



DEPARTMENT OF THE NAVY
NAVAL INSPECTOR GENERAL
1254 9TH STREET SE
WASHINGTON NAVY YARD DC 20374-5006

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Subj: AREA VISIT TO COMMANDS IN NAVY REGION SINGAPORE

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

2. NAVINSGEN conducted an Area Visit to Navy Region Singapore and associated tenant commands from 31 January 2011 to 4 February 2011. Our assessment began with web-based personnel surveys conducted prior to arriving on-site. The surveys helped frame on-site focus groups and provided background for team visits with installation/tenant commands in these areas.

3. There were 175 military personnel (active and reserve), active duty spouses, and Department of the Navy (DON) civilian personnel that responded to our on-line surveys, and approximately 129 individuals participated in 12 military and DON civilian personnel focus groups to assess the overall QOL in this part of the Southeast Region. The active duty military and DON civilian personnel survey respondents assessed their Quality of Home Life (QOHL) at 7.02 on a scale of 1 to 10 ('worst' to 'best') and their Quality of Work Life (QOWL) at 6.64. Active duty spouse survey respondents assessed their QOHL at 7.48. The active duty military and DON civilian personnel focus group participants rated their overall QOL at 6.66 with active duty spouses rating their overall QOL at 7.57. The top concerns of personnel serving in this region are: Housing; the Navy Exchange; Cost of Living Allowance; Manning/Staffing; Human Relations Office Support; Medical; and Communication/Leadership.

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4. Significant findings include:

a. *Personnel Resources*

(1) Navy Region Center Singapore (NRCS) Commanding Officer (CO) billet. Program Objective Memorandum 2012 (POM-12) deleted the CO and XO billets as directed by Commander, U.S. Pacific Fleet (COMUSPACFLT). The Executive Director, senior civil service position, will assume most of the XO responsibilities and provide continuity for rotating COs. The CO of NRCS leads an Echelon IV command under the Singapore Area Coordinator (SAC) and reports to the SAC for all matters. As a single installation under the Echelon III commander, which is a dual-hat flag billet of Commander, Logistics Group Western Pacific (COMLOGWESTPAC), many functions normally associated with an installation command are performed by personnel performing the same functions at the Echelon IV regional command-level. As such, the CO of NRCS serves as the Deputy Commander for SAC and hosts seventeen tenant commands, including the U.S. Embassy Singapore. The CO interacts with counterpart in each tenant command and officials in the Singapore government where the rank is either equivalent to an O6 or senior. The matrix nature of this organization and the senior level military and diplomatic liaison responsibilities of the position warrant a senior officer with command-level experience.

(2) Public Works Department Staffing. Staffing within Public Works Department (PWD) Singapore is not adequate to fulfill the NRCS mission. PWD Singapore authorized billets are insufficient to staff the Naval Facilities Engineering Command PWD template. Singapore has assigned personnel multiple duties among more than one division to accomplish its workload. PWD Singapore's operational effectiveness could be significantly impaired by the loss of key employees performing multiple roles with little or no backup. The most significant risk NAVINSGEN identified was the lack of a single Technical Manager performing oversight of the Base Operating Support contract which provides most of the base services. This is contrary to the Federal Acquisition Regulations which requires the separation of contract administration and technical support.

(3) Housing Office Staffing. Staffing at the NRCS housing office is inadequate to provide the full range of support services to personnel stationed in Singapore.

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The NRCS housing office is attempting to provide the full range of housing services with a staff of two U.S. Civil Service employees and one local national employee.

(4) COMLOGWESTPAC Staffing. COMLOGWESTPAC is strained to fully support a growing list of assigned missions. As Commander, Seventh Fleet's Theater Security Cooperation (TSC) Executive Agent for Southeast Asia and eight countries, the command has seen significant mission creep for its functions associated with COMUSPACFLT's emphasis to expand TSC in this region. In order to fully support an expanding TSC mission set without sacrificing the command's enduring fleet logistics provider responsibilities, COMLOGWESTPAC established a TSC element using PACFLT Active Duty for Special Work support to plan, coordinate and conduct regional bi-lateral exercises and capacity building. This temporary manpower solution satisfies an otherwise un-resourced mission requirement with seven reserve billets which are expected to transition to a permanent increase in active duty end strength.

b. *Sexual Assault Prevention and Response (SAPR)*. The SAPR program is not in compliance with DODI 6495.02 and OPNAVINST 1752.1B. Specifically, restricted reporting options are not available in Singapore. NAVINSGEN recommends a SAPR Coordinating Committee be formed to ensure there is a process in place for appropriate sexual assault prevention and response. The committee needs to determine if restricted reporting is an option and can be legally done in Singapore, to include having a sexual assault forensic examination without launching an unrestricted report. The committee should develop regional guidance which addresses SAPR procedures in Singapore and submit a request for relief from DODI 6495.02 requirements if it is determined Singapore law will not permit restricted reporting.

c. *Drug and Alcohol Program Advisor (DAPA)*. There is no objective evidence to suggest the SAC has a DAPA program. The recently assigned DAPA had no turnover and the short-fused assignment limited the DAPA's ability to develop the program. Some of the compliance issues include:

(1) The SAC doesn't have an Alcohol and Drug Control Officer.

(2) The SAC doesn't have a Navy Drug and Alcohol Advisory Council.

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(3) The SAC doesn't have an alcohol deglamorization program.

(4) Alcohol and Drug Abuse for Managers and Supervisors training isn't being conducted.

5. Positive findings include:

a. *Command Communications and Relationships.* Singapore area commands appear to work together in a synergistic manner to accomplish their respective and varied missions. Communication within commands and across organizations is assessed as good. Monthly tenant meetings are held by the NRCS CO where commands have the opportunity to address any of their needs. Further, the SAC/NRCS leadership is able to validate tenant command satisfaction through results provided by the annual Commander, Navy Installations Command (CNIC) command assessment tool - the Senior Level Customer Survey. This tool measures tenant command satisfaction with region support. Weekly forums for the co-located staffs provide a good flow of information up and down the chain of command and enable good communication within individual organizations.

b. *Anti-Terrorism/Force Protection (AT/FP).* The NRCS Anti-Terrorism Officer (ATO) is fully engaged and brings a wealth of experience to this position. The AT/FP program in Singapore requires extensive communication, coordination, and interaction between the U.S. Navy, Allied Forces, and the Singapore police/military to maintain a protective and comprehensive approach. AT plans and base instructions reviewed were up to date. The government of Singapore retains all authority and jurisdiction for security at facilities used by the U.S. Navy. There is a multi-layered defense strategy for force protection using the Singapore police and military, and the Installation Auxiliary Police Force controlled by New Zealand. AT and threat working groups routinely meet to coordinate and communicate AT policy and FP measures with Allied military representatives from the United Kingdom, Australia, New Zealand and Singapore. Allied Force threat condition measures are in place and random anti-terrorism measures are employed based on threat assessments and input from the ATO, CO, XO, and Operations Director. A higher headquarters assessment from COMUSPACFLT in 2010 was very complimentary of the AT program noting "full compliance with higher headquarter directives".

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c. *Command Managed Equal Opportunity (CMEO)*. An assessment was conducted of the Equal Opportunity (EO) and CMEO programs, including survey data, and program manager interviews. COMLOGWESTPAC has an outstanding CMEO program. The recent command assessment was the most thorough assessment we have reviewed.

6. The Navy Region Singapore Area Visit Report has two parts. Part 1 forwards our overall observations and findings. Part 2 contains Issue Papers presenting specific findings and recommendations for senior Navy leadership. Part 2 also contains a corrective action summary matrix and guidance for submission of corrective action via an Implementation Status Report (ISR) by command action officers. Action officers are tasked with submitting initial ISRs to NAVINSGEN not later than 30 September 2011. The summary of survey data analysis for active duty military and DON civilian personnel is included at Appendix A, the reserve component at Appendix B, and the spouse and ombudsman perspective at Appendix C. The summary of focus group data analysis for active duty military, DON civilian personnel, ombudsmen and spouses (by location) is included at Appendix D and the reserve component focus group data is included at Appendix E.

7. Please contact me or my Inspections Director, (b)(7)(c), regarding the report if you need assistance. (b)(7)(c) can be reached at commercial (202) 433-(b)(7)(c), DSN 288-(b)(7)(c), or e-mail (b)(7)(c)@navy.mil.



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AREA VISIT REPORT
NAVY REGION SINGAPORE

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OBSERVATIONS AND FINDINGS

1. The Naval Inspector General (NAVINGEN) conducted a Readiness and Quality of Life (QOL) Area Visit to Navy Region Singapore and tenant commands from 31 January 2011 to 4 February 2011. As the “Conscience of the Navy,” NAVINGEN conducts Area Visits to Navy communities worldwide to provide senior leadership with independent evaluations of overall mission readiness, command climate, facility conditions, environmental and safety issues, healthcare services, and QOL for Sailors, their families, and Department of the Navy (DON) civilians. Our primary objectives include identifying systemic Navy-wide issues, assessing the risks posed to DON, and providing value across all levels of command through on-site assistance, advice, and advocacy. In addition, NAVINGEN teams share with local commands those “Best Practices” gained from our collective knowledge and experiences.
2. There were 175 military personnel (active and reserve), active duty spouses, and Department of the Navy (DON) civilian personnel who responded to our on-line surveys, and approximately 129 individuals participated in 12 military and DON civilian personnel focus groups to assess the overall QOL in this part of the Southeast Region. The active duty military and DON civilian personnel survey respondents assessed their Quality of Home Life (QOHL) at 7.02 on a scale of 1 to 10 (‘worst’ to ‘best’) and their Quality of Work Life (QOWL) at 6.64. Active duty spouse survey respondents assessed their QOHL at 7.48. The active duty military and DON civilian personnel focus group participants rated their overall QOL at 6.66 with active duty spouses rating their overall QOL at 7.57. The top concerns of personnel serving in this region are: Housing; the Navy Exchange; Cost of Living Allowance; Manning/Staffing; Human Relations Office Support; Medical; and Communication/Leadership.
3. During our visit, we assessed various functional aspects of multiple operational and support commands. Summaries of each follow below, with highlights of the most significant challenges, as well as notable areas of success. Separate Issue Papers (Part 2) present more detailed information on selected topics.

I. MISSION PERFORMANCE

1. Introduction. The Mission Performance Team visited staff and command leadership personnel of eight Singapore area Navy activities to include the combined Singapore Area Coordinator (SAC)/Navy Region Center Singapore (NRCS) staff; Commander, Logistics Group Western Pacific (COMLOGWESTPAC); Military Sealift Command’s Far East Area Command and Ship Support Unit; the Naval Criminal Investigative Services field office; and the Fleet Industrial Supply Center Detachment. Our concentration areas included mission definition, internal and external communication, military and civilian personnel manning levels, training, continuity of operations planning, and command security programs.
2. Command Communications and Relationships. Singapore area commands appear to work together in a synergistic manner to accomplish their respective and varied missions. Communication within commands and across organizations is assessed as good. Monthly tenant command meetings are held by the NRCS Commanding Officer (CO) where commands have the opportunity to address any of their needs. Further, SAC/NRCS leadership is able to validate

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tenant command satisfaction through results provided by the annual Commander, Navy Installations Command (CNIC) command assessment tool – the Senior Level Customer Survey. This tool measures tenant command satisfaction with region support. Weekly forums for the co-located staffs provide a good flow of information up and down the chain of command and enable good communication within individual organizations.

3. Mission Tasking and Operations Tempo. Of the commands visited, only two had an approved Mission, Function, and Tasks (MFT) statement issued by their Immediate Superior in Command (ISIC). The two commands with an approved MFT statement were in the process of updating their respective documents to reflect recent realignments and changes to their assigned responsibilities. Commands without a MFT statement presented a draft-in-staffing or were in the process of developing a draft MFT statement for submission to their respective ISIC for review and approval.

4. Personnel Resources

a. Military Manpower

(1) Assigned manning levels for various organizations visited are appropriate to their current mission requirements with a few exceptions noted. The largest military tenant population, COMLOGWESTPAC, was noted to be above the 90 percent manning-level, with 31 of 33 officers and 38 of 43 enlisted billets filled. Despite these otherwise “healthy” manning levels, COMLOGWESTPAC is strained to fully support a growing list of assigned missions. As the Commander, U.S. SEVENTH Fleet (COMSEVENTHFLT) Theater Security Cooperation (TSC) executive agent for Southeast Asia and eight countries, the command has seen significant mission creep for its N3 and N5 functions associated with Commander, U.S. Pacific Fleet (COMUSPACFLT) emphasis to expand TSC in this region. In order to fully support an expanding TSC mission set without sacrificing the command’s enduring fleet logistics provider responsibilities, COMLOGWESTPAC established a TSC element using COMUSPACFLT Active Duty for Special Work support to plan, coordinate and conduct regional bi-lateral exercises and capacity building. This temporary manpower solution satisfies an otherwise un-resourced mission requirement with seven reserve billets which are expected to transition to a permanent increase in active duty end strength.

(2) Another noted military manpower concern lies within the integrated SAC/NRCS billet structure. Currently there are five military billets –CO, Executive Officer (XO), Disbursing Officer (DISBO), a Chief Master-At-Arms (MAC) and a PS1 (attached in Diego Garcia). The CO and XO billets have been deleted in POM 12 by COMUSPACTFLT and the DISBO billet will convert to a U.S. civil service position for FY12 and beyond. CNIC is currently working to reestablish the CO billet for NRCS. This billet is dual-hatted in the matrixed SAC/NRCS organization as the Deputy SAC. Part 2, Issue Paper 1 refers (page 19).

b. Civilian Personnel Programs

(1) The Human Resource (HR) technician assigned to NRCS services 130 DON and Defense Contract Management Agency civilian billets across the various commands in Singapore. While this population may be appropriately handled by a single technician under normal circumstances, the absence of a co-assigned HR specialist and/or supervisor has resulted in two tenant commands seeking other arrangements for HR support and direct access to HRO Atsugi, Japan in order to have an acceptable level of service. This concern was identified by the SAC staff as one of three key shore readiness issues.

(2) Another noted civilian manpower concern was air and port operations. This function is managed by a single government civilian. In 2010, more than 140 ships and nearly 400 aircraft visited Singapore. Frequent overtime and compensation time is required and when this single individual requires any leave of absence, the command's ability to provide appropriate oversight of these operations is lacking.

(3) Overall, the growth in mission does not mirror current billet structure and represents growing risk to future mission accomplishment. A Shore Manning Review Determination, scheduled for late FY11 will review current billet structure and validate the need for additional civilian and military billets. Additionally, this review will also validate the skill-level of HR professional needed to perform the HR functions for the command.

5. Training. Required training for military and civilian personnel is well managed across the organizations visited and in accordance with established guidance. It was noted that as a result of having to operate under Continuing Resolution Authority funding levels, support from mobile training teams has placed all non-mission essential training and conferences was placed on hold. Since passing of the 2011 National Defense Authorization Act, training across activities will require time to be brought up to date.

6. Regional Security Plans. Information and Personnel Security Programs are compliant. Security managers are designated in writing and have completed the Security Manager's course. Managers have appropriate access to command leadership. Clearance investigations are being tracked and managed as required via the Joint Personnel Adjudication System (JPAS). The NRCS command security instruction is current and available on the command website for staff review. Annual and recurring security training, annual refresher training, counterintelligence training, operational security training and foreign travel briefs are competed as required. Monthly security notes are published in the NRCS plan of the week to help increase security awareness.

7. Continuity of Operations. Singapore area commands are not compliant with the DON Continuity of Operations Program (COOP). While a 2005 mutual assistance agreement between the U.S. Embassy in Singapore and COMLOGWESTPAC is in force and being updated, it only provides for limited telecommunications and information technology support in the event of any disaster which would render one or the other organization temporarily unable to use their respective information technology resources. This arrangement falls short of the requirements specified in SECNAVINST 3030.4C, which requires all DON activities to provide for the continuation of their mission essential functions during an emergency.

II. FACILITIES, SAFETY, AND SECURITY

1. Introduction. The Facilities, Safety, and Security Team met with NRCS key personnel for Facilities Maintenance, Facilities Planning, Environmental, Energy, Safety, and Anti-Terrorism and Force Protection (AT/FP) Programs.

2. Facilities

a. Public Works Department (PWD) Singapore is authorized eighteen billets including one Civil Engineer Corps Lieutenant Public Works Officer (PWO), a U.S. Civil Servant (USCS) Deputy Public Works Officer (DPWO) (vacant), USCS Asset Manager (vacant), USCS Head of Acquisition, USCS Environmental Manager, ten local nationals (two vacant) with multiple responsibilities, and three contractors. Two of the four vacancies are key positions, the DPWO and Asset Manager. A new Asset Manager was selected and is expected report onboard soon.

b. There are insufficient personnel at the PWD Singapore to staff the Naval Facilities Engineering Command (NAVFAC) PWD organizational template. PWD assigns personnel multiple duties across divisions in order to meet workload requirements. PWD Singapore's operational effectiveness would be significantly impaired by the loss of any of the key employees performing multiple roles. The Environmental Director and Head of Contracts are nearing the end of their tours and both are examples of the multiple single points of failure inherent in the PWD organization. Part 2; Issue Paper 2 refers (page 21).

c. The PWD staff's duties include design, construction oversight, project development, customer liaison, utilities management, and energy. Additionally, the staff assesses the Base Operating Support (BOS) Contractor's facilities maintenance performance as a collateral duty.

d. The coordination of the technical oversight for the BOS contract is managed by the Acquisition Head in the PWD. This violates specific Federal Acquisition Regulations (FAR) which require separation between contract management and technical support. Technical oversight must be performed by a separate technical staff.

e. The NRCS BOS contract provides the following services: Base Communications; Airfield Operations; Material Management; Morale, Welfare, and Recreation (MWR); Housing; Facilities; Transportation; and Environmental. Clients receiving services are responsible for the oversight of facilities support contracts. Typically, PWDs conduct oversight for its clients on a reimbursable basis. Due to the limited size of PWD Singapore, the Performance Assessment and Contracting Officer Representative (COR) functions are assigned to subject matter experts at the organizations receiving the service. While this is working, Singapore's remote location makes it difficult for CORs to find time to take the NAVFAC required week long training course. No client assigned COR personnel have taken the course.

f. Facilities are provided to the Navy as outlined in a Memorandum of Understanding (MOU) with the government of Singapore. Basic structural, roofing, and electrical grounding maintenance is the responsibility the government of Singapore. All remaining facility

maintenance and repairs are the responsibility of the U.S. Navy. PWD is responsible for coordination with Singapore's Defense Science and Technology Agency and local regulatory authorities for issues relating to facilities management.

g. PWD Singapore is adequately funded in the sustainment, restoration and modernization account from CNIC.

3. Energy. Singapore has an active energy program and is meeting the Navy's conservation goals. Many conservation projects have been recently completed, including installation of energy efficient lighting, heating, ventilation and air conditioning systems. The ongoing housing renovation project is showing a 25 percent reduction in energy usage when units are completed.

4. Transportation. Currently, DoD is prohibited by law from purchasing left-hand drive vehicles costing more than \$30K. Purchasing vehicles is significantly less expensive than leasing in Singapore because the MOU with the government of Singapore exempts the Navy from paying the Certificate of Entitlement on government vehicles (\$35K-60K). If the Navy leases a vehicle, the contractor is not exempt from these fees and must include these in the lease cost. The FY11 National Defense Appropriations Act included language removing the \$30K purchase limitation.

5. Environmental. The PWD Environmental Division is responsible for a comprehensive shore compliance program including ship hazardous material offloads. The Environmental Manager actively promotes the command's Environmental Management System involving base commands and tenants. Management plans addressing environmental programs are in place. In addition to the demands of the environmental position, the Environmental Manager performs multiple collateral duties in the PWD. Given the breadth of these responsibilities and duties an evaluation of environmental staffing is appropriate. If additional staffing is necessary, environmental staffing requirements must be identified and supported in OPNAV's Environmental Program Requirements and Program Objective Memorandum submissions.

6. Housing

a. The Singapore housing office is staffed with two USCS and one local national. The housing office is responsible for assigning on-base housing, assessing the performance for the housing annex of the BOS contract, managing housing maintenance, and assisting U.S. personnel living off-base. Part 2, Issue Paper 3 refers (page 25).

b. Base housing is leased through the government of Singapore. The government of Singapore is responsible for the basic structural, roofing, and electrical grounding maintenance, while the U.S. government is responsible for all other maintenance. This requires the housing office to identify who is responsible for a repair and then to ensure repairs are made. Comments from NAVINSGEN's surveys and focus groups indicate housing maintenance is a major concern.

c. The housing office is managing a major renovation of all housing units. The execution of this project, coupled with exterior maintenance issues, has resulted in some unplanned moves. To improve coordination and reduce conflicts, the housing office instituted quarterly meetings

with the government of Singapore. Plans for major repairs are now considered when assigning homes, reducing inconvenience to occupants. Plans and funding are in place to complete the remaining units by the end of FY12.

d. The housing MOU with the government of Singapore is expiring in CY12. Provisions in the new MOU will require the government of Singapore to develop a long-term maintenance plan for the housing units which includes planned removal of units from the inventory for repairs. This will allow the Navy housing office to better plan housing occupancy.

e. NAVINSGEN's survey and focus group participants expressed concern over home assignments being rescinded. The housing office confirmed this has happened on occasion. The need to rescind assignments is primarily due to new arrivals with a higher priority for on-base housing assignments. OPNAVINST 11101.13H policy is followed for housing assignment priorities. Tenant commands need to provide the Navy Housing Office with accurate gain/loss reports to prevent changes in housing priority assignments. The NRCS CO and the housing office request these reports, but they are not always provided.

f. The support provided to off-base residents is severely limited. The housing office does not have the expertise required to provide off-base housing support. The only support provided for new arrivals are business cards from local realty agents. Agents are vetted by the housing office to ensure legitimacy and a lease review is provided by the Housing Director with the support of base legal officers. Any landlord disputes are handled through the housing office.

g. A project is underway to replace furniture in the bachelor quarters. Two-thirds of the units are scheduled to be completed by the end of FY11. The remaining units are scheduled for completion by the end of FY12. A renovation project for the interior of the barracks is under development and is expected to be supported by CNIC.

7. Safety and Occupation Health

a. *Safety and Occupational Health (SOH) Program Management.* Singapore's safety program is managed by a contract employee. The contract safety manager is proactive in providing required training to tenant commands and assistance on annual assessments. Safety services are provided to 144 military, 120 civilians, 48 local nationals and provide safety oversight of the BOS contract. CNIC is converting this position to a local national.

b. *SOH Headquarters Command Evaluations.* CNIC has not performed a command evaluation within the past three years per OPNAV 5100.23G. When questioned, CNIC stated it did not perform an evaluation at Singapore because the function is contracted. Once the government safety position is filled, CNIC will conduct a SOH oversight visit. Singapore expects the position to be filled this summer.

c. *BOS Safety Services.* Singapore provides BOS safety services to 22 supported commands, including facility inspections, training, mishap reporting, and investigations.

d. *DOD 75% Mishap Reduction.* Singapore had no reportable accidents in the last three years. All near misses are reviewed during the monthly safety meeting to identify actions to avoid future accidents.

e. *Self-Assessment.* The Singapore Contract Safety Manager is performing the required annual SOH self-assessment to identify, evaluate and control risks within the work place. The results of the self-assessment are reviewed by the command's safety council and are used to improve the safety program. Tenant activities are included in the assessment. The annual self-assessment in Singapore is a continuous process scheduled throughout the year.

f. *Traffic and Recreation Off-Duty Safety.* Singapore provides driver training to all arriving personnel. A new arrival must complete the training and pass the Singapore driving test prior to receiving a license. No military personnel are authorized to ride a motorcycle in Singapore. NRCS is working with the Cape Fox contract to provide motorcycle training in Singapore. Additional traffic and recreational off-duty training is conducted during mandatory command safety stand-downs and general military training. The Safety Manager is aware of the new Recreation and Off-Duty Safety Program instruction, OPNAVINST 5100.25B, and has taken steps to implement its requirements.

g. *Industrial Hygiene and Occupational Medicine.* NRCS and tenant commands are provided comprehensive Industrial Hygiene and Occupational Medicine support from Navy Environmental and Preventive Medicine Unit SIX. Commands have up to date industrial hygiene surveys. There is a process for identifying and reporting new risks via the Singapore Safety Manager.

h. *Fire and Emergency Services.* Fire and emergency services are provided by the Singapore government as outlined by the MOU. The NRCS has no fire and emergency services program. While the Safety Manager provides general fire prevention inspections and public awareness, CNIC and NRCS acknowledge deficiencies in the program. CNIC requested the Regional Fire Chief from Joint Region Marianas evaluate the fire and emergency services program at NRCS and develop a plan of action to resolve deficiencies; that effort is ongoing.

8. Security and Anti-Terrorism/Force Protection (AT/FP). The NRCS Anti-Terrorism Officer (ATO) is fully engaged and brings a wealth of experience to this position. The AT/FP program in Singapore requires extensive communication, coordination, and interaction between the U.S. Navy, Allied Forces, and the Singapore police/military to maintain a protective and comprehensive approach. AT plans and base instructions reviewed were up to date. The government of Singapore retains all authority and jurisdiction for security at facilities used by the U.S. Navy. There is a multi-layered defense strategy for force protection using the Singapore police and military, and the Installation Auxiliary Police Force controlled by New Zealand. AT and threat working groups routinely meet to coordinate and communicate anti-terrorist policy and force protection measures with Allied military representatives from the United Kingdom, Australia, New Zealand and Singapore. Allied Force threat condition measures are in place and random anti-terrorism measures are employed based on threat assessments and input from the ATO, CO, XO, and Operations Director. A higher headquarters assessment from COMUSPACFLT in 2010 was very complimentary of the AT program noting "full compliance with higher headquarter directives".

III. RESOURCE MANAGEMENT/PERSONAL AND FAMILY READINESS

1. Introduction. The Resource Management/Personal and Family Readiness Team reviewed a spectrum of programs throughout the Singapore area including Personally Identifiable Information (PII); Voting Assistance; Medical Treatment Facilities; MWR; Sexual Assault Prevention and Response (SAPR); Urinalysis Program (UPC); Drug and Alcohol Program Advisor (DAPA); Command Managed Equal Opportunity (CMEO); Legal/Ethics; and base exchange. Our findings reflect inputs from survey respondents, on-site focus group participants, a review of Navy support programs, first-hand observation and face-to-face interviews.
2. Voting Assistance. The Voting Assistance program is well run and covers personnel stationed in Singapore. The voting officers interact closely to ensure personnel are aware of upcoming elections and have the opportunity to vote.
3. Morale, Welfare, and Recreation. The MWR program is well run with a strategic plan for improvements in the future. The director was well aware of the concerns expressed in the survey and during focus groups. Specifically, he is working towards developing a preschool program for 6-month to 5-year olds. MWR provides approximately 30 cost shared trips annually and 60 local events at no charge to the participants. CNIC conducted a fiscal oversight review from 25 October to 9 November 2010. Continued action on recommendation and development of internal controls to ensure deficiencies do not re-occur will improve MWR oversight and accountability.
4. Sexual Assault Prevention and Response. The Sexual Assault Prevention and Response (SAPR) program is not in compliance with DODI 6495.02 and OPNAVINST 1752.1B. Specifically, restricted reporting options are not available in Singapore. Recommend a SAPR Coordinating Committee be formed to include the Sexual Assault Response Coordinator, Judge Advocate General, Medical, Chaplain and Command Leadership to ensure there is a process in place for appropriate SAPR. The committee needs to determine if restricted reporting is an option and can be legally done in Singapore, to include having a sexual assault forensic exam without launching an unrestricted report. The committee should have an SOP/ Regional instruction which addresses sexual assault prevention and response procedures in Singapore. Submit a request for relief from DODI 6495.02 requirements if it is determined Singapore law will not permit restricted reporting.
5. Urinalysis/Drug and Alcohol. The Urinalysis program is fully compliant with applicable guidance. The MOU with COMLOGWESTPAC and Singapore's other organizations ensures every Sailor stationed in Singapore is tested correctly. However, there is no objective evidence to suggest the SAC has a Drug and Alcohol program. The recently assigned Drug and Alcohol Program Advisor (DAPA) had no turnover and the short-fused assignment limited the DAPA's ability to develop the program. Some of the compliance issues include:
 - a. The SAC doesn't have an Alcohol and Drug Control Officer.
 - b. The SAC doesn't have a Navy Drug and Alcohol Advisory Council.

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- c. The SAC doesn't have an alcohol deglamorization program.
 - d. Alcohol and Drug Abuse for Managers and Supervisors training isn't being conducted.
 - e. Part 2, ; Issue Paper 4 refers (page 29).
6. Command Managed Equal Opportunity. An assessment was conducted of the Equal Opportunity and CMEO programs, including survey data, and program manager interviews. COMLOGWESTPAC has an outstanding CMEO program. The recent command assessment was the most thorough assessment we have reviewed. All the units and detachments in Singapore need to develop a MOU with COMLOGWESTPAC to ensure everyone stationed in Singapore is receiving the mandatory CMEO services.
7. Legal/Ethics. The Legal and Ethics programs are compliant with law and regulation.
8. Base Exchanges/Commissary. Base exchange support, including food goods, is provided by Navy Exchange Command (NEXCOM). Receiving grocery items through NEXCOM and not directly from Defense Commissary Agency (DeCA) has resulted in reduced selection, less flexibility, and increased cost. Several food items were observed to be expired, close to expiration or had freezer burn; this is not a new issue. Commissary construction was approved by DeCA in 2001 and the Singapore Ministry of Defense in 2002 only to be cancelled at the request of Naval Regional Contracting Center Commanding Officer. Leadership in Singapore is aware of this issue and is working with NEXCOM to improve the quality, selection, and reduce the cost of food goods.
9. Personally Identifiable Information. Singapore commands are aware of the need to protect PII, annual training is being completed and maintain solid practices for protecting PII through the use of electronic classification markings and e-mail encryption.
10. Physical Readiness. There is an obvious emphasis on physical readiness at Navy commands in Singapore. 93% of the active duty survey respondents believe they are given enough time during working hours to participate in physical readiness exercise program. Of the programs reviewed, COMLOGWESTPAC is fully compliant. The Command Fitness Leaders (CFL) from the other programs have completed the online CFL training but have not completed the required CFL course due to lack of funding. However, all military members have completed the recent Physical Fitness Assessment cycle with zero failures. We suggest designating the COMLOGWESTPAC CFL as the CFL for the Singapore region and designate Assistant CFLs for the other commands and detachments.
11. Medical
- a. The Medical Aid Station is adequate. Most medical care is provided by a Singapore contract physician, who works a half-day five days per week. Military members and their dependents are covered by TRICARE through a contract with International SOS. The contracted care provides for cashless, claimless care when using network providers. The local pharmacy has recently stopped accepting notices of guarantee of payment from the U.S. government,

forcing patients to pay upfront and to apply for reimbursement. International SOS and the Medical Aid Station are working to restore the prior system.

b. Government Service (GS) and non dependent U.S. civilians stationed in Singapore are not eligible for TRICARE and cannot be covered by the managed care support contractor, ISOS. Therefore, despite having a U.S based health insurance plan, civilian employees may find themselves in the position of having to pay upfront for care and then file a claim for reimbursement. This was noted as a significant quality of life issue by civilian employees. Before choosing to be stationed in Singapore, civilians should be aware of the differences between the U.S. and Singapore healthcare systems and perform research to find an insurance plan that will meet their needs while abroad.

IV. AREAS/PROGRAMS ASSESSED

NAVINGEN teams assessed the following areas and programs:

Mission Performance

- Strategic Planning
- Organizational Communication
- Military Manning/Manpower - Civilian Personnel Management/Human Resource Office
- MFT
- Training
- Command Security

Facilities, Safety, and Security

- Facilities Sustainment
- Environmental Programs
- Energy Programs
- AT/FP and Physical Security
- Safety Programs
- Occupational Health

Resource Management/Personal and Family Readiness

- Command IG Functions/Hotline Program
- Manager's Internal Controls Program
- Government Commercial Purchase Card/Government Travel Credit Card Programs
- Property Management
- Financial Management
- Information Technology/Management/Assurance
- PII
- Voting Assistance
- Quality of Life
- Health Services/Medical (Individual Medical Readiness/Post-Deployment Health Re-Assessment)
- Physical Readiness Testing Program
- Legal Services/Ethics Programs

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DAPA
Urinalysis Program
EO/CMEO Programs
SAPR/Sexual Assault Victim Intervention (SAVI) Programs
Religious Ministries
NEX
MWR
Fleet and Family Support

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**ISSUE PAPER ACTION SUMMARY MATRIX
ACTION COMMANDS
INITIAL RESPONSES DUE TO NAVINSGEN 30 SEPTEMBER 2011**

ISSUE PAPER	SAC	NAVFAC	CNIC
1. NAVY REGION CENTER SINGAPORE COMMANDING OFFICER BILLET			X
2. NAVY REGION SINGAPORE PUBLIC WORKS DEPARTMENT STAFFING		X	
3. NAVY REGION SINGAPORE HOUSING OFFICE STAFFING			X
4. NAVY REGION SINGAPORE DRUG AND ALCOHOL PROGRAM	X		

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SUMMARY OF ACTIONS

If you are an **Action Officer** for a staff listed below, please submit Implementation Status Reports (ISRs) as specified for each applicable recommendation, along with supporting documentation, such as plans of action and milestones and implementing directives.

a. **Submit initial ISRs using OPNAV Form 5040/2 no later than 30 September 2011.**

Each ISR should include an e-mail address for the action officer, where available. Electronic ISR submission to NAVIGInspections@navy.mil is preferred. An electronic version of OPNAV Form 5040/2 may be downloaded from the NAVINSGEN web-site at www.ig.navy.mil in the Downloads and Publications Folder, titled Forms Folder, Implementation Status Report.

b. **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.

c. 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.

d. NAVINSGEN admin point of contact for ISRs is (b)(7)(c) telephone (202) 433-(b)(7)(c), DSN 288-(b)(7)(c) facsimile (202) 433-32

COMMAND

RECOMMENDATION NUMBER(S) XXX-11

CNIC

009, 012, 013, 014, 015

NAVFAC

010, 011

SAC

016, 017, 018, 019

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ISSUE PAPER 1

SUBJECT: COMMANDER NAVY REGION CENTER SINGAPORE MILITARY BILLET STRUCTURE

BACKGROUND: The military billet structure of Navy Region Center Singapore (NRCS) consists of five personnel; Commanding Officer (CO), Executive Officer (XO), Disbursing Office (DISBO), Chief Master at Arms and a PS1 attached in Diego Garcia. The Program Objective Memorandum 2012 (POM-12) deleted the CO and XO billets as directed by Commander, U.S. Pacific Fleet (COMUSPACFLT). The Executive Director, senior civil service position, will assume most of the executive officer responsibilities and provide continuity for rotating CO. However, current efforts to convert the DISBO billet to a civil service position have been unsuccessful to date. Commander, Navy Installations Command (CNIC) has identified and moved an O-5 billet to reestablish the CO billet for the command.

DISCUSSION

1. NRCS CO leads an Echelon IV command under the Singapore Area Coordinator (SAC) and reports to the SAC for all matters. As a single installation under the Echelon III commander, which is a dual-hat Flag officer billet of Commander, Logistic Group, Western Pacific (COMLOGWESTPAC), many functions normally associated with an installation command are performed by personnel performing the same functions at the Echelon IV regional command level. As such, the CO of NRCS serves as the Deputy Commander for SAC and hosts seventeen tenant commands, including the U.S. Embassy Singapore. The CO interacts with counterpart in each tenant command and officials in the Singapore government where the rank is either equivalent to an O-6 or senior. The matrix nature of this organization and the senior level military and diplomatic liaison responsibilities of the position warrant a senior officer with command level experience.

2. An O-5 Commanding officer billet can be filled by an O-6. However, by coding the billet as an O-5 it sends the wrong demand signal to Navy Personnel Command (for example, a detailee may propose and O-5 or a junior O6 without the experience necessary for the job). Given the nature of the installation commander responsibilities, the growing mission requirements of the SAC Commander and additional duties as the Deputy SAC, this billet should not be subject to question as to the rank needed for the position; an O-6 billet is the better fit to ensure the right level of experience accompanies the person assigned to the position.

RECOMMENDATION

009-11. That CNIC realign an O-6 billet for the NRCS CO position.

NAVINGEN POINT OF CONTACT:

(b)(7)(c) U
(202) 43 (b)(7)(c) 88 (b)(7)(c)
E-mail: (b)(7)(c)@n mil

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ISSUE PAPER 2

SUBJECT: NAVY REGION CENTER SINGAPORE PUBLIC WORKS DEPARTMENT STAFFING

REFERENCE: (a) NAVFAC CONOPS of Oct 10

PROBLEM: The staffing within Public Works Department (PWD) Singapore is not adequate to fulfill the Navy Region Center Singapore (NRCS) mission.

BACKGROUND: Per reference (a), the Naval Facilities Engineering Command (NAVFAC) Mission Statement is “NAVFAC is the System Command that delivers and maintains quality, sustainable facilities, acquires and manages capabilities for the Navy’s expeditionary combat forces, provides contingency engineering response, and enables energy security and environmental stewardship.” NAVFAC Echelon III commands, NAVFAC Atlantic and NAVFAC Pacific, are operationally aligned with Fleet Forces Command and Pacific Fleet respectively, as the Fleet Engineers. NAVFAC Echelon IV commands, referred to as Facilities Engineering Commands (FECs), are operationally aligned with Commander, Navy Installations Command (CNIC) Regional Commands and act as Regional Engineers. PWDs are the service delivery platform to installations and their tenant commands. PWDs are responsible for delivering the six NAVFAC Business Lines: Capital Improvement, Environmental, Public Works, Asset Management, Expeditionary, and Contingency Engineering. Allocation of assets is based on delivering services in the most cost effective and efficient delivery of services while minimizing risk.

DISCUSSION

1. NRCS is not supported by a FEC, as are most CNIC Regions. Since NRCS has a small footprint, NAVFAC support is provided by a PWD.
2. PWD Singapore is authorized eighteen billets, including: one Civil Engineer Corps Lieutenant Public Works Office (PWO), a U.S. Civil Servant (USCS) Deputy Public Works Office (DPWO) (vacant), USCS Asset Manager (vacant), USCS Head of Acquisition, USCS Environmental Manager, ten local nationals (two vacant) with multiple responsibilities and three contractors. See Figure (1).

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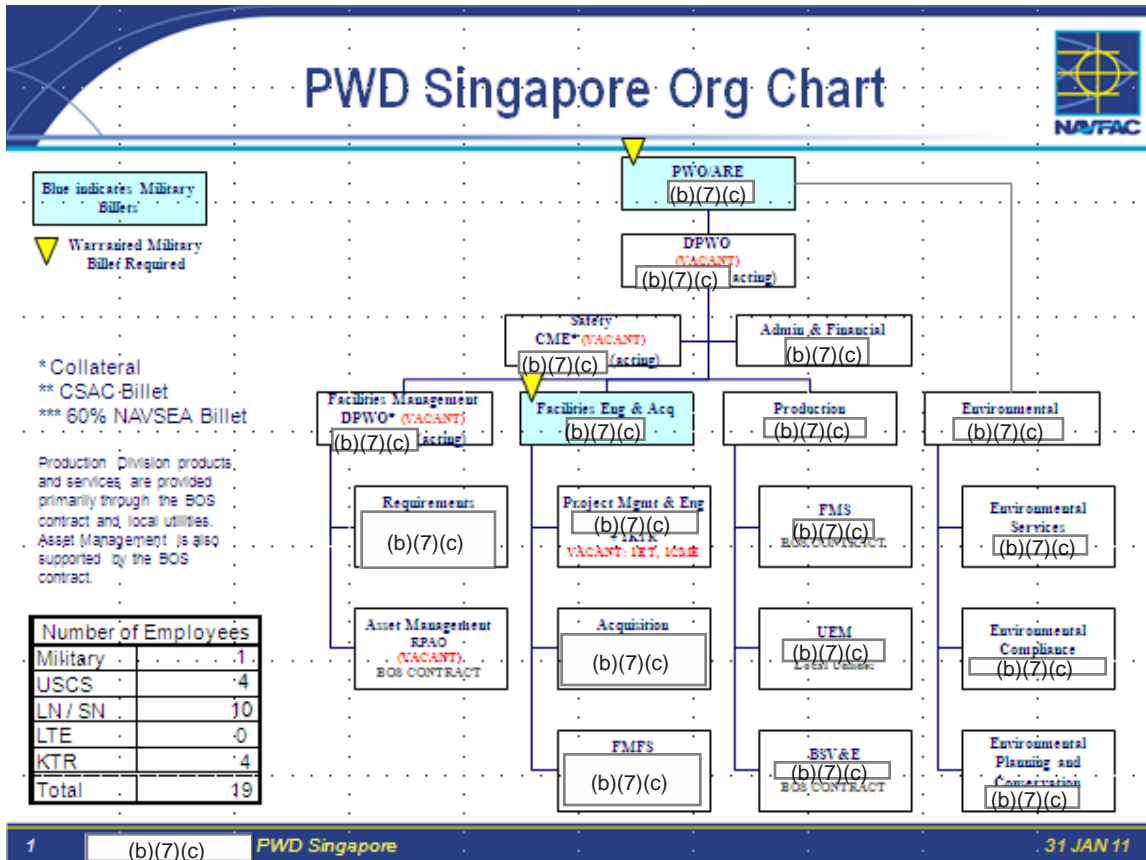


Figure 1

- NAVFAc's organizational model expects some of its products will be delivered by reach back support from the FECs and Echelon IIIs. For Singapore, this is NAVFAc Far East and NAVFAc PAC. No matter how products are delivered, reference (a) clearly states the responsibility for ensuring the delivery of NAVFAc products and services remains with the local PWD and requires a minimum staffing level. PWD Singapore's lack of a critical staff puts delivery of NAVFAc products and services at risk.
- PWD Singapore authorized billets are insufficient to staff the NAVFAc PWD template in reference (a). Singapore has assigned personnel multiple duties among more than one division to accomplish its workload. PWD Singapore's operational effectiveness could be significantly impaired by the loss of key employees performing multiple roles with little or no backup. A significant risk is present in that the Environmental Director and Head of Contracts are nearing the end of their tours. Neither position has any redundancy. The PWO is the only backup if these personnel rotate.
- The most significant risk NAVINSGEN identified was the lack of a single Technical Manager performing oversight of the Base Operating Support (BOS) Contract which provides most of the base services. The scope includes Air Operations, Communication Material Management, Moral, Welfare, and Recreation, Housing, Facilities, Transportation, and Environmental Services. Technical management is performed by the Acquisition Branch Head.

This is contrary to the Federal Acquisition Regulations (FAR) which requires the separation of contract administration and technical support. Even though the contracting officer is competently performing this role, NAVFAC needs to address this FAR conflict.

6. NAVFAC's requirement to have its Contracting Officer Representatives (COR) take the NAVFAC CTC-342 Contracting Officer Representative Course increases the need for a Technical Manager for the BOS Contract. None of the assigned CORs have taken the NAVFAC required course. PWD Singapore assigns CORs for each annex of the contract from the client receiving service. These individuals continually change. To meet this training requirement, employees would have to travel to Japan. The assignment of a Technical Manager for the BOS contract would allow COR responsibilities to be assigned to the technical lead and assist the client in assessing the contractor's performance. Discussions with NAVFAC Pacific's Facilities Support Product Line Manager, who is responsible for the technical oversight of FSC in the Pacific indicated support for this proposal as a possible solution.

RECOMMENDATIONS

010-11. That NAVFAC review PWD Singapore's billets to ensure the organization structure can perform its mission as outlined in reference (a).

011-11. That NAVFAC ensure the technical oversight of the BOS contract is in compliance with the FAR.

NAVINGEN POINT OF CONTACT:

(b)(7)(c)
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E-mail: (b)(7)(c)@na il

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ISSUE PAPER 3

SUBJECT: NAVY REGION CENTER SINGAPORE HOUSING OFFICE

REFERENCE: (a) OPNAVINST 11101.13H

PROBLEM: The staffing at Navy Region Center Singapore (NRCS) housing office is inadequate to provide the full range of support services to personnel stationed in Singapore.

BACKGROUND:

1. Commander Navy Installation Command (CNIC) staffing challenges were identified in NAVINSGEN's command inspection of 2009. CNIC, with support of the Navy Manpower Analysis Command are developing a staffing model for housing offices. The model for greater than 30 personnel is expected to be completed in mid FY11. The model for offices under 30 personnel is expected to be completed by the end of FY11.

2. The Navy's housing program includes the management of Navy owned/leased housing, housing referral, management of the Bachelor Quarters (BQ), and the management of the Navy Gateway Inns and Suites (NGIS).

3. Overseas housing offices have the additional responsibility to include.

- a. Supporting government U.S. civil service employees
- b. Increased support in housing referral to include:
 - (1) Reviewing leases to ensure the interest of Sailors and civilians are protected
 - (2) Pre-lease safety inspections
- c. Support in procuring utility services
- d. Management of government provided furnishing for off-base housing
- e. Support in landlord disputes

DISCUSSION

1. The NRCS housing office is attempting to provide the full range of housing services with a staff of two U.S. Civil Service employees and one local national employee. These services include:

- a. *Base Housing Occupancy.* The housing office is responsible for assigning housing units based on reference (a), and maintaining an occupancy rate of 95%.

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b. *Base Housing Maintenance*

(1) Base housing in Singapore consists of a mix of apartments, duplexes and single family homes that are leased from the Singapore government. A Memorandum of Understanding requires the Singapore government to maintain the basic structural, roofing and electrical grounding. All other maintenance is the responsibility of the Navy.

(2) The split in maintenance responsibility requires the housing office to review needed repairs and make a determination on who is responsible for making the repair, requiring increased expertise in the housing staff. Once a determination is made, the housing office tracks the repair until completion.

(3) If the repair is the responsibility of the Singapore Government, the Housing Office must develop a scope of the needed repair and negotiate when the repair can be executed. To improve coordination with the Singapore Government Maintenance Management Company, the Housing Office has established quarterly meetings to plan repairs.

(4) When the repair is the responsibility of the U.S. Navy, the Base Operations Support (BOS) contract awarded by Naval Facilities Engineering Command (NAVFAC) completes the work. The housing office is responsible for the assessment of the work and acts as the Contracting Officer's Representative for the housing annex of the MOU. The housing office tracks maintenance calls, preventive maintenance schedules, minor work, pest control, and grounds maintenance to ensure the work is completed according to the contract and provides monthly reports to NAVFAC on the contractor's performance.

c. *Base Housing Renovation.* An additional burden on the housing office is the ongoing renovation of the units. The renovation requires additional planning to minimize impact to residents. Once the renovations are complete this effort will decrease, but the need for long term maintenance plan will not.

d. *Bachelor Quarters Management.* The local national employee is the lead for BQ management. The responsibilities for the BQ program are similar to the housing program.

e. *Navy Gateway Inns and Suites Management.* The Navy Gateway Inns and Suites day to day management is performed by the BOS contract with the housing office responsible for the performance assessment and program management. Long term planning, including recapitalization, is performed by the housing office. The housing office is developing a program for a major recapitalization of the Navy Gateway Inns and Suites facilities.

f. *Housing Referral Services*

(1) The housing office has limited expertise in the Singapore real estate market to support the 87 personnel living on the economy. Lease reviews are performed by the Housing Manager and the legal officers stationed in Singapore when requested by the housing office. Referral assistance consists of a table in the housing office with business cards from reliable real estate agents. No list of available units is provided, as found at most other housing offices in the Navy.

(2) Occupancy safety inspections are performed on a requested basis by the local national employee. Fortunately his facilities background is a valuable asset in performing the inspections.

(3) Landlord disputes are handled by the Housing Director with the assistance of legal officers as required.

2. Significant risk in all areas of the housing office operations exists due to limited staffing. These risks were revealed in our surveys and focus groups. The ability of the housing office to manage the maintenance was a major complaint in both forums. The Housing Office recognizes its weaknesses and has made changes to improve its support to personnel assigned to Singapore. The creation of the quarterly meeting with the Singapore government to plan for long term repairs of the housing units is commendable, as is finding reliable and trust worthy local real estate agents in Singapore. Even with the efforts the housing office is making, it remains clear that the staff is not sufficient to manage all the functions and workload required to support the personnel assigned to Singapore.

RECOMMENDATIONS

012-11. That CNIC complete and implement the small office housing model by the end of FY11.

013-11. That CNIC review both small and large housing office staffing models to ensure that the additional duties required in overseas locations is included.

014-11. That CNIC review the staffing requirements supporting the personnel assigned to Singapore to include Base Housing Management, Coordination of Maintenance with the Singapore government, BOS contract oversight, NGIS management and overseas housing referral services.

015-11. That CNIC ensure NRCS acquires expertise in the Singapore real estate market to support personnel living on the economy.

NAVINGEN POINT OF CONTACT:

(b)(7)(c)
(b)(7)(c) (b)(7)(c)
E-mail: (b)(7)(c)@navy.mil

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ISSUE PAPER 4

SUBJECT: NAVY REGION SINGAPORE DRUG AND ALCOHOL ADVISOR PROGRAM

REFERENCE: (a) OPNAVINST 5350.4D

PROBLEM: The Navy Region Singapore/Singapore Area Coordinator (SAC) has no Drug and Alcohol program. The current Drug and Alcohol Program Advisor (DAPA) had no turnover and there was a significant gap in the collateral duty.

BACKGROUND: An assessment was conducted of the SAC DAPA program. Currently, there is no DAPA program to provide drug and alcohol support to the region's naval members.

DISCUSSION: Per reference (a), commands shall provide a unified and consistent coordination of alcohol and drug abuse prevention program policy to subordinate commands. Further, reference (a) describes the requirement to have a DAPA program. Deficiencies observed are:

- The SAC doesn't have an Alcohol and Drug Control Officer (ADCO)..
- The SAC doesn't have a Navy Drug and Alcohol Advisory Council.
- The SAC doesn't have an alcohol deglamorization program.
- There is no objective evidence to suggest any oversight is being provided to subordinate commands.
- Alcohol and Drug Abuse for Managers and Supervisors training isn't being conducted.

RECOMMENDATIONS

016-11. That the SAC assign an ADCO per reference (a).

017-11. That the SAC ADCO conduct an assessment of the lower echelon Drug and Alcohol program to ensure compliance with reference (a).

018-11. That the SAC establish a Navy Drug and Alcohol Advisory Council.

019-11. That the SAC conduct ADAMS training per reference (a).

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E-mail: (b)(7)(c) y.mil

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APPENDIX A

SUMMARY OF SURVEY DATA ANALYSIS ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL

1. Overall Observations and Methodology. NAVINSGEN conducted an on-line survey of active duty military and DON civilian personnel from 29 November through 19 December 2010 in support of the Singapore area visit held from 31 January 2011 through 4 February 2011. There were a total of 135 survey respondents, consisting of 79 active duty military (58.5 percent) and 54 DON civilian personnel (40.0 percent); 2 (1.5 percent) respondents indicated themselves as other (not contractor). The survey respondents consisted of 118 (87.4 percent) males and 17 (12.6 percent) females.

2. Quality of Life. The active duty military and DON civilian personnel survey respondents rated their Quality of Work Life (QoWL) at 6.64 on a scale of 1 to 10 ('worst' to 'best') and Quality of Home Life (QoHL) at 7.02. Both of these scores are slightly higher than the NAVINSGEN rolling averages of 6.25 and 6.96, respectively.

3. Survey Topics.

a. The survey included demographic questions such as gender, age, and whether the respondent is military or civilian. As indicated above, both military and civilians were asked to rate their quality of work life and quality of home life. For example, 68.9 percent of the survey respondents indicated job satisfaction as the main factor having a positive impact on their QoWL; Leadership support was rated the second highest at 37.8 percent. However, Leadership support was also identified as the main factor having a negative impact on QoWL by 32.6 percent of respondents. Additionally, the 57.0 percent of the survey respondents indicated that their QoHL was most positively impacted by the quality of their home. Cost of living was indicated as most negatively impacting their QoHL by 65.9 percent.

b. Military members were asked questions regarding physical readiness, performance counseling, and the voter assistance program.

c. Civilians were asked questions regarding their position description, performance counseling, human resource service center, and human resource office.

d. Both military and civilians were asked questions regarding topics such as working hours; resources; facilities; communication; and leadership.

e. Those survey respondents indicating they are supervisors are asked additional questions regarding their supervisor training.

f. In addition to multiple choice questions there were a few open ended questions regarding various topics such as: supplies purchased with personal money, facilities in need of repair, and any additional comments or concerns regarding quality of life. Answers to these questions were used to help guide the inspection team and to guide some of the focus group questions.

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SINGAPORE AREA VISIT 2011

ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL

1: I am assigned at:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Singapore		97.0%	131
Other		3.0%	4
		Valid Responses	135
		Total Responses	135

2: I am currently assigned to: (Use the space to the right to type in your command name.)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Shore		81.5%	110
Submarine		0.0%	0
Ship		0.0%	0
Training		0.0%	0
Hospital/Clinic		0.0%	0
Aircraft/Squadron		0.0%	0
Battalion		0.7%	1
Personnel Support Det		2.2%	3
Other		15.6%	21
		Valid Responses	135
		Total Responses	135

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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		3.7%	5
2		1.5%	2
3		3.0%	4
4		3.7%	5
5		9.0%	12
6		10.4%	14
7		18.7%	25
8		25.4%	34
9		16.4%	22
10		8.2%	11
Not Answered			1
		Mean	7.015
		Standard Deviation	2.163
		Valid Responses	134
		Total Responses	135

4: Please indicate up to three main factors that have a **positive** impact on your QOHL: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Quality of your home		57.0%	77
Quality of the school for dependent children		34.1%	46
Quality of the childcare available		2.2%	3

Shopping & dining opportunities		38.5%	52
Recreational opportunities		48.1%	65
Access to spouse employment		3.0%	4
Access to quality medical/dental care		32.6%	44
Cost of living		13.3%	18
Other		18.5%	25
		Valid Responses	135
		Total Responses	135

5: Please indicate up to three main factors that have a **negative** impact on your QOHL: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Quality of your home		26.7%	36
Quality of the school for dependent children		3.0%	4
Quality of the childcare available		7.4%	10
Shopping & Dining opportunities		20.7%	28
Recreational opportunities		10.4%	14
Access to spouse employment		34.1%	46
Access to medical/dental care		25.9%	35
Cost of living		65.9%	89
Other		25.9%	35
		Valid Responses	135
		Total Responses	135

6: On a scale of 1 (worst) to (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.


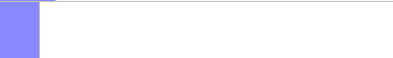
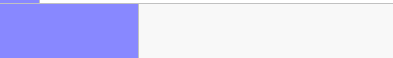

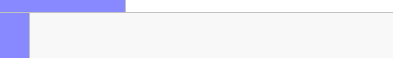
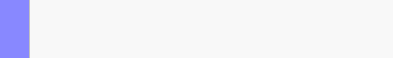
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		5.2%	7
2		4.4%	6
3		6.7%	9
4		3.0%	4
5		10.4%	14
6		6.7%	9
7		14.8%	20
8		25.9%	35
9		14.8%	20
10		8.1%	11
		Mean	6.637
		Standard Deviation	2.509
		Valid Responses	135
		Total Responses	135

7: Please indicate up to three main factors that have a **positive** impact on your QOWL: (Choose three or less)


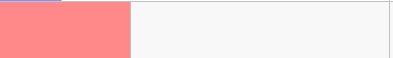

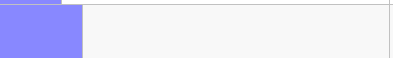

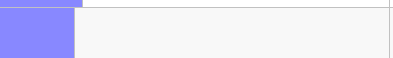
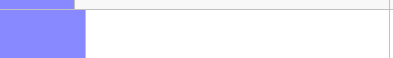
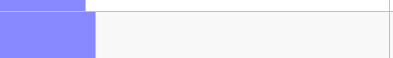
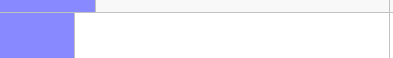
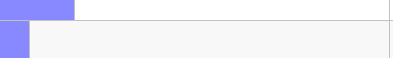
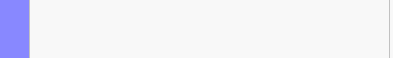
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job Satisfaction		68.9%	93
Leadership Support		37.8%	51
Leadership opportunities		20.0%	27
Length of workday		21.5%	29
Advancement opportunities		3.0%	4

Training opportunities		10.4%	14
Awards and recognition		5.9%	8
Command climate		31.9%	43
Quality of the workplace facilities		28.1%	38
Frequency of deployment/Individual Augmentations (e.g. IAMM or GSA)		3.7%	5
Other		8.9%	12
		Valid Responses	135
		Total Responses	135

8: Please indicate up to three main factors that have a **negative** impact on your QOWL: (choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job satisfaction		14.8%	20
Leadership support		32.6%	44
Leadership opportunities		14.8%	20
Length of workday		20.0%	27
Advancement opportunities		20.0%	27
Training opportunities		17.8%	24
Awards and recognition		20.7%	28
Command climate		23.7%	32
Quality of the workplace facilities		17.8%	24
Frequency of deployments/individuals Augmentations (e.g. IAMM or GSA)		5.9%	8
Other		14.1%	19
		Valid Responses	135

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	Total Responses	135
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9: Gender

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Male		87.4%	118
Female		12.6%	17
		Valid Responses	135
		Total Responses	135

10: Age:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
17-24		1.5%	2
25-34		17.9%	24
35-44		37.3%	50
45-54		34.3%	46
55-64		8.2%	11
65+		0.7%	1
Not Answered			1
		Valid Responses	134
		Total Responses	135

11: Marital Status:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Single		25.9%	35
Married		66.7%	90
Divorced		5.9%	8
Separated		1.5%	2
		Valid Responses	135
		Total Responses	135

12: I have school aged children

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		37.8%	51
No		62.2%	84
		Valid Responses	135
		Total Responses	135

13: I am:






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Military		58.5%	79
Civilian		40.0%	54
Contractor		0.0%	0
Other		1.5%	2
		Valid Responses	135

	Total Responses	135
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14: Paygrade:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
E1 - E3		0.0%	0
E4 - E6		28.2%	22
E7 - E9		23.1%	18
CWO2 - O3		19.2%	15
O4 - O5		23.1%	18
O6 & Above		6.4%	5
Not Answered			1
		Valid Responses	78
		Total Responses	79

15: I am a Geographical Bachelor (married with family living elsewhere)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		13.9%	11
No		86.1%	68
		Valid Responses	79
		Total Responses	79

16: I am a geographical bachelor because (choose all that apply):

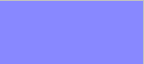


(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Poor schools at new duty station		0.0%	0
High cost of living at new duty station		0.0%	0
Lack of spousal employment at old duty station		0.0%	0
Spouse has a good employment at old duty station		27.3%	3
Critical housing area		0.0%	0
High crime rate at new duty station		0.0%	0
Desire to maintain stability for family members		27.3%	3
Family stayed behind because I couldn't sell the home (it lost significant value) at my last duty station.		36.4%	4
Other		45.5%	5
		Valid Responses	11
		Total Responses	11

17: I have participated in the following at my current command?

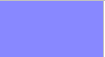





(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Command Sponsor Program		61.5%	48
Command Orientation/Indoctrination		69.2%	54
Career Development Boards		38.5%	30
Command Physical Fitness Assessment Training Program		57.7%	45
Required General Military Training (GMT)		89.7%	70

Command Managed Equal Opportunity (CMEO) Program		37.2%	29
Navy Rights and Responsibility (NR&R) Workshops		15.4%	12
Transition Assistance Program		14.1%	11
		Valid Responses	78
		Total Responses	78



18: The following individuals conducted my last Career Development Board (CDB). (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
CMC		26.9%	21
LCPO		16.7%	13
CPO		7.7%	6
CCC		21.8%	17
I have not had a CDB since being attached to this command		10.3%	8
Not applicable		56.4%	44
		Valid Responses	78
		Total Responses	78

19: In my professional development I am being mentored by someone?


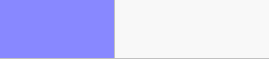
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		48.7%	38
No		51.3%	40
		Valid Responses	78
		Total Responses	78

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20: I am mentoring others.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		70.1%	54
No		29.9%	23
Not Answered			1
		Valid Responses	77
		Total Responses	78





21: A sponsor contacted me before I arrived at my command.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		97.4%	76
No		2.6%	2
Not Applicable		0.0%	0
		Valid Responses	78
		Total Responses	78

22: My sponsor was helpful in my transition.





(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		48.7%	38
Agree		32.1%	25
Disagree		6.4%	5
Neither Agree nor Disagree		7.7%	6

Strongly Disagree		3.8%	3
Not Applicable		1.3%	1
		Valid Responses	78
		Total Responses	78

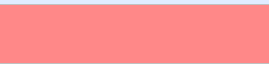
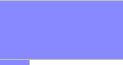

23: My command gives me sufficient time during working hours to participate in a physical readiness exercise program.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		53.9%	41
Agree		31.6%	24
Neither Agree nor Disagree		7.9%	6
Disagree		2.6%	2
Strongly Disagree		3.9%	3
Not Answered			2
		Valid Responses	76
		Total Responses	78

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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		66.7%	52
Agree		29.5%	23
Neither Agree nor Disagree		3.8%	3
Disagree		0.0%	0
Strongly Disagree		0.0%	0

	Valid Responses	78
	Total Responses	78

25: I know my command ombudsman.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		22.1%	17
No		77.9%	60
Not Answered			1
		Valid Responses	77
		Total Responses	78












26: I have conveyed to my spouse, parents, and/or extended family members the command ombudsman is the official command representative for them when I am away either deployed or temporarily assigned elsewhere.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		24.7%	18
No		75.3%	55
Not Answered			5
		Valid Responses	73
		Total Responses	78



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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		5.1%	4
2		1.3%	1
3		3.8%	3
4		2.6%	2
5		11.5%	9
6		6.4%	5
7		10.3%	8
8		19.2%	15
9		6.4%	5
10		2.6%	2
Do not use		30.8%	24
		Mean	6.278
		Standard Deviation	2.360
		Valid Responses	54
		Total Responses	78

28: Please indicate up to three main factors that have a **positive** impact on your rating for FFSC: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Family/Social Services available		21.8%	17
Quality of services		32.1%	25

Appointment availability		15.4%	12
Staff's customer service		41.0%	32
Hours of operation		17.9%	14
		Valid Responses	78
		Total Responses	78

29: Please indicate up to three main factors that have a **negative** impact on your rating for FFSC:
(Choose three or less)





(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Family/Social Services available		29.5%	23
Quality of services		15.4%	12
Appointment availability		10.3%	8
Staff's customer service		7.7%	6
Hours of operation		15.4%	12
		Valid Responses	78
		Total Responses	78

30: Rate your overall satisfaction with the MWR services on a scale of 1 (worst) to 10 (best).







(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		6.5%	5
2		1.3%	1
3		5.2%	4
4		7.8%	6
5		15.6%	12
6		3.9%	3

7		15.6%	12
8		14.3%	11
9		14.3%	11
10		14.3%	11
Do not use		1.3%	1
Not Answered			1
		Mean	6.605
		Standard Deviation	2.606
		Valid Responses	76
		Total Responses	78

31: Please indicate up to three main factors that have a **positive** impact on your rating for MWR:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of MWR services available		39.7%	31
Quality of services		51.3%	40
Cost		26.9%	21
Staff's customer service		48.7%	38
Hours of operation		16.7%	13
Other		7.7%	6
		Valid Responses	78
		Total Responses	78

32: Please indicate up to three main factors that have a **positive** impact on your rating for MWR:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of MWR services available		43.6%	34
Quality of services		29.5%	23
Cost		38.5%	30
Staff's customer service		14.1%	11
Hours of operation		15.4%	12
Other		20.5%	16
		Valid Responses	78
		Total Responses	78

33: Rate your overall satisfaction with the NEX on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		11.7%	9
2		5.2%	4
3		15.6%	12
4		6.5%	5
5		19.5%	15
6		9.1%	7
7		14.3%	11
8		7.8%	6
9		3.9%	3
10		6.5%	5

Do not use		0.0%	0
Not Answered			1
	Mean		5.091
	Standard Deviation		2.575
	Valid Responses		77
	Total Responses		78

34: Please indicate up to three main factors that have a **positive** impact on your rating for NEX:
(Choose three or less)


(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of merchandise selections		14.1%	11
Quality of merchandise selections		14.1%	11
Cost		25.6%	20
Staff's customer service		61.5%	48
Hours of operation		39.7%	31
	Valid Responses		78
	Total Responses		78

35: Please indicate up to three main factors that have a **negative** impact on your rating for NEX:
(Choose three or less)









(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of merchandise selections		84.6%	66
Quality of merchandise selections		60.3%	47
Cost		53.8%	42
Staff's customer service		7.7%	6

Hours of operation		21.8%	17
		Valid Responses	78
		Total Responses	78

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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		15.3%	11
2		5.6%	4
3		0.0%	0
4		5.6%	4
5		8.3%	6
6		6.9%	5
7		4.2%	3
8		4.2%	3
9		2.8%	2
10		0.0%	0
Do not use		47.2%	34
Not Answered			6
		Mean	4.158
		Standard Deviation	2.641
		Valid Responses	38
		Total Responses	78

37: Please indicate up to three main factors that have a **positive** impact on your rating for Commissary: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of products/produce/meats selection		3.8%	3
Quality of products/produce/meats selection		5.1%	4
Cost		14.1%	11
Staff's customer service		25.6%	20
Hours of operation		20.5%	16
		Valid Responses	78
		Total Responses	78

38: Please indicate up to three main factors that have a **negative** impact on your rating for Commissary: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of products/produce/meats selection		44.9%	35
Quality of products/produce/meats selection		37.2%	29
Cost		30.8%	24
Staff's customer service		5.1%	4
Hours of operation		5.1%	4
		Valid Responses	78
		Total Responses	78

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


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		3.9%	3
2		0.0%	0
3		2.6%	2
4		1.3%	1
5		7.8%	6
6		3.9%	3
7		19.5%	15
8		26.0%	20
9		13.0%	10
10		22.1%	17
Not Answered			1
		Mean	7.610
		Standard Deviation	2.177
		Valid Responses	77
		Total Responses	78

40: Please indicate up to three main factors that have a **positive** impact on your rating for healthcare benefits: (Choose three or less)

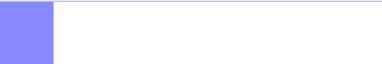


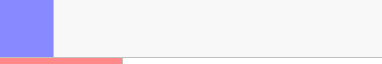
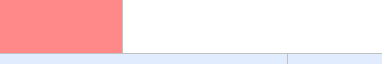
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		67.9%	53
Appointment availability		75.6%	59
Waiting Time		28.2%	22
Time with staff or care provider		37.2%	29

Hours of operation		12.8%	10
		Valid Responses	78
		Total Responses	78


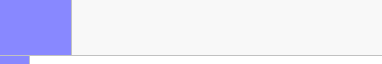

41: Please indicate up to three main factors that have a **negative** impact on your rating for healthcare benefits: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		14.1%	11
Appointment availability		10.3%	8
Waiting Time		14.1%	11
Time with staff or care provider		14.1%	11
Hours of operation		32.1%	25
		Valid Responses	78
		Total Responses	78











42: I have designated family members listed on my "Page 2" in my personnel record.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		78.1%	57
No		16.4%	12
Don't Know		5.5%	4
Not Answered			5
		Valid Responses	73
		Total Responses	78


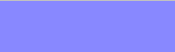
43: Rate your overall satisfaction with your family's healthcare benefit on a scale of 1 (worst) to 10 (best).

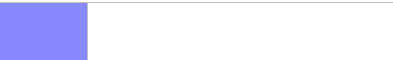
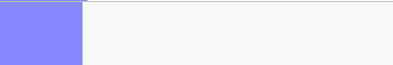

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		4.9%	3
2		1.6%	1
3		3.3%	2
4		1.6%	1
5		14.8%	9
6		4.9%	3
7		8.2%	5
8		24.6%	15
9		16.4%	10
10		19.7%	12
Not Answered			17
		Mean	7.262
		Standard Deviation	2.489
		Valid Responses	61
		Total Responses	78

44: Please indicate up to three main factors that have a **positive** impact on your rating for your family's healthcare benefits: (Choose three or less)

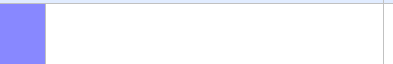
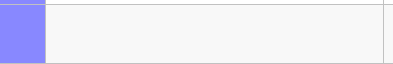

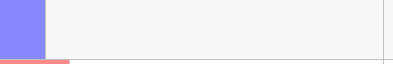

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		48.7%	38
Appointment availability		42.3%	33

Waiting time		19.2%	15
Time with staff or care provider		17.9%	14
Hours of operation		3.8%	3
		Valid Responses	78
		Total Responses	78

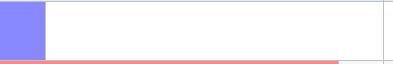

45: Please indicate up to three main factors that have a **negative** impact on your rating for your family's healthcare benefits: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		11.5%	9
Appointment availability		11.5%	9
Waiting time		14.1%	11
Time with staff or care provider		11.5%	9
Hours of operation		17.9%	14
		Valid Responses	78
		Total Responses	78



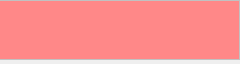
46: Do you have infant to pre-school age children in your family?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		11.7%	9
No		88.3%	68
Not Answered			1
		Valid Responses	77
		Total Responses	78


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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		25.0%	2
2		0.0%	0
3		0.0%	0
4		12.5%	1
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
Do not use		62.5%	5
		Mean	2.000
		Standard Deviation	1.414
		Valid Responses	3
		Total Responses	8

48: Please indicate up to three main factors that have a **positive** impact on your rating for the CDC: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of childcare services (regular &/or drop off)		12.5%	1
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost of childcare services		0.0%	0

Staff's customer service		0.0%	0
Hours of operation		0.0%	0
		Valid Responses	8
		Total Responses	8

49: Please indicate up to three main factors that have a **negative** impact on your rating for the CDC: (Choose three or less)


(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of childcare services (regular &/or drop off)		37.5%	3
Quality of childcare services (regular &/or drop off)		25.0%	2
Cost of childcare services		25.0%	2
Staff's customer service		0.0%	0
Hours of operation		12.5%	1
		Valid Responses	8
		Total Responses	8

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


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		28.6%	2
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0

7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
Do not use		71.4%	5
Not Answered			1
		Mean	1.000
		Standard Deviation	0.000
		Valid Responses	2
		Total Responses	8

51: Please indicate up to three main factors that have a **positive** impact on your rating for the CDH: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Travel distance from home to a local approved CDH		0.0%	0
Availability of childcare services (regular &/or drop off)		12.5%	1
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost		0.0%	0
Staff		0.0%	0
Hours of operation		0.0%	0
		Valid Responses	8
		Total Responses	8

52: Please indicate up to three main factors that have a **negative** impact on your rating for the CDH: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Travel distance from home to a local approved CDH		25.0%	2
Availability of childcare services (regular &/or drop off)		12.5%	1
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost		0.0%	0
Staff		0.0%	0
Hours of operation		0.0%	0
		Valid Responses	8
		Total Responses	8

53: I currently reside:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
On the economy (purchased a home)		0.0%	0
On the economy (rented/leased a home)		0.0%	0
Public/Private Venture (PPV) Housing		0.0%	0
Govt. Family Housing		57.9%	44
Govt. Bachelor Housing		42.1%	32
		Valid Responses	76
		Total Responses	76

54: Rate your overall satisfaction with your purchased home/condominium on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
		Valid Responses	0
		Total Responses	0

55: Please indicate up to three main factors that have a **positive** impact on your rating for your purchased home/condominium: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home/condominium		0.0%	0
Quality of the home/condominium		0.0%	0
Affordability of the home/condominium		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Home Owners' Insurance		0.0%	0
Quality of the neighborhood		0.0%	0

Safety and security		0.0%	0
School System		0.0%	0
		Valid Responses	0
		Total Responses	0

56: Please indicate up to three main factors that have a **negative** impact on your rating for your purchased home/condominium: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home/condominium		0.0%	0
Quality of the home/condominium		0.0%	0
Affordability of the home/condominium		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Home Owners' Insurance		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School System		0.0%	0
		Valid Responses	0
		Total Responses	0

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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0

4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
		Valid Responses	0
		Total Responses	0

58: Please indicate up to three main factors that have a **positive** impact on your rating for your rented/leased home/apartment. (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of rented/condominium		0.0%	0
Quality of the rented home/condominium		0.0%	0
Affordability of the rented home/condominium		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Home Owners' Insurance		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School System		0.0%	0
Available maintenance services		0.0%	0
Affordability of Renters' Insurance		0.0%	0
		Valid Responses	0
		Total Responses	0

59: Please indicate up to three main factors that have a **negative** impact on your rating for your rented home /apartment. (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of rented/condominium		0.0%	0
Quality of the rented home/condominium		0.0%	0
Affordability of the rented home/condominium		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Home Owners' Insurance		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School System		0.0%	0
Available maintenance services		0.0%	0
Affordability of Renters' Insurance		0.0%	0
		Valid Responses	0
		Total Responses	0

60: Rate your overall satisfaction with your Public Private Venture (PPV) Housing on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0

7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
		Valid Responses	0
		Total Responses	0

61: Please indicate up top three main factors that have a **positive** impact on your rating for your PPV: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		0.0%	0
Quality of the home		0.0%	0
Affordability of the PPV home		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School system		0.0%	0
Available maintenance services		0.0%	0
		Valid Responses	0
		Total Responses	0








62: Please indicate up top three main factors that have a **negative** impact on your rating for your PPV: (Choose three or less)



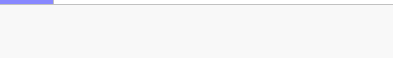
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		0.0%	0
Quality of the home		0.0%	0
Affordability of the PPV home		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School system		0.0%	0
Available maintenance services		0.0%	0
		Valid Responses	0
		Total Responses	0

63: Rate your overall satisfaction with your Government Housing on a scale of 1 (worst) to 10 (best).

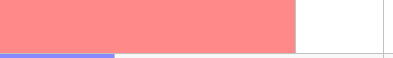
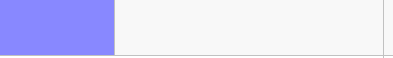



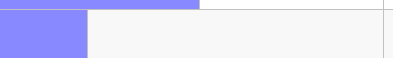
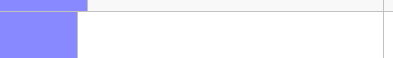
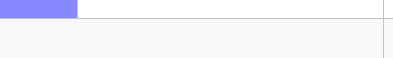
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		13.6%	6
2		6.8%	3
3		4.5%	2
4		4.5%	2
5		22.7%	10
6		2.3%	1
7		9.1%	4

8		22.7%	10
9		11.4%	5
10		2.3%	1
		Mean	5.568
		Standard Deviation	2.774
		Valid Responses	44
		Total Responses	44

64: Please indicate up to three main factors that have a **positive** impact on your rating for your Government Housing: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		77.3%	34
Quality of the home		29.5%	13
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		40.9%	18
Safety and security		52.3%	23
School system		22.7%	10
Available maintenance services		20.5%	9
Affordability of Renters Insurance		0.0%	0
		Valid Responses	44
		Total Responses	44

65: Please indicate up to three main factors that have a **negative** impact on your rating for your Government Housing: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		15.9%	7
Quality of the home		59.1%	26
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		9.1%	4
Safety and security		27.3%	12
School system		0.0%	0
Available maintenance services		47.7%	21
Affordability of Renters Insurance		0.0%	0
		Valid Responses	44
		Total Responses	44

66: Rate your overall satisfaction with your Government Bachelor Housing (BH) on a scale of 1 (worst) to 10 (best).






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		3.1%	1
2		3.1%	1
3		6.3%	2
4		3.1%	1
5		12.5%	4
6		9.4%	3
7		15.6%	5

8		15.6%	5
9		15.6%	5
10		15.6%	5
		Mean	6.906
		Standard Deviation	2.480
		Valid Responses	32
		Total Responses	32

67: Please indicate up to three main factors that have a **positive** impact on your rating for your Government Housing: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		62.5%	20
Quality of the home		50.0%	16
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		43.8%	14
Safety and security		50.0%	16
School system		0.0%	0
Available maintenance services		28.1%	9
Affordability of Renters Insurance		0.0%	0
		Valid Responses	32
		Total Responses	32

68: Please indicate up to three main factors that have a **negative** impact on your rating for your BH: (Choose three or less)


(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the housing		28.1%	9
Quality of the housing		37.5%	12
Affordability of Renters Insurance		6.3%	2
Safety and security		12.5%	4
School system		6.3%	2
Available maintenance services		25.0%	8
		Valid Responses	32
		Total Responses	32

69: Rate your overall satisfaction with spousal employment opportunities on a scale if 1 (worst) to 10 (best).







(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		13.2%	10
2		7.9%	6
3		3.9%	3
4		3.9%	3
5		2.6%	2
6		0.0%	0
7		1.3%	1
8		2.6%	2
9		1.3%	1

10		0.0%	0
N/A		63.2%	48
	Mean		3.036
	Standard Deviation		2.383
	Valid Responses		28
	Total Responses		76




70: My Spouse employment opportunities rating is based on: (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability		86.7%	26
Spouse Promotion opportunities		13.3%	4
Spouse work hours		10.0%	3
Financial impact to family/money needed		6.7%	2
Impact to family life		13.3%	4
Childcare needed		13.3%	4
	Valid Responses		30
	Total Responses		30

71: If and when you drink alcohol, about how many drinks do you have on average in a single sitting? (A drink of alcohol is 1 can or bottle of beer, 1 glass of wine, 1 cocktail or 1 shot of liquor.)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1 drink		20.0%	15
2 drinks		37.3%	28
3 drinks		18.7%	14
4 drinks		2.7%	2

5+drinks		2.7%	2
I do not drink alcohol		18.7%	14
Not Answered			1
		Valid Responses	75
		Total Responses	76

72: Considering all types of alcoholic beverages, how many times during the past month did you have 5 or more drinks on in a single sitting?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
0 Days		45.2%	28
1 day		19.4%	12
2 days		17.7%	11
3 days		11.3%	7
4 days		1.6%	1
5+ days		4.8%	3
		Valid Responses	62
		Total Responses	62

73: In the last 12 months, have you experienced any of the following as a result of alcohol use? (Select all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Sustained an injury		0.0%	0
Trouble with authorities		0.0%	0
Engaged in unprotected sex		3.2%	2
Sexually assaulted		0.0%	0

Missed work		0.0%	0
Needed emergency medical aid		0.0%	0
Embarrassed by your actions		4.8%	3
Not applicable		82.3%	51
		Valid Responses	62
		Total Responses	62

74: Since being assigned to Singapore have you experienced abusive behavior from your spouse, boyfriend or significant other?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		3.9%	3
No		68.4%	52
Not applicable		27.6%	21
		Valid Responses	76
		Total Responses	76



75: Was the abuse physical (beaten, choked, slapped, bitten, assault with a weapon, etc.)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		66.7%	2
No		33.3%	1
		Valid Responses	3
		Total Responses	3





76: Was the abuse verbal (verbal bullying, name calling, excessive belittling, fault finding, criticism, etc.)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		66.7%	2
No		33.3%	1
		Valid Responses	3
		Total Responses	3



77: What were the reasons for your partner abusing you? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Angry with no associated reason		66.7%	2
Wanted to frighten me		0.0%	0
Work stress (long hours, multitasking, etc.)		0.0%	0
Financial stress		33.3%	1
Jealousy		100.0%	3
Alcohol related		0.0%	0
Family history of abuse		0.0%	0
Other		33.3%	1
		Valid Responses	3
		Total Responses	3





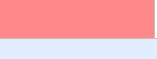
78: Who did you contact about the abuse? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Chain of command		0.0%	0
Family Advocacy at Fleet Support Center		0.0%	0
On-base medical facility		0.0%	0
Naval Criminal Investigative Service (NCIS)		0.0%	0
Military security		0.0%	0
Chaplain		33.3%	1
Navy or DoD IG		0.0%	0
Friend		0.0%	0
No one, didn't report		66.7%	2
		Valid Responses	3
		Total Responses	3




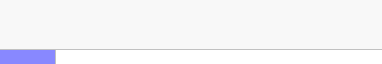

79: How would you rate the timeliness of the service provided by your command Pay & Administration Support System (PASS) Liaison Representative [PLR]?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		17.1%	13
Average		32.9%	25
Below Average		9.2%	7
Unsatisfactory		3.9%	3
Have Not Used PLR		36.8%	28
		Valid Responses	76
		Total Responses	76


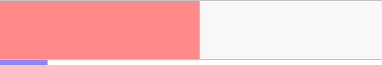

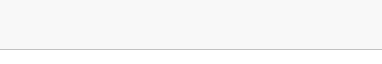
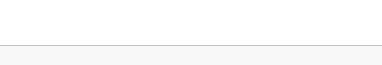
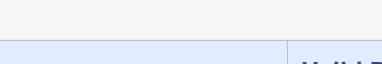
80: How would you rate your satisfaction with the solution provided by your servicing Personnel Support Detachment (PSD)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		22.4%	17
Average		44.7%	34
Below Average		17.1%	13
Unsatisfactory		1.3%	1
Have not used PSD		14.5%	11
		Valid Responses	76
		Total Responses	76

81: How would you rate the quality of the customer service you received at our servicing PSD?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		30.8%	20
Average		52.3%	34
Below Average		12.3%	8
Unsatisfactory		3.1%	2
Not Applicable		1.5%	1
Not Answered			1
		Valid Responses	65
		Total Responses	66

82: Grade:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
GS 1 - 8 or NSPS equivalent		5.6%	3
GS 9 - 12 or NSPS equivalent		50.0%	27
GS 13 - 14 or NSPS equivalent		37.0%	20
GS 15 or NSPS equivalent		5.6%	3
WG		0.0%	0
SES		0.0%	0
WD/WG/WS/WL		0.0%	0
NAF		1.9%	1
Contractor		0.0%	0
Other		0.0%	0
		Valid Responses	54
		Total Responses	54

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




(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		27.8%	15
Agree		50.0%	27
Neither Agree nor Disagree		3.7%	2
Disagree		14.8%	8
Strongly Disagree		1.9%	1

Don't know		1.9%	1
		Valid Responses	54
		Total Responses	54




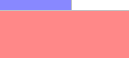
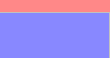
84: My supervisor establishes my critical elements and conducts at least one performance progress review during the annual performance rating cycle.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		37.0%	20
Agree		53.7%	29
Neither Agree nor Disagree		1.9%	1
Disagree		1.9%	1
Strongly Disagree		3.7%	2
Don't know		1.9%	1
		Valid Responses	54
		Total Responses	54

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





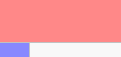

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		5.7%	3
Agree		17.0%	9
Neither Agree nor Disagree		17.0%	9
Disagree		32.1%	17
Strongly Disagree		26.4%	14
Don't know		1.9%	1
Not Answered			1

	Valid Responses	53
	Total Responses	54







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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		14.8%	8
Agree		14.8%	8
Neither Agree nor Disagree		18.5%	10
Disagree		20.4%	11
Strongly Disagree		27.8%	15
Don't know		3.7%	2
		Valid Responses	54
		Total Responses	54







87: I understand how to apply for a job vacancy and where to submit an application for positions within this region.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		25.9%	14
Agree		42.6%	23
Neither Agree nor Disagree		16.7%	9
Disagree		5.6%	3
Strongly Disagree		1.9%	1
Don't know		7.4%	4
		Valid Responses	54
		Total Responses	54





88: My command /organization conducts recruitment actions fairly and fill job vacancies with the best-qualified candidate.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		18.9%	10
Agree		32.1%	17
Neither Agree nor Disagree		30.2%	16
Disagree		3.8%	2
Strongly Disagree		5.7%	3
Don't know		9.4%	5
Not Answered			1
		Valid Responses	53
		Total Responses	54



89: I understand the absentee voting process in the Federal Absentee Voting Program

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		36.7%	47
Agree		46.1%	59
Neither Agree nor Disagree		8.6%	11
Disagree		7.0%	9
Strongly Disagree		1.6%	2
Not Answered			1
		Valid Responses	128
		Total Responses	129



90: I know who my command Voting Assistance officer is.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		64.8%	83
No		35.2%	45
Not Answered			1
		Valid Responses	128
		Total Responses	129


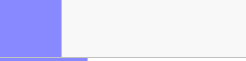

91: I voted in the last election.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		56.3%	72
No		43.8%	56
Not Answered			1
		Valid Responses	128
		Total Responses	129


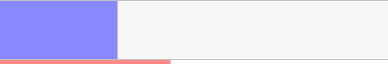

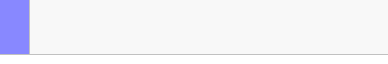

92: If you did not vote in the last election, why?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
I choose not to		60.7%	34
I didn't know how to		16.1%	9
Other		23.2%	13
Not Answered			2
		Valid Responses	56
		Total Responses	58

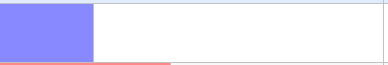
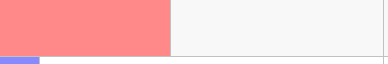
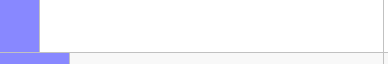
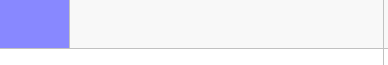
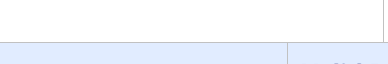
93: For the current calendar, how satisfied are you with the performance (knowledge base/distribution of voting materials) of your Command VAO?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Very Satisfied		23.0%	29
Satisfied Agree		28.6%	36
Neither Satisfied nor Dissatisfied		42.1%	53
Dissatisfied		5.6%	7
Very Dissatisfied		0.8%	1
Not Answered			3
		Valid Responses	126
		Total Responses	129


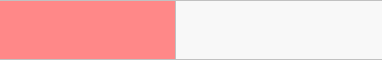

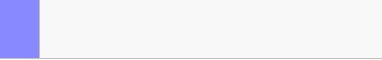
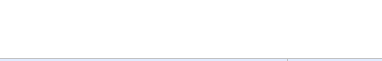
94: I have the tools and resources needed to do my job properly.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		24.2%	31
Agree		44.5%	57
Neither Agree nor Disagree		10.2%	13
Disagree		18.0%	23
Strongly Disagree		3.1%	4
		Valid Responses	128
		Total Responses	128

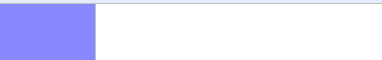


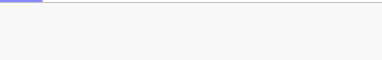
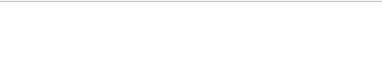
95: I have adequate guidance from command leadership to perform my job successfully.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		28.9%	37
Agree		46.1%	59
Neither Agree nor Disagree		11.7%	15
Disagree		10.2%	13
Strongly Disagree		3.1%	4
		Valid Responses	128
		Total Responses	128



96: My normal workday is __ hours (not including commuter time).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
6-8		25.0%	32
9-10		61.7%	79
11-12		10.9%	14
13-14		2.3%	3
15+		0.0%	0
		Valid Responses	128
		Total Responses	128





97: My work week is normally__.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
4 days		0.8%	1
5 days		85.2%	109
6 days		11.7%	15
7 days		2.3%	3
		Valid Responses	128
		Total Responses	128

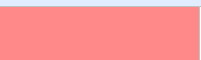

98: My job is important and makes a real contribution to my command.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		52.3%	67
Agree		37.5%	48
Neither Agree nor Disagree		6.3%	8
Disagree		3.9%	5
Strongly Disagree		0.0%	0
		Valid Responses	128
		Total Responses	128

99: My command properly resourced (e.g., people, tools, training, supplies, etc.) to conduct its mission.








(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		52.3%	67
No		46.1%	59

Don't Know		1.6%	2
		Valid Responses	128
		Total Responses	128



100: If you indicated your command was not properly resourced, what resources are lacking?
(Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
People		34.4%	44
Tools/Equipment		16.4%	21
Information Technology (IT) Resources		16.4%	21
Training		21.9%	28
Spare parts		2.3%	3
Supplies		11.7%	15
Other		11.7%	15
		Valid Responses	128
		Total Responses	128

101: Have you ever purchased mission-related work supplies, tools, parts or equipment with your own money?






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		39.8%	51
No		60.2%	77
		Valid Responses	128
		Total Responses	128

102: If you have purchased supplies or tools with your own money please provide list of items, cost, and why (e.g., paint brush, \$20, easier to go buy then going through the supply system).






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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		23.8%	30
Agree		49.2%	62
Neither Agree nor Disagree		12.7%	16
Disagree		11.9%	15
Strongly Disagree		2.4%	3
		Valid Responses	126
		Total Responses	126

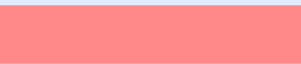


104: My organization has an effective safety program.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		31.7%	40
Agree		50.8%	64
Neither Agree nor Disagree		14.3%	18
Disagree		2.4%	3
Strongly Disagree		0.8%	1
		Valid Responses	126
		Total Responses	126






105: If you know of facilities that are in need of repair please provide information regarding base, building number, floor, room number, and nature of problem. (Example: Washington Navy Yard, building 172, 2nd floor, mens' shower (room 201), no hot water. (.)

(Respondents were limited to **brief** text responses)

Response	Chart	Frequency	Count
		74.6%	94
n/a		3.2%	4
<i>Other Responses</i>		22.2%	28
		Valid Responses	126
		Total Responses	126




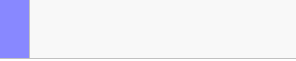

106: I know how to report an unsafe or unhealthy work condition

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		29.4%	37
Agree		60.3%	76
Neither Agree nor Disagree		5.6%	7
Disagree		4.0%	5
Strongly Disagree		0.8%	1
		Valid Responses	126
		Total Responses	126



107: Reported unsafe or unhealthful work conditions are corrected promptly.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		18.4%	23
Agree		49.6%	62
Neither Agree nor Disagree		25.6%	32
Disagree		4.8%	6
Strongly Disagree		1.6%	2
Not Answered			1
		Valid Responses	125
		Total Responses	126

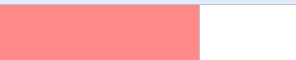

108: I know who to contact at my command regarding safety questions or concerns.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		92.9%	117
No		7.1%	9
		Valid Responses	126
		Total Responses	126

109: I know what Operational Risk Management (ORM) is and when to apply it.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		48.4%	61
Agree		45.2%	57

Neither Agree nor Disagree		4.0%	5
Disagree		2.4%	3
Strongly Disagree		0.0%	0
		Valid Responses	126
		Total Responses	126

110: I know when to apply the principals of Operation Risk Management (ORM).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		47.6%	60
Agree		46.0%	58
Neither Agree nor Disagree		4.0%	5
Disagree		2.4%	3
Strongly Disagree		0.0%	0
		Valid Responses	126
		Total Responses	126

111: My job affords me a reasonable amount of quality time with my family while on ashore.






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		30.6%	38
Agree		33.9%	42
Neither Agree nor Disagree		22.6%	28
Disagree		8.9%	11
Strongly Disagree		4.0%	5
Not Answered			1
		Valid Responses	124

	Total Responses	125
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112: Morale at my command has a positive impact on my QOWL.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		34.1%	42
Agree		35.8%	44
Neither Agree nor Disagree		16.3%	20
Disagree		8.9%	11
Strongly Disagree		4.9%	6
Not Answered			2
		Valid Responses	123
		Total Responses	125






113: Communication down the chain of command is effective.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		25.6%	32
Agree		37.6%	47
Neither Agree nor Disagree		16.8%	21
Disagree		15.2%	19
Strongly Disagree		4.8%	6
		Valid Responses	125
		Total Responses	125


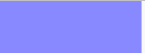



114: Communication up the chain of command is effective.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		24.8%	31
Agree		44.0%	55
Neither Agree nor Disagree		16.0%	20
Disagree		13.6%	17
Strongly Disagree		1.6%	2
		Valid Responses	125
		Total Responses	125


115: My superiors are competent and conscientious in carrying out their duties.





(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		37.6%	47
Agree		36.8%	46
Neither Agree nor Disagree		16.8%	21
Disagree		8.8%	11
Strongly Disagree		0.0%	0
		Valid Responses	125
		Total Responses	125

116: My superiors treat me with respect and consideration.






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		37.6%	47

Agree		47.2%	59
Neither Agree nor Disagree		6.4%	8
Disagree		7.2%	9
Strongly Disagree		1.6%	2
		Valid Responses	125
		Total Responses	125






117: My performance evaluations have been fair.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		27.4%	34
Agree		46.8%	58
Neither Agree nor Disagree		13.7%	17
Disagree		8.1%	10
Strongly Disagree		4.0%	5
Not Answered			1
		Valid Responses	124
		Total Responses	125

118: The awards and recognition program is fair and equitable.

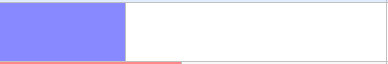
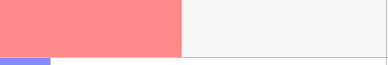

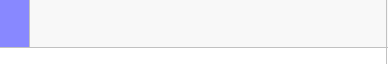
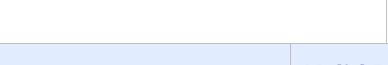
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		21.0%	26
Agree		38.7%	48
Neither Agree nor Disagree		25.0%	31
Disagree		9.7%	12
Strongly Disagree		5.6%	7

Not Answered		1
	Valid Responses	124
	Total Responses	125


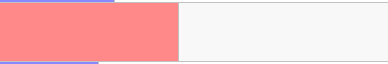

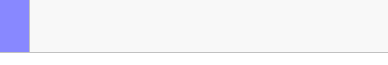

119: Military and civilian personnel work well together at my command.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		32.0%	40
Agree		46.4%	58
Neither Agree nor Disagree		12.8%	16
Disagree		7.2%	9
Strongly Disagree		1.6%	2
	Valid Responses	125	
	Total Responses	125	

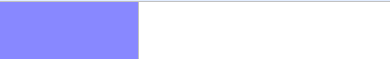
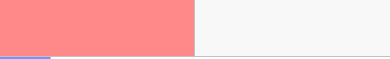

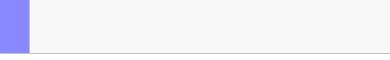
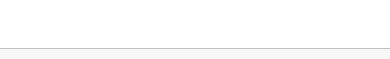
120: My command's Equal Opportunity Program (EO - to include Equal Employment Opportunity & Command Equal Opportunity) is effective.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		27.2%	34
Agree		44.0%	55
Neither Agree nor Disagree		23.2%	29
Disagree		4.8%	6
Strongly Disagree		0.8%	1
	Valid Responses	125	
	Total Responses	125	


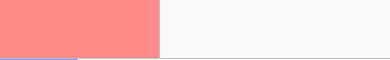

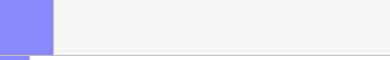
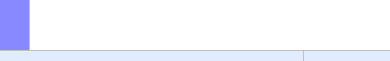
121: I know who to contact with an EEO/EO question or complaint.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		33.9%	42
Agree		48.4%	60
Neither Agree nor Disagree/Don't Know		11.3%	14
Disagree		5.6%	7
Strongly Disagree		0.8%	1
Not Answered			1
		Valid Responses	124
		Total Responses	125



122: I am aware or know how to find my local IG hotline number.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		33.6%	42
Agree		37.6%	47
Neither Agree nor Disagree/Don't Know		16.0%	20
Disagree		9.6%	12
Strongly Disagree		3.2%	4
		Valid Responses	125
		Total Responses	125

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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		27.4%	34
Agree		40.3%	50

Neither Agree nor Disagree/Don't Know		25.0%	31
Disagree		5.6%	7
Strongly Disagree		1.6%	2
Not Answered			1
		Valid Responses	124
		Total Responses	125

124: My command adequately protects my Personally Identifiable Information (PII)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		32.0%	40
Agree		48.0%	60
Neither Agree nor Disagree/Don't Know		15.2%	19
Disagree		3.2%	4
Strongly Disagree		1.6%	2
		Valid Responses	125
		Total Responses	125


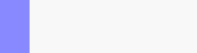

125: My command has conducted a command climate assesement within the past 2 years.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		75.8%	94
No		3.2%	4
Don't know		21.0%	26
Not Answered			1
		Valid Responses	124
		Total Responses	125

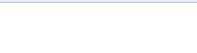
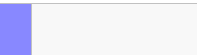

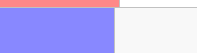

126: My Command implemented an action plan to resolve command climate issues.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		47.2%	59
No		4.0%	5
Don't know		48.8%	61
		Valid Responses	125
		Total Responses	125

127: Fraternization is occurring in my command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		2.4%	3
Agree		8.0%	10
Neither Agree nor Disagree/Don't Know		31.2%	39
Disagree		29.6%	37
Strongly Disagree		28.8%	36
		Valid Responses	125
		Total Responses	125

128: Favoritism is occurring at my command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		5.6%	7
Agree		8.9%	11

Neither Agree nor Disagree/Don't Know		35.5%	44
Disagree		30.6%	38
Strongly Disagree		19.4%	24
Not Answered			1
		Valid Responses	124
		Total Responses	125

129: Gender/sex discrimination is occurring at my command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		1.6%	2
Agree		3.2%	4
Neither Agree nor Disagree/Don't Know		22.4%	28
Disagree		39.2%	49
Strongly Disagree		33.6%	42
		Valid Responses	125
		Total Responses	125

130: Sexual harassment is occurring at my command/organization

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		0.8%	1
Agree		0.8%	1
Neither Agree nor Disagree/Don't Know		18.4%	23
Disagree		41.6%	52
Strongly Disagree		38.4%	48

	Valid Responses	125
	Total Responses	125

131: Race discrimination is occurring at my command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		1.6%	2
Agree		2.4%	3
Neither Agree nor Disagree/Don't Know		17.6%	22
Disagree		41.6%	52
Strongly Disagree		36.8%	46
		Valid Responses	125
		Total Responses	125


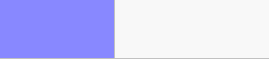
132: Hazing is occurring at my command/organization

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		0.8%	1
Agree		0.8%	1
Neither Agree nor Disagree/Don't Know		12.8%	16
Disagree		39.2%	49
Strongly Disagree		46.4%	58
		Valid Responses	125
		Total Responses	125

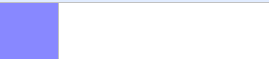


133: I know who the command Sexual Assault Prevention and Response (SAPR) representative is?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		70.2%	85
No		29.8%	36
Not Answered			4
		Valid Responses	121
		Total Responses	125

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






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		15.2%	19
Agree		36.0%	45
Neither Agree nor Disagree/Don't know		46.4%	58
Disagree		1.6%	2
Strongly Disagree		0.8%	1
		Valid Responses	125
		Total Responses	125

135: If you disagreed/strongly disagreed your command does not have an effective SAPR program, please provide a brief statement as to why not.






136: I know how to file an Equal Opportunity or Sexual Harassment formal complaint?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		27.2%	34
Agree		53.6%	67
Neither Agree nor Disagree		11.2%	14
Disagree		8.0%	10
Strongly Disagree		0.0%	0
		Valid Responses	125
		Total Responses	125


137: I know the difference between restrictive and unrestrictive sexual assault reports?



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		25.6%	32
Agree		48.0%	60
Neither Agree nor Disagree		13.6%	17
Disagree		12.0%	15
Strongly Disagree		0.8%	1
		Valid Responses	125
		Total Responses	125

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



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		25.0%	31

Agree		44.4%	55
Neither Agree nor Disagree/Don't know		28.2%	35
Disagree		2.4%	3
Strongly Disagree		0.0%	0
Not Answered			1
		Valid Responses	124
		Total Responses	125





139: Do you supervise Department of the Navy (DON) civilians?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		27.2%	34
No		72.8%	91
		Valid Responses	125
		Total Responses	125





140: How many DON civilians do you supervise?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Less than 5		52.8%	19
5 - 10 civilians		30.6%	11
11 - 2- civilians		8.3%	3
More than 21 civilians		8.3%	3
		Valid Responses	36
		Total Responses	36



141: When did you receive civilian supervisory training?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Never		41.2%	14
Within the last 12 months		11.8%	4
Between 1 and 4 years		32.4%	11
More than 4 years ago		14.7%	5
Not Answered			2
		Valid Responses	34
		Total Responses	36





142: Have you been a selecting official for a DON civilian vacancy?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		13.6%	17
No		86.4%	108
		Valid Responses	125
		Total Responses	125

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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		4.0%	5
Agree		12.1%	15
Neither Agree nor Disagree/Don't Know		66.1%	82
Disagree		9.7%	12

Strongly Disagree		8.1%	10
Not Answered			1
		Valid Responses	124
		Total Responses	125

144: How would you rate your access to the Internet from work?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Unlimited /sufficient access to all required websites for information/work purposes		82.4%	103
Limited access to all required websites for information/work purposes (i.e., in port only a few workstations, etc.)		17.6%	22
No access		0.0%	0
		Valid Responses	125
		Total Responses	125


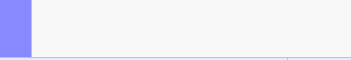
145: Does your command routinely conduct required training (e.g., anti-terrorism, personal financial management, personal occupational safety & health, etc.)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		97.6%	121
No		2.4%	3
Not Answered			1
		Valid Responses	124
		Total Responses	125


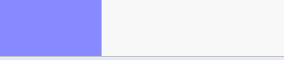
146: Have you received training on sexual harassment within the past 12 months?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		92.0%	115
No		8.0%	10
		Valid Responses	125
		Total Responses	125

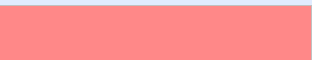
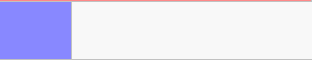
147: Have you received training on grievance and redress procedures within the past 12 months?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		73.6%	92
No		26.4%	33
		Valid Responses	125
		Total Responses	125


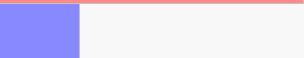
148: Do you have adequate time at work to complete required Navy Knowledge Online (NKO) training?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		81.0%	98
No		19.0%	23
Not Answered			4
		Valid Responses	121
		Total Responses	125


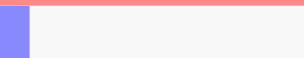
149: Do you have adequate time at work to complete required Military via Navy Knowledge Online (NKO) training?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		79.3%	96
No		20.7%	25
Not Answered			4
		Valid Responses	121
		Total Responses	125




150: Are you able to access NKO at work?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		95.9%	118
No		4.1%	5
Not Answered			2
		Valid Responses	123
		Total Responses	125

151: How often do you use NKO?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Daily		3.2%	4
Weekly		14.5%	18
Monthly		29.8%	37

Only when I can't find information elsewhere or only when absolutely necessary		45.2%	56
Never		7.3%	9
Not Answered			1
		Valid Responses	124
		Total Responses	125

152: How easy is it to find information you are looking for on NKO?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Very easy		5.0%	6
Easy		21.7%	26
Neither easy or difficult		32.5%	39
Difficult		30.0%	36
Very Difficult		10.8%	13
Not Answered			5
		Valid Responses	120
		Total Responses	125

153: Are you currently serving in a command leadership position (e.g. Commanding Officer, Executive Officer, Officer -in-Charge, Chief of Staff, Executive Assistant, Deputy, Executive Director, Command Master chief, or Senior Enlisted Advisor)?

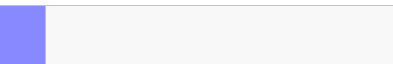

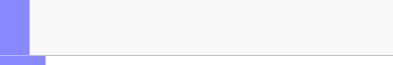

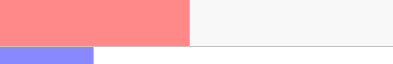

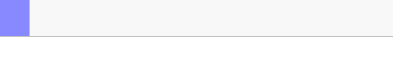
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		20.0%	25
No		80.0%	100
		Valid Responses	125

	Total Responses	125
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154: On a scale from 1 (worst) to 10 (best) please rate your command's quality of work life (QOWL) as to the degree in which they enjoy their workplace, the work they do, and available opportunities they have for professional growth.



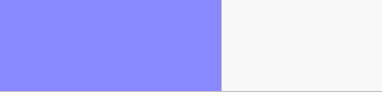
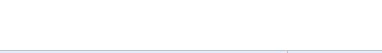
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		8.3%	2
5		8.3%	2
6		4.2%	1
7		8.3%	2
8		45.8%	11
9		20.8%	5
10		4.2%	1
Not Answered			2
		Mean	7.542
		Standard Deviation	1.615
		Valid Responses	24
		Total Responses	26

155: Your QOWL rating of your workforce is based on: (Choose all that apply)


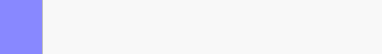

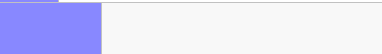
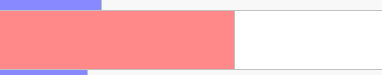
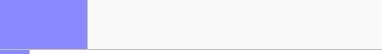


(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Recent Command Climate evaluation		30.8%	8

Frequent Town Hall/CO meetings with workforce		26.9%	7
Visiting and talking with individuals in the workforce		92.3%	24
Communication through chain-of-command (directly/indirectly)		57.7%	15
Purely a guess		0.0%	0
		Valid Responses	26
		Total Responses	26



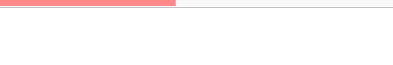


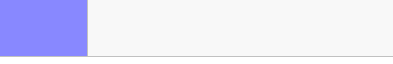

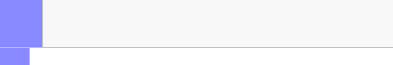

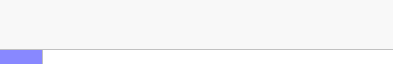
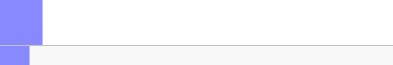
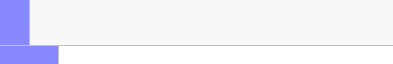
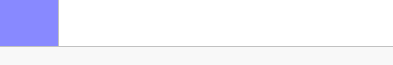
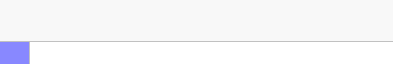
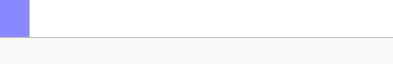
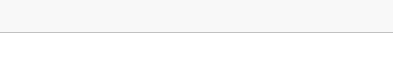
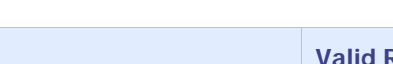
156: What Quality of Life (QOL) issues adversely affect the personnel in your command? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of Housing		26.9%	7
Availability of Childcare		7.7%	2
Access to Medical/Dental Care		11.5%	3
Morale, Welfare, Recreation Services		23.1%	6
Pay & Allowances		57.7%	15
Working Hours		19.2%	5
Individual Augmentation		3.8%	1
Other:		38.5%	10
		Valid Responses	26
		Total Responses	26



157: Indicate any of the following host installation support functions that are insufficient to meet your mission and/or the QOL/QOWL of your personnel? (Choose all that apply and explain in the space provided)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of Bachelor Quarters		19.2%	5
Availability of Family Housing		42.3%	11
Fleet Family Support Housing		0.0%	0
Medical/Dental Services		23.1%	6
Availability of Childcare		7.7%	2
Morale, Welfare, & Recreation Services		19.2%	5
Religious Services		0.0%	0
Ombudsman Program		7.7%	2
Personnel Support Detachment		3.8%	1
Access to Government Vehicles		0.0%	0
Security		7.7%	2
Facilities (repairs, maintenance, space, etc.)		3.8%	1
Facilities Support (custodial, grounds, pest control, etc)		11.5%	3
Environmental		0.0%	0
Air Operations		3.8%	1
Supply Support		0.0%	0
Safety		0.0%	0
		Valid Responses	26
		Total Responses	26






158: Is your command properly resourced to conduct its mission (people, tools, training, spare parts, supplies, etc.)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		66.7%	16
No		33.3%	8
Don't know		0.0%	0
Not Answered			2
		Valid Responses	24
		Total Responses	26




159: If "No" to command properly resourced questions above then which resources are lacking? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
People		87.5%	7
Tools/Equipment		25.0%	2
Training		12.5%	1
Spare Parts		0.0%	0
Supplies		25.0%	2
Other		25.0%	2
		Valid Responses	8
		Total Responses	8




160: Does your command have sufficient Information Technology resources (computers, web access, bandwidth, training, etc.) to meet your mission?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		87.5%	21
No		8.3%	2
Don't know		4.2%	1
		Valid Responses	24
		Total Responses	24



161: Does your command have sufficient Information Technology resources (computers, web access, bandwidth, training, etc.) to meet your personnel's training requirements?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		91.7%	22
No		4.2%	1
Don't know		4.2%	1
		Valid Responses	24
		Total Responses	24




162: Have any of your personnel filled an Individual Augment (IA) billet?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		25.0%	6
No		75.0%	18
		Valid Responses	24
		Total Responses	24


163: Where was the billet assignment? (Chose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Iraq		50.0%	3
Afghanistan		50.0%	3
Other		16.7%	1
		Valid Responses	6
		Total Responses	6

164: How many personnel in your command are you aware of who have not filled the specific IA billet they were originally assigned?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
More than 5		0.0%	0
Not Applicable all personnel filled their designated IA billets		100.0%	6
		Valid Responses	6
		Total Responses	6

165: Have those unfilled IA billets, as described above, been reordered for follow-on fill?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		0.0%	0
Don't Know		16.7%	1
Not Applicable		83.3%	5
		Valid Responses	6
		Total Responses	6

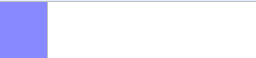


166: My command has used mission funding to offset deficiencies in the Host Installation command (Base) support.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		4.3%	1
Agree		13.0%	3
Neither Agree nor Disagree\Don't know		52.2%	12
Disagree		21.7%	5
Strongly Disagree		8.7%	2
Not Answered			1
		Valid Responses	23
		Total Responses	24

167: My command has converted military billets to civilian positions (also known as "civsub") resulting in the loss of personnel capable of assuming military functions or collateral duties.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		12.5%	3
No		66.7%	16
Don't know		20.8%	5
		Valid Responses	24
		Total Responses	24

168: If you answered "yes" to converting military billets, how has this impacted your accomplishing your mission? Please explain in the text box provided.

169: Please provide any additional comments or concerns impacting your quality or life/quality of work life not already covered in this survey.

APPENDIX B

SUMMARY OF SURVEY DATA ANALYSIS RESERVE COMPONENT PERSONNEL

1. Overall Observations and Methodology. NAVINSGEN conducted an on-line survey of Selected Reserve personnel from 29 November through 19 December 2010 in support of the Singapore Area Visit held from 31 January through 4 February 2011. There were a total of 2 reserve respondents to the survey, with both being males.
2. Quality of Life. The reserve survey respondents rated their Quality of Home Life at 9.00 on a scale of 1 to 10 ('worst' to 'best').
3. Survey Topics.
 - a. The survey included demographic questions such as gender, age, rank, and reserve status.
 - b. Other topics included support provided by the Navy Operational Support Center; training provided; promotion opportunities; and resources.
 - c. Additionally, questions were asked regarding activation; support family members received during recall/mobilization; integration with active components, etc.

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SINGAPORE AREA VISIT 2011

RESERVE COMPONENT PERSONNEL


1: I currently drill with a unit that provides the following support:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Base Support (PSD, Air Ops, Port Ops, etc.)		0.0%	0
Shore Support (IMA, AIMD, Shipyard, NSSC, etc.)		0.0%	0
Expeditionary Forces (All NECC units)		0.0%	0
Special Warfare/Special Operations		0.0%	0
Security		0.0%	0
Hospital/Clinic		0.0%	0
Air Forces		50.0%	1
Surface Forces		0.0%	0
Submarine Forces		0.0%	0
Supply		0.0%	0
Staff		0.0%	0
Other		50.0%	1
		Valid Responses	2
		Total Responses	2

2: Gender:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Male		100.0%	2
Female		0.0%	0
		Valid Responses	2

	Total Responses	2
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3: Age:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
17-24		0.0%	0
25-34		0.0%	0
35-44		0.0%	0
45-54		100.0%	2
55-60		0.0%	0
60+		0.0%	0
		Valid Responses	2
		Total Responses	2



4: Reserve Status

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Selected Reserve, in a drill status/not on recall		50.0%	1
Selected Reserve, in a recall status on active duty		50.0%	1
Volunteer Training Unit (VTU) member		0.0%	0
		Valid Responses	2
		Total Responses	2


5: Rank:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
E1 - E4		0.0%	0
E5 - E6		0.0%	0
E7 - E9		0.0%	0
CWO2 - 03		0.0%	0
04 - 05		50.0%	1
06 - Flag Officer		50.0%	1
		Valid Responses	2
		Total Responses	2

6: On a scale of 1 (worst) to 10 (best) please rate your Quality of Work life (QOWL), while serving in your reserve status. QOWL is the degree to which you enjoy where you work and available opportunities for professional growth.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		50.0%	1
9		0.0%	0

10		50.0%	1
	Mean		9.000
	Standard Deviation		1.414
	Valid Responses		2
	Total Responses		2

7: Please indicate up to three main factors that have a **positive** impact on your QOWL: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job satisfaction		100.0%	2
Leadership support		100.0%	2
Leadership opportunities		0.0%	0
Length of workday		0.0%	0
Advancement opportunities		0.0%	0
Training opportunities		0.0%	0
Awards and recognition		0.0%	0
Command climate		0.0%	0
Quality of the workplace facilities		50.0%	1
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		0.0%	0
Other		50.0%	1
	Valid Responses		2
	Total Responses		2

8: Please indicate up to three main factors that have a **negative** impact on your QOWL: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job satisfaction		0.0%	0
Leadership support		0.0%	0
Leadership opportunities		0.0%	0
Length of workday		0.0%	0
Advancement opportunities		50.0%	1
Training opportunities		50.0%	1
Awards and recognition		50.0%	1
Command climate		0.0%	0
Quality of the workplace facilities		0.0%	0
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		0.0%	0
Other		50.0%	1
		Valid Responses	2
		Total Responses	2

9: Are you currently serving in a command leadership position (e.g. Flag Officer, Commanding Officer, Executive Officer, OIC, or Command Master, Senior Enlisted Advisor)?



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		50.0%	1
No		50.0%	1
		Valid Responses	2

	Total Responses	2
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10: How would you rate the level of necessary manpower your reserve unit has available to effectively achieve its mission objectives.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Over Manned		0.0%	0
Fully Manned		0.0%	0
Adequately Manned		50.0%	1
Undermanned		50.0%	1
		Valid Responses	2
		Total Responses	2



11: For hardware units, how would you rate the level of necessary hardware your command has available to effectively achieve its mission objectives.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		0.0%	0
Average		50.0%	1
Below Average		0.0%	0
Unsatisfactory		0.0%	0
Not Applicable		50.0%	1
		Valid Responses	2
		Total Responses	2

12: How would you rate the level of funding availability for training required to effectively achieve mission requirements.


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		0.0%	0
Average		50.0%	1
Below Average		50.0%	1
Unsatisfactory		0.0%	0
		Valid Responses	2
		Total Responses	2

13: What would be the one thing you would add or change to your available resources (e.g., manpower, tools, training, equipment) to achieve better mission results?



14: How would you rate the support provided by your servicing NOSC?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		0.0%	0
Average		100.0%	2
Below Average		0.0%	0
Unsatisfactory		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	2
		Total Responses	2



15: How would you rate your satisfaction with the resolution of pay problems?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		50.0%	1
Average		0.0%	0
Below Average		0.0%	0
Unsatisfactory		50.0%	1
Not Applicable		0.0%	0
		Valid Responses	2
		Total Responses	2



16: How would you rate your satisfaction with the resolution of travel reimbursement?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		0.0%	0
Average		0.0%	0
Below Average		50.0%	1
Unsatisfactory		50.0%	1
Not Applicable		0.0%	0
		Valid Responses	2
		Total Responses	2



17: How would you rate your satisfaction with the maintenance of your personnel records?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		50.0%	1
Average		0.0%	0
Below Average		0.0%	0
Unsatisfactory		50.0%	1
Not Applicable		0.0%	0
		Valid Responses	2
		Total Responses	2



18: How would you rate your satisfaction with the maintenance of your medical records?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		50.0%	1
Average		50.0%	1
Below Average		0.0%	0
Unsatisfactory		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	2
		Total Responses	2



19: How would you rate your satisfaction with the medical services provided by your NOSC?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		50.0%	1
Average		50.0%	1
Below Average		0.0%	0
Unsatisfactory		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	2
		Total Responses	2

20: How would you rate your satisfaction with the Berthing/Messing provided by the NOSC?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		0.0%	0
Average		50.0%	1
Below Average		0.0%	0
Unsatisfactory		0.0%	0
Not Applicable		50.0%	1
		Valid Responses	2
		Total Responses	2

21: What areas of improvement would you like to see at your NOSC?

22: How frequently do you use Navy Knowledge Online?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
At least once a week		0.0%	0
At least once a month		0.0%	0
Less than once a month		100.0%	2
		Valid Responses	2
		Total Responses	2

23: How would you rate your satisfaction with training on Navy Knowledge Online?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		0.0%	0
Average		50.0%	1
Below Average		50.0%	1
Unsatisfactory		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	2
		Total Responses	2

24: Are you satisfied with the training opportunities available to continue your professional development?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		50.0%	1
Don't know		50.0%	1

	Valid Responses	2
	Total Responses	2

25: Do you have a good understanding of the promotion opportunities with your rate?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		50.0%	1
No		0.0%	0
Not Applicable		50.0%	1
		Valid Responses	2
		Total Responses	2

26: In the event you need to do Navy Reserve related work outside of the drill weekend, do you have sufficient IT resources (e.g., computers, web access, CAC card readers, bandwidth) to meet your command work needs?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		100.0%	2
No		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	2
		Total Responses	2

27: Between drill weekends, how many hours do you do Navy related work?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
0 hours: I complete all Navy work during the drill weekend		0.0%	0

1-5 hours		0.0%	0
6-10 hours		100.0%	1
11-20 hours		0.0%	0
Greater than 20 hours		0.0%	0
Not Answered			1
		Valid Responses	1
		Total Responses	2

28: In the past three years, have you used personal funds to purchase supplies, tools, parts or equipment to effectively complete your unit's operational or training requirements?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		100.0%	2
No		0.0%	0
		Valid Responses	2
		Total Responses	2

29: Please describe the circumstances, frequency and the amount of money involved.

30: Have you been recalled to active duty since September 11, 2001?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		100.0%	2
No		0.0%	0
		Valid Responses	2
		Total Responses	2

31: You were recalled (Check those that apply):

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Individually		100.0%	2
As part of a total unit mobilization		0.0%	0
Voluntarily		100.0%	2
Involuntarily		50.0%	1
		Valid Responses	2
		Total Responses	2

32: Have you been recalled more than once?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes. How many times since September 11, 2001?		100.0%	2
No		0.0%	0
		Valid Responses	2
		Total Responses	2

33: How much advance notice were you given prior to your mobilization date (most recent mobilization)?



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
0-15 days		0.0%	0
16-30 days		50.0%	1
31-60 days		50.0%	1
Greater than 60 days		0.0%	0

	Valid Responses	2
	Total Responses	2

34: On a scale of 1 to 10, please rate your experience as it relates to the administrative support provided by your NOSC from your initial notification to when you reported to your AC command.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		50.0%	1
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		50.0%	1
8		0.0%	0
9		0.0%	0
10		0.0%	0
		Mean	4.500
		Standard Deviation	3.536
		Valid Responses	2
		Total Responses	2

35: On a scale of 1 to 10, please rate the support your family received from the Navy during your recall period.



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		100.0%	1

2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
Not Answered			1
		Mean	1.000
		Valid Responses	1
		Total Responses	2

36: On a scale of 1 to 10, rate the administrative support and other services provided by the NMPS from which you mobilized.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		50.0%	1
3		0.0%	0
4		50.0%	1
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0

10		0.0%	0
	Mean		3.000
	Standard Deviation		1.414
	Valid Responses		2
	Total Responses		2



37: On a scale of 1 to 10, rate the effectiveness of information you received about your mobilization assignment (command mission, location, nature of assignment, command point of contact, etc.) before you arrived at your active duty command.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		100.0%	2
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
	Mean		5.000
	Standard Deviation		0.000
	Valid Responses		2
	Total Responses		2


38: On a scale of 1 to 10, rate your experience as it relates to the administrative support provided by your NOSC during your demobilization process.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		50.0%	1
3		0.0%	0
4		0.0%	0
5		50.0%	1
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
		Mean	3.500
		Standard Deviation	2.121
		Valid Responses	2
		Total Responses	2

39: On a scale of 1 to 10, rate your experience as it relates to the support provided by your servicing NMPS during your demobilization process.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		50.0%	1
3		0.0%	0

4		0.0%	0
5		50.0%	1
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
		Mean	3.500
		Standard Deviation	2.121
		Valid Responses	2
		Total Responses	2

40: Rate the degree to which you were utilized effectively by the Active Component (AC) command to which you were mobilized.



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
I performed the duties of the billet I was recalled to fill		50.0%	1
I performed duties related to my rating/designator		0.0%	0
I performed duties not related to my rating/designator, but for which I received special training prior to mobilization		0.0%	0
I performed duties completely unrelated to my rating/designator, or training		50.0%	1
		Valid Responses	2
		Total Responses	2

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41: Did you perform the duties you expected to perform?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		50.0%	1
No		50.0%	1
		Valid Responses	2
		Total Responses	2



42: Do you believe you received the necessary training, instructions and logistical support to adequately perform your assigned duties while on active duty?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		50.0%	1
No		50.0%	1
		Valid Responses	2
		Total Responses	2

43: Did you experience any problems with pay during your mobilization process?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		50.0%	1
No		50.0%	1
		Valid Responses	2
		Total Responses	2

44: Did you require medical attention while mobilized?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		100.0%	2
No		0.0%	0
		Valid Responses	2
		Total Responses	2

45: Did you require medical attention after you returned from your mobilization?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		50.0%	1
No		50.0%	1
		Valid Responses	2
		Total Responses	2

46: At what type of medical facility were you treated when you returned? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Military		0.0%	0
VA		0.0%	0
Host Nation		0.0%	0
Civilian		50.0%	1
Other US facility (State Dept, NGO, etc.)		0.0%	0
		Valid Responses	2

	Total Responses	2
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47: Was your medical attention the result of combat related or line of duty injuries?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		50.0%	1
No		50.0%	1
		Valid Responses	2
		Total Responses	2

48: Was a line of duty investigation conducted?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		100.0%	2
Do not know		0.0%	0
		Valid Responses	2
		Total Responses	2

49: Following your return from recall, did you experience any re-employment issues?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		100.0%	2
		Valid Responses	2
		Total Responses	2

50: Did you notify your Chain of Command that you were experiencing re-employment issues?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		100.0%	2
		Valid Responses	2
		Total Responses	2

51: Was the issue resolved to your satisfaction?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		100.0%	1
Not Answered			1
		Valid Responses	1
		Total Responses	2



52: My supported command calls on its reservists to perform mission essential tasks appropriately.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		0.0%	0
Agree		100.0%	2
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Valid Responses	2
		Total Responses	2

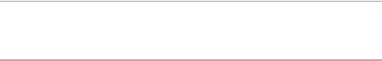

53: Does your reserve unit effectively communicate with you outside of the drill weekend?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		100.0%	2
No		0.0%	0
		Valid Responses	2
		Total Responses	2


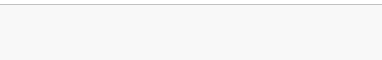

54: Does your NOSC effectively communicate with you outside of the drill weekend?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		100.0%	2
		Valid Responses	2
		Total Responses	2

55: Does your supported command effectively communicate with your reserve unit?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		0.0%	0
Don't Know		100.0%	2
		Valid Responses	2
		Total Responses	2

56: How supportive is your employer with regard to your Navy Reserve participation and responsibilities?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Extremely supportive (recognizes Reserve participation)		50.0%	1
Supportive		0.0%	0
Neutral		0.0%	0
Non-supportive (discourages my participation in Reserve duties)		50.0%	1
		Valid Responses	2
		Total Responses	2

57: What additional resources/support would be useful to help you be more effective in your military job?

58: What motivates you to remain in the Navy Reserve? (Choose all that apply.)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Contractual obligation		0.0%	0
Pay Check		50.0%	1
Education/Training Opportunity		100.0%	2
Travel		100.0%	2
Contribution to National Defense		100.0%	2
Interaction with your Shipmates		50.0%	1
Retirement Benefits		100.0%	2

Other		0.0%	0
		Valid Responses	2
		Total Responses	2

59: What area has the greatest impact on your willingness to continue to serve as a reservist?

60: Are there any additional questions that you wish we would have asked as it relates to your military experience? If so, please answer below.

APPENDIX C

SUMMARY OF SURVEY DATA ANALYSIS SPOUSE PERSPECTIVE

1. Overall Observations and Methodology. NAVINSGEN conducted an on-line survey of spouses of active duty military from 29 November through 19 December 2010 in support of the Singapore Area Visit held from 31 January 2011 through 4 February 2011. There were a total of 40 spouse respondents to the survey, with 36 (90.0 percent) females and 4 (10.0 percent) males.
2. Quality of Life. The active duty military spouse survey respondents rated their Quality of Home Life at 7.48 on a scale of 1 to 10 ('worst' to 'best').
3. Survey Topics.
 - a. The survey included demographic questions such as gender, age, and information about military sponsor such as rank and duty station.
 - b. Spouses were asked questions regarding their Quality of Home Life. They were also asked to provide information regarding their various housing options. Other questions were asked regarding topics concerning their own employment.
 - c. Spouses were also asked if they were aware of fraternization and sexual harassment occurring at the active duty member's command/organization.
 - d. Spouses were also asked questions regarding services such as the Fleet and Family Service Center; Morale, Recreation, and Welfare; Navy Exchange; and Child Development Centers.

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SINGAPORE AREA VISIT 2011

SPOUSES OF ACTIVE DUTY MILITARY




1: I am the spouse of an active duty member assigned at:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Singapore		95.0%	38
Other		5.0%	2
		Valid Responses	40
		Total Responses	40

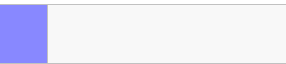


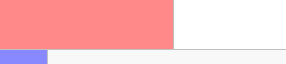
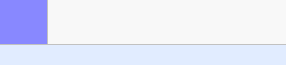
2: My spouse is currently assigned to: (Use the space to the right to input command name.)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Shore		71.8%	28
Submarine		0.0%	0
Ship		2.6%	1
Training		0.0%	0
Hospital/Clinic		2.6%	1
Aircraft/Squadron		2.6%	1
Battalion		0.0%	0
Personnel Support Det		7.7%	3
Other		12.8%	5
Not Answered			1
		Valid Responses	39
		Total Responses	40



3: My spouse's rank is:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
E1 - E4		0.0%	0
E5 - E6		12.5%	5
E7 - E9		10.0%	4
CWO2 - O3		20.0%	8
O4- O5		45.0%	18
O6 & Above		12.5%	5
		Valid Responses	40
		Total Responses	40

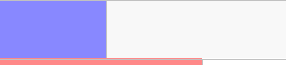

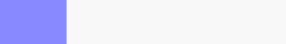
4: My gender is:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Male		10.0%	4
Female		90.0%	36
		Valid Responses	40
		Total Responses	40

5: My age category is:






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
17 - 23		0.0%	0
25 - 34		27.5%	11
35 - 44		52.5%	21
45 - 54		17.5%	7

55 -64		2.5%	1
65 +		0.0%	0
		Valid Responses	40
		Total Responses	40




6: I am:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Employed on base		12.5%	5
Employed off base		35.0%	14
Unemployed (by choice)		37.5%	15
Unemployed (employment not available)		10.0%	4
Volunteer		5.0%	2
		Valid Responses	40
		Total Responses	40






7: A command sponsor contacted my spouse before we arrived at this command.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		87.1%	27
No		9.7%	3
Don't Know		3.2%	1
Not Applicable		0.0%	0
		Valid Responses	31
		Total Responses	31



8: My spouse's sponsor was helpful in our transition.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		35.5%	11
Agree		38.7%	12
Niether Agree/Disagree		9.7%	3
Disagree		6.5%	2
Strongly Disagree		9.7%	3
		Valid Responses	31
		Total Responses	31


9: I know my spouse's command Ombudsman.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		10.0%	3
No		90.0%	27
Not Answered			1
		Valid Responses	30
		Total Responses	31

10: I receive a newsletter from the Ombudsman.



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		100.0%	30
Not Answered			1
		Valid Responses	30

	Total Responses	31
--	------------------------	-----------



11: I have contacted my spouse's command Ombudsman.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		3.3%	1
No		96.7%	29
Not Answered			1
		Valid Responses	30
		Total Responses	31



12: My spouse provided me with command contact information in case of an emergency?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		61.3%	19
No		38.7%	12
		Valid Responses	31
		Total Responses	31

13: Our family has a disaster preparedness plan.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		36.7%	11
No		63.3%	19
Not Answered			1
		Valid Responses	30
		Total Responses	31

14: My spouse's job affords him/her a reasonable amount of quality time with our family.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		17.2%	5
Agree		37.9%	11
Niether Agree nor Disagree		34.5%	10
Disagree		3.4%	1
Strongly Disagree		6.9%	2
Not Answered			2
		Valid Responses	29
		Total Responses	31

15: On a scale from 1 (worst) to 10 (best), please rate your quality of home life (QOHL) in the Guam/Korea area. QOHL is the degree to which you enjoy where you live and the opportunities available for housing, schools, recreation, etc.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		7.4%	2
2		0.0%	0
3		0.0%	0
4		7.4%	2
5		3.7%	1
6		3.7%	1
7		14.8%	4
8		18.5%	5
9		25.9%	7
10		18.5%	5

Not Answered			4
	Mean		7.481
	Standard Deviation		2.532
	Valid Responses		27
	Total Responses		31

16: Please indicate up to three main factors that have a **positive** impact on your QOHL is based on: (Choose three or less)








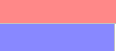
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Quality of our home		64.5%	20
Quality of schools		54.8%	17
Quality of available childcare		0.0%	0
Shopping & dining opportunities		32.3%	10
Recreational opportunities		41.9%	13
Access to employment		9.7%	3
Access to quality medical/dental care		45.2%	14
Cost of living		3.2%	1
Other		9.7%	3
	Valid Responses		31
	Total Responses		31

17: Please indicate up to three main factors that have a **negative** impact on your QOHL is based on: (Choose three or less)












(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Quality of our home		16.1%	5

Quality of schools		3.2%	1
Quality of available childcare		9.7%	3
Shopping & dining opportunities		25.8%	8
Recreational opportunities		19.4%	6
Access to employment		35.5%	11
Access to quality medical/dental care		12.9%	4
Cost of living		58.1%	18
Other		25.8%	8
		Valid Responses	31
		Total Responses	31

18: Rate your satisfaction with your employment opportunities on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		22.6%	7
2		9.7%	3
3		12.9%	4
4		3.2%	1
5		16.1%	5
6		0.0%	0
7		6.5%	2
8		3.2%	1
9		6.5%	2
10		0.0%	0
Not Applicable		19.4%	6
		Mean	3.760
		Standard Deviation	2.581

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	Valid Responses	25
	Total Responses	31

19: My spouse employment opportunity rating is based on: (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability		82.6%	19
Spouse promotion opportunities		17.4%	4
Spouse work hours		8.7%	2
Financial impact to family/money needed		21.7%	5
Impact to family life		21.7%	5
Childcare needed		4.3%	1
		Valid Responses	23
		Total Responses	23

20: I currently reside:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
On the economy (purchased home)		0.0%	0
On the economy (rented/leased a home)		10.3%	3
Public/Private Venture (PPV) Housing		0.0%	0
Govt. Family Housing		89.7%	26
		Valid Responses	29
		Total Responses	29

21: Rate your satisfaction with your purchased home/condominium on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
		Valid Responses	0
		Total Responses	0

22: Please indicate up to three main factors that have a **positive** impact on your rating for your purchased home/condominium: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home/condominium		0.0%	0
Quality of the home/condominium		0.0%	0
Affordability of the home/condominium		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Home Owners' Insurance		0.0%	0

Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School system		0.0%	0
		Valid Responses	0
		Total Responses	0

23: Please indicate up to three main factors that have a **negative** impact on your rating for your purchased home/condominium: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home/condominium		0.0%	0
Quality of the home/condominium		0.0%	0
Affordability of the home/condominium		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Home Owners' Insurance		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School system		0.0%	0
		Valid Responses	0
		Total Responses	0

24: Rate your satisfaction with your rented/leased/apartment on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0

3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		66.7%	2
8		0.0%	0
9		33.3%	1
10		0.0%	0
		Mean	7.667
		Standard Deviation	1.155
		Valid Responses	3
		Total Responses	3

25: Please indicate up to three main factors that have a **positive** impact on your rating for your rented/leased/apartment: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of rented/leased/apartment		100.0%	3
Quality of the rented/leased/apartment		66.7%	2
Affordability of the rented/leased/apartment		0.0%	0
Within Basic Allowance for Housing amount		33.3%	1
Quality of the neighborhood		0.0%	0
Safety and security		66.7%	2
Available maintenance services		33.3%	1
Affordability of Renters Insurance		0.0%	0
		Valid Responses	3
		Total Responses	3

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26: Please indicate up to three main factors that have a **negative** impact on your rating for your rented/leased/apartment: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of rented/leased/apartment		0.0%	0
Quality of the rented/leased/apartment		0.0%	0
Affordability of the rented/leased/apartment		100.0%	3
Within Basic Allowance for Housing amount		33.3%	1
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
Available maintenance services		66.7%	2
Affordability of Renters Insurance		33.3%	1
		Valid Responses	3
		Total Responses	3

27: Rate your satisfaction with your Public Private Venture (PPV) on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0

8		0.0%	0
9		0.0%	0
10		0.0%	0
		Valid Responses	0
		Total Responses	0

28: Please indicate up to three main factors that have a **positive** impact on your rating for your PPV: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		0.0%	0
Quality of the home		0.0%	0
Affordability of the PPV home		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School system		0.0%	0
Available maintenance services		0.0%	0
		Valid Responses	0
		Total Responses	0

29: Please indicate up to three main factors that have a **negative** impact on your rating for your PPV: (Choose three or less)








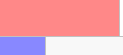

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		0.0%	0

Quality of the home		0.0%	0
Affordability of the PPV home		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School system		0.0%	0
Available maintenance services		0.0%	0
		Valid Responses	0
		Total Responses	0

30: Rate your satisfaction with your Government Housing on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		4.0%	1
2		0.0%	0
3		8.0%	2
4		8.0%	2
5		8.0%	2
6		4.0%	1
7		8.0%	2
8		24.0%	6
9		28.0%	7
10		8.0%	2
Not Answered			1
		Mean	7.040
		Standard Deviation	2.475

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	Valid Responses	25
	Total Responses	26

31: Please indicate up to three main factors that have a **positive** impact on your rating for your Government Housing: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		57.7%	15
Quality of the home		46.2%	12
Quality of the neighborhood		53.8%	14
Safety and security		42.3%	11
School system		19.2%	5
Available maintenance service		34.6%	9
Affordability of Renters Insurance		0.0%	0
		Valid Responses	26
		Total Responses	26

32: Please indicate up to three main factors that have a **negative** impact on your rating for your Government Housing: (Choose three or less)











(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		26.9%	7
Quality of the home		30.8%	8
Quality of the neighborhood		3.8%	1
Safety and security		19.2%	5
School system		0.0%	0
Available maintenance service		38.5%	10

Affordability of Renters Insurance		0.0%	0
		Valid Responses	26
		Total Responses	26

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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		7.4%	2
3		3.7%	1
4		11.1%	3
5		14.8%	4
6		11.1%	3
7		14.8%	4
8		14.8%	4
9		3.7%	1
10		3.7%	1
Do not use		14.8%	4
Not Answered			2
		Mean	5.913
		Standard Deviation	2.104
		Valid Responses	23
		Total Responses	29

34: Please indicate up to three main factors that have a **positive** impact on your rating for FFSC:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Family/Social Services available		31.0%	9
Quality of services		13.8%	4
Appointment availability		10.3%	3
Staff's customer service		13.8%	4
Hours of operation		24.1%	7
		Valid Responses	29
		Total Responses	29

35: Please indicate up to three main factors that have a **negative** impact on your rating for FFSC:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Family/Social Services available		20.7%	6
Quality of services		41.4%	12
Appointment availability		0.0%	0
Staff's customer service		20.7%	6
Hours of operation		10.3%	3
		Valid Responses	29
		Total Responses	29

36: Rate your satisfaction with the MWR services on a scale of 1 (worst) to 10 (best).




(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		17.9%	5
2		7.1%	2
3		3.6%	1
4		0.0%	0
5		10.7%	3
6		3.6%	1
7		14.3%	4
8		21.4%	6
9		17.9%	5
10		0.0%	0
Do not use		3.6%	1
Not Answered			1
		Mean	5.704
		Standard Deviation	2.979
		Valid Responses	27
		Total Responses	29

37: Please indicate up to three main factors that have a **positive** impact on your rating for MWR:
(Choose three or less)






(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of MWR services available		41.4%	12
Quality of services		31.0%	9

Cost		37.9%	11
Staff's customer service		17.2%	5
Hours of operation		31.0%	9
		Valid Responses	29
		Total Responses	29






38: Please indicate up to three main factors that have a **negative** impact on your rating for MWR:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)


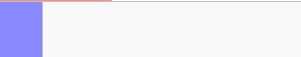

Response	Chart	Frequency	Count
Variety of MWR services available		37.9%	11
Quality of services		24.1%	7
Cost		20.7%	6
Staff's customer service		27.6%	8
Hours of operation		6.9%	2
		Valid Responses	29
		Total Responses	29

39: Rate your satisfaction with the NEX services on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

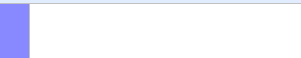
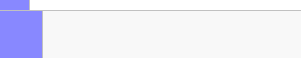

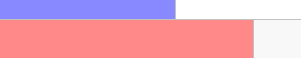
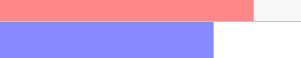
Response	Chart	Frequency	Count
1		14.3%	4
2		10.7%	3
3		21.4%	6
4		7.1%	2
5		10.7%	3
6		0.0%	0

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7		25.0%	7
8		7.1%	2
9		3.6%	1
10		0.0%	0
Do not use		0.0%	0
Not Answered			1
		Mean	4.464
		Standard Deviation	2.471
		Valid Responses	28
		Total Responses	29

40: Please indicate up to three main factors that have a **positive** impact on your rating for NEX:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)






Response	Chart	Frequency	Count
Variety of merchandise selections		3.4%	1
Quality of merchandise selections		6.9%	2
Cost		41.4%	12
Staff's customer service		62.1%	18
Hours of operation		51.7%	15
		Valid Responses	29
		Total Responses	29

41: Please indicate up to three main factors that have a **negative** impact on your rating for NEX:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)








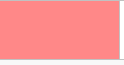
Response	Chart	Frequency	Count
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Variety of merchandise selections		89.7%	26
Quality of merchandise selections		62.1%	18
Cost		41.4%	12
Staff's customer service		17.2%	5
Hours of operation		10.3%	3
		Valid Responses	29
		Total Responses	29




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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		28.6%	6
2		4.8%	1
3		9.5%	2
4		4.8%	1
5		4.8%	1
6		0.0%	0
7		9.5%	2
8		9.5%	2
9		0.0%	0
10		0.0%	0
Do not use		28.6%	6
Not Answered			8
		Mean	3.533
		Standard Deviation	2.680
		Valid Responses	15
		Total Responses	29






43: Please indicate up to three main factors that have a **positive** impact on your rating for Commissary: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of products/produce/meats selection		0.0%	0
Quality of products/produce/meats selection		0.0%	0
Cost		20.7%	6
Staff's customer service		24.1%	7
Hours of operation		27.6%	8
		Valid Responses	29
		Total Responses	29



44: Please indicate up to three main factors that have a **negative** impact on your rating for Commissary: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of products/produce/meats selection		44.8%	13
Quality of products/produce/meats selection		34.5%	10
Cost		20.7%	6
Staff's customer service		6.9%	2
Hours of operation		3.4%	1
		Valid Responses	29
		Total Responses	29

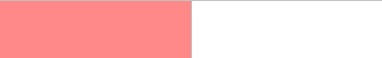
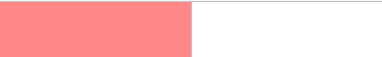
45: Do you have infant to pre-school age children in your family?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		24.1%	7
No		75.9%	22
		Valid Responses	29
		Total Responses	29

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

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		50.0%	3
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
Do not use		50.0%	3
Not Answered			1
		Mean	1.000
		Standard Deviation	0.000
		Valid Responses	3

	Total Responses	7
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47: Please indicate up to three main factors that have a **positive** impact on your rating for CDC:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of childcare services (regular &/or drop off)		0.0%	0
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost of services		14.3%	1
Customer service		0.0%	0
Hours of operation		0.0%	0
		Valid Responses	7
		Total Responses	7



48: Please indicate up to three main factors that have a **negative** impact on your rating for CDC:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of childcare services (regular &/or drop off)		57.1%	4
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost of services		0.0%	0
Customer service		0.0%	0
Hours of operation		0.0%	0
		Valid Responses	7
		Total Responses	7

49: Rate your satisfaction with your Child Development Home (CDH) on a scale of 1 (worst) to 10 (best)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		20.0%	1
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
Do not use		80.0%	4
Not Answered			2
		Mean	1.000
		Standard Deviation	0.000
		Valid Responses	1
		Total Responses	7

50: Please indicate up to three main factors that have a **positive** impact on your rating for CDH: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Travel distance from home to a local approved CDH		0.0%	0
Availability of childcare services (regular &/or		0.0%	0

drop off)			
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost		0.0%	0
Staff		0.0%	0
Hours of operation		0.0%	0
		Valid Responses	7
		Total Responses	7








51: Please indicate up to three main factors that have a **negative** impact on your rating for CDH: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Travel distance from home to a local approved CDH		0.0%	0
Availability of childcare services (regular &/or drop off)		0.0%	0
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost		0.0%	0
Staff		0.0%	0
Hours of operation		0.0%	0
		Valid Responses	7
		Total Responses	7




52: Rate your satisfaction with your healthcare benefits on a scale of 1 (worst) to 10 (best)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		7.1%	2
2		0.0%	0
3		0.0%	0
4		7.1%	2
5		3.6%	1
6		0.0%	0
7		10.7%	3
8		32.1%	9
9		21.4%	6
10		17.9%	5
Not Answered			1
		Mean	7.571
		Standard Deviation	2.456
		Valid Responses	28
		Total Responses	29

53: Please indicate up to three main factors that have a **positive** impact on your rating for healthcare benefits: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		65.5%	19
Appointment availability		65.5%	19
Waiting Time		24.1%	7

Time with staff or care provider		24.1%	7
Hours of operation		20.7%	6
		Valid Responses	29
		Total Responses	29

54: Please indicate up to three main factors that have a **negative** impact on your rating for healthcare benefits: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		10.3%	3
Appointment availability		13.8%	4
Waiting Time		10.3%	3
Time with staff or care provider		20.7%	6
Hours of operation		6.9%	2
		Valid Responses	29
		Total Responses	29

55: Since being assigned to Singapore have you experienced abusive behavior from your spouse?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		100.0%	29
		Valid Responses	29
		Total Responses	29

56: Was the abuse physical (beaten, choked, slapped, bitten, assault with weapon, etc.)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	0
		Total Responses	0

57: Was the abuse verbal (verbal bullying, name calling, excessive belittling, fault finding, criticism, etc.)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	0
		Total Responses	0

58: What were the reasons for your partner abusing you? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Angry with no associated reason		0.0%	0
Wanted to frighten me		0.0%	0
Work stress (long hours, multitasking, etc.)		0.0%	0
Financial stress		0.0%	0

Jealousy		0.0%	0
Alcohol related		0.0%	0
Family history of abuse		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	0
		Total Responses	0

59: Who did you contact about the abuse? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Chain of command		0.0%	0
Family Advocacy at Fleet Family Support Center		0.0%	0
Civilian counseling center		0.0%	0
Civilian medical facility		0.0%	0
On-base medical facility		0.0%	0
Naval Criminal Investigative Service (NCIS)		0.0%	0
Military security		0.0%	0
Civilian law enforcement (police)		0.0%	0
Chaplain/Pastor		0.0%	0
Navy or DoD IG		0.0%	0
Friend		0.0%	0
No one, didn't report		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	0
		Total Responses	0

60: Fraternalization is occurring in my spouse's command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		3.6%	1
Agree		10.7%	3
Niether Agree nor Disagree\Don't know		32.1%	9
Disagree		21.4%	6
Strongly Disagree		32.1%	9
Not Answered			1
		Valid Responses	28
		Total Responses	29






61: Sexual harassment is occurring in my spouse's command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		0.0%	0
Agree		0.0%	0
Niether Agree nor Disagree\Don't know		29.6%	8
Disagree		22.2%	6
Strongly Disagree		48.1%	13
Not Answered			2
		Valid Responses	27
		Total Responses	29



62: I understand the absentee voting process in the Federal Absentee Voting Program

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		33.3%	9
Agree		18.5%	5
Neither Agree nor Disagree		18.5%	5
Disagree		14.8%	4
Strongly Disagree		14.8%	4
Not Answered			2
		Valid Responses	27
		Total Responses	29


63: I know who my Voting Assistance Officer (VAO) is.


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		18.5%	5
No		81.5%	22
Not Answered			2
		Valid Responses	27
		Total Responses	29

64: I voted in the last election.



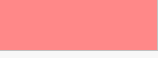
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		41.4%	12

No		58.6%	17
		Valid Responses	29
		Total Responses	29






65: If you did not vote in the last election, why?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
I choose not to		35.3%	6
I didn't know to		23.5%	4
Other		41.2%	7
Not Answered			1
		Valid Responses	17
		Total Responses	18

66: For the current calendar year, how satisfied are you with the performance (knowledge base/distribution of voting materials) of your Command VAO?

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Very Satisfied		6.9%	2
Satisfied		3.4%	1
Neither Satisfied nor Dissatisfied		58.6%	17
Dissatisfied		13.8%	4
Very Dissatisfied		10.3%	3
		Valid Responses	29
		Total Responses	29

67: Please provide any additional comments or concerns impacting your quality of life not already covered in this survey.

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APPENDIX D

SUMMARY OF FOCUS GROUP DATA ANALYSIS ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL, OMBUDSMEN AND SPOUSES

1. Overall Observations and Methodology. NAVINSGEN conducted 13 focus groups; 7 active duty military, 4 civilian, and 2 spouse focus groups, divided into E1-5 (1); E6 (1) ; E7-8 (1); CWO2 - O 3 (1); O4-5 (1); O6 (1); Commanding Officers (1); GS 1-11/NSPS Equivalent (1); GS 12/NSPS Equivalent (1); and GS12-13/NSPS Equivalent (1); Non-Appropriated Fund (1). A total of 108 personnel, consisting of 60 active duty military (55.5 percent) and 48 civilians (44.5 percent) participated in these focus groups on a variety of quality of home life and quality of work life topics. A focus group was also conducted with spouses of active duty military with 21 spouses in attendance.

2. Quality of Life. The active duty military and DON civilian personnel focus group participants rated their overall Quality of Life at 6.66, on a scale of 1 to 10 where 1 is 'worst' and 10 is 'best'; the spouse focus group rated their quality of life score as 7.57.

3. Major Concerns. Major concerns for active duty and DON personnel focus groups include: Navy Exchange services; housing; cost of living allowance (COLA); manning/staffing; medical; and policies. Other topics such as communication, leadership and human resources were raised as issues of concern.

a. Navy Exchange Services was identified universally across all focus groups as a significant dissatisfier. Nearly all the complaints were about items often being out of stock or out of date. Several indicated when a major combatant ship is in port, the stock of a limited range and depth of supplies may quickly be depleted and it takes an unusual amount of time to replenish.

b. Housing was discussed in nearly all focus groups and centered around maintenance of housing units. They stated maintenance of housing units was performed by separate entities, depending on the whether the work was interior or exterior. Several indicated they had been moved multiple times to accommodate maintenance, occasionally with very short notice. On the positive, several of the groups indicated the leased housing was substantially better than what they would be able to get out on the economy.

c. COLA was a topic in most of the the military and civilian focus groups, with many concerned COLA was too low for the area. Several believe the COLA is based on a formula used in Japan, and uses factors applicable only to State Department personnel who enjoy significant benefits not available to members of the DoD.

d. Medical was discussed as an issue in all of the civilian focus groups with non-DoD beneficiaries indicating they have to pay for civilian care up front and out of pocket and then apply for reimbursement from their insurance company. They indicated reimbursement may take months to be effected.

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e Manning was a topic discussed in nearly half the focus groups and centered on the notion the area commands are understaffed for the increasing mission and additional nations participating in exercises.

f Lastly, a range of policy issues were presented during many of the focus groups. These ranged from such policies as a lack of a Status of Forces agreement, overseas tour extension, to how cost of living and overseas housing allowances are calculated.