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Subj: AREA VISIT OF NAVAL SUPPORT FACILITY DIEGO GARCIA

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

1. The Naval Inspector General (NAVINGEN) conducts Readiness and Quality of Life (QOL) Area Visits to naval installations worldwide as directed by references (a) and (b). Area visit reports provide senior Navy leadership with objective assessments of readiness, Fleet support, and QOL issues that cut across command levels and component lines to identify Navy-wide concerns. They also identify specific issues that can only be addressed enterprise-wide by senior Navy leadership.

2. NAVINGEN conducted an area visit of Diego Garcia from 6 to 12 December 2014. We visited Naval Support Facility Diego Garcia (NSF DG); the acting British Representative, Indian Ocean Territory (BIOT); U.S. Air Force commands; various tenant commands; medical services; and contractor housing and dining facilities. Our last visit to Diego Garcia was in 2006. This report documents our findings.

3. This report contains an Executive Summary, our observations and findings, and documented deficiencies noted during the visit. Issue papers are included that highlight significant concerns that either point to a potentially broader Navy issue or, in our opinion, require coordination among multiple commands to fully address. Finally, a summary of survey and focus group data, as well as a complete listing of survey frequency data, is included.

4. During our visit we assessed overall mission readiness of NSF DG and tenant commands to maintain and operate facilities and to provide services and materials in support of afloat units, operating forces on forward deployment, and shore activities. We assessed facilities, safety and environmental programs, security, quality of life (QOL), and good order and discipline. Additionally, we conducted surveys and focus group discussions to assess the quality of home life (QOHL) and work life (QOWL) for Navy military and civilian personnel.

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5. Our overall assessment is that NSF DG and tenant commands are able to effectively support and execute their missions. NSF DG is supporting tenant commands and ensuring that quality of life issues for Sailors and civilian employees are adequately addressed.

6. In the course of our inspection, we identified discrepancies in Airfield Operations, Overseas Drinking Water Program, Hazardous Waste Management, Spill Prevention and Response, Safety and Occupational Health (SOH), Fire Safety, Antiterrorism/Force Protection, Emergency Management, Continuity of Operations (COOP), Sexual Assault Prevention and Response (SAPR), Suicide Prevention, Urinalysis Program, Voting Assistance.

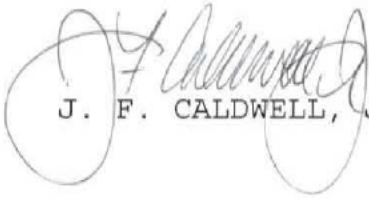
7. Corrective actions

a. We identified 23 deficiencies during our visit that require corrective action. Correction of each deficiency, and a description of action(s) taken, should be reported via Implementation Status Report (ISR), OPNAV 5040/2 by NSF DG no later than 1 July 2015. Deficiencies not corrected by this date or requiring longer-term solutions should be updated quarterly until completed. Additionally, NAVINSGEN provided NSF DG with six separate recommendations, for consideration, relating to the drinking water program, spill response planning and drills, SOH manning, arming of security forces, and Operations Security (OPSEC). Follow up reporting on these recommendations is not requested.

b. This report includes five issue papers that require actions by Commander, Navy Region Japan (CNRJ); U.S. Fleet Cyber Command (FLTCYBERCOM); Commander, U.S. Pacific Fleet (CPF); and Naval Command Telecommunications Station (NCTS) Far East Detachment Diego Garcia. A classified annex to this report includes an additional issue paper. Appendix A: Issue Papers (page 16 of this report) provides detailed guidance on how to report completion of recommendations identified in the issue papers.

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8. My point of contact is (b) (7)(C) [REDACTED]


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**NAVAL INSPECTOR GENERAL AREA VISIT OF
NAVAL SUPPORT FACILITY DIEGO GARCIA
6-12 DECEMBER 2014**

~~THIS REPORT IS NOT RELEASABLE without the specific approval of the Secretary of the Navy. The information contained herein relates to the internal practices of the Department of the Navy (DON) and is an internal communication within the Navy Department. The contents may not be disclosed outside original distribution, nor may it be reproduced in whole or in part. All requests for this report, extracts therefrom, or correspondence related thereto shall be referred to the Naval Inspector General.~~

Executive Summary

The Naval Inspector General (NAVINGEN) conducted an area visit of Diego Garcia from 6 to 12 December 2014. We visited Naval Support Facility Diego Garcia (NSF DG); the acting British Representative, Indian Ocean Territory (BIOT); U.S. Air Force commands; various tenant commands; medical services; and contractor housing and dining facilities. Our last visit to Diego Garcia was in 2006. The team was augmented with subject matter experts, including personnel from the Office of the Chief of Naval Operations, Chief of Chaplains (OPNAV N097); Naval Facilities Engineering Command (NAVFAC); Commander, Navy Installations Command, Fleet and Family Readiness (CNIC N9); Naval Hospital Guam; and Naval Criminal Investigative Service (NCIS).

Our overall assessment is that NSF DG and tenant commands are able to effectively support and execute their missions. NSF DG is supporting tenant commands and ensuring that quality of life issues for Sailors and civilian employees are adequately addressed.

During our visit we assessed overall mission readiness of NSF DG and tenant commands to maintain and operate facilities and to provide services and materials in support of afloat units, operating forces on forward deployment, and shore activities. We assessed facilities, safety and environmental programs, security, quality of life (QOL), and good order and discipline. Additionally, we conducted surveys and focus group discussions to assess the quality of home life (QOHL) and work life (QOWL) for Navy military and civilian personnel.

Our survey and focus group discussions found QOWL to be higher than the historical area visit average; QOHL is comparable to the historical area visit average. The Diego Garcia area workforce is highly dedicated. The number one issue negatively impacting quality of life is the poor quality of the commercially available Internet service (cost of service and limited bandwidth). Other issues adversely impacting QOL or the mission included the Ship's Store (perceived limited inventory, quality and cost of fresh fruits and vegetables), availability and timeliness of Air Mobility Command flights, and Offshore General (OG) civilian employee pay policy concerns. Rated on a 10-point scale, the Diego Garcia QOWL and QOHL are 7.11 and 6.85, respectively; the corresponding historical area visit averages are 6.31 and 7.15.

KEY FINDINGS

Mission

Airfield Operations

NSF DG Aircraft Rescue and Firefighting (ARFF) crews are composed of third country nationals contracted via the Base Operating Support Contract (BOSC). The ARFF crews do not meet OPNAVINST 11320.23G, Fire and Emergency Services Program, annual proficiency exercise requirements. Additionally, fireplaces within the ARFF training simulator are inoperable, limiting the scope and realism of firefighting training. We recommend that Commander, Navy

Region Japan (CNRJ) review the Fire and Emergency Services portion of the BOSC to ensure that all firefighting requirements specified in OPNAVINST 11320.23G, to include individual and team training and certification requirements as well as equipment, are correctly documented in the contract.

A January 2013 NAVFAC Pacific inspection of the airfield identified a number of lighting and electrical system deficiencies. A repair project is currently underway to upgrade airfield lighting systems (contract completion date is August 2015). A second repair project to implement required electrical system upgrades (including replacement of the current MK 1-F Instrument Landing System), estimated to cost \$2.9M, has been developed but is not yet funded. This project will reduce electrical safety hazards, improve electrical system reliability, reduce energy usage and enable overall safer airfield operations. CNIC is reviewing options to fund in late 2015, or in 2016.

Satellite Communications Bandwidth Capacity

Bandwidth available for distribution for major network services at NSF DG totals approximately 45 Mbps. This level of available bandwidth impedes local commands in executing their missions due to the additional amount of time necessary to conduct web-based communications. As Navy continues to expand web-based reporting, training, and requirements for large files exchange, Diego Garcia units will eventually reach a point where their available bandwidth fails to support the mission. We recommend that Commander, U.S. Fleet Cyber Command, in coordination with Commander, U.S. Pacific Fleet, validate U.S. Pacific Command, U.S. Central Command, and U.S. Africa Command current and future communications requirements for Diego Garcia that are necessary to support current and future mission requirements. If current and future Combatant Commander requirements exceed current communications capacity at Diego Garcia, U.S. Fleet Cyber Command should develop and forward requirements for Chief of Naval Operations, Intelligence and Communications (OPNAV N2/N6) for funding consideration.

Facilities

Communications Infrastructure

Our team noted that the condition of the communications facilities require attention, including repair of a sump area in a utility room containing high voltage power lines that floods during heavy rains, spalling coral aggregate concrete in ceilings, and preventive maintenance that needs to be performed on critical circuit breakers and uninterruptable power systems (UPS). We recommend that Naval Command Telecommunications Station Far East (NCTSFE) Detachment Diego Garcia clearly identify recurring maintenance requirements for inclusion under the BOSC and that the most critical repairs be given priority and funding for execution.

Contractor Housing, Bathroom/Shower and Dining Facilities

Our team conducted a joint inspection of the Seabreeze contractor housing, largest of three such areas, accompanied by representatives from NSF DG Public Works Department and contractor management. Contractor housing on Diego Garcia is provided as government-

furnished facilities (GFF) on an “as-is” basis. G4S Parsons Pacific (the contractor) is responsible for operating and maintaining these living, bathroom, shower, and dining facilities for nearly 1,500 contractors who work on the island. The government is responsible for recapitalization. Many of the bathroom/shower facilities were poorly maintained (e.g., unsanitary conditions, clogged urinals, missing fixtures, and limited hot water), the kitchen facilities were in poor condition, and several of the window air conditioning units were degraded or inoperable. We recommend that NSF DG and the contractor perform periodic contractor housing, bathroom/shower, and kitchen facility inspections to ensure that current basic maintenance is being performed and sanitary conditions are maintained as required by the BOSC.

Environmental Management

Overseas Drinking Water Program

NSF DG has been working for several years to produce drinking water that meets all requirements outlined in the Navy's Overseas Drinking Water Compliance program instructions. While the ongoing Military Construction project MILCON P-184, Potable Water Plant Modernization, will help address major compliance components to provide water at the tap that is fit for human consumption (not currently the case), a continued focus on several related efforts will be required to completely address all deficiencies that are documented in the drinking water program requirements plan of action and milestones. This includes corrections outlined in the 2010 and 2014 NSF DG Sanitary Surveys, the addition of new staff, operator training, and modifications to the BOSC. Continued vigilance and close coordination of this effort is required to ensure success.

Hazardous Waste Management Program

The main and satellite hazardous waste accumulation sites are not compliant with the Diego Garcia Final Governing Standards (the environmental standards applicable to DoD/Services at overseas location), Chapter 6 as they lack adequate capacity and secondary containment. A project to correct this known deficiency, Unspecified Minor Construction (UMC) project P-110, Hazardous Waste Storage and Transfer Facility is developed and ready for 4th quarter FY15 execution (\$2.7M), but is not funded.

Safety and Occupational Health (SOH)

Hazardous Material Control and Management Program

Hazardous quantities of flammable liquids as defined by 29 CFR 1910.106, Flammable Liquids, are stored in the Hazardous Materials Warehouse and dispensed into secondary containers with insufficient ventilation (the installed ventilation system was out of operation, and did not comply with 29 CFR 1910.106).

Hazardous compressed gas cylinders of acetylene and propane are improperly stored in small lean-to shelters, and are not compliant with 29 CFR 1910, Subpart H, Hazardous Materials (1910.101) and Compressed Gas Association Pamphlets C-6-1968 and C-8-1962, which are incorporated by reference in 29 CFR 1910.6.

SOH Training Program

The NSF DG Safety Officer has not completed Industrial Hygiene for Safety Professionals and Ergonomics courses of instruction as required by OPNAVINST 5100.23G CH-1, Navy Safety and Occupational Health Program Manual.

Fuel Farm Firefighting System

Based on tests conducted by NSF DG Fire Chief, the required gallon per minute (GPM) flow rate does not achieve the requisite minimum 3,785 GPM for 240 minutes for cooling of the fuel tanks in the event of a fire at the NSF DG fuel farm as required by the Unified Facilities Criteria (UFC) 3-600-1, Design: Fire Protection Engineering for Facilities. While the fire system delivered nearly 3,000 GPM during tests by the Fire Chief, fire pumps and supply lines require repairs to achieve the requisite flow rate and duration.

Security

There have been few coordination and combined training events between the NSF DG Security Force, Royal Marines, and Royal Overseas Police Officers (ROPO – United Kingdom (UK) military police). BIOT leaders have expressed strong interest in expanding this combined training; a combined exercise is planned for early 2015. We recommend that CNRJ establish a requirement that NSF DG periodically conduct coordinated pre-planning and execution of combined security training with the Royal Marines and ROPO.

Neither the NSF DG Antiterrorism/Force Protection nor the Emergency Management Plans accurately reflect NSF DG security force jurisdiction and authorities. These plans infer that NSF DG security forces have jurisdiction in a number of areas that are under BIOT jurisdiction.

Radar Operations

A classified annex to this report will address radar operations on Diego Garcia.

Commercially Available Personal Internet Service

The top QOL issue negatively affecting Navy personnel at Diego Garcia is the longstanding high cost, poor quality and poor reliability of the commercially available personal Internet service. Low bandwidth severely limits Diego Garcia personnel's ability to communicate with family and Sailors' opportunity to participate in off-duty education. CNRJ is aware of this issue and is exploring a number of options to improve this service.

Sexual Assault Prevention and Response (SAPR) Program

Our engagement with NSF DG and area commands, and interviews/focus group discussions with Sailors and Navy civilians confirmed that area leaders are committed to maintaining an environment free of sexual assault and victims receive excellent care and support services. Regarding Sexual Assault Case Management Group (SACMG) attendance, a Naval Criminal Investigative Service (NCIS) representative has not been participating in the SACMG as required. There are no NCIS agents on the island, but they can participate via teleconference. Additionally, the SACMG includes individuals not directly involved with sexual assault cases, have no need to know, and are not required to attend its meetings.

Suicide Prevention Program

Watchstander and Duty Officer training has not been conducted to ensure proper crisis response protocols are in place to respond to suicide-related behavior calls and reports as required by OPNAVINST 1720.4A, Suicide Prevention Program. We noted that NSF DG leadership, the Chaplain, and the Suicide intervention team support robust suicide prevention efforts and champion frequent, highly visible suicide prevention for personnel on Diego Garcia.

Urinalysis Program

NSF DG provides effective urinalysis support to tenant organizations; however, tenant organizations are not consistently sending their newly reported personnel for testing within 72 hours of arrival per OPNAVINST 5350.4D, Navy Alcohol and Drug Abuse Prevention and Control.

Voting Assistance Program (VAP)

The NSF DG Installation Voting Assistance Officer (IVAO) recently assumed responsibility for a program that requires attention. The IVAO must be included in the in-processing of new personnel; voting assistance officers need to be identified and delegated in writing; and voting assistance needs to be provided to civilians as required by DoDI 1000.04, Federal Voting Assistance Program (FVAP).

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Areas/Programs Assessed

- **Mission Performance**
 - Mission Effectiveness
 - Personnel Support Division Support
 - Civilian Human Resource Support
 - Command Communications
 - Command Relationships
- **Facilities, Environmental, Energy, and Safety and Occupational Health**
 - Facilities
 - Military Unaccompanied Housing
 - Environmental Management
 - Energy Conservation
 - Safety and Occupational Health
- **Security Programs and Information Assurance**
 - Information and Personnel Security
 - Operational Security
 - Physical Security and Antiterrorism Force Protection
 - Personally Identifiable Information
 - Emergency Management
- **Resource Management/Compliance Programs**
 - Morale, Welfare and Recreation
 - Navy College/Education Programs
 - Military and Family Support Center
 - Religious Support
 - Sexual Assault Prevention and Response
 - Suicide Prevention
 - Equal Employment Opportunity
 - Command Managed Equal Opportunity
 - Navy Alcohol and Drug Abuse Prevention
 - Hazing Policy Training and Compliance
 - Base Legal Support
 - Voting Assistance Program
 - Ship's Store
 - Galley
 - Medical/Dental Support

Observations and Findings

MISSION PERFORMANCE

Commanding Officer, Navy Support Facility Diego Garcia (NSF DG) oversees Navy interests on Diego Garcia and serves as the host for a number of commands that collectively support afloat units, operating forces on forward deployment, and shore activities on the island.

Key Navy tenant commands on Diego Garcia include:

- Commander, Maritime Pre-Positioning Squadron TWO
- Military Sealift Command Office Diego Garcia
- Naval Facilities Engineering Command (NAVFAC) Far East Public Works Department, Diego Garcia
- Branch Health Clinic Diego Garcia (Naval Hospital Yokosuka)
- U.S. Naval Computer & Telecommunications Station Far East (NCTSFE) Detachment Diego Garcia
- Naval Supply (NAVSUP) Fleet Logistics Center (FLC) Yokosuka Detachment Diego Garcia
- Navy Munitions Command, East Asia Division, Unit Okinawa, Detachment Diego Garcia
- Personnel Support Detachment Diego Garcia
- Defense Media Center Detachment Diego Garcia (Armed Forces Network)

Overall Assessment

NSF DG and tenant commands are able to effectively support and execute the mission to maintain and operate facilities, and provide services and materials in support of afloat units, operating forces on forward deployment, and shore activities. NSF DG is supporting tenant commands and ensuring that quality of life (QOL) issues for Sailors and civilian employees are adequately addressed.

Airfield Operations

NSF DG Aircraft Rescue and Firefighting (ARFF) crews are composed of third country nationals contracted via the Base Operating Support Contract (BOSC). The ARFF crews do not meet OPNAVINST 11320.23G, Fire and Emergency Services Program, annual proficiency exercise requirements. Additionally, fireplaces within the ARFF training simulator are inoperable, limiting the scope and realism of firefighting training. We recommend that Commander, Navy Region Japan (CNRJ) review the Fire and Emergency Services portion of the BOSC to ensure that all firefighting requirements specified in OPNAVINST 11320.23G, to include individual and team training and certification requirements as well as equipment, are correctly documented in the contract.

Issue Paper A-1 addresses this issue in further detail.

Deficiency 1. NSF DG Aircraft Rescue and Firefighting (ARFF) crews do not meet annual proficiency exercise requirements. Reference: OPNAVINST 11320.23G, Chapter 11, paragraph 2b.

Deficiency 2. The NSF DG ARFF training simulator is inoperable. Reference: OPNAVINST 11320.23G, Chapter 11, paragraph 10a.

A January 2013 NAVFAC Pacific inspection of the airfield identified a number of lighting and electrical system deficiencies. A repair project is currently underway to upgrade airfield lighting systems (contract completion date is August 2015). A second repair project to implement required electrical system upgrades (including replacement of the current MK 1-F Instrument Landing System), estimated to cost \$2.9M, has been developed but is not yet funded. This project will reduce electrical safety hazards, improve electrical system reliability, reduce energy usage and enable overall safer airfield operations. Commander, Navy Installations Command (CNIC) is reviewing options to fund in late 2015, or in 2016.

Satellite Communications Bandwidth Capacity

Bandwidth available for distribution for major network services at NSF DG totals approximately 45 Mbps. This level of available bandwidth impedes local commands in executing their missions due to the additional amount of time necessary to conduct web-based communications. As Navy continues to expand web-based reporting, training, and requirements for large files exchange, Diego Garcia units will eventually reach a point where their available bandwidth fails to support the mission. We recommend that Commander, U.S. Fleet Cyber Command, in coordination with Commander, U.S. Pacific Fleet, validate U.S. Pacific Command, U.S. Central Command, and U.S. Africa Command current and future communications requirements for Diego Garcia that are necessary to support current and future mission requirements. If current and future Combatant Commander requirements exceed current communications capacity at Diego Garcia, U.S. Fleet Cyber Command should develop and forward requirements for Chief of Naval Operations, Intelligence and Communications (OPNAV N2/N6) for funding consideration.

Issue Paper A-2 addresses this issue in further detail.

Fraternization

Anonymous on-line survey data reflected that 20 percent of respondents agreed or strongly agreed that fraternization occurs on Diego Garcia. This was statistically equivalent to the historical NAVINSGEN area visit value of 22 percent. We found no direct evidence of fraternization other than those few cases that had previously been investigated by area commands. We assess that Navy leaders are proactive in investigating, addressing, and preventing issues involving fraternization.

FACILITIES, ENVIRONMENTAL, ENERGY CONSERVATION, AND SAFETY AND OCCUPATIONAL HEALTH (SOH)

Facilities

Facilities and infrastructure at NSF DG are sufficient to support assigned missions. Some NSF DG buildings are relatively new, but many of the facilities built in the 1970s are aging and a challenge to maintain due to Navy-wide limitations on sustainment (ST) and restoration & modernization (RM) funding levels. During the NAVINSGEN pre-inspection survey, focus group discussions, and interviews with base leadership, concerns with cooling systems, humidity control, and coral aggregate concrete in older facilities were consistently expressed.

Facilities Condition

In the Facilities Readiness Evaluation System, NSF DG facilities have an overall Installation Figure of Merit (IFOM) score of 80 on a 100 point scale (characterized as “good”), slightly below the Navy-wide average of 81. NAVFAC Far East provides facility support via the NSF DG Public Works Department. Facility maintenance, repair, and nearly all base operating support functions are performed via contract by G4S Parsons Pacific. NSF DG Facilities Engineering and Acquisition Division (FEAD) administers this Fixed Price Award Fee contract which is currently in its second of five option years. The contractor has performed reasonably well and maintains a good working relationship with the government. With few exceptions, NSF DG tenant command Officers-in-Charge (OIC) and NSF DG Department Heads are working with the FEAD staff to ensure that all requirements are appropriately incorporated and funded in the contract.

Communications Infrastructure

Maintenance on some of the infrastructure and equipment that supports communications, including Uninterruptable Power Sources (UPS), large electrical breakers, and high-voltage lines are not included in the BOSC. For example, a particular utility room containing high-voltage power lines tends to flood during heavy rains, submerging the lines in water; preventive maintenance that would avert this occurrence is not currently covered by the contract. The NCTSFE Detachment Diego Garcia OIC, NSF DG Public Works Officer, and FEAD Officer are working to resolve these issues and to include these items in the contract.

Issue Paper A-3 addresses this issue in further detail.

Barracks Condition

During the Area Visit, our team inspected the majority of the barracks where active duty and DON civilian employees are billeted. In general, we found these barracks to be in very good condition.

Contractor Housing, Bathroom/Shower and Dining Facilities

Contractor housing on Diego Garcia is provided as government-furnished facilities (GFF) on an “as-is” basis. G4S Parsons Pacific is responsible for operating and maintaining these living, bathroom, shower, and dining facilities for nearly 1,500 contractors who work on the island. The government is responsible for recapitalization.

There are three contractor housing areas on the island. We inspected Seabreeze, largest of the three areas and the one with the most concerns evident in our pre-visit survey, accompanied by representatives from NSF DG Public Works Department and contractor management. While some of the Seabreeze housing units have been replaced or renovated since construction in the 1970s, many have been maintained in only mediocre condition. The bathroom/shower facilities were not properly maintained by the contractor, as many of the shower fixtures were broken or missing and hot water was not available in eight of the ten bathroom/shower facilities we visited. Most of the bathroom/shower facilities were unsanitary. Several of the small window air conditioning units were either inoperable or inadequately cooling and dehumidifying the living spaces. Kitchen/common spaces were not kept to general cleanliness standards by contractor residents. We found the main dining facility maintained by G4S Parsons Pacific for contractor staff only to be in adequate condition.

Issue Paper A-4 addresses this issue in further detail.

Environmental Management

A review of operations at NSF DG was conducted considering all major environmental compliance and conservation program areas, with a focus on drinking water, waste water, hazardous waste, spill planning and response, natural resources and environmental management. The review included site visits, document reviews and staff interviews.

NSF DG Public Works environmental staff understand their roles and responsibilities. Their efforts support both mission readiness and environmental compliance.

Overseas Drinking Water Program

NSF DG has been working for several years to produce drinking water that meets all requirements outlined in the Navy's Overseas Drinking Water Compliance program instructions (CNIC Instructions 5090.1, U.S. Drinking Water Quality Standards for U.S. Navy Installations Overseas; 5090.2, Overseas Drinking Water Operation and Operator Requirements; and 5090.3, Navy Overseas Drinking Water Program Ashore) and the Diego Garcia Final Governing Standards (FGS). While the ongoing Military Construction project MILCON P-184, Potable Water Plant Modernization (planned for completion in 2015), will help address major compliance components to provide water at the tap that is fit for human consumption (not currently the case), a continued focus on several related efforts will be required to completely address all deficiencies that are documented in the drinking water program requirements plan of action and milestones. This includes, but is not limited to:

- Correcting deficiencies outlined in the 2010 and 2014 NSF DG Sanitary Surveys
- Addition of new staff (e.g., Environmental Manager, Utilities Commodity Manager)
- Expanded operator training and certification. While provisional operator certification has been provided by the CNIC Water Quality Oversight Council, additional training is needed for certain staff in order to receive full certification
- Modifications to the BOSC to include expansion of BOS contractor laboratory capabilities and certifications and to address increased system complexity

- A water storage study
- Development and implementation of a Watershed Management Plan and Integrated Water Management Plan

NSF DG is on a path to correct drinking water deficiencies, but continued vigilance and close coordination of this effort is required. Organizations include NSF DG Public Works Department, G4S Parsons Pacific (BOS contractor), NAVFAC Far East Environmental and Public Works, NAVFAC Pacific Environmental and Public Works, NAVFAC HQ Environmental and Public Works, and CNIC Headquarters Installation and Environment (N4).

Deficiency 3. NSF DG is not in full compliance with drinking water program requirements. **References:** Diego Garcia Final Governing Standards, Chapter 3; CNICINST 5090.1, 5090.2 and 5090.3.

Recommendation 1. That NSF DG instruction 5090.16, Diego Garcia Drinking Water Program, be reviewed once new drinking water staff are onboard to ensure the definition of roles and responsibilities remains accurate, including Public Works Production Officer roles and responsibilities.

Hazardous Waste Management Program

NSF DG's existing hazardous waste storage facilities are not in full compliance with hazardous waste management requirements. They do not have adequate capacity to handle the quantity of hazardous waste generated and do not include required secondary containment. These conditions could pose a safety hazard to personnel and contaminate the underground water source in the event of container leaks. NSF DG has proposed a project, Unspecified Minor Construction (UMC) project P-110, Hazardous Waste Storage and Transfer Facility, to remedy these problems and provide a compliant facility.

Deficiency 4. NSF DG hazardous waste storage facilities do not have adequate storage capacity. **Reference:** Diego Garcia Final Governing Standards, Chapter 6.

Deficiency 5. NSF DG hazardous waste storage facilities do not have required secondary containment. **Reference:** Diego Garcia Final Governing Standards, Chapter 6.

Spill Prevention and Response

NSF DG has developed and maintains a Spill Prevention and Response Plan, provides necessary training, conducts periodic drills, and is in full compliance with applicable instructions and directives, including the Diego Garcia FGS (Chapter 18).

Recommendation 2. That NSF DG coordinate with BIOT staff to more closely plan and execute spill drills to exercise BIOT staff roles during a spill.

Recommendation 3. That spill planning be included as a periodic agenda item during Environmental Protection Council meetings to further enhance collaboration.

Energy Conservation

NSF DG energy conservation programs are compliant with governing instructions, directives, executive orders, and public law.

Safety and Occupational Health (SOH)

Safety programs at NSF DG were reviewed and found to be well managed and properly implemented. The following areas were assessed for safety, industrial hygiene and occupational health:

- SOH organization and staffing
- SOH councils and committees
- Safety awards program
- Hazard abatement program
- Hazardous material control and management program
- Employee reports of unsafe/unhealthful conditions program
- SOH inspection program
- SOH training program
- Recreation/off-duty safety program
- Personal protective equipment program
- Respiratory protection program
- Energy control program
- Confined space entry program
- Weight handling safety program
- Ergonomics program
- Industrial hygiene survey program
- Occupational reproductive hazards program
- Medical surveillance program
- Hearing conservation and noise abatement program
- Fire safety

SOH Organization and Staffing

The NSF DG Safety Manager has been dual-hatted as the Safety Manager and the Explosive Safety Officer (ESO) since the ESO position became vacant in 2010. Both are United States Direct Hire Civilian full time positions requiring a Secret Clearance. Per OPNAVINST 5100.23G CH-1, Navy Safety and Occupational Health Program Manual, collateral duties assigned to the safety organization are considered additive when determining staffing. When applying the workload incurred by both positions, the NSF DG Safety Department is not fully staffed.

Recommendation 4. That NSF DG fill the Explosive Safety Officer (ESO) billet with a qualified United States Direct Hire Civilian Full Time Equivalent rather than having the Safety Manager dual hatted as the ESO. Reference: OPNAVINST 5100.23G CH-1, Chapter 3, paragraph 0303 c(1)(u).

Hazardous Material Control and Management Program

Deficiency 6. Exhaust ventilation systems for flammable liquid storage in buildings 723, 724, and 725 are inoperable. Reference: 29 CFR 1910.106, Flammable Liquids, paragraph 1910.106(d)(4)(iv).

Deficiency 7. Exhaust ventilation systems for flammable liquid storage in buildings 723, 724, and 725 do not comply with CFR design specifications. Not all intake vents are located low to the ground for removal of flammable vapors. Actuator switches for the ventilation systems were not outside of the building. Reference: 29 CFR 1910.106, paragraphs 1910.106(d)(4)(iv) and 1910.106(f)(2)(iii)(a).

Deficiency 8. Hazardous compressed gas bottles are improperly stored in open-sided weather protection structures at NSF DG. Reference: 29 CFR 1910, Subpart H, Hazardous Materials (1910.101); Compressed Gas Association Pamphlets C-6-1968 and C-8-1962, which are incorporated by reference in 29 CFR 1910.6.

Confined Space Entry Program

Calibration gas for the 4-gas analyzer, used to test spaces in the confined space entry program, has expired. Gas for this device has been ordered and the analyzer has been removed from service until calibration gas is received and the 4-gas analyzer is re-calibrated.

Deficiency 9. Calibration gas for the 4-gas analyzer used for confined space entry has expired. References: OPNAVINST 5100.23G CH-1, Chapter 27, para 2702d(2); NAVSEA S6470-AA-SAF-010 REV 01, Gas Free Engineering Manual of 1 Sept 99, paragraph 3-10.3.

SOH Training Program

Deficiency 10. The NSF DG Safety Manager has not completed Industrial Hygiene (CIN A-493-0035) and Ergonomics (CIN A-493-0085) training requirements. Reference: OPNAVINST 5100.23G CH-1, Chapter 6, paragraph 602d(2).

Medical Surveillance Program

Deficiency 11. Occupational health evaluations are not being conducted for personnel who work with munitions. Reference: OPNAVINST 5100.23G CH-1, Chapter 8, para 0805 a(2).

Fire Safety

The NSF DG Fuel Farm Firefighting System is required to maintain a 3,785 gallon per minute (GPM) flow rate for 240 minutes to provide cooling of the fuel tanks in the event of a fire, per the Unified Facilities Criteria (UFC) 3-600-1, Design: Fire Protection Engineering for Facilities. Testing conducted in July 2014 by the NSF DG Fire Chief found that the system delivered only 3,000 GPM. The system has a design capacity of only 225 vice 240 minutes.

The last on-site Fire Protection Engineering Survey was conducted by NAVFAC Far East in 2009. CNIC has arranged for a new survey to be conducted in March 2015 to review, among other things, the fuel farm capacity issue addressed above. In addition, the NSF DG Fire Inspector had not performed the annual fire risk management survey in the past 12 months.

Deficiency 12. NSF DG fuel farm fire protection system does not achieve the required flow rate or duration of 3,785 GPM for 240 minutes. Reference: UFC 3-600-01, Table 3-1.

Deficiency 13. NSF DG does not have a current fire risk management survey. Reference: OPNAVINST 11320.23G, chapter 8 para 5(a).

SECURITY PROGRAMS AND CYBERSECURITY/TECHNOLOGY

Security Force

At the time of our Area Visit, NSF DG had 74 personnel assigned to its security force. This is 100 percent of their Mission Profile Validation-Protection (MPV-P) requirement.

Integration with British Indian Ocean Territory (BIOT) Forces

NSF DG Security Forces do not regularly conduct coordination and combined training events with BIOT Security Forces. The BIOT Security Forces, consisting of the Royal Marines and Royal Overseas Police Officers (ROPO – United Kingdom (UK) military police), are responsible for security on Diego Garcia. NSF DG Security Forces provide protection of moored ships and occasionally parked aircraft, and they conduct patrols on the roads outside of the downtown area. All other aspects of security on the island are the responsibility of BIOT forces.

In the event of a security incident on the island requiring the mobilization of the BIOT Security Force (force size approximately 15 Royal Marines and 10 ROPOs), BIOT leaders would like to be able to request assistance from the NSF DG Security Force, for example, to provide road blocks and outer perimeter security.

There have been very few coordination and combined training events between the NSF DG Security Force, Royal Marines, and ROPOs. US/UK training to date has been limited to a combined field exercise involving Navy Seabees and Royal Marines. NSF DG Security Forces have not planned and participated in a combined exercise with UK forces to date. Such coordination and training would ensure that NSF Security Forces would be able to safely and effectively provide requested support in the event of a security incident on the island. We recommend that Commander, Navy Region Japan establish a requirement that NSF DG periodically conduct coordinated pre-planning and execution of combined security training with the Royal Marines and ROPO.

Issue paper A-5 addresses this issue in further detail.

Arming of Security Forces

The arming of NSF DG Security Force boats is formally addressed in the “Best Practices Document between CO, NSF DG, and the British Representative, British Indian Ocean Territory (BIOT).” This document states, "HSBs [High Speed Boats] may be armed with a standard weapons load-out to be determined by the SECO [NSF DG Security Officer] in accordance with the Force Protection threat state and in liaison with ROPO1 [Senior Royal Overseas Police Officer]." This document leaves the determination and US/UK coordination of HSB weapons load out at a lower level than may be appropriate given the increased lethality and risk associated with use of crew served weapons.

Recommendation 5. That CO, NSF DG and the BIOT British Representative annually review and discuss the subject of NSF DG Security Forces posture and ensure that all parties understand and concur with the U.S. Security Forces arming matrix located in the NSF Anti-

terrorism plan, which clearly documents the authorized use of weapons in all situations and/or Force Protection conditions specific to island operations. This annual review should be formally documented and signed.

Radar Operations

A classified annex to this report addresses this issue in detail.

Antiterrorism/Force Protection (ATFP) Plan

Deficiency 14. The NSF DG ATFP plan does not accurately reflect current NSF DG Security Force jurisdiction and authorities. The plan is written as if NSF DG Security Forces have full jurisdiction across the entire island at all times. Reference: OPNAVINST 5530.14E CH-2, Navy Physical Security and Law Enforcement Program, Chapter 4, Section 0401a.

Emergency Management Plan

Deficiency 15. The NSF DG Emergency Management Plan does not accurately reflect NSF DG jurisdiction and authorities and does not reflect Navy Region Japan guidance. The plan is written as if NSF DG Security Forces have full authority and jurisdiction to conduct force protection across the entire island. Reference: OPNAVINST 3440.17, Navy Installation Emergency Management Program, Enclosure 1 paragraph 8 (EM Standard 7: Planning)

Continuity of Operations (COOP) Plan

Deficiency 16. NSF DG does not have a COOP plan. Reference: OPNAVINST 3030.5B, Navy Continuity of Operations Program and Policy, paragraph 7b.

Operations Security (OPSEC)

NSF Diego Garcia has an OPSEC program in place and has records of completion of OPSEC training for all personnel.

Recommendation 6. That NSF DG place OPSEC posters in workspaces to enhance OPSEC awareness.

RESOURCE MANAGEMENT, QUALITY OF LIFE (QOL), AND COMMUNITY SUPPORT

The Resource Management, QOL and Community Support Team assessed 15 areas and programs. The findings below reflect responses from survey respondents, onsite focus group participants, document reviews, facility site visits, and face-to-face personnel interviews.

The following programs and functions are well-administered and contribute to overall QOL:

- Morale, Welfare and Recreation
- Navy College/Education Programs
- Military and Family Support Center
- Religious Support
- Sexual Assault Prevention and Response
- Suicide Prevention
- Equal Employment Opportunity
- Command Managed Equal Opportunity
- Navy Alcohol and Drug Abuse Prevention
- Hazing Policy Training and Compliance
- Base Legal Support
- Voting Assistance Program
- Ship's Store
- Galley
- Medical/Dental Support

The Ship's Store, Navy Galley and medical and dental activities on Diego Garcia adequately support personnel and commands on the island. The MWR program is exceptionally strong.

Quality of Life

Commercially Available Personal Internet Service

The top quality of life issue negatively affecting Navy personnel on Diego Garcia is the longstanding high cost, poor quality and poor reliability of the commercially available personal Internet service. Low bandwidth severely limits Diego Garcia personnel's ability to communicate with family from this remote location and Sailors' opportunity to participate in off-duty education. Sure, Inc. (a UK-based telecommunications company) currently has exclusive rights to provide and operate telecommunication and commercial Internet services on Diego Garcia under agreement with the British government. In December 2014 the British government decided that its agreement with Sure would end in 2017, opening the way for a new contractor to provide this service. CNRJ is aware of this issue and is exploring a number of initiatives to improve service.

Sexual Assault Prevention and Response (SAPR) Program

Our engagement with NSF DG and tenant commands, interviews, and focus group discussions with Sailors confirmed that area leaders are committed to maintaining an environment free of

sexual assault and that victim care and support services are excellent. Vulnerabilities were found in their approach to the following element of the SAPR program:

Sexual Assault Case Management Group (SACMG)

SACMG meetings were attended by individuals who were not required members and did not have a need to know Sexual Assault (SA) case details. Such extraneous members included the Officer-in-Charge, Branch Health Clinic DG and the Chaplain. They were not directly involved with the cases reviewed, did not have a need to know, and, therefore, should not attend the SACMG per DoDI 6495.02 CH-1, Sexual Assault Prevention and Response (SAPR) Program Procedures, and SECNAVINST 1752.4B, Sexual Assault Prevention and Response. Additionally, we observed that Naval Criminal Investigative Service (NCIS) does not participate in the NSF DG SACMG meetings. NCIS is a required element of the SACMG per SECNAVINST 1752.4B. While NCIS does not have a permanent presence on Diego Garcia, participation could be accomplished by them telephoning into the scheduled SACMG.

Deficiency 17. NSF DG SACMG meetings are attended by individuals (e.g., Chaplain and BHC OIC) that are not required and do not have a need to know specific SA case details.

References: DoDI 6495.02 CH-1, Enclosure (9), paragraph 1c; SECNAVINST 1752.4B, Enclosure (9), paragraph 1c.

Deficiency 18. NSF DG does not include NCIS in the NSF DG SACMG meetings. NCIS is a required element of the SACMG. Reference: SECNAVINST 1752.4B, Enclosure (9), paragraph 1c.

Suicide Prevention Program

The Chaplain and the Suicide Intervention Team support robust suicide prevention efforts and champion frequent, highly visible suicide prevention activities for personnel at Diego Garcia.

Deficiency 19. NSF DG watchstander and Duty Officer suicide prevention training was not being conducted to ensure proper response to suicide related behavior calls and reports.

Reference: OPNAVINST 1720.4A, Suicide Prevention Program, paragraphs 5b(1) and 5c.

Urinalysis Program

Deficiency 20. NSF DG tenant commands do not consistently send their personnel for urinalysis testing within 72 hours of reporting aboard. Reference: OPNAVINST 5350.4D, Navy Alcohol and Drug Abuse Prevention and Control, Enclosure (2), paragraphs 4c(2)(b) and 6c(4).

Voting Assistance Program (VAP)

Deficiency 21. The NSF DG Installation Voting Assistance Officer (IVAO) is not included in the in-processing of new personnel. Reference: DoDI 1000.04, Federal Voting Assistance Program (FVAP), Enclosure (4), paragraph 2c(4)(a).

Deficiency 22. The NSF DG IVAO is not coordinating the voting programs of tenant commands. Reference: DoDI 1000.04, Enclosure (4), paragraph 2d.

Deficiency 23. Voting assistance is not being provided to DON civilian personnel. Reference: DoDI 1000.04, Enclosure (4), paragraph 2c(4)(c).

SENIOR ENLISTED ENGAGEMENT

The NAVINSGEN Senior Enlisted Advisor engaged in various enlisted leadership groups, both junior and senior. During these group engagements, Sailors indicated that adequate services were provided to support them on the island. Various sites were visited to include the barracks, liberty center, gym, galley and other miscellaneous sites to gauge QOL conditions on Diego Garcia.

A separate meeting was held with local Command Career Counselors to get a sense of the career management programs throughout the area. There was a general sense that Sailor career management programs were established throughout the island and that most senior enlisted leaders were engaged with the career development board process.

The top concerns shared were:

- Internet service and charges
- Perceived fraternization
- Unlike Sailors with dependents, single Sailors are prohibited from receiving Basic Allowance for Housing (BAH) entitlements when they transfer to Diego Garcia.

Overall, our assessment is that foundational programs were established to support Sailors' career development and adequate services were provided. Sailors displayed sharp uniform appearance, outstanding military bearing and behavior consistent with good order and discipline. Senior enlisted leaders were abreast of challenges presented by having junior Sailors stationed in Diego Garcia and were actively involved with necessary actions to resolve them.

Appendix A: Issue Papers

SUMMARY OF ACTIONS

Issue Papers that follow require responses to recommendations in the form of Implementation Status Reports (ISRs). If you are an Action Officer for a staff listed in Table A-1, please submit ISRs as specified for each applicable recommendation, along with supporting documentation, such as plans of action and milestones and implementing directives.

- Submit initial ISRs using OPNAV Form 5040/2 no later than 1 July 2015. Each ISR should include an e-mail address for the action officer, where available. This report is distributed through Navy Taskers. ISRs should be submitted through the assigned document control number in Navy Taskers. An electronic version of OPNAV Form 5040/2 is added to the original Navy Tasker Package along with the inspection report, upon distribution.
- 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.
- 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.
- NAVINSGEN point of contact for ISRs is (b) (7)(C) [REDACTED]

Table A-1. Action Officer Listing for Implementation Status Reports

COMMAND	RECOMMENDATION NUMBER(S) XXX-14
CNRJ	061, 064, 066
FLTCYBERCOM	062
CPF	062
NCTS FE DET DG	063
NSF DG	063, 065

ISSUE PAPER A-1: AIRCRAFT RESCUE AND FIREFIGHTING (ARFF) CREWS

References: (a) OPNAVINST 11320.23G, Navy Fire and Emergency Services Program
(b) Base Operating Support Contract N62742-12-D-3601

Issue: NSF Diego Garcia (NSF DG) Aircraft Rescue and Firefighting (ARFF) crews do not meet annual proficiency exercise requirements.

Background: NSF DG ARFF crews are composed of third country nationals contracted via the Base Operating Support Contract (BOSC).

Discussion: The Diego Garcia BOSC does not specify that ARFF crew proficiency must meet the requirements of reference (a).

Recommendation: 061-14. That Commander, Navy Region Japan (CNRJ) review the Fire and Emergency Services portion of the NSF DG BOSC to ensure that all firefighting requirements specified in OPNAVINST 11320.23G, to include individual and team training and certification requirements as well as equipment, are correctly documented in the contract.

NAVINGEN POC:

(b) (7)(C)

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ISSUE PAPER A-2: U.S. NAVY SATELLITE COMMUNICATIONS (SATCOM) CAPACITY ON DIEGO GARCIA

Issue: As Navy continues to expand web-based reporting, training, and requirements to exchange large files, Diego Garcia-based commands will eventually reach a point where the available bandwidth on the island fails to support mission requirements.

Background: Bandwidth available for distribution for the major network services at Naval Support Facility Diego Garcia (NSF DG) totals approximately 45 Mbps. This level of available bandwidth impedes local commands in executing their missions due to the additional amount of time necessary to conduct web-based communications. Online tasks such as training and submission of reports take up to five times longer than at installations with adequate communications capacity.

Discussion: As Navy continues to expand web-based reporting, training, and requirements for large files exchange, Diego Garcia units will eventually reach a point where their available bandwidth fails to support the mission. We cannot predict when these units will reach that point, but they are steadily approaching it.

Recommendation: 062-14. That Commander, U.S. Fleet Cyber Command, in coordination with Commander, U.S. Pacific Fleet, validate U.S. Pacific Command, U.S. Central Command and U.S. Africa Command current and future communications requirements for Diego Garcia that are necessary to support current and future mission requirements. If current and future Combatant Commander requirements exceed current communications capacity at Diego Garcia, U.S. Fleet Cyber Command should develop and forward requirements for Chief of Naval Operations, Intelligence and Communications (OPNAV N2/N6) for funding consideration.

NAVINGEN POC:

(b) (7)(C)

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ISSUE PAPER A-3: COMMUNICATIONS FACILITIES MAINTENANCE

References: (a) Base Operating Support Contract N62742-12-D-3601

Issue: Naval Command Telecommunications Station (NCTS) Far East Detachment Diego Garcia facility maintenance is not sufficiently covered by the Base Operating Support Contract (BOSC).

Background: Infrastructure maintenance to support NCTS Far East Detachment Diego Garcia facilities at Diego Garcia is executed via the BOSC. The BOSC, as currently written, does not include all of the Detachment's maintenance requirements. Examples include lack of preventive maintenance on uninterruptable power systems (UPSs) and large electrical breakers, repair of spalling coral aggregate concrete in ceilings and flooding in a utility room that results in submergence of high voltage power lines in water during heavy rain.

Discussion: BOSC support for NCTS Far East Detachment Diego Garcia facilities and infrastructure is inadequate. A thorough review of NCTS Far East Detachment Diego Garcia maintenance requirements is necessary. Any required maintenance actions not currently included in the BOSC can be added to the contract through NCTS Detachment Officer-in-Charge coordination with the Naval Support Facility Diego Garcia (NSF DG) Public Works Officer.

Recommendation: 063-14. That NCTS Far East Detachment Diego Garcia coordinate with the NSF DG Public Works Officer to have required maintenance items added to the BOSC and that the most critical repairs be given priority and funding for execution.

NAVINGEN POC:

(b) (7)(C)

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**ISSUE PAPER A-4: CONDITION OF CONTRACTOR HOUSING AT NAVAL SUPPORT FACILITY
DIEGO GARCIA (NSF DG)**

Reference: (a) Base Operating Support Contract N62742-12-D-3601

Issue: Many of the government-furnished, contractor-maintained housing, bathroom and shower facilities for contractor personnel at NSF DG are in fair to poor condition.

Background: Contractor housing at NSF DG is provided via government-furnished facilities (GFF) on an “as-is” basis. The contractor is responsible for operating and maintaining these living, bathroom, shower, and dining facilities for nearly 1,500 contractors who work on the island. The U.S. government is responsible for recapitalization.

Discussion: A joint inspection of the Seabreeze contractor housing area (the largest of three contractor housing areas) was conducted with representatives from NAVINSGEN, NSF DG Public Works Department, and contractor management. While some of the Seabreeze housing units have been replaced or renovated since construction in the 1970s, many have been maintained in only mediocre condition. The bathroom/shower facilities were not properly maintained by the contractor, as many of the shower fixtures were broken or missing and hot water was not available in eight of the ten bathroom/shower facilities we visited. Most of the bathroom/shower facilities were unsanitary. Several of the small window air conditioning units were either inoperable or were inadequately cooling and dehumidifying the living spaces. Kitchen/common spaces were not kept to general cleanliness standards by contractor residents.

Recommendations: 064-14. That Commander, Navy Region Japan establish a requirement for the NSF DG Public Works Officer to conduct periodic inspections of contractor facilities (living, bathroom, shower, laundry, and dining) to ensure that the contractor adequately maintains these facilities as required per the Base Operating Support Contract (BOSC).

065-14. That NSF DG Public Works Department, in coordination with NAVFAC Far East and NAVFAC Pacific, develop a medium and long-term strategy to recapitalize contractor housing facilities.

NAVINSGEN POC:

(b) (7)(C)



ISSUE PAPER A-5: COORDINATED PLANNING AND TRAINING WITH BRITISH INDIAN OCEAN TERRITORY (BIOT) SECURITY FORCES

Issue: Naval Support Facility Diego Garcia (NSF DG) Security Forces do not regularly conduct coordination and combined training events with BIOT Security Forces.

Background: The BIOT Security Forces, consisting of the Royal Marines and Royal Overseas Police Officers (ROPO - United Kingdom (UK) military police), are responsible for security on Diego Garcia. NSF DG Security Forces provide protection of moored ships and conduct armed patrols on the roads outside of the downtown area. All other aspects of security on the island are the responsibility of BIOT forces.

In the event of a security incident on the island requiring the mobilization of the BIOT Security Force (force size approximately 15 Royal Marines and 10 ROPOs), BIOT leaders would like to be able to request assistance from the NSF DG Security Force, for example, to provide road blocks and outer perimeter security.

Discussion: There have been very few coordination and combined training events between the NSF DG Security Force, Royal Marines, and ROPOs. US/UK training to date has been limited to a combined field exercise involving Navy Seabees and Royal Marines. NSF DG Security Forces have not planned and participated in a combined exercise with UK forces to date. Such coordination and training would ensure that NSF DG Security Forces will be able to safely and effectively provide requested support in the event of a security incident on the island.

Recommendations: 066-14. That Commander, Navy Region Japan establishes a requirement that NSF DG regularly conduct coordinated pre-planning and execution of combined security training with the Royal Marines and ROPO.

NAVINGEN POC:

(b) (7)(C)

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APPENDIX B: Summary of Key Survey Results

PRE-EVENT SURVEY

In support of our Diego Garcia Area Visit held 6-12 December 2014, the Naval Inspector General (NAVINSGEN) conducted an anonymous on-line survey of active duty military and Department of the Navy (DON) civilian personnel from 29 September 2014 to 31 October 2014. The survey produced 159 respondents (124 military, 35 civilian). According to reported demographics the sample represented the Diego Garcia workforce with a 6% margin of error at the 95% confidence level. Selected topics are summarized in the sections below. A frequency report is provided in Appendix C.

Quality of Life

Quality of life was assessed using a scale from 1 to 10, where 1 is worst and 10 is best. The overall Diego Garcia average quality of work life (QOWL), 7.11, was higher than the historical area visit average of 6.31 (Figure B-1). The overall Diego Garcia average quality of home life (QOHL), 6.85, was comparable to the area visit average of 7.15 (Figure B-2). Average QOHL for civilian (7.54) respondents was higher than for military (6.65) respondents.

The overall impact of selected factors on QOWL rating is summarized in Table B-1. Training Opportunities and Command Morale were the most frequently identified factors perceived to have a negative impact on QOWL. Factors of potential concern were identified by distributional analyses, where 20% negative responses served as a baseline for comparison. None of the factor response distributions were noteworthy except low negative percentages shown in bold (a favorable finding). Advancement Opportunities was expressed as a negative impact on QOWL more often for civilian (29%) than military (8%) respondents (not shown in Table B-1).

The perceived impact of factors on QOHL life rating is summarized in Table B-2. Not surprisingly given Diego Garcia's remote location, shopping and dining opportunities (47%) and cost of living (40%) were broadly identified as negative impacts on QOHL rating. Recreational opportunities were reported to have a highly positive impact on QOHL in Diego Garcia.

Area Job Importance and Workplace Behaviors

Table B-3 lists aggregate strongly agree and agree response percentages to survey questions addressing perceived job importance, and whether fraternization, favoritism, gender/sex discrimination, sexual harassment, or hazing occurs at Diego Garcia. Overall area visit percentages over a 5-year period are shown for comparison. Excepting job importance, lower values are "better."

- Perceived job importance at Diego Garcia was comparable to the 5-year area visit value.
- Perceived occurrence of favoritism, gender/sex discrimination, and race discrimination at Diego Garcia were lower than the 5-year area visit values.

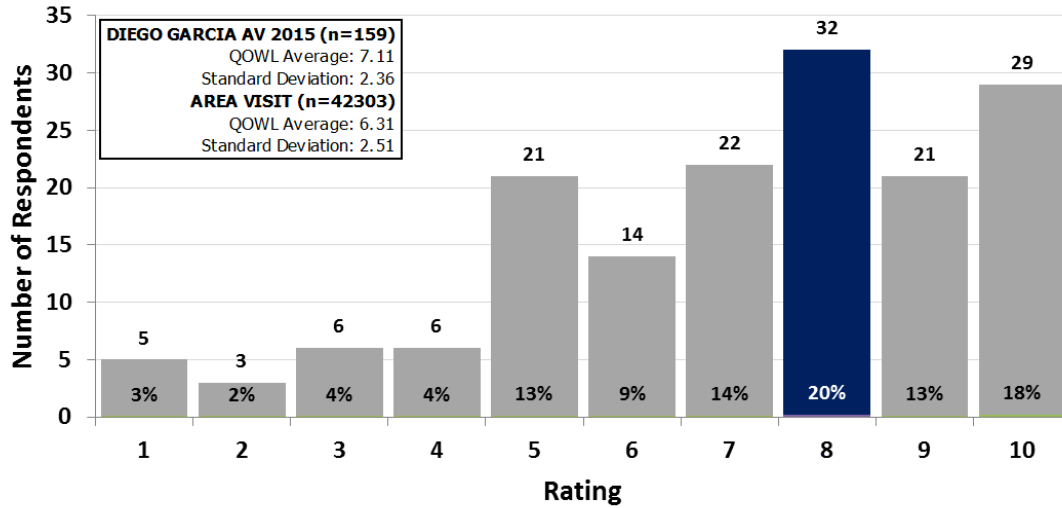


Figure B-1. Distribution of quality of work life ratings from the pre-event survey. The x-axis lists the rating scale and the y-axis represents the number of survey respondents. Response percentages for ratings are shown at the base of each bar. Counts for each rating are shown above each bar. The most frequent rating is shown in blue.

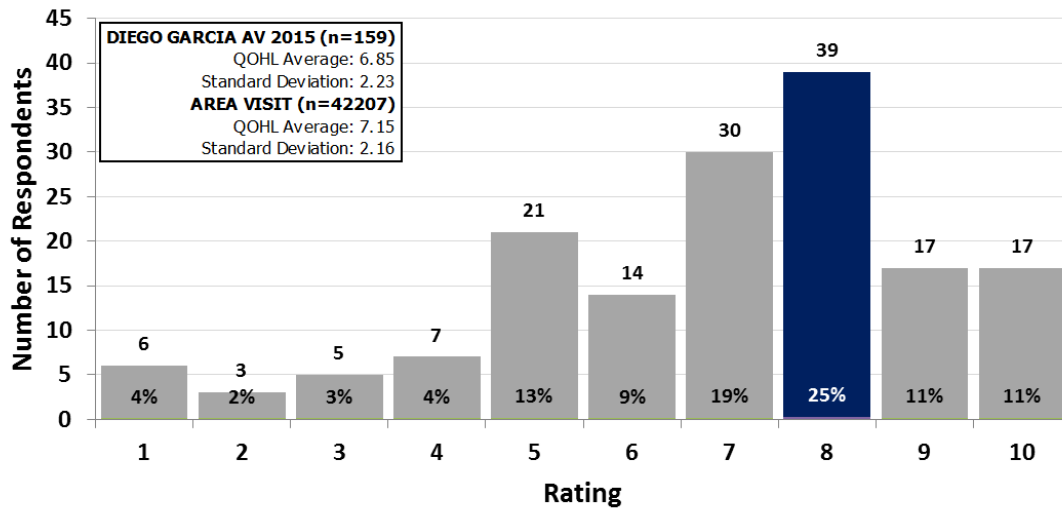


Figure B-2. Distribution of quality of home life ratings from the pre-event survey. The x-axis lists the rating scale and the y-axis represents the number of survey respondents. Response percentages for ratings are shown at the base of each bar. Counts for each rating are shown above each bar. The most frequent rating is shown in blue.

Table B-1. Impact of Factors on Quality of Work Life Rating

Factor	Negative	Other
Job satisfaction	10%	90%
Leadership support	12%	88%
Leadership opportunities	9%	91%
Length of workday	6%	94%
Advancement opportunities	13%	87%
Training opportunities	24%	76%
Awards and recognition	14%	86%
Command morale	19%	81%
Command climate	15%	85%
Quality of workplace facilities	16%	84%

Notes. Perceived impact of factors on quality of work life rating based on negative versus aggregate positive and neutral (Other) responses. Negative values in bold indicate a poor “fit” when using a 20% baseline.

Table B-2. Impact of Factors on Quality of Home Life Rating

Factor	Negative	Other
Quality of home	12%	88%
Quality of the school for dependent children	19%	81%
Quality of the childcare available	20%	80%
Shopping & dining opportunities	47%	53%
Recreational opportunities	5%	95%
Access to spouse employment	23%	77%
Access to medical/dental care	19%	81%
Cost of living	40%	60%

Notes. Perceived impact of factors on quality of work life rating based on negative versus aggregate positive and neutral (Other) responses. Negative values in bold indicate a poor “fit” when using a 20% baseline.

Table B-3. Perceived Job Importance and Occurrence of Workplace Behaviors

Question Topic	DIEGO GARCIA	Area Visit
Job Importance	81%	87%
Fraternization	20%	22%
Favoritism	24%	39%
Gender/Sex Discrimination	5%	21%
Sexual Harassment	7%	10%
Race Discrimination	7%	19%
Hazing	3%	5%

Notes. Aggregate strongly agree and agree (SA+A) response percentages for selected command climate topics. Area Visit percentages are historical NAVINSGEN findings from FY10-14. Excepting Job Importance, lower percentages are “better.” Bold values indicate a significantly different distribution of SA+A responses than Area Visit.

APPENDIX C: Summary of Focus Group Perceptions

FOCUS GROUPS

On 8 and 10 December 2014, NAVINSGEN conducted a total of 11 focus groups at Diego Garcia, six with various groupings of active duty military ranks and five with various groupings of civilian grades. There were a total of 81 Diego Garcia focus group participants: 39 military, 42 civilians. Each focus group was scheduled for approximately one hour and consisted of one facilitator and two note takers. The facilitator followed a protocol script: (1) focus group personnel introductions, (2) brief introduction to the NAVINSGEN mission, (3) privacy, Whistleblower statutes (excepting Offshore General (OG) focus groups, where this statute is not applicable), and basic ground rules, (4) participant-derived list of topics perceived to have the most impact on quality of life, job performance, or the mission, and (5) subsequent refinement and discussion of participant-derived topics with an emphasis on understanding the perceived impact. Note takers transcribed focus group proceedings, which were subsequently entered and coded in a spreadsheet database to determine the total number of focus groups in which the same or comparable topic and its perceived impact were discussed.

Table C-1 lists focus groups topics that were expressed as a major impact on the quality of life, job performance, or the mission in at least two military and/or DON civilian focus groups. Military and civilian focus groups at Diego Garcia mentioned Internet most often as having a major impact on the quality of life or the mission.

Table C-1. Participant-Derived Focus Group Topics Expressed as a Major Impact on the Mission, Job Performance, or Quality of Life.

Topic	Impact		
	Major	Moderate	Minor
Internet	●●●●●●●●	●●	
Ship's Store	●●●	●●●●	●●●
Air Mobility Command	●●●	●●	
Contractors	●●●		
Policy	●●	●	

Notes. Descending order of the number of focus groups topics that were expressed as a major impact on the mission, job performance, or quality of life in at least two groups. Colored circles indicate active duty military (●) and civilian (●) focus groups at Diego Garcia.

Internet

Ten of 11 focus groups expressed major or moderate negative impacts on quality of life in terms of the ability to communicate with family, pursue online education, and conduct personal online business due to SURE, Inc. Internet cost for services and poor performance.

Ship's Store

Seven of 11 focus groups expressed major or moderate negative impacts on quality of life with respect to quality, cost, and availability of items in the Ship's Store (especially fresh fruits and vegetables). Some participants also expressed concern regarding price increases over a three-month period that purportedly remained high (e.g., from \$0.50 to \$1.60 per pound for onions). Several participants noted limited selections and quality of food or clothing items, but commented that there was plenty of alcohol.

Air Mobility Command (AMC)

Five groups expressed major or moderate impacts of AMC flights on quality of life and the mission. All comments were related either to access when returning from leave or to flight cancellations. Inability to access seats when returning from leave was reported as a negative impact on personal finances. Cancelled flights were reported as increasing mission costs (e.g., paying for expensive layovers in Singapore for personnel contracted to perform skilled labor aboard ships based in Diego Garcia).

Civilian participants noted that space available ("Space A") priority has a major positive impact on quality of life, and there were concerns among several OG civilian participants that this benefit may not be renewed in 2016.

Contractors

OG civilians shared their perceptions on topics that purportedly have a negative impact on the morale of their contracted co-workers. Three OG focus groups reported that contracted employees no longer receive compassionate leave (airfare costs), but are offered \$500 for staying on Diego Garcia during a family crisis. Participants also claimed that if a contracted employee decides to take leave, they must sign a new contract upon return that amounts to a reduction in wages.

Policy

Two civilian focus groups expressed major negative impacts on quality of life as a function of discrepancies with the OG Manual (the manual governing OG employee policy on Diego Garcia); one civilian focus group expressed a moderate impact on quality of life. Focus group discussion primarily centered on pay-related issues associated with Philippine Peso to U.S. Dollar conversion rates and capped compensatory time (16 hours) during official travel. Participants unanimously expressed that the recent decision to update currency exchange every pay period (two weeks) had a major positive impact on quality of life; however, participants also provided arguments that they should be provided back pay for when the currency exchange "policy" resulted in a substantial pay cut. Participants also expressed concern that sometimes they are

not fairly compensated during official travel, especially over weekends, when hours in transit exceed the 16-hour compensatory cap.

Other Focus Group Topics with Expressed Major Impact

Topics that were expressed in only one focus group as a major impact on the mission, job performance, or quality of life are briefly described below, first in order of importance based on the total number of groups that discussed the topic and then in alphabetical order.

Medical: One military focus group expressed a major impact (cost) on the mission related to medical evacuations (MEDEVAC); three military groups expressed this topic as a moderate impact on the mission. Participants wondered why additional medical capabilities could not be on island to reduce costs associated with MEDEVACs. Participants were unaware of any business model for medical services or information about cost comparisons between remote and local medical services. The topic was discussed as more of a challenge in medical communication.

Geographic Isolation: Three military focus groups expressed several challenges impacting quality of life and the mission associated with Diego Garcia's remote location; being at the "tip of the spear" but not treated like it: infrastructure neglected until required for mission support, gapped billets (especially senior enlisted leadership), human resources support for hiring, and time required for material requests and deliveries.

Manning/Manpower: Military and civilian focus groups expressed major and moderate impacts on quality of life and the mission associated with manning/manpower. Military participants expressed that Diego Garcia is an inappropriate first tour location in that there are limited training opportunities available for junior personnel who do not possess qualifications to support the Diego Garcia mission. Several participants noted a steep learning curve that may consume up to three months during the one-year tour "just to come up the speed," leaving only seven to eight months of time for productive work. Gapped billets were also reported, thus exacerbating this challenge. OG civilians were recognized for "picking up the slack." Training or retraining transient military personnel was also expressed as a barrier to completing current and backlogged workload (e.g., contract close-outs). Civilian participants speculated that the military workforce could be more efficient if given longer tour lengths or completing specified training before reporting for duty.

Pay: Single military members without dependents do not receive Basic Allowance for Housing (BAH). This "reduction in pay" was expressed as a major negative impact on quality of life in terms of maintaining mortgage payments in the U.S. while stationed at Diego Garcia. Single Sailors have to rely on rental income to pay their mortgages when they are stationed in Diego Garcia. Participants noted that there are no pay incentives (e.g., Hardship Duty Pay) and that Sailors also lose pay as a function of an adjusted Basic Allowance for Subsistence. These two pay-related topics were expressed as a negative impact on quality of life and the mission.

Command Climate: One civilian participant conveyed that there are “great interactions between [his/her] command and region [NSF DG]” and that the command has great unit cohesion. “We have events with great participation even when they are not mandatory.” This participant’s command climate was expressed as a major positive impact on the mission and quality of life. “I come to work with a positive attitude.”

Defense Switching Network (DSN): One military focus group participant exclaimed that the “morale phone line [DSN] gets me through the day. Best thing! My family can dial the operator and they get here. At least you can communicate....” Other participants in the group were unaware of this mechanism of communication. One participant was “told that I cannot use the DSN number. My wife cannot use it.” The ability to utilize DSN to maintain contact with family members while on station at Diego Garcia was expressed as a major positive impact on quality of life, especially in lieu of local cellular phone costs and services.

Morale, Welfare, & Recreation (MWR): Participants in one focus group expressed a major positive impact on quality of life as a function of MWR. One participant in a civilian focus group noted however that, “We used to have an island wide picnic every holiday, but has been cancelled. No funds.”

Water: One participant perceived a major negative impact on [his/her] quality of life because non-potable water from the tap was adversely affecting the individual’s skin. The participant recognized that there is a contract to build a new water filtration plant but wondered why the plant is only finally underway when the condition of tap water on Diego Garcia has existed for many years.

Other Focus Group Topics with Expressed Moderate Impact

Topics not previously mentioned that were expressed in at least one focus group as a moderate impact on the mission, job performance, or quality of life are briefly described below in alphabetical order.

Base Services (General): Due to reduced manning and duty schedules, civilian focus group participants aboard a ship based in Diego Garcia expressed difficulty in transporting to the island during normal business hours (bank and post office close at 1800). Participants wondered if the bank and post office could establish one day to remain open until at least 1900.

Facilities: One focus group expressed a negative impact on the work and living environment due to inconsistent central climate control. The group noted that some individuals wear “hoodies” in their office/room because the temperature is too cold. According to the group, this issue is being addressed. Many spaces are kept cold to prevent mold.

Food/Galley: Participants in one focus group expressed a negative impact on quality of life because there are not many healthy options at the galley. Some participants cook in their

room; however, some rooms do not have their own stove/microwave. In some cases, the stove/microwave is in a common area.

Host Nation Relationship: A few participants in one focus group expressed a negative impact on the mission due to a strained American-British relationship. Participants expressed confusion over authority in situations such as sexual assault investigations.

Religion: One focus group claimed that the Catholic priest provided by the contractor to support the religious needs of the contracted employees cannot conduct mass downtown.

APPENDIX D: Survey Response Frequency Report

Numerical values in the following tables summarize survey responses to forced-choice questions as counts and/or percentages (%). Response codes are listed below in the order that they appear.

SD Strongly Disagree

D Disagree

N Neither Agree nor Disagree...

A Agree

SA Strongly Agree

- Negative

N Neutral

+ Positive

N Never

R Rarely

S Sometimes

F Frequently

A Always

Military		Civilian	
Male	Female	Male	Female
96	28	23	12
60%	18%	14%	8%

Single	Married	Separated	Divorced
67	80	6	6
42%	50%	4%	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.

	1	2	3	4	5	6	7	8	9	10
Count	5	3	6	6	21	14	22	32	21	29
%	3%	2%	4%	4%	13%	9%	14%	20%	13%	18%

For each of the factors below, please indicate whether they have a positive, neutral, or negative impact on your QOWL rating.

	+	N	-
Job satisfaction	104	40	16
Leadership support	103	38	19
Leadership opportunities	96	50	14
Advancement opportunities	113	37	10
Workload	77	62	21
Work Hours/Schedule	75	46	39
Training opportunities	74	63	23
Awards and recognition	86	43	31
Command morale	93	43	24
Command climate	79	56	25
Quality of workplace facilities	104	40	16

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

	1	2	3	4	5	6	7	8	9	10
Count	6	3	5	7	21	14	30	39	17	17
%	4%	2%	3%	4%	13%	9%	19%	25%	11%	11%

For each of the factors below, please indicate whether they have a positive, neutral, or negative impact on your QOHL rating.

	+	N	-
Quality of home	102	42	19
Quality of the school for dependent children	7	124	31
Quality of the childcare available	7	123	32
Shopping & dining opportunities	37	49	76
Recreational opportunities	120	34	8
Access to spouse employment	5	120	37
Access to medical/dental care	83	48	31
Cost of living	35	63	64

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

SD	D	N	A	SA
0	15	19	27	54
0%	13%	17%	23%	47%

There are adequate facilities (such as a fitness center) to support my participation in a physical readiness program year round.

SD	D	N	A	SA
0	1	3	38	81
0%	1%	2%	31%	66%

How would you rate your satisfaction with Personnel Support Detachment (PSD)?

Above Average	Average	Below Average	UNSAT
49	57	9	5
40%	47%	7%	4%

Two respondents (2%) reported that they have not used PSD.

How would you rate the timeliness of the service provided by your command Pay & Administration Support System (PASS) Liaison Representative [PLR]?

Above Average	Average	Below Average	UNSAT
27	54	4	4
22%	42%	3%	3%

Thirty-six respondents (30%) reported that they have not used PASS PLR.

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

	1	2	3	4	5	6	7	8	9	10
Count	4	2	4	4	19	7	19	24	15	25
%	3%	2%	3%	3%	15%	6%	15%	20%	12%	20%

For each of the factors below, please indicate whether they have a positive, neutral, or negative impact on your healthcare benefits rating.

	+	N	-
Types of healthcare services available	50	45	28
Appointment availability	86	28	9
Waiting time	80	38	5
Time with staff or care provider	88	29	6
Hours of operation	71	42	10

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

	1	2	3	4	5	6	7	8	9	10
Count	2	1	1	6	5	3	9	19	9	19
%	3%	1%	1%	8%	7%	4%	12%	26%	12%	26%

For each of the factors below, please indicate whether they have a positive, neutral, or negative impact on your MWR rating.

	+	N	-
Variety of MWR services available	51	18	5
Quality of services	49	20	5
Cost	35	26	13
Staff's customer service	50	18	6
Hours of operation	49	21	4

Rate your overall satisfaction with your family's healthcare benefit on a scale of 1 (worst) to 10 (best).

	1	2	3	4	5	6	7	8	9	10
Count	13	1	2	3	41	6	3	15	7	32
%	11%	1%	2%	2%	33%	5%	2%	12%	6%	26%

For each of the factors below, please indicate whether they have a positive, neutral, or negative impact on your family's healthcare benefit rating.

	+	N	-
Types of healthcare services available	34	75	14
Appointment availability	31	78	14
Waiting time	29	78	16
Time with staff or care provider	32	77	14
Hours of operation	31	83	9

Rate your overall satisfaction with your housing on a scale of 1 (worst) to 10 (best).

	1	2	3	4	5	6	7	8	9	10
Count	8	1	3	8	16	14	20	25	9	19
%	7%	1%	2%	7%	13%	11%	16%	20%	7%	15%

For each of the factors below, please indicate whether they have a positive, neutral, or negative impact on your housing rating.

	+	N	-
Location of dwelling	84	36	3
Quality of dwelling	63	33	27
Quality of neighborhood	67	47	9
Safety and security	86	31	6

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

	1	2	3	4	5	6	7	8	9	10
Count	13	12	8	4	8	6	7	5	2	1
%	20%	18%	12%	6%	12%	9%	11%	8%	3%	2%

For each of the factors below, please indicate whether they have a positive, neutral, or negative impact on your "NEX" rating.

	+	N	-
Variety of merchandise selections	11	12	44
Quality of merchandise selections	13	26	28
Cost	7	17	43
Staff's customer service	35	22	10
Hours of operation	36	22	9

Rate your overall satisfaction with the "Commissary" on a scale of 1 (worst) to 10 (best).

	1	2	3	4	5	6	7	8	9	10
Count	10	8	4	6	4	8	5	6	2	1
%	19%	15%	7%	11%	7%	15%	9%	11%	4%	2%

For each of the factors below, please indicate whether they have a positive, neutral, or negative impact on your "Commissary" rating.

	+	N	-
Variety of products/produce/meats selection	14	23	37
Quality of products/produce/meats selection	13	26	35
Cost	8	23	43
Staff's customer service	31	32	11
Hours of operation	34	29	11

My current work week affords enough time to complete mission tasks in a timely manner while maintaining an acceptable work-home life balance.

SD	D	N	A	SA
5	15	20	63	52
3%	10%	13%	41%	34%

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

SD	D	N	A	SA
1	3	0	21	9
3%	9%	0%	62%	26%

I work more hours than I report in a pay period because I cannot complete all assigned tasks during scheduled work hours.

N	R	S	F	A
6	11	16	1	1
17%	31%	46%	3%	3%

The Human Resource Service Center provides timely, accurate response to my queries.

SD	D	N	A	SA
1	5	0	19	3
4%	18%	0%	68%	11%

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

SD	D	N	A	SA
0	6	0	16	10
0%	19%	0%	50%	31%

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

SD	D	N	A	SA
2	5	94	40	12
1%	3%	61%	26%	8%

During the last performance evaluation cycle, my supervisor provided me with feedback that enabled me to improve my performance before my formal performance appraisal/EVAL/FITREP.

SD	D	N	A	SA
1	0	9	7	5
5%	0%	41%	32%	23%

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

SD	D	N	A	SA
4	16	19	77	39
3%	10%	12%	50%	25%

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

SD	D	N	A	SA
5	13	31	63	42
3%	8%	20%	41%	27%

My command is concerned about my safety.

SD	D	N	A	SA
2	5	10	55	82
1%	3%	6%	36%	53%

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

SD	D	N	A	SA
4	7	19	56	69
3%	5%	12%	36%	45%

_____ is occurring at my command.

	SD	D	N	A	SA
Fraternization	17%	29%	34%	12%	7%
Favoritism	21%	31%	24%	15%	9%
Gender/Sex Discrimination	36%	36%	23%	3%	3%
Sexual Harassment	36%	36%	22%	5%	2%
Race Discrimination	36%	36%	22%	5%	2%
Hazing	46%	33%	19%	1%	1%

My command attempts to resolve command climate issues.

SD	D	N	A	SA
7	11	21	52	62
5%	7%	14%	34%	41%

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

SD	D	N	A	SA
3	12	23	54	63
2%	8%	15%	35%	41%

My performance evaluations have been fair.

SD	D	N	A	SA
0	1	51	60	42
0%	1%	33%	39%	27%

The awards and recognition program is fair and equitable.

SD	D	N	A	SA
1	10	45	63	35
1%	6%	29%	41%	23%

Military and civilian personnel work well together at my command.

SD	D	N	A	SA
3	4	11	65	70
2%	3%	7%	42%	46%

My superiors treat me with respect and consideration.

SD	D	N	A	SA
2	10	17	51	74
1%	6%	11%	33%	48%

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

SD	D	N	A	SA
1	5	30	69	48
1%	3%	20%	45%	31%

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

SD	D	N	A	SA
2	2	30	59	60
1%	1%	20%	39%	39%

**I have adequate time at work to
complete my General Military Training
and/or mandatory civilian training.**

SD	D	N	A	SA
5	16	16	70	45
3%	11%	11%	46%	30%