

NAVAL INSPECTOR GENERAL
COMMAND INSPECTION OF
CHIEF OF NAVAL PERSONNEL/
BUREAU OF NAVAL PERSONNEL
28 NOVEMBER TO 12 DECEMBER 2012



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

IN REPLY REFER TO:
5040
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12 Jun 13

From: Naval Inspector General
To: Secretary of the Navy
Chief of Naval Operations

Subj: COMMAND INSPECTION OF CHIEF OF NAVAL PERSONNEL/BUREAU OF
NAVAL PERSONNEL

Ref: (a) SECNAVINST 5040.3A

Encl: (1) CHNAVPERS/BUPERS Command Inspection Report -
Executive Summary
(2) CHNAVPERS/BUPERS Command Inspection Report

1. In accordance with reference (a), the Naval Inspector General (NAVINSGEN) conducted a command inspection of the Office of the Chief of Naval Personnel (CHNAVPERS)/Bureau of Naval Personnel (BUPERS) from 28 November to 12 December 2012.

2. Enclosure (1) provides an Executive Summary of the CHNAVPERS/BUPERS Command Inspection Report. Enclosure (2) provides the entire inspection report. Part 1 of the report forwards our overall observations and findings. Part 2 contains thirteen issue papers which present specific findings and recommendations for senior Navy leadership. Part 2 also contains a corrective action summary matrix and guidance for submission of corrective action via an Implementation Status Report. Part 3 contains the summary of survey data analysis for active duty military and DON civilian personnel and the summary of focus group data analysis for active duty military and DON civilian personnel.

3. My point of contact is ^{b7c}

^{b7c}


J. P. WISECUP

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NAVAL PERSONNEL

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VCNO
ASN (M&RA)
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CHIEF OF NAVAL PERSONNEL/BUREAU OF NAVAL PERSONNEL
COMMAND INSPECTION REPORT

EXECUTIVE SUMMARY

1. The Naval Inspector General (NAVINSGEN) conducted a command inspection of the Office of the Chief of Naval Personnel (CHNAVPERS)/Bureau of Naval Personnel (BUPERS) from 28 November to 12 December 2012. NAVINSGEN conducted the last command inspection of BUPERS (Millington, TN) in tandem with a Readiness and Quality of Life (QOL) Area Visit to Naval Support Activity (NSA) Mid-South in July 2006. The BUPERS staff functions located in Washington, DC, were not included in our 2006 inspection. More recently, we performed another area visit to NSA Mid-South in September 2011 that included a cursory review of some BUPERS programs.

2. Command Overview. The Deputy Chief of Naval Operations (DCNO/N1) for Manpower, Personnel, Training, and Education (MPT&E), known as DCNO N1, is dual-hatted as CHNAVPERS. The mission of the MPT&E enterprise is to attract, recruit, develop, assign, and retain a highly skilled workforce for the Navy. The organization accomplishes these mission elements by dividing them into two distinct groups: one group focuses on matters of policy, requirements, strategy, and resources (the DCNO N1 functions); and the other focuses on executing the day-to-day operations of the Navy personnel system, including assignments, promotions, training, and recruiting (the CHNAVPERS functions).

a. CHNAVPERS/BUPERS operates as two essentially separate organizations, divided not by command echelon designation, but instead by geographic location. Regardless of billet assignment, many CHNAVPERS/BUPERS personnel working at the Naval Support Facility (NSF) in Arlington, VA, view themselves as part of one organization with the DCNO N1/CHNAVPERS as their commander.

b. CHNAVPERS/BUPERS personnel working at NSA Mid-South, Millington, TN view themselves as part of the single entity referred to as BUPERS Millington/Naval Personnel Command (NPC) with a separate commander, the Deputy CHNAVPERS, who is dual-hatted as Commander, NPC, a distinctly Echelon III command. As a result, the lines are blurred between Echelon I and II personnel and activities at NSF Arlington, and between Echelon II and III personnel and activities in Millington. However, Navy directives require Echelon II Commanders, with the aid of

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Enclosure (1)

their supporting staff, to maintain oversight of a number of mandatory programs. A major consequence of this dichotomous organizational structure is that Echelon II specific tasks and responsibilities are difficult to track to ensure they are being completed and fulfilled.

3. Inspection Summary/Scope. While CHNAVPERS/BUPERS is accomplishing its mission, many of the discrepancies found by our inspection team are related to complexities associated with the lack of a clearly identifiable Echelon II organization exacerbated by blurred tasking and responsibility lines between the Echelon I and II commands in Washington, DC and Echelon II and III commands in Millington, TN.

a. *Web-based Survey*. Our inspection began with web-based personnel surveys conducted prior to our arrival. These surveys provided background information for the team to determine areas requiring further inspection. There were a total of 481 active duty military and Department of Navy (DON) civilian respondents to our on-line survey, 174 from NSF Arlington and 307 from Millington. Quality of Work (QOWL) and Quality of Home Life (QOHL) are assessed on a 10-point scale (1 = 'worst' and 10 = 'best'). Average active duty and DON civilian CHNAVPERS QOWL scores varied by site; NSF Arlington (5.95) is comparable to the NAVINSGEN QOWL average (6.28); Millington (7.05) is higher. The CHNAVPERS QOHL (7.61) is higher than our NAVINSGEN average (7.04).

b. *Focus Groups*. We conducted a total of 24 on-site focus groups (12 DC; 12 Millington) to further assess overall QOL and related perceptions at CHNAVPERS/BUPERS. There were 285 focus group participants (100 DC; 185 Millington). The top QOL topics among the personnel at CHNAVPERS/BUPERS were manning/manpower, organizational structure, leadership, tasking/taskers and workload. Workspace facilities and a lack of amenities were specifically noted at NSF Arlington, while food choice on base was noted at Millington.

4. Good News. The following areas were noted as having a positive impact on readiness and mission success:

a. *Strategic Planning*. The DCNO N1/CHNAVPERS November 2012 strategic priorities for the MPT&E domain are clearly aligned with the strategic priorities of the Chief of Naval Operations. Monthly town hall meetings via Defense Connect Online (DCO) review the status of one focus area each month with particular

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emphasis on staff who support that focus area. The use of DCO allows CHNAVPERS and the organization's senior leadership to interact with the staff when a face-to-face gathering is not possible or convenient. NAVINSGEN considers this a "best practice."

b. *Total Force Management.* The Total Force Human Resources Office (BUPERS-05) combines military manpower analysis workforce shaping functions with civilian Human Resources (HR) management. This is a notable and efficient improvement over what is typically observed at other Echelon II commands where the functionality is often in separate offices.

5. Areas of Concern. The following programs need attention to be compliant or effective:

a. *Mission Readiness.* The primary mission of BUPERS Millington/NPC is manning the Fleet with ready Sailors and supporting their ability to serve from beginning to end. To accomplish this mission, BUPERS must reconcile the Fleet's demand for manpower with the Navy's authorized end strength and other fiscal constraints. CHNAVPERS/BUPERS is accomplishing its mission although balancing these competing forces requires constant effort. During our inspections and area visits across the Navy during the past year, NAVINSGEN observed that military manning is a significant concern among leaders at all levels. Commanders of deploying units meet manning requirements through temporary duty assignments, "cross-decking" 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 qualified and experienced trainers in non-deployed units.

b. *Manning.* 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 sea and shore billets fleet-wide. CHNAVPERS unit manning requirements are based on equitable distribution of total force availability. To meet fleet personnel readiness, BUPERS Millington/NPC works closely with the operational forces to calibrate manning and detailing activities with the goal of ensuring critical billets are filled on time.

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c. *Organizational Realignment*. We recognize potential challenges regarding the planned realignment of civilian HR functions and the Pay/Personnel Administrative Support System program from CNIC to BUPERS in 2013. These transitions will realign 25 CNIC HR personnel plus 2,400 Full-Time Equivalent billets staffing 67 personnel support activities worldwide under BUPERS. We note that the CHNAVPERS/BUPERS organization structure was in flux in 2006 and continues to change. Three major ongoing initiatives: continuing alignment of the MPT&E domain, pending implementation of the new HR service delivery model, and transfer of the PASS program will produce substantial changes in the CHNAVPERS/BUPERS organization. We recommend that CHNAVPERS/BUPERS conduct a manpower requirements determination after the new organizational structure is finalized to ensure proper manpower requirements are established.

d. *Continuity of Operations Plan (COOP)*. The CHNAVPERS/BUPERS COOP plan is not compliant with the fourteen mandatory elements required by OPNAVINST 3030.5B, *Navy Continuity of Operations Program and Policy*. The CHNAVPERS/BUPERS plan emphasizes continuity of business essential functions and information systems, but does not specify mission essential functions and personnel, designate relocation sites, or delineate responsibilities of Echelon II personnel at NSF Arlington.

e. *Sexual Assault Prevention and Response (SAPR)*. The SAPR program is not compliant with OPNAVINST 1572.1B, *Sexual Assault Victim Intervention (SAVI) Program*. The command appointed a single individual to four required positions, but only one position was designated in writing and the individual had not completed annual Victim Advocate refresher training. The installation Sexual Assault Response Coordinator had not conducted a briefing on sexual assault incident management and resources as required, watch standers were not trained in proper response protocol to sexual assault victims, and a sexual assault response checklist was not available to watch standers at the quarterdeck. This is a repeat finding from our September 2011 Mid-South Area Visit.

f. *Command Managed Equal Opportunity (CMEO)*. The CHNAVPERS/BUPERS Equal Opportunity Advisor (EOA) reported to Millington in September 2012 and is in the process of building BUPERS' EO program. NAVINSGEN could not verify the following compliance areas per OPNAVINST 5354.1F, CH-1, *Navy Equal Opportunity Policy*: direct access by the EOA to the Echelon II

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commander (CHNAVPERS); proper informal/formal complaint reporting procedures; designation of subordinate CMEOs; submission of quarterly EO reports and review of subordinate command climate surveys by higher authority; attendance at disciplinary proceedings, and establishment of a travel budget for the EOA. Additionally, the executive summary of BUPERS' most recent command climate assessment was not submitted to CHNAVPERS to provide feedback regarding strengths and areas of concern. Following the command climate survey, some Command Assessment Team (CAT) members (such as the executive officer, Command Career Counselor (CCC), administrative officer, and Command Training Team leader) were not included in follow-up reviews and did not provide recommendations to the command's plan of action and milestones for addressing concerns identified in the survey.

g. *Equal Employment Opportunity (EEO)*. The EEO program at BUPERS has been rated "Red" on DON EEO scorecards since 2010, and is not in compliance with OPNAVINST 12720.4B, *Equal Employment Opportunity Program Management*. Planned steps to bring the program into compliance have yet to be accomplished. The Command Deputy EEO officer, located in Millington, lacks direct access to CHNAVPERS and has insufficient resources to effectively rebuild the program. The pending transition to a new HR service delivery model in 2013, which will realign three full-time EEO employees to BUPERS, presents an opportunity to reset the EEO program and bring it into compliance.

h. *Drug and Alcohol /Command Urinalysis Programs*. CHNAVPERS published written policies to reinforce the responsible use of alcohol and "Zero Tolerance" of illicit drug use days after we completed our inspection. However, the Drug and Alcohol Program Advisor is not fulfilling requirements to properly monitor the progress and participation of an individual in aftercare, and is not attending quarterly Navy Drug and Alcohol Advisory Council meetings. Additionally, the Alcohol and Drug Management Information Tracking System (ADMITS) indicates that the command failed to meet urinalysis program testing requirements (e.g., newly reported personnel, the Urinalysis Program Coordinator (UPC), alternate UPCs, and observers are not being tested).

i. *Safety and Occupational Health (SOH)*. BUPERS has designated a competent Safety Manager in Millington, but this individual lacks the requisite authority, access to the

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commander, budget, and staff to successfully carry out the prescribed responsibilities envisioned in OPNAV guidance for Echelon II command oversight. Most of the safety managers/coordinators assigned to lower echelons also lack the training necessary to carry out their responsibilities.

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COMMAND INSPECTION REPORT**

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PART 1
OBSERVATIONS AND FINDINGS

OBSERVATIONS AND FINDINGS

1. The Naval Inspector General (NAVINSGEN) conducted a command inspection of the Chief of Naval Personnel (CHNAVPERS)/Bureau of Naval Personnel (BUPERS) from 28 November to 12 December 2012. We began our on-site inspection at Naval Support Facility (NSF) Arlington, Virginia, the location of the CHNAVPERS headquarters and BUPERS-DC. The following week the inspection team traveled to Naval Support Activity (NSA) Mid-South in Millington, Tennessee, to inspect BUPERS-Millington before returning to NSF Arlington to complete the assessment and out brief our findings. While our inspection was focused on the Echelon II CHNAVPERS/BUPERS organization, members of the inspection team also conducted interviews at subordinate Echelon III activities, including Navy Personnel Command (NPC) and Navy Recruiting Command (NRC) in Millington.
2. The Deputy Chief of Naval Operations for Manpower, Personnel, Training, and Education (MPT&E), known as DCNO N1, is dual-hatted as CHNAVPERS. The MPT&E enterprise is a highly complex organization of nearly 30,000 people that extends from the Office of the Chief of Naval Operations (OPNAV) staff at Echelon I to Navy Brigs, Bands, and Recruiting Regions at Echelon IV. BUPERS, whose staff is split between Washington, DC and Millington, TN, represents the Echelon II part of the enterprise responsible for operating the Navy's personnel system.
3. Navy directives require Echelon II commanders to maintain oversight of a number of mandatory programs. While CHNAVPERS/BUPERS is accomplishing its mission, many of the discrepancies found by our inspection team are related to complexities associated with the lack of a clearly identifiable Echelon II organization exacerbated by blurred tasking and responsibility lines between Echelon I and II in Washington, DC and Echelon II and III in Millington, TN.
4. This report highlights the CHNAVPERS' challenges, along with several notable areas of success. Part two of this report contains eleven issue papers on topics that require corrective action. Unless otherwise stated, observations and findings are applicable as of the final day of the inspection.

I. MISSION PERFORMANCE

1. Introduction. The Mission Performance team held meetings and interviews with personnel throughout the CHNAVPERS/BUPERS organization, including Echelon I, II, and III commands, and external enterprise customers. NAVINSGEN's 2006 Bureau of Naval Personnel Command Assessment stated, "Beginning with the relocation of BUPERS to Millington, TN in 1998, constant organizational change has occurred across all levels of the BUPERS organization. This perpetual change has fostered significant uncertainty regarding the command's future mission, chain of command, and final organizational billet structure." Organizational change and uncertainty continues with ongoing implementation of the MPT&E domain and the transition to the revamped Human Resource (HR) Service Delivery Model and Pay/Personnel Administrative Support System (PASS) program. Later in this report, we discuss these pending changes in organizational scope and alignment.

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2. Command Relationships and Communication. The mission of the MPT&E enterprise is to attract, recruit, develop, assign, and retain a highly skilled workforce for the Navy. The organization accomplishes these mission elements by dividing them into two distinct groups: one group focuses on matters of policy, requirements, strategy, and resources (the DCNO N1 functions); and the other focuses on executing the day-to-day operations of the Navy personnel system, including assignments, promotions, training, and recruiting (the CHNAVPERS functions).

a. CHNAVPERS/BUPERS operates as two essentially separate organizations, divided not by command Echelon designation, but instead by geographic location. Regardless of billet assignment, many CHNAVPERS/BUPERS personnel working at NSF Arlington view themselves as part of one organization with the DCNO N1/CHNAVPERS as their commander, despite being a mixture of 57 Echelon I and 416 Echelon II (BUPERS-DC) government personnel. CHNAVPERS/BUPERS personnel working in Millington, TN view themselves as part of the single entity referred to as BUPERS-Millington/NPC with a separate commander, the Deputy CHNAVPERS, who is dual-hatted as Commander, Naval Personnel Command (CNPC), a distinctly Echelon III command. BUPERS Millington/NPC is comprised of 336 personnel assigned to Echelon II BUPERS billets and 1,653 personnel assigned to Echelon III NPC billets.

b. The lines are blurred between Echelon I and II personnel and activities at NSF Arlington and Echelon II and III personnel and activities in Millington. A major consequence of this dichotomous organizational structure is that Echelon II specific tasks and responsibilities are difficult to track to ensure they are being completed and fulfilled. In practice, many employees in both geographic locations wear more than one hat as they perform their daily duties. The draft organizational chart that CHNAVPERS provided NAVINSGEN before our inspection exemplifies the complexity of the MPT&E enterprise (see Figure 1).

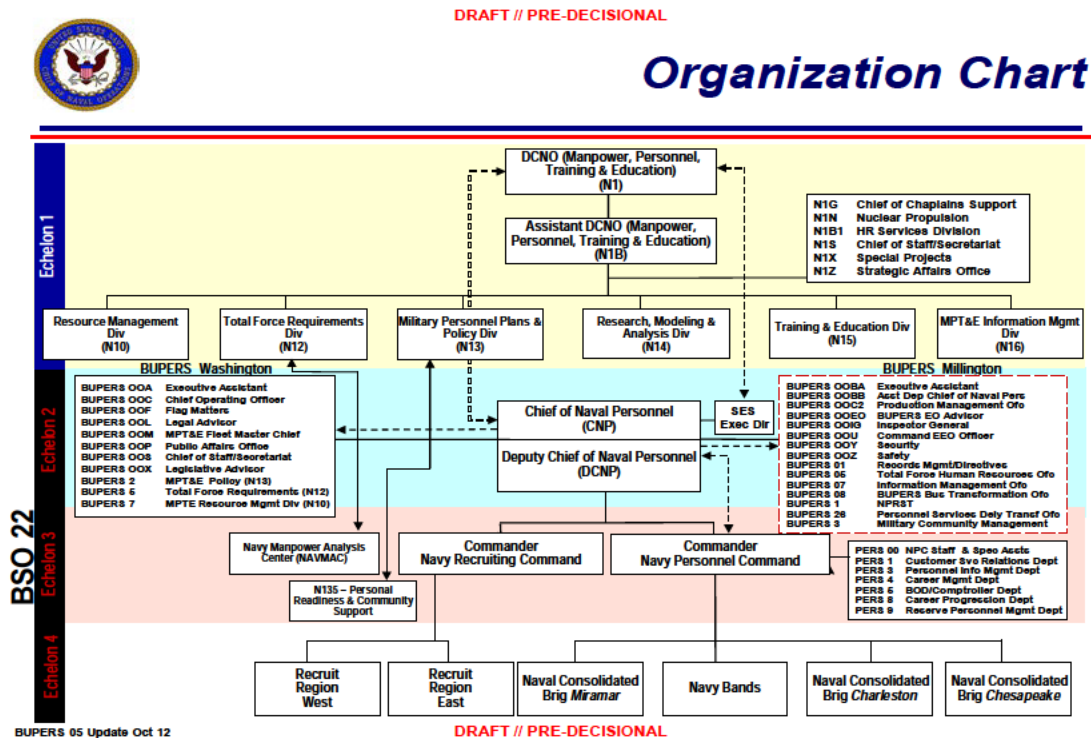


Figure 1. DCNO (N1), CHNAVPERS, Deputy CHNAVPERS, BUPERS, CNRC and CNPC Organizational Chart

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3. Strategic Planning Process. The MPT&E domain conducts strategic planning at all levels. The DCNO (N1)/CHNAVPERS strategic priorities for the MPT&E domain, released in November 2012, are clearly aligned with the strategic priorities of CNO. CHNAVPERS frequently reinforces these priorities, both to his staff and to fleet Sailors, during his frequent visits to ships and Navy homeports. The CHNAVPERS strategic priorities support the goals to stabilize, balance, and distribute the force to ensure Sailors are assignable, deployable, and distributable. To accomplish this, CHNAVPERS lays out three objectives: responsive force management, effective personnel readiness, and sound organizational alignment.

a. BUPERS Millington/NPC derives vision and strategic direction from CNO's three priorities of remaining ready, building a capable future force, and supporting our Sailors, civilians, and their families. To achieve the vision of delivering capable, ready and valued 21st century Sailors, BUPERS Millington/NPC developed targeted capabilities and three primary focus areas: effective fleet manning, quality HR service delivery, and effective BUPERS Millington/NPC performance. BUPERS directors and Deputy CHNAVPERS/CNPC review focus areas during weekly "Sunshine" meetings. These focus areas provide the catalyst across the BUPERS Millington/NPC organization to achieve common goals.

b. Monthly town-hall meetings via Defense Connect Online review the status of one focus area each month with particular emphasis on staff who support that focus area. We have observed the use of Defense Connect Online at other large organizations with disparate staff locations to allow leadership to interact with the staff when a face-to-face gathering is not possible or convenient. NAVINSGEN considers the CHNAVPERS' use of this capability a "best practice."

4. Mission Readiness. The primary mission of BUPERS Millington/NPC remains unchanged despite its evolving organizational structure -- manning the fleet with ready Sailors and supporting their ability to serve from beginning to end. To accomplish this mission, BUPERS must reconcile the fleet's demand for manpower with the Navy's authorized end strength and other fiscal constraints. CHNAVPERS/BUPERS is accomplishing its mission although balancing these competing forces requires constant effort.

a. Military manning is a significant concern among leaders at all levels. During our inspections and area visits across the Navy over the past year, NAVINSGEN observed an overwhelming sense that the Navy is "...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 to be over-used to meet operational demands. Commanders of deploying units meet manning requirements through temporary duty assignments, "cross-decking," 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 qualified or experienced trainers 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 sea and shore billets fleet-wide.

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b. CHNAVPERS unit manning requirements are based on equitable distribution of total force availability. To meet fleet personnel readiness, BUPERS Millington/NPC works closely with the operational forces to calibrate manning and detailing activities with the goal of ensuring critical billets are filled on time.

c. In Fiscal Year 2011 (FY11), Commander, U.S. Fleet Forces Command (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 Continental United States (CONUS)-based deployers and 95 percent FIT only for Out of Continental 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.

d. A number of key manpower initiatives affect variation in FIT/FILL, including Perform to Serve, Enlisted Retention Board, the Chief Petty Officer at Sea initiative, Rating Entry for General Apprentices, reserve component to active component transfers, and enlisted advancements. Of note, a preliminary review of the November 2012 advancement results indicated a “FIT” increase to 85.1 percent, a “FILL” increase to 90.2 percent, and a reduction in “FIT” gaps by 1,500 personnel.

5. Mission, Functions, and Tasks (MFT). NAVINSGEN reviewed the Mission and Functions of BUPERS dated 24 July 2012. While the functions that support the mission are clearly defined, the tasks are not specified as required. OPNAVINST 5400.44A, *Navy Organizational Change Manual*, states that all tasking agreements must have chain of command approval and be in writing. Part 2, Issue Paper 1, MISSION, FUNCTION, AND TASK STATEMENT, refers (Page 19).

6. Total Force Management. CHNAVPERS/BUPERS currently receives civilian HR services from several different offices: the Millington, TN satellite of Human Resources Office (HRO) Great Lakes (presently owned by CNIC); HR Services Division (Code N1B1) in Arlington; Total Force Human Resources Office (BUPERS-05) in Millington; and various Echelon II and III personnel liaison offices. However, in accordance with the Under Secretary of the Navy’s memorandum dated 25 October 2011, DON is transitioning to a new model for delivery of civilian HR services, which was implemented in April 2013. Under the new model, responsibility for HR services within CHNAVPERS/BUPERS consolidated into two offices: a single, BUPERS-owned HRO in Millington, TN and a strategic HR office at NSF Arlington that reports directly to code N1B, the Assistant DCNO (MPT&E).

a. Under the new model, the CNIC HR assets in Millington, TN and the various personnel liaison offices realigned under BUPERS-05. BUPERS-05 combines military manpower analysis and workforce shaping functions with civilian HR management. This is a departure from what is

¹ FIT refers to the match between 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.

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typically observed at other Echelon II commands, where the functionality is often divided among separate parts of the organization. NAVINSGEN considers this new model an efficient example of implementing Total Force Management within the complex BUPERS construct.

b. Of specific interest to the inspection team was the organizational alignment of Code N1B1, the HR Services Division reporting directly to code N1B. The N1B1 organization is currently undergoing changes in leadership and operational focus. At the time of inspection, the mission of N1B1 was twofold: to provide strategic oversight to the civilian HR programs under the MPT&E domain (e.g., BUPERS and Naval Education and Training Command (NETC)); and to provide operational support to the DCNO N1 and BUPERS staff located in Arlington, VA. We note that all employees located at NSF Arlington, regardless of echelon, fell under the cognizance of the N1B1 office. This arrangement, which even extended to Equal Employment Opportunity (EEO) matters, was a deviation from the Office of Civilian Human Resources (OCHR) approved HR Service Delivery structure, which stipulates that operational HR personnel located at NSF Arlington should be forward-deployed assets of BUPERS-05 in Millington, not part of the N1B1 organization. As a result of our inspection, further discussions were held among Codes N1B, N1B1, BUPERS' Director of Civilian Human Resources (DCHR), and OCHR. The HR organizational structure and lines of authority were modified and, as of this report, are considered to be in compliance with SECNAVINST 12250.6A, *Civilian Human Resources Management in the Department of the Navy*.

c. In 2010, the Vice Chief of Naval Operations (VCNO) assigned DCNO N1 as the end-to-end business process owner for pay and personnel. As a result, CNIC will transfer the PASS program to BUPERS in October 2013. The Personnel Service Delivery Transformation Office (BUPERS-26) is applying a business case methodology to prepare for this transfer using risk assessment and performance metrics from transaction level analysis of pay and personnel events. In conjunction with the PASS program transition, over 2,400 dedicated Full-Time Equivalent civilians at 67 Personnel Support Detachments (PSDs) worldwide will be transferred to BUPERS.

d. NAVINSGEN recognizes that the CHNAVPERs/BUPERS organization structure was in flux in 2006 and continues to change. Three major ongoing initiatives: continuing alignment of the MPT&E domain, pending implementation of the new HR service delivery model, and transfer of the PASS program will produce substantial changes in the CHNAVPERs/BUPERS organization. NAVINSGEN recommends that CHNAVPERs/BUPERS conduct a manpower requirements determination after their new organizational structure is finalized to ensure proper manpower requirements are established.

7. Personnel Training and Qualification. Documentation in Fleet Training Management Planning System (FLTMPs) demonstrates an 87 percent average completion rate³ for mandatory training topics by CHNAVPERs military and civilian personnel during FY12. The Navy training center for BUPERS Millington/NPC offers extensive military and civilian training opportunities to Echelon I through IV command personnel including numerous professional certification courses. For example, the NPC Training program recently instituted an Office of

³ Average of 83, 97, 91, and 76 percent for Anti-Terrorism/Force Protection, Information Assurance Accountability, Personally Identifiable Information and Trafficking in Persons respectively.

Personnel Management “Essentials of Supervising” course for civilian and military supervisors, which is offered several times during the fiscal year. Additionally, NPC Training hosts a 3-day command indoctrination and orientation program, which is discussed in section IV of this report.

8. Continuity of Operations Plan (COOP). CHNAVPERS/BUPERS COOP planning emphasizes continuity of business essential functions and information system continuity, but does not adequately specify mission essential functions and personnel. No relocation sites are designated and there is no delineation of responsibility to Echelon II personnel at NSF Arlington or coordination planning between OPNAV (N1) and BUPERS despite shared staffs. Contrary to OPNAVINST 3030.5B, *Navy Continuity of Operations Program and Policy*, the CHNAVPERS/BUPERS COOP plan does not adequately address the fourteen mandatory elements. Part 2, Issue paper 2, CONTINUITY OF OPERATIONS PLAN, refers (Page 21).

9. Command Security Program. The CHNAVPERS/BUPERS security programs are compliant with SECNAV Manuals 5510.30, *Department of the Navy Personnel Security Program* and 5510.36, *Department of the Navy Information Security Program*.

II. RESOURCE MANAGEMENT/QUALITY OF LIFE/ COMMUNITY SUPPORT

1. Introduction. The Resource Management/Quality of Life (QOL)/Community Support team assessed 21 programs and functions at CHNAVPERS/BUPERS in Washington, DC and Millington, TN. Findings and observations are contained in the following paragraphs.

2. Suicide Prevention. In the wake of a tragic recent suicide, the suicide prevention program is being refocused and revitalized. The new Suicide Prevention Coordinator (SPC) completed webinar training in November 2012 and is working to establish the scope of responsibilities for his position. Due to the geographic and organizational structure of the command, CHNAVPERS/BUPERS is creating a network of assistant coordinators to ensure enterprise-wide participation and uniform compliance; this network is currently in the planning phase.

a. The SPC recently developed a watch stander protocol for suicide prevention and intervention; however, training in that protocol was not complete at the time of our inspection. Additionally, the SPC had not gained access to FLTMPs to be able to determine the status of the command's compliance with mandatory suicide prevention training. We observed some suicide awareness posters located in break rooms and passageways, but not in significant numbers, and the commander's suicide prevention pamphlets needed to be appropriately distributed.

b. NAVINSGEN's recent follow up revealed significant improvement in the CHNAVPERS/BUPERS suicide prevention program. Suicide prevention training compliance according to FLTMPs is now 87 percent and prevention coordinators at subordinate Unit Identification Codes (UIC) are assigned and trained. Suicide prevention notes are posted weekly in the Plan of the Day, that now lists the SPC's name. A response plan is now included in the Command Duty Officer log and prevention/response posters are prominently displayed in public areas. With these significant updates, NAVINSGEN considers this program compliant with OPNAVINST 1720.4A, *Suicide Prevention Program*.

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3. Individual Medical Readiness (IMR). An IMR Coordinator is assigned in writing and appropriately monitors medical readiness of subordinate commands. We reviewed medical readiness reports for all Echelon II and Echelon III UICs and found the Fully Medically Ready (FMR) rate for BUPERS and subordinate commands combined to be 76.4 percent. The FMR rate for BUPERS alone is 88.0 percent. Both are above the DoD standard of 75.0 percent FMR. The program is in compliance.

4. Command Individual Augmentee Coordinator (CIAC)/Post Deployment Health Re-Assessment (PDHRA). The CIAC and PDHRA programs are in compliance with OPNAVINST 6100.3, *Deployment Health Assessment (DHA) Process* and OPNAVINST 1754.6, *Personal and Family Readiness Support for Individual Augmentees and Their Families*. The assigned CIAC aggressively tracks all activities across Echelon II and III levels through a network of subordinate CIACs. The CIAC provides recurring Individual Augmentee (IA) status updates to the Echelon II Commander. He communicates regularly with assistant CIACs, IAs, and their families and documents each contact in the Navy Family Accountability and Assessment System. Leadership is likewise involved here, frequently sending notes to deployed IAs. The CIAC closely tracks PDHRAs, of which 85 percent were completed. Completion of remaining PDHRAs is difficult for some individuals who have returned from deployment, such as those assigned to recruiting duty in isolated locations. However, leadership has engaged to ensure completion.

5. Financial Management and Comptroller Functions

a. The CHNAVPERs programs are compliant with NAVSO P-1000 Revision through Change 67, *Financial Management Policy Manual*, and SECNAVINST 7000.27A, *Comptroller Organizations*. However, funding streams are complex; which is attributable to blurred lines between Echelon I and II commands at NSF Arlington and Echelon II and III commands in Millington, TN. In Washington, DC, a Senior Executive Service civilian is dual-hatted as N10 (Director, Financial Management) and Comptroller (BUPERS-7), and holds 1517 Comptroller authority⁴ for both Echelon I and II commands. In Millington, TN, CNPC has retained 1517 authority at Echelon III command (Navy Personnel Command).

b. The Navy Office of Diversity (OPNAV N134) lacks definitive guidelines on use of budgetary obligation authority and clear metrics for measuring return on investment in its efforts to increase diversity within the ranks of naval personnel. This was clearly evident in the Office of Diversity's budget execution between fiscal years 2008 to 2010. Part 2, Issue Paper 3, LACK OF FORMAL PROGRAMMING GUIDANCE AND METRICS FOR NAVY DIVERSITY BUDGET, refers (Page 22).

6. Navy Voting Assistance Program (NVAP). At the time of our inspection, the voting assistance program was not compliant with OPNAVINST 1742.1B, *Navy Voting Assistance Program*. There are separate unit-level Voting Assistance Officers (VAOs) in Washington, DC and Millington, but neither functions as the Echelon II VAO nor communicates regularly with each other. The lines of

⁴ The Commanding Officer of an activity that receives a suballocation of funds from a Navy or Marine Corps organization is responsible under 31 U.S.C. Section 1517 for the administration of all authorizations of funds granted to the Commanding Officer.

reporting and monitoring are not clearly understood or defined within the command. We observed no oversight of subordinate commands nor Echelon II reporting requirements established by OPNAVINST 1742.1B. Shortly after our inspection, CHNAVPERS appointed an Echelon II VAO, of appropriate rank, and assigned the VAO to administer and oversee the voting program at CHNAVPERS and subordinate commands. The VAOs has since developed a plan to disseminate voting assistance information to service members, civilian personnel and eligible family members through command e-mails, Plan of the Week notes, posters, All-Hands training, and Federal Voting Assistance Program website availability. Command VAOs are a part of the command check-in process, have the senior leadership support and report back to the CHNAVPERS appointed Echelon II VAO. CHNAVPERS/BUPERS' NVAP is now in compliance with OPNAVINST 1742.1B.

7. Legal Services and Government Ethics Program. NAVINSGEN inspected both the CHNAVPERS Legal Department in Washington, DC, (supporting Echelon I and Echelon II functions) and the NPC Legal Office in Millington, TN (providing legal services at Echelon II and III commands). The legal services and ethics programs are well-run and adequately manned in both locations. We primarily focused on aspects of the command's ethics programs, including gifts, travel, post-government employment, U.S. Office of Government Ethics Confidential Financial Disclosure Report (OGE-450) and Public Financial Disclosure Report (OGE-278) filings and training.

a. In Washington, DC, the ethics program is operating well. The Legal Office disseminates general ethics information during command indoctrination and via the Plan of the Week. The office supplements annual online ethics training with in-person training on an ad hoc basis. CHNAVPERS attorneys are readily accessible and responsive to all command members who have ethics questions and are proactive in identifying issues. They document and maintain, in written files, the ethics advice they give to senior officials. The gifts binder, for example, contains a photograph and description of each gift, the circumstances in which the gift was provided, the value of the gift, and a legal opinion as to whether the gift can be accepted. The Legal Department uses the Financial Disclosure Management (FDM) electronic database to identify required filers, maintain copies of their OGE-278 forms, and track completion of annual ethics training. Hard copies of OGE-278 forms, submitted before the FDM database was adopted, are maintained in binders going back six years. However, at the time of the inspection, CHNAVPERS Legal self-identified a deficiency in handling OGE-450 filers and was in the process of bringing their program into compliance. NAVINSGEN provided technical assistance in this area and as of the date of this report, the CHNAVPERS OGE-450 program is in compliance. The program is managed the same as the OGE-278 program; utilizing FDM for tracking required filers, completion of annual ethics training and maintaining copies of previous OGE-450 submissions. CHNAVPERS identified 18 OGE-450 filers (9 military and 9 civilian).

b. In Millington, TN, NPC Legal also operates the ethics program very well. They currently track two OGE-278 filers (both military) and 74 OGE-450 filers (60 civilian and 14 military). Annual training is provided online. NPC Legal tracks OGE financial disclosure filers and training using an electronic spreadsheet. NPC Legal does not currently use FDM but plans to begin doing so next year. The command has updated civilian position descriptions to identify OGE-450 filers. Military OGE-450 filers, while not always as obvious, are identified by billet. The legal office maintains paper copies of OGE-450 forms for the past six years. Next year,

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responsibility for tracking military OGE-450 filers assigned to Director, Personal Readiness and Community Support (OPNAV N135), which is physically located in Millington, will shift from NPC to the CHNAVPERS Legal Department, since these individuals perform Echelon I work. NPC Legal will continue to handle OPNAV N135 civilian filers because their positions are actually assigned to the NPC UICs.

c. As in Washington, DC, NPC's legal office documents ethics advice based on the method by which the question was asked. NPC Legal disseminates general ethics guidance via a monthly orientation brief and the Plan of the Week. Because the Millington, TN legal office is identified as part of NPC but not BUPERS, its authority to provide ethics advice to the Deputy CHNAVPERS in the Echelon II role has been questioned. We recommend that CHNAVPERS specifically address the NPC Legal office's authority to provide advice on Echelon II matters in the pending revision to the CHNAVPERS Standard Organization and Regulations Manual.

d. Both legal offices appear to be providing superb legal solutions within their limited resources but indicated that they could easily employ at least two more military or civilian attorneys. For example, NPC Legal may be required to do legal sufficiency reviews of Inspector General (IG) investigations in the future. While they recognize the importance of such reviews, staff members do not see how they will be able to take on this new responsibility, without additional legal counselors, in light of their current workload.

8. Inspector General (IG) Office and Functions. In reviewing the CHNAVPERS (CNP) IG Office, we found an experienced staff that is fully aware of its duties and responsibilities. However, we observed that the IG did not have sufficient direct access to CHNAVPERS and did not report directly to the Echelon II Commander. Instead, CNP IG received resources from and was reporting to the Deputy CHNAVPERS. Since the Deputy CHNAVPERS is dual-hatted as the commander of one of the CHNAVPERS subordinate Echelon III organizations (NPC), this arrangement was assessed as presenting an inherent conflict of interest and therefore not compliant. At the time of our inspection, the IG office had two vacant positions in the Compliance and Oversight Section, leaving only one person to manage and perform five programs/functions and resulting in a growing backlog. NAVINSGEN recommends CHNAVPERS fill these positions. Additionally, there is concern whether or not CNP IG has the right number, type and experience levels of personnel to manage the anticipated additional workload when Civilian Human Resources Offices and military PSDs merge under the BUPERS claimancy within the next year.

a. Command Inspection (CI) Program. During the CHNAVPERS/BUPERS inspection, we found the CI program not fully compliant with SECNAVINST 5430.57G, *Mission and Functions of the Naval Inspector General*. The CNP IG, located in Millington, does a good job inspecting the appropriate functions and programs of subordinate Echelon III and below commands. However, as noted above, the IG was reporting to the Deputy CHNAVPERS, who is also the commander of one of the CHNAVPERS subordinate Echelon III organizations (NPC) inspected by the CNP IG. This arrangement was assessed as presenting an inherent conflict of interest and therefore not compliant. With the upcoming transfer of the Civilian Human Resources Offices and military PSDs under the BUPERS claimancy, the CI Program workload will increase. In

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addition, two vacancies have contributed to a backlog in issuance of reports and tracking of recommendations.

b. Command Evaluation Review (CER). During the CHNAVPERS/BUPERS inspection, we found the CER program not fully compliant with OPNAVINST 5000.52B, *Command Evaluation Program*. The CER Program for both BUPERS (Echelon II) and NPC (Echelon III) resides in the CNP IG office, located in Millington. Additionally, we observed that the IG did not have sufficient direct access to CHNAVPERS, and did not report directly to the Echelon II commander in accordance with OPNAVINST 5000.52B. Instead, CNP IG was reporting to the Deputy CHNAVPERS; because the Deputy CHNAVPERS is also the commander of one of the CHNAVPERS' subordinate Echelon III organizations (NPC), this arrangement was assessed as presenting an inherent conflict of interest and therefore not compliant. Following the inspection, NAVINSGEN was advised that CNP IG is working with CNPC to provide a separate NPC evaluator apart from the CNP IG to provide CER program responsibilities at the Echelon III level. Part 2, Issue Paper 4, COMMAND EVALUATION PROGRAM, refers (Page 23).

c. Following the inspection, NAVINSGEN verified the CNP IG's direct access to CHNAVPERS. CNP IG now visits CHNAVPERS headquarters at NSF Arlington on a quarterly basis and maintains an office at both NSF Arlington and Millington, TN. CNP IG availability at NSF Arlington is announced a week prior via the CHNAVPERS Plan of the Week. In addition to quarterly visits to NSF Arlington, the CNP IG is included in the CHNAVPERS Weekly Department Head meetings and a private monthly meeting with CHNAVPERS and Deputy CHNAVPERS via video teleconference.

d. NAVINSGEN recommends that CNP IG be included in the manpower requirements determination as the new organizational structure is finalized prior to the merger to ensure proper manpower requirements are established and in place to address the increased IG workload across all IG programs/functions.

e. IG Hotline Program. During the course of the inspection, NAVINSGEN conducted a Quality Assurance Review of the IG Hotline function. Those findings will be communicated in a separate report.

9. Sexual Assault Prevention and Response (SAPR). The SAPR program is not compliant with OPNAVINST 1572.1B, *Sexual Assault Victim Intervention (SAVI) Program*.

a. The command appointed a single individual to four SAPR positions; Point of Contact (POC), Victim Advocate, Data Collection Coordinator, and Command Liaison. However, only the SAPR POC position was designated in writing. This individual completed required initial training; but did not complete the required twelve hours of annual Victim Advocate refresher training. Additionally, no documentation exists to show that the installation Sexual Assault Response Coordinator (SARC) had conducted a briefing on sexual assault incident management and resources as required by OPNAVINST 1752.1B.

b. Not all watch standers are trained in proper response protocol to preserve the restricted or unrestricted reporting options of sexual assault victims. This is a repeat finding from the

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September 2011 NAVINSGEN Mid-South Area Visit. While attendance at Sexual Assault Awareness Month (SAAM) training and Sexual Assault Prevention Response-Leaders was high (95 percent), FLTMPs indicates that General Military Training during fiscal year 2012 was poorly attended or not properly documented. Part 2, Issue Paper 5, SEXUAL ASSAULT PREVENTION AND RESPONSE, refers (Page 24).

10. Command Managed Equal Opportunity (CMEO). The CMEO program is not in compliance with OPNAVINST 5354.1F, CH-1, *Navy Equal Opportunity Policy*. The CHNAVPERS/BUPERS Equal Opportunity Advisor (EOA) reported to Millington, TN in September 2012 and is in the process of building the BUPERS EO program and developing oversight and tracking for 134 subordinate units. NAVINSGEN could not verify the following compliance: direct access by the EOA to the Echelon II commander (CHNAVPERS); proper informal/formal complaint reporting procedures; designation of subordinate CMEOs; submission of quarterly EO reports and review of subordinate command climate surveys by higher authority; attendance at disciplinary proceedings, and establishment of a travel budget for the EOA. Additionally, the executive summary of BUPERS' most recent command climate assessment was not submitted to CHNAVPERS to provide feedback regarding strengths and areas of concern. Following the command climate survey, some Command Assessment Team (CAT) members (such as the executive officer, Command Career Counselor (CCC), administrative officer, and Command Training Team leader) were not included in follow-up reviews and did not provide recommendations to the command's plan of action and milestones for addressing concerns identified in the survey. Shortly following our inspection, the command developed a written Equal Opportunity/Sexual Harassment Policy reinforcing the prevention of reprisal. Part 2, Issue Paper 6, COMMAND MANAGED EQUAL OPPORTUNITY (CMEO), refers (Page 26).

11. Information Technology, Management, and Assurance (IT/IM/IA). Overall, the IT/IM/IA programs are compliant. However, there are two Chief Information Officers (CIO) and two Information Assurance (IA) Managers designated in writing, one each for BUPERS-DC and BUPERS-Millington, with overlapping functions and responsibilities. In Washington, DC, the distinction between Echelon I and Echelon II personnel and functions is blurred. The CIO and IA Managers in Millington, TN provide good oversight of those functions at Echelon III.

12. Cyber Security Workforce (CSW). The CSW program is in compliance with SECNAVINST 5239.3B, *Department of the Navy Information Assurance Policy*. All staff members in both Washington, DC and Millington, TN are fully trained and properly documented in the Total Workforce Management System (TWMS).

13. Equal Employment Opportunity (EEO). The general confusion over roles and responsibilities between Echelon levels and geographical locations extends to the civilian EEO program. The EEO program at BUPERS has been rated Red (i.e., "non-compliant") on DON EEO Program scorecards since 2010. Each year, CHNAVPERS has been notified of the program's status by the Deputy Assistant Secretary of the Navy (Civilian Human Resources) (DASN (CHR)).

a. The Department of the Navy Civilian Human Resources Manual (CHRM), subchapter 1601, designates heads of Echelon II commands as Command EEO Officers (CEEOOs). CEEOOs are responsible for ensuring that SECNAV EEO policy is clearly communicated and implemented within their respective commands. Subchapter 1601 also designates Command Deputy EEO Officers (CDEEOOs) as primary advisors to the CEEOO on all matters pertaining to the effective management of the command's EEO program. Within CHNAVPERs/BUPERS, the Chief of Naval Personnel is the CEEOO.

b. The CDEEOO reported in February 2011. Prior to that, the position had been filled only sporadically, leading to a degradation of the EEO program to the point of noncompliance in all six essential elements of a model EEO program. Subchapter 1603 of the CHRM requires the CDEEOO to regularly brief the CEEOO and senior leadership regarding the status of the command's EEO Program. We found no evidence to indicate that CHNAVPERs receives these requisite briefings. In practice, it appears the CDEEOO is serving as the primary advisor to the Deputy CHNAVPERs/CNPC. At the time of our inspection, NAVINSGEN was unable to locate a written EEO policy statement signed by CHNAVPERs at the Echelon II level. CHNAVPERs issued one shortly following our inspection.

c. NAVINSGEN recommends BUPERS leverage the opportunity presented by the transition to a new human resources service delivery model in 2013 to reset the EEO program and bring it into compliance. Under the new model, three full-time employees dedicated to EEO will be realigned from CNIC to BUPERS. Additionally, BUPERS will gain operational control of its EEO program from CNIC, to include complaints processing. The additional resources and span of control must be properly utilized to conduct essential EEO functions such as the Affirmative Employment Program including barrier analysis, special emphasis programs, training, and timely complaints processing. CHNAVPERs leadership should closely support and monitor the EEO program for the foreseeable future to ensure forward progress is sustained. Part 2, Issue Paper 7, CIVILIAN EQUAL EMPLOYMENT OPPORTUNITY, refers (Page 28).

14. Drug and Alcohol. The Drug and Alcohol programs are not in compliance with OPNAVINST 5350.4D, *Drug and Alcohol Abuse Prevention and Control*. CHNAVPERs has not appointed an Alcohol and Drug Control Officer (ADCO) to provide oversight to subordinate command Drug and Alcohol Program Advisors (DAPAs) and Urinalysis Program Coordinators (UPCs). FLTMPS indicates that attendance at the Alcohol and Drug Abuse for Managers and Supervisors (ADAMS) course is low. General Military Training on this topic was conducted during FY12 but is not properly documented in FLTMPS as required. Shortly after our inspection, the command provided written policies to reinforce the responsible use of alcohol and “zero tolerance” for drug use. Part 2, Issue Paper 8, DRUG AND ALCOHOL PROGRAMS, refers (Page 30).

15. Urinalysis. This Urinalysis program is not compliant with OPNAVINST 5350.4D, *Drug & Alcohol Abuse Prevention & Control*. The Alcohol and Drug Management Information Tracking System (ADMITS) indicates that the command failed to meet urinalysis program testing requirements. Not all personnel assigned to BUPERS provided urine samples during fiscal years 2011 or 2012. Newly reporting personnel are entered into the Navy Drug Screening Program database, but urinalysis testing is not conducted within 72 hours of arrival. Additionally, the

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UPC, alternate UPCs, and observers have not participated in drug testing. Part 2, Issue Paper 9, COMMAND URINALYSIS PROGRAM, refers (Page 31).

16. Personally Identifiable Information (PII). The PII program is managed appropriately and is compliant with SECNAVINST 5211.5E, *Department of the Navy Privacy Program*.

17. Physical Readiness. The Physical Readiness programs, both in Washington, DC and Millington, TN, are in compliance with OPNAVINST 6110.1J, *Physical Readiness Program*. The inspection focused on five categories: leadership support, Command Fitness Leader (CFL) qualifications, administrative processing, Fitness Enhancement Program (FEP), and historical records for the last five years. The CFLs were very engaged in the program and open to inspector recommendations. CFLs receive excellent leadership support and both programs include the CFL as part of the command check-in process. All required documents such as CFL course certificates, designation letters, and cardiopulmonary resuscitation (CPR) qualification cards are on file. Assistant CFLs (ACFL) meet the eligibility criteria for their position or are in the process of meeting those requirements. Although not required, most ACFLs in Millington, TN have attended the formal CFL course. The processing of administrative actions such as medical waivers, NAVPERS 1070/613 Administrative Remarks (Page 13) entries, and letters of notification is well executed and closely tracked for accurate record keeping. Organized physical training and fitness enhancement sessions occur three to five times per week with good participation.

18. Managers' Internal Control (MIC). The MIC program is not fully compliant with SECNAV M-5200.35, *Department of the Navy Managers' Internal Control Manual*. The program manager in Millington, TN receives Statements of Assurance from Echelon III commands (such as NRC and NPC) and collates them for signature by the CHNAVPERs en route to the Director of the Navy Staff (DNS). However, the MIC program for both BUPERS (Echelon II) and NPC (Echelon III) resides in the CNP IG office, located in Millington. This presents an inherent conflict of interest in that the CNP IG inspects both NPC (Echelon III) and subordinate Echelon III command MIC programs for compliance. Following the inspection, NAVINSGEN was advised that CNP IG is working with CNPC to appoint a separate MIC coordinator apart from the CNP IG to provide MIC program responsibilities at the Echelon III level. Part 2, Issue Paper 10, MANAGERS' INTERNAL CONTROL (MIC) PROGRAM, refers (Page 32).

19. Personal Property Management. The Personal Property Management program is well-run and is in compliance with SECNAVINST 7320.10A, *Department of the Navy Personal Property Policies and Procedures*. Procurement receipts for property items are linked back to the property records for those items. NAVINSGEN provided technical assistance with the development of a property disposal program at BUPERS. Due to dual locations, there are two separate inventory management programs, and the overall program is managed by both Echelon II and Echelon III personnel.

20. Government-Wide Commercial Purchase Card (GCPC). The GCPC programs in both Washington, DC and Millington, TN are in compliance with NAVSUPINST 4200.99, *Department of the Navy Policies and Procedures for the Operation and Management of the Government-Wide Commercial Purchase Card Program (GCPC)* and have impressive zero percent delinquency rates.

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21. Government Travel Charge Card (GTCC). The GTCC program is in compliance with SECNAVINST 4650.21, *Department of the Navy Government Travel Charge Card Program*. Both GTCC programs in Washington, DC and Millington, TN were inspected. The Budget Submitting Office (BSO) 22 includes NPC, NRC, and NETC. Despite being responsible for managing thousands of travel cards across the BSO 22 enterprise, the program manager maintains the delinquency rate of accounts more than 30 days overdue at 1.11 percent, well below the Navy's goal of 2.00 percent. Just 0.33 percent of accounts are past due at 60 days, well below the threshold of 1.00 percent.

III. FACILITIES, SAFETY, AND OCCUPATIONAL HEALTH

1. Facilities. BUPERS moved into its newly renovated headquarters building in Arlington, VA, in December 2011. The buildings in the Arlington complex were renovated at a cost of \$88M as part of a Base Realignment and Closure action. BUPERS also occupies renovated space in Millington, TN that was refurbished in December 2007. BUPERS has an effective facilities management program with knowledgeable support staff and a network of building managers to help them address facility concerns with Commander, Navy Installations Command (CNIC) and Naval Facilities Engineering Command (NAVFAC). They maintain strong working relationships with CNIC and NAVFAC, and meet routinely to discuss project priorities and funding.

2. Safety and Occupational Health (SOH). The SOH program is not in compliance with OPNAVINST 5100.23G CH-1, *Navy Safety and Occupational Health (SOH) Program Manual*.

a. OPNAVINST 5100.23G requires Echelon II commands to establish a comprehensive SOH program and designate a competent safety manager position as a key advisor to the commander for establishing a safe and healthy workplace. In this role, the safety manager provides oversight of subordinate commands, leads in the development of the organization's safety policy and culture, and provides input to the commander on mishap trends and mishap prevention. BUPERS has designated a competent safety manager, but this individual lacks the requisite budget, staff, authority, and organizational stature to successfully carry out the prescribed responsibilities envisioned in OPNAV guidance for the CHNAVPERS/BUPERS claimancy of approximately 15,000 personnel.

b. The NPC Safety Manager is dual-hatted as the BUPERS Safety Manager and has concentrated efforts on improving the safety program in Millington. However, the NPC Safety Manager lacks the organizational access necessary to advise CHNAVPERS on safety matters. Additionally, he has no budget to carry out training or provide oversight of subordinate commands' programs. CHNAVPERS has designated a naval officer as a collateral duty safety coordinator at NSF Arlington, however, the officer lacks the requisite training. Additionally, we observed most of the safety coordinators assigned to CHNAVPERS' lower echelons also lack the training necessary to carry out their responsibilities. Part 2, Issue Paper 11, SAFETY AND OCCUPATIONAL HEALTH PROGRAM, refers (Page 34).

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IV. BRILLIANT ON THE BASICS OF SAILOR DEVELOPMENT

1. Introduction. NAVINSGEN reviewed Brilliant on the Basics programs and closely observed behavior associated with good order and discipline. Overall, we noted command morale and perceptions of QOL were average. Military bearing was outstanding. Sailors displayed appropriate military courtesies and maintained professional military appearances.
2. Sailor Career Development. The Career Development program is in compliance with OPNAVINST 1040.11D, *Navy Enlisted Retention and Career Development Program*. Sailors are receiving sound leadership and career guidance. CHNAVPERS conducts timely Career Development Boards and properly submits Perform to Serve applications. The Command Career Counselors (CCC) for both BUPERS Washington and Millington are collateral duty positions. Both counselors manage their programs well for Sailors within their respective staffs. However, at the time of our inspection, the CCC in Millington, TN had not attended formal training. Following our inspection, we verified the CCC in Millington, TN had completed formal training.
3. Sponsorship. The Command Sponsorship program is effective and in compliance with OPNAVINST 1740.3C, *Command Sponsor and Indoctrination Programs*.
4. Command Indoctrination (INDOC). The INDOC program is not in compliance with OPNAVINST 1740.3C, *Command Sponsor and Indoctrination Programs*. New gains are not completing INDOC within 30 days of reporting. BUPERS established an INDOC program in September 2012 and the Command Training Team (CTT) recently qualified to conduct Navy Pride and Professionalism (NP&P). CHNAVPERS conducts mandatory NP&P training that is attended by personnel in pay grades E-6 and below. FLTMPs indicates that some chief petty officers and commissioned officers either do not attend this mandatory training or that their training was not documented as required. Part 2, Issue Paper 12, NAVY PRIDE AND PROFESSIONALISM TRAINING, refers (Page 36).
5. Enlisted Evaluations. Based on focus group feedback, NAVINSGEN reviewed the enlisted evaluation ranking and report writing process. We found the evaluation process for CHNAVPERS/BUPERS enlisted Sailors not in accordance with BUPERSINST 1610.10, *Navy Performance Evaluation System*. Sailors, E6 and above, assigned to Echelon I OPNAV and Echelon II CHNAVPERS/BUPERS activities in the National Capital Region are collectively ranked together by pay grade. Evaluations of Sailors assigned to the CHNAVPERS/BUPERS UICs are not signed by CHNAVPERS or delegated within the CHNAVPERS organization. Instead, evaluations are signed within the OPNAV staff, (CHNAVPERS/BUPERS' immediate superior in command (ISIC)); specifically, DNS. Large peer group ranking usually favors advancement potential of top performing Sailors. This practice is common for Sailors assigned to the same reporting senior, but the practice at CHNAVPERS/BUPERS counters BUPERSINST 1610.10. Instead of the reporting senior authority for the aforementioned group remaining within CHNAVPERS/BUPERS, it is assumed by the ISIC. The NAVINSGEN Command Master Chief provided technical assistance on this matter to the CHNAVPERS Fleet Master Chief during our inspection. Part 2, Issue Paper 13, ENLISTED EVALUATION PROCESS, refers (Page 37).

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V. AREAS AND PROGRAMS ASSESSED

NAVINGEN assessed the following areas and programs:

Mission Performance

- Command Relationships and Communications
- Strategic Planning Process
- Mission Readiness
- Mission Functions and Tasks
- Total Force Management
- Personnel Training and Qualification
- Continuity of Operations Plan
- Command Security

Resource Management/Quality of Life/Community Support

- Suicide Prevention
- Individual Medical Readiness
- Command Individual Augmentee Coordinator/Post Deployment Health Re-Assessment
- Financial Management and Comptroller Functions
- Navy Voting Assistance
- Legal Services and Government Ethics
- Command Inspection
- Command Evaluation Review
- Sexual Assault Prevention and Response
- Command Managed Equal Opportunity
- Information Technology, Information Management, and Information Assurance (IT/IM/IA)
- Cyber Security Workforce
- Equal Employment Opportunity
- Drug and Alcohol
- Urinalysis
- Personally Identifiable Information
- Physical Readiness
- Manager's Internal Control
- Personal Property Management
- Government-Wide Commercial Purchase Card
- Government Travel Charge Card

Facilities/Safety

- Facilities
- Safety and Occupational Health

Brilliant on the Basics of Sailor Development

- Sailor Career Development
- Sponsorship
- Command Indoctrination
- Enlisted Evaluations

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PART 2
ISSUE PAPERS

**CORRECTIVE ACTION SUMMARY MATRIX
ACTION COMMAND
INITIAL RESPONSES DUE TO NAVINSGEN 1 OCTOBER 2013**

ISSUE PAPER	CHNAVPERS/ BUPERS	OPNAV
1. MISSION, FUNCTION, AND TASK STATEMENT	X	
2. CONTINUITY OF OPERATIONS PLAN	X	
3. LACK OF FORMAL PROGRAMMING GUIDANCE AND METRICS FOR NAVY DIVERSITY BUDGET		X
4. COMMAND EVALUATION PROGRAM	X	
5. SEXUAL ASSAULT PREVENTION AND RESPONSE	X	
6. COMMAND MANAGED EQUAL OPPORTUNITY	X	
7. CIVILIAN EQUAL EMPLOYMENT OPPORTUNITY	X	
8. DRUG AND ALCOHOL PROGRAMS	X	
9. COMMAND URINALYSIS PROGRAM	X	
10. MANAGERS' INTERNAL CONTROL (MIC) PROGRAM	X	
11. SAFETY AND OCCUPATIONAL HEALTH PROGRAM	X	
12. NAVY PRIDE AND PROFESSIONALISM TRAINING	X	
13. ENLISTED EVALUATION PROCESS	X	

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SUMMARY OF ACTIONS

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

a. **Submit initial ISRs using OPNAV Form 5040/2 no later than 1 October 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 website 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. **b7c**



COMMAND

RECOMMENDATION NUMBER(S) XXX-12

CHNAVPERS/BUPERS

107, 108, 109, 112, 113, 114, 115, 115a, 115b, 116, 117, 118, 119, 120, 121, 122, 123, 124

OPNAV

110, 111

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ISSUE PAPER 1

SUBJECT: MISSION, FUNCTION, AND TASK STATEMENT

- REFERENCE:
- (a) OPNAVINST 5400.44A, Navy Organization Change Manual, of 13 Oct 11
 - (b) BUPERSINST 5400.9L, Organizational Structure and Mission and Functions of Activities under Command/Support of the Chief of Naval Personnel, of 23 Jun 11
 - (c) OPNAVINST 5430.47E, Mission and Functions of Bureau of Naval Personnel of 24 Jul 12 Organization Manual, Ch. 1, of 13 May 03
 - (d) BUPERSINST 5400.6G, Bureau of Naval Personnel Organization Manual, Ch. 1, of 13 May 03
 - (e) BUPERSINST 5450.16F, Mission and Functions of Navy Recruiting Command, of 10 Feb 03
 - (f) BUPERSINST 5450.54, Mission and Functions of Navy Personnel Command, of 26 Sep 02
 - (g) BUPERSINST 5450.35D, Mission, Functions, and Tasks of Bureau of Naval Personnel Transient Monitoring Unit, Millington, TN, of 30 Mar 10
 - (h) BUPERSINST 5450.37D, Mission and Functions of Official Navy Bands, of 15 Nov 11
 - (i) BUPERSINST 5450.47B, Mission and Functions of Naval Consolidated Brig, Miramar, San Diego, CA, of 15 Jun 01
 - (j) BUPERSINST 5450.57, Mission and Functions of Naval Consolidated Brig Chesapeake, VA, of 19 Apr 12
 - (k) BUPERSINST 5450.46A, Mission and Functions of the Naval Consolidated Brig, Charleston, SC, of 23 Nov 99

PROBLEM: The Chief of Naval Personnel (CHNAVPERS)/Bureau of Naval Personnel (BUPERS), Mission, Function, and Task (MFT) statement clearly defines the functions that support the mission, but the tasks are not specified as required by reference (a).

BACKGROUND:

1. Reference (a) requires Commanders of Echelon II shore activities to submit an updated MFT statement at least every three years, or as needed for OPNAV sponsor approval and signature by the Director of the Navy Staff (DNS). MFT statements are to include the following elements:
 - a. Mission statements are concise, unclassified general statements of what the activity is to accomplish based upon the recommendations of the responsible commander.
 - b. Functions are requirements derived from the principal elements of an activity's mission that differentiate one activity from another.
 - c. Tasks are requirements levied on an activity that are not directly derived from its mission but that are accomplished in connection with existing program policy directives or written tasking agreements.

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2. Reference (a) further requires Echelon II commanders to publish and update MFT statements for all shore activities under their administrative chain of command. This responsibility may be delegated to the immediate superior in command for Echelon IV commands and below (Echelon III commanders).

DISCUSSION

1. A quality mission statement and supporting list of essential functions and tasks are vital to justifying the manpower resources allocated to Navy organizations for mission execution. The MFT statement not only serves as the basis for manpower requirements, but also provides justification for leadership decisions as an organization's mission evolves.
2. CHNAVPERS provides guidance to its subordinate activities on organizational structure and MFT statements in reference (b), but this document does not include the Echelon II MFT for CHNAVPERS/BUPERS itself, nor has it been signed by the Director, Navy Staff (DNS).
3. The Mission and Functions of BUPERS (reference (c)) clearly defines the functions that support the mission, but the tasks are not specified per reference (a).
4. The BUPERS Organization Manual (reference (d)) describes the functions and tasks of organizational codes that existed at the time it was published, but due to subsequent reorganizations, the manual is outdated and requires revision.
5. The Deputy Chief of Naval Personnel has signed mission and function statements for two Echelon III commands, Navy Recruiting Command (reference (e)) and Navy Personnel Command (reference (f)), as well as several subordinate Echelon IV commands (references (g) through (k)), but none of these documents describes the subject organization's tasks.

RECOMMENDATIONS

107-12. That CHNAVPERS/BUPERS develop its MFT statement to include tasks and obtain approval from DNS in accordance with reference (a).

108-12. That CHNAVPERS direct Echelon III activities in its administrative chain of command to review and update their subordinate activities' respective MFT statements, especially those dated earlier than 2010.

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ISSUE PAPER 2

SUBJECT: CONTINUITY OF OPERATIONS PLAN

REFERENCE: (a) OPNAVINST 3030.5B, Navy Continuity of Operations Program and Policy of 20 Oct 09
(b) BUPERSINST 5230.8, Bureau of Naval Personnel Continuity and Contingency Planning and Sustainment Program of 29 Sep 11

PROBLEM: Several key elements of the Continuity of Operations Plan (COOP) required by reference (a) have not been specified in reference (b).

BACKGROUND: The command COOP program has renewed support since the May 2010 flood disrupted Millington, TN operations.

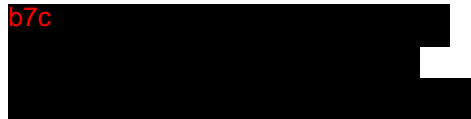
DISCUSSION:

1. The Bureau of Naval Personnel (BUPERS) COOP emphasizes BUPERS Business Essential Functions and information systems continuity vice Mission Essential Functions (MEFs). Of concern is a lack of specificity in MEFs and continuity of personnel, lack of a designated relocation site(s), lack of responsibility assignment to BUPERS personnel at Naval Support Facility Arlington (Virginia), and lack of coordination planning between Deputy Chief of Naval Operations Manpower, Personnel, Education and Training and BUPERS, despite shared staffs.
2. The BUPERS COOP does not adequately address the following fourteen mandatory elements: Program Management; Risk Management; Budgeting and Acquisition of Resources; Essential Functions; Orders of Succession; Delegations of Authority; Continuity of Facilities; Continuity of Communications; Vital Records Management; Human Capital and Accounting; Test, Training, and Exercise (TT&E) Program; Devolution of Control and Direction; Reconstitution Operations; and Plan Implementation.

RECOMMENDATION:

109-12. That BUPERS revise reference BUPERSINST 5230.8, *Bureau of Naval Personnel Continuity and Contingency Planning and Sustainment Program* to fully comply with OPNAVINST 3030.5B, *Navy Continuity of Operations Program and Policy*.

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ISSUE PAPER 3

SUBJECT: LACK OF FORMAL PROGRAMMING GUIDANCE AND METRICS FOR NAVY DIVERSITY BUDGET

REFERENCE: (a) CNO's Diversity Vision
(b) Department of the Navy Diversity Policy Statement dated 27 Aug 07

PROBLEM: In preparing to carry out the Chief of Naval Operations' goal of providing for a more reflective and diverse force, the Bureau of Naval Personnel (BUPERS) Office of Diversity lacked definitive guidelines on the use of budgetary obligation authority and clear metrics for measuring return on investment (ROI) in potential leads for qualified candidates. This was clearly evident in the Office of Diversity's budget execution between fiscal years 2008 and 2010.

BACKGROUND: In carrying out Department of the Navy (DON) diversity goals, per references (a) and (b), the Office of Diversity has suffered from a lack of formal programming and budgetary guidance in its operation. This lack of formal guidance leads not only to a lack of formal budget authority, but also limits the Diversity Office from providing better metrics to leadership regarding ROI that funding committed to this endeavor has produced.

DISCUSSION: In a continuous fiscally-constrained environment, DON leadership requires metrics for determining ROI for expended appropriated funds in the area of increasing diversity among the ranks of naval personnel. Navy Diversity Program decisions made in accordance with reference (b) appear to have been made based on the premise or hope that an increased presence at diversity events alone would justify any obligation authority spent. However, because there is no data on measures of effectiveness, Navy leadership is challenged to completely justify future Program Objective Memorandum budget submissions for diversity programs.

RECOMMENDATIONS

110-12. That OPNAV N134 formalize DON guidance and budgetary authority for diversity programs in OPNAV instruction.

111-12. That OPNAV N134 provide clearly defined metrics for diversity-related events, such as job fairs, parades, and ethnic observance dinners.

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ISSUE PAPER 4

SUBJECT: COMMAND EVALUATION PROGRAM

REFERENCE: (a) OPNAVINST 5000.52B, Command Evaluation Program, of 14 Nov 06

PROBLEM: Chief of Naval Personnel (CHNAVPERS) is not meeting the requirements of the Command Evaluation Program, per reference (a).

BACKGROUND:

1. Reference (a) establishes guidelines for an effective Command Evaluation Review (CER) including command evaluation, monitoring, and reporting.
2. The Command Evaluation program should provide the commander an independent assessment of the effectiveness of operations, reliability in reporting, and compliance with applicable laws and regulations.

DISCUSSION:

1. The CHNAVPERS CER program is not in compliance with OPNAVINST 5000.52B, *Command Evaluation Program*. During the CHNAVPERS/BUPERS inspection we found the Command Evaluation and Review Program not compliant. The CER Program for both BUPERS (Echelon II) and NPC (Echelon III) reside in the CNP IG office, located in Millington. Additionally, we observed that the IG did not have sufficient direct access to CHNAVPERS, and did not report directly to the Echelon II commander in accordance with OPNAVINST 5000.52B. Instead, CNP IG was reporting to the Deputy CHNAVPERS; because the Deputy CHNAVPERS is also the commander of one of the CHNAVPERS' subordinate Echelon III organizations (NPC), this arrangement was assessed as presenting an inherent conflict of interest and therefore not compliant.
2. Following the inspection, NAVINSGEN was advised that CNP IG is working with CNPC to provide a separate NPC evaluator apart from the CNP IG to provide CER program responsibilities at the Echelon III level.

RECOMMENDATION:

112-12. That Chief of Naval Personnel implement a command evaluation review program that meets the requirements of OPNAVINST 5000.52B.

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ISSUE PAPER 5

SUBJECT: SEXUAL ASSAULT PREVENTION AND RESPONSE

REFERENCE: (a) DoDINST 6495.02 Change-1, Sexual Assault Prevention and Response Program Procedures, of 13 Nov 08
(b) OPNAVINST 1752.1B, Sexual Assault Victim Intervention (SAVI) Program, of 29 Dec 06
(c) CNO WASHINGTON DC NAVADMIN 386/11, General Military Training, 191429Z Dec 11

PROBLEM: The Bureau of Naval Personnel (BUPERS) Sexual Assault Prevention and Response (SAPR) program is not in compliance with references (a) through (c).

BACKGROUND: References (a) and (b) require commanders, supervisors, and managers at all levels to be responsible for the effective implementation of SAPR policies. These references also require that all service members and civilian supervisors of service members have a working knowledge of what constitutes sexual assault, why sexual assaults are crimes, and the meaning of consent. Additionally, the training should provide personnel with information on the reporting options available to them and the exceptions to and limitations of each option. Per reference (b), commands are required to designate a SAPR Point of Contact (POC), SAPR Victim Advocate (VA), SAPR Command Liaison, Data Collection Coordinator (DCC), and ensure designated personnel are trained in their respective positions. Reference (c) identifies SAPR as one of the six core General Military Training (GMT) topics to be addressed via instructor-led training sessions and documented in Fleet Training Management Planning System (FLTMPS).

DISCUSSION:

1. BUPERS appointed a single individual in Millington, TN, to all four required positions - SAPR POC, VA, DCC, and SAPR Command Liaison. However, only the SAPR POC position was designated in writing. This individual has completed SAPR training requirements with the exception of 12 hours of annual refresher training for the VA position.
2. There is no documentation that the installation Sexual Assault Response Coordinator conducted a briefing on sexual assault incident management and resources as required by reference (b).
3. The command is either not fully completing required annual sexual assault prevention and awareness training or it is not appropriately documenting the completed training in FLTMPS.
4. The command does not have a standard operating procedure for sexual assault response and not all watch standers are trained in proper response protocol to preserve the restricted or unrestricted reporting options of sexual assault victims. This is a repeat finding from the September 2011 NAVINSGEN Mid-South Area Visit.

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RECOMMENDATION:

113-12. That BUPERS ensures compliance with all required elements contained within references (a) through (c) and report completion to NAVINSGEN.

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ISSUE PAPER 6

SUBJECT: COMMAND MANAGED EQUAL OPPORTUNITY

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

PROBLEM: The Command Managed Equal Opportunity (CMEO) program at the Chief of Naval Personnel (CHNAVPERS)/Bureau of Naval Personnel (BUPERS) does not comply with all requirements outlined in reference (a).

BACKGROUND: Reference (a) requires Echelon II commanders and Immediate Superiors in Command (ISICs) to create, shape and maintain a positive Equal Opportunity (EO) environment through policy, communication, training, education, enforcement and assessment; to ensure unlawful discrimination is absent in administrative and disciplinary proceedings; and to monitor EO status within subordinate commands. At the Echelon II level, staff Equal Opportunity Advisors (EOAs) serve as primary advisors to commanders and CMEO Managers, and provide assistance to other members in the chain of command on EO issues. The following are among the EOA's specific responsibilities:

- Provide Commanders a verbal and written brief/report of command and subordinate or regional command climate and areas of concern.
- Conduct an on-site CMEO program review of immediate subordinate commands.
- Monitor headquarters/subordinate command EO climate assessments, ensure Echelon II review, and maintain executive summaries for historical files for at least three years.
- Conduct an annual review of subordinate commands' executive summaries, and provide a summary of areas of concern to the Commander.
- Provide supplemental EO/CMEO training and assist visits to subordinate or regional commands as requested or deemed appropriate by ISIC.

DISCUSSION: The CHNAVPERS/BUPERS EOA reported to Millington, TN in September 2012 and is in the process of building BUPERS' EO program. At the time of our inspection, NAVINSGEN could not verify that the following areas were in compliance with reference (a): EOA's direct access to the Echelon II commander (CHNAVPERS); proper informal/formal complaint reporting procedures; designation of subordinate CMEOs; submission of quarterly EO reports and review of subordinate command climate surveys by higher authority; attendance at disciplinary proceedings, and establishment of a travel budget for the EOA. The executive summary of BUPERS' most recent command climate assessment was not submitted to the CHNAVPERS to provide feedback regarding strengths and areas of concern. Following the command climate survey, some Command Assessment Team (CAT) members (such as the executive officer, Command Career Counselor (CCC), administrative officer, and Command Training Team leader) were not included in follow-up reviews and did not provide recommendations to the command's plan of action and milestones for addressing concerns identified in the survey.

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RECOMMENDATION

114-12. That CHNAVPERS ensure its Echelon II EOA receives the required levels of support, access to senior leadership, and empowerment to perform Equal Opportunity oversight functions required by reference (a).

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ISSUE PAPER 7

SUBJECT: CIVILIAN EQUAL EMPLOYMENT OPPORTUNITY

REFERENCE: (a) Civilian Human Resources Manual, Subchapter 1601
(b) Equal Employment Opportunity Commission Management Directive 715
(c) Civilian Human Resources Manual, Subchapter 1603
(d) SECNAV Memorandum of 2 Jul 12

PROBLEM: The Bureau of Naval Personnel (BUPERS) Command Deputy Equal Employment Opportunity Officer (CDEEO) does not have a proper relationship to the Commander of Navy Personnel Command (NPC). Additionally, The BUPERS Equal Employment Opportunity (EEO) program has been rated Red (i.e., non-complaint) on Department of the Navy (DON) EEO Program scorecards since 2010.

BACKGROUND

1. Reference (a) designates heads of Echelon II Commands as Command EEO Officers (CEEOO). CEEOOs are responsible to ensure SECNAV EEO policy is clearly communicated and implemented within their respective commands. Reference (a) also designates Command Deputy EEO Officers (CDEEOO) as primary advisors to the CEEOO on all matters pertaining to effective management of the command's EEO program. Within the office of the CHNAVPERS/BUPERS, CHNAVPERS is the CEEOO.
2. References (a) and (c) require major commands and subordinate activities to implement the elements necessary to create and maintain a model EEO program and provide equal employment opportunity to all DON employees and applicants. Reference (c) requires major commands to conduct annual assessments of the subordinate activities' EEO programs, in accordance with reference (b). Those assessments are then reviewed by the Program Director for DON EEO & Diversity Management, and a scorecard is issued to the major command. BUPERS' non-compliant ratings in 2010 and 2011 are an area of concern and require immediate corrective action.
3. Reference (d) is SECNAV memorandum, Bureau of Naval Personnel Equal Opportunity Program Status Fiscal Year 2011, which states that the BUPERS "EEO program has been assessed Red for the second consecutive year as there has been no real progress in program execution efforts." Program status for FY12 is not yet available.

DISCUSSION

1. The general confusion over roles and responsibilities between echelon levels and geographic locations of CHNAVPERS/BUPERS extends to the EEO program. Reference (c) requires the CDEEOO to regularly brief the CEEOO and senior leadership regarding the status of the Command's EEO Program. We found no evidence to indicate that CHNAVPERS receives the requisite briefings. In practice, the CDEEOO is serving as the primary advisor to the Deputy CHNAVPERS/Commander, Navy Personnel Command (CNPC), a relationship resulting from geographic proximity rather than Navy policy. The IG team was unable to locate policy letters signed by CHNAVPERS at the Echelon II level.

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2. BUPERS is currently receiving service from HRO Millington for their EEO complaint intake and processing functions. Because HRO Millington is an asset of Commander, Navy Installations Command (CNIC), BUPERS does not have control over those key functions which impact program compliance with 29 Code of Federal Regulations 1614.105 and 1614.106. However, as part of the Navy-wide initiative to realign HR Service Delivery from CNIC to the major commands, BUPERS will gain control of those assets and their functions in April 2013.

3. The BUPERS EEO program has been rated Red (i.e., non-compliant) on DON EEO Program scorecards since 2010. The following deficiencies were coded Red:

- a. Demonstrated Commitment from Command Leadership
- b. Integration of EEO into the Command's Strategic Mission
- c. Management and Program Accountability
- d. Proactive Prevention
- e. Efficiency
- f. Responsiveness

4. Each year, CHNAVPERS has been notified of their program status by Deputy Assistant Secretary of the Navy (Civilian Human Resources). An improvement plan was submitted, which emphasizes the transition of EEO staff and responsibility from the CNIC Human Resources Office (HRO), utilization of employees with collateral duties for special emphasis programs, and increased training and communications.

RECOMMENDATIONS

115-12. CHNAVPERS establish and encourage an open dialogue with the CDEEEO to facilitate effective management of the EEO program. At a minimum, this should include annual briefings in accordance with reference (a).

115a-12. That CHNAVPERS issue annually and enforce EEO opportunity, anti-discrimination, and anti-harassment policy statements in accordance with reference (a).

115b-12. That BUPERS EEO Program align with the DON EEO strategic goals and objectives to establish and maintain a program that is both compliant and ongoing. Report to NAVINSGEN progression as the program moves from Red (non-compliant) to Yellow (progressing) to Green (compliant) status.

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ISSUE PAPER 8

SUBJECT: DRUG AND ALCOHOL PROGRAMS

REFERENCE: (a) OPNAVINST 5350.4D, Navy Alcohol and Drug Abuse Prevention and Control, of 4 Jun 09

PROBLEM: The Chief of Naval Personnel (CHNAVPERS)/Bureau of Naval Personnel (BUPERS) Drug and Alcohol program does not comply with reference (a).

BACKGROUND: Reference (a) requires Echelon II and III Commanders to assign a senior enlisted member (in pay grade E-7 or above), an officer, or a civilian employee (GS-9 or above) to carry out primary duties as Alcohol and Drug Control Officer (ADCO). ADCOs are responsible for providing guidance to Drug and Alcohol Program Advisors (DAPAs) assigned to subordinate commands and for monitoring their substance abuse prevention programs. All unit commanders are responsible (through their DAPAs) for actively monitoring and supporting aftercare plans for unit members who have completed substance abuse treatment, and for participating in the installation commander's Navy Drug and Alcohol Advisory Council (NDAAC). According to reference (a), Alcohol and Drug Abuse for Managers and Supervisors (ADAMS) training is mandatory for all commanding officers, executive officers, command master chiefs and other senior leaders, and for all personnel in pay grades E-5 and above in first-line supervisory positions. Alcohol awareness training is required for all Navy members as part of General Military Training (GMT).

DISCUSSION: CHNAVPERS/BUPERS has not appointed an ADCO to provide oversight to command and subordinate command DAPAs and Urinalysis Program Coordinators. The assistant DAPA has not attended the required DAPA training within 90 days of assuming duty as required by reference (a). The DAPA has not fulfilled requirements to properly monitor an individual's progress and participation in their aftercare program or attended quarterly NDAAC meetings. The Fleet Training Management Planning System (FLTMPS) indicates that attendance at ADAMS for Supervisors and ADAMS for Leaders courses is low. General Military Training (GMT) for FY12 was conducted but not properly documented in FLTMPS as required.

RECOMMENDATIONS

116-12. That CHNAVPERS designate an ADCO in writing to oversee substance abuse prevention programs across the CHNAVPERS enterprise, and ensure that subordinate Echelon III Commands do the same.

117-12. That CHNAVPERS ensure that the command's drug and alcohol program meets the training, documentation, and aftercare monitoring requirements contained in reference (a).

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ISSUE PAPER 9

SUBJECT: COMMAND URINALYSIS PROGRAM

REFERENCE: (a) OPNAVINST 5350.4D, Navy Alcohol and Drug Abuse Prevention and Control, of 4 Jun 09

PROBLEM: The Alcohol and Drug Management Information Tracking System (ADMITS) indicates that the Chief of Naval Personnel (CHNAVPERS)/Bureau of Naval Personnel (BUPERS) failed to meet urinalysis program testing requirements as outlined in reference (a).

BACKGROUND: Commanders, commanding officers, and officers-in-charge shall conduct an aggressive urinalysis program as outlined in reference (a). Commands shall conduct urinalysis on all newly reported personnel within 72 hours of arrival and are required to test all personnel onboard who were not randomly tested during the fiscal year. Designated Urinalysis Program Coordinator (UPCs), Assistant UPCs, and Urinalysis Observers are not exempt from the unit sweep requirement. When UPCs and observers are tested as part of a unit sweep, an assistant UPC or UPC from another command shall be used. In such cases where an assistant UPC from the same command is used, primary UPC and observer samples shall be submitted in a separate batch from all other command urine samples.

DISCUSSION: NAVINSGEN was unable to verify that 100 percent of BUPERS personnel provided a urine sample during FY12 and FY11, because the assigned units and number of billets on board have not been updated in ADMITS since FY10. In addition, we could not locate documentation that the UPC, Assistant UPCs and Urinalysis Observers have been tested. Newly reporting personnel are entered into the Navy Drug Screening Program (NDSP) database, but urinalysis testing is not conducted within 72 hours of arrival. No memorandum of understanding is in place with the Space and Naval Warfare Systems Command (SPAWAR) to ensure accountability and administrative consistency of urinalysis testing for assigned TAD personnel.

RECOMMENDATIONS:

118-12. That CHNAVPERS take action to bring the command's drug testing program into compliance with reference (a).

119-12. That CHNAVPERS develop a written memorandum of understanding documenting the agreement that CHNAVPERS will conduct drug urinalysis testing of the Space and Naval Warfare Systems Command (SPAWAR) personnel who are temporarily assigned to BUPERS.

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ISSUE PAPER 10

SUBJECT: MANAGERS' INTERNAL CONTROL (MIC) PROGRAM

REFERENCE: (a) DODI 5010.40, Managers' Internal Control Program (MICP) Procedures, of 30 May 13
(b) SECNAVINST 5200.35E, Department of the Navy (DON) Managers' Internal Control (MIC) Program, of 8 Nov 06
(c) SECNAV M-2500.35, Department of the Navy Managers' Internal Control Manual, of Jun 08

PROBLEM: Chief of Naval Personnel (CHNAVPERS) is not meeting the requirements of references (a) through (c) concerning the Managers' Internal Control (MIC) program, reducing its ability to provide reasonable assurance regarding effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations.

BACKGROUND:

1. References (a) through (c) provide the Department of Defense (DOD) and the Secretary of the Navy (SECNAV) policies and procedures for the establishment of a MIC program encompassing the Government Accountability Office's five standards for internal control: (1) Control Environment, (2) Risk Assessment, (3) Control Activities, (4) Information and Communications, and (5) Monitoring.
2. The design, operation, and documentation of the organization's programs should provide reasonable assurance that it is conducting proper stewardship of Federal resources. The CHNAVPERS MIC program is lacking many of the program elements necessary to provide such assurance.

DISCUSSION:

1. Per reference (b), the CHNAVPERS has direct responsibility to SECNAV, via ASN FM&C for the effective execution of the MIC program. Currently, the management of and the responsibility for producing the BUPER's annual Statement of Assurance (SOA) resides in the CHNAVPERS Inspector General (IG) office, located in Millington. The CHNAVPERS IG reports functionally to the NPC (Echelon III, a Command that it is evaluating) vice to the CHNAVPERS (Echelon II). This presents an inherent conflict of interest in that the CHNAVPERS IG inspects lower echelon commands within the claimancy, including NPC (Echelon III).
2. Following the inspection, NAVINSGEN was advised that CNP IG is working with Commander, NPC to appoint a separate MIC coordinator apart from the CNP IG to provide MIC program responsibilities at the echelon III level.
3. Implementation of this change to its MIC program requirements, per references (b) and (c) should help CHNAVPERS achieve its mission goals by strengthening controls and enabling

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early identification of potential problems, while providing the commander with reasonable assurance of efficiency and effectiveness.

RECOMMENDATION:

120-12. That CHNAVPERS implement a Managers' Internal Control program, for mitigating risk and producing an annual Statement of Assurance, that meets the requirements of SECNAVINST 5200.35E by reporting directly to the CHNAVPERS.

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ISSUE PAPER 11

SUBJECT: SAFETY AND OCCUPATIONAL HEALTH PROGRAM

REFERENCE: (a) OPNAVINST 5100.23G, Change 1, Navy Safety and Occupational Health Program Manual, of 21 Jul 11 CH-1

PROBLEM: The Chief of Naval Personnel (CHNAVPERS)/Bureau of Naval Personnel (BUPERS) Safety and Occupational Health (SOH) program does not comply with the requirements of OPNAVINST 5100.23G.

BACKGROUND: Reference (a) requires Echelon II commands to establish a comprehensive Safety and Occupational Health (SOH) program and designate a competent safety manager as a key advisor to the commander for establishing a safe and healthy workplace. The command safety manager leads in the development of the organization's safety policy and culture, provides input to the commander on mishap trends and mishap prevention, and provides oversight of subordinate commands.

DISCUSSION

1. BUPERS has designated a competent Safety and Occupational Health Manager, but this individual lacks the requisite budget, staff, and authority to successfully carry out the prescribed responsibilities per reference (a) for the CHNAVPERS/BUPERS claimancy of approximately 15,000 personnel.
2. The Navy Personnel Command (Echelon III) Safety Manager is dual-hatted as the BUPERS (Echelon II) Safety Manager. He has primarily focused his efforts on improving the safety program in Millington. In his position, he lacks access to advise CHNAVPERS on safety matters affecting his command. Additionally, he has no budget to carry out training or provide oversight of subordinate commands' programs.
3. BUPERS has also designated a naval officer as a collateral duty safety coordinator for staff at Naval Support Facility (NSF) Arlington, but he lacks the requisite training to fulfill those duties. There is no coordination between the safety manager in Millington, TN and the collateral safety coordinator at NSF Arlington. Other Echelon III commands with more than 400 personnel reporting to BUPERS do not have full time qualified safety managers, and many of the safety coordinators assigned to lower Echelon commands lack the training necessary to carry out their responsibilities.
4. BUPERS and its subordinate commands do not conduct comprehensive annual self-assessments, which are vital to program management and continuous improvement, and BUPERS does not prepare an Annual Summary Report of Occupational Injuries and Illnesses, required by reference (a). Additionally, BUPERS does not have an SOH policy statement signed by CHNAVPERS.

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5. BUPERS staff in Millington, TN does not have a clear delineation of roles and responsibilities for safety support from Commander, Navy Installations Command through its host installation – Naval Support Activity Mid-South.

RECOMMENDATION

121-12 That BUPERS review the requirements of OPNAVINST 5100.23G CH-1, Navy Safety and Occupational Health Program Manual, and establish a comprehensive, independent safety program capable of providing a safe and healthy workplace for the Echelon II headquarters staff in both Arlington and Millington, TN and oversight of lower Echelon command safety programs.

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ISSUE PAPER 12

SUBJECT: NAVY PRIDE AND PROFESSIONALISM TRAINING

REFERENCE: (a) OPNAVINST 1740.3C, Command Sponsor and Indoctrination Programs, of 29 Apr 09

PROBLEM: Many commands are not meeting the requirement that all incoming personnel receive timely command Indoctrination (INDOC) training and Navy Pride and Professionalism (NP&P) training during INDOC.

BACKGROUND: Reference (a) requires commanding officers to ensure all incoming personnel receive INDOC training within 30 days of reporting or within three drill weekends for reserve personnel. NP&P training topics (formerly Navy Rights and Responsibilities) are included within the INDOC curriculum. NAVINSGEN reports of command inspection conducted in recent years reveal that officers and senior enlisted personnel often times do not participate in NP&P training. NAVINSGEN observed the same within the BUPERS claimancy.

DISCUSSION

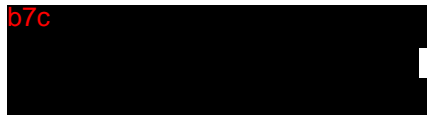
1. In today's high operational tempo environment, middle- and senior-level leaders are often put immediately to work accomplishing their new command's mission before they are scheduled to attend command INDOC – if they are ever scheduled.
2. When officers and chief petty officers do attend command INDOC, they often do not complete the entire program because of other competing priorities. This has led to the perception that officers and chiefs are not expected to sit through NP&P.
3. In accordance with reference (a), INDOC (including NP&P) training is required approximately once every three to four years.

RECOMMENDATIONS

122-12. That CHNAVPERS reassess the requirement outlined in OPNAVINST 1740.3C that commanding officers are to ensure all incoming personnel receive command indoctrination training, including completion of NP&P, within 30 days of reporting or within 3 drill weekends for reserve personnel.

123-12. That CHNAVPERS review required periodicity requirements for officers and chief petty officers to complete NP&P training based on reassessment of OPNAVINST 1740.3C.

NAVINSGEN POINT OF CONTACT:



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ISSUE PAPER 13

SUBJECT: ENLISTED EVALUATION PROCESS

REFERENCE: (a) BUPERSINST 1610.10C, Navy Performance Evaluation System, of
20 Apr 11

PROBLEM: NAVINSGEN found the evaluation process for Chief of Naval Personnel (CHNAVPERS)/Bureau of Naval Personnel (BUPERS) enlisted Sailors not in accordance with reference (a). Sailors, E6 and above, assigned to Echelon I (Office of the Chief of Naval Operations (OPNAV)) and Echelon II (CHNAVPERS/BUPERS) activities in the National Capital Region are collectively ranked together by pay grade. Evaluations of Sailors assigned to the CHNAVPERS/BUPERS Unit Identification Code (UIC) are not signed by CHNAVPERS or delegated within the CHNAVPERS organization. Instead, evaluations are signed within the OPNAV staff (CHNAVPERS/BUPERS' immediate superior in command (ISIC)); specifically, the Director, Navy Staff (DNS).

BACKGROUND: Large peer group ranking usually favors advancement potential of top performing Sailors. This practice is common for Sailors assigned to the same reporting senior, but the practice at CHNAVPERS/BUPERS counters reference (a). Instead of the reporting senior authority for the aforementioned group remaining within CHNAVPERS/BUPERS, it is assumed by the ISIC.

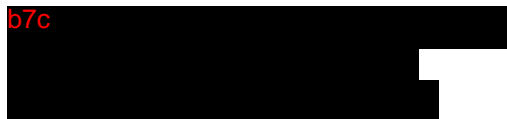
DISCUSSION

1. The Chief of Naval Personnel is a reporting senior by virtue of his command authority.
2. In accordance with reference (a), reporting senior authority may be delegated "...to the highest level consistent with effective observation of performance, and the [commander's /commanding officer's] CO's oversight responsibilities are carefully defined."
3. Reference (a) also states, "An immediate superior in command (ISIC) is a reporting senior for assigned COs and is authorized to assume the reporting senior authority of a subordinate CO whose capacity to act as a reporting senior becomes impaired."

RECOMMENDATION

124-12. That CHNAVPERS assume reporting senior authority for all Sailors, officer and enlisted, assigned to the CHNAVPERS (Echelon II) unit identification code (UIC) or delegate that authority within the UIC as required in accordance with BUPERSINST 1610.10C, *Navy Performance Evaluation System*.

NAVINSGEN POINT OF CONTACT:

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PART 3

DATA ANALYSIS

APPENDIX A

SUMMARY OF PERSONNEL SURVEY DATA ANALYSIS

1. Method. In support of the Chief of Naval Personnel (CHNAVPERS) Command Inspection held from 27 November through 12 December 2012, the Naval Inspector General (NAVINSGEN) conducted an online survey of active duty military and Department of the Navy (DON) civilian personnel from 5 October to 29 October 2012. The survey respondents consisted of 285 active duty military (59.3%) and 196 DON civilian personnel (40.7%); 338 males (70.3%) and 143 females (29.7%). Survey results are reported as a whole and by location; Washington, DC and Millington, TN.

2. Quality of Life. Active duty military and DON civilian personnel survey respondents rated (1=worst, 10=best) their Quality of Home Life (QOHL) at 6.65, which is comparable to the NAVINSGEN average of 6.28. The Quality of Work Life (QOWL) varied by location. The Washington, DC QOWL average (5.95) was slightly lower than the NAVINSGEN average. The Millington, TN QOWL average (7.05) was slightly higher than the NAVINSGEN average.

3. Other Survey Topics

a. The survey included demographic questions such as whether the respondent is military or civilian, male or female, workplace location, and rank/grade.

b. Both military and civilians were asked to identify factors that have a positive or negative impact on their QOHL and QOWL.

(1) Positive Factors. Millington, TN respondents selected cost of living (229, 74.6%) as the main factor having a positive impact on QOHL, whereas Washington, DC respondents selected quality of their home (108, 62.1%) as the main factor having a positive impact on QOHL. Millington, TN respondents selected job satisfaction (183, 59.6%) as the main factor having a positive impact on QOWL, while Washington, DC respondents selected leadership support (84, 48.3%) as the main factor having a positive impact on QOWL.

(2) Negative Factors. Washington, DC respondents selected cost of living (136, 78.2%) as the main factor having a negative impact on QOHL, whereas Millington, TN respondents selected recreational opportunities (121, 39.4%) as the main factor having a negative impact on QOHL. Washington, DC respondents selected length of workday (58, 33.3%) as the main factor having a negative impact on QOWL, while Millington, TN respondents selected leadership support (92, 30%) as the main factor having a negative impact on QOWL.

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

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

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

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

g. 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 facilitate some of the focus group discussion.

4. Survey Frequency Report

1. My primary workplace is located in
(Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Washington, DC area	Count	174	0	174
	% by Col	100.0%	0.0%	36.2%
Millington, TN area	Count	0	307	307
	% by Col	0.0%	100.0%	63.8%
Total	Count	174	307	481
	% by Col	100.0%	100.0%	100.0%

2. On a scale from 1 (worst) to 10 (best), please rate your current Quality of Home Life (QOHL). 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)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
1	Count	2	0	2
	% by Col	1.1%	0.0%	0.4%
2	Count	1	3	4
	% by Col	0.6%	1.0%	0.8%
3	Count	3	11	14
	% by Col	1.7%	3.6%	2.9%
4	Count	7	6	13
	% by Col	4.0%	2.0%	2.7%
5	Count	9	21	30
	% by Col	5.2%	6.8%	6.2%
6	Count	17	22	39
	% by Col	9.8%	7.2%	8.1%
7	Count	27	50	77
	% by Col	15.5%	16.3%	16.0%
8	Count	56	95	151
	% by Col	32.2%	30.9%	31.4%
9	Count	29	57	86
	% by Col	16.7%	18.6%	17.9%
10	Count	23	42	65
	% by Col	13.2%	13.7%	13.5%
Mean		7.563	7.632	7.607
Std Deviation		1.839	1.798	1.811
Valid Responses	Count	174	307	481

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3. 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)

		1. My primary workplace is located in	
		Washington, DC area	Millington, TN area
Quality of home	Count	108	204
	% by Col	62.1%	66.4%
Quality of the school for dependent children	Count	52	99
	% by Col	29.9%	32.2%
Quality of the childcare available	Count	11	11
	% by Col	6.3%	3.6%
Shopping & dining opportunities	Count	79	72
	% by Col	45.4%	23.5%
Recreational opportunities	Count	97	81
	% by Col	55.7%	26.4%
Access to spouse employment	Count	35	37
	% by Col	20.1%	12.1%
Access to medical/dental care	Count	44	51
	% by Col	25.3%	16.6%
Cost of living	Count	19	229
	% by Col	10.9%	74.6%
Other	Count	16	34
	% by Col	9.2%	11.1%
Total	Count	174	307
	% by Col	100.0%	100.0%

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4. 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)

		1. My primary workplace is located in	
		Washington, DC area	Millington, TN area
Quality of home	Count	38	27
	% by Col	21.8%	8.8%
Quality of the school for dependent children	Count	11	76
	% by Col	6.3%	24.8%
Quality of the childcare available	Count	18	16
	% by Col	10.3%	5.2%
Shopping & dining opportunities	Count	10	92
	% by Col	5.7%	30.0%
Recreational opportunities	Count	12	121
	% by Col	6.9%	39.4%
Access to spouse employment	Count	18	73
	% by Col	10.3%	23.8%
Access to medical/dental care	Count	32	73
	% by Col	18.4%	23.8%
Cost of living	Count	136	29
	% by Col	78.2%	9.4%
Other	Count	67	81
	% by Col	38.5%	26.4%
Total	Count	174	307
	% by Col	100.0%	100.0%

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

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
1	Count	8	5	13
	% by Col	4.6%	1.6%	2.7%
2	Count	12	5	17
	% by Col	6.9%	1.6%	3.5%
3	Count	17	20	37
	% by Col	9.8%	6.5%	7.7%
4	Count	10	12	22
	% by Col	5.7%	3.9%	4.6%
5	Count	23	32	55
	% by Col	13.2%	10.4%	11.4%
6	Count	18	23	41
	% by Col	10.3%	7.5%	8.5%
7	Count	32	48	80
	% by Col	18.4%	15.6%	16.6%
8	Count	30	79	109
	% by Col	17.2%	25.7%	22.7%
9	Count	14	56	70
	% by Col	8.0%	18.2%	14.6%
10	Count	10	27	37
	% by Col	5.7%	8.8%	7.7%
Mean		5.954	7.046	6.651
Std Deviation		2.458	2.161	2.331
Valid Responses	Count	174	307	481

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6. 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)

		1. My primary workplace is located in	
		Washington, DC area	Millington, TN area
Job satisfaction	Count	73	183
	% by Col	42.0%	59.6%
Leadership support	Count	84	115
	% by Col	48.3%	37.5%
Leadership opportunities	Count	16	35
	% by Col	9.2%	11.4%
Length of workday	Count	44	100
	% by Col	25.3%	32.6%
Advancement opportunities	Count	7	24
	% by Col	4.0%	7.8%
Training opportunities	Count	13	54
	% by Col	7.5%	17.6%
Awards and recognition	Count	4	12
	% by Col	2.3%	3.9%
Perform to Serve (PTS)	Count	1	0
	% by Col	0.6%	0.0%
Command climate	Count	40	106
	% by Col	23.0%	34.5%
Quality of the workplace facilities	Count	48	77
	% by Col	27.6%	25.1%
Parking	Count	58	74
	% by Col	33.3%	24.1%
Frequency of	Count	7	5

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deployments/Individual Augmentations (e.g. IAMM or GSA)			
	% by Col	4.0%	1.6%
Other	Count	25	23
	% by Col	14.4%	7.5%
Total	Count	174	307
	% by Col	100.0%	100.0%

7. 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)

		1. My primary workplace is located in	
		Washington, DC area	Millington, TN area
Job satisfaction	Count	49	51
	% by Col	28.2%	16.6%
Leadership support	Count	47	92
	% by Col	27.0%	30.0%
Leadership opportunities	Count	18	56
	% by Col	10.3%	18.2%
Length of workday	Count	58	44
	% by Col	33.3%	14.3%
Advancement opportunities	Count	36	87
	% by Col	20.7%	28.3%
Training opportunities	Count	30	30
	% by Col	17.2%	9.8%
Awards and recognition	Count	24	84
	% by Col	13.8%	27.4%
Perform to Serve (PTS)	Count	4	17
	% by Col	2.3%	5.5%
Command climate	Count	38	58
	% by Col	21.8%	18.9%
Quality of the workplace facilities	Count	52	39
	% by Col	29.9%	12.7%
Parking	Count	16	16
	% by Col	9.2%	5.2%
Frequency of	Count	4	5

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deployments/Individual Augmentations (e.g. IAMM or GSA)			
	% by Col	2.3%	1.6%
Other	Count	43	66
	% by Col	24.7%	21.5%
Total	Count	174	307
	% by Col	100.0%	100.0%

8. Gender:

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Male	Count	110	228	338
	% by Col	63.2%	74.3%	70.3%
Female	Count	64	79	143
	% by Col	36.8%	25.7%	29.7%
Total	Count	174	307	481
	% by Col	100.0%	100.0%	100.0%

9. I am:

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Military	Count	106	179	285
	% by Col	60.9%	58.3%	59.3%
Civilian	Count	68	128	196
	% by Col	39.1%	41.7%	40.7%
Contractor	Count	0	0	0
	% by Col	0.0%	0.0%	0.0%
Total	Count	174	307	481
	% by Col	100.0%	100.0%	100.0%

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10. Rank:

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
E1 - E4	Count	0	1	1
	% by Col	0.0%	0.6%	0.4%
E5 - E6	Count	4	13	17
	% by Col	3.8%	7.3%	6.0%
E7 - E9	Count	10	72	82
	% by Col	9.6%	40.7%	29.2%
CWO2 - CWO5	Count	2	3	5
	% by Col	1.9%	1.7%	1.8%
O1 - O3	Count	18	15	33
	% by Col	17.3%	8.5%	11.7%
O4 - O5	Count	55	54	109
	% by Col	52.9%	30.5%	38.8%
O6 & Above	Count	15	19	34
	% by Col	14.4%	10.7%	12.1%
Total	Count	104	177	281
	% by Col	100.0%	100.0%	100.0%

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

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	23	106	129
	% by Col	22.1%	59.9%	45.9%
Agree	Count	38	44	82
	% by Col	36.5%	24.9%	29.2%
Neither Agree nor Disagree	Count	15	18	33
	% by Col	14.4%	10.2%	11.7%
Disagree	Count	20	7	27
	% by Col	19.2%	4.0%	9.6%
Strongly Disagree	Count	8	2	10
	% by Col	7.7%	1.1%	3.6%
Total	Count	104	177	281
	% by Col	100.0%	100.0%	100.0%

12. My supervisor conducts semiannual performance counseling with me.

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	79	153	232
	% by Col	76.0%	86.4%	82.6%
No	Count	25	24	49
	% by Col	24.0%	13.6%	17.4%
Total	Count	104	177	281
	% by Col	100.0%	100.0%	100.0%

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13. During my semiannual performance my supervisor provides me with feedback that enables me to improve my performance prior to my annual performance appraisal (EVAL/FITREP).
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	20	71	91
	% by Col	19.2%	40.1%	32.4%
Agree	Count	39	54	93
	% by Col	37.5%	30.5%	33.1%
Neither Agree nor Disagree / Not Applicable	Count	32	39	71
	% by Col	30.8%	22.0%	25.3%
Disagree	Count	8	7	15
	% by Col	7.7%	4.0%	5.3%
Strongly Disagree	Count	5	6	11
	% by Col	4.8%	3.4%	3.9%
Total	Count	104	177	281
	% by Col	100.0%	100.0%	100.0%

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14. In general, how have you or those you supervise been affected by Perform to Serve (PTS)?
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Positively	Count	4	14	18
	% by Col	3.8%	7.9%	6.4%
Neither positively nor Negatively / Not Applicable	Count	96	133	229
	% by Col	92.3%	75.1%	81.5%
Negatively	Count	4	30	34
	% by Col	3.8%	16.9%	12.1%
Total	Count	104	177	281
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	79	120	199
	% by Col	76.0%	67.8%	70.8%
No	Count	25	57	82
	% by Col	24.0%	32.2%	29.2%
Total	Count	104	177	281
	% by Col	100.0%	100.0%	100.0%

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16. I voted in the last election.

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	85	145	230
	% by Col	81.7%	81.9%	81.9%
No	Count	19	32	51
	% by Col	18.3%	18.1%	18.1%
Total	Count	104	177	281
	% by Col	100.0%	100.0%	100.0%

17. Why did you not vote in the last election?

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
I choose not to	Count	14	24	38
	% by Col	73.7%	70.6%	71.7%
I didn't know how to	Count	0	3	3
	% by Col	0.0%	8.8%	5.7%
Other	Count	5	7	12
	% by Col	26.3%	20.6%	22.6%
Total	Count	19	34	53
	% by Col	100.0%	100.0%	100.0%

18. Grade:

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
GS 1 - 8	Count	2	12	14
	% by Col	2.9%	9.5%	7.2%
GS 9 - 12	Count	16	70	86
	% by Col	23.5%	55.6%	44.3%
GS 13 - 14	Count	34	38	72
	% by Col	50.0%	30.2%	37.1%
GS 15	Count	15	6	21
	% by Col	22.1%	4.8%	10.8%
ST	Count	0	0	0
	% by Col	0.0%	0.0%	0.0%
SES	Count	0	0	0
	% by Col	0.0%	0.0%	0.0%
WD/WG/WS/WL	Count	0	0	0
	% by Col	0.0%	0.0%	0.0%
NAF	Count	0	0	0
	% by Col	0.0%	0.0%	0.0%
Other	Count	1	0	1
	% by Col	1.5%	0.0%	0.5%
Total	Count	68	126	194
	% by Col	100.0%	100.0%	100.0%

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

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	7	22	29
	% by Col	10.3%	17.5%	14.9%
Agree	Count	35	56	91
	% by Col	51.5%	44.4%	46.9%
Neither Agree nor Disagree	Count	4	11	15
	% by Col	5.9%	8.7%	7.7%
Disagree	Count	12	20	32
	% by Col	17.6%	15.9%	16.5%
Strongly Disagree	Count	9	15	24
	% by Col	13.2%	11.9%	12.4%
Don't Know	Count	1	2	3
	% by Col	1.5%	1.6%	1.5%
Total	Count	68	126	194
	% by Col	100.0%	100.0%	100.0%

20. 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)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	18	44	62
	% by Col	26.5%	34.9%	32.0%
Agree	Count	27	57	84
	% by Col	39.7%	45.2%	43.3%
Neither Agree nor Disagree	Count	13	14	27
	% by Col	19.1%	11.1%	13.9%
Disagree	Count	8	6	14
	% by Col	11.8%	4.8%	7.2%
Strongly Disagree	Count	2	5	7
	% by Col	2.9%	4.0%	3.6%
Total	Count	68	126	194
	% by Col	100.0%	100.0%	100.0%

21. The Human Resource Service Center provides timely, accurate responses to my queries.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	5	7	12
	% by Col	7.4%	5.6%	6.2%
Agree	Count	15	38	53
	% by Col	22.1%	30.2%	27.3%
Neither Agree nor Disagree	Count	33	52	85
	% by Col	48.5%	41.3%	43.8%
Disagree	Count	11	19	30
	% by Col	16.2%	15.1%	15.5%
Strongly Disagree	Count	4	10	14
	% by Col	5.9%	7.9%	7.2%
Total	Count	68	126	194
	% by Col	100.0%	100.0%	100.0%

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22. My (local) Human Resources Office provides timely, accurate responses to my queries.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	5	17	22
	% by Col	7.4%	13.5%	11.3%
Agree	Count	18	34	52
	% by Col	26.5%	27.0%	26.8%
Neither Agree nor Disagree	Count	29	43	72
	% by Col	42.6%	34.1%	37.1%
Disagree	Count	9	20	29
	% by Col	13.2%	15.9%	14.9%
Strongly Disagree	Count	7	12	19
	% by Col	10.3%	9.5%	9.8%
Total	Count	68	126	194
	% by Col	100.0%	100.0%	100.0%

23. I have the tools and resources needed to do my job properly.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	21	77	98
	% by Col	12.3%	25.7%	20.8%
Agree	Count	91	152	243
	% by Col	53.2%	50.7%	51.6%
Neither Agree nor Disagree	Count	21	39	60
	% by Col	12.3%	13.0%	12.7%
Disagree	Count	25	28	53
	% by Col	14.6%	9.3%	11.3%
Strongly Disagree	Count	13	4	17
	% by Col	7.6%	1.3%	3.6%
Total	Count	171	300	471
	% by Col	100.0%	100.0%	100.0%

24. I have adequate leadership guidance to perform my job successfully.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	37	97	134
	% by Col	21.6%	32.3%	28.5%
Agree	Count	73	125	198
	% by Col	42.7%	41.7%	42.0%
Neither Agree nor Disagree	Count	25	40	65
	% by Col	14.6%	13.3%	13.8%
Disagree	Count	23	28	51
	% by Col	13.5%	9.3%	10.8%
Strongly Disagree	Count	13	10	23
	% by Col	7.6%	3.3%	4.9%
Total	Count	171	300	471
	% by Col	100.0%	100.0%	100.0%

25. My current workday is __hours. (Actual time spent at work not including commute time.)
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
6-8	Count	26	101	127
	% by Col	15.2%	33.7%	27.0%
9-10	Count	109	184	293
	% by Col	63.7%	61.3%	62.2%
11-12	Count	26	12	38
	% by Col	15.2%	4.0%	8.1%
13-14	Count	10	3	13
	% by Col	5.8%	1.0%	2.8%
15+	Count	0	0	0
	% by Col	0.0%	0.0%	0.0%
Total	Count	171	300	471
	% by Col	100.0%	100.0%	100.0%

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26. My current work week is normally _days.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
4	Count	1	2	3
	% by Col	0.6%	0.7%	0.6%
5	Count	166	293	459
	% by Col	97.1%	97.7%	97.5%
6	Count	4	5	9
	% by Col	2.3%	1.7%	1.9%
7	Count	0	0	0
	% by Col	0.0%	0.0%	0.0%
Total	Count	171	300	471
	% by Col	100.0%	100.0%	100.0%

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27. My job is important and makes a contribution to my command.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	58	160	218
	% by Col	33.9%	53.3%	46.3%
Agree	Count	79	117	196
	% by Col	46.2%	39.0%	41.6%
Neither Agree nor Disagree	Count	19	19	38
	% by Col	11.1%	6.3%	8.1%
Disagree	Count	14	4	18
	% by Col	8.2%	1.3%	3.8%
Strongly Disagree	Count	1	0	1
	% by Col	0.6%	0.0%	0.2%
Total	Count	171	300	471
	% by Col	100.0%	100.0%	100.0%

28. My command/organization is properly resourced (e.g., people, tools, training, supplies, etc.) to conduct its mission.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	71	163	234
	% by Col	41.5%	54.3%	49.7%
No	Count	90	112	202
	% by Col	52.6%	37.3%	42.9%
Don't Know	Count	10	25	35
	% by Col	5.8%	8.3%	7.4%
Total	Count	171	300	471
	% by Col	100.0%	100.0%	100.0%

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29. You indicated that your command was not properly resourced, what resources are lacking?
 (Choose all that apply)
 (Respondents were allowed to choose **multiple** responses)

		1. My primary workplace is located in	
		Washington, DC area	Millington, TN area
People	Count	68	83
	% by Col	73.9%	74.1%
Tools/Equipment	Count	26	9
	% by Col	28.3%	8.0%
Training	Count	40	32
	% by Col	43.5%	28.6%
IT Resources	Count	45	31
	% by Col	48.9%	27.7%
Spare Parts	Count	5	4
	% by Col	5.4%	3.6%
Supplies	Count	24	18
	% by Col	26.1%	16.1%
Other	Count	26	22
	% by Col	28.3%	19.6%
Total	Count	92	112
	% by Col	100.0%	100.0%

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

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	56	87	143
	% by Col	32.9%	29.2%	30.6%
No	Count	114	211	325
	% by Col	67.1%	70.8%	69.4%
Total	Count	170	298	468
	% by Col	100.0%	100.0%	100.0%

32. Approximately, how many miles per month do you use your personal vehicle for mission related travel? (Not including travel for TAD/TDY.)

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
0	Count	110	215	325
	% by Col	64.7%	72.4%	69.6%
1-10	Count	30	49	79
	% by Col	17.6%	16.5%	16.9%
11-20	Count	14	15	29
	% by Col	8.2%	5.1%	6.2%
21-30	Count	1	6	7
	% by Col	0.6%	2.0%	1.5%
more than 30	Count	15	12	27
	% by Col	8.8%	4.0%	5.8%
Total	Count	170	297	467
	% by Col	100.0%	100.0%	100.0%

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33. You indicated you use your vehicle for mission related travel; are you reimbursed for this travel?

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	10	8	18
	% by Col	16.4%	9.4%	12.3%
No	Count	51	77	128
	% by Col	83.6%	90.6%	87.7%
Total	Count	61	85	146
	% by Col	100.0%	100.0%	100.0%

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

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	17	61	78
	% by Col	10.1%	20.6%	16.8%
Agree	Count	90	180	270
	% by Col	53.3%	60.8%	58.1%
Neither Agree Nor Disagree	Count	18	31	49
	% by Col	10.7%	10.5%	10.5%
Disagree	Count	35	19	54
	% by Col	20.7%	6.4%	11.6%
Strongly Disagree	Count	9	5	14
	% by Col	5.3%	1.7%	3.0%
Total	Count	169	296	465
	% by Col	100.0%	100.0%	100.0%

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36. My organization has an effective safety program.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	9	59	68
	% by Col	5.3%	19.9%	14.6%
Agree	Count	82	175	257
	% by Col	48.5%	59.1%	55.3%
Neither Agree nor Disagree	Count	64	56	120
	% by Col	37.9%	18.9%	25.8%
Disagree	Count	11	5	16
	% by Col	6.5%	1.7%	3.4%
Strongly Disagree	Count	3	1	4
	% by Col	1.8%	0.3%	0.9%
Total	Count	169	296	465
	% by Col	100.0%	100.0%	100.0%

37. I know how to report an unsafe or unhealthy work condition.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	19	91	110
	% by Col	11.2%	30.7%	23.7%
Agree	Count	98	174	272
	% by Col	58.0%	58.8%	58.5%
Neither Agree nor Disagree	Count	19	20	39
	% by Col	11.2%	6.8%	8.4%
Disagree	Count	31	10	41
	% by Col	18.3%	3.4%	8.8%
Strongly Disagree	Count	2	1	3
	% by Col	1.2%	0.3%	0.6%
Total	Count	169	296	465
	% by Col	100.0%	100.0%	100.0%

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38. Reported unsafe or unhealthy work conditions are corrected promptly.
(Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	16	61	77
	% by Col	9.5%	20.6%	16.6%
Agree	Count	60	120	180
	% by Col	35.5%	40.5%	38.7%
Neither Agree nor Disagree	Count	84	113	197
	% by Col	49.7%	38.2%	42.4%
Disagree	Count	6	2	8
	% by Col	3.6%	0.7%	1.7%
Strongly Disagree	Count	3	0	3
	% by Col	1.8%	0.0%	0.6%
Total	Count	169	296	465
	% by Col	100.0%	100.0%	100.0%

39. I know who to contact at my command regarding safety questions or concerns.
(Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	121	263	384
	% by Col	71.6%	88.9%	82.6%
No	Count	48	33	81
	% by Col	28.4%	11.1%	17.4%
Total	Count	169	296	465
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	81	172	253
	% by Col	47.9%	58.1%	54.4%
Agree	Count	61	108	169
	% by Col	36.1%	36.5%	36.3%
Neither Agree nor Disagree	Count	16	10	26
	% by Col	9.5%	3.4%	5.6%
Disagree	Count	10	4	14
	% by Col	5.9%	1.4%	3.0%
Strongly Disagree	Count	1	2	3
	% by Col	0.6%	0.7%	0.6%
Total	Count	169	296	465
	% by Col	100.0%	100.0%	100.0%

41. I know when to apply the principles of Operational Risk Management (ORM).
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	78	162	240
	% by Col	46.2%	54.7%	51.6%
Agree	Count	64	112	176
	% by Col	37.9%	37.8%	37.8%
Neither Agree nor Disagree	Count	16	14	30
	% by Col	9.5%	4.7%	6.5%
Disagree	Count	8	6	14
	% by Col	4.7%	2.0%	3.0%
Strongly Disagree	Count	3	2	5
	% by Col	1.8%	0.7%	1.1%
Total	Count	169	296	465
	% by Col	100.0%	100.0%	100.0%

42. My job affords me a reasonable amount of quality time with my family.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	20	105	125
	% by Col	11.9%	36.1%	27.2%
Agree	Count	86	150	236
	% by Col	51.2%	51.5%	51.4%
Neither Agree nor Disagree	Count	16	24	40
	% by Col	9.5%	8.2%	8.7%
Disagree	Count	32	8	40
	% by Col	19.0%	2.7%	8.7%
Strongly Disagree	Count	14	4	18
	% by Col	8.3%	1.4%	3.9%
Total	Count	168	291	459
	% by Col	100.0%	100.0%	100.0%

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43. Morale at my command has a positive impact on my QOWL.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	16	91	107
	% by Col	9.5%	31.3%	23.3%
Agree	Count	79	116	195
	% by Col	47.0%	39.9%	42.5%
Neither Agree nor Disagree	Count	32	43	75
	% by Col	19.0%	14.8%	16.3%
Disagree	Count	27	29	56
	% by Col	16.1%	10.0%	12.2%
Strongly Disagree	Count	14	12	26
	% by Col	8.3%	4.1%	5.7%
Total	Count	168	291	459
	% by Col	100.0%	100.0%	100.0%

44. Communication down the chain of command is effective.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	18	63	81
	% by Col	10.7%	21.6%	17.6%
Agree	Count	65	111	176
	% by Col	38.7%	38.1%	38.3%
Neither Agree nor Disagree	Count	32	52	84
	% by Col	19.0%	17.9%	18.3%
Disagree	Count	37	45	82
	% by Col	22.0%	15.5%	17.9%
Strongly Disagree	Count	16	20	36
	% by Col	9.5%	6.9%	7.8%
Total	Count	168	291	459
	% by Col	100.0%	100.0%	100.0%

45. Communication up the chain of command is effective.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	15	63	78
	% by Col	8.9%	21.7%	17.0%
Agree	Count	71	119	190
	% by Col	42.3%	41.0%	41.5%
Neither Agree nor Disagree	Count	39	53	92
	% by Col	23.2%	18.3%	20.1%
Disagree	Count	31	43	74
	% by Col	18.5%	14.8%	16.2%
Strongly Disagree	Count	12	12	24
	% by Col	7.1%	4.1%	5.2%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	51	123	174
	% by Col	30.4%	42.4%	38.0%
Agree	Count	78	119	197
	% by Col	46.4%	41.0%	43.0%
Neither Agree nor Disagree	Count	17	28	45
	% by Col	10.1%	9.7%	9.8%
Disagree	Count	11	11	22
	% by Col	6.5%	3.8%	4.8%
Strongly Disagree	Count	11	9	20
	% by Col	6.5%	3.1%	4.4%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

47. My performance evaluations have been fair.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	47	102	149
	% by Col	28.0%	35.2%	32.5%
Agree	Count	72	117	189
	% by Col	42.9%	40.3%	41.3%
Neither Agree nor Disagree	Count	41	51	92
	% by Col	24.4%	17.6%	20.1%
Disagree	Count	5	10	15
	% by Col	3.0%	3.4%	3.3%
Strongly Disagree	Count	3	10	13
	% by Col	1.8%	3.4%	2.8%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

48. The awards and recognition program is fair and equitable.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	20	50	70
	% by Col	11.9%	17.2%	15.3%
Agree	Count	49	81	130
	% by Col	29.2%	27.9%	28.4%
Neither Agree nor Disagree	Count	69	100	169
	% by Col	41.1%	34.5%	36.9%
Disagree	Count	21	41	62
	% by Col	12.5%	14.1%	13.5%
Strongly Disagree	Count	9	18	27
	% by Col	5.4%	6.2%	5.9%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	35	120	155
	% by Col	20.8%	41.4%	33.8%
Agree	Count	86	133	219
	% by Col	51.2%	45.9%	47.8%
Neither Agree nor Disagree	Count	26	22	48
	% by Col	15.5%	7.6%	10.5%
Disagree	Count	13	12	25
	% by Col	7.7%	4.1%	5.5%
Strongly Disagree	Count	8	3	11
	% by Col	4.8%	1.0%	2.4%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

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50. My command's Equal Opportunity Program (EO - to include Equal Employment Opportunity & Command Managed Equal Opportunity) is effective.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	19	76	95
	% by Col	11.3%	26.2%	20.7%
Agree	Count	75	133	208
	% by Col	44.6%	45.9%	45.4%
Neither Agree nor Disagree	Count	55	68	123
	% by Col	32.7%	23.4%	26.9%
Disagree	Count	12	13	25
	% by Col	7.1%	4.5%	5.5%
Strongly Disagree	Count	7	0	7
	% by Col	4.2%	0.0%	1.5%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

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51. I know who to contact with an EEO/EO question or complaint.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	46	110	156
	% by Col	27.4%	37.9%	34.1%
Agree	Count	92	149	241
	% by Col	54.8%	51.4%	52.6%
Neither Agree nor Disagree	Count	11	14	25
	% by Col	6.5%	4.8%	5.5%
Disagree	Count	15	13	28
	% by Col	8.9%	4.5%	6.1%
Strongly Disagree	Count	4	4	8
	% by Col	2.4%	1.4%	1.7%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

52. I am aware of or know how to find my local IG Hotline number.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	43	109	152
	% by Col	25.6%	37.6%	33.2%
Agree	Count	81	152	233
	% by Col	48.2%	52.4%	50.9%
Neither Agree nor Disagree	Count	23	11	34
	% by Col	13.7%	3.8%	7.4%
Disagree	Count	17	13	30
	% by Col	10.1%	4.5%	6.6%
Strongly Disagree	Count	4	5	9
	% by Col	2.4%	1.7%	2.0%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

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53. A grievance/complaint in my command will be handled in a fair, timely, and just manner.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	30	82	112
	% by Col	17.9%	28.3%	24.5%
Agree	Count	67	96	163
	% by Col	39.9%	33.1%	35.6%
Neither Agree nor Disagree	Count	52	90	142
	% by Col	31.0%	31.0%	31.0%
Disagree	Count	6	17	23
	% by Col	3.6%	5.9%	5.0%
Strongly Disagree	Count	13	5	18
	% by Col	7.7%	1.7%	3.9%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

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54. My command adequately protects my Personally Identifiable Information (PII).
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	41	136	177
	% by Col	24.4%	46.9%	38.6%
Agree	Count	92	133	225
	% by Col	54.8%	45.9%	49.1%
Neither Agree nor Disagree / Don't Know	Count	27	17	44
	% by Col	16.1%	5.9%	9.6%
Disagree	Count	6	2	8
	% by Col	3.6%	0.7%	1.7%
Strongly Disagree	Count	2	2	4
	% by Col	1.2%	0.7%	0.9%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

55. My command conducted a command climate assessment within the past 2 years.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	154	246	400
	% by Col	91.7%	84.8%	87.3%
No	Count	0	2	2
	% by Col	0.0%	0.7%	0.4%
Don't Know	Count	14	42	56
	% by Col	8.3%	14.5%	12.2%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

56. My command's leadership provided feedback to command personnel on the results of our command climate assessment.
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	148	236	384
	% by Col	88.1%	81.4%	83.8%
No	Count	5	10	15
	% by Col	3.0%	3.4%	3.3%
Don't Know	Count	15	44	59
	% by Col	8.9%	15.2%	12.9%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	110	162	272
	% by Col	65.5%	55.9%	59.4%
No	Count	6	11	17
	% by Col	3.6%	3.8%	3.7%
Don't Know	Count	52	117	169
	% by Col	31.0%	40.3%	36.9%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	3	5	8
	% by Col	1.8%	1.7%	1.7%
Agree	Count	3	23	26
	% by Col	1.8%	7.9%	5.7%
Neither Agree nor Disagree / Don't Know	Count	93	143	236
	% by Col	55.4%	49.3%	51.5%
Disagree	Count	49	70	119
	% by Col	29.2%	24.1%	26.0%
Strongly Disagree	Count	20	49	69
	% by Col	11.9%	16.9%	15.1%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	17	24	41
	% by Col	10.1%	8.3%	9.0%
Agree	Count	28	52	80
	% by Col	16.7%	17.9%	17.5%
Neither Agree nor Disagree / Don't Know	Count	69	99	168
	% by Col	41.1%	34.1%	36.7%
Disagree	Count	40	69	109
	% by Col	23.8%	23.8%	23.8%
Strongly Disagree	Count	14	46	60
	% by Col	8.3%	15.9%	13.1%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	7	9	16
	% by Col	4.2%	3.1%	3.5%
Agree	Count	5	9	14
	% by Col	3.0%	3.1%	3.1%
Neither Agree nor Disagree / Don't Know	Count	67	101	168
	% by Col	39.9%	34.8%	36.7%
Disagree	Count	57	93	150
	% by Col	33.9%	32.1%	32.8%
Strongly Disagree	Count	32	78	110
	% by Col	19.0%	26.9%	24.0%
Total	Count	168	290	458
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	1	1	2
	% by Col	0.6%	0.3%	0.4%
Agree	Count	1	0	1
	% by Col	0.6%	0.0%	0.2%
Neither Agree nor Disagree / Don't Know	Count	67	111	178
	% by Col	39.9%	38.4%	38.9%
Disagree	Count	64	87	151
	% by Col	38.1%	30.1%	33.0%
Strongly Disagree	Count	35	90	125
	% by Col	20.8%	31.1%	27.4%
Total	Count	168	289	457
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	8	5	13
	% by Col	4.8%	1.7%	2.8%
Agree	Count	7	8	15
	% by Col	4.2%	2.8%	3.3%
Neither Agree nor Disagree / Don't Know	Count	60	97	157
	% by Col	35.7%	33.6%	34.4%
Disagree	Count	57	86	143
	% by Col	33.9%	29.8%	31.3%
Strongly Disagree	Count	36	93	129
	% by Col	21.4%	32.2%	28.2%
Total	Count	168	289	457
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	1	1	2
	% by Col	0.6%	0.3%	0.4%
Agree	Count	1	1	2
	% by Col	0.6%	0.3%	0.4%
Neither Agree nor Disagree / Don't Know	Count	46	83	129
	% by Col	27.4%	28.7%	28.2%
Disagree	Count	66	86	152
	% by Col	39.3%	29.8%	33.3%
Strongly Disagree	Count	54	118	172
	% by Col	32.1%	40.8%	37.6%
Total	Count	168	289	457
	% by Col	100.0%	100.0%	100.0%

64. Do you supervise Department of the Navy (DON) civilians?
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	40	76	116
	% by Col	23.8%	26.3%	25.4%
No	Count	128	213	341
	% by Col	76.2%	73.7%	74.6%
Total	Count	168	289	457
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Less than 5	Count	29	49	78
	% by Col	72.5%	62.0%	65.5%
5 - 10 civilians	Count	6	20	26
	% by Col	15.0%	25.3%	21.8%
11 - 20 civilians	Count	3	2	5
	% by Col	7.5%	2.5%	4.2%
More than 21 civilians	Count	2	8	10
	% by Col	5.0%	10.1%	8.4%
Total	Count	40	79	119
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Never	Count	2	7	9
	% by Col	5.0%	9.2%	7.8%
Within the last 12 months	Count	30	55	85
	% by Col	75.0%	72.4%	73.3%
Between 1 and 4 years	Count	7	10	17
	% by Col	17.5%	13.2%	14.7%
More than 4 years ago	Count	1	4	5
	% by Col	2.5%	5.3%	4.3%
Total	Count	40	76	116
	% by Col	100.0%	100.0%	100.0%

67. Have you been a selecting official for a DON civilian vacancy?
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	35	44	79
	% by Col	20.8%	15.2%	17.3%
No	Count	133	245	378
	% by Col	79.2%	84.8%	82.7%
Total	Count	168	289	457
	% by Col	100.0%	100.0%	100.0%

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

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Strongly Agree	Count	3	17	20
	% by Col	1.8%	5.9%	4.4%
Agree	Count	25	52	77
	% by Col	14.9%	18.0%	16.8%
Neither Agree nor Disagree / Don't Know	Count	107	175	282
	% by Col	63.7%	60.6%	61.7%
Disagree	Count	25	28	53
	% by Col	14.9%	9.7%	11.6%
Strongly Disagree	Count	8	17	25
	% by Col	4.8%	5.9%	5.5%
Total	Count	168	289	457
	% by Col	100.0%	100.0%	100.0%

69. How would you rate your access to the Internet from work?
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Unlimited access to all required websites for information/work purposes	Count	134	244	378
	% by Col	80.7%	84.4%	83.1%
Limited access to all required websites for information/work purposes (i.e., in part, only a few workstations, etc.)	Count	32	43	75
	% by Col	19.3%	14.9%	16.5%
No access	Count	0	2	2
	% by Col	0.0%	0.7%	0.4%
Total	Count	166	289	455
	% by Col	100.0%	100.0%	100.0%

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

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	161	284	445
	% by Col	97.0%	98.3%	97.8%
No	Count	5	5	10
	% by Col	3.0%	1.7%	2.2%
Total	Count	166	289	455
	% by Col	100.0%	100.0%	100.0%

71. Do you have adequate time at work to complete required General Military Training via Navy Knowledge Online (NKO) training?

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	144	259	403
	% by Col	86.7%	89.6%	88.6%
No	Count	22	30	52
	% by Col	13.3%	10.4%	11.4%
Total	Count	166	289	455
	% by Col	100.0%	100.0%	100.0%

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

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Yes	Count	166	289	455
	% by Col	100.0%	100.0%	100.0%
No	Count	0	0	0
	% by Col	0.0%	0.0%	0.0%
Total	Count	166	289	455
	% by Col	100.0%	100.0%	100.0%

73. How often do you use NKO?
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Daily	Count	5	8	13
	% by Col	3.0%	2.8%	2.9%
Weekly	Count	24	47	71
	% by Col	14.5%	16.3%	15.6%
Monthly	Count	66	122	188
	% by Col	39.8%	42.2%	41.3%
Only when I can't find information elsewhere or only when absolutely necessary	Count	69	112	181
	% by Col	41.6%	38.8%	39.8%
Never	Count	2	0	2
	% by Col	1.2%	0.0%	0.4%
Total	Count	166	289	455
	% by Col	100.0%	100.0%	100.0%

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74. How easy is it to find information you are looking for on NKO?
 (Respondents could only choose a **single** response)

		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Very easy	Count	4	20	24
	% by Col	2.4%	6.9%	5.3%
Easy	Count	30	87	117
	% by Col	18.1%	30.1%	25.7%
Neither easy or difficult	Count	68	89	157
	% by Col	41.0%	30.8%	34.5%
Difficult	Count	47	70	117
	% by Col	28.3%	24.2%	25.7%
Very Difficult	Count	17	23	40
	% by Col	10.2%	8.0%	8.8%
Total	Count	166	289	455
	% by Col	100.0%	100.0%	100.0%

76. Thank you for your interest in participating in this survey. This survey is intended for Department of the Navy (DON) Military and Civilian personnel. Thank you for your support to the DON.

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

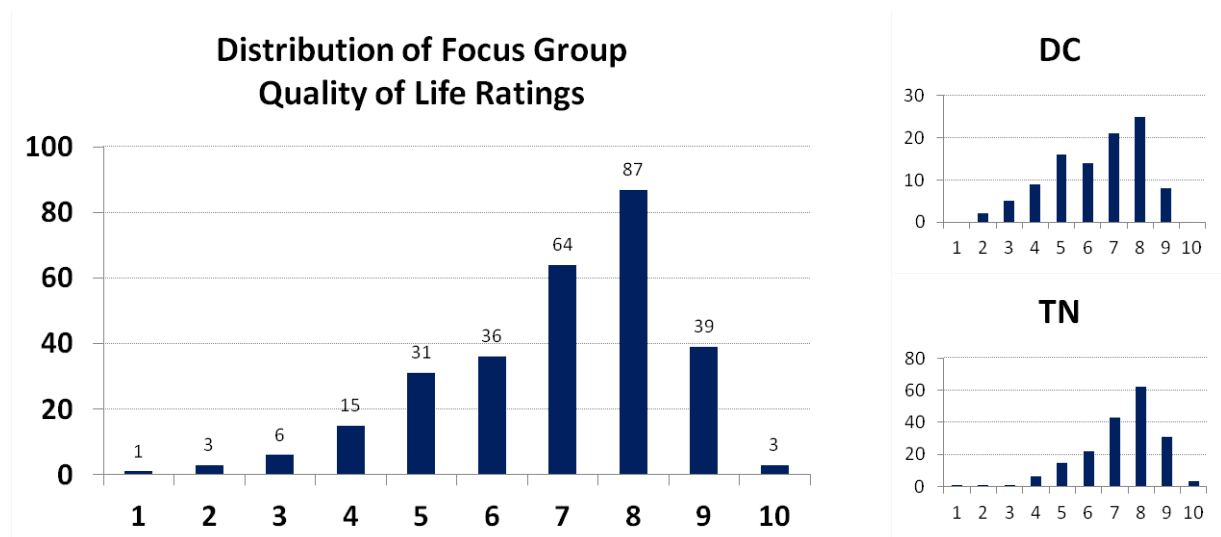
		1. My primary workplace is located in		
		Washington, DC area	Millington, TN area	Total
Select Submit To Exit	Count	0	0	0
	% by Col	0.0%	0.0%	N/A
Total	Count	0	0	0
	% by Col	100.0%	100.0%	100.0%

APPENDIX B

SUMMARY OF FOCUS GROUP DATA ANALYSIS

1. Method. In support of the Chief of Naval Personnel (CHNAVPERS) Command Inspection held from 27 November through 12 December 2012, the Naval Inspector General (NAVINSGEN) Focus Group Team conducted 24 active duty military and Department of the Navy (DON) civilian focus groups or round tables; 12 at NSF Arlington located in Washington, DC, and 12 at Millington, TN. The Washington, DC focus groups comprised of 57 military and 43 civilian personnel. The Millington, TN focus groups comprised of 84 military and 101 civilian personnel. The 24 focus groups (n=285) produced a variety of participant-generated Quality of Home Life and Quality of Work Life (QOL) discussion topics.

2. Overall Quality of Life. The distribution of QOL ratings (1=low, 10=high) for CHNAVPERS are illustrated in the charts below. Active duty military and DON civilian personnel focus group participants rated their overall QOL at 6.95, which is comparable to the NAVINSGEN average of 6.99. The Washington, DC average (6.38) was slightly lower than the NAVINSGEN average. The Millington, TN average (7.26) was slightly higher than the NAVINSGEN average.



3. Quality of Life Topics. The most frequent QOL topics discussed during the active duty and DON civilian personnel focus groups at both locations include: Manning/manpower, organizational structure, workload, tasking/taskers, and leadership. The Washington, DC groups also identified workspace, and the Millington, TN groups also identified food choice on base.

a. Manning/Manpower was the QOL issue most often (16/24) discussed during the focus groups. Participants noted concern for having the right personnel with the right skill set, highlighted by the comment, "It seems wrong that BUPERS is responsible for Fit and Fill for the fleet—we can't even get it right for ourselves." Both civilian and military participants stated that they are tired of trying to do more with less. Given civilian cuts, military participants also feel an increased burden due to their 24/7 status.

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b. Organizational Structure was discussed in 14 of the 24 focus groups, but was more prevalent in Millington, TN (10/12). In several groups, participants noted that echelons are not clearly delineated and that the chain of command is unclear. Participants in Millington, TN focus groups noted that they have two check-in sheets (BUPERS and NPC); a common theme in Washington, DC participant discussions was that the “dual-hatting” creates confusion. In both locations, several participants made comments regarding reorganizations over the past 10-15 years.

c. Workload was discussed in 13 of the 24 focus groups. The general theme during discussions on this topic was that participants feel that they are doing more work (8.5-10 hrs.) with less people. Some participants noted that a response to a simple yes/no question requires excessive administration or requires multiple packages/styles for responses to those higher in the organization. Other participants feel that the higher workload is associated with adverse health (weight gain, high blood pressure). Military participants noted that there is insufficient time during the workday to accommodate Sailor issues.

d. Tasking/taskers was discussed in 12 of the 24 focus groups. Participants indicated that tasks are not prioritized—everything is treated as top priority, and that tasks are often not clearly defined or directed to the wrong staff member. Participants think that the tasker system does not work. Some participants feel like they are often given similar tasks by different entities within the organization, and wonder if they are actually different tasks or the same task resulting in duplicative efforts. Participants also think that leaders are unable to say no or push back on a task request.

e. Leadership was discussed in 12 of the 24 focus groups. Confusion regarding the chain of command (cf. item b), workload and tasking (cf. items c and d) also surfaced during this topic discussion. Participants feel that leadership accepts outside task requests that unduly increase workload. Civilian participants noted that Lieutenants are often put in charge only so they can get “leadership experience,” even though they are not qualified. A number of participants thought that Action Officers are not held accountable and that leadership does not hold its subordinates accountable.

f. Workspace was discussed in 8 of the 12 Washington, DC focus groups. A majority of participant comments centered on the cubicle configuration and how it does not support private, sensitive discussions. Participants also noted that the noise level often makes it difficult to hear.

g. Food choice on base was discussed in 7 of the 12 Millington, TN focus groups. Participants were disappointed that the only food choice on base is Subway and would like alternative choices. Participants also noted that it takes too much time to go off base, where optional food choices are available.