



DEPARTMENT OF THE NAVY  
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IN REPLY REFER TO:  
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From: Naval Inspector General  
To: Distribution

Subj: COMMAND INSPECTION OF COMMANDER, NAVY RESERVE FORCE

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

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

2. NAVINGEN conducted a Command Inspection of Commander, Navy Reserve Force (CNRF) from 23 September to 4 October 2013. This report documents our findings.

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

4. Areas of significant concern include:

a. Industrial Security Program. Greater oversight of contractors is required. Common Access Cards (CACs) have been issued to contractors without appropriate background checks and CACs have not been retrieved upon completion/release of contract. Security and OPSEC oversight of contracts is not in place.

b. Personnel Security Program. 10% of the Reserve Force has either not completed a Personnel Security Investigation

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(PSI) or has not completed a PSI within the past 10 years. This problem is largely due to a lack of knowledge of personnel security procedures at the echelon 5 level where junior and inexperienced personnel (frequently at the E-4 and E-5 levels) are tasked to manage this program. We did not fully assess the impact of having 10% of the population without a PSI.

c. Operations Security (OPSEC). CNRF recently established an OPSEC program, but it is not yet in compliance with OPNAVINST 3432.1A, Operations Security. CNRF has not provided oversight of lower echelon OPSEC programs.

d. Physical Security and AT/FP. Navy Operational Support Centers (NOSCs) that are stand-alone (not located on a Department of Navy or Department of Defense installation) have not received the required triennial Vulnerability Assessments (VAs) and Antiterrorism/Force Protection (AT/FP) program reviews required by Commander, Fleet Forces Command OPORD 3300-13. These inspections are required to be conducted by the appropriate Navy Region staff.

5. NAVINSGEN will conduct a re-look of these Security programs in 6-9 months to monitor CNRF progress on bringing these programs into compliance.

6. My point of contact is b7c

b7c



J. F. CALDWELL, JR.

Distribution:

SECNAV

UNSECNAV

ASN (M&RA, FM&C, EI&E)

CNO

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OPNAV (DNS, N1, N135, N3/N5, N4)

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**NAVAL INSPECTOR GENERAL  
COMMAND INSPECTION OF  
COMMANDER, NAVY RESERVE FORCE  
23 SEPTEMBER TO 4 OCTOBER 2013**



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**PART 1**

**EXECUTIVE SUMMARY**

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## EXECUTIVE SUMMARY

1. The Naval Inspector General (NAVINGEN) conducted a command inspection of Commander, Navy Reserve Force (CNRF) from 23 September to 4 October 2013. The team was augmented with subject matter experts, including personnel from Naval Facilities Engineering Command (NAVFAC), the Office of Civilian Human Resources, and members of the Navy Reserve. In advance of the visit, we reviewed key documents, including CNRF's command brief and OPNAVINST 5450.347, "Missions, Functions and Tasks of Commander, Navy Reserve Force." As further background research, NAVINGEN reviewed CNRF's 2012 and 2013 Command Climate Survey Executive Summaries, the CNRF Shore Manpower Requirement Determination (SMRD) Program Study (conducted 4 - 28 February 2013), Commander, Navy Reserve's Strategic Plan, and CNRF's top issues.

2. CNRF is an echelon 2 command co-located with Commander, Navy Reserve Forces Command (CNRFC), an echelon 3 command, headquartered in a single building onboard Naval Support Activity Hampton Roads. Personnel from both echelons work side by side as a fully integrated team. In many instances, the same individual(s) perform particular functions on behalf of both echelons. A review of this dual role found no conflicts between echelon 2 and echelon 3 responsibilities. CNRF has oversight of CNRFC, Commander, Naval Air Force Reserve (CNAFR), six regional echelon 4 Reserve Component Commands (RCCs) and 122 echelon 5 Navy Operational Support Centers (NOSCs). CNRF executes its mission of delivering strategic depth and operational capability to the Navy, Marine Corps, and Joint Forces while supporting a total Reserve Component (RC) end strength of over 63,500 Sailors.

3. Our overall assessment is that CNRF is successfully executing its mission of "providing strategic depth and delivering operational capabilities to the Navy and Marine Corps team, and Joint Forces, from peace to war." We assess that CNRF has the capacity and ability to address concerns noted in this report.

4. Specific focus areas during our visit included: mission readiness; compliance with Navy administrative programs; facilities, safety and security; and foundational programs under the purview of senior enlisted leadership. Additionally, we conducted surveys and focus group discussions to assess command climate.

5. Significant concerns identified during our visit included:

a. Command Security Programs. CNRF is not fully compliant with Industrial Security, Personnel Security and Operations Security (OPSEC). Of note, the CNRF Security Manager had identified all areas of concern, was very knowledgeable of security requirements, and was taking action to upgrade programs. Specifically we found:

(1) Industrial Security Program. Greater oversight of contractors is required. b7e

[REDACTED]

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(2) Personnel Security Program. Approximately [REDACTED]

[REDACTED] We did not fully assess the impact of [REDACTED]. Of note, some of the above deficiencies might be explainable because of new recruits or personnel not assigned to tasks requiring security clearances; however, we believe that [REDACTED]

(3) Operations Security (OPSEC). CNRF recently established an OPSEC program, but it is not yet in compliance with OPNAVINST 3432.1A, "Operations Security." CNRF also needs to provide oversight of lower echelon OPSEC programs.

b. Physical Security and Antiterrorism/Force Protection. NOSC's that are stand-alone and not located on Department of Navy (DON) or Department of Defense (DoD) installations have not received the required triennial Vulnerability Assessments (VA) and Antiterrorism/Force Protection (AT/FP) program reviews required by [REDACTED]

[REDACTED]. During the inspection, we made the [REDACTED] aware of this issue, and they are coordinating with CNRF and Navy Region Commands to address this issue.

c. NAVINSGEN will reevaluate CNRF Security programs in 6-9 months to assess progress on bringing these programs into compliance.

6. Command Climate / Quality of Life (QOL): We found command climate to be generally good. Assessed on a 10-point scale, average Quality of Home Life (QOHL) of 8.01 was above the Echelon 2 Command Inspection average of 7.67. Average Quality of Work Life (QOWL) of 6.81 was comparable to the Echelon 2 average of 6.58. On-site, we conducted a total of 13 focus groups (8 military; 5 civilian) with a total of 107 participants (72 military and 35 DON civilian) to assess overall Quality of Life (QOL). We found QOL for Sailors and DON civilian personnel assigned to CNRF to be good.

7. Relevant sections of the report delineate specific deficiencies noted during the inspection. CNRF shall report the status of actions taken to correct these discrepancies no later than 21 March 2014. Four issue papers in this report highlight significant concerns that either point to a potentially broader Navy issue or, in our opinion, require CNRF coordination with another command to fully correct. The issue papers are:

- Industrial Security Program
- Information and Personnel Security Programs
- Operations Security Program
- Vulnerability Assessments and Antiterrorism/Force Protection at Stand-Alone NOSC'S

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**PART 2**

**OBSERVATIONS AND FINDINGS**

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## AREAS/PROGRAMS ASSESSED

### Mission Performance

- Mission Readiness
- Strategic Planning Process
- Command Relationships and Communications
- Total Force Management
- Personnel Training/Qualification
- Continuity of Operations Planning

### Facilities, Safety, and Command Security

- Facilities Management
- Safety and Occupational Health
- Command Security

### Resource Management/Quality of Life/Community Support

- Managers' Internal Controls
- Comptroller Functions
- Government Commercial Purchase Card
- Government Travel Charge Card
- Property Management
- Information Management
- Individual Medical Readiness
- Command Individual Augmentee Coordinator
- Post Deployment Health Reassessment
- Sexual Assault Prevention and Response
- Command Managed Equal Opportunity
- Alcohol and Drug Abuse Prevention
- Legal and Ethics
- Voting Assistance
- Equal Employment Opportunity
- Inspector General
- Physical Readiness
- Suicide Prevention
- Protected Personal Information

### Brilliant on the Basics/Good Order and Discipline

- Career Development
- Command Sponsorship
- Command Indoctrination

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## MISSION PERFORMANCE

1. The Mission Performance Team used survey and focus group responses, document review, and face-to-face interviews to assess CNRF's ability to accomplish its Mission, Functions and Tasks as defined in OPNAVINST 5450.346, Mission, Functions and Tasks of Commander, Navy Reserve Force and COMNAVRESFORINST 5400.43, Commander, Navy Reserve Force/Commander, Navy Reserve Forces Command (CNRFC) Staff Organizational Manual.

a. Mission Readiness. CNRF is meeting mission requirements. The Mission Performance team assessed CNRF's ability to conduct its mission to provide strategic depth and deliver operational capabilities to the Navy and Marine Corps team, and joint forces, from peace to war. We evaluated CNRF's ability to effectively conduct each of the following functions:

(1) Navy Reserve Personnel Readiness. Administer Navy Reserve personnel requirements to ensure they are ready to respond in support of higher echelon mission requirements.

(2) BSO 72. Support the CNO in overall planning, programming and budgeting, including formulation, review, and presentation of Navy Reserve strength plans, programs, and budgets.

(3) Mobilization. Coordinate mobilization requirements with Deputy Chief of Naval Operations (Operations, Plans and Strategy) (N3/N5) and monitor mobilization readiness status of Navy Reserve units and personnel. Advise CNO on the status of Navy Reserve mobilization readiness.

b. Strategic Planning Process. The CNRF Strategic Plan is clear, concise and aligns to the Chief of Naval Operations' Sailing Directions and the National Security mobilization strategy. The planning process draws from lower echelon input and employs structured vetting at the Flag Level en route to approval by CNRF leadership.

c. Command Relationships and Communication

(1) CNRF has strong command relationships with its major stakeholders and customers, including Chief of Navy Reserve (OPNAV N095), USFF, Navy Personnel Command, RCCs, and NOSCs.

(2) Internal command communications are good, with a variety of media used to communicate effectively within the command. Specific examples include, but are not limited to: The Naval Reservist (TNR) Magazine, the command magazine; RC Communicator, the command newsletter; development of contacts with media, PAO/Communication professionals within OCNR, other military services, and corporate executives; use digital photography, Sharepoint and social media to disseminate public affairs-related information within the command.

(3) CNRF has robust and comprehensive external communications plans that use various media to communicate to the entire Navy Reserve Force and their families. The oversight and

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support that CNRF provides to the RCCs and NOSCs ensure that a consistent and accurate stream of information is accessible to the Reserve warfighter. Examples include: TNR Magazine, CNRF's two Facebook pages, a Twitter feed, a Flickr account for photos, and a CNRF Commander's Blog.

d. Total Force Management. CNRF effectively manages its headquarters staff. Enlisted billets are manned at 91%, officer billets at 84%, and civilian manning is currently at 89%. During the FY13 hiring freeze, CNRF requested and received exemption waivers for a number of critical positions.

e. Personnel Training/Qualifications. General Military Training (GMT) Category One completion was 83%, GMT Category Two required training was 82%, and mandatory civilian training was 93%. Except as noted in our review of security programs, we found no instance where personnel did not have the skills and/or training to do their jobs.

**Personnel Training/Qualifications Deficiency:**

**1. Only 21 of 53 supervisors of civilian personnel had completed required Supervisory training listed on the DON Office of Civilian Human Resources (OCHR) webpage for Mandatory Training:  
<https://www.portal.navy.mil/donhr/TrainingDevelopment/Lists/Training/AllItems.aspx>.**

f. Continuity of Operations Plan (COOP). CNRF has a current COOP that is sufficient to maintain continuity of operations across a spectrum of circumstances. CNRF is capable of relocating to a number of locations where lower echelon reserve forces operate. CNRF has annually exercised its COOP.

## FACILITIES, SAFETY AND COMMAND SECURITY

1. The Facilities, Safety, and Security Team assessed these areas through physical inspections, document and survey reviews, focus group feedback and interviews.
2. The CNRF headquarters facility is located onboard the Naval Support Activity Hampton Roads compound, Norfolk, Virginia. Completed in 2009, the headquarters has adequate capacity and configuration to support CNRF. CNRF also oversees a dispersed network of six echelon 4 RCCs and 122 echelon 5 NOSCs. Overall, CNRF is providing satisfactory management of its headquarters facility. It is providing satisfactory oversight of lower echelon command facilities issues, actively identifying issues and taking corrective actions. Challenges related to the management of remote NOSCs as well as personnel, industrial, and physical security remain sources of concern as identified in this report.
3. Facilities Management. CNRF has a process for developing capital improvement projects and major renovations in conjunction with NAVFAC and Commander, Navy Installations Command (CNIC). NOSCs propose projects through their RCCs and forward to NAVFAC for scope, development and preparation of programming documents. CNRF collects and prioritizes projects for consideration with the OPNAV staff. Projects are funded through the Military Construction appropriation for Reserves (MCON-R). CNIC performs a subsequent prioritization of CNRF projects in conjunction with other military construction requirements through the Shore Mission Integration Group (SMIG). This board evaluates the Navy-wide facilities program to ensure warfighter priorities are injected in the facilities prioritization process. The result of the SMIG is an Integrated Priority List (IPL) that integrates projects, priorities and warfighter input across the all Navy regions and enterprises. These processes adequately support CNRF.
4. Safety and Occupational Health
  - a. CNRF is in compliance with and effectively oversees its subordinate command employee Safety and Occupational Health (SOH) program responsibilities in accordance with OPNAVINST 5100.23G, Navy Safety and Occupational Health Program Manual.
  - b. Motorcycle safety training is an area of concern. CNRF is compliant with motorcycle safety training requirements at echelon 2 and 3 with 97% complete. However, motorcycle safety training completion across the entire Reserve Force is only 67%, including both Selected Reserve (SELRES) supporting AC commands and Full Time Support personnel at RCCs and NOSCs for whom CNRF has direct oversight. While motorcycle safety compliance for SELRES members is the responsibility of the supported AC command, CNRF has a responsibility to assist supported commands in achieving compliance (OPNAVINST 5100.12J, Navy Traffic Safety Program, paragraph 6e). Although CNRF is aware of and regularly tracks motorcycle safety training, greater communication with RCCs and NOSCs on compliance status, as well as coordination with other echelon 2 commands to promote opportunity for SELRES to obtain the required training, is necessary.

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**Motorcycle Safety Training Deficiency:**

**2. Only 67% of Reserve Component personnel have completed required motorcycle safety training. Reference: OPNAVINST 5100.12J, paragraph 12e.**

5. Command Security

a. Several components of CNRF's Security Programs are not compliant with SECNAV M-5510.30, Department of the Navy Personnel Security Program; SECNAV M-5510.36, Department of the Navy Information Security Program, and applicable DoD requirements. The CNRF Security Manager had identified all areas of concern, was very knowledgeable of security requirements, and was taking action to upgrade programs. In June 2013, USFF inspectors conducting a security assist visit requested by CNRF found numerous discrepancies, but noted that 90% of their findings had already been identified by CNRF's Security Manager.

b. Areas of Concern.

(1) Industrial Security.

(a) CNRF's Industrial Security program did **b7e** [REDACTED]

[REDACTED]

(b) CNRF lacks a **b7e** [REDACTED]

[REDACTED]

[REDACTED]. Currently, CNRF has **b7e** petty officers with **b7e** [REDACTED]

[REDACTED]. These **b7e** petty officers are required to serve as **b7e** [REDACTED] for over **b7e** [REDACTED]

(c) Issue Paper 1 addresses CNRF Industrial Security issues in detail.

**Industrial Security Deficiencies:**

3. b7e [Redacted]

4. b7e [Redacted]

5. b7e [Redacted]

6. b7e [Redacted]

7. CNRF lacks a b7e [Redacted]

(2) Information and Personnel Security.

(a) CNRF's Force-wide Information and Personnel Security instruction does not include current SECNAV security policy and guidance as required by SECNAV M-5510.36 and SECNAV M-5510.30. Information and Personnel Security program issues in the Reserve Force include training, manning, and seams in personnel security procedures at lower echelons.

(b) At many NOSCs, b7e [Redacted]

(c) Per SECNAV M-5510.30, Department of the Navy Personnel Security Program Chapter 2-3 paragraph 5, requires commanding officers to obtain formal training for their Security Managers. However, the DON Security Manager's Course (S-3C-0001) limits course quotas to Security Managers and Assistant Security Managers under Bureau of Naval Personnel (BUPERS) orders or designated in writing. Select E-6 and above from four specific ratings seeking a Navy Enlisted Classification Code Security Specialist designation may also obtain quotas for the course. The remaining seats are offered on a standby basis. As a result, CNRF Security Assistants are generally excluded from formal classroom training.

(d) Issue Paper 2 addresses this issue in detail.

**Information and Personnel Security Deficiencies:**

**8. CNRF's Force-wide Information and Personnel Security instruction does not include current SECNAV security policy and guidance. References: SECNAV M-5510.36; SECNAV M-5510.30.**

**9. b7e** [Redacted]

**10. Approximately b7e** [Redacted]

(3) Security Staffing. NAVINSGEN assessed that CNRF's security staffing is inadequate to provide oversight of the 63,000 strong Reserve Force and additional contractor support. b7e [Redacted]

Additionally, USFF identified Security staffing as a noted shortfall during its June 2013 assist visit. Issue Paper 1 addresses this in detail.

(4) Operations Security (OPSEC). CNRF's OPSEC program is not in compliance with OPNAVINST 3432.1A. b7e [Redacted]

[Redacted] Issue Paper 3 addresses this issue in detail.

**Operations Security Deficiencies:**

**11. CNRF does b7e** [Redacted]

**12. CNRF is not providing b7e** [Redacted]

(5) Antiterrorism/Force Protection (AT/FP).

(a) b7e [Redacted] VA and AT/FP program review every third year as

part of a continuous assessment cycle. In the intervening years, individual NOSC are required to perform a self-review of VA and AT/FP programs.

(b) There are 70 stand-alone NOSC across the country. Five of these NOSC are unfenced and without gates, ten are partially fenced and gated. All of these stand-alone NOSC [b7e] Two stand-alone NOSC have [b7e]

(c) In 2013, [b7e] was promulgated and clarified responsibilities for conducting ISIC VAs and AT/FP inspections for both on-installation and stand-alone NOSC. Per the [b7e] are responsible for conducting VAs in their operational role responsible for Force Protection within their [b7e]. The [b7e]

(d) Of the 70 stand-alone NOSC located across the country, only those in Navy Region [b7e] are receiving [b7e] VAs and AT/FP program reviews by their [b7e] 67 stand-alone NOSC are not receiving the required VA and AT/FP program reviews.

(e) [b7e] has been made aware of this issue and is engaged with CNRF and [b7e] to correct this deficiency.

(f) Issue Paper 4 addresses this issue in detail.

**Vulnerability Assessments and AT/FP Program Review Deficiency:**

**13. Sixty-seven of 70 stand-alone NOSC are not receiving [b7e] VA and AT/FP program reviews every third year by their associated [b7e] Reference: [b7e]**

c. Oversight of Reserve Force Security Programs. CNRF demonstrated an effective information and personnel security inspection program. CNRF's inspections of lower echelons in the past year graded [b7e] specifying required corrective action. These results indicate an effective oversight and inspection regime and a plan to correct deficiencies. Additionally, CNRF's Security Manager has initiated quarterly [b7e] Reviews with echelon 4 [b7e], has improved cooperation and collaboration between codes at CNRF, and has the support of the command.



## RESOURCE MANAGEMENT/QUALITY OF LIFE/COMMUNITY SUPPORT

1. The Resource Management/Quality of Life/Community Support Team assessed 19 programs and functions. Our findings reflect inputs from survey respondents, onsite focus group participants, document review, and face-to-face personnel interviews.

a. The following programs and functions are considered to be well administered and in compliance with applicable directives: Managers' Internal Controls (MIC), Comptroller functions, Government Commercial Purchase Card, Government Travel Charge Card, Property Management, Information Management, Individual Medical Readiness, Command Individual Augmentee Coordinator, Post Deployment Health Reassessment, Sexual Assault Prevention and Response, Command Managed Equal Opportunity, Alcohol and Drug Abuse Prevention, Legal and Ethics, Voting Assistance, Equal Employment Opportunity, Inspector General and Physical Readiness.

b. CNRF's MIC program is in compliance with OPNAVINST 5200.35E and is the best program we have inspected in more than two years. The program has broad buy-in across the command and is seen as an effective tool at determining and mitigating risk. The program has been effectively functioning for a number of years and has linkages which support Financial Improvement Audit Readiness (FIAR) at the command.

c. Non-compliant programs:

(1) Suicide Prevention. CNRF did not realize that suicide prevention training is required for assigned civilian personnel. This requirement is identified in OPNAVINST 1720.4A, Suicide Prevention Program, but is not listed by OCHR as mandatory training for civilian personnel. NAVINSGEN will coordinate with OCHR to ensure suicide training is added to the list of mandatory training.

### **Suicide preventions deficiencies:**

**14. Suicide prevention training is not being conducted annually for civilian personnel (less than 1% completed this training in FY13). Reference: OPNAVINST 1720.4A, paragraph 6h(3).**

**15. CNRF does not have a written suicide prevention and crisis intervention plan. Reference: OPNAVINST 1720.4A, paragraph 5b(1).**

**16. Quarterdeck watchstanders are unfamiliar with the command suicide prevention and crisis intervention procedures. Reference: OPNAVINST 1720.4A, paragraph 5b(1) and enclosure (3).**

(2) Protected Personal Information (PII).

### **PPI deficiencies:**

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**17. CNRF does not have a Privacy Act implementing instruction. Reference: SECNAVINST 5211.5E, paragraph 7h(7).**

**18. CNRF has not established a Privacy Act Team. Reference: SECNAVINST 5211.5E, paragraph 30a(2).**

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## BRILLIANT ON THE BASICS

1. Brilliant on the Basics programs were reviewed and behavior associated with good order and discipline was closely observed. We considered inputs from survey respondents, onsite focus group participants, document reviews, and face-to-face personal interviews. We inspected Career Development, Sponsorship, and Command Indoctrination programs and evaluated Awards/Recognition, Ombudsman, and Mentorship programs through surveys, focus groups, and interviews.

2. Overall, we found command morale and perceptions of quality of life to be good. Enlisted Sailors displayed outstanding military bearing and maintained a professional appearance. No significant problems were identified regarding the Awards/Recognition, Ombudsman, and Mentorship programs.

a. Career Development Program (CDP).

### **Career Development Program Deficiency:**

**19. CNRF Force Command Career Counselor (CCC) assessments of lower echelon CDPs are not being conducted annually. The CNRF instruction governing assessments of lower echelon CDPs incorrectly specifies an assessment periodicity of every three years, in contrast to OPNAVINST 1040.11D which sets an annual requirement. Reference: OPNAVINST 1040.11D paragraph 7h(8).**

b. Sponsorship Program. The program is in compliance with OPNAVINST 1740.3C, Command Sponsor and Indoctrination Programs.

c. Command Indoctrination Program (INDOC). Deficiency:

**20. New gains to the CNRF staff are not completing INDOC within 30 days of reporting and not all officers are attending Navy Pride & Professionalism training. Reference: OPNAVINST 1740.3C, paragraph 4b.**

**PART 3**  
**ISSUE PAPERS**

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## SUMMARY OF ACTIONS

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

a. **Submit initial ISRs using OPNAV Form 5040/2 no later than 31 March 2014.** Each ISR should include an e-mail address for the action officer, where available. Electronic ISR submission to [NAVIGInspections@navy.mil](mailto:NAVIGInspections@navy.mil) is preferred. An electronic version of OPNAV Form 5040/2 may be downloaded from the NAVINSGEN Web-site at [www.ig.navy.mil](http://www.ig.navy.mil) in the Downloads and Publications Folder, titled Forms Folder, Implementation Status Report.

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

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

d. NAVINSGEN point of contact for **b7c**

COMMAND	RECOMMENDATION NUMBER(S) XXX-13
DUSN (PPOI)	063, 064
NCIS	063
CNRF	059-068

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ISSUE PAPER 1

SUBJECT: INDUSTRIAL SECURITY PROGRAM

- REFERENCES: (a) SECNAV M-5510.36, Department of the Navy Information Security Program, June 2006  
(b) SECNAV M-5510.30, Department of the Navy Personnel Security Program, June 2006  
(c) DOD Manual 5220.22M, National Industrial Security Program Operating Manual, 28 February 2006  
(d) COMNAVRESFORINST 1000.8, Procedures for Approving Common Access Cards for Contractors, 9 April 2013

ISSUE: Industrial Security Program and related security procedures are b7e [REDACTED].

BACKGROUND:

1. Based on a July 2012 security program self-assessment, Commander, Navy Reserve Force (CNRF) initiated an b7e [REDACTED].

[REDACTED] Previously, the responsibility for managing contracts and implementing security reviews resided in CNRF's b7e [REDACTED]. Responsibilities at CNRF for issuance of Common Access Cards (CAC) to contractors under the Industrial Security Program were formalized by b7e [REDACTED].

2. Industrial Security functions across CNRF are b7e [REDACTED].

CNRF has b7e [REDACTED].  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

3. b7e [REDACTED] 2012 and 2013 self-assessments and b7e [REDACTED] 2013 security assist visit documented b7e [REDACTED] deficiencies with b7e [REDACTED].

DISCUSSION:

1. Deficiencies in the industrial security program at CNRF b7e [REDACTED].  
[REDACTED]  
[REDACTED]  
[REDACTED]

2. CNRF lacks b7e [redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted] Currently, CNRF has b7e [redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]

3. CNRF Security Division staff b7e [redacted]  
[redacted]  
[redacted]  
[redacted]

RECOMMENDATIONS:

059-13. That CNRF validates b7e [redacted]  
[redacted]  
[redacted]

060-13. That CNRF conducts a review of all b7e [redacted]  
[redacted]  
[redacted]

061-13. That CNRF reviews Security requirements b7e [redacted]  
[redacted]

NAVINGEN POINT OF CONTACT: b7c [redacted]  
[redacted]  
[redacted]

**ISSUE PAPER 2**

**SUBJECT:** INFORMATION AND PERSONNEL SECURITY PROGRAMS

**REFERENCES:** (a) SECNAV M-5510.36, Department of the Navy Information Security Program  
(b) SECNAV M-5510.30, Department of the Navy Personnel Security Program  
(c) COMNAVRESFORINST 5510.9, CNRF Information and Personnel Security Manual, 11 July 2003

**ISSUE:** A lack of up to date Information and Personnel Security guidance **b7e**  
[Redacted]

**BACKGROUND:**

1. Per reference (a), the Department of the Navy (DON) Information Security Program applies uniform policies and procedures to the classification, safeguarding, transmission and destruction of classified information, and also provides guidance on security education and the industrial security program. Per reference (b), the DON Personnel Security Program authorizes access to classified information and/or sensitive duties to approved persons in the interests of national security.

2. CNRF's Force-wide Information and Personnel Security instruction, reference (c), is out of date and does not include current SECNAV security policy and guidance. **b7e**  
[Redacted]

**DISCUSSION:**

1. Per reference (a), Chapter 2-2 paragraph 2, and reference (b) Chapter 2-3 paragraph 3, the command security manager "may be assigned full-time, part time or as a collateral duty and must be an officer or a civilian employee, GS-11 or above, with sufficient authority and staff to manage the program for the command. The Security Manager must be a U.S. citizen and have been the subject of a favorably adjudicated Single Scope Background Investigation (SSBI) completed within five years prior to assignment." **b7e**  
[Redacted]

2. When **b7e**  
[Redacted]



b7e

3. NAVINSGEN did not fully assess the impact of b7e

NAVINSGEN noted that in reference (d), due to budget constraints, the Under Secretary of the Navy minimized some non-mission critical PSI submissions, including Secret Periodic Reinvestigations. b7e

4. Per reference (b) Chapter 2-3 paragraph 5, commanding officers are required to obtain formal training for their security managers. However, the DON Security Manager's Course (S-3C-0001) limits quotas to Security Managers and Assistant Security Managers under BUPERS orders or designated in writing. Select E-6 and above from four specific ratings seeking a Navy Enlisted Classification Code Security Specialist designation may also obtain quotas for the course. The remaining seats are offered on a standby basis. As a result, CNRF Security Assistants are generally excluded from formal classroom training.

5. CNRF demonstrated effective self-assessment and a well-functioning Information and Personnel Security inspection program, indicating the ability to conduct oversight and correct deficiencies. CNRF's security self-assessment and Commander, U.S. Fleet Forces Command (USFF) Assist Visit report provide a roadmap for immediate corrective action.

RECOMMENDATIONS:

062-13. That CNRF updates its Information and Personnel Security Instruction in accordance with SECNAV security manuals.

063-13. That CNRF seeks quotas b7e

064-13. That CNRF review b7e

065-13. That CNRF implements recommended security program changes and improvements from their self-assessment and USFF assist visit reports.

NAVINSGEN POINT OF CONTACT:

b7c

ISSUE PAPER 3

SUBJECT: OPERATIONS SECURITY PROGRAM

REFERENCE: (a) OPNAVINST 3432.1A, Operations Security, 4 August 2011

ISSUE: Commander, Naval Reserve Force's (CNRF) OPSEC program b7e [REDACTED]  
[REDACTED]

BACKGROUND:

1. Per reference (a), enclosure 1, paragraph 5, "Navy activities, installations, commands, and units will establish an OPSEC program" in accordance with applicable DoD references "and will incorporate the principles and practices of OPSEC focused on command involvement, planning, assessments, surveys, training, education, threat, resourcing, and awareness."

2. CNRF's b7e [REDACTED]  
[REDACTED]  
[REDACTED]

DISCUSSION:

1. CNRF has b7e [REDACTED]  
[REDACTED]

- b7e [REDACTED]
- b7e [REDACTED]
- b7e [REDACTED]  
[REDACTED]
- b7e [REDACTED]
- b7e [REDACTED]

2. CNRF would benefit from an b7e [REDACTED]  
[REDACTED].

RECOMMENDATIONS:

066-13. That CNRF b7e [REDACTED]

067-13. That CNRF request an b7e [REDACTED]  
[REDACTED].

NAVINGEN POINT OF CONTACT:

b7c [REDACTED]  
[REDACTED]  
[REDACTED]

## ISSUE PAPER 4

SUBJECT: VULNERABILITY ASSESSMENTS AND ANTITERRORISM/FORCE PROTECTION PROGRAM REVIEWS FOR STAND-ALONE NAVY OPERATIONAL SUPPORT CENTERS

REFERENCE: (a) **b7c**

ISSUE: Triennial Immediate Superior in Command (ISIC) Vulnerability Assessments (VA) and Antiterrorism/Force Protection program (AT/FP) reviews are not being conducted at the vast majority of Navy Operational Support Centers (NOSC) that are located off of a Navy installation (referred to as stand-alone NOSC).

### BACKGROUND:

1. Reference (a) requires that stand-alone NOSC receive an **b7e** VA and AT/FP program review every third year as part of a continuous assessment cycle. In the intervening years, individual NOSC are required to perform a self-VA and AT/FP program review.
2. There are 70 stand-alone NOSC across the country. Five of these NOSC are **b7e** ten are **b7e** of these stand-alone NOSC have either
3. Force Protection concerns at stand-alone NOSC are a longstanding issue. The 2007 NAVINSGEN inspection of Commander, Navy Reserve Force (CNRF) noted that these NOSC were not receiving Joint Staff Integrated Vulnerability Assessments (JSIVAs) or CNO Integrated Vulnerability Assessments.
4. In 2013, reference (a) was promulgated and clarified responsibilities for conducting VAs and AT/FP inspections for both on-installation and stand-alone NOSC. Per the **b7e** are responsible for conducting VAs in their operational role responsible for Force Protection within their **b7e**. The **b7e**

### DISCUSSION:

1. Of the 70 stand-alone NOSC located across the country, only those **b7e** VAs and AT/FP program reviews by **b7e**, as required by reference (a). Sixty-seven stand-alone NOSC **b7e**
2. Stand-alone NOSC are commanded by officers ranging in rank from O-3 to O-6 with disparate levels of professional and operational experience regarding AT/FP. **b7e** oversight and inspection oversight is required to ensure that these NOSC are compliant with

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current force protection policies and standards. **b7e** compliance with reference (a) is critical to maintaining the minimum level of AT/FP readiness at stand-alone NOSCs.

3. **b7e** has been made aware of this issue and is engaged with CNRF and **b7e** to correct.

RECOMMENDATION:

068-13 That CNRF coordinate with USFFC and CNIC to ensure stand-alone NOSCs are receiving required VA and AT/FP reviews.

NAVINGEN POINT OF CONTACT:

**b7c**  
[Redacted]  
[Redacted]  
[Redacted]

**PART 4**  
**REPORT ON SURVEY AND FOCUS GROUPS**

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## APPENDIX A

### **SUMMARY OF SURVEY DATA ANALYSIS**

1. Method. Prior to our onsite inspection of CNRF, NAVINSGEN conducted an online survey of Navy active duty military and DON civilian CNRF personnel from 24 July to 24 August 2013. The survey produced 205 echelon 2 and 3 respondents from a reported population of 346. Survey questions probed quality of home and work life, as well as topics such as working hours, resources, facilities, communication, travel, safety, training, command climate, and leadership. Active duty military members were asked questions regarding physical readiness and performance counseling. Civilians were asked questions regarding their position description, performance counseling, human resource service center, and human resource office. Civilian respondents who indicated that they are supervisors were asked additional questions regarding their supervisory training and responsibilities.

2. Quality of Life (QOL). QOL was assessed using a scale from 1 to 10, where 1 is worst and 10 is best. The CNRF average Quality of Home Life (QOHL), 8.01 (SD = 1.67)<sup>1</sup>, was above our 5-year Echelon 2 Command Inspection (CI) average, 7.67. Figure A-1 shows the distribution of CNRF QOHL ratings. The CNRF average Quality of Work Life (QOWL), 6.81 (SD = 2.37), was comparable to the Echelon 2 average, 6.58. Figure A-2 shows the distribution of CNRF QOWL ratings.

(See figures on the following page.)

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<sup>1</sup> SD = standard deviation

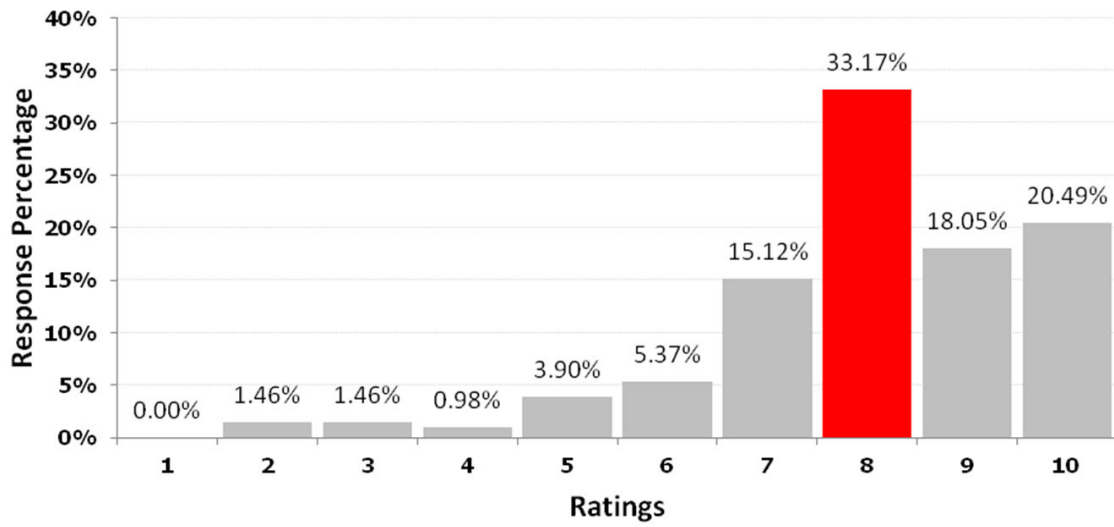


Fig. A-1. Distribution of survey quality of home life ratings. The x-axis represents the rating scale and the y-axis represents the response percentage (response percentage for each rating is shown above each bar). The most frequent rating is shown in red.

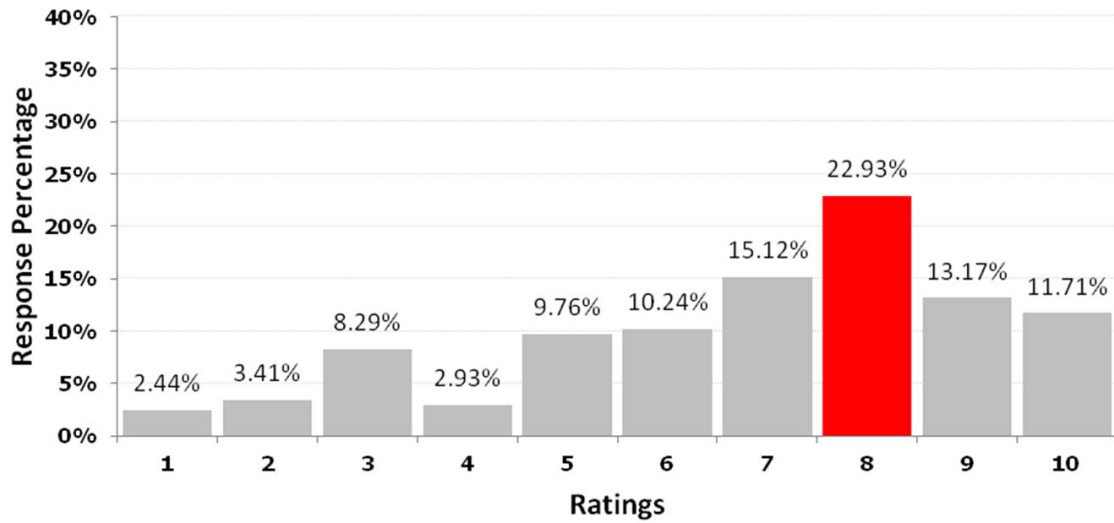


Fig. A-2. Distribution of survey quality of work life ratings. The x-axis represents the rating scale and the y-axis represents the response percentage (response percentage for each rating is shown above each bar). The most frequent rating is shown in red.

a. Positive QOWL Factors. Job satisfaction and leadership support were indicated as the top two positive impacts on quality of work life, matching our Echelon 2 5-year historical response distribution (Figure A-3). We normally report the top three positive impacts; however, the third factor at CNRF was unclear. Command climate was selected more often than the other response choices, but facilities and length of workday fell within the margin of sampling error and thus could also be among the top three factors in the CNRF population.

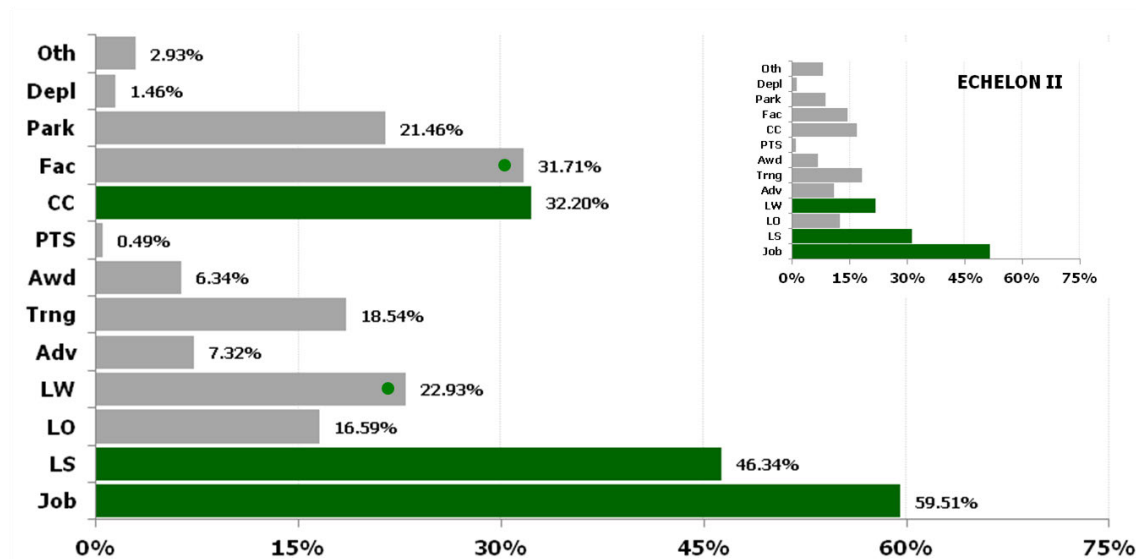


Fig. A-3. Top three positive impacts on quality of work life identified from the survey. The x-axis represents the percentage of respondents selecting each response and the y-axis lists response options (Job = job satisfaction, LS = leadership opportunities, LO = leadership opportunities, LW = length of workday, Adv = advancement opportunities, Trng = training opportunities, Awd = awards and recognition, PTS = Perform to Serve, CC = command climate, Fac = quality of the workplace facilities, Park = parking, Depl = frequency of deployment/individual augmentations (e.g. IAMM or GSA), Oth = other). Green bars indicate the three most frequent response choices; green circles at the end of a bar indicate response choices that fall within the margin of error as one of the three top positive factors in the population. Echelon 2 Command Inspection data over a 5-year period is presented in the smaller figure.



b. Negative QOWL Factors. Survey data from CNRF did not clearly indicate the top three negative factors that impact QOWL. Respondents selected leadership support and advancement opportunities more often, matching our Echelon 2 Command Inspection data (Figure A-4). Four other factors; job satisfaction, length of workday, award recognition, and command climate, fell within the margin of sampling error as a potential top factor in the CNRF population. There was no distinct pattern of verbatim responses for respondents who selected “other.”

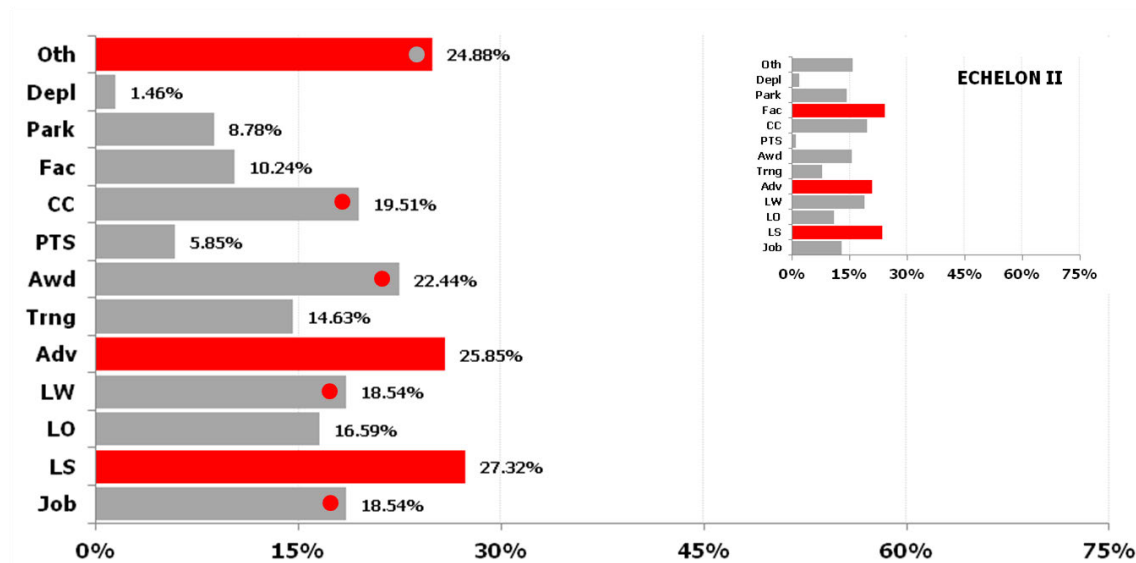


Fig. A-4. Top three negative impacts on quality of work life identified from the survey. The x-axis represents the percentage of respondents selecting each response and the y-axis lists response options (see Fig. 3). Red bars indicate the three most frequent response choices; red circles at the end of a bar indicate response choices that fall within the margin of error as one of the three top positive factors in the population. The gray circle at the end of “Oth” indicates that there was no distinct pattern of verbatim responses. Echelon 2 Command Inspection data over a 5-year period is presented in the smaller figure.

## APPENDIX B

### **SUMMARY OF FOCUS GROUPS**

1. Method. From 24 to 25 September 2013, the NAVINSGEN team conducted a total of 13 focus groups at CNRF; 8 with various groupings of active duty military ranks and 5 with various groupings of civilian rates. There were a total of 107 participants; 72 Navy active duty military, 35 Department of the Navy civilian personnel. Each focus group was scheduled for one hour and consisted of one facilitator, two note takers and, in some cases, observers from the NAVINSGEN inspection team who were not permitted to interact with the group. The facilitator followed a protocol script that contained the following basic elements: (1) focus group personnel introductions, (2) brief introduction to the NAVINSGEN mission, (3) privacy, whistleblower protection, and basic ground rules, (4) numerical assessment of overall QOL, (5) participant-derived QOL topics and subsequent discussion, and (6) a focus group exit question. Note taker data sheets were transcribed into spreadsheet format and response codes were applied to determine the most frequent QOL topics. Responses to the exit question were discussed but not formally analyzed.

2. Overall Quality of Life. Overall QOL was verbally assessed in focus groups using the same 1 to 10 scale, where 1 is worst and 10 is best. Figure B-1 displays the distribution of QOL ratings from CNRF focus groups. The overall average QOL rating from all focus group participants, 7.76 (SD = 1.77)<sup>2</sup>, was higher than our Echelon 2 focus group average over a 5-year period, 6.98. Military focus groups participants reported a higher overall QOL than civilian participants (8.03 and 7.20, respectively).

(See Figure B-1 on the following page.)

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<sup>2</sup> SD = standard deviation

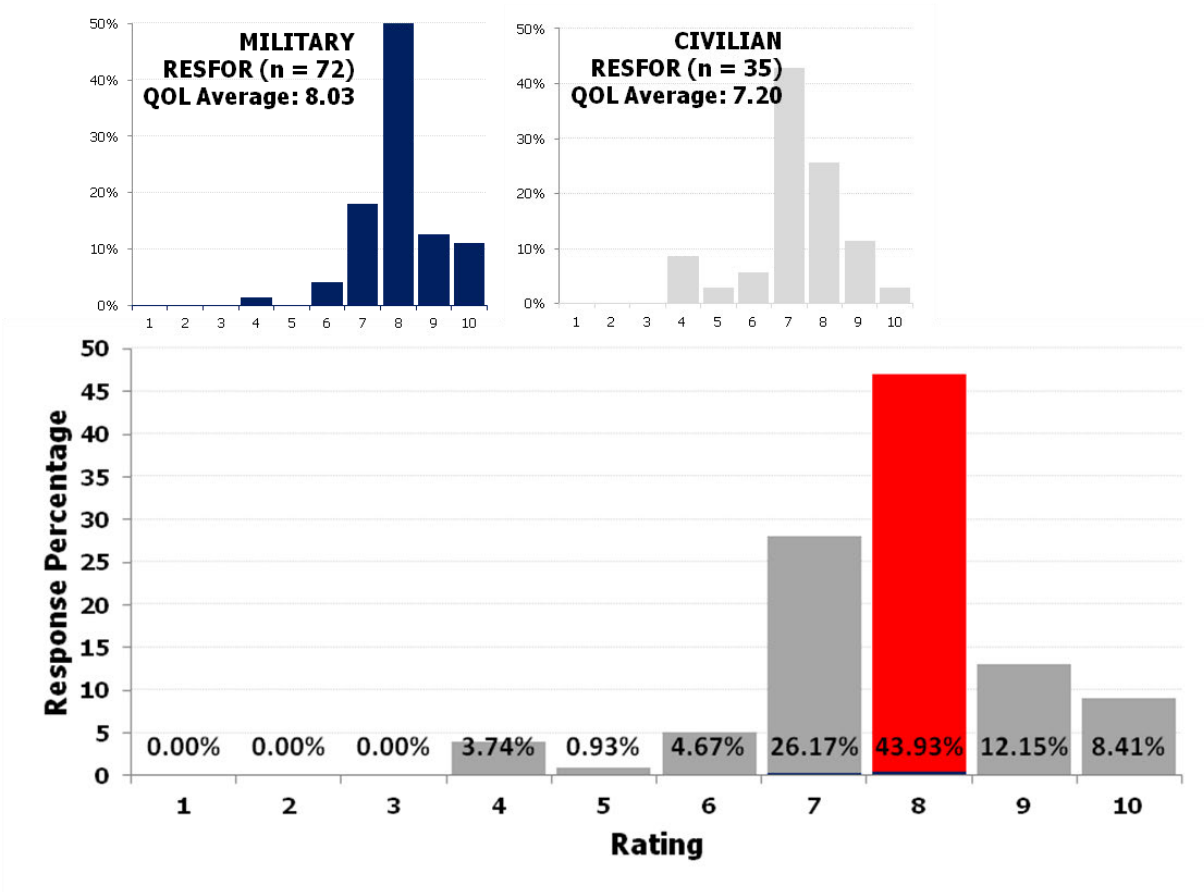


Fig. B-1. Bottom: Distribution of overall QOL ratings from on-site focus groups. The x-axis lists the rating scale and the y-axis represents the response percentage (also shown at the base of each bar). The most frequent rating is shown in red. Top (Left): Distribution of Navy active duty military QOL ratings. Top (Right): Distribution of DON civilian QOL ratings.

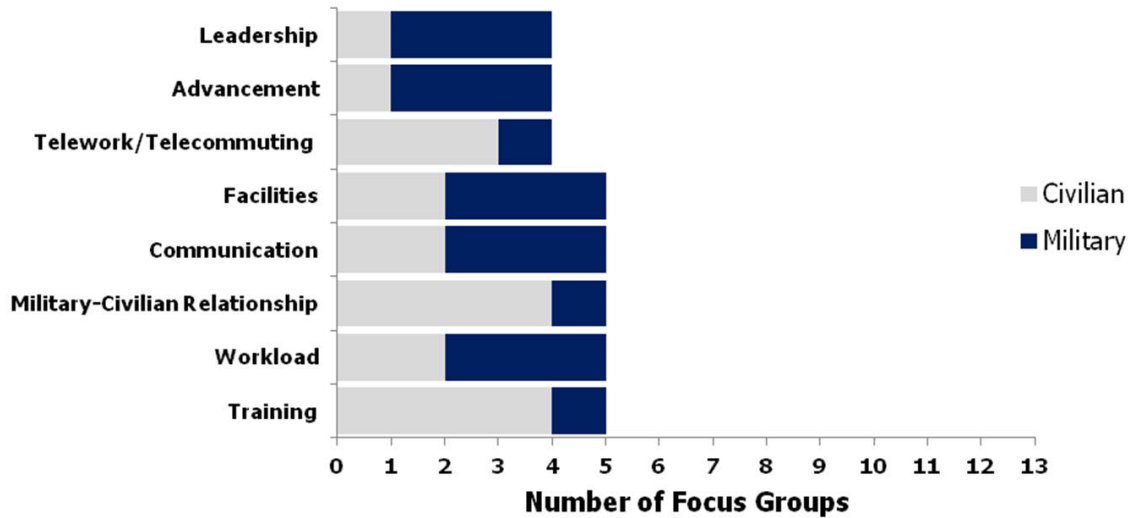


Fig. B-2. Most frequent quality of life topics discussed during focus groups. The gray portion of each bar represents the number of the DON civilian focus groups in which the topic listed on the y-axis was discussed. The navy blue portion of each bar represents the number of active duty military focus groups in which the topic was discussed.

3. Quality of Life Topics. The most frequent QOL topics discussed during the military and DON civilian focus groups are shown in Figure B-2. Quality of life topics are listed along the y-axis. The gray portion of each bar represents the number of civilian focus groups in which the topic was discussed, and the blue portion of each bar represents the number of military focus groups in which the topic was discussed. As illustrated in Figure B-2, and consistent with the survey results, no distinct pattern of overall QOL topics was observed; however, 4 of 5 civilian focus groups discussed training and military-civilian relationships.

a. Training, Military-Civilian Relationship, Communication, and Leadership. The following summary, to include paraphrases and quotes, highlights focus groups discussion on these topics.

(1) Civilian focus groups participants generally thought that military supervisors of civilian personnel needed better training on the supervision and management of civilian personnel.

(2) Overall, there was a positive view of leadership and communication; however, some civilians felt that there could be more involvement of civilian personnel in meetings, MWR activities, and civilian-based content on the Plan of the Week and other communications.

(3) Some civilians voiced disappointment with military members who “thought that the furlough was a vacation, but the furlough was not my choice.” According to one civilian participant, a military member exclaimed, “Two days of furlough not enough time off?”

b. Workload, Leadership, and Telework/Teleworking. The following summary highlights focus group discussion regarding workload and leadership.

(1) Focus groups comments on workload were often coupled with the perception that lower echelons are not held accountable, thus increasing workload at CNRF. Some participants coupled their workload perceptions with insufficient manning/manpower to adequately cover the demands imposed by serving thousands of customers with minimal staff.

(2) There were individual perceptions that certain departments do not support telework. Some civilian participants felt that they could get more work done at home without interruptions, as well as relief from stress associated with the commute.

APPENDIX C

**SURVEY RESPONSE FREQUENCY REPORT**

Online survey of Navy active duty military and DON civilian CNRF personnel conducted from 24 July to 24 August 2013.








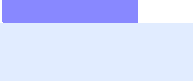

**1.** On a scale from 1 (worst) to 10 (best), please rate your current Quality of Home Life (QOHL). QOHL is the degree to which you enjoy where you live and the opportunities available for housing, recreation, etc. (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		1.5%	3
3		1.5%	3
4		1.0%	2
5		3.9%	8
6		5.4%	11
7		15.1%	31
<b>8</b>		<b>33.2%</b>	<b>68</b>
9		18.0%	37
10		20.5%	42
		Mean	8.015
		Standard Deviation	1.667
		<b>Total Responses</b>	<b>205</b>

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
<b>Quality of home</b>		<b>63.9%</b>	<b>131</b>
Quality of the school for dependent children		42.4%	87
Quality of the childcare available		8.3%	17
Shopping & dining opportunities		38.0%	78
Recreational opportunities		46.8%	96
Access to spouse employment		9.8%	20
Access to medical/dental care		26.3%	54
Cost of living		29.8%	61
Other		8.3%	17
<b>Total Responses</b>			<b>205</b>

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		17.6%	36
Quality of the school for dependent children		14.1%	29
Quality of the childcare available		13.7%	28
Shopping & dining opportunities		12.2%	25
Recreational opportunities		17.1%	35
Access to spouse employment		17.1%	35
Access to medical/dental care		13.2%	27
<b>Cost of living</b>		<b>50.2%</b>	<b>103</b>
Other		35.1%	72
<b>Total Responses</b>			<b>205</b>



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		2.4%	5
2		3.4%	7
3		8.3%	17
4		2.9%	6
5		9.8%	20
6		10.2%	21
7		15.1%	31
<b>8</b>		<b>22.9%</b>	<b>47</b>
9		13.2%	27
10		11.7%	24
		Mean	6.810
		Standard Deviation	2.370
		<b>Total Responses</b>	<b>205</b>

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
<b>Job satisfaction</b>		<b>59.5%</b>	<b>122</b>
Leadership support		46.3%	95
Leadership opportunities		16.6%	34
Length of workday		22.9%	47
Advancement opportunities		7.3%	15
Training opportunities		18.5%	38
Awards and recognition		6.3%	13
Perform to Serve (PTS)		0.5%	1
Command climate		32.2%	66
Quality of the workplace facilities		31.7%	65
Parking		21.5%	44
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		1.5%	3
Other		2.9%	6
		<b>Total Responses</b>	<b>205</b>

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		18.5%	38
<b>Leadership support</b>		<b>27.3%</b>	<b>56</b>
Leadership opportunities		16.6%	34
Length of workday		18.5%	38
Advancement opportunities		25.9%	53
Training opportunities		14.6%	30
Awards and recognition		22.4%	46
Perform to Serve (PTS)		5.9%	12
Command climate		19.5%	40
Quality of the workplace facilities		10.2%	21
Parking		8.8%	18
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		1.5%	3
Other		24.9%	51
		<b>Total Responses</b>	<b>205</b>

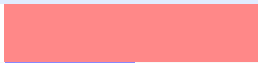

**7. Gender:**

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

Response	Chart	Frequency	Count
<b>Male</b>		<b>59.5%</b>	<b>122</b>
Female		40.5%	83
<b>Total Responses</b>			<b>205</b>






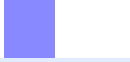
**8. I am:**

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

Response	Chart	Frequency	Count
<b>Military</b>		<b>65.9%</b>	<b>135</b>
Civilian		34.1%	70
Contractor		0.0%	0
<b>Total Responses</b>			<b>205</b>






**9. Rank:**

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

Response	Chart	Frequency	Count
E1 - E4		1.5%	2
<b>E5 - E6</b>		<b>34.8%</b>	<b>47</b>
E7 - E9		25.2%	34
CWO2 - CWO5		0.0%	0
O1 - O3		5.2%	7
O4 - O5		26.7%	36
O6 & Above		6.7%	9
<b>Total Responses</b>			<b>135</b>






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

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

Response	Chart	Frequency	Count
<b>Strongly Agree</b>		<b>49.6%</b>	<b>67</b>
Agree		34.8%	47
Neither Agree nor Disagree		6.7%	9
Disagree		5.2%	7
Strongly Disagree		3.7%	5
		Mean	1.785
		Standard Deviation	1.032
		<b>Total Responses</b>	<b>135</b>

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

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

Response	Chart	Frequency	Count
Always		11.8%	8
Frequently		20.6%	14
<b>Sometimes</b>		<b>26.5%</b>	<b>18</b>
Rarely		16.2%	11
Never		25.0%	17
		Mean	3.221
		Standard Deviation	1.348
		<b>Total Responses</b>	<b>68</b>

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

Response	Chart	Frequency	Count
Strongly Agree		25.2%	51
<b>Agree</b>		<b>40.1%</b>	<b>81</b>
Neither Agree nor Disagree / Not Applicable		13.4%	27
Disagree		8.4%	17
Strongly Disagree		3.0%	6
Not Applicable (have not been on station long enough to receive semiannual counseling)		9.4%	19
Did not receive semiannual counseling.		0.5%	1
<b>Total Responses</b>			<b>202</b>

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

Response	Chart	Frequency	Count
Tools/Equipment		3.5%	7
Training/Travel		4.0%	8
POV use as a GOV vehicle replacement/alternative		3.5%	7
Parts & Supplies		8.4%	17
Other		1.5%	3
<b>Not applicable (I have been reimbursed for all mission- related expenses or I have not used personal funds for mission-related expenses.</b>		<b>86.1%</b>	<b>174</b>
<b>Total Responses</b>			<b>202</b>

**12. Grade:**

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






Response	Chart	Frequency	Count
GS 1 - 8		14.7%	10
<b>GS 9 - 12</b>		<b>42.6%</b>	<b>29</b>
GS 13 - 14		30.9%	21
GS 15		10.3%	7
ST		0.0%	0
SES		0.0%	0
WD/WG/WS/WL		0.0%	0
NAF		0.0%	0
Other		1.5%	1
		<b>Total Responses</b>	<b>68</b>

**13. 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		27.9%	19
<b>Agree</b>		<b>29.4%</b>	<b>20</b>
Neither Agree nor Disagree		22.1%	15
Disagree		13.2%	9
Strongly Disagree		5.9%	4
Don't Know		1.5%	1
		<b>Total Responses</b>	<b>68</b>

**15. 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		13.2%	9
<b>Agree</b>		<b>39.7%</b>	<b>27</b>
Neither Agree nor Disagree		38.2%	26
Disagree		4.4%	3
Strongly Disagree		4.4%	3
		Mean	2.471
		Standard Deviation	0.938
		<b>Total Responses</b>	<b>68</b>

**16. 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		20.6%	14
<b>Agree</b>		<b>44.1%</b>	<b>30</b>
Neither Agree nor Disagree		22.1%	15
Disagree		7.4%	5
Strongly Disagree		5.9%	4
		Mean	2.338
		Standard Deviation	1.074
		<b>Total Responses</b>	<b>68</b>








**18. 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		29.7%	60
<b>Agree</b>		<b>53.5%</b>	<b>108</b>
Neither Agree nor Disagree		6.4%	13
Disagree		9.4%	19
Strongly Disagree		1.0%	2
		Mean	1.985
		Standard Deviation	0.911
		<b>Total Responses</b>	<b>202</b>









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

Response	Chart	Frequency	Count
Strongly Agree		35.1%	71
<b>Agree</b>		<b>42.1%</b>	<b>85</b>
Neither Agree nor Disagree		11.9%	24
Disagree		7.4%	15
Strongly Disagree		3.5%	7
		Mean	2.020
		Standard Deviation	1.041
		<b>Total Responses</b>	<b>202</b>





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

Response	Chart	Frequency	Count
Strongly Agree		43.1%	87
<b>Agree</b>		<b>47.0%</b>	<b>95</b>
Neither Agree nor Disagree		7.9%	16
Disagree		1.0%	2
Strongly Disagree		1.0%	2
		Mean	1.698
		Standard Deviation	0.742
		<b>Total Responses</b>	<b>202</b>





**21. 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
<b>People</b>		<b>38.6%</b>	<b>78</b>
Tools/Equipment		8.4%	17
Training		15.3%	31
IT Resources		16.3%	33
Spare Parts		3.0%	6
Supplies		5.9%	12
Other		13.9%	28
<b>My command is properly resourced.</b>		<b>38.6%</b>	<b>78</b>
		<b>Total Responses</b>	<b>202</b>




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

Response	Chart	Frequency	Count
Strongly Agree		31.7%	64
<b>Agree</b>		<b>53.0%</b>	<b>107</b>
Neither Agree Nor Disagree		8.4%	17
Disagree		6.9%	14
Strongly Disagree		0.0%	0
		Mean	1.906
		Standard Deviation	0.820
		<b>Total Responses</b>	<b>202</b>





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

Response	Chart	Frequency	Count
Strongly Agree		36.8%	74
<b>Agree</b>		<b>55.7%</b>	<b>112</b>
Neither Agree nor Disagree		7.0%	14
Disagree		0.5%	1
Strongly Disagree		0.0%	0
		Mean	1.711
		Standard Deviation	0.613
		<b>Total Responses</b>	<b>201</b>

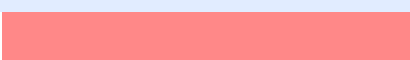

**27. I know how to report an unsafe or unhealthy work condition.**  
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		42.8%	86
<b>Agree</b>		<b>54.2%</b>	<b>109</b>
Neither Agree nor Disagree		3.0%	6
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Mean	1.602
		Standard Deviation	0.548
		<b>Total Responses</b>	<b>201</b>





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

Response	Chart	Frequency	Count
Strongly Agree		31.8%	64
<b>Agree</b>		<b>48.3%</b>	<b>97</b>
Neither Agree nor Disagree		18.9%	38
Disagree		1.0%	2
Strongly Disagree		0.0%	0
		Mean	1.891
		Standard Deviation	0.733
		<b>Total Responses</b>	<b>201</b>






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

Response	Chart	Frequency	Count
<b>Yes</b>		<b>98.5%</b>	<b>198</b>
No		1.5%	3
		<b>Total Responses</b>	<b>201</b>






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

Response	Chart	Frequency	Count
<b>Strongly Agree</b>		<b>49.8%</b>	<b>100</b>
Agree		45.8%	92
Neither Agree nor Disagree		4.0%	8
Disagree		0.5%	1
Strongly Disagree		0.0%	0
		Mean	1.552
		Standard Deviation	0.599
		<b>Total Responses</b>	<b>201</b>






**30. 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		30.8%	62
<b>Agree</b>		<b>50.2%</b>	<b>101</b>
Neither Agree nor Disagree		11.9%	24
Disagree		4.0%	8
Strongly Disagree		3.0%	6
		Mean	1.980
		Standard Deviation	0.927
		<b>Total Responses</b>	<b>201</b>






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

Response	Chart	Frequency	Count
Strongly Agree		24.9%	50
<b>Agree</b>		<b>43.8%</b>	<b>88</b>
Neither Agree nor Disagree		19.4%	39
Disagree		8.0%	16
Strongly Disagree		4.0%	8
		Mean	2.224
		Standard Deviation	1.037
		<b>Valid Responses</b>	<b>201</b>
		<b>Total Responses</b>	<b>201</b>






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

Response	Chart	Frequency	Count
Strongly Agree		13.4%	27
<b>Agree</b>		<b>47.8%</b>	<b>96</b>
Neither Agree nor Disagree		18.4%	37
Disagree		14.4%	29
Strongly Disagree		6.0%	12
		Mean	2.517
		Standard Deviation	1.082
		<b>Total Responses</b>	<b>201</b>






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

Response	Chart	Frequency	Count
Strongly Agree		16.4%	33
<b>Agree</b>		<b>49.8%</b>	<b>100</b>
Neither Agree nor Disagree		17.4%	35
Disagree		11.9%	24
Strongly Disagree		4.5%	9
		Mean	2.383
		Standard Deviation	1.038
		<b>Total Responses</b>	<b>201</b>






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

Response	Chart	Frequency	Count
Strongly Agree		39.0%	78
<b>Agree</b>		<b>40.0%</b>	<b>80</b>
Neither Agree nor Disagree		12.0%	24
Disagree		6.5%	13
Strongly Disagree		2.5%	5
		Mean	1.935
		Standard Deviation	0.998
		<b>Total Responses</b>	<b>200</b>

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






Response	Chart	Frequency	Count
Strongly Agree		29.0%	58
<b>Agree</b>		<b>39.5%</b>	<b>79</b>
Neither Agree nor Disagree		22.0%	44
Disagree		8.0%	16
Strongly Disagree		1.5%	3
		Mean	2.135
		Standard Deviation	0.975
		<b>Total Responses</b>	<b>200</b>

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






Response	Chart	Frequency	Count
Strongly Agree		20.5%	41
<b>Agree</b>		<b>37.0%</b>	<b>74</b>
Neither Agree nor Disagree		28.5%	57
Disagree		10.0%	20
Strongly Disagree		4.0%	8
		Mean	2.400
		Standard Deviation	1.047
		<b>Total Responses</b>	<b>200</b>








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

Response	Chart	Frequency	Count
Strongly Agree		24.1%	48
<b>Agree</b>		<b>53.3%</b>	<b>106</b>
Neither Agree nor Disagree		13.6%	27
Disagree		7.5%	15
Strongly Disagree		1.5%	3
		Mean	2.090
		Standard Deviation	0.900
		<b>Total Responses</b>	<b>199</b>






**38. 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		29.1%	58
<b>Agree</b>		<b>47.7%</b>	<b>95</b>
Neither Agree nor Disagree		20.6%	41
Disagree		2.0%	4
Strongly Disagree		0.5%	1
		Mean	1.970
		Standard Deviation	0.791
		<b>Total Responses</b>	<b>199</b>






**39. 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		39.2%	78
<b>Agree</b>		<b>51.3%</b>	<b>102</b>
Neither Agree nor Disagree		6.0%	12
Disagree		3.5%	7
Strongly Disagree		0.0%	0
		Mean	1.739
		Standard Deviation	0.726
		<b>Total Responses</b>	<b>199</b>






**41. 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		38.2%	76
<b>Agree</b>		<b>51.8%</b>	<b>103</b>
Neither Agree nor Disagree		6.5%	13
Disagree		3.0%	6
Strongly Disagree		0.5%	1
		Mean	1.759
		Standard Deviation	0.747
		<b>Total Responses</b>	<b>199</b>

**40. 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		30.2%	60
<b>Agree</b>		<b>40.7%</b>	<b>81</b>
Neither Agree nor Disagree		26.6%	53
Disagree		1.5%	3
Strongly Disagree		1.0%	2
		Mean	2.025
		Standard Deviation	0.849
		<b>Total Responses</b>	<b>199</b>

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

Response	Chart	Frequency	Count
Strongly Agree		29.1%	58
<b>Agree</b>		<b>52.3%</b>	<b>104</b>
Neither Agree nor Disagree / Don't Know		16.1%	32
Disagree		0.5%	1
Strongly Disagree		2.0%	4
		Mean	1.940
		Standard Deviation	0.808
		<b>Total Responses</b>	<b>199</b>




**43. My command's leadership provided feedback to command personnel on the results of our last command climate assessment.**

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

Response	Chart	Frequency	Count
Yes		84.9%	169
No		3.0%	6
Don't Know		12.1%	24
<b>Total Responses</b>			<b>199</b>






**44. My Command implemented an action plan to resolve command climate issues.**

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






Response	Chart	Frequency	Count
Yes		63.8%	127
No		2.5%	5
Don't Know		33.7%	67
<b>Total Responses</b>			<b>199</b>

**45. Fraternization is occurring at my command/organization.**





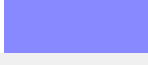
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		2.5%	5
Agree		7.1%	14
Neither Agree nor Disagree / Don't Know		46.0%	91
Disagree		24.2%	48
Strongly Disagree		20.2%	40
Mean			3.525
Standard Deviation			0.975
<b>Total Responses</b>			<b>198</b>

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

Response	Chart	Frequency	Count
Strongly Agree		8.6%	17
Agree		16.2%	32
<b>Neither Agree nor Disagree / Don't Know</b>		<b>39.4%</b>	<b>78</b>
Disagree		19.7%	39
Strongly Disagree		16.2%	32
		Mean	3.187
		Standard Deviation	1.149
		<b>Total Responses</b>	<b>198</b>

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

Response	Chart	Frequency	Count
Strongly Agree		0.5%	1
Agree		3.5%	7
<b>Neither Agree nor Disagree / Don't Know</b>		<b>36.9%</b>	<b>73</b>
Disagree		28.8%	57
Strongly Disagree		30.3%	60
		Mean	3.848
		Standard Deviation	0.916
		<b>Total Responses</b>	<b>198</b>

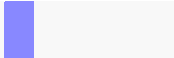


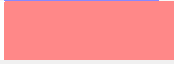
**48. Sexual harassment is occurring at my command/organization.**  
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		0.0%	0
Agree		2.5%	5
Neither Agree nor Disagree / Don't Know		30.8%	61
<b>Disagree</b>		<b>36.9%</b>	<b>73</b>
Strongly Disagree		29.8%	59
		Mean	3.939
		Standard Deviation	0.841
		<b>Total Responses</b>	<b>198</b>



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

Response	Chart	Frequency	Count
Strongly Agree		1.0%	2
Agree		4.0%	8
<b>Neither Agree nor Disagree / Don't Know</b>		<b>32.3%</b>	<b>64</b>
Disagree		30.3%	60
<b>Strongly Disagree</b>		<b>32.3%</b>	<b>64</b>
		Mean	3.889
		Standard Deviation	0.944
		<b>Total Responses</b>	<b>198</b>





**50. 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%	1
Neither Agree nor Disagree / Don't Know		28.3%	56
Disagree		33.3%	66
<b>Strongly Disagree</b>		<b>37.9%</b>	<b>75</b>
		Mean	4.086
		Standard Deviation	0.823
		<b>Total Responses</b>	<b>198</b>

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

Response	Chart	Frequency	Count
Yes		25.3%	50
<b>No</b>		<b>74.7%</b>	<b>148</b>
		<b>Total Responses</b>	<b>198</b>

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

Response	Chart	Frequency	Count
<b>Less than 5</b>		<b>67.9%</b>	<b>36</b>
5 - 10 civilians		26.4%	14
11 - 20 civilians		1.9%	1
More than 21 civilians		3.8%	2
Not Answered			1
		<b>Valid Responses</b>	<b>53</b>
		<b>Total Responses</b>	<b>54</b>

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

Response	Chart	Frequency	Count
Never		10.0%	5
Within the last 12 months		34.0%	17
<b>Between 1 and 4 years</b>		<b>44.0%</b>	<b>22</b>
More than 4 years ago		12.0%	6
Not Answered			4
<b>Valid Responses</b>			<b>50</b>
<b>Total Responses</b>			<b>54</b>

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




Response	Chart	Frequency	Count
Yes		13.6%	27
<b>No</b>		<b>86.4%</b>	<b>171</b>
<b>Total Responses</b>			<b>198</b>

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

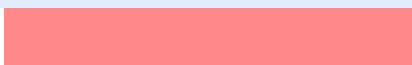

Response	Chart	Frequency	Count
Strongly Agree		4.5%	9
Agree		17.7%	35
<b>Neither Agree nor Disagree / Don't Know</b>		<b>69.7%</b>	<b>138</b>
Disagree		5.6%	11
Strongly Disagree		2.5%	5
<b>Mean</b>			<b>2.838</b>
<b>Standard Deviation</b>			<b>0.701</b>
<b>Total Responses</b>			<b>198</b>



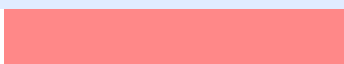

**56. How would you rate your access to the Internet from work?**  
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
<b>Unlimited access to all required websites for information/work purposes</b>		<b>84.3%</b>	<b>167</b>
Limited access to all required websites for information/work purposes (i.e., in port, only a few workstations, etc.)		14.6%	29
No access		1.0%	2
<b>Total Responses</b>			<b>198</b>


**57. 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
<b>Yes</b>		<b>99.5%</b>	<b>197</b>
No		0.5%	1
<b>Total Responses</b>			<b>198</b>





**58. 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
<b>Yes</b>		<b>88.9%</b>	<b>176</b>
No		11.1%	22
<b>Total Responses</b>			<b>198</b>






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

Response	Chart	Frequency	Count
<b>Yes</b>		<b>100.0%</b>	<b>198</b>
No		0.0%	0
<b>Total Responses</b>			<b>198</b>

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

Response	Chart	Frequency	Count
Daily		1.5%	3
Weekly		14.1%	28
<b>Monthly</b>		<b>50.5%</b>	<b>100</b>
Only when I can't find information elsewhere or only when absolutely necessary		33.8%	67
Never		0.0%	0
<b>Total Responses</b>			<b>198</b>

**61. 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		2.0%	4
<b>Easy</b>		<b>35.9%</b>	<b>71</b>
Neither easy or difficult		32.3%	64
Difficult		23.7%	47
Very Difficult		6.1%	12
<b>Total Responses</b>			<b>198</b>