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From: Naval Inspector General  
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Subj: AREA VISIT OF NAVAL STATION GREAT LAKES, 6-15 AUGUST 2014

Ref: (a) SECNAVINST 5040.3A  
(b) SECNAVINST 5430.57G

1. The Naval Inspector General (NAVINSGEN) conducts Readiness and Quality of Life (QOL) Area Visits to naval installations worldwide as directed by references (a) and (b). Area visit reports provide senior Navy leadership with objective assessments of readiness, Fleet support, and QOL issues that cut across command levels and component lines to identify Navywide concerns. They also identify specific issues that can only be addressed enterprise-wide by senior Navy leadership.

2. NAVINSGEN conducted an Area Visit of Great Lakes, focused on Naval Station Great Lakes (NSGL), Recruit Training Command Great Lakes, Training Support Center Great Lakes, the integrated Department of Veterans Affairs/DoD Federal health care facility (Captain James A. Lovell Federal Health Care Center) and various other tenant commands. Our last visit to Great Lakes was in 2008. This report documents our findings.

3. This report contains an executive summary, our observations and findings, and documented deficiencies noted during the visit. Issue papers are included that highlight significant concerns that either point to a potentially broader Navy issue or, in our opinion, require coordination among multiple commands to fully address. Finally, a summary of survey and focus group data, as well as a complete listing of survey frequency data, is included.

4. During our visit we assessed overall mission readiness of the base and tenant commands to access and train Sailors; facilities, safety and occupational health, security, QOL, family readiness, and good order and discipline. Additionally, we conducted surveys and focus group discussions to assess the quality of home life (QOHL) and work life for Navy military and civilian personnel.

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5. Our overall assessment is that NSGL and tenant commands are able to effectively support and execute the mission of accessing and training Sailors. NSGL is supporting tenant commands and ensuring that QOL issues for Sailors, their families, and civilian employees are adequately addressed.

6. In the course of our inspection, we identified discrepancies in Physical Training for students, Safety and Occupational Health, Emergency Management, Sexual Assault Prevention and Response (SAPR), and Suicide Prevention. Further details can be found in the Executive Summary and in the body of the report.

7. The classified annex to this report documents physical security concerns identified during the area visit.

8. Corrective actions

a. We identified 14 deficiencies during our visit that require corrective action. Commands that have deficiencies include:

- Commander, Training Support Center (TSC): 1
- Commander, Naval Station Great Lakes (NSGL): 2, 3, 4, 5, 6, 7, 8, 9, 14
- Commander, Recruit Training Command (RTC): 10, 11, 12, 13

Correction of each deficiency, and a description of action(s) taken, should be reported no later than 1 February 2015. Deficiencies not corrected by this date or requiring longer-term solutions should be updated quarterly until completed. Additionally, NAVINSGEN provided NSGL and RTC with 9 separate recommendations, for consideration, relating to the North Chicago school district, TSC female specific billets, security force manning, emergency management plan training and exercise, Memorandums of Understanding with local law enforcement, Non-Appropriated Fund employee background checks, and Duty Officer watchstander training for SAPR and Suicide Prevention response protocols. Follow up reporting on these recommendations is not requested.

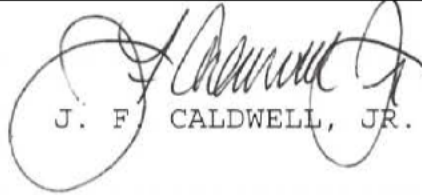
b. This report includes four issue papers that require actions by Commander, Naval Education and Training Command (NETC), Commander, Navy Personnel Command, Commander, Navy

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Installations Command (CNIC), and Commanding Officer, Naval Station Great Lakes. Appendix A: Issue Papers (page 19 of this report) provide detailed guidance on how to report completion of recommendations identified in the issue paper.

9. My point of contact is b7c

b7c



J. F. CALDWELL, JR.

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**NAVAL INSPECTOR GENERAL AREA VISIT OF  
NAVAL STATION GREAT LAKES, 6-15 AUGUST 2014**

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# Executive Summary

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The Naval Inspector General (NAVINSGEN) conducted an area visit of Naval Station Great Lakes (NSGL) from 6 to 15 August 2014. On 1 August 2014, NSGL shifted from Commander, Navy Region Midwest (CNMRW) to Commander, Navy Region Mid-Atlantic (CNRMA). We visited Naval Station Great Lakes; the Federal Health Care Center (FHCC); associated Public Private Venture (PPV) housing at Nimitz, North Forrestal, Fort Sheridan, and Glenview; and various tenant commands. Our last visit to Great Lakes was in 2008. The team was augmented with subject matter experts, including personnel from the Office of the Chief of Naval Operations, 21st Century Sailor office, Sexual Assault Prevention and Response (OPNAV N172); Office of the Chief of Naval Operations, Chief of Navy Chaplains (OPNAV N097); Naval Facilities Engineering Command Mid-Atlantic (NAVFAC MA); Commander, Navy Installations Command, Fleet and Family Readiness (CNIC N9); Commander, Naval Safety Center (COMNAVSAFECEN); and Naval Criminal Investigative Service (NCIS).

Our overall assessment is that NSGL and tenant commands are able to effectively support and execute the mission of accessing and training Sailors. NSGL is supporting tenant commands and ensuring that quality of life issues for Sailors, their families, and civilian employees are adequately addressed.

During our visit we assessed overall mission readiness of the base and tenant commands to access and train Sailors; facilities, safety, security, quality of life (QOL), family readiness, and good order and discipline. Additionally, we conducted surveys and focus group discussions to assess the quality of home life (QOHL) and work life (QOWL) for Navy military and civilian personnel.

Our survey and focus group discussions found that QOWL was comparable to the historical area visit average, and QOHL was lower than the historical area visit average. The Great Lakes area workforce is firmly dedicated to the Navy's mission to access and train Sailors; however, the disestablishment of CNRMW and transition to CNRMA, PPV housing, the poor quality of the local school system, and the integrated Veterans Affairs/DoD Federal health care facility (Captain James A. Lovell FHCC) were expressed as primary factors adversely impacting QOL and the mission.

## KEY FINDINGS

### *North Chicago Public Schools*

The local school district at Great Lakes is ranked in the bottom one percent in the state. This district serves the military families that live in Great Lakes PPV (approximately 270 students). The state of Illinois has taken steps to turn this school district around: In 2010, the state removed the elected school board, appointed a new board and put a new district superintendent in place. NSGL leadership understands the concern and is very engaged with state and local officials to improve quality of education in the district.

## Physical Security

### Security Force Manpower

NSGL has 74 personnel assigned to its security force. This is 65 percent (74/114) of Mission Profile Validation–Protection (MPV-P) and 110 percent of the CNIC Fiscal Year 2015 Operations Plan manning level (74/67), which was approved by Office of the Chief of Naval Operations, Director, Shore Readiness (OPNAV N46). b7e [REDACTED]

Over the past three years, the NSGL security force b7e [REDACTED]

At its current manning level, b7e [REDACTED]

The NSGL Commanding Officer is well aware of b7e [REDACTED]

### Automatic Vehicle Gates (AVGs)/Automatic Pedestrian Turnstiles (APTs)

In 2014, CNIC reduced funded security billets at NSGL by 13 full time equivalent (FTE) personnel due to the installation of numerous AVGs and APTs. The FTE reduction was implemented in anticipation of a reduced security force workload with the installation of automated gates.

b7e [REDACTED]

NAVINGEN has observed b7e [REDACTED]

We recommend that b7e [REDACTED]

### Insider Threat b7e [REDACTED]

NAVINGEN assesses that [REDACTED]

In such a scenario, NSGL can b7e [REDACTED]

b7e

Of note, NSGL has been actively seeking such an MOU with the NCPD but had been unsuccessful to date in securing an agreement with them.

### **Emergency Management (EM)**

The current NSGL EM Plan requires updating to reflect the NSGL shift to CNRMA and the configuration of the b7e. Based on these items not being in place at the time of our visit, we were b7e.

### ***Medical/Dental Support***

In the fourth year of a demonstration project as an integrated Veterans Affairs/DoD Federal health care facility, Captain James A. Lovell FHCC is providing appropriate medical and dental support to Active Duty Sailors, their families, other DoD beneficiaries and area commands. Patient access and quality of care, including support of the unique Recruit Training Command (RTC) and Training Support Center (TSC) requirements, meet standards.

Although on an improving trajectory, the following integration elements remain challenging and should be addressed before similar facility integration is undertaken in other locations:

- Information system duplication (including but not limited to electronic health records)
- Logistics and acquisitions
- Governance responsibilities
- Cultural discord
- Integration performance metrics

### ***Public Private Venture Housing (PPV)***

Several Sailors and spouses expressed dissatisfaction with PPV housing during focus group discussions and in response to our online survey. Concerns included: crime at Nimitz and North Forrestal housing areas, lack of support for families in the Exceptional Family Member Program (EFMP), poor housing quality, and perceived indifference of management to tenant concerns. We found PPV housing to be properly managed by a team that is responsive to tenant needs (including families in the EFMP), and in overall good material condition. Nimitz and North Forrestal housing areas are adjacent to North Chicago which has a higher crime rate than other local communities.

### ***Training Support Center (TSC) Navy Military Training Instructors (NMTI)***

NMTIs are responsible for sailorization and leadership of Sailors in “A” Schools at NSGL. NMTIs typically work 12-13 hours per day leading and training junior Sailors, but receive none of the incentives and professional recognition that Recruit Division Commanders (RDCs) historically receive, such as Special Duty Assignment Pay. TSC is coordinating with its chain of command to determine if NMTIs can be provided with additional incentives and recognition.

TSC instructor billets that are specifically coded for female instructors are only 40 percent filled (12 of 30). These billets ensure that female students are appropriately supported during training by female mentors. We recommend that Navy Personnel Command, Enlisted Distribution Division (PERS-40) review TSC manning and fill these gapped billets.

## *Sexual Assault Prevention and Training*

### **Sexual Assault Prevention and Response (SAPR)**

Our engagement with NSGL and tenant commands, interviews, and focus group discussions with Sailors and Navy civilians confirmed that: (1) area leaders are committed to maintaining an environment free of sexual assault (SA) and (2) victim care in the area is good. Additionally, our engagement with RTC SAPR program key leaders and recruits confirmed that the recruits are receiving required SAPR training.

### **NSGL Sexual Assault Case Management Group (SACMG)**

NSGL SACMG meetings are attended by individuals who are not required members and do not have a need to know regarding SA case details. Such extraneous members included base security personnel, Command Data Collection Coordinators (DCC), SAPR Points of Contact (SAPR POC), and Command Liaisons (CL) not associated with cases being discussed by the SACMG.

### **Key SAPR Personnel Training**

Training for Key SAPR personnel is incorrectly combined by NSGL Sexual Assault Response Coordinators (SARCs). SARCs are required to teach the following courses (with requisite hours) to assigned command representatives:

- SAPR Victim Advocate (VA) (40 hrs)
- Data Collection Coordinator (DCC) (2 hrs)
- SAPR POC (4 hrs)
- Command Liaison (CL) (8 hrs)

Each of these courses has separate and distinct training requirements. NSGL SARCs have incorporated the DCC, SAPR POC, and CL training courses into the SAPR VA course. As a result, anyone appointed to fill any of these positions receives the same training. The unintended consequence of this combined training is that the roles and responsibilities of key SAPR personnel become blurred at area commands. Additionally, this combined training does not meet the required hours of separate training for the individual courses. There is no waiver in place and CNIC has not authorized the incorporation of the training into one 40 hour requirement. The SAPR VA training is specific and has rigid requirements to ensure SAPR VAs are trained to meet DoD Sexual Assault Advocate Certification Program standards.



## *Safety and Occupational Health (SOH)*

### **NSGL Performance Improvement Plans**

NSGL has conducted and documented annual safety self-assessments, but has not developed subsequent performance improvement plans as required by OPNAVINST 5100.23G CH-1, Navy Safety and Occupational Health Program Manual.

### **Region Safety and Occupational Health Management Evaluations (SOHME)**

An independent SOHME of NSGL has not been conducted by the prior Immediate Superior in Command, CNRMW during the past three years in accordance with OPNAVINST 5100.23G CH-1.

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# Areas/Programs Assessed

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- **Mission Performance**
  - Total Force Management
  - Personnel Support Division Support
  - Civilian Human Resource Support
  - Command Communications
  - Command Relationships
  - Reserve Forces
- **Facilities, Environmental, and Safety**
  - Facilities
  - Safety and Occupational Health
  - Energy Conservation
  - Environmental Management
  - Military Unaccompanied Housing
  - Family Housing
- **Security Programs and Information Assurance**
  - Information and Personnel Security
  - Operational Security
  - Physical Security and Antiterrorism Force Protection
  - Personally Identifiable Information
  - Emergency Management
- **Resource Management/Compliance Programs**
  - Morale, Welfare and Recreation
  - Navy College/Education Programs
  - Military and Family Support Center
  - Religious Support
  - Sexual Assault Prevention and Response
  - Suicide Prevention
  - Equal Opportunity Advisor
  - Command Managed Equal Opportunity
  - Drug and Alcohol Abuse Prevention
  - Hazing Policy Training and Compliance
  - Legal and Ethics
  - Voting Assistance Program
  - Commissary
  - Navy Exchange
  - Child Youth Programs/Child Development Center/Child Development Homes
  - Galley
  - Medical and Dental Support

# Observations and Findings

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## MISSION PERFORMANCE

Commanding Officer, Naval Station Great Lakes (NSGL) oversees an area that extends over 1,628 acres of land and water and serves as the host for a number of commands that collectively access and train Recruits and Sailors.

Key tenant commands at NSGL include:

- Navy Service Training Command
- Recruit Training Command
- Training Support Center, Great Lakes
- Surface Warfare Officers School Unit Great Lakes
- Center for Surface Combat Systems Unit Great Lakes
- Navy Region Midwest, Reserve Component Command
- Navy Operational Support Center, Great Lakes
- Captain James A. Lovell Federal Health Care Center

### *Overall Assessment*

NSGL and tenant commands are able to effectively support and execute the mission of accessing and training Sailors. NSGL is supporting tenant commands and ensuring that quality of life issues for Sailors, their families, and civilian employees are adequately addressed. The relatively singular focus on accession and “A” and “C” School training at Great Lakes, and the limited number of distractions resulting from a training base far removed from major fleet concentration areas contribute to efficient and effective training that produces high quality recruits and school graduates.

On 1 August 2014, NSGL shifted from Commander, Navy Region Mid-West (CNRMW) to Commander, Navy Region Mid-Atlantic (CNRMA). CNRMW decommissioned on 30 September 2014; its decommissioning had an associated Reduction in Force (RIF). CNRMW worked closely with Commander, Navy Installations Command (CNIC) to ensure that its employees were successfully placed into other CNIC positions (which CNIC was authorized to do, acting within its Human Resources hiring authority). Between these actions, the Priority Placement Program (PPP), and retirements, CNRMW personnel were all either placed in a follow-on assignment or allowed to retire. We assess that the RIF was properly conducted in accordance with 5 CFR 351, 5 CFR 330, DoDI 1400.25 Volume 351, DoD Priority Placement Program Handbook, DoD Displaced Employee Guide, SECNAVINST 12351.5G, Workforce Shaping, and CNIC N13 Director, Civilian Human Resources Advisory #2014-01.

### *North Chicago School District*

There are 17 school districts surrounding NSGL with military children enrolled. One of these, the local school district at Great Lakes (District 187), is ranked in the bottom one percent in the state. This district serves the military families that live in Great Lakes Public Private Venture (PPV) housing (approximately 270 students).

Per the 2013 Illinois State Board of Education Report Card, District 187 is not meeting national standards identified by the No Child Left Behind Act of 2001, Public Law 107-110, and is not meeting Adequate Yearly Progress (AYP) milestones in Math and Reading. Because Illinois is a “non-choice” state, education options for Navy families living at Forrestal and Nimitz PPV housing are limited. These families must either send their children to District 187 schools, bear the expense of private education, or home school.

The state of Illinois has taken steps to improve this school district. In 2010, the state removed the elected school board, appointed a new board and put a new district superintendent in place. NSGL leadership understands the problem and is very engaged with state and local officials to improve quality of education in the district. Commanding Officer, NSGL meets with the district superintendent monthly, NSGL School Liaison Officer speaks with the superintendent weekly, and CNRMW acting Executive Director is a member of the School Board, as well as two tenant command Chief Petty Officers, to represent Navy interests.

Of note, the Navy provided the state with a building on NSGL to establish a Charter School (LEARN 6 North Chicago). This school serves kindergarten through 8th grade, with 33 percent of the seats (approximately 125) being guaranteed to Navy dependents. Test scores at this school doubled District 187 averages in its first year.

There are some actions that could assist the Commanding Officer, NSGL, in his efforts to achieve near term improvements to the quality of education for military children attending North Chicago schools. We recommend that Commanding Officer, NSGL consult with his chain of command and the Office of the Assistant Secretary of the Navy (Manpower & Reserve Affairs), in consideration of doing the following:

**Recommendation 1.** Commanding Officer, NSGL coordinate with the state of Illinois to seek to expand the capacity of LEARN 6 North Chicago to increase availability to Navy dependents.

**Recommendation 2.** Commanding Officer, NSGL coordinate with the state of Illinois to seek to expand the percentage of seats guaranteed to Navy dependents beyond the current 33 percent.

### ***Physical Training (PT) of “A” School Students at Surface Warfare Officers School Unit Great Lakes (SWOSUGL)***

Training Support Center (TSC) “A” School students attending SWOSUGL do not participate in formal PT unless they are enrolled in the Fitness Enhancement Program (FEP). Per OPNAVINST 6110.1J, Physical Readiness Program, paragraph 6d(7), students are required to participate in a formal fitness program.

As we reviewed this issue we found that Commander, Naval Education and Training Command (NETC) has promulgated conflicting guidance regarding the matter of formal PT for students. NETCINST 1500.11, Navy Military Training (NMT) Program, requires all training commands to schedule and complete a minimum of three staff-led one-hour periods of physical exercise per week. NAVEDTRA 135C, Navy School Management Manual, Section 8 requires students and staff to participate in PT as part of NMT. However, NAVEDTRA 135C, Section 6.8 does not allow PT to be considered in the NETC instructor manpower requirements determination process unless a requirement exists in the course master schedule for a particular class. If not allowed to consider mandatory PT requirements in manpower requirements determinations, some NETC schools may become under-resourced to accomplish their training mission.

Issue Paper A-1 addresses this issue in further detail.

**Deficiency 1. TSC “A” School students attending SWOSUGL do not participate in formal PT during their course of instruction as required. References: OPNAVINST 6110.1J, paragraph 6d(7); NETCINST 1500.11; NAVEDTRA 135C, Section 6.8.**

### ***Navy Military Training Instructors (NMTIs) at Training Support Center, Great Lakes (TSCGL)***

NMTIs are responsible for sailorization and leadership of Sailors in “A” Schools at NSGL. NMTIs typically work 12-13 hours per day leading and training junior Sailors, but receive none of the incentives and professional recognition that Recruit Division Commanders (RDCs) historically receive, such as Special Duty Assignment Pay. TSCGL is coordinating with its chain of command to determine if NMTIs can be provided with additional incentives and recognition.

In addition, TSC, Great Lakes is under-resourced in female specific (NEC 9999) billets at the E5-E6 level. TSC, Great Lakes is assigned 30 NEC 9999 billets and is currently staffed at 40% (12 personnel). Female specific billets are necessary to ensure NMTIs can perform key tasks and training in female only living areas. Furthermore, the female NMTIs should reflect the proportional gender mix of RTC graduates assigned to TSC, Great Lakes.

Issue Paper A-2 addresses this issue in further detail.

**Recommendation 3. That Commander, Navy Personnel Command (CNPC) review personnel inventory and determine the feasibility of increasing NEC 9999 levels to at least 80% (24**

females) at TSC, Great Lakes. Reference: Total Force Manpower Management System (TFMMS), database.

### *Computer Based Training (CBT)*

During our visit we were provided with course overviews from several schools. During these overviews we assessed the mix of CBT and hands-on training. We found that “A” and “C” Schools at NSGL have course curriculums that provide an appropriate balance of CBT and hands-on training. These courses are not overly reliant on CBT, but rather, CBT is used to prepare students for, and enhance, the hands-on components of their training.



# **FACILITIES, ENVIRONMENTAL, ENERGY CONSERVATION, AND SAFETY AND OCCUPATIONAL HEALTH (SOH)**

## ***Facilities***

Facilities and infrastructure at NSGL and nearby sites are sufficient to support assigned missions. Several of the Recruit Training Command (RTC) facilities are relatively new; however, a number of NSGL's facilities are aging and are a challenge to maintain due to reduced sustainment (ST) and restoration and modernization funding levels. During the NAVINSGEN pre-inspection survey, focus group discussions, and interviews with base leadership, concerns with the performance of heating, ventilation, and cooling (HVAC) systems, and the declining material condition of older facilities were consistently expressed.

## **Facilities Condition**

NSGL facilities have an overall Installation Figure of Merit score of "good" (89 on a 100 point scale) in the Facilities Readiness Evaluation System, the third highest of the Navy's sixty-nine installations. NSGL appropriately prioritizes limited funds for facilities to ensure support of NSGL accession and training missions. NSGL facilities ST funds have declined from approximately 90 percent of the Facilities Sustainment Model in Fiscal Year 2012 (FY12) to approximately 70 percent in FY13 and 55 percent in FY14. Declining ST funds will continue to degrade facility material condition.

## **Heating, Ventilation and Cooling (HVAC) Systems**

A number of area Sailors and civilians commented that NSGL building temperatures were frequently too hot in the warmer months and too cold in the winter. NSGL Public Works personnel are well aware of concerns with HVAC maintenance, repair, and replacement. Public Works noted that Naval Facilities Engineering Command technicians were diligently progressing through a higher-than-normal HVAC service request backlog, due in large part to FY13 sequestration and the October 2013 government shutdown.

## ***Environmental Readiness***

Our inspection included a review of the following aspects of environmental readiness:

- Hazardous material
- Hazardous waste
- Spill prevention
- Storm water
- Drinking water
- Waste water
- Air pollution
- Environmental impact statements
- Environmental assessments
- Categorical exclusions
- Natural and cultural resources requirements for applicability, implementation, and monitoring

The NSGL Environmental Department understands their roles and responsibilities and ensures that their efforts support both mission readiness and environmental compliance. Site visits, document reviews, and staff interviews validated the internal assessments of the team's Environmental Management Systems (EMS), confirming that this organization is successfully executing its responsibilities. We observed no Notices of Violation (NOVs) pending with state or federal regulatory agencies.

### ***Energy Conservation***

NSGL has a strong Energy Program that is meeting or exceeding a number of targets in mandated energy reductions and is actively developing plans to meet all targets and timeliness.

#### **Energy Intensity (Energy consumption divided by square foot area of facilities)**

NSGL is on track to meet the Energy Independence and Security Act (EISA) 2007, 30 percent energy intensity reduction goal by 2015 and achieved an energy intensity reduction of 34 percent as of the first quarter FY14. Similarly, NSGL is on track to meet the 50 percent energy intensity reduction goal by 2020, when the Military Construction (MILCON) P816 Steam Decentralization project and the Energy Savings Performance Contract (ESPC) phase 2 are completed in FY15-17; as mandated by Public Law 110-140, EISA 2007, Executive Order (EO) 13423, and OPNAVINST 4100.5E, Shore Energy Management.

### ***Water Intensity***

NSGL has achieved a water intensity reduction of 9 percent. EO 13423 mandates a 16 percent water intensity reduction goal by 2015. Completion of the MILCON P816 Steam Decentralization project is expected to further reduce water intensity toward the 16 percent target.

### ***Renewable Energy***

NSGL has investigated renewable energy systems through stand-alone projects and ESPCs. NSGL installed a 60 meter data collection tower to determine wind resource availability in 2011 and developed an Energy Conservation Investment Program (ECIP) based on the data collected. NSGL also performed geotechnical evaluations to determine the suitability of ground source heat pumps. Projects developed to date have not proven economical for onsite installation of renewable energy systems, such as photovoltaic (PV) arrays, wind generation, solar domestic water heating, and ground source heat pumps. Wind generation does not appear feasible as evidenced by data from the 100 kilo-watt wind turbine installed by the US Marine Corps Reserve Station at NSGL (payback requirements will not be met). ESPC phase 2 is proposed to provide a 2.2 Megawatt (MW) ground mounted PV system along with ground source heat pumps. Other projects aimed at generating another 100 MW in renewable energy over the next six years are under evaluation for economic suitability. NSGL is applying sound strategies to properly consider economic feasibility and renewable energy targets.

### ***Safety and Occupational Health***

We assessed the following as they pertained to NSGL and tenant commands: Base Operating Support (BOS) Safety funding, safety issues impacting mission performance, issues creating

unsafe conditions and Traffic Safety. Overall, Great Lakes area commands are receiving adequate SOH support.

### **Base Operating Support (BOS) Safety Needs Assessments**

BOS Safety service levels are not being negotiated between NSGL and tenant commands. NSGL is not aware of the totality of its BOS safety support requirements for tenant commands as BOS Safety Needs Assessments are not being consistently completed with tenant commands. Action by both the tenant commands (receivers) and NSGL (supplier) is necessary in order for NSGL to verify and validate BOS safety support requirements. Per CNICINST 5100.3A, Base Operating Support Services, receiving activities are required to submit a BOS Safety Needs Assessment as part of their self-assessment. The supplying activity is required to identify and formally notify all receiving activities not requesting BOS Safety Services of the level and availability of those services. BOS Safety Needs Assessments are labor intensive evolutions that may take 1-5 days to complete and involve significant consultation between a tenant command and the NSGL Safety staff.

**Deficiency 2. Not all tenant commands at NSGL have BOS Safety Needs Assessments on record with NSGL. Reference: CNICINST 5100.3A, paragraph 3b(7)(a) and 3b(7)(b).**

### **NSGL Performance Improvement Plans**

NSGL has conducted and documented annual safety self-assessments, but has not developed performance improvement plans as required by OPNAVINST 5100.23G CH-1 Navy Safety and Occupational Health Program Manual. While identification of potential areas of risk is critical, generating a plan to address, mitigate, or eliminate those risks is the true benefit of the self-assessment process.

**Deficiency 3. NSGL has not developed performance improvement plans to address concerns identified in annual safety self-assessments. Reference: OPNAVINST 5100.23G, CH-1, paragraph 0505b.**

### **Region Safety and Occupational Health Management Evaluations (SOHME)**

An independent SOHME of NSGL has not been conducted by the prior Immediate Superior in Command (ISIC), CNRMW during the past three years. SOHMEs are required at a minimum of every three years to evaluate mishap prevention efforts, assess activity self-assessment programs, review compliance with all applicable law, regulation, and policy, and evaluate mishap trends per OPNAVINST 5100.23G CH-1, Section 0904.

**Deficiency 4. An independent Safety and Occupational Health Management Evaluation of NSGL has not been conducted within the past 3 years. Reference: OPNAVINST 5100.23G CH-1, Section 0904.**

### **Recreational Off-Duty Safety (RODS) and Traffic Safety Manager Designations**

At the time of our visit, a RODS Program Manager and Traffic Safety Program Manager for NSGL had not been designated in writing as required by OPNAVINST 5100.25C, Navy Recreation and Off-Duty Safety Program and OPNAVINST 5100.12J, Navy Traffic Safety Program.

**Deficiency 5. NSGL had not designated a RODS Program Manager or Traffic Safety Program Manager in writing. References: OPNAVINST 5100.25C paragraph 5e(5); OPNAVINST 5100.12J paragraph 5i(4).**

### ***Barracks***

NSGL and RTC Barracks managers demonstrated exceptional oversight of barracks assignment and maintenance processes. We found the barracks to be in overall good condition.

### **Student Housing Standard**

A Housing Assessment Survey completed in FY12 determined that only 1,710 student housing spaces at NSGL meet the CNO Student Housing Standard for space and privacy in accordance with CNO NAVADMIN 072/12, Interim Change to OPNAVINST 5009.1, Responsibility for Navy Housing and Lodging Programs of 11 March 2012. This housing is for students attending “A” and “C” Schools. With a total steady-state student housing requirement of 4,565 bed spaces, there are 2,855 bed spaces that do not meet the CNO Student Housing Standard. A long term Request for Exception to Policy for Assignment of Students in Unaccompanied Housing was recently approved by OPNAV N46 through the end of FY22 (Ser N46/14U133291 of 25 July 2014 refers).

### ***Public Private Venture (PPV) Family Housing***

Family Housing in Great Lakes is provided by a limited partnership between the U.S. Navy and Forest City Military Communities as a Public Private Venture (PPV). Forest City maintains 1,400 family housing units of various ages and sizes in six different neighborhoods.

Several Sailors and spouses expressed dissatisfaction with PPV housing during focus group discussions and in response to our online survey. Concerns included: crime at Nimitz and North Forrestal housing areas, lack of support for families in the Exceptional Family Member Program (EFMP), poor housing quality, and perceived indifference of management to tenant concerns.

After a careful review of PPV documents, onsite interviews with housing management, and inspection of a number of units across all of the housing areas (including units just recently vacated and not yet refurbished by PPV management) we determined that PPV housing is being properly managed in accordance with the contractual agreement by a team that is responsive to tenant needs (including families in the EFMP), and is in overall good material condition.

Nimitz and North Forrestal housing areas are adjacent to North Chicago which has a higher crime rate than other local communities. The PPV management has a contract with the North Chicago Police Department to provide police protection in these two housing areas.

# SECURITY PROGRAMS AND CYBERSECURITY/TECHNOLOGY

## *Security Force Manning*

At the time of our Area Visit, NSGL had 74 assigned security force personnel. This is 65 percent (74/114) of Mission Profile Validation-Protection (MPV-P) and 110 percent of the CNIC FY15 Operations Plan manning level (74/67), which was approved by Office of the Chief of Naval Operations, Director, Shore Readiness (OPNAV N46). b7e [REDACTED]

Over the past three years, the NSGL security force b7e [REDACTED]

**Recommendation 4.** That Commander, Navy Region Mid-Atlantic work with CNIC Human Resources Office (HRO), Norfolk, to develop an effective way to handle personnel unable to perform their security force duties in accordance with 5 USC Chapter 43 and Civilian Human Resources Manual SC 1606.

As a result of the NSGL security force manning levels addressed above, we observed that NSGL b7e [REDACTED] The NSGL Commanding Officer is well aware

b7e [REDACTED]

## **Automatic Vehicle Gates (AVGs)/Automatic Pedestrian Turnstiles (APTs)**

In 2014, CNIC reduced funded security billets at NSGL by 13 full time equivalent (FTE) personnel due to the installation of numerous AVGs and APTs. The FTE reduction was implemented in anticipation of a reduced security force workload with the installation of automated gates.

b7e [REDACTED]

NAVINSGEN observed b7e [REDACTED]

[REDACTED] We recommend that b7e [REDACTED]

A separate study conducted by the Department of Defense Inspector General (DoDIG)

found that “DoD did not realize potential cost efficiencies associated with standardization when procuring PACS [Physical Access Control Systems],” and that “the Services spent approximately \$35 million to procure and field noncompliant physical access control equipment that need replacing or upgrades” (see DoDIG report 2012-122). The Navy is already addressing its procurement and installation of automated PACS in response to DoDIG findings.

### Aggregate Response Time Metric

NSGL fire and emergency forces are required to respond to an emergency call from anywhere on the base within an aggregate average response time of 7 minutes or less in accordance with DoDI 6055.06, DoD Fire and Emergency Services (F&ES) Program (Enclosure 3, Table E3.T1.). This 7 minute response time must be met at a greater than or equal to 90% occurrence rate when averaged over a period of time, normally a month. When measuring all response times in any given month, NSGL is meeting this standard. b7e

[Redacted]

- b7e [Redacted]
- b7e [Redacted]

Fire and Emergency response teams b7e [Redacted] Per NSGL Fire and Emergency leaders, response times in areas b7e [Redacted]

### Insider Threat

NAVINGEN assesses that b7e [Redacted] In such a scenario, NSGL can b7e [Redacted]

NSGL’s ability to respond b7e [Redacted]

- b7e [Redacted]

- b7e [REDACTED]
- Conducting [REDACTED]
- Establishing an [REDACTED]

NSGL has been actively seeking such an MOU with the NCPD but had been unsuccessful to date in securing an agreement with them.

A best practice observed in b7e [REDACTED] This includes [REDACTED]

Issue Paper A-4 addresses this issue in further detail.

### *Emergency Management Plan*

The NSGL Emergency Management Plan was not up to date to reflect current Regional guidance and the [REDACTED]. At the time of our Area Visit, we observed the NSGL EOC in the process of [REDACTED]. However, the Emergency Management Plan had not been updated to reflect new CNRMA requirements nor new [REDACTED]. Additionally, there was no [REDACTED]. As a result, the effectiveness of the emergency management program cannot be assessed until [REDACTED].

**Deficiency 6.** The NSGL Emergency Management Plan is not up to date to reflect current Regional guidance and [REDACTED]. Reference: OPNAVINST 3440.17, Navy Installation Emergency Management Program, Enclosure 1, paragraph 8 (EM Standard 7: Planning).

**Recommendation 5.** Appropriate training be conducted in the [REDACTED] and a [REDACTED]

## **RESOURCE MANAGEMENT, QUALITY OF LIFE, AND COMMUNITY SUPPORT**

The Resource Management, QOL, and Community Support Team assessed 18 areas and programs. The findings below reflect responses from survey respondents, onsite focus group participants, document review, facility site visits, and face-to-face personnel interviews.

The following programs and functions are well-administered and contribute to overall QOL:

- Morale, Welfare, and Recreation Programs
- Navy College Programs/Education Services
- Religious Support
- Military and Family Support Center
- Sexual Assault Prevention and Response
- Suicide Prevention
- Equal Employment Opportunity
- Command Managed Equal Opportunity
- Navy Alcohol and Drug Abuse Prevention
- Hazing Policy Training and Compliance
- Base Legal Support
- Voting Assistance
- Commissary
- Navy Exchange
- Child Youth Programs/Child Development Centers/Child Development Homes
- Navy Galleys
- Medical/Dental Support

Commissaries, Navy Exchanges, Child Development Centers/Child Development Homes (CDCs/CDHs), galleys, and medical and dental activities at NSGL adequately support their communities.

### ***Military and Family Support Center Family Advocacy Program (MFSC FAP)***

Some events involving service members or their families that would constitute domestic violence as defined by Department of the Navy (DON) standards are not being reported by local civilian law enforcement officials to the NSGL Commanding Officer, NSGL law enforcement, the NSGL MFSC Family Advocacy Representative or Family Advocacy Program Manager. As required by OPNAVINST 1752.2B, Family Advocacy Program, Commanding Officer, NSGL, in coordination with NCIS, is attempting to establish an MOU with local law enforcement to ensure that they share information regarding domestic violence and child abuse pertaining to area service members and their families. Local law enforcement officials have not yet established a MOU, but the Commanding Officer, NSGL, anticipates having a MOU signed in the near future.



**Recommendation 6.** NSGL NCIS and Commanding Officer, NSGL continue efforts to establish a formal MOU between local law enforcement and NSGL law enforcement to ensure that all instances of off base domestic violence are consistently reported to CO, NSGL, and NSGL FAP. References: DoDD 6400.06, CH-1, paragraph 6.1.5; SECNAVINST 1752.3B, paragraph 8i; OPNAVINST 1752.2B, paragraph 9e (1), (3), & (5).

### *National Agency Checks with Inquiries (NACI) Background Checks*

As of 20 August 2014, NACI background checks on 122 NSGL Non-Appropriated Fund (NAF) employees have not been: (1) initially completed if they are a new NAF employee, (2) periodically updated if they are a NAF employee nearing the end of a current NACI periodicity or, (3) periodically updated if they are a NAF employee with an out of periodicity NACI. These personnel work for NSGL Morale, Welfare and Recreation (MWR), MFSC, Navy Gateway Inns and Suites, or CYP. All personnel undergoing initial NACIs have been properly cleared to have unescorted base access while the NACIs are being completed (based on a favorable Federal Bureau of Investigation fingerprint check) in accordance with Directive Type Memorandum (DTM) 09-12, CH-3, "Interim Policy Guidance for DoD Physical Access Control" dated 19 March 2013.

**Recommendation 7.** NSGL Commanding Officer implement a plan to reduce and minimize the NAF employee NACI background check backlog.

### *Medical/Dental Support*

We assessed medical and dental support to DoD beneficiaries in the Great Lakes area through our online survey, focus groups, interviews and roundtables with senior leadership, and tours of the Captain James A. Lovell Federal Health Care Center (FHCC) primary facility in North Chicago and the four medical and/or dental clinics on NSGL. In addition, various reports and briefs related to the integration of the Veterans Affairs (VA) and DoD facilities, such as those of the Government Accountability Office (GAO) and the Institute of Medicine (IOM), were reviewed.

In the fourth year of a demonstration project as an integrated VA/DoD Federal health care facility, Lovell FHCC is meeting Navy Medicine access and quality standards in providing medical and dental support to Active Duty Sailors, their families, and other DoD beneficiaries. FHCC, through primarily Navy-run local Branch Health Clinics on NSGL as well as the more-integrated North Chicago parent facility, is responsive to the unique requirements of RTC and TSC.

We did not inspect FHCC, but we note from our discussions with Navy personnel that there are several aspects of the demonstration project that remain frustrating to them. Inefficiencies of information system duplication (including but not limited to electronic health records), times of cultural discord among the mixed VA-DoD staff, shared governance growing pains, and delays in establishing data and performance metric standards have combined to make progress difficult. These and other elements of the integration have reached an improving trajectory over the last two years. To their credit, FHCC staff, both DoD and VA, have done a remarkable job of keeping these issues from reaching the patient bedside, whether veteran or DoD beneficiary.

## ***Sexual Assault Prevention and Response (SAPR)***

Our engagement with NSGL and tenant commands, interviews and focus group discussions with Sailors and Navy civilians confirmed that: (1) area leaders are committed to maintaining an environment free of sexual assault (SA) and (2) victim care in the area is good. Additionally, our engagement with RTC SAPR program key leaders and recruits confirmed that the recruits are receiving required SAPR training.

### **NSGL Sexual Assault Case Management Group (SACMG)**

NSGL SACMG meetings are attended by individuals who are not required members and do not have a need to know regarding sexual assault (SA) case details. Such extraneous members included base security personnel, Command Data Collection Coordinators (DCC), SAPR Points of Contact (SAPR POC), and Command Liaisons (CL) not associated with cases being discussed by the SACMG.

### **Command SAPR Responsibilities**

Area SARCs have established a practice whereby the DCC, SAPR POC, and CL are inappropriately inserted in the command SA reporting processes and make decisions regarding victim services to include Commanding Officer notification of SA and expedited transfer of SA victims. The DCC, SAPR POC, and CL should not be involved with victim services as these positions are an administrative reporting and educational arm of the SAPR program for the Commanding Officer. It is solely the Sexual Assault Response Coordinator's (SARC) responsibility to report SA incidents to the Commander or Installation Commander per DoDI 6495.02 CH-1, Sexual Assault Prevention and Response (SAPR) Program Procedures and SECNAVINST 1752.4B, Sexual Assault Prevention and Response.

### **Key SAPR Personnel Training**

Training for key SAPR personnel is incorrectly combined by NSGL SARCs. SARCs are required to teach the following courses (with requisite hours) to assigned command representatives:

- SAPR Victim Advocate (VA) (40 hrs)
- Data Collection Coordinator (DCC) (2 hrs)
- SAPR POC (4 hrs)
- Command Liaison (CL) (8 hrs)

Each of these courses has separate and distinct training requirements. NSGL SARCs have incorporated the DCC, SAPR POC, and CL training courses into the SAPR VA course. As a result, anyone appointed to fill any of these positions receives the same training. The unintended consequence of this combined training is that the roles and responsibilities of key SAPR personnel become blurred at area commands. Additionally, this combined training does not meet the required hours of separate training for the individual courses. No waiver is in place and CNIC has not authorized the incorporation of the training into one 40-hour requirement. Per DoDI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures and DTM 14-001, "Defense Sexual Assault Advocate Certification Program (D-SAACP)" dated 14 January 2014, the SAPR VA training is specific and has rigid requirements to ensure SAPR VAs are trained to meet D-SAACP standards.

### **Recruit Training Command (RTC) Watchstander/Duty Officer Proficiency Training**

RTC did not conduct formal watchstander and Duty Officer training to ensure proper response procedures were in place for watchstanders to respond to SA reports per SECNAVINST 1752.4B. Watchstanders received the SAPR General Military Training, but not focused watchstander training. Focused watchstander training ensures readiness to respond appropriately in the event of a SA incident.

### **RTC 24/7 SAPR Duty Phone**

RTC SAPR VAs did not carry SAPR duty phones at all times as required per DoDI 6495.02, Enclosure (6) paragraph 1g; SECNAVINST 1752.4B, Enclosure (3) paragraph 2c(1) & Enclosure (5) paragraph 2; and OPNAVINST 1752.1B, paragraph 8b(1). The VAs were not bringing the duty phones into areas where personal cell phones were prohibited. The duty phone was left unattended in common areas. Both of these issues were immediately corrected by RTC leadership during the inspection.

### **RTC Expedited Transfer Process**

Expedited transfer packages at RTC are not currently forwarded to Commander, Navy Personnel Command, Post Selection Board Matters and Security Branch (PERS 833) for retention per MILPERSMAN 1300-1200.

**Deficiency 7.** NSGL SACMG meetings are attended by individuals (e.g., base security personnel, Command DCCs, SAPR POCs, and CLs) that are not required and do not have a need to know specific SA case details. References: DoDI 6495.02 CH-1, Enclosure (9)1c & d; and SECNAVINST 1752.4B, Enclosure (9)1c & d.

**Deficiency 8.** NSGL area SARCs have established a practice whereby command DCCs, SAPR POCs, and CLs are inappropriately inserted into command SA reporting processes and allowed to make decisions regarding victim services (e.g., CO notification of SA and expedited transfer of SA victims). References: DoDI 6495.02 CH-1, Enclosure (4), paragraph 4a & b, Enclosure (5), paragraph 5b & Enclosure (6), paragraph 1; and SECNAVINST 1752.4B, Enclosure (5), paragraph 6b & Enclosure (6), paragraph 1h(5) & (6).

**Deficiency 9.** Training for key SAPR Personnel is being incorrectly combined by NSGL area SARCs into the SAPR VA course. References: DoDI 6495.02 CH-1, Enclosure (5), paragraph 3c(5), Enclosure (6) 2a(1); and DTM 14-001, "Defense Sexual Assault Advocate Certification Program (D-SAACP)" dated 14 January 2014.

**Deficiency 10.** RTC watchstander and Duty Officer training was not being conducted to ensure watchstander ability to properly respond to reports of sexual assault. References: SECNAVINST 1752.4B, Enclosure (5), paragraph 3a & Enclosure (10), paragraph 2d; OPNAVINST 1752.1B, Enclosure (4); and The Commander's Sexual Assault Response Protocols for Unrestricted Reports of Sexual Assault (SAPR Policy Toolkit, [www.sapr.mil](http://www.sapr.mil)).

**Deficiency 11.** RTC SAPR Victim Advocates (VAs) did not carry SAPR duty phones at all times. References: DoDI 6495.02, Enclosure (6), paragraph 1g; SECNAVINST 1752.4B, Enclosure (3), paragraph 2c(1) & Enclosure (5), paragraph 2; and OPNAVINST 1752.1B, paragraph 8b(1).

**Deficiency 12.** Expedited transfer packages are not being forwarded to PERS 833 for retention per MILPERSMAN 1300-1200.

**Recommendation 8.** In addition to specific watchstander and Duty Officer training, recommend RTC implement focused response protocols and prepared SAPR checklists that can be placed in the watchstander binder to aid watchstanders in responding to reports of SA.

### *Suicide Prevention*

#### **Recruit Training Command (RTC) Watchstander/Duty Officer Proficiency Training**

Watchstander and Duty Officer training was not being conducted to ensure proper crisis response protocols were in place for watchstanders to respond to suicide-related calls in accordance with OPNAVINST 1720.4A, Suicide Prevention Program and as described in the Commanding Officer's Suicide Prevention and Response Toolbox ([www.suicide.navy.mil](http://www.suicide.navy.mil)).

#### **Military and Civilian Training**

Suicide prevention training was not being conducted at NSGL headquarters staff for civilian and full-time contractor personnel in accordance with OPNAVINST 1720.4A.

**Deficiency 13.** RTC watchstander and Duty Officer training was not being conducted to ensure proper crisis response to suicide-related behavior calls and reports. References: OPNAVINST 1720.4A, paragraphs 5b, 5c and 6h(1) and Enclosure (3).

**Deficiency 14.** Suicide prevention training was not conducted at NSGL headquarters staff for civilian and full-time contractor personnel. References: OPNAVINST 1720.4A, paragraph 5a(1), 6h(3), and Enclosure (3)1.

**Recommendation 9.** In addition to specific watchstander and Duty Officer training, recommend RTC implement focused response protocols and prepared Suicide Prevention checklists that can be placed in the watchstander binder to aid watchstanders in properly handling suicide related calls. Reference: Commanding Officer's Suicide Prevention and Response Toolbox, Tab A & D, ([www.suicide.navy.mil](http://www.suicide.navy.mil)).

## SENIOR ENLISTED ENGAGEMENT

The NAVINSGEN Command Master Chief engaged various enlisted leadership groups, from the most junior to senior, as well as family members to include hosting a luncheon with Command Ombudsmen within the region. The Sailors and families' focus group discussions indicated that adequate services were provided to support them within the region. Various sites were visited to inspect barracks, tour PPV housing, visit the liberty center, and utilize the gyms as well as the galley and other miscellaneous sites to gauge quality of life conditions.

A separate meeting was held with local command career counselors to get a sense of the career management programs throughout the region. It was a general sense that Sailor career management programs were established throughout the region and most senior enlisted leaders were engaged with the career development board process. Deputy Naval Inspector General and Command Master Chief hosted a luncheon with a very dynamic and dedicated group of ombudsmen who represented family concerns very well.

The top concerns shared were:

- PPV assignments and prioritization policy,
- PPV slow maintenance response time, and
- The poor quality of local public schools in the vicinity of Great Lakes

Overall assessment is that foundational programs were established to support Sailors' career development and adequate services were provided to support families throughout the region. Sailors displayed sharp uniform appearance, outstanding military bearing and exhibited behavior consistent with good order and discipline. Senior enlisted leaders were abreast of challenges presented by junior Sailors and were actively involved with necessary actions to resolve them to the extent possible.

# Appendix A: Issue Papers

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## SUMMARY OF ACTIONS

Issue Papers that follow require responses to recommendations in the form of Implementation Status Reports (ISRs). If you are an Action Officer for a staff listed in Table A-1, please submit ISRs as specified for each applicable recommendation, along with supporting documentation, such as plans of action and milestones and implementing directives.

- Submit initial ISRs using OPNAV Form 5040/2 no later than 1 February 2015. Each ISR should include an e-mail address for the action officer, where available. This report is distributed through Navy Taskers. ISRs should be submitted through the assigned document control number in Navy Taskers. An electronic version of OPNAV Form 5040/2 is added to the original Navy Tasker Package along with the inspection report, upon distribution.
- Submit quarterly ISRs, including "no change" reports until the recommendation is closed by NAVINSGEN. When a long-term action is dependent upon prior completion of another action, the status report should indicate the governing action and its estimated completion date. Further status reports may be deferred, with NAVINSGEN concurrence.
- When action addressees consider required action accomplished, the status report submitted should contain the statement, "Action is considered complete." However, NAVINSGEN approval must be obtained before the designated action addressee is released from further reporting responsibilities on the recommendation.
- NAVINSGEN point of contact for ISRs is **b7c**  
[REDACTED]

**Table A-1.** Action Officer Listing for Implementation Status Reports

<b>COMMAND</b>	<b>RECOMMENDATION NUMBER(S) XXX-14</b>
NETC	032
CNPC	033
CNIC	034, 035, 036
NSGL	037, 038, 039

**ISSUE PAPER A-1: CONFLICTING GUIDANCE BY COMMANDER, NAVAL EDUCATION AND TRAINING COMMAND (NETC) REGARDING FORMAL PHYSICAL TRAINING (PT) FOR STUDENTS**

References: (a) OPNAVINST 6110.1J, Physical Readiness Program, 11 Jul 11  
(b) NETCINST 1500.11, Navy Military Training Program, 6 Oct 11  
(c) NAVEDTRA 135C, Navy School Management Manual, 16 Mar 10

Issue: NETC is providing conflicting guidance regarding execution of formal PT for students undergoing training.

Background: OPNAVINST 6110.1J, Physical Readiness Program, paragraph 6d(7), tasks NETC to establish a physical fitness program at all schools, regardless of duration. NETCINST 1500.11, Navy Military Training Program, implements this policy by requiring all training commands to schedule and complete a minimum of three staff led one-hour periods of physical exercise per week. NAVEDTRA 135C, Section 8 requires students and staff to participate in physical training as part of Navy Military Training. However, NAVEDTRA 135C, Section 6.8 does not allow PT to be considered in the NETC instructor manpower requirements determination process unless a requirement exists in the course master schedule (CMS) for a particular class.

Discussion: NAVEDTRA 135C, Section 6.8 conflicts with NAVEDTRA 135C, Section 8, NETCINST 1500.11 and OPNAVINST 6110.1J. NAVEDTRA 135C, Section 6.8 does not allow PT to be considered in the NETC instructor manpower requirements determination process unless a requirement exists in the CMS for a particular class. If not allowed to consider mandatory PT requirements in manpower requirements determinations, some NETC schools may become under resourced to accomplish their training mission.

Recommendation: 032-14. That NETC, review references (a), (b), and (c) and update reference (c) to provide consistent guidance regarding physical training for school students.

NAVINGEN POC:

b7c  
[REDACTED]  
[REDACTED]  
[REDACTED]

**ISSUE PAPER A-2: ASSIGNMENT OF FEMALE (E5-E6) AT TRAINING SUPPORT CENTER, GREAT LAKES**

References: (a) Total Force Manpower Management System (TFMMS), database  
(b) OPNAVINST 1300.17B, Assignment of Women in the Navy, 27 May 2011

Issue: Training Support Center (TSC), Great Lakes is under-resourced in female specific (NEC 9999) billets at the E5-E6 level.

Background: TSC, Great Lakes is currently assigned 30 female specific (NEC 9999) billets for ranks E5-E6 per reference (a). As of 4 October 2014, reference (a) shows a total of 12 of 30 (40%) females assigned to NEC 9999 billets at TSC, Great Lakes. Ten are currently at the E5-E6 level and 2 are E7s (promoted during tour).

Discussion: NEC 9999 coded billets are primarily designated for Navy Military Training Instructors (NMTIs) at TSC, Great Lakes. NMTIs perform an essential sailorization function for thousands of apprentice level (“A” School) students following their initial accession training at Recruit Training Command (RTC), Great Lakes. Female specific billets are necessary to ensure NMTIs can perform key tasks and training in female only living areas. Furthermore, the female NMTIs should reflect the proportional gender mix of RTC graduates assigned to TSC, Great Lakes.

Recommendations: 033-14. That Commander, Navy Personnel Command (CNPC) review references (a) and (b) and determine the feasibility of increasing NEC 9999 levels to at least 80% (24 females) at TSC, Great Lakes.

NAVINGEN POC: b7c [REDACTED]  
[REDACTED]  
[REDACTED]



**ISSUE PAPER A-3: REDUCTION IN FULL-TIME EQUIVALENT (FTE) PERSONNEL IN COORDINATION WITH AUTOMATIC VEHICLE GATES (AVG)/AUTOMATIC PEDESTRIAN TURNSTILES (APT)**

Issue: Naval Station Great Lakes (NSGL) security force manning was reduced by 13 FTEs due to installation of AVGs and APTs. b7e [REDACTED]

Background: In FY14, Commander, Navy Installations Command (CNIC) reduced the funded security billets at NSGL by 13 FTEs due to installation of numerous AVGs/APTs. b7e [REDACTED]

Discussion: b7e [REDACTED]

Manning reductions have occurred across the enterprise as well due to installation of AVGs/APTs on other installations. b7e [REDACTED]

[REDACTED]

[REDACTED] NSGL is meeting the aggregate response time metric for the base as a whole.

Recommendations: 034-14. That CNIC restore 13 FTEs to NSGL [REDACTED] b7e

035-14. That CNIC restore all FTE [REDACTED] b7e

NAVINGEN POC: [REDACTED] b7c

**ISSUE PAPER A-4: INSIDER THREAT (ACTIVE SHOOTER) RESPONSE** [REDACTED]

References: (a) NTTP 3-07.2.3, Law Enforcement and Physical Security, August 2011

Issue: Naval Station Great Lakes (NSGL) would [REDACTED]

Background: In an active shooter incident [REDACTED] NSGL can meet the minimum NTTP 3-07.2.3 standard of having a two person Contact Team on scene within 15 minutes. [REDACTED]

Discussion: The NSGL base is separated into two distinct parts, separated by a roadway in civilian jurisdiction. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] In the event of an active shooter, [REDACTED]

- With both [REDACTED]
- With [REDACTED]

NSGL is actively working to formalize a [REDACTED] NSGL Security Department has an informal working relationship with the North Chicago Police Department (NCPD). NSGL Security Department understands that North Chicago Police Department agrees to provide assistance to NSGL in the event of an on-base emergency. An MOU would formalize this agreement and enable NSGL and local law enforcement to develop contingency plans, verify communication interoperability, and conduct table top and live drills.

Recommendations: 036-14. That Commander, Navy Installation Command (CNIC) evaluate NSGL's ability to counter an active shooter incident, b7e [REDACTED] implement corrective actions necessary to ensure NSGL has the required personnel and training to counter an active shooter.

037-14. That NSGL continue to pursue an MOU with North Chicago Police Department to formalize their support to NSGL in the event of an on base emergency.

038-14. That prior to establishing an MOU with local law enforcement, NSGL develop a response plan and conduct an exercise for active shooter b7e [REDACTED] Identify shortfalls from the exercise and ascertain desired support levels from local law enforcement to be addressed in the MOU.

039-14. That once an MOU is established, a series of exercises be conducted for an active shooter scenario that culminates in an integrated full scale exercise.

NAVINGEN POC:

b7c [REDACTED]  
[REDACTED]  
[REDACTED]

# Appendix B: Summary of Key Survey Results

## PRE-EVENT SURVEY

In support of the NSGL Area Visit held 6-15 August 2014, NAVINSGEN conducted an anonymous online survey of active duty military and DON civilian personnel from 27 May 2014 to 27 June 2014. The survey produced 709 respondents (437 military, 272 civilian). According to reported demographics the sample represented the NSGL workforce with a 5 percent margin of error at the 99 percent confidence level. Selected topics are summarized in the sections below. A frequency report is provided in Appendix D.

### Quality of Life (QOL)

QOL was assessed using a scale from 1 to 10, where 1 is worst and 10 is best. The overall NSGL average quality of work life (QOWL), 6.12 was comparable to our 5-year area visit average, 6.32 (Figure. B-1). The average military QOWL, 6.44 was higher than the civilian QOWL, 5.60. The overall NSGL average quality of home life (QOHL), 6.54 was lower than our area visit average, 7.16 (Figure. B-2), which was driven by a lower average military QOHL, 6.16, compared to civilian QOHL, 7.11.

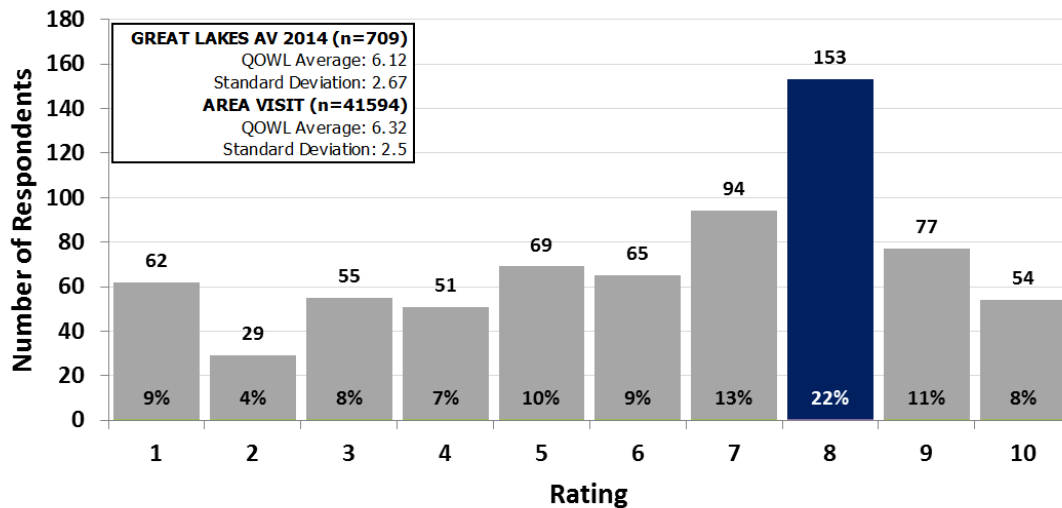


Figure. B-1. Distribution of quality of work life ratings from the pre-event survey. The x-axis lists the rating scale and the y-axis represents the number of survey respondents. Response percentages for ratings are shown at the base of the bar. Counts for each rating are shown above each bar. The most frequent rating is shown in blue.

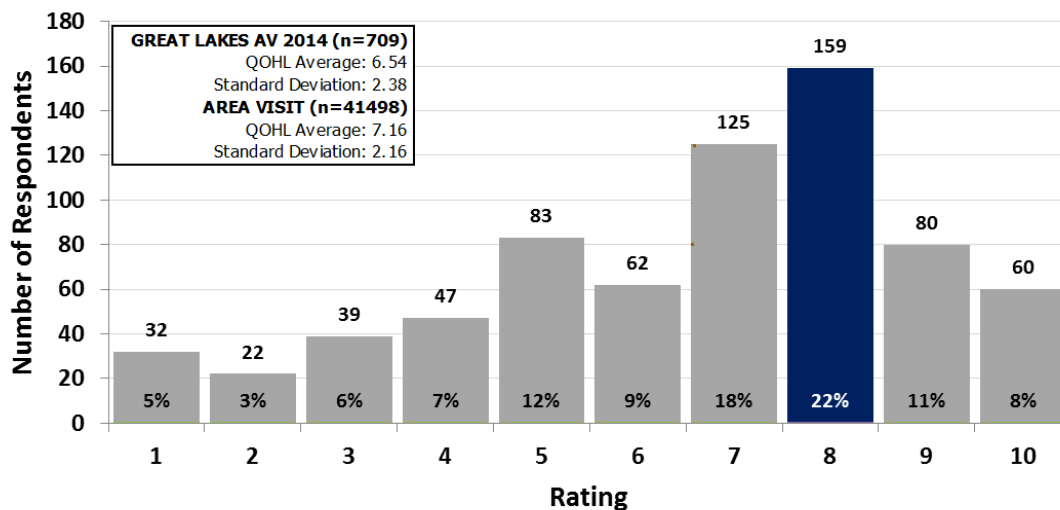


Figure. B-2. Distribution of quality of home life ratings from the pre-event survey. The x-axis lists the rating scale and the y-axis represents the number of survey respondents. Response percentages for ratings are shown at the base of the bar. Counts for each rating are shown above each bar. The most frequent rating is shown in blue.

The perceived impact of selected factors on QOWL life rating is summarized in Table B-1. Factors of potential concern were identified by distributional analyses, where 20 percent negative responses served as a baseline. Several of the factors produced response rates that were significantly higher than 20 percent (Leadership Opportunities, Advancement Opportunities, Awards and Recognition, Command Morale, Command Climate, and Quality of Workplace Facilities). Factors identified as having a negative impact on QOWL rating were different between military-civilian and male-female subgroups (Table B-2).

The perceived impact of selected factors on QOHL life rating is summarized in Table B-3. Factors of potential concern were identified by distributional analyses, where 20 percent negative responses served as a baseline. Percentages in Table B-3 that are either significantly higher or lower than 20 percent are shown in bold text. Cost of Living was higher than 20 percent. This sentiment was echoed in a different series of questions to military respondents when assessing positive, neutral, or negative impacts on rating the overall satisfaction with their dwelling: Respondents living in PPV (30 percent); purchased (30 percent) and rented (36 percent) dwellings (Appendix D), indicated that affordability of the dwelling had a negative impact on their satisfaction rating. Respondents living in PPV (31 percent); purchased (43 percent) and rented (47 percent) dwellings also indicated that “within the BAH amount” had a negative impact on their satisfaction rating. Quality of the School for Dependent Children was also perceived as a negative impact on QOHL rating for 28 percent of active duty respondents (not shown in Table B-3). Forty-seven percent of military respondents who reported that they reside in PPV housing indicated that the school system has a negative impact on the rating of their dwelling (Appendix D). In addition, 41 percent of military respondents who reported that they reside in PPV housing indicated that safety and security also had a negative impact on their dwelling rating.

**Table B-1.** Impact of Factors on Quality of Work Life Rating

<b>Factor</b>	<b>Negative</b>	<b>Other</b>
Job satisfaction	19%	81%
Leadership support	24%	76%
Leadership opportunities	<b>27%</b>	73%
Length of workday	17%	83%
Advancement opportunities	<b>34%</b>	66%
Training opportunities	22%	78%
Awards and recognition	<b>26%</b>	74%
Command morale	<b>31%</b>	69%
Command climate	<b>26%</b>	74%
Quality of workplace facilities	<b>33%</b>	67%

Notes. Perceived impact of factors on quality of work life rating based on negative versus aggregate positive and neutral (Other) responses. Negative values in bold are significantly greater than 20%.

**Table B-2.** Differences in the Perceived Negative Impact of Factors on Quality of Work Life Rating as a Function of Subgroup

<b>Factor</b>	<b>Military</b>	<b>Civilian</b>	<b>Male</b>	<b>Female</b>
Leadership support	16%	35%	19%	36%
Leadership opportunities	17%	43%	23%	37%
Advancement opportunities	20%	56%	27%	49%
Training opportunities	12%	37%	-	-
Awards and recognition	15%	44%	-	-
Command morale	22%	44%	25%	44%
Command climate	17%	39%	-	-
Quality of workplace facilities	26%	44%	-	-

Notes. Percentages of negative responses between military-civilian and male-female subgroups in the identification of factors that have a negative impact on quality of work life rating.

**Table B-3.** Impact of Factors on Quality of Home Life Rating

Factor	Negative	Other
Quality of your home	<b>12%</b>	88%
Quality of the school for dependent children	24%	76%
Quality of the childcare available	<b>11%</b>	89%
Shopping & dining opportunities	<b>12%</b>	88%
Recreational opportunities	<b>11%</b>	89%
Access to spouse employment	<b>14%</b>	86%
Access to quality medical/dental care	<b>13%</b>	87%
Cost of living	<b>51%</b>	49%

Notes. Perceived impact of factors on quality of home life rating based on negative verses aggregate positive and neutral (Other) responses. Negative values in bold are significantly less or greater than 20%.

### *Area Command Climate*

Table B-4 lists aggregate strongly agree and agree response percentages to survey questions addressing perceived job importance, and whether fraternization, favoritism, gender/sex discrimination, sexual harassment, or hazing occurs at commands within NSGL. Area Visit percentages over a 5-year period are shown for comparison. Excepting job importance, lower values are “better.”

- Perceived job importance at NSGL was lower than the 5-year area visit average.
- Perceived occurrence of fraternization, gender/sex discrimination, sexual harassment, and race discrimination at NSGL were lower than area visit average.

**Table B-4.** Perceived Job Importance and Occurrence of Behaviors Assumed to Impact Command Climate

Question Topic	GREAT LAKES	Area Visit
Job Importance	<b>80%</b>	88%
Fraternization	<b>15%</b>	22%
Favoritism	35%	39%
Gender/Sex Discrimination	<b>10%</b>	21%
Sexual Harassment	<b>6%</b>	10%
Race Discrimination	<b>6%</b>	20%
Hazing	5%	5%

Notes. Aggregate strongly agree and agree response percentages for selected command climate topics. Area Visit percentages from FY10-14. Excepting Job Importance, lower percentages are “better.” Bold values indicate a significantly higher or lower percentage than Area Visit.



# **Appendix C: Summary of Focus Group Perceptions**

## **METHOD**

On 6-9 August 2014 the NAVINSGEN conducted a total of 21 focus groups at NSGL, eight with various groupings of active duty military ranks, five with various groupings of DON civilian grades, three with groupings of enlisted or officer spouses, three with groupings of officer or enlisted reserve, one with Sailors in the Temporary Holding Unit (THU) at RTC, and one with post Battle Stations 21 (BST-21) Sailors at RTC. There were a total of 104 focus group participants; 30 active duty military, 17 civilians, six spouses, 20 reserve members, 22 THU, and nine post BST-21. Each focus group was scheduled for one hour and consisted of one facilitator, two note takers and, in some cases, observers. The facilitator followed a protocol script: (a) focus group personnel introductions, (b) brief introduction to the NAVINSGEN mission, (c) privacy, Whistleblower statutes, and basic ground rules, (d) participant-derived list of region or cross-cutting Navy topics perceived to impact quality of life or the mission, and (f) subsequent refinement and discussion of participant-derived topics with an emphasis on understanding the perceived impact. Focus groups at Recruit Training Command (THU, post BST-21) followed an open format after (c) to explore their experiences during boot camp. Note takers transcribed focus group proceedings, which were subsequently coded in a spreadsheet database to determine the total number of focus groups in which the same or comparable topic and its perceived impact were discussed.

## **RESULTS**

Focus groups topics that were perceived to have the greatest impact on quality of life or the mission for active duty military, civilian, and spouses are listed in Table C-1. For example, all five civilian focus groups expressed that the Organizational Structure—the disestablishment of NRMW and shifting regional control to NRMA, had major impacts on quality of life and the mission. Military and spouse focus groups most often expressed that PPV Housing had major or moderate impacts on quality of life. Medical was the next most frequently cited topic in which military and spouse focus groups expressed major or moderate impacts on quality of life, followed by School System. It is important to note that topics listed in Table C-1 and others described below may not be mutually exclusive.

**The following sections provide topic summaries of perceptions expressed by focus group participants.**

### ***Organizational Structure***

Transition from NRMW to NRMA was expressed by all civilian focus groups as disorganized; the execution plan was not clearly articulated by the gaining Region. Civilian focus group participants expressed various negative impacts on both mission and quality of life such as: dual-hatted administrative requirements during the transition as a result of new processes imposed by the gaining region, poor communication and management of the Reduction in Force (RIF), long standing vacancies caused by the RIF, hiring freeze (recently lifted), lack of

support from the Office of Civilian Human Resources, unclear chains of command exacerbated by the departure of personnel, increased workloads, and elevated workplace stress.

One civilian focus group reported that when NRMW was notified in August 2013 of the change in organizational structure, N1 and Human Resources were the first codes to go away. According to several focus group participants, CNIC never picked up the HR function, resulting in a cascade of negative HR outcomes including failure to use the PPP when they could have. This demonstrated a lack of concern for employees: “They don’t owe us a job but they owe us a process and there was none.” Midwest was forced to develop their own plan of action and milestones.

**Table C-1.** Impact of Active Duty Military, Department of the Navy Civilian, and Spouses of Active Duty Military Focus Groups Topics

Topic	Impact		
	Major	Moderate	Minor
Organizational Structure	●●●●●		
Public-Private Venture Housing	●●●●●	●●●	
Medical	●●	●●●●●	
School System	●●	●●●	
Work Hours/Schedule	●●	●	●
Manning/Manpower	●●	●	●
Training	●●	●	
Human Resources	●●		
Communication	●●		
Policies/Processes	●●		
Facilities	●	●●	
Basic Allowance for Housing	●	●	

Notes. Perceived impact of focus group topics in descending order. Colored circles represent the number of military (●), civilian (●), and spouse (●) focus groups that expressed an impact on quality of life and/or the mission.

## **Appendix D: Survey Response Frequency Report**

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Numerical values in the following tables summarize survey responses to forced-choice questions as counts and/or percentages (%). Response codes other than numerical ratings are listed below in the order that they appear.

### Agreement

- SD Strongly Agree
- D Disagree
- N Neither Agree nor Disagree...
- A Agree
- SA Strongly Agree

### Impact on Ratings

- Negative
- N Neutral
- + Positive

### Frequency

- N Never
- R Rarely
- S Sometimes
- F Frequently
- A Always

<b>Military</b>		<b>Civilian</b>	
Male	Female	Male	Female
341	96	163	109
48%	14%	23%	15%

**On a scale from 1 (worst) to 10 (best), please rate your Quality of Work Life (QOWL). QOWL is the degree to which you enjoy where you work and available opportunities for professional growth.**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Count</b>	62	29	55	51	69	65	94	153	77	54
<b>%</b>	9%	4%	8%	7%	10%	9%	13%	22%	11%	8%

	<b>+</b>	<b>N</b>	<b>-</b>
<b>Job satisfaction</b>	426	158	133
<b>Leadership support</b>	374	173	170
<b>Leadership opportunities</b>	314	211	192
<b>Length of workday</b>	387	208	122
<b>Advancement opportunities</b>	252	224	241
<b>Training opportunities</b>	334	228	155
<b>Awards and recognition</b>	272	260	185
<b>Command morale</b>	266	230	221
<b>Command climate</b>	281	251	185
<b>Quality of workplace facilities</b>	282	198	237

**On a scale from 1 (worst) to 10 (best), please rate your Quality of Home Life (QOHL). QOHL is the degree to which you enjoy where you live and the opportunities available for housing, recreation, etc.**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Count</b>	32	22	39	47	83	62	125	159	80	60
<b>%</b>	5%	3%	6%	7%	12%	9%	18%	22%	11%	8%

	<b>+</b>	<b>N</b>	<b>-</b>
<b>Quality of your home</b>	468	175	91
<b>Quality of the school for dependent children</b>	190	369	174
<b>Quality of the childcare available</b>	138	512	83
<b>Shopping &amp; dining opportunities</b>	464	179	90
<b>Recreational opportunities</b>	458	196	78
<b>Access to spouse employment</b>	206	426	100
<b>Access to quality medical/dental care</b>	431	208	94
<b>Cost of living</b>	132	227	374

**My current work week affords enough time to complete mission tasks in a timely manner while maintaining an acceptable work-home life balance.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
59	112	106	311	107
8.49%	16.12%	15.25%	44.75%	15.40%

**Rank:**

	<b>E1-3</b>	<b>E4-6</b>	<b>E7-9</b>	<b>CWO</b>	<b>O1-3</b>	<b>O4-5</b>	<b>O6</b>	<b>Total</b>
<b>Count</b>	20	249	102	37	37	23	6	<b>474</b>
<b>%</b>	4%	53%	22%	8%	5%	5%	1%	

**During the last performance evaluation cycle, my supervisor provided me with feedback that enabled me to improve my performance before my formal performance appraisal/EVAL/FITREP.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
21	33	52	160	125
5%	8%	13%	41%	32%

**My command gives me sufficient time during working hours to participate in a physical readiness exercise program.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
0	38	56	148	168
0.00%	9.27%	13.66%	36.10%	40.98%

**There are adequate facilities (such as a fitness center) to support my participation in a physical readiness program year round.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
0	13	24	158	231
0.00%	3.05%	5.63%	37.09%	54.23%

**Rate your overall satisfaction with the Fleet Family Support Center (FFSC) services on a scale of 1 (worst) to 10 (best).**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>Total</b>
6	0	5	12	26	11	38	66	37	60	<b>261</b>
2.30%	0.00%	1.92%	4.60%	9.96%	4.21%	14.56%	25.29%	14.18%	22.99%	

	<b>+</b>	<b>N</b>	<b>-</b>
<b>Family/Social Services available</b>	62%	34%	4%
<b>Quality of services</b>	63%	31%	6%
<b>Appointment availability</b>	55%	40%	6%
<b>Staff's customer service</b>	61%	34%	5%
<b>Hours of operation</b>	52%	42%	6%

**Rate your overall satisfaction with the Morale Welfare and Recreation (MWR) services on a scale of 1 (worst) to 10 (best).**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>Total</b>
9	6	9	9	35	26	55	108	57	58	<b>372</b>
2.42%	1.61%	2.42%	2.42%	9.41%	6.99%	14.78%	29.03%	15.32%	15.59%	

	<b>+</b>	<b>N</b>	<b>-</b>
<b>Variety of MWR services available</b>	67%	25%	8%
<b>Quality of services</b>	63%	31%	6%
<b>Cost</b>	55%	36%	9%
<b>Staff's customer service</b>	59%	33%	8%
<b>Hours of operation</b>	50%	37%	12%

**Rate your overall satisfaction with the Navy Exchange (NEX) on a scale of 1 (worst) to 10 (best).**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>Total</b>
15	5	25	25	51	49	75	96	50	40	<b>431</b>
3.48%	1.16%	5.80%	5.80%	11.83%	11.37%	17.40%	22.27%	11.60%	9.28%	

	<b>+</b>	<b>N</b>	<b>-</b>
<b>Variety of merchandise selections</b>	41%	35%	24%
<b>Quality of merchandise selections</b>	55%	34%	11%
<b>Cost</b>	39%	38%	23%
<b>Staff's customer service</b>	59%	29%	12%
<b>Hours of operation</b>	54%	34%	12%

**Rate your overall satisfaction with the Commissary on a scale of 1 (worst) to 10 (best).**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>Total</b>
18	17	13	32	53	40	66	70	38	40	<b>387</b>
4.65%	4.39%	3.36%	8.27%	13.70%	10.34%	17.05%	18.09%	9.82%	10.34%	

	<b>+</b>	<b>N</b>	<b>-</b>
<b>Variety of products/produce/meats selection</b>	51%	26%	23%
<b>Quality of products/produce/meats selection</b>	50%	27%	23%
<b>Cost</b>	51%	29%	20%
<b>Staff's customer service</b>	55%	32%	13%
<b>Hours of operation</b>	44%	32%	24%

**Rate your overall satisfaction with your healthcare benefits on a scale of 1 (worst) to 10 (best).**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>Total</b>
26	8	18	22	41	36	57	85	58	81	<b>432</b>
6.02%	1.85%	4.17%	5.09%	9.49%	8.33%	13.19%	19.68%	13.43%	18.75%	

	<b>+</b>	<b>N</b>	<b>-</b>
<b>Types of healthcare services available</b>	63%	26%	11%
<b>Appointment availability</b>	42%	24%	34%
<b>Waiting time</b>	39%	32%	30%
<b>Time with staff or care provider</b>	52%	30%	18%
<b>Hours of operation</b>	51%	34%	15%

**Rate your overall satisfaction with your family's healthcare benefit on a scale of 1 (worst) to 10 (best).**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>Total</b>
23	8	17	23	87	39	51	91	38	54	<b>431</b>
5.34%	1.86%	3.94%	5.34%	20.19%	9.05%	11.83%	21.11%	8.82%	12.53%	

	<b>+</b>	<b>N</b>	<b>-</b>
<b>Types of healthcare services available</b>	48%	41%	11%
<b>Appointment availability</b>	35%	41%	24%
<b>Waiting time</b>	31%	43%	26%
<b>Time with staff or care provider</b>	43%	43%	14%
<b>Hours of operation</b>	42%	47%	12%

**Do you have infant to pre-school age children in your family?**

Yes	No	Total
149	282	<b>431</b>
35%	65%	

**Rate your satisfaction with your Child Development Center (CDC) on a scale of 1 (worst) to 10 (best).**

1	2	3	4	5	6	7	8	9	10	Total
13	5	5	3	6	7	8	11	6	4	<b>68</b>
19.12%	7.35%	7.35%	4.41%	8.82%	10.29%	11.76%	16.18%	8.82%	5.88%	

	+	N	-
<b>Travel distance from home to local approved CDH</b>	68%	21%	11%
<b>Availability of childcare services (regular &amp;/or drop off)</b>	43%	43%	14%
<b>Quality of childcare services (regular &amp;/or drop off)</b>	32%	46%	21%
<b>Cost</b>	36%	36%	29%
<b>Staff</b>	50%	36%	14%
<b>Hours of operation</b>	43%	50%	7%

**Rate your satisfaction with your Child Development Home (CDH) Program on a scale of 1 (worst) to 10 (best).**

1	2	3	4	5	6	7	8	9	10	Total
4	0	2	2	3	1	3	5	5	3	<b>28</b>
14%	0%	7%	7%	11%	4%	11%	18%	18%	11%	

	+	N	-
<b>Travel distance from home to local approved CDH</b>	68%	21%	11%
<b>Availability of childcare services (regular &amp;/or drop off)</b>	43%	43%	14%
<b>Quality of childcare services (regular &amp;/or drop off)</b>	32%	46%	21%
<b>Cost</b>	36%	36%	29%
<b>Staff</b>	50%	36%	14%
<b>Hours of operation</b>	43%	50%	7%

**Rate your overall satisfaction with your [dwelling] on a scale of 1 (worst) to 10 (best).**

1	2	3	4	5	6	7	8	9	10	Total
30	11	24	40	39	46	69	83	44	42	<b>428</b>
7%	3%	6%	9%	9%	11%	16%	19%	10%	10%	

	+	N	-
<b>Location of dwelling</b>	71%	17%	12%
<b>Quality of dwelling</b>	56%	26%	17%
<b>Affordability of the dwelling</b>	36%	34%	29%
<b>Within Basic Allowance for Housing amount</b>	36%	28%	36%
<b>Affordability of insurance</b>	47%	44%	9%
<b>Quality of neighborhood</b>	61%	23%	16%
<b>Safety and security</b>	56%	22%	22%
<b>School system</b>	31%	45%	24%

**Rate your overall satisfaction with your [bachelor housing] on a scale of 1 (worst) to 10 (best).**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>Total</b>
2	1	4	6	5	4	3	8	5	0	<b>38</b>
5%	3%	11%	16%	13%	11%	8%	21%	13%	0%	

	<b>+</b>	<b>N</b>	<b>-</b>
<b>Location of dwelling</b>	68%	26%	5%
<b>Quality of dwelling</b>	32%	42%	26%
<b>Affordability of the dwelling</b>	50%	45%	5%
<b>Within Basic Allowance for Housing amount</b>	32%	63%	5%
<b>Affordability of insurance</b>	24%	74%	3%
<b>Quality of neighborhood</b>	34%	58%	8%
<b>Safety and security</b>	53%	42%	5%
<b>School system</b>	8%	84%	8%

**Rate your overall satisfaction with your [PPV housing] on a scale of 1 (worst) to 10 (best).**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>Total</b>
12	6	8	6	11	5	13	11	9	7	<b>88</b>
14%	7%	9%	7%	13%	6%	15%	13%	10%	8%	

	<b>+</b>	<b>N</b>	<b>-</b>
<b>Location of dwelling</b>	73%	15%	13%
<b>Quality of dwelling</b>	44%	23%	33%
<b>Affordability of the dwelling</b>	34%	36%	30%
<b>Within Basic Allowance for Housing amount</b>	47%	23%	31%
<b>Affordability of insurance</b>	47%	42%	11%
<b>Quality of neighborhood</b>	48%	22%	31%
<b>Safety and security</b>	36%	23%	41%
<b>School system</b>	20%	33%	47%

**Rate your overall satisfaction with your [purchased home] on a scale of 1 (worst) to 10 (best).**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>Total</b>
2	1	0	4	2	12	13	13	7	9	<b>63</b>
3%	2%	0%	6%	3%	19%	21%	21%	11%	14%	

	<b>+</b>	<b>N</b>	<b>-</b>
<b>Location of dwelling</b>	70%	21%	10%
<b>Quality of dwelling</b>	70%	24%	6%
<b>Affordability of the dwelling</b>	37%	33%	30%
<b>Within Basic Allowance for Housing amount</b>	22%	35%	43%
<b>Affordability of insurance</b>	41%	44%	14%
<b>Quality of neighborhood</b>	73%	22%	5%
<b>Safety and security</b>	68%	22%	10%
<b>School system</b>	67%	21%	13%



Rate your overall satisfaction with your [rented/leased home] on a scale of 1 (worst) to 10 (best).

1	2	3	4	5	6	7	8	9	10	Total
8	1	8	14	17	20	33	45	21	22	<b>189</b>
4%	1%	4%	7%	9%	11%	17%	24%	11%	12%	

	+	N	-
Location of dwelling	69%	17%	14%
Quality of dwelling	65%	25%	11%
Affordability of the dwelling	34%	30%	36%
Within Basic Allowance for Housing amount	33%	20%	47%
Affordability of insurance	56%	37%	7%
Quality of neighborhood	71%	15%	14%
Safety and security	66%	18%	16%
School system	31%	55%	14%

Grade:

	GS1-8	GS9-12	GS13-14	GS15	Other	Total
Count	0	119	32	1	120	<b>272</b>
%	0%	44%	12%	0%	44%	

My position description is current and accurately describes my functions, tasks, and responsibilities.

SD	D	N	A	SA
34	57	0	126	38
13%	22%	0%	49%	15%

I work more hours than I report in a pay period because I cannot complete all assigned tasks during scheduled work hours.

N	R	S	F	A
96	62	74	27	9
36%	23%	28%	10%	3%

The Human Resource Service Center provides timely, accurate response to my queries.

SD	D	N	A	SA
34	44	0	71	15
21%	27%	0%	43%	9%

My (local) Human Resource Office provides timely, accurate response to my queries.

SD	D	N	A	SA
45	43	0	69	24
25%	24%	0%	38%	13%

**I have adequate time at work to complete my General Military Training and/or mandatory civilian training.**

Yes	No
352	75
82%	18%

**I have the tools and resources needed to do my job properly.**

SD	D	N	A	SA
39	95	117	316	128
6%	14%	17%	45%	18%

**I am satisfied with the overall quality of my workplace facilities.**

SD	D	N	A	SA
72	117	133	283	87
10%	17%	19%	41%	13%

**My command is concerned about my safety.**

SD	D	N	A	SA
20	40	85	316	231
3%	6%	12%	46%	33%

**My job is important and makes a real contribution to my command.**

SD	D	N	A	SA
21	32	85	283	273
3%	5%	12%	41%	39%

\_\_\_\_\_ is occurring at my command.

	SD	D	N	A	SA
<b>Job Importance</b>	3%	5%	12%	41%	39%
<b>Fraternization</b>	15%	29%	40%	9%	7%
<b>Favoritism</b>	10%	24%	31%	20%	14%
<b>Gender/Sex Discrimination</b>	24%	37%	29%	7%	3%
<b>Sexual Harassment</b>	28%	36%	30%	4%	2%
<b>Race Discrimination</b>	28%	36%	30%	4%	2%
<b>Hazing</b>	34%	37%	24%	3%	2%

**My command's Sexual Assault Prevention and Response (SAPR) Program is effective.**

SD	D	N	A	SA
9	9	164	290	217
1%	1%	24%	42%	31%

**A sexual assault report/complaint in my command will be handled in a fair, timely, and just manner.**

SD	D	N	A	SA
6	11	166	252	253
1%	2%	24%	37%	37%

**My performance evaluations have been fair.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
28	55	132	285	192
4%	8%	19%	41%	28%

**The awards and recognition program is fair and equitable.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
63	102	194	214	119
9%	15%	28%	31%	17%

**Military and civilian personnel work well together at my command.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
26	51	138	339	138
4%	7%	20%	49%	20%

**A grievance/complaint in my command will be handled in a fair, timely, and just manner.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
52	54	221	225	140
8%	8%	32%	33%	20%

**My command attempts to resolve command climate issues.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
41	56	141	293	160
6%	8%	20%	42%	23%

**I have adequate guidance from command leadership to perform my job successfully.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
46	74	136	278	161
7%	11%	20%	40%	23%

**The DON civilian recruitment process is responsive to my command's civilian personnel requirements.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
53	100	373	119	43
8%	15%	54%	17%	6%