of Defense Office of Inspector General
USD (P&R)	Under Secretary of Defense for Personnel and Readiness
UVAO	Unit Voting Assistance Officer
VAO	Voting Assistance Officer



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Appendix M. Report Distribution

Office of the Secretary of Defense

Under Secretary of Defense for Personnel and Readiness*
 Director, Federal Voting Assistance Program*
Under Secretary of Defense (Comptroller)/Chief Financial Officer
Assistant Secretary of Defense (Legislative Affairs)
Assistant Secretary of Defense (Public Affairs)

Department of the Army

Secretary of the Army
Chief of Staff, U.S. Army*
Inspector General, Department of the Army*

Department of the Navy

Secretary of the Navy
Chief of Naval Operations*
Commandant, U.S. Marine Corp*
Naval Inspector General*
 Deputy Naval Inspector General for Marine Corps Matters*

Department of the Air Force

Secretary of the Air Force
Chief of Staff, U.S. Air Force*
Inspector General of the Air Force*

Combatant Command

Inspector General, Joint Staff

Non-Defense Federal Organization

Office of Management and Budget

Congressional Committees

Senate Committee on Armed Services
Senate Committee on Governmental Affairs
House Committee on Armed Services
House Committee on Government Reform

*Recipient of draft report



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Appendix N. Management Comments



PERSONNEL AND
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D. C. 20301-4000



MAR 2 5 2005

Mr. William B. Morrison
Assistant Inspector General
for Inspections And Policy
Department of Defense
400 Army Navy Drive
Arlington, VA 22202-4707

Dear Mr. Morrison:

Attached are comments on the recommendations of OIG draft report, Report on the Evaluation of the Federal Voting Assistance Program, Project No. D2004-DIPOE3-0122.000. I object to the characterization in the **Results** section that the Services are compliant, but the program is not effective. This is a conclusion that is not, by the Report author's own admission in the **Methodology** section, substantiated by data. Camouflaging opinion as analytically based fact distorts the truth, reflects poorly on the Department and is not helpful.

It is our position that the overall effectiveness of the Federal Voting Assistance Program (FVAP) can best be measured after the Department has the benefit of the analysis of data collected and reported to the President and Congress as required by the *Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA)* and the reports on absentee voting required of the States under the *Help America Vote Act (HAVA)*. We have not yet received these reports and the effectiveness of the program cannot be judged properly until this information is available. The Department believes that when all data has been analyzed and reported later this year, the results will indicate an effective and improved program since 2000.

In the FVAP 2000 survey, members of the Uniformed Services reported high satisfaction rates for services provided by voting assistance officers (VAO). Similarly, VAOs reported a high satisfaction rate for FVAP workshops, guidance and products. For the 2004 election year, FVAP completed 129 military workshops worldwide, including activated units at mobilization sites. In contrast, 62 workshops were conducted in 2000 and there were no pre-deployment mobilization site visits. Discussion of best practices and lessons learned has been an integral segment of on-site VAO workshops conducted by FVAP, and are posted on the FVAP web site. The FVAP also provided interactive, online VAO training through the FVAP web site or CD ROM.

We note with concern the limitations in the methodology used to develop this report as stated in the Executive Summary, "The sample sizes were too small to project the results across services or the program with scientific precision." The responses of




only 0.002 percent of the military population should be considered as anecdotal and should not be used as the sole rationale to develop conclusions and recommendations.

As you will recall, we suggested improvements to the survey instrument to ensure respondent's responses more accurately described their experiences with the absentee voting program. Sadly, the survey instrument was not changed to incorporate the suggested improvements.

Regarding the report's recommendations, the Department agrees that the FVAP and Service voting assistance programs can be improved but also believes that there has been a continual increase in absentee voter awareness and outreach since the last presidential election given the Command activity and emphasis on the program in 2004.

Thank you for the opportunity to comment on this draft report.

Sincerely,



Charles S. Abell
Principal Deputy

OIG Project No. D2004-DIPOE3-0122.000

“Report on the Evaluation of the Federal Voting Assistance Program, March 11, 2005”

DEPARTMENT OF DEFENSE COMMENTS
TO THE RECOMMENDATIONS

RECOMMENDATION 1: The OIG recommended that the Under Secretary of Defense for Personnel and Readiness:

a. Revise DoD Directive 1000.4, “Federal Voting Assistance Program,” April 14, 2004, to require that the FVAP Office and Military Services collect and analyze metrics on a semi-annual basis, as a means to identify areas for concern in accomplishing program objectives.

b. Revise DoD Directive 1000.4 to:

- Revise VAO training to include all program objectives outlined in DoD Directive 1000.4.
- Revise VAO training to include appropriate good ideas and best practices as tools for accomplishing objectives.
- Require VAOs to complete training within 60 days of appointment.

c. Develop an automated delivery and reporting system.

d. Develop and forward legislative change proposals to Congress to streamline oversight requirements commensurate with the success of process improvements and automated reporting procedures.

DoD RESPONSE:

Partially concur, with comment.

a. In conjunction with the Services, USD (P&R) will determine the scope and frequency of information to be reported and the additional resources needed to implement this recommended requirement. DoD Directive 1000.4 will be updated appropriately to require the Services to collect measurement data and to report those data to the FVAP.

b. VAO training will be reviewed to insure DoD Directive 1000.4 program objectives, good ideas and best practices are included in training sessions. The Directive will be revised to require VAOs to complete training as soon as possible but no later than 90 days after appointment. DoD Directive 1000.4 will re-emphasize that VAOs should attend formal FVAP or Service VAO training workshops in even numbered years.

c. USD (P&R) will investigate the feasibility of implementing an automated delivery and reporting system capable of targeting and reaching Uniformed Services members who are citizens of each of the individual states and territories. The feasibility study will consider the legal and technical aspects of creating such a database and implementing the system.

d. Upon implementation of measurement data collection and automated reporting procedures, USD (P&R) will develop and forward a legislative change proposal to Congress suggesting a combination of these results with existing reporting requirements in lieu of annual OIG inspections.

USD (P&R) notes the limitations in the methodology used to develop this report as stated in the Executive Summary, "The sample sizes were too small to project the results across services or the program with scientific precision." FVAP will provide the Inspector General with a copy of the legislatively required post-election survey report to Congress that is based on a much larger sample size and is, therefore, more statistically relevant. This report will be submitted by the end of the year and will include data that measures program awareness and experiences of service members and Voting Assistance Officers.



DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
200 STOVALL STREET
ALEXANDRIA VA 22332-0400

AHRC-PDZ-A

MAR 28 2005

MEMORANDUM FOR INSPECTOR GENERAL, DEPARTMENT OF DEFENSE

SUBJECT: Report on the Evaluation of the Federal Voting Assistance Program (Project No. D2004-DIPOE3-0122.000)

1. The purpose of this memorandum is to comment on the recommendation contained in the subject report.
2. We appreciate the opportunity to review the draft report and we have addressed in Army Regulation 608-20, Army Voting Assistance Program, areas of support to eligible voting age dependents, deployed personnel, dispersed personnel and tenant organization in current instructions (TAB A). For example, in paragraph 2-11 we state that voting assistance support must be provided to eligible family members regardless of the sponsor's unit of assignment and in paragraph 2-13m we state that voting assistance must be provided to small and/or geographically separated units. Additionally, we will ensure future instructions reinforce the policy of providing voting assistance support to these specific personnel.
3. The Army's Voting Assistance Program point of contact is Mr. James Davis at (703) 325-4530/DSN 221-4530; fax number is (703) 325-4532/DSN 221-4532. E-Mail address is davisj@hoffman.army.mil.

Encl
AR 608-20

for James K. Porter
ERIC PORTER
COL, AG
The Adjutant General
Deputy

Printed on  Recycled Paper

Note: Referenced Enclosure not included due to size



SECRETARY OF THE AIR FORCE
WASHINGTON

25 March 2005

MEMORANDUM FOR DOD INSPECTOR GENERAL, ASSISTANT INSPECTOR
GENERAL FOR INSPECTIONS AND POLICY

FROM: SECRETARY OF THE AIR FORCE, DIRECTOR OF INSPECTIONS

SUBJECT: Report on the Evaluation of the Federal Voting Assistance Program

1. We appreciate the opportunity to comment on the DOD, IG report on the Evaluation of the Federal Voting Assistance Program and offer the following comments for your consideration.
2. While the report described your methodology and emphasized that the sample sizes were too small to project results across the services or the program with scientific precision, it assigns levels of effectiveness and compliance based on statistical rankings. Specifically, it states that the Air Force was compliant, yet the program was not effective. We nonconcur with this assessment and believe that the Air Force was both compliant and effective in administering the active duty portion of this year's General Election campaign; however, we do agree that there is room for improvement with respect to dependents. We offer the following comments regarding the effectiveness rating.
 - a. While not 100% effective, the historical data has proven the Services have a higher overall voting rate than the general public. While the results are not in yet for 2004, in 2000 the military participation was 69% versus 60% for the general public. In 1996, military participation was 64% versus 58% of the general population (data reflected from past Post Election Surveys and the US Census Bureau). The Air Force has led the way among the Services and seen an increase in voter participation in the last two General Elections. We expect that increase will continue when the final data is collected for the 2004 campaign. These figures would be even more impressive if we looked at the 18-24 year age group.
 - b. Our interpretation is the survey was used as the instrument to evaluate program effectiveness. We question the validity of the survey construction. For example, the same survey was used for dependents and active duty. Dependents will have a tougher time answering the questions, especially those that contain military jargon they might not be familiar with (for example, "command sponsored training," etc.). Additionally, as the report indicates, they had a very small dependent return rate--only 19 dependents responded. As another example, we believe Question 19 was poorly constructed. It asked if people knew voting deadlines for registration and last day to mail ballots. This is a "loaded" question, set up for a negative response. Deadlines vary state to state, and the question begs for memory of a date. Most folks don't memorize this date, but react to voting officers and campaign processes.

3. With respect to the five observations outlined in the report we offer the following comments.

a. Oversight. Management of the FVAP would benefit from an accurate, embedded, and consistent measurement effort. **Concur**. Especially as it reflects on dependents.

b. Training of VAOs. VAOs are not trained on all program objectives. Training does not include "Good Ideas" or "Best Practices." Nearly half of VAOs interviewed had not completed any training at all. **Concur with comment**. We agree the training could be improved, but don't see the relevance of making "best practices/lessons learned" a critical component of the training. (The existing system calls for reporting of "Best Practices/Lessons Learned" to the FVAP, who in turn integrate them into their guidance). The reports indicate the key to success of the program is the Installation Voting Action Officer (IVAO). They need to be the focus of training. One suggestion would be to ensure face-to-face training of all IVAOs conducted/funded by the FVAP.

c. Automated Delivery and Reporting Infrastructure. To compensate for the fact that voting assistance will always be a secondary duty, senior leadership can expect significant improvement only if a radically different approach is applied. **Concur**. Especially with respect to communication with dependents. The DEERS database is the only vehicle for obtaining dependent information. There needs to be a way to convey this information to the IVAOs.

d. Change to Public Law. If the FVAP leadership down to installation and unit commanders are able to effectively measure program performance using a more effective monitoring process, there may be a reasonable consideration to streamline IG oversight methods and provide Congress an automated report. **Concur**.

e. Gaps in Policy. While FVAP and Services' policy adequately covers assistance for uniformed absentee voters, all four Service policies are silent on assisting one or more of the other populations directed by the DoD Directive 1000.4. **Concur**. A limiting factor though is the access (ability to account for) to these groups.

4. With respect to the two recommendations outlined in the report, we offer the following comments for your consideration.

a. The Under Secretary of Defense for Personnel and Readiness:

(1) Revise DoD Directive 1000.4, "Federal Voting Assistance Program," June 3, 2002, to require that the FVAP Office and Military Services collect and analyze metrics on a semi-annual basis, as a means to identify areas for concern in accomplishing program objectives. See Appendix F,

"Recommended FVAP Metrics." **Concur.** In order to make this happen, the FVAP will have to better define the guidance and collection process associated with the measurements. For example, the definition of contact (face-to-face, deployed, etc.).

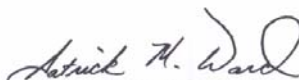
(2) Revise DoD Directive 1000.4 to: Revise VAO training to include all program objectives outlined in DoD Directive 1000.4, Revise VAO training to include appropriate good ideas and best practices as tools for accomplishing objectives, and require VAOs to complete FVAP training within 60 days of appointment. **Concur.** However, integration of "best practices/lessons learned" does not need to be a "can-do, must-fail" portion of evaluation of training, and is better integrated into FVAP formal guidance.

(3) Develop an automated delivery and reporting system. **Concur.** Recommend a web-based application method.

(4) Develop and forward legislative change proposal to Congress to streamline oversight requirements commensurate with the success of process improvements and automated reporting procedures. **Non-concur.** Continued oversight is needed until a time where metrics can be validated by other independent audit means.

b. The Secretaries of the Army, Navy, and Air Force revise all Voting Assistance Program instructions to include policy to support eligible voting age dependents, deployed personnel, dispersed personnel, and tenant organizations. **Concur.** However, this can only be done after a means to obtain dependent data and information has been provided to IVAOs.

5. Once again, we appreciate the opportunity to provide comment on the DOD, IG report on the Evaluation of the Federal Voting Assistance Program. We believe that the Air Force program is both compliant and effective yet is still subject to improvement.


PATRICK M. WARD, Colonel, USAF
Director, Directorate of Inspections



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3280 RUSSELL ROAD
QUANTICO, VIRGINIA 22134-5103

IN REPLY REFER TO:
1742
MRP-4

MAR 28 2005

From: Senior Service Voting Representative
To: Department of Defense Inspector General, 400 Army Navy Drive,
Arlington, Virginia 2201-4704

Subj: MANAGEMENT COMMENTS ON DODIG DRAFT OF A PROPOSED REPORT;
PROJECT NO. D2004-DIPOE3-0122.000 DATED MARCH 15, 2005

Ref: (a) DODIG Draft Report D2004-DIPOE3-0122.000

1. In accordance with the reference, the following required management comments are provided.

a. The Marine Corps process of tracking the assignment of Voting Assistance Officers (VAO) and their training will become web-based during CY 2005. The Marine Corps system will track the following:

- (1) VAO assignment at the Major Command, Installation, and Unit level
- (2) Has VAO appointment letter been completed and forwarded IAW the MCO?
- (3) Is VAO in compliance with the ratio established by the MCO?
- (4) Has VAO contacted 100% of command personnel?
- (5) Does VAO have a sufficient amount of supplies; Voting Assistance Guide, FPCA SF-76, FWAB SF-186, and voting posters?
- (6) Has VAO distributed FPCA IAW the MCO by 15 January annually and by 15 September of even numbered years?
- (7) Has VAO training been completed and how was the training obtained?
- (8) Has VAO conducted service member training IAW the MCO?

b. Additional command emphasis will be placed on FPCA distribution to ensure delivery is made available by 15 January annually and 15 September during even numbered years. All Marine (ALMAR) and/or Marine Administrative (MARADMIN) messages will be released to all Marines, reminding them of the importance of completing a FPCA.

2. For questions regarding these comments please contact Mr. Robert Wagner at DSN: 278-9413 or comm: (703) 784-9513 and/or Gunnery Sergeant Warford at DSN: 278-9511 or comm: (703) 784-9511.


P. F. GHORMLEY

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