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Subj: COMMAND INSPECTION OF NAVAL SUPPLY SYSTEMS COMMAND

Ref: (a) SECNAVINST 5040.3A

1. In accordance with reference (a), the Naval Inspector General (NAVINGEN) conducted a Command Inspection of Commander, Naval Supply Systems Command (COMNAVSUPSYSCOM) from 7 to 18 March 2011. In general, we found that COMNAVSUPSYSCOM is meeting its mission to deliver combat capability through logistics. The staff is professional, dedicated and consistently striving to ensure that the needs of the warfighter are met and maintained.

2. The NAVINGEN Inspection Team reviewed 46 programs and found no major issues with any of the areas. Fourteen of 46 programs need more attention to become fully compliant with department directives. Nine of the 46 programs were exceptionally noteworthy as highly efficient or effective.

3. The following programs are fully compliant and exceptional in efficiency or effectiveness:

a. *Strategic Planning*. The COMNAVSUPSYSCOM strategic plan is an effective business model approach focusing on five business lines based on the Chief of Naval Operations' (CNO) Guidance. Desired outcomes and deliverables are evaluated regularly to ensure proper execution of the Commander's Guidance. The Strategic Planning Group utilizes various avenues of communication to relay the strategic plan both internally and externally to the enterprise.

b. *Military Manpower and Manning (MPN)*. As part of the Program Objective Memorandum 2012 (POM-12), 10% manning reduction of MPN funded billets, COMNAVSUPSYSCOM worked closely with Navy Personnel Command (NPC) to realize efficiencies by rolling down 10% of their staff billets vice cutting the billets. Officer career progression was maintained for COMNAVSUPSYSCOM and the Supply Corps, enabling more junior supply officers to get COMNAVSUPSYSCOM staff exposure by rotating through multiple codes for professional development.

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c. *Training.* The COMNAVSUPSYSCOM Training Office effectively develops the workforce. Especially noteworthy is the "On boarding" Program which utilizes sponsors to take new employees through the indoctrination and training process. All adhoc Training Requests (ATRs) are tracked as well as each employee's Individual Development Plan (IDP) via the COMNAVSUPSYSCOM portal and Enterprise Resource Planning (ERP).

d. *Command Individual Augmentation Coordinator (CIAC) Program.* COMNAVSUPSYSCOM has a robust CIAC Program. Enterprise enlisted and global wars on terrorism (GSA) personnel are tracked by a Senior Chief at BUPERS.

e. *Suicide Prevention.* COMNAVSUPSYSCOM has a robust Suicide Prevention Program. The command has both military and civilian Suicide Prevention Coordinators, which strengthens the program's effectiveness.

f. *Information Assurance Workforce (IAWF).* The COMNAVSUPSYSCOM IAWF Program is the best we have observed. Although COMNAVSUPSYSCOM has not achieved 100% commercial certifications, they are well above the Navy's average and have processes in place to ensure their workforce (government and contractor) achieved mandated certificates.

g. *Energy Management.* The COMNAVSUPSYSCOM Energy Management Programs is the best we have observed. COMNAVSUPSYSCOM has reduced energy consumption by approximately 20% from their 2008 baseline, and are on track to achieve the Secretary of the Navy- mandated 40% energy reduction goal by 2015. They have developed a Strategic Plan for Energy and a Green Procurement Program implementation guide is in place to help personnel understand and execute the DoD Green Procurement Program policy. They have a draft instruction in the approval process to be signed.

h. *Pollution Prevention.* COMNAVSUPSYSCOM runs a vibrant pollution prevention program through the implementation of comprehensive enterprise re-use initiatives. Over 75% of hazardous materials offloaded from ships and not completely used at shore installations, is being redistributed to other customers at little or no cost. This effort translated into a cost avoidance of approximately \$12M for the 2010 calendar year.

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

a. *Mission, Function and Task Statement.* COMNAVSUPSYSCOM has not published a Mission, Function and Task (MFT) statement as required by OPNAVINST 5400.44. On average, MFT statements for supported Echelon III commands have not been updated in over 10 years. Not only are manpower requirements based on directed MFT statements, leadership decisions are determined on justification of stated requirements. COMNAVSUPSYSCOM needs to draft MFT statements to capture updated mission requirements throughout their enterprise to ensure Navy senior leadership is aware of their current mission and resource requirements.

b. *Communication.* Organizationally, we found communications to be well managed by the COMNAVSUPSYSCOM Enterprise Governance Process. We noted through survey results and focus group discussions, communication issues pertaining to civilian training, telework, and time and attendance policies.

c. *Urinalysis/Drug and Alcohol.* The Urinalysis Program is fully compliant with OPNAVINST 5350.4D. However, the recently appointed Alcohol and Drug Control Officer received no turnover and was in the process of implementing an effective oversight program of COMNAVSUPSYSCOM's lower echelons.

d. *Department of the Navy (DON) Quality of Life Programs.* We inspected Naval Postal Policy, Food Services Policy, Husbanding Services and Household Goods (HHG). All programs function well with issues being addressed in a timely manner. COMNAVSUPSYSCOM partners with its customers to correct execution-level deficiencies and when necessary, implements additional DON-level auditing and monitoring measures. Of special note is COMNAVSUPSYSCOM's self-assessment of the Personally Procured Move Program, a component part of HHG. COMNAVSUPSYSCOM's auditing, identification of risk and the subsequent corrective actions and recommended policy changes assists both sailors and the Department by eliminating incorrect claims.

e. *Facilities Management.* The facilities personnel have a good working relationship with the local Naval Facilities Engineering Command (NAVFACENGCOM) Public Works personnel.

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However, because of competing higher priority local projects, there is some frustration with NAVFACENGCOC obligating projects late in the Fiscal Year (FY). COMNAVSUPSYSCOM is listed as the maintenance Unit Identification Code (UIC) for COMNAVSUPSYSCOM "Enterprise" facilities. They fund services, repairs, maintenance, minor construction and environmental compliance. They use Navy Working Capital and Minor Construction-Capital Purchase Program funds for requirements. Utilities and preventive maintenance support are provided annually via general funds. COMNAVSUPSYSCOM is proactive in identifying excess footprint wherever possible. They have a plan to move out of two of the four COMNAVSUPSYSCOM HQ buildings in Mechanicsburg, Pennsylvania by the end of FY11. Heating and ventilation balancing is challenging at COMNAVSUPSYSCOM due to the retrofitting of warehouses for use as administrative offices. Temperature issues are resolved as they are identified. Renovations to the restrooms in the Defense Information Systems Agency (DISA) spaces have been delayed due to unforeseen discovery of asbestos. The completion date is now estimated to be August 2011.

f. *Physical Security.* The COMNAVSUPSYSCOM Physical Security Program is appropriately staffed and meeting requirements. Recommend COMNAVSUPSYSCOM Physical Security staff schedule training in the use of Combined Vulnerability Assessment Management Training Program. The draft instruction needs to be approved and signed. Currently, Naval Inventory Control Point (NAVICP) is providing installation security at Mechanicsburg. CNO approved waivers are in place for the Auxiliary Security Force and reduced facility stand-off distance requirements. Commander, Navy Region Middle Atlantic conducted an Integrated Vulnerability Assessment in May 2010 and a CNO Integrated Vulnerability Assessment is scheduled for 1 October 2011.

g. *Continuity of Operations Program (COOP).* The COOP is compliant with SECNAVINST 3030.4B. The plan incorporates Mission Essential Functions to support the COMNAVSUPSYSCOM HQ staff as well as their Echelon III commands. Program successes and potential risks are identified by regular training and exercises. Self assessment and lessons learned are completed in a timely manner to determine areas of improvement. Of note, the COOP exercise encompasses their local Echelon III commands but does not involve the Naval Support Activity (NAVSUPACT). NAVINSGEN recommends partnering with NAVSUPACT during COOP exercises to ensure better command transition in the event of an

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evacuation. We also recommend that the instruction be updated to reflect the availability of Secure Internet Protocol Router (SIPR) fly-away kits.

h. *Personally Identifiable Information (PII)*. PII does not meet program requirements. There is no designation letter or signed instruction. Training is below 100% participation. Appropriate signs have not been posted and there is no Echelon III oversight. Issue Paper, *Personally Identifiable Information*, refers (Page 29).

i. The Command Managed Equal Opportunity (CMEO) Program needs improvement in the following areas to be fully compliant: NAVSUP has not conducted a command assessment in accordance with OPNAVINST 5354.1F; Navy Pride and Professional courses are not being conducted in accordance with requirements; and COMNAVSUPSYSCOM is not providing oversight to lower echelon commands.

j. *Sexual Assault and Prevention Response (SAPR)*. The newly appointed SAPR Victim Advocate and SAPR Data Collection Coordinator have recently completed the required training and are working to fully implement their program. SAPR posters in the command have three contact phone numbers; one of the numbers listed is not a victim advocate voice mail. We recommend posters be updated to only include numbers that are available at all times and dedicated to victim reporting.

k. *Command Evaluation and Review (CER)*. The COMNAVSUPSYSCOM CER Program is not effective. There is no approved CER Annual Plan. COMNAVSUPSYSCOM's staffing is not adequate to conduct internal reviews. COMNAVSUPSYSCOM's Deputy Commanders identified seven high risk areas that potentially have enterprise-wide risk implications. We recommend the Presentation Silver Program be included in the CER Annual Plan.

l. *Personal Property Management (PPM)*. COMNAVSUPSYSCOM does not have a PPM Program as required by SECNAVINST 7320.010A.

m. *Defense Travel System (DTS)*. Effective May 2010, the Navy's DTS Program management and oversight was transitioned from OPNAV N41 to COMNAVSUPSYSCOM via a Memorandum of Agreement (MOA). COMNAVSUPSYSCOM Consolidated Card Program Management Division (CCPMD) has not developed metrics to access the health of the program. The Navy does not have an instruction to

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mandate that necessary controls are in place to prevent waste, fraud or abuse. Issue Paper, Defense Travel System (DTS), refers (Page 30).

n. *Managers' Internal Control (MIC)*. The MIC Program is compliant. However, the program is not structured effectively to provide COMNAVSUPSYSCOM HQ an aggregated assessment of enterprise wide controls.

5. The Command Inspection Report of COMNAVSUPSYSCOM has two parts. Part 1 forwards our overall observations and findings. Part 2 contains nine issue papers that present specific findings and recommendations for senior Navy leadership. Part 2 also contains a corrective action summary matrix (Page 19) and guidance for submission of corrective actions via an Implementation Status Report (ISR) by command action officers (Page 20). Action officers are required to submit initial ISRs to NAVINSGEN not later than 31 October 2011. Command climate survey results are included in Appendices (Page 35).

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



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NAVAL SUPPLY SYSTEMS COMMAND
COMMAND INSPECTION REPORT

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PART 1

OBSERVATIONS AND FINDINGS

OBSERVATIONS AND FINDINGS

1. The Naval Inspector General (NAVINSGEN) conducted a Command Inspection of Commander, Naval Supply Systems Command (COMNAVSUPSYSCOM) from 7 to 18 March 2011. To prepare for this inspection, we requested COMNAVSUPSYSCOM forward several key documents in advance of our visit. These included the COMNAVSUPSYSCOM command brief, significant issues of concern, recent COMNAVSUPSYSCOM command climate assessments, and a summary of top issues, areas of greatest risk, and most significant accomplishments from the commander's perspective. These were provided and served to focus our understanding of the COMNAVSUPSYSCOM mission, challenges, and risks.

2. The mission of COMNAVSUPSYSCOM is to provide Navy, Marine Corps, Joint and Allied Forces with products and services that deliver Combat Capability through Logistics. COMNAVSUPSYSCOM manages supply chains that provide material for Navy aircraft, surface ships, submarines and their associated weapons systems and provides centralized inventory management for Navy's non-nuclear ordnance stockpile. COMNAVSUPSYSCOM also provides a wide range of base operating and waterfront logistics support services, coordinating material deliveries, contracting for supplies and services, and providing material management and warehousing services.

I. MISSION PERFORMANCE

1. Introduction. The Mission Performance Team assessed COMNAVSUPSYSCOM's mission definition, strategic planning, command relationships, internal and external communication, Total Force, Enterprise Resource Planning (ERP), training, Continuity of Operations (COOP), command security program, and multiple mission related Quality of Life (QOL) programs. The team's assessment of organizational processes and policy included a review of representative branches within the COMNAVSUPSYSCOM Chief of Staff (COS), 01, 02, 03, 04, 05, 09, ERP Office and Office of Corporate Communication as well as military and civilian personnel attached to COMNAVSUPSYSCOM Headquarters (HQ) supported Echelon III commands.

2. Mission. COMNAVSUPSYSCOM does not have a Mission, Function and Task (MFT) statement as required by OPNAVINST 5400.44. Also, the MFT statement for supported Echelon III commands has not been updated, on average, in ten years. Not only are manpower requirements based on directed MFT statement, but leadership decisions are determined on the justification from the stated requirement. It is imperative that COMNAVSUPSYSCOM draft their MFT statement to capture updated mission requirements throughout their enterprise to ensure Navy senior leadership is aware of current mission and possible resourcing shortfalls. Since the 2003 transformation of COMNAVSUPSYSCOM in 2003, the processes of developing an MFT statement will likely focus on potential efficiencies and enhance the linkage between mission and the business model vision of their strategic plan. We recommend the Director, Navy Staff (DNS) review Sections 3 and 4 of OPNAVINST 5400.44 to determine relevance, and if so, ensure MFT statements are submitted from all twenty-eight Echelon II commands. Part 2, Issue Paper 1, refers (Page 21).¹

¹ Over the past 18 months of Echelon II Command Inspections, only 1 of 7 inspected Echelon II commands had a current MFT statement signed by Director, Navy Staff (DNS).

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3. Strategic Planning. The COMNAVSUPSYSCOM strategic plan is an effective business model approach focusing on five business lines based on the Chief of Naval Operations (CNO) guidance. To execute these business lines, COMNAVSUPSYSCOM developed desired outcomes utilizing feedback from stakeholders, including assessment surveys, echelon III environmental assessments and workforce focus groups. Desired outcomes and deliverables are evaluated regularly to ensure proper execution of the Commander's Guidance. The Strategic Planning Group utilizes various avenues of communication to relay the strategic plan both internally and externally to the enterprise.

4. Command Relationships. Both internally and externally, the relationships within COMNAVSUPSYSCOM HQ appear well informed and supportive of the Commander's Guidance. We visited Naval Inventory Control Point (NAVICP), Naval Supply Information Systems Activity (NAVSISA) and Naval Operational Logistics Support Center (NOLSC) Ammo. Through numerous interviews with leaders and personnel, both military and civilian, we confirmed the good working relationship and support provided from COMNAVSUPSYSCOM HQ to its lower echelons.

5. Communication

a. COMNAVSUPSYSCOM effectively communicates its Commander's Guidance and enterprise initiatives both internally and externally. The Office of Corporate Communication is well integrated with COMNAVSUPSYSCOM leadership, Strategic Planning Office, Office of General Counsel and all Echelon III Public Affairs Offices. We did note through survey results and focus group discussions, several communication issues pertaining to civilian training, telework, and time and attendance policies. These will be addressed in their respective section.

b. Organizationally, we found communications to be well managed by the COMNAVSUPSYSCOM Enterprise Governance Process. Weekly Operational Logistics Briefs, Monthly Executive Committee Sessions, Business Metrics Review, ERP Executive Leadership Council as well as Semi-Annual Commander's Conferences and Annual Echelon III visits enable timely dissemination of critical information to the COMNAVSUPSYSCOM Enterprise as well as its stakeholders.

6. Total Force

a. Human Resources (HR). Sixteen of the 305 civilian funded billets at COMNAVSUPSYSCOM are vacant. The COMNAVSUPSYSCOM HQ civilians are satisfied with the level of support provided by the COMNAVSUPSYSCOM HQ HR staff, as well as the Regional HRO that provides processing of Request for Personnel Actions, Labor/ Management Employee Relations, Disciplinary Actions, and Classification and Staffing functions. Through survey results and focus group discussions, we found three areas that warranted further review. These issues pertained to internal-only civilian hiring practices, inconsistent telework practices, and inconsistent time and attendance implementation. First, in the area of civilian hiring practices, our observations indicate that COMNAVSUPSYSCOM HQ properly supports its command hiring policy by advertising civilian vacancies in widest area of consideration for enterprise recruitment actions, for example CHARTs and USA jobs.

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Second, in the area of telework, of the 289 filled civilian billets at COMNAVSUPSYSCOM HQ, only seven are not cleared for telework. Since 2008, there have been 206 telework requests submitted through the HR Department. Of those requests, only two were denied telework. We were unable to obtain data on telework denials within specific departments due to the lack of requirement to track at that level. We recommend the COMNAVSUPSYSCOM IG conducts a review of the procedures and standardized usage of the COMNAVSUPSYSCOM HQ Telework Policy. Lastly, in the area of time and attendance, there is currently a draft instruction. The COMNAVSUPSYSCOM IG Command Evaluation and Review office is reviewing the COMNAVSUPSYSCOM HQ time and attendance procedures dated 16 February 2011. We recommend the COMNAVSUPSYSCOM IG ensures follow-up and oversight of corrective actions pending the findings and approved recommendations.

b. Military Manpower and Manning. COMNAVSUPSYSCOM HQ military staff is manned to Billets Authorized (BA) at 27 Officers and 8 Enlisted. Both COMNAVSUPSYSCOM and Supply Corps Chiefs of Staff have a good working relationship both internally and with their lower echelons. As part of the POM-12, 10% manning reduction of Manpower Personnel, Navy (MPN) funded billets, COMNAVSUPSYSCOM worked closely with Navy Personnel Command (NPC) to realize efficiencies by rolling down 10% of their staff billets vice cutting the billets. Officer career progression was maintained for COMNAVSUPSYSCOM and the Supply Corps, enabling more junior supply officers to get COMNAVSUPSYSCOM HQ staff exposure by rotating through multiple codes for professional development; a practice not currently done with a more senior military staff.

7. Enterprise Resource Planning (ERP). Focus group statements pertaining to the large number of ERP 1.1 system defects not being briefed to COMNAVSUPSYSCOM senior leadership were unfounded. Heat Ticket (Trouble Ticket) trends and deficit backlog are continuously tracked and briefed to leadership weekly. The Heat Ticket system team performs weekly triage to prioritize defects to rectify issues, direct an Engineering Change Proposal or design a system workaround through the ERP program office. System workarounds are cleared by COMNAVSUPSYSCOM prior to implementation.

8. Training. The COMNAVSUPSYSCOM Training Office does an effective job with workforce development. Especially noteworthy is the "Onboarding" Program which utilizes sponsors to take new employees through the indoctrination and training process. All Ad hoc Training Requests (ATRs) are tracked, as well as each employees' Individual Development Plan (IDP) via the COMNAVSUPSYSCOM portal and ERP. As reported earlier, focus groups stated several perceived issues with training priorities, funding and workload. Our observations indicate that over the last three years, completed training is proportional to COMNAVSUPSYSCOM HQ General Scheduled (GS) manning levels compared to the GS-level required for training. On average, there was only a 2% difference from GS levels to GS completed training since 2008. In the case of funding, training temporary additional duty (TAD) was reduced by 25% for this FY. It is imperative the Training Office communicates to each Deputy Director, the need to prioritize their department's training requirements and ensures respective staff is informed of their potential to attend training. If training is denied, proper feedback and alternate training dates should be given to the staff member.

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9. Continuity of Operations (COOP). The COMNAVSUPSYSCOM COOP Program is compliant and is the best NAVINSGEN has seen in recent visits. The plan incorporates mission essential functions to support COMNAVSUPSYSCOM HQ staff as well as supported Echelon III commands. Program successes and potential risks are identified by regular training and exercises. Self-assessment and lessons learned are completed in a timely manner to determine areas of improvement. Of note, the COMNAVSUPSYSCOM COOP exercise encompasses their local Echelon III commands but does not involve the Naval Support Activity (NSA). We recommend partnering with NSA Mechanicsburg during COOP exercises to ensure better command transition in the event of an evacuation. Also, we recommend the instruction be updated to reflect the availability of Secure Internet Protocol Router (SIPR) fly-away kits.

10. Command Security

a. The Security Manager does not have direct access to the Commander and/or the Deputy Director. Currently, information is filtered through first and second line supervisors prior to the COS. The Security Manager works directly for the Director of Security and Safety, who works directly for Deputy Commander for Corporate Operations and Chief Information Officer. The supervisors are not security professionals, so any procedures or recommendations may be lost in translation once it reaches leadership. Part 2, Issue Paper 2, refers (Page 22).

b. The Command Security Manager and Assistant Security Managers are designated in writing and have completed required training. Annual refresher, counterintelligence, Operations Security (OPSEC) training, and foreign travel briefs are being completed as required. The command security instruction is in draft awaiting signature and placement onto the COMNAVSUPSYSCOM's website. The Command Security Manager's office is manned with three personnel to support COMNAVSUPSYSCOM HQ as well as its lower echelons. With the vast responsibilities of this small cadre, we recommend reviewing the scope of work to ensure this office is properly resourced commensurate with other systems commands. Additional personnel could specifically help mitigate enterprise contract review and classified material management issues. Part 2, Issue Paper 3, refers (Page 23).

11. Quality of Life. COMNAVSUPSYSCOM has cognizance and oversight responsibility for several Department of the Navy programs that have direct effect on Sailor's quality of life. We assessed Naval Postal Policy, Food Service, Husbanding Services and Military Households Goods (HHG) moves. Our observations indicate that COMNAVSUPSYSCOM has a healthy process for developing and promulgating policies and regulations pertaining to the services and products resulting from these programs. Additionally, our observations indicate that COMNAVSUPSYSCOM is responsive to its U.S. Naval Forces customers, both afloat and ashore, by providing technical direction and assistance for the daily operation and management of the programs. COMNAVSUPSYSCOM works in partners with its customers to correct execution level deficiencies and when necessary puts in place additional DON-level auditing and monitoring measures. Of special note is the self-assessment of the Personally Procured Move Program, a component part of HHG. The COMNAVSUPSYSCOM identification of risk and the subsequent corrective actions of auditing and recommended policy changes is assisting both Sailors and the Department by eliminating incorrect claims.

12. Cognizance Program (COG-2S). We selected the COG-2S inventory to review due to the potential lack of demand for parts for the SEAWOLF Class submarine. Naval Sea Systems Command (NAVSEASYSKOM) is the resource sponsor for the COG-2S program. Per the

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Memorandum of Agreement (MOA) of 28 August 1995, NAVSEASYSCOM transferred responsibility of non-core functions, which included the inventory management of 2F, 2J, and 2S COG material. NAVSEASYSCOM provides reimbursable funding to NAVICP for labor and non-labor costs. NAVSEASYSCOM also conducts inventory audits on a 3-year schedule. The MOA was updated 6 January 2004 and transferred additional inventory management of COG-2S major end item management performed by NAVSEALOGCEN east and west coast Material Representatives (MATREPS) and NAVSEASYSCOM HQ personnel to NAVICP. We noted good communication between COMNAVSUPSYSCOM, NAVICP and NAVSEASYSCOM. However, when there appears to be a lack of demand, COMNAVSUPSYSCOM can only submit recommendations; NAVSEASYSCOM is the decision authority for eliminating items from the inventory. A possible solution would be to increase the frequency of inventory audits, focused on clearing obsolete items.

II. FACILITIES, SAFETY AND SECURITY

1. Introduction. The Facilities, Safety, and Security Team reviewed facility-related functions including, Facility Management, Energy, Environmental, Physical Security (AT/FP), Safety and Occupational Health Programs.

2. Facilities Management.

a. COMNAVSUPSYSCOM personnel are doing an above average job of facilities management. With the stand-up of Commander, Navy Installations Command (CNIC), most Echelon II commands were required to transfer funding and control of their former facilities to CNIC. However, Navy Working Capital Funded (NWCF) Echelon II commands, including COMNAVSUPSYSCOM, retained maintenance funding for their facilities. As the Budget Submitting Office, COMNAVSUPSYSCOM budgets for Maintenance of Real Property (MRP), Minor Construction-Capital Purchases Program (CPP), Environmental Compliance, and Civil Engineering Support Equipment (CESE) to maintain those facilities (e.g., roof/window replacement, restroom refurbishment, etc). MRP and Environmental projects are funded with NWCF and CPP funds are used for minor construction and CESE projects.

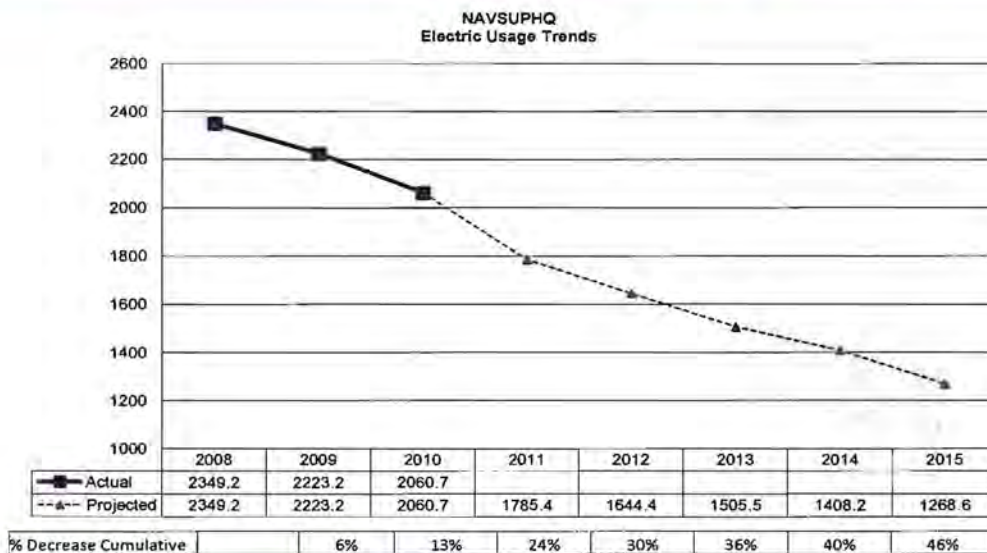
b. COMNAVSUPSYSCOM uses Naval Facilities Engineering Command (NAVFAC) to maintain its infrastructure and has a very good working relationship with the local Public Works personnel. Facilities personnel expressed concern is that NAVFAC does not always obligate the funds as quickly as desired. Although COMNAVSUPSYSCOM acknowledged that NAVFAC eventually obligates the funds, executing projects at the last minute increases cost, lowers efficiency and generally disrupts the orderly distribution of workload.

3. Energy Program Management. COMNAVSUPSYSCOM is developing a comprehensive Energy Management program that meets the objectives of Executive Orders 13423 and 13514 and achieves the Secretary of the Navy (SECNAV) energy and environmental conservation related goals, including emissions reduction, renewable energy and water conservation. The implementing instruction and plan are awaiting final signature.

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a. Among COMNAVSUPSYSCOM successes are the implementation of a high-level Strategic Plan for Energy, issued in May 2010, and a Green Procurement Program Implementation Guide to help Navy personnel understand and execute the DoD Green Procurement Program policy. The Guide shows installation personnel how to meet reporting goals and document Green Procurement practices in the "plan, do, check, act" cycle of their respective Environmental Management Systems.

b. Although it is still too early to determine if COMNAVSUPSYSCOM will ultimately achieve DoD and DON energy reduction goals, Figure 1 indicates that COMNAVSUPSYSCOM has reduced the use of electricity by approximately 20% from the baseline and COMNAVSUPSYSCOM appears to be on track to achieve the SECNAV mandated energy reduction goal by 2015. COMNAVSUPSYSCOM is actively identifying and reducing its facilities' footprint and updates the Internet Naval Facilities Assets Database System, commonly known as iNFADS annually.

Large drop from FY10 to FY11 due to installation of motion sensors/timers

Figure 1 NAVSUP HQ Electrical Energy Usage (Source: NAVSUP 2011)

4. Pollution Prevention (P2). COMNAVSUPSYSCOM runs a vibrant P2 Program through the implementation of numerous comprehensive initiatives. OPNAVINST 5090.1C assigns COMNAVSUPSYSCOM responsibility for implementing the CNO-mandated Consolidated Hazardous Material Reutilization and Inventory Management Program (CHRIMP) Navy-wide. CHRIMP has been proven to be a successful methodology to achieve life cycle Hazardous Material Control and Management (HMC&M) and P2 at the command and facility level through the recovery and reuse of excess Hazardous Material (HAZMAT).

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a. According to COMNAVSUPSYSCOM data more than 75% of excess HAZMAT offloaded from ships is recovered and transferred to CHRIMP HAZMIN Centers where as much as 85% is redistributed to Navy ashore and afloat customers at no cost or little cost. Key metrics indicate Afloat CHRIMP cost avoidance averages about \$6.3M per yr and Ashore CHRIMP HAZMAT cost avoidance is about \$6.7M per year, for a combined annual savings of \$13M.

b. Figure 2 depicts COMNAVSUPSYSCOM Enterprise-wide P2 performance and provides a breakdown by Regional Fleet and Industrial Supply Centers (FISCs). COMNAVSUPSYSCOM P2 personnel and HAZMAT contractors continually review this data in order to improve efficiency and reduce costs.

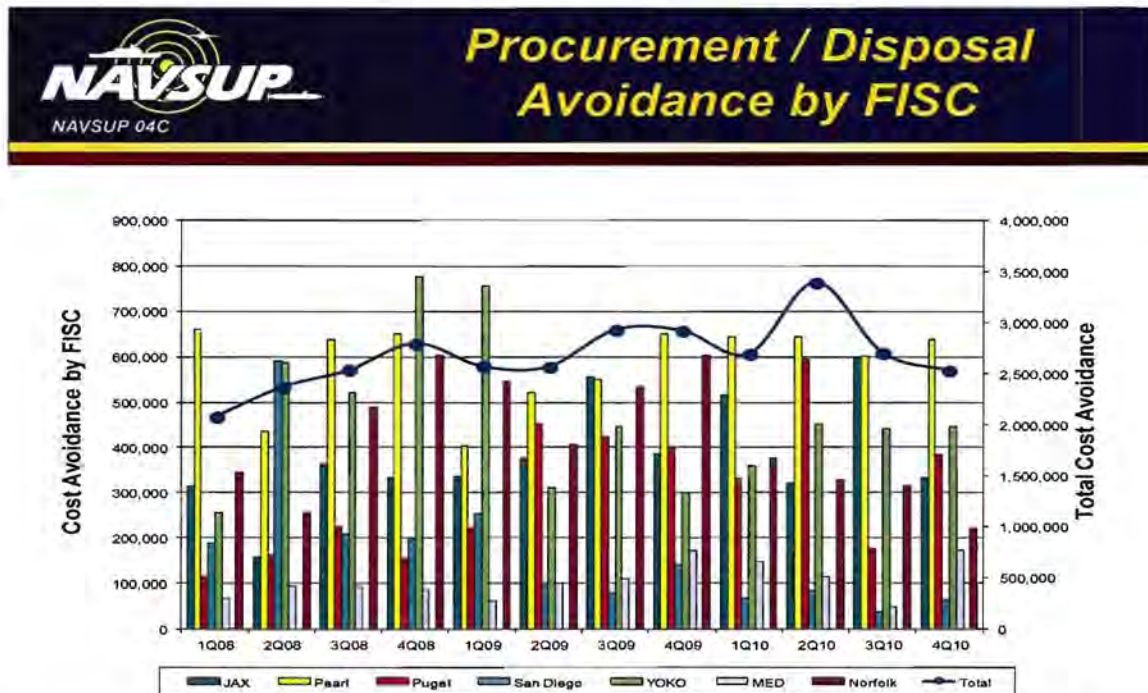


Figure 2 Navy Cost Savings from COMNAVSUPSYSCOM HAZMAT Recovery and Reuse (Source: COMNAVSUPSYSCOM 2011)

c. Despite the current level of cost avoidance the P2 Program has an opportunity for even greater savings. NAVINSGEN estimates the Navy could save as much as \$50M per year in material procurement, storage, transportation and waste disposal costs by providing adequate resources and incentives that ensure all installations universally and consistently implement CHRIMP.²

d. Based on the findings of its study, NAVINSGEN identified that the current alignment ignores the fact that the Fleet is the major procurer of HAZMAT and largest generator of hazardous waste. In order for the Navy to achieve any significant leap in potential savings, the OPNAV-directed alignment of P2 Logistics and HMC&M ownership by COMNAVSUPSYSCOM, must be shifted back to the Fleet as the senior HMC&M program management partner. Part 2, Issue Paper 4, refers (Page 24).

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5. Physical Security. The COMNAVSUPSYSCOM Physical Security Program Office is performing required oversight of its Echelon III commands. Commander, Naval Region Mid-Atlantic conducted a Vulnerability Assessment in May 2010, and COMNAVSUPSYSCOM HQ conducted an internal self-assessment in January 2011. A CNO Integrated Vulnerability Assessment is scheduled to be conducted by the Naval Criminal Investigative Service (NCIS) Security Training, Assistance, and Assessment Team (STAAT) later in 2011. Lessons learned from the recent Solid Curtain exercise revealed the need for updated radio and other communications equipment. CNO approved waivers are in place exempting requirements for an on-site Auxiliary Security Force (ASF) and standard facility stand-off distances. The waiver for the ASF is based on the fact that there are very few Sailors stationed at NSA Mechanicsburg. Most Navy personnel are mid- to high-ranking officers. Naval Inventory Control Point (NAVICP) personnel are providing security for NSA Mechanicsburg. Security responsibilities are scheduled to be transferred to NSA Mechanicsburg in October 2011. A MOA detailing this transfer has been drafted, but remains unsigned pending resolution of a number of staffing issues.

6. Safety and Occupational Health (SOH)

a. SOH Program Management. COMNAVSUPSYSCOM has not established a HQ or Echelon II Safety and Occupational Health Program. This, in addition to not having a safety specialist employed, are repeat findings from the NAVINSGEN Command Inspection conducted in 2000 and noted in the "Analysis of the COMNAVSUPSYSCOM HQ and Enterprise Activities Safety Program" conducted by Serco Incorporated, February 2010, and the Assist Visit conducted by representatives from OPNAV and DASN (Safety). The Implementation Status Reports issued to COMNAVSUPSYSCOM by NAVINSGEN tracking the progress on correcting the deficiencies noted were never completed. Part 2, Issue Paper 5, refers (Page 26).

(1) COMNAVSUPSYSCOM and its subordinate activities located on NSA Mechanicsburg receive satisfactory Base Operating Support for safety services from the installation's Safety Office. These services include building inspections, mishap reporting and investigation, and support for traffic and motorcycle safety.

(2) COMNAVSUPSYSCOM internally transferred a non-safety professional, GS-13 Program Manager to be its Safety Manager in November 2010. Per OPNAVINST 5100.23G, a safety professional is required to head the safety organization at headquarters. Navy policy further recommends this individual be either a certified safety professional or certified industrial hygienist, knowledgeable in DoD, Navy and federal regulations. The newly assigned Safety Manager does not meet these requirements. Recommend COMNAVSUPSYSCOM review the safety staffing models and training requirements in OPNAVINST 5100.23G and consider recruiting a qualified safety professional to head its Safety Department.

b. System Safety Program. Per OPNAVINST 5100.24B, Navy System Safety Program, COMNAVSUPSYSCOM is required to identify and monitor risk on all acquisition programs within their purview from contract to development and through deployment. COMNAVSUPSYSCOM is also required to provide technical expertise to the System Safety Advisory Board. The new Safety Manager is participating in some of the Navy's working groups, but lacks the experience and knowledge in safety to actively contribute. Because COMNAVSUPSYSCOM lacks a safety organization and a safety professional within its organization the requirements of OPNAVINST 5100.24B have not be met.

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c. Safety and Occupational Health Policy. The Commander's Safety and Occupational Health Policy statement for COMNAVSUPSYSCOM is dated January 2011. The COMNAVSUPSYSCOM Safety and Occupational Health Program instruction is in draft format. We recommend COMNAVSUPSYSCOM finalize this policy and distribute it to its subordinate activities.

d. Safety and Occupational Health (SOH) Management Evaluations. Headquarter commands are required per OPNAVINST 5100.23G to ensure SOH Management Evaluations are conducted every three years of subordinate activities to determine safety program effectiveness. Four specific elements are to be included during these evaluations: mishap prevention efforts, quality of self-assessments, compliance with Navy policy, and evaluation of mishap trends. The COMNAVSUPSYSCOM Inspector General conducts inspections of subordinate activities and augments a SOH specialist to assist. Command inspections conducted by COMNAVSUPSYSCOM do not provide the level of detail required by OPNAV instructions. The COMNAVSUPSYSCOM Safety Manager and Inspector General need to develop a process to ensure all required elements are evaluated and plans of action and milestones developed for correcting deficiencies, identifying trends, and reporting progress to headquarters.

e. Self-Assessments. The COMNAVSUPSYSCOM is included in NAVSUPACT Mechanicsburg Safety self-assessment for the installation, but has no documentation of its subordinate activities world-wide receiving the same service. Per NAVADMIN 121425Z Feb 10, Echelon III commands shall review subordinate self-assessments and forward specific issues annually to their Echelon IIs by 1 March for submission to the Executive Safety Committee by 1 May. COMNAVSUPSYSCOM needs to develop a process to ensure compliance with this NAVADMIN.

f. SOH Training. The new COMNAVSUPSYSCOM Safety Manager has no prior SOH background or formal training. COMNAVSUPSYSCOM subordinate activity Collateral Duty Safety Program Managers at NAVICP, NAVSISA, and NOLSC have not attending the required ashore safety program training for their assignment. Per OPNAVINST 5100.23G, Chapters 3, headquarters safety organizations are to be headed by a safety professional who have completed at a minimum the nine courses listed in Chapter 6. Personnel assigned collateral duty responsibilities for safety management are required to complete the Introduction to Navy Occupational Safety and Health (Ashore). COMNAVSUPSYSCOM should develop an IDP to ensure its Safety Manager receives the required training course to competently execute his duties. Additionally, COMNAVSUPSYSCOM should ensure all subordinate activity Collateral Duty Safety Program Managers complete required training. Internal staff safety awareness training is being conducted at COMNAVSUPSYSCOM using information provided by the NAS Mechanicsburg Safety Office.

g. Industrial Hygiene and Occupational Health Support. Industrial Hygiene and Occupational Health support services are provided in accordance with OPNAVINST 5100.23G requirements. COMNAVSUPSYSCOM HQ is categorized as a low hazard activity and only requires Industrial Hygiene assessment be conducted every four years. The COMNAVSUPSYSCOM Industrial Hygiene Survey was conducted in January 2011. Occupational Health support is provided by the Medical Clinic located on the installation.

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h. Recreation, Off-Duty, Traffic and Motorcycle Safety. NSA Mechanicsburg Safety Office provides support to COMNAVSUPSYSCOM and its subordinates in accordance with OPNAVINST 5100.25B, Recreation and Off-Duty Safety and OPNAVINST 5100.12H, Traffic Safety to include Motorcycle Safety. COMNAVSUPSYSCOM has assigned a Motorcycle Rider Coordinator to track riders located within headquarters. COMNAVSUPSYSCOM does not know the status of its subordinate activities traffic and motorcycle safety programs. We recommend COMNAVSUPSYSCOM expand the responsibilities of its Motorcycle Rider Coordinator to include oversight of subordinate activities motorcycle rider program.

III. RESOURCE MANAGEMENT/QUALITY OF LIFE/COMMUNITY SUPPORT

1. Introduction. The Resource Management/Quality of Life Team reviewed the following areas: Post Deployment Health Re-assessment (PDHRA), Suicide Prevention, Individual Medical Readiness (IMR), Command Individual Augmentee Coordinator (CIAC), the Voting Assistance Program, Legal/Ethics, Command Managed Equal Opportunity (CMEO), Sexual Assault Prevention and Response Program (SAPR), Command Drug and Alcohol Program (DAPA), Urinalysis Program (UPC), Information Technology/Information Management, and Information Assurance (IT/IM/IA), Information Assurance Workforce (IAWF), Personal Identifiable Information (PII), Physical Readiness Program (PRP), Command Evaluation and Review (CER), Managers' Internal Control (MIC), Personal Property Management, Command Inspection Program (CIP) and Presentation Silver. Four DON level wide programs were reviewed; Government Commercial Purchase Card (GCPC) Program, Government Travel Credit Program (GTCP), Defense Travel System (DTS) and Department of the Navy Property Management. All observations and findings are as of the last day of the Inspection. With the exception of IT/IM/IA and IAWF Programs which had exceptional lower Echelon oversight, the programs reviewed lacked oversight of lower echelon commands. We found the programs to be in compliance with governing directives with exceptions as noted. A NAVINSGEN Hotline Quality Assurance Review was conducted in conjunction with the Command Inspection and will be addressed in a separate report.

2. Post Deployment Health Reassessment (PDHRA). The PDHRA Coordinator was appointed in writing on 15 November 2010. The PDHRA rate is 100% for HQ and 83% for subordinate commands.

3. Suicide Prevention. COMNAVSUPSYSCOM has a robust Suicide Prevention Program. The Command has both military and civilian Suicide Prevention Coordinators, which strengthens the program's effectiveness. The Coordinators develop posters, presentations and other public affairs products which are shared with subordinate commands.

4. Individual Medical Readiness (IMR). The IMR representative is appointed by letter dated 15 November 2010. Headquarters IMR is 87%, well above the DoD minimum goal of 75%. IMR drops to 55% when lower echelon commands are included. COMNAVSUPSYSCOM has just started tracking lower echelon IMR and should continue this practice. Carlisle Barracks medical and dental clinics are unable to enter data into the Navy's Medical Readiness Reporting System (MRRS). OPNAV is actively working to correct this by granting the medical staff at Carlisle Barracks the proper permissions for direct data entry into MRRS.

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5. Command Individual Augmentation Coordinator (CIAC). COMNAVSUPSYSCOM CIAC runs a superior program. All Headquarters Individual Augmentation and GSA personnel (currently two), and all officers throughout the claimancy are followed by the CIAC. Claimancy Enlisted IA and GSA personnel are tracked by a Senior Chief at BUPERS.

6. Voting Assistance Program. The Voting Assistance Officer (VAO) is engaged and provides oversight of lower echelons using the updated VAO Information Management System. The NAVINSGEN pre-inspection survey indicated 95% of command members voted in the last election. This high percentage of voters is indicative of a well run program.

7. Legal/Ethics Program. The Counsel's office is responsible for the Ethics Program within the COMNAVSUPSYSCOM Headquarters. The attorney assigned as the primary Ethics advisor was fully cognizant of applicable ethics regulations and all aspects of the program were in compliance with Joint Ethics Regulations. Required ethics training is conducted, principally using the on-line training. Ethics information and notices are disseminated through email.

8. Command Managed Equal Opportunity (CMEO). The CMEO Manager was found to be enthusiastic and desires to have a proactive and compliant program. The program has many of the elements of a successful program. However, there are a few areas of non-compliance requiring action:

a. COMNAVSUPSYSCOM has not conducted a command assessment in accordance with OPNAVINST 5354.1F.

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

c. COMNAVSUPSYSCOM is not providing oversight to their lower echelon commands. Part 2, Issue Paper 6, refers (Page 28).

9. Sexual Assault Prevention and Response (SAPR). The newly appointed SAPR Victim Advocate and SAPR Data Collection Coordinator have recently completed the required training, but haven't had time to make the necessary changes to improve the program. Currently, COMNAVSUPSYSCOM has no program to provide oversight to lower echelon commands. The posters in the command have three contact phone numbers. When we called one of the Victim Advocate numbers we were sent to voice mail for one of the COMNAVSUPSYSCOM codes not a victim advocate voice mail. The hotline number worked correctly. We recommend that the posters be updated to only include numbers that are available at all times and dedicated to victim reporting.

10. Urinalysis/Drug and Alcohol. The Urinalysis program is fully compliant with the OPNAVINST. The Drug and Alcohol Program within headquarter is compliant. However, the recently appointed Alcohol and Drug Control Officer had no turnover and has not implemented an effective oversight program for the COMNAVSUPSYSCOM lower echelons.

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11. Information Technology/Information Management/Information Assurance.

COMNAVSUPSYSCOM was fully compliant in areas inspected. The command's Information Officer Staff is highly innovative and forward thinking. They have developed and implemented cost saving and efficient Information Technology initiatives, well ahead of Navy directed mandates.

12. Information Assurance Workforce (IAWF). The COMNAVSUPSYSCOM Senior Information Assurance Program Manager has established the best IAWF program NAVINSGEN has inspected. Although the COMNAVSUPSYSCOM IAWF has not achieved 100% commercial certifications, they are well above the Navy's average and have processes in place to ensure their workforce, government and contractor, achieve mandated certifications.

13. Personal Identifiable Information (PII). The PII Program has some effective elements in place to protect PII, but due to a lack of all required program elements, the program does not meet program compliance. Program deficiencies include: no designation letter; no signed instruction; training completion below 100% (41% military/70% civilian/20% contractor); no PII signs by copiers/printers; and no Echelon III oversight. With additional focus the PII program could quickly become fully compliant. Part 2, Issue Paper 7, refers (Page 29).

14. Physical Readiness. The COMNAVSUPSYSCOM Physical Readiness Program (PRP) is superbly managed and is compliant with OPNAVINST 6110.1H as amended by NAVADMIN. The Command Fitness Leader (CFL) along with one Assistant CFL has managed and administered the PRP for over 30 personnel. Fitness leaders have completed the CFL course and have the appropriate documents on file such as designation letters and cardiopulmonary resuscitation qualification cards. The CFL has direct access to the COS and believes COMNAVSUPSYSCOM leadership supports the PRP.

a. COMNAVSUPSYSCOM highly encourages command Physical Training (PT), which is held every other Friday. Activities include volleyball and fitness circuit routines. All military members within the area have an opportunity to train with the Chief of the Supply Corps once a month. That's roughly 135 personnel encompassing COMNAVSUPSYSCOM and Echelon III commands; this initiative promotes teamwork and esprit de corps.

b. COMNAVSUPSYSCOM inspects, coordinates and endorses echelon III PRP activities and functions. For example, during coordinated PT sessions or Physical Readiness Test (PRT) events, COMNAVSUPSYSCOM may request additional assistance from subordinate CFLs. Additionally, if an Echelon III member fails the Physical Fitness Assessment three times in a 4-year period, administrative documentation is forwarded to COMNAVSUPSYSCOM for endorsement to out-process member from the Navy.

c. The CFL and Base Fitness Center have a great working relationship to assist COMNAVSUPSYSCOM personnel with their wellness goals.

d. Civilian employees have an opportunity to work out as well. COMNAVSUPSYSCOM has created a positive culture of wellness.

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e. The CFL has an outstanding working relationship with the local medical care provider to ensure all health-related documents (such as medical waivers) are complete and compliant with PRP policy.

15. Command Evaluation and Review (CER). The COMNAVSUPSYSCOM CER Program is missing several required elements of an effective program. Specifically, the HQ does not have an annual plan, there is no responsive CER function at the HQ, and there is inadequate staffing to conduct the reviews. The COMNAVSUPSYSCOM Deputy Commanders identified seven high risk areas that potentially have Enterprise-wide risk implications that have not been evaluated.

16. Managers' Internal Control (MIC). The HQ MIC program is compliant. Additionally, compliance validation is performed throughout the COMNAVSUPSYSCOM Enterprise as a functional area assessed, in the Command Inspection Program. However, the program is not structured effectively to provide HQ an aggregated assessment of enterprise-wide controls.

17. Personal Property Management. COMNAVSUPSYSCOM is not adequately performing its responsibilities in accordance with SECNAVINST 7320.10A to (a). As the Navy's Major Claimant for Personal Property, COMNAVSUPSYSCOM is responsible for:

a. Establishing a personal property management organization within Headquarters that provides effective personal property management oversight for the claimancy.

b. Disseminating current personal property guidance and information throughout the claimancy, including the latest policies, procedures, standards and mandates established by DoD, DON, Federal regulation, and/or the laws that pertain to personal property accountability and financial requirements.

c. Developing an effective tracking system to verify that activities within the claimancy are performing physical inventories as required. COMNAVSUPSYSCOM does not have an echelon II designated office or officer that can make responsible assurance the Personal Property Program is compliant and effective for safeguarding government assets.

18. Command Inspection. The Command Inspection Program is compliant with SECNAV and COMNAVSUPSYSCOM instructions. The program is designed to provide two significant functions: (1) assist and evaluate compliance to law and regulations and (2) provide a functional program review with the intent of identifying Enterprise process improvement. While the former is effectively functioning, the lack of trend analysis of findings and recommendation is limiting the effectiveness of the later. NAVSUPINST 5040.9 is currently under revision and addresses a process for integration and trend analysis of findings and recommendations.

19. Presentation Silver. There is insufficient management control being monitored at COMNAVSUPSYSCOM HQ to ensure the Presentation Silver program is functioning effectively. Full asset accountability may be in question particularly the loaned assets to non-Navy entities. COMNAVSUPSYSCOM's ongoing migration of inventory from a desktop application to the Asset Management Module in ERP will assist in inventory accuracy and accountability. We recommend that the Presentation Silver Program, to include periodic inventory validation, be included in the COMNAVSUPSYSCOM CER Program.

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20. Government Commercial Purchase Card Program (GPCP). The GPCP Program Management is compliant to meet the Department's direction to centralize control, and decentralize execution. Sufficient instructions and guidance are promulgated, disseminated, and maintained to provide reasonable assurance for program health. The Program Audit Tool has robust capability to allow for program oversight at every-level. DASN AL&M's Procurement, Performance Management Assessment Program (PPMAP) process is utilized to provide Echelon I monitoring of Echelon II commands with HCA. COMNAVSUPSYSCOM as the Executive Agent should review and aggregate the finding to look for trends and repeat discrepancies from all Navy HCA's PPMAPs in the area of the Purchase Card Program. Currently a seam exists between tracking of repeat discrepancies (SUP 02) and execution of the program (SUP 03).

21. Government Travel Charge Card Program (GTCC). COMNAVSUPSYSCOM, through a MOU, is the Department's Component Program Manager (CPM). By instruction, CPMs will include in their guidance the requirement for administrative program reviews of the GTCC. The COMNAVSUPSYSCOM GTCC Instruction has been in chop for over a year. Signing the draft instruction, which mandates robust Command Reviews, would provide the CPM with more effective management control and oversight ability.

22. Defense Travel System (DTS)

a. Effective May 2010, a MOA between OPNAV 41 and COMNAVSUPSYSCOM (Subject: Transition and Transfer of Navy Defense Travel System Program Management of 4 June 2010) transferred the Navy's DTS program management and oversight from OPNAV N41 to COMNAVSUPSYSCOM. The MOA effectively delineates roles and responsibilities to include budget realignment for the program management and follow-on funding for Fleet-wide implementation of the program. Specifically, the MOA states:

(1) Beginning FY12, funding for the Navy DTS program management, support contract and civilian billet, currently in the OPNAV N1 budget base will transfer to OPNAV N41 as Resource Sponsor and COMNAVSUPSYSCOM will become the Budget Submitting Office (BSO). This funding transfer includes one civilian billet (Full-Time Equivalent at the GS14 grade level).

(2) Director, Supply, Ordnance and Logistics Operations will "Work with Fleet Forces Command and other stakeholders to facilitate implementation of DTS for afloat units. Once fully implemented, this responsibility will transfer to COMNAVSUPSYSCOM."

b. COMNAVSUPSYSCOM CCPMD has yet to develop system metrics to assess program health. Additionally, we found that the Navy has no instruction to mandate minimum necessary controls to mitigate waste, fraud, or abuse at every command level in the program, such as mandated training for DTAs, DTS permission levels and access, and separation of duties. Part 2, Issue Paper 8, refers (Page 30).

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23. Property Management. The roles and responsibilities for the DON Property Management policy and program oversight are ambiguous, creating unclear delegation of authority and responsibility for accountability and management of DON property assets, financial statements, and the Department's electronic property management system.

a. In 1998, COMNAVSUPSYSCOM was informally tasked with support. The Fleet and Industrial Supply Center (FISC) Norfolk (Virginia), became the executing organization to support the Navy-wide effort.

b. COMNAVSUPSYSCOM HQ and FISC Norfolk are unclear about their responsibilities for the Navy's PP&E Program. Additionally, NAVINSGEN observations indicate that it is unclear who sets the policy, develops management controls guidance on Navy DPAS, and provides reasonable assurance as to the overall adequacy and effectiveness of internal controls for PP&E within the Department. Part 2, Issue Paper 9, refers (Page 32).

IV. AREAS/PROGRAMS ASSESSED

NAVINSGEN Teams assessed the following areas and programs:

Mission Performance

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

Facilities, Safety, and Security

- Facilities Management
- Energy
- Environmental (Pollution Prevention P2 Program)
- Physical Security and Anti-Terrorism/Force Protection
- Safety and Occupational Health

Resource Management/Personal and Family Readiness

- Post Deployment Health Re-assessment (PDHRA)
- Suicide Prevention
- Individual Medical Readiness
- Command Individual Augmentee Coordinator
- Voting Assistance
- Legal and Ethics

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Resource Management/Personal and Family Readiness (Cont'd)

Command Managed Equal Opportunity
Sexual Assault and Response Program (SAPA)
Command Drug and Alcohol Program (DAPA)
Urinalysis Program
Information Management/Information Assurance
Personal Identifiable Information (PII)
Physical Readiness Program
Command Evaluation and Review Program
Managers' Internal Control Program
Personal Property Management
Command Inspection Program
Presentation Silver
Government Commercial Purchase Card Program
Government Travel Credit Card Program
Defense Travel System (DTS)
Department of the Navy Property Management
Fraternization/Sexual Harassment
Equal Employment Opportunity
Human Resource Office Matters
Military/Civilian Working Relationships
Religious Ministries
Morale, Welfare, and Recreation
Medical/Dental Care
Fleet and Family Support

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PART 2
ISSUE PAPERS

**ISSUE PAPER ACTION SUMMARY MATRIX
ACTION COMMAND
INITIAL RESPONSES DUE TO NAVINSGEN 31 OCTOBER 2011**

ISSUE PAPER	OPNAV	NAVSUP	DTS PROGRAM OFFICE	ASN RD&A	ASN FMO
1. MISSION, FUNCTION AND TASK STATEMENT		X			
2. COMMAND SECURITY MANAGER LEADERSHIP ACCESS		X			
3. SECURITY OFFICE UNDERMANNED		X			
4. POLLUTION PREVENTION LOGISTICS AND HAZARDOUS MATERIAL CONTROL AND MANAGEMENT	X	X			
5. ECHELON II SAFETY AND OCCUPATIONAL HEALTH PROGRAM RESPONSIBILITIES		X			
6. EQUAL OPPORTUNITY AND COMMAND MANAGED EQUAL OPPORTUNITY		X			
7. PROTECTING PERSONALLY IDENTIFIABLE INFORMATION		X			
8. DEFENSE TRAVEL SYSTEM MANAGEMENT CONTROLS	X	X	X		
9. ROLES AND RESPONSIBILITIES FOR DEPARTMENT OF THE NAVY PROPERTY MANAGEMENT POLICY AND PROGRAM	X			X	X

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SUMMARY OF ACTIONS

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

a. **Submit initial ISRs using OPNAV Form 5040/2 no later than 31 OCTOBER 2011.** Each ISR should include an e-mail address for the action officer, where available. Electronic ISR submission to NAVIGInspections@navy.mil is preferred. An electronic version of OPNAV Form 5040/2 may be downloaded from the NAVINSGEN Web-site at www.ig.navy.mil in the Downloads and Publications Folder, titled Forms Folder, Implementation Status Report.

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

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

d. NAVINSGEN point of contact for ISRs is (b)(7)(c), telephone (202) 433-(b)(7)(c), DSN 288-(b)(7)(c) facsimile (202) 433-3277.

<u>COMMAND</u>	<u>RECOMMENDATION NUMBER(S) XXX-11</u>
ASN RD&A	036
ASN FMO	036
OPNAV	025, 034, 036, 037, 038
DTS PROGRAM OFFICE	033
COMNAVSUPSYSCOM	020, 021, 022, 023, 024, 025, 026, 027, 028, 029, 030, 031, 032, 035

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ISSUE PAPER 1

SUBJECT: MISSION, FUNCTION AND TASK STATEMENT

REFERENCE: (a) OPNAVINST 5400.44 DTD 05 OCT 2007

PROBLEM: Per reference (a), Naval Supply Systems Command (COMNAVSUPSYSCOM) is required to have a Mission, Function and Task statement. Currently, COMNAVSUPSYSCOM does not have a MFT statement.

BACKGROUND: Shore activities require a MFT statement. Not only are manpower requirements based on a MFT statement, but leadership decisions are based on the justification from the stated requirement. Mission statements are based upon recommendations of commanders of what their activity is to accomplish. A quality mission statement along with supporting background information is vital to modifying manpower to an existing command due to increased mission sets.

DISCUSSION:

1. The COMNAVSUPSYSCOM strategic plan is an effective business model approach focusing on five business lines based on CNO guidance. However, without a MFT statement, there is no link or assurance that COMNAVSUPSYSCOM's manning matches their mission or long range goals. Since the COMNAVSUPSYSCOM transformation in 2003 where mission sets and policies were shifted to lower echelons, no MFT statement has been developed to capture potential manning shortfalls or efficiencies. Developing a command MFT statement will focus on matching manning to mission and enhance the linkage between mission and the business model vision of their strategic plan.
2. During our inspection, we noted that COMNAVSUPSYSCOM Echelon III commands' MFT statement have not been updated, on average in 10 years. As stated earlier with mission shifts in 2003 and increased mission sets since, COMNAVSUPSYSCOM Echelon III commands MFT statement may not reflect current missions for their respective commands.

RECOMMENDATIONS

020-11. That COMNAVSUPSYSCOM direct supported Echelon III commands to review and update their respective MFT statement especially MFT statements dated earlier than 2003.

021-11. That COMNAVSUPSYSCOM develops their MFT statement based on supporting functions to their lower echelons.

022-11. That COMNAVSUPSYSCOM ensures Director, Navy Staff review and sign the MFT statement when complete.

NAVINGEN POINT OF CONTACT:

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ISSUE PAPER 2

SUBJECT: COMMAND SECURITY MANAGER LEADERSHIP ACCESS

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

PROBLEM: The Naval Supply Systems Command (COMNAVSUPSYSCOM) security expertise is not utilized to its fullest extent or following procedures stated in reference (a). This is evident since the Security Manager has indirect access to the Deputy Director or Commander.

BACKGROUND: The Security Manager does not have direct access to the Commander and the Deputy Director. Currently, information is filtered through 1st and 2nd line supervisors prior to the Chief of Staff. The Security Manager works directly for the Director of Security and Safety who works directly for Deputy Commander for Corporate Operations & Chief Information Officer. The supervisors are not security professionals, so any procedures or recommendations may be lost in translation once it reaches leadership.

DISCUSSION:

1. COMNAVSUPSYSCOM leadership originally directed Fleet Logistics Operations (Code 04) to address the classified material security problem. Code 04 presented a presentation (relative to material security) to the front office, Commander, Fleet and Industrial Supply Centers. However, no Headquarters security personnel were included/consulted during the early stages of the classified management initiative until approximately six months later. The information initially provided to leadership was insufficient to accurately describe the magnitude of the security problem. This inadvertently helped create further inconsistencies throughout the enterprise, resulting in security programs not being properly maintained because the proper authority on the matter was not notified or included in the decision-making process. Reference (a) states, "The security manager is responsible for implementing the Information Security Program and shall have direct access to the commanding officer."
2. Keeping the Security Manager close to senior leadership allows for better decision making opportunities. Whether it is from minor infractions to major enterprise efforts requiring security involvement, the value of having the expertise at the leadership's disposal is paramount.

RECOMMENDATION

023-11. That COMNAVSUPSYSCOM ensure the Command Security Manager has direct access to the Commander, Deputy Director and Chief of Staff to ensure the appropriate expert advice is quickly delivered and unfiltered.

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ISSUE PAPER 3

SUBJECT: SECURITY OFFICE UNDERMANNED

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

PROBLEM: The Commander, Naval Supply Systems Command (COMNAVSUPSYSCOM) Security Office appears to be improperly manned to meet the support/service demands of COMNAVSUPSYSCOM Headquarters (HQ) and the COMNAVSUPSYSCOM Enterprise.

BACKGROUND: The Command Security Office is manned with three personnel to provide support/service the 500 personnel at COMNAVSUPSYSCOM HQ as well as the 30K personnel at its lower echelons. With the vast responsibilities of this small office, security lapses (incidents and violations) will undoubtedly occur as noted with the impetus for the COMNAVSUPSYSCOM initiative to improve/mitigate classified management practices across the Enterprise.

DISCUSSION: The lack of security expertise and personnel throughout the COMNAVSUPSYSCOM Enterprise has strained the limited resources and capabilities at COMNAVSUPSYSCOM HQ. Optimally, an additional three personnel increase at headquarters level would provide the best support to the Enterprise (GS-11, 12, and 13). Also, strong consideration for placing qualified security professionals at remote facilities will further strengthen the integrity of the COMNAVSUPSYSCOM security strategy. Additional personnel with the requisite security background could specifically help mitigate enterprise contract reviews and classified material management issues. If this personnel shortfall is not addressed, the Department of the Navy could incur serious damage because the security mechanisms for the logistical support structure are vulnerable to compromise from potential insider threats, foreign intelligence services and terrorist activities.

RECOMMENDATION

024-11. That COMNAVSUPSYSCOM review the scope of work to ensure its HQ Security Office is properly resourced commensurate with other SYSCOMs of this size and responsibility.

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ISSUE PAPER 4

SUBJECT: POLLUTION PREVENTION LOGISTICS AND HAZARDOUS MATERIAL CONTROL AND MANAGEMENT

REFERENCE: (a) OPNAVINST 5090.1C

PROBLEM: Commander, Naval Supply System Command (COMNAVSUPSYSCOM) does not have the authority to compel Fleet operational units both ashore and afloat to comply with OPNAV and the Chief of Naval Operations pollution prevention requirements. Consequently, the Navy is not receiving full benefit of potential hazardous material life cycle savings.

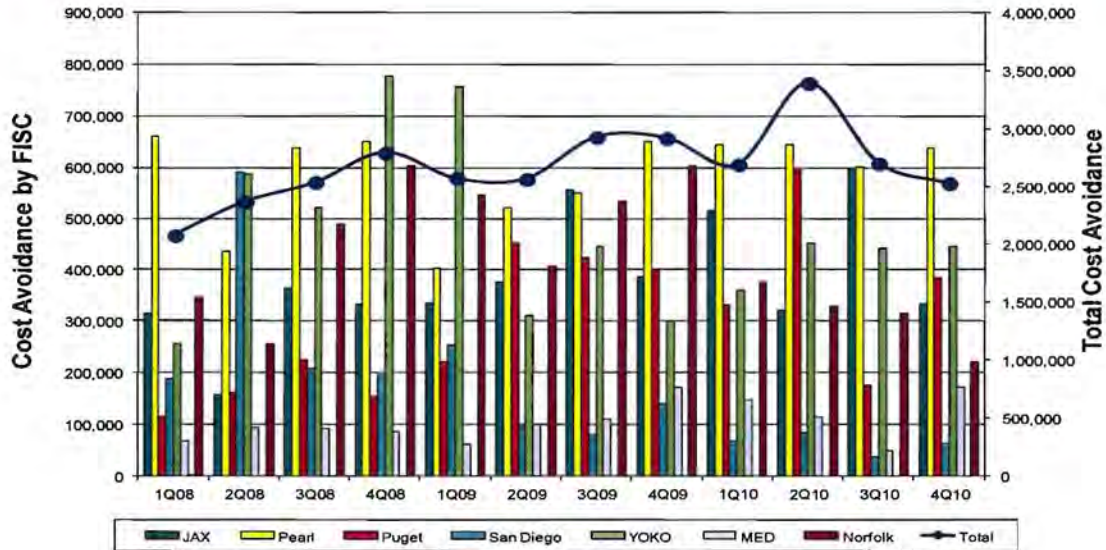
BACKGROUND: Reference (a) directed COMNAVSUPSYSCOM to be primarily responsible for managing the Navy's Pollution Prevention (P2) Logistics and Hazardous Material Control and Management (HMC&M) program. This program applies to ashore and afloat activities and includes procurement, re-use and disposal of hazardous materials.

DISCUSSION

1. COMNAVSUPSYSCOM runs a vibrant pollution prevention program through the implementation of numerous comprehensive initiatives. Data indicates more than 75% of hazardous material offloaded from ships is redistributed at no cost or little cost to the customer.
2. COMNAVSUPSYSCOM reports the ashore Consolidated Hazardous Material Reutilization and Inventory Management Program (CHRIMP) reutilization rate is 85%. The afloat CHRIMP cost avoidance is \$6.3M per year on average and ashore CHRIMP cost avoidance is \$6.7M per year on average. Figure 1 depicts Enterprise-wide P2 performance and provides a breakdown by regional Fleet and Industrial Supply Centers (FISCs). COMNAVSUPSYSCOM Pollution Prevention personnel and Hazardous Material (HAZMAT) contractors continually review this data in order to improve efficiency and reduce costs.
3. Despite the current level of cost avoidance the P2 Program has an opportunity for even greater savings. By providing adequate resources and incentives that ensure all installations universally and consistently implement the CNO-mandated CHRIMP, NAVINSGEN estimates the Navy could save as much as \$50M/year in material procurement and waste disposal costs.²

² NAVINSGEN Ship to Shore Hazardous Material Inquiry Dec 2002

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4. NAVINSGEN identified that the current alignment of responsibility under COMNAVSUPSYSCOM discounts the fact that the Fleet is the major procurer of hazardous material and largest generator of hazardous waste. In order for the Navy to achieve any significant leap in potential savings, the OPNAV directed alignment of P2 Logistics and HMC&M ownership as solely that of COMNAVSUPSYSCOM, must be shifted back to the Fleet as the senior HMC&M program management partner.

RECOMMENDATION

025-11. That OPNAV N45, in conjunction with COMNAVSUPSYSCOM, review the current alignment of HMC&M responsibility and consider assigning Commander, U.S. Fleet Forces Command the leadership role.

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ISSUE PAPER 5

SUBJECT: ECHELON II SAFETY AND OCCUPATIONAL HEALTH PROGRAM
RESPONSIBILITIES

REFERENCE: (a) OPNAVINST 5100.23G
(b) OPNAVINST 5100.24B
(c) NAVINSGEN ltr 5040 Ser N3B/1486 of 28 Jul 00

PROBLEM: Naval Supply Systems Command (COMNAVSUPSYSCOM) does not have a trained safety professional or safety and occupational health organization established within its headquarters to perform echelon II responsibilities.

BACKGROUND

1. The Office of the Naval Inspector General (NAVINSGEN) conducted a command inspection of COMNAVSUPSYSCOM in 2000. In that report NAVINSGEN stated "There is no safety specialist employed at COMNAVSUPSYSCOM to steward their echelon II responsibilities for their world-wide command organizations". That report also stated COMNAVSUPSYSCOM had not performed command level safety and occupational health assessments for its subordinate activities. The NAVINSGEN Implementation Status Reports issued to COMNAVSUPSYSCOM for correcting these deficiencies were not completed.
2. In 2010, COMNAVSUPSYSCOM requested Serco Inc., conduct an independent Safety Study and an Assist Visit from representatives from OPNAV 09FB and DASN (Safety) to assess the status of the command's Safety and Occupational Health Program. The results of the Serco safety study stated "COMNAVSUPSYSCOM had lost sight of their safety mission over the last fifteen years as the result of a number of transformations and realignments of responsibility that have taken place". Serco provided COMNAVSUPSYSCOM with several options for consideration establishing its safety program. COMNAVSUPSYSCOM internally transferred a non-safety professional, GS-13 Program Manager to be its Safety Manager in November 2010.
3. The Naval Support Activity Mechanicsburg Safety Office provides Base Operating Support (BOS) Safety Services to all COMNAVSUPSYSCOM local activities this include workplace safety inspections, collecting and reporting mishap data, traffic and motorcycle training.

DISCUSSION

1. COMNAVSUPSYSCOM has not established a headquarters or Echelon II Safety and Occupational Health program. This, in addition to not having a safety specialist employed, is a repeat finding from an earlier NAVINSGEN Command Inspection conducted in 2000. To fill the Safety Manager gap COMNAVSUPSYSCOM internally transferred a non-safety professional, GS-13 Program Manager into the position. However, per reference (a), a safety professional is required to head the safety organization at headquarters. Navy policy further recommends this individual be either a certified safety professional or certified industrial hygienist, knowledgeable in DoD, Navy and federal regulations. COMNAVSUPSYSCOM's

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newly assigned Safety Manager does not meet these requirements. Also, individuals assigned as Collateral Duty Safety Officers at COMNAVSUPSYSCOM's subordinate activities have not attended the required Introduction to Navy Occupational Safety and Health (Ashore), A-493-0050. COMNAVSUPSYSCOM will need to ensure its Safety Manager completes the courses prescribed in reference (a) to meet the minimum training requirements and Collateral Duty Safety Officers attend the course mentioned above.

2. As a Navy Systems Command, COMNAVSUPSYSCOM is required per reference (b), to identify and monitor risks on all acquisition programs within their purview from contract to development and through deployment. Some of these programs include procurement of hazardous materials, purchase and design of protective clothing, and issuance of contracts for materials and services used within the Navy. The new Safety Manager is participating in the Navy System Safety Board and other Navy working groups, but is limited in his ability to effectively contribute in those groups due to his lack of technical safety expertise and training. For this reason COMNAVSUPSYSCOM cannot effectively execute its responsibilities in reference (b).

3. COMNAVSUPSYSCOM is unable to assess the effectiveness of safety programs across its enterprise per reference (a). They have not ensured required Safety and Occupational Health Management Evaluations are being conducted at subordinate activities every three years. This discrepancy was noted in 2000 by NAVINSGEN and remains unchanged in 11 years. COMNAVSUPSYSCOM must correct this discrepancy to ensure its enterprise is complying with the SECNAV and CNO Safety Vision.

RECOMMENDATIONS

026-11. That COMNAVSUPSYSCOM establish a headquarters command safety program that fully complies with reference (a).

027-11. That COMNAVSUPSYSCOM develop an execution plan to ensure compliance with Training requirements in reference (a), Chapters 3 and 6 for headquarters' safety manager and subordinate activity collateral duty safety managers.

028-11. That COMNAVSUPSYSCOM provide safety technical expertise to the Navy System Safety Advisory Board, in addition to identifying all acquisition programs within their purview and risk associated with these programs.

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ISSUE PAPER 6

SUBJECT: EQUAL OPPORTUNITY AND COMMAND MANAGED EQUAL OPPORTUNITY

REFERENCE: (a) OPNAVINST 5354.1F

PROBLEM: Commander, Naval Supply Systems Command (COMNAVSUPSYSCOM) is missing key elements in the Equal Opportunity and Command Managed Equal Opportunity (CMEO) Program.

BACKGROUND: An assessment was conducted of the COMNAVSUPSYSCOM Equal Opportunity (EO) and CMEO Programs, including a review of naval messages, survey and focus groups data and program manager interviews. Currently, the program is missing key elements, which leaves the organization susceptible to a grievance.

DISCUSSION: Per reference (a) commanding officers are responsible to ensure unlawful discrimination is absent from their command. To that end they are required to conduct command climate assessments. Echelon II commanders are required to provide oversight to their lower echelon commands. Some of the deficiencies observed are:

- COMNAVSUPSYSCOM has not conducted a command assessment in accordance with OPNAVINST.
- Navy Pride and Professional courses are not being conducted in accordance with CPPD curriculum and Navy EO policy.
- COMNAVSUPSYSCOM is not providing any oversight to their lower echelon commands.

RECOMMENDATIONS

029-11. That COMNAVSUPSYSCOM conduct a complete command assessment as specified in reference (a) using the triangulation method. Conduct the correct survey, review of records and reports, interviews and focus groups. Complete the assessment by performing an analysis, developing an action plan with feedback and constructing an executive summary.

030-11 . That COMNAVSUPSYSCOM develop a process to provide oversight to the lower echelons.

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ISSUE PAPER 7

SUBJECT: PROTECTING PERSONALLY IDENTIFIABLE INFORMATION

PROBLEM: The Commander, Naval Supply Systems Command (COMNAVSUPSYSCOM) Personally Identifiable Information (PII) Program lacks all elements to effectively protect PII in accordance with Department of Navy (DON) and U.S. Navy mandates.

BACKGROUND: During COMNAVSUPSYSCOM's Command Inspection it was stated by COMNAVSUPSYSCOM's Counsel that Privacy is a team effort at COMNAVSUPSYSCOM. A number of people were present during the PII Program inspection, yet several key elements of an effective PII program were missing, including an overall lead to take responsibility of the program.

DISCUSSION

1. The COMNAVSUPSYSCOM Privacy Program is missing the following mandatory elements: no one person is designated in writing as the Privacy Officer or PII Coordinator, COMNAVSUPSYSCOM does not have a command instruction governing their privacy program, command PII training falls well below the 100% mandate, no signs were posted near copiers and printers to remind users to protect PII, and there was no evidence of Echelon III oversight for the PII program.
2. COMNAVSUPSYSCOM has the following elements in place to protect PII: three Privacy Impact Assessments (PIAs) are filed and current with the DON's Privacy Office, all command users are required to complete Information Assurance Version 9 Training and user access to COMNAVSUPSYSCOM information systems are verified prior to access. COMNAVSUPSYSCOM has contracted a private company to handle the destruction of For Official Use Only (FOUO) material. This program appears to be effective.

RECOMMENDATIONS

031-11. That COMNAVSUPSYSCOM designate a PII POC in writing, sign out their draft Privacy instruction, ensure 100% assigned personnel complete PII training download signs from the DON's privacy website and post near all copiers and printers.

032-11. That COMNAVSUPSYSCOM PII Coordinator contact all Echelon IIIs to establish PII requirements and follow up with an assist to verify Echelon III program elements are in place.

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ISSUE PAPER 8

SUBJECT: DEFENSE TRAVEL SYSTEM MANAGEMENT CONTROLS

REFERENCE: (a) Under Secretary of Defense (P&R) Memo, Mandatory Use of the Defense Travel System, 28 March 08
(b) NAVADMIN 315/08, Mandatory Use of Defense Travel System
(c) OPNAVINST 4650.15A, Navy Passenger Travel
(d) Joint Federal Travel Regulations, Volume 1
(e) Joint Travel Regulations, Volume 2
(f) DoD 7000.14R, Volume 9, of 3 Apr 2009
(g) Memorandum of Agreement, Transition and Transfer of Navy Defense Travel System Program Management, OPNAV N41/NAVSUP dtd 4 Jun 10
(h) Naval Audit Service Report N2010-0046, Defense Travel System

PROBLEM: The Department of the Navy has no guidance or instruction to mandate minimum necessary DTS controls to mitigate waste, fraud, or mismanagement in the temporary duty travel (TDY) passenger travel program.

BACKGROUND

1. Reference (a) mandates the use of the Defense Travel System (DTS) as the single, online electronic travel system for the Department of Defense. Reference (b) mandates the use of DTS for all Department of the Navy official TDY except for select group travelers expressly waived in writing by OPNAV N41.
2. DTS is a fully integrated, automated, end-to-end travel management system that enables travelers to electronically create authorizations and reservations, receive approvals, generate travel vouchers, and receive a split disbursement between their bank account and the Government Travel Charge Card. In accordance with reference (c), DTS shifts responsibilities associated with liquidating TDY travel from Personnel Support Activity Detachments (PSDs) and Customer Service Desks (CSDs) to the commanders. This shift in responsibility decentralizes compliance with references (d) through (f) requiring each command establish management controls (administrative and financial) for DTS operation.

DISCUSSION

1. OPNAV N41 was tasked with implementing DTS across the Navy as required by the Secretary of Defense in March 2008. Reference (g) delegates program management responsibilities of Navy DTS to Commander, Naval Supply Systems Command (COMNAVSUPSYSCOM) from Director, Supply, Ordnance and Logistics Operations, Fleet Readiness and Logistics, Deputy Chief of Naval Operations (OPNAV N41). Responsibility for Navy travel policy will remain with OPNAV N41 as will the policy for mandatory use of DTS within the Navy.

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2. NAVINSGEN Command Inspection of COMNAVSUPSYSCOM indicated that the Navy DTS Program Office did not have sufficient system metrics in place to access or indicate reasonable assurance for program health across the department. More significantly, the Navy has not provided sufficient guidance or instruction to Commanders regarding minimum necessary DTS program management controls, nor has the Navy provided guidance or instruction to Echelon II commands to assist them with their oversight role for DTS operations. Reference (c) is sufficient to appoint responsibility to Commanders but is insufficient to provide guidance on how to comply or mitigate risk.

3. Both the Naval Inspector General and the Naval Audit Service (reference h) have found risk and vulnerabilities in the Navy's DTS program particularly with regard to DTS permission levels and system access, separation of duties, DTA training, and DTAs familiarity with DoD Financial Management Regulation, the Joint Federal Travel Regulation, and the Joint Travel Regulation.

RECOMMENDATIONS

033-11. That the DTS Program Office develop mandated DTS management controls to assist Commanders, at each command level, with mitigating waste, fraud, or mismanagement in the temporary duty travel (TDY) passenger travel program.

034-11. That OPNAV N41 promulgate mandated DTS management controls via updated OPNAVINST 4650.15 or separate OPNAV Instruction.

035-11. That COMNAVSUPSYSCOM Utilize NAVADMIN to promulgate if updating instruction will be lengthy.

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ISSUE PAPER 9

SUBJECT: ROLES AND RESPONSIBILITIES FOR DEPARTMENT OF THE NAVY
PROPERTY MANAGEMENT POLICY AND PROGRAM

REFERENCE: (a) CNO MSG 051905Z/AUG 99
(b) CNO MSG 231400Z/NOV 99
(c) CNO MSG 111703Z/FEB 00
(d) CNO MSG 182001Z/APR 00
(e) SECNAVINST 7320.10A, Department of the Navy Personal Property
Policies and Procedures
(f) SECNAVINST 4440.33, Sponsor-Owned Material, Government-Owned
Material and Plant and Project Stock Management

PROBLEM: The roles and responsibilities for Department of the Navy Property Management are ambiguous, creating unclear delegation of authority and responsibility for accountability and management of DON property assets and the Department's electronic property management system.

BACKGROUND

1. Reference (a) required all Navy activities to convert existing personal property management systems to the Defense Property Accountability System (DPAS), reference (b) through (d) promulgated the Navy strategy for implementing DPAS, and reference (c) governs the policies and procedures for General Fund and Working Capital Fund (WCF) Personal Property Management.
2. The Defense Property Accountability System is the official accountable record system for management of Navy personal property. In accordance with reference (e), personal property is defined as assets that are items "used but not consumed in the course of doing business," such as office equipment, industrial plant equipment, vehicles, material handling equipment, automated data processing (ADP) equipment, Government-Furnished Equipment (GFE) acquired by the Federal Government or a contractor, leased assets (capital or operating), and military equipment such as weapons, weapon systems, and weapon system components and support equipment. Personal Property does not include: inventory items (e.g., items intended for sale), operating materials and supplies, real property (i.e., land buildings and structures), or items of an historical nature.
3. OPNAV N41, as the lead Navy organization for property management, recognized the need for a Navy specific support team to standardize cataloging functions and support Fleet-wide DPAS implementation. In 1998, Commander, Naval Supply System Command (COMNAVSUPSYSCOM) was informally tasked with support. The Fleet and Industrial Supply Center (FISC) Norfolk (Virginia) became the executing organization to support the Navy wide effort. Funding for the initiative was provided by OPNAV and Financial Management Office (FMO) to support the FISC/ManTech International Corporation team called the Navy Plant Property & Equipment (PP&E) Management Support Team.

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4. Since 2000, the Navy PP&E Management Support Team located at FISC Norfolk has performed the below critical functions in support of property management for all Navy sites:

- a. Provides an organic "Customer Service Desk" for Navy Users.
- b. Security processing and establishing new user accounts and passwords. All System Authorization Access Request Form DD2875's (SAAR) must be submitted to the Navy PP&E Management Support Team for processing.
- c. Makes changes and updates to security settings plus resets DPAS user passwords.
- d. Catalog maintenance to process any transaction in DPAS a catalog record must be established. The Navy is maintaining one catalog of stock numbers and manufacture data for all Navy activities using DPAS.
- e. Monthly Financial and end-of-year financial reporting for all Navy Commands.
- f. Monthly metric reports and message stating the overall performance of the Commands.
- g. Maintenance of the Navy PP&E web page.
- h. System Change Request (SCR) coordination. Navy activities requesting a DPAS system change must use the SCR form. Submit the changes to the Navy PP&E Management Support Team for review, research and analysis. The team will forward those requests via the chain of command for approval.
- i. The Navy PP&E Management Support Team is your first point of contact for Property Management assistance.
- j. Customer service support for manual and automated inventory procedures, processes, equipment, reports and reconciliations.

5. Reference (f) issued in 2009 in response to Government Accountability Office, DoD Inspector General, Naval Audit Service (NAVAUDSVC) and Naval Inspector General (NAVINSGEN) reports that documented the need for improved management, control and financial and physical accountability of SOM/GOM, and plant and project stock. The instruction filled what the Assistant Secretary of the Navy, Research Development and Acquisition (ASN, RD&A) organization called, "a policy gap at the highest level regarding effective management and efficient use of material purchased by Hardware Systems Command and Program Executive Offices."

6. Reference (f) requires applicable material be, "accounted for (i.e., accurately identified, classified, recorded, and reported) within currently available automated business management systems, and evolve to the future integrated business management system of record, Navy Enterprise Resource Planning (ERP)."

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DISCUSSION

1. During the COMNAVSUPSYSCOM Command Inspection of COMNAVSUPSYSCOM, a roles and responsibility disconnect was identified regarding Navy PP&E policy, program administration and accountability for programmatic oversight. COMNAVSUPSYSCOM in coordination with OPNAV 41 was unable to find documentation that articulated COMNAVSUPSYSCOM's delegated responsibility from OPNAV 41. However, COMNAVSUPSYSCOM has been providing funding to support the contracted PP&E management support effort at FISC Norfolk since a functional realignment of funds from OPNAV 41 in 2002.

2. COMNAVSUPSYSCOM Headquarters and FISC Norfolk is unclear about their responsibilities for the Navy's PP&E Program. Additionally, COMNAVSUPSYSCOM found that who sets the policy, develops management controls guidance on Navy DPAS, and provides reasonable assurance as to the overall adequacy and effectiveness of internal controls for PP&E within the Department is unclear.

3. As the Navy continues to migrate to ERP, System Commands are moving their property assets from DPAS to ERP. COMNAVSUPSYSCOM could find no policy document that indicated the DoD mandated use of DPAS has been cancelled, nor could we find DON policy on the issue. Today, DPAS and ERP are not integrated, which could be causing inaccuracies in monthly financial and end-of-year financial reporting for General Equipment, Military Equipment, Operating Materials and Supplies, and Real Property.

RECOMMENDATIONS

036-11. That OPNAV, ASN RD&A, and FMO determine who is the lead organization for the Navy property management program; who has the responsibility to establish property management policies, standards, and performance measures; and who should monitor and evaluate DON-wide performance.

037-11. That OPNAV N41 designate in writing COMNAVSUPSYSCOM's role and responsibilities, if any, in the policy development and/or management of PP&E Program. Does COMNAVSUPSYSCOM have responsibility for Navy property management beyond the COMNAVSUPSYSCOM enterprise?

038-11. That OPNAV provide policy alignment and useable guidance to Commanders on asset accountability and financial reporting requirement for personal property, SOM/GOM, plant and project stock should be promulgated. Particularly, what data management system is authorized and under what circumstances.

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APPENDIX A

SUMMARY OF SURVEY DATA ANALYSIS

ACTIVE DUTY MILITARY

AND

DEPARTMENT OF THE NAVY

CIVILIAN PERSONNEL

APPENDIX A

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

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted an on-line survey of active duty military and Department of the Navy (DON) civilian personnel from 31 January to 1 March 2011 in support of the NAVSUP Command Inspection held from 7 to 18 March 2011. There were a total of 278 survey respondents, consisting of 244 DON civilian personnel (87.8%) and 34 active duty military (12.2%). The survey respondents consisted of 156 (44.9%) males and 122 (44.9%) females.

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2. Quality of Life. The active duty military and DON civilian personnel survey respondents rated their Quality of Work Life (QOWL) at 6.67 on a scale of 1 to 10 ('worst' to 'best') and Quality of Home Life (QOHL) at 8.18. Both of these scores are higher than the NAVINSGEN rolling averages of 6.26 and 6.97, respectively.

3. Survey Topics

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

As indicated above both military and civilians were asked to rate their quality of work life and quality of home life. For example, 54.7% of the survey respondents indicated job satisfaction as the main factor having a positive impact on their QOWL; length of workday was the second with 34.5 %; with Leadership support rated the third highest at 34.5%. However, leadership support and advancement opportunities were the two main factors having a negative impact on QOWL with 32.2 % and 29.9 %, respectively. Additionally, the survey respondents indicated that their QOHL was most positively impacted by the quality of their home at 69.1%. Cost of living was the second highest with 53.2%, but also the most negative with 28.1%.

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

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

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

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

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

NAVSUP COMMAND INSPECTION – 2011

ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL

1: 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		1.4%	4
4		2.5%	7
5		5.4%	15
6		2.5%	7
7		11.2%	31
8		27.3%	76
9		25.2%	70
10		23.7%	66
		Missing	8,188
		Unanswered Question	1,716
		Valid Responses	278
		Total Responses	278

2: 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		69.1%	192

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Quality of the school for dependent children		32.0%	89
Quality of the childcare available		5.0%	14
Shopping & dining opportunities		27.7%	77
Recreational opportunities		30.2%	84
Access to spouse employment		10.8%	30
Access to medical/dental care		23.7%	66
Cost of living		53.2%	148
Other		10.8%	30
		Valid Responses	278
		Total Responses	278

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

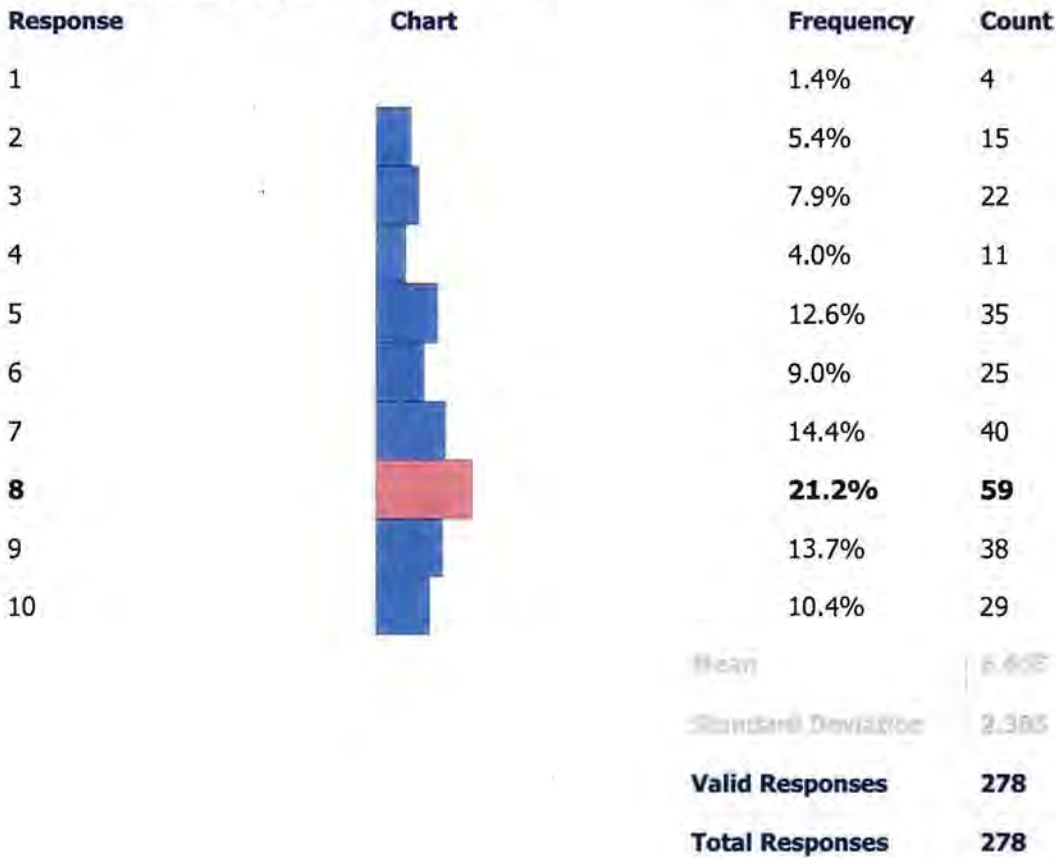
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Quality of home		11.2%	31
Quality of the school for dependent children		9.0%	25
Quality of the childcare available		6.5%	18
Shopping & dining opportunities		23.7%	66
Recreational opportunities		17.3%	48
Access to spouse employment		15.8%	44
Access to medical/dental care		12.9%	36
Cost of living		28.1%	78
Other		21.6%	60
		Valid Responses	278
		Total Responses	278

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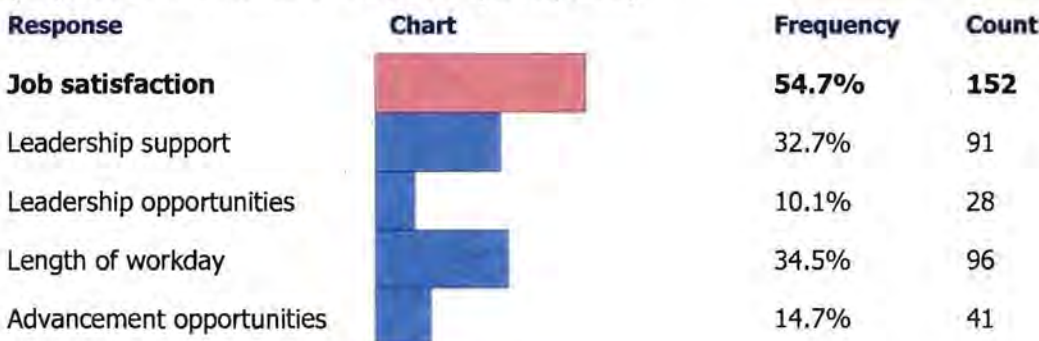
4: On a scale from 1 (worst) to 10 (best), please rate your Quality of Work Life (QOWL). QOWL is the degree to which you enjoy where you work and available opportunities for professional growth.

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



5: 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)



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Training opportunities		19.4%	54
Awards and recognition		14.0%	39
Command climate		19.1%	53
Quality of the workplace facilities		19.1%	53
Parking		25.2%	70
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		0.7%	2
Other		9.4%	26
		Valid Responses	278
		Total Responses	278

6: 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		17.6%	49
Leadership support		30.2%	84
Leadership opportunities		11.5%	32
Length of workday		20.9%	58
Advancement opportunities		29.9%	83
Training opportunities		6.8%	19
Awards and recognition		18.3%	51
Command climate		23.7%	66
Quality of the workplace facilities		19.4%	54
Parking		11.5%	32
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		0.7%	2

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Other		11.5%	32
		Valid Responses	278
		Total Responses	278

7: Gender:

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

Response	Chart	Frequency	Count
Male		56.1%	156
Female		43.9%	122
		Valid Responses	278
		Total Responses	278

8: I am:

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

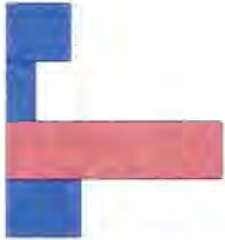
Response	Chart	Frequency	Count
Military		12.2%	34
Civilian		87.8%	244
Contractor		0.0%	0
		Valid Responses	278
		Total Responses	278

9: Rank:

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


Response	Chart	Frequency	Count
E1 - E4		3.0%	1
E5 - E6		3.0%	1

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E7 - E9		15.2%	5
W1 - O3		6.1%	2
O4 - O5		54.5%	18
O6 & Above		18.2%	6
Not Answered			1
		Valid Responses	33
		Total Responses	34


10: 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		33.3%	11
Agree		33.3%	11
Neither Agree nor Disagree		18.2%	6
Disagree		9.1%	3
Strongly Disagree		6.1%	2
Not Answered			1
		Valid Responses	33
		Total Responses	34

11: My supervisor conducts semiannual performance counseling with me.

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

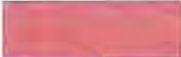
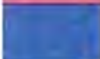



Response	Chart	Frequency	Count
Yes		84.8%	28
No		15.2%	5
Not Answered			1

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Valid Responses	33
Total Responses	34


12: During my semiannual performance my supervisor provides me with feedback that will enable me to improve my performance prior to my annual performance appraisal (EVAL/FITREP).

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

Response	Chart	Frequency	Count
Strongly Agree		45.5%	15
Agree		24.2%	8
Neither Agree nor Disagree		18.2%	6
Disagree		6.1%	2
Strongly Disagree		6.1%	2
Not Answered			1
		Valid Responses	33
		Total Responses	34



13: I know who my command Voting Assistance Officer is.

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

Response	Chart	Frequency	Count
Yes		97.0%	32
No		3.0%	1
Not Answered			1
		Valid Responses	33
		Total Responses	34

14: I voted in the last election.

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

Response	Chart	Frequency	Count
Yes		87.9%	29
No		12.1%	4
Not Answered			1
		Valid Responses	33
		Total Responses	34

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

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

Response	Chart	Frequency	Count
I choose not to		100.0%	4
I didn't know how to		0.0%	0
Other		0.0%	0
		Valid Responses	4
		Total Responses	4

16: Grade:

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

Response	Chart	Frequency	Count
GS 1 - 8 or NSPS equivalent		7.0%	17
GS 9 - 12 or NSPS equivalent		27.3%	66
GS 13 - 14 or NSPS equivalent		53.3%	129
GS 15 or NSPS equivalent		9.5%	23

WG	0.0%	0
SES	2.1%	5
Other	0.8%	2
	Valid Responses	242
	Total Responses	242

17: 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		21.1%	51
Agree		44.2%	107
Neither Agree nor Disagree		13.2%	32
Disagree		11.6%	28
Strongly Disagree		8.3%	20
Don't Know		1.7%	4
		Valid Responses	242
		Total Responses	242

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

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

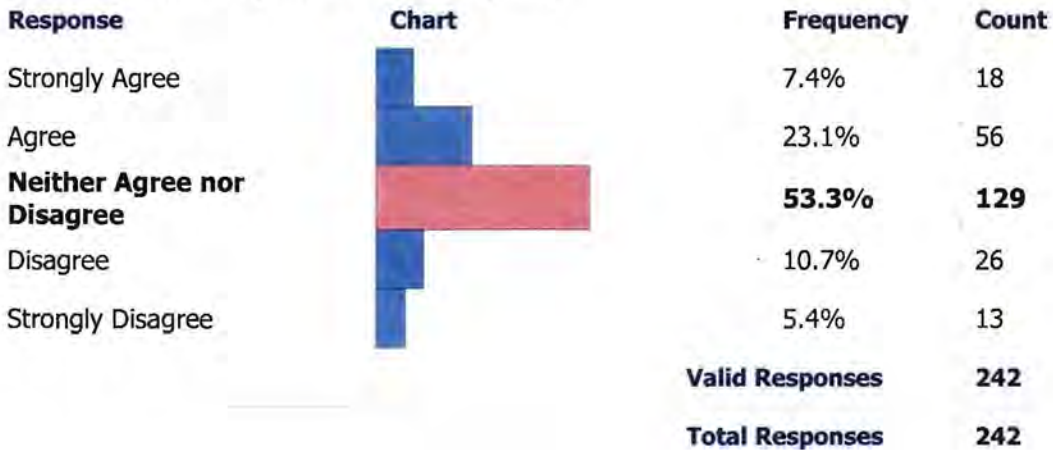
Response	Chart	Frequency	Count
Strongly Agree		35.1%	85
Agree		46.3%	112
Neither Agree nor Disagree		10.3%	25
Disagree		5.8%	14
Strongly Disagree		2.5%	6

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Valid Responses	242
Total Responses	242

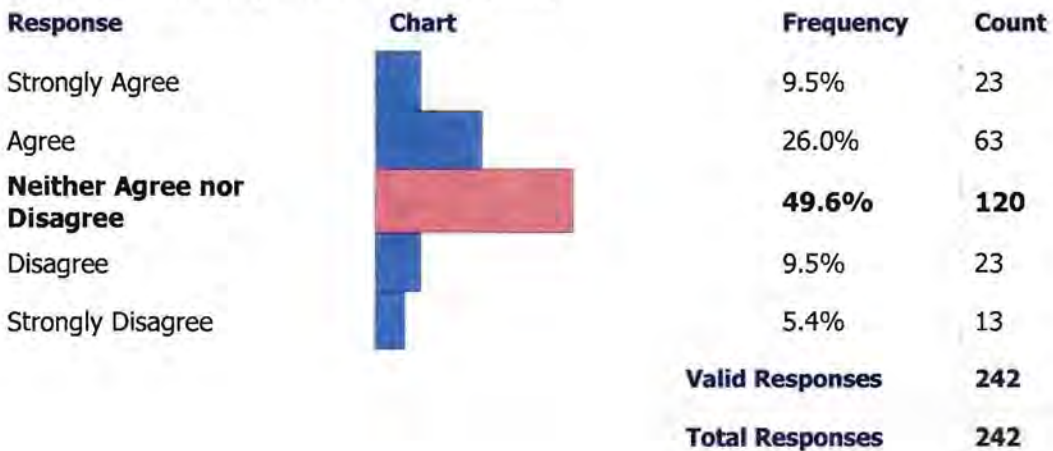
19: The Human Resource Service Center provides timely, accurate responses to my queries.

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








20: My (local) Human Resources Office provides timely, accurate responses to my queries.

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




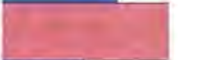



21: I have the tools and resources needed to do my job properly.

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

Response	Chart	Frequency	Count
Strongly Agree		19.6%	53
Agree		54.1%	146
Neither Agree nor Disagree		13.0%	35
Disagree		11.1%	30
Strongly Disagree		2.2%	6
		Valid Responses	270
		Total Responses	270

22: I have adequate leadership guidance to perform my job successfully.

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

Response	Chart	Frequency	Count
Strongly Agree		26.7%	72
Agree		39.3%	106
Neither Agree nor Disagree		18.1%	49
Disagree		11.5%	31
Strongly Disagree		4.4%	12
		Valid Responses	270
		Total Responses	270

23: My current workday is __hours. (Actual time spent at work not including commute time.)

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

Response	Chart	Frequency	Count
6-8		17.4%	47
9-10		68.5%	185

11-12		12.2%	33
13-14		1.9%	5
15+		0.0%	0
		Valid Responses	270
		Total Responses	270


24: My current work week is normally _days.

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

Response	Chart	Frequency	Count
4		6.3%	17
5		89.6%	242
6		3.7%	10
7		0.4%	1
		Valid Responses	270
		Total Responses	270

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


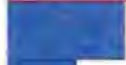

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		29.6%	80
Agree		51.9%	140
Neither Agree nor Disagree		13.3%	36
Disagree		4.4%	12
Strongly Disagree		0.7%	2
		Valid Responses	270
		Total Responses	270

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




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

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

Response	Chart	Frequency	Count
Yes		50.9%	137
No		30.9%	83
Don't Know		18.2%	49
Not Answered			1
		Valid Responses	269
		Total Responses	270

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


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

Response	Chart	Frequency	Count
People		73.8%	62
Tools/Equipment		17.9%	15
Training		31.0%	26
IT Resources		23.8%	20
Spare Parts		1.2%	1
Supplies		6.0%	5
Other		31.0%	26
		Valid Responses	84
		Total Responses	84

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


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

Response	Chart	Frequency	Count
Yes		31.5%	84
No		68.5%	183
		Valid Responses	267
		Total Responses	267

29. If you have purchased supplies or tools with your money, please provide a list of items, cost, and why (e.g., printer ink, \$20, easier to go buy than going through the supply system).

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

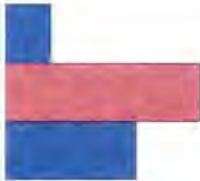
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		21.2%	55
Agree		51.9%	135
Neither Agree Nor Disagree		16.2%	42
Disagree		9.6%	25
Strongly Disagree		1.2%	3
		Valid Responses	260
		Total Responses	260

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

32: My organization has an effective safety program.

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

Response	Chart	Frequency	Count
Strongly Agree		11.9%	31
Agree		50.8%	132
Neither Agree nor Disagree		33.8%	88
Disagree		2.3%	6
Strongly Disagree		1.2%	3
		Valid Responses	260
		Total Responses	260

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


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

Response	Chart	Frequency	Count
Strongly Agree		16.9%	44
Agree		60.0%	156
Neither Agree nor Disagree		13.1%	34
Disagree		8.1%	21
Strongly Disagree		1.9%	5
		Valid Responses	260
		Total Responses	260

34: Reported unsafe or unhealthy work conditions are corrected promptly.


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

Response	Chart	Frequency	Count
Strongly Agree		15.0%	39

Response	Chart	Frequency	Count
Agree		40.4%	105
Neither Agree nor Disagree		38.5%	100
Disagree		3.8%	10
Strongly Disagree		2.3%	6
		Valid Responses	260
		Total Responses	260


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

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

Response	Chart	Frequency	Count
Yes		73.1%	190
No		26.9%	70
		Valid Responses	260
		Total Responses	260

36: I know what Operational Risk Management (ORM) is?

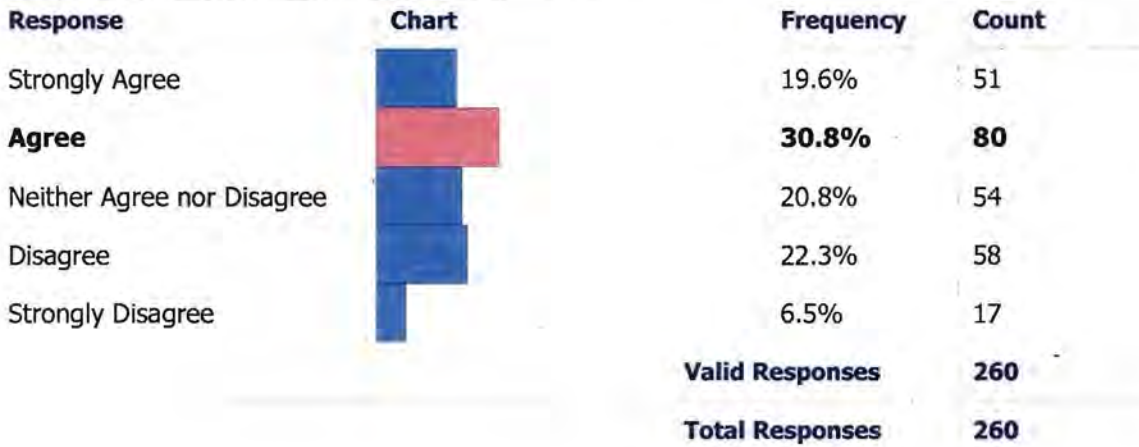
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		20.0%	52
Agree		35.4%	92
Neither Agree nor Disagree		13.8%	36
Disagree		24.6%	64
Strongly Disagree		6.2%	16
		Valid Responses	260
		Total Responses	260

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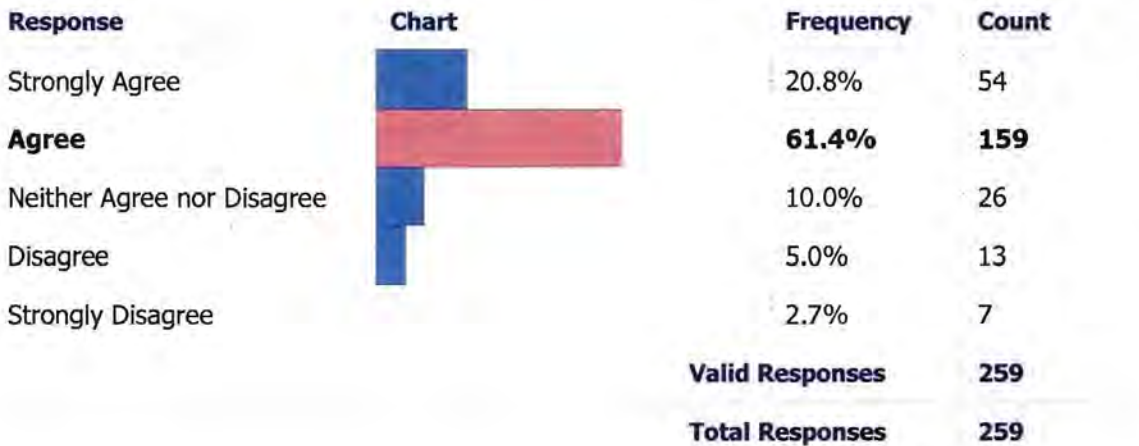
37: I know when to apply the principles of Operational Risk Management (ORM).

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



38: My job affords me a reasonable amount of quality time with my family.

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



39: Morale at my command has a positive impact on my QOWL.






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



Neither Agree nor Disagree		19.7%	51
Disagree		12.0%	31
Strongly Disagree		6.2%	16
		Valid Responses	259
		Total Responses	259






40: Communication down the chain of command is effective.

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

Response	Chart	Frequency	Count
Strongly Agree		9.7%	25
Agree		43.6%	113
Neither Agree nor Disagree		20.1%	52
Disagree		15.1%	39
Strongly Disagree		11.6%	30
		Valid Responses	259
		Total Responses	259

41: Communication up the chain of command is effective.

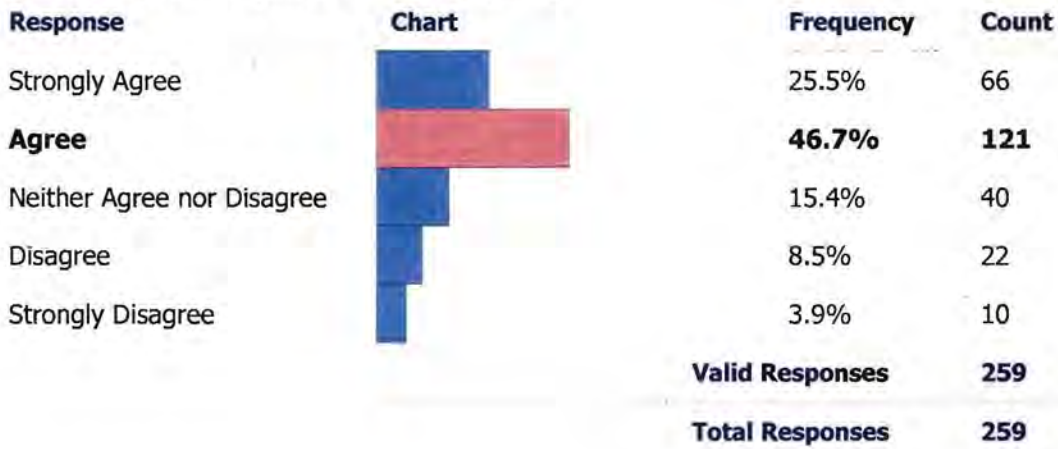
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		10.0%	26
Agree		39.8%	103
Neither Agree nor Disagree		27.4%	71
Disagree		13.5%	35
Strongly Disagree		9.3%	24
		Valid Responses	259
		Total Responses	259

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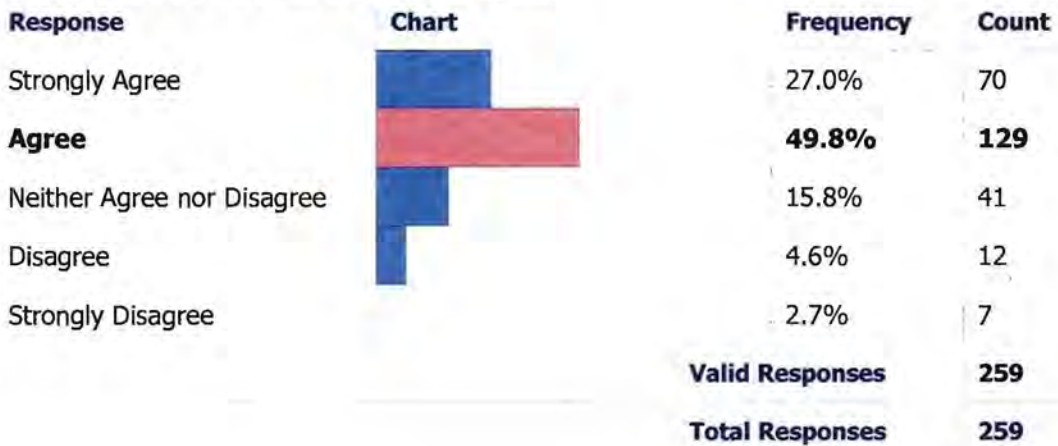
42: My superiors treat me with respect and consideration.

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




43: My performance evaluations have been fair.

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




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

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

Response	Chart	Frequency	Count
Strongly Agree		13.9%	36
Agree		38.6%	100
Neither Agree nor Disagree		25.9%	67
Disagree		14.7%	38
Strongly Disagree		6.9%	18
		Valid Responses	259
		Total Responses	259

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

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


Response	Chart	Frequency	Count
Strongly Agree		20.1%	52
Agree		53.3%	138
Neither Agree nor Disagree		16.6%	43
Disagree		6.2%	16
Strongly Disagree		3.9%	10
		Valid Responses	259
		Total Responses	259

46: 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		13.9%	36

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Response	Chart	Frequency	Count
Agree		41.3%	107
Neither Agree nor Disagree		36.7%	95
Disagree		4.6%	12
Strongly Disagree		3.5%	9
		Valid Responses	259
		Total Responses	259


47: 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		18.9%	49
Agree		55.2%	143
Neither Agree nor Disagree		12.7%	33
Disagree		11.2%	29
Strongly Disagree		1.9%	5
		Valid Responses	259
		Total Responses	259

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

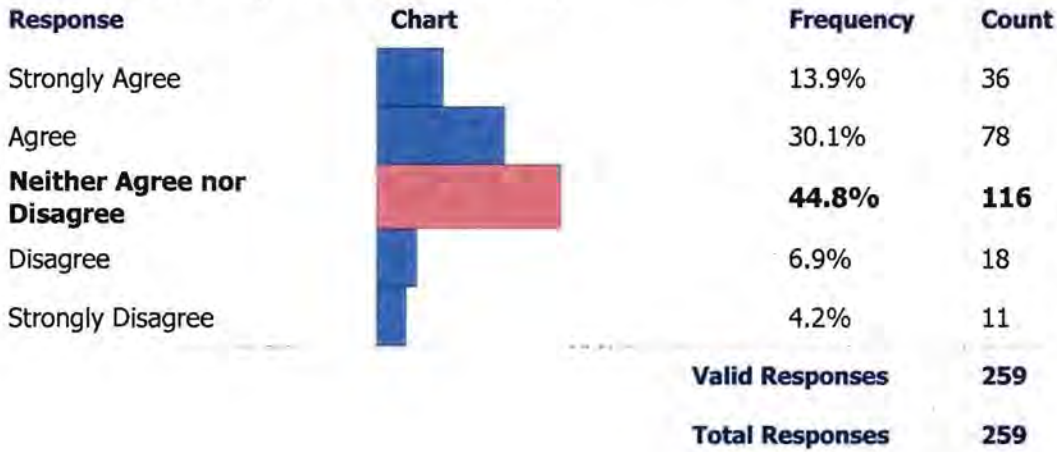
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		20.8%	54
Agree		55.6%	144
Neither Agree nor Disagree		10.4%	27
Disagree		11.2%	29
Strongly Disagree		1.9%	5
		Valid Responses	259

Total Responses 259

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

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



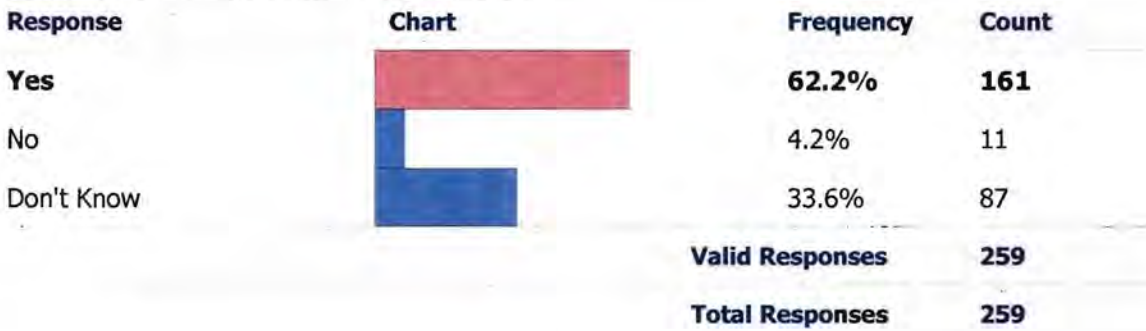
50: My command adequately protects my Personally Identifiable Information (PII).

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



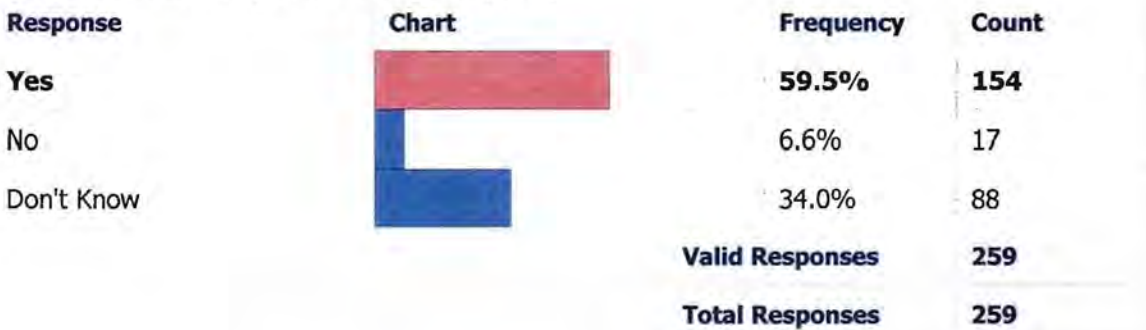
51: My command has conducted a command climate assessment within the past 2 years.

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



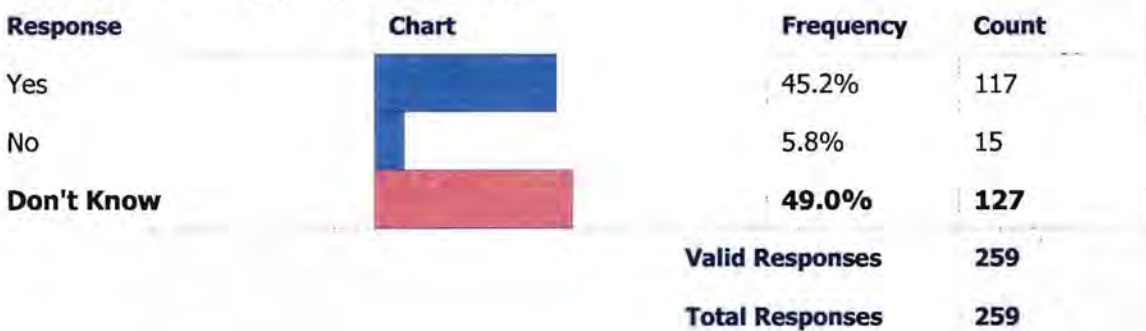
52: My command's leadership provided feedback to command personnel on the results of our command climate assessment.

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



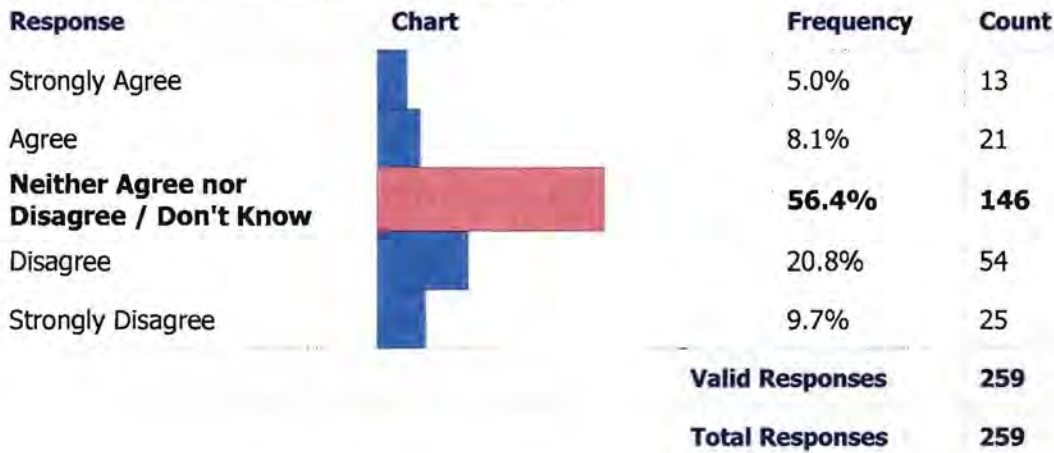
53: My Command implemented an action plan to resolve command climate issues.

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



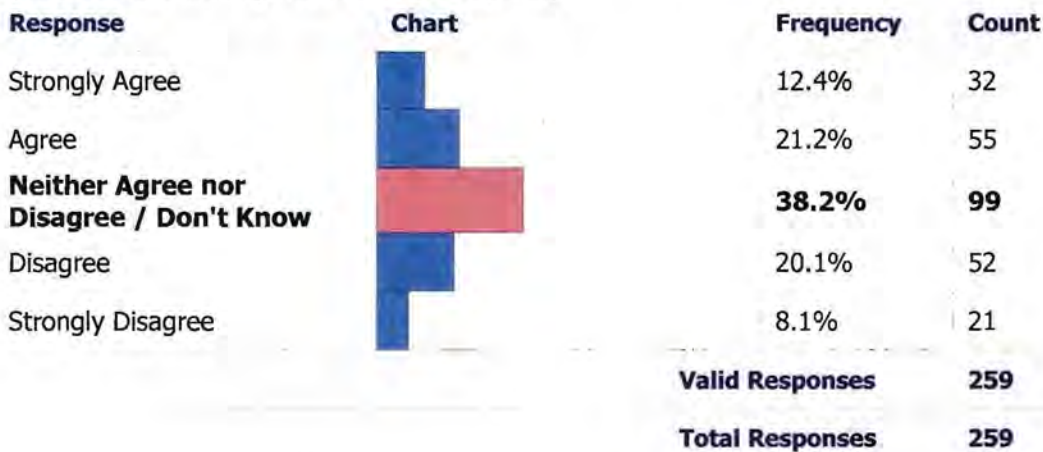
54: Fraternization is occurring in my command/organization.

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



55: Favoritism is occurring at my command/organization.

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



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

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

Response	Chart	Frequency	Count
Strongly Agree		2.3%	6
Agree		6.6%	17
Neither Agree nor Disagree / Don't Know		40.5%	105
Disagree		33.2%	86
Strongly Disagree		17.4%	45
		Valid Responses	259
		Total Responses	259

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

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


Response	Chart	Frequency	Count
Strongly Agree		0.0%	0
Agree		1.2%	3
Neither Agree nor Disagree / Don't Know		41.3%	107
Disagree		37.8%	98
Strongly Disagree		19.7%	51
		Valid Responses	259
		Total Responses	259

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

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


Response	Chart	Frequency	Count
Strongly Agree		1.9%	5
Agree		2.3%	6

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Response	Chart	Frequency	Count
Neither Agree nor Disagree / Don't Know		37.5%	97
Disagree		35.1%	91
Strongly Disagree		23.2%	60
		Valid Responses	259
		Total Responses	259


59: Hazing is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		0.0%	0
Agree		1.2%	3
Neither Agree nor Disagree / Don't Know		35.5%	92
Disagree		34.7%	90
Strongly Disagree		28.6%	74
		Valid Responses	259
		Total Responses	259

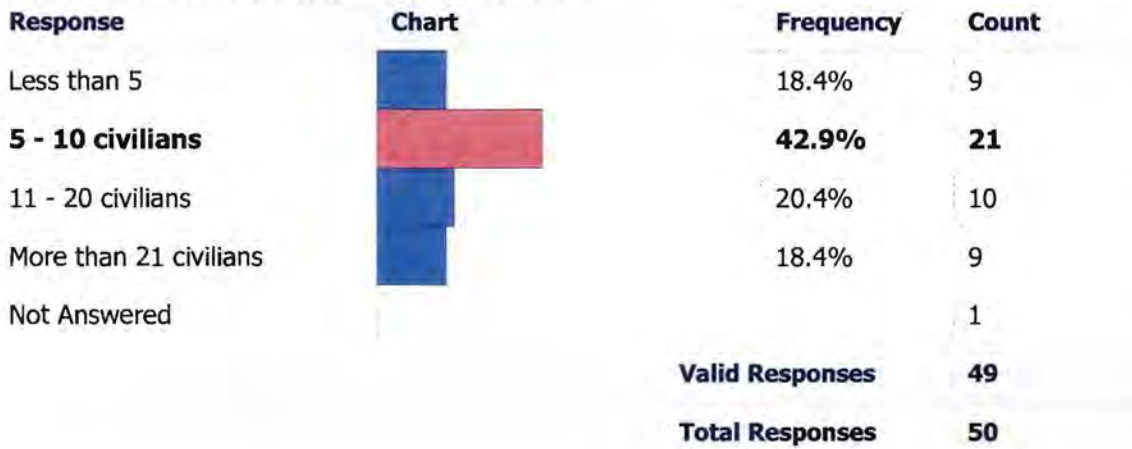
60: Do you supervise Department of the Navy (DON) civilians?

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

Response	Chart	Frequency	Count
Yes		17.8%	46
No		82.2%	213
		Valid Responses	259
		Total Responses	259

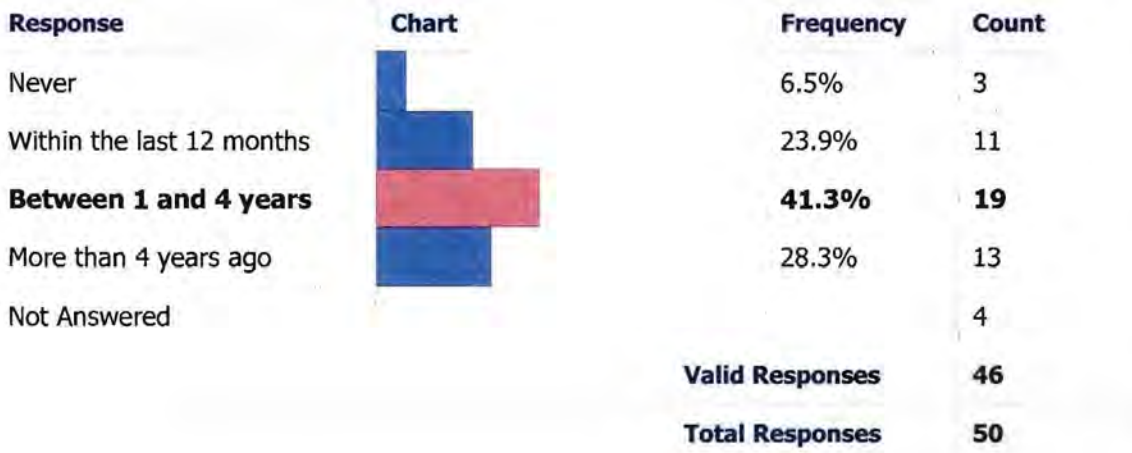
61: How many DON civilians do you supervise?

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



62: When did you receive civilian supervisory training?

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



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

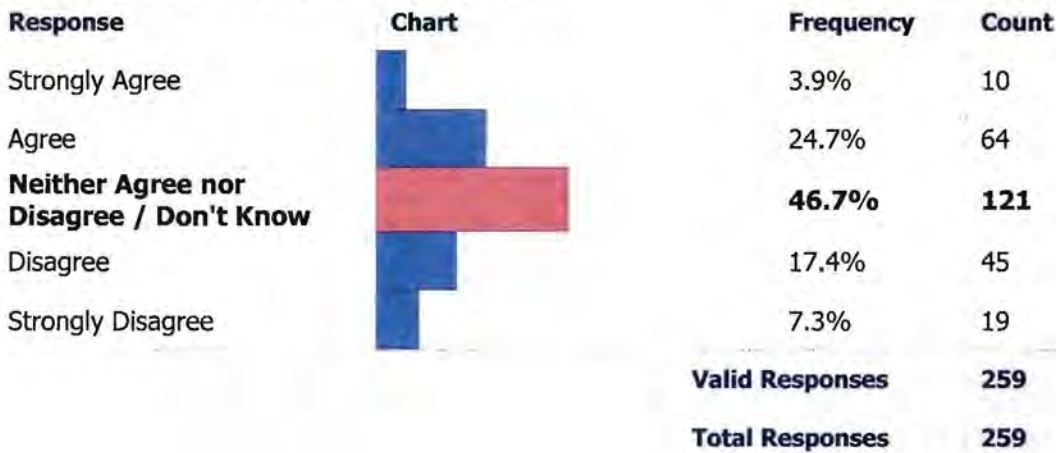
(Respondents could only choose a **single** response)



Valid Responses	259
Total Responses	259

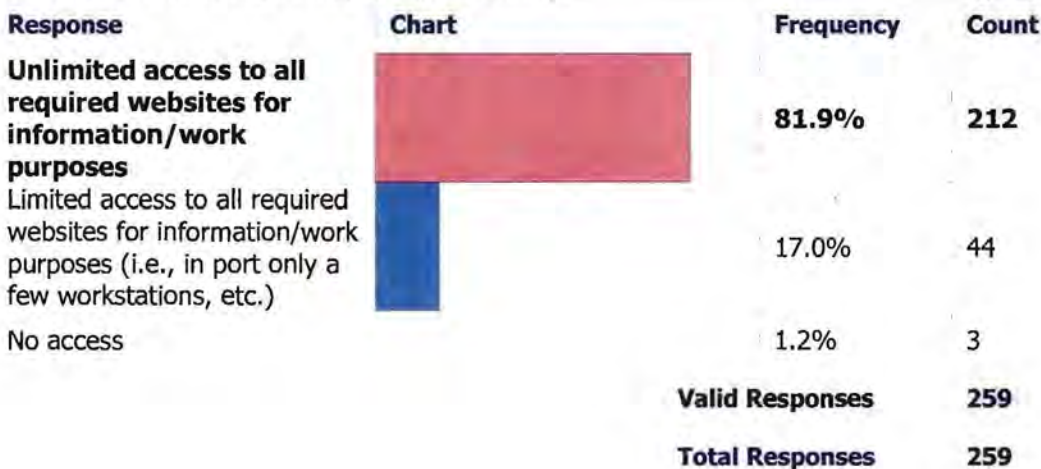
64: The DON civilian recruitment process is responsive to my command's civilian personnel requirements.

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




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

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





66: 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		97.7%	253
No		2.3%	6
		Valid Responses	259
		Total Responses	259


67: 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		83.0%	215
No		17.0%	44
		Valid Responses	259
		Total Responses	259

68: Are you able to access NKO at work?

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

Response	Chart	Frequency	Count
Yes		99.6%	258
No		0.4%	1
		Valid Responses	259
		Total Responses	259

69: How often do you use NKO?

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

Response	Chart	Frequency	Count
Daily		0.8%	2
Weekly		10.4%	27
Monthly		29.0%	75
Only when I can't find information elsewhere or only when absolutely necessary		52.5%	136
Never		7.3%	19
		Valid Responses	259
		Total Responses	259

70: 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		3.1%	8
Easy		19.7%	51
Neither easy or difficult		42.1%	109
Difficult		26.3%	68
Very Difficult		8.9%	23
		Valid Responses	259
		Total Responses	259

71. Please provide any comments or concerns impacting your quality of life/quality of work life.

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

APPENDIX B

SUMMARY OF FOCUS GROUP DATA ANALYSIS

ACTIVE DUTY MILITARY

AND

DEPARTMENT OF THE NAVY

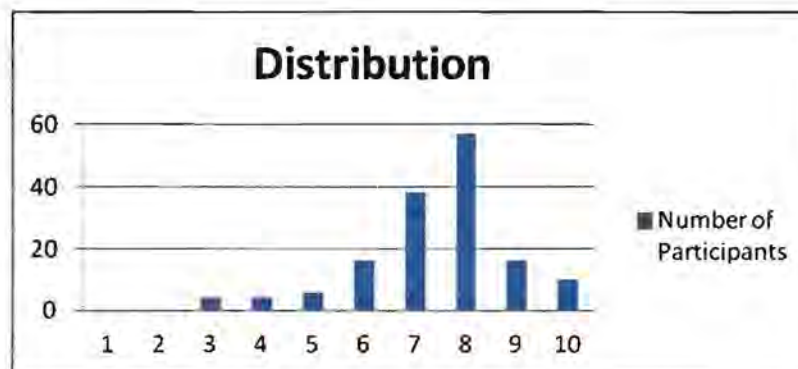
CIVILIAN PERSONNEL

APPENDIX B

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

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) Focus Group Team conducted 16 active duty military and civilian focus groups, round tables, or interviews divided into E6 (1), E7 (1), E8 (1), E9 (1), O1-3 (1), O4 (1), O5 (1), O6 (1), GS 1-8/NSPS Equivalent (1), GS 9-11/NSPS Equivalent (1), GS 12/NSPS Equivalent, GS 13/NSPS Equivalent (2), GS 14/NSPS Equivalent (1), GS 15/NSPS Equivalent (1), and SES (1). A total of 155 personnel, consisting of 31 active duty military (20.2 %) and 124 civilians (80.0%) participated in these focus groups on a variety of quality of home life and quality of work life topics.

2. Quality of Life. The active duty military and Department of the Navy (DON) civilian personnel focus group participants rated their overall Quality of Life at 7.42, with military scoring 7.35 and civilians scoring 7.44. The distribution of scores can be seen in the chart below.



3. Major Concerns. Major concerns for active duty and DON personnel focus groups include: manning/workload, communication; telework, advancement/recognition, time keeping, training, facilities, and NMCI/IT support. Other topics such as hiring process, Enterprise Resource Planning (ERP), travel, fitness center, and leadership were also discussed.

a. Manning/workload was identified as an issue in 7 of the 8 military and 4 of the 8 civilian groups. Participants stated that manning does not meet the current requirements. They indicated that they had fewer people, but were expected to do more work. Several indicated that NAVSUP is only one deep in some areas making it difficult at times. This can have an impact in areas such as training which is included below.

b. Communication was discussed in 7 of the 8 civilian and 3 of the 8 military groups. Groups indicated that information does not always flow down to the workforce. One of the main topics discussed has to do with communication with outside agencies, especially the NAVSUP Echelon

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III activities. By way of example, participants feel that people at COMFISC only want to respond Flag to Flag and are not very responsive otherwise.

c. Telework was discussed in 7 of the 8 civilian groups. In particular participants do not feel like the telework policy is being implemented consistently across the Command. Many of the participants indicated that they did not believe they would be allowed to telework.

d. Advancement/recognition was discussed in 4 of the civilian and 2 of the military groups. The topic was discussed by GS 13 and junior personnel one group described that they felt like there is not a lot of formal recognition. Military personnel also stated that due to lack of ownership, by military, of programs it is difficult to promote. They also stated that they (military) are not utilized as much as they should be and that there is not much opportunity to lead.

e. Time keeping issues were mentioned in 5 of the 8 civilian groups. Many civilian personnel stated that they work uncompensated hours. Participants believe that who are GS13 and above get overtime, but those below only get compensation time. Some participants indicated that unofficial comp. time is given.

f. Training was discussed in 5 of the 8 civilian groups. Participants indicated that they were often unable to get training. Several reasons for not getting training were offered by the participants. The reasons included: 1) no funding, 2) lack of time due to work load, 3) lack of time due to being 1 deep in many areas. Civilians in the lower grades feel that training is mostly available to those in higher grades.

g. Facilities were discussed in 5 of the 8 civilian groups. Bathrooms were one of the topics discussed, participants indicated that there weren't enough bath rooms; furthermore, they indicated that in some cases men and women leave building to use the heads. Participants also indicated that trash pickup had been reduced to once a week and was not adequate. Participants also indicated that there were issues with the HVAC system.

h. NMCI/IT support was indicated as an issue by 4 of the civilian and 1 of the military groups.

i. Civilian hiring practices were discussed in 4 of the 8 civilian focus groups. Participants feel that pre-selection for jobs is occurring; and that many civilian jobs are going to prior military members.

j. Enterprise Resource Planning (ERP) was indicated as an issue by 4 of the civilian focus groups. Participants stated that the Leadership is not being told the truth about the implementation problems with ERP. Additionally, they feel like they aren't allowed to say when ERP is not working, so people look for others to blame; Leadership wants to claim it a success.

k. Travel was discussed in 3 of the civilian and 1 military group. The civilian participants indicated that travel was often not possible due to lack of funding. In one of those groups the participants felt that travel, especially overseas, is given to men and not women. The military group that discussed travel stated that it was okay.

l. The fitness center was a topic of discussion in 3 civilian and 1 military focus groups. Participants indicated that the locker rooms are in need of repair. Additionally, they did not like the fact that they still need to fill out forms to use the fitness equipment.

n. Leadership was indicated as an issue by 4 of the civilian focus groups. Participants indicated that the Commander being located at Pentagon has been a detriment to the Command. One of their concerns was that technical experts are often promoted into management, but they (technical experts) don't know how to lead people. Others also felt that supervisors need training on how to be supervisors. Participants also indicated that they felt like they had too many bosses.

o. Additional topics raised by the focus group participants included: Military/Civilian relationships, medical, parking/commute, resources, and delayed promotions for military to name a few.