NAVAL INSPECTOR GENERAL
AREA VISIT TO
PACIFIC NORTHWEST
24 JULY TO 17 AUGUST 2012

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Subj: AREA VISIT TO PACIFIC NORTHWEST

Ref: (a) SECNAVINST 5040.3A

1. The Naval Inspector General (NAVINSGEN) conducts Readiness and Quality of Life (QOL) Area Visits to Navy 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 levels and component lines to identify Navy-wide concerns. They also identify specific issues that can only be addressed enterprise-wide by senior Navy leadership.

2. NAVINSGEN conducted a Readiness and QOL Area Visit to installations in the Pacific Northwest (PACNORWEST) to include Naval Station Everett (NSE), Naval Air Station Whidbey Island (NASWI), Naval Base Kitsap (NBK) (Bangor/Bremerton/Keyport), Naval Magazine Indian Island (NMII) and more than seventy associated tenant commands from 24 July to 17 August 2012.

   a. Navy commands at NSE included Naval Station Everett; Commander, Destroyer Squadron NINE; Afloat Training Group Pacific Northwest; Northwest Regional Maintenance Center Detachment; Regional Support Organization; Reserve Component Command; Human Resources Office; USS SHOUP (DDG-86) and USS INGRAHAM (FFG-61).

   b. NASWI and its tenant commands included Naval Air Station Whidbey Island; Commander, Electronic Attack Wing, U.S. Pacific Fleet (COMVAQWINGPAC); Electronic Attack Squadron ONE TWO NINE (VAQ-129); Electronic Attack Squadron ONE THREE ZERO (VAQ-130); Electronic Attack Squadron ONE THREE SIX (VAQ-136); Commander, Patrol and Reconnaissance Wing TEN; Fleet Air Reconnaissance Squadron ONE (VQ-1); Patrol Squadron ONE (VP-1); Fleet Tactical Support Squadron SIX ONE (VR-61); Fleet Readiness Center Northwest; Navy Operational Support Center; Marine Aviation Training Support Group FIVE THREE; Center for Naval Aviation Technical Training Whidbey Island; Naval Ocean

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Processing Facility Whidbey Island; Navy Information Operations
Command Whidbey Island; Personnel Support Activity Detachment
and Naval Hospital Oak Harbor.

    c. Installations and tenant commands at NBK-Bremerton
included Naval Base Kitsap; Puget Sound Naval Shipyard; Naval
Hospital Bremerton; Navy Operational Support Center; Human
Resources Office; USS JOHN C. STENNIS (CVN-74); USS RONALD
REAGAN (CVN-76); and USS KENTUCKY (SSBN-737).

    d. Units visited at NBK-Bangor included Commander, Navy
Region Northwest (CNRNW); Commander, Submarine Group NINE;
Commander, Submarine Squadron SEVENTEEN; Commander, Submarine
Squadron NINETEEN, Commander, Submarine Development Squadron
FIVE; USS HENRY M. JACKSON (SSBN-730); USS NEVADA (SSBN-733);
USS LOUISIANA (SSBN-743); Naval Submarine Support Center;
Trident Training Facility; Strategic Weapons Facility Pacific
(SWFPAC); SWFPAC Marine Corps Security Force Battalion; Naval
Intermediate Maintenance Facility; Naval Facilities Engineering
Command (NAVFAC); Naval Supply Systems Command Fleet Logistics
Center Puget Sound; Naval Computer and Telecommunication Station
Pacific; Personnel Support Activity Detachment; Navy Operational
Support Center; Human Resources Service Center Northwest; Human
Resources Office; Naval Brig/Temporary Personnel Unit Puget
Sound; and the Navy Marine Mammal Program.

    e. Our team also visited Naval Magazine Indian Island and
the Naval Undersea Warfare Center Detachment at NBK-Keyport.

3. The Pacific Northwest Area Visit Report has two parts. Part
one forwards our overall observations and findings. Part two
contains eleven issue papers presenting specific findings and
recommendations for senior Navy leadership. Part two also
contains a corrective action summary matrix (Page 39) and
guidance for submission of corrective action via an
Implementation Status Report (ISR) (Page 41). Commands are
tasked with submitting initial ISRs to NAVINSGEN not later than
12 July 2013. The summary of survey data analysis for active
duty military and Department of the Navy (DON) civilian
personnel is included in Appendix A (Page 68). Spouse data is
included in Appendix B (Page 139) and the reserve component data
is included in Appendix C (Page 170). The summary of focus
group data analysis for active duty military and DON civilian
personnel is included in Appendix D (Page 198). Spouse focus
group data is included in Appendix E (Page 205). Reserve focus
group data is included in Appendix F (Page 210).

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EXECUTIVE SUMMARY

1. The Naval Inspector General (NAVINSGEN) conducted a Readiness and Quality of Life (QOL) Area Visit to installations in the Pacific Northwest including Naval Station Everett (NSE), Naval Air Station Whidbey Island (NASWI), Naval Base Kitsap (NBK) (Bangor/Bremerton/Keyport), Naval Magazine Indian Island (NMII) and more than seventy associated tenant commands from 24 July to 17 August 2012. NAVINSGEN's last area visit to the Pacific Northwest was in 2006. As the "Conscience of the Navy," NAVINSGEN conducts area visits to Navy regions and activities 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. Unless otherwise noted, observations herein are as of the last day of the area visit.

2. Our assessment began with web-based personnel surveys conducted prior to our arrival. These surveys helped guide on-site focus groups and provided background for the team to determine areas requiring further inspection. There were a total of 3,828 active duty military, DON civilian, and active duty spouse respondents to our on-line surveys. On a scale of 1 to 10 (where 1 is 'worst' and 10 is 'best'), active duty military and DON civilian personnel survey respondents indicated their Quality of Work Life (QOWL) at 6.34 and their Quality of Home Life (QOHL) at 7.40. Both the QOWL and QOHL scores are higher than our NAVINSGEN cumulative averages of 6.28 and 7.02, respectively. We also conducted a survey with the spouses of active duty military to which 219 spouses responded. Their QOHL score was 6.18, which is lower than the NAVINSGEN average of 6.33.

While on-site, we conducted a total of 107 focus groups with a total of 1,616 military and DON civilian participants to assess overall Quality of Life (QOL) in the northwest, and 9 focus groups with ombudsmen and spouses of active duty military with 84 total participants. Active duty military and DON civilian personnel focus group participants rated their overall QOL at 7.23, which is slightly higher than our NAVINSGEN average of 6.94. Active duty military spouses and ombudsmen indicated their QOL score as 7.25, which is higher than the NAVINSGEN average of 6.75.

Top concerns among the active duty military, DON civilian, and military spouse focus group participants at Everett were: Manning/Manpower, Medical Services, Communication, Leadership, Housing, and Morale, Welfare, and Recreation. Among the active duty military, DON civilian, and spouse participants in Kitsap the top issues were: Manning/Manpower, Communication, Training, Facilities/Infrastructure, Leadership, and Parking. For those at Whidbey Island the top concerns were: Manning/Manpower, Housing/Barracks, Medical Services, Leadership, Training, Facilities, and Location.

We also conducted a survey with the military reserves to which 24 Naval Reservists responded. Their QOWL score was 6.81, which is slightly lower than the NAVINSGEN average of 7.38. Additionally, we conducted 9 focus groups with the 105 Reserve participants at the Navy Operational Support Centers (NOSCs) at Everett, Kitsap, and Whidbey Island. They indicated their overall QOL score as 7.17, which is higher than our NAVINSGEN average of 6.60. Top concerns from the Reserve focus group participants were: Communication, Requirements, IT Resources, and the Navy Reserve Orders Writing System (NROWS).

3. Good News.

With over 40,000 DON employees, Navy Region Northwest supports the full spectrum of Navy mission areas and activities including surface, subsurface, aviation, special warfare, and support units. We observed excellent communication and relationships among Region headquarters, installation commanders, and their respective tenant commands as well as Marine Corps, Coast Guard, Army Corps of Engineers, and Air Force units; civilian authorities; and 25 Native American tribal associations. Pacific Northwest commands are meeting their mission requirements despite increasing operational demands. This "good news" comes with a caveat, however. The current operational environment requires Navy leaders to exert extraordinary effort and assume operational risk by balancing observed/recognized manning deficits, maintenance availabilities, and training opportunities. The impact is personnel are negatively affected by increased operational and individual tempo. More details are provided in paragraph 4a. below.

    a. Intermediate Maintenance Facility (IMF) Pacific Northwest. IMF Pacific Northwest executes the Navy Afloat Maintenance Training Strategy (NAMTS), by providing Sailors with hands-on training in critical maintenance skills during shore tours. Of the 223 NAMTS billets in Bangor, approximately 50 personnel with surface specific ratings such as Gas Turbine

Systems Technician-Mechanical (GSM) are shifting to Everett in FY13. This will allow side by side hands-on training and maintenance on equipment specific to their rating in the classroom as well as aboard the ships homeported in Everett. The IMF detachment at Everett is receiving an additional 35 billets from the fleet, increasing the workforce available to conduct repairs.

    b. Fleet Support. Regional Personnel Support Detachment (PSD) services are the best observed by NAVINSGEN over the past two years. The three PSDs we visited exceed Navy standards in pay transaction accuracy and timeliness, and travel claim processing timeliness.

    c. Civilian Manning and Manpower. In contrast to other recent visits, we observed a consistent theme of excellent service provided by both the Human Resource Office (HRO) and the Human Resource Service Center (HRSC). However, HRO representatives expressed concern that the new HR service delivery model scheduled for implementation in April 2013, will degrade local services, particularly to managers and employees of smaller commands. For example, under the HR service delivery model, NSE and NASWI base commanding officers will be required to refer tenant command employees to a distant HRO. If a local bargaining unit represents employees, then base commanding officers would have to request labor relations assistance from that same distant HRO. The perception is that existing relationships built on trust with local HR staffs have prevented Equal Employment Opportunity (EEO) complaints, grievances and unfair labor practices over the years. If these relationships are fractured, increases in litigation and formal HR complaints may result.

    d. Energy. Installations visited in the Northwest have robust energy reduction programs and receive excellent regional support. SECNAV recognized most installations in the region as Energy Award Winners over the last five years.

    e. Sexual Assault Prevention and Response (SAPR). SAPR programs throughout Navy Region Northwest are compliant with SAPR program policies with few exceptions. The Sexual Assault Response Coordinator at NBK is dynamic and runs an excellent program. Naval Hospital Whidbey Island is taking steps to provide sexual assault forensic examinations on site so that victims do not have to travel long distances for evaluation at a civilian hospital. Other commands at NASWI have assigned key

SAPR personnel and conducted required training in accordance with Commander, U.S. Pacific Fleet directives.

f. Suicide Prevention. Suicide prevention programs across the northwest region are robust. NAVINSGEN observed a best practice at Naval Hospital Bremerton, where the Occupational Cognitive Intervention Program offers individuals the opportunity to attend a voluntary week-long outpatient workshop that teaches participants new adaptive life skills and stress reduction techniques in one-on-one and group counseling sessions.

4. The following efforts require action to become compliant and/or improve effectiveness:

a. Military Manning. Military manning is a major concern among leaders at all levels across the majority of Navy units. NAVINSGEN observed an overwhelming sense that we are "...eating tomorrow's readiness today." The mismatch between required manning levels for deploying units and the personnel distribution system's ability to meet these requirements causes experienced mid-grade Sailors in critical Navy Enlisted Classifications (NEC) to be over-used to meet operational demands. Commanders of deploying units meet manning requirements through temporary duty assignments, permanent transfers, and administrative diversion of inbound Sailors from one ship or squadron to another. These measures create gaps, disrupt Sailors' quality of life, reduce unit cohesion, and decrease the pool of talented trainers in non-deployed units.

Surface and aviation warfare commanders have been forced to "rip to fill" – that is, take Sailors from one unit (often one that has just returned from deployment) to fill critical vacancies in another unit preparing to deploy. Additionally, commanders stated that personnel losses generated by force shaping tools such as Perform-To-Serve (PTS) and the Enlisted Retention Board (ERB) have further decreased warfare community readiness at all levels. This impacts mission by reducing morale, trust in leadership, and confidence in Navy policy decision-making.

b. Installation Readiness Reporting. NAVINSGEN observed inconsistencies between field conditions and the installations' readiness status in the Defense Readiness Reporting System-Navy (DRRS-N). During discussions with Commander, Navy Installations Command (CNIC) staff, NAVINSGEN learned that the objective Personnel, Equipment, Sustainment, Training, Ordnance, and Facility (PESTOF) pillar data had not been approved by CNIC; and

therefore, installation commanding officers are not required to use such data in their subjective assessment of installation readiness. CNIC business rules for reporting may also inhibit commanders from assessing their readiness status as Yellow or "Qualified Yes." The overall result is a process that effectively limits installation readiness reporting to either Green/"Ready for Tasking" or Red/"NOT Ready for Tasking," providing higher echelon leadership little warning in areas where greater risk is accepted.

    c. Facilities Condition. Naval Station Everett, NAS Whidbey Island, and Naval Base Kitsap-Bangor facilities are generally in better condition than those observed in other recent visits. However, facilities at Naval Base Kitsap-Bremerton and the Puget Sound Naval Shipyard are in poor condition. Limited Sustainment, Restoration and Modernization (SRM) funding further exacerbates the deterioration and raises concern about the habitability of certain buildings.

    d. Facility Services Reductions. NAVINSGEN's inspection confirmed the consistent negative feedback from Sailors and civilians in surveys and focus groups about the condition of their work environment. In FY13, CNIC is further reducing these services Navy-wide. Although CNIC guidance to installation commanders specifically exempts reductions affecting health and safety, facility services reductions in FY13 may bring the Navy close to an unsatisfactory tipping point that negatively impacts mission.

    e. Family Housing for Disabled Family Members. The Pacific Northwest is one of just five Navy locations where Sailors with severely disabled family members can be assigned. NBK does not provide an adequate number of handicapped-accessible housing units, and few such houses are readily available in the local off-base rental market. This results in long waiting times for base housing and multiple moves at the Sailor's expense.

    f. Mass Warning Notification Systems. Notification systems in the PACNORWEST do not meet standards in DoDINST 6055.17, DoD Installation Emergency Management Program, which requires all personnel be alerted within 10 minutes of incident notification and verification. During interviews with Northwest Region and Installation emergency management staff, full notification of installation personnel could take between thirty and ninety minutes using the existing notification tools. During discussions with CNIC staff, NAVINSGEN learned that Installation Emergency Management (EM) services Navy-wide are not in

compliance with the DoD instruction due to resource constraints. OPNAV staff confirmed that CNIC is not resourced to meet the DoD requirements.

g. Alarm Notification Systems. In the Northwest Region, concerns relating to the frequent and high number of false alarms were brought to the attention of NAVINSGEN. Similar concerns were mentioned during area visits to Naval District Washington (NDW) in 2011. Remote monitoring and control of alarm systems is managed through Regional Dispatch Centers. Fire and intrusion detection alarm systems that interface with the Regional Dispatch Center are frequently dropped, missed, misinterpreted, or ignored due to issues with software and hardware incompatibility. False alarms are attributed to incompatibilities between alarm systems and required interface equipment, specific computer operating systems and multiple methods used for signal transmission between installations and the Regional Dispatch Center.

h. Northwest Aviation Planning. NAS Whidbey Island, with chain of command support up to and including the OPNAV staff, is actively managing military training range encroachment issues from wind farms, whose growth may impact training and readiness. While the Navy has successfully halted some wind farm encroachment in the area, OPNAV N43 and Navy Region Northwest are seeking permission to pursue additional easements under the restricted airspace to prevent future encroachment. The base developed cost effective courses of action to accept P-8A Poseidon Aircraft in preparation for a forthcoming basing decision and is preparing to receive the Electronic-Attack (VAQ) Reserve squadron from Joint Base Andrews in response to a recent basing decision.

i. Fleet Maintenance. Puget Sound Naval Shipyard continues to be challenged to meet maintenance schedules. Current major maintenance projects include: USS RONALD REAGAN (CVN 76), USS PENNSYLVANIA (SSBN 735), USS KENTUCKY (SSBN 737) and USS CONNECTICUT (SSN 22). Competing priorities such as preparing USS JOHN C. STENNIS (CVN 74) for deployment resulted in well-formed project teams being disrupted to shift personnel to higher priority projects. For example, USS PENNSYLVANIA is expected to be delayed six months beyond their initial two year availability. Quantifying the cost of such a delay is extremely difficult due to the many diverse and compounding factors involved, but any significant delays are likely to lead to further increases in material costs, vendor cancellation fees (if applicable), material storage costs, and increased civilian

labor rates of between 10 to 25 percent on average. These factors do not take into account any further delays should sequestration lead to furloughs of significant numbers of shipyard workers assigned to the project.

PACIFIC NORTHWEST
AREA VISIT REPORT

PART 3   <u>DATA ANALYSIS</u>

<u>APPENDIX A</u>

<u>APPENDIX B</u>

<u>APPENDIX C</u>

<u>APPENDIX D</u>

<u>APPENDIX E</u>

<u>APPENDIX F</u>

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 installations in the Pacific Northwest (PACNORWEST) including Naval Station Everett (NSE), Naval Air Station Whidbey Island (NASWI), Naval Base Kitsap (NBK) (Bangor/Bremerton/Keyport), Naval Magazine Indian Island (NMII), and more than seventy associated tenant commands from 24 July to 17 August 2012. NAVINSGEN's last area visit to PACNORWEST was in 2006. With over 40,000 people, this is the third largest area we have visited. The total temporary duty cost for this area visit was $156,649.77.

     a. The commands visited at NSE included Naval Station Everett; Commander, Destroyer Squadron NINE; Afloat Training Group Pacific Northwest; Northwest Regional Maintenance Center Detachment; Regional Support Organization; Reserve Component Command; Human Resources Office; USS SHOUP (DDG-86) and USS INGRAHAM (FFG-61).

     b. The NAVINSGEN visit to NASWI and its tenant commands included Naval Air Station Whidbey Island; Commander, Electronic Attack Wing, U.S. Pacific Fleet (COMVAQWINGPAC); Electronic Attack Squadron ONE TWO NINE (VAQ-129); Electronic Attack Squadron ONE THREE ZERO (VAQ-130); Electronic Attack Squadron ONE THREE SIX (VAQ-136); Commander, Patrol and Reconnaissance Wing TEN; Fleet Air Reconnaissance Squadron ONE (VQ-1); Patrol Squadron ONE (VP-1); Fleet Tactical Support Squadron SIX ONE (VR-61); Fleet Readiness Center Northwest; Navy Operational Support Center; Marine Aviation Training Support Group FIVE THREE; Center for Naval Aviation Technical Training Whidbey Island; Naval Ocean Processing Facility Whidbey Island; Navy Information Operations Command Whidbey Island; Personnel Support Activity Detachment and Naval Hospital Oak Harbor.

     c. The NAVINSGEN visit to the installations and tenant commands at NBK-Bremerton included Naval Base Kitsap; Puget Sound Naval Shipyard; Naval Hospital Bremerton; Navy Operational Support Center; Human Resources Office; USS JOHN C. STENNIS (CVN-74); USS RONALD REAGAN (CVN-76) and USS KENTUCKY (SSBN-737).

     d. Units visited at NBK-Bangor included Commander, Navy Region Northwest (CNRNW); Commander, Submarine Group NINE; Commander, Submarine Squadron SEVENTEEN; Commander, Submarine Squadron NINETEEN, Commander, Submarine Development Squadron FIVE; USS HENRY M. JACKSON (SSBN-730); USS NEVADA (SSBN-733); USS LOUISIANA (SSBN-743); Naval Submarine Support Center; Trident Training Facility; Strategic Weapons Facility Pacific (SWFPAC); SWFPAC Marine Corps Security Force Battalion; Naval Intermediate Maintenance Facility; Naval Facilities Engineering Command (NAVFAC); Naval Supply Systems Command Fleet Logistics Center Puget Sound; Naval Computer and Telecommunication Station Pacific; Personnel Support Activity Detachment; Navy Operational Support Center; Human Resources Service Center Northwest; Human Resources Office; Naval Brig/Temporary Personnel Unit Puget Sound; and the Navy Marine Mammal Program.

e. The NAVINSGEN team also visited Naval Magazine Indian Island and the Naval Undersea Warfare Center Detachment at NBK-Keyport.

2.   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, facility conditions, environmental and safety issues, health care services, program compliance, 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 experience.

3.   A total of 3,828 active duty military, DON civilian personnel, and active duty spouses responded to our on-line surveys. Sixteen hundred sixteen individuals participated in 107 active duty military, DON civilian personnel and active duty military spouse focus groups to assess overall QOL in the PACNORWEST Area. On a scale of 1 to 10 (where 1 is worst and 10 is best), active duty military and DON civilian personnel survey respondents assessed their Quality of Home Life (QOHL) at 7.40 and their Quality of Work Life (QOWL) at 6.34. Both the QOHL and QOWL scores are higher than our NAVINSGEN cumulative averages of 7.02 and 6.28, respectively. A total of 219 active duty spouse survey respondents assessed their QOHL as 6.18, which is lower than the NAVINSGEN average of 6.33. Active duty military and DON civilian personnel focus group participants rated their overall QOL at 7.23, which is slightly higher than our NAVINSGEN average of 6.94. Eighty-four active duty spouses and ombudsmen, who took part in nine focus groups, rated their overall QOL score as 7.25, which is higher than the NAVINSGEN average of 6.75. Top concerns of personnel serving in the NSE area, based on focus group information, are Manning/Manpower, Medical Services, Communication, Leadership, Housing, and Morale, Welfare, and Recreation. At NBK the top concerns expressed in focus groups were Manning/Manpower, Communication, Training, Facilities/Infrastructure, Leadership, and Parking. Top concerns of personnel serving in the NASWI area based on focus group information are Manning/Manpower, Housing/Barracks, Medical Services, Leadership, Training, Facilities, and Location.

4.   Additionally, 24 reserve military personnel responded to our on-line surveys. Their QOWL score was 6.81, which is slightly lower than the NAVINSGEN average of 7.38. We conducted 9 focus groups with 105 Reserve participants at Navy Operational Support Centers (NOSCs) Everett, Kitsap, and Whidbey Island. They indicated their overall QOL score as 7.17, which is higher than the NAVINSGEN average of 6.60. The top concerns for PACNORWEST Reserve focus group participants are: Communication, Requirements, IT Resources, and the Navy Reserve Orders Writing System (NROWS).

5.   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. Unless otherwise noted, observations herein are as of the last day of the area visit.

I. AREAS AND PROGRAMS ASSESSED

NAVINSGEN assessed the following areas and programs:

Mission Performance
    Communication and Relationships
    Mission Readiness
    Military Manning and Manpower
    Civilian Manning and Manpower
    Fleet Support
    Training
    Command Security Programs
    Reserve Component Programs

Facilities, Safety and Security
    Facilities and Base Operating Support (BOS)
    Environmental and Energy
    Housing
    Safety and Occupational Health (SOH)
    Emergency Management
    Security and Antiterrorism/Force Protection (AT/FP)

Resource Management/Quality of Life/Community Support
    Personally Identifiable Information (PII)
    Cyber Security Workforce (CSWF)
    Physical Readiness Program
    Navy College Program
    Sexual Assault Prevention and Response (SAPR)
    Command Managed Equal Opportunity (CMEO)
    Urinalysis, Drug and Alcohol Programs
    Voting Assistance
    Individual Medical Readiness (IMR)
    Command Individual Augmentee Coordinator (CIAC)
    Suicide Prevention
    Morale, Welfare and Recreation (MWR)
    Legal and Ethics
    Religious Programs
    Galleys
    Navy Exchange and Commissaries
    Healthcare Services
    Information Management
    Operational and Shipboard Narcotics Inventory Control

Brilliant on the Basics of Sailor Development
    Sailor Career Development Program
    Command Sponsorship Program
    Command Indoctrination Program

II. MISSION PERFORMANCE

1. <u>Introduction</u>. The Mission Performance Team interviewed personnel from 66 commands in Navy Region Northwest to assess region-wide mission readiness. This region is vital to fleet readiness and provided a unique snapshot of commands that must manage the challenges associated with operating in a geographically dispersed environment as depicted in the following illustration (see Figure 1).
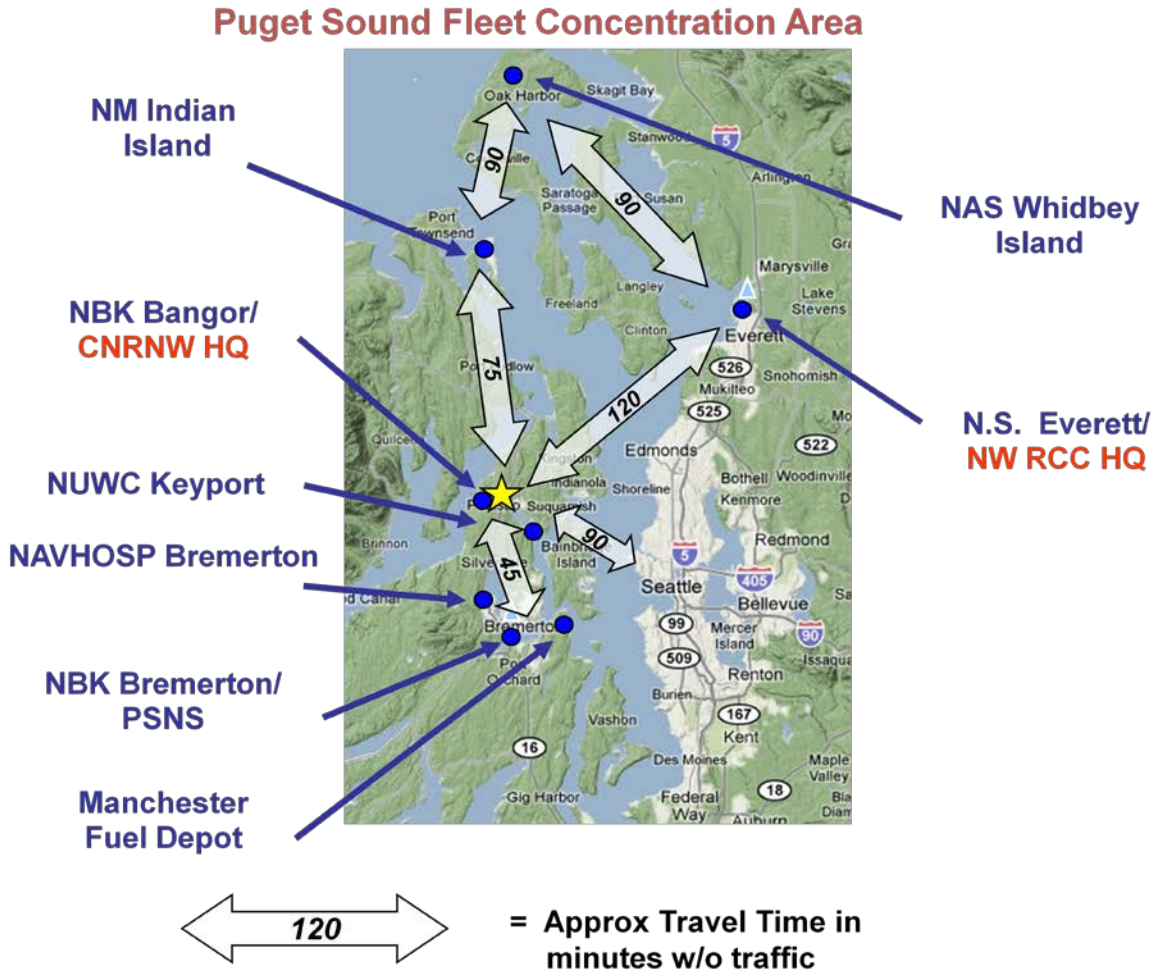
Figure 1. NAVFAC Northwest slide depicting travel times between installations.

    a. Naval Station Everett. NSE's primary site is a 212 acre facility constructed in 1987 as a home port for a carrier strike group. Additionally, the Public Works Department (PWD) is responsible for supporting outlying regional sites including the Navy Operational Support Centers in Washington, Idaho, Montana, Alaska, Wyoming and Oregon. The PWD also supports the 4,900-acre communications facility at Jim Creek and the recreation area at Pacific Beach, which is south of the Olympic Peninsula on the Pacific coast of Washington.

b.   Naval Air Station Whidbey Island. NASWI manages over 8,200 acres with a Plant Replacement Value (PRV) of approximately $1.83B. Additionally, NASWI operates a 47,000 acre military operating range in Boardman, Oregon. The aviation mission at NASWI is expected to grow and change in the next five years to accommodate transitions from the EA-6B Prowler to the EA-18G Growler, the P-3 Orion to the P-8A Poseidon and Broad Area Maritime Surveillance (BAMS) mission control stations, and the C-9 Skytrain to the C-40 Clipper. Each of these platform changes and new missions requires substantial military construction (MILCON) projects to support organizational maintenance requirements. Full implementation of the transition plans and associated support is estimated at $370M. The recapitalization of flight line facilities at NASWI would renovate, and in some cases demolish, older structures and construct new facilities to substantially improve the configuration, capacity and capability for supporting operations.

c.   Naval Base Kitsap. NBK is a geographically dispersed base that incorporates three major installations and a number of outlying parcels and functions under a single command consisting of over 11,200 acres with a PRV of over $8.5B. The average transit time between major installations is approximately 35 minutes. NBK's operational span includes a submarine base, undersea warfare center, hospital, shipyard and fuel storage depot. NBK is the site for a significant portion of the Navy's MILCON program for FY13 and FY14 with over $600M in construction programmed.

d.   Naval Magazine, Indian Island. NMII provides ordnance logistics support to the Pacific Fleet and joint service requirements. In 1941, the Navy commissioned the Naval Magazine and Net Depot on Indian Island, and used the organization for the storage of Navy munitions and assembly of mines and submarine nets. The island was placed in a reduced activity status in 1959, then reactivated in 1979 when munitions storage and handling facilities at Bangor were moved to Indian Island.

NMII occupies all of the 2,716 acre Indian Island located in the Puget Sound east of Washington State's Olympic Peninsula. Residents live on nearby Marrowstone Island to the east and in Port Townsend, the largest nearby population center located north-northwest of the site. NMII is approximately seven square miles in area. There are several Native American sites on the island, as well as historically significant pioneer homestead sites and World War II-era buildings.

2.   Communication and Relationships. Navy Region Northwest operates as a matrix organization where business lines are centrally managed at region headquarters. There are a wide variety of commands in the region with multiple layers of communication among Navy, Marine Corps, Coast Guard, Army Corps of Engineers, Air Force, civilian authorities, and 25 Native American tribal associations. We observed excellent communication and relationships among region and base leadership and their respective tenant commands, to include the Reserve Component Command and its supported Navy Operational Support Centers. Effective use of weekly regional staff meetings and bi-monthly Major Commander's meetings match resources to the regional Integrated Priorities List to allocate mission essential requirements throughout the region. Overall, the region supports the actions, judgment and decisions of the installation commanding officers and apportions support appropriately. We were impressed with the level of dedication and functional knowledge that personnel displayed during our interviews. The

majority of those interviewed throughout the region were civil service employees, all of whom had several years of experience in their current positions.

3.   Mission Readiness. Pacific Northwest commands are meeting their mission readiness requirements despite increasing operational tempo (OPTEMPO). However, the current operational environment demands Navy leaders exert extraordinary effort, develop creative solutions to problems, and assume operational risk by balancing manning deficits, maintenance availabilities, and training opportunities. All levels of these organizations feel the effects of increased individual personnel tempo (ITEMPO) on QOL. Additional observations across region installations include the following:

a.   Naval Station Everett. The base provides easy access to the six home-ported ships including USS NIMITZ (CVN-68), which arrived in March 2012. Leadership is working to fully meet the Chief of Naval Operations (CNO) Homeport Ashore initiative to improve Sailor in-port quality of life through the Interim Assignment Policy (IAP) by converting Navy Gateway Inns & Suites rooms to Unaccompanied Housing (UH). This conversion is scheduled to occur by 2016.

b.   Naval Air Station Whidbey Island. The base is actively working with Office of the Chief of Naval Operations (OPNAV) staff to manage issues involving military training range encroachment from wind farms, whose growth will impact training and readiness if left unchecked. While the Navy has successfully halted some wind farm encroachment in the area, Office of the Chief of Naval Operations Fleet Readiness Division (OPNAV N43) and Navy Region Northwest are continuing to work on permission to pursue additional easements under the restricted airspace to prevent future encroachment. As with nearly every Navy facility, vigilance and engagement is necessary in the long term to prevent mission impacts. The base has done a thorough job preparing cost effective courses of action to accept P-8A Poseidon aircraft in response to a forthcoming Navy basing decision. Additionally, the base is preparing to accept the Electronic-Attack (VAQ) Reserve squadron from Joint Base Andrews, MD in response to a recent basing change decision. Key enablers include military construction (MILCON) projects for hangar renovation and modernization, flight line ramp expansion, and additional flight simulators, which are programmed in FY14 - FY16.

c.   Naval Base Kitsap - Bangor. The primacy of the strategic deterrence mission ensures that the fleet ballistic missile submarine (SSBN) force in Bangor is adequately manned, trained, and equipped. The stringent security requirements associated with this mission have led to a host of MILCON projects and initiatives to reinforce the security posture on the shore, around the waterfront, and during long SSBN surface transits through the Strait of Juan de Fuca to the Pacific Ocean.

When it was constructed, the submarine base at NBK-Bangor served a single mission: to support the strategic deterrence mission of the SSBN force. Although the base continues to perform this mission very well, it now must support four additional mission areas: Commander, Submarine Development Squadron FIVE (CSDS-5) programs including USS JIMMY CARTER (SSN-23); guided missile submarines (SSGNs); a U.S. Coast Guard detachment; and ships conducting the Transit Support System. Additionally, new pier construction is planned to support the movement of USS SEAWOLF (SSN-21) and USS CONNECTICUT (SSN-22) to the Bangor waterfront.

The combination of several related factors – a growing workforce, limited parking, construction barriers, and a secondary security point – produces significant daily delays as NBK-Bangor employees attempt to get to and from work on the waterfront. While construction is a complicating element limiting access to the restricted waterfront, renewed emphasis on nuclear weapons security over personnel convenience will have a longer term impact on employee transit to secure areas.

     d.   Puget Sound Naval Shipyard (PSNS). Being the largest command in Navy Region Northwest, PSNS employs over 11,000 people. PSNS is currently working four major maintenance projects in Bremerton including USS RONALD REAGAN (CVN-76), USS PENNSYLVANIA (SSBN-735), USS KENTUCKY (SSBN-737), and USS CONNECTICUT (SSN-22). Competing priorities, such as preparing USS JOHN C. STENNIS (CVN-74) for deployment, disrupt well-formed project teams and cause project delays as personnel shift to higher priority projects. For example, at the time of our inspection, USS PENNSYLVANIA (SSBN-735) was expected to be delayed six months beyond her initial two-year availability. Quantifying a rough order of magnitude (ROM) of the cost of such a delay is extremely difficult due to the many diverse and compounding factors involved, but any significant delay would most probably lead to further increases in material costs, vendor cancellation fees (if applicable), material storage costs, and civilian labor rates of between 10 to 25 percent on average. These factors do not take into account the potential for further delays should sequestration lead to furloughs of significant numbers of shipyard workers assigned to the project. Shipyard leadership's goal is to reduce overtime from 13 percent to 8 percent; however, 200-300 more employees are required to make this a reality.

In recent years, the core maintenance skills of Sailors returning to sea have diminished. These skills are essential for the crew of a ship to be able to conduct maintenance and damage control during forward-deployed operations. To resolve this, Intermediate Maintenance Facility (IMF) Pacific Northwest is executing the Navy Afloat Maintenance Training Strategy (NAMTS), which provides Sailors with hands-on training in critical maintenance skills during shore tours in industrial activities. Of the 223 NAMTS billets in Bangor, approximately 50 personnel with surface specific ratings such as Gas Turbine Systems Technician-Mechanical (GSM) are shifting to Everett in FY13. This will allow side by side hands-on training and maintenance on equipment specific to their rating in the classroom as well as aboard the ships homeported in Everett. The IMF detachment at Everett is plans to receive an additional 35 billets from the fleet, increasing the workforce available to conduct repairs.

4.   <u>Military Manning and Manpower</u>. We assessed Total Force Management across the region for trends that impact military and DON civilian workforce employment and mission readiness. From the most senior officers to junior enlisted Sailors, individuals at most activities we visited in Navy Region Northwest identified military manning as a primary concern. Commanders are exerting extra effort to implement creative solutions to meet manning requirements for deploying units. One common element is the mismatch between required manning levels for deploying units and the personnel distribution system's ability to meet these requirements. The uncertainty of the years ahead in view of anticipated service drawdown measures exacerbates operational stress control concerns (see Figure 2). During NAVINSGEN's December 2012 Chief of Naval Personnel (CNP) Command Inspection, detailing challenges and assignment concerns were

discussed and are being addressed as a top fleet priority by both CNP and Naval Personnel Command (NPC). They are working closely with U.S. Fleet Forces Command (USFF) in addressing this issue and anticipate fleetwide improvements late in FY 13.
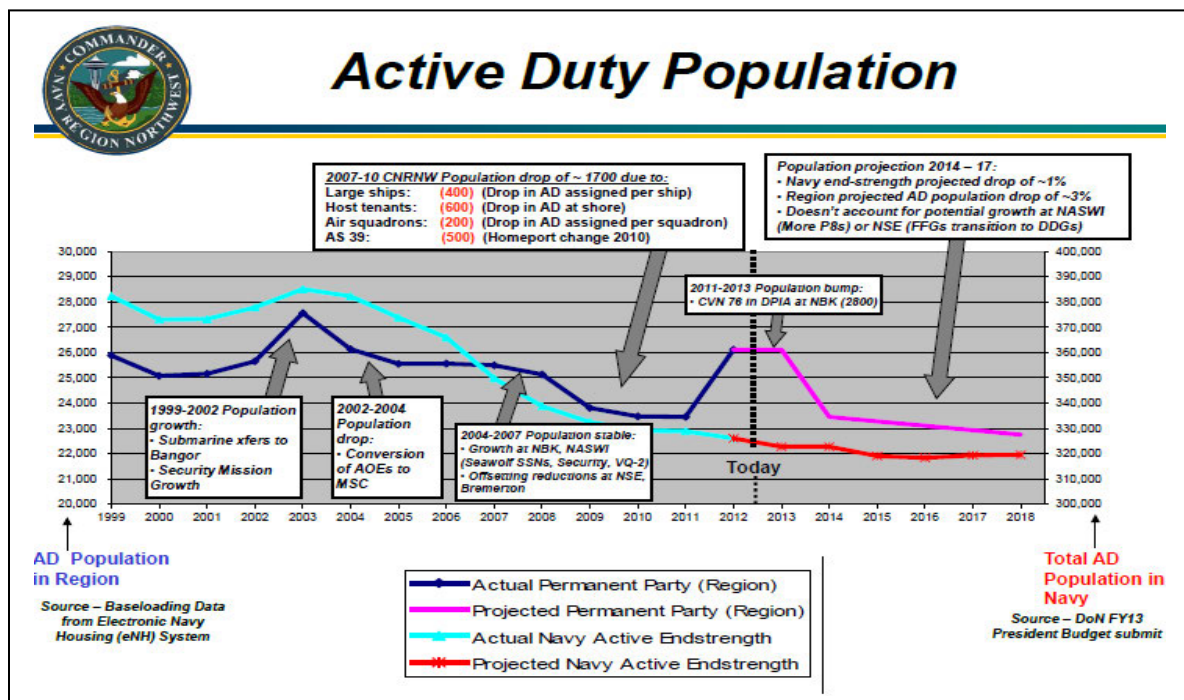
Figure 2. Current CNRNW Active Duty Population

NAVINSGEN observed an overwhelming sense among leaders that we are "...eating tomorrow's readiness today." Experienced journeymen (i.e., mid-grade) Sailors in critical Navy Enlisted Classification (NEC) billets are being over-used to meet operational demands. This creates gaps and reduces the pool of talented trainers for junior personnel in non-deployed units. Manning is a complex system with numerous variables (recruiting, training, attrition, retention, sea/shore rotation, fleet balancing, and advancement opportunity) that affect each community independently and impact distribution of Sailors to shore and sea billets fleet-wide.

CNP unit manning requirements are based on equitable distribution of total force availability. In FY11, USFF directed that manning requirements for deploying units meet a standard of 90 percent of Billets Authorized (BA) for FIT[1] and FILL[2] of Contiguous United States (CONUS)-based deployers and 95 percent FIT only for Out of Contiguous United States (OCONUS)-based deployers, no later than 30 days prior to deployment. In November 2011, USFF moved the manning deadline from 30 days prior to deployment to 60 days prior to deployment. Though no performance agreement has been formalized, NPC has adopted USFF's manning requirements for deploying units as the standard.

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[1] FIT refers to the match between the rating and pay grade required for a particular billet and the qualifications of the individual assigned to that billet.
[2] FILL refers to the percentage of billets that are occupied without regard to the rating or pay grade of the individuals occupying them.

As a result, surface and aviation warfare commanders have been forced to "rip to fill" – that is, take Sailors from one unit (often one that has just returned from deployment) to fill critical vacancies in another unit preparing to deploy. "Rip to fill" techniques may involve Temporary Additional Duty (TEMADD) assignments from one ship or squadron to another; cross-decking (permanently transferring a crew member from one unit to another); or diverting inbound Sailors from their original destination to a different deploying unit during a permanent change of station move. All of these techniques contribute to lack of unit cohesion for both the gaining and losing commands, increased Sailor ITEMPO, and QOL stress for Sailors and families who must endure longer periods of separation.

Commanders stated that personnel losses generated by force shaping tools such as Perform-To-Serve (PTS) and the Enlisted Retention Board (ERB) have further decreased warfare community readiness at all levels. Recent force reductions implemented as a result of PTS and ERB have eliminated experience and technical expertise in critical ranks and rates. This in turn impacts mission by reducing morale, trust in leadership, and confidence in Navy policy decision-making across the fleet. There is a growing consensus that Navy leaders are no longer using non-judicial punishment (NJP) as a tool for correcting poor performance or bad behavior. Instead, the perception is that NJP is a primary factor considered in PTS and ERB decisions to "cull the force."

    a. Naval Station Everett. At the time of our area visit, NSE-based Guided Missile Frigates (FFG) and Guided Missile Destroyers (DDG) were manned at an average 83 percent FIT and 91 percent FILL. The NSE-based surface warfare community is challenged to respond to emerging global requirements and short-fused national tasking. Homeport migrations due to scheduled shipyard maintenance periods and short-fused training opportunities off the coast of San Diego create unforeseen ripples in manning readiness.

    b. Naval Air Station Whidbey Island. The aviation warfare community at NASWI suffers from the same effects of short-fused national tasking with a different perspective. Our analysis of their major aviation platforms, the EA-6B and EA-18G, highlighted key readiness gaps due to the lack of journeymen across several aviation ratings. Additionally, apprentice-level technicians are filling critical journeymen billets due to a lack of inventory of more experienced technicians. This exacerbates the effects of "rip to fill" measures and creates "fill downs"[3] in all squadrons. The lack of distributable inventory of experienced enlisted Sailors, coupled with phasing out the EA-6B Prowler at both the flight line and in the schoolhouse, is challenging the VAQ community in the early stages of platform transition to the EA-18G Growler.

    c. Naval Base Kitsap-Bremerton. Submarine warfare communities are not experiencing the same extreme manning level mismatches as the surface and aviation warfare communities. With the exception of the implementation of the community Information Systems Technician Submarines (ITS) rating, submarine forces are adequately manned, trained, and equipped to meet mission requirements. This is primarily due to the unique community requirements and aggressive, proactive, top-down efforts to ensure recruitment of highly skilled personnel. A useful measure of manpower sourcing in the submarine force is the ratio of personnel currently

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[3] Fill-down refers to assigning personnel to billets that are a rank/grade lower than required.

on board (COB) to the projected Navy manning plan nine months out (P9 NMP). The COB/P9 NMP ratio for the SSGN fleet averages 99.6 percent, demonstrating consistently high manpower sourcing for this specialized mission. Similarly, the COB/P9 NMP ratio for the SSBN fleet is 97 percent and the COB/P9 NMP ratio for the SSN fleet is 98 percent.

   d.   Limited Duty (LIMDU) Non-Distributable Account. The LIMDU non-distributable account is an overarching manning concern that affects all warfare communities. Ill or injured Sailors assigned to deployable commands are transferred to Temporary Personnel Units (TPUs) or Temporary Personnel Detachments (TPDs) where Medical Evaluation Boards (MEBs) or Physical Evaluation Boards (PEBs) make determinations regarding their medical condition and potential for continued Naval service. These personnel may be separated or placed on LIMDU status at eligible/non-industrial shore commands until they recover. Sailors who become pregnant during sea duty tours must be removed from shipboard assignments by the 20th week of pregnancy. These Sailors are sent to eligible area shore commands until they once again become worldwide assignable. Depending on command size, LIMDU or pregnant Sailor population may vary. As of 2 Feb 2012, USFF established the following LIMDU[4] and pregnant[5] Sailor assignment guidelines based on a sliding scale with regard to overall projected personnel manning billets authorized nine months out (P9 BA):

   • Twenty percent for commands with P9 BA less than 49

   • Twenty-five percent for commands with P9 BA 50-500

   • Thirty percent for commands with P9 BA greater than 500

Note: Percentages are not combined (i.e., a command can have 20 percent LIMDU and 20 percent pregnant Sailor populations assigned.)

At the time of our area visit, Navy total enlisted population consisted of 263,367 personnel. Fourteen percent were non-distributable personnel, of which 2.4 percent were on LIMDU status or pregnant. Navy Region Northwest total LIMDU and pregnant population assigned to eligible Shore Duty Commands consisted of 392 personnel, equating to 11 percent of the total population. This percentage is in line with other CONUS geographic regions[6] averaging 10.2 percent. During NAVINSGEN's December 2012 CNP Command Inspection, this LIMDU population and assignment concern was discussed and is being addressed by CNP, NPC, and USFF.

   e.   Strategic Weapons Facility Pacific's Marine Corps Security Force Battalion. The Marine Security Force battalion has grown over the years, both in the number of Marines assigned and by the addition of 500 Navy Masters-at-Arms (MAs). While the force is fully manned, the challenge of the battalion's leaders is to develop unit cohesion and improve professional development. Moreover, there are not enough supervisory enlisted leaders (Non-

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[4] Limited Duty (Accounting Category Code (ACC) 105).
[5] Distribution Navy Enlisted Classification (DNEC) Code 0054/55.
[6] Navy Regions Mid-Atlantic, Southeast and Southwest (as of 30 Nov 2012).

Commissioned Officers and Petty Officers) assigned to the battalion. Most of the battalion is composed of first term Marines and Sailors who require more training and supervision than more experienced personnel.

5. Civilian Manning and Manpower. We observed a consistent theme of excellent service provided by both the Human Resource Office (HRO) and the Human Resources Service Center (HRSC), and strong cooperative relationships with Human Resources (HR) liaisons.

    a. HR Service Delivery. The Navy will implement a new HR service delivery model in April 2013. HRO representatives expressed concern that the new model will degrade local services, particularly to managers and employees of smaller commands. For example, under the HR service delivery model, NSE and NASWI base commanding officers will be required to refer tenant command employees to a distant HRO. If those employees are represented by a local bargaining unit, then base commanding officers would have to appeal for labor relations assistance from that same distant HRO. The perception is that existing relationships built on trust with local HR staffs have prevented Equal Employment Opportunity (EEO) complaints, grievances and unfair labor practices over the years. If these relationships are fractured, increases in litigation and formal HR complaints may result. NAVINSGEN intends to observe regional HR service delivery implementation in future area visits.

    b. Naval Magazine, Indian Island. Though adequately manned today, NMII's future civilian manning is a concern. Twenty-five percent of the workforce is over 60 years of age and seventy percent is over 50 years of age. Impending workforce turnover will require focused attention to ensure that a skilled experience base is available to meet future requirements.

6. Fleet Support. The three Personnel Support Detachments (PSDs) in the region are managed by experienced, motivated, career-oriented professionals who strive to provide excellent customer service to Sailors and their families. All three PSDs currently exceed Navy standards for processed pay transaction accuracy rates, pay transaction timeliness, and travel claim processing timeliness.

7. Training. Navy Region Northwest offers excellent military and civilian training opportunities. All the commands we visited have training programs that are operating in accordance with Navy directives. As in other regions, however, geographic location affects the availability of courses. Classroom training is not duplicated at each base, so some courses may be offered only at one location across the Puget Sound area or as far away as Naval Station San Diego. The geographic dispersion of training facilities results in increased travel costs, civilian overtime, lost work days and family separation.

Submarine warfare training in Navy Region Northwest is consolidated at a single location at NBK-Bangor. The Trident Training Facility effectively supports 23 submarine crews and over 50,000 students per year performing four different mission sets: SSBN, SSGN, SSN, and the Transit Protection System.

8.   Command Security Programs. Mission Team personnel met with regional Security Managers and also inspected two Sensitive Compartmented Information Facilities. Regional security programs are in compliance with Secretary of the Navy (SECNAV) instructions and manuals.

Regarding personnel security, discussion with the NBK Bangor security office and CNIC personnel revealed uncertainty over long-term responsibility for administering personnel security actions on non-appropriated fund (NAF) employees. Historically, NAF personnel security requirements are handled by the servicing Human Resources Office (HRO). However, new security requirements, including eligibility for a Common Access Card, require a greater emphasis on background investigations and security adjudication for all employees filling non-sensitive positions; thus driving up the security "case management" workload across the DON. During our inspection, we learned that CNIC HQ was considering a course of action that would transfer NAF personnel security responsibilities to installation Security Managers. In the case of NBK Bangor, this would have raised the security office caseload from 2,700 personnel to 3,600 personnel. We note that, as of this report, CNIC has not directed any transfer of security administrative responsibilities. However, in view of the increased DoD-wide emphasis on improving all non-sensitive background investigations, and resultant DON-wide resource implications, NAVINSGEN referred this issue to the newly established DON Security Executive (DSE) under the cognizance of the Deputy Under Secretary of the Navy (DUSN) for Plans, Policy, Operations and Integration (PPOI). The DUSN PPOI DSE staff is coordinating with CNIC, and other Echelon II entities, to establish a DON policy that best meets the more rigorous security administrative requirements.

9.   Reserve Component Programs. The Reserve Component Commander (RCC) headquartered at NSE and Navy Reserve personnel at the NOSCs in Everett, Kitsap, and Whidbey Island are highly motivated and mission oriented. The RCC and NOSCs maintain good working relationships. The biggest challenge for both the RCC and the NOSCs is to ensure that Reserve Sailors comply with multiple administrative requirements while accomplishing their mission within their allocated drill periods.

III. FACILITIES, SAFETY, AND SECURITY

1.   Facilities and Base Operating Support (BOS). CNIC is accepting a greater level of risk in administrative facilities across their enterprise. The Navy's limited MILCON and facility Sustainment, Restoration, and Modernization (SRM) funding is primarily directed toward operational facilities. Public Works Departments (PWDs) in the region receive 60 percent of the SRM funding necessary to sustain facilities over their expected lifetime. This level of investment accelerates a facility's degradation and shortens its life expectancy. Deferred maintenance of administrative facilities will eventually translate into higher Recapitalization and Modernization (RM) costs in the out years and impact short term habitability and QOL of Sailors and the civilian workforce.

As expected, facility conditions at the bases in Navy Region Northwest vary considerably depending on their construction history. Older facilities like PSNS at NBK-Bremerton have numerous large World War II vintage industrial buildings that in some cases house sensitive modern industrial equipment (see Figure 3, Building 431 Machine Shop). Recapitalizing these older industrial installations is a challenge.

Figure 3. Building 431 Machine Shop, PSNS, Bremerton.

Other "newer" bases like NSE face different challenges. Because construction began in the late 1980s, buildings and infrastructure are more modern than at other bases. However, block obsolescence is a concern. Since most of the buildings at NSE were constructed at the same time, many building systems (e.g., Heating Ventilating and Air Conditioning (HVAC) systems) will reach the end of their life cycles simultaneously.

NAVINSGEN's on-line survey and focus groups documented concerns with facility conditions such as leaking roofs, inadequate HVAC systems, and plumbing issues. Field inspections validated these general concerns. The bulk of the complaints pertain to administrative facilities and barracks where Sailors live and work. Installation PWDs were aware of the significant issues and have developed projects to address most of them. NAVINSGEN noted that when additional funds were available, some bases directed these funds toward barracks improvement projects, but the bulk of administrative facilities receive low priority for funding.

    a. Hangar 1 at NAS Whidbey Island. Hangar 1 is an old, obsolete, and unsafe structure, which has been on the demolition list for several years, but remains occupied by VAQ-129 maintenance activity and personnel. The building does not comply with fire protection requirements and the proposed interim fire protection mitigation measures are not funded. Part 2, Issue Paper 1, DEMOLITION OF OBSOLETE HANGAR AT NAVAL AIR STATION (NAS) WHIDBEY ISLAND, refers (Page 43).

b. Installation Readiness Reporting. During the area visit, NAVINSGEN reviewed installation readiness reporting in the Defense Readiness Reporting System-Navy (DRRS-N). The goal was not to question commanders' assessments, but to review the underlying data that populate the objective DRRS-N resource "pillars" of Personnel, Equipment, Sustainment, Training, Ordnance and Facilities (PESTOF). NAVINSGEN's field observations of installation security manning and facility conditions revealed DRRS-N data inconsistencies.

During discussions with CNIC staff, NAVINSGEN learned that objective PESTOF pillar data had not been approved by CNIC; therefore, installation commanding officers are not required to use such data in their subjective assessments of installation readiness. Additionally, CNIC business rules for reporting may inhibit commanders from assessing their readiness status as Yellow or "Qualified Yes." The CNIC DRRS-N Business Rule Handbook[7] states a "Qualified Yes" assessment can be a signal to the chain of command that without corrective action, the command will assess the capability as Red or "NOT Ready for Tasking" within four months. Typically a four month period is not a critical or useful metric of shore readiness as it would be in Fleet operations. As such, if the potential impact is more than four months away, these risks to installation readiness may be reported as Green/"Ready for Tasking" vice Yellow.

The overall result is a reporting process that effectively limits installation readiness reports to either Green/"Ready for Tasking" or Red/"NOT Ready for Tasking," providing higher echelon leadership little warning about areas of greater risk. Part 2, Issue Paper 2, COMMANDER, NAVY INSTALLATIONS COMMAND (CNIC) DEFENSE READINESS REPORTING SYSTEM-NAVY (DRRS-N) IMPLEMENTATION, refers (Page 45).

c. FY13 Facility Services Reductions. Similar to facilities maintenance programs, facilities service programs such as grounds maintenance, janitorial services, and pest control were the source of significant complaints in on-line surveys and focus groups. These programs were funded at Common Output Level (COL) 3, a level of service that focus groups and survey participants consider to be marginal at best and generally unsatisfactory. In FY13, CNIC is reducing these services Navy-wide through phased implementation. While the program's budget reduction is approximately 10 percent, the impact is expected to reduce services to what is termed "COL 4 Future." The revised service levels reduce restroom cleaning, decrease grass cutting frequency, and eliminate flower bed maintenance, hedge trimming, street sweeping, and trash pick-up in work spaces. A summary of each of the service reductions is provided below (see Figures 4 and 5).

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[7] Commander, Navy Installations Command (CNIC) Defense Readiness Reporting System-Navy (DRRS-N) Business Rule Handbook, Version 17 of April 2010.

FX COL 4 Future

COL 3	COL 4 Current	COL 4 Future
Grounds •Grass exceeds recommended height by up to 50% •Non-routine edging, irrigation, weed control, or fertilization of lawns	**Grounds** •Grass exceeds recommended height by 50% or more •No edging, irrigation, weed control, or fertilization of lawns for non-prestige areas	**Grounds** •Evaluate improved areas to receive recurring services and those receiving unscheduled services to maintain safety, health or sanitation •Recurring service areas will be allowed to reach 10"-12" prior to cutting back to 3.5"-6" (based on grass type) •No edging, weed control or fertilization of lawns •No maintenance of plant beds •Irrigate enough to prevent loss and inhibit growth of lawns for non-prestige areas
Shrubs and Trees •Maintained but may be unbalanced	**Shrubs and Trees** •Not maintained, & have unhealthy appearance – no irrigation	**Shrubs and Trees** •Maintained to prevent encroachment – will have unhealthy appearance •Irrigate enough to prevent loss
Refuse Collection Dumpsters are picked up on an optimized schedule	**Refuse Collection** •Dumpsters are allowed to overflow	**Refuse Collection** •Dumpsters are picked up on an optimized schedule •Only self sustaining QRPs continue; waiver process to be developed

Comply with federal, state & local laws

1

Figure 4. CNIC FY13 Facility Services Reductions.

FX COL 4 Future cont'd

COL 3	COL 4 Current	COL 4 Future
Custodial •Clean/service restrooms every shift •Floor care twice monthly •Office waste picked up weekly •Carpets deep cleaned every 18 mos.	**Custodial** •Clean/service restrooms every shift •Floor care monthly •Individual office waste not picked up; use central collection point •Carpets deep cleaned every 2 years	**Custodial** •Clean restrooms 3 times week •Service restrooms daily •Group shower/locker room cleaned daily •No recurring floor care •Individual office waste/recycling not picked up; use central point •Employees are responsible for cleaning up after themselves in break rooms
Pest Control •Routine treatment and surveillance of mission impact, structure damaging, disease vector, or health pests IAW installation pest management plan •Surveillance and treatment of nuisance pests in high sanitation areas only	**Pest Control** •Routine treatment and surveillance of mission impact, structure damaging, disease vector, or health pests IAW installation pest management plan •Treatment of nuisance pests in response to customer complaints only	**Pest Control** •Routine treatment and surveillance of mission impact, structure damaging, disease vector, or health pests IAW installation pest management plan. •Treatment of nuisance pests in response to customer complaints only
Street Sweeping •Sweeping of airfields, piers and roads only	**Street Sweeping** •Sweeping of airfields only	**Street Sweeping** •Sweeping of airfields only
Snow clearing •Clearance of airfields, piers and roadways in priority order	**Snow clearing** •Clearance of airfields, piers and roadways in priority order	**Snow clearing** •Clear all mission critical airfields, piers and roadways •Non-mission critical areas will be evaluated for those receiving recurring services and those receiving unscheduled services to maintain safety, health or sanitation

Exemptions are Joint Base, AERB and CYS

Comply with federal, state & local laws

2

Figure 5. CNIC FY13 Facility Services Reductions.

In addition to the expected degradation of installation appearance and habitability, there are secondary QOL, safety and health, and certification impacts that may affect other programs:

- Service reductions in barracks are a particular concern since they affect junior Sailors where they live and work. Eliminating preventive pest control and reducing grounds maintenance requirements may result in an increase in rodents and indoor pests.

- New standards that reduce restroom cleaning frequency from daily to three cleanings per week (with daily replenishment of paper products) are troubling to the workforce. Shipyard workers on round-the-clock shifts already consider restroom cleanliness inadequate and are concerned that reduced service levels will result in safety and health issues.

- The Navy's program of sustainable design projects, resulting in U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) certification, often incorporates non-cosmetic landscaping features integral to facility design, which minimize environmental contaminant runoff and conserve water.

- CNIC is also relaxing the rules to allow non-CNIC tenants to use mission funds[8] to "buy back" a higher level of service. Service levels are expected to remain unchanged for flag and headquarters buildings and residences; and there are exemptions for Joint Bases, Advanced Education Review Board flagship institutions[9] and Child and Youth Services (CYS).

Although CNIC guidance to Installation Commanders specifically exempts reductions affecting health and safety, the Navy may be approaching an undesirable tipping point on facility services that could negatively impact Navy pride and professionalism. Part 2, Issue Paper 3, FACILITY SERVICES (FX) FUNDING REDUCTIONS, refers (Page 47).

    d.   Crane Operations at Naval Magazine Indian Island. The Army Surface Deployment and Distribution Command (SDDC) uses a large, self-powered crane at NMII to load containerized Army munitions. In the past, when the crane was used for Navy purposes, it was operated and maintained to Navy standards. The Navy Crane Center's P-307 manual, *Management of Weight Handling Equipment*, specifies requirements for operation of Navy cranes. When the Navy no longer had a mission requiring the crane, it was transferred to the Army and maintained according to Army standards, which comply with Occupational Safety and Health Administration (OSHA) requirements. OSHA requirements are less stringent than Navy requirements. In August 2011, the Navy Crane Center issued the following change to the December 2009 version of the P-307, "Where Navy personnel operate WHE (Weight Handling Equipment) owned by other services or agencies at Navy activities, including Navy activities on bases of other military services and agencies, the WHE shall be maintained, inspected, tested, and certified in accordance with this publication. The training, licensing, and operational requirements of this publication apply. Where WHE owned and operated by other military

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[8] Operations & Maintenance funds used to support preparations for and the conduct and sustainment of operations.
[9] U.S. Naval Academy, Naval Postgraduate School and the Naval War College.

services and agencies is used in support of Navy operation, the activity commanding officer shall establish and promulgate a policy to ensure safe operation of the equipment."

Because Navy personnel operate the crane in support of the Army mission, the Navy Crane Center inspected and decertified the crane in 2012. To resolve the issue at NMII, the Army SDDC agreed to provide operators for the Army-owned and maintained crane (which eliminates the Navy Crane Center's jurisdiction) to support their operations. NMII and Army SDDC are working on a memorandum of agreement (MOA) that defines the Army's roles and responsibilities.

While this may resolve the issue at NMII, it raises questions about the jurisdiction of the Navy Crane Center to impose its criteria on WHE owned by another service. There are numerous instances of Navy activities, both at joint bases and at bases of other services and agencies, where Navy personnel operate or maintain non-Navy owned WHE. Aside from the joint bases at Charleston, Lakehurst, and Andrews, there are Navy activities at Picatinny Arsenal, White Sands Missile Range, Hawthorne Army Depot, McAlester Army Ammunition Plant, Wright Patterson Air Force Base, Wallops Island Flight Facility, Stennis Space Center, and other non-Navy installations.

Since the August 2011 changes to the P-307 manual were not coordinated with the other Services, this change may also affect similar operations at other Navy and DoD installations. NAVINSGEN has informed Offices of the Army and Air Force Inspectors General for their awareness and assistance in coordinating an interservice/joint basing solution. Part 2, Issue Paper 4, MANAGEMENT OF WEIGHT HANDLING EQUIPMENT (WHE), refers (Page 51).

    e. Facility Consolidation. The planning staff at NASWI successfully developed a number of projects using demolition funds that resulted in several consolidations. Navy funding for demolition projects is severely limited, and most funds available for FY13 and FY14 special projects are now committed to energy conservation projects. Historically, Navy installations struggled to justify projects that consolidate dispersed functions into renovated space to permit the demolition of excess facilities. Rules for project documentation often limit the planning staff from including secondary economic benefits, like productivity improvements, consolidation, and demolition of excess space when attempting to justify the investment necessary to improve a more efficient facility. Consolidation projects at installations like Whidbey Island with older World War II era infrastructure, often achieve substantial energy savings.

2. <u>Environmental and Energy</u>. Environmental programs in Navy Region Northwest operate within some of the most complex regulatory requirements in the United States. Abundant natural and cultural resources in the northwest create a heightened sense of environmental awareness, and most routine activities are subject to the scrutiny of numerous government and non-government environmental stakeholders. Several examples include:

- Treaties with Native American Indian tribes increase the complexity, cost, and time needed to plan projects and training exercises.

- The region's area of responsibility is home to over 50 threatened or endangered animal species that are protected by statute.

- Fish migration season impacts mission and limits construction activities for twenty-five percent of the year.

- Regulatory inspections occur frequently in the northwest region.

Environmental staffs at CNRNW headquarters and Navy installations throughout the region are proactive, knowledgeable, and dedicated. They well manage the Navy's environmental programs by documenting, addressing, and mitigating compliance issues. Installation and regional leadership is informed, engaged, and fosters a strong ethos of environmental awareness.

Environmental planning requirements at NBK-Bangor consume significant staffing time and resources. Tribal negotiations and complex legal processes often require lengthy planning and coordination efforts. The uncertain nature of the Navy's funding process, which may involve multiple budget submitting offices (BSOs), impacts the environmental staffs' ability to fulfill legal requirements in advance of construction schedules. Personnel from Navy Region Northwest's environmental staff do an excellent job communicating with outside organizations to identify issues before they affect project timelines. Staffs throughout the chain of command respond with a team approach to manage and resolve high profile issues. The following paragraphs summarize several prominent environmental issues and touch on the region's energy conservation program accomplishments and initiative.

    a.   Natural Resources Damage Assessments (NRDAs). Under federal statute, responsible parties are liable for the cleanup of contaminants released into the environment, and for any damages to natural resources impacted by those contaminants. The extent of Navy liability for natural resource damages (and the cost to assess damages) from hazardous substance release into the Puget Sound near the Naval Shipyard is the subject of ongoing negotiations between Navy Region Northwest and the Washington State Department of Ecology (Ecology). Ecology suggested a framework for conducting the NRDA that included the development of a cooperative agreement (CA) funded by the Navy. Navy Region Northwest requested authorization and funding for the CA by letter[10] in 2011 and was awaiting a response at the time of our area visit. NAVINSGEN staff discussed this request with Chief of Naval Operations Energy and Environmental Readiness Division (OPNAV N45) staff, and OPNAV N45 subsequently denied Navy Region Northwest's request in a letter[11] noting "…there is no requirement for the Navy… to initiate an NRDA or to agree to pay for the cost of an NRDA at this juncture." OPNAV N45 recommended that "…COMNAVREG NW maintain open lines of communication with the Navy's co-trustees…" and suggested the region request a policy waiver should they believe it is in the best interests of the Navy. OPNAV N45's letter also noted the concurrence of Deputy Assistant Secretary of the Navy (Environment). Navy Region Northwest will continue to share technical information and work cooperatively with stakeholders and reevaluate options in the future.

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[10] Commander, Navy Region Northwest, Request for Policy regarding Natural Resources Damage Assessment for Navy Comprehensive Environmental Response Compensation and Liability Act (CERCLA), ltr 5090 Ser N45/0169 of 23 May 11.
[11] CNO (N45) ltr 5090 Ser N452/12U158197 of 11 Sep 2012.

b.   Tribal Fishing Areas. Most northwest Native American tribes have treaty-protected rights to fish and harvest shellfish on, or adjacent to, Navy Region Northwest installations. The Navy is required to initiate government-to-government (G2G) consultation with tribes if Navy activities could significantly affect tribal resources, Native American lands, or protected treaty rights. When impacts are potentially large, G2G consultations can become very complex and require significant correspondence, meetings, phone calls, and coordination throughout the chain of command. Typically, G2G consultations result in formal agreements that compensate tribes for impacts to tribal fishing and shell fishing areas. Installation commanding officers lead the G2G consultations with support from the region commander and the region facilities/environmental (N4) staff. These consultations benefit all stakeholders, including the Navy, but represent a significant resource commitment in the PACNORWEST Region.

c.   In-water Maintenance, Repair, and Construction Projects. Both the Marine Mammal Protection Act (MMPA) and the Endangered Species Act (ESA) impact Navy construction projects in waters that harbor specific protected species. Underwater sound produced by pile driving can injure or harass protected marine species. Due to the high density of marine mammals in the northwest, even minor repair projects can require an environmental assessment (EA), MMPA permit, or consultation with the National Marine Fisheries Service and the U.S. Fish and Wildlife Service. In order to protect salmon, in-water construction is typically limited to a six month "fish window" each year. These requirements and restrictions increase the cost, complexity, and time to complete in-water construction projects. The region is taking steps to minimize some construction delays by preparing region-wide EAs covering all in-water repair projects across the region for a five year period. This will reduce labor and costs compared to conducting individual analyses and obtaining separate permits for each project.

d.   National Environmental Policy Act (NEPA) Coordination. Four major mission essential projects are planned for the NBK-Bangor waterfront over the next five years. Satisfying NEPA requirements (i.e., obtaining an approved Environmental Impact Statement [EIS] or EA) is an arduous task under normal circumstances. Given the environmental, cultural, and natural resource constraints in the northwest, satisfying NEPA requirements for several projects in a short timeframe will require extraordinary efforts. Navy Region Northwest and Naval Facilities Engineering Command Northwest staffs are coordinating the planning process with the CNIC Regional Environmental Program Manager (CNIC N45) and project sponsors to determine the preferred NEPA compliance strategies. The projects are connected geographically, but each project involves some differences in environmental impacts. The primary consideration is how to optimize the process by combining specific projects to satisfy NEPA requirements. Combined EISs can reduce regulatory consultation, review times and costs; but combining projects can create scheduling problems, if one project becomes delayed. If EISs are not combined, it can become challenging to conduct separate public meetings and regulatory consultations without affecting each project's schedule. Ultimately, CNRNW decided to combine two projects into a single EIS, pursue a separate EA for a third project, and defer action on the fourth, since its scope has not been finalized and its timing is not aligned with the other projects. This option has the least potential for delays, but continued close cooperation and support from OPNAV N45 will be essential to keep projects on schedule.

e. Environmental Staffing. Navy Region Northwest has taken innovative steps to improve the efficiency of their environmental resources and staff. They proactively network with local, state, and federal agencies to inform them of ongoing and emerging issues prior to formal submissions. CNRNW recently submitted a program objective memorandum (POM-15) request for an additional $750K for natural resources labor funding, and three positions to support the cultural resources program (one each at CNRNW headquarters, NBK, and NASWI).

f. Hazardous Material Control and Management Program. OPNAVINST 5090.1C CH-1, *Environmental Readiness Program Manual*, of 18 JUL 11, provides Navy policies and procedures for managing environmental programs. Section 4-6.2 directs Navy commands to implement the Consolidated Hazardous Material Reutilization and Inventory Management Program (CHRIMP) to reduce the amount of hazardous material procured, stocked, distributed, and eventually disposed of as waste. Activities and tenant commands within Navy Region Northwest are participating in CHRIMP. The Hazardous Waste Minimization (HAZMIN) Center at NASWI provides exceptional service and support to the fleet while reducing hazardous material (HM) purchase and disposal costs. The HAZMIN center was originally established in 1996 to support aviation maintenance functions, and now operates as a comprehensive CHRIMP center, offering life-cycle HM management services. The HAZMIN center manages stock levels and receipts of all HM, and manages a robust reuse and waste minimization program, providing free 'material issue' to commands. The NASWI HAZMIN center provides support for remote forward-deployed units and also pays HM charges for units operating outside of homeport. The HAZMIN center is closely partnered with NASWI Environmental Affairs and Safety, ensuring tight control of HM and hazardous waste and providing in-depth training to all activities.

g. Energy. Six installations in the northwest region have robust energy programs and were recognized as SECNAV energy award winners in 2011. These awards acknowledge consistent reductions in energy consumption made possible through comprehensive energy efficiency programs, aggressive energy awareness campaigns, innovative energy efficiency measures, knowledgeable staff, and senior level command involvement. CNRNW is actively pursuing Advanced Metering Infrastructure (AMI) technology, allowing energy managers to identify inefficiencies and develop projects to further reduce energy consumption.

3. <u>Housing</u>. Navy Region Northwest Housing Service Centers manage 10,500 on-base housing units (family and unaccompanied housing areas) and provide off-base housing referral support and services. Housing Service Centers located at NBK, NSE, and NASWI proactively use various methods to reach out to new and current service members. For example, the website www.navylifepnw.com provides valuable information about on and off-base housing. Flyers and posters contain Quick Response (QR) codes, giving smart phone users immediate access to housing information. The Housing Early Application Tool (HEAT) allows Sailors an opportunity to review housing information prior to assignment or relocation to an installation.

a. Family Housing. Navy Region Northwest has over 3,500 on-base Family Housing units managed by two Public/Private Venture (PPV) partners, and over 860 government-owned units. Forest City is the managing partner for over 3,200 PPV units at NSE, NASWI, and NBK. Forest City residents rated overall satisfaction as "Very Good" in the 2011 Resident Satisfaction Survey. Pinnacle is the managing partner for 288 houses in NSE's Carroll's Creek Landing

neighborhood. Resident satisfaction scores for this housing area are the lowest in the region with an average score of 65,[12] which equates to "Below Average." Resident satisfaction scores in the government-owned neighborhood of Jackson Park were rated 73, which equates to "Average."

Housing personnel at each installation are proactive and have established a good working relationship with the PPV property manager and staff. Installations implemented recent CNIC procedures[13] for oversight of health and safety issues and readily seek opportunities to reach out to all residents. Families in PPV houses receive a letter and refrigerator magnet with Housing Service Center contact information. Mold awareness flyers are distributed to all residents and are readily available at Housing Service Centers. Despite these initiatives, some Sailors are unaware that the Navy housing staff can assist and advocate for Sailors with any issue or problem with PPV units or off-base housing. A contributing factor to lack of tenant awareness may be that the installation Housing Service Center is located on base, while the PPV property managers are located in their respective PPV neighborhoods. Installation Housing Service Center personnel need to continue aggressive marketing strategies to increase Sailor's awareness of support services.

(1) Exceptional Family Member Program (EFMP). One area of concern in the northwest region is the limited availability of handicapped-accessible houses for Sailors enrolled in the EFMP. Sailors with severely disabled family members report a shortage of Americans with Disabilities Act (ADA)-compliant houses, resulting in long wait times (1-3 years) or multiple moves (2-3 moves at the Service member's expense) along with a myriad of applications and signatures required to justify additional amenities. NBK is one of five locations within the Navy where an EFMP Sailor with a severely disabled family member can be stationed. There are approximately 1,000 EFMP Sailors stationed at NBK, including roughly 300 family members in wheel chairs. NBK has about 50 ADA-compliant houses, half of which are two-bedroom apartments or townhouses that are not conducive to dependents in wheel chairs. Federal law and DoD policy[14] requires at least five percent of total military family housing on an installation be constructed or easily modifiable or accessible for persons with mobility impairments. In addition to the five percent requirement, DoD Manual 4165.63-M states, "When needs exist, modifications to housing shall be accomplished on a high priority basis (regardless of the inventory of accessible units in use)…" Only 2.3 percent of NBK family housing units are handicap accessible (50 out of 2,206), which is below the DoD standard and does not meet demand. As required by CNIC policy, NBK Housing Service Center attempts to find suitable off-base rentals, but the local market does not have ADA-compliant houses readily available. Part 2, Issue Paper 5, FAMILY HOUSING FOR SAILORS WITH EXCEPTIONAL FAMILY MEMBERS, refers (Page 54).

(2) Carroll's Creek Landing PPV at NSE. Sailors interviewed during NAVINSGEN focus groups were overwhelmingly dissatisfied with the management and style of houses at Carroll's Creek Landing. CNRNW and NSE personnel work with the PPV partner, Pinnacle, to improve overall service and resident satisfaction. Pinnacle recently changed property managers,

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[12] Average Resident Satisfaction Survey Score (2008 to 2011).
[13] CNIC "*Standard Operating Procedure for Navy Oversight of Health & Safety Issues in Privatized Housing*," Version 1, March 2012.
[14] DoD Manual 4165.63-M, *DoD Housing Management,* of 28 October 2010.

began offering units below the Basic Allowance for Housing (BAH)[15] and started promotional campaigns to provide Sailors incentives to rent houses. While resident satisfaction scores improved from an overall score of 54 in 2009 to 65 in 2012, attracting Sailors to Carroll's Creek Landing remains a challenge. Due to limited occupancy by military service members, roughly 40 percent of the PPV houses are rented to non-DoD affiliated civilians, adding to the negative perceptions held by military families. It is likely these challenges will persist until the PPV agreement is restructured or ends in 2017.

The 288 townhouses in Carroll's Creek Landing were constructed in 2002 as one of the Navy's first PPV partnerships. Ten years later, these PPV townhouses are less desirable than newer PPV houses in NSE's Constitution Park housing area and cannot compete with the local real estate market. Carroll's Creek Landing is comprised of two, three and four-bedroom townhouses, ranging from 1,110 to 1,599 square feet. Townhouses are located on narrow streets with limited "green" space, parking, and privacy (see Figure 6). In 2009, Forest City constructed 141 PPV houses in Constitution Park offering three and four-bedroom townhouses ranging from 2,174 to 3,052 square feet (see Figure 7). There is typically a six to nine month wait list for the Constitution Park houses. Most Sailors find off-base rental houses are a better value for their BAH.

Figure 6. NSE Carroll's Creek Landing PPV Housing. Source: http://www.carrollscreek.com

Figure 7. NSE Constitution Park PPV house. Source: www.militaryinstallations.dod.mil

Sailors were very vocal in NAVINSGEN focus groups and routinely post complaints on the internet and social media. Sailors complain Carroll's Creek Landing management is slow to respond to maintenance requests and is disconnected from the residents' needs and interests. While our review of maintenance records indicated that response times were reasonable (typically the same day), perceptions are difficult to change. Sailors also cited problems with petty crime, drugs, and prostitution. However, NAVINSGEN observed no formal reports to local police, the property manager, or the Navy Housing Service Center. CNRNW and NSE are aware of Sailors' perceptions and frequently hold meetings with Pinnacle to resolve complaints.

    b.   Unaccompanied Housing (UH). Navy Region Northwest operates 44 buildings capable of housing up to 6,500 junior Sailors at six locations (NASWI, NSE, NAVHOSP Bremerton, and

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[15] Pinnacle reduced rent for all Sailors. For example, an E5 rent rate was offered $265 below Navy BAH rates.

NBK-Bremerton, Bangor, and Keyport). In annual resident satisfaction surveys, Sailors rate Northwest Region barracks an average score of 77, which is close to the Navy's overall satisfaction score of 78. Some junior Sailors complained about poor facility conditions in the barracks, long maintenance and repair times, and rodents/pests in their rooms. The recent CNO commitment to renovate barracks rated "unacceptable" resulted in several facility renovation projects that will eventually improve overall condition and bring all barracks up to "acceptable" standards. Additionally, CNRNW and installations initiated several best practices, many of which have been exported to other CNIC installations. The initiatives identified by continuous process improvement (CPI) studies are:

(1) Web Resident Maintenance Request System. This system improved and standardized the barracks maintenance and service request process across Navy Region Northwest. In addition to the traditional written ticket process, Sailors can now submit maintenance requests online. UH managers can communicate with the Sailor via e-mail, monitor progress, track response time, and analyze repair data. Since the program started in July 2012, 70 percent of requests were submitted via the internet.

(2) Linen Inventory Process. This system standardizes the barracks linen inventory process across Navy Region Northwest. Accounting for linens each month improves inventory accuracy, and improves budget and purchase decisions for replacement linens. Since it was implemented in 2009, this initiative has met the program goal of less than five percent variance in monthly inventory. This CPI initiative for linen inventory was adopted by UH managers Navy-wide.

(3) Cash Collection for Resident Damages. If a Sailor damages something in the barracks, the resident receives a bill and is required to reimburse the U.S. Government. A new initiative standardizes cash collection, requiring Sailors to pay fees directly to PSD. This process eliminates the requirement for cash collection agents and periodic deposits. This reduces collection time, clarifies roles and responsibilities, and improves accountability.

c. Off-base Housing Rentals. In the NAVINSGEN survey and during focus groups, Sailors stated that BAH was insufficient to cover the full cost of rent and utilities for off-base houses. Sailors indicated rental units near the installation and within BAH were low quality and in poor neighborhoods. CNRNW and installation housing offices are aware of the Sailor's concerns. BAH is set annually for all locations and all military services by a DoD contractor utilizing survey data from installations and independently collected rental data, including an estimate of utility and renter's insurance costs. It is DoD policy to link BAH rates to a specific housing category according to rank. BAH for an E-5 with dependents covers, on average, the cost of a two-bedroom townhouse, while BAH for an O-3 with dependents is based on the average cost of a three-bedroom townhouse (see Figure 8). A NAVINSGEN review of available rental properties during this visit confirmed that houses within these DoD-assigned housing categories were available within respective Sailors' BAH allowances.

BAH with Dependents Standards	
E1-E4	2 BR Apartment
E5	2 BR Townhouse
E6-E8	3 BR Townhouse
E9	3 BR Single Family House
O1-O2	2 BR Townhouse
O3	3 BR Townhouse
O4	3 BR Single Family House
O5-O6	4 BR Single Family House

Figure 8. BAH Allowances

Region and installation housing staffs are well trained, knowledgeable, and fully engaged in the BAH process. CNRNW is in frequent contact with the DoD contractor and collects additional data to identify any unique rental market conditions. Over the past five years, CNRNW requested additional meetings with the DoD contractor, provided supplemental data review and analysis, and cited the challenges Sailors have in finding suitable houses. These requests have had limited impact. The complaint that BAH does not cover all housing costs is fairly common, and is listed as a "Frequently Asked Question" in DoD's "A Primer on Basic Allowance for Housing (BAH) For the Uniformed Services 2011" (see Figure 9). The DoD contractor maintains that the BAH model is fair and provides Sailors with adequate BAH when compared to the housing types set by DoD. Anyone renting a house above their type will pay out-of-pocket.

DoD Frequently Asked Questions

Why doesn't BAH cover all my housing costs? Or my mortgage payment?
One of the common misconceptions regarding BAH is that it is intended to cover all of a service member's housing costs. The original BAH law stated that the allowance could cover no more than 80 percent of calculated housing costs. Accordingly, the average service member had at least 20 percent in out-of-pocket expenses subtracted from their allowance calculation. In 2000, the Secretary of Defense committed to reducing the planned average out-of-pocket expense for the median member to zero by 2005.

As noted previously, the actual out-of-pocket expense for an individual may be higher or lower than the typical, based on his/her actual choice of housing. For example, if a service member chooses a bigger or more costly residence than the median, he or she will have larger out-of-pocket expenses. The opposite is true if a service member chooses to occupy a smaller or less costly residence. Only for the member with median costs do we say that out-of-pocket expense is the same for a given pay grade and dependent status in any location in the United States.

Source: A Primer on Basic Allowance for Housing (BAH) For the Uniformed Services 2011

Figure 9. A Primer of Basic Allowance for Housing (BAH) for the Uniformed Services 2011.

NAVINSGEN's review of the concerns expressed in focus groups lead to the following conclusions:

- Region and installation housing offices collect and provide accurate rental data, and are fully engaged in ensuring Sailors receive the maximum BAH according to the prescribed DoD model.

- Sailors seeking houses within their DoD designated housing type (e.g., two-bedroom townhouse for an E-5 with dependents) can find rental houses within or below their BAH.

- While there are seasonal fluctuations in the cost of renting off-base houses, Sailors arriving throughout the year can obtain rental houses within their allotted BAH.

- Sailors arriving from more metropolitan, higher cost areas may be unprepared for the northwest region housing market. This combined with the decrease in total BAH results in a perception that affordable housing is not readily available (e.g., an E-5 with dependents coming from San Diego to Whidbey Island would see BAH decrease from $2,133 to $1,173).

- Installation Housing Service Centers provide support and assistance in locating off-base rental houses through various rental property listings; however, newly arriving Sailors do not take full advantage of all available services.

CNIC, CNRNW, and installations are expanding their efforts to reach out to Sailors before they relocate to their new duty station. The Housing Early Application Tool links Sailors to the installation housing office and the Automated Housing Referral Network. The tool provides Sailors specific off-base rental listings, some of which are prescreened by local Housing Service Centers. CNRNW should continue to advertise these tools and educate Sailors on available relocation services.

   d. Navy Gateway Inns and Suites (NGIS). NGIS provides transient personnel on-base lodging at a cost savings to individual commands. Occupancy across the northwest region averaged 80 percent for FY12 (through June 2012). Annual profits for all three locations average $655K per year, which fund future operations, maintenance, and renovation. NGIS operations will soon change across the Navy. Appropriated funding (Lodging Operation funds) for NGIS operations was significantly reduced in FY12 and will be eliminated beginning in FY13. NGIS will operate solely on revenue from patrons thereafter. Another change commencing in FY14 concerns Sailor housing categorized as mission essential[16]. Sailors assigned to ships undergoing maintenance will be housed under unaccompanied housing rules at no cost to Commander, U.S. Fleet Forces Command instead of being housed as transients in the NGIS. NGIS must transfer buildings to UH and ensure a budget-based transfer to increase

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[16] Sailors stationed outside of their homeport or crewmembers of an uninhabitable ship or submarine due to ship maintenance or construction.

Quarters Operations funding for the additional barracks rooms. The full impact of these changes is uncertain and will be monitored in future area visits.

4. <u>Safety and Occupational Health (SOH)</u>. NAVINSGEN's Pacific Northwest Area Visit report of July 2001 recommended Navy Region Northwest review their staffing and contract provisions to strengthen lines of accountability for safety responsibilities. CNRNW followed through on those recommendations and implemented an SOH program in accordance with established guidance and practices.

a. Base Operating Support (BOS) Safety Services. The installation safety offices at NSE, NASWI, NBK, and NMII provide BOS safety services such as building assessments, mishap investigations, recreational program activities, and hazard analysis to their tenant commands. Any BOS safety services provided to non-tenant commands must be stipulated in a written agreement such as an Inter-Service Support Agreement or a Memorandum of Understanding. The agreements shall specify the services provided and the conditions under which they are provided. With the exception of traffic safety training, safety personnel assigned to tenant commands such as PSNS, SWFPAC, and NAVFAC Northwest provide their own safety services. The CNRNW safety office provides traffic safety training to installations under its area of responsibility.

b. Command Evaluations and Self-Assessments. CNIC conducted an SOH Management Evaluation in 2010. Their mishap prevention efforts and safety program self-assessment of SOH compliance and mishap trends, satisfy program requirements[17]. Annual self-assessments are conducted and include the DON Safety Vision as required by CNO and Commander, Naval Safety Center directives[18,19]. Each tenant command conducts its own self-assessments with safety office assistance.

c. Traffic/Motorcycle Safety. Each installation has a designated motorcycle safety representative (MSR) to coordinate motorcycle training evolutions. Each MSR has an Enterprise Safety and Management System (ESAMS) account to track motorcycle ridership as required by Navy directives.

d. ESAMS/Training. SOH training is provided via ESAMS and by safety personnel. Training topics include ergonomics, safety stand-downs and operational risk management (ORM). The Commanding Officer's SOH Policy Statement and safety stand-downs are other methods used to emphasize the importance of ORM for on and off-duty evolutions. Training effectiveness is validated through worksite assessments and observations. These practices are implemented at the installations within OPNAVINST 5100.23G, CH-1, *Navy Safety and Occupational Health (SOH) Program Manual*, guidelines.

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[17] OPNAVINST 5100.23G, CH-1, *Navy Safety and Occupational Health (SOH) Program Manual,* of 21 Jul 11.
[18] NAVADMIN 048/10, *Navy Implementation and Oversight Plan for the Department of the Navy Safety Vision and Secretary of Defense Mishap Reduction Goals,* of Feb 10.
[19] ALSAFE 067/11, *Navy Self Assessment Reporting Procedures for CY2011,* of Nov 11.

e. Mishap Reduction Efforts. NAVINSGEN reviewed investigations completed by first line supervisors and confirmed that safety specialists review entries in ESAMS for accuracy and trend analysis. Discussions with CNRNW and installation safety staff including mishap goals and objectives, region and installation initiatives, staffing, and financial challenges indicate no significant problems involving mishap investigations and reporting.

f. Fall Protection. Squadrons assigned to Commander, Electronic Attack Wing U.S. Pacific Fleet and the base search and rescue unit receive guidance and assistance from a Fall Protection Program Manager assigned to NASWI. A fire evacuation plan is in place that includes the removal of personnel and aircraft. This plan was reviewed by the Base Fire Department and Safety offices to ensure compliance with applicable requirements.

g. NASWI Fire Department. Clover Valley School is a public facility that is located on federal property under the jurisdiction of the Oak Harbor School District (OHSD). Clover Valley School provides a program for alternative learners and also offers home-schooled children in the school district resources including computers, programs, classrooms, and teaching advisors. However, this school has not received required fire inspections for several years. In August 2012, OHSD assumed responsibility for testing both fire alarm/life safety systems and fire extinguishers. OHSD contracted with two companies to do the annual fire inspections at the school. One company will test the fire alarm and life safety systems, and the other will test fire extinguishers. Upon completion, the results will be forwarded to the regional federal fire department.

h. Voluntary Protection Program (VPP). Occupational Safety and Health Administration's (OSHA) VPP emphasizes the importance of effective SOH management systems in the prevention and control of workplace injuries and illnesses. At sites that qualify for VPP, employers and employees work together and in partnership with OSHA to provide a level of SOH protection that goes well beyond minimum OSHA standards. VPP is firmly established within Navy Region Northwest, with NSE, PSNS and its Intermediate Maintenance Facility, and NAVFAC Northwest maintaining VPP Star status. NBK, NASWI and NMII also participate in VPP.

i. Occupational Health (OH) and Industrial Hygiene (IH). Region OH and IH resources are strained at NSE and NBK-Bangor. Base personnel meet mission requirements by sharing clinic resources. An organizational change at PSNS led to an increase in medical surveillance programs for various groups of shipyard workers, and will likely exceed the capacity of resources available. Shipyard clinic and production leadership should monitor and ensure services are properly resourced to support the new organizational structure. Additionally, a potential second order effect may occur because other bases (e.g., NSE) depend on PSNS occupational health resources. Shipyard occupational medicine physicians typically see patients at the clinic at Everett once or twice a month, but these visits were less frequent this summer, creating a backlog of occupational health appointments. OH/IH personnel made adjustments to alleviate the backlog during our visit, but occupational health resources have to be properly resourced, allocated, and managed throughout Navy Region Northwest to maximize services.

j.   Navy Influenza Vaccinations. Child Development Center (CDC) employees at NSE are not receiving influenza vaccinations in accordance with Navy immunization policy. CNIC needs to develop a plan to ensure position descriptions for CDC employees under the Navy Child and Youth Program reflect the requirement for influenza vaccinations, unless medical or administrative exemptions apply. Part 2, Issue Paper 6, NAVY INFLUENZA VACCINATIONS, refers (Page 57).

5.   Emergency Management.

a.   Mass Warning Notification Systems. Navy Region Northwest installation emergency managers identified that the mass warning notification systems do not comply with the requirement specified in DoDINST 6055.17[20] to alert all personnel within 10 minutes of incident notification and verification. Notifications through the Giant Voice system are managed at each installation, and may require multiple phone calls to activate at outlying installations. Additional means of notification, including computer desktop notification through emails or text alerts and phone calls, are used but do not reach personnel who are not connected to the Navy Marine Corps Internet (NMCI) network. Emergency notification using these various methods can take between 30 and 90 minutes. During discussions with CNIC staff, NAVINSGEN also learned that Navy Installation Emergency Management (EM) services are not in compliance with DoD and OPNAV instructions due to resource constraints. OPNAV staff confirmed that CNIC is not resourced to meet the DoD requirements. Part 2, Issue Paper 7, EMERGENCY MANAGEMENT PROGRAM, refers (Page 59).

b.   Alarm Notification Systems. In Navy Region Northwest, concerns relating to the frequent and high number of false alarms were brought to the attention of NAVINSGEN. Similar concerns were mentioned during area visits to Naval District Washington (NDW) in 2011. Remote monitoring and control of alarm systems is managed through Regional Dispatch Centers. Fire and intrusion detection alarm systems that interface with the Regional Dispatch Center are frequently dropped, missed, misinterpreted, or ignored due to issues with software and hardware incompatibility. The number of alarms that must be monitored can be substantial depending on the installation's mission. For example, there were 519 fire alarm system drops between 22 August 2011 and 7 August 2012, with 33 drops in July 2012 at NASWI. These false alarms can result in a state of complacency when an actual emergency occurs. False alarms are attributed to incompatibilities between alarm systems and required interface equipment, specific computer operating systems and multiple methods used for signal transmission between installations and the Regional Dispatch Center. CNIC should ensure that false alarm issues are not systemic and resolve alarm monitoring issues. NASWI established a working group to review alarm monitoring and identify upgrades needed to improve system performance. Part 2, Issue Paper 8, REGIONAL DISPATCH CENTER ALARM SYSTEM MONITORING, refers (Page 62).

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[20] DoDINST 6055.17 CH-1, *DoD Installation Emergency Management (IEM) Program,* of 19 Nov 10.

6.   Security and Antiterrorism/Force Protection (AT/FP).

a.   Manning Shortfalls. Security departments in Navy Region Northwest are meeting AT/FP requirements despite limited resources. The Naval Security Force (NSF) is a combination of military, contract security guards, and DoD Police. The Chief of Naval Operations Shore Readiness Division (OPNAV N46, Mission Profile Validation - Protection [MPV-P]) matches available manpower with higher headquarters requirements and validates the number of NSF required at each installation. However, the security departments are staffed with service members who are on LIMDU and some cannot perform all required security force duties (i.e., cannot carry a weapon), which restricts them to administrative duties. The affected departments cannot receive replacements for these LIMDU individuals, who are not able to perform all NSF duties as required. Therefore, greater workload is apportioned among remaining personnel not in a LIMDU status. DoD Police are also under strict budgetary restrictions regarding overtime compensation. CNRNW spent nearly $1M in overtime for DoD police officers and other Protection Program personnel in FY12. Limits on overtime combined with manning shortfalls impact the NSF's ability to conduct training, drills, and exercises to ensure that members are adequately prepared to execute preplanned responses to terrorist acts and perform other essential law enforcement functions.

(1)   NSE security is manned at 91 percent of MPV-P. However, reductions in the number of Government Service (GS) DoD civilian police in FY13 will reduce their manning to 86 percent. Security manning shortfalls at NSE are not critical at this time, but may impact their ability to respond to some scenarios.

(2)   NASWI security is manned at 91 percent of MPV-P. Security manning shortfalls are not critical at this time.

(3)   NBK security is manned at 82 percent of MPV-P, but will drop to 79 percent in FY13. NBK also receives a significant number of security personnel from Strategic Weapons Facility Pacific (SWFPAC) Personal Reliability Program (PRP) failures. These personnel are military members who do not meet the requirement to provide protection to special weapons, but can provide support as a member of the NSF. In the past, NBK has used DRRS-N and the CNIC Quarterly Performance Data Call to bring attention to their manpower challenges, but NAVINSGEN recommends more frequent and detailed reporting. During morning rush hour, NBK-Bremerton gates are prone to vehicle back-ups. To ease traffic congestion, NBK security opens additional entry control points using extra patrolmen when available; but they are not adequately staffed for this activity.

(4)   NMII security is manned at 72 percent of MPV-P. Most of NMII's NSF consists of contracted security guards, and its law enforcement capability is provided by DoD Police. The biggest challenge at NMII is a lack of Auxiliary Security Forces (ASF), which Navy Region Northwest is working to rectify by increasing numbers of Reserve Component NSF. NMII security manning shortfalls are not critical at this time.

b.   Security Manning Retention. Newly hired security guards and police complete an intense training and qualification process; however, pay scale for this level of qualification is

usually set near the GS-4/5 level. With the relatively low pay scale, there is little to no incentive to stay with the hiring agency. Since there is no service payback required, younger new hires transfer into higher paying civilian law enforcement jobs shortly after completing their training and qualifications.

   c.   CNIC Harbor Patrol Unit (HPU) Training. CNICINST 5530.5, *CNIC Harbor Patrol Unit Operating Procedures*, of 13 June 2011, directed that all personnel operating a Harbor Security Boat (HSB), to conduct security operations, must complete Level II Coxswain Operations and Tactics Course of Instruction (COI) or perform under the instruction of a qualified HSB TRASUP and complete the HSB Operations Personnel Qualification Standards (PQS) (NAVEDTRA 43467 Series). Navy Region Northwest HPUs were deficient in meeting this training requirement. Effective 1 January 2013, to be qualified as an HSB coxswain, personnel must attend the Center for Security Forces (CENSECFOR) Level II Coxswain Operations and Tactics COI (A-062-0050) at Joint Expeditionary Base Little Creek, VA and complete the HSB Operations PQS (43467 Series) under the instruction of an HSB TRASUP.

The planned annual CNIC requirement for Level II Coxswain Operations and Tactics training is approximately 108 quotas per year, and there is sufficient capacity at CENSECFOR to sustain a steady-state load from CNIC. However, there is a backlog of quota requests at CENSECFOR as regions and installations attempt to meet the formal training requirements for FY13. CNIC (N7) is coordinating with CNIC (N3) to prioritize quota requests across each region. According to CNIC staff, the regions will receive no additional training funds to support this new requirement due to the long phase-in time provided to manage COI seat availability and capacity, and prioritize and program resources to meet the associated temporary duty costs. Part 2, Issue Paper 9, HARBOR PATROL UNIT COXSWAIN TRAINING, refers (Page 64).

   d.   Explosive Detector Dog Resources. Explosive detector qualified military working dogs are in high demand at all Navy Region Northwest installations. NBK Security has a kennel but indicated they are barely meeting requests due to the lack of trained dogs and handlers to meet the growing demand. As one of the largest regional kennels in the Navy, NBK often receives additional tasking to support interagency or augmentation missions into combat zones. NMII also relies solely on NBK for working dog support. Navy Region Northwest should ensure that data collection accurately documents all mission requirements for the military working dog annual validation.

IV. RESOURCE MANAGEMENT/QUALITY OF LIFE/COMMUNITY SUPPORT

1.   <u>Introduction</u>. The Resource Management Team reviewed nineteen areas for compliance with Navy directives affecting readiness and quality of life at commands throughout the Pacific Northwest region. Detailed findings and observations are discussed in the following paragraphs.

2.   <u>Personally Identifiable Information (PII)</u>. PII program quality varied across the region. Most key PII program elements, specifically completion of PII training and increased command awareness, were in place at every command we visited. NAVINSGEN provided training to each command to correct their deficiencies on the spot.

3. Cyber Security Workforce (CSWF). All CSWF programs reviewed were well prepared and program managers are commended for their effort. CSWF certifications are near 100 percent for the commands visited and additional requirements for CSWF are well understood and executed.

4. Physical Readiness Program. PACNORWEST command programs are well managed and comply with OPNAVINST 6110.1J, *Physical Readiness Program*. We observed a best practice at SWFPAC, where the commanding officer meets with new Fitness Enhancement Program participants sharing his vision of physical readiness and encouraging each member to define individual wellness goals. This leadership approach sends a clear message to command personnel that physical readiness is an integral aspect of mission performance and success.

5. Navy College Program. All programs reviewed operated in accordance with SECNAVINST 1560.4A, *Department of the Navy Voluntary Education (VOLED) Program* and OPNAVINST 1560.9A, *Voluntary Education (VOLED) for Navy Sailors*. Program managers engage in aggressive outreach to inform and support Sailors and other eligible customers.

6. Sexual Assault Prevention and Response (SAPR). SAPR programs throughout Navy Region Northwest are in compliance with SAPR program policies with few exceptions. The SARC at Naval Base Kitsap is dynamic, thoroughly engaged, and running an excellent program where all elements are in compliance.

A challenge exists at NASWI where Sexual Assault Forensic Exams are unavailable at the local military medical treatment facility, requiring victims to travel up to 90 minutes for evaluation at the closest civilian hospital. The hospital commanding officer is aware of this issue and is taking steps to resolve it. The Navy Surgeon General has tasked Navy Medicine Professional Development Command (NMPDC) to develop a standardized Sexual Assault Forensic Exam (SAFE) training program to train healthcare providers to perform these exams. This is currently under development.

Several commands at Whidbey Island were lacking multiple key elements of the SAPR Program. COMVAQWINGPAC and subordinate commands had not designated key SAPR personnel, documented SAPR training, or consistently conducted predeployment SAPR briefs. Deploying personnel were not provided information on reporting options, reporting procedures, or points of contact in the event a sexual assault occurs in a foreign port or while deployed.

Following our area visit, Commander, U.S. Pacific Fleet (COMPACFLT) issued a Personal For (P4) message to leadership titled "Importance of Leadership in Preventing Destructive Personal Behavior" followed by a second message titled, "Stamp Out Sexual Assault." COMPACFLT directed all Pacific Fleet active duty and reserve commands to conduct a two-hour "Stamp Out" sexual assault stand-down by 14 December 2012, prior to holiday liberty, and to submit training completion reports no later than 31 January 2013. NAVINSGEN follow-up confirmed COMVAQWINGPAC and subordinate command compliance with COMPACFLT directives. Key personnel are assigned, appropriate training has been documented, and predeployment training is consistently being conducted with SARC coordination.

7. <u>Command Managed Equal Opportunity (CMEO)</u>. At the time of our area visit, the quality of CMEO programs varied across the region with some programs requiring further attention and assistance. We observed some subordinate command CMEOs had been assigned but not trained.

As of 25 September 2012, completion of the required Center for Personal and Professional Development (CPPD) CMEO Managers course was reflected in the Fleet Training Management and Planning System (FLTMPS) database for these commands. However, several command equal opportunity and sexual harassment policies do not include statements prohibiting complainant reprisals. Part 2, Issue Paper 10, EQUAL OPPORTUNITY (EO) AND SEXUAL HARASSMENT (SH) POLICY, refers (Page 66).

Additionally, we observed several Northwest region commands that had not completed Navy Pride and Professionalism training during command indoctrination due to the lack of qualified Command Training Team indoctrination facilitators. Part 2, Issue Paper 11, NAVY PRIDE AND PROFESSIONALISM (NP&P) TRAINING, refers (Page 67).

8. <u>Urinalysis, Drug and Alcohol Programs</u>. With few exceptions, the northwest region command urinalysis programs NAVINSGEN reviewed were compliant with OPNAVINST 5350.4D, *Drug & Alcohol Abuse Prevention & Control*. Where minor problems existed, NAVINSGEN inspectors provided guidance to enable immediate corrective action.

Drug and Alcohol Program Advisor (DAPA) programs varied across the region with many programs requiring further attention and assistance. At the time of our area visit, COMVAQWINGPAC had not updated and published a command instruction on drug and alcohol abuse prevention, including the commander's alcohol deglamorization statement. COMVAQWINGPAC subsequently published an alcohol deglamorization policy dated 12 October 2012 that provides specific guidance to the command and subordinates regarding the responsible use of alcohol.

Other drug and alcohol program issues at the time of our area visit include the following:

- documentation deficiencies in the Alcohol and Drug Management Information Tracking System (ADMITS), including outdated screenings, undetermined level of treatment care, and undocumented treatment completion;

- documentation deficiencies regarding preventive training and determination of lab positive drug testing results; and

- lack of documentation that commanding officers, executive officers, command master chiefs and other leadership personnel, have completed the required Alcohol and Drug Abuse for Managers and Supervisors (ADAMS) course.

Following our area visit, we observed the FLTMPS database reflects proper documentation for September through December 2012 for Navy Region Northwest commands and a progressing positive trend in ADAMS course completions.

Navy Region Northwest DUIs increased from 116 in CY11 to 146 in CY12. Despite high numbers of alcohol related incidents in the northwest region, NAVINSGEN observed limited participation in quarterly CNRNW Navy Drug and Alcohol Advisory Council (NDAAC) meetings. In accordance with OPNAVINST 5350.4D, tenant and subordinate command DAPAs should attend or provide representation at quarterly NDAAC meetings. Since our area visit, leadership in the region has taken corrective action. Participation in NDAAC meetings has significantly increased and an effort is underway to analyze the nature of local alcohol and drug threats.

NAVINSGEN considers Northwest Region Urinalysis, Drug and Alcohol Programs compliant with OPNAVINST 5350.4D.

9. Voting Assistance Program. Voting assistance programs across the region are successfully maintained in accordance with OPNAVINST 1742.1B, *Navy Voting Assistance Program (NVAP)*.

10. Individual Medical Readiness (IMR). Processes are in place to monitor and ensure medical readiness. Shore commands with high percentages of LIMDU Sailors have difficulty maintaining compliance with DoD's minimum requirement that 75 percent of unit personnel be fully medically ready (FMR), since LIMDU personnel by the nature of their status, cannot be made FMR. Nonetheless, the FMR rate was 84 percent for operational units and 78 percent among shore commands across the 134 Northwest Region commands and activities we reviewed.

11. Command Individual Augmentee Coordinator (CIAC). Unit leaders and command CIACs throughout the northwest region are fully engaged in supporting individual augmentees. CIACs work closely with the local Fleet and Family Support Centers where a coordinator holds monthly update meetings with base and tenant command CIACs. Post-Deployment Health Reassessment (PDHRA) completion rates approach 100 percent. Several commands have developed visual displays of the locations and photographs of deployed members. NAVINSGEN observed a best practice at Naval Hospital Bremerton where the commanding officer records and disseminates a weekly audio "podcast" updating deployed members on news items from the Bremerton area. Commands keep family members of deployed personnel informed and invite them to participate in command functions. To enhance family support even further, CIACs form close connections with command ombudsmen and Navy Safe Harbor Program representatives.

12. Suicide Prevention. Suicide prevention programs across the northwest region are robust, with highly engaged and fully trained coordinators, supportive leadership, and strong involvement by Fleet and Family Support Centers. NAVINSGEN encouraged suicide prevention coordinators to place more informational posters and pamphlets in common spaces to further strengthen these programs.

Of special note, the Occupational Cognitive Intervention Program at Naval Hospital Bremerton offers all eligible beneficiaries the opportunity to voluntarily attend a week-long outpatient workshop. This program is run by mental health professionals and chaplains and teaches participants new adaptive life skills and stress reduction techniques in one-on-one and group counseling environments. Additionally, the program allows behavioral health professionals to

screen and identify individuals at risk for depression, stress disorders, and potential self harm. NAVINSGEN considers this program a best practice.

13. Morale Welfare and Recreation (MWR). MWR and Child, Youth, and Teen Programs are robust and operating in accordance with DoD and Navy policies throughout Navy Region Northwest. Bases in the area offer multiple venues for outdoor recreational opportunities including tent and recreation camping sites and sporting gear rentals. Award-winning Child Development Centers are well-staffed and equipped, allowing patrons to access their services with minimal waiting time. Innovative MWR facilities offer a host of excellent, bundled entertainment features under one roof. Where existing infrastructure is lacking (e.g., NASWI gymnasium) plans are in place for upgrades or replacement.

14. Legal and Ethics Program. NAVINSGEN identified no issues or problems with command ethics programs or the provision of legal services in the thirteen commands that we reviewed. Additionally, we found no particular trends concerning "high-visibility" legal issues that would cause concern. Especially robust ethics programs were noted at PSNS and Fleet Logistics Center, Bremerton.

15. Religious Programs. Despite critical manning shortfalls, religious programs throughout the region are strong, exceptionally well-run, and offer many beneficial activities to those who choose to participate. In addition to religious programs, the chaplaincy provides tremendous support for a myriad of community-based initiatives and significant personnel support programs such as suicide prevention.

16. Galleys. All dining facilities in the northwest region operate within Navy Food Service Management guidelines. We found Navy galleys were clean and their staffs are courteous and professional. Additionally, basic food cost and surcharges for galley meals are charged at the rate prescribed by the Under Secretary of Defense, Comptroller. Of note, the NASWI galley was awarded the 2011 CAPT Edward F. Ney Award for Food Service Excellence and the NBK galley achieved finalist recognition in 2011 and 2012.

17. Navy Exchanges and Commissaries. NAVINSGEN visited Navy Exchanges (NEX), Commissaries, gas stations, and "mini" marts throughout the region and found that overall the NEX and Commissary stores are operated in a professional manner. We checked grocery items for freshness and quality and found no expired items. Also, the quality of produce was found to be on par with that sold on the local economy. Prices on higher end items such as electronics and brand name clothing at NEX stores were generally equal to or slightly above prices offered in local retail outlets. We found all employees courteous and helpful, management walking about, check-out processes efficient, and the stores clean, brightly lit and well laid out. Of note, the displaced location of the Smokey Point NEX and Commissary several miles from NSE creates unique challenges for both consumers and store managers, among them accessibility for junior Sailors without personal vehicles.

18. Health Care Services. Naval medical facilities in Bremerton and Everett are modern, well-appointed and spacious. Naval Hospital Whidbey Island is aging and undersized for its population base; however, a replacement facility is a top MILCON priority for the Bureau of

Medicine and Surgery. NAVINSGEN could not validate anecdotal complaints of extended waiting times for pharmacy services at Naval Hospital Whidbey Island. Computerized tracking systems demonstrated an average wait time of 30 minutes. Primary care services are readily available within DoD access standards at all facilities.

Due to the limited range of health care services available at Whidbey Island and Everett, Sailors and families at these locations must travel to Bremerton or Madigan Army Medical Center in Tacoma, WA, for specialty care. Although such travel requires either a lengthy drive through Seattle city traffic or a ferry ride across the Puget Sound, family members who incur out-of-pocket travel costs are often ineligible for reimbursement unless their one-way trip exceeds 100 miles in accordance with TRICARE policy. In some cases the distances involved (for example, from Whidbey Island to downtown Seattle, or from Everett to Tacoma) may be 75-85 miles each way, but do not meet the 100 mile one-way threshold. When the patient is an active duty member, individual commanding officers have the option of paying travel costs using unit funds (e.g., by purchasing ferry passes or authorizing funded local travel orders), but there is great variation in this practice from one unit to another.

Concerns about access to specialty medical care are exacerbated by Navy Region Northwest's designation as an eligible assignment area for Exceptional Family Member (EFM) Category 4 and 5 individuals. These individuals have complex medical conditions that often require frequent trips to specialized medical centers in the Seattle area. Service members with dependents enrolled in the EFM program must be well educated about the potential need to travel for specialty care before accepting orders to NASWI.

19. Information Management. Concerns about the Puget Sound Information Grid (PIG) were brought to the attention of NAVINSGEN during the in brief and throughout various team interviews. The PIG provides voice, video and data transport services to most commands in the area. Considerable cost savings have been realized since the inception of the PIG. At the time of the area visit, there was an initiative to deploy the CNIC Public Safety Network (PSNET) and reduce legacy infrastructure (including the PIG) across the Department of the Navy. NAVINSGEN engaged CNIC N6 staff to ensure a working dialog was initiated between Navy Region Northwest and CNIC. Following our area visit, we confirmed that Navy Region Northwest and CNIC are moving forward with a merger of the PIG and PSNET. PIG will be the data transport inside of the fence-line and PSNET will be the data transport from installation to installation.

20. Operational and Shipboard Narcotics Inventory Control. NAVINSGEN conducted narcotics inventory process reviews on surface and submarine platforms in the region and found inventories correctly maintained in accordance with federal regulations and BUMED Instruction.

V. BRILLIANT ON THE BASICS OF SAILOR DEVELOPMENT

1. Introduction. NAVINSGEN reviewed the Brilliant on the Basics programs and closely observed behavior associated with good order and discipline. Overall, command morale and perceptions of quality of life were noted to be average. Military bearing was satisfactory; Sailors

displayed proper military bearing and maintained a professional military appearance. Other areas we reviewed include the Sailor Career Development, Command Sponsorship and Command Indoctrination Programs.

2.   Sailor Career Development Program. Most commands in the northwest region are providing Sailors sound leadership and career guidance during their tours and submitting Perform-to-Serve (PTS) applications on time. NAVINSGEN found Career Development Programs satisfactory and senior leadership engaged. However, the majority of commands are not routinely conducting Career Development Boards (CDB) with Sailors whose PTS applications have not yet been approved nine months prior to their End of Active Obligated Service (EAOS) date. These CDBs are important to ensure members are prepared to convert to other ratings, stay the course, or separate from the Navy.

3.   Command Sponsorship Program. Northwest region commands are generally complying with the requirements of OPNAVINST 1740.3C, *Command Sponsor and Indoctrination Programs*. NAVINSGEN conducted on-the-spot training as required. Assigned sponsors are not universally contacting enlisted Sailors prior to arriving at their units. Commands encounter particular difficulty assigning a sponsor in a timely fashion in cases when the Sailor is issued permanent change of station orders on short notice upon completion of "A" School or when transfer is triggered by unexpected LIMDU or pregnancy status. Significant numbers of assigned sponsors are not receiving mandatory sponsorship training through the Fleet and Family Support Center. Another common deficiency is that many commands do not ensure newly reporting Sailors receive information about the SAPR, CMEO, and urinalysis programs within 72 hours of reporting. These programs should be incorporated into the check-in process. Additionally, NAVINSGEN observed some commands are not collecting and reviewing sponsorship critiques to identify potential program improvements.

4.   Command Indoctrination Program. All commands visited by NAVINSGEN are conducting Command Indoctrination in accordance with OPNAVINST 1740.3C. All programs reviewed incorporated Navy Pride and Professionalism training for enlisted personnel in pay grades E-6 and below. However, most commands are not providing this mandatory training to chief petty officers and commissioned officers as required. Part 2, Issue Paper 11, NAVY PRIDE AND PROFESSIONALISM (NP&P) TRAINING, refers (Page 67).

CORRECTIVE ACTION SUMMARY MATRIX
ACTION COMMAND
INITIAL RESPONSES DUE TO NAVINSGEN 12 JULY 2013

ISSUE PAPER	PACFLT	NAVSAFECEN	CNIC	BUMED	OPNAV (N1)	ASN (EI&E)	NAVFAC	PERS-4	SUBGRU NINE	DESRON NINE	CNRFC
1. DEMOLITION OF OBSOLETE HANGAR AT NAVAL AIR STATION (NAS) WHIDBEY ISLAND	X	X	X								
2. COMMANDER, NAVY INSTALLATIONS COMMAND (CNIC) DEFENSE READINESS REPORTING SYSTEM-NAVY (DRRS-N) IMPLEMENTATION			X								
3. FACILITY SERVICES (FX) FUNDING REDUCTIONS		X	X	X							
4. MANAGEMENT OF WEIGHT HANDLING EQUIPMENT (WHE)						X	X				
5. FAMILY HOUSING FOR SAILORS WITH EXCEPTIONAL FAMILY MEMBERS			X				X	X			
6. NAVY INFLUENZA VACCINATIONS			X	X	X						
7. EMERGENCY MANAGEMENT (EM) PROGRAM			X								
8. REGIONAL DISPATCH CENTER ALARM SYSTEM MONITORING			X				X				
9. HARBOR PATROL UNIT COXSWAIN TRAINING			X								

CORRECTIVE ACTION SUMMARY MATRIX
ACTION COMMAND
INITIAL RESPONSES DUE TO NAVINSGEN 12 JULY 2013

ISSUE PAPER	PACFLT	NAVSAFECEN	CNIC	BUMED	OPNAV (N1)	ASN (EI&E)	NAVFAC	PERS-4	SUBGRU NINE	DESRON NINE	CNRFC
10. EQUAL OPPORTUNITY (EO) AND SEXUAL HARASSMENT (SH) POLICY	X								X	X	
11. NAVY PRIDE AND PROFESSIONALISM (NP&P) TRAINING	X			X							X

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 12 JULY 2013**. 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 point of contact for ISRs is b7c

COMMAND	RECOMMENDATION NUMBER(S) XXX-12
COMPACFLT	062, 080, 082
NAVSAFECEN	062, 066
CNIC	062, 063, 064, 065, 069, 070, 072, 075, 076, 077, 078, 079
BUMED	067, 073, 084
OPNAV (N1)	074
ASN (EI&E)	068
NAVFAC	068, 071, 077
PERS-4	069
COMSUBGRU NINE	081

COMDESRON NINE   081

CNRFC   083

PART 2

ISSUE PAPERS

ISSUE PAPER 1

SUBJECT: DEMOLITION OF OBSOLETE HANGAR AT NAVAL AIR STATION (NAS)
             WHIDBEY ISLAND

REFERENCES: (a)   Fire Protection Engineer (OP3C42) Memorandum, Naval Air Station,
                    Whidbey Island, Report of Fire Protection Engineering,
                    Ser OP3C42/3074, of 30 Sep 08
              (b)   OPNAVINST 11320.23F CH-2, Shore Activities Fire Protection and
                    Emergency Service Program, of 28 May 04
              (c)   Unified Facilities Criteria 4-211-01N, Aircraft Maintenance Hangars:
                    Type I, Type II, and Type III, CH-3, of 16 Dec 09

PROBLEM: Hangar 1 is an old, obsolete, and unsafe structure that has been scheduled for
demolition for several years. The building does not comply with fire protection requirements
and the proposed interim mitigation measures are not funded.

BACKGROUND:

1.   Reference (a) is the fire protection engineering survey report required by reference (b) as part
of the Navy-wide shore activities fire protection and emergency services program. Fire
protection surveys provide a technical review of the life safety features, fire protection systems,
and physical features of facilities at the installation.

2.   Recommendation P-2-71 of reference (a) recommended improving the fire protection in
Hangar 1 by installing Mobile Automatic Fire Extinguishers (MAFFE) actuated by flame
detectors in the hangar bay; connecting the MAFFE to the existing fire alarm control panel; and
removing existing hose reels.

DISCUSSION:

1.   Hangar 1 was scheduled for demolition in FY14 in conjunction with Military Construction
Project P239, but the structure may now remain in service until FY19. MAFFE units are not
installed because of a lack of funding. Other options, like using a temporary foam fire
suppression system, are being considered. In most modern hangars, a foam-water suppression
system is installed to ensure detection and control of a fire at an early stage, reducing the
potential of personnel injury and loss of aircraft. The use of hose reels without proper fire
brigade training and protective clothing is not safe.

2.   Hangar 1 fails to meet a number of the construction standards in reference (c). These include
the following:

- Hangar 1 is a wooden structure. Hangar construction criteria require a steel frame
  superstructure for hangar bays. Roof systems shall be metal deck on either open web
  steel joists or structured steel.

- Hangar 1 lacks an adequate fire protection system. Optical flame and thermal fire detection systems are preferred to spark detectors.

- Hangar 1 lacks trench drains for the foam fire suppression system. Trench drains are needed for the removal of hazardous fuels and foam fire suppression system discharge.

3. Hangar 1 is still in use because alternative maintenance space is not available at NAS Whidbey Island. The hangar's longevity is a testament to the low probability of fire in the hangar; however, the consequences of a fire are potentially catastrophic and the failure to address mitigations to reduce the consequences of a fire reflect a risk assessment inconsistent with the potential loss of life and property.

RECOMMENDATIONS:

062-12. That Commander, U.S. Pacific Fleet (COMPACFLT), in conjunction with the Naval Safety Center (NAVSAFECEN) and Commander, Navy Installations Command (CNIC), evaluate the risks and options of continued use of Hangar 1 at NAS Whidbey Island, as well as operational alternatives to achieve an acceptable level of operational risk management.

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 2

SUBJECT: COMMANDER, NAVY INSTALLATIONS COMMAND (CNIC) DEFENSE
           READINESS REPORTING SYSTEM-NAVY (DRRS-N) IMPLEMENTATION

REFERENCES: (a)   DoD Directive 7730.65, Department of Defense Readiness
                    Reporting System, of 27 Apr 07
              (b)   DoDINST 7730.66, Guidance for the Defense Readiness Reporting
                    System, of 8 Jul 11
              (c)   OPNAVINST 3501.360, Defense Readiness Reporting System-Navy,
                    of 28 Jan 08

PROBLEM: The data within the objective Personnel, Equipment, Sustainment, Training,
Ordnance, and Facilities (PESTOF) pillars of Commander, Navy Installations Command's
(CNIC) DRRS-N implementation have not been validated and approved for use by installation
commanding officers in their assessment of unit readiness.

BACKGROUND:

1.   References (a) and (b) establish the DoD-wide requirement for the Defense Readiness
Reporting System (DRRS).

2.   Reference (c) established DRRS-N as the Navy's capabilities based reporting system, to
include shore installations, fully aligned and interoperable with DRRS. DRRS-N should
measure resource availability for PESTO pillars, as well as facility (F) data for shore
installations. Resource availability, observed performance, military experience and judgment, as
well as the assigned task, conditions, and standards are all factors to be considered when
evaluating a unit's ability to perform its mission.

3.   Commander, U.S. Fleet Forces Command (USFF) DRRS-N implementation obtained Full
Operational Capability, including PESTO pillar approval, on 1 Oct 2010.

DISCUSSION:

1.   During the area visit to Navy Region Northwest, NAVINSGEN reviewed DRRS-N reports
for Naval Station Everett, Naval Air Station Whidbey Island, and Naval Base Kitsap. The goal
was not to question commander's assessments, but to review the underlying data that populate
the objective CNIC DRRS-N PESTOF pillars. NAVINSGEN's field observations of security
manning and facility conditions revealed inconsistencies with the objective resource data within
the installation DRRS-N reports. For example, the manning metric for shore commands is 80
percent, when compared to Navy Manning Plan-Current Onboard for the CNIC mission (P-
pillar); and installations generally receive approximately 60-65 percent of the required
sustainment funding for facilities (F-pillar). However, these resourcing constraints were not
reflected in the DRRS-N commander's subjective assessments.

2. During discussions with CNIC headquarters staff, NAVINSGEN learned that the PESTOF pillar data had not been approved by CNIC; therefore, installation commanding officers are not required to use PESTOF pillar objective resourcing data in their subjective assessment of their respective installation's readiness.

3. CNIC business rules for reporting further inhibit commanders from assessing their readiness status as Yellow/"Qualified Yes." The CNIC DRRS-N Business Rule Handbook [21] states, a "Qualified Yes" assessment can be a signal to the chain of command that without corrective action, the command will assess the capability as Red/"NOT Ready for Tasking" within four months. If the potential impact is beyond four months, these risks to installation readiness may not be reported. The draft CNICINST 3501.1A, *Defense Readiness Reporting System – Navy (DRRS-N) Reporting Manual*, removes the "4-month" requirement for "Qualified Yes" reporting. The revised instruction also includes a requirement for commanding officers to provide supporting explanations for any area subjectively assessed as Green/"Ready for Tasking," but rated as Yellow/"Qualified Yes" by the objective PESTOF pillars.

4. The overall result is a process that effectively limits installation readiness reporting to either Green/"Ready of Tasking" or Red/"Not Ready for Tasking," providing higher echelon leadership little warning about areas where greater risk is accepted.

RECOMMENDATIONS:

063-12. That CNIC complete approval of each DRRS-N objective PESTOF resource pillar for use by installation commanding officers in their readiness assessments.

064-12. That CNIC provide a Plan of Action and Milestones (POA&M) for review and approval of CNICINST 3501.1A, *Defense Readiness Reporting System – Navy (DRRS-N) Reporting Manual*.

NAVINSGEN POINT OF CONTACT: b7c

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[21] Commander, Navy Installations Command (CNIC) Defense Readiness Reporting System-Navy (DRRS-N) Business Rule Handbook, Version 17, of April 2010.

SUBJECT: FACILITY SERVICES (FX) FUNDING REDUCTIONS

REFERENCES: (a)   NAVSHORE 003/12, 161429Z Aug 12
                         (b)   CNIC FY13 OMN/OMNR BOS & MPN Operations Plan, of 10 Oct 12
                         (c)   CNIC Brief, FX COL-4 Future & Business Rules, of 27 Sep 12
                         (d)   NAVADMIN 072/12, 011654Z MAR 12, Interim Change to
                                 OPNAVINST 5009.1, Responsibility for Navy Housing and Lodging
                                 Programs

PROBLEM: Reductions in Facility Services (FX) may affect the safety and health of
installation staff and negatively impact quality of life for single junior Sailors living on-base.

BACKGROUND:

1.   Common Output Levels (COL) define Navy shore services and support based on available
resources, with COL-1 delivering full services at no risk to customer and COL-4 providing
severely degraded levels of service leading to significant risk. The FX COLs are standard levels
of service for janitorial, grounds maintenance, pest management, solid waste management, and
pavement clearance services across an installation. For the FX COL, there are exceptions for
increasing services in designated areas, such as Child Development Centers and prestige areas
(defined as front gate and senior officer buildings). There is not a separate FX COL standard for
Unaccompanied Housing (UH) buildings.

2.   As stated in reference (a), due to fiscal pressure in FY13, Commander, Navy Installations
Command (CNIC) reduced Facility Service levels from COL-3 (minimally acceptable level of
services) to COL-4. References (b) and (c) define reductions in FX across the installation, and
reference (b) further states that mitigations require close monitoring to prevent unsafe/unsanitary
conditions or unacceptable service levels. Navy policy does not define a standard for acceptable,
safe, or sanitary conditions, nor does it differentiate FX service levels for buildings where people
live.

3.   The original COL-4 provided severely degraded services at significant risk; so to move from
COL-3 to a lower standard of performance, CNIC modified some service levels to define a new
standard called "COL-4 Future." Examples include:

COL-4	COL-4 Future
Clean & service workspace restroom every shift	Clean workspace restrooms 3 times per week; service daily
Dumpsters are allowed to overflow	Dumpsters picked up on an optimized schedule to prevent overflow
Clear snow from airfields, piers, and roadways in priority order	Clear snow from all mission critical airfields, piers, and roadways. Non-mission critical area will receive unscheduled services to maintain safety, health, or sanitation

4. Funding priorities for available FY13 FX funds are:

- Safety, security, health, sanitation, and mission critical impacts

- Fact of life changes (fuel, inflation, collective bargaining, etc.)

- As determined by the region commander

COL 4 Future is not intended to result in reduced compliance with federal, state, and local laws or regulations.

5. Reference (d) requires all single Sailors, E1 to E4 (with less than four years of service) to live on-base in UH or barracks. Funding for the UH program is provided by multiple accounts including Quarter's Operations (QO), Sustainment, Restoration, and Modernization (SRM), and FX. SRM and FX accounts are centrally managed by CNIC (N4); and service levels for barracks follow levels and services provided for all buildings on an installation. QO funds, managed under CNIC (N9), are used to fund furnishings, soft goods, supplies, and janitorial services.

DISCUSSION:

1. Facilities services, such as grounds maintenance, janitorial, and pest control, are often the source of significant complaints in NAVINSGEN's on-line surveys and focus groups with impacts to QOL and health and safety. These programs were funded at COL-3, a level of service that focus groups and survey participants considered to be marginal at best and generally unsatisfactory. In addition to expected degradation of installation appearance and habitability, there are secondary impacts from reductions in service standards that affect other programs. The Navy's program of sustainable design projects, known as Leadership in Energy and Environmental Design (LEED), often includes non-cosmetic landscaping features integral to facility design, which minimize environmental contaminant runoff and conserve water. Failure to maintain these features could result in loss of expected environmental and energy savings and increase facility life cycle costs.

2. Most troubling to the workforce is the reduction of restroom cleanings. Under COL 4 Future, restroom cleanings in buildings with a three-shift, twenty-four hour occupancy will be curtailed to three cleanings per week with two additional replenishments of paper products. Shipyard workers at Bremerton already consider waterfront restroom cleaning inadequate, and with round the clock shifts operating on the waterfront, there is concern that conditions will become so unsanitary as to result in safety and health issues.

3. In NAVINSGEN focus groups, Sailors also raised concerns with facilities services at the barracks. During 2012, Sailors in one NBK-Bremerton barracks placed eleven pest-related service calls, seven of which were for mice or rats. In 2012, grass around barracks was not cut until it reached seven inches in height. Sailors asked about cutting the grass themselves, but were told that acquisition regulations prohibit anyone other than the contractor from performing grass cutting service. In FY13, installations and barracks will receive the following COL-4 Future services:

a. Grounds Maintenance: allow grass to reach 10-12 inches prior to cutting; no lawn edging; no plant bed maintenance.

b. Shrubs & Trees: maintained to prevent encroachment, but will have unhealthy appearance.

c. Refuse Collection: pickups are scheduled at the minimum number to prevent dumpster overflow; only self-sustaining qualified recycling programs continue.

d. Custodial: clean restrooms three times/week; service restrooms daily; individual office waste not picked up; employees responsible for cleaning up after themselves in break rooms.

e. Pest Control: routine treatment in accordance with installation pest management plan; nuisance pests treatment only in response to customer complaints.

f. Street Sweeping: only airfields.

g. Snow Clearing: clear all mission critical airfields, piers, and roadways; non-mission critical areas receive unscheduled services to maintain safety, health, or sanitation.

5. Providing minimal facilities services is likely to increase problems with pests and decrease the overall quality of life for installation staff and junior Sailors living in barracks. Waiting to empty trash dumpsters until almost overflowing, increasing grass height around buildings, and eliminating preventive pest control management will increase the opportunity for rodents and insects in and around all buildings. While the new policy directs installations to monitor unsafe or unsanitary conditions and unacceptable service levels, there are no defined standards.

6. Reference (a) sets COL-2 for prestige areas (defined as main gate, installation commander, flag officer/SES suites, etc.) and allows Navy commands to "buy back" increased FX services with mission funds. This creates the potential for a wide variation in working conditions for Navy personnel, masks the true costs of FX services, and impacts funding programmed for mission readiness.

RECOMMENDATIONS:

065-12. That CNIC establish criteria for safe, sanitary, and acceptable conditions for both work areas and barracks, and identify any COL changes required to meet these criteria.

066-12. That Naval Safety Center (NAVSAFECEN) carefully monitor accident data to ensure changes in CNIC service levels do not result in unacceptable safety performance that may not be visible to CNIC.

067-12. That Chief, Bureau of Medicine and Surgery (BUMED) ensure adequate surveillance (with periodic data calls throughout FY13-FY15) of preventative medicine site visits to evaluate

working conditions to protect public health and provide feedback to CNIC where changes to standards lead to unexpected and unacceptable health outcomes.

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 4

SUBJECT: MANAGEMENT OF WEIGHT HANDLING EQUIPMENT (WHE)

REFERENCE: (a) NAVFAC P-307 Management of Weight Handling Equipment, December
                       2009 with changes of 2 August 2011

PROBLEM: The Navy Crane Center has not adequately coordinated the Navy unique
requirements it imposes on other DoD components' personnel and equipment when providing
support to Navy missions.

BACKGROUND: Reference (a), issued by the Navy Crane Center, provides uniform Navy
program management requirements for the maintenance, inspection, testing, certification,
alteration, repair, and operation of WHE at Navy shore installations and Navy-owned WHE at
non-Navy installations. Reference (a) establishes training and qualification requirements for
WHE personnel.

Reference (a) states:

"1.7.3 WHE Owned by other Military Services and Other Government Agencies. Where Navy
personnel operate WHE owned by other services or agencies at Navy activities, including Navy
activities on bases of other military services and agencies, the WHE shall be maintained,
inspected, tested, and certified in accordance with this publication. The training, licensing, and
operational requirements of this publication apply. Where WHE owned and operated by other
military services and agencies is used in support of Navy operation, the activity commanding
officer shall establish and promulgate a policy to ensure safe operation of the equipment."

DISCUSSION:

1.   The Army Surface Deployment and Distribution Command (SDDC) uses a large, self-
powered crane at Naval Magazine Indian Island (NMII) to load containerized Army munitions
(see Figure 1). In the past, when the crane was used for Navy purposes, it was operated and
maintained to Navy standards. The Navy Crane Center's P-307 manual specifies requirements
for operation of Navy cranes.

Figure 1. "Big Blue" Container Crane at Naval Magazine Indian Island.

2.   When the Navy no longer had a mission requiring the crane, it was transferred to the Army and maintained to Army standards, which comply with Occupational Safety and Health Administration (OSHA) requirements, but are less stringent than Navy requirements. Since the crane was operated by Navy personnel, the crane was decertified for use under the provisions of reference (a). To resolve the issue at NMII, the Army agreed to provide operators for the Army-owned and maintained crane (which eliminates the Navy Crane Center's jurisdiction) to support their operations. NMII and SDDC are working on a memorandum of agreement (MOA) that defines the Army's roles and responsibilities. While this may resolve the issue at NMII, it raises questions about the jurisdiction of the Navy Crane Center to impose its criteria on WHE owned by another service. There are numerous instances of Navy activities, both at joint bases and at bases of other services and agencies, where Navy personnel operate or maintain non-Navy owned WHE. Aside from the joint bases at Charleston, Lakehurst, and Andrews, there are Navy activities at Picatinny Arsenal, White Sands Missile Range, Hawthorne Army Depot, McAlester Army Ammunition Plant, Wright Patterson Air Force Base, Wallops Island Flight Facility, Stennis Space Center, and other non-Navy installations.

3.   When asked whether the Navy Crane Center has the authority to establish training and operating standards that affect other services and if these provisions were coordinated with the Army and Air Force, they replied, "…it was not considered necessary to coordinate this change

to NAVFAC P-307 with other services since the change pertains to the safety of Navy personnel and Navy weight handling operations...as well as avoiding potential damage to Navy-owned equipment when the equipment is operated by non-Navy personnel by ensuring proper operation by trained personnel."

RECOMMENDATION:

068-12. That Assistant Secretary of the Navy (Energy, Installations and Environment) (ASN (EI&E)), in conjunction with Naval Facilities Engineering Command (NAVFAC), coordinate with the Offices of the Secretary of the Army (SECARMY) and Secretary of the Air Force (SECAF) to establish standards for the operations of Weight Handling Equipment at Joint Bases and Regions, as well as the operation of non-Navy cranes for Navy missions.

NAVINSGEN POINT OF CONTACT: b7c

SUBJECT: FAMILY HOUSING FOR SAILORS WITH EXCEPTIONAL FAMILY
          MEMBERS

REFERENCES: (a) Uniform Federal Accessibility Standards
             (b) 24 Code of Federal Regulations, Part 8, "Nondiscrimination Based on
                  Handicap in Federally Assisted Programs and Activities of the Department
                  of Housing and Urban Development"
             (c) OPNAVINST 1754.2D, Exceptional Family Member Program,
                  of 3 Nov 2010
             (d) DoD Manual 4165.63-M, DoD Housing Management, of 28 Oct 2010
             (e) CNICINST 11103.5, Navy Housing Eligibility, Assignment and
                  Termination Criteria, of 31 Jul 2012

PROBLEM: The lack of sufficiently equipped, handicap accessible, on-base family houses
places burden, expense, and undue stress on Sailors to care for severely disabled family
members.

BACKGROUND:

1. The Navy's Exceptional Family Member Program (EFMP) provides assistance and support
to a Sailor whose family member requires special care due to a physical, emotional,
developmental, or educational disability. Enrollment in the program is mandatory and an EFMP
coordinator is assigned to assist the family with education, medical, housing, and community
support issues. As outlined in OPNAVINST 1754.2D, Sailors with severely disabled family
members are permitted to homestead at locations with special medical and/or education services.
There are five locations for severely disabled family members: Bethesda, MD; San Diego, CA;
Jacksonville, FL; Portsmouth, VA; and Bremerton, WA.

2. References (a) through (e) require at least five percent of total military family housing on an
installation to be constructed or easily modifiable or accessible for persons with mobility
impairments. In addition, reference (d) further states, "When needs exist, modifications to
housing shall be accomplished on a high-priority basis (regardless of the inventory of accessible
units in use) to ensure assignment of housing at least as soon as it would have been otherwise
available."

3. Reference (e) states that if a handicap accessible house is not available, the housing office
should refer the Sailor to appropriate private sector housing.

DISCUSSION:

1. Sailors enrolled in the EFMP reported a lack of suitable handicap accessible houses, resulting
in long wait times (1-3 years) and creating additional stress in caring for their special needs
family member. Navy Region Northwest does not have a sufficient number of Americans with

Disabilities Act of 1990 (ADA) adaptable houses to meet the special needs of assigned EFMP Sailors. At Naval Base Kitsap (NBK), there are approximately 1,000 Sailors enrolled in the EFMP. In August 2012, 63 EFMP families lived on-base, 12 in ADA houses and 51 in non-ADA houses. Housing requirements to support the special needs of EFMP families vary and include amenities such as shower hand bars, wheel chair access, or the requirement for a single level house. While NBK has 50 ADA adaptable houses, many do not meet the EFMP Sailors' needs for size or amenities. For example, some families require a single level, three or four-bedroom house. Approximately half of NBK's ADA houses are two-bedroom apartments or townhouses constructed in the 1970s. These units do not meet the requirements of most EFMP families.

2. CNIC policy (reference [e]) states that if the installation is unable to provide an ADA accessible housing unit, the housing office will refer the family to appropriate private sector housing. This policy is not meeting the needs of EFMP Sailors and conflicts with DoD policy. The NBK Housing Office stated options for off-base ADA housing are limited, requiring EFMP Sailors to live in houses without the required equipment or wait until a suitable ADA house is available. The DoD Housing Manual (reference [d]) states that "no family shall be discriminated against in the assignment of DoD family housing, because of disability requirements…When needs exist, modifications to housing shall be accomplished on a high-priority basis (regardless of the inventory of accessible units in use)." EFMP families with a documented special need should be accommodated on-base within a reasonable time.

3. The Navy Region Northwest housing office is in the early stages of turning over Navy-owned Jackson Park houses to the Public/Private Venture (PPV) partner, Forest City. The Jackson Park PPV Coordinator is working on expanding the number of ADA units during this transition, but lacked the data to characterize the EFMP family house requirements. Recognizing the critical need and a potential window of opportunity, NAVINSGEN contacted the Navy's EFMP Deputy Director (Navy Personnel Command 451X) to identify the special need requirements for EFMP families at NBK. The EFMP Deputy Director and the Jackson Park PPV Coordinator are working to quantify the number and type of ADA houses for the upcoming PPV transfer. The Navy maintains a variety of EFMP data, and an estimate of the NBK needs is under development. Expanding existing EFMP data sets to include demographic information, such as family size and specific family housing modifications, would enable other regions and installations with similar challenges to better plan future PPV renovation and construction to meet families' needs.

RECOMMENDATIONS:

069-12. That Commander, Navy Installations Command (CNIC) and Assistant Commander, Navy Personnel Command for Career Management (PERS-4) partner to resolve EFMP housing challenges and improve services to EFMP Sailors.

- Identify options to better understand the housing needs of EFMP families

- Expand EFMP tracking data base(s) to capture specific demographics of EFMP families, such as size of family (number of bedrooms required), and specific requirements such as single level house, handle bars in showers, or wheel chair accessibility

- Utilize these data to improve short-term support and long-term planning for renovation of PPV houses.

070-12.   That CNIC review assignment policies to ensure maximum use of existing ADA compliant houses for families in the EFMP, and ensure that PPV property managers correctly prioritize and assign ADA houses.

071-12.   That Naval Facilities Engineering Command (NAVFAC) ensure EFMP requirements are considered in all future recapitalization agreements with PPV partners.

NAVINSGEN POINT OF CONTACT:

b7c

ISSUE PAPER 6

SUBJECT: NAVY INFLUENZA VACCINATIONS

REFERENCES: (a) BUMEDINST 6230.15A, Immunizations and Chemoprophylaxis,
                       of 29 Sep 2006
               (b) OPNAVINST 1700.9E CH-1, Child and Youth Program, of 24 Sep 2012
               (c) CNIC N91 ltr Ser N91/11U68670, Navy Child and Youth Programs
                       Immunization Policy, of 12 Dec 2011

PROBLEM: Child Development Center (CDC) employees at Naval Station Everett (NSE) are
not receiving annual influenza vaccinations in accordance with reference (a).

BACKGROUND:

1.   References (a) and (b) provide direction on the immunization requirements for Navy civilian
employees. Per reference (a), childcare center workers are administered appropriate vaccines
against communicable diseases (including influenza) as a condition of employment unless
already immune (based on documented receipt of vaccine series or physician–diagnosed illness)
or medically/administratively exempt. The influenza vaccine is to be administered annually.

2.   Reference (b) requires Navy Child and Youth Program (CYP) professionals to be
immunized, except where religious beliefs preclude, against poliomyelitis, tetanus, diphtheria,
rubella measles, and mumps. The local medical authority may require other immunizations.

3.   Reference (c) states that installations are to include the requirements of references (a) and (b)
in their bargaining agreements with the Labor Union.

DISCUSSION:

1.   CDC employees at NSE are refusing the CYP influenza vaccinations until their position
descriptions (PDs) reflect this requirement. CNRNW informed occupational health staff
members at NSE Branch Health Clinic that until the PDs are updated, influenza vaccinations are
voluntary.

2.   Reference (a) states the Navy's immunization policy. Influenza vaccination is mandatory for
Navy civilians where it is written in their PDs as a condition of employment. Other Navy
personnel, such as childcare center workers, are also required to receive the influenza vaccine as
a condition of employment unless medical or administrative exemptions apply.

3.   Chapter 13 of reference (b) provides the professional qualifications and certification for a
CYP professional. The vaccine requirements include immunization against poliomyelitis,
tetanus, diphtheria, rubella measles, and mumps. Thus, the administration of the influenza
vaccine is not a specific requirement for CYP professionals.

4. Reference (c) cannot be implemented until the Labor Union agrees to the bargaining agreements that include the requirements of references (a) and (b). Therefore, Navy civilian employees that do not have an influenza vaccine requirement written in their PDs can only be encouraged to receive an influenza vaccination.

RECOMMENDATIONS:

072-12. That Commander, Navy Installations Command (CNIC) take all necessary steps, including bargaining with employee representatives, to ensure the position descriptions for Navy Child and Youth Program employees reflect the requirement for influenza immunizations.

073-12. That Chief, Bureau of Medicine and Surgery (BUMED) modify BUMEDINST 6230.15A so that obligations for DoD childcare center workers to receive influenza immunizations are noted in their position descriptions.

074-12. That Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (OPNAV N1) modify OPNAVINST 1700.9E CH-1 to include the influenza vaccine as a Navy CYP professional health requirement.

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 7

SUBJECT: EMERGENCY MANAGEMENT (EM) PROGRAM

REFERENCES: (a) DoDINST 6055.17, Change 1, DoD Installation Emergency Management
                     Program, of 19 Nov 2010
               (b) OPNAVINST 3440.17, Navy Installation Emergency Management
                     Program, of 22 Jul 2005

PROBLEM: Navy Installation EM services do not meet the requirements of DoD and OPNAV
instructions.

BACKGROUND:

1.   Reference (a) establishes policy, assigns responsibilities, and prescribes procedures for
developing, implementing, and sustaining EM programs at DoD installations worldwide for "all
hazards" as defined. It also outlines various incident response requirements and command,
control, and communication capabilities, and requires that "All DoD installations shall maintain
mass warning and notification capabilities to warn all personnel immediately, but no longer than
ten minutes after incident notification and verification."

2.   Reference (b) provides policy, guidance, operational structure, and assignment of
responsibilities for a comprehensive, all-hazards EM Program at Navy regions and installations;
and it establishes that Commander, Navy Installations Command (CNIC) shall assume overall
responsibility for the Navy installation EM Program. As defined in reference (b), "All Regional
and Installation Commanders shall develop capabilities to rapidly warn and notify personnel in
the event of an emergency. Mass warning and notification systems shall be constructed in
accordance with criteria for emergency management equipment."

DISCUSSION:

1.   NAVINSGEN found that full incident notification of installation personnel via Northwest
Region and installation emergency management systems could take between thirty and ninety
minutes. Existing notification tools include Giant Voice, computer desktop notification system
(CDNS), email, text, and telephone calls. Alert notification systems initiation is managed at each
installation through the Command Duty Officer via the Emergency Operations Center or
Regional Operations Center.

2.   NAVINSGEN discovered the following items and concerns related to the Navy Region
Northwest mass warning and notification:

   • Giant Voice systems are not installed in some housing areas, and are not regionally
     controlled or connected. Activation may require multiple phone calls depending on the
     location or severity of an event.

- Existing Giant Voice software requires upgrade to support more robust web-based system capabilities.

- The audible range of Giant Voice systems does not reach personnel inside buildings and "inside voice" capability is not available in all buildings.

- Notifications by computer desktop notification system (CDNS) only reach personnel who have access to and actively monitor Navy Marine Corps Internet (NMCI) computers. However, some commands in Navy Region Northwest are not on the NMCI network, including BUMED commands, ships, and submarines.

- Desktop and text alerts to non-NMCI computers, email addresses, or cell phones require registration with up-to-date information. Requests to initiate and deliver alerts to registered personnel can take fifteen minutes or longer.

- Personnel in housing areas may not possess a computer, turn on their cell phones, or register their phone numbers for notification purposes.

3. During discussions with CNIC, NAVINSGEN learned that Navy Installation EM services are not in compliance with DoD and OPNAV instructions at the following EM Common Output Level (COL) 4 standards, due to resource constraints:

- Facilities: less than 40 percent dedicated/shared spaces

- Dispatch: less than 90 percent of calls processed and dispatched within 60 seconds

- Training: less than 40 percent of personnel meeting National Fire Protection Association (NFPA) certification and standards

- Mass Warning and Notification: Able to notify 40 percent of Cat 1 (Emergency Essential personnel) and Cat 5 (First/Emergency Responders) within 5 minutes, and 40 percent of Cat 2-4 (non-emergency essential personnel) within 15 minutes

RECOMMENDATIONS:

075-12. That CNIC provide to OPNAV (N4) and copy NAVINSGEN, an estimated initial cost to establish, and recurring annual cost to maintain, the Navy Installation EM Program in accordance with DoD and OPNAV requirements.

076-12. That CNIC ensure Navy installations' failure to comply with DoD and OPNAV Emergency Management instructions is reflected in installation DRRS-N readiness reporting.

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 8

SUBJECT: REGIONAL DISPATCH CENTER ALARM SYSTEM MONITORING

REFERENCES: (a) DoDI 6055.17, DoD Installation Emergency Management (IEM) Program,
                    of 13 January 2009
             (b) OPNAVINST 5100.23G. Change 1, Navy Safety and Occupational Health
                    Program Manual, of 21 July 2011
             (c) OPNAVINST 3440.17, Navy Installation Emergency Management
                    Program, of 22 July 2005
             (d) CNICINST 3440.17, Navy Installation Emergency Management Program
                    Manual, of 23 January 2006
             (e) OPNAVINST 5530.14E Navy Physical Security and Law Enforcement
                    Program, of 28 January 2009
             (f) COMNAVREGNWINST 3440.18A, Navy Region Northwest Emergency
                    Management Plan, of 17 May 2010

PROBLEM: Regional Dispatch Centers monitor alarm systems at remote installations that are
subject to frequent drops, interruptions, signal loss, loss of connectivity, and false alarms
creating conditions that mask the recognition of an actual emergency situation.

BACKGROUND:

1.   References (a) through (f) require installations develop plans, procedures and processes for
managing emergencies to protect personnel and property. Navy installations use Regional
Operation Centers, Emergency Operation Centers and Regional Dispatch Centers to
communicate emergency and critical situations with first responders, local authorities and
designated personnel in the chain of command.

2.   Commander, Navy Installations Command (CNIC) uses Regional Dispatch Centers to
monitor and respond to alarms generated in Navy installations within certain Navy Regions. At
these centers, personnel actively monitor signals generated by alarm systems and notify
appropriate authorities and personnel in the Navy and nearby area. Monitoring systems provide
information on fire and other emergency events, perimeter and building intrusion, and the
operational status of critical equipment that requires first responder or security force deployment.

3.   The Navy uses a variety of systems for alarms made by separate manufacturers with different
operating requirements. Alarm systems at Navy installations typically require distinct sensors,
interfaces, switchgear, and computer servers with dedicated software capable of recognizing alert
system codes and other vital information. Regional Dispatch Center personnel are required to
respond to all alarms. False alarms waste time and draw operator attention from other assigned
duties and responsibilities. Also, personnel must be dispatched to reset and/or visually verify
conditions and the status of alarms providing false signals.

DISCUSSION:

1.   In Navy Region Northwest, concerns relating to the frequent and high number of false alarms were brought to the attention of NAVINSGEN. Similar concerns were mentioned during area visits to Naval District Washington (NDW) in 2011. Remote monitoring and control of alarm systems is managed through Regional Dispatch Centers. The number of alarms that must be monitored can be substantial depending on the installation's mission. For example, there were 519 fire alarm system drops between 22 August 2011 and 7 August 2012, with 33 drops in July 2012 at NAS Whidbey Island, WA.

2.   The trend of frequent false alarms at Regional Dispatch Centers is not efficient and should be resolved. There is increased risk associated with the distraction of clearing the numerous false alarms while responding to real alarms. False alarms in Navy Region Northwest are attributed to incompatibilities between alarm systems and required interface equipment, specific computer operating systems and multiple methods used for signal transmission between installations and the Regional Dispatch Center. NAVINSGEN noted the lack of compatibility between alarm systems purchased by Fire, Emergency Management and Security as the prime reason for alarm issues, according to interviews. Navy Region Northwest staff (N3) drafted procedures for a regional "Alarm Control Board" to integrate alarm system management and ensure consistency in equipment selection and compatibility.

3.   NAS Whidbey Island staff is working on local solutions including:

- Establishing a working group, composed of representatives from Operations, Fire Department, Emergency Management, Information Technology, Public Works, and Security, to review methods to improve compatibility between alert signals and alarm system monitors at the Regional Dispatch Center

- Sponsoring a table top drill with key players to develop a "Coordinated Continuity of Operation Plan for Fire/Intrusion Detection Systems"

- Reviewing options for standing up a Local Dispatch Center

RECOMMENDATION:

077-12.   That CNIC and Naval Facilities Engineering Command (NAVFAC) collaborate to identify technical barriers to reliable emergency management notification and dispatch and develop solutions and timelines for implementation.

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 9

SUBJECT: HARBOR PATROL UNIT COXSWAIN TRAINING

REFERENCE: (a) CNICINST 5530.5, CNIC HARBOR PATROL UNIT OPERATING
                       PROCEDURES, of 13 Jun 2011

PROBLEM: Commander, Navy Region Northwest Harbor Security Units do not meet the
personnel training requirements of reference (a).

BACKGROUND:

1.   Reference (a) directed completion of formalized Level II Coxswain Operations and Training.
Effective 1 January 2013, this training must be completed at the Center of Security Forces
(CENSECFOR) in Little Creek, VA. To be qualified as a Harbor Security Boat (HSB)
coxswain, personnel must attend Level II Coxswain Operations and Tactics Course of Instruction
(COI) (A-062-0050) and complete the HSB Operations PQS (43467 Series) under the instruction
of the HSB Training Supervisor.

DISCUSSION:

1.   Records reviewed during NAVINSGEN area visit to Commander, Navy Region Northwest
indicated that harbor patrol units at Naval Station Everett and Naval Base Kitsap did not meet the
Level II Coxswain Operations and Training requirements of reference (a).

2.   The annual Commander, Navy Installations Command (CNIC) requirement for Level II
Coxswain Operations and Training is approximately 108 quotas per year, and there is sufficient
capacity at CENSECFOR to sustain a steady-state load from CNIC. However, there is a backlog
of quota requests at CENSECFOR as regions/installations attempt to meet the formal training
requirements for FY13. CNIC (N7) is coordinating with CNIC (N3) to prioritize current quota
requests across each region.

3.   According to CNIC, the regions are receiving no additional training funds to support this new
training requirement, due to the long phase in time provided to manage COI seat
availability/capacity; and to prioritize and program resources to meet the associated temporary
duty (TDY) costs. With limited TDY funds in FY13, the cost associated to fund this training
may result in a training deficiency in other areas.

RECOMMENDATIONS

078-12.   That CNIC provide a Plan of Action and Milestones for Commander, Navy Region
Northwest Harbor Patrol Units to obtain the required Level II Coxswain training.

079-12.   That CNIC review and report on implementation of Harbor Patrol Units coxswain training requirement across all regions, and identify if additional TDY resources and/or time is required to meet the requirement.

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 10

SUBJECT: EQUAL OPPORTUNITY (EO) AND SEXUAL HARASSMENT (SH) POLICY

REFERENCE: (a) OPNAVINST 5354.1F, CH-1, Navy Equal Opportunity Policy,
                        of 20 Sep 11

PROBLEM: Commander, Submarine Group NINE, Commander, Destroyer Squadron NINE
and their subordinate commands do not include in their EO policy the prohibition of reprisal
against individuals who submit an EO/SH complaint as required by reference (a).

BACKGROUND: Reference (a) requires commanding officers create, shape and maintain a
positive EO environment through policy, communication, training, education, enforcement and
assessment. No individual shall take reprisal action against a person who provides information
on an incident of alleged unlawful discrimination or SH. All personnel should be thoroughly
educated on command policy and the punitive consequences of failure to obey the policies
outlined in OPNAVINST 5354.1F, CH-1, with emphasis on prohibition of reprisal.

DISCUSSION: Commander, Submarine Group NINE, Commander, Destroyer Squadron NINE
and their subordinate commands have not provided specific guidance to their personnel
regarding the prohibition of reprisal.

RECOMMENDATIONS:

080-12.   That Commander, U.S. Pacific Fleet provide oversight and ensure compliance of
subordinate command equal opportunity and sexual harassment policies, including statements on
prohibition of reprisal.

081-12.   That Commander, Submarine Group NINE, Commander, Destroyer Squadron NINE
and their respective subordinate commands update and publish command policy on equal
opportunity and sexual harassment, including statements on prohibition of reprisal.

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 11

SUBJECT: NAVY PRIDE AND PROFESSIONALISM (NP&P) TRAINING

REFERENCES: (a) OPNAVINST 1740.3C, Command Sponsor and Indoctrination Programs,
         of 29 Apr 2009
      (b) OPNAVINST 5354.1F, CH-1, Navy Equal Opportunity Policy,
         of 20 Sep 11

PROBLEM: Numerous commands across the Pacific Northwest region have not completed NP&P training as part of command indoctrination per references (a) and (b) due to lack of a sufficient number of qualified Command Training Team Indoctrination (CTTI) facilitators.

BACKGROUND: Navy commands must provide NP&P training to newly assigned personnel within the first 30 days of reporting (or within three drill weekends for reservists). Mandatory topics include decision making, interpersonal communications, and the Command Managed Equal Opportunity program including Navy policy on sexual harassment, religious accommodation, hazing, and fraternization. Commands must also ensure that command indoctrination training team members have successfully completed the Command Training Team Indoctrination (CTTI) Course (A-050-001) prior to instructing the NP&P workshop.

DISCUSSION: During the Pacific Northwest area visit, NAVINSGEN determined that newly reporting personnel were not consistently attending the mandatory NP&P workshop during command indoctrination due to a lack of qualified CTTI facilitators. Additionally, when NP&P training was conducted, the only members participating in the workshop were often in pay grades E-6 and below (e.g., Chief Petty Officers and commissioned officers were not receiving the training).

RECOMMENDATIONS:

082-12.   That Commander, U.S. Pacific Fleet (COMPACFLT) establish NP&P program policy and provide guidance and support to its subordinate commands.

083-12.   That Commander, Navy Reserve Forces Command (CNRFC) establish NP&P program policy and provide guidance and support to its subordinate commands.

084-12.   That Chief, Bureau of Medicine and Surgery (BUMED) establish NP&P program policy and provide guidance and support to its subordinate commands.

NAVINSGEN POINT OF CONTACT: b7c

APPENDIX A

SUMMARY OF SURVEY DATA ANALYSIS

ACTIVE DUTY MILITARY

AND

DEPARTMENT OF THE NAVY

CIVILIAN PERSONNEL

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

1. <u>Overall Observations and Methodology</u>. The Naval Inspector General (NAVINSGEN) conducted an on-line survey of active duty military and Department of the Navy (DON) civilian personnel from 4 June through 10 July 2012 in support of the Northwest Area Visit held from 24 July to 17 August 2012. There were 2204 active duty military (64.3%) and 1226 DON civilian personnel (35.7%) survey respondents.

2. <u>Quality of Life</u>. The active duty military and DON civilian personnel survey respondents rated their Quality of Work Life (QOWL) at 6.34 on a scale of 1 to 10 ('worst' to 'best') and Quality of Home Life (QOHL) at 7.40. Both of these scores are higher than the NAVINSGEN rolling averages of 6.28 and 7.02, respectively. This data is a roll up of information across various subparts of this region to include the areas around Everett, Indian Island, Kitsap, and Whidbey Island, and "other" in Washington State.

3. <u>Survey Topics and Results</u>

   a. As indicated above, both military and civilians were asked to rate their quality of work life and quality of home life. Overall 51.7 percent of the survey respondents indicated that their QOHL (question 7) was most positively impacted by their job satisfaction. Leadership support was indicated as most negatively impacting their QOHL by 29.3 percent. With regard to negative impact the responses varied by site as can be seen in the additional information provided for question 8. That is, the item identified as having the most negative impact on respondents QOWL scores were as follows: Everett area – Parking; Indian Island and Kitsap areas – Advancement Opportunities; and both Whidbey Island and other – Leadership Support

   b. Further break down by site of a few of the questions is also provided; specifically 3, 6, and 8. Additionally, results from question 8 indicate different responses based on site location.

   c. The survey included demographic questions such as gender, age, and whether the respondent is military or civilian.

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

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

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

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

h. 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.

NORTHWEST AREA VISIT 2012

ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL
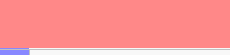
1. I am assigned to or near:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Everett Area		16.9%	647
Indian Island Area		1.3%	51
Naval Base Kitsap Area (including Bremerton)		**40.4%**	**1547**
Whidbey Island Area		39.7%	1518
Other		1.7%	65
		Valid Responses	**3828**

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		**53.9%**	**1850**
Submarine		1.2%	42
Ship		10.0%	343
Training		1.6%	55
Hospital/Clinic		4.2%	144
Aircraft/Squadron		14.1%	483
Battalion		0.2%	7
Personnel Support Detachment		2.3%	79
Other		12.5%	428
		Valid Responses	**3431**

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		1.7%	59
2		1.2%	41
3		3.3%	113
4		3.8%	129
5		8.8%	303
6		7.6%	261
7		15.9%	545
8		**25.8%**	**885**
9		15.6%	534
10		16.3%	559
	Mean		7.398
	Standard Deviation		2.099
	Valid Responses		**3429**

Question 3: Broken down by site

		1. I am assigned to or near:					
		Everett Area	Indian Island Area	Naval Base Kitsap Area (including Bremerton)	Whidbey Island Area	Other	**Total**
1	Count	7	1	21	30	0	**59**
	% by Col	1.2%	2.6%	1.5%	2.2%	0.0%	**1.7%**
2	Count	3	0	16	21	1	**41**
	% by Col	0.5%	0.0%	1.1%	1.5%	2.0%	**1.2%**
3	Count	19	0	38	55	1	**113**

	% by Col	3.3%	0.0%	2.7%	4.0%	2.0%	**3.3%**
4	Count	22	1	40	65	1	**129**
	% by Col	3.8%	2.6%	2.9%	4.8%	2.0%	**3.8%**
5	Count	45	5	119	130	4	**303**
	% by Col	7.8%	12.8%	8.5%	9.5%	7.8%	**8.8%**
6	Count	37	5	96	118	5	**261**
	% by Col	6.4%	12.8%	6.9%	8.6%	9.8%	**7.6%**
7	Count	91	3	236	205	10	**545**
	% by Col	15.7%	7.7%	16.9%	15.0%	19.6%	**15.9%**
8	Count	**160**	**8**	**360**	**343**	**14**	**885**
	% by Col	**27.6%**	**20.5%**	**25.8%**	**25.1%**	**27.5%**	**25.8%**
9	Count	99	**8**	226	194	7	**534**
	% by Col	17.1%	**20.5%**	16.2%	14.2%	13.7%	**15.6%**
10	Count	97	**8**	241	205	8	**559**
	% by Col	16.7%	**20.5%**	17.3%	15.0%	15.7%	**16.3%**
Mean		**7.557**	**7.615**	**7.519**	**7.196**	**7.529**	**7.398**
Std Deviation		**1.991**	**2.098**	**2.033**	**2.202**	**1.848**	**2.099**
Valid Responses	Count	**580**	**39**	**1393**	**1366**	**51**	**3429**

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		58.4%	2002
Quality of the school for dependent children		21.2%	728
Quality of the childcare available		8.5%	293
Shopping & dining opportunities		26.7%	916
Recreational opportunities		**60.1%**	**2062**

Access to spouse employment		11.2%	383
Access to quality medical/dental care		31.4%	1076
Cost of living		24.2%	831
Other		11.6%	398
	Valid Responses		**3430**

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		16.6%	569
Quality of the school for dependent children		14.7%	502
Quality of the childcare available		9.6%	330
Shopping & Dining opportunities		37.1%	1269
Recreational opportunities		16.4%	560
Access to spouse employment		29.3%	1001
Access to medical/dental care		18.1%	618
Cost of living		**53.1%**	**1815**
Other		20.1%	687
	Valid Responses		**3421**

6. On a scale of 1 (worst) to (best) please rate your Quality of Work Life (QOWL). QOWL is the degree to which you enjoy where you work and available opportunities for professional growth.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		5.2%	179
2		4.8%	164
3		7.5%	257
4		5.9%	203

5		11.1%	382
6		10.1%	347
7		15.0%	515
8		**20.0%**	**687**
9		11.3%	388
10		9.0%	307
	Mean		6.341
	Standard Deviation		2.526
	Valid Responses		**3429**

Question 6: Broken down by site

		1. I am assigned to or near:					
		Everett Area	Indian Island Area	Naval Base Kitsap Area (including Bremerton)	Whidbey Island Area	Other	**Total**
1	Count	28	0	76	69	6	**179**
	% by Col	4.8%	0.0%	5.5%	5.1%	11.8%	**5.2%**
2	Count	31	1	71	57	4	**164**
	% by Col	5.3%	2.6%	5.1%	4.2%	7.8%	**4.8%**
3	Count	42	2	116	92	5	**257**
	% by Col	7.2%	5.1%	8.3%	6.7%	9.8%	**7.5%**
4	Count	42	3	87	66	5	**203**
	% by Col	7.2%	7.7%	6.2%	4.8%	9.8%	**5.9%**
5	Count	63	7	148	161	3	**382**
	% by Col	10.8%	17.9%	10.6%	11.8%	5.9%	**11.1%**
6	Count	44	5	152	141	5	**347**
	% by Col	7.6%	12.8%	10.9%	10.3%	9.8%	**10.1%**
7	Count	63	**8**	224	215	5	**515**

	% by Col	10.8%	**20.5%**	16.1%	15.8%	9.8%	**15.0%**
8	Count	**117**	7	**275**	**281**	**7**	**687**
	% by Col	**20.1%**	17.9%	**19.7%**	**20.6%**	**13.7%**	**20.0%**
9	Count	91	3	125	162	**7**	**388**
	% by Col	15.7%	7.7%	9.0%	11.9%	**13.7%**	**11.3%**
10	Count	60	3	119	121	4	**307**
	% by Col	10.3%	7.7%	8.5%	8.9%	7.8%	**9.0%**
Mean		**6.470**	**6.513**	**6.209**	**6.443**	**5.647**	**6.341**
Std Deviation		**2.622**	**2.011**	**2.524**	**2.475**	**2.952**	**2.526**
Valid Responses	Count	**581**	**39**	**1393**	**1365**	**51**	**3429**

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		**51.7%**	**1771**
Leadership Support		32.3%	1107
Leadership opportunities		18.5%	634
Length of workday		31.2%	1067
Advancement opportunities		10.0%	342
Training opportunities		17.2%	589
Awards and recognition		10.0%	344
Perform to Serve (PTS)		2.2%	77
Command climate		24.6%	844
Quality of the workplace facilities		19.1%	653
Parking		20.1%	688
Frequency of deployment/Individual Augmentations (e.g. IAMM or GSA)		4.1%	139

Response	Chart	Frequency	Count
Other		7.5%	256
		Valid Responses	**3424**

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		18.2%	625
Leadership support		**29.3%**	**1005**
Leadership opportunities		14.2%	486
Length of workday		17.4%	597
Advancement opportunities		28.1%	963
Training opportunities		12.7%	434
Awards and recognition		20.0%	684
Perform to Serve (PTS)		16.6%	570
Command climate		23.6%	808
Quality of the workplace facilities		16.4%	562
Parking		25.9%	889
Frequency of deployments/individuals Augmentations (e.g. IAMM or GSA)		10.6%	365
Other		10.5%	361
		Valid Responses	**3428**

Question 8 broken down by site.

		1. I am assigned to or near:				
		Everett Area	Indian Island Area	Naval Base Kitsap Area (including Bremerton)	Whidbey Island Area	Other
Job satisfaction	Count	116	7	239	250	13
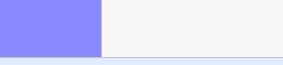
	% by Col	20.0%	17.9%	17.1%	18.3%	25.5%
Leadership support	Count	168	11	393	**416**	**17**
	% by Col	28.9%	28.2%	28.2%	**30.5%**	**33.3%**
Leadership opportunities	Count	76	9	210	179	12
	% by Col	13.1%	23.1%	15.1%	13.1%	23.5%
Length of workday	Count	95	3	206	286	7
	% by Col	16.4%	7.7%	14.8%	21.0%	13.7%
Advancement opportunities	Count	133	**18**	**487**	309	16
	% by Col	22.9%	**46.2%**	**34.9%**	22.7%	31.4%
Training opportunities	Count	78	9	185	156	6
	% by Col	13.4%	23.1%	13.3%	11.4%	11.8%
Awards and recognition	Count	90	8	292	281	13
	% by Col	15.5%	20.5%	20.9%	20.6%	25.5%
Perform to Serve (PTS)	Count	104	1	144	319	2
	% by Col	17.9%	2.6%	10.3%	23.4%	3.9%
Command climate	Count	131	12	345	305	15
	% by Col	22.5%	30.8%	24.7%	22.4%	29.4%
Quality of the workplace facilities	Count	63	10	260	223	6
	% by Col	10.8%	25.6%	18.7%	16.4%	11.8%
Parking	Count	**188**	1	394	297	9
	% by Col	**32.4%**	2.6%	28.3%	21.8%	17.6%
Frequency of deployments/individuals Augmentations (e.g. IAMM or GSA)	Count	83	1	100	180	1
	% by Col	14.3%	2.6%	7.2%	13.2%	2.0%
Other	Count	66	11	144	133	7
	% by Col	11.4%	28.2%	10.3%	9.8%	13.7%
Total	Count	**581**	**39**	**1394**	**1363**	**51**
	% by Col	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

9. Gender
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Male		**73.3%**	**2514**
Female		26.7%	916
		Valid Responses	3430

10. Age:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
17-24		13.4%	458
25-34		**30.9%**	**1059**
35-44		25.8%	886
45-54		19.2%	658
55-64		9.7%	331
65+		1.1%	38
		Valid Responses	3430

11. Marital Status:
(Respondents could only choose a **single** response)
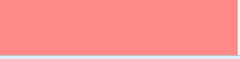
Response	Chart	Frequency	Count
Single		22.2%	760
Married		**69.5%**	**2384**
Divorced		6.6%	226
Separated		1.7%	60
		Valid Responses	3430

12. I have school aged children
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		38.5%	1319
No		**61.5%**	**2110**
		Valid Responses	3429

13. I am:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Military		**64.3%**	**2204**
Civilian		35.7%	1226
		Valid Responses	3430

14. Paygrade:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
E1 - E3		8.9%	193
E4 - E6		**55.4%**	**1196**
E7 - E9		15.5%	334
CWO2 - O3		10.2%	221
O4 - O5		8.9%	191
O6 & Above		1.0%	22
		Valid Responses	2157

15. I am a Geographical Bachelor (married with family living elsewhere)
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		5.7%	123
No		**94.3%**	**2034**
		Valid Responses	2157

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		4.9%	6
High cost of living at new duty station		3.3%	4
Lack of spousal employment at new duty station		25.2%	31
Spouse has a good employment at old duty station		25.2%	31
Critical housing area		4.1%	5
High crime rate at new duty station		0.8%	1
Desire to maintain stability for family members		**43.9%**	**54**
Family stayed behind because I couldn't sell the home (it lost significant value) at my last duty station.		22.8%	28
Other		**43.9%**	**54**
		Valid Responses	**123**

17. I have participated in the following at my current command? (Choose all that apply)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Command Sponsor Program		46.0%	907
Command Orientation/Indoctrination		57.1%	1125
Career Development Boards		58.3%	1149
Command Physical Fitness Assessment Training Program		47.8%	941
Required General Military Training (GMT)		**82.6%**	**1628**
Command Managed Equal Opportunity (CMEO) Program		35.8%	705
Navy Rights and Responsibility (NR&R)		25.9%	511

Response	Chart	Frequency	Count
Workshops			
Transition Assistance Program		16.5%	325
		Valid Responses	1970

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		32.3%	674
LCPO		34.1%	712
CPO		24.4%	508
CCC		**35.7%**	**744**
I have not had a CDB since being attached to this command		16.5%	344
Not applicable		23.5%	491
		Valid Responses	2085

19. In general, how have you or those you supervise been affected by Perform to Serve (PTS)?
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Positively		15.4%	320
Not applicable/neither positively or negatively		40.8%	850
Negatively		**46.3%**	**965**
		Valid Responses	2084

20. In my professional development I am being mentored by someone?
(Respondents could only choose a **single** response)
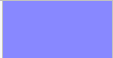
Response	Chart	Frequency	Count
Yes		**58.5%**	**1219**
No		41.5%	865
		Valid Responses	2084

21. I am mentoring others.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**71.7%**	**1495**
No		28.3%	589
		Valid Responses	2084

22. A sponsor contacted me before I arrived at my command.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**61.5%**	**1282**
No		31.6%	658
Not Applicable		6.9%	144
		Valid Responses	2084

23. My sponsor was helpful in my transition.
(Respondents could only choose a **single** response)
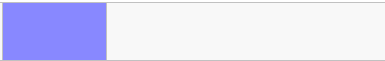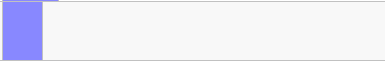
Response	Chart	Frequency	Count
Strongly Agree		20.0%	417
Agree		**28.4%**	**592**
Disagree		6.3%	131
Neither Agree nor Disagree		17.4%	363
Strongly Disagree		9.8%	205
Not Applicable		18.0%	376
		Valid Responses	2084

24. My command gives me sufficient time during working hours to participate in a physical readiness exercise program.
(Respondents could only choose a **single** response)
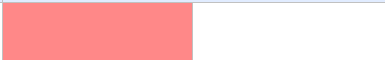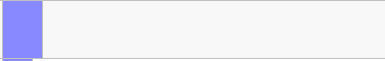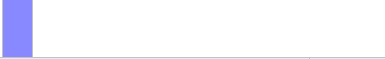
Response	Chart	Frequency	Count
Strongly Agree		**32.4%**	**676**

	Chart	Frequency	Count
Agree		27.3%	569
Neither Agree nor Disagree		14.8%	308
Disagree		10.6%	220
Strongly Disagree		14.9%	311
		Valid Responses	2084

25. 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		**44.5%**	**927**
Agree		41.5%	864
Neither Agree nor Disagree		5.8%	121
Disagree		5.4%	112
Strongly Disagree		2.9%	60
		Valid Responses	2084
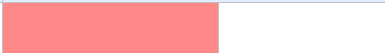
26. I know my command ombudsman.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**51.0%**	**1063**
No		49.0%	1021
		Valid Responses	2084

27. 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		**56.2%**	**1172**

	Chart	Frequency	Count
No		43.8%	912
		Valid Responses	**2084**

28. 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%	23
2		0.5%	11
3		1.7%	36
4		1.5%	32
5		7.0%	145
6		5.1%	107
7		10.8%	226
8		17.7%	369
9		11.4%	238
10		10.6%	220
Do not use		**32.5%**	**677**
		Mean	7.480
		Standard Deviation	2.001
		Valid Responses	**2084**

29. Please indicate up to <u>three</u> 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)
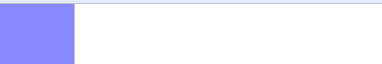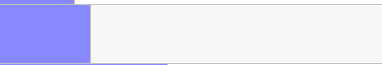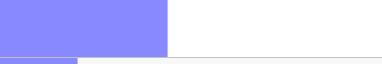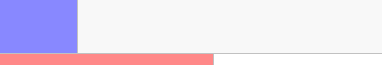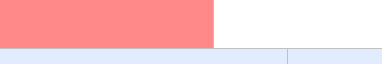
Response	Chart	Frequency	Count
Family/Social Services available		60.9%	964
Quality of services		**64.3%**	**1018**
Appointment availability		30.8%	487
Staff's customer service		53.5%	847
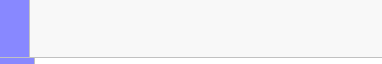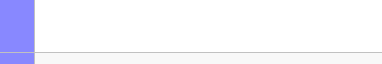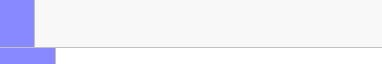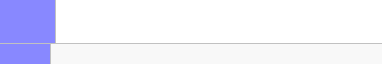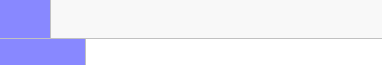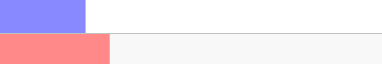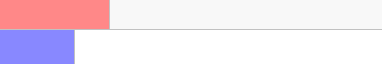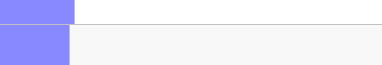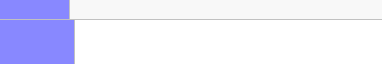
Hours of operation		20.7%	328
	Valid Responses	**1583**	

30. Please indicate up to <u>three</u> 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)

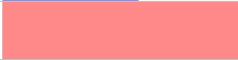| Response	Chart	Frequency	Count
Family/Social Services available		19.4%	222
Quality of services		23.6%	270
Appointment availability		43.8%	500
Staff's customer service		19.9%	227
Hours of operation		**55.5%**	**634**
	Valid Responses	**1142**	

31. 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		1.6%	33
2		1.4%	29
3		2.9%	61
4		3.1%	65
5		8.1%	169
6		7.0%	146
7		15.7%	326
8		**22.4%**	**466**
9		13.3%	277
10		11.6%	242
Do not use		12.9%	268

	Mean	7.265
	Standard Deviation	2.090
	Valid Responses	**2082**

32. Please indicate up to <u>three</u> 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)

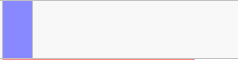| Response	Chart	Frequency	Count
Variety of MWR services available		**69.0%**	**1269**
Quality of services		50.4%	928
Cost		51.7%	951
Staff's customer service		32.7%	601
Hours of operation		16.6%	306
Other		4.5%	83
		Valid Responses	**1840**

33. Please indicate up to <u>three</u> 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		24.9%	376
Quality of services		18.9%	286
Cost		33.4%	505
Staff's customer service		19.5%	294
Hours of operation		**48.7%**	**736**
Other		17.2%	260
		Valid Responses	**1511**

34. 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		1.7%	36
2		1.3%	28
3		3.7%	76
4		4.4%	91
5		9.9%	206
6		10.6%	221
7		18.6%	386
8		**26.0%**	**541**
9		13.6%	282
10		9.1%	189
Do not use		1.2%	24
		Mean	7.052
		Standard Deviation	2.027
		Valid Responses	**2080**

35. 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		42.3%	840
Quality of merchandise selections		52.1%	1036
Cost		**56.9%**	**1132**
Staff's customer service		39.3%	782
Hours of operation		31.1%	618
		Valid Responses	**1988**

36. Please indicate up to <u>three</u> 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		**55.7%**	**1013**
Quality of merchandise selections		22.0%	401
Cost		38.9%	708
Staff's customer service		18.1%	330
Hours of operation		43.1%	784
		Valid Responses	**1820**

37. 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%	25
2		1.1%	23
3		2.3%	47
4		3.3%	69
5		7.0%	145
6		7.9%	165
7		16.2%	336
8		**24.4%**	**508**
9		15.7%	327
10		11.6%	242
Do not use		9.3%	193
		Mean	7.410
		Standard Deviation	1.963
		Valid Responses	**2080**

38. Please indicate up to <u>three</u> 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		56.5%	1068
Quality of products/produce/meats selection		52.4%	990
Cost		**75.5%**	**1427**
Staff's customer service		24.2%	457
Hours of operation		17.6%	332
		Valid Responses	**1890**

39. Please indicate up to <u>three</u> 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		32.8%	560
Quality of products/produce/meats selection		31.4%	535
Cost		25.1%	428
Staff's customer service		20.1%	343
Hours of operation		**58.9%**	**1004**
		Valid Responses	**1705**

40. 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		4.3%	90
2		2.2%	45
3		4.0%	84

	Chart	Frequency	Count
4		5.1%	106
5		10.6%	220
6		10.0%	209
7		17.3%	360
8		**21.6%**	**449**
9		11.0%	229
10		13.8%	288
	Mean		6.857
	Standard Deviation		2.369
	Valid Responses		**2080**

41. Please indicate up to <u>three</u> 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		**63.5%**	**1179**
Appointment availability		42.9%	797
Waiting Time		21.6%	402
Time with staff or care provider		40.0%	743
Hours of operation		26.2%	486
	Valid Responses		**1857**

42. Please indicate up to <u>three</u> 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		27.8%	519
Appointment availability		55.4%	1032

Waiting Time		64.1%	1194
Time with staff or care provider		28.9%	538
Hours of operation		31.6%	589
	Valid Responses	**1864**	

43. 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		**83.8%**	**1743**
No		10.9%	227
Don't Know		5.3%	110
		Valid Responses	**2080**

44. 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		5.1%	105
2		2.6%	54
3		4.5%	93
4		4.3%	90
5		15.8%	329
6		11.1%	231
7		16.3%	339
8		**18.4%**	**382**
9		9.3%	193
10		12.7%	263
		Mean	6.580

	Standard Deviation	2.416
	Valid Responses	**2079**

45. Please indicate up to <u>three</u> 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		**65.2%**	**1073**
Appointment availability		42.2%	694
Waiting time		20.4%	335
Time with staff or care provider		38.0%	625
Hours of operation		21.7%	357
		Valid Responses	**1646**

46. Please indicate up to <u>three</u> 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		28.1%	468
Appointment availability		50.5%	842
Waiting time		**60.6%**	**1010**
Time with staff or care provider		28.8%	479
Hours of operation		31.0%	517
		Valid Responses	**1666**

47. Do you have infant to pre-school age children in your family?
(Respondents could only choose a **single** response)
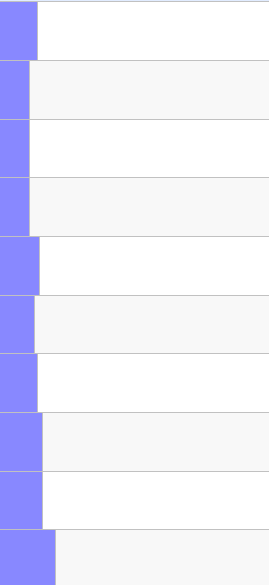
Response	Chart	Frequency	Count
Yes		30.1%	626
No		**69.9%**	**1452**
		Valid Responses	**2078**
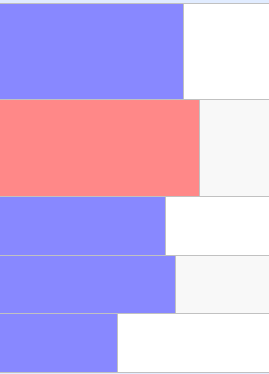
48. Rate your satisfaction with your Child Development Center (CDC) on a scale of 1 (worst to 10 (best).

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

Response	Chart	Frequency	Count
1		3.7%	23
2		1.1%	7
3		1.6%	10
4		1.5%	9
5		3.9%	24
6		3.1%	19
7		3.2%	20
8		4.8%	30
9		4.5%	28
10		8.5%	53
Do not use		**64.0%**	**397**
		Mean	6.722
		Standard Deviation	2.972
		Valid Responses	**620**

49. 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)
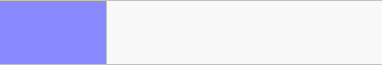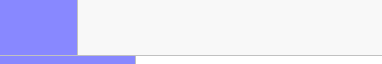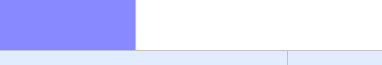
Response	Chart	Frequency	Count
Availability of childcare services (regular &/or drop off)		48.2%	119
Quality of childcare services (regular &/or drop off)		**52.2%**	**129**
Cost of childcare services		43.3%	107
Staff's customer service		45.7%	113
Hours of operation		30.4%	75
		Valid Responses	**247**
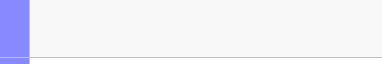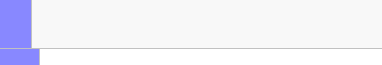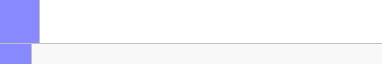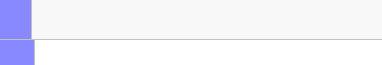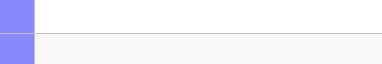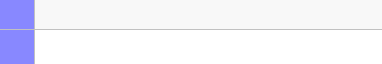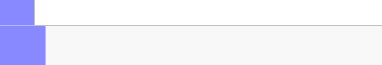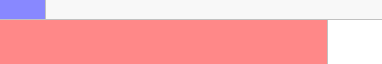
50. Please indicate up to <u>three</u> main factors that have a **negative** impact on your rating for the CDC: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of childcare services (regular &/or drop off)		38.6%	98
Quality of childcare services (regular &/or drop off)		27.6%	70
Cost of childcare services		**60.6%**	**154**
Staff's customer service		20.5%	52
Hours of operation		35.4%	90
		Valid Responses	**254**

51. 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		1.9%	12
2		0.5%	3
3		0.6%	4
4		1.5%	9
5		3.4%	21
6		1.5%	9
7		2.1%	13
8		2.4%	15
9		2.4%	15
10		5.0%	31
Do not use		**78.6%**	**486**
		Mean	6.674
		Standard Deviation	2.878
		Valid Responses	**618**

52. Please indicate up to <u>three</u> 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		46.1%	77
Availability of childcare services (regular &/or drop off)		33.5%	56
Quality of childcare services (regular &/or drop off)		**47.3%**	**79**
Cost		37.1%	62
Staff		34.7%	58
Hours of operation		14.4%	24
		Valid Responses	**167**

53. Please indicate up to <u>three</u> 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		23.8%	40
Availability of childcare services (regular &/or drop off)		39.9%	67
Quality of childcare services (regular &/or drop off)		29.8%	50
Cost		41.1%	69
Staff		18.5%	31
Hours of operation		**41.7%**	**70**
		Valid Responses	**168**

54. I currently reside:
(Respondents could only choose a **single** response)

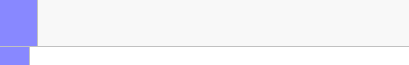| Response	Chart	Frequency	Count
On the economy (purchased home)		30.7%	633

On the economy (rented/leased home)		39.5%	815
Public/Private Venture (PPV) Housing		7.3%	150
Govt. Family Housing		11.8%	243
Govt. Bachelor Housing		10.7%	221
	Valid Responses		2062
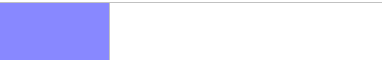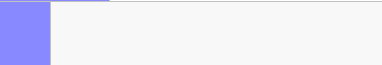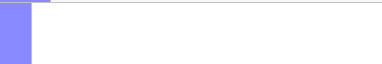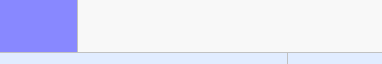
55. Rate your overall satisfaction with your purchased home on a scale of 1 (worst) to 10 (best).
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		1.9%	12
2		0.8%	5
3		2.1%	13
4		2.1%	13
5		6.3%	40
6		8.7%	55
7		17.2%	109
8		**25.9%**	**164**
9		18.4%	116
10		16.6%	105
	Mean		7.614
	Standard Deviation		1.963
	Valid Responses		632

56. Please indicate up to three main factors that have a **positive** impact on your rating for your purchased home: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)
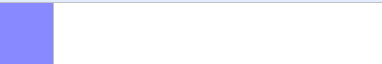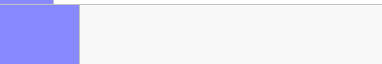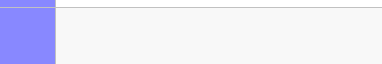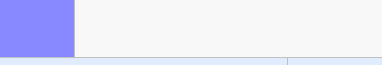
Response	Chart	Frequency	Count
Location of home		**76.2%**	**476**
Quality of the home		47.4%	296

Response	Chart	Frequency	Count
Affordability of the home		28.2%	176
Within Basic Allowance for Housing amount		13.4%	84
Affordability of Home Owners' Insurance		8.0%	50
Quality of the neighborhood		51.2%	320
Safety and security		25.0%	156
School System		20.3%	127
		Valid Responses	**625**

57. Please indicate up to three main factors that have a negative impact on your rating for your purchased home: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home/condominium		14.1%	79
Quality of the home/condominium		20.9%	117
Affordability of the home/condominium		46.5%	260
Within Basic Allowance for Housing amount		**56.4%**	**315**
Affordability of Home Owners' Insurance		14.3%	80
Quality of the neighborhood		14.5%	81
Safety and security		10.2%	57
School System		19.5%	109
		Valid Responses	**559**

58. Rate your overall satisfaction with your rented/leased home on a scale of 1 (worst) to 10 (best).
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		2.0%	16
2		1.6%	13
3		3.1%	25
4		4.9%	40

	Chart		
5		10.5%	85
6		10.0%	81
7		18.6%	151
8		**24.2%**	**196**
9		12.7%	103
10		12.3%	100
	Mean		7.086
	Standard Deviation		2.105
	Valid Responses		**810**

59. Please indicate up to <u>three</u> main factors that have a **positive** impact on your rating for your rented/leased home. (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		**75.0%**	**602**
Quality of the home		41.1%	330
Affordability of the home		34.5%	277
Within Basic Allowance for Housing amount		27.3%	219
Quality of the neighborhood		40.3%	324
Safety and security		20.2%	162
School System		8.1%	65
Available maintenance services		9.0%	72
Affordability of Renters' Insurance		8.7%	70
	Valid Responses		**803**

60. Please indicate up to <u>three</u> main factors that have a negative impact on your rating for your rented/leased home. (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		16.5%	116
Quality of the home		32.0%	225
Affordability of the home		**44.7%**	**315**
Affordability of Home Owners' Insurance		5.5%	39
Quality of the neighborhood		21.4%	151
Safety and security		19.3%	136
School System		10.1%	71
Available maintenance services		29.5%	208
Affordability of Renters' Insurance		8.1%	57
		Valid Responses	**704**

61. Rate your overall satisfaction with your Public Private Venture (PPV) Housing on a scale of 1 (worst) to 10 (best).
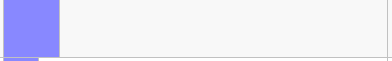(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		7.2%	11
2		5.9%	9
3		7.2%	11
4		6.6%	10
5		12.5%	19
6		9.9%	15
7		17.1%	26
8		**17.8%**	**27**
9		11.2%	17
10		4.6%	7

	Mean	5.974
	Standard Deviation	2.542
	Valid Responses	**152**

62. Please indicate up top <u>three</u> main factors that have a **positive** impact on your rating for your PPV housing: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		**64.6%**	**95**
Quality of the home		34.7%	51
Affordability of the home		20.4%	30
Within Basic Allowance for Housing amount		29.9%	44
Affordability of Renters Insurance		4.1%	6
Quality of the neighborhood		32.0%	47
Safety and security		32.7%	48
School system		12.9%	19
Available maintenance services		17.7%	26
		Valid Responses	**147**

63. Please indicate up top <u>three</u> main factors that have a **negative** impact on your rating for your PPV housing: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		14.5%	19
Quality of the home		**51.9%**	**68**
Affordability of the home		19.8%	26
Within Basic Allowance for Housing amount		16.8%	22
Affordability of Renters Insurance		5.3%	7
Quality of the neighborhood		22.1%	29

	Chart	Frequency	Count
Safety and security		21.4%	28
School system		14.5%	19
Available maintenance services		35.1%	46
		Valid Responses	**131**

64. 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)

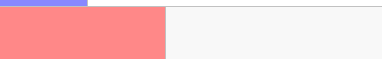| Response	Chart	Frequency	Count
1		4.5%	11
2		6.1%	15
3		5.3%	13
4		10.7%	26
5		15.6%	38
6		11.1%	27
7		11.5%	28
8		**16.8%**	**41**
9		11.5%	28
10		7.0%	17
		Mean	6.074
		Standard Deviation	2.475
		Valid Responses	**244**

65. Please indicate up to <u>three</u> 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		**73.7%**	**174**
Quality of the home		40.3%	95
Quality of the neighborhood		41.5%	98

	Chart		
Safety and security		46.2%	109
School system		10.2%	24
Available maintenance services		28.0%	66
Affordability of Renters Insurance		8.5%	20
		Valid Responses	**236**

66. Please indicate up to <u>three</u> 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		9.9%	21
Quality of the home		**60.8%**	**129**
Quality of the neighborhood		27.8%	59
Safety and security		26.4%	56
School system		16.5%	35
Available maintenance services		50.9%	108
Affordability of Renters Insurance		14.2%	30
		Valid Responses	**212**

67. 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		8.6%	19
2		5.4%	12
3		8.6%	19
4		6.3%	14
5		13.6%	30
6		10.9%	24

7		16.7%	37
8		11.8%	26
9		8.6%	19
10		9.5%	21
		Mean	5.873
		Standard Deviation	2.670
		Valid Responses	221

68. Please indicate up to <u>three</u> 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		**69.9%**	**144**
Quality of the home		46.1%	95
Quality of the neighborhood		18.9%	39
Safety and security		47.6%	98
School system		3.9%	8
Available maintenance services		25.2%	52
Affordability of Renters Insurance		6.8%	14
		Valid Responses	206

69. Please indicate up to <u>three</u> main factors that have a negative impact on your rating for your BH: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)
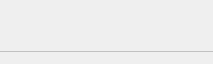
Response	Chart	Frequency	Count
Location of the home		22.5%	42
Quality of the home		**51.9%**	**97**
Quality of the neighborhood		24.6%	46
Safety and security		18.2%	34
School system		12.8%	24

	Chart	Frequency	Count
Available maintenance services		46.0%	86
Affordability of Renters Insurance		9.1%	17
		Valid Responses	**187**

70. 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		8.8%	181
2		4.4%	90
3		4.5%	92
4		4.9%	100
5		7.3%	149
6		4.1%	84
7		5.6%	114
8		4.8%	99
9		2.5%	52
10		3.0%	62
N/A		**50.1%**	**1028**
		Mean	4.852
		Standard Deviation	2.792
		Valid Responses	**2051**

71. My Spouse employment opportunities rating is based on: (Choose all that apply)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability		**77.6%**	**777**
Spouse Promotion opportunities		20.4%	204
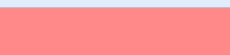
	Chart		
Spouse work hours		28.2%	282
Financial impact to family/money needed		40.6%	406
Impact to family life		29.9%	299
Childcare needed		21.1%	211
		Valid Responses	**1001**

72. 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		18.8%	386
2 drinks		**30.0%**	**614**
3 drinks		16.4%	335
4 drinks		5.2%	107
5+drinks		5.6%	115
I do not drink alcohol		24.0%	491
		Valid Responses	**2048**

73. 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		**55.5%**	**863**
1 day		18.2%	283
2 days		10.9%	169
3 days		6.6%	102
4 days		3.1%	48
5+ days		5.7%	89
		Valid Responses	**1554**

74. 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		1.2%	19
Trouble with authorities		1.1%	17
Engaged in unprotected sex		5.0%	77
Sexually assaulted		0.8%	12
Missed work		1.0%	16
Needed emergency medical aid		0.5%	7
Embarrassed by your actions		5.4%	84
Not applicable		**90.3%**	**1401**
		Valid Responses	**1551**

75. Since being assigned to your current duty station have you experienced abusive behavior from your spouse, boy/girl friend or significant other?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		2.5%	51
No		**77.8%**	**1589**
Not applicable		19.7%	402
		Valid Responses	**2042**

76. 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		27.8%	15
No		**72.2%**	**39**
		Valid Responses	**54**
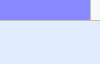
77. Was the abuse verbal (verbal bullying, name calling, excessive belittling, fault finding, criticism, etc.)?

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

Response	Chart	Frequency	Count
Yes		**90.4%**	**47**
No		9.6%	5
		Valid Responses	52

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

(Respondents were allowed to choose **multiple** responses)
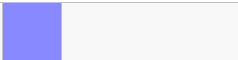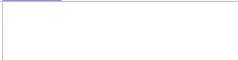
Response	Chart	Frequency	Count
Angry with no associated reason		35.3%	18
Wanted to frighten me		7.8%	4
Work stress (long hours, multitasking, etc.)		41.2%	21
Financial stress		**54.9%**	**28**
Jealousy		43.1%	22
Alcohol related		23.5%	12
Family history of abuse		25.5%	13
Other		23.5%	12
		Valid Responses	51

79. Who did you contact about the abuse? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)
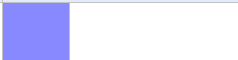
Response	Chart	Frequency	Count
Chain of command		20.0%	10
Family Advocacy at Fleet Support Center		20.0%	10
On-base medical facility		4.0%	2
Naval Criminal Investigative Service (NCIS)		2.0%	1
Military security		4.0%	2

	Chart	Frequency	Count
Chaplain		10.0%	5
Navy or DoD IG		0.0%	0
Friend		30.0%	15
No one, didn't report		**56.0%**	**28**
	Valid Responses		**50**
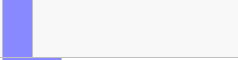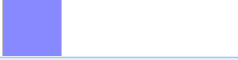
80. How would you rate the timeliness of the service provided by your command Pay & Administration Support System (PASS) Liaison Representative [PLR]?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		13.9%	283
Average		31.4%	639
Below Average		4.1%	84
Unsatisfactory		3.9%	79
Have Not Used PLR		**46.7%**	**951**
		Valid Responses	**2036**

81. 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		17.9%	365
Average		**53.1%**	**1081**
Below Average		10.6%	215
Unsatisfactory		5.4%	110
Have not used PSD		13.0%	265
		Valid Responses	**2036**

82. 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		22.3%	395
Average		**60.2%**	**1066**
Below Average		10.8%	192
Unsatisfactory		5.4%	96
Not Applicable		1.3%	23
		Valid Responses	**1772**

83. Grade:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
GS 1 - 8 or NSPS equivalent		27.3%	320
GS 9 - 12 or NSPS equivalent		**45.1%**	**529**
GS 13 - 14 or NSPS equivalent		8.7%	102
GS 15 or NSPS equivalent		0.3%	4
ST		0.0%	0
SES		0.0%	0
WD/WG/WS/WL		13.7%	160
NAF		3.0%	35
Other		1.9%	22
		Valid Responses	**1172**

84. 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		17.2%	202
Agree		**46.0%**	**539**

Neither Agree nor Disagree		13.6%	159
Disagree		12.8%	150
Strongly Disagree		9.0%	105
Don't know		1.5%	17
	Valid Responses		**1172**

85. 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%	353
Agree		**49.1%**	**575**
Neither Agree nor Disagree		9.9%	116
Disagree		6.2%	73
Strongly Disagree		3.6%	42
Don't know		1.1%	13
		Valid Responses	**1172**

86. 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		9.0%	106
Agree		29.2%	342
Neither Agree nor Disagree		**29.6%**	**347**
Disagree		9.2%	108
Strongly Disagree		8.4%	99
Don't know		14.5%	170
		Valid Responses	**1172**

87. 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		13.9%	163
Agree		**31.7%**	**372**
Neither Agree nor Disagree		26.3%	308
Disagree		8.6%	101
Strongly Disagree		7.3%	86
Don't know		12.1%	142
		Valid Responses	**1172**

88. 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		20.6%	241
Agree		**58.1%**	**681**
Neither Agree nor Disagree		11.3%	132
Disagree		6.4%	75
Strongly Disagree		2.1%	25
Don't know		1.5%	18
		Valid Responses	**1172**

89. 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		11.1%	130
Agree		**27.6%**	**324**
Neither Agree nor Disagree		25.0%	293
Disagree		15.9%	186
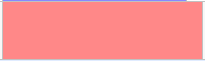
	Chart	Frequency	Count
Strongly Disagree		15.4%	181
Don't know		4.9%	58
		Valid Responses	1172

90. 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		22.6%	723
Agree		**44.1%**	**1413**
Neither Agree nor Disagree		21.1%	677
Disagree		8.4%	269
Strongly Disagree		3.8%	122
		Valid Responses	3204

91. I know who my command Voting Assistance officer is.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		48.2%	1543
No		**51.8%**	**1658**
		Valid Responses	3201

92. I voted in the last election.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**63.4%**	**2031**
No		36.6%	1170
		Valid Responses	3201

93. Why did you not vote in the last election?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
I choose not to		**56.6%**	**666**
I didn't know how to		21.2%	249
Other		22.3%	262
		Valid Responses	1177

94. 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		11.5%	366
Satisfied		26.6%	848
Neither Satisfied nor Dissatisfied		**54.0%**	**1719**
Dissatisfied		5.2%	165
Very Dissatisfied		2.6%	84
		Valid Responses	3182

95. 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		16.3%	519
Agree		**52.8%**	**1677**
Neither Agree nor Disagree		12.8%	408
Disagree		14.3%	455
Strongly Disagree		3.7%	119
		Valid Responses	3178

96. 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		20.4%	649
Agree		**46.5%**	**1477**
Neither Agree nor Disagree		16.4%	520
Disagree		11.8%	376
Strongly Disagree		4.9%	155
		Valid Responses	**3177**

97. My normal workday is __ hours (not including commuter time).
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
6-8		**45.1%**	**1434**
9-10		37.8%	1202
11-12		9.6%	305
13-14		5.2%	164
15+		2.3%	72
		Valid Responses	**3177**

98. My work week is normally__.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
4 days		3.8%	120
5 days		**84.3%**	**2676**
6 days		7.8%	247
7 days		4.2%	132
		Valid Responses	**3175**

99. 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		40.5%	1285
Agree		**41.9%**	**1330**
Neither Agree nor Disagree		11.2%	355
Disagree		4.4%	140
Strongly Disagree		2.0%	65
		Valid Responses	**3175**

100. 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		43.2%	1372
No		**45.5%**	**1446**
Don't Know		11.2%	357
		Valid Responses	**3175**

101. 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		**68.8%**	**1325**
Tools/Equipment		33.6%	648
Information Technology (IT) Resources		24.2%	467
Training		34.9%	673
Spare parts		21.7%	418
Supplies		32.1%	618
Other		16.0%	309
		Valid Responses	**1927**

102. 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		35.3%	1119
No		**64.7%**	**2055**
		Valid Responses	**3174**

103: 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).

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

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

Response	Chart	Frequency	Count
Strongly Agree		13.9%	437
Agree		**53.7%**	**1692**
Neither Agree nor Disagree		17.8%	561
Disagree		10.9%	343
Strongly Disagree		3.7%	116
		Valid Responses	**3149**
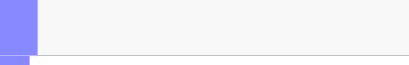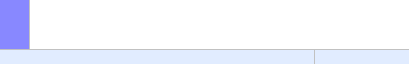
105: If you know of facilities that are in need of repair, please provide information regarding base, building number, floor, room number, and nature of problem. (Example: Washington Navy Yard, building 172, 2nd floor, men's shower (room 201), no hot water).

106. My organization has an effective safety program.

(Respondents could only choose a **single** response)
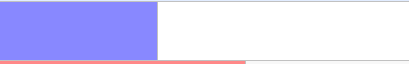
Response	Chart	Frequency	Count
Strongly Agree		27.1%	851

Agree		**55.2%**	**1736**
Neither Agree nor Disagree		14.0%	442
Disagree		2.8%	89
Strongly Disagree		0.9%	28
		Valid Responses	**3146**
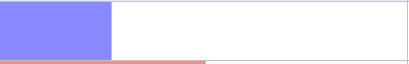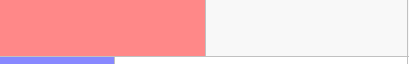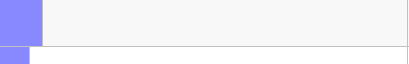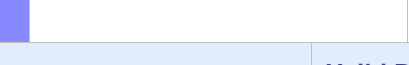
107. I know how to report an unsafe or unhealthily work condition
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		33.9%	1065
Agree		**56.6%**	**1781**
Neither Agree nor Disagree		6.5%	205
Disagree		2.5%	80
Strongly Disagree		0.5%	15
		Valid Responses	**3146**
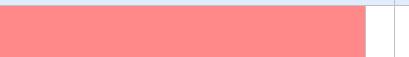
108. Reported unsafe or unhealthful work conditions are corrected promptly.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		22.7%	715
Agree		**47.0%**	**1479**
Neither Agree nor Disagree		23.7%	745
Disagree		5.0%	157
Strongly Disagree		1.6%	50
		Valid Responses	**3146**

109. 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		**93.5%**	**2941**
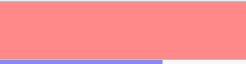
No		6.5%	205
		Valid Responses	**3146**

110. I know what Operational Risk Management (ORM) is.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		**57.6%**	**1811**
Agree		35.6%	1121
Neither Agree nor Disagree		4.5%	143
Disagree		1.8%	58
Strongly Disagree		0.4%	13
		Valid Responses	**3146**

111. I know when to apply the principals of Operation Risk Management (ORM).
(Respondents could only choose a **single** response)
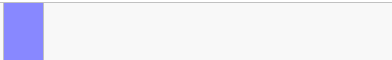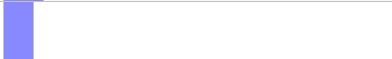
Response	Chart	Frequency	Count
Strongly Agree		**54.0%**	**1698**
Agree		37.9%	1193
Neither Agree nor Disagree		5.7%	178
Disagree		2.0%	63
Strongly Disagree		0.4%	14
		Valid Responses	**3146**

112. My job affords me a reasonable amount of quality time with my family while on ashore.
(Respondents could only choose a **single** response)
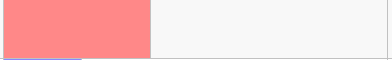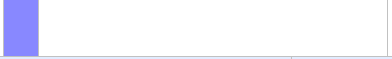
Response	Chart	Frequency	Count
Strongly Agree		22.2%	690
Agree		**44.0%**	**1367**
Neither Agree nor Disagree		18.4%	573

Response	Chart	Frequency	Count
Disagree		9.2%	287
Strongly Disagree		6.2%	192
		Valid Responses	**3109**
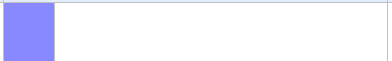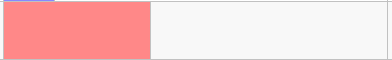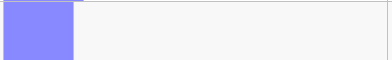
113. Morale at my command has a positive impact on my QOWL.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		18.2%	565
Agree		**38.4%**	**1194**
Neither Agree nor Disagree		20.1%	624
Disagree		14.2%	443
Strongly Disagree		9.1%	283
		Valid Responses	**3109**

114. Communication down the chain of command is effective.
(Respondents could only choose a **single** response)
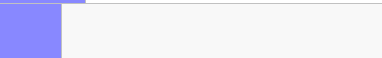
Response	Chart	Frequency	Count
Strongly Agree		13.2%	409
Agree		**38.1%**	**1185**
Neither Agree nor Disagree		20.9%	651
Disagree		17.9%	555
Strongly Disagree		9.9%	308
		Valid Responses	**3108**

115. Communication up the chain of command is effective.
(Respondents could only choose a **single** response)
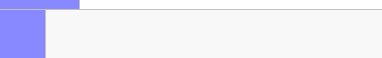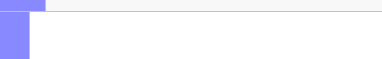
Response	Chart	Frequency	Count
Strongly Agree		13.1%	407
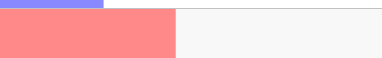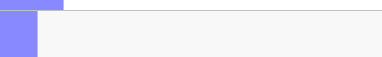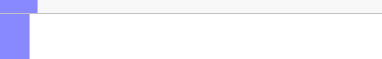
Agree		40.3%	1251
Neither Agree nor Disagree		22.1%	687
Disagree		15.9%	495
Strongly Disagree		8.6%	268
		Valid Responses	**3108**
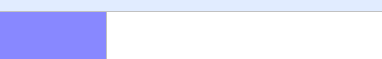
116. My superiors are competent and conscientious in carrying out their duties.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		21.7%	675
Agree		**41.9%**	**1303**
Neither Agree nor Disagree		19.8%	614
Disagree		10.4%	324
Strongly Disagree		6.1%	191
		Valid Responses	**3107**

117. My superiors treat me with respect and consideration.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		25.6%	794
Agree		**44.2%**	**1374**
Neither Agree nor Disagree		15.5%	482
Disagree		8.5%	264
Strongly Disagree		6.2%	193
		Valid Responses	**3107**

118. My performance evaluations have been fair.
(Respondents could only choose a **single** response)
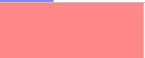
Response	Chart	Frequency	Count
Strongly Agree		24.0%	746

	Chart		
Agree		**45.3%**	**1406**
Neither Agree nor Disagree		20.1%	625
Disagree		6.4%	198
Strongly Disagree		4.2%	132
		Valid Responses	**3107**
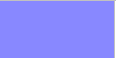
119. The awards and recognition program is fair and equitable.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		13.8%	430
Agree		**37.2%**	**1155**
Neither Agree nor Disagree		27.8%	863
Disagree		13.8%	430
Strongly Disagree		7.3%	228
		Valid Responses	**3106**

120. Military and civilian personnel work well together at my command.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		20.8%	646
Agree		**47.4%**	**1473**
Neither Agree nor Disagree		24.2%	750
Disagree		5.4%	169
Strongly Disagree		2.2%	67
		Valid Responses	**3105**

121. 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		17.9%	555
Agree		**45.5%**	**1414**
Neither Agree nor Disagree		28.7%	892
Disagree		4.9%	153
Strongly Disagree		2.9%	91
		Valid Responses	**3105**

122. 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		25.6%	795
Agree		**52.3%**	**1625**
Neither Agree nor Disagree/Don't Know		13.1%	406
Disagree		7.1%	220
Strongly Disagree		1.9%	59
		Valid Responses	**3105**

123. 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		18.9%	588
Agree		**43.2%**	**1340**
Neither Agree nor Disagree/Don't Know		18.5%	575
Disagree		14.6%	452
Strongly Disagree		4.8%	149
		Valid Responses	**3104**

124. 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		19.1%	594
Agree		**38.4%**	**1191**
Neither Agree nor Disagree/Don't Know		30.5%	948
Disagree		7.2%	224
Strongly Disagree		4.7%	147
		Valid Responses	3104
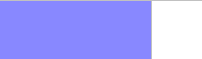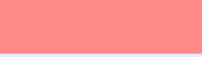
125. My command adequately protects my Personally Identifiable Information (PII)
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		26.3%	816
Agree		**51.3%**	**1591**
Neither Agree nor Disagree/Don't Know		16.7%	518
Disagree		3.7%	114
Strongly Disagree		2.1%	65
		Valid Responses	3104
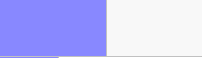
126. My command has conducted a command climate assessment within the past 2 years.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**66.1%**	**2050**
No		2.3%	72
Don't know		31.6%	981
		Valid Responses	3103

27. My Command implemented an action plan to resolve command climate issues.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		39.4%	1223
No		7.8%	241
Don't know		**52.8%**	**1639**
		Valid Responses	3103

128. Fraternization is occurring in my command/organization.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		6.7%	208
Agree		10.2%	317
Neither Agree nor Disagree/Don't Know		**41.7%**	**1294**
Disagree		26.7%	830
Strongly Disagree		14.6%	454
		Valid Responses	3103

129. Favoritism is occurring at my command/organization.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		13.4%	417
Agree		20.9%	648
Neither Agree nor Disagree/Don't Know		**30.8%**	**954**
Disagree		22.8%	708
Strongly Disagree		12.1%	375
		Valid Responses	3102

130. Gender/sex discrimination is occurring at my command/organization.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		3.9%	120
Agree		7.1%	221
Neither Agree nor Disagree/Don't Know		31.7%	984
Disagree		**35.2%**	**1091**
Strongly Disagree		22.1%	686
		Valid Responses	3102

131. Sexual harassment is occurring at my command/organization.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		2.2%	68
Agree		4.4%	136
Neither Agree nor Disagree/Don't Know		30.2%	936
Disagree		**38.4%**	**1191**
Strongly Disagree		24.9%	771
		Valid Responses	3102

132. Race discrimination is occurring at my command/organization.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		2.2%	69
Agree		4.1%	127
Neither Agree nor Disagree/Don't Know		28.2%	874
Disagree		**37.4%**	**1160**
Strongly Disagree		28.1%	872
		Valid Responses	3102

133. Hazing is occurring at my command/organization.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		1.1%	35
Agree		2.6%	81
Neither Agree nor Disagree/Don't Know		26.6%	826
Disagree		**38.9%**	**1208**
Strongly Disagree		30.7%	952
		Valid Responses	**3102**

134. 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		**71.5%**	**2217**
No		28.5%	885
		Valid Responses	**3102**

135. 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		21.4%	665
Agree		36.6%	1134
Neither Agree nor Disagree/Don't know		**39.5%**	**1226**
Disagree		1.6%	49
Strongly Disagree		0.9%	28
		Valid Responses	**3102**

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

_____

137. 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		25.6%	791
Agree		**52.3%**	**1615**
Neither Agree nor Disagree		14.1%	436
Disagree		6.9%	212
Strongly Disagree		1.0%	32
		Valid Responses	3086

138. I know the difference between restrictive and unrestrictive sexual assault reports?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		32.0%	987
Agree		**44.3%**	**1366**
Neither Agree nor Disagree		13.0%	400
Disagree		9.6%	295
Strongly Disagree		1.2%	38
		Valid Responses	3086

139. 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)
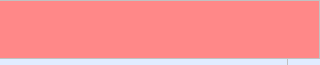
Response	Chart	Frequency	Count
Strongly Agree		27.5%	849
Agree		**40.5%**	**1249**
Neither Agree nor Disagree/Don't know		29.7%	918
Disagree		1.3%	41
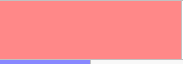
Strongly Disagree		0.9%	29
		Valid Responses	**3086**
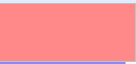
140. Do you supervise Department of the Navy (DON) civilians?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		17.0%	524
No		**83.0%**	**2562**
		Valid Responses	**3086**

141. How many DON civilians do you supervise?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Less than 5		**47.0%**	**262**
5 - 10 civilians		23.9%	133
11 - 20 civilians		13.1%	73
More than 21 civilians		16.0%	89
		Valid Responses	**557**

142. When did you receive civilian supervisory training?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Never		**35.2%**	**186**
Within the last year		32.7%	173
Between 1-4 years		20.8%	110
More than 4 years ago		11.3%	60
		Valid Responses	**529**
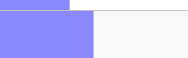
143. Have you been a selecting official for a DON civilian vacancy?

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

Response	Chart	Frequency	Count
Yes		8.8%	270
No		**91.2%**	**2810**
		Valid Responses	**3080**
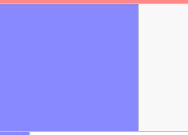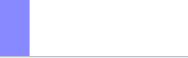
144. The DON civilian recruitment process is responsive to my command's civilian personnel requirements.

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

Response	Chart	Frequency	Count
Strongly Agree		20.3%	55
Agree		**44.3%**	**120**
Neither Agree nor Disagree/Don't Know		13.3%	36
Disagree		19.2%	52
Strongly Disagree		3.0%	8
		Valid Responses	**271**
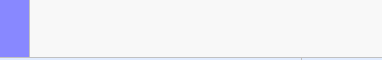
145. How would you rate your access to the Internet from work?

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

Response	Chart	Frequency	Count
Unlimited /sufficient access to all required websites for information/work purposes		**67.5%**	**2057**
Limited access to all required websites for information/work purposes (i.e., in port only a few workstations, etc.)		30.7%	937
No access		1.8%	54
		Valid Responses	**3048**
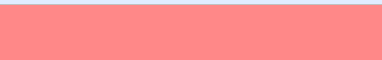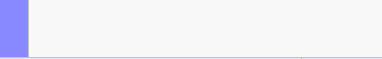
146. Does your command routinely conduct required training (e.g., anti-terrorism, personal financial management, personal occupational safety & health, etc.)?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**95.7%**	**2916**
No		4.3%	132
		Valid Responses	**3048**

147. Have you received training on sexual harassment within the past 12 months?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**96.5%**	**2940**
No		3.5%	108
		Valid Responses	**3048**

148. 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		**76.8%**	**2339**
No		23.2%	708
		Valid Responses	**3047**

149. Do you have adequate time at work to complete required Navy Knowledge Online (NKO) training?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**81.8%**	**2494**
No		18.2%	554
		Valid Responses	**3048**
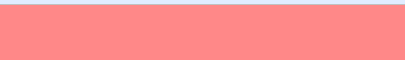
150. Do you have adequate time at work to complete required Military training Navy Knowledge Online via (NKO) training?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**79.6%**	**2424**
No		20.4%	623
		Valid Responses	3047

151. Are you able to access NKO at work?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**97.8%**	**2981**
No		2.2%	66
		Valid Responses	3047
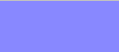
152. How often do you use NKO?
(Respondents could only choose a **single** response)

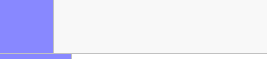| Response	Chart	Frequency	Count
Daily		4.7%	143
Weekly		23.2%	706
Monthly		33.9%	1033
Only when I can't find information elsewhere or only when absolutely necessary		**34.6%**	**1054**
Never		3.6%	110
		Valid Responses	3046

153. 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		8.2%	249
Easy		29.1%	885

	Chart		
Neither easy or difficult		**38.4%**	**1169**
Difficult		19.2%	584
Very Difficult		5.2%	159
		Valid Responses	**3046**

154. 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		7.9%	241
No		**92.1%**	**2805**
		Valid Responses	**3046**

155. 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		2.1%	5
2		1.7%	4
3		2.9%	7
4		2.9%	7
5		7.1%	17
6		8.3%	20
7		17.5%	42
8		**23.8%**	**57**
9		22.5%	54
10		11.3%	27
		Valid Responses	**240**

156. 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		43.5%	104
Frequent Town Hall/CO meetings with workforce		25.5%	61
Visiting and talking with individuals in the workforce		**78.2%**	**187**
Communication through chain-of-command (directly/indirectly)		66.5%	159
Purely a guess		8.4%	20
		Valid Responses	**239**

157. 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		11.7%	28
Availability of Childcare		18.0%	43
Access to Medical/Dental Care		13.0%	31
Morale, Welfare, Recreation Services		18.0%	43
Pay & Allowances		26.4%	63
Working Hours		34.7%	83
Individual Augmentation		23.4%	56
Other:		**36.4%**	**87**
		Valid Responses	**239**

158. 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		17.9%	20
Availability of Family Housing		12.5%	14
Fleet Family Support Housing		3.6%	4
Medical/Dental Services		**33.0%**	**37**
Availability of Childcare		14.3%	16
Morale, Welfare, & Recreation Services		21.4%	24
Religious Services		7.1%	8
Ombudsman Program		2.7%	3
Personnel Support Detachment		11.6%	13
Access to Government Vehicles		8.0%	9
Security		8.0%	9
Facilities (repairs, maintenance, space, etc.)		28.6%	32
Facilities Support (custodial, grounds, pest control, etc)		29.5%	33
Environmental		2.7%	3
Air Operations		5.4%	6
Supply Support		14.3%	16
Safety		5.4%	6
		Valid Responses	**112**

159. 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		**53.1%**	**127**

	Chart	Frequency	Count
No		40.2%	96
Don't know		6.7%	16
		Valid Responses	**239**
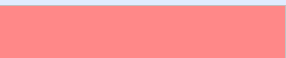
160. You indicated that the command is not properly resoursed, which resources are lacking? (Choose all that apply)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
People		**84.4%**	**81**
Tools/Equipment		32.3%	31
Training		32.3%	31
Spare Parts		28.1%	27
Supplies		21.9%	21
Other		13.5%	13
		Valid Responses	**96**
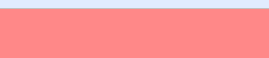
161. Does your command have sufficient Information Technology resources (computers, web access, bandwidth, training, etc.) to meet your mission?
(Respondents could only choose a **single** response)
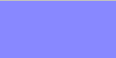
Response	Chart	Frequency	Count
Yes		**72.0%**	**172**
No		22.6%	54
Don't know		5.4%	13
		Valid Responses	**239**

162. 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)
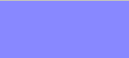
Response	Chart	Frequency	Count
Yes		**67.8%**	**162**

No		27.6%	66
Don't know		4.6%	11
		Valid Responses	239

163. Have any of your personnel filled an Individual Augment (IA) billet?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**66.1%**	**158**
No		33.9%	81
		Valid Responses	239

164. Where was the billet assignment? (Chose all that apply)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Iraq		51.9%	82
Afghanistan		**84.2%**	**133**
Other		47.5%	75
		Valid Responses	158

165. 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		13.9%	22
2		7.6%	12
3		4.4%	7
4		2.5%	4
5		1.3%	2

	Chart	Frequency	Count
More than 5		5.1%	8
Not Applicable all personnel filled their designated IA billets		**65.2%**	**103**
		Valid Responses	**158**

166. 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		8.9%	14
No		8.9%	14
Don't Know		33.8%	53
Not Applicable		**48.4%**	**76**
		Valid Responses	**157**

167. My command has used mission funding to offset deficiencies in the Host Installation command (Base) support.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		4.6%	11
Agree		13.4%	32
Neither Agree nor Disagree\Don't know		**51.3%**	**122**
Disagree		18.1%	43
Strongly Disagree		12.6%	30
		Valid Responses	**238**

168. 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		19.3%	46

No			**51.7%**	**123**
Don't know			29.0%	69
		Valid Responses		**238**

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

170: 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

SPOUSE PERSPECTIVE

SUMMARY OF SURVEY DATA ANALYSIS SPOUSE PERSPECTIVE

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted an on-line survey of spouses of active duty military personnel from 4 June through 10 July 2012 in support of the Northwest Area Visit held from 24 July to 17 August 2012. There were a total of 219 spouse respondents.

2. Quality of Life. The active duty military spouse survey respondents rated their Quality of Home Life (QOHL) at 6.18 on a scale of 1 to 10 ('worst' to 'best'), which is lower than the Naval Inspector General average of 6.33. This data is a roll up of information across various subparts of this region to include Everett, Kitsap, and Whidbey Island. No respondents indicated they were from Indian Island or "other."

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 Support Center; Morale, Recreation, and Welfare; commissary; Navy Exchange; and Child Development Centers.

NORTHWEST AREA VISIT 2012

SPOUSES OF ACTIVE DUTY MILITARY
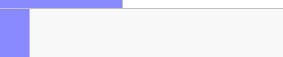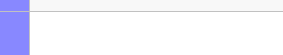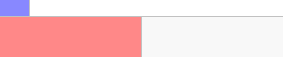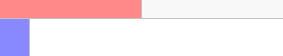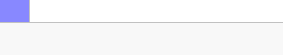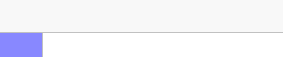
1. I am the spouse of an active duty member assigned to or near:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Everett Area		18.3%	40
Indian Island Area		0.0%	0
Naval Base Kitsap Area (including Bremerton)		35.2%	77
Whidbey Island Area		**46.6%**	**102**
Other		0.0%	0
		Valid Responses	219

2. My spouse is currently assigned to: (Use the space to the right to input command name.)
(Respondents could only choose a **single** response)
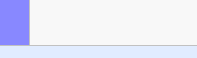
Response	Chart	Frequency	Count
Shore		17.0%	36
Submarine		21.7%	46
Ship		25.0%	53
Training		0.5%	1
Hospital/Clinic		0.9%	2
Aircraft/Squadron		**30.2%**	**64**
Battalion		0.5%	1
Personnel Support Detachment		0.0%	0
Other		4.2%	9
		Valid Responses	212
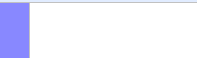
3. My spouse's rank is:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
E1 - E4		11.3%	24
E5 - E6		**44.3%**	**94**
E7 - E9		19.8%	42
CWO2 - O3		16.5%	35
O4- O5		7.5%	16
O6 & Above		0.5%	1
		Valid Responses	**212**
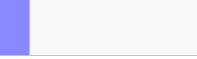
4. My gender is:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Male		3.8%	8
Female		**96.2%**	**204**
		Valid Responses	**212**
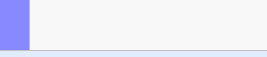
5. My age category is:
(Respondents could only choose a **single** response)
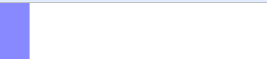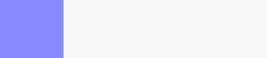
Response	Chart	Frequency	Count
17 - 23		16.0%	34
25 - 34		**48.1%**	**102**
35 - 44		30.2%	64
45 - 54		5.7%	12
55 -64		0.0%	0
65 +		0.0%	0
		Valid Responses	**212**

6. A command sponsor contacted my spouse before we arrived at this command.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**41.2%**	**84**
No		27.0%	55
Don't Know		24.0%	49
Not Applicable		7.8%	16
		Valid Responses	204

7. My spouse's sponsor was helpful in our transition.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		6.4%	13
Agree		15.2%	31
Neither Agree/Disagree		**48.0%**	**98**
Disagree		12.7%	26
Strongly Disagree		17.6%	36
		Valid Responses	204

8. I know my spouse's command Ombudsman.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**69.1%**	**141**
No		30.9%	63
		Valid Responses	204

9. I receive a newsletter from the Ombudsman.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**56.9%**	**116**

No		43.1%	88
		Valid Responses	**204**

10. I have contacted my spouse's command Ombudsman.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**50.5%**	**103**
No		49.5%	101
		Valid Responses	**204**

11. 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		**81.4%**	**166**
No		18.6%	38
		Valid Responses	**204**

12. Our family has a disaster preparedness plan.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		47.1%	96
No		**52.9%**	**108**
		Valid Responses	**204**

13. 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		10.3%	21
Agree		18.1%	37

	Chart	Frequency	Count
Neither Agree nor Disagree		15.7%	32
Disagree		22.1%	45
Strongly Disagree		**33.8%**	**69**
		Valid Responses	**204**

14. On a scale from 1 (worst) to 10 (best), please rate your quality of home life (QOHL). QOHL is the degree to which you enjoy where you live and the opportunities available for housing, schools, recreation, etc.

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

Response	Chart	Frequency	Count
1		5.4%	11
2		5.9%	12
3		8.8%	18
4		8.8%	18
5		10.8%	22
6		5.9%	12
7		13.7%	28
8		**22.1%**	**45**
9		9.3%	19
10		9.3%	19
		Mean	6.176
		Standard Deviation	2.626
		Valid Responses	**204**

Question 14: Broken down by site
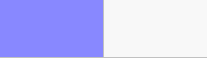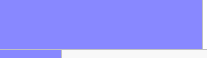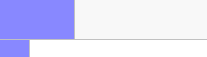
		1. I am the spouse of an active duty member assigned to or near:					
		Everett Area	Indian Island Area	Naval Base Kitsap Area (including Bremerton)	Whidbey Island Area	Other	**Total**
1	Count	1	0	5	5	0	**11**
	% by Col	2.7%	0.0%	6.8%	5.4%	0.0%	**5.4%**
2	Count	1	0	3	8	0	**12**
	% by Col	2.7%	0.0%	4.1%	8.6%	0.0%	**5.9%**
3	Count	6	0	5	7	0	**18**
	% by Col	16.2%	0.0%	6.8%	7.5%	0.0%	**8.8%**
4	Count	3	0	5	10	0	**18**
	% by Col	8.1%	0.0%	6.8%	10.8%	0.0%	**8.8%**
5	Count	3	0	8	11	0	**22**
	% by Col	8.1%	0.0%	10.8%	11.8%	0.0%	**10.8%**
6	Count	4	0	5	3	0	**12**
	% by Col	10.8%	0.0%	6.8%	3.2%	0.0%	**5.9%**
7	Count	4	0	9	15	0	**28**
	% by Col	10.8%	0.0%	12.2%	16.1%	0.0%	**13.7%**
8	Count	**8**	0	**18**	**19**	0	**45**
	% by Col	**21.6%**	0.0%	**24.3%**	**20.4%**	0.0%	**22.1%**
9	Count	3	0	7	9	0	**19**
	% by Col	8.1%	0.0%	9.5%	9.7%	0.0%	**9.3%**
10	Count	4	0	9	6	0	**19**
	% by Col	10.8%	0.0%	12.2%	6.5%	0.0%	**9.3%**
Mean		**6.243**	**N/A**	**6.432**	**5.946**	**N/A**	**6.176**
Std Deviation		**2.554**	**N/A**	**2.669**	**2.627**	**N/A**	**2.626**
Valid Responses	Count	**37**	**0**	**74**	**93**	**0**	**204**
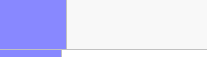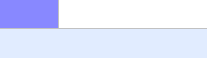
15. Please indicate up to three main factors that have a **positive** impact on your QOHL is based on: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Quality of our home		**52.9%**	**108**
Quality of schools		26.0%	53
Quality of available childcare		9.8%	20
Shopping & dining opportunities		21.1%	43
Recreational opportunities		51.5%	105
Access to employment		14.7%	30
Access to quality medical/dental care		39.2%	80
Cost of living		18.1%	37
Other		6.4%	13
		Valid Responses	**204**

16. 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		22.5%	46
Quality of schools		17.2%	35
Quality of available childcare		15.7%	32
Shopping & dining opportunities		36.3%	74
Recreational opportunities		15.2%	31
Access to employment		49.5%	101
Access to quality medical/dental care		13.7%	28
Cost of living		**50.5%**	**103**
Other		15.2%	31
		Valid Responses	**204**

17. I am:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Employed on base		16.2%	33
Employed off base		23.5%	48
Unemployed (by choice)		**34.3%**	**70**
Unemployed (employment not available)		18.6%	38
Volunteer		7.4%	15
		Valid Responses	**204**

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		12.7%	26
2		5.9%	12
3		13.7%	28
4		6.4%	13
5		12.3%	25
6		5.4%	11
7		5.4%	11
8		5.9%	12
9		3.9%	8
10		4.9%	10
Not Applicable		**23.5%**	**48**
		Mean	4.628
		Standard Deviation	2.746
		Valid Responses	**204**

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		**60.1%**	**92**
Spouse promotion opportunities		22.9%	35
Spouse work hours		37.3%	57
Financial impact to family/money needed		41.8%	64
Impact to family life		30.7%	47
Childcare needed		24.2%	37
		Valid Responses	**153**

20. I currently reside:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
On the economy (purchased home)		**38.3%**	**77**
On the economy (rented/leased home)		31.3%	63
Public Private Venture (PPV) Housing		8.5%	17
Govt. Family Housing		21.9%	44
		Valid Responses	**201**

21. Rate your satisfaction with your purchased home on a scale of 1 (worst) to 10 (best).
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		1.3%	1
2		0.0%	0
3		3.9%	3
4		1.3%	1
5		2.6%	2
6		2.6%	2

7		20.8%	16
8		**33.8%**	**26**
9		10.4%	8
10		23.4%	18
		Mean	7.896
		Standard Deviation	1.854
		Valid Responses	**77**

22. Please indicate up to three main factors that have a **positive** impact on your rating for your purchased home: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		**76.3%**	**58**
Quality of the home		55.3%	42
Affordability of the home		32.9%	25
Within Basic Allowance for Housing amount		15.8%	12
Affordability of Home Owners' Insurance		2.6%	2
Quality of the neighborhood		42.1%	32
Safety and security		35.5%	27
School system		14.5%	11
	Valid Responses		**76**

23. Please indicate up to three main factors that have a **negative** impact on your rating for your purchased home: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		14.5%	10
Quality of the home		17.4%	12
Affordability of the home		44.9%	31
Within Basic Allowance		**50.7%**	**35**

for Housing amount			
Affordability of Home Owners' Insurance		14.5%	10
Quality of the neighborhood		13.0%	9
Safety and security		11.6%	8
School system		31.9%	22
		Valid Responses	**69**
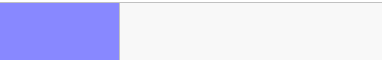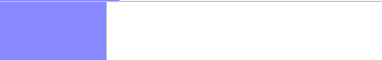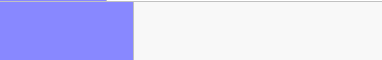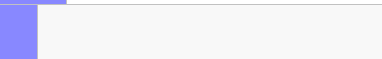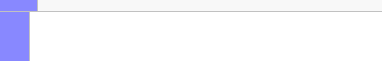
24. Rate your satisfaction with your rented/leased home on a scale of 1 (worst) to 10 (best).
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		3.1%	2
2		6.3%	4
3		3.1%	2
4		4.7%	3
5		9.4%	6
6		7.8%	5
7		**23.4%**	**15**
8		18.8%	12
9		21.9%	14
10		1.6%	1
		Mean	6.641
		Standard Deviation	2.284
		Valid Responses	**64**

25. Please indicate up to three main factors that have a **positive** impact on your rating for your rented/leased home: (Choose three or less)
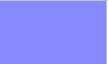(Respondents were allowed to choose **multiple** responses)
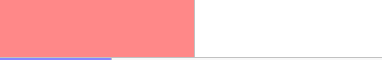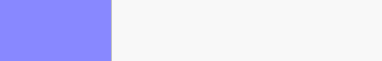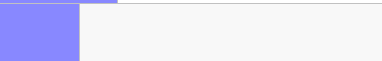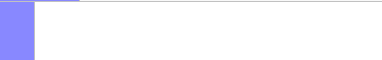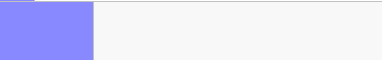
Response	Chart	Frequency	Count
Location of home		**70.3%**	**45**

Response	Chart	Frequency	Count
Quality of the home		31.3%	20
Affordability of the home		28.1%	18
Within Basic Allowance for Housing amount		34.4%	22
Quality of the neighborhood		39.1%	25
Safety and security		18.8%	12
School system		17.2%	11
Available maintenance services		9.4%	6
Affordability of Renters Insurance		7.8%	5
		Valid Responses	**64**

26. Please indicate up to three main factors that have a **negative** impact on your rating for your rented/leased home: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		23.3%	14
Quality of the home		26.7%	16
Affordability of the home		**46.7%**	**28**
Within Basic Allowance for Housing amount		25.0%	15
Quality of the neighborhood		26.7%	16
Safety and security		16.7%	10
School system		5.0%	3
Available maintenance services		20.0%	12
Affordability of Renters Insurance		3.3%	2
		Valid Responses	**60**

27. Rate your 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		**27.8%**	**5**
2		5.6%	1
3		0.0%	0
4		16.7%	3
5		0.0%	0
6		5.6%	1
7		22.2%	4
8		22.2%	4
9		0.0%	0
10		0.0%	0
		Mean	4.722
		Standard Deviation	2.906
		Valid Responses	**18**

28. Please indicate up to three main factors that have a **positive** impact on your rating for your PPV housing: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		**44.4%**	**8**
Quality of the home		33.3%	6
Affordability of the home		0.0%	0
Within Basic Allowance for Housing amount		**44.4%**	**8**
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		11.1%	2
Safety and security		38.9%	7
School system		22.2%	4

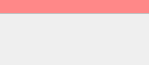|		16.7%	3
Available maintenance services			
	Valid Responses	18	

29. Please indicate up to three main factors that have a **negative** impact on your rating for your PPV housing: (Choose three or less)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		18.8%	3
Quality of the home		**62.5%**	**10**
Affordability of the home		12.5%	2
Within Basic Allowance for Housing amount		12.5%	2
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		37.5%	6
Safety and security		18.8%	3
School system		31.3%	5
Available maintenance services		50.0%	8
	Valid Responses	16	

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		**18.2%**	**8**
2		9.1%	4
3		9.1%	4
4		13.6%	6
5		11.4%	5
6		2.3%	1
7		13.6%	6
8		13.6%	6

	Chart	Frequency	Count
9		2.3%	1
10		6.8%	3
	Mean		4.818
	Standard Deviation		2.871
	Valid Responses		**44**

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		**71.4%**	**30**
Quality of the home		16.7%	7
Quality of the neighborhood		38.1%	16
Safety and security		33.3%	14
School system		11.9%	5
Available maintenance service		42.9%	18
Affordability of Renters Insurance		16.7%	7
	Valid Responses		**42**

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)
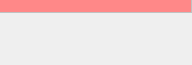
Response	Chart	Frequency	Count
Location of home		15.0%	6
Quality of the home		**72.5%**	**29**
Quality of the neighborhood		40.0%	16
Safety and security		52.5%	21
School system		17.5%	7
Available maintenance service		45.0%	18

	Chart	Frequency	Count
Affordability of Renters Insurance		2.5%	1
	Valid Responses		40

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		3.1%	6
2		1.0%	2
3		4.6%	9
4		1.5%	3
5		5.7%	11
6		4.6%	9
7		7.2%	14
8		10.3%	20
9		8.8%	17
10		10.3%	20
Do not use		**42.8%**	**83**
	Mean		6.928
	Standard Deviation		2.624
	Valid Responses		**194**

34. Please indicate up to three main factors that have a **positive** impact on your rating for FFSC:
(Choose three or less)
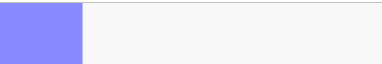(Respondents were allowed to choose **multiple** responses)
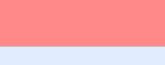
Response	Chart	Frequency	Count
Family/Social Services available		**57.4%**	**66**
Quality of services		51.3%	59
Appointment availability		23.5%	27
Staff's customer service		48.7%	56

	Chart	Frequency	Count
Hours of operation		22.6%	26
		Valid Responses	115

35. Please indicate up to three main factors that have a **negative** impact on your rating for FFSC: (Choose three or less)
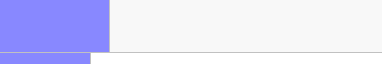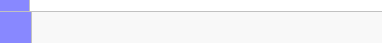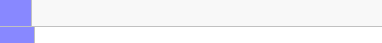(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Family/Social Services available		27.5%	22
Quality of services		32.5%	26
Appointment availability		26.3%	21
Staff's customer service		26.3%	21
Hours of operation		**43.8%**	**35**
		Valid Responses	80

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		1.5%	3
2		2.1%	4
3		2.6%	5
4		3.6%	7
5		7.2%	14
6		5.7%	11
7		9.8%	19
8		19.6%	38
9		7.2%	14
10		8.2%	16
Do not use		**32.5%**	**63**
		Mean	6.969

	Standard Deviation	2.246
	Valid Responses	**194**

37. Please indicate up to three main factors that have a **positive** impact on your rating for MWR: (Choose three or less)
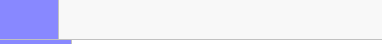(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of MWR services available		60.3%	73
Quality of services		45.5%	55
Cost		**63.6%**	**77**
Staff's customer service		38.8%	47
Hours of operation		17.4%	21
		Valid Responses	**121**

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		**43.0%**	**46**
Quality of services		15.9%	17
Cost		32.7%	35
Staff's customer service		21.5%	23
Hours of operation		**43.0%**	**46**
		Valid Responses	**107**

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		2.6%	5
2		1.5%	3

3		4.1%	8
4		6.7%	13
5		12.4%	24
6		12.9%	25
7		18.6%	36
8		**20.6%**	**40**
9		9.8%	19
10		6.7%	13
Do not use		4.1%	8
	Mean		6.794
	Standard Deviation		2.246
	Valid Responses		**194**

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		32.4%	57
Quality of merchandise selections		49.4%	87
Cost		**54.5%**	**96**
Staff's customer service		33.0%	58
Hours of operation		44.9%	79
	Valid Responses		**176**

41. Please indicate up to three main factors that have a **negative** impact on your rating for NEX: (Choose three or less)
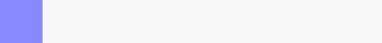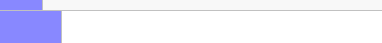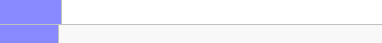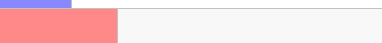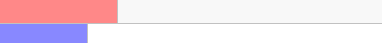
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of merchandise selections		**66.1%**	**111**

	Chart	Frequency	Count
Quality of merchandise selections		21.4%	36
Cost		41.7%	70
Staff's customer service		28.6%	48
Hours of operation		23.8%	40
	Valid Responses		**168**

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		1.5%	3
2		2.1%	4
3		3.1%	6
4		5.2%	10
5		9.8%	19
6		8.8%	17
7		12.4%	24
8		**24.2%**	**47**
9		16.5%	32
10		11.3%	22
Do not use		5.2%	10
	Mean		7.163
	Standard Deviation		2.162
	Valid Responses		**194**

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		46.1%	83

159

	Chart	Frequency	Count
Quality of products/produce/meats selection		47.8%	86
Cost		**78.3%**	**141**
Staff's customer service		24.4%	44
Hours of operation		22.8%	41
		Valid Responses	**180**

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		46.8%	73
Quality of products/produce/meats selection		35.9%	56
Cost		20.5%	32
Staff's customer service		26.9%	42
Hours of operation		**51.3%**	**80**
		Valid Responses	**156**

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		42.5%	82
No		**57.5%**	**111**
		Valid Responses	**193**

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		1.2%	1
2		1.2%	1
3		3.7%	3
4		3.7%	3
5		3.7%	3
6		3.7%	3
7		4.9%	4
8		7.4%	6
9		3.7%	3
10		3.7%	3
Do not use		**63.0%**	**51**
		Mean	6.333
		Standard Deviation	2.510
		Valid Responses	**81**

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)		40.0%	14
Quality of childcare services (regular &/or drop off)		40.0%	14
Cost of services		40.0%	14
Customer service		37.1%	13
Hours of operation		**51.4%**	**18**
		Valid Responses	**35**

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)		**52.5%**	**21**
Quality of childcare services (regular &/or drop off)		30.0%	12
Cost of services		42.5%	17
Customer service		20.0%	8
Hours of operation		27.5%	11
		Valid Responses	**40**

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		1.2%	1
2		0.0%	0
3		1.2%	1
4		1.2%	1
5		1.2%	1
6		1.2%	1
7		0.0%	0
8		3.7%	3
9		2.5%	2
10		0.0%	0
Do not use		**87.7%**	**71**
		Mean	6.100
		Valid Responses	**81**

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		20.0%	3
Availability of childcare services (regular &/or drop off)		**46.7%**	**7**
Quality of childcare services (regular &/or drop off)		26.7%	4
Cost		33.3%	5
Staff		20.0%	3
Hours of operation		20.0%	3
		Valid Responses	**15**

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		28.6%	4
Availability of childcare services (regular &/or drop off)		21.4%	3
Quality of childcare services (regular &/or drop off)		**50.0%**	**7**
Cost		**50.0%**	**7**
Staff		35.7%	5
Hours of operation		21.4%	3
		Valid Responses	**14**

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		1.6%	3

	Chart		
2		2.6%	5
3		3.6%	7
4		3.6%	7
5		7.8%	15
6		5.7%	11
7		19.8%	38
8		**28.1%**	**54**
9		14.6%	28
10		12.5%	24
		Mean	7.255
		Standard Deviation	2.108
		Valid Responses	**192**

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		**60.5%**	**107**
Appointment availability		46.9%	83
Waiting Time		22.0%	39
Time with staff or care provider		48.0%	85
Hours of operation		27.7%	49
		Valid Responses	**177**

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		25.8%	42

Appointment availability		47.2%	77
Waiting Time		**57.7%**	**94**
Time with staff or care provider		23.3%	38
Hours of operation		29.4%	48
		Valid Responses	**163**
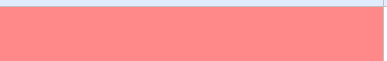
55. Since being assigned to the area, have you experienced abusive behavior from your spouse?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		1.0%	2
No		**99.0%**	**190**
		Valid Responses	**192**

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		**100.0%**	**2**
Not Applicable		0.0%	0
		Valid Responses	**2**

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		**100.0%**	**3**
No		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	**3**

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		50.0%	1
Work stress (long hours, multitasking, etc.)		0.0%	0
Financial stress		50.0%	1
Jealousy		0.0%	0
Alcohol related		0.0%	0
Family history of abuse		**100.0%**	**2**
Not Applicable		0.0%	0
		Valid Responses	**2**

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		**50.0%**	**1**
Civilian counseling center		**50.0%**	**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		**50.0%**	**1**
No one, didn't report		0.0%	0

| Not Applicable | | 0.0% | 0 |
| | | **Valid Responses** | **2** |

60. Fraternization is occurring in my spouse's command/organization.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		5.2%	10
Agree		7.9%	15
Neither Agree nor Disagree\Don't know		**45.0%**	**86**
Disagree		20.4%	39
Strongly Disagree		21.5%	41
		Valid Responses	**191**

61. Sexual harassment is occurring in my spouse's command/organization.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		2.6%	5
Agree		3.1%	6
Neither Agree nor Disagree\Don't know		**41.4%**	**79**
Disagree		19.9%	38
Strongly Disagree		33.0%	63
		Valid Responses	**191**

62. I understand the absentee voting process in the Federal Absentee Voting Program
(Respondents could only choose a **single** response)
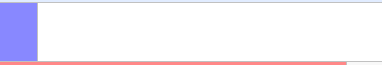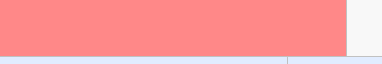
Response	Chart	Frequency	Count
Strongly Agree		17.4%	33
Agree		**30.0%**	**57**
Neither Agree nor Disagree		**30.0%**	**57**
Disagree		11.1%	21

Strongly Disagree		11.6%	22
		Valid Responses	**190**

63. I know who my Voting Assistance Officer (VAO) is.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		9.5%	18
No		**90.5%**	**172**
		Valid Responses	**190**
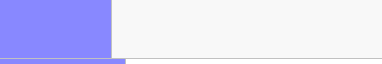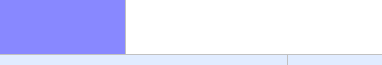
64. I voted in the last election.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**56.8%**	**108**
No		43.2%	82
		Valid Responses	**190**

65. Why did you not vote in the last election?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
I choose not to		**37.8%**	**31**
I didn't know how to		29.3%	24
Other		32.9%	27
		Valid Responses	**82**

66. For the current calendar year, 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		3.7%	7
Satisfied		5.8%	11

Neither Satisfied nor Dissatisfied		72.0%	136
Dissatisfied		12.7%	24
Very Dissatisfied		5.8%	11
		Valid Responses	**189**

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

APPENDIX C

SUMMARY OF SURVEY DATA ANALYSIS

RESERVE COMPONENT PERSONNEL

APPENDIX C

SUMMARY OF SURVEY DATA ANALYSIS
RESERVE COMPONENT PERSONNEL

1. <u>Overall Observations and Methodology</u>. The Naval Inspector General (NAVINSGEN) conducted an on-line survey of Selected Reserve (SELRES) personnel from 4 June through 10 July 2012 in support of the Northwest Area Visit held from 24 July to 17 August 2012. There were a total of 24 reserve survey respondents.

2. <u>Quality of Life</u>. The reserve survey respondents rated their Quality of Work Life (QOWL) at 6.81 on a scale of 1 to 10 ('worst' to 'best'), which is slightly lower than the Naval Inspector General average of 7.38. Questions 7 through 9 are further broken down by site.

3. <u>Survey Topics</u>

    a. The survey included demographic questions such as gender, age, rank, and reserve status.

    b. Other topics included support provided by the Navy Operation Support Center (NOSC) at Everett, Kitsap, and Whidbey Island, Washington, as well as 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.

NORTHWEST AREA VISIT 2012
RESERVE COMPONENT PERSONNEL

1. I drill with a unit near or at:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
NOSC Everett		12.5%	3
NOSC Kitsap		**70.8%**	**17**
NOSC Whidbey		8.3%	2
Other		8.3%	2
		Valid Responses	**24**

2. I currently drill with a unit that provides the following support:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Base Support (PSD, Air Ops, Port Ops, etc.)		0.0%	0
Shore Support (IMA, AIMD, Shipyard, NSSC, etc.)		0.0%	0
Expeditionary Forces (All NECC units)		18.2%	4
Special Warfare/Special Operations		0.0%	0
Security		9.1%	2
Hospital/Clinic		9.1%	2
Air Forces		4.5%	1
Surface Forces		0.0%	0
Submarine Forces		4.5%	1
Supply		0.0%	0
Staff		**45.5%**	**10**
Other		9.1%	2
		Valid Responses	**22**
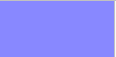
3. Gender:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Male		**77.3%**	**17**
Female		22.7%	5
		Valid Responses	22

4. Age:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
17-24		4.5%	1
25-34		9.1%	2
35-44		**45.5%**	**10**
45-54		27.3%	6
55-60		13.6%	3
60+		0.0%	0
		Valid Responses	22

5. Reserve Status
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Selected Reserve, in a drill status/not on recall		**90.9%**	**20**
Selected Reserve, in a recall status on active duty		9.1%	2
Volunteer Training Unit (VTU) member		0.0%	0
		Valid Responses	22

6. Rank:
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
E1 - E4		4.5%	1
E5 - E6		13.6%	3

	Chart	Frequency	Count
E7 - E9		13.6%	3
CWO2 - 03		9.1%	2
04 - 05		**40.9%**	**9**
06 - Flag Officer		18.2%	4
		Valid Responses	**22**

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		0.0%	0
2		0.0%	0
3		4.8%	1
4		14.3%	3
5		14.3%	3
6		4.8%	1
7		**19.0%**	**4**
8		**19.0%**	**4**
9		14.3%	3
10		9.5%	2
		Mean	6.810
		Standard Deviation	2.112
		Valid Responses	**21**

Question 7: Broken down by site

		1. I drill with a unit near or at:				
		NOSC Everett	NOSC Kitsap	NOSC Whidbey	Other	**Total**
1	Count	0	0	0	0	**0**

	% by Col	0.0%	0.0%	0.0%	0.0%	**0.0%**
2	Count	0	0	0	0	**0**
	% by Col	0.0%	0.0%	0.0%	0.0%	**0.0%**
3	Count	0	1	0	0	**1**
	% by Col	0.0%	6.3%	0.0%	0.0%	**4.8%**
4	Count	0	2	**1**	0	**3**
	% by Col	0.0%	12.5%	**50.0%**	0.0%	**14.3%**
5	Count	0	3	0	0	**3**
	% by Col	0.0%	18.8%	0.0%	0.0%	**14.3%**
6	Count	0	1	0	0	**1**
	% by Col	0.0%	6.3%	0.0%	0.0%	**4.8%**
7	Count	**1**	2	0	**1**	**4**
	% by Col	**50.0%**	12.5%	0.0%	**100.0%**	**19.0%**
8	Count	0	**4**	0	0	**4**
	% by Col	0.0%	**25.0%**	0.0%	0.0%	**19.0%**
9	Count	**1**	2	0	0	**3**
	% by Col	**50.0%**	12.5%	0.0%	0.0%	**14.3%**
10	Count	0	1	**1**	0	**2**
	% by Col	0.0%	6.3%	**50.0%**	0.0%	**9.5%**
Mean		**8.000**	**6.625**	**7.000**	**7.000**	**6.810**
Std Deviation		**1.414**	**2.094**	**4.243**	**0.000**	**2.112**
Valid Responses	Count	**2**	**16**	**2**	**1**	**21**

8. Please indicate up to three main factors that have a **positive** impact on your QOWL:
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job satisfaction		**52.4%**	**11**
Leadership support		33.3%	7
Leadership opportunities		23.8%	5

Length of workday		4.8%	1
Advancement opportunities		14.3%	3
Training opportunities		23.8%	5
Awards and recognition		9.5%	2
Command climate		23.8%	5
Quality of workplace facilities		19.0%	4
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		9.5%	2
Pay & Benefits		47.6%	10
Other		4.8%	1
		Valid Responses	**21**

Question 8: Broken down by site

		1. I drill with a unit near or at:			
		NOSC Everett	NOSC Kitsap	NOSC Whidbey	Other
Job satisfaction	Count	**2**	8	1	0
	% by Col	**100.0%**	50.0%	50.0%	0.0%
Leadership support	Count	1	5	1	0
	% by Col	50.0%	31.3%	50.0%	0.0%
Leadership opportunities	Count	1	3	0	**1**
	% by Col	50.0%	18.8%	0.0%	**100.0%**
Length of workday	Count	0	1	0	0
	% by Col	0.0%	6.3%	0.0%	0.0%
Advancement opportunities	Count	0	2	0	**1**
	% by Col	0.0%	12.5%	0.0%	**100.0%**
Training opportunities	Count	1	3	0	**1**

		50.0%	18.8%	0.0%	**100.0%**
Awards and recognition	Count	0	2	0	0
	% by Col	0.0%	12.5%	0.0%	0.0%
Command climate	Count	0	3	**2**	0
	% by Col	0.0%	18.8%	**100.0%**	0.0%
Quality of workplace facilities	Count	0	3	1	0
	% by Col	0.0%	18.8%	50.0%	0.0%
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)	Count	0	2	0	0
	% by Col	0.0%	12.5%	0.0%	0.0%
Pay & Benefits	Count	0	**10**	0	0
	% by Col	0.0%	**62.5%**	0.0%	0.0%
Other	Count	1	0	0	0
	% by Col	50.0%	0.0%	0.0%	0.0%
Total	Count	**2**	**16**	**2**	**1**
	% by Col	**100.0%**	**100.0%**	**100.0%**	**100.0%**

9. Please indicate up to three main factors that have a **negative** impact on your QOWL:
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job satisfaction		14.3%	3
Leadership support		**33.3%**	**7**
Leadership opportunities		4.8%	1
Length of workday		9.5%	2
Advancement opportunities		14.3%	3
Training opportunities		23.8%	5
Awards and recognition		19.0%	4
Command climate		**33.3%**	**7**

Quality of workplace facilities			14.3%	3
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)			14.3%	3
Pay & Benefits			14.3%	3
Other			14.3%	3
		Valid Responses	**21**	

Question 9: Broken down by site

		1. I drill with a unit near or at:			
		NOSC Everett	NOSC Kitsap	NOSC Whidbey	Other
Job satisfaction	Count	**1**	2	0	0
	% by Col	**50.0%**	12.5%	0.0%	0.0%
Leadership support	Count	**1**	**6**	0	0
	% by Col	**50.0%**	**37.5%**	0.0%	0.0%
Leadership opportunities	Count	0	1	0	0
	% by Col	0.0%	6.3%	0.0%	0.0%
Length of workday	Count	0	2	0	0
	% by Col	0.0%	12.5%	0.0%	0.0%
Advancement opportunities	Count	0	2	1	0
	% by Col	0.0%	12.5%	50.0%	0.0%
Training opportunities	Count	0	3	**2**	0
	% by Col	0.0%	18.8%	**100.0%**	0.0%
Awards and recognition	Count	0	3	1	0
	% by Col	0.0%	18.8%	50.0%	0.0%
Command climate	Count	0	**6**	0	**1**
	% by Col	0.0%	**37.5%**	0.0%	**100.0%**
Quality of workplace facilities	Count	0	2	0	**1**

	% by Col	0.0%	12.5%	0.0%	**100.0%**
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)	Count	0	3	0	0
	% by Col	0.0%	18.8%	0.0%	0.0%
Pay & Benefits	Count	**1**	1	0	**1**
	% by Col	**50.0%**	6.3%	0.0%	**100.0%**
Other	Count	**1**	2	0	0
	% by Col	**50.0%**	12.5%	0.0%	0.0%
Total	Count	**2**	**16**	**2**	**1**
	% by Col	**100.0%**	**100.0%**	**100.0%**	**100.0%**
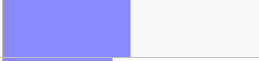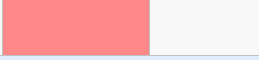
10. Are you currently serving in a command leadership position (e.g. Flag Officer, Commanding Officer, Executive Officer, OIC, or Command Master, Senior Enlisted Advisor)?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		33.3%	7
No		**66.7%**	**14**
		Valid Responses	**21**

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
Overstaffed		0.0%	0
Fully Staffed		33.3%	7
Adequately Staffed		28.6%	6
Understaffed		**38.1%**	**8**
		Valid Responses	**21**

12. On a scale of 1 (worst) to 10 (best), please rate the level of necessary hardware your command has available to effectively achieve its mission objectives.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		4.8%	1
4		14.3%	3
5		9.5%	2
6		14.3%	3
7		9.5%	2
8		**23.8%**	**5**
9		9.5%	2
10		14.3%	3
	Mean		6.905
	Standard Deviation		2.166
	Valid Responses		**21**

13. On a scale of 1 (worst) to 10 (best), please 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		0.0%	0
2		4.8%	1
3		**19.0%**	**4**
4		9.5%	2
5		**19.0%**	**4**
6		14.3%	3
7		9.5%	2
8		14.3%	3

Response	Chart	Frequency	Count
9		9.5%	2
10		0.0%	0
		Mean	5.524
		Standard Deviation	2.136
		Valid Responses	21

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

_____

_____

_____
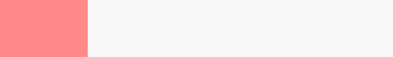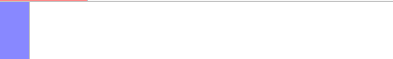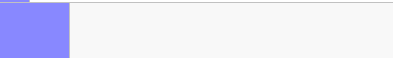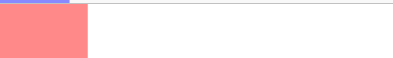
15. On a scale of 1 (worst) to 10 (best), please rate the support provided by your servicing NOSC. (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		10.0%	2
2		0.0%	0
3		10.0%	2
4		**20.0%**	**4**
5		5.0%	1
6		15.0%	3
7		**20.0%**	**4**
8		**20.0%**	**4**
9		0.0%	0
10		0.0%	0
		Mean	5.350
		Standard Deviation	2.254
		Valid Responses	20

16. On a scale of 1 (worst) to 10 (best), please rate your satisfaction with the resolution of pay problems.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		10.0%	2
2		0.0%	0
3		15.0%	3
4		5.0%	1
5		0.0%	0
6		15.0%	3
7		**25.0%**	**5**
8		15.0%	3
9		10.0%	2
10		5.0%	1
		Mean	6.000
		Standard Deviation	2.636
		Valid Responses	**20**

17. On a scale of 1 (worst) to 10 (best), please rate your satisfaction with the resolution of travel reimbursement.
(Respondents could only choose a **single** response)
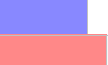
Response	Chart	Frequency	Count
1		5.0%	1
2		15.0%	3
3		5.0%	1
4		5.0%	1
5		0.0%	0
6		15.0%	3
7		15.0%	3
8		**20.0%**	**4**

9		10.0%	2
10		10.0%	2
		Mean	6.150
		Standard Deviation	2.852
		Valid Responses	**20**

18. On a scale of 1 (worst) to 10 (best), please rate your satisfaction with the maintenance of your personnel records.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		5.0%	1
2		10.0%	2
3		10.0%	2
4		5.0%	1
5		10.0%	2
6		5.0%	1
7		20.0%	4
8		**25.0%**	**5**
9		10.0%	2
10		0.0%	0
		Mean	5.850
		Standard Deviation	2.540
		Valid Responses	**20**

19. On a scale of 1 (worst) to 10 (best), please rate your satisfaction with the maintenance of your medical records.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		10.0%	2
2		0.0%	0
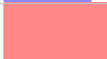
Response	Chart	Frequency	Count
3		5.0%	1
4		10.0%	2
5		5.0%	1
6		10.0%	2
7		**20.0%**	**4**
8		**20.0%**	**4**
9		10.0%	2
10		10.0%	2
	Mean		6.400
	Standard Deviation		2.664
	Valid Responses		**20**

**20.** On a scale of 1 (worst) to 10 (best), please rate your satisfaction with the medical services provided by your NOSC.
(Respondents could only choose a **single** response)
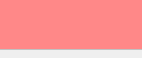
Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		20.0%	4
5		5.0%	1
6		10.0%	2
7		20.0%	4
8		**25.0%**	**5**
9		15.0%	3
10		5.0%	1
	Mean		6.900
	Standard Deviation		1.889
	Valid Responses		**20**

21. On a scale of 1 (worst) to 10 (best), please rate your satisfaction with the Berthing/Messing provided by your NOSC.

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

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		5.0%	1
7		15.0%	3
8		30.0%	6
9		15.0%	3
10		**35.0%**	**7**
		Mean	8.600
		Standard Deviation	1.273
		Valid Responses	**20**

22. What areas of improvement would you like to see at your NOSC?

_____

_____

_____

23. How frequently do you use Navy Knowledge Online (NKO)?

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

Response	Chart	Frequency	Count
At least once a week		20.0%	4
At least once a month		**50.0%**	**10**
Less than once a month		30.0%	6
		Valid Responses	**20**

24. On a scale of 1 (worst) to 10 (best), please rate your satisfaction with training on Navy Knowledge Online.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		10.0%	2
2		5.0%	1
3		0.0%	0
4		10.0%	2
5		10.0%	2
6		15.0%	3
7		15.0%	3
8		**25.0%**	**5**
9		10.0%	2
10		0.0%	0
		Mean	5.950
		Standard Deviation	2.481
		Valid Responses	**20**

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		**55.0%**	**11**
No		25.0%	5
Don't know		20.0%	4
		Valid Responses	**20**

26. Do you have a good understanding of the promotion opportunities with your rate?
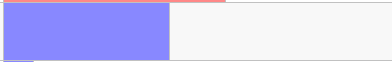(Respondents could only choose a **single** response)
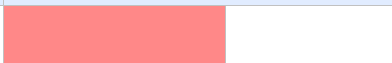
Response	Chart	Frequency	Count
Yes		**85.0%**	**17**

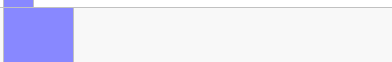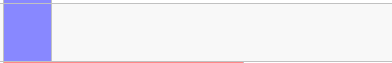|			
No		5.0%	1
Not Applicable		10.0%	2
		Valid Responses	**20**

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 readers, bandwidth) to meet your command work needs?
(Respondents could only choose a **single** response)

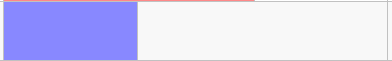| Response	Chart	Frequency	Count
Yes		**55.0%**	**11**
No		40.0%	8
Not Applicable		5.0%	1
		Valid Responses	**20**

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		5.0%	1
1-5 hours		15.0%	3
6-10 hours		10.0%	2
11-20 hours		10.0%	2
Greater than 20 hours		**60.0%**	**12**
		Valid Responses	**20**

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		**65.0%**	**13**
No		35.0%	7
		Valid Responses	**20**

30. You indicated that you have purchased supplies or tools with your own money. Please provide a list of items, cost, and why (e.g., paint brush, $20, easier to go buy then going through the supply system).

_____
_____
_____

31. Have you been recalled to active duty since September 11, 2001?
(Respondents could only choose a **single** response)

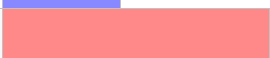| Response	Chart	Frequency	Count
Yes		**60.0%**	**12**
No		40.0%	8
		Valid Responses	**20**

32. You were recalled (Check those that apply):
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Individually		**69.2%**	**9**
As part of a total unit mobilization		15.4%	2
Voluntarily		15.4%	2
Involuntarily		46.2%	6
		Valid Responses	**13**

33. Have you been recalled more than once?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes. How many times since September 11, 2001?		30.8%	4
No		**69.2%**	**9**
		Valid Responses	**13**

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		30.8%	4
16-30 days		7.7%	1
31-60 days		23.1%	3
Greater than 60 days		**38.5%**	**5**
		Valid Responses	13

35. On a scale of 1 (worst) to 10 (best), 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 Active Component (AC) command.

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

Response	Chart	Frequency	Count
1		0.0%	0
2		7.7%	1
3		0.0%	0
4		0.0%	0
5		15.4%	2
6		15.4%	2
7		23.1%	3
8		**30.8%**	**4**
9		0.0%	0
10		7.7%	1
		Mean	6.692
		Standard Deviation	1.974
		Valid Responses	13

36. On a scale of 1 (worst) to 10 (best), please rate the support your family received from the Navy during your recall period.

(Respondents could only choose a **single** response)
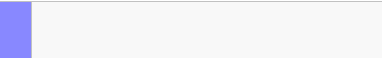
Response	Chart	Frequency	Count
1		0.0%	0
2		**23.1%**	**3**
3		0.0%	0
4		7.7%	1
5		15.4%	2
6		**23.1%**	**3**
7		0.0%	0
8		7.7%	1
9		0.0%	0
10		**23.1%**	**3**
	Mean	5.846	
	Standard Deviation	2.968	
	Valid Responses	**13**	

37. On a scale of 1 (worst) to 10 (best), please rate the administrative support and other services provided by the Navy Mobilization Processing Site (NMPS) from which you mobilized.
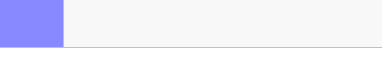
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		8.3%	1
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		16.7%	2
6		**33.3%**	**4**
7		8.3%	1
8		25.0%	3

Response	Chart		Frequency	Count
9			0.0%	0
10			8.3%	1
		Mean		6.333
		Standard Deviation		2.229
		Valid Responses		**12**

38. On a scale of 1 (worst) to 10 (best), please rate the effectiveness of information you received about your mobilization assignment (command mission, location, nature of assignment, command point of contact, etc.) before you arrived at your active duty command.
(Respondents could only choose a **single** response)
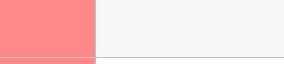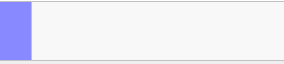
Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		8.3%	1
4		0.0%	0
5		8.3%	1
6		**41.7%**	**5**
7		8.3%	1
8		16.7%	2
9		0.0%	0
10		16.7%	2
	Mean		6.750
	Standard Deviation		2.006
	Valid Responses		**12**

39. On a scale of 1 (worst) to 10 (best), please rate your experience as it relates to the administrative support provided by your NOSC during your demobilization process.
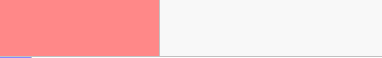(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		8.3%	1
2		0.0%	0
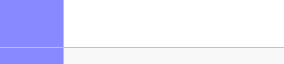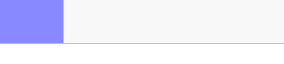
3		0.0%	0
4		0.0%	0
5		16.7%	2
6		**25.0%**	**3**
7		**25.0%**	**3**
8		16.7%	2
9		0.0%	0
10		8.3%	1
	Mean	6.333	
	Standard Deviation	2.188	
	Valid Responses	**12**	

40. On a scale of 1 (worst) to 10 (best), please 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		8.3%	1
3		0.0%	0
4		0.0%	0
5		16.7%	2
6		16.7%	2
7		16.7%	2
8		16.7%	2
9		0.0%	0
10		**25.0%**	**3**
	Mean	7.000	

	Standard Deviation	2.412
	Valid Responses	**12**

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		**83.3%**	**10**
I performed duties related to my rating/designator		8.3%	1
I performed duties not related to my rating/designator, but for which I received special training prior to mobilization		0.0%	0
I performed duties completely unrelated to my rating/designator, or training		8.3%	1
		Valid Responses	**12**

42. Did you perform the duties you expected to perform?
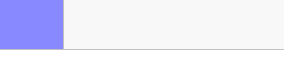(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**83.3%**	**10**
No		16.7%	2
		Valid Responses	**12**

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		**100.0%**	**12**
No		0.0%	0
		Valid Responses	**12**

44. Did you experience any problems with pay during your mobilization process?
(Respondents could only choose a **single** response)

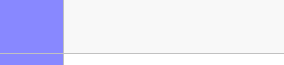| Response	Chart	Frequency	Count
Yes		41.7%	5
No		**58.3%**	**7**
		Valid Responses	12

45. Did you require medical attention while mobilized?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**50.0%**	**6**
No		**50.0%**	**6**
		Valid Responses	12

46. Did you require medical attention after you returned from your mobilization?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		25.0%	3
No		**75.0%**	**9**
		Valid Responses	12

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		**66.7%**	**2**
VA		33.3%	1
Host Nation		0.0%	0
Civilian		33.3%	1
Other US facility (State Dept, NGO, etc.)		0.0%	0
		Valid Responses	3

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		**66.7%**	**2**
No		33.3%	1
		Valid Responses	3

49. Was a line of duty investigation conducted?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**33.3%**	**1**
No		**33.3%**	**1**
Do not know		**33.3%**	**1**
		Valid Responses	3

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		25.0%	3
No		**75.0%**	**9**
		Valid Responses	12

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		33.3%	1
No		**66.7%**	**2**
		Valid Responses	3

52. Was the issue resolved to your satisfaction?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**100.0%**	**3**

No		0.0%	0
		Valid Responses	3

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		40.0%	8
Agree		**55.0%**	**11**
Disagree		5.0%	1
Strongly Disagree		0.0%	0
		Valid Responses	20

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		**90.0%**	**18**
No		10.0%	2
		Valid Responses	20

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		**65.0%**	**13**
No		35.0%	7
		Valid Responses	20

56. Does your supported command effectively communicate with your reserve unit?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		**75.0%**	**15**
No		5.0%	1
Don't Know		20.0%	4
		Valid Responses	20

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)		**35.0%**	**7**
Supportive		30.0%	6
Neutral		20.0%	4
Non-supportive (discourages my participation in Reserve duties)		15.0%	3
		Valid Responses	20

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

_____
_____
_____
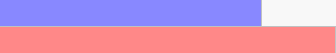
59. What motivates you to remain in the Navy Reserve? (Choose all that apply.)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Contractual obligation		15.0%	3
Pay Check		50.0%	10
Education/Training Opportunity		50.0%	10
Travel		50.0%	10
Contribution to National Defense		75.0%	15
Interaction with your Shipmates		65.0%	13
Retirement Benefits		**85.0%**	**17**
Other		5.0%	1
		Valid Responses	20

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

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 108 active duty military and civilian focus groups or round tables, at Everett, Kitsap, and Whidbey Island in the Northwest Area. A total of 1,615 personnel, consisting of 902 (55.85%) active duty military and 713 civilians (44.15%) 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 7.23, on a scale of 1 to 10 where 1 is 'worst' and 10 is 'best', which is higher than the NAVINSGEN average of 6.94. The overall score distribution for the military and civilians can be seen in the chart below.
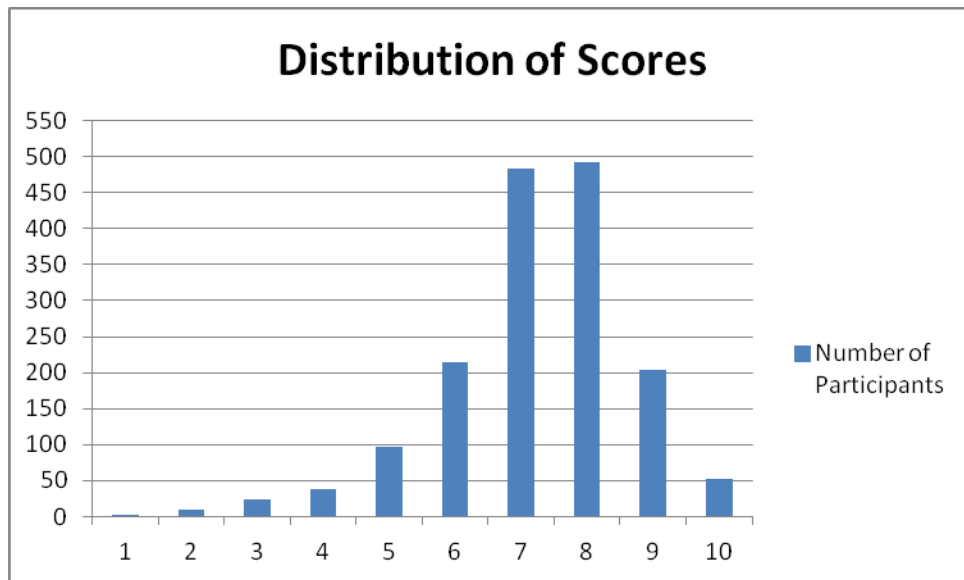
3. Major Concerns. The top five major concerns of active duty military and DON civilian focus group participants in the Northwest Area include: Manning/manpower (71), training (51), leadership (50), communication (49), and facilities (46). The numbers in parentheses represents the number of groups that discussed the topic throughout the region.

4. **Everett Focus Groups**

    a. Summary. Twenty-eight (28) focus groups were conducted with active duty military and DON civilian participants at Everett. A total 339 military (236) and DON civilians (103) participated in the focus groups. 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 military is 7.21 and civilians is 7.29. The score distribution can be seen in the chart below.
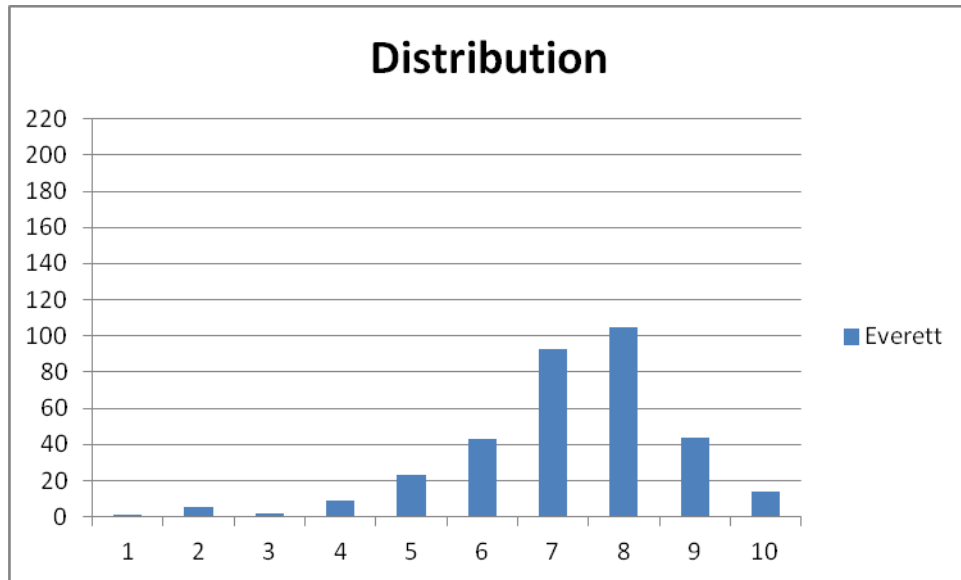
Distribution

b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The major concerns were: Manning/manpower, medical, leadership, communication, resources/supplies.

(1) Manning/manpower was indicated as an issue during 21 of the 28 focus groups. Participants from security stated that they are often unable to take leave because they are so undermanned. Other participants stated that "seesawing" manpower causes stress on an organization. They further stated that doing more with less is going to lead to a catastrophe.

(2) Medical was indicated as an issue in 14 of the focus groups. One of the main issues had to do with the lack of access to care; that it takes about two weeks to get an appointment. They also stated that there is no sick call. Because of the lack of medical services patients are referred to Madigan or Bremerton, which they felt resulted in a loss of productivity due to the amount of time it takes for travel.

(3) Leadership was indicated as an issue in 13 of the focus groups. Participants stated that the chain of command is not responsive. Some of the junior Sailors stated that it feels like the chain only cares about the officers. However, some participants indicated that leadership backs them up all the time.

(4) Communication was also discussed during 13 of the focus groups. Junior Sailors indicated that the chain of command does not appear to work. By way of example, one stated that it took three weeks to get a leave request approved. Others indicated that the 1st and 2nd Class Petty Officers do not communicate well. Some of those on limited duty (LIMDU) felt that they were often forgotten.

(5) Resources/supplies were indicated as an issue in 11 of the focus groups. Focus group participants stated that the security vehicles are not properly maintained; they further state that at one point all of the vehicles were in the shop. Others indicated that they do not have proper

equipment. They state that equipment did not work after a tech refresh; additionally they stated that they cannot buy printers so when one breaks they have to do without.

(6) Funding, training, Morale, Welfare & Recreation (MWR), and location were each discussed in 10 focus groups.

(7) The following topics were discussed in five to nine focus groups each: Housing (9), Basic Allowance for Housing (BAH) (9), Perform to Serve (PTS) (8), facilities (7), Navy Exchange (NEX) (7), commissary (7), military-civilian relationships (6), cost of living (6), advancement/classification (5), food choices (5), and pay (5).

(8) The following topics were each discussed in two to four groups: Respect (4), workload (4), work hours/schedule (4), gym (4), galley (4), Bachelors Allowance for Subsistence (BAS) (4), sponsorship/mentorship (3), recreation activities (3), Enlisted Retention Board (ERB) (3), uniforms (3), parking (2), barracks (2), family-work life balance (2), job satisfaction (2), dental (2), job security (2), Physical Fitness Assessment – Physical Fitness Test (PFA/PFT) (2), evaluations (2), hiring practices (2), schools for dependents (2), and co-location (2).

(9) Ten additional topics were discussed in one group each. Those topics were as follows: Check-in/indoctrination, military bearing, teamwork, tasking, workforce development, job opportunities, personnel support detachment, recognition, OPTEMPO, and child development center/home.

5. **Kitsap Focus Groups**

a. Summary. Fifty-two focus groups were conducted with active duty military and DON civilian participants in the Kitsap area. A total 694 military (235) and DoN civilians (459) participated in the focus groups. 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 7.16. The average score for the military is 6.98 and civilians is 7.24. The score distribution can be seen in the chart below.
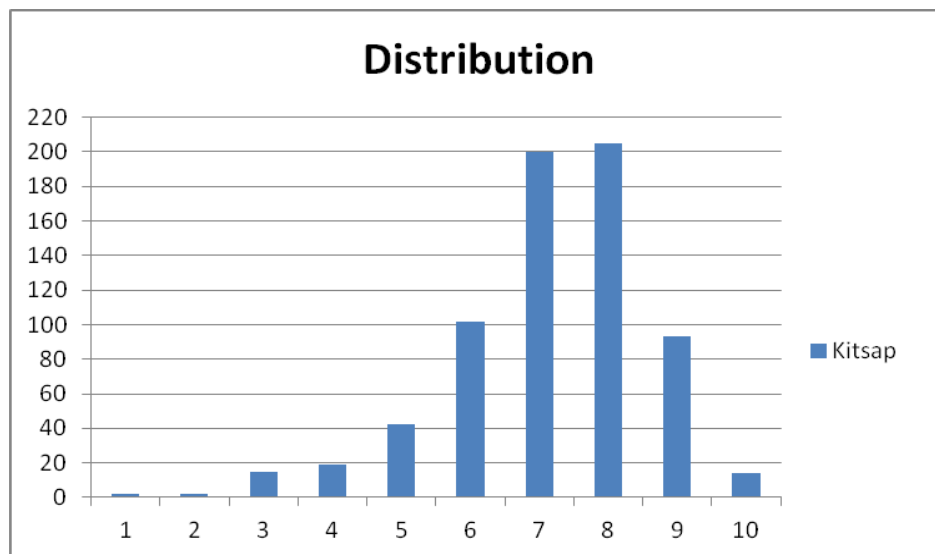
b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. The major concerns were: Manning/manpower, training, communication, facilities, leadership, and parking.

(1) Manning and manpower was the number one issue in the Kitsap area as indicated by it being discussed in 31 focus groups. Participants stated that there are fit-fill mismatches especially in the shipyards. They stated that the lack of personnel has a huge impact on work load. They further stated that projects end up falling through the cracks. They also stated that jobs are left undone or have on-going delays. Others stated that they have to take their work home with them and on vacation because they are only one-deep in their organization. Participants also stated that there are approximately 400 Sailors that are either pregnant or on limited-duty status, which effects readiness.

(2) Training was discussed in 29 of the focus groups. The senior military officers stated they would like a single system for capturing training. They mentioned Enterprise Safety Application Management System (ESAMS), Total Workforce Management System (TWMS), and Navy Knowledge Online (NKO) as examples of multiple systems. They further felt that having to aggregate the data was time consuming.

(3) Communication was discussed in 27 of the focus groups. Some participants stated that there is no communication either up or down the chain of command. Some stated that their supervisors have no clue about what they do. They also stated that tasking is often only provided through email.

(4) Facilities was also discussed in 27 of the focus groups. Many stated that computer based training is not pertinent to their job. They also stated that there is no consistency in training. Many stated that they believe their supervisors need training in how to supervise.

(5) Leadership was a topic of discussion in 24 of the focus groups. As stated above, many participants felt as if their supervisors did not know how to lead and really needed to be trained in how to supervise. Participants stated that senior leadership doesn't see the true picture; that senior visits are too much like a "dog and pony show," which results in the senior leadership not understanding the need for more people and funding.

(6) Parking was also discussed in 24 of the focus groups. In Kitsap the majority of those stating parking as an issue were either enlisted or lower grade DON Civilians. Many felt that there aren't enough spots especially along the waterfront. They also indicated that those not authorized are parking in designated spaces.

(7) The following topics were discussed in 10 to 20 groups each: Funding (20), advancement/classification (19), resources/supplies (16), work hours/schedule (15), workload (14), pay (14) recognition (12), and location (10).

(8) The following topics were discussed in five to nine groups: Cost of living (9), housing (8), barracks (8) , PTS (8), sponsorship/mentorship (8), family-work life balance (8),

medical services (7), workforce development (7), gym (6), hiring practices (6), military-civilian relationships (5), telework/telecommute (5), BAH (5), and region (5).

(9) The following topics were discussed in two to four groups: MWR (4), OPTEMPO (4), child development center/home (4), respect (3), tasking (3), job security (3), commissary (3), evaluations (3), ERB (3), security personnel (2), check-in/indoctrination (2), Enterprise Resource Planning (ERP) (2), recreation activities (2), PFA/Physical Readiness Test (PRT) (2), detailers (2), and spousal employment (2).

(10) The following topics were each discussed in one focus group: Military bearing, teamwork, job satisfaction, job opportunities, recruiting, pool, BAS, food choices, base access, uniforms, and the Chief Petty Officer induction.

6. **Whidbey Island Focus Groups**

a. <u>Summary</u>. Twenty-eight focus groups were conducted with active duty military and DON civilian participants at Whidbey Island. A total 582 military (431) and DON civilians (151) participated in the focus groups. 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 7.32. The average score for the military is 7.20 and civilians is 7.65. The score distribution can be seen in the chart below.
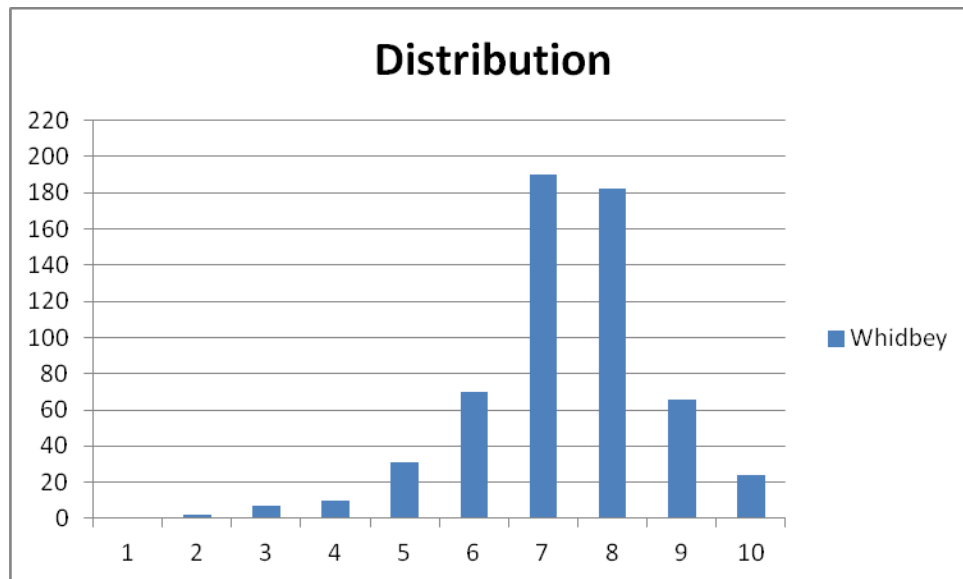
b. <u>Concerns</u>. There were several items (themes) identified by focus group participants affecting their QOL. The major concerns identified were: Manning/manpower, housing, medical, leadership, training, facilities, and location.

(1) Manning/manpower was discussed in 19 of the focus groups. Participants stated that due to the lack of personnel they end up having to work 12 hour shifts. They also stated that there is a FIT/FILL problem. The senior leadership state that they are "cannibalizing manpower" to meet mission needs by moving the enlisted around.

(2) Housing was discussed in 16 of the focus groups. Participants stated that there is no air conditioning in base housing. The also stated the trash company dumps trash all over the place and then doesn't pick it up so trash ends up blowing all over the place. Some state that maintenance often takes very long; by way of example participants stated it takes about a month to get appliances, such as a dishwasher, repaired. The barracks were indicated as being in various conditions, some much worse than others. Sailors also indicated that in some of the barracks they are able to cook; however, all of their BAS goes to support the galley.

(3) Medical was mentioned in 15 of the focus groups. One of the biggest complaints had to do with the pharmacy taking very long to fill prescriptions. Participants were very frustrated about having to be referred out for medical services and then having to travel so far, to the other facilities without reimbursement. They stated that scheduling the appointments often takes a long time to establish. An example was given where a Sailor was referred multiple times before being properly treated and now will have to go before a medical board.

(4) Leadership was discussed in 13 of the focus groups. Leadership was discussed in 13 focus groups. Participants stated that junior officers do not want to take department head tours because they don't want to pursue Commanding Officer jobs. They further stated that leaders are fearful of getting fired. Additionally, they felt that people are hypersensitive to performance evaluations.

(5) Training was a topic of discussion in 12 of the focus groups. Senior military and civilians indicated that Sailors are not properly trained or qualified to perform technical jobs after leaving "A" school. They don't feel comfortable trusting them to do their job. The junior enlisted feel that there is not enough time to train.

(6) Facilities were discussed in 12 of the focus groups as well. In addition to the usual kinds of concerns about rodents and bugs, the participants stated that the hangars are deteriorating. They also stated in some cases they are using temporary trailers with no air conditioning, they further stated that the buildings get hot because they can't open the windows due to the high noise. Participants stated that they felt that base facilities should be evaluated.

(7) Location was also discussed in 12 of the focus groups. Some people like the location, but others stated that unless you really like the outdoors there is not much to do in the area. Others elaborated and stated that if one is a big city sailor they will not like the area.

(8) PTS and BAH were discussed in 11 focus groups each.

(9) Communication, work hours/work schedule, and the gym were discussed in 9 groups each.

(10) The following topics were discussed in five to nine groups: Communication (9), work hours/schedule (9), gym (9), military-civilian relationships (7), resources/supplies (7), advancement/classification (6), cost of living (6), recreation activities (6), MWR (6), galley (6), ERB (6), and child development center/home (6), funding (5), dental (5), workload (5), swimming pool (5), evaluations (5), and OPTEMPO (5).

(11) The following topics were discussed in two to four groups: Schools for dependents (4), sponsorship/mentorship (3), respect (3), job opportunities (3), job security (3), BAS (3), NEX (3), gate security (3), co-location (3), regionalization (3), parking (2), indoctrination (2), commissary, detailers (2), spousal employment (2), and hiring practices (2).

12) The following topics were discussed in one group each: Family work life balance, telework, ERP, food choices, base access, and uniforms.

APPENDIX E

SUMMARY OF FOCUS GROUP DATA ANALYSIS

SPOUSES OF ACTIVE DUTY MILITARY

SUMMARY OF FOCUS GROUP DATA ANALYSIS
SPOUSES OF ACTIVE DUTY MILITARY

1.   Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted nine focus groups with spouses of active duty military and ombudsman in the Northwest Area. Two spouse focus groups and one ombudsman focus group were conducted at each of the sites – Everett, Kitsap, and Whidbey Island. There were a total of 84 participants. A variety of quality of life topics were discussed.

2.   Quality of Life. The spouses of active duty military and ombudsman focus group participants rated their overall Quality of Life (QOL) on a scale of 1 to 10 where 1 is 'worst' and 10 is 'best.' The QOL scores for the participants in the three regions are 7.31 in Everett, 6.55 in Kitsap, and 7.55 in Whidbey Island. The overall QOL score for those in the region is 7.25, which is higher than the NAVINSGEN average of 6.75. The score distribution can be seen in the chart below.
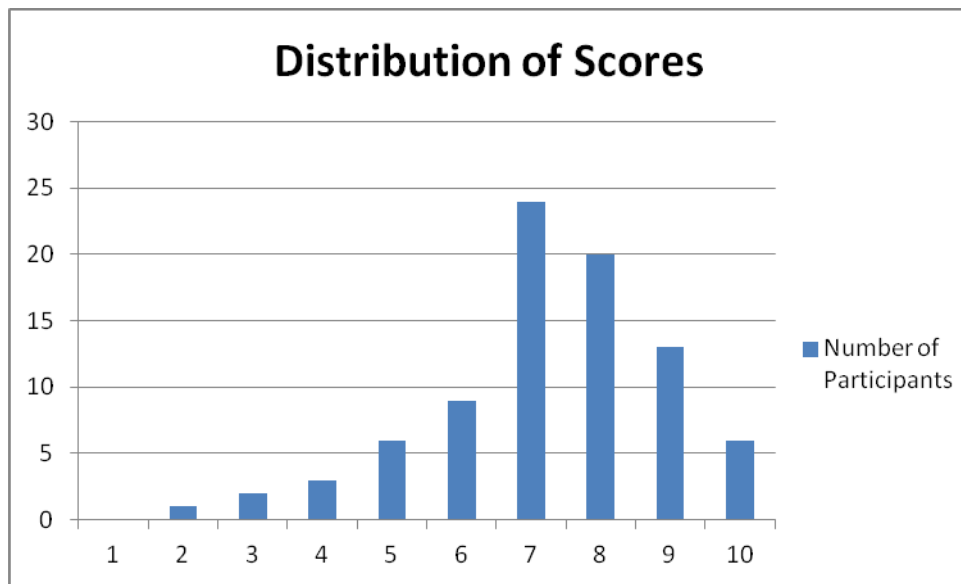
The intent for the spouse focus groups was to determine the Quality of Life (QOL) from the spouses' perspective regarding housing, family medical/dental care, the commissary, Navy Exchange (NEX), Moral, Welfare, and Recreation (MWR) facilities and opportunities, Fleet and Family Support Center (FFSC), 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 Northwest Area include: Housing, medical, communication, MWR, and child development center/home.

4. **Everett Focus Groups**

a. Summary. Focus Groups were conducted with spouses of active duty military; one with spouses of enlisted members and one with officer spouses in Everett. A third focus group with ombudsmen was also conducted. There were 13 participants in the three groups. 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 7.31, which is higher than the NAVINSGEN average of 6.75. The score distribution can be seen in the chart below.

b. Concerns. There were several items (themes) identified by focus group participants affecting their QOL. Two issues were discussed in all three of the focus groups: Housing 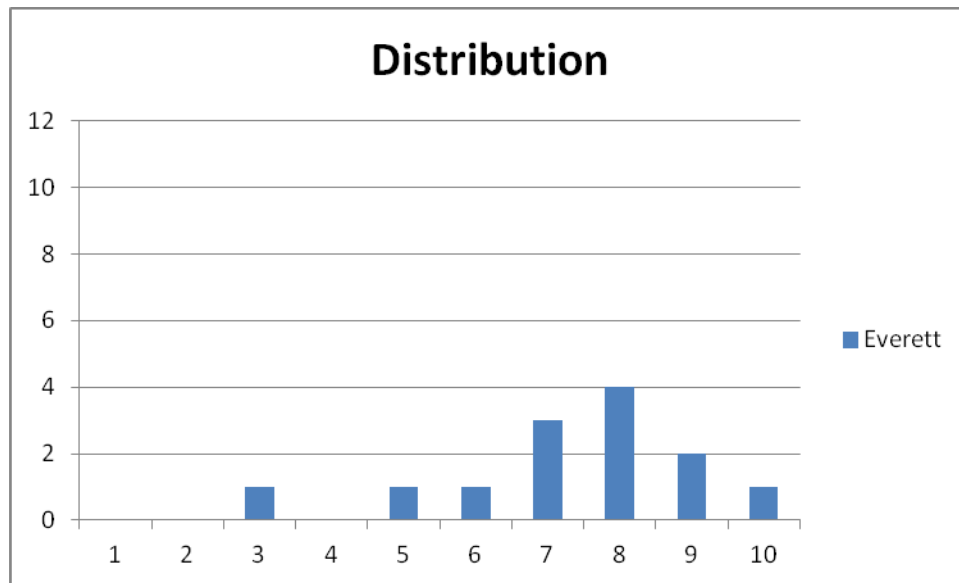and medical. Three topics were discussed by two of the focus groups: Basic Allowance for Housing (BAH), the NEX/commissary, and MWR. Seven additional topics were discussed in one group each.

(1) Housing was discussed in all three groups. Participants stated that there is a 10 month wait for base housing. They also stated that they would never live in Carroll's Creek Landing because the area is like a slum. Additionally, they indicated there is no security and many safety issues. Participants stated that a three year old child had fallen out of a window in one of the units.

(2) Medical was also discussed in all three of the focus groups. The spouses indicated that when they have medical appointments they are told they cannot bring their children. Others stated that the doctor's bedside manner is atrocious. Some mentioned that they felt the services were good.

(3) Focus group participants indicated there are not a lot of places available to get clean affordable housing on the BAH in the area. BAH was stated as an issue in both the enlisted and ombudsman focus groups.

(4) The spouses and ombudsmen stated that the NEX did not carry clothing for children; they stated that sizes 7-16 for children are not carried. They also stated that the prices are for adult goods and not for children's goods. By way of example, running shoes for adults are okay, but too expensive to buy for growing children. The commissary was also discussed in the focus groups. The main complaint was about there not being enough food to buy – for example one participant said that they always run out of chicken.

(5) MWR was discussed during the officer spouse and ombudsman focus groups. Participants indicated that Pacific Beach caters to the retirees and not the young Sailors without any kids. Participants also indicated that advertising or communication about events and activities is lacking. However, participants stated that MWR is very helpful when it comes to finding employment for spouses.

(6) Other topics discussed during the focus groups were as follows: Communication, family-work life balance, work hours, cost of living, location, schools, and child development center/home.

5. **Kitsap Focus Groups**

a. <u>Summary</u>. Focus groups were conducted with spouses of active duty military; one with spouses of enlisted members and one with officer spouses in the Kitsap area. A third focus group with ombudsmen was also conducted. There were 22 participants in the three groups. 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 6.55, which is slightly lower than the NAVINSGEN average of 6.75. The score distribution can be seen in the chart below.
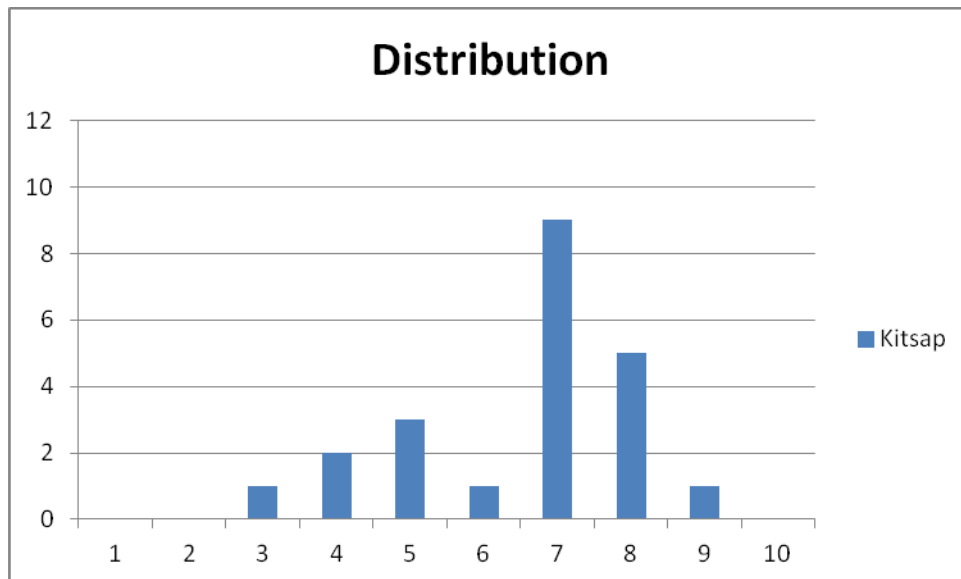
b. <u>Concerns</u>. There were 13 topics identified by focus group participants affecting their QOL. Housing and medical services were discussed in all three of the focus groups. Communication was discussed in two of the focus groups.

(1) Housing was discussed in all three groups. Participants stated there is a two year wait-list to get on base housing. Participants also stated that Forest City housing at Bangor charges for painting and carpet replacement, even if the unit is clean when they leave. They also indicated that the places are not in good shape when they move into the units.
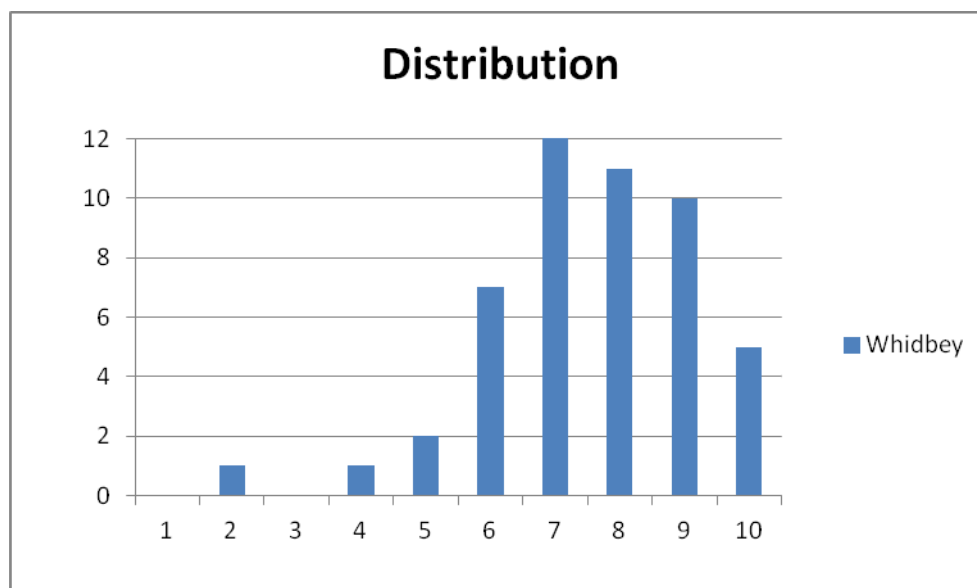
(2) Medical services was also discussed in all three of the focus groups. There were several issues with regard to medical. Participants stated that specialists are always deployed; and that they are referred out to Madigan Army Medical Center in Tacoma, WA, for specialty care. They also indicated that the hospital appointments take up to 30 days to be scheduled and that the hospital frequently cancels appointments. They also stated that it takes up to two hours for the pharmacy to fill prescriptions.

(3) Focus group participants indicated that communication was an issue. The ombudsmen in many cases did not feel they were being kept in the loop by their commands. They felt as though they were an "after thought" and were being underutilized. The enlisted spouses stated that communication with those forward deployed is lacking.

(4) Other topics were discussed during the focus groups were as follows: Work hours, recreation activities, Physical Fitness Assessment (PFA), Perform to Serve (PTS), MWR, the gym, BAH, spousal employment, OPTEMPO, and the child development center/home.

6. **Whidbey Island Focus Groups**

a. Summary. Focus groups were conducted with spouses of active duty military; one with spouses of enlisted members and one with officer spouses in Whidbey Island. A third focus group with ombudsmen was also conducted. There were 49 participants in the three groups. 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 7.55, which is higher than the NAVINSGEN average of 6.75. The score distribution can be seen in the chart below.

b. <u>Concerns</u>. There were 11 topics identified by focus group participants affecting their QOL. Housing and medical services were discussed in all three of the focus groups. Communication, spousal employment, schools, and child development center/home was discussed in two of the focus groups.

(1) Medical services were discussed as an issue in all of the focus groups. Participants stated that the urgent care unit closed 15 minutes early and was turning people away. They also stated that the care providers seem to lack ability. By way of example, one participant stated that a care provider misdiagnosed a broken finger for a bruised finger. Participants also indicated that the pharmacy stopped using "vibrating pucks" and now it takes longer to fill prescriptions.

(2) Housing was discussed as an issue in all three groups as well. Participants stated that they are not getting their money's worth with the older units and the new construction is poorly put together. They further indicated that Forest City is a problem; they stated that they are being charged for the same repairs as the previous occupants.

(3) Communication was discussed as an issue in both of the spouse focus groups. Participants stated that nothing ever is sent from the commands; however, some participants indicated they receive monthly calls from their ombudsman.

(4) Spousal Employment was discussed in both of the spouse focus groups as well. Participants stated that they are almost always under employed – even when the economy is good. Many are over qualified when they are able to get employment. They also indicated that it is a long drive to anywhere that can support better jobs.

(5) Schools for dependents were discussed in both of the spouse focus groups. Participants stated that the schools in Oak Harbor are not as good as other places. Additionally, they state the two schools in the area are in danger of losing their accreditation.

(6) Other topics discussed during the focus groups were as follows: Work hours, MWR, BAH, location, and the child development center/home.

APPENDIX F

**SUMMARY OF FOCUS GROUP DATA ANALYSIS**

RESERVES

**SUMMARY OF FOCUS GROUP DATA ANALYSIS
RESERVES**

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted 9 focus groups with 105 military reserve participants in the Northwest Region. Focus groups were conducted at each of the Navy Operational Support Centers (NOSCs) in Everett, Kitsap, and Whidbey Island. Two focus groups were conducted in Everett one with E6 and junior and one with O1-O4 personnel. In Kitsap, four focus groups were divided into E6 and junior, E7-E9, non-CO/XO Officers, and CO/XO Officers. Three focus groups were conducted in Whidbey Island with E6 and junior, E7-E9, and non-CO/XO Officers.

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 7.17, which is higher than the NAVINSGEN average of 6.60. The score distribution can be seen in the chart below.
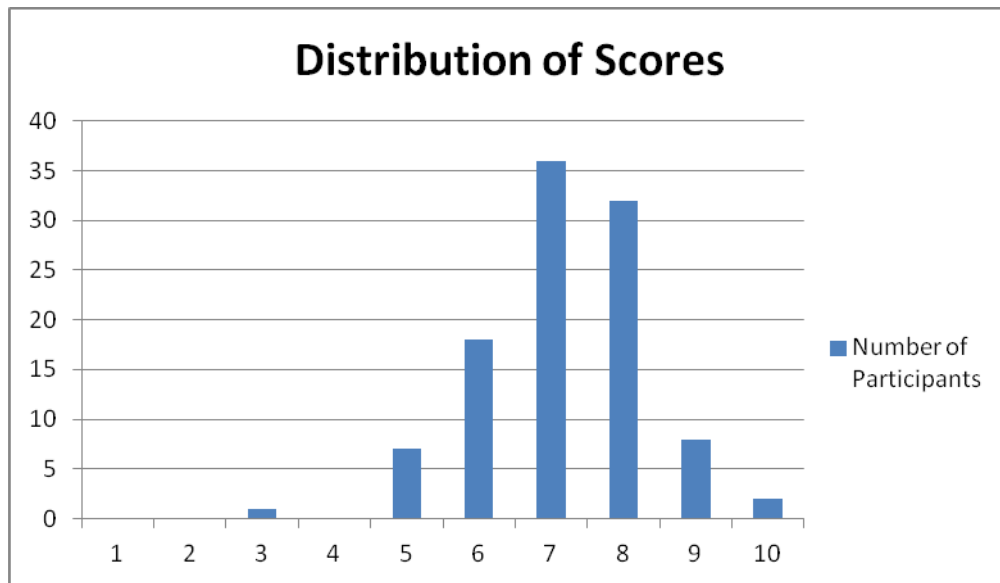
3. Major Concerns. There were several items (themes) identified by focus group participants affecting their QOL. Communication, requirements, IT resources, and the Navy Reserve Orders Writing Systems (NROWS) were the main topics discussed at two or more locations. Other topics were specific to each group.

(1) Communication was identified as an issue at all three locations. In Everett and Kitsap, participants stated that getting information from multiple reserve websites is difficult. However, those in Kitsap indicated that face-to-face communication is good. In Whidbey, participants stated that information flows slowly often resulting in missed opportunities.

(2) In all three locations, participants stated there is a not enough time provided to meet administrative requirements. Additionally in Kitsap, the respondents stated some of the issue has to do with short fused requirements from the NOSC and Navy reserve, which impacts their ability to support gaining commands. They also stated there are too many conflicting requirements to complete during a drill weekend.

(3) The lack of IT resources was indentified in both Everett and Kitsap. Not everyone has the ability to access the Navy systems while at home.

(4) The Navy Reserve Orders Writing System (NROWS) was identified as an issue in Everett and Kitsap. In the case of NROWS, participants state that they put their information into the system 1 ½ months ahead of schedule; but it is often not reviewed until 2 weeks prior, often resulting in the inability to make corrections, within the amount of time remaining.