DEPARTMENT OF THE NAVY
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IN REPLY REFER TO:
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15 Apr 14

From: Naval Inspector General
To: Distribution

Subj: COMMAND INSPECTION OF FLEET CYBER COMMAND

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

1. The Naval Inspector General (NAVINSGEN) conducts Command Inspections of echelon 2 commands to provide the Secretary of the Navy and the Chief of Naval Operations with a firsthand assessment of departmental risks and major issues relevant to policy, management, and direction as directed by reference (a). Reference (b) tasks NAVINSGEN with conducting inspections and surveys, making appropriate evaluations and recommendations concerning operating forces afloat and ashore, Department of the Navy (DON) components and functions, and Navy programs which impact readiness or quality of life of military and civilian Naval personnel.

2. NAVINSGEN conducted a Command Inspection of Fleet Cyber Command (FCC) from 13 to 24 January 2014. This report documents our findings.

3. This report has four parts. Part 1 is the executive summary. Part 2 forwards our overall observations and findings and documents discrepancies noted during the inspection. Part 3 contains seven Issue Papers that highlight significant concerns that either point to a potentially broader Navy issue or, in our opinion, require FCC coordination with another command to fully correct. Part 4 contains a summary of survey and focus group data, as well as a complete listing of survey frequency data.

4. Areas of significant concern include:

a. Manning/Manpower

(1) Manning. FCC's manning is filled to 75 percent of authorized billets per manning documents provided by the FCC N1. Military manning is 72 percent filled with 52 military vacancies; civilian staff manning is 77 percent filled with 58 civilian vacancies. Given the complex and dynamic nature of

this command's mission and their current Operational Tempo, FCC requires assistance in filling vacant billets.

(2) Shore Manpower Requirements Determination (SMRD). FCC's manpower requirements have never been formally validated; meanwhile, the scope of the FCC mission has expanded since unit stand up in 2010. FCC requires an SMRD to validate its manpower requirements. Further, many personnel at FCC are dual-hatted as C10F staff and a number are also triple-hatted as members of the standing Commander, Joint Task Force staff that is being established. This is a direct result of FCC's significantly expanding workload.

(3) Human Resource Office (HRO). FCC does not have an HRO as required by SECNAVINST 12250.6A, which directs that each echelon 2 command establish an HRO. This matter is complicated by the fact that FCC is not its own Budget Submitting Office (BSO). FCC falls under BSO 60 (U.S. Fleet Forces Command (USFF)). Most echelon 2 commands with their own HROs are typically BSOs. FCC is in discussion with USFF to formally establish its own HRO, but to date no agreement has been reached. With its own HRO, FCC would have greater flexibility and agility to manage their civilian manpower. This is especially important given the specialized civilian skill sets required to support FCC's dynamic mission.

b. Network Management and Inspections

(1) (b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f)

(2) FCC serves as the Navy Operational Designated Approval Authority (ODAA) and is the central authority for certification and accreditation of Navy Information Systems and circuits. While FCC is responsible for accreditation of these systems, it is the responsibility of system owners/Program Managers, Resource Sponsors, and cognizant echelon 2 commands to ensure that these systems meet accreditation standards. DoD policy, which mandates that systems maintain accreditation or be

properly decommissioned (which includes attaining a Denial of Authority to Operate from ODAA), (b)(6)(b)(7)(c)&(f)
(b)(6)(b)(7)(c)&(f)

(3) Program Managers and system owners have a responsibility to support this effort by mitigating risks, sunsetting old systems, or building-in compliance. This is complicated work and will require collaboration and coordination with FCC and DON CIO. NAVINSGEN is not able to determine the
(b)(6)(b)(7)(c)&(f)

(4) (b)(6)(b)(7)(c)&(f)
(b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f) FCC has been developing this strategy in coordination with OPNAV N2/N6 and DON CIO.

(5) (b)(6)(b)(7)(c)&(f)
(b)(6)(b)(7)(c)&(f)

c. Foreign Disclosure Point of Contact (FDPOC). FCC does not have an assigned FDPOC to coordinate foreign disclosure reviews and facilitate response to foreign requests as required by DON Foreign Disclosure Manual CH-1, para 10108.

d. Continuity of Operations Plan (COOP). FCC does not have a signed COOP instruction but has partially exercised COOP

elements as directed by OPNAVINST 3030.5B, Navy Continuity of Operations Program and Policy. (b)(6)(b)(7)(c)&(f)
(b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f) . FCC has funded a Space and Naval Warfare Systems Command (SPAWAR) study to perform an analysis of alternatives to address this issue.

e. Cyber Mission Force (CMF) stand-up. Forty teams will be established by Fiscal Year 2016. To achieve full operational capability there needs to be alignment of OPNAV N2/N6 funding and OPNAV N4 funding strategies. Funding from OPNAV N2/N6 supports manning, training, and equipment requirements, and OPNAV N4 funding supports infrastructure requirements (i.e., additional Sensitive Compartmented Information Facilities). Currently, the infrastructure requirements for this mission must compete with other Commander, Navy Installations Command (CNIC) infrastructure requirements. We recommend that OPNAV N2/N6 and N4 develop an approach to address this seam.

f. FCC Missions, Functions and Tasks (MFT) Instruction (OPNAVINST 5450.345), dated 4 April 2012, requires review and update to reflect the pending Information Dominance Corps Type Commander stand-up, lessons learned from recent operations, and other mission changes since 2012.

g. Navy Shore Electronics Safety Program. In the course of our inspection, we reviewed SPAWARINST 5100.9D, Navy Shore Electronics Safety Precautions, and noted that it does not contain the most up-to-date information regarding electronics safety. It was last updated 15 June 1992. Navy shore commands operating electronic equipment are using a guiding instruction that requires revision to ensure compliance with Occupational Safety and Health Administration regulations and account for advances in technology over the past 22 years.

h. Navy Energy Program. FCC is not participating in the Navy Energy Program. FCC forces have a large operational energy requirement that consumes traditional shore power as well as generator power. The Navy does not have complete visibility on FCC energy consumption, and FCC is not assigned specific energy goals. Some FCC transmitters are capable of consuming as much energy as a mid-size base, but are located at remote locations not measured in existing shore energy databases. As Navy gains visibility on this power consumption, steps may potentially be

taken to reduce this consumption through equipment upgrades or other measures.

i. Given the dynamic nature of the cyber warfare domain and the pending reorganization, including the IDC TYCOM stand-up, it is in the best interest of the Navy to revisit FCC at less than our standard 5-year periodicity. Accordingly, NAVINSGEN intends to revisit FCC within approximately 36 months.

5. Corrective actions

a. Part 2 of this report documents 35 discrepancies identified during our inspection that require corrective action. Discrepancy number 1 requires coordinated DON CIO(lead)/FCC action and discrepancy number 12 requires coordinated USFF(lead)/FCC action. All other documented discrepancies require FCC action. Correction of each discrepancy, and a description of action(s) taken, should be reported via letter by FCC no later than 15 July 2014. Discrepancies not corrected by this date or requiring longer-term solutions should be updated quarterly until completed.

b. Part 3 of this report includes seven issue papers that require actions by DON CIO, OPNAV (Director, Navy Staff (DNS), N2/N6, N4, N45, and N09F), USFF, CNIC, Naval Facilities and Engineering Command, Naval Personnel Command, and Commander, FCC. Part 3, Summary of Actions (page 25 of this report) provides detailed guidance on how to report completion of recommendations identified in issue papers.

6. My point of contact is (b)(6)(b)(7)(c)&(f) Inspections Division. (b)(6)(b)(7)(c)&(f) can be reached at (202) 433-(b)(6)(b)(7)(c)&(f), DSN 288-(b)(6)(b)(7)(c)&(f), or via e-mail at (b)(6)(b)(7)(c)&(f) @navy.mil.

J. F. CALDWELL, JR.

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NAVAL INSPECTOR GENERAL
COMMAND INSPECTION OF
FLEET CYBER COMMAND
13 TO 24 JANUARY 2014

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INDEX

PART 1

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

1. The Naval Inspector General (NAVINSGEN) conducted a command inspection of Fleet Cyber Command (FCC) 13-24 January 2014. The team was augmented with subject matter experts, including personnel from National Security Agency (NSA)/Central Security Service (CSS), Chief of Naval Operations (OPNAV N2/N6), Navy Cyber Forces (N15), U. S. Fleet Forces Command (USFF), Department of the Navy Chief Information Officer (DON CIO), and the Naval Safety Center.

2. In 2009, the Secretary of Defense directed the establishment of U.S. Cyber Command (USCC) and the establishment of supporting commands by each of the services. The Chief of Naval Operations (CNO) officially established FCC and recommissioned U.S. TENTH Fleet (C10F) on 29 January 2010. Since establishment, FCC/C10F have carried on the legacy of the former Naval Security Group and Naval Network Warfare Command (NAVNETWARCOM) in unifying warfighting capabilities—cryptologic/signals intelligence, information operations (IO), electronic warfare (EW), network operations (NETOPS) and space capabilities—and converging them with the cyber domain.

3. Fleet Cyber Command has two principal missions, specifically serving as:

a. The Navy Component Commander (NCC), as assigned by the Secretary of Defense, to U.S. Strategic Command (USSTRATCOM) for space operations, cyberspace operations and IO. FCC is assigned by USSTRATCOM to serve as the Navy cyber component commander to USCC, providing operational employment of the Navy's cyber, NETOPS, IO, cryptologic and space forces.

b. The Navy's Service Cryptologic Component (SCC) commander to NSA/CSS as the primary Service authority for all operations, programming, budgeting, training, personnel, policy, doctrine, and foreign relationships for cryptologic activities.

4. C10F is an echelon 3 command that serves as the operational arm of FCC, executing its mission through the same warfighting organizations and structures the Navy uses in other warfare domains. C10F maintains operational control of Navy cyber forces to execute the full spectrum of computer NETOPS, cyber warfare, EW, IO and signals intelligence (SIGINT) capabilities and missions across the cyber, electromagnetic and space domains. C10F partners with and supports other fleet commanders to provide guidance and direction to ensure coordinated, synchronized and effective preventive response capability in cyberspace. In this role, C10F provides operational oversight, using its Maritime Operations Center (MOC) to execute command and control over assigned forces and subordinate task forces.

5. Our overall assessment is that FCC is executing its mission, but is challenged by manning and manpower concerns and a significantly expanding workload.

6. During our visit we assessed overall mission readiness, facilities, safety, security, compliance with Navy administrative programs, and foundational programs under the purview of senior enlisted leadership. Additionally, we conducted surveys and focus group discussions to assess command climate.

7. Significant concerns identified during our inspection included:

a. Manning/Manpower

(1) Manning. FCC's manning is filled to 75 percent of authorized billets per manning documents provided by FCC N1. Military manning is 72 percent filled with 52 military vacancies; civilian staff manning is 77 percent filled with 58 civilian vacancies. Given the complex and dynamic nature of this command's mission, and their current Operational Tempo, FCC requires assistance in filling vacant billets.

(2) Shore Manpower Requirements Determination (SMRD). FCC's manpower requirements have never been formally validated; meanwhile the scope of the FCC mission has expanded since unit stand up in 2010. FCC requires an SMRD to validate its manpower requirements. Further, many personnel at FCC are dual-hatted as C10F staff and a number are also triple-hatted as members of the standing Commander, Joint Task Force (CJTF) staff that is being established. Some personnel at FCC may be overtasked.

(3) Human Resource Office (HRO). FCC does not have an HRO as required by SECNAVINST 12250.6A, which directs that each echelon 2 command establish an HRO. This matter is complicated by the fact that FCC is not its own Budget Submitting Office (BSO) (FCC falls under BSO 60 (USFF)). Most echelon 2 commands with their own HROs are typically BSOs. FCC is in discussion with USFF to formally establish its own HRO, but to date no agreement has been made. With its own HRO, FCC would have greater flexibility and agility to manage their civilian manpower. This is especially important given the specialized civilian skill sets required to support FCC's dynamic mission.

b. Network Management and Inspections

(b)(6)(b)(7)(c)&(f)

(2) FCC serves as the Navy Operational Designated Approval Authority (ODAA) and is the central authority for certification and accreditation of Navy Information Systems (IS) and circuits. While FCC is responsible for accreditation of these systems, it is the responsibility of System Owners/Program Managers, Resource Sponsors and cognizant echelon 2 commands to ensure that these systems meet accreditation standards. (b)(6)(b)(7)(c)&(f)
(b)(6)(b)(7)(c)&(f)

(3) Program managers and system owners have a responsibility to support this effort by either mitigating risks, sunsetting old systems or building in compliance. This is complicated

work and will require collaboration and coordination with FCC and DON CIO. NAVINSGEN is (b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f)

c. Foreign Disclosure Point of Contact (FDPOC). FCC does not have an assigned FDPOC to coordinate foreign disclosure reviews and facilitate response to foreign requests as required by DON Foreign Disclosure Manual CH-1, para 10108.

d. Continuity of Operations Plan (COOP). FCC does not have a signed COOP instruction but has partially exercised COOP elements as directed by OPNAVINST 3030.5B, Navy Continuity of Operations Program and Policy. (b)(6)(b)(7)(c)&(f)
(b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f) . FCC has funded a Space and Naval Warfare Systems Command (SPAWAR) study to perform an analysis of alternatives to address this issue.

e. Cyber Mission Force (CMF) stand-up. Forty teams are planned by Fiscal Year (FY) 16. There is no overarching resourcing strategy to stand-up this force that includes both OPNAV N2/N6 funding and OPNAV N4 funding. Funding from OPNAV N2/N6 to support man, train and equip (MT&E) requirements and from OPNAV N4 to support infrastructure requirements (i.e., additional Sensitive Compartmented Information Facilities (SCIFs)) is not being coordinated in a single funding strategy. Currently, the infrastructure requirements for this mission must compete with other CNIC infrastructure requirements and there is no coordinated plan in place to ensure that the CMF infrastructure requirements are given high enough priority to be funded and built. We recommend that OPNAV N2/N6 and N4 develop a strategy to address this seam.

f. FCC Missions, Functions and Tasks (MFT) Instruction (OPNAVINST 5450.345), dated 4 APR 12, requires review and update to reflect the pending Information Dominance Corps (IDC) Type Commander (TYCOM) stand-up, lessons learned from recent operations, and other classified mission changes since 2012.

g. Navy Shore Electronics Safety Program. In the course of our inspection, we reviewed SPAWARINST 5100.9D, Navy Shore Electronics Safety Precautions, and noted that it does not contain the most up-to-date information regarding electronics safety. It was last updated 15 June 1992. Navy shore commands operating electronic equipment are using a guiding instruction that requires revision to ensure compliance with Occupational Safety and Health Administration (OSHA) regulations and account for advances in technology over the past 22 years.

h. Navy Energy Program. FCC is not participating in the Navy Energy Program. FCC forces have a large operational energy requirement that consumes traditional shore power as well as generator power. Navy does not have complete visibility on FCC energy consumption, and FCC is not assigned specific energy goals. Some FCC transmitters are capable of consuming as much energy as a mid-size base, but are located at remote locations not measured in existing shore energy databases. If Navy gains visibility on this power consumption, steps may potentially be taken to reduce this consumption through equipment upgrades or other measures.

i. Given the dynamic nature of the cyber warfare domain and the pending reorganization, including the IDC TYCOM stand-up, it is in the best interest of the Navy to revisit FCC at less than our standard 5-year periodicity. NAVINSGEN will revisit FCC significant areas of concern in 24 to 36 months.

8. Command Climate / Quality of Work Life (QOL). Our survey (of 247 respondents; 118 military, 129 DON civilian) and focus group (9 military, 8 DON civilian groups) discussions (including 154 participants; 131 military, 43 DON civilian) found that Quality of Work Life (QOWL) at FCC/C10F is lower than the echelon 2 command average. We found that people are committed to the mission and are proud of recent successes; their biggest frustrations are the numerous reorganizations and perceived absence of a long-term strategy, shifting prioritization, and suboptimal manning/manpower. Assessed on a 1-10 scale, average QOWL was 5.75 (echelon 2 average is 6.58). Average Quality of Home Life (QOHL) was 7.78 (echelon 2 average is 7.68).

9. Relevant sections of the report delineate specific deficiencies noted during the inspection. FCC shall report the status of actions taken to correct these discrepancies no later than 9 July 2014. Seven issue papers in this report highlight significant concerns that either point to a potentially broader Navy issue or, in our opinion, require FCC coordination with another command to fully correct. The issue papers are:

- Certification and Accreditation of Navy Information Systems (IS) and Circuits
- Cyber Security Inspections
- FCC/C10F Shore Manpower Requirements Determination (SMRD)
- Cyber Mission Force Infrastructure Support
- Environmental Oversight of FCC Remote Government-Owned, Contractor-Operated (GOCO) Facilities
- Outdated Electronics Safety Guidance
- Navy Energy Program

PART 2

OBSERVATIONS AND FINDINGS

AREAS/PROGRAMS ASSESSED

Mission Performance
- Mission Readiness
- Strategic Planning
- Command Relationships and Communications
- Total Force Management
- Personnel Training/Qualifications
- Continuity of Operations Planning
- Cyber Mission Force (CMF) Stand-up

Facilities, Environmental, and Safety
- Facilities Management
- Environmental
- Safety and Occupational Health (SOH)
- Energy

Security Programs and Information Assurance
- Industrial Security
- Information Security
- Personnel Security
- Physical Security
- Insider Threat Program
- Special Security Officer/Sensitive Compartmented Information Facility
- Counter-Intelligence Support
- Operational Security
- Information Assurance

Resource Management/Compliance Programs
- Managers' Internal Control Program
- Government Travel Charge Card Program
- Personal Property Management
- Government Commercial Purchase Card Program
- Physical Readiness Program
- Command Individual Augmentee Coordinator Program and Post Deployment Health Reassessment
- Legal/Ethics
- Inspector General Functions
- Sexual Assault Prevention and Response Program
- Command Managed Equal Opportunity
- Equal Employment Opportunity
- Drug and Alcohol Prevention Programs
- Urinalysis Program
- Voting Assistance Program
- Individual Medical Readiness
- Suicide Prevention
- Personally Identifiable Information

Brilliant on the Basics/Good Order and Discipline

- Command Sponsorship
- Command Indoctrination
- Career Development

MISSION PERFORMANCE

1. The Mission Performance Team used survey and focus group responses, document review, and face-to-face interviews to assess FCC's ability to accomplish its mission. Our overall assessment is that FCC is executing its mission, but is challenged by manning and manpower concerns and an expanding workload. FCC has seen recent successes and is incorporating lessons learned to make the organization increasingly more agile and responsive in the face of a dynamic mission.

2. Mission Readiness. The Mission Performance team assessed FCC's ability to conduct its mission as defined in, and in accordance with, OPNAVINST 5450.345, Mission, Functions and Tasks of Commander, U.S. Fleet Cyber Command and Commander, U.S. TENTH Fleet. Of note, the FCC Missions, Functions and Tasks (MFT) Instruction will require review and update to reflect the pending IDC TYCOM stand-up, lessons learned from recent operations, and other mission changes since 2012. Additionally, a timely update of the MFT is critical to a planned SMRD to be conducted by USFF.

a. The following functions and tasks were assessed as being satisfactorily executed:

- Cyberspace Operations
- Information Operations (IO) and Electronic Warfare (EW)
- Cryptologic Operations and Intelligence
- Planning and Fires
- Requirements, Budget, and Capabilities Development
- Concept of Operations (CONOPS), Tactics, Techniques and Procedures (TTPs) and Doctrine
- Telecommunications
- Readiness and Man, Train and Equip (MTE) Functions

b. Intelligence Oversight. An intelligence oversight inspection was conducted as a separate and distinct event according to SECNAVINST 3820.3E, Oversight of Intelligence Activities Within the Department of the Navy. NAVINSGEN's evaluation of the intelligence oversight mission, and associated functions and tasks, will be reported separately.

c. FCC is not fully executing the following functions and tasks:

(1) Network Management and Inspections

(b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f)

(f) Issue Papers 1 and 2 address these issues in detail.

Deficiency #1. (b)(6)(b)(7)(c)&(f)
(b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f)

Deficiency #2. (b)(6)(b)(7)(c)&(f)
(b)(6)(b)(7)(c)&(f)

(2) Space

Deficiency #3. FCC/C10F's Standard Organizational Manual (SORM) does not address all assigned missions. FCC's space operations branch (N38) is not formally documented in FLTSTAFFINST 3120.10 (FCC/C10F SORM).

Deficiency #4. C10F Maritime Operations Center (MOC) does not have a space watch station to coordinate and communicate with Fleet MOCs in accordance with Commander, U.S. Fleet Forces Command Letter of Promulgation, Fleet Space Effects Warfighting Concept of Operations (CONOPS) of 28 November 2012.

(3) Exercises and Fleet Response Training Plan (FRTP)

Deficiency #5. FRTP and SEVENTH Fleet Training Plan (7FTP) training completion criteria and certification standards are not formally established for Information Operations in accordance with OPNAVINST 5450.345, Mission, Functions, and Tasks of Commander, U.S. Fleet Cyber Command and Commander, U.S. TENTH Fleet and COMPACFLT/COMUSFLTFORCOMINST 3501.3D, Fleet Training Continuum Instruction.

Deficiency #6. Cryptologic and Information Operations direct support (DIRSUP) personnel training is not standardized across Naval Intelligence Operations Centers and Fleet Information Operations Centers (NIOCs/FIOCs) in accordance with OPNAVINST 5450.345, Mission, Functions, and Tasks of Commander, U.S. Fleet Cyber Command and Commander, U.S. TENTH Fleet and COMPACFLT/COMUSFLTFORCOMINST 3501.3D, Fleet Training Continuum Instruction.

(b)(6)(b)(7)(c)&(f)

Deficiency #7. (b)(6)(b)(7)(c)&(f)

Deficiency #8. (b)(6)(b)(7)(c)&(f)

(5) Other discrepancies identified during the review of the MFT include:

Deficiency #9. FCC/C10F MFT does not accurately state all functions and tasks being executed by FCC and should be updated in accordance with OPNAVINST 1000.16K CH-1 and COMPACFLT/COMUSFLTFORCOMINST 5310.3D.

Deficiency #10. FCC does not have an assigned FDPOC in accordance with DON Foreign Disclosure Manual CH-1, paragraph 10108.

3. Strategic Planning. The FCC Strategic Plan was published in May 2011. It is a brief, clear and concise document that aligns directly to the Chief of Naval Operations' 4 APR 12 Instruction 5450.345 establishing COMFLTCYBERCOM and COMTENTHFLT Missions, Functions and Tasks. The Strategic Plan contains: a Missions section, a Vision section, five Guiding Principles and three Goals. Strategic planning processes generally include: strategic planning including examination of threats and opportunities; creating, communicating and implementing a strategic plan; and measuring success of strategic plan implementation through enterprise feedback to the strategic planning process. The FCC Strategy and Policy office (N51) has established an objective to revisit the strategic planning process and update the Strategic Plan in Summer 2014 to reflect the pending IDC TYCOM stand-up, recent mission growth, and lessons learned from recent operations.

4. Command Relationships and Communication

a. Fleet Cyber Command (FCC) relationships are complex. Commander, FCC is triple-hatted with the additional roles as C10F and as a standing Joint Task Force (JTF) Commander. FCC staff personnel are triple-hatted as well. Operational Control (OPCON), Administrative Control (ADCON), and Tactical Control (TACON) responsibilities for each of these commands are clear.

b. Commander's intent is clearly articulated to subordinate commands and to FCC, C10F, and JTF N-codes via a battle rhythm that includes four Commander's Update Briefs per week and active coordination across the staff.

c. FCC/C10F Commander's Critical Information Requirements (CCIRs) were last issued in January 2010. FCC Intelligence (N2) and Plans and Policy (N5) directorates are in the process of staffing an updated version for the Commander's signature.

5. Total Force Management

a. FCC responsibilities in the areas of Total Force Management include managing military manpower and civilian manpower at the FCC staff level as well as managing military manpower for the Consolidated Cryptologic Program (CCP). OPNAV has given FCC responsibility for MTE functions of the CCP, and USFF, through NAVYCYBERFOR, responsibility for MTE

activities that support readiness of all cyber forces afloat and ashore (other than the CCP-funded cryptologic workforce). In addition to the NCC C2/MTE function for U.S. Cyber Command, FCC acts as the Service Cryptologic Component for NSA, which involves separate accounting, validation, alignment and execution through NSA's manpower, training, and mission priorities.

b. Manpower Scope and Manning Status. As of 23 January, 2014, FCC military staff (Directorate (N-Codes) and Flag Deck/Special Assistants) manning was 72 percent filled with 52 military vacancies and civilian staff manning was 77 percent filled with 58 civilian vacancies. The overall combined vacancy rate equates to 25 percent of total echelon 2 staff billets. Given the complexity and dynamic nature of FCC's mission, and their current operational tempo, FCC requires assistance in filling these billets.

c. Shore Manpower Requirements Determination (SMRD). FCC's manpower requirements have never been formally validated, and the scope of its mission has expanded since unit stand up in 2010. FCC requires an SMRD to validate its manpower requirements per OPNAVINST 1000.16K CH-1. Many personnel at FCC are dual-hatted as TENTH Fleet staff and a number are also triple-hatted as members of the standing Commander, Joint Task Force (CJTF) staff that is being established. Some personnel at FCC may be overtasked. Issue Paper 3 addresses this issue in detail.

d. Civilian Manning/Human Resource Office (HRO). FCC does not have an HRO as required by SECNAVINST 12250.6A, which directs that each echelon 2 command establish an HRO no later than April 2013. A waiver granted to FCC by Navy Office of Civilian Human Resources (OCHR) extended that deadline to April 2014.

(1) While FCC is an echelon 2 command with HR responsibilities, it is not its own BSO; instead it falls under USFF as BSO 60C. Most echelon 2 commands with their own HROs are typically BSOs. FCC is in staff discussions with USFF to formally establish its own HRO, but to date no agreement has been made. With its own HRO, FCC would have greater flexibility and agility to manage civilian manpower. This is especially important given the specialized civilian skill sets required to support FCC's dynamic mission.

(2) Civilian human resources at FCC are currently managed by a single staff member (the Director, Office of Civilian Human Resources (DCHR)). FCC has 11 funded billets available to establish an HRO once an agreement with USFF to do so is reached.

Deficiency #11. FCC manning is at 72% of military billets filled with 52 military vacancies, below the Navy shore metric of 80% fill.

Deficiency #12. A Shore Manpower Requirements Determination review for FCC/C10F has not been conducted in accordance with OPNAVINST 1000.16K CH-1 and COMPACFLT/COMUSFLTFORCOMINST 5310.3D.

Deficiency #13. FCC has not established a Human Resource Office (HRO) in accordance with SECNAV12250.6A, paragraph 4e and Enclosure 6, paragraph h.

6. Personnel Training/Qualifications

Deficiency #14. General Military Training is not completed by all military personnel as directed by OPNAVINST 1500.22G and NAVADMIN 264/13. FCC's FY13 GMT completion rate was 77%.

Deficiency #15. None of the 28 military supervisors of civilian personnel have completed required training in accordance with DON Office of Civilian Human Resources (OCHR) Mandatory Training: https://www.portal.navy.mil/donhr/TrainingDevelopment/Lists/Training/AllItems.aspx.

7. Continuity of Operations Plan (COOP). FCC does not have a signed COOP instruction but has partially exercised COOP elements as directed by OPNAVINST 3030.5B, Navy Continuity of Operations Program and Policy. (b)(6)(b)(7)(c)&(f)

FCC has funded a SPAWAR study to perform an analysis of alternatives to address this issue.

Deficiency #16. FCC/C10F does not have a COOP instruction as required by OPNAVINST 3030.5B.

8. Cyber Mission Force (CMF) Standup. Forty CMF teams will be established by FY16. The stand-up of these teams relies upon two principal funding streams: (1) funding from OPNAV N2/N6 to support MTE requirements, and (2) funding from OPNAV N4 to support mission infrastructure requirements (i.e., additional SCIFs).

a. There is no overarching resourcing strategy that coordinates and sequences the OPNAV N2/N6 and N4 funding to ensure that the CMF is manned, trained, equipped and has the required shore infrastructure in place to execute their missions. Navy is currently at risk of having mission teams established but insufficient infrastructure in place to fully employ them.

b. Per 10 USC 2801-2815, SCIFs costing greater than $750K must be funded via the Military Construction (MILCON) process. Nearly all SCIFs exceed this threshold. SCIF requirements must compete within the Shore Mission Integration Group (SMIG) process, chaired by Commander, Navy Installations Command (CNIC). There is no coordinated plan in place to ensure that CMF infrastructure requirements are given high enough priority within the SMIG to be funded and built, or that they are phased to ensure that the right infrastructure is in place to match team requirements as they stand up.

c. (b)(6)(b)(7)(c)&(f)

As such, SCIF requirements (platform requirements) must be fully coordinated with CMF MTE requirements to ensure CMF mission accomplishment. We recommend that OPNAV N2/N6 and N4 develop an overarching resource strategy to address this seam.

d. Issue Paper 4 addresses this issue in detail.

FACILITIES, ENVIRONMENTAL, AND SAFETY

1. The Facilities, Environmental, and Safety Team assessed these areas through physical inspections, document and survey reviews, focus group feedback and interviews.

2. Overview. FCC headquarters is located primarily in facilities owned and maintained by the NSA at Fort Meade, Maryland, with an element of its headquarters staff located in a Commander, Navy Installations Command (CNIC)-leased building in Suffolk, Virginia. The Fort Meade and Suffolk facilities are all either new or undergoing renovation, and are adequate to support the FCC mission. FCC also oversees a large network of lower-echelon commands providing information and satellite operations, telecommunications, computer networks and other support through 117 dispersed, but linked, surveillance and/or communication facilities across the globe. Most are on Navy installations managed by CNIC, but some are Government-Owned, Contractor-Operated (GOCO) facilities at remote locations. Others are on installations owned and maintained by other agencies or host nations. Despite this complexity, FCC's facilities management staff has developed and nurtured strong relationships with a wide array of organizations that play important roles impacting their facilities.

3. Facilities Management. FCC provides effective oversight of its subordinate commands' facilities infrastructure management program. FCC's facilities management functions are well integrated with the resourcing functions in the N4 and N8 offices.

4. Environmental

a. GOCO facilities under FCC are not receiving sufficient environmental oversight. Per OPNAVINST 5090.1D, Environmental Readiness Program, Navy Budget Submitting Organizations (BSOs), or activities sponsoring GOCO facilities, are to exercise oversight through the facility's lease, use, or management contracts in order to ensure that the operating contractor complies with applicable environmental laws, regulations, Executive Orders, and DoD or DON policy. When a GOCO facility has no operating contractor or lessee, the BSO or sponsoring activity for the GOCO facility is responsible for compliance with the requirements of OPNAV M-5090.1, Environmental Readiness Program Manual.

b. Prior to January 2014, the now cancelled OPNAVINST 5090.1C (prior version of current instruction) specified that BSOs are to ensure that the operating contractor at a GOCO facility complies with applicable environmental laws, regulations, Executive Orders, and DoD or DON policy. USFF (BSO 60), the BSO for FCC, did not provide any environmental oversight of these facilities.

c. FCC performed limited environmental oversight of these facilities through its echelon 2 Inspector General inspections. FCC's oversight of these GOCO facilities did not sufficiently cover all environmental compliance issues at these facilities. Their facilities inspection checklist included bulk fuel storage tanks condition and whether these tanks are regularly inspected for leaks. However, other program areas (e.g., Hazardous Waste and Hazardous Material management), that may be covered in the lease agreement or that may require permitting (such as air emissions from a generator), are not included in the checklist and are therefore not reliably inspected.

d. OPNAVINST 5090.1D was recently updated and now assigns oversight responsibilities for GOCO facilities to either the BSO or the sponsoring activity. While not the BSO for these facilities, FCC is the sponsoring activity. Now that sponsoring activities are clearly specified as an appropriate authority to provide oversight of GOCO facilities, FCC can now develop an inspection program for these facilities to ensure environmental compliance.

e. Issue Paper 5 addresses this issue in detail.

5. Safety and Occupational Health

a. Oversight responsibilities. FCC is providing Safety and Occupational Health (SOH) oversight as required by OPNAVINST 5100.23G, Navy Safety and Occupational Health Program Manual. Overall, FCC leadership is highly involved in building a culture of safety awareness and FCC Safety Professionals are executing their responsibilities.

b. Areas of Concern

(1) Confined Space Safety. Occupational Safety and Health Administration (OSHA) regulation 29 CFR 1910.145 and OPNAVINST 5100.23G requires that workers be trained and that effective safety expertise and oversight be available for this program. Confined space safety is a specialized expertise that is beyond the scope of training and qualification of collateral duty safety officers. FCC work operations that require entrance into confined spaces occur at NCTAMS Atlantic facilities in Cutler, ME, and Rota, Spain; NCTAMS Pacific facility in Wahiawa, HI; Naval Computer and Telecommunications Station (NCTS) Jacksonville, FL, NCTS Puget Sound, WA, and NCTS San Diego, CA; Naval Satellite Operations Center (NAVSOC) Point Mugu, CA; and Navy Information Operations Command (NIOC) Sugar Grove, WV. FCC could not provide evidence that a competent confined space safety qualified individual is in place to ensure safety of workers at its field activities and subordinate commands.

Deficiency #17. FCC is not providing adequate oversight to ensure that workers at its field activities and subordinate commands have access to competent safety support for work operations that require entrance to confined spaces per OPNAVINST 5100.23G, paragraphs 2703 and 2704.

(2) Fall Protection. 29 CFR, Subpart M, Fall Protection, §§ 1926.500, 1926.501, 1926.502, and 1926.503 and OPNAVINST 5100.23G require workers to be trained and that effective safety expertise and oversight be available for this program. Fall protection safety is a specialized expertise that is beyond the scope of training and qualification of collateral duty safety officers. Activities such as antennae maintenance and repair require significant fall protection safety measures. FCC could not provide evidence of a program to ensure competent qualified fall protection safety professionals are in place, as required, at subordinate commands and field activities.

Deficiency #18. FCC is not providing adequate oversight to ensure that workers at its field activities and subordinate commands have access to competent safety support for work operations that require fall protection safety support per OPNAVINST 5100.23G, Chapter 13, paragraphs 1304 and 1305.

(3) Radio Frequency Radiation (RFR) Hazards & Hazards of Electromagnetic Radiation to Personnel (HERP). HERP training at FCC, its field activities, and subordinate commands does not meet the requirements of OPNAVINST 5100.23G, paragraphs 2221 and 2225A. HERP training content is provided by Naval Sea Systems Command (NAVSEA); FCC is responsible for ensuring its subordinate commands conduct the training. Current HERP training is a 150 slide powerpoint presentation that is not tailored to FCC and its force's needs. NAVINSGEN recommends FCC collaborate with NAVSEA to improve and standardize HERP training for its field activities and subordinate commands.

Deficiency #19. HERP training is not consistently or reliably provided at FCC and subordinate commands per OPNAVINST 5100.23G, paragraphs 2221 and 2225A.

(4) Electronics Safety. In the course of our inspection, we reviewed SPAWARINST 5100.9D, Navy Shore Electronics Safety Precautions, and noted that it does not contain the most up-to-date information regarding electronics safety. It was last updated 15 June 1992. Navy's designated lead agent for electronics safety is SPAWAR. Navy shore commands operating electronic equipment are relying on safety policy that is outdated and in need of revision to ensure compliance with OSHA regulations and to account for advances in technology and lessons learned over the last 22 years. Issue Paper 6 addresses this issue in detail.

6. Energy

a. FCC does not have an energy program. While there is no specific requirement for echelon 2 commands to stand up an energy office, this is noted as a missed opportunity and a potential risk for the Navy's achievement of legally mandated energy reductions and SECNAV energy goals as referenced in SECNAVINST 4101.3, Department of the Navy Energy Program for Security and Independence Roles and Responsibilities. FCC does not have an initiative to reduce energy consumption in cyber operations or naval communications, even though those operations consume very significant amounts of energy. For example, a single very low frequency (VLF) transmitter consumes between 50 and 70 megawatt-hours (MWH) per day at normal loads. With eight VLF sites, FCC's VLF mission alone consumes slightly more electricity each day than Naval Air Station Oceana, Virginia. At higher mission loading plus de-icing operations, a single VLF site can consume more than 210 MWH per day, which puts a single transmitter roughly on par with Naval Base Ventura County, CA, or Joint Base Anacostia Bolling, DC. Because FCC's mission is a tactical energy requirement that consumes traditional shore power, it does not fit neatly in either the tactical or shore arenas covered by the Navy's current energy program. As such, CNIC has not maintained visibility on FCC's consumption. FCC has no energy consumption goals and has little incentive to explore less energy-intensive technologies or operational practices because its energy bills are paid by others, and savings are not credited to FCC's budget.

b. FCC operates numerous remote facilities that are not among the primary installations whose usages are metered and tracked in detail by CNIC. CNIC uses parametric estimates to model consumption at these sites. Because those models do not account for FCC's energy-intensive mission, they only account for a fraction of true consumption at these sites and may introduce significant error into Navy-wide baselines and progress reporting for mandated shore energy reductions.

c. NAVINSGEN did note that in the course of recapitalization of it facilities, Commander, Naval Facilities and Engineering Command (NAVFAC) and CNIC collaborated with FCC to program two projects in FY13 that will reduce energy consumption at facilities in Dixon, CA and Wahiawa, HI. Additionally, a Military Construction (MILCON) project slated for award in Spring 2014 will provide commercial power to a transmitting facility in Cutler, ME, ending a 53-year reliance on large diesel generators that burned nearly $5M in fuel per year and made the site the second-largest source of hydrocarbon emissions in the state. By establishing a Navy energy program component to its staff, baselining its current energy consumption, and establishing consumption reduction goals, FCC would be able to take an enterprise-wide approach to energy reduction and conform to SECNAV energy reduction guidance.

d. Issue Paper 7 addresses this issue in detail.

SECURITY PROGRAMS AND INFORMATION ASSURANCE

1. The Security Programs and Information Assurance Team used survey and focus group responses, document review, and face-to-face interviews to assess these areas.

2. Command Security Programs.

a. FCC's Command Security Programs (Industrial Security, Information Security, Personnel Security, Operational Security, Physical Security, Insider Threat Program, Special Security Officer/Sensitive Compartmented Information Facility, Counter-Intelligence Support) are compliant with governing security directives. FCC is effective at providing oversight of subordinate commands. FCC maintains current security instructions providing policy and guidance for both the headquarters and for FCC's subordinate commands. These programs are established and well run.

b. FCC headquarters physical security, access control, and classified information access, use, dissemination, storage and destruction are governed by NSA directives under a Memorandum of Understanding (MOU), with which FCC is compliant. FCC's Suffolk, VA site operates under a similar MOU with USFF, and was found to be compliant.

3. Operations Security (OPSEC). (b)(6)(b)(7)(c)&(f)

(b)(6)(b)
(7)(c)&(f)

Deficiency #20. No formal process is in place to review all contracts for OPSEC requirements. References: DoDM 5205.02-M, Enclosure 6, section 1b; OPNAVINST 3432.1A, Enclosure 1, section 5m.

4. Information Assurance. FCC's information assurance program is compliant, with some minor administrative deficiencies noted below. These were discussed with the appropriate program manager and action is being taken to correct these deficiencies. Many of the instructions are recently issued and many personnel assigned to their current position have been recently assigned. Continued emphasis on these programs is required to ensure compliance.

Deficiency #21. Information Assurance Manager is not a voting member of the enterprise configuration control board. Reference: Department of Defense Intelligence Information System (DoDIIS) Joint Security Implementation Guide (DJSIG) June 2011, 3.5.1.3, Configuration Change Control (CM-3).

Deficiency #22. FCC Information Systems Security Officers are not designated in writing. Reference: Department of Defense Intelligence Information System (DoDIIS) Joint Security Implementation Guide (DJSIG) June 2011, 1.5.12.

Deficiency #23. (b)(6)(b)(7)(c)&(f)

RESOURCE MANAGEMENT/COMPLIANCE PROGRAMS

1. The Resource Management/Compliance Programs Team assessed 17 programs and functions. Our findings reflect inputs from survey respondents, onsite focus group participants, document review, and face-to-face personnel interviews.

2. The following programs and functions are considered to be well administered and in compliance with applicable directives: Managers' Internal Control, Government Travel Charge Card, Personal Property Management, Government Commercial Purchase Card, Physical Readiness Program, Command Individual Augmentee Coordinator/Post Deployment Health Re-Assessment, Legal and Ethics, Inspector General Functions, Sexual Assault Prevention and Response, Command Managed Equal Opportunity, Equal Employment Opportunity, Drug and Alcohol Prevention, Urinalysis, and Voting Assistance.

3. Non-compliant programs:

a. Individual Medical Readiness (IMR). The Fully Medically Ready (FMR) percentage of FCC/C10F Sailors was 70%, below the 75% threshold directed by DoDINST 6025.19, Individual Medical Readiness (IMR). During the course of our inspection, the command did bring their FMR percentage to 81%. The recently appointed FCC/C10F IMR Coordinator is developing a regular means for reporting of IMR status and delinquencies to gain the awareness and support of senior enlisted and officer leaders in improving compliance.

Deficiency #24. FCC IMR was below the DoD threshold of 75% Fully Medically Ready (FMR). Reference: DoDINST 6025.19, paragraph 5.4.7.

Deficiency #25. IMR status of FCC/C10F personnel is not reported on a regular and on-going basis to senior leadership at FCC/C10F. Reference: SECNAVINST 6120.3, paragraph 3a.

Deficiency #26. FCC does not provide IMR oversight of the entire cyber force to ensure that subordinate commands meet the DoD mandated thresholds. Reference: SECNAVINST 6120.3, paragraph 3a.

b. Suicide Prevention. FCC was unaware of the requirement to provide suicide prevention training to civilian personnel and to full-time contractors working on site, as directed in OPNAVINST 1720.4A, Suicide Prevention Program.

Deficiency #27. Suicide prevention training is not being conducted for civilian personnel and full-time contractors. Reference: OPNAVINST 1720.4A, paragraph 5(a)1.

c. Personally Identifiable Information (PII). FCC staff PII training was compliant with a 94% documented training rate. However, FCC does not provide sufficient oversight for all of its 21 subordinate commands. We noted that the PII coordinator did not have contact information for 3 of 21 PII points of contact at subordinate commands.

Deficiency #28. FCC is not providing sufficient PII oversight of subordinate commands. Reference: SECNAVINST 5211.5E, paragraphs 7g and 7h.

BRILLIANT ON THE BASICS

1. Overview. Brilliant on the Basics Programs were reviewed and behavior associated with good order and discipline was closely observed. Overall, command morale and perceptions of quality of life were noted to be average. Enlisted Sailors displayed outstanding military bearing and maintained a professional appearance.

2. Sailor Career Management Programs. Areas reviewed included the Command Sponsorship, Command Indoctrination, and Career Development Programs.

a. Command Sponsorship Program. This program is in compliance with OPNAVINST 1740.3C, Command Sponsor and Indoctrination Program.

b. Command Indoctrination Program (INDOC). The INDOC program is in compliance with OPNAVINST 1740.3C with one noted deficiency.

Deficiency #29. Not all officers and Chief Petty Officers are attending Navy Pride & Professionalism training. Reference: OPNAVINST 1740.3C, paragraph 4b.

c. Career Development Program (CDP)

Deficiency #30. The collateral duty Command Career Counselor (CCC) has not received formal training. Reference: OPNAVINST 1040.11D, paragraph 7m(3).

Deficiency #31. There are no records to show that quarterly Career Development Team (CDT) meetings are occurring. Reference: OPNAVINST 1040.11D, paragraph 7j(4).

Deficiency #32. There is no record of monthly Career Information Reports. Reference: OPNAVINST 1040.11D, paragraph 7j(13).

Deficiency #33. Not all Sailors received timely, required Career Development Boards as required in Career Information Management System (CIMS). Reference: OPNAVINST 1040.11D, paragraph 7l(5).

Deficiency #34. There is no record of monthly training of subordinate career counselors and other CDT members within the command. References: OPNAVINST 1040.11D, paragraph 7m(6).

Deficiency #35. There is no plan of action and milestones maintained upon completion of self-assessment of the command's CDP. Reference: OPNAVINST 1040.11D, paragraph 7k(9).

PART 3

ISSUE PAPERS

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 15 July 2014**. Each ISR should include an e-mail address for the action officer, where available. Electronic ISR submission to NAVIGInspections@navy.mil is preferred. An electronic version of OPNAV Form 5040/2 may be downloaded from the NAVINSGEN Web-site at www.ig.navy.mil in the Downloads and Publications Folder, titled Forms Folder, Implementation Status Report.

b. **Submit quarterly ISRs, including "no change" reports until the recommendation is closed by NAVINSGEN**. When a long-term action is dependent upon prior completion of another action, the status report should indicate the governing action and its estimated completion date. Further status reports may be deferred, with NAVINSGEN concurrence.

c. When action addressees consider required action accomplished, the status report submitted should contain the statement, "Action is considered complete." However, **NAVINSGEN approval must be obtained before the designated action addressee is released** from further reporting responsibilities on the recommendation.

d. NAVINSGEN point of contact for ISRs is (b)(6)(b)(7)(c)&(f) Telephone: (202) 433-(b)(6)(b)(7)(c)&(f) DSN 288-(b)(6)(b)(7)(c)&(f), Facsimile: (202) 433-(b)(6)(b)(7)(c)&(f).

COMMAND	RECOMMENDATION NUMBER(S) XXX-14
DON CIO	001-005
OPNAV DNS	007
OPNAV N2/N6	002-005, 007
OPNAV N4	007
OPNAV N45	011
OPNAV N09F	009-010
USFF	006, 008
CNIC	008, 012
NAVFAC	012

NPC	005
CFCC	001-005, 008, 011-012

ISSUE PAPER 1

SUBJECT: CERTIFICATION AND ACCREDITATION OF NAVY INFORMATION SYSTEMS (IS) AND CIRCUITS

REFERENCES: (a) Subchapter III of Chapter 35 of title 44, United States Code, Federal Information Security Management Act (FISMA)
(b) DoDD 8500.01E, Information Assurance (IA)
(c) DoD Instruction 8510.01, DoD Information Assurance Certification and Accreditation Process (DIACAP)
(d) DON IT Portfolio Repository (DITPR DON) Database Review
(e) Enterprise Mission Assurance Support Services (EMASSs) Database Review
(f) OPNAVINST 5239.1C, Navy Information Assurance (IA) Program
(g) OPNAVINST 5450.345, Mission, Functions, and Tasks of Commander, U.S. Fleet Cyber Command and Commander, U.S. TENTH Fleet
(h) NAVADMIN 307/11, Information System Certification and Accreditation (C&A) Compliance

ISSUE: (b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f)

BACKGROUND: References (a) through (h) establish FCC's responsibility for Navy's networks compliance, accreditation, and certification. Reference (h) specifies DON CIO's responsibility to enforce compliance with DoD and DON certification and accreditation policy.

DISCUSSION:

1. (b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f)

2. (b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f)

RECOMMENDATIONS:

001-14. (b)(6)(b)(7)(c)&(f)

002-14. (b)(6)(b)(7)(c)&(f)

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003-14. (b)(6)(b)(7)(c)&(f)
(b)(6)(b)(7)(c)&(f)

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NAVINSGEN POINT OF CONTACT: (b)(6)(b)(7)(c)&(f) , USN
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ISSUE PAPER 2

SUBJECT: CYBER SECURITY INSPECTIONS

REFERENCES: (a) Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 6510.01F, Information Assurance (IA) and Support to Computer Network Defense (CND)
(b) OPNAVINST 5450.345, Mission, Functions, and Tasks of Commander, U.S. Fleet Cyber Command and Commander, U.S. Tenth Fleet
(c) Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 6211.02D, Defense Information Systems Network (DISN) Responsibilities
(d) DoD Directive 8500.01E, Information Assurance (IA)
(e) DoD Instruction 8500.2, Information Assurance (IA) Implementation
(f) DoD Program Manual 8530.1M, Computer Network Defense (CND) Service Provider Certification Accreditation Process Program Manual

ISSUE: (b)(6)(b)(7)(c)&(f)
(b)(6)(b)(7)(c)&(f)

BACKGROUND:

1. Reference (a) and references (c) through (e) provide guidance on information assurance and computer network defense, including functions such as certification and accreditation of information systems.

2. (b)(6)(b)(7)(c)&(f)

3. (b)(6)(b)(7)(c)&(f)

DISCUSSION:

1. (b)(6)(b)(7)(c)&(f)

2. (b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f)

(b)(6)(b)(7)(c)&(f)

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3. (b)(6)(b)(7)(c)&(f)

RECOMMENDATIONS:

004-14. (b)(6)(b)(7)(c)&(f)

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005-14. (b)(6)(b)(7)(c)&(f)

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NAVINSGEN POINT OF CONTACT: (b)(6)(b)(7)(c)&(f) , USN
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ISSUE PAPER 3

SUBJECT: FCC/C10F SHORE MANPOWER REQUIREMENTS DETERMINATION (SMRD)

REFERENCES: (a) OPNAVINST 1000.16K Change-1, Navy Total Force Manpower Policies and Procedures
(b) COMPACFLT/COMUSFLTFORCOMINST 5310.3D, Shore Manpower Requirements Determination Program

ISSUE: Fleet Cyber Command (FCC)/Commander, TENTH Fleet (C10F) requires an SMRD to validate its manpower requirements. FCC/C10F's manpower requirements have never been formally validated in accordance with reference (a).

BACKGROUND: Reference (a) provides Chief of Naval Operations policy and procedures required to develop, review, approve, implement and update total force manpower requirements and authorizations for all naval activities. Reference (b) provides Commander, U.S. Pacific Fleet (CPF) and Commander, U.S. Fleet Forces Command (USFF) policy, direction and responsibilities for Shore Manpower Requirements Determination Program (SMRDP) execution and management.

DISCUSSION:

1. An SMRD provides a systematic means of determining and documenting manpower requirements based on an activity's approved tasking, promulgated in the form of a Mission, Functions and Tasks (MFT) statement. Reference (a) requires that an SMRD be performed on all Navy funded billets.

2. The scope of FCC/C10F's mission has expanded since unit stand up in 2010. The Naval Inspector General (NAVINSGEN) inspection validated a significant concern raised during focus groups and directorate interviews that staff manning shortages are creating a notable strain on the staff and may potentially impact mission accomplishment. Given FCC's mission growth in cyberspace operations planning and execution since their stand-up in 2010, FCC manning requirement levels must be assessed.

3. Many personnel at FCC are dual-hatted as C10F staff and a number are also triple-hatted as members of the standing Commander, Joint Task Force (CJTF) staff that is being established. An SMRD will enable a full understanding of the Navy FCC/C10F manpower requirements and provide actionable insight into roles and tasks in preparation for the Information Dominance Corps (IDC) Type Commander (TYCOM) standup, including delineation of responsibilities and authorities.

4. Reference (b) provides guidance on initiating a request for an SMRD from the manpower Budget Submitting Office (BSO), in this case USFF (BSO 60).

RECOMMENDATION:

006-14. That Commander, USFF conduct a Shore Manpower Requirements Determination review of Commander, FCC/C10F in accordance with OPNAVINST 1000.16K CH-1 and COMPACFLT/COMUSFLTFORCOMINST 5310.3D.

NAVINSGEN POINT OF CONTACT: (b)(6)(b)(7)(c)&(f) , USN
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ISSUE PAPER 4

SUBJECT: CYBER MISSION FORCE (CMF) INFRASTRUCTURE SUPPORT

REFERENCE: (a) 10 USC 2801-2815

ISSUE: Sensitive Compartmented Information Facilities (SCIFs) are required to support the stand-up of the Cyber Mission Force. There is no overarching resourcing strategy that coordinates and sequences the OPNAV N2/N6 and N4 funding to ensure that the CMF is manned, trained, equipped and has the required shore infrastructure (i.e., SCIFs) in place to execute their missions. Navy is currently at risk of having mission teams established but insufficient infrastructure in place to fully employ them.

BACKGROUND: (b)(6)(b)(7)(c)&(f)

As such, SCIF requirements (platform requirements) must be fully coordinated with CMF man, train, and equip (MTE) requirements to ensure CMF mission accomplishment. This creates a seam issue where the capability sponsor (OPNAV N2/N6) is dependent on another resource sponsor (OPNAV N4) for the funding of (b)(6)(b)(7)(c)&(f) .

DISCUSSION:

1. Forty CMF teams will be established by FY16. The stand-up of these teams relies upon two principal funding streams: (1) funding from OPNAV N2/N6 to support MTE requirements, and (2) funding from OPNAV N4 to support mission infrastructure requirements (i.e., additional SCIFs).

2. Per 10 USC 2801-2815, SCIFs costing greater than $750K must be funded via the Military Construction (MILCON) process. Nearly all SCIFs exceed this threshold. SCIF requirements must therefore compete within the Shore Mission Integration Group (SMIG) process, chaired by Commander, Navy Installations Command (CNIC).

3. There is no coordinated plan in place to ensure that CMF infrastructure requirements are given high enough priority within the SMIG to be funded and built, or that they are phased to ensure that the right infrastructure is in place to match CMF requirements as the teams stand up.

RECOMMENDATION:

007-14. That Director, Navy Staff (OPNAV DNS) coordinate with OPNAV N2/N6 and OPNAV N4 to develop an overarching resourcing strategy that coordinates and sequences OPNAV N2/N6 MTE requirements with OPNAV N4-funded SCIF requirements to support stand-up of the CMF.

NAVINSGEN POINT OF CONTACT: (b)(6)(b)(7)(c)&(f) , USN
(202) 433(b)(6)(b)(7)(c)&(f) ; DSN 288-(b)(6)(b)(7)(c)&(f)
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ISSUE PAPER 5

SUBJECT: ENVIRONMENTAL OVERSIGHT OF FLTCYBERCOM (FCC) REMOTE GOVERNMENT-OWNED, CONTRACTOR-OPERATED (GOCO) FACILITIES

REFERENCES: (a) OPNAVINST 5090.1D, Environmental Readiness Program, 10 Jan 2014
(b) OPNAV M-5090.1, Environmental Readiness Program Manual
(c) Performance Work Statement (N00604-11-R-3006-0010)

ISSUE: GOCO facilities under Fleet Cyber Command (FCC) are not receiving sufficient environmental oversight.

BACKGROUND: Reference (a) provides environmental oversight requirements for GOCO facilities. Per reference (a), Navy Budget Submitting Organizations (BSOs), or activities sponsoring GOCO facilities, are to exercise oversight through the facility's lease, use, or management contracts in order to ensure that the operating contractor complies with applicable environmental laws, regulations, Executive Orders, and DoD or DON policy. When a GOCO facility has no operating contractor or lessee, the BSO or sponsoring activity for the GOCO facility is responsible for compliance with the requirements of reference (b).

DISCUSSION:

1. Prior to January 2014, the now cancelled OPNAVINST 5090.1C (prior version of reference (a)) specified that BSOs are to ensure that the operating contractor at a GOCO facility complies with applicable environmental laws, regulations, Executive Orders, and DoD or DON policy. The BSO, Commander, U.S. Fleet Forces Command (USFF), did not provide any environmental oversight of these facilities. FCC performed limited environmental oversight of these facilities through its echelon 2 Inspector General inspections.

2. FCC's oversight of these GOCO facilities did not sufficiently cover all environmental compliance issues at these facilities. Their facilities inspection checklist included bulk fuel storage tanks condition and whether these tanks are regularly inspected for leaks. However, other program areas (e.g., Hazardous Waste and Hazardous Material management), that may be covered in the lease agreement or that may require permitting (such as air emissions from a generator), are not included in the checklist and are therefore not reliably inspected.

3. Reference (a) was recently updated and now assigns oversight responsibilities for GOCO facilities to either the BSO or the sponsoring activity. While not the BSO for these facilities, FCC is the sponsoring activity. Now that sponsoring activities are clearly specified in reference (a) as an appropriate authority to provide oversight of GOCO facilities, FCC can develop an inspection program for these facilities to ensure environmental compliance.

4. GOCO leases were not available for review at either the Fort Meade sites or the headquarters site in Suffolk. Reference (c) for the Navy Remote Transmitter Facility Dixon was requested from the site manager during the inspection. Reference (c) includes contractor responsibilities for Environmental Protection in section 2.10. While this section requires the contractor to comply

with all applicable federal, state, and local regulations and standards, it could not be verified whether this language is a standard requirement in all of the leases or whether the additional requirements called out in section 2.10 sufficiently describe all the appropriate requirements for this site.

5. While some remote GOCOs in some Commander, Navy Installations Command (CNIC) regions receive support from Public Works entities, FCC was unable to provide any documentation confirming that environmental inspections are conducted at remote GOCOs.

RECOMMENDATION:

008-14. That FCC, after coordination with USFF and CNIC, develop an inspection program for GOCO facilities that it is sponsoring in order to meet the oversight requirements of reference (a).

NAVINSGEN POINT OF CONTACT:

(b)(6)(b)(7)(c)&(f)

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ISSUE PAPER 6

SUBJECT: OUTDATED ELECTRONICS SAFETY GUIDANCE

REFERENCES: (a) SPAWARINST 5100.9D, Navy Shore Electronics Safety Precautions
(b) OPNAVINST 5100.23G, Navy Safety and Occupational Health Program Manual
(c) Waste Electrical and Electronic Equipment Directive (WEEE Directive), Feb 2003

ISSUE: Reference (a) was last updated in 1992 and contains outdated electronics safety guidance. This instruction requires a complete review and update to ensure that it reflects the current electronics safety guidance.

BACKGROUND:

1. Chapter 2 of reference (b) outlines the Navy Safety and Occupational Health program and assigns specific program responsibilities to appropriate commands. Per Appendix 2-A of reference (b), Space and Naval Warfare Systems Command (SPAWAR) is the lead command for electronics safety.

2. Reference (a) was an accurate, valuable resource when it was issued in 1992. Reference (a) includes topics such as personal protection (e.g., gloves, climbing, tool handles), fire safety, lockout/tagout, confined spaces, inspections, ground, portable power tools, electrical requirements, operation and maintenance precautions, among others. This document was the primary ready reference for electronics workers when it was promulgated.

DISCUSSION:

1. Navy shore electronics safety precautions were initially issued by the Naval Electronic Systems Command (NAVELEX) prior to 1992. NAVELEX maintained a robust safety organization and was the technical warrant holder for electronics safety. When NAVELEX was consolidated with SPAWAR in 1992, the technical expertise to support electronics safety governance was not maintained. However, SPAWAR retained responsibility and authority for electronics safety for Navy.

2. Gaps associated with the outdated reference (a) include:

a. A provision for addressing arc flash – a category of hazard which is potentially lethal, but was not generally understood in 1992.

b. The use of lead-free solder – Use of lead-free solder was not a requirement or widespread at the time reference (a) was promulgated. Reference (c), approved by the European Union (EU) in 2003, requires the use of lead-free solder such as tin or other soft metal. As a result, circuitry produced in the EU and used in U.S. military equipment is subject to the development of “tin whiskers” which can short circuit sensitive equipment.

c. Guidance for software system safety in the DoD software safety guidance and MIL-STD-882E (System Safety) – This risk evaluation methodology is important to the increasing number of software intensive systems that control safety critical functions and is not included in reference (a).

d. The increasing importance of micro-grids for field deployable equipment/systems – New hazards are introduced because of multiple redundant circuit feeds and the associated increased challenges and hazards of maintaining effective energy control (e.g., lock-out/tag-out) during maintenance.

e. The advent of technologies permitting remote diagnostics for systems/equipment – These advances can limit the need for hazardous live circuit testing and permit evaluations to be conducted without disruption to continuous systems.

f. Changes in shipboard electrical systems and equipment that often include use of higher voltages, DC current and related increased potential hazards from arc flash.

g. Updated information regarding batteries (lithium, etc.) and their associated safe use.

RECOMMENDATIONS:

009-14. That OPNAV N09F determine which command has the appropriate technical warrant to update reference (a) and coordinate to ensure that it is updated and reissued.

010-14. That OPNAV N09F, as an interim measure, direct that a safety bulletin, or other such timely safety notification, be promulgated to advise shore establishments of the information and precautions missing from the current SPAWARINST 5100.9D.

NAVINSGEN POINT OF CONTACT: (b)(6)(b)(7)(c)&(f)

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ISSUE PAPER 7

SUBJECT: NAVY ENERGY PROGRAM

REFERENCES: (a) Energy Policy Act of 2005 (Public Law 109-58)
(b) Energy Independence & Security Act of 2007 (PL 110-140)
(c) National Defense Authorization Act of 2010 (PL 111-84)
(d) Title 10 United States Code, Section 2911
(e) EO 13423 of January 24, 2007
(f) EO 13514 of October 5, 2009
(g) DoDInst 4170.11 Installation Energy Management, Dec 2009
(h) Navy Energy Vision Oct 2010
(i) Navy Energy Program for Security & Independence Oct 2010
(j) OPNAVINST 4100.5E Shore Energy Management, June 2012

ISSUE: Fleet Cyber Command (FCC) does not have a dedicated Navy energy program. If they did, Navy would have full visibility on FCC's significant energy consumption and Navy could potentially realize energy savings by having FCC explore technologies that reduce consumption.

BACKGROUND: References (a) through (j) provide legal requirements, presidential mandates, Department of Defense policy and Navy goals for reductions in energy consumption. Among the many mandates for reductions in electricity, water, petroleum, and other commodities, the Navy is specifically required by law to reduce total energy intensity (measured as total energy divided by the square footage of facilities consuming it) 30% by 2015 compared to a 2003 baseline (references (b), (e)). The Department of the Navy has instituted even more aggressive targets of 50% total reduction by 2020 (references (i), (j)). In order for the Navy to achieve these mandates, it must have accurate measurement of true baseline data, reliable and comprehensive reporting of current consumption, and aggressive reengineering of its facilities, systems, and operations.

DISCUSSION:

1. FCC executes extremely energy-intensive missions in support of Naval and joint operations around the globe. For example, a single very low frequency (VLF) transmitter consumes between 50 and 70 megawatt-hours (MWH) per day at normal loads. With eight VLF sites, FCC's VLF mission alone consumes slightly more electricity each day than Naval Air Station Oceana, VA. At higher mission loading plus de-icing operations, a single VLF site can consume more than 210 MWH per day, which puts a single transmitter roughly on par with Naval Base Ventura County, CA or Joint Base Anacostia Bolling, DC. While NAVINSGEN did not evaluate consumption for other FCC missions such as high frequency (HF) transmission facilities, satellite communication (SATCOM), and computer network operations, the VLF power requirements alone indicate that FCC is a very significant contributor to Navy's overall shore energy consumption. However, FCC does not have a dedicated office or staff element to manage its energy consumption or develop potential new solutions to support Navy achievement of energy mandates.

2. Reference (i) establishes Navy goals for both tactical and shore energy reductions. Naval Sea Systems Command's "Green Fleet" and Naval Air System Command's "Green Hornet" are offered as examples of advances in tactical energy. Reference (j) assigns responsibility for shore energy improvements to Commander, Navy Installations Command (CNIC) and Naval Facilities Engineering Command (NAVFAC). Because FCC's mission is a tactical energy requirement that consumes traditional shore power, it does not fit neatly in either the tactical or shore arenas covered by the Navy's current energy program. As such, the Navy has not maintained visibility on FCC's consumption, and FCC has not developed any specific energy goals.

3. FCC is not specifically required to establish an energy program; however, such a program would potentially reduce FCC energy consumption over time. An FCC energy program should include the following 3 tenets of the Navy energy program: (1) technical solutions that provide energy consumption data so leaders and individuals can modify behavior; (2) operational and process changes that reduce energy consumption and costs; and (3) awareness of conservation and the valuing of energy as a strategic resource.

4. One prerequisite for inclusion of FCC into the Navy's shore energy program is the establishment of accurate, comprehensive measurement of FCC's consumption. FCC operates numerous remote facilities that are not among the primary installations tracked and reported by CNIC toward overall Navy shore energy intensity reduction. CNIC is already aware of the limitations in its integrated utilities tracking system and is working to expand its capability to capture consumption at remote locations. However, the consumption models currently used by CNIC to represent those off-base locations are based on parametric estimates of typical facilities, amounting to only a fraction of FCC's true consumption. If CNIC and NAVFAC are to accurately track the Navy's overall shore consumption and progress toward mandated energy reductions, they must adjust their baselines and incorporate more accurate models until actual metering allows real-time measurement.

RECOMMENDATIONS:

011-14. That FCC coordinate with the Chief of Naval Operations Energy and Environmental Readiness Division (OPNAV N45) to determine the feasibility of establishing specific energy goals for FCC.

012-14. That CNIC, in coordination with FCC and NAVFAC, verify 2003 baseline consumption at FCC's remote sites, adjust tracking data for Navy energy mandates if necessary, and improve modeling of FCC's remote sites until those sites are fully incorporated into the Navy's metering and reporting systems.

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PART 4

REPORT ON SURVEY AND FOCUS GROUPS

APPENDIX A

SUMMARY OF SURVEY DATA ANALYSIS

1. Method. In support of the Fleet Cyber Command (FCC) Inspection held 13-24 January 2014, the Naval Inspector General (NAVINSGEN) conducted an anonymous on-line survey of active duty military and Department of the Navy (DON) civilian personnel from 2-20 December 2013 that included members from U.S. TENTH Fleet (C10F). The survey produced 247 respondents (118 military, 129 civilian). Based on the reported population, the sample was representative and achieved target statistical parameters.

2. Quality of Life. Quality of life is assessed using a scale from 1 to 10, where 1 is worst and 10 is best. The overall FCC average quality of *home* life (QOHL), 7.78, was comparable to our 5-year echelon 2 average from FY09-13, 7.68. The overall FCC average quality of *work* life (QOWL), 5.75, was lower than the echelon 2 average, 6.58 (Fig. A-1).

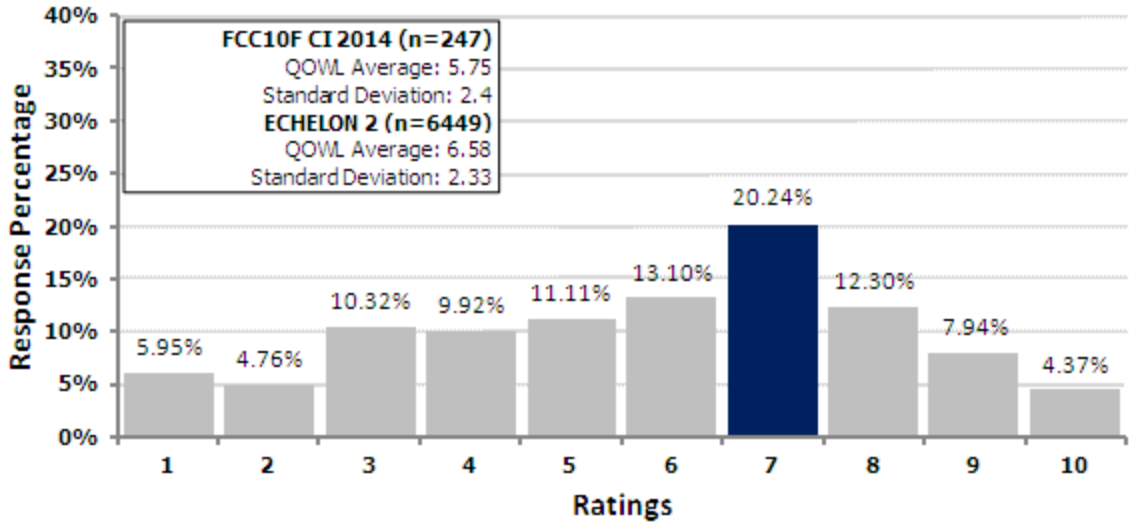


Fig. A-1. Distribution of quality of work life ratings from the pre-event survey. The x-axis lists the rating scale and the y-axis represents the response percentage (percentages for each rating are shown above each bar). The most frequent rating is shown in blue.

a. The survey queried both military and civilians to identify up to three factors that have a positive or negative impact on their QOHL and QOWL.

(1) Positive Factors. The overall top three factors having a positive impact on QOWL for FCC survey respondents were job satisfaction, leadership support, and facilities.[1]

(2) Negative Factors. The overall top three factors having a negative impact on QOWL for FCC survey respondents were leadership support, advancement opportunities, and training.[2]

[1] Length of workday, a fourth factor, cannot be statistically discounted as a potential top three positive factor in the population.

b. The survey queried active duty military members questions regarding physical readiness, performance counseling, and the voter assistance program.

c. The survey queried civilians questions regarding their position description, performance counseling, human resource service center, and human resource office.

d. The survey queried both military and civilians regarding topics such as working hours, resources, facilities, communication, travel, safety, training, command climate, and leadership.

e. The survey queried survey respondents who indicated that they supervise personnel additional questions regarding their supervisory training and responsibilities.

f. The survey included 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.

3. Command Climate. Table A-1 lists strongly agree and agree response percentages to survey questions addressing perceived job importance and other command climate issues; as well as whether fraternization, favoritism, gender/sex discrimination, sexual harassment, or hazing occurs at FCC. Overall echelon 2 command inspection percentages over a 5-year period are shown for comparison. Excepting job importance, lower values are "better."

a. Perceived job importance and occurrence of fraternization or gender/sex discrimination were comparable between FCC and echelon 2 commands.

b. Perceived occurrence of sexual harassment, race discrimination, and hazing at FCC were lower than echelon 2 commands.

c. Perceived occurrence of favoritism at FCC was higher than echelon 2 commands. Verbatim comments in the FCC survey that were related to this outcome consisted of general references with insufficient descriptive information, as well as claims of favoritism for certain individuals within minority groups, telework privileges, and within the hiring process; that hires were either unqualified or that the position was not competed properly. However, our inspection team did not uncover any irregularities in FCC's hiring practices during the on-site inspection in January 2014.

[2] Job satisfaction and award recognition cannot be statistically discounted as potential top three negative factors in the population.

Table A-1. Aggregate Strongly Agree and Agree Responses Percentages to Selected Command Climate Survey Questions: FCC and Overall Echelon 2 Command Inspection Percentages.

Question Issue	FCC/10F	Ech 2
Job Importance	76.45%	77.20%
Fraternization	11.30%	15.67%
Favoritism	**43.51%**	32.57%
Gender/Sex Discrimination	11.72%	14.93%
Sexual Harassment	**2.93%**	10.37%
Race Discrimination	**6.69%**	13.04%
Hazing	**0.84%**	8.70%

Notes. Aggregate strongly agree and agree responses percentages. Echelon 2 CI percentages from FY09-13. Red values indicate a higher percentage than Ech. 2; green values indicate a lower percentage than Ech. 2. All other percentages are comparable between FCC/10F and Ech. 2.

APPENDIX B

SUMMARY OF FOCUS GROUPS

1. Method. On 11 December 2013 the NAVINSGEN conducted a total of nine focus groups at Fort Meade, six with various groupings of active duty military ranks, and three with various groupings of civilian grades. On 23 January 2014, eight focus groups were conducted at Suffolk, four with various groupings of active duty military ranks, and four with various groupings of civilian grades. There were a total of 174 focus group participants; 108 military, 66 civilians. Each focus group was scheduled for one hour and consisted of one facilitator and two note takers. The facilitator followed a protocol script: (a) focus group personnel introductions, (b) brief introduction to the NAVINSGEN mission, (c) privacy, Whistleblower protection, and basic ground rules, (d) a quantitative assessment of overall quality of life (QOL), (e) participant-derived list of QOL topics, and (f) subsequent discussion on the list of QOL topics. Note taker data sheets were transcribed into a spreadsheet where response codes were applied to determine the most frequent QOL topics across all groups.

2. Overall Quality of Life. Overall QOL is verbally assessed in focus groups using a scale from 1 to 10, where 1 is worst and 10 is best. The overall FCC distribution of QOL ratings is displayed in Figure B-1. The FCC average overall quality of life score from the 17 focus groups was 7.18, which is comparable to the echelon 2 average, 6.99.

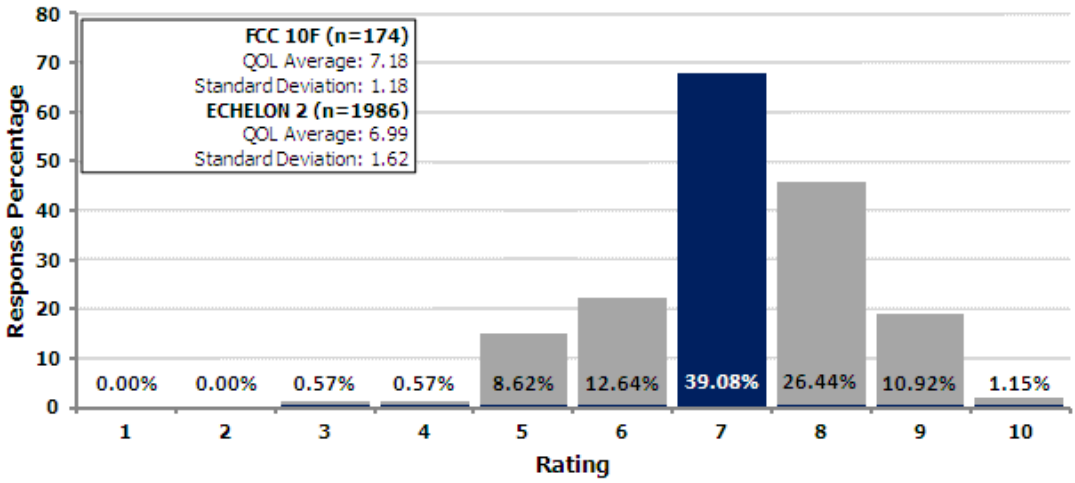


Fig. B-1. Distribution of FCC focus groups quality of life ratings. The x-axis lists the rating scale and the y-axis represents the number of responses (percentages are shown along the x-axis within each bar). The most frequent rating is shown in blue.

3. Quality of Life Topics. The most frequent participant-generated QOL topics discussed across all of the active duty military and DON civilian focus groups are shown in Figure B-2. Quality of life topics are listed along the y-axis. The gray portion of each bar represents the number of civilian focus groups in which the topic was indicated and discussed, and the blue portion of each bar represents the number of military focus groups in which the topic was indicated and discussed. For example, 13 (6 civilian, 7 military) out of 17 focus groups indicated Leadership as a QOL issue. This was the overall most frequent QOL topic.

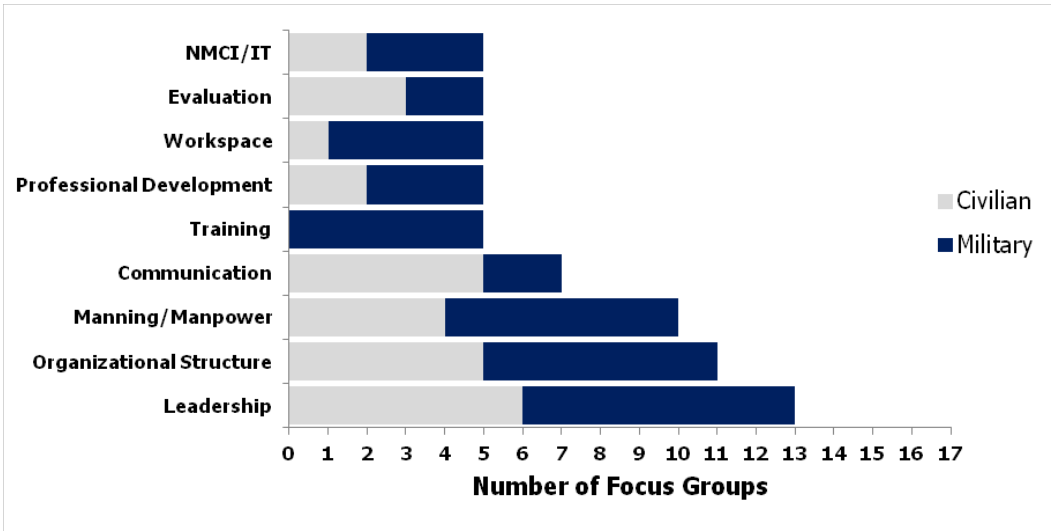


Fig. B-2. Top quality of life issues discussed during the 17 active duty military (10) and DON civilian (7) focus groups.

Focus groups comments related to the topics in Fig. 3 are summarized in the outline below.

a. Leadership

(1) Task/workload prioritization

(a) “There are no priorities; they are all top priorities.”

(b)“What is Priority 1 today is of little to no value in six months.”

(2) There were a number of comments indicating that the civilian workforce feels disenfranchised—not part of the decision-making process.

(3) Perceived need for a long-term business strategy and leadership continuity

(4) Perceived lack of emphasis on people

b. Organizational Structure

(1) Historical changes to the organization. The organization has been in a constant state of flux at a huge cost in terms of workforce effort, with the perception that little has changed other than names.

(2) Some participants voiced uncertainty in how the Navy should build this “new domain” and/or what form it should assume: “Flying the plane while building it.”

(3) Military members felt that that the chain-of-command is unclear and does not resemble a traditional naval organization. They also noted that the matrix structure makes it more difficult to align billets and assign personnel to missions, functions, and tasks.

(4) A majority of military members in Suffolk thought that they should be a detachment (presumably in response to concerns regarding evaluation).

c. Manning/Manpower

(1) Administrative Staff

(a) “This organization was built without billets for admin staffing.”

(b) “We are the central operations authority for Navy networks and we don’t have senior billets filled due to manning constraints. Operators are doing admin!”

(2) Perception that people are often not assigned jobs in accordance with their expertise or do not have a substantive workload.

(a) “Very few staff personnel are able to speak to the elements of the mission.”

(b) “Senior people who were shifted to 10th Fleet have not been used to their capacity.”

(3) Retention

(a) “We cannot keep GS12/13; they stay 6-12 months and then depart for better pay” (NSA or contractor).

(b) At Suffolk there was concern that they will not be able to retain mid-grade workers who might get plucked by Ft. Meade, leaving Suffolk with the burden to refresh and retrain.

(4) Military members generally thought that staff duty after “A” School is a bad idea; a sense that junior enlisted lose an opportunity to develop by not being assigned to a fleet concentration area.

d. Communication

(1) Perception that communication is good between VADM and N-Codes, but less consistent down and across the chain. Some participants reported that they spend a lot of time trying to figure out the latest way ahead.

(2) The civilian workforce felt that the command does not actively seek bottom-up input regarding potential courses of action.

e. Training/Professional Development

(1) Officers thought that the Military Staff Operators Course (MSOC) was very helpful; however, only one half of queried participants indicated that they completed MSOC before

arriving at FCC/C10F. PCS Orders are inconsistent with respect to completing this training before reporting to FCC/C10F.

(2) Enlisted participants felt that junior sailors lose an opportunity to develop and desire more training/development within their rate. Petty officers thought that there are insufficient leadership/supervisory opportunities to support professional growth and promotion.

(3) "This is not a motivating time for the civilian workforce. Cyber Command civilians have no career development program... We are left alone to work on our IDP. They are required but there is no focus (or accountability) from leadership" (see also, related civilian comment under Evaluation).

f. Workspace

(1) Reported that for at least 4 hrs/day at Ft. Meade there are too many (~19) junior enlisted assigned to an estimated 10'x15' workspace. Enlisted members reported that they "hot-desk" in both locations with reported sailor to workstation ratios as high as 10:1.

(2) Civilians noted insufficient workspace privacy.

g. Evaluation

(1) Military members in Suffolk felt that the organizational structure gives Ft. Meade personnel the upper hand in the evaluation process.

(2) Civilians offered some interesting perspectives regarding evaluation/performance appraisals: They noted that a lot of work goes into this process but that performance is ultimately categorized as either acceptable or unacceptable. The lack of funding and different or ineffective evaluation systems fuels a perception that there is no award/merit system. Some civilian participants mentioned that it is very difficult to reward mid-grade workers who are doing excellent work, which is complicated by the perception that higher grade workers are being taken care of first or better than middle to low grade workers.

h. NMCI/IT

(1) Communication

(a) "NMCI is a force detractor for good communications."

(b) "The Navy's architecture does not meet expectations—cannot reliably connect to Portsmouth or Suffolk."

(2) General perception that there are insufficient IT resources to do the work.

(a) VTC (especially in crisis mode)

(b) SIPR workstations

(c) Some participants thought that the technology/equipment is out of date and/or substandard for the FCC/C10F mission.

(3) Perceived risk in the ability to maintain superior technical capabilities within a warfighter domain that is heavily reliant on such technologies. The perception of substandard IT resources was particularly heightened at Ft. Meade, where their next door neighbor, NSA, is viewed as having state-of-the-art IT resources.

APPENDIX C

SURVEY RESPONSE FREQUENCY REPORT

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)

Response	Chart	Frequency	Count
1		0.4%	1
2		0.4%	1
3		1.2%	3
4		2.8%	7
5		3.6%	9
6		6.5%	16
7		18.2%	45
8		**33.2%**	**82**
9		18.2%	45
10		15.4%	38
		Mean	7.842
		Standard Deviation	1.629
		Total Responses	**247**

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

Response	Chart	Frequency	Count
Quality of home		**64.8%**	**160**
Quality of the school for dependent children		27.1%	67
Quality of the childcare available		6.1%	15
Shopping & dining opportunities		47.4%	117
Recreational opportunities		41.7%	103
Access to spouse employment		21.5%	53
Access to medical/dental care		31.6%	78
Cost of living		21.5%	53
Other		10.9%	27
		Total Responses	**247**

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

Response	Chart	Frequency	Count
Quality of home		19.4%	48
Quality of the school for dependent children		19.0%	47
Quality of the childcare available		8.9%	22
Shopping & dining opportunities		7.3%	18
Recreational opportunities		14.2%	35
Access to spouse employment		10.1%	25
Access to medical/dental care		12.6%	31
Cost of living		**66.4%**	**164**
Other		28.7%	71
		Total Responses	**247**

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

Response	Chart	Frequency	Count
Job satisfaction		**46.6%**	**115**
Leadership support		38.1%	94
Leadership opportunities		13.4%	33
Length of workday		31.6%	78
Advancement opportunities		4.9%	12
Training opportunities		11.7%	29
Awards and recognition		5.7%	14
Command morale		13.4%	33
Command climate		15.4%	38
Quality of the workplace facilities		32.8%	81
Other		13.0%	32
	Total Responses		**247**

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

Response	Chart	Frequency	Count
Job satisfaction		27.5%	68
Leadership support		30.4%	75
Leadership opportunities		16.2%	40
Length of workday		18.6%	46
Advancement opportunities		30.8%	76
Training opportunities		28.3%	70
Awards and recognition		23.1%	57
Command morale		**34.4%**	**85**
Command climate		14.6%	36
Quality of the workplace facilities		15.4%	38
Other		17.8%	44
	Total Responses		**247**

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

Response	Chart	Frequency	Count
Male		**72.9%**	**180**
Female		27.1%	67
		Total Responses	**247**

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

Response	Chart	Frequency	Count
Military		47.8%	118
Civilian		**52.2%**	**129**
Contractor		0.0%	0
		Total Responses	**247**

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

Response	Chart	Frequency	Count
E1 - E4		7.8%	9
E5 - E6		**25.0%**	**29**
E7 - E9		22.4%	26
CWO2 - CWO5		0.9%	1
O1 - O3		12.9%	15
O4 - O5		22.4%	26
O6 & Above		8.6%	10
		Total Responses	**116**

My command gives me sufficient time during working hours to participate in a physical readiness exercise program.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		17.2%	20
Agree		**35.3%**	**41**
Neither Agree nor Disagree		19.8%	23
Disagree		19.8%	23
Strongly Disagree		7.8%	9
		Mean	2.655
		Standard Deviation	1.202
		Valid Responses	**116**
		Total Responses	**116**

I work more hours than I report in a pay period because I cannot complete all assigned tasks during scheduled work hours.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Always		8.5%	11
Frequently		19.4%	25
Sometimes		**31.0%**	**40**
Rarely		26.4%	34
Never		14.7%	19
		Mean	3.194
		Standard Deviation	1.166
		Valid Responses	**129**
		Total Responses	**129**

During the last performance evaluation cycle, my supervisor provided me with feedback that enabled me to improve my performance before my formal performance appraisal/EVAL/FITREP.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		19.0%	46
Agree		**30.6%**	**74**
Neither Agree nor Disagree		16.5%	40
Disagree		11.2%	27
Strongly Disagree		6.6%	16
Not Applicable (have not been on station long enough to receive semiannual counseling)		8.7%	21
Did not receive semiannual counseling.		7.4%	18
	Total Responses		**242**

I have used my own funds and have not been reimbursed for the following mission-related expenses:
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Tools/Equipment		7.5%	18
Training/Travel		10.4%	25
POV use as a GOV vehicle replacement/alternative		15.8%	38
Parts & Supplies		7.5%	18
Other		2.9%	7
Not applicable (I have been reimbursed for all mission-related expenses or I have not used personal funds for mission-related expenses.		**72.6%**	**175**
	Total Responses		**241**

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

Response	Chart	Frequency	Count
GS 1 - 8		3.1%	4
GS 9 - 12		23.3%	30
GS 13 - 14		**61.2%**	**79**
GS 15		7.0%	9
ST		0.0%	0
SES		2.3%	3
WD/WG/WS/WL		0.0%	0
NAF		0.0%	0
Other		3.1%	4
		Total Responses	**129**

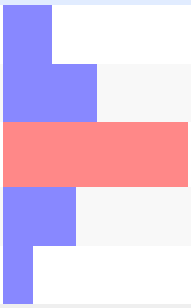
My position description is current and accurately describes my functions, tasks, and responsibilities.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		11.6%	15
Agree		**43.4%**	**56**
Neither Agree nor Disagree		10.9%	14
Disagree		18.6%	24
Strongly Disagree		12.4%	16
Don't Know		3.1%	4
		Total Responses	**129**

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

Response	Chart	Frequency	Count
Strongly Agree		7.0%	9
Agree		13.3%	17
Neither Agree nor Disagree		**55.5%**	**71**
Disagree		20.3%	26
Strongly Disagree		3.9%	5
		Mean	3.008
		Standard Deviation	0.883
		Total Responses	**128**

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

Response	Chart	Frequency	Count
Strongly Agree		10.2%	13
Agree		21.9%	28
Neither Agree nor Disagree		**46.1%**	**59**
Disagree		16.4%	21
Strongly Disagree		5.5%	7
		Mean	2.852
		Standard Deviation	0.997
		Total Responses	**128**

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

Response	Chart	Frequency	Count
Strongly Agree		5.8%	14
Agree		**43.4%**	**105**
Neither Agree nor Disagree		16.9%	41
Disagree		28.9%	70
Strongly Disagree		5.0%	12
		Mean	2.839
		Standard Deviation	1.064
		Total Responses	**242**

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

Response	Chart	Frequency	Count
Strongly Agree		15.3%	37
Agree		**43.8%**	**106**
Neither Agree nor Disagree		16.5%	40
Disagree		16.1%	39
Strongly Disagree		8.3%	20
		Mean	2.583
		Standard Deviation	1.172
		Total Responses	**242**

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

Response	Chart	Frequency	Count
Strongly Agree		28.1%	68
Agree		**48.3%**	**117**
Neither Agree nor Disagree		13.6%	33
Disagree		8.7%	21
Strongly Disagree		1.2%	3
		Mean	2.066
		Standard Deviation	0.936
		Total Responses	**242**

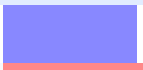
You indicated that your command was not properly resourced, what resources are lacking at your command? (Choose all that apply)
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
People		**63.1%**	**152**
Tools/Equipment		23.2%	56
Training		53.9%	130
IT Resources		39.8%	96
Spare Parts		0.8%	2
Supplies		10.0%	24
Other		28.6%	69
My command is properly resourced.		8.3%	20
		Total Responses	**241**

I am satisfied with the overall quality of my workplace facilities.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		17.0%	41
Agree		**41.9%**	**101**
Neither Agree Nor Disagree		20.7%	50
Disagree		16.2%	39
Strongly Disagree		4.1%	10
		Mean	2.485
		Standard Deviation	1.081
		Total Responses	**241**

My command is concerned about my safety.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		28.2%	68
Agree		**51.5%**	**124**
Neither Agree nor Disagree		14.5%	35
Disagree		4.1%	10
Strongly Disagree		1.7%	4
		Mean	1.996
		Standard Deviation	0.864
		Total Responses	**241**

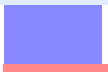
I know how to report an unsafe or unhealthy work condition.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		31.5%	76
Agree		**61.8%**	**149**
Neither Agree nor Disagree		4.1%	10
Disagree		1.2%	3
Strongly Disagree		1.2%	3
		Mean	1.788
		Standard Deviation	0.690
		Total Responses	**241**

My command has a program in place to address potential safety issues.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		27.4%	66
Agree		**60.2%**	**145**
Neither Agree nor Disagree		9.5%	23
Disagree		2.9%	7
Strongly Disagree		0.0%	0
		Mean	1.880
		Standard Deviation	0.688
		Total Responses	**241**

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

Response	Chart	Frequency	Count
Strongly Agree		20.7%	50
Agree		**50.6%**	**122**
Neither Agree nor Disagree		13.3%	32
Disagree		12.4%	30
Strongly Disagree		2.9%	7
		Mean	2.261
		Standard Deviation	1.018
		Total Responses	**241**

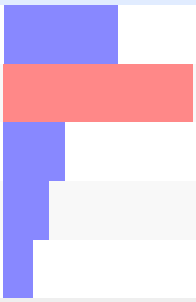
Communication down the chain of command is effective.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		7.9%	19
Agree		**30.8%**	**74**
Neither Agree nor Disagree		16.3%	39
Disagree		30.4%	73
Strongly Disagree		14.6%	35
Not Answered			1
		Mean	3.129
		Standard Deviation	1.226
		Valid Responses	**240**
		Total Responses	**241**

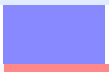
Communication up the chain of command is effective.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		7.5%	18
Agree		**35.8%**	**86**
Neither Agree nor Disagree		18.8%	45
Disagree		26.7%	64
Strongly Disagree		11.3%	27
Not Answered			1
		Mean	**2.983**
		Standard Deviation	**1.175**
		Valid Responses	**240**
		Total Responses	**241**

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

Response	Chart	Frequency	Count
Strongly Agree		27.1%	65
Agree		**46.3%**	**111**
Neither Agree nor Disagree		13.3%	32
Disagree		8.8%	21
Strongly Disagree		4.6%	11
		Mean	**2.175**
		Standard Deviation	**1.068**
		Total Responses	**240**

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

Response	Chart	Frequency	Count
Strongly Agree		21.3%	51
Agree		**45.6%**	**109**
Neither Agree nor Disagree		22.2%	53
Disagree		7.9%	19
Strongly Disagree		2.9%	7
		Mean	2.255
		Standard Deviation	0.978
		Total Responses	**239**

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

Response	Chart	Frequency	Count
Strongly Agree		6.3%	15
Agree		26.4%	63
Neither Agree nor Disagree		**30.5%**	**73**
Disagree		21.3%	51
Strongly Disagree		15.5%	37
		Mean	3.134
		Standard Deviation	1.155
		Total Responses	**239**

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

Response	Chart	Frequency	Count
Strongly Agree		20.9%	50
Agree		**54.0%**	**129**
Neither Agree nor Disagree		13.8%	33
Disagree		7.9%	19
Strongly Disagree		3.3%	8
		Mean	2.188
		Standard Deviation	0.967
		Total Responses	**239**

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)

Response	Chart	Frequency	Count
Strongly Agree		14.2%	34
Agree		**40.6%**	**97**
Neither Agree nor Disagree		34.7%	83
Disagree		6.3%	15
Strongly Disagree		4.2%	10
		Mean	2.456
		Standard Deviation	0.955
		Total Responses	**239**

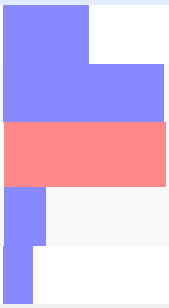
I know who to contact with an EEO/EO question or complaint.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		25.9%	62
Agree		**63.2%**	**151**
Neither Agree nor Disagree		4.2%	10
Disagree		5.4%	13
Strongly Disagree		1.3%	3
		Mean	1.929
		Standard Deviation	0.793
		Total Responses	**239**

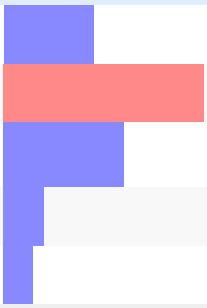
I am aware of or know how to find my local IG Hotline number.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		28.5%	68
Agree		**55.6%**	**133**
Neither Agree nor Disagree		5.0%	12
Disagree		9.6%	23
Strongly Disagree		1.3%	3
		Mean	1.996
		Standard Deviation	0.914
		Total Responses	**239**

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

Response	Chart	Frequency	Count
Strongly Agree		17.2%	41
Agree		36.8%	88
Neither Agree nor Disagree		**37.2%**	**89**
Disagree		6.3%	15
Strongly Disagree		2.5%	6
		Mean	2.402
		Standard Deviation	0.929
		Total Responses	**239**

My command adequately protects my personal information.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		18.4%	44
Agree		**47.3%**	**113**
Neither Agree nor Disagree / Don't Know		26.4%	63
Disagree		5.4%	13
Strongly Disagree		2.5%	6
		Mean	2.264
		Standard Deviation	0.908
		Total Responses	**239**

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

Response	Chart	Frequency	Count
Yes		32.6%	78
No		18.8%	45
Don't Know		**48.5%**	**116**
		Total Responses	**239**

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

Response	Chart	Frequency	Count
Yes		18.4%	44
No		7.5%	18
Don't Know		**74.1%**	**177**
		Total Responses	**239**

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

Response	Chart	Frequency	Count
Strongly Agree		2.5%	6
Agree		8.8%	21
Neither Agree nor Disagree / Don't Know		**43.9%**	**105**
Disagree		31.4%	75
Strongly Disagree		13.4%	32
		Mean	**3.444**
		Standard Deviation	**0.919**
		Total Responses	**239**

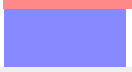
Favoritism is occurring at my command/organization.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		16.7%	40
Agree		**26.8%**	**64**
Neither Agree nor Disagree / Don't Know		**26.8%**	**64**
Disagree		18.0%	43
Strongly Disagree		11.7%	28
		Mean	**2.812**
		Standard Deviation	**1.248**
		Total Responses	**239**

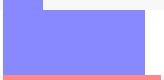
Gender/sex discrimination is occurring at my command/organization.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		5.0%	12
Agree		6.7%	16
Neither Agree nor Disagree / Don't Know		33.5%	80
Disagree		**35.1%**	**84**
Strongly Disagree		19.7%	47
		Mean	**3.577**
		Standard Deviation	**1.038**
		Total Responses	**239**

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

Response	Chart	Frequency	Count
Strongly Agree		0.8%	2
Agree		2.1%	5
Neither Agree nor Disagree / Don't Know		33.5%	80
Disagree		**38.5%**	**92**
Strongly Disagree		25.1%	60
		Mean	**3.849**
		Standard Deviation	**0.852**
		Total Responses	**239**

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

Response	Chart	Frequency	Count
Strongly Agree		2.1%	5
Agree		4.6%	11
Neither Agree nor Disagree / Don't Know		31.0%	74
Disagree		**35.6%**	**85**
Strongly Disagree		26.8%	64
		Mean	**3.803**
		Standard Deviation	**0.957**
		Total Responses	**239**

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

Response	Chart	Frequency	Count
Strongly Agree		0.0%	0
Agree		0.8%	2
Neither Agree nor Disagree / Don't Know		33.1%	79
Disagree		**35.6%**	**85**
Strongly Disagree		30.5%	73
		Mean	3.958
		Standard Deviation	0.819
		Total Responses	**239**

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

Response	Chart	Frequency	Count
Yes		19.3%	46
No		**80.7%**	**192**
		Total Responses	**238**

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

Response	Chart	Frequency	Count
Less than 5		**58.7%**	**27**
5 - 10 civilians		23.9%	11
11 - 20 civilians		10.9%	5
More than 21 civilians		6.5%	3
Not Answered			2
		Valid Responses	**46**
		Total Responses	**48**

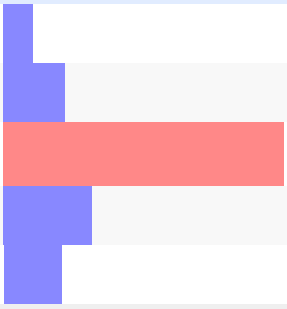
When did you receive civilian supervisory training?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Never		23.9%	11
Within the last 12 months		30.4%	14
Between 1 and 4 years		**34.8%**	**16**
More than 4 years ago		10.9%	5
Not Answered			2
		Valid Responses	**46**
		Total Responses	**48**

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

Response	Chart	Frequency	Count
Yes		20.2%	48
No		**79.8%**	**190**
		Total Responses	**238**

The DON civilian recruitment process is responsive to my command's civilian personnel requirements.
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		0.8%	2
Agree		8.8%	21
Neither Agree nor Disagree / Don't Know		**66.0%**	**157**
Disagree		16.0%	38
Strongly Disagree		8.4%	20
		Mean	**3.223**
		Standard Deviation	**0.755**
		Total Responses	**238**

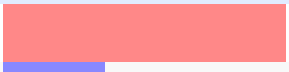
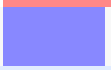
How would you rate your access to the Internet from work?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Unlimited access to all required websites for information/work purposes		**75.2%**	**179**
Limited access to all required websites for information/work purposes (i.e., in port, only a few workstations, etc.)		24.4%	58
No access		0.4%	1
		Total Responses	**238**

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)

Response	Chart	Frequency	Count
Yes		**97.1%**	**231**
No		2.9%	7
		Total Responses	**238**

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)

Response	Chart	Frequency	Count
Yes		**73.9%**	**176**
No		26.1%	62
		Total Responses	**238**

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

Response	Chart	Frequency	Count
Yes		**98.3%**	**234**
No		1.7%	4
		Total Responses	**238**

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

Response	Chart	Frequency	Count
Daily		1.3%	3
Weekly		15.5%	37
Monthly		34.0%	81
Only when I can't find information elsewhere or only when absolutely necessary		**48.3%**	**115**
Never		0.8%	2
		Total Responses	**238**

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

Response	Chart	Frequency	Count
Very easy		3.8%	9
Easy		22.3%	53
Neither easy or difficult		**39.1%**	**93**
Difficult		29.0%	69
Very Difficult		5.9%	14
		Mean	**3.109**
		Standard Deviation	**0.944**
		Total Responses	**238**