



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

IN REPLY REFER TO:

5040
Ser N3/0766
11 Oct 11

From: Naval Inspector General
To: Distribution

Subj: AREA VISIT TO NAVY INSTALLATIONS IN THE SOUTHEAST REGION
(ATLANTIC COASTAL AREA)

Ref: (a) SECNAVINST 5040.3A

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 some specific issues that can only be addressed Navy-wide by senior leadership.

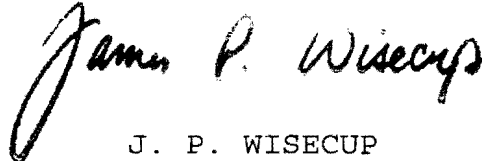
2. NAVINSGEN conducted an Area Visit to installations in and around the eastern coastal areas of Navy Region Southeast to include: Naval Ordnance Test Unit (NAVORDTESTU) Cape Canaveral, FL; Naval Air Warfare Center Training Systems Division (NAWC TSD), Navy Operational Support Center (NOSC), and Naval Support Activity (NSA) Orlando, FL; Navy Operational Support Center (NOSC) and Joint Base Charleston, SC; Naval Submarine Base (SUBASE) Kings Bay, GA; Navy Operational Support Center (NOSC), Naval Station (NS) Mayport and Naval Air Station (NAS) Jacksonville, FL from 25 April to 13 May 2011.

3. The Southeast Region Area Visit Report has two parts. Part 1 forwards our overall observations and findings. Part 2 contains ten issue papers presenting specific findings and recommendations for Navy leadership. Part 2 also contains a corrective action summary matrix (Page 26) and guidance for commands on submission of corrective action via an Implementation Status Report (ISR) (Page 27). Commands are tasked with submitting initial ISRs to NAVINSGEN not later than 17 January 2012. The summary of survey data analysis for active duty military and DON civilian personnel is included at Appendix A (Page 46), summary of survey analysis spouse perspective is at Appendix B (Page 132), summary of survey data analysis reserve component personnel is at Appendix C (Page 170). The summary of focus group data analysis active duty military and DON civilian personnel is included at Appendix D (Page 202), summary of focus group data analysis spouses of active duty military is at Appendix E (Page 216), and

Subj: AREA VISIT TO NAVY INSTALLATIONS IN THE SOUTHEAST REGION
(ATLANTIC COASTAL AREA)

Appendix D (Page 202), summary of focus group data analysis spouses of active duty military is at Appendix E (Page 216), and summary of focus group data analysis reserves is at Appendix F (Page 224).

4. My point of contact is [redacted] (b)(7)(c), Inspections Director. [redacted] (b)(7)(c) can be reached at 202-433-[redacted] (b)(7)(c), DSN 288-[redacted] (b)(7)(c), or e-mail [redacted] (b)(7)(c)@navy.mil.


J. P. WISECUP

Distribution:

SECNAV
UNSECNAV
ASN (M&RA, FM&C, I&E)
DASN (MPP, CHR)
DON OGC
DON SAPRO
CNO
VCNO
OPNAV (DNS, N1, N3/N5, N4)
CNIC
COMNAVSUPSYSCOM
NAVFACENCOM
NAVAUDSVC
CNRSE
USFF
COMSUBFOR
CNP
SUBASE Kings Bay

Subj: AREA VISIT TO NAVY INSTALLATIONS IN THE SOUTHEAST REGION
(ATLANTIC COASTAL AREA)

EXECUTIVE SUMMARY

1. Our assessment began with web-based personnel surveys conducted prior to our arrival. The surveys helped frame on-site focus groups and provided background for team visits regarding installations and tenant commands in the area. There were 3,260 military (active and reserve), active duty spouses, and Department of the Navy (DON) civilian personnel who responded to our on-line surveys. There were 1,747 individuals who participated in 131 military (active and reserve), DON civilian personnel, and active duty military spouse focus groups to assess overall QOL in the Southeast Region. On a scale of 1 to 10 (1 = 'worst' to 10 = 'best'), active duty military and DON civilian personnel survey respondents assessed their Quality of Home Life (QOHL) at 7.58 and their Quality of Work Life (QOWL) at 6.48. Active duty spouse survey respondents assessed their QOHL at 6.82. Both the QOHL and QOWL scores are higher than our NAVINSGEN rolling averages of 6.97 and 6.26, respectively. Active duty military and DON civilian personnel focus group participants rated their overall QOL at 7.14. Top concerns among personnel serving in the Southeast Region based on information gathered from focus groups were: Manning/Workload/Schedules, Leadership, Communication, Training, Budget/Funding, Medical, Advancement, and Traffic.

2. The NAVINSGEN Inspection Team reviewed 48 programs. Two of the 48 programs were exceptionally noteworthy as highly efficient or effective. They are: Command Communication and Relationships and Continuity of Operations (COOP).

3. The following programs need more attention to be fully compliant:

a. *Fleet Support*. Overall, Personnel Support Detachments (PSDs) do a good job supporting Sailors with the exception of timely liquidation of travel claims. Through survey results, focus group discussions and personal interviews the most common issue identified was the inordinate amount of time it takes to get a travel claim into the system and settled, sometimes in excess of 30 days. Other issues include the amount of time to turn off combat pay for individuals returning from Individual Augmentee (IA) assignments. Lack of customer support, inability to contact PSD directly (not through a PSD Liaison Representative), and Sailors' frustration with the inability to

Subj: AREA VISIT TO NAVY INSTALLATIONS IN THE SOUTHEAST REGION
(ATLANTIC COASTAL AREA)

make changes to service record documents were also noted. Issue Paper 1, *Personnel Support Detachment (PSD) Jacksonville Travel Claim Processing*, refers (Page 28).

b. *Regional Security Plans*. Commander, Navy Region Southeast (CNRSE), Security Office is improperly staffed to meet the support and service demands of CNRSE. Considering the Southeast Region's Area of Responsibility (AOR) and mission diversity, NAVINSGEN recommends additional staffing, commensurate with other Navy regions, to effectively execute this program. Issue Paper 2, *Commander, Navy Region Southeast, Security Office Undermanned* (Page 30).

c. *Facilities*. Due to budget constraints, CNIC is forced to decrease the quality standards for facilities services. This is negatively impacting infrastructure conditions, local pest management, custodial support, solid waste removal and grounds maintenance. Issue Paper 3, *Reduction of Base Operations Support Common Output Levels at Navy Installations*, refers (Page 32).

d. *Environmental*. Navy commands in the Southeast Region are not fully utilizing the Chief of Naval Operations (CNO) mandated Consolidated Hazardous Material Reutilization and Inventory Management Program. Issue Paper 4, *Reducing the Cost of Hazardous Material Management*, refers (Page 33).

e. *Anti-Terrorism/Force Protection (AT/FP) and Physical Security*

(b)(7)(e)(f)

(b)(7)(e)(f)

(VICS) *Funding*, refers (Page 35).

f. *High Value Unit (HVU) Escorts*. The CNO Strategic Guidance of November 2010 identifies Fleet Commanders' responsibility to program and coordinate HVU escort mission support in concert with US

ties.

(b)(7)(e)(f)

(b)(7)(e)(f)

A wri

d to clarify non-SSBN HVU transit escort roles, responsibilities, and funding. Issue Paper 6, *High Value Unit (HVU) Transit Escorts*, refers (Page 37).

Subj: AREA VISIT TO NAVY INSTALLATIONS IN THE SOUTHEAST REGION
(ATLANTIC COASTAL AREA)

g. Safety and Occupational health (SOH). As identified in the Naval Supply Systems Command (NAVSUPSYSCOM) inspection report dated July 2011, NAVSUPSYSCOM has not conducted the required Safety and Occupational Health Management Evaluations (SOHMEs) at its subordinate commands for over a decade. Issue Paper 7, *Safety and Occupational Health Management Evaluations (SOHMEs)*, refers (Page 39).

h. *Industrial Hygiene and Occupational Medicine*. Industrial hygienists and safety professionals in the Commander Navy Region Southeast (CNRSE) area are not notified during the planning, design, construction and acceptance processes for facility projects including both Special Projects and Military Construction (MILCON) projects. Issue Paper 8, *Lack of Industrial Hygiene and Safety Reviews during facility Projects*, refers (Page 41).

i. *Fleet and Family Support Center (FFSC)*. Navy FFSCs manage multi-faceted programs requiring consistency in appropriately educated and experienced staff. The FFSC is negatively impacted by high turnover of contract counselors. To fulfill the Navy's expectations, FFSC needs staff consistency. Issue Paper 9, *High Turnover Rate at Fleet and Family Support Centers (FFSCs)*, refers (Page 42).

j. *Command Managed Equal Opportunity (CMEO)*. Equal Opportunity Advisor (EOA) billet structure is outdated and does not adequately support objectives of the Equal Opportunity Program. Issue Paper 10, *Equal Opportunity Advisor Manning*, refers (Page 45).

AREA VISIT REPORT

SOUTHEAST REGION

ATLANTIC COASTAL AREA

INDEX

	<u>PAGE</u>
PART 1 <u>OBSERVATIONS AND FINDINGS</u>	3
I. MISSION PERFORMANCE	3
II. FACILITIES, SAFETY, AND SECURITY	7
III. RESOURCE MANAGEMENT	18
IV. PERSONAL AND FAMILY READINESS	20
V. AREAS/PROGRAMS ASSESSED	24
 PART 2 <u>ISSUE PAPERS</u>	
	<u>REC #s</u>
ISSUE PAPER ACTION SUMMARY MATRIX	26
SUMMARY OF ACTIONS	27
1. PERSONNEL SUPPORT DETACHMENT (PSD) TRAVEL CLAIMS PROCESSING	039-043 28
2. COMMANDER, NAVY REGION SOUTHEAST SECURITY OFFICE UNDERMANNED	044-045 30
3. REDUCTION OF BASE OPERATIONS SUPPORT COMMON OUTPUT LEVELS AT NAVY INSTALLATIONS	046-048 32
4. REDUCING THE COST OF HAZARDOUS MATERIAL MANAGEMENT	049-051 33
5. VEHICLE INSPECTION CARGO SCREENER (VICS) FUNDING	052-053 35
6. HIGH VALUE UNIT (HVFU) TRANSIT ESCORTS	054-055 37
7. SAFETY AND OCCUPATIONALLY HEALTH MANAGEMENT EVALUATIONS (SOHMEs)	056-057 39
8. LACK OF INDUSTRIAL HYGIENE AND SAFETY REVIEWS DURING FACILITY PROJECTS	058 41
9. HIGH TURNOVER OF STAFF AT FLEET AND FAMILY SUPPORT CENTERS (FFSCs)	059-060 42
10. EQUAL OPORTUNITY ADVISOR MANNING	061-062 45

APPENDIX A

SUMMARY OF SURVEY DATA ANALYSIS ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL	46
--	----

APPENDIX B

SUMMARY OF SURVEY DATA ANALYSIS SPOUSE PERSPECTIVE	132
---	-----

APPENDIX C

SUMMARY OF SURVEY DATA ANALYSIS RESERVE COMPONENT PERSONNEL	170
--	-----

APPENDIX D

SUMMARY OF FOCUS GROUP DATA ANALYSIS ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL	202
---	-----

APPENDIX E

SUMMARY OF FOCUS GROUP DATA ANALYSIS SPOUSES OF ACTIVE DUTY MILITARY	216
---	-----

APPENDIX F

SUMMARY OF FOCUS GROUP DATA ANALYSIS RESERVES	224
--	-----

PART 1

OBSERVATIONS AND FINDINGS

OBSERVATIONS AND FINDINGS

1. The Naval Inspector General (NAVINSGEN) conducted a Readiness and Quality of Life (QOL) Area Visit to Navy installations in the Southeast Region to include: Naval Ordnance Test Unit (NAVORDTESTU) Cape Canaveral, Naval Air Weapons Center Training Systems Division (NAWC TSD), Navy Operational Support Center (NOSC), and Naval Support Activity (NSA) Orlando, FL; Joint Base Charleston, SC; Naval Submarine Base (SUBASE) Kings Bay, GA; Naval Station (NS) Mayport and Naval Air Station (NAS) Jacksonville, FL; and their associated tenant commands from 25 April to 13 May 2011. As the “Conscience of the Navy”, NAVINSGEN 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, NAVINSGEN teams share with local commands “Best Practices” gained from our collective knowledge and experiences. The total temporary duty cost for this area visit was \$90,035.71.

2. There were 3,260 military (active and reserve), active duty spouses, and Department of the Navy (DON) civilian personnel who responded to our on-line surveys. One thousand seven hundred forty seven individuals participated in 131 military (active and reserve), DON civilian personnel, and active duty military spouse focus groups to assess overall QOL in the Southeast Region. On a scale of 1 to 10 (1 = ‘worst’ to 10 = ‘best’), active duty military and DON civilian personnel survey respondents assessed their Quality of Home Life (QOHL) at 7.58 and their Quality of Work Life (QOWL) at 6.48. Active duty spouse survey respondents assessed their QOHL at 6.82. Both the QOHL and QOWL scores are higher than our NAVINSGEN rolling averages of 6.97 and 6.26, respectively. Active duty military, DON civilian personnel, active duty military spouses and ombudsman focus group participants rated their overall QOL at 7.14. The top concerns of personnel serving in the Southeast Region based on information from focus groups are: manning/workload/schedules, leadership, communication, training, budget/funding, medical, and advancement.

3. 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 assessed command relationships and communications, mission tasking and operational tempo (OPTEMPO), personnel and material resources, fleet support, training, continuity of operations (COOP) and regional security programs for Navy Region Southeast coastal area commands. During our review, we visited 52 Navy activities; to include Naval Ordnance Test Unit (NAVORDTESTU) Cape Canaveral, Naval Air Weapons Center Training Systems Division (NAWC TSD), Navy Operational Support Center (NOSC), and Naval Support Activity (NSA) Orlando, FL; Joint Base Charleston, SC; Naval Submarine Base (SUBASE) Kings Bay, GA; Naval Station (NS) Mayport and Naval Air Station (NAS) Jacksonville, FL.

~~FOR OFFICIAL USE ONLY~~

2. Communication and Relationships. We found excellent communication and relationships between base leadership and their respective tenant commands to include NOSC Orlando, located off station. Tenants expressed satisfaction with both opportunities for communication with base leadership and their response to current issues. Survey results and focus group discussions indicated a perception that Air Force leadership at Joint Base Charleston was apathetic to Navy issues at Naval Support Activity (NSA) Charleston. This perception appeared to be derived from proximity to leadership and the fact that NSA Charleston is approximately seven miles from Joint Base Charleston. However, interviews with Navy tenant commands and NSA staff noted the contrary, with timely response and a genuine concern from Joint Base leadership being obvious. Navy activities have both the ability and are encouraged by USAF leadership to participate and present issues through various established venues such as the monthly Joint Base Partnership Committee Meeting.

3. Personnel Resources. Perform to Serve (PTS) is the number one personnel related issue noted during our visit. Unit leaders discussed their concern about the PTS application process and its lack of “human input” for stellar performers on the web-based application. Commanders cite the purely algorithm based ranking structure as a dissatisfier and perceive that Sailors do not get a comprehensive review that accounts for their leadership qualities. The recent addition of the Enlisted Retention Board (ERB) process coupled with PTS has increased stress and reduced morale among Sailors in their commands. However, NAVINSGEN inquiry refutes this misperception and confirms that ERB helps maintain PTS quota availability to retain the best most qualified Sailors.

4. Mission Tasking and OPTEMPO. We found most units we visited have a current or draft Required Operational Capability/Projected Operational Environment (ROC/POE) or Mission, Function, Tasks (MFT) statement. Commands appear to be proactive with requesting manning reviews when their sustained operational tasking and/or OPTEMPO changes. Similar with operational and training units at Navy Region Southwest and at the panhandle area of Navy Region Southeast, ships and squadrons in the Jacksonville area reported high OPTEMPO and cross deck personnel to support scheduled and short-fused operational requirements.

At NAS Jacksonville, the Naval Air Logistics Office (NALO) supported Fleet Logistics Support Squadron 58 (VR-58) reported constant high OPTEMPO coupled with short-fused scheduling changes. The command reported their inability to regularly use available Reserve Component (RC) personnel due to the extended time to process travel requests from Defense Travel System (DTS), once orders are approved on the Navy Reserve Order Writing System (NROWS). Currently, seven days are needed to complete the process which is often well outside the squadron’s scheduling window. Thus, burden is put on the small Full Time Support (FTS) staff to cover short-fused missions and flight time is shifted away from RC crew hampering their ability to maintain currency and annual flight time minimums. Since our visit, the command reported the turn-around-time for RC orders and travel has been reduced to five days. Personnel Support Detachment (PSD) management is aware of this issue with RC members and plans to reduce time even further by working with NROWS to allow quicker access once orders are approved.

At Joint Base Charleston, the Navy Munitions Command’s quarterly budget to provide mine training to Second and Sixth Fleets, the Explosive Ordnance Disposal (EOD) School and NATO vessels is often insufficient. We noted the command’s annual budget has been static for the last five years and funds cannot be moved from quarter to quarter within the same fiscal year to

support seasonal and short-fused training mission. Command leadership has often had to request additional funds to complete fleet requirements. Given the static nature of their operations budget, we recommend Navy Munitions Command be allowed to reapportion their quarterly funding to meet higher training demands during peak periods throughout the year.

At NAWC TSD located at NSA Orlando, the Commanding Officer (CO) serves as both the NAWC TSD CO as well as NSA Orlando's CO. Although both commands are functioning well, less time is available to support necessary day-to-day base operations. The NAWC TSD Executive Officer is a "fleet-up" billet to CO which offers continuity to both commands. However, a significant portion of the XO's time is spent preparing and learning the complexities of becoming NAWC TSD CO. Currently, the Installation Business Manager (IBM) for NSA Orlando is vacant and duties are being expertly completed by the senior Public Safety Official. It is necessary for either NAWC TSD and/or NSA Orlando to complete a manpower review to ensure both commands are properly staffed to meet demands of day-to-day NSA operations while maintaining current outstanding mission support standards at NAWC TSD.

5. Resources

a. *Personnel.* Similar to what NAVINSGEN has reported on Area Visits to Navy Regions Japan, Marianas and Southwest, Perform to Serve (PTS) remains a top issue and presents significant challenges to commands. Unit leaders discussed their concern about the PTS application process and its lack of "human input" for stellar performers on the web-based application. Commanders cite the purely algorithm based ranking structure as a dissatisfier. They also believe that by not considering information on Sailors' leadership qualities, such as Sailor of the Quarter/Sailor of the Year (SOQ/SOY) designations and awards received since an applicant's last evaluation, Sailors do not get a comprehensive review. As such, Commanding Officers feel they have little to no control over who is separated or forced to convert to a different rating. An unintended consequence of PTS is the separation of experienced personnel just at the time many commands need exactly that technical expertise, leadership and training experience. Coupled with PTS, the recent addition of the Enlisted Retention Board (ERB) process has increased stress and reduced morale on sailors and their commands due to the added possibility of being released from active duty. However, further NAVINSGEN inquiry refutes this misperception and confirms that ERB helps maintain PTS quota availability to retain the best most qualified Sailors. Moreover, in every case high performing Sailors were retained by normal PTS review. Sailors identified for separation were not as competitive as those selected for retention. Bottom line: PTS works as designed. However, more work is needed to educate and manage perceptions of leadership and Sailors in the fleet.

Security at SUBASE Kings Bay, Strategic Weapons Facility, Atlantic SWFLANT is provided by a combined force of U.S. Marines and Navy Masters at Arms (MAAs). The security cadre is commanded by a U.S. Marine Corps (USMC) battalion commander, while the MAAs remain under the SWFLANT Navy UIC. The MAAs are under Operational Control (OPCON) and Administrative Control (ADCON) of the USMC battalion by a five-year-old Memorandum of Agreement (MOA). The primary mission of security is well served by the relationship. However, the MAAs are embedded in the USMC system resulting in a lack of proper Navy career counseling and mentorship in their Navy professional development. After our visit, SUBASE Kings Bay's MAA Master Chief agreed to provide career development and counseling to the MAAs attached to the SWFLANT.

b. *Material.* Unit leaders and tenant commands throughout the region reported good support from their respective bases and attentive public works offices. Similar to what NAVINSGEN reported from area visits to Southwest and Marianas, Sailors both on the waterfront and the flight line use personal funds to pay out-of-pocket for small items such as administrative products, cleaning supplies, small tools and repair items.

6. Fleet Support. The Personnel Support Detachments (PSDs) at SUBASE Kings Bay and NS Mayport do a good job supporting their respective personnel. Through survey results, focus group discussions and personal interviews, NAS Jacksonville's PSD has some challenges. The most common issue was the inordinate time it takes for them to settle travel claims, Permanent Change of Station (PCS) for Active Component (AC) and all travel claims for RC personnel. In some cases regarding non PCS travel, delays in liquidating travel claims resulted in Sailors appearing on the Government Travel Charge Card (GTCC) delinquency list. Also noted was the excessive amount of time to turn-off combat pay (120 days in some cases) for individuals returning from Individual Augmentee (IA) tours in combat zones and a lack of customer support, specific to members attempting to make changes to service record documents. NAS Jacksonville PSD is a Travel Processing Center (TPC) for regional Customer Support Detachments (CSDs) liquidating approximately 2800 claims per month. They appear to be appropriately staffed to support both their TPC functions and their mission to administratively support Sailors. Part 2, Issue Paper 1, refers (Page 29).

7. Training. Required technical training for military and civilian personnel is well managed across the organizations visited in accordance with established guidance. At NS Mayport, the mid-grade level civilian leadership training course is only offered once annually. The Human Resource Office (HRO) at NS Mayport has prioritized civilian employees to attend when Temporary Additional Duty (TAD) funds are available to send personnel to off-site locations. We recommended the HRO liaise with HR representatives at both SUBASE Kings Bay and NAS Jacksonville to fill additional vacancies with NS Mayport civilian employees.

At Joint Base Charleston, Naval Consolidated Brig leadership reported that prisoners serving time for sexual offenses are released at the end of their sentences, occasionally prior to the completion of a mandated 18 month Sex Offender Treatment Program (SOTP). Upon further review, we found that the Naval Consolidated Brig Charleston only conducts the four-month Sex Offender Education Program (SOEP) designed for sex offenders who have shorter sentences. The more serious sexual offenders are sent to Naval Consolidated Brig Miramar where the SOTP is offered.

8. Continuity of Operations (COOP) Plan. Navy Region Southeast and all Navy installations visited have current COOP plans that incorporate both a local plan of action utilizing the services of respective State Emergency Management facilities as well as a distant command post if evacuation of the area is necessary. Each installation tests their plan at least once annually at both local and remote locations. We advised NAS Jacksonville and NAWC TSD/NSA Orlando that their planned local and distant command posts could both be located within the path of a single hurricane/tropical storm affecting the Florida peninsula. In those cases, they should consider revising their plans as necessary.

9. Regional Security Plans. Overall, commands visited have solid security programs with engaged Command Security Managers (CSMs) complying with SECNAV guidance for annual refresher and counterintelligence training, as well as foreign travel briefings. All CSMs have

direct access to their respective commanding officers. We noted Navy Region Southeast's Command Security Manager's extraordinary work ethic and vast responsibilities supporting 17 area CSMs and over 12,000 personnel with no full-time assistance. The Regional Security Manager (RSM) is compensated for overtime. However, considering the Southeast Region's Area of Responsibility (AOR) and mission diversity, we believe additional staffing is necessary, commensurate with other Navy regions, to effectively execute this program. Part 2, Issue Paper 2, refers (Page 31).

10. Reserve Component. The Navy Operational Support Centers (NOSCs) visited were located at Orlando, Charleston and Jacksonville. Each center's leadership is well engaged with supporting their respective commands. We also found excellent communication between the NOSCs and their Regional Command Center (RCC) leadership. TAD funding to support off-site training such as 'C' Schools and recurrent training for each NOSC staff was insufficient to meet training requirements. NOSC leadership is prioritizing training for key personnel and RCC leadership is aware of the shortfall.

II. FACILITIES, SAFETY AND SECURITY

1. Introduction. The Facilities, Safety, and Security Team reviewed facility-related functions including sustainment and management profiles, utilities, housing and Bachelor Quarters (BQs), environmental compliance, transportation, physical security, Base Operating Support (BOS), safety, and occupational health.

2. Facilities

a. The condition of facilities and infrastructure at bases visited during this area visit were consistent with other Navy bases observed in recent years. Overall, facilities were functional but many showed the effects of chronic underinvestment in preventive maintenance. Many facilities and supporting infrastructure appeared to be beyond their expected service life when, in fact, they deteriorated prematurely. For example, maintenance on the wharfs at NS Mayport were deferred to point where projects to completely replace them are now necessary (see figure 1 below).

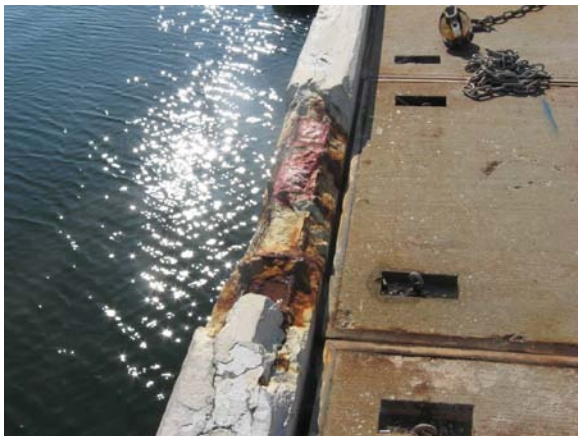




Figure 1- Deterioration at the Wharfs on NS Mayport

Repair or replacement is often deferred until failure occurs increasing overall costs. Newer facilities, such as those constructed at SUBASE Kings Bay within the last 30 years and facilities recapitalized with Base Realignment and Closure (BRAC) funding at NAS Jacksonville appear in relatively good condition. Even though no specific safety or mission impact was reported by facilities personnel, facility service Navy-wide may be reduced due to decline in sustainment, restoration and maintenance funding.

Several factors contribute to reduction in service life. Reduced maintenance funding coupled with aging facilities and infrastructure often leads to repair by replacement. The cost of repair by replacement is higher than the cost of periodic maintenance over the life of the facility. As more systems fail and are replaced, less funding is available for routine maintenance. This is evident in the industrial area at SUBASE King Bay where corrosion of exterior steel beams due to the exposure to the elements resulted in premature failure.

b. NS Mayport's close proximity to the Atlantic Ocean shortens the life expectancy of many mechanical systems, facilities and infrastructure. Corrosive salt and sand from the ocean reduces the average life expectancy of outdoor condenser units to three to five years, versus the industry standard of ten to twelve years. Mechanical engineering support is provided centrally by Naval Facilities Engineering Command (NAVFAC) Southeast, an hour away at NAS Jacksonville. The lack of an on-site mechanical engineer limits the ability of the Public Works Department to develop innovative solutions to increase life expectancy of equipment. NAVFAC personnel stated it is desirable to have on-site engineering support at mid-sized public works departments, but funding these positions is difficult given limited facilities budgets.

c. Commander, Naval Installations Command (CNIC) budget reductions continue to impact the funding provided for BOS including facilities services, planning and transportation. To meet lower funding levels, CNIC reduced the level of services provided to supported commands. However, tenant commands not supported by CNIC, e.g., Navy Working Capital Fund (NWCF) Commands, do not accept this level of service and use mission funds to obtain acceptable service. There is no guidance to address this disparity. Part 2, Issue Paper 3, refers (Page 33).

d. The facilities funding process at Joint Base (JB) Charleston is managed by the Air Force Civil Engineering Squadron. Navy and Air Force facilities maintenance and modernization projects are managed as an integrated process. Facility managers appointed at each Navy and Air Force facility identifies deficiencies and projects in their area of responsibility (AOR). A comprehensive list of all projects is prepared by the Air Force and presented to a joint (Navy/Air

Force) working group. The working group evaluates all projects using pre-defined categories (i.e., “must pay” obligations, mission impact, safety and health, quality of life) and criticality of assets (airfields, electrical power, roofing, heating and cooling) and objectively prioritizes the projects according to the criteria. Department of Defense (DoD) guidance for joint bases specifies funding levels that exceed Navy standards. This process ensures funding at a level that should improve the condition of Navy facilities and infrastructure at JB Charleston.

e. NAS Jacksonville, NS Mayport and SUBASE Kings Bay use a BOS contractor to perform facility support functions. Decreased frequency of trash removal, grass cutting, and pre-emptive pest control services, which was highlighted during a previous NAVINSGEN visit to the Florida Panhandle, increases the challenge of contracting for these services. Base tenants expressed health and safety concerns with these service reductions during focus group sessions.

3. Utilities and Energy

a. Utilities programs in the Southeast Region experienced a 25% increase in electric rates in 2011 due to a combination of external and internal factors. By implementing a combination of energy saving projects and promoting energy conservation, SUBASE Kings Bay energy consumption dropped 47% since 2003. SUBASE Kings Bay is awaiting additional energy program funding for a \$6M project to replace its old Freon chillers with new energy efficient units. In addition to the actual energy projects, much credit for energy reduction goes to trained building "energy champions," who monitor energy usage.

b. Energy usage at NAS Jacksonville dropped 21% since 2003, with 11% of that reduction coming last year. NAS Jacksonville is tying together electric metering to allow for real time peak load monitoring to reduce baseline energy costs. NAS Jacksonville does a great job promoting energy conservation. Base articles, scoreboard read outs and presentations are just some of the methods they use to raise awareness. Their energy council, consisting of the Installation Commanding Officer (ICO) and all tenant commands, meets quarterly. Each building has an assigned energy manager.

c. While SUBASE Kings Bay and NAS Jacksonville have award winning energy programs, NS Mayport is reestablishing its utilities and energy conservation programs. They recently hired two new energy program managers. Mayport’s electrical consumption increased 3.25% since 2003, but they are scheduled to receive funding for four energy projects in FY12.

d. The new BOS Contract at SUBASE Kings Bay takes effect October 2011. Utilities personnel expressed concern about their lack of input in the development of the new contract’s scope of work, and that NAVFAC's "cookie cutter" approach to Indefinite Delivery/Indefinite Quantity (IDIQ) contracts may eliminate their well-developed preventive maintenance program. In addition they believe the lower level of service is incompatible with maintaining the sophisticated infrastructure and processes necessary to support unique operational capabilities based at Kings Bay.

e. SUBASE Kings Bay and NAS Jacksonville both have aggressive water conservation and use reduction programs. Metered water usage at SUBASE Kings Bay dropped 32% since 2007, and will continue to decline as the new nano-filtration system becomes fully operational. SUBASE Kings Bay and NAS Jacksonville use treated waste water for golf course irrigation.

About 25% of NAS Jacksonville's treated effluent is used for irrigation. It is working on a project to reuse almost all of the treated effluent for irrigation.

f. NS Mayport's sewerage system must be upgraded and/or connected to the local municipal wastewater treatment facility by 2015 to comply with new Florida State Environmental Standards for nitrates and metals. This unfunded requirement is estimated to cost approximately \$20M, and will cause a necessary increase in the region's utility rates. On a positive note, Mayport collects rainwater runoff to irrigate its golf course.

4. Transportation

a. NAVFAC's vehicle lease rate is increasing faster than CNIC's ability to fund installation transportation services. As a result, CNIC decreased the Common Output Level (COL) for transportation support from COL 3 to COL 4, reducing the number of vehicles available to commands supported by CNIC through inter-service support agreements to approximately 70% of their requirement. Focus group discussions and interviews with program managers in the Southeast Region identified several mission impacts from this reduction. These concerns corroborate the findings in a recent NAVINSGEN Area Visit to the Florida Panhandle. NAVINSGEN's report on that area visit includes an issue paper titled "IMPACTS OF COMMANDER, NAVAL INSTALLATIONS COMMAND (CNIC) FUNDING OF TRANSPORTATION AT COMMON OUTPUT LEVEL FOUR" that documents this issue in detail and provides recommendations for improvement.

(1) Consistent with our findings during the Panhandle Area Visit, commands at SUBASE Kings Bay, NS Mayport, and NAS Jacksonville are struggling to meet mission requirements with inadequate transportation resources. For example, the environmental staff at NS Mayport has no government vehicles assigned; inhibiting their ability to conduct routine inspections or rapidly respond to environmental emergencies. The use of privately owned vehicles (POVs) for official business is increasing, even though many individuals report they do not file claims for mileage reimbursement. Per the Joint Federal Travel Regulation (JFTR), Chapter 3, Part F, the commander/agency head should provide government transportation or authorize/approve reimbursement of transportation expenses in the PDS (Permanent Duty Station) area for traveler conducting official business during official duty hours.

(2) Problems were also noted when commands try to find innovative ways to mitigate the effects of vehicle reductions. NAS Jacksonville reported an increase in the number of "low speed vehicles" (LSVs) on base roadways. LSVs (i.e., golf carts) are purchased by tenant commands with mission funding. These vehicles are slow, impede traffic, and often lack required safety equipment.

5. Environmental

a. Environmental programs in the Southeast Region benefited from the retention of experienced and highly motivated professional personnel. SUBASE Kings Bay and NAS Jacksonville did not "regionalize" their environmental staffs in the manner as most other installations. This stability results in strong, award winning environmental programs that stand out above other programs that are functioning at COL 3 and/or 4.

b. Each installation in CNRSE has implemented some form of the Consolidated Hazardous Material Reutilization and Inventory Management Program (CHRIMP) under the direction of Naval Supply Systems Command (NAVSUPSYSCOM), which provides some limited control of hazardous material (HM). However, there is no regional HAZMIN center that centrally controls

~~FOR OFFICIAL USE ONLY~~

the procurement, storage, reuse and eventual disposal of hazardous waste. Most HAZMIN centers we visited function more as HM reuse distribution points than as the single point of HM procurement and turn-in. Part 2, Issue Paper 4, refers (Page 35).

c. SUBASE Kings Bay received the 2010 Chief of Naval Operations (CNO) Environmental Quality Award for a large Industrial Installation. The staff began work on its Environmental Management System (EMS) several years before most other bases. Their EMS was among the first certified and is recognized by CNIC Environmental staff as one of the best. Most recently, the EMS is credited as a major factor in reducing Hazardous Waste (HW) generation and disposal costs through the implementation of a new paint distribution system. Specifically generated, HW amounts were reduced by 45% to 312 tons and disposal costs were reduced by 25% to \$250K.

d. In response to a consent order from the Georgia Department of Natural Resources for excessive Trihalomethanes (THM) levels in drinking water, SUBASE Kings Bay installed a nano-filtration system that reduced THMs and brought potable water quality back to Safe Drinking Water Act standards. When the nano-filtration system is fully operational, it will also reduce water consumption by 13%, by eliminating the previously used THM reduction method of flushing four million gallons per month.

e. NAS Jacksonville also has an excellent award winning environmental program, among the best in the Navy.

f. Recent NAS Jacksonville environmental awards include: United Nations Earth Foundation Earth Day Award-2010, Northeast (NE) Florida Planning Council Award Excellence in Environmental Stewardship-2010, City of Jacksonville Environmental Leadership Award-2009, and Keep Jacksonville Beautiful Environmental Leadership Award-2008.

g. Installation commanding officers have a history of fully supporting the environmental program and personally participate in numerous environmental partnerships with the State of Florida and the City of Jacksonville. These include the Northeast Florida Environmental Compliance Partnering Team, NAS Jacksonville Installation Restoration Partnering Team, Florida Defense Alliance, Metropolitan Planning Organization, City Planning Commission and Keep Jacksonville Beautiful Commission.

h. NAS Jacksonville has justified hiring and retaining a reasonably sized professional staff with a culture of striving to exceed minimum requirements. Environmental personnel are extremely enthusiastic, innovative and customer service oriented. Their natural resources and forestry programs are self sustaining from timber sales and they have a full time United States Department of Agriculture (USDA) biologist to support their Bird Aircraft Strike Hazard (BASH) Program.

i. The environmental staff fully supports the base Qualified Recycling Program (QRP) through the following initiatives:

- Recycling waste oil - - 90,000 gallons per year is recycled with proceeds (\$50,000 per year).going to Morale, Welfare and Recreation (MWR).
- Recycling electronic equipment, including computers, monitors and keyboards.

- Recycling vegetable oil to bio-fuel; a portion comes back to the installation and is blended with diesel fuel and used to run MWR busses.
- Environmental personnel make extensive use of electric cars, one of which is fitted with prototype solar power modifications.

j. In recent years, NS Mayport's environmental program has not fared as well as their other programs. Vacancies, gapped billets and frequent turnover have taken a toll on their environmental program. They lost a disproportionate number of billets when CNIC mandated manpower reductions at a time when NS Mayport's Environmental Program had a number of vacancies. Rather than CNRSE being allowed to distribute manpower cuts across the programs, they were directed to eliminate vacant positions. NS Mayport's Environmental Program has not recovered from that action and, as a consequence, remains under resourced in terms of manpower and equipment. Recently, the environmental staff was directed to turn in their government vehicles and is now required to "check out" a transportation pool vehicle daily to perform their field functions, including hazardous substance spill response. This measure hampers the staffs' ability to rapidly respond to contain and clean up hazardous material spills.

k. Despite being undermanned, the environmental staff is spending a significant amount of time monitoring the solid waste program in general, and foreign source garbage in particular. This may be an unintended consequence of CNIC's decision to reduce the foreign exchange contract service level to COL4. Although NS Mayport is attempting to reinvigorate its recycling program and recently hired an experienced recycling technician, lack of manpower and equipment limits recycling program success.

6. Housing

a. *Bachelor Housing.* Bachelor Housing managers and their teams are motivated and work diligently to provide single Sailors the highest quality service and living conditions within fiscal constraints. Overall, barracks are in good condition and survey scores indicate Sailors are satisfied with the service and quality of their housing. In the 2010 Resident Satisfaction and Opinion Survey¹, NS Mayport barracks received the top level "Platinum" Award and NAS Jacksonville and JB Charleston barracks received the second level "A" Awards for outstanding service scores. Bachelor housing scores at all locations range from "Good" to "Outstanding."

(1) Maintaining quality living conditions for junior Sailors requires adequate funding. The Navy provides funding in two separate accounts; Quarter's Operations (QO) to purchase new furnishings, linens, etc. and Sustainment, Restoration and Maintenance (SRM) funds for repair, maintenance and renovation of the facility. CNIC provides QO funds to Bachelor Housing and SRM funds to NAVFAC Public Works. As with other types of facilities, there is a shortage of SRM funds resulting in a back-log of renovations and repairs. It is difficult to renovate an entire room (i.e. new furnishings, new carpet, and fresh paint) with two independent processes to fund and contract for these services.

(2) One challenge is tracking Sailors that transfer to other installations without completing the check-out process in bachelor housing. The Total Workforce Management Services, Transaction On-line Processing System (TOPS) is an on-line, paperless system used by

¹ 2010 Resident Satisfaction & Opinion Survey conducted by CEL and Associates Survey for CNIC.

the Personnel Support Activity Detachments (PSDs) for all transactions. This on-line system eliminated the requirement for Sailors to turn-in a signed check-out sheet. Bachelor housing staffs find some assigned barracks rooms are actually vacant because Sailors transferred or moved off-base without notifying anyone in bachelor housing.

(3) During this area visit, the Bachelor Housing and PSD managers at NS Mayport developed a process to alleviate the problem of Sailors vacating rooms without notifying bachelor housing staff. PSD now requires the bachelor housing check out sheet prior to releasing an enlisted Sailors' transfer package. Without the check out sheet, PSD will not release the Navy Standard Integrated Personnel System (NSIPS) transfer submission to report the Sailors' detachment to Navy Personnel Command (NPC) and Defense Finance and Accounting Services (DFAS). Additionally, PSD and Bachelor Housing staff will collaborate and share information to ensure accurate payment and improve barracks management. This new process may be a best practice for other installations facing similar challenges.

b. *Family Housing.* Navy Family Housing staff works closely with Balfour Beatty (the Navy's Family Housing Public Private Ventures (PPV) partner) to provide high quality housing services to Navy families. Overall, satisfaction scores¹ increased from 2009 to 2010 by over 10%, with Kings Bay increasing over 15%. NAS Jacksonville, SUBASE Kings Bay, and NS Mayport neighborhoods received the top "Platinum" award and Charleston neighborhoods received the second level "A" awards. While Navy families give high ratings to the quality and service of the PPV homes, scores may decline once the PPV re-scoping plan is implemented.

(1) There are new homes under construction at JB Charleston, NAS Jacksonville and NS Mayport. Future plans for additional new homes were cancelled under the March 2010 re-scoping plan. Additionally, the revised scope requires the sale of additional land and homes. As discussed in the NAVINSGEN Panhandle Area Visit report, this will lead to some unfortunate consequences and may create disparate living conditions for Sailors and their families. For example, because of construction scheduling, NS Mayport junior enlisted Sailors will not receive any new homes promised in the original plan. However, since construction was underway, senior enlisted and officers will still receive approximately 100 new three and four bedroom homes.

(2) The PPV agreement in the SE region is still under negotiation due to financial challenges. Another potential impact to maintaining the overall quality of the PPV homes is rising operating cost including: utility rates, new security screening costs for contractors, and a proposal to more than double the fire and police service rate for homes on an installation. Increasing the cost to the partner reduces the funds available to improve neighborhoods, construct/renovate homes, and could jeopardize future negotiations with the partner.

c. *Navy Gateway Inns and Suites.* Navy Gateway Inns and Suites (NGIS) reduce overall travel cost to Navy commands by offering lodging to travelers at approximately 55%² of local lodging allowance. In FY10, the NGIS at NAS Jacksonville, SUBASE Kings Bay, and NS Mayport saved commands \$6.5M in lodging costs by providing almost 150,000 room nights of lodging. Due to non-availability, over 11,000³ guests were referred to local hotels.

² Average one night stay at NGIS is \$45, while average per diem lodging allowance is \$80 for Kings Bay, Mayport and Jacksonville.

³ Based on Certificates of Non-Availability in FY10

(1) The ability of the NGIS to comfortably house personnel is limited by the availability of funding. NGIS operates with non-appropriated funds and relies on SRM funding for the maintenance, repair and renovation of facilities. As documented in other NAVINSGEN reports, SRM funding is limited and the Navy's lack of investment leads to significant deterioration. Demolition projects have been submitted for two NGIS buildings at NAS Jacksonville. This will further increase the number of guests referred to local hotels and increase overall travel cost to the Navy.

(2) Due to limited availability of SRM funding, Regions use part of the lodging income for building repair and renovation. Unfortunately, sufficient NGIS funding is not available for complete renovation. For example, NS Mayport is investing \$4.5M of NGIS funds to renovate 120 rooms in building 1525. However, the HVAC system was not included in this project and remains unfunded. While the \$4.5M will improve the rooms, furnishings and amenities, overall comfort and satisfaction may be hindered if a guest cannot control temperature or humidity.

(3) CNIC is contracting for an independent condition assessment of all NGIS facilities. This Navy-wide review, scheduled for completion in late 2011, will identify deficiencies and provide a capital improvements plan for NGIS. Without resolving the financial challenges associated with building renovation, actual improvement to the quality of NGIS facilities is uncertain.

7. Anti-Terrorism/Force Protection and Physical Security

a. Naval activities in the southeast area work diligently to update and implement Anti-Terrorism Plans required by the Navy Executive Agent for Anti-Terrorism and Force Protection (ATFP), which is U.S. Fleet Forces Command (USFFC). The NAVINSGEN team interviewed anti-terrorism officers, security officers, commanding officers, and NCIS staff at JB Charleston, SUBASE Kings Bay, NAS Jacksonville, and NS Mayport for the area visit and an ongoing NAVINSGEN Navy-wide special study on ATFP.

b. During the area visit, all bases elevated their Force Protection Condition (FPCON) to Bravo as required by the geographic combatant commander, Commander, U.S. Northern Command. Threat working groups met to review security procedures required by FPCON Bravo in consultation with installation commanding officers. Navy installations in the southeast region,

(b)(7)(e)(f)

(b)(7)(e)(f)

(b)(7)(e)(f)

Validation-Protection

(MPV-P) by FY13. This initiative will develop staffing requirements using an engineered approach to optimize limited manpower resources. However, CNIC needs to address their limited duty personnel policies to ensure individuals detailed to security are able to perform all necessary duties.

d. SUBASE Kings Bay uses a Vehicle

(b)(7)(e)(f)



Figure 2 - Vehicle Inspection Cargo Screener (VICS)

should review requirements identified by tenant commands. If these enhanced security requirements are validated and funded, then funding sources will need to be determined. Part 2, Issue Paper 5, refers (Page 35).

e. (b)(7)(e)(f)

(b)(7)(e)(f)

8. Safety and Occupational Health (SOH)

a. *Safety and Occupational Health (SOH) Program Management.* The CNRSE safety office provides SOH direction and oversight to approximately 28,500 military and civilian personnel employed at NAS Jacksonville, NS Mayport and SUBASE Kings Bay. Positive involvement and proactive leadership in the CNRSE’s SOH program resulted in awarding NAS Jacksonville, NS Mayport and SUBASE Kings Bay the Occupational Safety and Health Administration’s Voluntary Protection Program (VPP) Star Status. VPP recognizes private and federal agencies that implement effective safety and health management systems and maintain injury and illness rates below national Bureau of Labor Statistics averages. The NAS Jacksonville safety office “Safety Program Fact Sheet” provides a snap-shot view of the activity’s SOH program in the following areas: SOH Program Compliance, Respirator User Compliance, Enterprise Safety Application Management System (ESAMS) SOH Abatement, Mishap Reporting and Investigation Performance, and Mishap Prevention. CNIC headquarters is considering using NAS Jacksonville’s Safety Program Fact Sheet as a best practice throughout the Navy.

b. *Base Operating Support (BOS) Safety Services.* The CNRSE safety office provides BOS safety services to tenant activities in accordance with OPNAVINST 5100.23G and CNICINST 5100.3 requirements. The various site safety offices contact each tenant activity through a needs assessment to determine which SOH programs require assistance. All tenant safety representatives interviewed by NAVINGEN personnel are very satisfied with the BOS safety

support provided by CNRSE. The NAS Jacksonville safety office goes beyond their BOS safety responsibilities, providing consultation to tenant squadrons in the area of aviation fall protection.

Navy tenant activities on JB Charleston report receiving good BOS safety services from the Air Force safety office.

c. *SOH Headquarters Command Evaluations.* Headquarters Safety and Occupational Health Management Evaluations (SOHMEs) provide valuable insight of subordinate commands' SOH program status, deficiency abatement issues and mishap reporting metrics. The CNRSE safety manager conducts required triennial SOHMEs at NAS Jacksonville, NS Mayport and SUBASE Kings Bay. In September 2010 the CNRSE safety manager conducted a SOHME at NAS Pensacola and found significant program discrepancies. These results highlight the importance of the SOHME process and reflect upon the CNRSE safety manager's commitment to fulfilling his oversight responsibilities.

Fleet Readiness Center Southeast (FRC SE) and Naval Air Warfare Center Training Systems Division (NAWC TSD) have current SOHMEs conducted by higher echelon. However, Fleet and Industrial Supply Center (FISC) Jacksonville has not received a SOHME by higher echelon for over ten years. Part 2, Issue Paper 7, refers (Page 39).

d. *Asbestos Program.* Asbestos program oversight is lacking in CNRSE. Per OPNAVINST 5100.23G, NAVFAC is responsible for providing technical oversight of the facility asbestos management program ashore. Only Jacksonville has an asbestos program manager. Recommend NAVFAC SE establish an asbestos oversight program for all activities within their area of operations.

e. *DoD 75% Mishap Reduction.* DoD and SECNAV established a mishap reduction goal of 75% by 2012 based on 2002 mishap rates. The three primary CNRSE activities, NAS Jacksonville; NS Mayport; and SUBASE Kings Bay achieved the 75% mishap reduction goal as part of the process for awarding OSHA's VPP Star Status. Commander Naval Air Systems Command (NAVAIR) activities, FRC SE and NAWC TSD, also achieved the 75% mishap reduction goal in accordance with NAVAIR's written strategy.

f. *Self-Assessments.* NAS Jacksonville, NS Mayport, and SUBASE Kings Bay conduct annual SOH self-assessments according to OSHA VPP criteria. Tenant activities requesting self-assessment receive support from CNRSE site safety offices. FRC SE and NAWC TSD conduct SOH self-assessment using OPNAV's Process Review and Measurement System criteria.

g. *Training.* FRC SE Detachment Mayport and FISC Jacksonville have Collateral Duty Safety Program Managers who have not attended the required Navy and Occupational Health Programs Ashore Course, per OPNAVINST 5100.23G. The lack of required training for Collateral Duty Safety Officers or Program Managers has been noted in previous NAVINSGEN area visits and command inspection reports.

h. *Traffic Safety.* CNRSE provides traffic safety program support to all tenants. This includes motorcycle basic rider, experienced rider, military sport bike rider, driver improvement and emergency vehicle operator courses. Each site safety office has a traffic safety council. FRC SE Detachment Jacksonville does not participate in the NAS Jacksonville traffic safety council meetings as required. Furthermore, the FRC SE Detachment Jacksonville's motorcycle

safety representative has not ensured all motorcycle riders complete the web-enabled ESAMS census form.

CNIC's reduction in funding of transportation has increased their tenant commands' need to find alternative forms of transportation. In the warm southeast climate, the use of low speed vehicles, all terrain vehicles, and golf carts have become economical solutions. OPNAVINST 5100.12H clearly outlines the definition, proper use, and safety requirements for all motor vehicles. CNRSE and its regional subordinates have the proper instructions in place providing guidance on the use of these vehicles; however, it was noted in interviews with safety and transportation experts during the area visit that not all commands are following guidance on the safe use of these vehicles. NAVINSGEN Staff personally observed violations of improper use and lack of required personal protective safety equipment. CNRSE Safety and Security Program Managers need to review the oversight of these vehicles to insure their use is in compliance with Navy policy. NAVINSGEN will monitor the management and oversight of these alternative forms of transportation during future area visits.

i. *Recreation and Off-Duty Safety (RODS)*. The regional RODS program manager is an employee of the NAS Jacksonville MWR Department and coordinates this program from Jacksonville. The MWRs throughout CNRSE offer a variety of recreational facilities and equipment for customer use and rental. Prior to renting or using equipment such as motorboats, sailboats and auto hobby shop equipment, patrons must participate in required training, and in some instances, pass an examination. The activity RODS program managers also conduct training for commands when requested. The various CNRSE site safety offices inspect all MWR facilities as required.

j. *Aviation Fall Protection*. During the 2010 Southwest Region Area Visit, NAVINSGEN cited Commander Naval Air Force (CNAF) for failing to insure subordinates implement aviation fall protection programs. In the ensuing year, CNAF has taken positive steps to correct that deficiency Navy-wide. In September 2010, CNAF released a message entitled, "Implementation of Fall Protection Programs for Aviation/Maintenance and Repair" and in April 2011 they released another message entitled, "Extension of Fall Protection Program Milestones for Aviation/Maintenance and Repair." CNAF worked with the Navy Fall Protection Working Group and OPNAV 09FB to develop and approve a one-day fall protection program manager course designed strictly for squadrons.

(1) During the visit to NAS Jacksonville, process improvements were evident as a result of CNAF's fall protection program guidance. NAVINSGEN personnel met with FRC SE safety manager and wing squadron safety officers assigned to Commander Patrol and Reconnaissance Wing ELEVEN (CPRW 11) and Commander Helicopter Maritime Strike Wing Atlantic (CHMSWL). All activities are progressing but FRC SE is further along in their implementation of fall protection than the wings and squadrons at NAS Jacksonville and NS Mayport.

(2) In Hangars 511 and 1000, written guidance and the availability of fall protection equipment varied among squadrons. During a meeting with representatives from NAS Jacksonville Safety, CPRW 11 Safety, VP-30 Safety and Commander Patrol and Reconnaissance Group Atlantic (COMPATRECONGRULANT) Safety Officers discussed challenges of program implementation and plans for the future. The challenges discussed include the periodic turn-over of squadron personnel and the need to ensure properly trained personnel manage the fall protection program. VP-30 hired and trained a civilian to manage the program and address the

issue of continuity. COMPATRECONGRULANT will adopt VP-30's program for use by all their subordinate commands.

k. *Industrial Hygiene and Occupational Medicine.* Industrial hygiene (IH) and Occupational health (OH) support services at Naval Branch Health Clinic (NBHC) Jacksonville and NBHC Mayport are provided in accordance with OPNAVINST 5100.23G requirements. A review of the IH survey process for several NS Mayport shore activities showed that all surveys were current and data provided by the IHs at NAS Jacksonville showed 100% completion for required IH surveys and exposure monitoring. Additionally, the IH department at NS Mayport completed 100% of its shipboard surveys. The medical surveillance no-show rates for the Southeast Regional Maintenance Center and NS Mayport Fire and Security Departments have decreased, which is an indication of the positive relationship developed between these entities and OH personnel. The NAVINSGEN team identified an issue that IH departments are not included in NAVFAC Southeast's building construction design reviews, plan reviews or process changes. Part 2, Issue Paper 8, refers (Page 41).

SUBASE Kings Bay's, Occupational Health Clinic was short staffed and unable to provide occupational health program support at the time of this assessment, due to the deployment of its only physician and the departure of the civilian Occupational Health Nurse. At that time SUBASE Kings Bay Safety Department stated that only 60% of the individuals in programs requiring medical surveillance physicals (e.g., welder, fork lift operator, etc.) have completed their exams. NAVINSGEN has learned since our initial visit this issue is being corrected. The physician has returned from deployment and the clinic has hired a full-time nurse practitioner. SUBASE Kings Bay Safety Department is reporting that completion rate for medical surveillance physicals is increasing.

9. Fire and Emergency Services. Fire Departments at NAS Jacksonville, NS Mayport and SUBASE Kings Bay use ESAMS to track training, inspections, and administrative programs. All three sites have mutual aid agreements with the surrounding communities and are active in confined space rescue and emergency response drills. The CNRSE fire chief requested a review of the region's overtime processes. As a result of the ensuing policy changes, CNRSE saved the taxpayers approximately \$2M to date. CNRSE anticipates a savings of approximately \$1.4M per year with the transition of the SUBASE Kings Bay Fire Department from contract to federal civil service personnel.

III. RESOURCE MANAGEMENT

1. Introduction. The Resource Management Team reviewed a number of programs at commands throughout the southeast coastal area. Specifically: the Voting Program, Galleys, Information Assurance, Personal Identifiable Information (PII), Urinalysis Program, Drug and Alcohol Program Advisor (DAPA), Brilliance on the Basic and Physical Readiness Program (PRP) received comprehensive review.

2. Personally Identifiable Information (PII). The majority of the commands in the region have effective PII programs in place. Four of ten operational commands (ships, submarines, squadrons, and associated ISICs) did not have a PII program. Members of one unit interviewed were not even familiar with the acronym "PII." Program elements were outlined for deficient units which will enable the units to eventually achieve full program compliance with proper oversight and attention.

3. Voting Assistance Program. Voting programs in the area have been dormant since the last federal election and are in the process of getting up to speed for the 2012 federal election. While installation voting officers tended not to be of the required pay grade, lieutenant commander or above, they all ran good programs supporting not only the installations but also the tenant commands. One common deficiency is that the required lessons learned following an election are not being forwarded to unit commanding officers.

4. Galleys

a. The galleys reviewed during this visit include Joint Base Charleston, SUBASE Kings Bay, NS Mayport and NAS Jacksonville. The facilities at these sites are clean and well kept. Visits and interviews indicate galley staffs are highly motivated and serve high quality meals.

b. In October 2010, Joint Base Charleston officially achieved full operational capability. Galley operations at the two bases did not consolidate galley support services due to contract requirements, service specific military manpower staffing considerations and financial reporting/accountability. The Navy galley structure endured at NSA Charleston; however, CNIC SE region no longer has management and oversight responsibility for the shore galley under the joint basing construct with Air Force as the supporting component. This arrangement appears to be serving the mission requirements.

c. The galley in Jacksonville is manned at 100% on paper but less than half their personnel are actually available to work in the galley due to other assigned duties such as IA deployments, barracks and auxiliary security force duties. While their current manning is sufficient, any significant increase in the amount of personnel using the galley will stress its service capability due to the galley's actual usable workforce.

5. Urinalysis, Drug and Alcohol Programs. Currently, both programs are managed by enthusiastic personnel and meet Navy standards. However, many of the region's installations do not have the required Navy Drug and Alcohol Advisory Councils (NDAACs). Part 2, Issue Paper 10, refers (Page 47). Additionally, the required Alcohol and Drug Abuse Management Seminars (ADAMS) are not always being conducted. Commands are not always conducting urinalysis testing of new check-ins in accordance with the OPNAVINST.

6. Physical Readiness Program (PRP). Commands visited exhibit a real effort to improve upon the wellness of their personnel. All command fitness leaders (CFLs) have either attended the required training or are scheduled to do so. Physical Fitness Assessment (PFA) success rates fall within the 90 percentile while the body fat composition allowance continues to be the majority reason for PFA failure (roughly 3-5% of command participants). CFLs hold innovative training sessions and Morale, Welfare and Recreation (MWR) support staff are always available to assist Sailors with their fitness goals. For the most part, workout facilities are in good condition. Some require either newer equipment or structural enhancements. PRP documentation is being properly maintained in Physical Readiness Information Management System (PRIMS) and hardcopy. All but one CFL of five interviewed had access to command leadership. NAS Jacksonville has a medical waiver authentication process to ensure all documentation is accurately captured. Additionally, NAS Jacksonville CFL maintains a PFA results log in which participants verify and sign for their respective scores.

7. Inspector General (IG) Functions/Hotlines. The FRC SE, CNRSE, and systems commands in the area have well established IG networks and their personnel seem to be well served by the NAVINSGEN umbrella and IG hotlines. The flight line and water front commands we visited depend on the CNRSE hotline number while in homeport. Fraud, waste and mismanagement hotline number posters were not observed at these commands. When a hotline number was included in the Plan of the Week, it was the NAVINSGEN toll free number that was listed by the command.

8. CNIC Tenant Command Coordination. We are starting to see a trend in tenant commands inadvertently circumventing CNIC's installation management responsibility, installation policy and program execution oversight, and authority as the Budget Submitting Office (BSO) for installation support. Tenant commands are making mission related decisions (such as increasing students throughout the schools) that have immediate resource implications for installation management and service support (e.g., messing and berthing cost growth). Without coordination, tenant command mission growth forces unprogrammed increased demand for installation support beyond existing capacity. NAVINSGEN intends to monitor during future visits as a potential Navy-wide systemic issue.

9. Government Purchase Card (GPC).

a. The Air Force (AF) and Navy operate their respective GPC programs differently. There were two issues brought to the teams' attention during our visit to Joint Base (JB) Charleston:

(1) There was concern that Navy units would be required to give up their Navy GPC and work under the AF system. This issue has been resolved. OSD issued guidance, via their Joint Base (JB) Newsletter, that mission units could keep using their Service issued GPCs.

(2) The issue of using the GPC over the micro-purchase threshold as a method of payment on a contract order is still being worked. The AF wants Navy personnel at JB Charleston to place orders up to \$25,000 on pre-price contracts using a Best Value Determination form. In the past Navy requirements above the micro purchase threshold were filled by Fleet and Industrial Supply Center (FISC) Jacksonville therefore, Navy personnel at JB Charleston are not trained or authorized to place orders on a contract. The Contracting Office at JB Charleston has requested a waiver for Navy personnel stationed at JB Charleston per NAVSUPINST 4200.81E. The AF request is with NAVSUP 02.

IV. PERSONAL AND FAMILY READINESS

1. Introduction. The Personal and Family Readiness Team conducted structured assessments of programs designed to support the Service member and family. The team collected information through the use of the on-line survey, focus groups, and interviews with a spectrum of Navy community operations including medical programs, legal/ethics, Command Individual Augmentee Coordinator Program, Suicide Prevention Programs, Operational Forces Narcotics Inventory Control, Command Managed Equal Opportunity (CMEO) Program, Morale Welfare and Recreation (MWR), Sexual Assault Prevention and Response (SAPR), Fleet and Family Support Center (FFSC), and Good Order and Discipline.

2. Medical/Dental. Medical and dental facilities are in good condition. Special project and MILCON funding has been dedicated to Navy Hospital Jacksonville and the facility is currently

~~FOR OFFICIAL USE ONLY~~

undergoing significant renovations. The Mayport and Charleston clinics are new, well equipped and spacious. Data and interviews with staff demonstrated access to care that is within TRICARE standards at all areas. Access complaints registered at focus groups were investigated. All appointment templates checked in areas of concern showed many same day and next day appointments were available. Some beneficiaries at SUBASE Kings Bay and NS Mayport expressed concern about lack of local area specialty referrals and non-reimbursable travel to Naval Hospital, Jacksonville. However, by TRICARE rules and Joint Federal Travel Regulations these beneficiaries fall within the catchment area of the naval hospital. Therefore, if available, specialty care must be provided by the naval hospital and patient travel expenses are not covered. Medical and dental manpower is adequate, however smaller clinics suffered up to a 15% shortfall due to assigned medical personnel being deployed as Individual Augmentees.

3. Individual Medical Readiness. Individual medical readiness monitoring programs and compliance have been very strong throughout the southeast region. The average rate of full medical readiness among shore based commands is 82%; submarine forces is 89%; aviation is 90% and the surface fleet is 91%. These rates easily exceed the SECNAV requirement of maintaining full medical readiness at 75% among the force.

4. Command Individual Augmentee Coordinator (CIAC) Program. All commands visited had well established programs, very active and involved CIACs and supportive command leadership. Post Deployment Health Reassessment completion rates were at 90%.

5. Suicide Prevention Programs. 100% of the commands visited had suicide prevention programs demonstrating varying degrees of activity.

6. Operational Forces Narcotics Inventory Control. All submarines and surface force ships, we visited, demonstrated appropriate narcotics handling and inventory controls in accordance with federal statutes.

7. Morale Welfare and Recreation (MWR).

a. There is a broad array of MWR programs for the diverse patron groups and military communities at Kings Bay, Mayport and Jacksonville. MWR programs are professionally operated by energetic and customer-oriented staff. The facilities are clean and well maintained. Management is responsive to its customers and innovative in programming and delivery. There is evidence of continuous improvement with numerous facility upgrade projects underway or recently completed. Although there were issues raised in focus groups to include cost of child care and adequacy of fitness facilities at NAS Jacksonville, the MWR and child care programs are meeting the needs of the military community in the tri-installation locale.

b. There was a concern at SUBASE Kings Bay that the cost of child care is too high. The Military Child Care Act of 1989 (Public Law 101-189, Section 1504) requires OSD to provide uniform fee regulations for all military child care centers. This information is included in the Child and Youth Program (CYP) Parent Handbook given to each parent at the time of registration. Fees are set according to pay bands by total family income graduating upward from category I (\$29K) to category IX (>\$125K). The fee policy is reviewed annually and rates are structured to coincide with military paydays. The Kings Bay Child Development Center (CDC) sets its fees in accordance with the above instructions and the fees are lower than care available off base. Additionally, Navy CDCs are DoD-accredited and inspected regularly. High quality of

care was observed with the recent opening of the new CDC at NS Mayport, as well as the addition of 60 child care spaces at the new CDC at NAS Jacksonville.

c. There is a concern that the NAS Jacksonville gymnasium and fitness center facility is outdated and not large enough to accommodate usage at peak times. Fitness equipment there is in good condition and adequately maintained, and programming is well attended. However, the facility is vintage 1948 and has received facelifts and partial renovations periodically over recent decades. A MILCON project for \$41M was initially approved for fitness complex replacement in FY12 but the project has been shifted to FY14 due to lack of resources.

d. The Liberty Center at Kings Bay is a model of functionality and greatly appeals to the single Sailor population on base. The space is attractive and offers comfortable seating, fun elements of electronic gaming, pool tables, TV viewing, a movie theater, multi-purpose area, and some food/beverage options. The program managers also exhibit flexibility in arranging for theater events for youth and families prior to the Liberty Center's normal operating hours, maximizing the functionality of the space. It is a noteworthy program.

8. Sexual Assault Prevention and Response (SAPR). With few exceptions, the command SAPR programs are well established. SAPR positions are designated in writing with appropriately trained personnel. Command SAPR personnel are well integrated with the Sexual Assault Response Coordinators (SARCs) at the Fleet and Family Support Centers (FFSCs). Each installation has an established watch bill that uses both command and FFSC personnel. The NAVINSGEN team noted at one of the training commands that while the command maintains their own sexual assault hotline number, the command felt students would most likely use the base number due to the instructor student relationship of the victims and advocates. There are some concerns over the SAPR duty phone reception at NAS Jacksonville and SUBASE Kings Bay. Often there is no phone reception at these bases. The SARCs have addressed these issues and NAS Jacksonville has been able to put an alternate number on their voice mail for the 24/7 Installation Victim Advocate Duty phone. SUBASE Kings Bay was able to get the production "Sex Signals" at their Installation and 650 command personnel were able to attend this training. The training was rated very high among command members, COs, XO's and CMCs.

9. Fleet and Family Support Center (FFSC). Many of the FFSC staff members are contractors. At least one FFSC reported high turnover with civilian contract personnel assigned. Issues are with contractors who receive training and then leave their positions for higher paying General Service (GS) opportunities. This reduces staff on the deployment support team and impacts overall services at the FFSC. One center reported they had 30 FFSC Staff Members: 21 contractor and nine civil service personnel. Between 2007 and 2011, there were 27 contract position turnovers. Twenty staff members left to accept civil service positions. The overall impact of this high turnover rate is lost training dollars with minimal return on investment; time intensive background checks on all new personnel; lengthy credentialing process for clinical and Personal Financial Management (PFM) providers; loss of continuity with counseling cases; critical loss of institutional knowledge; gaps in services and increased referrals to other providers. The FFSC is vital to maintaining Navy family readiness to enable mission readiness. To do so, FFSC needs a consistent staff. Part 2, Issue Paper 9, refers (Page 42).

10. Command Managed Equal Opportunity (CMEO)

a. Some Equal Opportunity Advisors (EOA) and many CMEO managers were found to be enthusiastic and have taken a proactive approach to educating personnel on Navy EO and diversity policies and assessing the health of their command climates. Most commands were noted as having heritage and diversity committees.

b. The region EOA is not providing the proper oversight to EOAs remote bases. Currently, the region's EOA billet is gapped and is being supported by a civilian Equal Employment Opportunity (EEO) representative. The shore installation EOAs are under employed and spend the majority of their time on collateral duties. When tenant commands seek the installation EOA's assistance, some feel underwhelmed with the support they receive.

c. Many commands were missing key program elements, lacking compliance and have CMEO programs that need to be revitalized. Some of the compliance issues include:

(1) Climate assessments when performed, lacked analysis, an action plan and feedback. Executive summaries are not always being performed.

(2) EO formal and informal complaint files are incomplete. They lack documentation of investigation.

(3) Many CMEO and EO managers state they have received poor turnovers or have received no turnovers at all, from the previous program manager.

(4) Navy Pride and Professional courses are not being conducted in accordance with Center for Personal and Professional Development (CPPD) curriculum and Navy EO policy.

(5) Some CMEO managers lack an EO network that would enable them to collaborate with other CMEOs to implement best practices.

While the examples given above are not indicative of all area commands, they represent systemic issues of EO programs in the southeast region. Commonalities among commands that have robust and compliant EO programs are they have proactive Equal Opportunity Advisors or CMEO managers who receive sufficient command support of program objectives. Part 2, Issue Paper 10, refers (Page 45).

11. Legal/Ethics. We found no command ethics program issues or problems with the legal services provided. We also found no particular trends concerning "high-visibility" legal issues that would cause concern. Several staff judge advocates (SJAs) reported an increased number of sexual assault, child pornography, and DUI cases coming to their attention, but attribute this trend to increased awareness and commanders who are more willing to hold people accountable. Several SJAs and an NCIS agent noted significant improvements in legal support from the Regional Legal Service Office led to increased use of the military justice system in lieu of depending on local civil prosecution. SJAs also reported an increased use of designer drugs, such as Spice, which is leading to more prosecutions and separations. FRC SE also observed an increasing number of security clearance revocation proceedings flowing from financial difficulties due to the economy. NAVINSGEN commends NAWC TSD's impressive in-house developed software for managing their command ethics training program. NAVINSGEN also commends FRC SE for adopting the financial disclosure management (FDM) application and

note that the fleet industrial supply center reports from NAVSUP will require use of FDM starting next year.

12. Good Order and Discipline. Quality of life in southeast region, Sailor discipline and military bearing is assessed as above average. Sailors were sincerely respected and courteous, and they consistently rendered proper military bearing. The Chief's Mess is very effective at maintaining high standards of uniform appearance throughout the region, their leadership and concern for their Sailors is exceptional.

a. *Career Development.* During focus group discussions, challenges such as advancement, Perform to Serve (PTS), Continuation Boards, and Enlisted Retention Boards were the big topics of discussion. Leadership is providing Sailors with great career guidance, early and often, during their tours. The majority of commands observed have a fantastic Career Development Board (CDB) program and leadership is very involved. Specifically, USS VICKSBURG, NAS Jacksonville, VP 30, NSA Charleston and USS HUE CITY had outstanding programs. Additionally, Command Career Counselors are using the Career Information Management System to track their CDBs and PTS.

b. *Sponsorship Program.* Survey results and focus group feedback indicate that most enlisted Sailors successfully contact an assigned sponsor prior to their arrival. Sponsors are usually administratively assigned and tracked by commands. However, Sailors feedback reports on the Sponsorship Program are not being reviewed by senior leadership at some commands to gain insight on potential program improvements. Also, sponsors are not being trained by Fleet and Family Service Centers as directed by OPNAVINST 1740.3C.

c. *Command Indoctrination Program.* Command Indoctrination is being conducted throughout all commands that were visited during the southeast area visit. Many are in full compliance with the OPNAVINST 1740.3C. All programs incorporate Navy Pride and Professionalism training. However, no command scheduled the three days course duration as set forth by the program instruction.

V. AREAS/PROGRAMS ASSESSED

NAVINGEN Teams assessed the following areas and programs:

Mission Performance

- Mission/Function/Tasking
- Strategic Planning
- Communications and Command Relationships
- Total Force (Human Resources - HR)
- Training
- Continuity of Operations (COOP)
- Command Security Program
- Quality of Life Programs
- Military Manpower and Manning

Facilities, Safety, and Security

- Facilities Management
- Energy and Utilities
- Transportation

~~FOR OFFICIAL USE ONLY~~

Environmental
Housing
Anti-Terrorism/Force Protection and Security
Safety and Occupational Health
Fire and Emergency Services

Resource Management/Personal and Family Readiness

Post Deployment Health Re-assessment (PDHRA)
Suicide Prevention
Individual Medical Readiness
Command Individual Augmentee Coordinator
Voting Assistance
Legal and Ethics
Command Managed Equal Opportunity
Sexual Assault Prevention and Response (SAPR).
Drug and Alcohol Program Advisor (DAPA)
Urinalysis Program
Information Management/Information Assurance
Personal Identifiable Information (PII)
Physical Readiness Program
Command Evaluation and Review Program
Managers' Internal Control Program
Personal Property Management
Command Inspection Program
Presentation Silver
Government Commercial Purchase Card Program
Government Travel Credit Card Program
Defense Travel System (DTS)
Department of the Navy Property Management
Fraternization/Sexual Harassment
Equal Employment Opportunity
Good Order and Discipline
Human Resource Office Matters
Military/Civilian Working Relationships
Religious Ministries
Morale, Welfare, and Recreation
Medical/Dental Care
Fleet and Family Support

**ISSUE PAPER ACTION SUMMARY MATRIX
ACTION COMMAND
INITIAL RESPONSES DUE TO NAVINSGEN 17 January 2012**

	ISSUE PAPER	CNRSE	CNIC	SUBASE KINGS BAY	OPNAV	USFF	NAVAUD SVC	NAVSUP	NAVFAC
1.	PERSONNEL SUPPORT DETACHMENT (PSD) TRAVEL CLAIMS PROCESSING	X			X				
2.	COMMANDER, NAVY REGION SOUTHEAST SECURITY OFFICE UNDERMANNED	X							
3.	REDUCTION OF BASE OPERATIONS SUPPORT COMMON OUTPUT LEVELS AT NAVY INSTALLATIONS		X		X		X		
4.	REDUCING THE COST OF HAZARDOUS MATERIAL MANAGEMENT	X	X						
5.	VEHICLE INSPECTION CARGO SCREENER (VICS) FUNDING	X	X	X	X	X			
6.	HIGH VALUE UNIT (HVU) TRANSIT ESCORTS	X				X			
7.	SAFETY AND OCCUPATIONAL HEALTH MANAGEMENT EVALUATIONS (SOHMEs)							X	
8.	LACK OF INDUSTRIAL HYGIENE AND SAFETY REVIEWS DURING FACILITY PROJECTS								X
9.	HIGH TURNOVER OF STAFF AT FLEET AND FAMILY SUPPORT CENTERS (FFSCs)		X						
10.	EQUAL OPPORTUNITY ADVISOR MANNING				X				

~~FOR OFFICIAL USE ONLY~~

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 17 JANUARY 2012.** 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 _____ of contact _____ Rs is _____ (b)(7)(c) _____
Telephone: (202) 433-(b)(7)(c), DSN 288-(b)(7)(c) Facsi _____ 7.

<u>COMMAND</u>	<u>RECOMMENDATION NUMBER(S) XXX-11</u>
CNRSE	039, 040, 041, 043, 044, 045, 049, 050, 052 & 055
CNIC	046, 049, 051, 053, 059 & 060
SUBASE KINGS BAY	052
OPNAV	042, 047, 053, 061 & 062
USFF	053 & 054
NAVAUDSVC	048
NAVSUP	056 & 057
NAVFAC	058

PART 2
ISSUE PAPERS

ISSUE PAPER 1

SUBJECT: PERSONNEL SUPPORT DETACHMENT (PSD) TRAVEL CLAIMS
PROCESSING

REFERENCE: (a) Department of Defense Financial Management Regulations (DODFMR),
Volume 9, Chapter 3, Article 0312.
(b) OPNAVINST 1000.23C CH-1

PROBLEM: Both Permanent Change of Station (PCS) and Individual Augmentee (IA) travel claims often take in excess of 30 days for liquidation, especially if returned to the command for errors. This causes undue delays and financial hardship for Sailors and is a distraction from their mission performance. Late reimbursements could have a negative effect on the Sailors' credit worthiness, credit card interest rate and security clearance. These travel claims are normally large dollar amounts due to the extended length of travel time between duty stations, requiring members to incur high balances on their personal credit cards and reducing available funds from their bank accounts.

BACKGROUND: Reference (a), authorizes 30 days for travel claims to be liquidated. Reference (b) is the Navy's Pay/Personnel Administrative Support System (PASS) Management Manual, which directs PSDs to process TDY travel claims within 10 working days. PSD Jacksonville reports they are meeting the DODFMR standards. Not only are travel claims not being processed in accordance with Navy standards, they are being further delayed by procedures that do not accurately reflect total time to process. Although this paper specifically mentions issues discovered at PSD Jacksonville, these are recurring issues that have also been observed during NAVINSGEN quality of life area visits to Navy Region Southwest, and the Florida panhandle area of Navy Region Southeast.

DISCUSSION:

1. Commander, Navy Installations Command (CNIC) reports PSD Jacksonville is manned at 100 percent and provides pay and personnel support to 15,200 (3,000 reserve personnel) customers, including 17 squadrons, three Wings and more than 100 tenant commands. PSD Jacksonville is designated as a Travel Processing Center (TPC) supporting regional PSDs/Customer Support Detachments (CSDs). They reported processing over 2,800 claims per month. While manning is reportedly at 100 percent, the Director of PSD Jacksonville reported a shortage of travel claim auditors. For example, on 9 May 2011, TPC Jacksonville had one auditor. There were 684 claims on hand waiting auditing and/or processing, of which 450 were awaiting audit only.
2. The Transaction Online Processing System (TOPS) is used to electronically monitor and process all pay and personnel documents for review and processing, including non-Defense Travel System (DTS) travel claims. Most travel claims processed through TOPS are for Sailors executing PCS Orders and IAs reporting to and from combat related missions. These travel claims are completed by Sailors and their Command PASS Coordinator (CPC), scanned, uploaded and transmitted in TOPS. The travel claims are then received by TPC NAS Jacksonville for processing.

~~FOR OFFICIAL USE ONLY~~

3. The current procedure, tracks the travel claim being processed from the time it is entered into TOPS until final liquidation. However, when errors are discovered by the PSD or TPC, the travel claim is deleted from TOPS and returned to the member's CPC for corrective action. After travel claims are rejected for errors, they are re-entered in TOPS with a new date when the claims are returned following corrective action. This process of entering a new date does not accurately show the entire duration to process those claims, which results in a disparity of the timeline reported by TOPS and the actual time it took to process the claims and pay the member. TOPS may report that a claim was processed within the 30 day period; however, that claim may have actually taken well over 45 days to process, due to being returned for corrective action. Also, the member may not be aware that the claim has been returned since only CPCs have access to TOPS. Members may be on TAD, on leave, etc., and not be aware that their claim is not being processed; further delaying liquidation.

RECOMMENDATIONS:

039-11. That Commander, Navy Region Southeast (CNRSE) coordinate with the CNIC PASS Program Manager to eliminate the deletion of PCS and IA travel claims from TOPS when claims are rejected and returned to CPCs for corrective action. This will provide better oversight and tracking of the actual processing timeline for these claims. This will also increase customer direct access to .respond to submission errors.

040-11. That CNRSE review PSD Jacksonville's practices to ensure they are best serving their regional Sailors by ensuring PCS and IA travel claims are liquidated in a timely manner.

041-11. That CNRSE coordinate with the CNIC PASS Program Manager to change notification procedures to ensure members are notified in addition to the CPC. This will allow the member to follow-up and initiate corrective action immediately.

042-11. That OPNAV modify reference (b) to include guidance on suspense to process PCS/IA travel claims to a more reasonable duration less than 30 days vice the 30 calendar day DODFMR standard currently being used.

043-11. That CNRSE review manning at the TPC to ensure the appropriate number of auditors and voucher examiners are assigned.

NAVINGEN POINT OF CONTACT:

(b)(7)(c)
(202) 43 (b)(7)(c) 288 (b)(7)(c)
E-mail: (b)(7)(c)@navy.mil

ISSUE PAPER 2

SUBJECT: COMMANDER, NAVY REGION SOUTHEAST SECURITY OFFICE
UNDERMANNED

REFERENCE: (a) SECNAV M-5510.36
(b) SECNAV M-5510.30

PROBLEM: CNRSE Security Office is improperly staffed to meet the support and service demands of Navy Region Southeast and its Headquarters (HQ), in accordance with SECNAV guidance set forth in references (a) and (b). .

BACKGROUND: [redacted] (b)(7)(e)(f)

[redacted] (b)(7)(e)(f)

DISCUSSION:

1. The CNRSE Security Manager manages a diverse portfolio ranging from overseeing the day-to-day Information and Personnel Security functions at Naval Activity, Puerto Rico, which has no Security Manager, to the foreign national hire concern at Guantanamo Bay, Cuba. Seventeen area Command Security Managers (CSMs) rely on CNRSE RSM and constantly seek her guidance and advice. During our review, we noted the outstanding support she provides to the CSMs and their r

[redacted] (b)(7)(e)(f)

[redacted] (b)(7)(e)(f)

headquarters and other needs throughout CNRSE AOR via email and cellular phone. This may seem efficient but it only exacerbates the single point of failure ethos, diminishes timely responses and leaves limited reach-back capability for customers.

2. The full scope of the RSM's daily duties range from routine to complex and include being the principle advisor to the regional commander in developing policy and all matters pertaining to the region's information, personnel, industrial security programs, electronic key management system and foreign liaison officer. To maintain a compliant program, CNRSE RSM demonstrated an extraordinary work ethic to get things done. For example, the RSM initiated and processed over 600 personnel re-investigation packages because HQ staff members' investigations were grossly outdated upon her filling the CNRSE Security Manager Position. To date, CNRSE has yet to experience a security violation during the current RSM's tenure. However, we feel the RSM support to HQ and regional customers will be difficult to maintain under this current manning structure.

RECOMMENDATIONS:

044-11. [redacted] (b)(7)(e)(f)
[redacted] (b)(7)(e)(f)

045-11. That CNRSE review the RSM's pay scale to ensure the billet is commensurate with other regional commands of similar size and responsibility. As an example, other regional security counterparts with matching duties and responsibilities are at the GS-13 level.

NAVINGEN POINT OF CONTACT:

[redacted] (b)(7)(c)
(202) 433-[redacted] (b)(7)(c); DSN 288-[redacted] (b)(7)(c)
Email: [redacted] (b)(7)(c) vy.mil

ISSUE PAPER 3

SUBJECT: REDUCTION OF BASE OPERATIONS SUPPORT COMMON OUTPUT LEVELS AT NAVY INSTALLATIONS

PROBLEM: The Reduction of Common Output Levels (COLs) for Base Operating Support (BOS) Services may create several unforeseen secondary effects.

BACKGROUND: Commander, Naval Installations Command (CNIC) developed COLs to standardize the delivery of services across the Navy, define the quality of services and document impacts to the Navy's mission at the different levels. Four COLs were developed with Level 1 fully accomplishing the mission and Level 4 acknowledging the mission is severely degraded. CNIC adjusts COLs based on funding during the Program Objectives Memorandum (POM) process. Once the COL is set, all CNIC activities and supported commands are expected to conform to the set service level. Historically, COL 3 has been the standard level funded for BOS services as this level provides the minimum level of service to perform the mission. This level of service is generally deemed acceptable and has been adopted by most non-CNIC supported commands to keep the level of service consistent.

DISCUSSION: Budget reductions forced CNIC to make the decision to fund some BOS services at COL 4. Specifically, Transportation, Facilities Services, and Facilities Planning were reduced. CNIC only controls funding for these services for supported commands; they cannot mandate that non-CNIC commands conform to this lower level of service. Many non-CNIC commands reject the COL 4 mission degraded level of service. Naval Facilities Engineering Command (NAVFAC), as the service provider, requested guidance on how to address the ramifications of two levels of services being provided. To date they have received no guidance from CNIC.

Most non-CNIC commands are system commands that operate using Navy Working Capital Funds. These commands have the ability to transfer the higher BOS service cost to their clients, which bypasses or undermines the concept of using Common Output Levels as a method to reduce cost.

RECOMMENDATIONS:

046-11. That CNIC publish the definitions of all BOS COLs with corresponding service levels on the CNIC portal.

047-11. That OPNAV N4 develops a policy for consistent CNIC implementation of established BOS COLs for Navy.

048-11. That Naval Audit Service quantifies the CNRSE cost transference of supplementing BOS services to meet mission requirements and pass that information to OPNAV N4.

NAVINGEN POINT OF CONTACT:

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

~~FOR OFFICIAL USE ONLY~~

ISSUE PAPER 4

SUBJECT: REDUCING THE COST OF HAZARDOUS MATERIAL MANAGEMENT

REFERENCE: (a) OPNAVINSTRUCTION 5090.1C (dtd 30 Oct 07)
(b) NAVINSGEN Special Study Ship to Shore Hazardous Material Inquiry, 2002

PROBLEM: Navy commands in the Southeast Region are not fully utilizing the Chief of Naval Operations (CNO) mandated Consolidated Hazardous Material Reutilization and Inventory Management Program.

BACKGROUND:

1. Reference (a) requires all Navy commands to reduce the amount of hazardous material (HM) used and hazardous waste (HW) generated through up front HM control in procurement, supply and use. It directs implementation of the CNO mandated Consolidated Hazardous Material Reutilization and Inventory Management Program (CHRIMP) for that purpose.
2. Reference (b) concluded the Navy could save in excess of \$50M annually by fully implementing CHRIMP, including ships as equal partners with the shore establishment, and by "regionalizing" HM management. NAVINSGEN recommended establishing Regional Hazardous Material Minimization (HAZMIN) Centers, realigning authority with responsibility and developing appropriately defined metrics.

DISCUSSION:

1. Each installation in the southeast region has implemented some form of CHRIMP under the direction of NAVSUPSYSCOM, which provides some limited control of HM. However, there is no regional HAZMIN center that centrally controls the procurement, storage, reuse and eventual disposal of hazardous waste. Most HAZMIN centers visited by NAVINSGEN function more as HM reuse distribution points than as the single point of HM procurement and turn-in.
2. There are too many places for personnel to obtain HM. They are not required to use the local CHRIMP facility and most only use it to get free HM. Personnel most often use the standard Fleet Industrial Supply Center (FISC) ordering process, but can also use government credit cards to buy material from outside commercial sources. Servmarts throughout the region routinely stock HM and aggressively market its availability.
3. There is limited standardized HM management training available for individuals, either through Navy Knowledge Online (NKO) or through the installation CHRIMP facilities. The CHRIMP/HICSWIN course is available to all hands on NKO as of two years ago, yet Sailors must be constantly reminded that all personnel within the HAZMIN center should complete the class, even if they are only TAD to the HAZMIN center. Considering continuous personnel turnover and the fact that HM management procedures can be unique to each installation, this is an area of concern. Standardizing the HM procurement process Navy-wide and developing comprehensive, standardized NKO training modules should be considered to address this issue.

4. Numerous organizations are involved in the CHRIMP process and each does a creditable job within the areas of responsibility. While each uses its own metrics to validate the effectiveness, there is no single focal point overseeing the process that can identify opportunities to improve the efficiency of the process. A simple example may serve to illustrate this point:

Each CHRIMP center needs trucks to transport HM to and from the facility. Sailors need vehicles to pick up HM and return excess HM to the CHRIMP facility or to the Defense Reutilization and Marketing Office (DRMO). Public Works needs trucks to pick up hazardous waste (HW) from HW accumulation sites. As the cost of fuel increases and the pool of available vehicles decreases, transportation becomes more problematic for each organization involved in the process.

If there was one CHRIMP Point of Contact (POC) responsible for integrating and coordinating the various facets of the program, that POC would be in a position to look past existing boundaries to find efficiencies. Such an efficiency could involve one organization (such as Public Works) operating a few trucks full time, picking up and delivering HM to work spaces and picking up excess HM from work spaces and HW accumulation sites, rather than requiring numerous part time vehicles operated by several different activities.

RECOMMENDATIONS:

049-11. That CNRSE and CNIC establish a Regional HAZMIN Center as the single point of HM procurement, reuse and HW disposal.

050-11. That CNRSE designate a single entity responsible for integrating and orchestrating implementation of the CHRIMP HAZMIN Center.

051-11. That CNIC ensure there are both standardized HM management procedures and HM training available for Sailors for those procedures.

NAVINGEN POINT OF CONTACT:

(b)(7)(c)
(757) 953-(b)(7)(c); DSN: 377-(b)(7)(c)
E-mail: (b)(7)(c)@n il

ISSUE PAPER 5

SUBJECT: VEHICLE INSPECTION CARGO SCREENER (VICS) FUNDING

REFERENCE: (a) OPNAVINST 3400.12 of 29 Oct 2008

PROBLEM: [redacted] (b)(7)(e)(f)

[redacted] (b)(7)(e)(f)

BACKGROUND:

[redacted] (b)(7)(e)(f)

2. Naval Facilities Engineering Command (NAVFAC) installed the VICS at SUBASE Kings Bay several years ago. The \$4.7M system allows vehicle inspection cargo screening with back scatter images and X-ray capability. NAVFAC centrally manages VICS long term maintenance through a worldwide sustainment contract for Legacy Anti-Terrorism/Force Protection (ATFP) Ashore security systems. Operation and training costs for the VICS are the responsibility of the installation commander.

DISCUSSION:

1. In accordance with reference (a) the Navy uses Required Operational Capability (ROC) levels to assign levels of protection appropriate for Navy installations/activities depending on FPCONs and mission criticality. Depending on ROC levels of installations/activities, various capabilities and functions related to security are programmed and supported. Commander, U.S. Fleet Forces (USFF) is the CNO's executive agent for ATFP and is responsible for control and execution of the operational ATFP mission for all Navy units, activities and facilities. Kings Bay supports tenant commands with various ROC levels. [redacted] (b)(7)(e)(f)

[redacted] (b)(7)(e)(f)

2. [redacted] (b)(7)(e)(f)

[redacted] (b)(7)(e)(f)

RECOMMENDATIONS:

052-11. That CNRSE and SUBASE Kings Bay identify mission critical commercial vehicle inspection operation and training costs associated with the VICS system to CNIC.

053-11. That OPNAV N3/N5, USFF and CNIC review and validate additional VICS security requirements identified by SUBASE Kings Bay and their tenant commands. Once funding decision is made, identify appropriate resources.

NAVINGEN POINT OF CONTACT:

(b)(7)(c)
(757) 953 (b)(7)(c); DSN 377 (b)(7)(c)
E-mail: (b)(7)(c)@ mil

ISSUE PAPER 6

SUBJECT: HIGH VALUE UNIT (HVV) TRANSIT ESCORTS

REFERENCE: (a) OPNAVINST 3380.5 of 15 Jun 10
(b) U.S. Navy Anti-Terrorism Strategic Guidance of Sep 10

PROBLEM: [redacted] (b)(7)(e)(f)

[redacted] (b)(7)(e)(f)

BACKGROUND:

[redacted] (b)(7)(e)(f)

2. Reference (b) is the latest strategic guidance from CNO which lists Navy Anti-Terrorism priorities. HVU protection is listed as the top priority by the CNO.

DISCUSSION:

[redacted] (b)(7)(e)(f)

[redacted] (b)(7)(e)(f)
[redacted] (b)(7)(e)(f)

[redacted] (b)(7)(e)(f)
[redacted] (b)(7)(e)(f)

(b)(7)(e)(f)

4. (b)(7)(e)(f)

(b)(7)(e)(f)

(b)(7)(e)(f)

(b)(7)(e)(f)

RECOMMENDATIONS:

(b)(7)(e)(f)

(b)(7)(e)(f)

055-11. That CNRSE work with the USCG Atlantic Area Commander to develop agreements for HVU escorts.

NAVINGEN POINT OF CONTACT:

(b)(7)(c)

(b)(7)(c)

(b)(7)(c)

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

ISSUE PAPER 7

SUBJECT: SAFETY AND OCCUPATIONAL HEALTH MANAGEMENT EVALUATIONS
(SOHMEs)

REFERENCE: (a) OPNAVINST 5100.23G 30 Dec 05

PROBLEM: Naval Supply Systems Command (NAVSUP) has not conducted the required Safety and Occupational Health Management Evaluations (SOHMEs) at its subordinate commands for over a decade.

BACKGROUND:

1. Chapter 9 of reference (a) requires headquarters commands ensure appropriate evaluations of program effectiveness (i.e. SOHMEs) are conducted at subordinate commands and field activities every three years. SOHMEs shall:

- Evaluate the results of mishap prevention efforts.
- Include a quality assessment of the region or activity Self-Assessment Program.
- Review compliance with program requirements, including compliance with reference (a).
- Evaluate mishap trends.

2. The Office of the Naval Inspector General (NAVINGEN) conducted a command inspection of NAVSUP in 2011. As part of its findings, NAVINGEN noted NAVSUP had not conducted safety and occupational health management evaluations (SOHMEs) of its subordinate commands. NAVSUP has not fulfilled its oversight responsibilities for ensuring SOHMEs conducted at subordinate activities are in accordance with the requirements of reference (a).

DISCUSSION:

1. During the 2011 Southeast Region (Coastal) Area Visit, NAVINGEN visited the Fleet and Industrial Supply Center (FISC) Jacksonville safety liaison. At FISC Jacksonville the safety liaison is a collateral duty assignment. This individual is also the security officer and facilities manager. The safety liaison frequently consults with the Naval Air Station (NAS) Jacksonville safety manager regarding safety issues and is very pleased with the support provided by the NAS Jacksonville safety office.

2. In May 2008 the NAVSUP Inspector General conducted an inspection of FISC Jacksonville which included an assessment of the command's safety program. However, a review of the checklist used by NAVSUP to assess FISC Jacksonville's safety program found it did not meet the SOHME minimum requirements required in reference (a).

RECOMMENDATIONS:

056-11. That NAVSUP develop and implement a SOHME process for evaluating the safety programs at subordinate activities.

057-11. That NAVSUP provide documentation to verify it has developed a SOHME process and initiated its implementation in the field.

NAVINGEN POINT OF CONTACT:

(b)(7)(c)
(b)(7)(c) SN377-(b)(7)(c)
E-mail: (b)(7)(c)@nav

ISSUE PAPER 8

SUBJECT: LACK OF INDUSTRIAL HYGIENE AND SAFETY REVIEWS DURING FACILITY PROJECTS

REFERENCE: (a) OPNAVINST 5100.23G

PROBLEM: Industrial hygienists and safety professionals in the Commander Navy Region Southeast (CNRSE) area are not notified during the planning, design, construction and acceptance processes for facility projects including both Special Projects and Military Construction (MILCON) projects.

BACKGROUND:

1. Chapter 5 of reference (a) requires that Safety and Occupational Health aspects are considered for all facilities acquired or constructed for use by Navy personnel. To insure that hazard control techniques are applied, it is essential that industrial hygienists and safety professionals participate in all phases of facility projects including Special Projects and MILCON projects.
2. The lack of participation by industrial hygienists and safety professionals during facility project reviews results in unidentified health hazards and additional costs for corrective actions.

DISCUSSION:

1. The Naval Facilities Engineering Command (NAVFAC) Southeast Capital Improvements Business Line Coordinator (CI BLC) is responsible for all engineering designs in the southeast and clearly understands NAVFAC's responsibility to ensure designs meet all codes, including those relating to industrial hygiene and safety. According to the CI BLC, it is not part of NAVFAC's design review process to ensure that all designs are reviewed by industrial hygiene and safety.
2. NAVFAC Public Works Departments (PWD) are the facilities managers at the installation level and are responsible for insuring a coordinated design review by all parties. There is no NAVFAC process that requires notification of industrial hygiene and safety personnel to ensure all designs are reviewed. Unless the PWD understands the need to include industrial hygiene and safety in the projects review process, they are not included in most design reviews.

RECOMMENDATION

058-11. That NAVFAC require its Safety Program Manager to develop and implement a policy that will ensure industrial hygienists and safety professionals Navy-wide are notified during all phases of planning, design, construction and acceptance processes for facility projects, including both Special Projects and MILCONs, in accordance with Chapter 5 of reference (a).

NAVINGEN POINT OF CONTACT:

(b)(7)(c)
(757) 953-(b)(7)(c); DSN 288-(b)(7)(c)
E-mail: (b)(7)(c)@na il

~~FOR OFFICIAL USE ONLY~~

ISSUE PAPER 9

SUBJECT: HIGH TURNOVER OF STAFF AT FLEET AND FAMILY SUPPORT CENTERS (FFSCs)

REFERENCE: (a) OPNAVINST 1754.1B
(b) SECNAVINST 1754.1B
(c) SECNAVINST 1754.7A
(d) OPNAVINST 1740.5B CH-2

PROBLEM: There is a high turnover of FFSC staff at some locations. When FFSCs experience high turnover, it often results in gaps in services and increased referrals to other providers. Specifically, shortfalls may equate to lost capability and capacity for mandated services, high training dollars expended or lost with minimal return on investment, loss of continuity with counseling cases, critical loss of institutional knowledge, loss of command confidence in FFSC support and increased referrals to other providers.

BACKGROUND: Navy FFSC is a multi-faceted program requiring an appropriately educated and experienced staff. In accordance with reference (a), Staff must meet educational, experience, credentialing, or privileging requirements as established in specific program instructions. In accordance with reference (b), the primary mission of each family support program is to assist commands in achieving operational readiness, superior performance, member retention and a reasonable quality of life for DON personnel and their families. Navy and Marine Corps commands and family support programs share common goals of keeping individuals and families healthy, strong, and resilient; preventing individual and family dysfunction; and facilitating overall self-sufficiency and personal, family, and community wellness. An effective strategy for achieving these goals is implementation of community-based and command/unit-based service delivery of programs that assist service members and their families in preventing, identifying, and resolving their individual, family, and community problems. Fundamental elements of successful community and unit-based service delivery programs include common goals, shared responsibility, mutual investment, and shared accountability.

DISCUSSION: Lower paid contract staff members are transitioning to higher paying government civil service positions causing a high turnover of trained and certified personnel at FFSCs. From 2007-2011, there were 27 FFSC contract employee transitions at one FFSC. Twenty of the contract employees left their contract positions to accept civil service positions. Positions affected by these transitions comprised 13 counselors, three family advocacy victim advocates, five personal financial management specialists, two ombudsman coordinators, two administrative support specialists, and two FFSC receptionists.

When an accredited staff member unexpectedly leaves a position, training dollars are lost without appropriate return on investment. Replacement personnel require time intensive background checks and lengthy credentialing processes for clinical and personal financial manager providers. They may also require increased supervision until they gain enough experience to operate effectively on their own.

~~FOR OFFICIAL USE ONLY~~

In accordance with reference (c), FFSC counseling is multi-disciplinary by design. Counseling services offered by FFSC and family advocacy programs meet a basic need for clinical counseling and reduce the costs associated with referrals to private social service providers. To achieve clinical service quality standards, clinical providers function within a three-tier system of professional qualifications as they provide clinical services.

Credentialing is important to screen and verify a clinical provider's qualifications before they are selected for naval service, employed by DON, granted clinical privileges, or assigned client care responsibilities. This can be a long, extensive process that may leave a clinical position gap awaiting backfill for an extended period of time.

In accordance with reference (d), individuals assigned to provide personal financial manager services at FFSCs shall:

- (1) Obtain Accredited Financial Counselor (AFC) certification within two years of their assignment.
- (2) Possess a baccalaureate degree from an accredited college or a combination of education and experience which equips them to serve as a Financial Education Counselor (FEC).
- (3) Receive continuing education on personal financial management on an annual basis and maintain professional certification, once acquired. It has been observed that once the PFM staff obtains their certification at the FFSC expense, they move on to other positions.

FFSC Services are mandated either by Congress, Department of Defense (DOD) or Department of Navy (DON). Congressionally directed programs and services include: Transition Assistance Management; Relocation Assistance; Family Advocacy; Domestic Violence Victim Advocate Services; New Parent Support and Sexual Assault Prevention and Response Services.

DOD directed programs and services requirements are: Crisis Assistance, Deployment and Mobility Support, Family Life Education, Parenting Education, Information and Referral Assistance, Employment Assistance for Family Members, Personal Financial Management, Relocation Assistance, and Special Needs Assistance. Services provided directly by family support staff shall focus first on areas that relate to the unique demands of military life and directly support the mission. These may include, and are not limited to, deployment preparation and support, return and reunion, repatriation, crisis intervention, and financial preparation for deployment or relocation.

DON directed programs and services include: Clinical counseling services and/or referrals for active duty members and their family. Support to command programs such as the Navy Family Ombudsman Program and Family Support Groups, and Family Readiness Programs, Command Indoctrination and Sponsor Programs, and Family Care Plans.

RECOMMENDATIONS:

059-11. That CNIC conduct analysis of the total cost of high turnover rates at FFSCs. At a minimum the analysis should include the cost of FFSC's employees, referrals, training, certification, and impact to quality of service and lost care for the active duty member and family.

060-11. That CNIC take appropriate action to stabilize the workforce among FFSCs to ensure continuity and quality of service to Sailors and their families.

NAVINGEN POINT OF CONTACT:

(b)(7)(c)
(b)(7)(c) N 288 (b)(7)(c)
Email: (b)(7)(c)@na 1

ISSUE PAPER 10

SUBJECT: EQUAL OPORTUNITY ADVISOR MANNING

REFERENCE: (a) OPNAVINST 5354.1F (25 Jul 07)

PROBLEM: Equal Opportunity Advisor (EOA) billet structure throughout the Navy is antiquated and no longer supports the objectives of the Equal Opportunity Program.

BACKGROUND: During numerous area visits and command inspections by the Inspector General's office we observed that most of the shore installations EOAs are under-employed and not aligned with any of the installation's tenant commands. Most of the EOAs have less than 300 personnel in their commands and provide little to no assistance outside of their commands. Additionally, region EOAs do not provide the necessary information to the program manager to ensure command climate issues are accurately recorded to conduct trend analysis of equal opportunity and sexual harassment issues. We also observed there is no designated EOA at the Echelon I level. OPNAV N3 manages Navy EO programs and has authority to designate an Echelon I EOA.

DISCUSSION: Per reference (a) the Navy Equal Opportunity Office shall provide overall direction, guidance, support and leadership for the management of fleet and force command climates. They serve as the program manager/community advisor for Equal Opportunity Advisors.

RECOMMENDATION:

061-11. That OPNAV N13 conducts a thorough assessment of the Equal Opportunity Advisor billets to determine the best use of these resources.

062-11. That OPNAV N13 designates an Echelon 1 EOA.

NAVINGEN POINT OF CONTACT:

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

APPENDIX A

SUMMARY OF SURVEY DATA ANALYSIS

ACTIVE DUTY MILITARY

AND

DEPARTMENT OF THE NAVY

CIVILIAN PERSONNEL

APPENDIX A

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

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted an on-line survey of active duty military and Department of the Navy (DON) civilian personnel from 21 March through Monday, 11 April 2011 in support of the Southeast Region (Coastal) Area Visit held from 25 April through Friday, 13. There were a total of 3038 survey respondents, consisting of 1681 active duty military (55.3%) and 1357 DON civilian personnel (44.7%). The survey respondents consisted of 2226 (73.3%) males and 812 (26.7%) females.

2. Quality of Life. The active duty military and DON civilian personnel survey respondents rated their Quality of Work Life (QOWL) at 6.48 on a scale of 1 to 10 ('worst' to 'best') and Quality of Home Life (QOHL) at 7.58. Both of these scores are higher than the NAVINSGEN rolling averages of 6.26 and 6.97, respectively. This data is a roll up of information across various subparts of this region to include Jacksonville, Mayport, and Orlando Florida, as well as Charleston South Carolina and Kings Bay Georgia.

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, 54.1 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 31.6 percent. Advancement opportunities were identified as the main factor having a negative impact on QOWL by 34.5 percent of respondents. Additionally, the 59.1 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 30.7 percent; however, 45.8 percent indicated it as a main factor for having a positive impact.

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.

~~FOR OFFICIAL USE ONLY~~



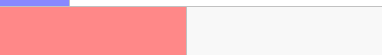
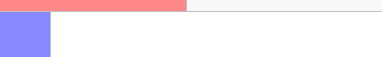
f. In addition to multiple choice questions there were a few open ended questions regarding various topics such as: supplies purchased with personal money, facilities in need of repair, and any additional comments or concerns regarding quality of life. Answers to these questions were used to help guide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

SOUTHEAST AREA VISIT 2011

ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL



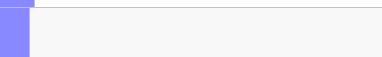

1: I am assigned in or near:

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

Response	Chart	Frequency	Count
Orlando		2.1%	65
Charleston		17.1%	521
Mayport		17.8%	541
Jacksonville		48.5%	1472
Kings Bay		13.2%	402
Other		1.2%	37
		Valid Responses	3038
		Total Responses	3038

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		58.1%	1765
Submarine		0.2%	7
Ship		4.6%	141
Training		3.3%	100
Hospital/Clinic		1.3%	40
Aircraft/Squadron		11.5%	349
Battalion		0.2%	5
Personnel Support Detachment		2.8%	84

~~FOR OFFICIAL USE ONLY~~

Other		18.0%	547
		Valid Responses	3038
		Total Responses	3038










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		1.3%	39
2		0.9%	27
3		2.1%	63
4		3.1%	93
5		8.4%	253
6		7.1%	214
7		16.5%	494
8		27.1%	812
9		15.5%	465
10		18.0%	539
Not Answered			39
		Mean	7.580
		Standard Deviation	1.973
		Valid Responses	2999
		Total Responses	3038








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		59.1%	1794
Quality of the school for dependent children		22.9%	695
Quality of the childcare available		6.8%	208
Shopping & dining opportunities		38.5%	1169
Recreational opportunities		41.8%	1270
Access to spouse employment		11.3%	342
Access to quality medical/dental care		27.9%	847
Cost of living		45.8%	1391
Other		7.9%	240
		Valid Responses	3038
		Total Responses	3038

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		14.3%	433
Quality of the school for dependent children		19.6%	594
Quality of the childcare available		11.6%	352
Shopping & Dining opportunities		19.2%	583
Recreational opportunities		21.3%	646
Access to spouse employment		22.3%	678
Access to medical/dental care		15.6%	474

Cost of living		30.7%	934
Other		20.2%	615
		Valid Responses	3038
		Total Responses	3038












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		5.4%	161
2		3.8%	114
3		5.7%	171
4		5.9%	176
5		11.3%	340
6		10.4%	312
7		16.5%	495
8		19.6%	589
9		11.5%	345
10		10.0%	301
Not Answered			34
		Mean	6.481
		Standard Deviation	2.483
		Valid Responses	3004
		Total Responses	3038





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



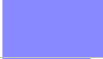




(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job Satisfaction		54.1%	1644
Leadership Support		31.6%	959
Leadership opportunities		16.7%	506
Length of workday		31.2%	949
Advancement opportunities		11.3%	344
Training opportunities		19.9%	604
Awards and recognition		9.4%	285
Command climate		28.4%	862
Quality of the workplace facilities		23.7%	719
Frequency of deployment/Individual Augmentations (e.g. IAMM or GSA)		4.2%	128
Other		6.6%	201
		Valid Responses	3038
		Total Responses	3038

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


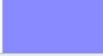
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job satisfaction		15.8%	480
Leadership support		29.3%	891
Leadership opportunities		17.0%	515
Length of workday		17.3%	525

Advancement opportunities		34.5%	1048
Training opportunities		13.2%	400
Awards and recognition		26.3%	799
Command climate		23.2%	704
Quality of the workplace facilities		17.7%	537
Frequency of deployments/individuals Augmentations (e.g. IAMM or GSA)		10.5%	320
Other		11.1%	338
		Valid Responses	3038
		Total Responses	3038


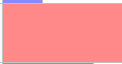


9: Gender

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

Response	Chart	Frequency	Count
Male		73.3%	2226
Female		26.7%	812
		Valid Responses	3038
		Total Responses	3038

10: Age:

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

Response	Chart	Frequency	Count
17-24		10.6%	319
25-34		31.1%	940
35-44		23.6%	714
45-54		22.1%	667

55-64		11.5%	348
65+		1.2%	35
Not Answered			15
		Valid Responses	3023
		Total Responses	3038

11: Marital Status:

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

Response	Chart	Frequency	Count
Single		21.2%	643
Married		68.6%	2084
Divorced		7.7%	234
Separated		2.5%	77
		Valid Responses	3038
		Total Responses	3038

12: I have school aged children

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

Response	Chart	Frequency	Count
Yes		40.0%	1209
No		60.0%	1811
Not Answered			18
		Valid Responses	3020
		Total Responses	3038

13: I am:

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

Response	Chart	Frequency	Count
Military		55.3%	1681
Civilian		44.7%	1357
Contractor		0.0%	0
		Valid Responses	3038
		Total Responses	3038

14: Paygrade:

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

Response	Chart	Frequency	Count
E1 - E3		11.7%	195
E4 - E6		56.9%	945
E7 - E9		15.6%	259
CWO2 - O3		8.7%	144
O4 - O5		6.1%	102
O6 & Above		1.0%	17
Not Answered			13
		Valid Responses	1662
		Total Responses	1675

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

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

Response	Chart	Frequency	Count
Yes		5.8%	97
No		94.2%	1578

	Valid Responses	1675
	Total Responses	1675

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		7.3%	7
High cost of living at new duty station		4.2%	4
Lack of spousal employment at old duty station		2.1%	2
Spouse has a good employment at old duty station		25.0%	24
Critical housing area		4.2%	4
High crime rate at new duty station		4.2%	4
Desire to maintain stability for family members		30.2%	29
Family stayed behind because I couldn't sell the home (it lost significant value) at my last duty station.		20.8%	20
Other		43.8%	42
		Valid Responses	96
		Total Responses	96

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		42.4%	690
Command Orientation/Indoctrination		52.8%	860
Career Development Boards		47.7%	776

Command Physical Fitness Assessment Training Program		49.9%	812
Required General Military Training (GMT)		80.0%	1303
Command Managed Equal Opportunity (CMEQ) Program		32.6%	530
Navy Rights and Responsibility (NR&R) Workshops		21.7%	354
Transition Assistance Program		12.5%	203
		Valid Responses	1628
		Total Responses	1628

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		27.0%	440
LCPO		31.6%	515
CPO		21.5%	350
CCC		30.1%	490
I have not had a CDB since being attached to this command		25.9%	421
Not applicable		22.3%	363
		Valid Responses	1628
		Total Responses	1628

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

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



Response	Chart	Frequency	Count
Yes		59.9%	968

~~FOR OFFICIAL USE ONLY~~

No		40.1%	649
Not Answered			11
		Valid Responses	1617
		Total Responses	1628




20: I am mentoring others.

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

Response	Chart	Frequency	Count
Yes		66.0%	1068
No		34.0%	550
Not Answered			10
		Valid Responses	1618
		Total Responses	1628

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

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

Response	Chart	Frequency	Count
Yes		58.6%	948
No		35.9%	582
Not Applicable		5.5%	89
Not Answered			9
		Valid Responses	1619
		Total Responses	1628

22: My sponsor was helpful in my transition.

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

Response	Chart	Frequency	Count
Strongly Agree		20.6%	334
Agree		28.6%	463
Disagree		7.3%	118
Neither Agree nor Disagree		15.7%	255
Strongly Disagree		7.2%	116
Not Applicable		20.6%	334
Not Answered			8
		Valid Responses	1620
		Total Responses	1628





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		40.2%	650
Agree		31.5%	509
Neither Agree nor Disagree		11.8%	191
Disagree		8.5%	138
Strongly Disagree		8.0%	130
Not Answered			10
		Valid Responses	1618
		Total Responses	1628



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		43.8%	710
Agree		40.6%	657
Neither Agree nor Disagree		6.5%	106
Disagree		6.5%	105
Strongly Disagree		2.6%	42
Not Answered			8
		Valid Responses	1620
		Total Responses	1628


25: I know my command ombudsman.

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

Response	Chart	Frequency	Count
Yes		45.2%	731
No		54.8%	885
Not Answered			12
		Valid Responses	1616
		Total Responses	1628

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		46.3%	747

No		53.7%	866
Not Answered			15
		Valid Responses	1613
		Total Responses	1628

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		1.1%	18
2		0.9%	14
3		1.5%	24
4		1.9%	30
5		7.8%	126
6		5.3%	85
7		10.5%	170
8		16.2%	262
9		9.6%	156
10		12.2%	198
Do not use		33.1%	536
Not Answered			9
		Mean	7.431
		Standard Deviation	2.085
		Valid Responses	1619
		Total Responses	1628

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

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

Response	Chart	Frequency	Count
Family/Social Services available		46.0%	749
Quality of services		45.9%	748
Appointment availability		22.2%	361
Staff's customer service		35.0%	569
Hours of operation		13.6%	222
		Valid Responses	1628
		Total Responses	1628

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

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

Response	Chart	Frequency	Count
Family/Social Services available		8.9%	145
Quality of services		12.8%	208
Appointment availability		19.3%	314
Staff's customer service		12.8%	209
Hours of operation		27.6%	450
		Valid Responses	1628
		Total Responses	1628

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

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

Response	Chart	Frequency	Count
1		1.9%	30
2		1.0%	16
3		2.6%	42
4		3.3%	53
5		9.1%	147
6		8.4%	135
7		15.3%	247
8		21.2%	343
9		11.5%	185
10		12.7%	205
Do not use		13.1%	212
Not Answered			13
		Mean	7.222
		Standard Deviation	2.104
		Valid Responses	1615
		Total Responses	1628

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

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

Response	Chart	Frequency	Count
Variety of MWR services available		59.8%	973
Quality of services		44.5%	724
Cost		45.5%	740

Staff's customer service		27.9%	455
Hours of operation		15.2%	248
Other		2.9%	47
		Valid Responses	1628
		Total Responses	1628

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

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

Response	Chart	Frequency	Count
Variety of MWR services available		15.6%	254
Quality of services		14.9%	242
Cost		19.1%	311
Staff's customer service		14.7%	239
Hours of operation		28.6%	465
Other		12.7%	207
		Valid Responses	1628
		Total Responses	1628

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

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

Response	Chart	Frequency	Count
1		1.9%	30
2		1.5%	25
3		3.5%	56
4		3.5%	56

5		10.0%	161
6		11.4%	184
7		18.2%	294
8		25.0%	404
9		12.7%	206
10		11.3%	182
Do not use		1.1%	18
Not Answered			12
		Mean	7.099
		Standard Deviation	2.060
		Valid Responses	1616
		Total Responses	1628

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

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

Response	Chart	Frequency	Count
Variety of merchandise selections		45.6%	743
Quality of merchandise selections		49.8%	810
Cost		54.5%	887
Staff's customer service		29.5%	481
Hours of operation		24.0%	391
		Valid Responses	1628
		Total Responses	1628

~~FOR OFFICIAL USE ONLY~~

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

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

Response	Chart	Frequency	Count
Variety of merchandise selections		39.9%	650
Quality of merchandise selections		17.6%	287
Cost		37.2%	605
Staff's customer service		19.5%	317
Hours of operation		37.2%	605
		Valid Responses	1628
		Total Responses	1628

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		1.2%	20
2		0.7%	12
3		1.9%	30
4		2.0%	32
5		6.7%	109
6		7.6%	123
7		15.8%	256
8		24.1%	390
9		16.2%	262
10		12.7%	206
Do not use		10.9%	176
Not Answered			12

	Mean	7.552
	Standard Deviation	1.900
	Valid Responses	1616
	Total Responses	1628





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		54.7%	890
Quality of products/produce/meats selection		51.5%	838
Cost		68.0%	1107
Staff's customer service		18.1%	294
Hours of operation		13.8%	224
		Valid Responses	1628
		Total Responses	1628

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		19.9%	324
Quality of products/produce/meats selection		19.8%	323
Cost		20.3%	330
Staff's customer service		19.9%	324

Hours of operation		42.3%	689
		Valid Responses	1628
		Total Responses	1628

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		2.7%	43
2		2.9%	46
3		4.5%	73
4		5.1%	82
5		10.0%	161
6		10.2%	165
7		16.8%	271
8		21.0%	338
9		12.5%	201
10		14.4%	232
Not Answered			16
		Mean	6.952
		Standard Deviation	2.316
		Valid Responses	1612
		Total Responses	1628

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		60.8%	990
Appointment availability		35.0%	570
Waiting Time		21.2%	345
Time with staff or care provider		32.2%	524
Hours of operation		20.2%	329
		Valid Responses	1628
		Total Responses	1628




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		16.6%	271
Appointment availability		50.3%	819
Waiting Time		59.5%	968
Time with staff or care provider		25.1%	408
Hours of operation		26.0%	423
		Valid Responses	1628
		Total Responses	1628







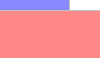


42: I have designated family members listed on my "Page 2" in my personnel record.

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

Response	Chart	Frequency	Count
Yes		84.9%	1362
No		9.8%	157
Don't Know		5.4%	86
Not Answered			23
		Valid Responses	1605
		Total Responses	1628

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		3.9%	59
2		2.6%	39
3		3.3%	49
4		4.8%	72
5		12.9%	194
6		10.5%	158
7		14.1%	211
8		22.0%	330
9		11.6%	174
10		14.3%	215
Not Answered			127
		Mean	6.877
		Standard Deviation	2.367
		Valid Responses	1501

	Total Responses	1628
--	------------------------	-------------






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		53.7%	874
Appointment availability		32.5%	529
Waiting time		16.5%	268
Time with staff or care provider		27.1%	441
Hours of operation		13.9%	226
		Valid Responses	1628
		Total Responses	1628



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		16.3%	265
Appointment availability		36.7%	598
Waiting time		44.9%	731
Time with staff or care provider		20.5%	333
Hours of operation		20.8%	339
		Valid Responses	1628
		Total Responses	1628






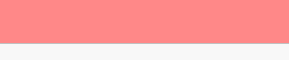
46: Do you have infant to pre-school age children in your family?

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

Response	Chart	Frequency	Count
Yes		31.5%	513
No		68.5%	1115
		Valid Responses	1628
		Total Responses	1628






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		1.8%	9
2		0.6%	3
3		0.4%	2
4		1.8%	9
5		3.5%	18
6		1.8%	9
7		4.1%	21
8		4.9%	25
9		5.1%	26
10		4.5%	23
Do not use		71.5%	364
Not Answered			3
		Mean	6.979
		Standard Deviation	2.531
		Valid Responses	509
		Total Responses	512






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)		15.8%	81
Quality of childcare services (regular &/or drop off)		21.1%	108
Cost of childcare services		14.5%	74
Staff's customer service		12.9%	66
Hours of operation		9.2%	47
		Valid Responses	512
		Total Responses	512


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)		14.8%	76
Quality of childcare services (regular &/or drop off)		8.4%	43
Cost of childcare services		19.5%	100
Staff's customer service		6.6%	34
Hours of operation		14.5%	74
		Valid Responses	512
		Total Responses	512



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		1.2%	6
2		0.0%	0
3		0.2%	1
4		1.0%	5
5		2.5%	12
6		1.2%	6
7		2.3%	11
8		3.1%	15
9		1.2%	6
10		1.2%	6
Do not use		86.0%	417
Not Answered			27
		Mean	6.412
		Standard Deviation	2.427
		Valid Responses	485
		Total Responses	512

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		8.6%	44
Availability of childcare services (regular &/or drop off)		9.2%	47

Quality of childcare services (regular &/or drop off)		8.2%	42
Cost		6.4%	33
Staff		4.3%	22
Hours of operation		3.5%	18
		Valid Responses	512
		Total Responses	512

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		2.5%	13
Availability of childcare services (regular &/or drop off)		6.1%	31
Quality of childcare services (regular &/or drop off)		5.5%	28
Cost		11.5%	59
Staff		4.7%	24
Hours of operation		6.6%	34
		Valid Responses	512
		Total Responses	512

53: I currently reside:

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


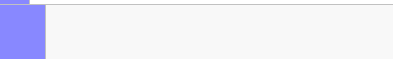


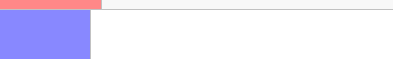
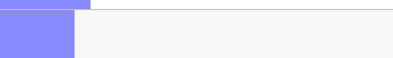
Response	Chart	Frequency	Count
On the economy (purchased a home)		44.4%	716
On the economy (rented/leased a home)		36.1%	582
Public/Private Venture (PPV) Housing		3.9%	63

~~FOR OFFICIAL USE ONLY~~

Govt. Family Housing		6.3%	101
Govt. Bachelor Housing		9.4%	151
Not Answered			13
		Valid Responses	1613
		Total Responses	1626

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		2.0%	14
2		0.7%	5
3		1.4%	10
4		2.5%	18
5		5.1%	36
6		9.1%	64
7		17.4%	123
8		23.8%	168
9		21.0%	148
10		17.0%	120
Not Answered			18
		Mean	7.687
		Standard Deviation	1.945
		Valid Responses	706
		Total Responses	724

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		65.7%	476
Quality of the home/condominium		43.6%	316
Affordability of the home/condominium		36.9%	267
Within Basic Allowance for Housing amount		22.8%	165
Affordability of Home Owners' Insurance		9.3%	67
Quality of the neighborhood		45.6%	330
Safety and security		19.3%	140
School System		20.4%	148
		Valid Responses	724
		Total Responses	724

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)

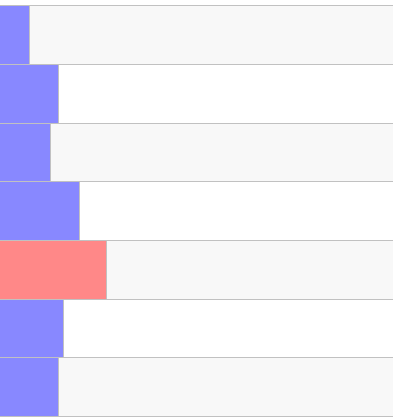
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home/condominium		15.7%	114
Quality of the home/condominium		15.2%	110
Affordability of the home/condominium		22.1%	160
Within Basic Allowance for Housing amount		32.6%	236
Affordability of Home Owners' Insurance		15.6%	113
Quality of the neighborhood		15.6%	113
Safety and security		15.5%	112
School System		23.2%	168

	Valid Responses	724
	Total Responses	724

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		0.5%	3
2		0.7%	4
3		1.6%	9
4		4.7%	27
5		12.5%	72
6		10.1%	58
7		18.1%	104
8		25.0%	144
9		14.2%	82
10		12.7%	73
Not Answered			4
		Mean	7.295
		Standard Deviation	1.874
		Valid Responses	576
		Total Responses	580

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		62.8%	364
Quality of the rented home/condominium		40.5%	235
Affordability of the rented home/condominium		36.4%	211
Within Basic Allowance for Housing amount		31.7%	184
Affordability of Home Owners' Insurance		4.0%	23
Quality of the neighborhood		35.5%	206
Safety and security		17.9%	104
School System		9.8%	57
Available maintenance services		10.7%	62
Affordability of Renters' Insurance		7.9%	46
		Valid Responses	580
		Total Responses	580

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		14.8%	86
Quality of the rented home/condominium		21.7%	126
Affordability of the rented home/condominium		21.2%	123
Within Basic Allowance for Housing amount		19.0%	110
Affordability of Home Owners' Insurance		4.5%	26
Quality of the neighborhood		18.4%	107

Safety and security		23.1%	134
School System		12.2%	71
Available maintenance services		19.7%	114
Affordability of Renters' Insurance		10.0%	58
		Valid Responses	580
		Total Responses	580

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		1.7%	1
2		8.3%	5
3		1.7%	1
4		5.0%	3
5		15.0%	9
6		13.3%	8
7		16.7%	10
8		13.3%	8
9		11.7%	7
10		13.3%	8
Not Answered			3
		Mean	6.600
		Standard Deviation	2.423
		Valid Responses	60
		Total Responses	63

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		55.6%	35
Quality of the home		31.7%	20
Affordability of the PPV home		20.6%	13
Within Basic Allowance for Housing amount		31.7%	20
Affordability of Renters Insurance		12.7%	8
Quality of the neighborhood		22.2%	14
Safety and security		25.4%	16
School system		7.9%	5
Available maintenance services		28.6%	18
		Valid Responses	63
		Total Responses	63

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		11.1%	7
Quality of the home		25.4%	16
Affordability of the PPV home		22.2%	14
Within Basic Allowance for Housing amount		11.1%	7
Affordability of Renters Insurance		9.5%	6
Quality of the neighborhood		27.0%	17
Safety and security		15.9%	10

School system		20.6%	13
Available maintenance services		17.5%	11
		Valid Responses	63
		Total Responses	63

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

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

Response	Chart	Frequency	Count
1		5.9%	6
2		1.0%	1
3		5.0%	5
4		4.0%	4
5		9.9%	10
6		15.8%	16
7		12.9%	13
8		21.8%	22
9		9.9%	10
10		13.9%	14
		Mean	6.752
		Standard Deviation	2.439
		Valid Responses	101
		Total Responses	101

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		61.4%	62
Quality of the home		30.7%	31
Affordability of Renters Insurance		4.0%	4
Quality of the neighborhood		34.7%	35
Safety and security		55.4%	56
School system		9.9%	10
Available maintenance services		33.7%	34
Affordability of Renters Insurance		4.0%	4
		Valid Responses	101
		Total Responses	101

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		13.9%	14
Quality of the home		48.5%	49
Affordability of Renters Insurance		5.9%	6
Quality of the neighborhood		22.8%	23
Safety and security		14.9%	15
School system		19.8%	20
Available maintenance services		27.7%	28
Affordability of Renters Insurance		5.9%	6

	Valid Responses	101
	Total Responses	101

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		12.2%	18
2		6.1%	9
3		8.1%	12
4		10.8%	16
5		14.2%	21
6		10.8%	16
7		16.2%	24
8		14.2%	21
9		3.4%	5
10		4.1%	6
Not Answered			3
		Mean	5.257
		Standard Deviation	2.548
		Valid Responses	148
		Total Responses	151

67: Please indicate up to three main factors that have a **positive** 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 home		46.4%	70
Quality of the home		25.8%	39
Affordability of Renters Insurance		5.3%	8
Quality of the neighborhood		17.9%	27
Safety and security		37.7%	57
School system		3.3%	5
Available maintenance services		22.5%	34
Affordability of Renters Insurance		5.3%	8
		Valid Responses	151
		Total Responses	151






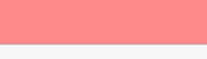
68: Please indicate up to three main factors that have a **negative** impact on your rating for your BH: (Choose three or less)

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

Response	Chart	Frequency	Count
Location of the housing		21.2%	32
Quality of the housing		55.0%	83
Affordability of Renters Insurance		7.3%	11
Safety and security		22.5%	34
School system		4.6%	7
Available maintenance services		46.4%	70
		Valid Responses	151
		Total Responses	151



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

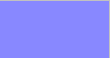



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		6.4%	102
2		2.9%	47
3		4.1%	66
4		3.8%	60
5		7.1%	113
6		4.8%	76
7		6.9%	110
8		6.6%	105
9		3.2%	51
10		4.5%	72
N/A		49.8%	796
Not Answered			21
		Mean	5.541
		Standard Deviation	2.785
		Valid Responses	1598
		Total Responses	1619

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		62.3%	512
Spouse Promotion opportunities		19.3%	159

Spouse work hours		28.7%	236
Financial impact to family/money needed		40.9%	336
Impact to family life		29.3%	241
Childcare needed		17.6%	145
		Valid Responses	822
		Total Responses	822

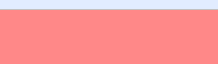

71: If and when you drink alcohol, about how many drinks do you have on average in a single sitting? (A drink of alcohol is 1 can or bottle or beer, 1 glass of wine, 1 cocktail or 1 shot of liquor.)


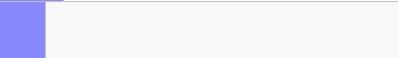
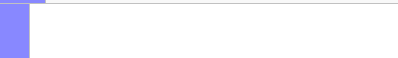

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1 drink		19.0%	306
2 drinks		25.9%	417
3 drinks		17.5%	282
4 drinks		6.5%	104
5+ drinks		7.5%	120
I do not drink alcohol		23.5%	378
Not Answered			9
		Valid Responses	1607
		Total Responses	1616

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?


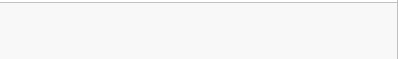


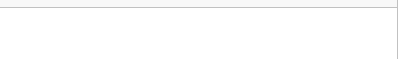
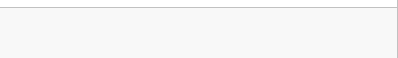
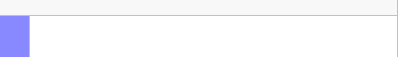

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
0 Days		52.5%	650
1 day		16.7%	207

2 days		12.2%	151
3 days		7.4%	91
4 days		3.7%	46
5+ days		7.4%	92
		Valid Responses	1237
		Total Responses	1237

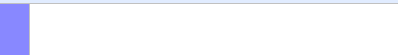
73: In the last 12 months, have you experienced any of the following as a result of alcohol use?
(Select all that apply)



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

Response	Chart	Frequency	Count
Sustained an injury		1.1%	13
Trouble with authorities		0.8%	10
Engaged in unprotected sex		6.3%	78
Sexually assaulted		0.6%	8
Missed work		1.1%	13
Needed emergency medical aid		0.4%	5
Embarrassed by your actions		4.2%	52
Not applicable		77.6%	960
		Valid Responses	1237
		Total Responses	1237

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


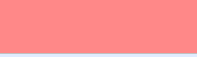
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		3.4%	54

No		74.8%	1199
Not applicable		21.9%	351
Not Answered			9
		Valid Responses	1604
		Total Responses	1613



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		48.5%	32
No		51.5%	34
		Valid Responses	66
		Total Responses	66

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		86.0%	49
No		14.0%	8
Not Answered			5
		Valid Responses	57
		Total Responses	62

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		29.0%	18
Wanted to frighten me		11.3%	7
Work stress (long hours, multitasking, etc.)		27.4%	17
Financial stress		35.5%	22
Jealousy		24.2%	15
Alcohol related		17.7%	11
Family history of abuse		21.0%	13
Other		27.4%	17
		Valid Responses	62
		Total Responses	62

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		21.0%	13
Family Advocacy at Fleet Support Center		16.1%	10
On-base medical facility		3.2%	2
Naval Criminal Investigative Service (NCIS)		0.0%	0
Military security		1.6%	1
Chaplain		3.2%	2
Navy or DoD IG		0.0%	0
Friend		21.0%	13
No one, didn't report		41.9%	26

	Valid Responses	62
	Total Responses	62

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		12.2%	194
Average		37.5%	598
Below Average		7.8%	125
Unsatisfactory		4.1%	66
Have Not Used PLR		38.3%	610
Not Answered			16
		Valid Responses	1593
		Total Responses	1609

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		10.8%	173
Average		50.7%	809
Below Average		16.3%	260
Unsatisfactory		11.5%	184
Have not used PSD		10.7%	170
Not Answered			13
		Valid Responses	1596

	Total Responses	1609
--	------------------------	-------------

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		15.0%	214
Average		56.3%	805
Below Average		15.6%	223
Unsatisfactory		11.7%	167
Not Applicable		1.5%	21
Not Answered			9
		Valid Responses	1430
		Total Responses	1439

82: Grade:

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

Response	Chart	Frequency	Count
GS 1 - 8 or NSPS equivalent		19.8%	262
GS 9 - 12 or NSPS equivalent		48.8%	646
GS 13 - 14 or NSPS equivalent		19.8%	263
GS 15 or NSPS equivalent		1.9%	25
SES		0.0%	0
WD/WG/WS/WL		2.6%	35
NAF		5.5%	73
Contractor		0.2%	3
Other		1.4%	18

Not Answered			9
		Valid Responses	1325
		Total Responses	1334

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		19.5%	260
Agree		43.8%	583
Neither Agree nor Disagree		14.8%	197
Disagree		12.0%	160
Strongly Disagree		7.8%	104
Don't know		2.0%	27
Not Answered			3
		Valid Responses	1331
		Total Responses	1334

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		30.1%	400
Agree		48.4%	643
Neither Agree nor Disagree		10.5%	140
Disagree		5.6%	74
Strongly Disagree		3.6%	48

Don't know		1.8%	24
Not Answered			5
		Valid Responses	1329
		Total Responses	1334







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		8.5%	112
Agree		26.1%	345
Neither Agree nor Disagree		31.6%	419
Disagree		8.8%	117
Strongly Disagree		6.4%	85
Don't know		18.6%	246
Not Answered			10
		Valid Responses	1324
		Total Responses	1334

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





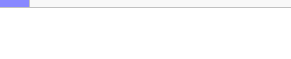
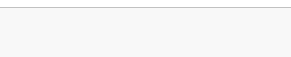
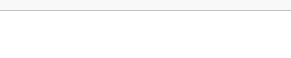
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		10.9%	145
Agree		29.6%	392
Neither Agree nor Disagree		28.5%	378
Disagree		9.6%	127
Strongly Disagree		6.1%	81
Don't know		15.3%	203

Not Answered			8
		Valid Responses	1326
		Total Responses	1334

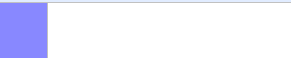
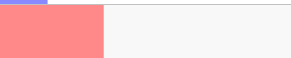

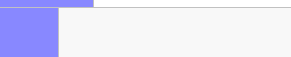
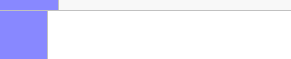
87: I understand how to apply for a job vacancy and where to submit an application for positions within this region.

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

Response	Chart	Frequency	Count
Strongly Agree		23.8%	317
Agree		54.9%	730
Neither Agree nor Disagree		9.5%	126
Disagree		6.5%	87
Strongly Disagree		2.7%	36
Don't know		2.6%	34
Not Answered			4
		Valid Responses	1330
		Total Responses	1334

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


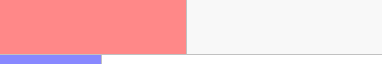

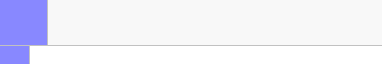
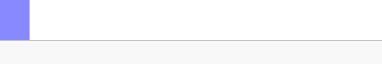
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		12.4%	164
Agree		27.0%	358
Neither Agree nor Disagree		24.6%	326
Disagree		15.2%	201
Strongly Disagree		12.4%	165

Don't know		8.4%	112
Not Answered			8
		Valid Responses	1326
		Total Responses	1334



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		22.2%	649
Agree		44.6%	1300
Neither Agree nor Disagree		21.9%	639
Disagree		8.1%	236
Strongly Disagree		3.2%	94
Not Answered			23
		Valid Responses	2918
		Total Responses	2941



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

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

Response	Chart	Frequency	Count
Yes		33.9%	984
No		66.1%	1918
Not Answered			37
		Valid Responses	2902
		Total Responses	2939

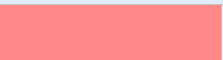


91: I voted in the last election.

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

Response	Chart	Frequency	Count
Yes		68.0%	1973
No		32.0%	929
Not Answered			37
		Valid Responses	2902
		Total Responses	2939





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		57.9%	535
I didn't know how to		16.2%	150
Other		25.9%	239
Not Answered			44
		Valid Responses	924
		Total Responses	968

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		8.1%	233
Satisfied Agree		20.6%	596
Neither Satisfied nor Dissatisfied		63.7%	1843
Dissatisfied		5.4%	155

Very Dissatisfied		2.3%	66
Not Answered			43
		Valid Responses	2893
		Total Responses	2936

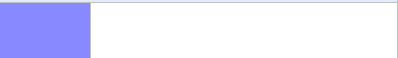
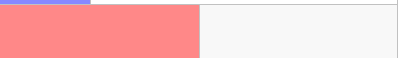

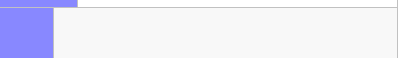
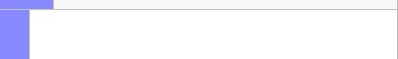
94: I have the tools and resources needed to do my job properly.

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

Response	Chart	Frequency	Count
Strongly Agree		16.6%	484
Agree		55.2%	1608
Neither Agree nor Disagree		11.6%	339
Disagree		13.3%	387
Strongly Disagree		3.3%	97
Not Answered			14
		Valid Responses	2915
		Total Responses	2929

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




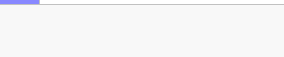
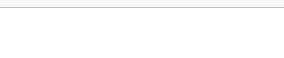
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		20.1%	584
Agree		48.7%	1419
Neither Agree nor Disagree		16.4%	478
Disagree		10.7%	312
Strongly Disagree		4.1%	118
Not Answered			18
		Valid Responses	2911

	Total Responses	2929
--	------------------------	-------------

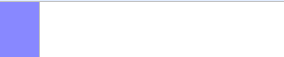



96: My normal workday is __ hours (not including commuter time).

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

Response	Chart	Frequency	Count
6-8		37.9%	1105
9-10		48.2%	1404
11-12		10.3%	299
13-14		2.4%	71
15+		1.2%	36
Not Answered			14
		Valid Responses	2915
		Total Responses	2929

97: My work week is normally__.

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

Response	Chart	Frequency	Count
4 days		9.0%	263
5 days		83.7%	2433
6 days		6.2%	180
7 days		1.1%	32
Not Answered			21
		Valid Responses	2908
		Total Responses	2929

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		41.8%	1215
Agree		42.1%	1224
Neither Agree nor Disagree		11.0%	319
Disagree		3.7%	109
Strongly Disagree		1.5%	43
Not Answered			19
		Valid Responses	2910
		Total Responses	2929

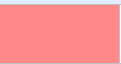






99: My command properly resourced (e.g., people, tools, training, supplies, etc.) to conduct its mission.

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

Response	Chart	Frequency	Count
Yes		48.8%	1419
No		40.6%	1180
Don't Know		10.6%	307
Not Answered			23
		Valid Responses	2906
		Total Responses	2929

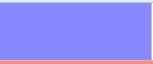

100: If you indicated your command was not properly resourced, what resources are lacking?
(Choose all that apply)

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

Response	Chart	Frequency	Count
People		31.6%	925
Tools/Equipment		17.1%	501
Information Technology (IT) Resources		14.0%	409
Training		17.3%	506
Spare parts		9.4%	276
Supplies		15.6%	458
Other		9.9%	291
		Valid Responses	2929
		Total Responses	2929

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

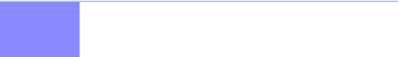
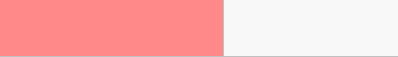

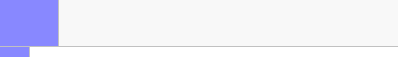
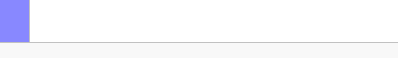
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		39.4%	1154
No		60.6%	1775
		Valid Responses	2929
		Total Responses	2929

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).

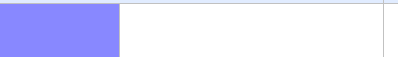
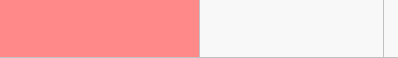

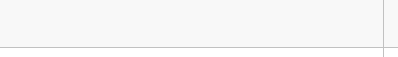

103: I am satisfied with the overall quality of my workplace facilities.

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

Response	Chart	Frequency	Count
Strongly Agree		16.5%	474
Agree		54.3%	1564
Neither Agree nor Disagree		15.0%	432
Disagree		10.8%	311
Strongly Disagree		3.5%	100
Not Answered			22
		Valid Responses	2881
		Total Responses	2903



104: My organization has an effective safety program.

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

Response	Chart	Frequency	Count
Strongly Agree		31.3%	903
Agree		51.8%	1494
Neither Agree nor Disagree		13.8%	399
Disagree		2.3%	67
Strongly Disagree		0.7%	21
Not Answered			19
		Valid Responses	2884
		Total Responses	2903





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, men's shower (room 201), no hot water).

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

Response	Chart	Frequency	Count
		83.8%	2433
N/A		1.5%	44
na		0.3%	9
none		0.6%	18
None.		0.1%	2
too many to list		0.1%	2
<i>Other Responses</i>		13.6%	395
		Valid Responses	2903
		Total Responses	2903

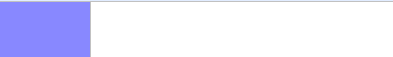
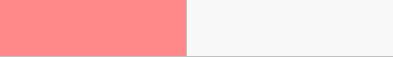

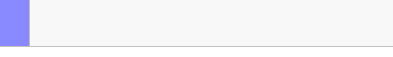
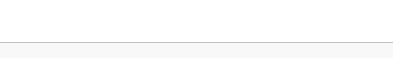
106: I know how to report an unsafe or unhealthy work condition

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

Response	Chart	Frequency	Count
Strongly Agree		29.3%	843
Agree		57.9%	1668
Neither Agree nor Disagree		8.0%	230
Disagree		4.0%	114
Strongly Disagree		0.8%	24
Not Answered			24
		Valid Responses	2879
		Total Responses	2903



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

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

Response	Chart	Frequency	Count
Strongly Agree		20.9%	600
Agree		45.8%	1314
Neither Agree nor Disagree		27.5%	789
Disagree		4.7%	135
Strongly Disagree		1.2%	34
Not Answered			31
		Valid Responses	2872
		Total Responses	2903




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		92.5%	2646
No		7.5%	216
Not Answered			41
		Valid Responses	2862
		Total Responses	2903

109: I know what Operational Risk Management (ORM) is.


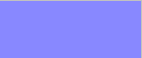



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		55.1%	1586
Agree		35.2%	1014
Neither Agree nor Disagree		5.8%	168

Disagree		3.1%	90
Strongly Disagree		0.8%	23
Not Answered			22
		Valid Responses	2881
		Total Responses	2903

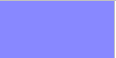
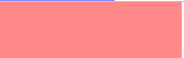



110: I know when to apply the principals of Operation Risk Management (ORM).

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

Response	Chart	Frequency	Count
Strongly Agree		51.8%	1491
Agree		36.6%	1054
Neither Agree nor Disagree		7.9%	227
Disagree		3.0%	87
Strongly Disagree		0.8%	22
Not Answered			22
		Valid Responses	2881
		Total Responses	2903

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		26.8%	753
Agree		44.4%	1246
Neither Agree nor Disagree		16.5%	463
Disagree		7.6%	213
Strongly Disagree		4.7%	132

Not Answered		41
	Valid Responses	2807
	Total Responses	2848






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		20.7%	583
Agree		39.1%	1104
Neither Agree nor Disagree		20.0%	563
Disagree		12.5%	353
Strongly Disagree		7.7%	217
Not Answered			28
	Valid Responses	2820	
	Total Responses	2848	

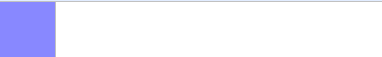


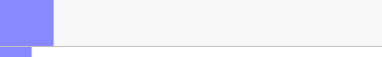
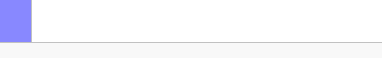
113: Communication down the chain of command is effective.

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

Response	Chart	Frequency	Count
Strongly Agree		14.7%	415
Agree		40.2%	1130
Neither Agree nor Disagree		20.5%	577
Disagree		16.3%	459
Strongly Disagree		8.3%	233
Not Answered			34
	Valid Responses	2814	
	Total Responses	2848	

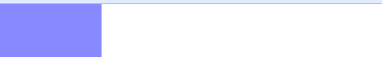
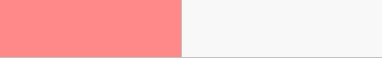

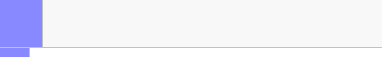

114: Communication up the chain of command is effective.

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

Response	Chart	Frequency	Count
Strongly Agree		14.4%	406
Agree		39.5%	1112
Neither Agree nor Disagree		24.1%	680
Disagree		13.9%	391
Strongly Disagree		8.1%	229
Not Answered			30
		Valid Responses	2818
		Total Responses	2848

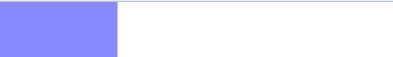
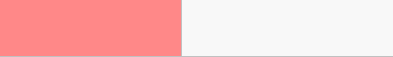

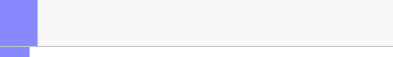
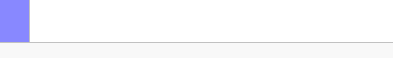
115: My superiors are competent and conscientious in carrying out their duties.

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

Response	Chart	Frequency	Count
Strongly Agree		23.5%	661
Agree		44.4%	1249
Neither Agree nor Disagree		18.9%	530
Disagree		8.5%	240
Strongly Disagree		4.6%	130
Not Answered			38
		Valid Responses	2810
		Total Responses	2848


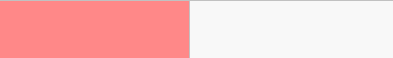

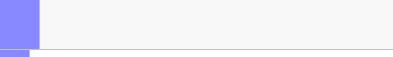

116: My superiors treat me with respect and consideration.

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

Response	Chart	Frequency	Count
Strongly Agree		27.6%	778
Agree		44.6%	1255
Neither Agree nor Disagree		15.6%	439
Disagree		7.2%	203
Strongly Disagree		5.0%	141
Not Answered			32
		Valid Responses	2816
		Total Responses	2848

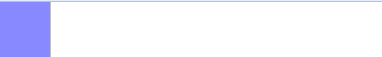


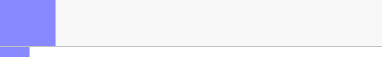
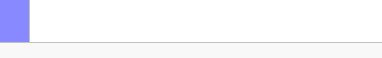
117: My performance evaluations have been fair.

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

Response	Chart	Frequency	Count
Strongly Agree		24.7%	695
Agree		45.5%	1280
Neither Agree nor Disagree		18.9%	531
Disagree		7.0%	196
Strongly Disagree		3.9%	110
Not Answered			36
		Valid Responses	2812
		Total Responses	2848

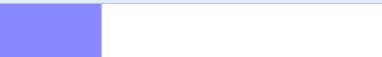
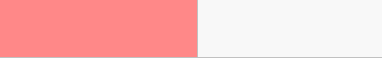

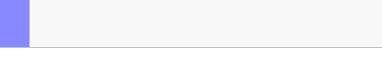

118: The awards and recognition program is fair and equitable.

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

Response	Chart	Frequency	Count
Strongly Agree		13.3%	374
Agree		34.3%	966
Neither Agree nor Disagree		30.6%	860
Disagree		14.5%	408
Strongly Disagree		7.3%	206
Not Answered			34
		Valid Responses	2814
		Total Responses	2848


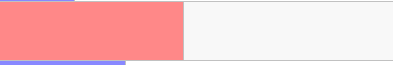

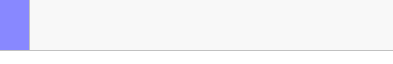
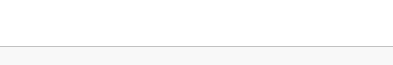
119: Military and civilian personnel work well together at my command.

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

Response	Chart	Frequency	Count
Strongly Agree		23.3%	657
Agree		48.4%	1362
Neither Agree nor Disagree		22.1%	622
Disagree		4.6%	129
Strongly Disagree		1.6%	46
Not Answered			32
		Valid Responses	2816
		Total Responses	2848


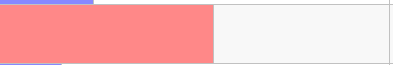

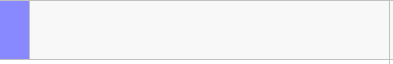

120: My command's Equal Opportunity Program (EO - to include Equal Employment Opportunity & Command Equal Opportunity) is effective.

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

Response	Chart	Frequency	Count
Strongly Agree		16.5%	465
Agree		45.4%	1277
Neither Agree nor Disagree		30.0%	843
Disagree		5.0%	140
Strongly Disagree		3.0%	85
Not Answered			38
		Valid Responses	2810
		Total Responses	2848

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		23.2%	653
Agree		54.2%	1526
Neither Agree nor Disagree/Don't Know		14.4%	405
Disagree		6.5%	183
Strongly Disagree		1.8%	50
Not Answered			31
		Valid Responses	2817
		Total Responses	2848

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		18.3%	515
Agree		43.2%	1216
Neither Agree nor Disagree/Don't Know		18.2%	513
Disagree		15.0%	421
Strongly Disagree		5.4%	151
Not Answered			32
		Valid Responses	2816
		Total Responses	2848

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		16.4%	460
Agree		38.1%	1070
Neither Agree nor Disagree/Don't Know		35.1%	987
Disagree		6.5%	184
Strongly Disagree		3.9%	111
Not Answered			36
		Valid Responses	2812
		Total Responses	2848

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

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

Response	Chart	Frequency	Count
Strongly Agree		24.3%	683
Agree		49.4%	1388
Neither Agree nor Disagree/Don't Know		21.7%	609
Disagree		3.2%	89
Strongly Disagree		1.5%	43
Not Answered			36
		Valid Responses	2812
		Total Responses	2848

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


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

Response	Chart	Frequency	Count
Yes		61.4%	1713
No		3.5%	99
Don't know		35.1%	978
Not Answered			58
		Valid Responses	2790
		Total Responses	2848

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






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

Response	Chart	Frequency	Count
Yes		35.4%	997
No		7.7%	217

Don't know		57.0%	1606
Not Answered			28
		Valid Responses	2820
		Total Responses	2848






127: Fraternization is occurring in my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		5.9%	165
Agree		10.2%	287
Neither Agree nor Disagree/Don't Know		44.0%	1235
Disagree		26.0%	729
Strongly Disagree		14.0%	392
Not Answered			40
		Valid Responses	2808
		Total Responses	2848

128: Favoritism is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		13.5%	379
Agree		19.5%	549
Neither Agree nor Disagree/Don't Know		34.4%	968
Disagree		21.7%	610
Strongly Disagree		11.0%	311
Not Answered			31
		Valid Responses	2817

	Total Responses	2848
--	------------------------	-------------

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

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

Response	Chart	Frequency	Count
Strongly Agree		3.6%	102
Agree		5.9%	167
Neither Agree nor Disagree/Don't Know		36.4%	1022
Disagree		33.3%	937
Strongly Disagree		20.7%	583
Not Answered			37
		Valid Responses	2811
		Total Responses	2848

130: Sexual harassment is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		1.2%	33
Agree		3.9%	109
Neither Agree nor Disagree/Don't Know		33.2%	933
Disagree		37.5%	1053
Strongly Disagree		24.3%	683
Not Answered			37
		Valid Responses	2811
		Total Responses	2848

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

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

Response	Chart	Frequency	Count
Strongly Agree		3.2%	89
Agree		5.1%	144
Neither Agree nor Disagree/Don't Know		31.4%	883
Disagree		35.1%	987
Strongly Disagree		25.3%	711
Not Answered			34
		Valid Responses	2814
		Total Responses	2848



132: Hazing is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		1.0%	29
Agree		1.7%	47
Neither Agree nor Disagree/Don't Know		29.4%	829
Disagree		38.8%	1093
Strongly Disagree		29.0%	818
Not Answered			32
		Valid Responses	2816
		Total Responses	2848




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		61.3%	1725
No		38.7%	1088
Not Answered			35
		Valid Responses	2813
		Total Responses	2848

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

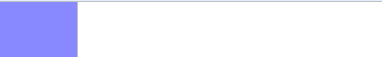
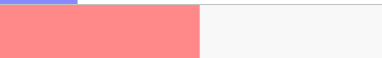


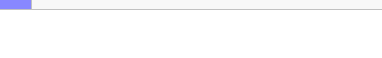
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		15.9%	453
Agree		30.9%	880
Neither Agree nor Disagree/Don't know		50.5%	1438
Disagree		1.6%	45
Strongly Disagree		1.1%	32
		Valid Responses	2848
		Total Responses	2848

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

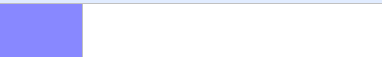

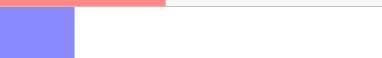
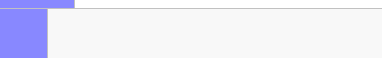
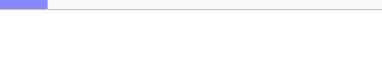
136: I know how to file an Equal Opportunity or Sexual Harassment formal complaint?

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

Response	Chart	Frequency	Count
Strongly Agree		20.5%	576
Agree		52.4%	1475
Neither Agree nor Disagree		17.2%	484
Disagree		8.1%	229
Strongly Disagree		1.8%	52
Not Answered			21
		Valid Responses	2816
		Total Responses	2837


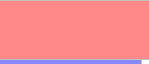

137: I know the difference between restrictive and unrestrictive sexual assault reports?

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

Response	Chart	Frequency	Count
Strongly Agree		21.8%	614
Agree		42.8%	1203
Neither Agree nor Disagree		19.6%	552
Disagree		12.8%	361
Strongly Disagree		2.9%	82
Not Answered			25
		Valid Responses	2812
		Total Responses	2837


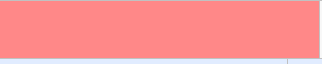
138: A sexual assault report/complaint in my command will be handled in a fair, timely, and just manner.

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

Response	Chart	Frequency	Count
Strongly Agree		22.1%	622
Agree		38.8%	1091
Neither Agree nor Disagree/Don't know		36.8%	1035
Disagree		1.4%	38
Strongly Disagree		0.9%	25
Not Answered			26
		Valid Responses	2811
		Total Responses	2837

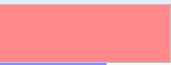


139: Do you supervise Department of the Navy (DON) civilians?

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

Response	Chart	Frequency	Count
Yes		16.7%	475
No		83.3%	2362
		Valid Responses	2837
		Total Responses	2837

140: How many DON civilians do you supervise?

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

Response	Chart	Frequency	Count
Less than 5		44.2%	210
5 - 10 civilians		28.0%	133
11 - 2- civilians		12.2%	58

More than 21 civilians		15.6%	74
Not Answered			3
		Valid Responses	475
		Total Responses	478

141: When did you receive civilian supervisory training?

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

Response	Chart	Frequency	Count
Never		27.8%	131
Within the last year		30.3%	143
Between 1-4 years		25.8%	122
More than 4 years ago		16.1%	76
Not Answered			6
		Valid Responses	472
		Total Responses	478

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

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

Response	Chart	Frequency	Count
Yes		11.1%	314
No		88.9%	2507
Not Answered			15
		Valid Responses	2821
		Total Responses	2836

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		5.0%	141
Agree		18.3%	511
Neither Agree nor Disagree/Don't Know		67.1%	1875
Disagree		6.2%	174
Strongly Disagree		3.4%	94
Not Answered			41
		Valid Responses	2795
		Total Responses	2836


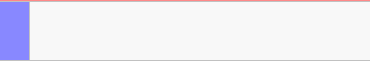
144: How would you rate your access to the Internet from work?

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

Response	Chart	Frequency	Count
Unlimited /sufficient access to all required websites for information/work purposes		69.2%	1922
Limited access to all required websites for information/work purposes (i.e., in port only a few workstations, etc.)		29.1%	808
No access		1.7%	47
Not Answered			31
		Valid Responses	2777
		Total Responses	2808

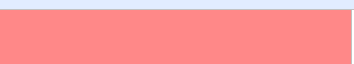
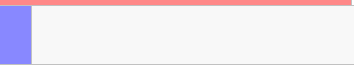
145: Does your command routinely conduct required training (e.g., anti-terrorism, personal financial management, personal occupational safety & health, etc.)?

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

Response	Chart	Frequency	Count
Yes		94.8%	2630
No		5.2%	145
Not Answered			33
		Valid Responses	2775
		Total Responses	2808

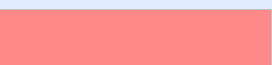

146: Have you received training on sexual harassment within the past 12 months?

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

Response	Chart	Frequency	Count
Yes		91.6%	2537
No		8.4%	234
Not Answered			37
		Valid Responses	2771
		Total Responses	2808


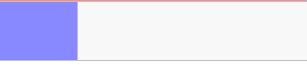
147: Have you received training on grievance and redress procedures within the past 12 months?

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

Response	Chart	Frequency	Count
Yes		71.0%	1964
No		29.0%	803
Not Answered			41
		Valid Responses	2767
		Total Responses	2808

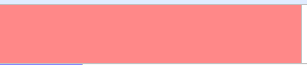
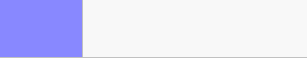
148: Do you have adequate time at work to complete required Navy Knowledge Online (NKO) training?

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

Response	Chart	Frequency	Count
Yes		79.8%	2192
No		20.2%	556
Not Answered			60
		Valid Responses	2748
		Total Responses	2808

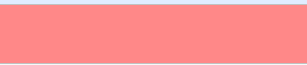
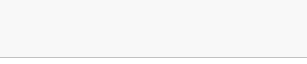
149: Do you have adequate time at work to complete required Military via Navy Knowledge Online (NKO) training?

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

Response	Chart	Frequency	Count
Yes		78.6%	2069
No		21.4%	563
Not Answered			176
		Valid Responses	2632
		Total Responses	2808

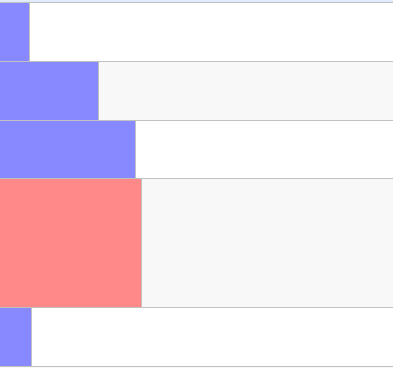
150: Are you able to access NKO at work?

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

Response	Chart	Frequency	Count
Yes		97.1%	2683
No		2.9%	79
Not Answered			46
		Valid Responses	2762
		Total Responses	2808

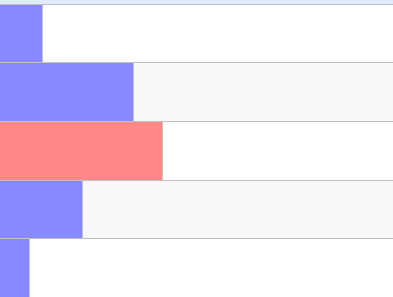
151: How often do you use NKO?

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

Response	Chart	Frequency	Count
Daily		5.2%	143
Weekly		22.9%	634
Monthly		32.4%	896
Only when I can't find information elsewhere or only when absolutely necessary		34.1%	945
Never		5.4%	150
Not Answered			40
		Valid Responses	2768
		Total Responses	2808

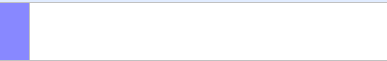

152: How easy is it to find information you are looking for on NKO?

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

Response	Chart	Frequency	Count
Very easy		7.4%	205
Easy		31.2%	862
Neither easy or difficult		39.0%	1077
Difficult		17.8%	492
Very Difficult		4.5%	123
Not Answered			49
		Valid Responses	2759
		Total Responses	2808





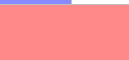


153: Are you currently serving in a command leadership position (e.g. Commanding Officer, Executive Officer, Officer -in-Charge, Chief of Staff, Executive Assistant, Deputy, Executive Director, Command Master chief, or Senior Enlisted Advisor)?

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

Response	Chart	Frequency	Count
Yes		7.3%	204
No		92.7%	2604
		Valid Responses	2808
		Total Responses	2808

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		1.0%	2
2		2.5%	5
3		4.0%	8
4		3.0%	6
5		8.6%	17
6		8.1%	16
7		15.2%	30
8		30.8%	61
9		17.2%	34
10		9.6%	19
Not Answered			2
		Mean	7.247
		Standard Deviation	2.039
		Valid Responses	198

	Total Responses	200
--	------------------------	------------

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		31.0%	62
Frequent Town Hall/CO meetings with workforce		20.5%	41
Visiting and talking with individuals in the workforce		73.0%	146
Communication through chain-of-command (directly/indirectly)		56.5%	113
Purely a guess		5.0%	10
		Valid Responses	200
		Total Responses	200

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		7.0%	14
Availability of Childcare		16.5%	33
Access to Medical/Dental Care		15.0%	30
Morale, Welfare, Recreation Services		17.0%	34
Pay & Allowances		24.5%	49
Working Hours		28.0%	56
Individual Augmentation		28.0%	56
Other:		15.0%	30

	Valid Responses	200
	Total Responses	200




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		7.5%	15
Availability of Family Housing		5.5%	11
Fleet Family Support Housing		6.5%	13
Medical/Dental Services		15.0%	30
Availability of Childcare		9.0%	18
Morale, Welfare, & Recreation Services		11.5%	23
Religious Services		4.5%	9
Ombudsman Program		4.5%	9
Personnel Support Detachment		15.0%	30
Access to Government Vehicles		8.0%	16
Security		5.0%	10
Facilities (repairs, maintenance, space, etc.)		14.5%	29
Facilities Support (custodial, grounds, pest control, etc)		6.0%	12
Environmental		3.0%	6
Air Operations		1.5%	3
Supply Support		4.5%	9
Safety		3.5%	7
		Valid Responses	200
		Total Responses	200


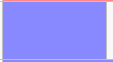




158: Is your command properly resourced to conduct its mission (people, tools, training, spare parts, supplies, etc.)?

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

Response	Chart	Frequency	Count
Yes		56.5%	113
No		36.5%	73
Don't know		7.0%	14
		Valid Responses	200
		Total Responses	200


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		64.4%	47
Tools/Equipment		27.4%	20
Training		31.5%	23
Spare Parts		34.2%	25
Supplies		21.9%	16
Other		20.5%	15
		Valid Responses	73
		Total Responses	73

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


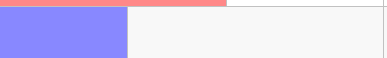
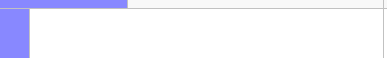
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		62.4%	123

No		31.5%	62
Don't know		6.1%	12
Not Answered			3
		Valid Responses	197
		Total Responses	200

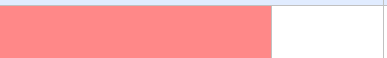
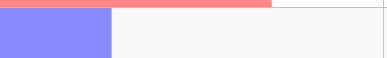
161: Does your command have sufficient Information Technology resources (computers, web access, bandwidth, training, etc.) to meet your personnel's training requirements?

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

Response	Chart	Frequency	Count
Yes		59.1%	117
No		33.3%	66
Don't know		7.6%	15
Not Answered			2
		Valid Responses	198
		Total Responses	200

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

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

Response	Chart	Frequency	Count
Yes		70.5%	141
No		29.5%	59
		Valid Responses	200
		Total Responses	200

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

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

Response	Chart	Frequency	Count
Iraq		62.4%	88
Afghanistan		74.5%	105
Other		48.9%	69
		Valid Responses	141
		Total Responses	141





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		10.9%	15
2		10.9%	15
3		5.8%	8
4		7.2%	10
5		1.4%	2
More than 5		6.5%	9
Not Applicable all personnel filled their designated IA billets		57.2%	79
Not Answered			3
		Valid Responses	138
		Total Responses	141






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		17.8%	24
No		10.4%	14
Don't Know		36.3%	49
Not Applicable		35.6%	48
Not Answered			6
		Valid Responses	135
		Total Responses	141


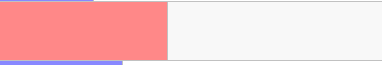

166: My command has used mission funding to offset deficiencies in the Host Installation command (Base) support.

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

Response	Chart	Frequency	Count
Strongly Agree		5.5%	11
Agree		13.6%	27
Neither Agree nor Disagree\Don't know		58.3%	116
Disagree		15.6%	31
Strongly Disagree		7.0%	14
Not Answered			1
		Valid Responses	199
		Total Responses	200

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		24.0%	48
No		44.0%	88
Don't know		32.0%	64
		Valid Responses	200
		Total Responses	200

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

SPOUSES OF ACTIVE DUTY MILITARY

APPENDIX B

SUMMARY OF SURVEY DATA ANALYSIS SPOUSE PERSPECTIVE

1. Overall Observations and Methodology. The Naval Inspector General (NAVINGEN) conducted an on-line survey of spouses of Active Duty Military from 21 March through Monday, 11 April 2011 in support of the Southeast Region (Coastal) Area Visit held from 25 April through Friday, 13. There were a total of 194 spouse respondents to the survey, with 184 (94.80%) females and 10 (5.2%) males.

2. Quality of Life. The active duty military spouse survey respondents rated their Quality of Home Life (QOHL) at 6.82 on a scale of 1 to 10 ('worst' to 'best'). This data is a roll up of information across various subparts of this region to include Jacksonville, Mayport, and Orlando Florida, as well as Charleston South Carolina and Kings Bay Georgia.

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.

THIS PAGE LEFT INTENTIONALLY BLANK





~~FOR OFFICIAL USE ONLY~~

SOUTHEAST AREA VISIT 2011

SPOUSES OF ACTIVE DUTY MILITARY


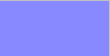


1: I am the spouse of an active duty member assigned near or at:

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

Response	Chart	Frequency	Count
Orlando		2.1%	4
Charleston		6.2%	12
Mayport		37.1%	72
Jacksonville		34.0%	66
Kings Bay		17.5%	34
Other		3.1%	6
		Valid Responses	194
		Total Responses	194

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		37.8%	73
Submarine		0.0%	0
Ship		25.9%	50
Training		2.1%	4
Hospital/Clinic		3.1%	6
Aircraft/Squadron		24.9%	48
Battalion		1.0%	2
Personnel Support Detachment		0.5%	1
Other		4.7%	9

~~FOR OFFICIAL USE ONLY~~

Not Answered			1
		Valid Responses	193
		Total Responses	194

3: My spouse's rank is:

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

Response	Chart	Frequency	Count
E1 - E4		11.9%	23
E5 - E6		35.6%	69
E7 - E9		21.1%	41
CWO2 - O3		16.5%	32
O4- O5		11.3%	22
O6 & Above		3.6%	7
		Valid Responses	194
		Total Responses	194

4: My gender is:

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

Response	Chart	Frequency	Count
Male		5.2%	10
Female		94.8%	184
		Valid Responses	194
		Total Responses	194

5: My age category is:

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

Response	Chart	Frequency	Count
17 - 23		12.4%	24
25 - 34		47.9%	93
35 - 44		29.4%	57
45 - 54		8.8%	17
55 -64		1.5%	3
65 +		0.0%	0
		Valid Responses	194
		Total Responses	194

6: I am:


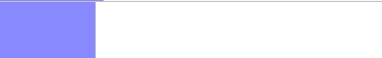
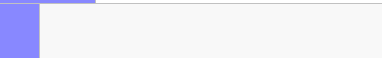
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Employed on base		21.6%	42
Employed off base		29.4%	57
Unemployed (by choice)		30.9%	60
Unemployed (employment not available)		12.9%	25
Volunteer		5.2%	10
		Valid Responses	194
		Total Responses	194

7: A command sponsor contacted my spouse before we arrived at this command.

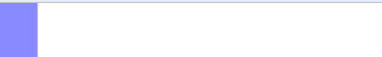
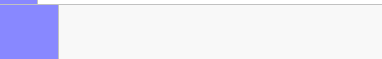
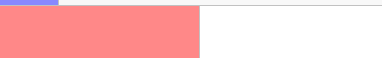
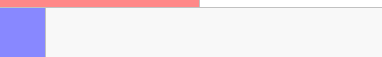
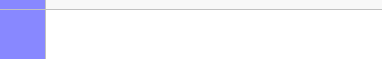
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		38.2%	68

No		27.0%	48
Don't Know		24.7%	44
Not Applicable		10.1%	18
		Valid Responses	178
		Total Responses	178


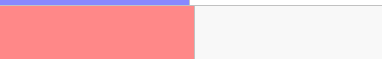
8: My spouse's sponsor was helpful in our transition.

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

Response	Chart	Frequency	Count
Strongly Agree		9.9%	17
Agree		15.1%	26
Neither Agree/Disagree		51.7%	89
Disagree		11.6%	20
Strongly Disagree		11.6%	20
Not Answered			6
		Valid Responses	172
		Total Responses	178



9: I know my spouse's command Ombudsman.

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

Response	Chart	Frequency	Count
Yes		49.4%	87
No		50.6%	89
Not Answered			2
		Valid Responses	176
		Total Responses	178


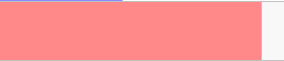
10: I receive a newsletter from the Ombudsman.

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

Response	Chart	Frequency	Count
Yes		42.4%	75
No		57.6%	102
Not Answered			1
		Valid Responses	177
		Total Responses	178


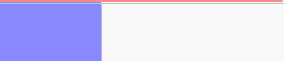
11: I have contacted my spouse's command Ombudsman.

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

Response	Chart	Frequency	Count
Yes		32.2%	57
No		67.8%	120
Not Answered			1
		Valid Responses	177
		Total Responses	178



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		73.3%	129
No		26.7%	47
Not Answered			2
		Valid Responses	176
		Total Responses	178






13: Our family has a disaster preparedness plan.

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

Response	Chart	Frequency	Count
Yes		63.6%	112
No		36.4%	64
Not Answered			2
		Valid Responses	176
		Total Responses	178

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		12.4%	22
Agree		32.2%	57
Neither Agree nor Disagree		14.1%	25
Disagree		16.4%	29
Strongly Disagree		24.9%	44
Not Answered			1
		Valid Responses	177
		Total Responses	178

15: On a scale from 1 (worst) to 10 (best), please rate your quality of home life (QOHL) in the Southeast Region. 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		1.7%	3

2		1.1%	2
3		5.7%	10
4		7.5%	13
5		10.3%	18
6		11.5%	20
7		16.1%	28
8		27.6%	48
9		7.5%	13
10		10.9%	19
Not Answered			4
		Mean	6.816
		Standard Deviation	2.140
		Valid Responses	174
		Total Responses	178

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		50.0%	89
Quality of schools		24.7%	44
Quality of available childcare		8.4%	15
Shopping & dining opportunities		38.8%	69
Recreational opportunities		38.8%	69
Access to employment		22.5%	40
Access to quality medical/dental care		25.8%	46
Cost of living		33.1%	59

~~FOR OFFICIAL USE ONLY~~

Other		13.5%	24
		Valid Responses	178
		Total Responses	178

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		16.3%	29
Quality of schools		40.4%	72
Quality of available childcare		14.0%	25
Shopping & dining opportunities		13.5%	24
Recreational opportunities		17.4%	31
Access to employment		39.3%	70
Access to quality medical/dental care		15.2%	27
Cost of living		33.7%	60
Other		22.5%	40
		Valid Responses	178
		Total Responses	178

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		11.3%	20
2		7.3%	13
3		9.6%	17

4		5.1%	9
5		9.0%	16
6		7.3%	13
7		7.9%	14
8		6.2%	11
9		2.3%	4
10		5.6%	10
Not Applicable		28.2%	50
Not Answered			1
		Mean	4.827
		Standard Deviation	2.795
		Valid Responses	177
		Total Responses	178

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		62.1%	77
Spouse promotion opportunities		19.4%	24
Spouse work hours		32.3%	40
Financial impact to family/money needed		43.5%	54
Impact to family life		38.7%	48
Childcare needed		21.0%	26
		Valid Responses	124
		Total Responses	124

20: I currently reside:

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

Response	Chart	Frequency	Count
On the economy (purchased home)		52.6%	90
On the economy (rented/leased a home)		32.7%	56
Public/Private Venture (PPV) Housing		1.8%	3
Govt. Family Housing		12.9%	22
		Valid Responses	171
		Total Responses	171

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		1.1%	1
2		0.0%	0
3		2.2%	2
4		3.3%	3
5		10.0%	9
6		8.9%	8
7		15.6%	14
8		18.9%	17
9		17.8%	16
10		22.2%	20
		Mean	7.667
		Standard Deviation	2.011
		Valid Responses	90

	Total Responses	90
--	------------------------	-----------

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)


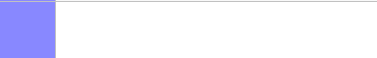
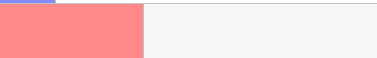
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home/condominium		56.7%	51
Quality of the home/condominium		42.2%	38
Affordability of the home/condominium		34.4%	31
Within Basic Allowance for Housing amount		23.3%	21
Affordability of Home Owners' Insurance		6.7%	6
Quality of the neighborhood		57.8%	52
Safety and security		30.0%	27
School system		21.1%	19
	Valid Responses	90	
	Total Responses	90	

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)


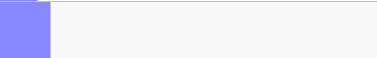

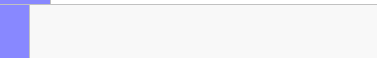

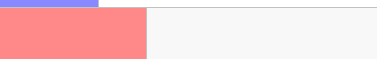
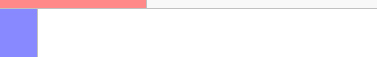
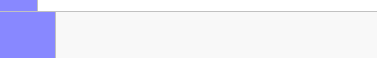
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home/condominium		22.2%	20
Quality of the home/condominium		15.6%	14
Affordability of the home/condominium		28.9%	26
Within Basic Allowance for Housing amount		26.7%	24
Affordability of Home Owners' Insurance		24.4%	22

Quality of the neighborhood		14.4%	13
Safety and security		14.4%	13
School system		37.8%	34
		Valid Responses	90
		Total Responses	90





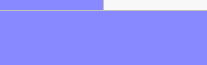



24: Rate your satisfaction with your rented/leased/apartment on a scale of 1 (worst) to 10 (best).

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

Response	Chart	Frequency	Count
1		0.0%	0
2		1.8%	1
3		5.4%	3
4		8.9%	5
5		8.9%	5
6		3.6%	2
7		21.4%	12
8		33.9%	19
9		5.4%	3
10		10.7%	6
		Mean	6.982
		Standard Deviation	2.023
		Valid Responses	56
		Total Responses	56


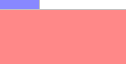






25: Please indicate up to three main factors that have a **positive** impact on your rating for your rented/leased/apartment: (Choose three or less)

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

Response	Chart	Frequency	Count
Location of rented/leased/apartment		76.8%	43
Quality of the rented/leased/apartment		32.1%	18
Affordability of the rented/leased/apartment		30.4%	17
Within Basic Allowance for Housing amount		25.0%	14
Quality of the neighborhood		51.8%	29
Safety and security		41.1%	23
Available maintenance services		5.4%	3
Affordability of Renters Insurance		7.1%	4
		Valid Responses	56
		Total Responses	56

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		10.7%	6
Quality of the rented/leased/apartment		35.7%	20
Affordability of the rented/leased/apartment		26.8%	15
Within Basic Allowance for Housing amount		32.1%	18
Quality of the neighborhood		14.3%	8
Safety and security		23.2%	13
Available maintenance services		32.1%	18
Affordability of Renters Insurance		16.1%	9

	Valid Responses	56
	Total Responses	56

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		25.0%	1
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		50.0%	2
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		25.0%	1
		Mean	5.750
		Standard Deviation	3.686
		Valid Responses	4
		Total Responses	4

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		50.0%	2

Quality of the home		50.0%	2
Affordability of the PPV home		0.0%	0
Within Basic Allowance for Housing amount		50.0%	2
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		50.0%	2
School system		0.0%	0
Available maintenance services		50.0%	2
		Valid Responses	4
		Total Responses	4

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		25.0%	1
Quality of the home		50.0%	2
Affordability of the PPV home		25.0%	1
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		75.0%	3
Safety and security		25.0%	1
School system		25.0%	1
Available maintenance services		0.0%	0
		Valid Responses	4
		Total Responses	4

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		9.1%	2
2		13.6%	3
3		9.1%	2
4		4.5%	1
5		9.1%	2
6		18.2%	4
7		13.6%	3
8		13.6%	3
9		9.1%	2
10		0.0%	0
		Mean	5.227
		Standard Deviation	2.599
		Valid Responses	22
		Total Responses	22

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


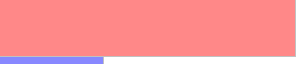





(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		77.3%	17
Quality of the home		13.6%	3
Quality of the neighborhood		31.8%	7
Safety and security		68.2%	15
School system		13.6%	3

Available maintenance service		45.5%	10
Affordability of Renters Insurance		13.6%	3
		Valid Responses	22
		Total Responses	22

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		13.6%	3
Quality of the home		77.3%	17
Quality of the neighborhood		27.3%	6
Safety and security		27.3%	6
School system		27.3%	6
Available maintenance service		31.8%	7
Affordability of Renters Insurance		9.1%	2
		Valid Responses	22
		Total Responses	22

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		4.2%	7
2		2.4%	4
3		1.8%	3
4		2.4%	4

5		7.8%	13
6		5.4%	9
7		5.4%	9
8		13.9%	23
9		6.0%	10
10		6.0%	10
Do not use		44.6%	74
		Mean	6.478
		Standard Deviation	2.606
		Valid Responses	166
		Total Responses	166

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		31.9%	53
Quality of services		25.9%	43
Appointment availability		6.6%	11
Staff's customer service		25.3%	42
Hours of operation		15.1%	25
		Valid Responses	166
		Total Responses	166

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		12.0%	20
Quality of services		9.6%	16
Appointment availability		15.7%	26
Staff's customer service		15.1%	25
Hours of operation		19.3%	32
		Valid Responses	166
		Total Responses	166

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		0.0%	0
2		1.2%	2
3		2.4%	4
4		5.5%	9
5		9.1%	15
6		9.1%	15
7		10.4%	17
8		17.1%	28
9		8.5%	14
10		13.4%	22
Do not use		23.2%	38
Not Answered			2

	Mean	7.190
	Standard Deviation	2.084
	Valid Responses	164
	Total Responses	166





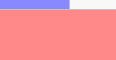
37: Please indicate up to three main factors that have a **positive** impact on your rating for MWR:
(Choose three or less)

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

Response	Chart	Frequency	Count
Variety of MWR services available		54.2%	90
Quality of services		24.1%	40
Cost		47.0%	78
Staff's customer service		18.1%	30
Hours of operation		7.8%	13
		Valid Responses	166
		Total Responses	166

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		13.9%	23
Quality of services		11.4%	19
Cost		12.0%	20
Staff's customer service		18.1%	30
Hours of operation		31.3%	52
		Valid Responses	166

	Total Responses	166
--	------------------------	------------

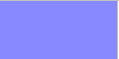
39: Rate your satisfaction with the NEX services on a scale of 1 (worst) to 10 (best).

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

Response	Chart	Frequency	Count
1		1.8%	3
2		3.0%	5
3		3.6%	6
4		6.1%	10
5		12.1%	20
6		13.9%	23
7		22.4%	37
8		21.2%	35
9		8.5%	14
10		5.5%	9
Do not use		1.8%	3
Not Answered			1
		Mean	6.568
		Standard Deviation	2.024
		Valid Responses	165
		Total Responses	166

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		30.7%	51

Quality of merchandise selections		44.6%	74
Cost		60.8%	101
Staff's customer service		24.7%	41
Hours of operation		18.1%	30
		Valid Responses	166
		Total Responses	166

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
Variety of merchandise selections		51.2%	85
Quality of merchandise selections		16.3%	27
Cost		31.3%	52
Staff's customer service		29.5%	49
Hours of operation		28.9%	48
		Valid Responses	166
		Total Responses	166

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		2.5%	4
2		2.5%	4
3		1.8%	3
4		2.5%	4
5		7.4%	12

6		9.2%	15
7		19.0%	31
8		28.8%	47
9		15.3%	25
10		6.7%	11
Do not use		4.3%	7
Not Answered			3
		Mean	7.147
		Standard Deviation	2.015
		Valid Responses	163
		Total Responses	166

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		43.4%	72
Quality of products/produce/meats selection		45.8%	76
Cost		75.9%	126
Staff's customer service		15.7%	26
Hours of operation		12.0%	20
		Valid Responses	166
		Total Responses	166

~~FOR OFFICIAL USE ONLY~~

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		33.7%	56
Quality of products/produce/meats selection		24.1%	40
Cost		17.5%	29
Staff's customer service		21.1%	35
Hours of operation		42.2%	70
		Valid Responses	166
		Total Responses	166

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		43.0%	71
No		57.0%	94
Not Answered			1
		Valid Responses	165
		Total Responses	166

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		1.4%	1

2		0.0%	0
3		2.8%	2
4		1.4%	1
5		5.6%	4
6		1.4%	1
7		2.8%	2
8		5.6%	4
9		8.5%	6
10		1.4%	1
Do not use		69.0%	49
		Mean	6.682
		Standard Deviation	2.419
		Valid Responses	71
		Total Responses	71

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)		8.5%	6
Quality of childcare services (regular &/or drop off)		22.5%	16
Cost of services		22.5%	16
Customer service		12.7%	9
Hours of operation		14.1%	10
		Valid Responses	71
		Total Responses	71

~~FOR OFFICIAL USE ONLY~~

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)		21.1%	15
Quality of childcare services (regular &/or drop off)		7.0%	5
Cost of services		15.5%	11
Customer service		4.2%	3
Hours of operation		12.7%	9
		Valid Responses	71
		Total Responses	71

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		1.5%	1
2		0.0%	0
3		0.0%	0
4		1.5%	1
5		4.6%	3
6		3.1%	2
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
Do not use		89.2%	58

Not Answered		6
	Mean	4.571
	Standard Deviation	1.591
	Valid Responses	65
	Total Responses	71



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		8.5%	6
Availability of childcare services (regular &/or drop off)		2.8%	2
Quality of childcare services (regular &/or drop off)		1.4%	1
Cost		4.2%	3
Staff		2.8%	2
Hours of operation		4.2%	3
	Valid Responses	71	
	Total Responses	71	

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		5.6%	4
Availability of childcare services (regular &/or drop off)		9.9%	7

Quality of childcare services (regular &/or drop off)		8.5%	6
Cost		11.3%	8
Staff		0.0%	0
Hours of operation		2.8%	2
		Valid Responses	71
		Total Responses	71

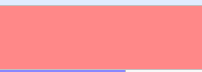




52: Rate your satisfaction with your healthcare benefits on a scale of 1 (worst) to 10 (best)

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

Response	Chart	Frequency	Count
1		3.7%	6
2		4.3%	7
3		7.5%	12
4		1.2%	2
5		11.8%	19
6		9.9%	16
7		11.2%	18
8		24.8%	40
9		14.9%	24
10		10.6%	17
Not Answered			3
		Mean	6.752
		Standard Deviation	2.465
		Valid Responses	161
		Total Responses	164




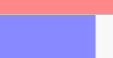

53: Please indicate up to three main factors that have a **positive** impact on your rating for healthcare benefits: (Choose three or less)

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

Response	Chart	Frequency	Count
Types of healthcare services available		52.4%	86
Appointment availability		32.3%	53
Waiting Time		18.9%	31
Time with staff or care provider		29.3%	48
Hours of operation		15.9%	26
		Valid Responses	164
		Total Responses	164

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		18.9%	31
Appointment availability		46.3%	76
Waiting Time		50.0%	82
Time with staff or care provider		25.0%	41
Hours of operation		26.8%	44
		Valid Responses	164
		Total Responses	164

55: Since being assigned to the area, have you experienced abusive behavior from your spouse?

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

Response	Chart	Frequency	Count
Yes		2.4%	4
No		97.6%	160
		Valid Responses	164
		Total Responses	164

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		75.0%	3
Not Applicable		25.0%	1
Not Answered			1
		Valid Responses	4
		Total Responses	5

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		75.0%	3
No		0.0%	0
Not Applicable		25.0%	1
Not Answered			1
		Valid Responses	4

	Total Responses	5
--	------------------------	----------



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.)		20.0%	1
Financial stress		0.0%	0
Jealousy		0.0%	0
Alcohol related		20.0%	1
Family history of abuse		0.0%	0
Not Applicable		40.0%	2
		Valid Responses	5
		Total Responses	5

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		60.0%	3
Civilian counseling center		20.0%	1
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		40.0%	2
No one, didn't report		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	5
		Total Responses	5


60: Fraternalization is occurring in my spouse's command/organization.

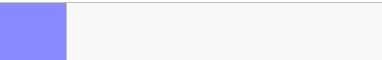
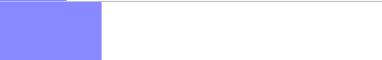
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		3.7%	6
Agree		11.0%	18
Neither Agree nor Disagree\Don't know		50.6%	83
Disagree		13.4%	22
Strongly Disagree		21.3%	35
		Valid Responses	164
		Total Responses	164

61: Sexual harassment is occurring in my spouse's command/organization.

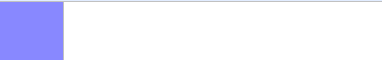




(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		1.8%	3
Agree		1.2%	2
Neither Agree nor Disagree\Don't know		53.7%	88

Disagree		17.1%	28
Strongly Disagree		26.2%	43
		Valid Responses	164
		Total Responses	164



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		16.5%	27
Agree		29.3%	48
Neither Agree nor Disagree		29.9%	49
Disagree		16.5%	27
Strongly Disagree		7.9%	13
		Valid Responses	164
		Total Responses	164



63: I know who my Voting Assistance Officer (VAO) is.

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

Response	Chart	Frequency	Count
Yes		5.5%	9
No		94.5%	154
Not Answered			1
		Valid Responses	163
		Total Responses	164



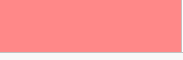
64: I voted in the last election.

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

Response	Chart	Frequency	Count
Yes		61.6%	101
No		38.4%	63
		Valid Responses	164
		Total Responses	164





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		34.4%	22
I didn't know to		18.8%	12
Other		46.9%	30
Not Answered			2
		Valid Responses	64
		Total Responses	66

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		1.8%	3
Satisfied		3.7%	6
Neither Satisfied nor Dissatisfied		77.9%	127
Dissatisfied		8.6%	14
Very Dissatisfied		7.4%	12

	Valid Responses	163
	Total Responses	163

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

THIS PAGE LEFT INTENTIONALLY BLANK

~~FOR OFFICIAL USE ONLY~~

APPENDIX C

SUMMARY OF SURVEY DATA ANALYSIS

RESERVE COMPONENT PERSONNEL

APPENDIX C

SUMMARY OF SURVEY DATA ANALYSIS RESERVE COMPONENT PERSONNEL

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted an on-line survey of Selected Reserve (SELRES) personnel from 21 March through Monday, 11 April 2011 in support of the Southeast Region (Coastal) Area Visit held from 25 April through Friday, 13. There were a total of 28 reserve respondents to the survey, with both being males.
2. Quality of Life. The reserve survey respondents rated their Quality of Home Life (QOHL) at 6.86 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 (NOSC); 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.

THIS PAGE LEFT INTENTIONALLY BLANK

~~FOR OFFICIAL USE ONLY~~

SOUTHEAST 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)

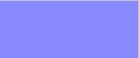
Response	Chart	Frequency	Count
Base Support (PSD, Air Ops, Port Ops, etc.)		14.3%	4
Shore Support (IMA, AIMD, Shipyard, NSSC, etc.)		3.6%	1
Expeditionary Forces (All NECC units)		3.6%	1
Special Warfare/Special Operations		0.0%	0
Security		3.6%	1
Hospital/Clinic		0.0%	0
Air Forces		57.1%	16
Surface Forces		3.6%	1
Submarine Forces		0.0%	0
Supply		0.0%	0
Staff		3.6%	1
Other		10.7%	3
		Valid Responses	28
		Total Responses	28

2: I drill at Navy Support operational Center (NOSC)

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



Response	Chart	Frequency	Count
NOSC Charleston		7.1%	2
NOSC Jacksonville		57.1%	16
NOSC Orlando		0.0%	0

~~FOR OFFICIAL USE ONLY~~

Other		35.7%	10
		Valid Responses	28
		Total Responses	28





3: Gender:

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

Response	Chart	Frequency	Count
Male		75.0%	21
Female		25.0%	7
		Valid Responses	28
		Total Responses	28




4: Age:

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

Response	Chart	Frequency	Count
17-24		0.0%	0
25-34		17.9%	5
35-44		42.9%	12
45-54		35.7%	10
55-60		0.0%	0
60+		3.6%	1
		Valid Responses	28
		Total Responses	28



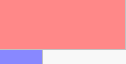



5: Reserve Status

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

Response	Chart	Frequency	Count
Selected Reserve, in a drill status/not on recall		78.6%	22
Selected Reserve, in a recall status on active duty		17.9%	5
Volunteer Training Unit (VTU) member		3.6%	1
		Valid Responses	28
		Total Responses	28


6: Rank:

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

Response	Chart	Frequency	Count
E1 - E4		7.1%	2
E5 - E6		28.6%	8
E7 - E9		28.6%	8
CWO2 - 03		7.1%	2
04 - 05		25.0%	7
06 - Flag Officer		3.6%	1
		Valid Responses	28
		Total Responses	28

7: 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		3.6%	1

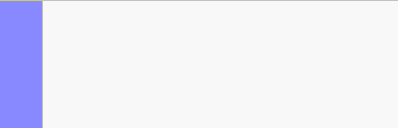

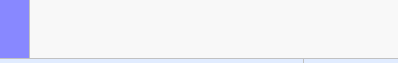
2		3.6%	1
3		7.1%	2
4		0.0%	0
5		10.7%	3
6		7.1%	2
7		17.9%	5
8		25.0%	7
9		17.9%	5
10		7.1%	2
		Mean	6.857
		Standard Deviation	2.368
		Valid Responses	28
		Total Responses	28

8: 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)


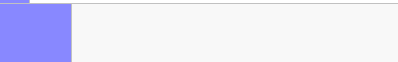

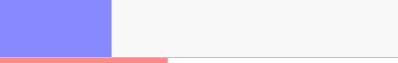

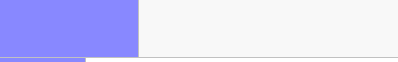

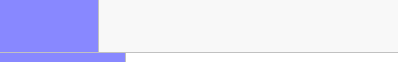

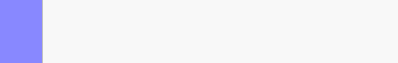


Response	Chart	Frequency	Count
Job satisfaction		46.4%	13
Leadership support		50.0%	14
Leadership opportunities		17.9%	5
Length of workday		10.7%	3
Advancement opportunities		0.0%	0
Training opportunities		21.4%	6
Awards and recognition		10.7%	3
Command climate		28.6%	8
Quality of the workplace facilities		14.3%	4

~~FOR OFFICIAL USE ONLY~~

Frequency of deployments/Individual Augmentations (e.g.IAMM or GSA)		7.1%	2
Pay & Benefits		42.9%	12
Other		3.6%	1
		Valid Responses	28
		Total Responses	28

9: 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		3.6%	1
Leadership support		14.3%	4
Leadership opportunities		28.6%	8
Length of workday		25.0%	7
Advancement opportunities		39.3%	11
Training opportunities		32.1%	9
Awards and recognition		17.9%	5
Command climate		21.4%	6
Quality of the workplace facilities		28.6%	8
Frequency of deployments/Individual Augmentations (e.g.IAMM or GSA)		7.1%	2
Pay & Benefits		3.6%	1
Other		17.9%	5
		Valid Responses	28
		Total Responses	28

~~FOR OFFICIAL USE ONLY~~

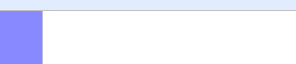
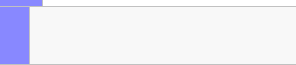


10: Are you currently serving in a command leadership position (e.g. Flag Officer, Commanding Officer, Executive Officer, OIC, or Command Master, Senior Enlisted Advisor)?

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

Response	Chart	Frequency	Count
Yes		22.2%	6
No		77.8%	21
Not Answered			1
		Valid Responses	27
		Total Responses	28

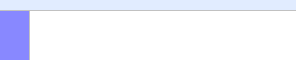
11: How would you rate the level of necessary manpower your reserve unit has available to effectively achieve its mission objectives.

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

Response	Chart	Frequency	Count
Over Manned		11.1%	3
Fully Manned		7.4%	2
Adequately Manned		29.6%	8
Undermanned		51.9%	14
Not Answered			1
		Valid Responses	27
		Total Responses	28

12. For questions 12, 13 and 15-21, 1 is the lowest and 10 is the highest: On a scale of 1 to 10, how would you rate the level of necessary hardware your command has available to effectively achieve its mission objectives. (1 is least effective)

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

Response	Chart	Frequency	Count
1		3.7%	1



2		3.7%	1
2		3.7%	1
4		3.7%	1
5		18.5%	5
6		14.8%	4
7		3.7%	1
8		22.2%	6
9		14.8%	4
10		11.1%	3
Not Answered			1
		Mean	6.667
		Standard Deviation	2.449
		Valid Responses	27
		Total Responses	28

13: 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
1		3.7%	1
2		7.4%	2
3		14.8%	4
4		18.5%	5
5		11.1%	3
6		0.0%	0
7		7.4%	2
8		14.8%	4










~~FOR OFFICIAL USE ONLY~~

9		18.5%	5
10		3.7%	1
Not Answered			1
		Mean	5.667
		Standard Deviation	2.717
		Valid Responses	27
		Total Responses	28

14: 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?

15: How would you rate the support provided by your servicing Navy Support Operational Center (NOSC)?









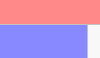

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		7.4%	2
2		0.0%	0
3		7.4%	2
4		14.8%	4
5		22.2%	6
6		11.1%	3
7		7.4%	2
8		14.8%	4
9		11.1%	3
10		3.7%	1
Not Answered			1
		Mean	5.741

	Standard Deviation	2.395
	Valid Responses	27
	Total Responses	28


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









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

Response	Chart	Frequency	Count
1		7.4%	2
2		3.7%	1
3		7.4%	2
4		3.7%	1
5		14.8%	4
6		0.0%	0
7		7.4%	2
8		14.8%	4
9		22.2%	6
10		18.5%	5
Not Answered			1
	Mean	6.815	
	Standard Deviation	2.949	
	Valid Responses	27	
	Total Responses	28	

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









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


Response	Chart	Frequency	Count
1		7.4%	2

2		18.5%	5
3		0.0%	0
4		14.8%	4
5		18.5%	5
6		3.7%	1
7		7.4%	2
8		3.7%	1
9		11.1%	3
10		14.8%	4
Not Answered			1
		Mean	5.481
		Standard Deviation	3.043
		Valid Responses	27
		Total Responses	28

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









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

Response	Chart	Frequency	Count
1		7.7%	2
2		3.8%	1
3		3.8%	1
4		0.0%	0
5		30.8%	8
6		15.4%	4
7		3.8%	1
8		11.5%	3
9		19.2%	5

10		3.8%	1
Not Answered			2
	Mean		6.038
	Standard Deviation		2.506
	Valid Responses		26
	Total Responses		28








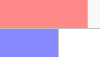


19: How would you rate your satisfaction with the maintenance of your medical records?

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

Response	Chart	Frequency	Count
1		7.4%	2
2		0.0%	0
3		3.7%	1
4		0.0%	0
5		11.1%	3
6		7.4%	2
7		14.8%	4
8		33.3%	9
9		11.1%	3
10		11.1%	3
Not Answered			1
	Mean		7.000
	Standard Deviation		2.402
	Valid Responses		27
	Total Responses		28






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


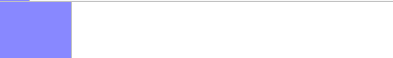
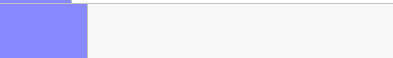


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		7.7%	2
2		7.7%	2
3		3.8%	1
4		3.8%	1
5		11.5%	3
6		15.4%	4
7		3.8%	1
8		19.2%	5
9		11.5%	3
10		15.4%	4
Not Answered			2
		Mean	6.385
		Standard Deviation	2.872
		Valid Responses	26
		Total Responses	28

21: 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
1		3.7%	1
2		3.7%	1
3		3.7%	1
4		3.7%	1
5		25.9%	7

6		3.7%	1
7		14.8%	4
8		18.5%	5
9		7.4%	2
10		14.8%	4
Not Answered			1
		Mean	6.556
		Standard Deviation	2.470
		Valid Responses	27
		Total Responses	28

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

23: How frequently do you use Navy Knowledge Online?

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

Response	Chart	Frequency	Count
At least once a week		33.3%	9
At least once a month		44.4%	12
Less than once a month		22.2%	6
Not Answered			1
		Valid Responses	27
		Total Responses	28

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

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

Response	Chart	Frequency	Count
1		0.0%	0
2		3.7%	1
3		3.7%	1
4		7.4%	2
5		18.5%	5
6		11.1%	3
7		11.1%	3
8		25.9%	7
9		14.8%	4
10		3.7%	1
Not Answered			1
		Mean	6.630
		Standard Deviation	2.060
		Valid Responses	27
		Total Responses	28

25: 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		55.6%	15
No		37.0%	10
Don't know		7.4%	2
Not Answered			1
		Valid Responses	27

	Total Responses	28
--	------------------------	-----------



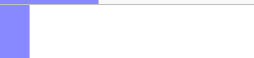
26: Do you have a good understanding of the promotion opportunities with your rate?

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

Response	Chart	Frequency	Count
Yes		70.4%	19
No		14.8%	4
Not Applicable		14.8%	4
Not Answered			1
		Valid Responses	27
		Total Responses	28

27: 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		66.7%	18
No		25.9%	7
Not Applicable		7.4%	2
Not Answered			1
		Valid Responses	27
		Total Responses	28

28: 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		3.7%	1
1-5 hours		22.2%	6
6-10 hours		29.6%	8
11-20 hours		18.5%	5
Greater than 20 hours		25.9%	7
Not Answered			1
		Valid Responses	27
		Total Responses	28

29: 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		51.9%	14
No		48.1%	13
Not Answered			1
		Valid Responses	27
		Total Responses	28

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





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

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

Response	Chart	Frequency	Count
Yes		33.3%	9
No		66.7%	18
Not Answered			1
		Valid Responses	27
		Total Responses	28




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

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

Response	Chart	Frequency	Count
Individually		25.0%	6
As part of a total unit mobilization		4.2%	1
Voluntarily		29.2%	7
Involuntarily		8.3%	2
		Valid Responses	24
		Total Responses	24

33: Have you been recalled more than once?

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

Response	Chart	Frequency	Count
Yes.		6.3%	1
How many times since September 11, 2001?		6.3%	1
No		87.5%	14
Not Answered			8
		Valid Responses	16

	Total Responses	24
--	------------------------	-----------

34: 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		16.7%	2
16-30 days		16.7%	2
31-60 days		33.3%	4
Greater than 60 days		33.3%	4
Not Answered			12
		Valid Responses	12
		Total Responses	24

35: 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		7.7%	1
3		7.7%	1
4		0.0%	0
5		23.1%	3
6		7.7%	1
7		15.4%	2
8		15.4%	2
9		7.7%	1

10		15.4%	2
Not Answered			11
		Mean	6.538
		Standard Deviation	2.504
		Valid Responses	13
		Total Responses	24






36: 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		23.1%	3
2		7.7%	1
3		0.0%	0
4		7.7%	1
5		30.8%	4
6		15.4%	2
7		7.7%	1
8		7.7%	1
9		0.0%	0
10		0.0%	0
Not Answered			11
		Mean	4.308
		Standard Deviation	2.359
		Valid Responses	13
		Total Responses	24

37: On a scale of 1 to 10, rate the administrative support and other services provided by the Navy Mobilization Processing Site (NMPS) from which you mobilized.

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

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		23.1%	3
4		0.0%	0
5		30.8%	4
6		0.0%	0
7		0.0%	0
8		23.1%	3
9		15.4%	2
10		7.7%	1
Not Answered			11
		Mean	6.231
		Standard Deviation	2.522
		Valid Responses	13
		Total Responses	24

38: 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		7.7%	1
2		7.7%	1
3		0.0%	0

4		0.0%	0
5		23.1%	3
6		23.1%	3
7		7.7%	1
8		15.4%	2
9		15.4%	2
10		0.0%	0
Not Answered			11
		Mean	5.923
		Standard Deviation	2.431
		Valid Responses	13
		Total Responses	24

39: 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		8.3%	1
3		8.3%	1
4		8.3%	1
5		16.7%	2
6		33.3%	4
7		0.0%	0
8		16.7%	2
9		0.0%	0
10		8.3%	1

~~FOR OFFICIAL USE ONLY~~

Not Answered			12
		Mean	5.750
		Standard Deviation	2.221
		Valid Responses	12
		Total Responses	24


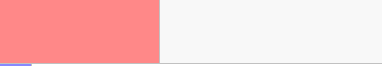

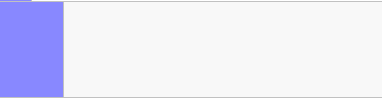
40: On a scale of 1 to 10, rate your experience as it relates to the support provided by your servicing Navy Mobilization Processing Site (NMPS) during your demobilization process.

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

Response	Chart	Frequency	Count
1		0.0%	0
2		16.7%	2
3		16.7%	2
4		8.3%	1
5		25.0%	3
6		16.7%	2
7		0.0%	0
8		8.3%	1
9		0.0%	0
10		8.3%	1
Not Answered			12
		Mean	4.917
		Standard Deviation	2.392
		Valid Responses	12
		Total Responses	24


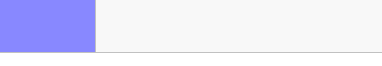
41: Rate the degree to which you were utilized effectively by the Active Component (AC) command to which you were mobilized.

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

Response	Chart	Frequency	Count
I performed the duties of the billet I was recalled to fill		33.3%	4
I performed duties related to my rating/designator		41.7%	5
I performed duties not related to my rating/designator, but for which I received special training prior to mobilization		8.3%	1
I performed duties completely unrelated to my rating/designator, or training		16.7%	2
Not Answered			12
		Valid Responses	12
		Total Responses	24

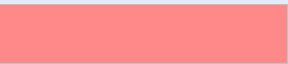
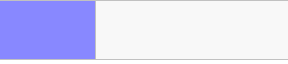
42: Did you perform the duties you expected to perform?

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

Response	Chart	Frequency	Count
Yes		75.0%	9
No		25.0%	3
Not Answered			12
		Valid Responses	12
		Total Responses	24


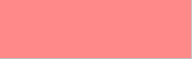
43: Do you believe you received the necessary training, instructions and logistical support to adequately perform your assigned duties while on active duty?

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

Response	Chart	Frequency	Count
Yes		75.0%	9
No		25.0%	3
Not Answered			12
		Mean	1.250
		Standard Deviation	0.452
		Valid Responses	12
		Total Responses	24


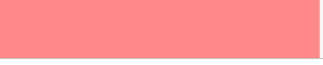
44: Did you experience any problems with pay during your mobilization process?

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

Response	Chart	Frequency	Count
Yes		50.0%	6
No		50.0%	6
Not Answered			12
		Valid Responses	12
		Total Responses	24

45: Did you require medical attention while mobilized?

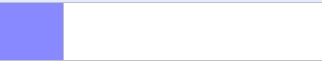

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		16.7%	2
No		83.3%	10
Not Answered			12

	Valid Responses	12
	Total Responses	24



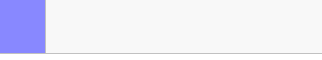
46: Did you require medical attention after you returned from your mobilization?

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

Response	Chart	Frequency	Count
Yes		16.7%	2
No		83.3%	10
Not Answered			12
		Valid Responses	12
		Total Responses	24


47: 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		16.7%	4
VA		0.0%	0
Host Nation		4.2%	1
Civilian		8.3%	2
Other US facility (State Dept, NGO, etc.)		0.0%	0
		Valid Responses	24
		Total Responses	24



48: 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		0.0%	0
No		100.0%	11
Not Answered			13
		Valid Responses	11
		Total Responses	24


49: Was a line of duty investigation conducted?

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

Response	Chart	Frequency	Count
Yes		0.0%	0
No		90.0%	9
Do not know		10.0%	1
Not Answered			14
		Valid Responses	10
		Total Responses	24


50: 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%	12
Not Answered			12
		Valid Responses	12
		Total Responses	24


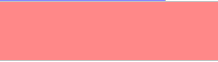
51: Did you notify your Chain of Command that you were experiencing re-employment issues?

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

Response	Chart	Frequency	Count
Yes		0.0%	0
No		100.0%	10
Not Answered			14
		Valid Responses	10
		Total Responses	24




52: Was the issue resolved to your satisfaction?

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

Response	Chart	Frequency	Count
Yes		42.9%	3
No		57.1%	4
Not Answered			17
		Valid Responses	7
		Total Responses	24

53: 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		22.2%	4
Agree		61.1%	11
Disagree		16.7%	3
Strongly Disagree		0.0%	0
Not Answered			1
		Valid Responses	18

	Total Responses	19
--	------------------------	-----------



54: 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		68.4%	13
No		31.6%	6
		Valid Responses	19
		Total Responses	19




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

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

Response	Chart	Frequency	Count
Yes		15.8%	3
No		84.2%	16
		Valid Responses	19
		Total Responses	19

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

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

Response	Chart	Frequency	Count
Yes		44.4%	8
No		33.3%	6
Don't Know		22.2%	4
Not Answered			1
		Valid Responses	18

	Total Responses	19
--	------------------------	-----------

57: 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)		42.1%	8
Supportive		21.1%	4
Neutral		31.6%	6
Non-supportive (discourages my participation in Reserve duties)		5.3%	1
		Valid Responses	19
		Total Responses	19

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

59: 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		5.3%	1
Pay Check		47.4%	9
Education/Training Opportunity		21.1%	4
Travel		42.1%	8
Contribution to National Defense		68.4%	13
Interaction with your Shipmates		63.2%	12
Retirement Benefits		84.2%	16

Other	5.3%	1
	Valid Responses	19
	Total Responses	19

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

61: 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 D

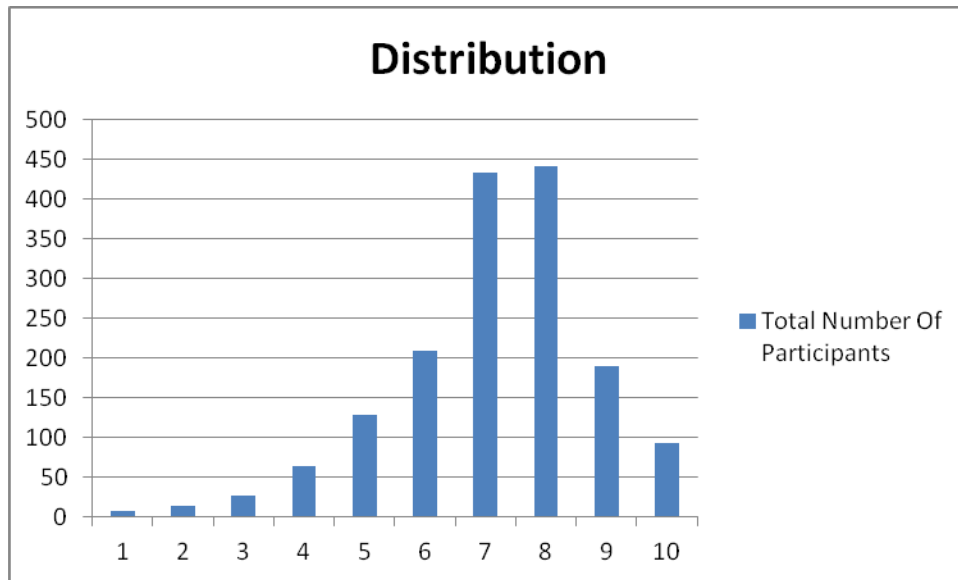
SUMMARY OF FOCUS GROUP DATA ANALYSIS ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL

APPENDIX D

**SUMMARY OF FOCUS GROUP DATA ANALYSIS
ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN
PERSONNEL**

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted 116 active duty military (42 enlisted and 25 officer) and civilian (49) focus groups or round tables, in Cape Canaveral, Orlando, Mayport, and Jacksonville Florida, and Charleston South Carolina and Kings Bay Georgia. A total of 1,638 personnel, consisting of 940 active duty military (57.4 %) and 698 civilians (42.6%) participated in these focus groups on a variety of quality of home life and quality of work life topics.

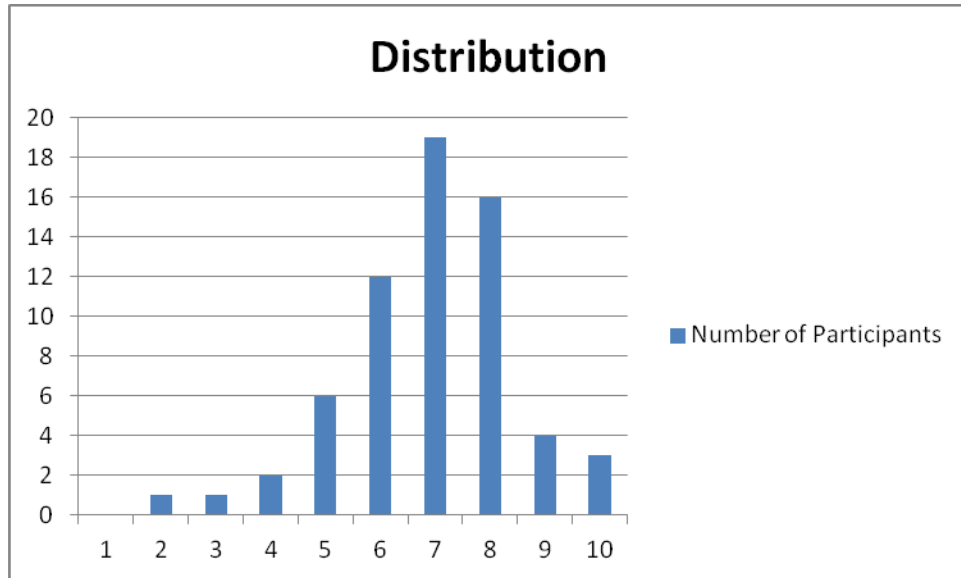
2. Quality of Life. The active duty military and Department of the Navy (DON) civilian personnel focus group participants rated their overall Quality of Life at 7.14, on a scale of 1 to 10 where 1 is ‘worst’ and 10 is ‘best’. The overall distribution of scores for the military and civilians can be seen in the chart below.



3. Major Concerns. Major concerns of the active duty military focus groups in the Southeast (Coastal) Region include: Manning/workload/schedules, Leadership, Communication, Training, Budget/funding, Medical, Advancement, and Traffic.

4. Cape Canaveral, Florida Focus Groups

a. Summary. The Focus Group Team conducted 3 focus groups of active duty military (2 enlisted) and DON civilian (1) participants in Cape Canaveral, Florida. On a scale of 1 to 10, where 1 is ‘worst’ and 10 is ‘best’, they rated their average Quality of Life (QOL) score as 6.91. The average score for the 45 enlisted is 6.82 and 19 civilians is 7.11. The distribution of scores can be seen in the chart below.



b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The major concerns were: Geographic bachelor housing, leadership, communication, PT gear, college/school, and BAH. Other topics included: PTS, standards, watch-bill, uniforms, GMT, pay, motorcycle safety gear, PSD, NSIPS, funeral detail, commute, location, telework, advancement, inspections, and workload.

(1) Both of the military groups stated that there is no bachelor housing available.

(2) Leadership was discussed by the E6 and junior group as well as the civilian group. The E6 and junior group stated that the leadership is trying to make their mark.

(3) Communication was also identified as an issue by the E6 and junior and civilian focus groups. The E6 and junior participants stated that everything done through email. That they have too many calendars to have to keep track of e.g., CO, XO, SEC, CMC, Dept, Div, etc.

(4) Both of the military groups discussed PT gear during their focus groups. They indicated that they would prefer to wear “navy” gear versus PT gear.

(5) College was a topic of discussion in both the military groups.

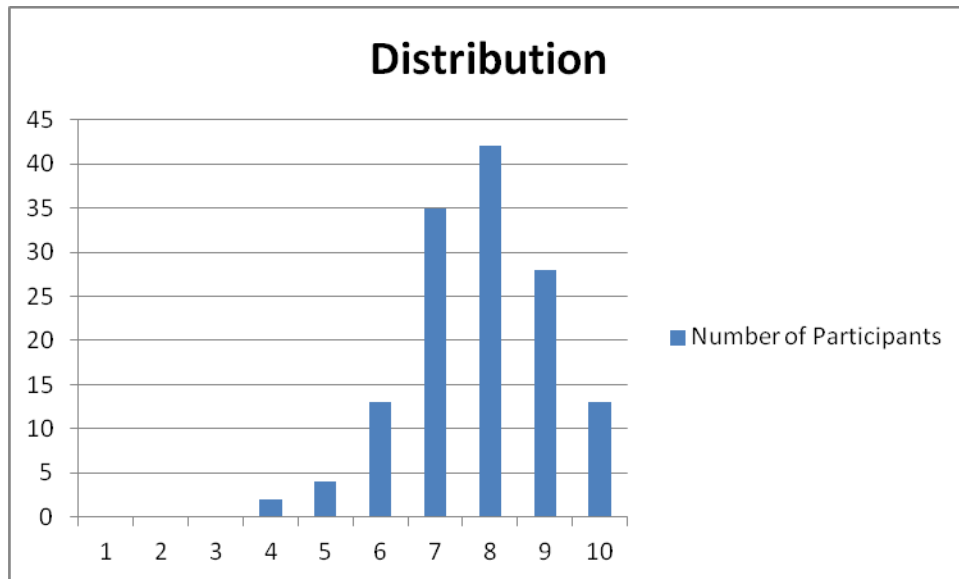
(6) BAH was discussed in both of the military groups. In the E7-9 group participants stated that BAH had dropped for the area.

(7) Other topics discussed by the military groups included: PTS, standards, watch-bill, uniforms, GMT, pay, motorcycle safety gear, PSD, NSIPS, and funeral detail.

(8) Other topics discussed in the civilian focus group included: Commute, location, telework, advancement, inspections, and workload. The issue regarding inspections was specific to the nuclear community. Additionally, workload was related to the command only being one deep in most areas.

4. Orlando, Florida Focus Groups

a. Summary. The Focus Group Team conducted 13 focus groups of active duty military (7) and DON civilian (6) participants in the Orlando, Florida. On a scale of 1 to 10, where 1 is ‘worst’ and 10 is ‘best’, they rated their average Quality of Life (QOL) score as 7.80. The average score for the enlisted is 8.54; officers is 8.50; and civilians is 7.63. The distribution of scores can be seen in the chart below.



b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The major concerns identified by 3 or more groups were: Communication, mentoring/training, advancement, competency alignment, medical, leadership, telework, NMCI, and military/civilian relationships. Additional topics include: standards, Science Technology Research Lab (STRL), ERP, PSD, college, BAH, spousal employment, workload, human resources, budget/funding, pay, force shaping, navy working capital fund, CDC, and commissary.

(1) The number one concern as indicated by 8 military and civilian focus groups was communication. Complaints included too many meetings and lack of understanding of acquisition environment.

(2) Mentoring/training was the second most identified topic with 7 (5 civilian, 1 enlisted, and 1 officer) of the 13 groups discussing it during the focus groups. Several of the groups stated that the new mentorship program, “I mentor – do you?” is starting to work. These comments were provided by both military and civilian focus groups. However, others feel that training is not being provided for new systems or applications that are coming down.

(3) Advancement was discussed in 5 (3 civilian and 2 enlisted) of the groups. During the focus groups participants stated that secretaries are unable to advance because there is no cross

training. They also indicated that individual career development is not being done. They did mention, however, that a new career development plan is being offered to employees.

(4) Competency alignment was mentioned in 4 of the civilian focus groups. Participants feel that the Competency Aligned Organization has a negative impact on their ability to do work. Much of this has to do with serving multiple supervisors and the lack of communication.

(5) Medical was discussed in 4 of the military (1 enlisted and 3 officer) focus groups. The main issue the lack of access to medical care and there not being a clinic.

(6) Leadership was mentioned as an issue by 3 (2 civilian and 1 military) of the focus groups. One of the civilian groups stated that the CO and XO are too busy traveling.

(7) Telework was discussed in 2 civilian and 1 enlisted focus groups. With regard to telework it sounds like it is not well advertised and discouraged from use.

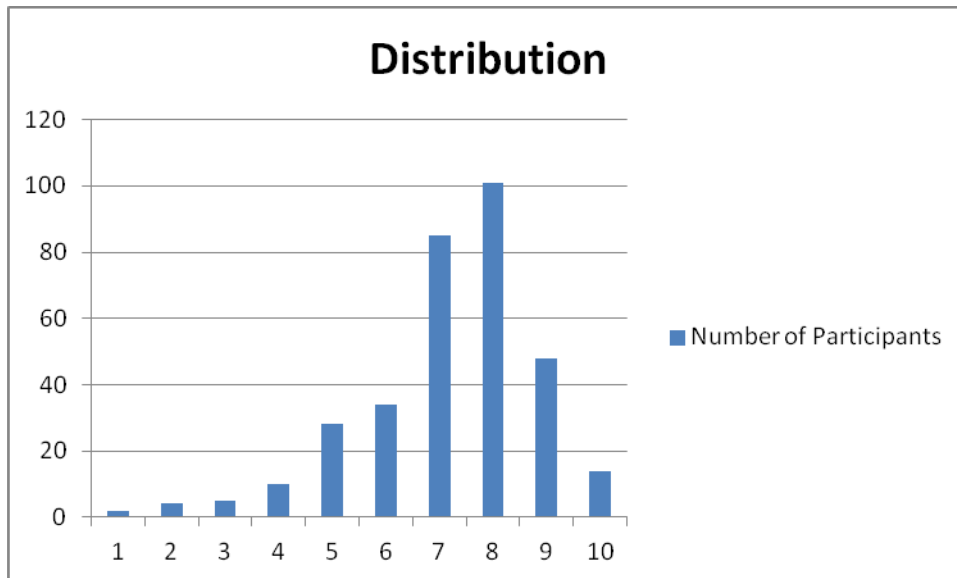
(8) NMCI was discussed by 3 of the civilian focus groups. The main complaint was that there is a long wait time to get computer fixed.

(9) Military/civilian relationships were indicated to be an issue by three of the military focus groups. Examples where military are not treated as the SMEs were given.

(10) Other topics such as standards, Science Technology Research Lab (STRL), ERP, PSD, college, BAH, spousal employment, workload, human resources, budget/funding, pay, force shaping, navy working capital fund, CDC, and commissary were also discussed.

5. Jacksonville, Florida Focus Groups

a. Summary. The Focus Group Team conducted 26 focus groups of active duty military (14) and DON civilian (12) participants in the Jacksonville, Florida. On a scale of 1 to 10, where 1 is 'worst' and 10 is 'best', they rated their average Quality of Life (QOL) score as 7.20. The average score for the enlisted is 6.69; officers is 7.85; and civilians is 7.65. The distribution of individual scores can be seen in the chart below.



b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The major concerns as indicated by 5 or more groups were: Leadership, PTS, traffic/access, communication, facilities/parking, housing, mentoring/training, workload/schedule, pay, medical/dental, budget/funding, work life balance, and ERB.

Other issues, identified by 4 or less groups, included: telework, advancement, commissary/NEX, hiring practices, MWR, PFA/PRT, morale, NMCI/IT, military/civilian relationships, manning, job security, Uniforms, PSC/Admin support, BAH, inspections, HR/OPM, performance reviews, child development center, teamwork, galley, security, standards, college/school, defense travel system, retirement, contracts, lack of transportation, IA deployment, policies, schools for dependents, and benefits .

(1) Leadership was identified as an issue by 10 groups – 5 military and 5 enlisted. Wage grade workers indicated that it is a great job, but some stated that floor supervisors aren't qualified as leaders. GS 9-11 participants stated that they like their supervisors and feel like they get support from the CO/XO. Enlisted members feel like there is a double standard for khakis versus junior enlisted.

(2) Perform to Serve (PTS) – All but one (7 of 8) of the enlisted groups discussed the negative impacts PTS during the focus groups. Additionally, the COs discussed it during the round table – they indicated that they would like to have more control over who should be released from the Navy.

(3) Traffic/access to base was discussed by 5 of the 12 civilian groups and 4 of the 5 military officers groups. The main complaint had to do with getting on and off the base during peak hours.

(4) Communication was discussed in 4 of the civilian, 3 of the enlisted, and 1 officer focus group. In one of the civilian groups they indicated that the headquarters needed to provide better communication. In one of the junior enlisted groups the participants stated that there are too many people in charge so communication poor. Additionally, when they ask questions to

better understand the job, they are told they don't need to know why they should just do it like told.

(5) Facilities and parking were discussed as issues in 5 civilian and 2 military (1 enlisted and 1 officer) focus groups. The facilities issues stemmed around maintenance and cleanliness. Parking was described as an issue in a couple of the groups.

(6) Housing was discussed as an issue in one of the civilian and 5 of the enlisted groups. The civilian group talked about feeling stuck where they were because of the downturn in the housing market. The enlisted participants described the barracks as disgusting.

(7) Mentoring/training was discussed in 6 of the focus groups; 3 civilian and 3 enlisted. In a civilian group (GS 9-11) the participants stated that training requires certifications where books are needed, but the command is not willing to pay for the books. One of the issues mentioned in one of the E7-9 groups was that computer based training does not work.

(8) Workload/schedule was identified as a topic by 6 of focus groups; 4 civilian and 2 enlisted groups. For civilians one of the discussions had to do with providing and alternate work schedule. In one of the senior civilian groups (GS 14-15) the participants mentioned that they are downsizing staff, but still have the same amount of work to accomplish.

(9) Pay was identified as an issue in 5 of the civilian and 1 of the enlisted focus groups. One of the issues for the civilians is the pay freeze.

(10) Medical/dental were discussed in 1 of the civilian, and 2 each of the enlisted and officer focus groups. One of the enlisted indicated that part of the issue is lack of manning at the clinic.

(11) Budget/funding was discussed in 4 civilian and 1 enlisted focus groups. One of the civilian groups stated that budgeting seems like a waste because people have to spend all their money by the end of the year.

(12) Work life balance was discussed by 5 enlisted and 1 officer focus groups. In one of the sea based enlisted focus groups the members were happy because they felt like they were in close proximity to their family. However, in an E5-6 group participants indicated that the multiple moves is hard on families.

(13) Enlisted Retention Boards (ERBs) were discussed in 5 of the 9 enlisted focus groups. In one of the groups participants indicated that they don't feel like they have very good job security; they went through PTS and now face ERBs.

(14) Other topics discussed during focus groups are as follows:

(a) Four groups discussed the following topics: telework, advancement, commissary/NEX, hiring practices, MWR, PFA/PRT, and morale

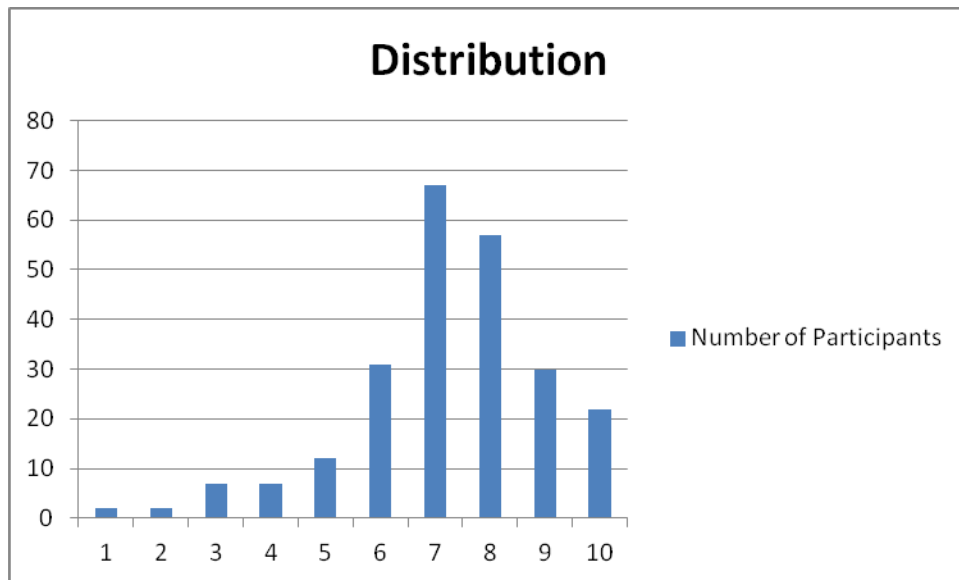
(b) The following topics were identified by 3 groups: pay, NMCI/IT, military/civilian relationships, manning, and job security.

(c) Two focus groups identified the following topics: Uniforms, PSC/Admin support, BAH, inspections, HR/OPM, performance reviews, child development center, teamwork, galley, and security.

(d) The following topics were each discussed by 1 group (not necessarily the same group): Standards, college/school, defense travel system, retirement, contracts, lack of transportation, IA deployment, policies, schools for dependents, and benefits.

6. Mayport, Florida Focus Groups

a. Summary. The Focus Group Team conducted 25 focus groups of active duty military (14) and DON civilian (11) participants in the Mayport, Florida. On a scale of 1 to 10, where 1 is 'worst' and 10 is 'best', they rated their average Quality of Life (QOL) score as 7.24. The average score for the enlisted is 6.33; officers is 7.61; and civilians is 8.00. The distribution of scores can be seen in the chart below.



b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The major concerns as indicated by 6 or more of the focus groups were: Leadership, communication, manning, perform to serve, workload/schedule, budget/funding, medical/dental, supplies/resources, facilities/parking, mentoring/training, and IA deployments. For those topics with 5 or less groups discussing them please see number 12a-e below.

(1) Leadership was the number one topic of discussion by the focus groups. Of the 25 groups 18 discussed leadership, 8 civilian, 7 enlisted, and 3 officer (O4 and junior) groups. One of civilian groups stated that they would like senior civilians to be allowed to supervise their own people. In one of the enlisted focus groups the participants stated that their XO takes power away

from department heads regarding liberty call. One of the O3 focus groups stated that the CO gets down into the weeds and micromanages things.

(2) Communication was discussed by 13 focus groups. All but one (10 of 11) of the civilian groups and 3 of the enlisted groups discussed communication as a topic. Civilian groups indicated that top down communication is not occurring. An enlisted group offered the following as an example; they stated that their ship's deployment had been cancelled months before, but crew was not informed until one week before planned deployment. However, one of the civilian groups stated that communication was good.

(3) Manning was also discussed by 13 focus groups; 4 civilian, 5 enlisted, and 4 officer focus groups. One of the concerns a civilian group had was that although the work force is stable they are also aging. An E 7-9 group indicated that training and maintenance is not being completed. The COs stated that they feel ships should be manned first, and then shore billets.

(4) Perform to serve (PTS) was discussed in 12 focus groups; 8 of 9 enlisted and 4 of 5 officer groups. Focus group participants stated that one of the consequences of PTS is putting untrained sailors in positions. One participant provided a personal example where they put in for PTS told not enough quotas; told to cross rate but couldn't because in critical billet. One of the E7-9 focus groups stated the PTS is effecting mission readiness; and that "early promote" sailors are being released from the Navy.

(5) Workload/schedule was discussed by 9 focus groups; 3 civilian, 5 enlisted, and 1 officer groups. In one of the enlisted groups the participants indicated that they worked Monday through Saturday; they also said they would rather work extended hours during the week and have Saturday off.

(6) Budget/funding was discussed by 9 focus groups; 3 civilian, 5 enlisted, and 1 officer groups. Several participants, across different focus groups, stated that they are buying their own supplies. In one of the military groups participants stated that they are doing "float Ops" due to the lack of funding. In a civilian group the participants stated that they are under-funded in all areas; for example they do not have funding for training.

(7) Medical/dental was a topic of discussion by 9 focus groups; 1 civilian, 6 enlisted, and 2 officer groups. The civilian focus group participants had issues with health care. The military stated that for anything serious that have to go to Jacksonville for treatment.

(8) Supplies/resources were discussed by 8 focus groups; 5 civilian and 3 enlisted groups. As discussed in the budget/funding section many participants indicated they buy their own supplies.

(9) Facilities/parking were discussed in 8 focus groups; 4 civilian, 3 enlisted, and 1 officer groups. Topics ranged from chiller units that were not functioning to parking issues.

(10) Mentoring/training was discussed in 7 focus groups; 2 civilian, 3 enlisted, and 2 officer groups. In one of the GS 9-11 focus groups participants stated that there is a lack of

career development training. One of the enlisted groups stated now that training is not on NKO there is not enough time to conduct training; furthermore they indicated that training by civilians is not sufficient.

(11) IA deployments were discussed in 6 focus groups; 1 civilian, 1 enlisted, and 4 officer groups. An E 7-9 focus group felt that IAs are not being used for what they were designed. An IA to Florida was an example.

(12) Other topics discussed during focus groups are as follows:

(a) Five focus groups discussed the following topics: Advancement, military/civilian relationships, and traffic/access.

(b) Four focus groups discussed the following topics: Housing/barracks, college/school, and MWR.

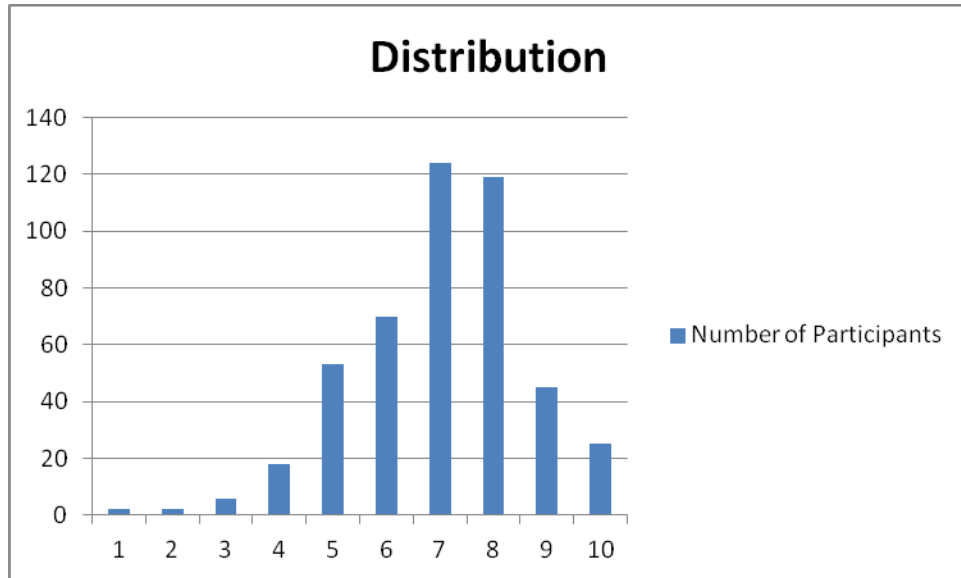
(c) Three focus groups discussed the following topics: NMCI/IT, hiring, and the galley.

(d) Two focus groups discussed the following topics: PSD/Admin support, BAH, pay, performance reviews, work life balance, team work, contracts, and lack of transportation.

(e) Each of the following was identified as a topic by one group: Standards, pay, motorcycle safety gear, commute, human resources/OPM, retention, commissary/NEX, COLA, strategic planning, PCS, policies, schools for dependents, benefits, security, and morale,

7. Charleston, South Carolina Focus Groups

a. Summary. The Focus Group Team conducted 25 focus groups of active duty military (14) and DON civilian (11) participants in the Charleston, South Carolina. On a scale of 1 to 10, where 1 is 'worst' and 10 is 'best', they rated their average Quality of Life (QOL) score as 7.04. The average score for the enlisted is 6.27; officers is 7.54; and civilians is 7.61. The distribution of scores can be seen in the chart below.



b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The major concerns identified by 6 or more focus groups are as follows: Joint basing, medical/dental, leadership, MWR, facilities/parking, communication, commissary/exchange, mentoring/training, and competency alignment. For those topics with 5 or less groups discussing them please see number 10a-e below.

(1) Joint basing was a discussion topic in 16 of the 25 focus groups; 6 civilian, 5 enlisted, and 5 officer focus groups. There are some aspects of joint basing that participants discussed during the focus groups, for example they liked the workout facilities on the “Air Force” side.

(2) Medical/dental was a discussion topic in 11 of the 25 focus groups; 1 civilian, 7 enlisted, and 3 officer focus groups. According to the focus groups participants the pharmacy runs out of medications, they can’t get audiograms, the Dental x-ray machine is broken and access to care is difficult.

(3) Leadership was a discussion topic in 10 of the 25 focus groups; 4 civilian, 5 enlisted, and 1 officer focus groups. One of the civilian groups indicated that they have lack of confidence in the leadership. One of the enlisted groups stated that they felt Navy leadership will not bring up issue to the Air force.

(4) MWR was a discussion topic in 10 of the 25 focus groups; 1 civilian, 6 enlisted, and 3 officer focus groups. Focus group participants from the enlisted groups feel that Navy facilities (gyms) are inferior to Air Force facilities. Many of the participants used to the Navy’s way of doing it are frustrated with the Air Force “bucks” system.

(5) Facilities/parking was a discussion topic in 10 of the 25 focus groups; 4 civilian, 2 enlisted, and 4 officer focus groups. Several of the complaints about facilities had to do with air quality and cleanliness. Those at the SPAWAR facility felt that there is not enough parking available.

(6) Communication was a discussion topic in 7 focus groups; 3 civilian, 3 enlisted, and 1 officer focus groups. In one of the civilian focus groups participants said they would like to be heard and they don't feel like leadership is listening.

(7) Commissary/exchange was a discussion topic in 7 focus groups; 5 enlisted and 2 officer focus groups. Participants from the several of the military focus group said the uniform shop is too small and that their supply is very limited.

(8) Mentoring/training was a discussion topic in 6 focus groups; 2 civilian, 3 enlisted, and 1 officer focus groups. One of the issues regarding training had to do with the way tuition assistance is being administered – military participants believe it takes too long and they could rotate before they get the assistance.

(9) Competency alignment was a discussion topic in 6 of the civilian focus groups. One of the complaints had to do with taking too long to get contracts let. There was also frustration in regards to advancement due to restructuring due to competency alignment.

(10) Other topics discussed during focus groups are as follows:

(a) Military/civilian relationships were discussed during 5 of the focus groups.

(b) Four (4) focus groups discussed: Uniforms, advancement, and NMCI/IT issues.

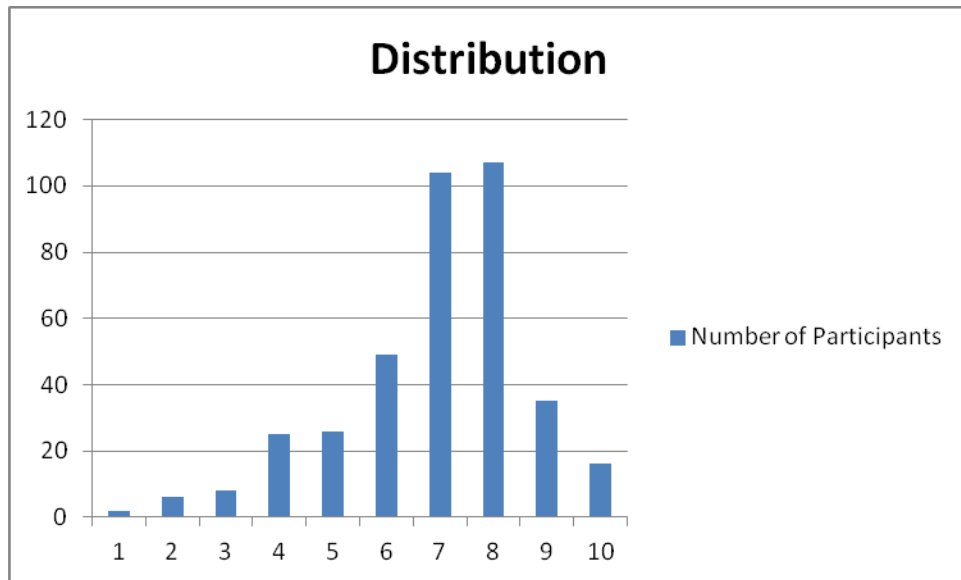
(c) Three (3) focus groups discussed the following topics: workload/schedule, Science Technology Research Lab, Enterprise Resourcing Planning.

(d) Two (2) focus groups discussed the following topics: telework, HR/OPM, budget/funding, and the child development center.

(e) Each of the following topics were discussed by 1 focus group: spousal employment, pay, new employee orientation, performance evaluation, and PCS moves.

8. Kings Bay, Georgia Focus Groups

a. Summary. The Focus Group Team conducted 25 focus groups of active duty military (14) and DON civilian (11) participants in the Kings Bay, Georgia. On a scale of 1 to 10 ('worst' to 'best'), they rated their average Quality of Life (QOL) score as 6.95. The average score for the enlisted is 6.62; officers is 7.29; and civilians is 7.15. The distribution of scores can be seen in the chart below.



b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The major concerns identified by 6 or more focus groups are as follows: Manning, housing/barracks, communication, advancement, mentoring/training, medical/dental, leadership, workload/schedule, hiring, MWR, and parking/facilities. For those topics with 5 or less groups discussing them please see number 12a-e below.

(1) Manning was discussed in 13 focus groups; 5 civilian, 6 enlisted, and 2 officer groups. One of the concerns by civilian focus group participants had to do with the aging of the workforce without replacements. They also state that once someone does come in and get trained they leave shortly afterward.

(2) Housing/barracks were discussed in 11 focus groups; 1 civilian, 7 enlisted, and 3 officer groups. Several of the groups talked about the housing market. The enlisted stated that the barracks were not in good shape, that the beds were too short for tall people and there is not temperature control.

(3) Communication was indicated as an issue in 7 of the civilian and 2 of the enlisted focus groups. The NAF employees complained that the supervisor and management do not talk with each other. IN a GS 12-13 focus groups participants stated that there is not a good understanding of the roles each department plays in getting the mission completed.

(4) Advancement was discussed in 6 of the civilian and 3 of the enlisted focus groups. Advancement was particularly frustrating for wage grade workers. They indicated that people are being hired in without experience two pay grades above those already working. Additionally, the lower pay grade person then has to train the new person who has been hired in (at a higher pay grade).

(5) Mentoring/training was discussed in 4 civilian and 5 enlisted focus groups. Many of the military focus groups talked about how sailors are not being properly trained on equipment.

They further stated that hands-on training is needed, but often sailors are only getting computer based training.

(6) Medical/dental was discussed in 9 of the focus groups; 3 civilian, 1 enlisted, and 5 officer groups. The military felt that the care was limited. Several stated that they have to travel to Jacksonville for care which is 45 miles away and they are not reimbursed.

(7) Leadership was discussed by 5 civilian and 3 enlisted focus groups. By way of example, junior sailors often feel like the leadership triad is more concerned about their own careers than their sailors. Civilians indicated that they believe with regard to leadership there is a mess up move up mentality.

(8) Workload/schedule were discussed in 6 of the civilian and 1 of the military officer focus groups. Civilians indicated that shift work is often assigned without consultation; they would like the leadership to be more accommodating. Some also felt that there are more managers than workers and the workload is not shared by the managers.

(9) Hiring was discussed in 7 focus groups; 5 civilian, 1 enlisted, and 1 officer focus groups. Complaints about hiring were mainly due to the process being too slow and billets being gapped too long. However, some did feel the hiring practice was fair. In the enlisted focus group they described hiring as the “Mayport mafia.”

(10) MWR was also discussed in 7 focus groups. Four civilian and 3 military enlisted groups talked about MWR. Most of the suggestions were for MWR to add additional activities.

(11) Parking/facilities were discussed in 6 focus groups – 3 civilian, 2 enlisted and 1 officer groups. According to one of the civilian focus groups there is a problem with the dry dock. The COs during their focus group stated that there are some newer buildings and they are nice.

(12) Other topics discussed during focus groups are as follows:

(a) The following were topics of discussion in 5 focus groups: Uniforms, pay, performance reviews, and PRT/PFA.

(b) Each of the following topics were discussed in 4 focus groups; PTS, PSD, commissary/NEX, traffic/access,

(c) Three (3) focus groups discussed each of the following topics: Inspections, HR/OPM, budget funding, military/civilian relationships, and IA deployments.

(d) Standards, supplies resources, strategic planning, galley, lack of transportation, and schools for dependents were each discussed in 2 focus groups.

(e) One focus group talked about each of the following topics: Watch-bill, BAH, telework, new employee orientation, NMCI/IT, retention, work life balance, retirement, and COLA.

APPENDIX E

SUMMARY OF FOCUS GROUP DATA ANALYSIS

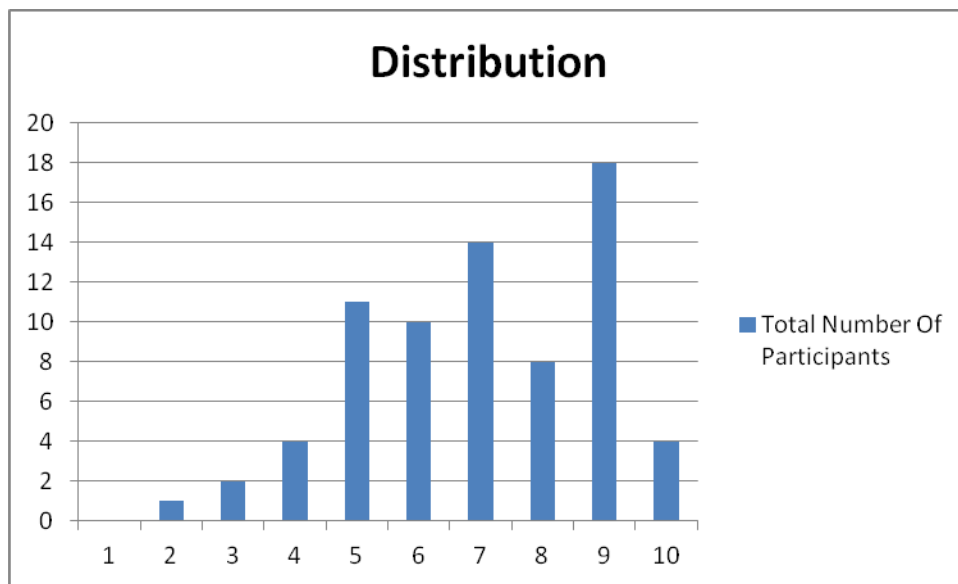
SPOUSES OF ACTIVE DUTY MILITARY

APPENDIX E

**SUMMARY OF FOCUS GROUP DATA ANALYSIS
SPOUSES OF ACTIVE DUTY MILITARY**

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted 12 focus groups with spouses of active duty military; 1 in Orlando, 3 in Mayport, and 2 Jacksonville Florida, and 3 in Charleston South Carolina and 3 Kings Bay Georgia. A total of 72 active duty spouses with 71 (98.6 %) females and 1 (1.4 %) male) participated in these focus groups on a variety of quality of home life topics.

2. Quality of Life. The spouses (of active duty military) focus group participants rated their overall Quality of Life at 7.72, on a scale of 1 to 10 where 1 is ‘worst’ and 10 is ‘best’. The distribution of scores can be seen in the chart below. The intent for the spouse focus groups was to determine the Quality of Life (QOL) from the spouses’ perspective regarding housing, family medical/dental care, the Commissary, Navy Exchange (NEX), Moral, Welfare, and Recreation (MWR) facilities and opportunities, Fleet and Family Support Center (FFSC), and the impact of their spouses’ assignment for quality family time, family resources, and family stressors.



3. Major Concerns. Major concerns for spouses of the active duty military focus groups in the Southeast (Coastal) Region include: Communication, Spousal employment, housing, medical, schools for dependents, NEX and Commissary

4. Orlando, Florida Focus Groups

a. Summary. The Focus Group Team conducted 1 focus group attended by 3 spouses. On a scale of 1 to 10, where 1 is ‘worst’ and 10 is ‘best’, they rated their average Quality of Life (QOL) score as 9.00, with individual scores ranging from 8 to 10.

b. Concerns. There were four several items (themes) identified by focus group participants affecting their QOL. They were as follows: communication, medical, spousal employment, and child development center (CDC).

(1) With regard to communication the participants indicated that they did not know who the ombudsman is for their command.

(2) Medical - The participants stated that Tricare is not accepted by many of the local doctors.

(3) Spousal employment was discussed in the group

(4) The participants would like to have a CDC in the area.

(5) The spouses stated that NAWCTSD is the best command ever and that they are very family oriented.

5. Jacksonville, Florida Focus Groups

a. Summary. The Focus Group Team conducted 2 focus groups attended by 7 spouses, one Officer group and one E6 and junior group. On a scale of 1 to 10, where 1 is 'worst' and 10 is 'best', they rated their average Quality of Life (QOL) score as 7.57, with individual scores ranging from 5 to 10.

b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The topics of concern were: spousal employment, housing, communication, work life balance, commissary, traffic/access, job satisfaction of military member, and schools for dependents.

(1) Spousal employment was discussed as an issue in both the Officer spouse group where participants stated that they would like greater job security when transferring.

(2) Housing (PPV/base) was discussed in the Officer spouse group. Comments included things such as a \$500 cleaning fee at check out, renovations are ongoing, and multiple communication issues with regard to housing.

(3) Communication was a topic of discussion in the E6 and junior spouse group. It was indicated that they had to learn about the Ombudsman through word of mouth. They want the squadron indoctrination program to include information regarding the ombudsman.

(4) The Officer spouse group discussed issues related to work life balance. They stated that rotation can be unpredictable that units have to do multiple dets during the home cycle.

(5) The commissary was discussed in the Officer focus group. They participants stated that the food is often out of date and is difficult to use if you are off base. However, they also indicated that there is a good variety of products.

(6) Traffic/access was discussed as an issue. The main frustration came from their being a single gate open on Saturday. They would like to see the Birmingham gate open for longer.

(7) In the E6 and junior spouse focus group, participants stated that they worry about their military spouse's job satisfaction. In one case a participant is stated that their spouse is stressed due to the people he works with at the job.

(8) Schools for dependents was discussed as a topic of interest during the Officer spouse focus group. The participants did not feel that the public schools are not very good and that private school was desirable, but expensive.

6. Mayport, Florida Focus Groups

a. Summary. The Focus Group Team conducted 2 focus groups attended by 27 spouses. On a scale of 1 to 10 ('worst' to 'best'), they rated their average Quality of Life (QOL) score as 8.04, with individual scores ranging from 3 to 10.

b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The major topics were: Medical, housing, communication, spousal employment, work life balance, NEX/commissary, spousal employment, IA deployments, and schools for dependents. Other topics included: leadership, workload/schedule, retention, work life balance, and traffic.

(1) Medical was discussed in all three of the focus groups. The Officers' spouses felt that the quality of care was not very good and that they were referred to Jacksonville. The E7-9 spouses stated that the pediatric (civilian) doctors are horrible.

(2) Housing was discussed in the Officer and E6 and junior groups. The Officers stated that the new housing was great. The E6 and junior group also liked the housing, but they indicated that the staff provided poor customer service and that they were rude.

(3) The Officer and E6 and junior spouse focus group participants stated that the communication is poor. Furthermore, the officer group would like to see a welcome aboard package. The Enlisted group stated that no one from the sponsorship program has ever called her.

(4) Spousal employment was discussed in the E7-9 and E6 and junior groups. One of the frustrations had to do with participants feeling like they needed to understand the Navy's lingo in order to better apply for jobs.

(5) IA deployments were discussed in two of the focus groups. One of the complaints from the Officer group was that the member's command never contacted them during their spouses extended IA.

(6) Commissary/NEX was discussed in a couple (E7-9 and E 6 and junior) of the focus groups. The main complaints had to do with participants believing that they prices are cheaper off base. Additionally, they felt that the only good stock can be found on Tuesdays and Wednesdays.

(7) Schools for dependents were also discussed in two of the focus groups. The Officers stated that they felt the schools were good. However, the E7-9 indicated that the middle school was near a strip club.

(8) Other topics included: leadership, workload/schedule, retention, work life balance, MWR, and traffic

(a) Leadership was discussed in the E6 and junior group. Participants indicated that morale on ships is bad and that Sailors are working too much.

(b) Retention was discussed in the Officer focus groups.

(c) Work life balance was discussed in the Officer group where they mentioned they would like to spend more time with their spouse.

(d) Traffic was indicated to be good by the Officer spouse focus group,

7. Charleston, South Carolina Focus Groups

a. Summary. The Focus Group Team conducted 3 focus groups attended by 26 spouses. The three focus groups consisted of an Officer, E7-9, and E6 and junior group. On a scale of 1 to 10, where 1 is 'worst' and 10 is 'best', they rated their average Quality of Life (QOL) score as 7.46, with individual scores ranging from 3 to 10.

b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The major concerns were: housing, communication, medical, joint basing, MWR, and schools for dependents. Other topics included: PCS travel, CDC, Commissary/NEX, and facilities/parking.

(1) All three of the focus groups discussed housing as an issue. They stated housing is not available and they have to wait 4 months. In the Officer spouse group the participants felt like the homes are not kid friendly; they have tall counters, balconies in the kid's rooms, etc.

(2) Communication was discussed in both of the enlisted spouse focus groups. In the E7-9 group the participants indicated that they would like better communication with other spouse.

(3) Medical was discussed in the Officer and E6 and junior groups. Appointments are tough to get one either calls too soon or too late to get an appointment. In one case shot records were lost 6 times.

(4) Joint basing was discussed in the Officer as well as E7-9 group. There was a delay in getting paid when they shifted over to the Air Force pay system due to joint basing. In the E7-9 group one of the complaints was that the Navy Ball was taken away and in its place was a Joint Ball, however it was held on the Air Force's Birthday.

(5) Public schools were also discussed in the Officer spouse group as an issue. They indicated that the schools can't or won't support special needs. They also said there are smoking and drugs in the high school.

(6) MWR was discussed during the E7-9 spouse group. One of the main issues had to do with the differences between the Gyms at the different locations.

(7) With regard to PCS travel, participants stated that the defense personal property system did not have enough information on their site.

(8) Other topics such as CDC, Commissary/NEX, and facilities/parking were discussed as well.

8. Kings Bay, Georgia Focus Groups

a. Summary. The Focus Group Team conducted 3 focus groups attended by 9 spouses. On a scale of 1 to 10, where 1 is 'worst' and 10 is 'best', they rated their average Quality of Life (QOL) score as 7.22, with individual scores ranging from 4 to 9.

b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The major topics were: Medical, commissary/exchange, housing, spousal employment, MWR. Other topics included: PTS, PSD, BAH, CDC, PRT, and schools for dependents.

(1) Medical was discussed in all three focus groups. For the most part the comments were good, but they did mention having to travel to Jacksonville for specialty appointments.

(2) The participants from the E6 and junior spouse focus group indicated that the commissary and exchange were good. The officers' spouse would like the hours to be longer.

(3) With regard to housing the complaint was about the long wait time, otherwise they felt the housing was ok.

(4) Spousal employment was identified as an issue by both the Officers' spouses and the E6 and junior spouses. The Officers' spouses stated that there is not much job opportunity offered locally either on or off base. The E6 and junior spouses said that it is hard to find a job around the community.

(5) Both Enlisted groups commented on MWR. The E 6 and junior group wanted the gym to be open. The E7-9 group stated that MWR was pretty good, but there are not many activities for teens.

(6) In the E6 and junior spouse focus group, a participant stated that their spouse was approved for PTS, but it was cancelled and it is unknown why.

(7) The E7-9 focus group participants stated that the serve as PSD has declined significantly during recent years.

(8) BAH was discussed in the E6 and junior group. The participants stated that it was not enough to cover utilities.

(9) The participants from the E6 and junior group stated that the CDC was good.

(10) The Officer spouse group stated that the want a PRT coordinator for military members while at sea. Does not want their spouse, the military member, to come back out of standards.

(11) The schools for dependents were indicated as poor by the Officers' spouse group.

Orlando

communication, medical, spousal employment, and child development center (CDC).

JAX

spousal employment, housing, communication, work life balance, commissary, traffic/access, job satisfaction of military member, and schools for dependents.

May

Medical, housing, communication, spousal employment, work life balance, NEX/commissary, spousal employment, IA deployments, and commissary/NEX, and schools for dependents

Charles

housing, communication, medical, joint basing, MWR, and schools for dependents.

KB

Medical, commissary/exchange, housing, spousal employment, MWR.

THIS PAGE LEFT INTENTIONALLY BLANK

~~FOR OFFICIAL USE ONLY~~

APPENDIX F

SUMMARY OF FOCUS GROUP DATA ANALYSIS

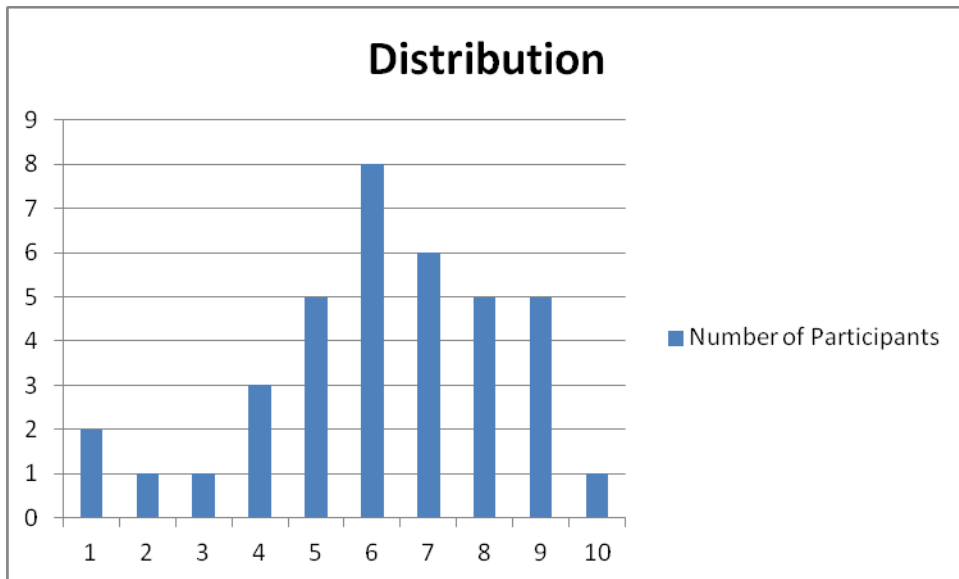
RESERVES

APPENDIX F

**SUMMARY OF FOCUS GROUP DATA ANALYSIS
RESERVES**

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted 3 focus groups with military reserves in Jacksonville Florida. The focus groups were divided into E6 and junior, E7, and Officers. A total of 37 personnel, consisting of 18 enlisted and 19 officers participated in these focus groups on a variety of quality of home life and quality of work life topics.

2. Quality of Life. On a scale of 1 to 10 (1 = ‘worst’ and 10 = ‘best’), the reserve focus group participants rated their average Quality of Life (QOL) score at 6.19. The distribution of scores can be seen in the chart below.



3. Major Concerns. There were several items (themes) identified by focus group participants affecting their QOL. Funding, detailing, manning, and the NOSC were topics that were discussed by two of the three groups. Other topics were specific to each group.

(1) Funding was discussed in the E6 and junior as well as the E7 group. One of the issues with funding had to do with not having enough to send sailors to training.

(2) Detailing was discussed in both the E7 and Officer focus groups. In the E7 group they mentioned that they are ADCON to Mid Atlantic, but OPCON to South. The Officers stated that one of the issues has to do with the fact that people can rotate themselves out of the unit. They stated that CPOs who are local to the area stay local and do not travel to where they are assigned to drill; but then the unit is unable to take them when they mobilize.

(3) Manning was discussed by the E7 and Officer groups. The E7 group participants stated that they do not have enough people to get the job done so they all have to work extended hours.

(4) The NOSC was discussed in both the E7 and Officer groups. They indicated that they have two chains of command.

(5) Training was identified by the E6 and junior group as a problem area. The participants indicated that they wanted to be trained on the same equipment that they will be using in theater. They also stated, as mentioned above, that there is not enough money for them to go to training schools.

(6) The E6 and junior group participants stated that they did not like the Evaluation system. They indicated that the forced distribution causes some members to be scored lower – this was especially a problem in smaller units. They stated that it then forces them to be concerned about PTS.

(7) The E6 and junior participants stated that they are concerned about PTS. They stated that they do not believe that it is doing what it was intended to do which is to get rid of deadwood.

(8) The E6 and junior group felt that they are too top heavy. They felt that everyone was in their chain of command.

(9) The E6 and junior group stated that they like the benefits (Tricare and NEX) of being in the military.

(10) The topic of family time was discussed in the E7 group. They felt like there isn't enough time to do the job. They indicated that they get email every day and that the active duty members expect them to get them answers the same day. They implied that they can't get it all done during their drill times because active duty members want answers immediately.

(11) Travel was discussed in the E7 group as an issue. The main problem seemed to be with DTS.

(12) The Officers indicated that they needed better NMCI support.