NAVAL INSPECTOR GENERAL
COMMAND INSPECTION OF
COMMANDER, NAVAL AIR SYSTEMS COMMAND
12 TO 23 MARCH 2012

DEPARTMENT OF THE NAVY
NAVAL INSPECTOR GENERAL
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WASHINGTON NAVY YARD DC 20374-5006

IN REPLY REFER TO:
5040
Ser N3/0862
23 Aug 12

From: Naval Inspector General
To: Distribution

Subj: COMMAND INSPECTION OF COMMANDER, NAVAL AIR SYSTEMS
        COMMAND

Ref: (a) SECNAVINST 5040.3A

1. In accordance with reference (a), the Naval Inspector
General (NAVINSGEN) conducted a Command Inspection of Commander,
Naval Air Systems Command (COMNAVAIRSYSCOM-NAVAIR) from
12 to 23 March 2012. NAVAIR's mission is to research, develop,
test, acquire, field, deliver support and sustain aircraft,
weapons, and related technology systems and equipment in support
of the operating forces of the U.S. Navy, U.S. Marine Corps, and
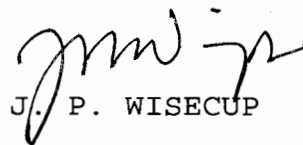the Department of Defense.

2. Overall, COMNAVAIRSYSCOM is supporting the minimum level of
Naval Aviation readiness with no capacity for surge and
assumption of some aggregate risk across the force. NAVAIR, in
concert with the entire Naval Aviation Enterprise, is meeting
minimum requirements and has appropriate metrics to measure
performance. NAVAIR leadership is placing more attention on
cost management with their "should cost management" initiative.
This initiative will highlight programmatic cost growth.

3. This report has two parts. Part one forwards our overall
observations and findings. Part two contains seven issue papers
presenting specific findings and recommendations for senior
leadership. Part two also contains an issue paper action
summary matrix (Page 34) and a summary of actions providing
guidance for submission of corrective action via an
Implementation Status Report (ISR) (Page 35). <u>Commands are
tasked with submitting initial ISRs to NAVINSGEN not later than
27 November 2012</u>. The summary of survey data analysis for
active duty military and DoN civilian personnel is included in
Appendix A (Page 50). The summary of focus group discussion
data analysis for active duty military and DoN civilian
personnel is included in Appendix B (Page 79).

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EXECUTIVE SUMMARY

1.   The Naval Inspector General (NAVINSGEN) conducted a command inspection of Naval Air Systems Command (NAVAIR) 12 to 23 March 2012. The inspection began with web-based personnel surveys conducted prior to our arrival. These surveys helped NAVINSGEN prepare for on-site Quality of Life (QOL) focus groups and provided background for the team to determine areas requiring further inspection. There were a total of 610 active duty military and Department of Navy (DoN) civilian survey respondents. On a scale of 1 to 10, (where 1 = worst and 10 = best), active duty military and DoN civilian personnel indicated their Quality of Work Life (QOWL) at 6.94, which is higher than the NAVINSGEN rolling average of 6.28. Their Quality of Home Life (QOHL) scored 7.60, which is higher than the NAVINSGEN rolling average of 7.02. To assess overall QOL we conducted a total of 26 focus groups comprised of 286 active duty military and DoN civilian personnel. Overall QOL scored 7.66, which is higher than the NAVINSGEN average of 6.91. Based on these focus groups, top concerns were: workload/work hours, facilities, promotion/career development, training, and parking.

2.   Overall, NAVAIR is supporting the minimum level of Naval Aviation readiness with no capacity for surge and assumption of some aggregate risk across the force. In general, readiness is a product of resources. NAVAIR, in concert with the entire Naval Aviation Enterprise, is meeting minimum requirements and has appropriate metrics to measure performance. NAVAIR leadership is placing more attention on cost management with their "should cost management" initiative. This initiative will highlight the cost growth in programs like Joint Strike Fighter (JSF). For example, due to the size of the JSF program relative to all other Naval Aviation programs, it deserves the full attention of cost, schedule and performance measures of effectiveness under development by the NAVAIR Strategic Enterprise Team to ensure DoD and Navy leadership is fully aware of JSF's opportunity cost to Naval Aviation.

3.   Total Force Management presents an area of concern. Over 34,000 of NAVAIR's 36,000 personnel are Working Capital Funded. In 2011, NAVAIR documented demand for 39,140 work-years balanced against 36,227 available military, civilian and Contract Service Support (CSS) personnel. NAVAIR's shortfall in available work years is approximately eight percent. Military manning is at 93 percent of billets authorized and civilian manning across NAVAIR

is over 98 percent of authorized strength. CSS total numbers are decreasing to meet a Secretary of Defense (SECDEF) mandated 20 percent reduction in contractor personnel; however, these Working Capital Funded personnel are the flexible workforce NAVAIR traditionally uses to meet program office demand for competency support that cannot be provided by military and civilian manning. This SECDEF mandate exacerbates consistently high levels of risk in the Contracts, Research and Engineering, and Legal Support Competencies. Emphasis on total ownership cost management is driving an increase in capacity demands for services provided by these and other competencies that result in more time to properly prepare contracts, conduct engineering analysis, cost estimating and legal review, due to external constraints placed upon NAVAIR's total force management strategy.

4. Facilities management presents another area of concern. Naval Air Systems Command Headquarters is a principal tenant of the approximately 6,500 acre Naval Air Station Patuxent River and occupies approximately 660 thousand square feet (SF) of administrative space that is owned, operated and maintained by CNIC. The quality of these facilities varies in condition and capacity. Comments made by focus group participants and verified during the inspection, include: overcrowding issues, old WWII era facilities with mold and vermin issues, and inadequate sustainment practices. Poor conditions and configuration negatively affect overall productivity.

NAVAIR Headquarters and PMA personnel occupy approximately 140,000 SF of administrative space in leased relocatable buildings on the base and occupy approximately 62,000 SF of administrative leased space off base. Despite this facility footprint, records provided during the inspection show NAVAIR has a deficit of approximately 280,000 SF of administrative space in permanent facilities. Two hundred thousand SF of the deficit is accommodated with leased facilities leaving a net deficit of 80,000 SF of administrative space at NAS Patuxent River for NAVAIR Headquarters. Site visits and discussions with facility managers indicate the majority of habitability concerns arise from circumstances where NAVAIR personnel are working in World War II era buildings owned, operated and maintained by CNIC or in trailers where maintenance is incorporated in the lease executed by NAVFAC. NAVINSGEN site visits confirmed overcrowding of many administrative areas, primarily in building 2272, supporting NAVAIR's claim that they have a significant deficit of square footage available at NAS Patuxent River.

5. Good News.

    a. Missions, Functions, and Tasks. OPNAVINST 5450.350, Missions, Functions, and T*asks of the Commander, Naval Air Systems Command*, was approved by the Director, Navy Staff on 24 April 2012. The new instruction is the result of a comprehensive review and input process across the organization and effectively characterizes NAVAIR's responsibilities.

    b. Internal Communications. NAVAIR demonstrates effective internal communications with their ability to successfully execute the Competency Aligned Organization Concept of Operations. Interviews with competency leads show an organization that adapts its integrated program team (IPT) approach to mission accomplishment when presented with gaps in effectiveness. An example is the inclusion of Test and Evaluation personnel on an IPT for a program office earlier in the acquisition cycle to develop test plans with realistically achievable schedules and test points.

    c. Readiness and Sustainment Metrics. NAVAIR's readiness and sustainment metrics are exceptional. Cost factors are calculated using Cost Based Budgeting (CBB) and Estimate at Completion (EAC) methodologies. These cost factors are well tracked. Metrics covering program estimated costs across the acquisition life cycle, and acquisition programs' actual cost at delivery are well documented.

    d. Personnel Security. NAVAIR proactively tracks and manages personnel security investigations to ensure command personnel have updated clearances and the appropriate access per billet or position description (PD). In an effort to save time, money and reduce errors, NAVAIR and its subordinate command, Naval Air Warfare Command-Aircraft Division (NAWCAD), created the Personnel Security Management System (PSMS). This database query system pulls information from several different sources to better monitor personnel security investigations. NAVAIR estimates PSMS saves over 2,400 hours of security investigation processing time and nearly $170,000 per year in labor costs. PSMS does not replace the Joint Personnel Adjudication System as the standard security information management system, but it greatly enhances sorting, tracking and processing functions. NAVINSGEN considers this initiative to be a "Best Practice".

6. The following programs need more attention to be compliant or improve their effectiveness:

a.   Personnel Training/Qualification. Scheduling and
implementation of major changes to acquisition career field
certification standards impacts certification achievement.
Short lead times, coupled with inconsistent implementation plans
impact the ability of services to align Acquisition Work Force
(AWF) management systems and processes to match new
requirements. This results in high demand for Defense
Acquisition University (DAU) training, lack of ready qualified
instructors to teach new/additional courses, and confusion for
AWF members already in the pipeline to certify within the 24-
month grace period, as well as respond to new requirements in
their primary mission – supporting the warfighter. Issue Paper
1, *DAWIA Acquisition Certification Standards*, refers (Page 36).

    b.   Continuity of Operations (COOP) Plan. OPNAVINST
3030.5B, *Navy Continuity of Operations Program and Policy*,
requires civilian employee position descriptions for Emergency
Relocation Staff (ERS) be designated as "emergency essential".
Approximately 180 position descriptions require updating. In
the interim, NAVAIR and subordinate commands are carefully
managing the assignment of ERS personnel ensuring proper COOP
requirements. Issue Paper 2, *Civilian Employee Position
Descriptions for Emergency Relocation Staff*, refers (Page 38**)**.

    c.   Transfer of CNIC Responsibilities and/or Costs to
NAVAIR. Prior to Installation Claimant Consolidation, NAVAIR
was responsible for all Base Operating Support (BOS) functions
at NAS Patuxent River. With the establishment of CNIC,
resources were transferred from NAVAIR, and CNIC assumed
responsibility for all BOS functions including security and
access control, emergency dispatch and monitoring, port
operations, and spill prevention operations. As CNIC's
operating budgets declined, they reduced service levels
accordingly. For a number of programs at NAS Patuxent River,
CNIC is proposing elimination of required services and
transferring responsibility back to NAVAIR without transferring
the corresponding additional resources leading to reduced
manpower capacity and altered operations that would negatively
impact NAVAIR's mission. Issue Paper 3, *Cost Transfer of
Facility Services*, refers (Page 39).

    d.   Environmental Management. NAVAIR air operations depend
on readily available JP-5 jet fuel. Approximately 1.5M gallons
per week of JP-5 is delivered to NAS Patuxent River by barge.
Barge refueling is predicated on a USCG approved Emergency Spill
Response Plan certifying NAS Patuxent River has sufficient

equipment and manpower to deploy an oil spill boom around the barge and provide personnel for mishap/spill response. NAVAIR personnel are concerned about a CNIC proposal to cut Port Operations personnel as a cost cutting initiative. Without sufficient Port Operations personnel, NAS Patuxent River will lose its USCG certification and will not be permitted to use the refueling barge. The alternative proposal to utilize fuel trucks, would increase costs, traffic congestion, security inspections, and the potential for fuel spills and other environmental violations. Issue Paper 3, *Cost Transfer of Facility Services*, refers (Page 39).

e. Safety and Occupational Health. Supervisors do not provide the Naval Health Clinic, Patuxent River, with hearing conservation program (HCP) rosters two times a year as required by OPNAVINST 5100.23G Change-1, Naval Safety and Occupational Health Program Manual. Issue Paper 4, *Hearing Conservation Program Responsibilities for Shore Activities*, refers (Page 41).

f. Sexual Assault Prevention and Response (SAPR) Program. NAVAIR is deficient in documenting annual SAPR and awareness training, or SAPR predeployment training completion via Fleet Training Management Planning System (FLTMPS). Commanders, supervisors and managers at all levels are responsible for the effective implementation of SAPR policies. All service members and civilian supervisors of service members should have a working knowledge of what constitutes sexual assault, why sexual assaults are crimes, and the meaning of consent. Additionally, training should provide personnel with information on restricted reporting options and the exceptions and/or limitations of each option. Issue Paper 5, *NAVAIR Implementation of Navy Sexual Assault Prevention and Response (SAPR) Program*, refers (Page 42).

g. Product Data Reporting and Evaluation Program (PDREP). NAVAIR has not implemented the Department of the Navy (DoN) Product Data Reporting and Evaluation Program (PDREP) and is not reporting all of the required supplier performance information or utilizing the information as required by SECNAVINST 4855.3B, *Product Data Reporting and Evaluation Program (PDREP), and* Federal Acquisition Regulation (FAR) Parts 9, 13, 15, 42 and 46. Although the PDREP Automated Information System (AIS) has been identified as the DoN central information technology system, (i.e., to record, collect, and retrieve discrepancy, product quality deficiency and supplier performance information), a

number of redundant Navy IT reporting tools continue to operate and expand. While these separate IT systems provide data to PDREP in compliance with SECNAVINST 4855.3B, they are duplicative and ultimately increase DoN costs associated with maintenance and sustainment. Significant cost savings could be realized if these duplicate IT reporting tools were consolidated in PDREP, to process, collect and retrieve Navy supplier performance and product quality information. Issue Paper 6, *Department of the Navy Product Data Reporting and Evaluation Program (PDREP)*, refers (Page 44).

   h. Federal Awardee Performance and Integrity Information System (FAPIIS). NAVAIR is not using the Past Performance Information System (PPIRS) to its full capacity and is not meeting the direction concerning the collection and use of past performance information. Additionally, the command has not fully implemented the requirements for reporting information into the Federal Awardee Performance and Integrity Information System (FAPIIS) under Defense Federal Acquisition Regulation (DFAR) Part 209.106-2. Failure to enter up to date integrity information in the FAPIIS Automated Information System (AIS) will undermine the usefulness of the data, resulting in a greater likelihood of awarding to an improper contractor. Issue Paper 7, *Past Performance Information Retrieval System (PPIRS) & Federal Awardee Performance & Integrity Information System (FAPIIS)*, refers (Page 48).

NAVAL AIR SYSTEMS COMMAND

COMMAND INSPECTION

PART 3   <u>DATA ANALYSIS</u>

<u>APPENDIX A</u>

<u>APPENDIX B</u>

PART 1

OBSERVATIONS AND FINDINGS

OBSERVATIONS AND FINDINGS

1. The Naval Inspector General (NAVINSGEN) conducted a Command Inspection of Naval Air Systems Command (NAVAIRSYSCOM) from 12 to 22 March 2012. As the "Conscience of the Navy," NAVINSGEN conducts Area Visits and Command Inspections at Navy installations world-wide to provide senior leadership with independent evaluations of overall mission readiness, facility conditions, environmental and safety issues, healthcare services, program compliance, and Quality of Life (QOL) for Sailors, their families, and Department of the Navy (DoN) civilians. Our primary objectives include identifying systemic Navy-wide issues, assessing the risks posed to DoN, and providing value across all levels of command through on-site assistance, advice, and advocacy. In addition, NAVINSGEN teams share with local commands "Best Practices" gained from our collective knowledge and experience. The total temporary duty cost for this command inspection was $69,212.62.

2. The mission of NAVAIRSYSCOM is to research, develop, test, acquire, field, deliver support and sustain Navy aircraft, weapons, and related technology systems and equipment in support of the operating forces and to perform such other functions and tasks as directed.

3. Our assessment began with web-based personnel surveys conducted prior to our arrival. These surveys helped us prepare for on-site Quality of Life (QOL) focus groups and provided background for the team to determine areas requiring further inspection. There were a total of 610 active duty military and Department of Navy (DoN) civilian survey respondents. On a scale of 1 to 10, (where 1 = worst and 10 = best), active duty military and DoN civilian personnel indicated their Quality of Work Life (QOWL) as 6.94, which is higher than our NAVINSGEN rolling average of 6.28. Their Quality of Home Life (QOHL) scored 7.60, which is higher than the NAVINSGEN rolling average of 7.02. To assess overall QOL we conducted a total of 26 focus groups comprised of 286 active duty military and DoN civilian personnel. Overall QOL scored 7.66, which is higher than our NAVINSGEN average of 6.91. Top concerns identified during these focus groups were: Workload/work hours, facilities, promotion/career development, training, and parking.

I. AREAS/PROGRAMS ASSESSED

NAVINSGEN Teams assessed the following areas and programs:

Mission Performance
  Mission Readiness
  Strategic Planning Process
  Command Relationships and Communications
  Total Force Management
  Personnel Training/Qualification
  Continuity of Operations (COOP) Plan
  Command Security Program

Facilities, Safety, and Security
  Facilities Management

Capital Improvements
Support of Facilities at NAS Patuxent River by CNIC
Transfer of CNIC Responsibilities and/or Costs to NAVAIR
Environmental Range Management at China Lake
Environmental Management
Safety and Occupational Health

Resource Management/Quality of Life/Community Support
Suicide Prevention
Individual Medical Readiness (IMR)
Command Individual Augmentee Coordinator (CIAC)
Post Deployment Health Reassessment (PDHRA)
Voting Assistance Program
Legal and Ethics Program
Command Managed Equal Opportunity (CMEO)
Sexual Assault and Response (SAPR) Program
Drug and Alcohol Program Advisor (DAPA)
Urinalysis Program Coordinator (UPC)
Information Technology/Information Management/Information Assurance (IT/IM/IA)
Cyber Security Work Force (CSWF)
Personally Identifiable Information (PII)
Physical Readiness Program (PRP)
Command Evaluation and Review (CER) Program
Managers' Internal Control (MIC) Program
Personal Property Management
Command Inspection Program
Government Commercial Purchase Card (GCPC) Program
Government Travel Charge Card (GTCC) Program
Product Data Reporting and Evaluation Program (PDREP)
Contractor Performance Assessment Reporting System (CPARS)
Past Performance Information Retrieval System (PPIRS) Report Card (RC)
Past Performance Information Retrieval System (PPIRS) Statistical Reporting (SR)
Federal Awardee Performance and Integrity Information System (FAPIIS)
Cost Estimating
Navy Enterprise Resource Program (ERP)
Contracting

Brilliant on the Basics/Good Order and Discipline
Sailor Career Management Program
Sponsorship Program
Command Indoctrination Program

II. MISSION PERFORMANCE

1. <u>Introduction</u>. The Mission Performance Team assessed NAVAIR's Mission Readiness, including: Mission, Functions, and Tasks (MFT) Instruction; Strategic Planning Process, Command Relationships and Communications, Military and Civilian Manning and Manpower, including Reserve Component programs, Personnel Training and Qualification, including Defense Acquisition Workforce Improvement Act (DAWIA) training; Continuity of Operations (COOP) Planning, and Command Security Programs. The Team interviewed personnel with the military rank of Captain and Commander, Civilian General Schedule (GS) personnel at the GS-15 and GS-14 level, and Senior Executive Service (SES) leaders. External relationships were evaluated with input from OPNAV (N43) and (N98) representatives. Additionally, NAVAIR 1.0 (Program Management, 2.0 (Contracts), 4.0 (Research and Engineering), 5.0 (Test and Evaluation), 6.0 (Logistics and Industrial Operations), 7.0 (Corporate Operations), and Commander, Fleet Readiness Center(s) and staff were interviewed. The Team assessed relationships with Program Executive and Program Office personnel interviewing Program Executive Office, Tactical Aircraft Programs (PEO-(T)), Program Executive Office, Air Anti-Submarine Warfare, Assault and Special Mission Programs (PEO-(A)), Program Executive Office, Unmanned Air Vehicles (UAV) and Strike Weapons (PEO-(U&W)); and the Program Manager-Air (PMA) responsible for the following acquisition programs or areas of expertise: Air Training Systems (PMA-205), E-2/C-2 and Airborne Tactical Data Systems (PMA-231), Aircraft Launch and Recovery (PMA-251), Aviation Support Equipment (PMA-260), Broad Area Maritime Surveillance UAV (PMA-262), F/A-18A-F and EA-18G (PMA-265), Vertical Take-off and Landing UAV (PMA-266), Navy Unmanned Carrier Launched Airborne Surveillance and Strike (PMA 268), Attack and Utility Helicopter, H-1 and AH-1 (PMA-275), Maritime Patrol and Reconnaissance, P-3, EP-3 and P-8 (PMA-290), and MH-60R/S Sea Control and Special Mission Helicopters (PMA-299).

2. <u>Mission Readiness</u>. The mission of NAVAIR is to research, develop, test, acquire, field, deliver, support and sustain aircraft, weapons, and related technology systems and equipment in support of the operating forces of the U.S. Navy, U.S. Marine Corps, and the Department of Defense. NAVAIR tracks cost, schedule, performance and readiness across the enterprise to measure their mission effectiveness and accomplishment. These areas have metrics of varying degrees of accuracy or applicability to the mission area being measured. NAVAIR's readiness and sustainment, metrics are exceptional. Cost factors are calculated using Cost Based Budgeting (CBB) and Estimate at Completion (EAC) methodologies. These cost factors are well tracked. Metrics covering program estimated costs across the acquisition life cycle, and acquisition programs' actual cost at delivery are well documented. Schedule metrics are not as refined at the macro level, although an analysis of problem areas does exist. Performance is a qualitative factor lending itself to binary analysis; either the system meets requirements, or it does not.

 a. Metrics. NAVAIR is part of the Naval Aviation Enterprise (NAE), a triad of commands which includes the Commander of Naval Air Forces and Deputy Commandant for Aviation. The NAE measures readiness by multiple metrics, but two, Flight Line Aircraft (FLA) and Ready Basic Aircraft/Ready For Tasking (RBA/RFT), stand out as excellent indicators of the overall capability of Naval Aviation to conduct operations enabled by NAVAIR's acquisition and sustainment mission.

(1) FLA correlates to "shadows on the ramp," regardless of materiel condition and is rated versus the planned amount, or entitlement, a squadron expects to have available to conduct operations. Aircraft in depot level maintenance beyond schedule or not delivered by the manufacturer detract from this metric.

(2) RBA measures the amount of aircraft in a ready status fit for routine, or basic operations (RBA); and RFT measures a ready status for the type of operations a unit should be able to perform based on the Fleet Response Plan. RBA/RFT is also measured against a planned entitlement based on appropriate logistics support, ultimately provided by NAVAIR through its Fleet Readiness Centers and other industrial operations; and the ability of individual squadron maintenance departments to keep the aircraft in a materiel condition supportive of basic and more advanced mission sets.

(3) The goal is to meet the entitlement for FLA and RBA/RFT exactly. Platforms meeting 99 percent of entitlement are yellow coded for some mission accomplishment risk. Platforms below 80 percent are red coded and at risk of not being able to perform their expected mission. All data presented is a snap shot from December 2011.

(4) Most platforms are meeting goal for FLA. Eleven of 29 platforms are yellow coded and have over 80 percent of their entitlement. The E-6B and EP-3 are red coded and meet 76 percent and 72 percent of their FLA entitlement, respectively. Analyzing RBA shows 11 of 29 platforms exhibiting yellow coded RBA entitlement rates; and five platforms (C-130T, EP-3, MH-60S, MV-22 and E-6B) exhibit red coded RBA rates (lowest rate is C-130T at 72 percent).

(5) RFT relative to entitlement shows the rate at which Naval Aviation is producing assets capable of performing their expected mission. Three of 29 platforms are meeting their RFT entitlement. Nine of 29 aircraft are red coded for RFT (C-130T, CH-53E, EP-3, MH-60S, MV-22, P-3C, UH-1N, EA-6B and E-6B). The EP-3 has a 51 percent RFT, followed by the C-130T (62 percent) and MV-22 (65 percent). The other platforms have an RFT rate between 70 and 79 percent.

(6) Not included in the above analysis is Naval Air Training Command aircraft. The training fleet is supported by contract maintenance and logistics. By design, only RFT is used to measure performance. In December 2011, all training platforms except for the T-39 met RFT entitlement. The T-39 fell short by one aircraft.

(7) Within this system of reporting FLA and RBA/RFT, there is enough detail to allow platform specific root cause analysis enabling informed resource allocation decision making. The figures reported above show that overall, Naval Aviation is capable of meeting most planned missions, but not necessarily all of them. Risk is present in the yellow and red coded platforms. Each of the weapons systems presented has teams dedicated to resolving logistical support challenges; however, rolling up all readiness data shows a gap, beginning in FY09, in Naval Aviation's ability to meet RBA/RFT entitlement (see Figure 1).

AIRCRAFT READINESS TRENDS
FLIGHT LINE AIRCRAFT (FLA)/ READY BASIC AIRCRAFT (RBA)/ READY FOR TASKING (RFT)
ALL REPORTING USN/ USMC T/M/S
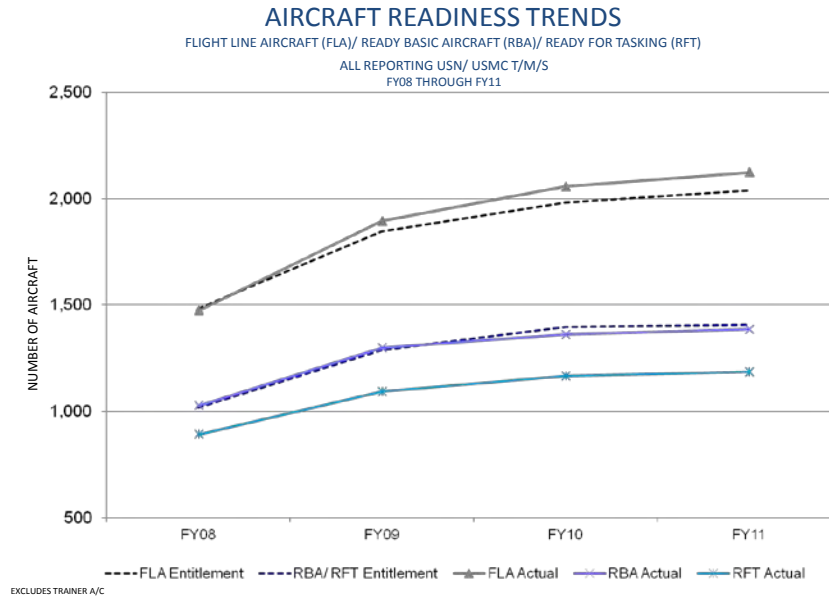FY08 THROUGH FY11

EXCLUDES TRAINER A/C

Figure 1

b. Production and Overall Estimated Cost. NAVAIR collects and manages data for all costs and cost estimates for research, development, production and sustainment. This data is presented in two formats: aggregate for all NAVAIR programs and depicting only production costs. Additionally, NAVAIR presents program cost data with and without Joint Strike Fighter (JSF) data. In general, cost growth occurs in research and development. Once a program goes into production, cost tends to match estimates.

(1) The following data points are based upon December 2011 original Cost Based Budget (CBB), current CBB, and NAVAIR 4.2's Estimate at Completion (EAC). Scope increases demonstrate the change from the original CBB to current CBB. Overrun shows the increase in cost from original CBB to EAC. NAVAIR is tracking a total project cost scope increase of 14 percent and an overrun of 38 percent. Based upon CBB and EAC, JSF accounts for 60 percent of the estimated cost of all NAVAIR programs. JSF has a scope increase of 13 percent and an overrun of 52 percent. Total program estimated costs without JSF had a scope increase of 15 percent and an overrun of 18 percent (see Table 1).

Table 1. *NAVAIR December 2011 Program Cost Growth Data ($M)*

Group	Original CBB	Current CBB	EAC	Scope Growth	Overrun	Total Growth	% Scope Growth	% Overrun
AIR 1.0	$99	$104	$113	$5	$9	$14	5%	9%
PEO(A)	$16,535	$18,303	$20,662	$1,768	$2,418	$4,127	11%	15%
PEO(T)	$3,163	$3,782	$4,707	$619	$925	$1,544	20%	29%
PEO(U&W)	$2,032	$2,828	$3,435	$795	$607	$1,402	39%	30%
NAVAIR w/out JSF	**$21,829**	**$25,017**	**$28,917**	**$3,188**	**$3,959**	**$7,088**	**15%**	**18%**
JSF	*$32,328*	*$36,470*	*$53,132*	*$4,142*	*$16,662*	*$20,804*	*13%*	*52%*
NAVAIR TOTAL	*$54,157*	*$61,487*	*$82,049*	*$7,330*	*$20,621*	*$27,892*	*14%*	*38%*

(2) Analyzing only the production costs shows that scope increases drove cost up by 6 percent and overruns increased cost by 7 percent (see Table 2). Removing JSF shows that NAVAIR production contracts had a scope increase of 5 percent and overruns rounded to 0 percent (actual figure of 0.248 percent or $25M overrun on $10.07B CBB). These data points indicate that when JSF is not included, NAVAIR cost estimates are relatively accurate for production contracts, yet require some improvement to accurately estimate all NAVAIR costs.

Table 2. *NAVAIR December 2011 Production Cost Growth Data ($M)*

Group	Original CBB	Current CBB	EAC	Scope Growth	Overrun	Total Growth	% Scope Growth	% Overrun
PEO(A)	$9,695	$10,150	$10,115[1]	$455	$17	$419	5%	0%
PEO(T)	$324	$327	$327	$2	$0	$2	1%	0%
PEO(U&W)	$50	$50	$58	$0	$8	$8	0%	16%
NAVAIR w/out JSF	**$10,070**	**$10,527**	**$10,499**	**$457**	**$25**	**$429**	**5%**	**0%**
JSF	*$11,622*	*$12,359*	*$13,788*	*$737*	*$1,429*	*$2,166*	*6%*	*12%*
NAVAIR TOTAL	*$21,692*	*$22,885*	*$24,287*	*$1,194*	*$1,455*	*$2,595*	*6%*	*7%*

[1]Declining EAC represents final delivery below CBB estimates

(3) Examination of aggregate NAVAIR cost estimates including JSF data shows that JSF EAC overrun skews NAVAIR's overall cost estimating accuracy due to the size of JSF costs relative to NAVAIR's total multi-year cost estimates. Examining actual obligations specific to JSF from FY07 to FY11 versus total NAVAIR obligations demonstrates a lesser percentage of NAVAIR's Total Obligation Authority supporting the JSF program (see Table 3).

Table 3. *Total NAVAIR Obligations versus JSF Obligations*

Fiscal Year	NAVAIR Obligations	JSF Obligations	Percentage of Total
FY07	$23,436,813,996.00	$5,282,523,165.00	23%
FY08	$25,671,891,949.00	$6,927,276,633.00	27%
FY09	$24,552,149,487.48	$4,864,991,255.48	20%
FY10	$24,228,853,191.64	$4,311,286,433.19	18%
FY11	$29,003,036,239.00	$7,755,699,116.93	27%

c. Schedule and Performance. NAVAIR presented only one depiction of schedule growth. It was an aggregate from all services of 26 aircraft and 22 weapons programs. Generally, half of the schedule growth occurs in the Operational Test and Evaluation (OT&E) phase immediately prior to full rate production design review. Performance to requirement is not directly depicted at the NAVAIR headquarters level; however, it can be inferred by cost growth beyond estimates. In the NAVAIR community, it is a commonly held belief that any program can be fixed, given enough time and resources. Programs not meeting requirements generally have schedule delays and rising costs, as solutions to performance short falls are designed, implemented, tested and retroactively fitted to Low Rate Initial Production (LRIP) aircraft, while modifying production processes.

d. Mission, Functions and Tasks. OPNAVINST 5450.350, *Missions, Functions, and Tasks of the Commander, Naval Air Systems Command*, was approved by the Director, Navy Staff on 24 April 2012. The new instruction is the result of a comprehensive review and input process

across the organization. NAVAIR's previous Missions, Functions and Tasks (MFT) instruction was approved in 1988 and cancelled in 1992. Contrary to OPNAVINST 5400.44A, *Navy Organizational Change Manual*, NAVAIR had not had an approved MFT for 20 years. The format of the new instruction is unique in that the functions and tasks are removed from the base instruction that contains the mission statement but are further defined in an enclosure. This newly signed instruction effectively characterizes NAVAIR's responsibilities.

     e. Summary. NAVAIR is supporting the minimum level of Naval Aviation readiness with no capacity for surge and assumption of some aggregate risk across the force. In general, readiness is a product of resources. NAVAIR, in concert with the entire Naval Aviation Enterprise, is meeting minimum requirements and has appropriate metrics to measure performance. NAVAIR leadership is placing more attention on cost management with their "should cost management" initiative. This initiative will highlight the cost growth in programs like Joint Strike Fighter (JSF). For example, due to the size of the JSF program relative to all other Naval Aviation programs, it deserves the full attention of cost, schedule and performance measures of effectiveness under development by the NAVAIR Strategic Enterprise Team to ensure DoD and Navy leadership is fully aware of JSF's opportunity cost to Naval Aviation.

3.   <u>Strategic Planning Process</u>. The NAVAIR Commander has identified strategic plans and analysis of the operating environment as a core area of personal interest. NAVAIR recognizes that they do not devote the necessary time towards analysis of overall trends in their industry and across the NAVAIR enterprise. The Strategic Enterprise Team is charged with integrating NAVAIR's strategy with the Chief of Naval Operations' (CNO) Sailing Directions and published an eight page Commander's Intent in July 2011. The strategic cell is preparing the NAVAIR "Flight Plan", which will provide objectives, metrics, actions and accountabilities to direct the organization over the next one to three years to achieve the Commander's intent. The plan includes the long-term goal of articulating an overall strategic plan that will inform near term execution over the next fifteen years. Integral to the effort to publish the Flight Plan and Strategic Plan is the construction of the NAVAIR Command Information Center (CIC) to achieve the bottom line benefits of an integrated management approach to individually managed programs.

     a. CIC Implementation. The goal of the CIC, and the Strategic Enterprise Team, is to attain program objectives through the timely assimilation, integration and analysis of a broad range of program performance data, and translate that data into prioritized, actionable information. NAVAIR intends to capture CIC principles, operating disciplines and lessons learned for replication within the individual program offices. NAVAIR will need to achieve concurrence across all PEOs, PMAs and Competencies to achieve the desired effect. This concurrence was not observed across all of these constituencies. Some of the Strategic Enterprise Team's efforts were viewed by some program offices as infringing upon their reporting relationship with the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RD&A)), per SECNAVINST 5400.15C Change-1, *Department of the Navy Research and Development, Acquisition, Associated Life-Cycle Management, and Logistics Responsibilities and Accountability*. Other program offices showed a large degree of alignment with the Strategic Enterprise Team and the NAVAIR Commander's intention to lead the aviation acquisition enterprise to measure and manage by overall cost, schedule, performance, and readiness metrics. Comparing SECNAVINST 5400.15C Change-1, paragraphs, 5.c and 5.f shows that both

NAVAIR and the PEO/PMAs are responsible for cost, schedule and performance of acquisition programs.

b. Future End State. The strategic planning process at NAVAIR will require continued support by current and future commanders, as well as the cadre of SES personnel in senior level management positions, and PEO/PMA leadership to become an accepted part of the landscape. Publishing a simplified, all hands Commander's Intent, or mission, vision and guiding principles statement; a detailed "Flight Plan" assigning individual responsibilities and supporting and supported relationships for execution in the near term; and an overall strategic plan for all leaders within the aviation acquisition enterprise remains to be accomplished. When consensus is reached among the constituents as to what measures of effectiveness will be used across the organization, what data is most important, and "what the wildly important goals" (known colloquially as "WIGs") will be, the individuals performing the work at the program office level and below should be able to align their efforts to support the macro level direction, and allow NAVAIR leadership to shift resources to support program goals in alignment with the mutually agreed upon priorities of the program offices (PEO/PMA) and NAVAIR leadership.

4. <u>Command Relationships and Communications</u>. NAVAIR interfaces with a wide variety of organizations and individuals, including the general public, in order to perform its mission to develop, acquire, and sustain Naval Aviation platforms to support operational requirements. NAVAIR is a core component of the Naval Aviation Enterprise and works closely with OPNAV staff resource sponsors, Deputy Commandant for Aviation, and Commander Naval Air Forces to generate fleet readiness, ascertain requirements, and fund programs via the Planning, Programming, Budgeting and Execution (PPBE) process. NAVAIR supports ASN(RD&A)'s role as the Navy Acquisition Executive. NAVAIR has a dedicated Public Affairs Competency to manage communications with external partners within the Department of the Navy, other government agencies, defense contractors, and the general public. Internally, the NAVAIR Competency Aligned Organization (CAO) forces communication to ensure PEO/PMA requirements are met by competency personnel and sufficient feedback upon individual efficacy is provided from the PEO/PMA for performance appraisal and competency specific staffing decisions.

a. External Communications. OPNAV (N43) and (N98) representatives were approving of NAVAIR's work products and attention to time sensitive data calls inherent in the PPBE process for building the Navy budget. On site at NAVAIR, many interviews verified this focus on supplying information for the PPBE process, in some cases, to the detriment of long-term strategic planning.

b. Public Relations. Outside of the Navy, NAVAIR relies on its Public Affairs Competency (NAVAIR 7.5) and 86 dispersed Public Affairs Officers (PAOs) to provide synchronized corporate communications. These PAOs all have standardized procedures and policies in place throughout the NAVAIR Echelon III and IV commands. This unified approach is achieved through the competency aligned organization construct that characterizes NAVAIR's structure. NAVAIR 7.5's product delivery is comprehensive, providing: Strategic Corporate Communication harmonized with the Strategic Planning Cell; Public Affairs management such as response to media inquiries, security reviewed news releases and speech writing; as well as dissemination of command events from achievement of design and test milestones to ceremonial

coverage via visual media. NAVAIR 7.5 oversees corporate communication tools that include: a public website, internal NAVAIR news web page, MyNAVAIR organizational calendar, You Tube Channel, Facebook, NAVAIR Commander's Twitter account and a Command Video Series. Additionally, NAVAIR 7.5 maintains the Commander's email account, which serves as an electronic suggestion box.

     c. Management Policy and Procedures. NAVAIR is a Competency Aligned Organization (CAO) and functions as described in NAVAIRINST 5401.1, *NAVAIR/PEO Competency Aligned Organization Concept of Operations*. The CAO concept requires NAVAIR to provide resources drawn from a common pool to the program offices to achieve acquisition milestones while ensuring standardized delivery of core functions such as: contracting, financial management, legal, research and engineering, test and evaluation, logistics and industrial operations. The CAO delivers the right people to appropriate programs when required through the Command Staffing Tool, which solicits all planned work and apportions the 36,000 personnel assigned to NAVAIR to execute program offices' acquisition plans. The CAO structure delivers a healthy tension among the program offices responsible for meeting a specific program's acquisition cost, schedule and performance metrics; and with NAVAIR, which is the technical authority behind all programs and, the overall monitor of cost, schedule, performance and readiness. The CAO allows professional development of NAVAIR personnel in a range of programs types within the various stages of the acquisition life cycle resulting in the opportunity to grow a well rounded work force. As shown in the strategic planning process at NAVAIR, the CAO construct forces a more collaborative and consensus based process when implementation will be across the Competencies and PEOs/PMAs.

     d. Internal Communications. NAVAIR demonstrates effective internal communications with their ability to successfully execute the Competency Aligned Organization Concept of Operations. Interviews with competency leads show an organization that adapts its integrated program team (IPT) approach to mission accomplishment when presented with gaps in effectiveness. An example is the inclusion of Test and Evaluation personnel on an IPT for a program office earlier in the acquisition cycle to develop test plans with realistically achievable schedules and test points. An area that has some instability is the "battle rhythm" of higher level meetings to prepare information for use in decision making. NAVAIR holds weekly "drumbeat" meetings focused on specific programs of interest. Each program has a "drumbeat" meeting approximately once a month. The area undergoing transformation is the Command Leadership Team (CLT) meetings, which were formerly three hours in duration and held once a week. The CLT has evolved into an "hour of power" meeting with PEO and Competency leadership to solve issues, followed by a 30 minute information update meeting for the NAVAIR Commander. These meetings are held in the Command Information Center (CIC). The stand up of the CIC has lead to an additional weekly meeting focused on metric-based performance and accomplishment of strategic initiatives. The effectiveness of this "moving the big needles" forum and CLT meetings depends on development of a mutually agreed upon strategic plan as discussed in Section II, Paragraph 3, Strategic Planning Process. NAVAIR leadership should continue its emphasis on refining a disciplined, efficient and effective forum for delivering actionable, decision information.

5.   <u>Total Force Management</u>. NAVAIR allocates manpower by utilization of a competency aligned, matrix organization construct using their locally developed Command Staffing Tool to

document demand, or requirements, and distribute the supply of competency personnel to support the PEOs/PMAs. Over 34,000 of NAVAIR's 36,000 personnel are Working Capital Funded. The Command Staffing Tool is a semi-automated program that relies on demand information, which is manually entered. The manual entry of work requirements is cumbersome, but the system enables NAVAIR wide visibility and transparency of work-year requirements that are vetted through a series of planning meetings that adjudicate the competition for scarce resources. The competency manager is ultimately responsible for the shape and size of their individual organizations; yet command wide adjustments take place during the fiscal year to ensure that demand is met and appropriate supply side corrections take place. Allocation of available work-years and competency personnel caps reflect a mutual agreement among NAVAIR and the PEOs/PMAs upon an acceptable level of staffing risk. In aggregate, NAVAIR is short to the need of available work-years by approximately eight percent. This was calculated using end of fiscal year 2011 data showing documented demand of 39,140 work-years to the current personnel on board of 36,227. This total work-year figure should be regarded as an accurate characterization of requirement. There is ample incentive to buy the right amount of labor, since the PEOs/PMAs are responsible for program cost and schedule execution and 94 percent of NAVAIR personnel are funded by PEO/PMA, or customer controlled Working Capital Funds.

a. Military Manning and Manpower (Active and Reserve Component). Military manpower is approximately 1,700 of 36,000 personnel at NAVAIR. Currently, military manning stands at 93 percent of authorization, which is above the Navy's 85 percent average for shore commands. There appears to be adequate skill mix divided among officers and enlisted ranks, as well as sufficient management of billet gaps in support of mission accomplishment. There is concern across the organization for the health of the acquisition related Aeronautical Engineering Duty Officer career field. A gap of Lieutenant billets across NAVAIR and its subordinate commands concerns this community regarding its ability to attract officers from the fleet. The Reserve Component program, with 240 billets, is small relative to the size of NAVAIR. Many of these are senior officer billets that are primarily used to work projects of finite duration. Decisions to roll down the rank of billets and emphasize unit leadership run counter to the actual utilization of this talent at the gaining commands. The billet roll down decision has resulted in reliance upon recruiting direct commission officers, with no prior Navy, Aviation Maintenance Duty Officer (AMDO), or Aeronautical Engineering Duty Officer (AEDO) experience.

b. Civilian Manning and Manpower. NAVAIR civilian billets or positions are manned at over 98 percent of authorized strength. However, vacant positions at senior levels add challenge to meet goals. There are 44 GS-14 and 17 GS-15 position vacancies. There are 236 vacant engineering series billets throughout NAVAIR; 39 are journeyman or master level (GS-13 to GS-14). Government civilian personnel are augmented by over 10,000 Contract Service Support (CSS) personnel. CSS personnel are utilized as a flexible work force to meet Working Capital Funded demand that is unable to be satisfied with full time civilian personnel. However, the CSS total numbers are under pressure to meet a Secretary of Defense mandated 20 percent reduction in contractor personnel in order to comply with Title 10 United States Code, Section 2463. These drawdown requirements exacerbate shortages that are hidden by NAVAIR's manning levels relative to authorization. Specifically noted were consistently high levels of risk in the Contracts, Research and Engineering, and Legal Support Competencies. Emphasis on total ownership cost management is driving an increase in the demand for services provided by

these competencies. These constraints are the catalyst for schedule delays and cost overruns; and drive suboptimal shifting of resources within competencies to meet customer needs.

     c. Human Resources Office (HRO) Function. Hiring cycle times within the Patuxent River, Maryland location for NAVAIR are below the Office of Personnel Management (OPM) targets of 101 days for external hires and 80 days for internal hires. NAVAIR's average is 94 days and 67 days respectively. NAVAIR tracks these metrics by location based on when a request for personal action is initiated relative to when the selectee reports on board. Other NAVAIR enterprise locations are within the OPM targets. The initiation of hiring actions rests solely on the hiring manager within each competency at each location. Recent changes to the DoN Human Resources (HR) process places more emphasis on the hiring manager providing a job analysis in addition to a position description to HR prior to initiating the hiring process. These additional requirements may cause a perceived "long time to hire" a qualified individual; however, the data does not support that perception. Vacancies outside NAVAIR and PEO headquarters (HQ) staff are handled by each of the local HROs across the NAVAIR sites and by different Human Resource Support Centers (HRSC). DoN's current initiative to decentralize HR functions should have a positive effect on the time-to-hire metric.

     d. Equal Employment Opportunity (EEO).

     (1) Lengthy times, of one year or more, to process EEO complaints continue to be an issue Navy wide. NAVAIR had a total of 141 EEO complaints filed from October 2010 to 30 September 2011. On average, it took 293 days to close a complaint. Of the 68 complaints filed within the reporting period, six were considered untimely (individual received counseling beyond the 90 day period) and 36 participated in Alternate Dispute Resolution (ADR). ADR cases took 409 days to resolve on average. NAVAIR paid a total of $79,607 in monetary benefits to settle cases; none were compensatory or considered to be a United States Department of Labor monetary sanction. NAVAIR's internal analysis of the process has revealed the investigation performed by DoD Investigation and Regulations Division (IRD) is a major barrier to decreasing case processing time. IRD has recently hired about 300 new investigators to address the backlog.

     (2) Office of Civilian Human Resources (OCHR) cited NAVAIR EEO three times in recent years for positive progress in workforce diversity. Specifically, NAVAIR showed improvement in breaking barriers through the formation of the Executive Diversity Council (EDC). Membership of the EDC includes senior civilians, military, executives and commanding officers. This senior group supported by subcommittees of ethnic and cultural origins, has succeeded in identifying and removing barriers in under represented pay grades and technical skills within the NAVAIR enterprise. There has been an increased number of Hispanic, Native Hawaiian and Asian groups hired at NAVAIR. Two additional subcommittees have formed to address African American and Asian/Pacific Islander underrepresentation while the EDC is marketing opportunities through a web page on the NAVAIR portal.

6.   Personnel Training/Qualification. NAVAIR Career Development Community Staff has a proactive approach that ensures recurring mandated requirements for military and civilian career development programs are met. A comprehensive activity training plan covers every area of competency training and policy available including: Mentorship Program; Developmental

Assignment Registry; Journey Leadership Development Program; Leadership Development Program; New Supervisor Training; Enterprise Resource Planning Training; External Developmental Programs; and Training, Education and Development of civilian employees.

a. Individual Development Plans (IDP). IDPs are currently not mandated but are encouraged. Some competencies are using them as tools to track individual career development, training needs of personnel, and identification of short, mid and long-term objectives. NAVAIR leadership is reviewing a program for all competencies to use and is conducting a lean six sigma project to standardize the deployment of IDPs throughout the organization.

b. Defense Acquisition Workforce Improvement Act (DAWIA) Training.

(1) Most areas of DoN mandated acquisition training meet or exceed goals. Acquisition corps members in critical acquisition positions have been designated as "must have training" prior to assuming their position at NAVAIR, which has resulted in 85 percent goal attainment. NAVAIR has 100 percent compliance with statutory training for its Acquisition Category (ACAT) Level I and II Program Managers (PMs) and Deputy Program Managers (DPMs). Overall NAVAIR Command PMs are 100 percent qualified and 96 percent of NAVAIR DPMs are qualified. Overall command DAWIA certification is 87 percent, which is short of the 95 percent goal across NAVAIR. DAWIA certifications for civilians have decreased by 10 percent since June 2009. Continuous Learning online training modules are currently at 47 percent complete relative to an 80 percent completion goal. There is a concerted effort to engage with career field and competency DAWIA representatives to provide managers with quarterly workforce data allowing leadership to target key areas where more attention is warranted.

(2) NAVAIR demonstrated some systemic problems with DAWIA training evident at other Systems Commands. These include:

- Changing acquisition certification standards with insufficient notice and inconsistent implementation plans that impact certification compliance.

- Lack of key stakeholder participation and input, i.e., at the Systems Command level, when decisions are made to change or increase certification requirements.

- Services are not provided enough lead time to communicate and prepare for the changes; impacting the ability to align acquisition work force management systems and processes to match new requirements.

- Short notice changes result in high demand for Defense Acquisition University (DAU) courses, lack of qualified instructors to teach new courses, and confusion among personnel already pursuing required certifications.

Part 2, Issue Paper 1, DAWIA ACQUISITION CERTIFICATION STANDARDS, refers (Page 36).

7. <u>Continuity of Operations (COOP) Plan</u>. A revised NAVAIR Continuity of Operations (COOP) Plan has been approved by the NAVAIR Commander and forwarded to Deputy, Chief of Naval Operations for Operations, Plans, and Strategy (CNO (N3/N5)). The comprehensive plan addresses all SECNAV and OPNAV requirements and ensures accomplishment of NAVAIR Mission Essential Functions (MEFs). The COOP Program Manager has been certified by the Disaster Recovery Institute (DRI) International and participates in the Federal Emergency Management Agency (FEMA) online certification program. The command created an effective online training product to familiarize the staff with the COOP process. One unique practice at NAVAIR is to supply key leadership with satellite telephones for emergency communication in addition to the Government Emergency Telecommunication Service (GETS). The command effectively maintains COOP information readily available on a SharePoint website. The COOP program manager leads biweekly video teleconferences with the remote sites to discuss issues and update plans. This process of open communication should help resolve an ongoing challenge with union employees that have Mission Essential COOP functions that were not included in their original Position Descriptions (PD). All PDs are being updated to reflect Emergency Essential status of these employees in relation to their identified MEF. Until this is completed, NAVAIR developed an acknowledgement form to ensure the individual understands their COOP MEF. While some personnel have acknowledged their MEF, others are waiting for their PD to be officially changed. This challenges two sites, Training Systems Division (TSD), Orlando, and Naval Air Warfare Center Aircraft Division (NAWCAD), Lakehurst, to manage personnel rotations and assignments to meet the MEF requirements. These PDs should not be subject to any collective bargaining restraints. Superior communication and command awareness of the COOP plan have been key enablers to successful operations. The PD modifications will be tracked via issue paper. Part 2, Issue Paper 2, CIVILIAN EMPLOYEE POSITION DESCRIPTIONS FOR EMERGENCY RELOCATION STAFF, refers (Page 38).

8. <u>Command Security Program</u>. The NAVAIR Command Security Program is fully compliant with SECNAV policy. Currently, NAVAIR security supports and services approximately 33,000 personnel across the enterprise. The staff consists of 17 headquarters and Echelon III personnel and 125 security professionals nationwide. Annual Refresher, Counterintelligence, Indoctrination/Orientation training and foreign briefings are being conducted per SECNAV guidance. The NAVAIR Security Manager has direct access to senior leadership and meets with them monthly. Additionally, the NAVAIR Security Manager provides adequate oversight of its subordinate Echelon III commands.

    a. Qualifications. The NAVAIR Security Manager has a designation letter and requisite training for the position. The security instruction was submitted for review in January 2011. After several edits and a recent format change, the command security instruction was resubmitted for review and signature in mid-March 2012. Per SECNAV policy, NAVAIR needs a clear, current and signed security policy to effectively manage program aspects. The current security policy, with memorandum based addendums to promulgate recent policy changes, is still in effect and complies with requirements. The new command security instruction incorporating all policy updates is expected to be signed next quarter.

    b. Personnel Security. NAVAIR proactively tracks and manages personnel security investigations to ensure command personnel have updated clearances and the appropriate accesses per billet or position description (PD). In an effort to save time, money and reduce

errors, NAVAIR and its subordinate command, NAWCAD, created the Personnel Security Management System (PSMS). This database query system pulls information from several different sources to better monitor personnel security investigations. NAVAIR estimates PSMS saves over 2,400 hours of security investigation processing time and nearly $170,000 per year in labor costs. PSMS does not replace the Joint Personnel Adjudication System as the standard security information management system, but it greatly enhances sorting, tracking and processing functions. NAVINSGEN considers this initiative to be a "Best Practice".

c. Additional Inspections. During this command inspection, NAVINSGEN also reviewed NAVAIR's Intelligence Oversight, SCIF Security and Research Development Acquisition Technology Protection programs. All inspected topics were compliant with existing policies and guidance. NAVINSGEN recommended improvements to the Intelligence Oversight program and noted the potential cost impact of the new OSD policy concerning technology protection plans. Inspection results for each topic will be provided via separate correspondence to NAVAIR.

III. FACILITIES, SAFETY AND SECURITY

1. <u>Introduction</u>. The Facilities, Safety and Security Team reviewed facility related functions, including Facilities Management, Environmental Management, and Safety and Occupational Health with findings provided below. NAVINSGEN reviewed a number of programs managed by Commander, Navy Installations Command (CNIC), and Commander, Naval Facilities Engineering Command (NAVFAC). The reviews of NAVFAC programs were limited to NAVAIR Headquarters where CNIC provides services. NAVAIR's Warfare Centers and Fleet Readiness Centers are maintained by NAVAIR through Working Capital Funded Operations.

2. <u>Facilities Management</u>. Naval Air Systems Command Headquarters is a principal tenant of the approximately 6,500 acre Naval Air Station Patuxent River and occupies approximately 660 thousand square feet (SF) of administrative space that is owned, operated and maintained by CNIC. The quality of these facilities varies in condition and capacity. Comments made by focus group participants and verified during the inspection, include: overcrowding issues, old WWII era facilities with mold and vermin issues, and inadequate sustainment practices. Poor conditions and configuration negatively affect overall productivity.

NAVAIR Headquarters and PMA personnel occupy approximately 140,000 SF of administrative space in leased relocatable buildings on the base and occupy approximately 62,000 SF of administrative leased space off base. Despite this facility footprint, records provided during the inspection show NAVAIR has a deficit of approximately 280,000 SF of administrative space in permanent facilities. Two hundred thousand SF of the deficit is accommodated with leased facilities leaving a net deficit of 80,000 SF of administrative space at NAS Patuxent River for NAVAIR Headquarters. Survey comments and Focus Group discussions frequently cited concerns about facility conditions, cleanliness and overcrowding. Site visits and discussions with facility managers indicate the majority of habitability concerns arise from circumstances where NAVAIR personnel are working in World War II era buildings owned, operated and maintained by CNIC or in trailers where maintenance is incorporated in the lease executed by NAVFAC. NAVINSGEN site visits confirmed overcrowding of many administrative areas,

primarily in building 2272, supporting NAVAIR's claim that they have a significant deficit of square footage available at NAS Patuxent River.

3.   Capital Improvements. Nationally, NAVAIR holds the Maintenance Unit Identification Code (MUIC) for almost 18M SF of Working Capital Fund structures at both Naval Air Warfare Centers and Fleet Readiness Centers, with a plant replacement value of almost $6B. As such, they operate and maintain these structures using NAVFAC and other service providers on a reimbursement basis. These facilities tend to be better maintained and aligned with mission requirements, since they are under the control of the industrial operator. Despite its extensive facilities portfolio, a review of NAVAIR's MILCON requirements across their enterprise shows a deficit of approximately 1,375K SF from FY15-FY19. Out-year budget projections for MILCON suggest that most of these requirements linked to recapitalizing CNIC facilities will be deferred.

4.   Support of Facilities at NAS Patuxent River by CNIC. NAS Patuxent River receives approximately $10.2M annually in sustainment funding. After subtracting must fund contract requirements, only $1.42M is available for discretionary purposes to sustain a plant value of $2.92B. By comparison, this level of sustainment, restoration and modernization is 0.35 percent where other federal agencies, such as the Department of Energy, strive to allocate approximately two percent toward SRM. At that rate, NAS Patuxent River should receive $58M vice $10.2M. The requirement, based on the DoD sustainment model, was not available from Public Works during the inspection.

5.   Transfer of CNIC responsibilities and/or costs to NAVAIR. As a part of Installation Claimant Consolidation (ICC) at NAS Patuxent River, NAVAIR transferred billets, Operation and Maintenance Navy (O&MN) resources and programmatic responsibilities to CNIC for all base operations. Since then, CNIC has cut costs and services as their operating budgets declined. NAVAIR provided documentation that for a number of programs, NAS Patuxent River is proposing to shift program responsibilities back to NAVAIR without the corresponding resources. Some notable examples include:

- The Contractor Verification System (CVS): Since NAVAIR has the bulk of the visitors that pass through the gate at NAS Patuxent River, they were asked to assume responsibility for this program since CNIC eliminated the personnel that perform this function.

- Monitoring and Maintenance of Building Alarms: CNIC's initiative to consolidate all dispatch and alarm monitoring from individual installations within the NDW Region to the Washington Navy Yard did not include 334 of the 373 alarms that are now a part of emergency dispatch at NAS Patuxent River. Base representatives informed NAVAIR they will now be responsible to test, maintain, inspect, and assume all the day-to-day management requirements of these alarms. Part 2, Issue Paper 3, COST TRANSFER OF FACILITY SERVICES, refers, (Page 39).

6.   Environmental Range Management at China Lake. While coordination of range management issues has improved since the NAVINSGEN site visit to China Lake in 2010, some challenges remain. A new Environmental Impact Statement (EIS) is under development that

provides much clearer definition of resources, habitats, target areas, and limitations which should enable more efficient decision making in advance of weapons testing.

7.   Environmental Management.

    a. Environmental- Externally Directed Team (E-EDT). NAVAIR is taking aggressive action to ensure a robust culture of environmental sensitivity permeates all areas where NAVAIR exercises operational control. NAVAIR Environmental and Safety functions reside primarily in six commands/competency areas:

- AIR 7.10 Infrastructure Business Operations

- Fleet Readiness Centers and other industrial activities

- Naval Air Warfare Center Weapons Division (NAWCWD; China Lake/Point Mugu)

- Naval Air Warfare Center Aircraft Division (NAWCAD 7.10)

- AIR 1.6 Environmental Competencies and Program

- AIR 5.2F NAVAIR Ranges (China Lake/Point Mugu/Patuxent)

In order to better communicate and coordinate environmental information and requirements among these groups, NAVAIR leadership established a cross-competency Environmental-Externally Directed Team comprised of senior level executives. The E-EDT keeps NAVAIR leadership aware of matters requiring their attention; and is responsible for representing NAVAIR positions on environmental issues and recommending command-wide strategies to ensure compliance.

    b. Environmental Compliance (EC). Environmental Compliance (EC) inspections are conducted at all Fleet Readiness Centers (FRC) Navy-wide on a triennial basis. A review of the most recent EC inspection report from FRC Southeast found the report well written and informative. The FRC environmental team also publishes a quarterly newsletter entitled "Focus on Compliance", which highlights policy, compliance strategies and events such as Earth Day.

    c. Common Output Levels (COLs). With the exception of the FRCs, which have their own NAVAIR environmental staff, actual compliance on NAVAIR installations is the responsibility of CNIC and NAVFAC. NAVAIR environmental personnel expressed concern about their perception that CNIC and NAVFAC Regional personnel unilaterally change Common Output Levels (COLs), which result in a much lower level of service than NAVAIR expectations. NAVAIR personnel stated they wanted, but were not afforded "a seat at the table" to provide input before decisions affecting their mission and compliance posture were being made. NAWCAD Energy and Environmental personnel expressed concern that Regional CNIC cost cutting decisions, such as a potential port operations manpower reduction affecting fuel delivery, could adversely impact NAVAIR's mission, result in increased long-term cost to the Navy, specifically NAVAIR; and could increase the potential for environmental violations. Part 2, Issue Paper 3, COST TRANSFER OF FACILITY SERVICES, refers, (Page 39).

8. <u>Safety and Occupational Health</u>. The NAVAIR mission safety and health offices provide occupational safety and health services in direct support of aircraft research, development, testing and evaluation, acquisition, radiation safety, and intermediate and depot level maintenance. NAVAIR's mission support personnel work with CNIC's Base Operating Support (BOS) Safety and Occupational Health (SOH) personnel to ensure both mission specific and traditional SOH support is provided. BOS safety services for the NAVAIR Headquarters compound is provided by the Naval District Washington Safety Department.

   a. Environmental Occupational Safety and Health Management Evaluation (EOSHME). NAVAIR has a thorough process for conducting Environmental Occupational Safety and Health Management Evaluation (EOSHME) and Compliance Review (CR) assessments. The purpose of the EOSHME and CR is to validate the self assessment capabilities of NAVAIR commands and their ability to adequately provide support and maintain regulatory compliance. NAVAIR maintains responsibility for correcting deficiencies through their normal processes.

   b. Mishap Program. NAVAIR implemented a mishap program to achieve the DoD 75 percent mishap reduction goal that was initiated in FY 2002. NAWCAD Patuxent River, Naval Air Warfare Center Training Systems Division (NAWCTSD) Orlando, and NAWCAD, China Lake, recently reached this safety goal.

   c. Industrial Hygiene and Occupational Health (OH). Industrial hygiene and occupational health (OH) support to NAVAIR Headquarters and its subordinate activities at NAS Patuxent River are provided through Naval Health Clinic, Patuxent River. Although support services are rendered in accordance with OPNAVINST 5100.23 (series), *Navy Safety and Occupational Health (SOH) Program Manual,* workcenter supervisors do not always cooperate. They fail to provide the OH clinic with hearing conservation program rosters two times a year as required. To obtain rosters, OH requires NAVAIR leadership to intervene and assist. Part 2, Issue Paper 4, HEARING CONSERVATION PROGRAM RESPONSIBILITIES FOR SHORE ACTIVITIES, refers (Page 41).

   d. Safety Department. NAVAIR's safety department is actively involved in the acquisition safety process. The NAVAIR safety manager has milestone review authority for SOH, as well as review authority for programmatic Environmental Safety and Health Evaluation; and ensures SOH is integrated into the acquisition life cycle.

   e. Operational Risk Management (ORM). Operational Risk Management (ORM) is a systematic, decision making process that is an integral part of the culture at NAVAIR. Active duty and civilian personnel are provided ORM policy, guidance, and training in accordance with OPNAVINST 3500.39C, *Operational Risk Management,* and amplified in ALSAFE Message 071/10 of 21 Dec 2011. NAVAIR's involvement in ORM can be demonstrated by a command-wide training completion rate of 93 percent. Recreation and Off-Duty Safety programs are provided to NAVAIR activities by Commander, Navy Installations Command, regional commands. NAVAIR is in compliance with the traffic and motorcycle safety programs.

   f. Fall Protection Program. NAVAIR meets the criteria and requirements for managing fall protection programs to protect all Navy military and civilian personnel at Navy ashore facilities. Command policy requires sites to follow the Navy's Fall Protection Guide for Ashore Facilities

and OPNAVINST 5100.23, *Navy Safety and Occupational Health (SOH) Program Manual* series, CH 13. NAVAIR provides additional guidance through video teleconferences, professional development conference breakout sessions, and e-mail.

g. Voluntary Protection Program. The Occupational Safety and Health Administration's Voluntary Protection Program (VPP) is a recognition program for performance based safety excellence that builds on SOH programs already in place to reduce workplace mishaps and increase readiness. Fleet Readiness Center East (FRC East) is using the Commander's Safety Site Challenge approach to complete the VPP recognition process.

IV. RESOURCE MANAGEMENT/QUALITY OF LIFE/COMMUNITY SUPPORT

1. Introduction. The Resource Management/Quality of Life Team reviewed the following areas: Suicide Prevention, Individual Medical Readiness (IMR), Command Individual Augmentee Coordinator (CIAC), Post-Deployment Health Reassessment (PDHRA), Voting Assistance Program, Legal and Ethics Program, Command Managed Equal Opportunity (CMEO), Sexual Assault Prevention and Response (SAPR) Program, Drug and Alcohol Program Advisor (DAPA), Urinalysis Program Coordinator (UPC), Information Technology/Information Management, and Information Assurance (IT/IM/IA), Cyber Security Workforce (CSWF), Personally Identifiable Information (PII), Physical Readiness Program (PRP), Command Evaluation and Review (CER) Program, Managers' Internal Control (MIC) Program, Personal Property Management, Command Inspection Program, Government Commercial Purchase Card (GCPC) Program, and Government Travel Charge Card (GTCC)Program. Major Systems Command acquisition and contract performance systems and functions were also reviewed. All observations and findings are as of the last day of the inspection. We found programs to be in compliance with governing directives with exceptions, as noted in this report. A NAVINSGEN Hotline Investigations Quality Assurance Review was conducted in conjunction with the Command Inspection and is addressed in a separate report.

2. Suicide Prevention. The Suicide Prevention Program coordinator (SPC) and several NAVAIR assistant SPCs are all properly trained and have letters of appointment. The headquarters Suicide Prevention Program is well executed and well organized, with numerous local representatives. Appropriate training is being conducted and suicide prevention posters were displayed in all headquarters buildings visited by the NAVINSGEN team. Several base-wide activities such as fun-runs serve to keep suicide prevention in mind for all hands. Subordinate echelon oversight is adequate and improving.

3. Individual Medical Readiness (IMR). The IMR Coordinator is assigned in writing. IMR records were reviewed for 32 NAVAIR Unit Identification Codes (UIC). The NAVAIR IMR representative monitors medical readiness of subordinate commands. IMR rates for the NAVAIR and subordinate commands are at 83 percent fully medically ready. This exceeds the DoD minimum requirement of 75 percent.

4. Command Individual Augmentee Coordinator (CIAC). The CIAC is enthusiastic, fully trained, appointed in writing, and is extraordinarily well organized. The CIAC has constructed records for each subordinate UIC including the training records and appointment letters for each

CIAC, correspondence with each of them, and their records regarding contact with the members and their families. The CIAC has a separate folder for each of the individuals engaged in an Individual Augmentee (IA) assignment, Global War On Terrorism (GWOT) Support Assignment (GSA)/Overseas Contingency Operational Support Assignment (OSA), color coded as to status (IA, GSA/OSA, Activated Reserve Augmentee, or Civilian Leave Without Pay (augmentee in the war zone)) including the correspondence with the individual, their pre-deployment training, and post-deployment health reassessment status. With this degree of organization, the CIAC has achieved a high level of success despite this large command having hundreds of personnel in deployed status. This is a model program, and the CIAC is to be commended for superb support of our deployed warriors and their families.

5.   Post Deployment Health Reassessment (PDHRA). The PDHRA coordinator has used the same system designed for CIAC tracking to ensure 100 percent completion of PDRHAs throughout NAVAIR. When personnel check in, they are given a questionnaire by the MILPERS Receipts Clerk. This form includes questions regarding adequacy of the sponsor program, Exceptional Family Members, Motorcycle ownership and safety course completion, and PDHRA completion. This simple step identifies Sailors with high risk status and makes it less likely that those with special needs are appropriately supported.

6.   Voting Assistance Program. NAVAIR's Voting Assistance Program is in compliance with OPNAV 1742.1B, *Navy Voting Assistance Program*. The Voting Assistance Officer tracks compliance of lower echelon commands and the program is reviewed as part of NAVAIR's command inspection program. The Voter Information Management System is up to date for all NAVAIR commands.

7.   Legal and Ethics Program. NAVAIR has an excellent ethics program. Attorneys provide live ethics training to new entrants every two weeks as part of the NAVAIR indoctrination training and customized annual ethics training. While the annual ethics training is mandatory for financial disclosure filers, all NAVAIR employees are encouraged to participate. Since January 2011, the Ethics Program attorneys have provided weekly "Ethics Minutes" e-mails that discuss a variety of ethics topics pertinent to the season of the year to other attorneys and clients throughout the NAVAIR chain of command. This proactive service has lead to an increase in the number of ethics questions the clients ask their attorneys, which is a welcomed development. NAVAIR is in its third year of using the web-based electronic database, Financial Disclosure Manager (FDM), for filing, managing, and retaining financial disclosure statements and other related documents. Although entering data necessary to customize the application for a specific organization is time consuming and somewhat tedious, the benefits after the first year to all filers, supervisors, and attorney reviewers have been tremendous. NAVAIR is gradually requiring that its subordinate commands use FDM. For calendar year 2011, there were 3,165 Office of Government Ethics (OGE) Form 450 filers and 49 OGE Form 278 filers at NAVAIR and its subordinate commands that currently use FDM.

8.   Command Managed Equal Opportunity (CMEO). NAVAIR has developed an Equal Opportunity program that is compliant with OPNAVINST 5354.1F, *Navy Equal Opportunity Policy*. The Equal Opportunity Advisor (EOA) and CMEO are appointed in writing and have received the mandated training. Both were found to be very enthusiastic and have taken a proactive approach to educating personnel on Navy Equal Opportunity (EO) and diversity

policies. No systemic EO/Sexual Harassment issues were noted within NAVAIR or NAVAIR Echelon III and direct reporting commands. The EOA has established oversight of all Echelon III and direct reporting commands, maintains all required POC listings, command climate assessment executive summaries and is providing a summary of areas of concern to the NAVAIR Commander. The CMEO has identified that there was no record in Fleet Training Management and Planning System (FLTMPS) of Senior Officers, several Chief Petty Officers and junior enlisted personnel attending required Navy Pride and Professional training. The Command Training Team (CTT) Leader corrected this issue before the inspection was complete.

9. Sexual Assault Prevention and Response (SAPR) Program.

   a. SAPR Points of Contact (POCs). There have been no recorded sexual assaults for the last three years at NAVAIR. The command has four trained points of contact. The primary POC is assigned in writing and received the required training. There is also a data collection coordinator who is trained and appointed in writing. The POC conducts annual awareness training updates for the staff. Though only 20 percent of the required GMT was completed in FY11, 88 percent of NAVAIR's personnel have already completed the requirement for FY12 GMT. A completion rate this high so early in the fiscal year puts NAVAIR well on track to meet the 100 percent requirement by the end of the year. The POC did not participate in Victim Advocate (VA) Training at this command, but was a VA at their last command. The command is actively engaged in the installation's program; providing 13 trained VAs for the SAPR watch bill. All VAs interviewed were very knowledgeable and passionate about their responsibilities. The SAPR Hot line was quality checked and staffed by a knowledgeable VA. The VA recorded the call into a quality assurance log.

   b. Watchstander Requirements. When questioned, the Command Duty Officer was unclear how to best handle a sexual assault victim's desire to file a restricted report. In order to improve the program, NAVAIR should create a SOP for watchstanders to ensure appropriate assistance is provided to victims of sexual assault who may wish to file a restricted report. Additionally, the Command POC should attend victim advocate training since they teach prevention and may be approached by a class participant wishing to divulge. This will allow any spontaneous self disclosure the option of restricted reporting. Part 2, Issue Paper 5, NAVAIR IMPLEMENTATION OF NAVY SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) PROGRAM, refers (Page 42).

10. Drug and Alcohol Program Advisor (DAPA). The Drug and Alcohol program complies with OPNAVINST 5350.4D, *Navy Alcohol and Drug Abuse Prevention and Control*. The DAPA and Alcohol and Drug Control Officer (ADCO) have created a solid Drug and Alcohol program for the headquarters and Echelon III commands. All records are entered into the Alcohol and Drug Management and Information Tracking System (ADMITS) and maintained, updated and available for review. The ADCO is in the process of further refining their monthly and quarterly reports and conducting on-site visits. This will improve oversight of the DAPA program.

11. Urinalysis Program Coordinator (UPC). The Urinalysis Program is compliant with OPNAVINST 5350.4D, *Navy Alcohol and Drug Abuse Prevention and Control*. UPC and all

Assistant UPCs are appointed in writing and have completed the required courses. NAVAIR Headquarters and Echelon III commands have a 100 percent end of fiscal year (FY11) testing rate and are meeting the monthly testing requirements. This program has appropriate command attention and support.

12. Information Technology/Information Management/Information Assurance (IT/IM/IA). The Command Information Officer (CIO) and his staff are knowledgeable of DoN IT policies and procedures. The Information Technology Management competency meets compliance for: Policies and Standards, Certification and Accreditation (C&A)/Risk Management, Incident Response, Contingency and Continuity of Operations Planning, Software and Hardware Management, Wireless/Personal Electronic Devices (PEDs) and Remote Access/Voice Product Networks (VPNs).

13. Cyber Security Workforce (CSWF).

    a. Cyber Security Workforce Certifications. NAVAIR's Information Assurance (IA) Manager and Headquarters Cyber Security Workforce Lead closely tracks headquarters and lower echelon command CSWF certifications to maintain status quo and ensure future certifications and training requirements are accomplished. This has resulted in NAVAIR achieving 97 percent CSWF certification for a total cyber security workforce of 915 personnel, which is in line with Navy targets.

    b. Contractor Service Support (CSS). The appropriate Federal Acquisition Regulation (FAR) clauses have been added to Contractor Service Support (CSS) contracts to ensure contractor support personnel are cyber security trained and certified as required.

14. Personally Identifiable Information (PII).

    a. Privacy Act Coordinator. NAVAIR's Privacy Act Coordinator is very knowledgeable of the Navy's Privacy Program and provides updated PII guidance to the headquarters and Echelon III commands in a timely manner via e-mail and the NAVAIR portal. Additionally, the command's Privacy Program Instruction provides guidance on PII breach reporting and the proper handling of PII. The command's PII program provides oversight and accountability to ensure required elements are executed, specifically required PII training and semiannual spot checks. No PII was found during NAVINSGEN's spot checks of the NAVAIR's recycle bins and bulletin boards.

    b. Contractor Service Support (CSS). The appropriate FAR clauses have been added to CSS contracts to ensure contractor support personnel are trained and aware of NAVAIR PII processes and procedures.

15. Physical Readiness Program (PRP). NAVAIR's PRP is well managed and compliant with OPNAVINST 6110.1J, *The Physical Readiness Program Operating Guide*. The Command Fitness Leader (CFL) manages the program for over 570 personnel. All required documents such as CFL Course Certificate, designation letter and cardiopulmonary resuscitation (CPR) qualification card, medical waivers, letters of notification and page 13s are on file and correctly completed. NAVAIR

PRP has 10 Assistant Command Fitness Leaders (ACFLs) to act as on-site monitors/leaders for physical training (PT) sessions, Fitness Enhancement Program (FEP) events, and administrative support. All ACFLs have CPR cards and meet OPNAVINST qualifications. Additionally, the CFL provides training to ACFLs on Physical Fitness Assessment (PFA) procedures. Mandatory organized PT sessions in conjunction with FEP occur three times per week. Nine NAVAIR members failed the most recent PFA (fall cycle 2011). All failures were Body Composition Assessment related. NAVAIR's overall pass rate for the last two PFA cycles was over 98 percent.

16. <u>Command Evaluation and Review (CER) Program</u>. NAVAIR has embraced the tenants of OPNAVINST 5000.52B, *Command Evaluation Program*. The CER program is a sufficient and independent assessment capability that is designed to improve command integrity through the identification of weaknesses and opportunities. NAVAIR's CER Program encompasses Audit Liaison and Follow-up, the DoN Hotline Program, the Managers' Internal Control Program (MIC), Independent and Special Reviews and Command Inspections.

The NAVAIR Inspector General has created innovative CER strategies and has built a CER program structured to support program oversight at lower echelon commands throughout the NAVAIR Enterprise. Some strategies include: hosting quarterly Inspector General and CER meetings with lower echelon commands; providing information on proficiency training for CER staffs to assist them in discharging their CER program responsibilities; and providing one-on-one guidance and assistance to CER staffs and NAVAIR Headquarters employees in response to CER staff e-mails and telephone calls. As part of its Command Inspections Program, NAVAIR uses a comprehensive inspection guide to assess the efficiency and integrity of lower echelon command CER programs.

17. <u>Managers' Internal Control (MIC) Program</u>. The NAVAIR MIC program is effectively structured to provide the commander and the deputy commander reasonable assurances that risk is being identified and mitigated within the entire claimancy. NAVAIR is in compliance with SECNAVINST 5200.35E, *Department Of The Navy (DoN) Managers' Internal Control (MIC) Program*. The structure of NAVAIR's MIC program includes assurances from Competency Leads, Program Executive Offices (PEOs), and lower echelon commands. The Echelon II Coordinator and Assistant Coordinators are appointed in writing, have completed required training, and have auditable records. Previous Statements of Assurance (SOA) made to the Director, Navy Staff (DNS), were also available for review. The scope of Assessable Units (AUs) that are incorporated into the NAVAIR plan provide integrated guidance on accounting and feedback for all three components of internal controls.

a. NAVAIR MIC Program Documentation. The required DoN documentation of an inventory of assessable units; internal control assessments; and corrective action documentation for reportable conditions (RCs) and materiel weaknesses (MWs) was readily available. Follow-up actions are also tracked via the CER as further verification that corrective measures are taken to mediate previously identified and reported discrepancies. Every four years, the CER program reviews corrected and outstanding discrepancies identified in the MIC program since the previous CER inspection.

b. NAVAIR MIC Program Guidance. NAVAIR has an extensive MIC Guide Book for its lower echelon commands, and a NAVAIRINST 5200.37A, *Naval Air Systems Command*

Management Control Program. Key components of the MIC planning cycle begin annually, via formal written guidance.

18. <u>Personal Property Management</u>. NAVAIR has implemented an accountable program to properly comply with DODINST 5000.64, *Accountability and Management of DoD Equipment and Other Accountable Property,* and SECNAVINST 7320.10A, *Department of the Navy (DoN) Personal Property Policies and Procedures,* for NAVAIR Personal Property at the Headquarters (HQ) and lower echelon commands. The NAVAIR Property Management Instruction is in draft form and awaiting signature. In accordance with SECNAVINST 7320.10A, NAVAIR Personal Property Manager is appointed in writing and has adequate controls to ensure the required management control objectives of (1) accountability of assets, (2) accurate financial reporting, (3) personal property system security and data integrity, (4) life cycle management of personal property assets and (5) compliance and enforcement of personal property policies and procedures. Auditable records are available for NAVAIR HQ, Program Executive Offices (PEOs), Fleet Repair Centers (FRCs), Naval Air Warfare Centers (NAWCs), and Naval Air Technical Data and Engineering Service Command (NATEC). Responsible Officers (RO)/Custodians are assigned for the PEOs, Program Managers Aviation (PMA) offices, FRCs, NAWCs, and NATEC.

    a. Property Asset Management. The NAVAIR Property Manager has started an initiative to bar code materiel subject to pilferage for easier tracking and accountability. This past year, Property Asset Management was realigned under the Financial Improvement Program. As part of the realignment, the Property Manager has undertaken an effort to properly dispose of materiel "lost" during the Command's move from Crystal City to Patuxent River in 1996.

    b. Personal Property Accounting. All materiel is accounted for within the Navy Enterprise Resource Program (ERP) instead of the Defense Property Accounting System (DPAS), as per Chief of Naval Operations MSG 231400Z Nov 99, *Defense Property Accountability System (DPAS).* In accordance with SECNAVINST 7320.10A, "Personal Property assets shall be recorded and tracked in a compliant personal property system approved by DoN". At the time of this inspection, the only approved system was DPAS. Given the expansion of the major System Commands (SYSCOMs) implementing Navy ERP and utilizing it as the Program of Record (POR) for Property Management, ERP or DPAS should be authorized as equal PORs for the DoN SYSCOMs to properly fulfill the Property Management function. ASN(RD&A) has since resolved this issue.

19. <u>Command Inspection Program</u>. The command inspection program is compliant with SECNAVINST 5040.3A, *Inspections Within The Department Of The Navy*. NAVAIR inspects Echelon III and IV commands focusing on both process improvement and compliance. NAVAIR uses subject matter experts from the competencies and reserve units to supplement their core inspection team. The revisit time is approximately four years. Commands know what year they will be inspected with the exact dates being provided at the beginning of the year the inspection will occur. The planning process is well organized and thorough. All findings, opportunities for improvement, and issues are tracked to completion. The inspection program is integrated with the CER, Audit, and MIC programs.

20. <u>Government Commercial Purchase Card (GCPC) Program</u>.

    a.   NAVAIR Government Commercial Purchase Card Program. GCPC Program consists of one Level III Agency Program Coordinator (APC), three level IV APCs, and twenty-one level V APCs (13 primary / 8 alternates), 258 Approving Officials (AOs) and 553 Cardholders (CH). The current level III APC has been recently placed in this position temporarily. The program is being run effectively. The APC has been appointed in writing via a letter of delegation and all required training has been completed, is current and on file. All program Internal Operating Procedures (IOPs) have been reviewed by the level III APC to be sure they are aligned with the NAVSUPINST 4200.99, *Department of the Navy (DoN) Policies and Procedures for The Operation and Management of The Government-Wide Commercial Purchase Card Program,* and include all 13 required elements. The Level III APC completes site visits to perform program reviews of the level IV and V APCs. NAVAIR initially performed these reviews annually but due to reductions in travel funding, they have since changed their instruction to state program reviews will be performed in a period not to exceed 36 months. NAVAIR is utilizing the convenience check program. At the time of the last semiannual review, 20 March 2011 through 19 September 2011, NAVAIR had four sites with convenience check accounts. Two sites have since had their accounts suspended due to failure to perform required annual reviews. NAVAIR is reviewing the convenience check program to determine whether this program needs to be continued.

    b.   Program Compliance. NAVAIR currently has some delinquencies; however, none are greater than 60 days. The delinquency rate is kept below the one percent requirement. There is evidence of proper separation of function in the purchase process as required by the NAVSUPINST 4200.99. The APCs are completing the Program Audit Tool (PAT) monthly as required. Semiannual Reviews are also performed as required and lower echelons have the major responsibility for purchasing. When infractions occur with the use of the GCPC, disciplinary actions are being taken as required. When necessary, cardholder accounts are being suspended.

    c.   Infractions. In order to detect patterns of misuse NAVAIR's Level III APC has requested that the Level V APCs provide a history of previous infractions committed by cardholders and authorizing officials (CHs/AOs) with infractions in the current month and any other pertinent details necessary, to give the Level III and IV APCs insight into the infraction(s) and the handling of such infractions. This information will be entered in the PAT "Notes" section. Also, for semiannual reporting, the history of infractions for the reporting period will be provided identifying CHs/AOs with repeat infractions, providing details regarding actions taken by the APC, and confirming that supervisor notification was completed. The format for this information is still being developed but the aim is to standardize this process across the NAVAIR claimancy.

21. <u>Government Travel Charge Card (GTCC) Program</u>. The program is operated and maintained within Citibank and Navy Supply Systems Command (NAVSUP) guidelines. The Level III, Agency Program Coordinator (APC) is designated in writing and is performing monthly audits of lower echelon Level IV and V APCs via the Citibank Program Audit Tool (PAT). Currently, the HQ Level III APC oversees approximately 20,000 cardholders enterprise-

wide with approximately 2,600 active travel cardholders at the HQ level. The Program is structured to fully maintain oversight of cardholder activities throughout NAVAIR's claimancy. The delinquency rate has been less than one percent for HQ and the enterprise; well below the required two percent rate. All statements of understanding (SoU) for travel cardholders are maintained, and are readily available for audit purposes. Further, the APC has put a premier emphasis on enforcing the split-pay option for travelers liquidating claims. The participation rate for split-pay for HQ is 91.19 percent and for the enterprise is 93.62 percent. Both are well above the goal of 80 percent.

22.   Product Data Reporting and Evaluation Program (PDREP). PDREP is the DoN single source for reporting and collection of supplier performance information identified in the Code of Federal Regulations (CFR), Federal Acquisition Regulations (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), Navy Marine Corps Acquisition Regulation Supplement (NMCARS) and other DoD and DoN regulations. PDREP is applicable to all DoN activities responsible for design, development, purchase, production, supply, maintenance, contract administration and other functions as appropriate to provide for Supplier/Contractor reporting, accountability and oversight. Materiel and software encompassed by the instruction include all phases of the acquisition life cycle and logistics support processes including development, production, maintenance, spares, inventory management of products and related activities. This instruction applies to all new, newly reworked and prematurely failed materiel, products and software regardless of value or warranty period. It also applies to materiel purchases regardless of procurement or payment methods. The PDREP Automated Information System (AIS) reports DoN supplier performance information to the DoD Past Performance Information Retrieval System (PPIRS) for use by all DoD. NAVAIR has not developed policies and procedures, as necessary, to implement PDREP and program elements identified in SECNAVINST 4855.3, *Product Data Reporting and Evaluation Program.* While NAVAIR does not use PDREP AIS they do use two systems for reporting supplier performance; Joint Deficiency Reporting System (JDRS) - Collection of Aviation product deficiency data, and All Weapons Information System (AWIS) - Collection of Ordnance Product Quality Deficiency Report (PQDR) Data. While these separate IT systems provide data to PDREP in compliance with SECNAVINST 4855.3, they are duplicative in nature and ultimately increase DoN costs associated with maintenance and sustainment. Part 2, Issue Paper 6, DEPARTMENT OF THE NAVY PRODUCT DATA REPORTING AND EVALUATION PROGRAM (PDREP), refers (Page 44).

23.   Contractor Performance Assessment Reporting System (CPARS). Reporting contractor past performance is mandated by Federal Acquisition Regulations (FAR) 42.1502. The Contractor Performance and Reporting System is the tool mandated for reporting contractor past performance and is sanctioned for use by Navy and Marine Corps Acquisition Regulation Supplement (NMCARS) 5242.15. Contractor performance is reported by completing a Contractor Performance Assessment Report (CPAR) for contracts within the DoD business sector and reporting dollar thresholds. The CPAR assesses a contractor's performance, both positive and negative, and provides a record on a given contract's performance during a specified period of time. Each assessment must be based on objective data (or measurable, subjective data when objective data is not available) supportable by program and contract management. The primary purpose of the CPARS is to ensure that current and accurate data on contractor

performance is available for use in source selections through the Past Performance Information Retrieval System - Report Cards (PPIRS-RC). Completed performance assessments in PPIRS-RC will be used as a resource in determining best value when awarding contracts and orders to contractors that consistently provide quality, on time products and services that conform to contractual requirements. Failure to comply with CPARS reporting requirements denies the DoN and DoD acquisition communities an important tool in making well informed decisions regarding competitive source selections. NAVAIR has a CPARS process to report contractor past performance mandated by the FAR and NMCARS.

NAVAIR is uniquely organized in that it has one Focal Point Lead to administer the program, whereas the CPARS Policy Guide recommends that each requiring activity (those supplying the statement of work) establish its own Focal Point Lead. NAVAIR has eight requiring activities. Responsibilities normally handled by the requiring activity are managed by a single Focal Point Lead who oversees compliance for the entire SYSCOM. Although there is no directive that mandates the number of Focal Point Leads required to assure CPARS program efficiency, a standard practice in other SYSCOMs is to assign one Focal Point Lead for each requiring activity, which is aligned with recommendations in the CPARS Policy Guide. NAVINSGEN assesses that the program as executed represents a potential single point of failure with one Focal Point Lead. However, NAVAIR's CPARS program is functional and the NAVAIR Focal Point Lead has done a commendable job in getting and keeping the CPARS Program in shape. NAVINSGEN recommends NAVAIR consider the CPARS Policy Guide recommendation and make adjustments as the Commander deems appropriate.

24. Past Performance Information Retrieval System (PPIRS) Report Card (RC). NMCARS 5215.305 states that the Past Performance Information Retrieval System-Report Card (PPIRS-RC) shall be used as a source of past performance information in competitive solicitations. The purpose of PPIRS-RC is to assist federal acquisition officials in the purchasing of high dollar value goods and services that represent the best value for the government. NAVAIR is using PPIRS-RC information in accordance with NMCARS 5215.305. Source Selection Officials are aware of and knowledgeable of the PPIRS-RC application.

25. Past Performance Information Retrieval System (PPIRS) Statistical Reporting (SR). The Office of the Secretary of Defense, Acquisition Technology and Logistics (OSD(AT&L)) Policy Letter dated 21 December 2007 directs use of the (PPIRS-SR) for retrieving contractor performance reports on contracts valued below the thresholds for the existing PPIRS-RC function. PPIRS-SR collects delivery and quality data to classify each supplier's performance by Federal Supply/Service Code (FSC). NAVAIR has not developed policies and procedures, as necessary, to implement the PPIRS-SR program as directed by OSD policy. Part 2, Issue Paper 7, PAST PERFORMANCE INFORMATION RETRIEVAL SYSTEM (PPIRS) & FEDERAL AWARDEE PERFORMANCE & INTEGRITY INFORMATION SYSTEM (FAPIIS), refers (Page 48).

26. Federal Awardee Performance and Integrity Information System (FAPIIS). The Federal Awardee Performance and Integrity Information System (FAPIIS), requires that contracting officers review information in the FAPIIS Automated Information System (AIS) before awarding a contract in excess of the simplified acquisition threshold. The FAPIIS-AIS is the

government-wide database for Awardee Integrity Information comprised of Administrative Agreements, Terminations for Cause or Default, Defective Cost and Pricing Data, Determinations of Non-Responsibility, Terminations for Materiel Failure to Comply (grants), Recipient Not Qualified Determinations (grants), DoD Determination of Contractor Fault, Proceedings information from the Central Contractor Registry (CCR) and Suspension / Debarment Information from the Exclude Parties List System (EPLS). FAPIIS also requires the entering of integrity information and DoD Determination of Contractor Fault records into the FAPIIS-AIS. NAVAIR is using the FAPIIS-AIS to retrieve information as required. However, NAVAIR has not developed policy or direction for entering the required information into the FAPIIS database. Part 2, Issue Paper 7, PAST PERFORMANCE INFORMATION RETRIEVAL SYSTEM (PPIRS) & FEDERAL AWARDEE PERFORMANCE & INTEGRITY INFORMATION SYSTEM (FAPIIS), refers (Page 48).

27. Cost Estimating. NAVINSGEN assessed NAVAIR's compliance to the requirements articulated in the DoN cost analysis directives, and verified such conformance in NAVAIR's products, services, processes, and procedures. Actual cost estimates, process maps, and cost services for a select number of programs were reviewed to provide tangible substantiation of directive compliance. Interviews were conducted with NAVAIR cost team members and cost team leaders to provide detail that was not readily apparent in cost products or documentation. Interviews were also conducted across ten program management offices (PMAs) and three Program Executive Offices (PEOs), with data and information collected from 26 designated acquisition programs and more than 45 abbreviated acquisition programs. The programs that were discussed included acquisition category (ACAT) ID, ACAT IC, ACAT II, ACAT III, ACAT IV(M), ACAT IV(T), non-ACAT, Rapid Deployment Capability (RDC), Quick Reaction Capability (QRC), and undesignated programs. The life cycle phases of the programs spanned from pre-Materiel Development Decision phase, through the end of the Operations and Support (O&S) phase. Combined, the interviews covered the full range of life cycle phases and acquisition program types that would require cost estimating and cost analysis support.

a. NAVAIR Cost Department (AIR 4.2). The NAVAIR Cost Department provides thorough, detailed products, services, and processes to span the full breadth and depth of cost support in accordance with DoN instructions. AIR 4.2 provides comprehensive cost analysis support and earned value management (EVM) analyses (where required by contract dollar threshold) for ACAT ID, ACAT IC, ACAT II, ACAT III, and ACAT IV programs, for pre-milestone A programs, for Rapid Deployment Capability programs, and for special interest programs including, support for Milestone reviews requiring a formal cost estimate, and all AOAs leading to program initiation.

AIR 4.2 maintains detailed data for all cost products, and regularly (mostly annually, in some cases more often) updates the estimates with actual costs incurred to provide an informal "measure" of cost estimate quality. Standard quality metrics for cost estimate performance have not been developed across the Department of Defense (DoD), government, or commercial cost estimating industry; therefore, adherence to the maintenance of such quality metrics is unable to be assessed. They also maintain detailed, standardized program cost documentation in a central repository. The repository is accessible by all AIR 4.2 cost analysts, for sharing data and knowledge across NAVAIR programs. Documentation in AIR 4.2 products (including ,but not

limited to Program Life Cycle Cost Estimates (PLCCE), monthly Earned Value analysis reports, and cost estimate briefings/presentations) was complete and thorough. Products were clear in the presentation of information, and were thorough in capturing the underlying data and details used to compile products for the customer. AIR 4.2 analyses on all of the reviewed programs had captured documentation.

AIR 4.2 provides cost estimating and analysis in the areas of integrated logistics support and operating and support costs, for all ACAT and non-ACAT programs reviewed. AIR 4.2 provided detailed operations and support (O&S) and logistics support to those programs that were beyond Full Rate Production (FRP) decisions, and provided a detailed "O&S cost drivers" analysis to programs at all life cycle stages, allowing program managers to make decisions regarding the lowering of total ownership costs of their systems.

b. NAVAIR CARD Process. Program managers across all ACAT levels had a CARD or CARD-like document describing the baseline of their program for cost estimates. NAVAIR's CARD process requires that all Level 2 SYSCOM competency leads sign off on the CARD (for major ACAT programs) before the PM and the PEO sign the final copy. This independent technical review by each individual competency lead is further supported by an Estimating Technical Assurance Board (ETAB); where all competency leads come together to collectively review the technical baseline. Thus, NAVAIR cost estimates for major programs are underpinned by an independently confirmed technical baseline of the program, minimizing variation inducing assumptions in the estimate. Not all programs had updated their CARD on an annual basis, but those that had not were in the process of updating the CARD for pending milestone or other decision reviews.

c. Program Cost Data Proficiency. Program management teams at all levels were able to articulate cost estimate information, including: cost risk implications; cost drivers; reasons why certain cost elements were shown to be cost or risk drivers; role of uncertainty in cost estimates; importance of cost data collection on contracts; and the current and forecast state of cost execution in their programs. All program managers of major ACAT programs (ACAT I and II) were familiar with the "S-Curve" (Cumulative Distribution Function Curve) and its specific characteristics (Coefficient of Variation, Confidence Intervals, mean, slope significance); many of the ACAT III program teams were also versed in the S-Curve, but not to the same degree as the major program team members. ACAT IV and below teams were not versed in S-Curves to any appreciable degree. In many cases, besides the S-Curve, the AIR 4.2 cost team had provided risk information for discrete risk scenarios (either specific "what-if" situations, or to reflect a PM's concern from his systems engineering risk cube). Nearly all programs at all ACAT levels were familiar with a "tornado chart," or some similar depiction of risk drivers with magnitude and relative importance by cost element, provided by AIR 4.2. The fact that most IPT team members understood the significance of such cost implications, and the detail with which these non-cost team members were able to articulate cost wise information, corroborates the efforts that AIR 4.2 expends to make complex calculations and cost data clear to their customers, in "common sense," actionable terms. It also reflects the highest levels of NAVAIR/PEO leadership focus on cost, and the support for AIR 4.2's authority throughout program reviews.

d. Program Risk Awareness. Despite the positive discussions regarding cost risk, most PMs and IPT leaders were unaware of the difference between risk and uncertainty in their

program cost estimates, and many were somewhat unclear of their ability (or inability) to manage each differently. Several programs only viewed the information that was provided in their AIR 4.2 EVM analysis as being the primary venue to discuss program risk. Additionally, the application of cost risk in estimates was not wholly standardized across programs. Some program managers understood whether their estimate and budget reflected a "point estimate" (which some did) or whether it reflected "risk adjustments" (which most did), and some were able to identify whether the estimate was a risk adjusted mean or if a different confidence level was chosen; but many PMs and IPT leads, especially below the ACAT I level, were not clear on the specific implications of these concepts. Although it was clear that AIR 4.2 analysts provided detailed cost risk information, it did not appear from the data that there was a standard of applying cost risk to estimates for all NAVAIR programs.

e.   Cost Estimate Performance Metric. There is a DoN-wide opportunity in the cost community to formalize or create a "performance metric" for cost estimating. The present NAVAIR comparison of actual costs to prior estimates is not a practice that is intended to elicit performance measurement as an end result, but it is presently serving as the only stand-in for the lack of a performance measure (at NAVAIR). Despite "requirements or scope changes" throughout the evolution of a program, NAVAIR 4.2 can pursue this opportunity to improve on a potential performance metric, especially based on the amount and depth of data collected at NAVAIR, and the wide-spread analytical coverage afforded compared to the other SYSCOMs combined.

f.   Software Cost Estimates. Software estimates appeared to be the least understood by program office teams, and the one area in which they did not seem to understand the methodology used by AIR 4.2 analysts when asking them to explain or justify the software cost estimate. AIR 4.2 can be very helpful in explaining the basis and methodologies of software cost estimates to program managers and IPT leads.

28. Navy Enterprise Resource Program (ERP). NAVAIR has conducted a rigorous analysis into the most efficient manner in identifying Navy ERP requirements and functions. Navy ERP is primarily the operating system of record; however, it will still require interfaces with legacy Navy applications. This should allow for greater overall enterprise transparency and auditability despite the maintenance of functional areas outside of the ERP structure. For example, Standard Procurement System (SPS) is the primary contract tool for the DoN, which continues to operate with an interface with Navy ERP. NAVAIR was the first SYSCOM to implement Navy ERP, which provides line item detail of transactions throughout the NAVAIR enterprise. SPS is still a robust contracting tool, and contracting documents (contracts and modifications) do not flow into Navy ERP to trigger financial actions without contracting office electronic signature approval to obligate funds.

a.   Interface Document Errors. There are still errors occurring when executing electronic interface to Navy ERP from external systems. These errors cause an "Interface Document" or "I-Doc" error to be generated by the system. There are 53 or more interfaces currently with Navy ERP. These "I-Doc" actions cause processing errors and there are roughly 80,000 to 100,000 unresolved I-Docs identified. Presently, "I-Docs" are being resolved at a rate of approximately 2,000 per week with an additional 2,000 per week being identified by the

NAVAIR Navy ERP Business Office. There is a perception of a lack of clear direction with the next steps in Navy ERP. This perception is creating a challenge for SYSCOM managers, many of whom do not have much experience with documentation as they are predominately "reacting" to the current crisis, in understanding a follow-on vision/strategy to get the entire Navy in or connected to Navy ERP.

    b.   Defense Industrial Financial Management System (DIFMS). DIFMS is used primarily by Navy FRCs for financial accounting purposes, and the "fair cost" continues to go up for the FRCs and other commands that have not migrated to Navy ERP. With this situation, the Navy is not benefiting from savings for the cost of legacy systems, but may perceive an appearance of savings from SYSCOMs. For example, the FRC's within NAVAIR pay a higher cost for DIFMS than they did initially, due to a decreasing number of activities utilizing DIFMS. The cost increases for those activities remaining are a result of "fair share costs."

29.   Contracting. NAVAIR 2.0 maintains effective oversight for all contracting actions, and for all contracting personnel assigned in PEO, PMA, and other lower echelon offices.

    a.   Communication Tools. To facilitate proper oversight, AIR 2.0 has implemented tools ensuring changes and updates to policy are disseminated to the contracting workforce at NAVAIR, to ensure workforce has knowledge of and access to the latest policy guidance. Effective communication tools include an internal Policy website, Communiqués, Memoranda, as well as other tools to "get the word out" among the workforce.

    b.   Ambiguity Resolution. When there are perceived ambiguities or areas that need further clarification, the NAVAIR Policy & Management team coordinates and discusses with DASN (AP) prior to updating its internal NAVAIR instructions. NAVAIR Policy & Management uses internal reviews and assessments, as well as results from Policy and Process Management Assessment Program (PPMAP) and DoDIG/NAVIG to gage its effectiveness. When issues, concerns, or problems are identified as a result of PPMAP/IG reviews, NAVAIR has used the same tools (e.g., Communiqués, Memoranda) to affect any required changes to policy and procedure as a result of audit or assessment findings.

V. BRILLIANT ON THE BASICS/GOOD ORDER AND DISCIPLINE

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

2.   Sailor Career Management Program. Programs reviewed include the Career Development Program, results of Enlisted Retention Boards and Perform to Serve.

    a.   Career Development Boards (CDB). All Sailors are receiving the required CDBs and demonstrated a strong understanding of Navy force shaping programs. The Command Career Counselor and Command Master Chief are doing a great job in providing career advice to all enlisted personnel. CDBs are being tracked in the Career Information Management System

(CIMS) and leadership reviews the results of CDBs per OPNAV 1040.11C, Navy Enlisted Retention and Career Development Program.

    b. Enlisted Retention Boards. There were three personnel that were separated by this board. The Command Career Counselor provided proper guidance to these Sailors.

    c. Perform To Serve. No Sailors were affected by this program.

3.   <u>Sponsorship Program</u>. Focus group feedback and sponsor critique sheets indicate enlisted Sailors are not always being contacted by an assigned sponsor prior to their arrival. Also, assigned sponsors are not being trained by the Fleet and Family Support Center. NAVINSGEN Command Master Chief provided on-site training and advice to NAVAIR's sponsor program coordinator to improve program effectiveness. Post inspection follow-up has confirmed the sponsor coordinator has updated his sponsor plan and Fleet and Family Support Center has provided the proper training to all assigned sponsors.

4.   <u>Command Indoctrination Program</u>. The Command Indoctrination program is in compliance with OPNAVINST 1740.3C, *Command Sponsor and Indoctrination Programs*. Additionally, Navy Pride and Professionalism training is being incorporated within Command Indoctrination.

ISSUE PAPER ACTION SUMMARY MATRIX
ACTION COMMAND
INITIAL RESPONSE DUE TO NAVINSGEN 27 NOVEMBER 2012

	ISSUE PAPER	ASN(RD&A)	NAVAIR	CNIC	CNAF
1.	DAWIA ACQUISITION CERTIFICATION STANDARDS	X			
2.	CIVILIAN EMPLOYEE POSITION DESCRIPTIONS FOR EMERGENCY RELOCATION STAFF		X		
3.	COST TRANSFER OF FACILITY SERVICES			X	
4.	HEARING CONSERVATION PROGRAM RESPONSIBILITIES FOR SHORE ACTIVITIES		X		
5.	NAVAIR IMPLEMENTATION OF NAVY SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) PROGRAM		X		
6.	DEPARTMENT OF THE NAVY PRODUCT DATA REPORTING AND EVALUATION PROGRAM (PDREP)		X		X
7.	PAST PERFORMANCE INFORMATION RETRIEVAL SYSTEM (PPIRS) & FEDERAL AWARDEE PERFORMANCE & INTEGRITY INFORMATION SYSTEM (FAPIIS)		X		

SUMMARY OF ACTIONS

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

     a. **Submit initial ISRs using OPNAV Form 5040/2 no later than <u>27 NOVEMBER 2012</u>**. Each ISR should include an e-mail address for the action officer, where available. Electronic ISR submission to <u>NAVIGInspections@navy.mil</u> is preferred. An electronic version of OPNAV Form 5040/2 may be downloaded from the NAVINSGEN Web-site at <u>www.ig.navy.mil</u> in the Downloads and Publications Folder, titled Forms Folder, Implementation Status Report.

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

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

     d. NAVINSGEN point of contact for ISRs is b7c ████████████
████████████████████████████████

COMMAND	RECOMMENDATION NUMBER(S) XXX-12
ASN(RD&A)	Review and resolve as appropriate (Part 2, Issue Paper 1, refers (Page 36)
NAVAIR	028, 030, 031, 032, 033, 034, 035, 037, 038, 039
CNIC	029
CNAF	036

PART 2

ISSUE PAPERS

ISSUE PAPER 1

SUBJECT: DAWIA ACQUISITION CERTIFICATION STANDARDS

REFERENCES: (a) Defense Acquisition Workforce Improvement Act (DAWIA), United
                        States Code (USC), Title 10, Chapter 87
                  (b) DoD Instruction 5000.66, Operation of the Defense Acquisition Workforce
                        Education, Training and Career Development Program, of 21 Dec 05
                  (c) DoN Defense Acquisition Workforce Improvement Act (DAWIA)
                        Operating Guide of 21 Dec 11

PROBLEM: Scheduling and implementation of major changes to acquisition career field
certification standards impacts certification achievement.

BACKGROUND: DoD Career Field Functional Integrated Process Team leads and Integrated
Process Teams (FIPTs)/(IPTs) meet semiannually with Defense Acquisition University (DAU)
representatives and Directors of Acquisition Career Management (DACMs) to discuss
Acquisition Work Force (AWF) career development, competency standards, acquisition training,
and to address emerging requirements set forth by mandate or policy. One purpose of the forums
is intended to provide a collaborative environment in which stakeholders' needs are discussed
and considered prior to the enactment of changes to DAWIA certification standards.

DISCUSSION

1.   When decisions are made by the DoD FIPTs to change or increase certification standards,
Services are not provided enough lead time to communicate and prepare for the changes.

2.   Short lead times, coupled with inconsistent implementation plans impact the ability of
services to align AWF management systems and processes to match new requirements. This
results in high demand for DAU training, lack of ready qualified instructors to teach
new/additional courses, and confusion for AWF members already in the pipeline to certify within
the 24-month grace period, as well as respond to new requirements in their primary mission –
supporting the warfighter.

NAVINSGEN refers the following issues to ASN (RD&A) for review and resolution as
appropriate:

RECOMMENDATIONS

- That Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L),
  Workforce Management Group (WMG), establish a FIPT strategy that outlines consistent
  timing and implementation plans for major changes to certification standards.

- That DACMs include opportunity for official input from command functional community
  leads through service DACMs before FIPTs announce changes.

- That DoD Functional Leads obtain WMG concurrence/approval in writing before moving forward to enact changes to certification standards.

- That DACMs suggest minimum 2-year lead time on major changes with well developed implementation plans that include clear "on/off" ramps for individuals already in the certification pipeline at the time certification standards change.

- That DACMs recommend changes to certification standards become effective only at the start of a fiscal year. Prohibit mid-stream changes, particularly if DAU courses are not ready for deployment.

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 2

SUBJECT: CIVILIAN EMPLOYEE POSITION DESCRIPTIONS FOR EMERGENCY
                      RELOCATION STAFF

REFERENCE: (a) OPNAVINST 3030.5B, Navy Continuity of Operations Program and Policy,
                          of 20 Oct 09

PROBLEM: Civilian employee position descriptions for Emergency Relocation Staff (ERS) are
required by reference (a) to be designated as "emergency essential."

BACKGROUND: NAVAIR recognized and implemented the requirements of reference (a) to
ensure civilian employee position descriptions for assigned ERS team members were designated
as "emergency essential." However, the constraints of collective bargaining and the sheer
number of employees affected have limited progress.

DISCUSSION: Approximately 180 position descriptions still require updating. In the interim,
NAVAIR and subordinate commands are carefully managing the assignment of ERS personnel
to ensure proper Continuity of Operations (COOP) Plan response.

RECOMMENDATION

028-12.   That NAVAIR update remaining ERS civilian position descriptions, designating them
as emergency essential.

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 3

SUBJECT: COST TRANSFER OF FACILITY SERVICES

REFERENCE: (a) Commander, Navy Installations Command (CNIC) Web Site

PROBLEM: Commander, Navy Installations Command's (CNIC) cost cutting decisions to reduce staff and services often result in higher costs to their customers and greater impact to the Navy's total obligation authority.

BACKGROUND

1. CNIC was established to enhance Navy combat power by providing the most effective and efficient cost-wise shore services and support. Reference (a) states CNIC is the single responsible office, advocate and point of contact for Navy installations. CNIC attempts to accomplish this through consistent policy, procedures, and standards of service, as well as processes and resources to manage and oversee shore installation support to the Fleet.

2. CNIC developed Common Output Levels (COLs) to program, budget, and execute its mission consistently across all regions. Services are defined using a four tiered system (COL-1 thru COL-4).

DISCUSSION

Prior to Installation Claimant Consolidation, NAVAIR was responsible for all Base Operating Support (BOS) functions at NAS Patuxent River. With the establishment of CNIC, resources were transferred from NAVAIR, and CNIC assumed responsibility for all BOS functions including security and access control, emergency dispatch and monitoring, port operations, and spill prevention operations. As CNIC's operating budgets declined, they reduced service levels accordingly. For a number of programs at NAS Patuxent River, CNIC is proposing elimination of required services and transferring responsibility back to NAVAIR without transferring the corresponding additional resources. This would lead to reduced manpower capacity and altered operations that would negatively impact NAVAIR's mission. Some examples include:

- Contractor Verification System: As part of the access control program, CNIC maintains a Contractor Verification System (CVS) that streamlines access for contractors and appropriately vetted foreign visitors involved in NAVAIR acquisition programs. CNIC eliminated the civilian billets that provide these services. Since NAVAIR has the bulk of the visitors that pass through the gate at NAS Patuxent River, they were asked to absorb responsibility for this program without any additional manpower.

- Monitoring and Maintenance of Building Alarms: CNIC's initiative to reduce dispatch manpower by consolidating all dispatch and alarm monitoring from individual installations within the Naval District Washington (NDW) Region to the Washington Navy Yard (WNY), would eventually close the NAS Patuxent River emergency dispatch center. However, the consolidation to the WNY did not include 334 of the 373 alarms

that are now a part of emergency dispatch at NAS Patuxent River. CNIC representatives informed NAVAIR they will now be responsible to test, maintain, inspect, and assume all day-to-day management requirements of these alarms, but did not transfer the resources to do so.

- NAVAIR air operations depend on readily available JP-5 jet fuel. Approximately 1.5M gallons per week of JP-5 is delivered to NAS Patuxent River by barge. Barge refueling is predicated on a USCG approved Emergency Spill Response Plan certifying that NAS Patuxent River has sufficient equipment and manpower to deploy an oil spill boom around the barge and stand by for possible mishap/spill response. NAVAIR personnel are concerned about a CNIC proposal to cut Port Operations personnel as a cost cutting initiative. Without sufficient Port Operations personnel, NAS Patuxent River will lose its USCG certification and will not be permitted to use the refueling barge. The alternative proposal to utilize fuel trucks, would increase costs, traffic congestion, security inspections, and the potential for fuel spills and other environmental violations.

RECOMMENDATION

029-12. That CNIC develop a business case analysis for the cited issues of Contractor Verification Systems, Central Dispatch, and Port Operations that show proposed actions are cost beneficial to the Navy as a whole, and provide the results to OPNAV, NAVAIR and NAVINSGEN.

NAVINSGEN POINT OF CONTACT:

b7c

ISSUE PAPER 4

SUBJECT: HEARING CONSERVATION PROGRAM RESPONSIBILITIES FOR SHORE
ACTIVITIES

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

PROBLEM: Supervisors are not providing up to date hearing conservation program (HCP)
enrollment numbers to the local medical treatment testing facility every six months.

BACKGROUND: To effectively control noise, it is necessary to accurately measure noise
according to standard procedures and properly evaluate the measurements against accepted
criteria. The criteria must include noise measurements from the industrial hygiene survey and
noise exposure assessments for all personnel who routinely work in hazardous noise areas and
perform hazardous noise operations. The exposure assessment would provide the following
information; (1) hazardous levels of noise according to the work area, process, and equipment,
(2) the type of hearing protection necessary, and (3) personnel identified for inclusion in the
HCP.

DISCUSSION: The Naval Health Clinic, Patuxent River, staff conducts medical department
procedures in support of the HCP as required by OPNAVINST 5100.23G and amplified in
NAVADMIN 252145Z of AUG 08, regarding hearing loss. Supervisors do not provide the
Naval Health Clinic, Patuxent River, with HCP rosters two times a year as required. To obtain
rosters, occupational health personnel notify NAVAIR leadership to intervene.

RECOMMENDATIONS

030-12. That NAVAIR commands identify and maintain current rosters of personnel exposed to
hazardous levels of noise, as required per reference (a).

031-12. That NAVAIR commands provide the updated rosters to the local medical treatment
testing facility semiannually, as required per reference (a).

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 5

SUBJECT: NAVAIR IMPLEMENTATION OF NAVY SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) PROGRAM

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

PROBLEMS

1.   NAVAIR is not documenting annual Sexual Assault Prevention and Response (SAPR) awareness training, or SAPR predeployment training completion via Fleet Training Management Planning System (FLTMPS).

2.   NAVAIR does not have Standard SAPR Procedures and watchstanders trained to appropriately respond to sexual assault victims.

BACKGROUND: References (a) and (b) require commanders, supervisors and managers at all levels to be responsible for the effective implementation of SAPR policies. These references also require that all service members and civilian supervisors of service members have a working knowledge of what constitutes sexual assault, why sexual assaults are crimes, and the meaning of consent. Additionally, the training should provide personnel with information on restricted and unrestricted reporting options and the exceptions and/or limitations of each option. Reference (c) identifies SAPR as one of the six core General Military Training (GMT) topics which shall be addressed via instructor led training sessions and requires GMT be recorded in FLTMPS.

DISCUSSION: NAVINSGEN identified the issues described above during a command inspection of NAVAIR.

RECOMMENDATIONS

032-12. That NAVAIR create standard SAPR procedures and train all watchstanders to appropriately respond to sexual assault victims. Ensure that training and procedures protect the victim's right to restricted reporting.

033-12. That NAVAIR ensure annual Sexual Assault Prevention and Response (SAPR) awareness training and SAPR pre-deployment training are completed and recorded in the FLTMPS system.

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 6

SUBJECT: DEPARTMENT OF THE NAVY PRODUCT DATA REPORTING AND
                 EVALUATION PROGRAM (PDREP)

REFERENCES: (a) SECNAVINST 4855.3B, Product Data Reporting and Evaluation Program
                       (PDREP), of 22 Dec 05
                 (b) Federal Acquisition Regulation (FAR) Parts 9, 13, 15, 42 and 46
                 (c) DLA Regulation 4155.24, Product Quality Deficiency Report Program, of 20
                       Jul 93
                 (d) COMNAVAIRFORINST 4790.2A Change-1, Naval Aviation Maintenance
                       Program (NAMP), of 15 Feb 09
                 (e) DoN Chief Information Officer, Information Technology Policy Guidance for
                       Fiscal Year 2012, of 15 Dec 11

PROBLEM: Naval Air Systems Command (NAVAIR) has not implemented the Department of
the Navy (DoN) Product Data Reporting and Evaluation Program (PDREP), is not reporting all
of the required supplier performance information or using the information as required by
references (a) and (b).

BACKGROUND

1.   Reference (a) requires Navy activities to report supplier performance and materiel
information into the PDREP Automated Information System (AIS). The PDREP-AIS is the
central DoN database for all Supplier performance information. PDREP provides tools for
reporting and processing all required report types; most notably the Product Quality Deficiency
Report (PQDR), Supply Discrepancy Report (SDR), Materiel Inspection Report (MIR), Supplier
Audits, Supplier Surveys and Contract Award and Delivery Data. Failure to document the
required supplier performance and materiel reports undermines the Department of Navy (DoN)
ability to ensure the integrity of materiel provided by its supply chain and skews risk assessment
capabilities provided to the PDREP user community at large. Full compliance with PDREP
reporting requirements ensures DoN meets its federal acquisition regulatory reporting
requirements, enhances its ability to monitor and correct supply chain anomalies, and provides
the warfighter a means for mandatory reporting to the supply chain and acquisition community
about the materiel they receive.

2.   The PDREP-AIS provides access to the resident data for use by acquisition, quality and
technical activities within DoN and other departments and agencies inside and outside DoD.
Within the PDREP-AIS the Contractor Evaluation System (CES) Classification Program
provides access to reports on contractors and suppliers concerning product quality and supplier
performance.

<u>DISCUSSION</u>

1. Reference (a) paragraph 6, requires that the Commanders of the Naval System Commands (SYSCOMs):

   (a) Ensure required contractor and supplier product quality and performance information data is entered into PDREP.

   (b) Develop or revise internal policies and procedures, as necessary, to implement PDREP and program elements identified in this instruction.

   (c) Appoint a PDREP Coordinator and assign responsibility for the operation and oversight of PDREP within the Program Executive Officer (PEO)/Direct Reporting Program Manager (DRPM)/SYSCOM. The PDREP Coordinators shall be identified to Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN(RD&A)), Deputy Assistant Secretary of the Navy (Expeditionary Programs and Logistics Management) (DASN(ELM)) and the PDREP Functional Manager. Detailed SYSCOM responsibilities can be found in NAVSOP-3683B.

   (d) Train personnel in the reporting and processing of supplier performance information.

   (e) Provide the PDREP Functional Manager (SEA 04P), points of contact responsible for processing PQDRs on assigned systems and equipment.

   (f) Process PQDRs in accordance with instructions for their cognizant systems/equipment.

2. Reference (b) directs the use of supplier performance information when determining if potential suppliers are responsible, if suppliers have a history of providing a quality product, and objective evidence of performance during evaluation in source selections on negotiated competitive acquisitions. NAVAIR has not implemented use of the PDREP program to meet reference (b) requirements for use of supplier performance information.

3. Reference (b) requires acknowledgment that supplies conform with applicable contract quality and quantity requirements. NAVAIR has not implemented use of the PDREP program to report technical receipt inspections of both positive and negative supplier performance data.

4. Reference (c) prescribes standardized DoD Product Quality Deficiency Reporting methods to identify, report, and resolve conditions impacting the warfighter. This process provides timely quality feedback to all DoD activities responsible for design, development, purchasing, production, supply, maintenance, contract administration, and other functions, so that action can be initiated to determine cause, take corrective action, and prevent recurrence. Reference (d) chapter 10, is not in full compliance with this direction. One such example is Hazardous Materiel Reports (HMRs) (10.9.4.1), it states: "HMRs provide a standard method for reporting materiel deficiencies which, if not corrected, could result in death or injury to personnel, or damage to or loss of aircraft, equipment, or facilities. Such incidents are reported regardless of how or when the discrepant condition was detected." These materiel deficiencies are required to

be reported on a PQDR and processed as such, so all of DoD is aware of these critical materiel issues.

5.   Reference (e) provides policy guidance and addresses opportunities for improvements in operational effectiveness and resource efficiencies through centralization and consolidation of information technology (IT) efforts. This policy speaks to capabilities that are duplicative, or are not aligned with DoN-IT goals and objectives as being inefficient and hampering operational effectiveness.

6.   Although the PDREP-AIS has been identified as the DoN central information technology system, (i.e., to record, collect, and retrieve discrepancy, product quality deficiency and supplier performance information), a number of redundant Navy IT reporting tools continue to operate and expand. While these separate IT systems provide data to PDREP in compliance with SECNAVINST 4855.3B, they are duplicative and ultimately increase DoN costs associated with maintenance and sustainment. These duplicate IT systems do not contain any special or unique capabilities that do not already exist or could be incorporated into the existing PDREP capabilities within PDREP-AIS. Significant cost savings could be realized if these duplicate IT reporting tools were consolidated in PDREP. Efficiencies would be gained within the DoN IT footprint for system connections, movement and storage of data, single access point for users, reduced system hardware, reduced data duplication, programming, system management and training costs. The NAVAIR Command currently has two IT reporting tools in this category:

- Joint Deficiency Reporting System (JDRS) - Collection of Aviation product deficiency data, managed by NAVAIR

- All Weapons Information System (AWIS) - Collection of Ordnance PQDR Data, managed by NAVAIR

RECOMMENDATIONS

034-12. That NAVAIR develop an execution plan for full deployment of the PDREP program throughout the SYSCOM and ensure compliance with references (a) and (b).

035-12. That NAVAIR develop internal policies and procedures to implement the PDREP program and ensure compliance with reference (a) and (b) requirements for collection and use of supplier performance information. Ensure internal policies and procedures include all PDREP reporting requirements of both positive and negative supplier performance information identified in reference (a).

036-12. That CNAF review reference (d) chapter 10, to ensure compliance with reference (c) for PQDR reporting requirements.

037-12. That NAVAIR review the DoN-CIO policies concerning operational effectiveness and resource efficiencies through centralization and consolidation of information technology (IT)

efforts. Make recommendations to the PDREP Program Authority (ASN(RD&A)) and the PDREP Functional Manager where efficiencies can be achieved.

NAVINSGEN POINT OF CONTACT: b7c

ISSUE PAPER 7

SUBJECT: PAST PERFORMANCE INFORMATION RETRIEVAL SYSTEM (PPIRS) &
FEDERAL AWARDEE PERFORMANCE & INTEGRITY INFORMATION SYSTEM
(FAPIIS)

REFERENCES: (a) Federal Acquisition Regulation (FAR) Parts 9, 13, 15
                    (b) Deputy Under Secretary of Defense, Acquisition and Technology (AT),
                         DoD Deployment of Past Performance Information Retrieval System-
                         Statistical Reporting (PPIRS-SR), memo of 21 Dec 07
                    (c) Assistant Secretary of the Navy, Research, Development and Acquisition
                         (RD&A), Past Performance Information Retrieval System-Statistical
                         Reporting (PPIRS-SR), memo of 22 Aug 08
                    (d) Defense Federal Acquisition Regulation (DFAR) Part 209.106-2

PROBLEM: The Naval Air Systems Command (NAVAIR) is not using the Past Performance
Information System (PPIRS) to its full capacity and is not meeting the direction of references (a)
through (c) concerning the collection and use of past performance information. NAVAIR has
not fully implemented the requirements of reference (d) for reporting information into the
Federal Awardee Performance and Integrity Information System (FAPIIS).

BACKGROUND

1.   Reference (a) directs the use of supplier performance information to determine if potential
suppliers are responsible, if suppliers have a history of providing a quality product, and objective
evidence of performance during evaluation in source selections on negotiated competitive
acquisitions. The Past Performance Information Retrieval System-Statistical Reporting (PPIRS-
SR) collects delivery and quality information for all of DoD to classify each supplier's
performance by Federal Supply/Service Code (FSC). References (b) and (c) direct contracting
officials to use PPIRS-SR as a source of retrieving supplier performance information.
Confidence in a prospective supplier's ability to successfully fulfill contract requirements is
critical in making competitive source selection decisions.

2.   Reference (a) requires the use of the Federal Awardee Performance and Integrity Information
System (FAPIIS), for entering integrity information into the FAPIIS-AIS. Reference (d) requires
entering DoD Determination of Contractor Fault records into the FAPIIS-AIS by DoD
components. Failure to enter up to date integrity information in the FAPIIS-AIS will undermine
the usefulness of the data, resulting in a greater likelihood of awarding to an improper contractor.

DISCUSSION

1.   NAVAIR has not implemented references (b) and (c) directives for full deployment of the
PPIRS-SR program. Although they have an excellent contract file checklist to ensure
compliance with the FAR and DFAR requirements, it does not include the use of PPIRS-SR for
the aforementioned requirements.

2.   NAVAIR has not implemented the requirements of references (a) and (d) for full deployment of the FAPIIS program. Although the contract file checklist identifies the review of FAPIIS information, no policy exists for entering the required information into FAPIIS.

RECOMMENDATIONS

038-12.   That NAVAIR develop an execution plan for full deployment of the PPIRS-SR program throughout the SYSCOM and ensure compliance as directed in references (a) through (c).

039-12.   That NAVAIR implement the full FAPIIS requirements of references (a) and (d) to include entering integrity information.

NAVINSGEN POINT OF CONTACT: b7c

APPENDIX A

SUMMARY OF SURVEY DATA ANALYSIS

ACTIVE DUTY MILITARY

AND

DEPARTMENT OF THE NAVY

CIVILIAN PERSONNEL

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

1. 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 30 January to 21 February 2012 in support of the NAVAIR Command Inspection held from12 to 22 March 2012. There were a total of 610 survey respondents, consisting of 451 DON civilian personnel (73.9%) and 159 active duty military (26.1%). The survey respondents consisted of 375 (61.5%) males and 235 (38.5%) females.

2. Quality of Life. The active duty military and DON civilian personnel survey respondents rated their Quality of Work Life (QoWL) at 6.94 on a scale of 1 to 10 ('worst' to 'best') and Quality of Home Life (QoHL) at 7.60. Both of these scores are higher than the NAVINSGEN rolling averages of 6.28 and 7.02, respectively.

3. Survey Topics

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

    b.   Both military and civilians were asked to rate their quality of work life (QoWL) and their quality of home life (QoHL).

Sixty-three percent of the survey respondents indicated job satisfaction as the main factor having a positive impact on their QoWL and leadership support was the second with 39.2 percent. Parking was the main factor having a negative impact on QoWL as indicated by 31.8 percent with quality of the workplace facilities being the second with 28.2 percent. Additionally, the survey respondents indicated that their QoHL was most positively impacted by the quality of their home at 68.4 percent. Recreational opportunities were the second highest with 36.6 percent. Cost of living was the factor having the largest negative impact indicated by 55.1 percent.

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

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

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

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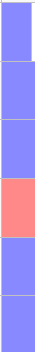
g.   In addition to multiple choice questions there were a few open ended questions regarding various topics such as: supplies purchased with personal money, facilities in need of repair, and any additional comments or concerns regarding quality of life. Answers to these questions were used to help guide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

NAVAIR COMMAND INSPECTION – 2012

ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL
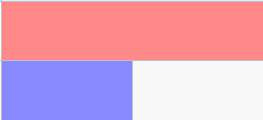
1: On a scale from 1 (worst) to 10 (best), please rate your current Quality of Home Life (QOHL). QOHL is the degree to which you enjoy where you live and the opportunities available for housing, recreation, etc.

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

Response	Chart	Frequency	Count
1		1.0%	6
2		0.5%	3
3		2.0%	12
4		2.6%	16
5		7.5%	46
6		9.0%	55
7		16.1%	98
8		**30.0%**	**183**
9		15.4%	94
10		15.9%	97
	Mean		7.603
	Standard Deviation		1.846
	Valid Responses		**610**

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		**68.4%**	**417**
Quality of the school for dependent children		33.8%	206

Quality of the childcare available		7.5%	46
Shopping & dining opportunities		27.9%	170
Recreational opportunities		36.6%	223
Access to spouse employment		21.6%	132
Access to medical/dental care		24.8%	151
Cost of living		22.5%	137
Other		11.1%	68
		Valid Responses	**610**

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		9.3%	57
Quality of the school for dependent children		13.3%	81
Quality of the childcare available		6.7%	41
Shopping & dining opportunities		39.7%	242
Recreational opportunities		26.2%	160
Access to spouse employment		15.4%	94
Access to medical/dental care		26.4%	161
Cost of living		**55.1%**	**336**
Other		14.3%	87
		Valid Responses	**610**

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)

Response	Chart	Frequency	Count
1		2.3%	14

2		2.1%	13
3		3.6%	22
4		4.1%	25
5		9.5%	58
6		13.1%	80
7		16.6%	101
8		**28.0%**	**171**
9		12.8%	78
10		7.9%	48
	Mean	6.939	
	Standard Deviation	2.078	
	Valid Responses	**610**	

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)

Response	Chart	Frequency	Count
Job satisfaction		**63.0%**	**384**
Leadership support		39.2%	239
Leadership opportunities		13.0%	79
Length of workday		26.7%	163
Advancement opportunities		17.4%	106
Training opportunities		24.9%	152
Awards and recognition		7.0%	43
Perform to Serve (PTS)		3.3%	20
Command climate		18.4%	112
Quality of the workplace facilities		17.4%	106
Parking		10.7%	65
Frequency of deployments/Individual		1.8%	11

Response	Chart	Frequency	Count
Augmentations (e.g. IAMM or GSA)			
Other		7.4%	45
		Valid Responses	**610**

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		15.1%	92
Leadership support		24.9%	152
Leadership opportunities		13.8%	84
Length of workday		20.7%	126
Advancement opportunities		24.8%	151
Training opportunities		7.7%	47
Awards and recognition		22.1%	135
Perform to Serve (PTS)		2.3%	14
Command climate		17.0%	104
Quality of the workplace facilities		28.2%	172
Parking		**31.8%**	**194**
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		3.6%	22
Other		13.4%	82
		Valid Responses	**610**

7: Gender:

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

Response	Chart	Frequency	Count
Male		**61.5%**	**375**

		Female	38.5%	235
		Valid Responses	**610**
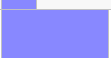
8: I am:

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

Response	Chart	Frequency	Count
Military		26.1%	159
Civilian		**73.9%**	**451**
		Valid Responses	**610**

9: Rank:

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

Response	Chart	Frequency	Count
E1 - E4		3.1%	5
E5 - E6		11.3%	18
E7 - E9		**47.2%**	**75**
W1 - O3		5.0%	8
O4 - O5		23.9%	38
O6 & Above		9.4%	15
		Valid Responses	**159**

10: My command gives me sufficient time <u>during working hours</u> to participate in a physical readiness exercise program.

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

Response	Chart	Frequency	Count
Strongly Agree		**54.7%**	**87**
Agree		25.2%	40
Neither Agree nor Disagree		13.8%	22

Response	Chart	Frequency	Count
Disagree		5.0%	8
Strongly Disagree		1.3%	2
		Valid Responses	**159**

11: My supervisor conducts semiannual performance counseling with me.

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

Response	Chart	Frequency	Count
Yes		**84.2%**	**133**
No		15.8%	25
		Valid Responses	**158**

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		33.5%	53
Agree		**37.3%**	**59**
Neither Agree nor Disagree		22.8%	36
Disagree		2.5%	4
Strongly Disagree		3.8%	6
		Valid Responses	**158**

13: In general, how have you or those you supervise been affected by Perform to Serve (PTS)?

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

Response	Chart	Frequency	Count
Positively		5.1%	8
Not applicable/neither positively or negatively		**79.7%**	**126**

Negatively		15.2%	24
		Valid Responses	**158**

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

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

Response	Chart	Frequency	Count
Yes		**76.6%**	**121**
No		23.4%	37
		Valid Responses	**158**

15: I voted in the last election.

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

Response	Chart	Frequency	Count
Yes		**70.3%**	**111**
No		29.7%	47
		Valid Responses	**158**

16: 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		**52.1%**	**25**
I didn't know how to		6.3%	3
Other		41.7%	20
		Valid Responses	**48**

17: Grade:

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

Response	Chart	Frequency	Count
GS 1 - 8 or NSPS equivalent		4.7%	21

GS 9 - 12 or NSPS equivalent		16.6%	74
GS 13 - 14 or NSPS equivalent		**55.2%**	**246**
GS 15 or NSPS equivalent		20.6%	92
WG		0.0%	0
SES		2.2%	10
Other		0.7%	3
		Valid Responses	**446**

18: 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		25.3%	113
Agree		**50.0%**	**223**
Neither Agree nor Disagree		12.8%	57
Disagree		4.7%	21
Strongly Disagree		3.8%	17
Don't Know		3.4%	15
		Valid Responses	**446**

19: My supervisor establishes my critical elements and conducts at least one performance progress review during the annual performance rating cycle.
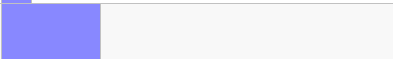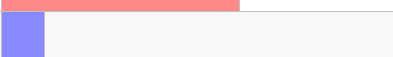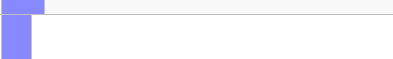
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		35.0%	156
Agree		**48.4%**	**216**
Neither Agree nor Disagree		9.0%	40
Disagree		4.7%	21
Strongly Disagree		2.9%	13
		Valid Responses	**446**
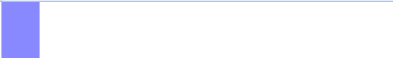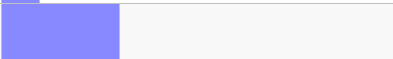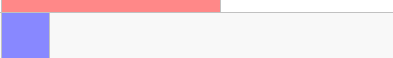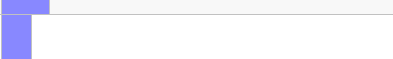
20: The Human Resource Service Center provides timely, accurate responses to my queries.

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

Response	Chart	Frequency	Count
Strongly Agree		4.7%	21
Agree		22.9%	102
Neither Agree nor Disagree		**59.0%**	**263**
Disagree		8.5%	38
Strongly Disagree		4.9%	22
		Valid Responses	446
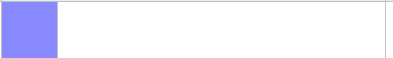
21: My (local) Human Resources Office provides timely, accurate responses to my queries.
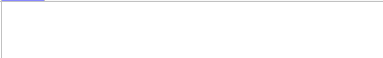
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		6.5%	29
Agree		27.4%	122
Neither Agree nor Disagree		**53.1%**	**237**
Disagree		8.7%	39
Strongly Disagree		4.3%	19
		Valid Responses	446

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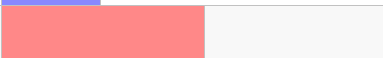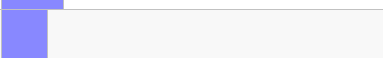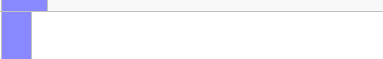
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		14.9%	89
Agree		**61.1%**	**366**
Neither Agree nor Disagree		9.7%	58

Disagree		11.4%	68
Strongly Disagree		3.0%	18
		Valid Responses	**599**
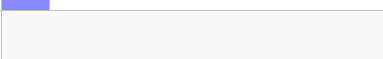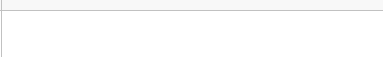
23: I have adequate leadership guidance to perform my job successfully.

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

Response	Chart	Frequency	Count
Strongly Agree		22.7%	136
Agree		**50.1%**	**300**
Neither Agree nor Disagree		13.4%	80
Disagree		9.2%	55
Strongly Disagree		4.7%	28
		Valid Responses	**599**
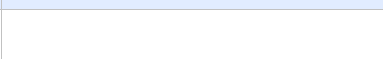
24: My current workday is __hours. (Actual time spent at work not including commute time.)
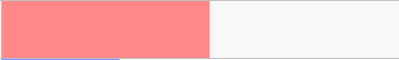
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
6-8		12.9%	77
9-10		**72.6%**	**435**
11-12		12.7%	76
13-14		1.2%	7
15+		0.7%	4
		Valid Responses	**599**

25: My current work week is normally _days.

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

Response	Chart	Frequency	Count
4		3.0%	18

5		94.6%	566
6		1.8%	11
7		0.5%	3
		Valid Responses	**598**

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

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

Response	Chart	Frequency	Count
Strongly Agree		36.3%	217
Agree		**50.8%**	**304**
Neither Agree nor Disagree		8.7%	52
Disagree		3.0%	18
Strongly Disagree		1.2%	7
		Valid Responses	**598**

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

(Respondents could only choose a **single** response)
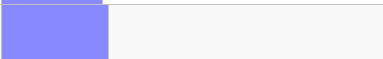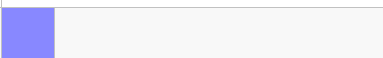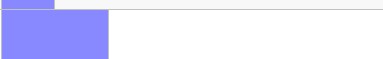
Response	Chart	Frequency	Count
Yes		**44.0%**	**263**
No		**44.0%**	**263**
Don't Know		12.0%	72
		Valid Responses	**598**

28: You indicated that 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		**76.9%**	**206**

	Chart	Frequency	Count
Tools/Equipment		17.5%	47
Training		26.1%	70
IT Resources		27.6%	74
Spare Parts		1.1%	3
Supplies		13.8%	37
Other		28.0%	75
		Valid Responses	**268**

29: 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		37.7%	225
No		**62.3%**	**372**
		Valid Responses	**597**

30. 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).

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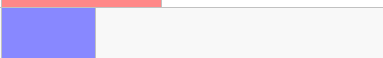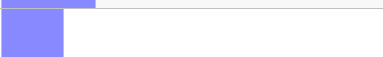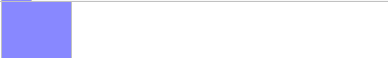
31: Approximately, how many miles per month do you use your personal vehicle for mission related travel? (Not including travel for TAD/TDY.)

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

Response	Chart	Frequency	Count
0		**40.0%**	**237**
1-10		22.9%	136
11-20		14.3%	85

	Chart	Frequency	Count
21-30		6.1%	36
more than 30		16.7%	99
		Valid Responses	593
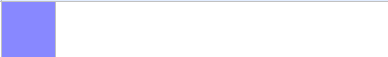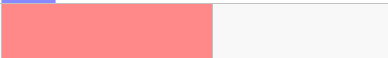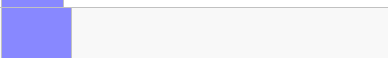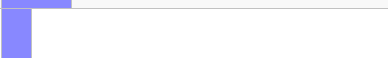
32: You indicated you use your vehicle for mission related travel; are you reimbursed for this travel?

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

Response	Chart	Frequency	Count
Yes		21.5%	78
No		**78.5%**	**285**
		Valid Responses	363

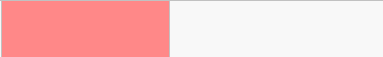**33:** I am satisfied with the overall quality of my workplace facilities.

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

Response	Chart	Frequency	Count
Strongly Agree		11.6%	68
Agree		**53.0%**	**310**
Neither Agree Nor Disagree		14.2%	83
Disagree		15.9%	93
Strongly Disagree		5.3%	31
		Valid Responses	585

34. 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.)

_____
_____
_____
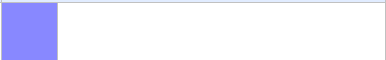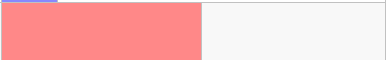
35: My organization has an effective safety program.

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

Response	Chart	Frequency	Count
Strongly Agree		14.5%	85
Agree		**52.1%**	**305**
Neither Agree nor Disagree		31.8%	186
Disagree		1.2%	7
Strongly Disagree		0.3%	2
		Valid Responses	**585**
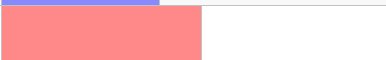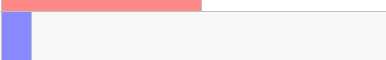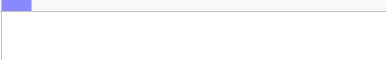
36: I know how to report an unsafe or unhealthy work condition.

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

Response	Chart	Frequency	Count
Strongly Agree		20.0%	117
Agree		**63.4%**	**371**
Neither Agree nor Disagree		10.8%	63
Disagree		5.1%	30
Strongly Disagree		0.7%	4
		Valid Responses	**585**

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

(Respondents could only choose a **single** response)
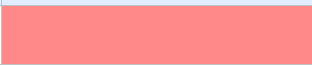
Response	Chart	Frequency	Count
Strongly Agree		10.9%	64
Agree		36.8%	215
Neither Agree nor Disagree		**48.0%**	**281**
Disagree		3.4%	20
Strongly Disagree		0.9%	5
		Valid Responses	**585**
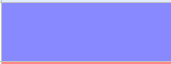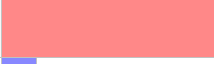
38: I know who to contact at my command regarding safety questions or concerns.

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

Response	Chart	Frequency	Count
Yes		**81.5%**	**477**
No		18.5%	108
		Valid Responses	**585**

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

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

Response	Chart	Frequency	Count
Strongly Agree		40.0%	234
Agree		**51.1%**	**299**
Neither Agree nor Disagree		4.6%	27
Disagree		3.8%	22
Strongly Disagree		0.5%	3
		Valid Responses	**585**

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

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

Response	Chart	Frequency	Count
Strongly Agree		38.8%	227
Agree		**49.7%**	**291**
Neither Agree nor Disagree		7.0%	41
Disagree		3.8%	22
Strongly Disagree		0.7%	4
		Valid Responses	**585**

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

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

Response	Chart	Frequency	Count
Strongly Agree		18.0%	105
Agree		**57.6%**	**336**
Neither Agree nor Disagree		14.4%	84
Disagree		8.7%	51
Strongly Disagree		1.2%	7
		Valid Responses	**583**

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

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

Response	Chart	Frequency	Count
Strongly Agree		14.2%	83
Agree		**51.6%**	**301**
Neither Agree nor Disagree		18.9%	110
Disagree		11.8%	69
Strongly Disagree		3.4%	20
		Valid Responses	**583**

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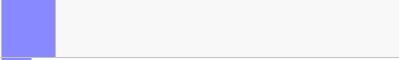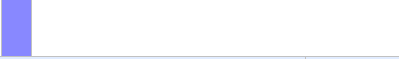
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		10.1%	59
Agree		**54.0%**	**315**
Neither Agree nor Disagree		19.7%	115
Disagree		12.7%	74
Strongly Disagree		3.4%	20

		Valid Responses	583
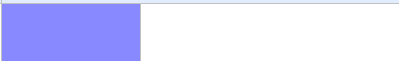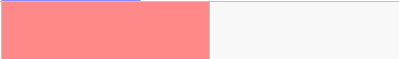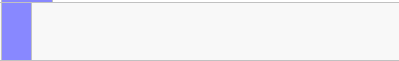
44: Communication up the chain of command is effective.

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

Response	Chart	Frequency	Count
Strongly Agree		10.1%	59
Agree		**50.3%**	**293**
Neither Agree nor Disagree		26.1%	152
Disagree		9.8%	57
Strongly Disagree		3.8%	22
		Valid Responses	**583**
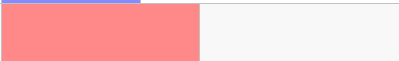
45: My superiors treat me with respect and consideration.

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

Response	Chart	Frequency	Count
Strongly Agree		32.8%	191
Agree		**50.8%**	**296**
Neither Agree nor Disagree		9.8%	57
Disagree		4.3%	25
Strongly Disagree		2.4%	14
		Valid Responses	**583**

46: My performance evaluations have been fair.

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

Response	Chart	Frequency	Count
Strongly Agree		32.9%	192
Agree		**47.9%**	**279**
Neither Agree nor Disagree		13.4%	78

	Chart	Frequency	Count
Disagree		4.5%	26
Strongly Disagree		1.4%	8
		Valid Responses	**583**

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

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

Response	Chart	Frequency	Count
Strongly Agree		11.7%	68
Agree		**36.2%**	**211**
Neither Agree nor Disagree		33.4%	195
Disagree		14.2%	83
Strongly Disagree		4.5%	26
		Valid Responses	**583**

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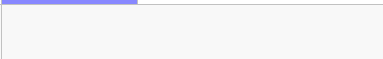
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		31.2%	182
Agree		**54.2%**	**316**
Neither Agree nor Disagree		9.9%	58
Disagree		3.6%	21
Strongly Disagree		1.0%	6
		Valid Responses	**583**

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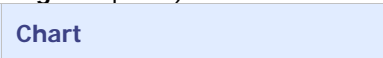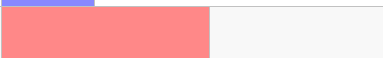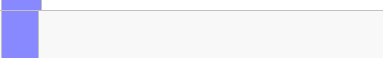
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		16.6%	97

Response	Chart	Frequency	Count
Agree		**43.7%**	**255**
Neither Agree nor Disagree		35.3%	206
Disagree		2.6%	15
Strongly Disagree		1.7%	10
		Valid Responses	**583**
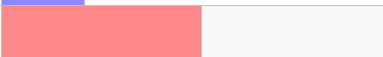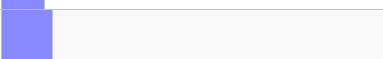
50: I know who to contact with an EEO/EO question or complaint.

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

Response	Chart	Frequency	Count
Strongly Agree		24.0%	140
Agree		**53.9%**	**314**
Neither Agree nor Disagree		10.6%	62
Disagree		9.4%	55
Strongly Disagree		2.1%	12
		Valid Responses	**583**
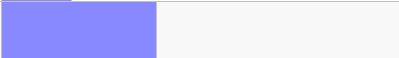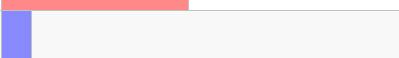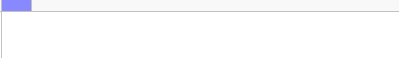
51: I am aware of or know how to find my local IG Hotline number.

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

Response	Chart	Frequency	Count
Strongly Agree		21.8%	127
Agree		**51.8%**	**302**
Neither Agree nor Disagree		10.8%	63
Disagree		13.4%	78
Strongly Disagree		2.2%	13
		Valid Responses	**583**
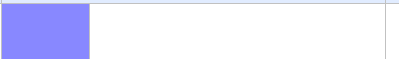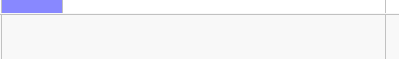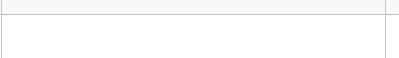
52: A grievance/complaint in my command will be handled in a fair, timely, and just manner.

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

Response	Chart	Frequency	Count
Strongly Agree		13.7%	80
Agree		36.0%	210
Neither Agree nor Disagree		**44.6%**	**260**
Disagree		3.8%	22
Strongly Disagree		1.9%	11
		Valid Responses	**583**
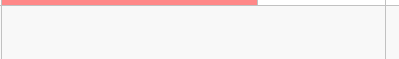
53: My command adequately protects my Personally Identifiable Information (PII).

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

Response	Chart	Frequency	Count
Strongly Agree		22.8%	133
Agree		**58.1%**	**339**
Neither Agree nor Disagree / Don't Know		16.3%	95
Disagree		2.1%	12
Strongly Disagree		0.7%	4
		Valid Responses	**583**

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

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

Response	Chart	Frequency	Count
Yes		**66.9%**	**390**
No		1.2%	7
Don't Know		31.9%	186
		Valid Responses	**583**

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

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

Response	Chart	Frequency	Count
Yes		**61.1%**	**356**
No		3.9%	23
Don't Know		35.0%	204
		Valid Responses	583

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

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

Response	Chart	Frequency	Count
Yes		29.7%	173
No		2.9%	17
Don't Know		**67.4%**	**393**
		Valid Responses	583

57: Fraternization is occurring in my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		2.6%	15
Agree		7.5%	44
Neither Agree nor Disagree / Don't Know		**56.8%**	**331**
Disagree		23.5%	137
Strongly Disagree		9.6%	56
		Valid Responses	583

58: Favoritism is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		6.0%	35
Agree		19.9%	116
Neither Agree nor Disagree / Don't Know		**42.5%**	**248**
Disagree		23.3%	136
Strongly Disagree		8.2%	48
		Valid Responses	**583**

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

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

Response	Chart	Frequency	Count
Strongly Agree		1.7%	10
Agree		5.0%	29
Neither Agree nor Disagree / Don't Know		**41.2%**	**240**
Disagree		34.1%	199
Strongly Disagree		18.0%	105
		Valid Responses	**583**

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

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

Response	Chart	Frequency	Count
Strongly Agree		0.3%	2
Agree		3.1%	18
Neither Agree nor Disagree / Don't Know		**40.8%**	**238**
Disagree		34.3%	200
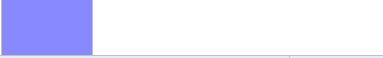
Strongly Disagree		21.4%	125
	Valid Responses		**583**

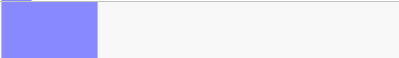## **61:** Race discrimination is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		1.0%	6
Agree		3.1%	18
Neither Agree nor Disagree / Don't Know		**39.3%**	**229**
Disagree		33.1%	193
Strongly Disagree		23.5%	137
		Valid Responses	**583**

62: Hazing is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		0.0%	0
Agree		0.5%	3
Neither Agree nor Disagree / Don't Know		34.6%	202
Disagree		**34.8%**	**203**
Strongly Disagree		30.0%	175
		Valid Responses	**583**

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

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

Response	Chart	Frequency	Count
Yes		19.0%	111
No		**81.0%**	**472**
		Valid Responses	**583**

64: How many DON civilians do you supervise?

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

Response	Chart	Frequency	Count
Less than 5		**30.3%**	**36**
5 - 10 civilians		29.4%	35
11 - 20 civilians		22.7%	27
More than 21 civilians		17.6%	21
		Valid Responses	119

65: When did you receive civilian supervisory training?

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

Response	Chart	Frequency	Count
Never		18.8%	21
Within the last 12 months		17.0%	19
Between 1 and 4 years		**33.9%**	**38**
More than 4 years ago		30.4%	34
		Valid Responses	112

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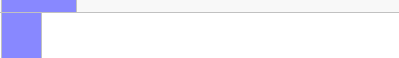
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		21.8%	127
No		**78.2%**	**455**
		Valid Responses	582

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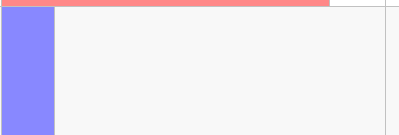
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count

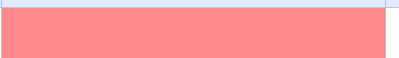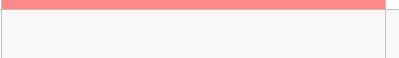|	Chart	Frequency	Count
Strongly Agree		3.3%	19
Agree		21.0%	122
Neither Agree nor Disagree / Don't Know		**54.8%**	**319**
Disagree		14.9%	87
Strongly Disagree		6.0%	35
		Valid Responses	**582**

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

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

Response	Chart	Frequency	Count
Unlimited access to all required websites for information/work purposes		**85.2%**	**495**
Limited access to all required websites for information/work purposes (i.e., in port, only a few workstations, etc.)		13.9%	81
No access		0.9%	5
		Valid Responses	**581**

69: 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		**99.5%**	**578**
No		0.5%	3
		Valid Responses	**581**

70: 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		**84.7%**	**492**
No		15.3%	89
		Valid Responses	**581**

71: Are you able to access NKO at work?

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

Response	Chart	Frequency	Count
Yes		**98.6%**	**573**
No		1.4%	8
		Valid Responses	**581**

72: How often do you use NKO?

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

Response	Chart	Frequency	Count
Daily		1.0%	6
Weekly		9.8%	57
Monthly		**44.1%**	**256**
Only when I can't find information elsewhere or only when absolutely necessary		43.2%	251
Never		1.9%	11
		Valid Responses	**581**

73: 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		4.3%	25
Easy		22.2%	129
Neither easy or difficult		32.5%	189
Difficult		**33.0%**	**192**
Very Difficult		7.9%	46
		Valid Responses	**581**

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

_____
_____
_____

APPENDIX B

SUMMARY OF FOCUS GROUP DATA ANALYSIS

ACTIVE DUTY MILITARY

**AND**

DEPARTMENT OF THE NAVY

CIVILIAN PERSONNEL

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

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) Focus Group Team conducted 26 active duty military and civilian focus groups, round tables, or interviews comprised of 13 military and 13 civilian groups. A total of 286 personnel, consisting of 49 enlisted, 73 officers, and 164 civilians 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 7.66, which is higher than the NAVINSGEN average of 6.91. The distribution of scores can be seen in the chart below.
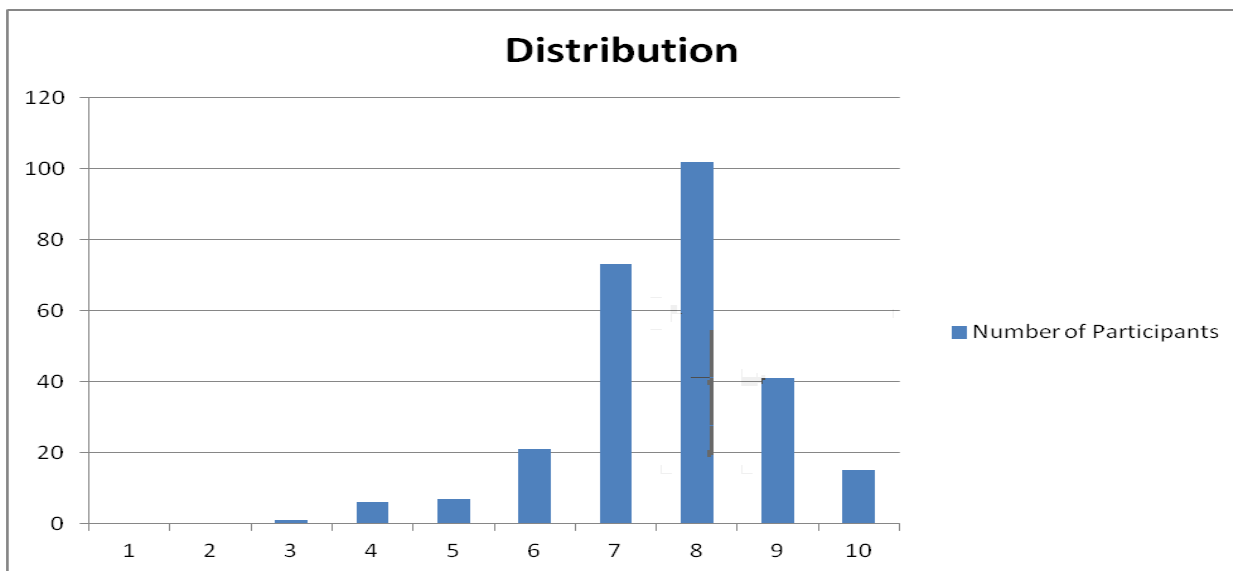
3. Major Concerns. Major concerns for active duty and DON personnel focus groups include: Workload/work hours, facilities, promotion/career development, training, and parking.

a. Workload and working hours to include the compressed work schedule was the number one issue discussed during the focus groups. A total of 15 out of the 26 focus groups discussed this topic. Several of the groups indicated that they feel like they work in a feast or famine environment. They further indicated that they would like management to do a better job of managing workload assignments. Participants stated that NAVAIR gets money for work, but doesn't staff up to do the work. They feel that "no one says no" so they end up with too much work. Participants also stated that multiple work demands have created an atmosphere of "Who do I work for today."

b. Facilities were discussed during 10 of the focus groups. Some participants stated that there is not enough work space; by way of example they indicated that conference rooms have been converted to office spaces; and a building intended for 2,300 people now has about 2,900 people in it. Besides lack of space, other issues with the facilities had to do with leaky roofs, paint peeling, mold, roaches, and rodents. An example provided was that mouse droppings are often found in the workplace.

c. Promotions and career development were also discussed in 10 of the focus groups. On a positive note some of the military appreciate the opportunity to learn how to lead civilian personnel. Some of the more junior civilian personnel feel like GS 12 and 13's get promoted, but the support staff does not. Some participants also stated that it is a matter of who you know and not what you know to get a promotion. They further indicated that qualifications on paper seem to count for more than experience.   Participants stated that cross-training and rotations allow people to promote, but that career developing rotation opportunities are mostly available for interns.

d. Training was identified as an issue in 9 of the focus groups. Some of the frustrations had to do with acquisition qualified billets. The frustrations included being expected to become qualified, but unable to get quotas to be trained. The military feel like the civilians have a training pipeline and are afforded the time to learn the job, but that they, the military, are expected to perform immediately.

e. Parking was identified as an issue in 8 of the focus groups. Some participants stated that they do not want to leave their work place for lunch because they may not be able to find a parking space when they return. Part of the parking issue is believed to be caused by too many people having to work in the same building, as indicated earlier. This leads to another issue which has to do with the safety of personnel because people end up parking on the roads.

f. Additional topics raised by the focus group participants included: resources, communication, military/civilian relationships, and MWR activities.
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