



DEPARTMENT OF THE NAVY
NAVAL INSPECTOR GENERAL
1254 9TH STREET SE
WASHINGTON NAVY YARD DC 20374-5006

IN REPLY REFER TO:
5040
Ser N3/0543
3 Jun 14

From: Naval Inspector General
To: Distribution

Subj: COMMAND INSPECTION OF COMMANDER, U.S. PACIFIC FLEET

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, Department of the Navy 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, U.S. Pacific Fleet (CPF) from 10 to 14 March 2014. This report documents our findings.

3. This report has three 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 a summary of survey and focus group data, as well as a complete listing of survey frequency data.

4. During our visit we assessed overall mission readiness (per OPNAVINST 5450.337A, Mission, Functions, and Tasks of Commander, U.S. Pacific Fleet), facilities, safety, security, compliance with Navy administrative programs, environmental compliance, Inspector General performance, intelligence oversight, and foundational programs under the purview of senior enlisted leadership. Additionally, we conducted surveys and focus group discussions to assess command climate.

5. Our overall assessment is that CPF is executing its complex mission well. We found a dedicated staff that is working hard to meet their responsibilities. Our report highlights some of the biggest challenges CPF is tackling including: stand-up of

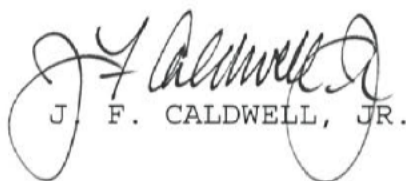
Subj: COMMAND INSPECTION OF COMMANDER, U.S. PACIFIC FLEET

the Theater Joint Force Maritime Component Commander (T-JFMCC), meeting Fleet Response Plan requirements, depot maintenance impacts on fleet operations, and establishing the required infrastructure support for the FY14 Strategic Laydown Dispersal Plan. In the course of our inspection we identified some discrepancies in Security, Individual Medical Readiness, Sexual Assault Prevention and Response program execution, Suicide Prevention, and Voting Assistance programs that require correction. Further details can be found in the Executive Summary and in the body of the report.

6. Corrective actions. Part 2 of this report documents 26 discrepancies identified during our inspection that require corrective action. All documented discrepancies require CPF action. Correction of each discrepancy, and a description of action(s) taken, should be reported via letter by CPF no later than 1 October 2014. Discrepancies not corrected by this date or requiring longer-term solutions should be updated quarterly until completed. Additionally, NAVINSGEN provided CPF with three separate recommendations, for their consideration, relating to staff organization, Protected Personal Information, and Inspector General functions. Follow up reporting on these recommendations is not requested.

7. My point of contact is b7c

b7c



J. F. CALDWELL, JR.

Distribution:

SECNAV

UNSECNAV

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

DON CIO

CNO

VCNO

OPNAV (DNS, N1, N2/N6, N3/N5, N4)

USFF

CNIC

NAVFAC

OJAG

NCIS

**NAVAL INSPECTOR GENERAL
COMMAND INSPECTION OF
COMMANDER, UNITED STATES PACIFIC FLEET
10 TO 14 MARCH 2014**



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

~~FOR OFFICIAL USE ONLY~~

INDEX

	<u>PAGE</u>
PART 1 – <u>EXECUTIVE SUMMARY</u>	2
PART 2 – <u>OBSERVATIONS AND FINDINGS</u>	
I AREAS/PROGRAMS ASSESSED	9
II MISSION PERFORMANCE	11
III FACILITIES, ENVIRONMENTAL, AND SAFETY	15
IV SECURITY PROGRAMS AND INFORMATION ASSURANCE	16
V RESOURCE MANAGEMENT/COMPLIANCE PROGRAMS	19
VI BRILLIANT ON THE BASICS	23
PART 3 – <u>REPORT ON SURVEY AND FOCUS GROUPS</u>	
<u>APPENDIX A</u> – SUMMARY OF SURVEY DATA ANALYSIS	25
<u>APPENDIX B</u> – SUMMARY OF FOCUS GROUPS	27
<u>APPENDIX C</u> – SURVEY RESPONSE FREQUENCY REPORT	30

~~FOR OFFICIAL USE ONLY~~

PART 1

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

1. The Naval Inspector General (NAVINSGEN) conducted a command inspection of Commander, U.S. Pacific Fleet (CPF) 10-14 March 2014. NAVINSGEN's last inspection of CPF was completed in 2007. The team was augmented with subject matter experts, including personnel from Chief of Naval Operations (OPNAV N3/N5, OPNAV N4, OPNAV N81), Chief of Naval Personnel (CNP), U. S. Fleet Forces Command (USFFC), Commander, Navy Reserve Forces (CNRF), Fleet Cyber Command's Equal Employment Opportunity Office (FCC-N03EO), Naval Facilities Engineering Command Pacific (NAVFAC PAC), Naval Computer and Telecommunications Area Master Station Pacific (NCTAMS PAC), and the Naval Safety Center (NAVSAFCECEN).
2. U.S. Pacific Fleet's mission is to advance Asia-Pacific regional security and prosperity by employing credibly led combat-ready forces in naval, joint, and combined operations in support of Commander, U.S. Pacific Command (USPACOM). The U.S. Pacific Fleet protects and defends the maritime interests of the United States in the region by operating forward in global areas of consequence, promoting maritime security and freedom of the seas, defending the homeland, deterring aggression and, when necessary, conducting decisive combat action. The command's geographic area of responsibility encompasses over 100 million square miles, from the Arctic Circle to Antarctica and from the West Coast of the United States to the Indian Ocean. Its forces consist of approximately 200 ships/submarines, nearly 1,100 aircraft, and more than 140,000 Sailors and civilians.
3. Recently, CPF completed an organizational realignment creating two major centers: a Maritime Headquarters (MHQ) to command and control Title 10 functions of the staff and fleet; and a Maritime Operations Center (MOC) to optimize and oversee operational functions and execute command and control over assigned forces and subordinate task forces. Additionally, CPF was assigned responsibilities as the Theatre Joint Force Maritime Component Commander (T-JFMCC) on 13 December 2012, by USPACOM to command and control joint maritime operations across the entire theater. CPF developed and implemented the T-JFMCC, reaching initial operational capability on 1 July 2013. CPF's projected full operational capability (FOC) is by 30 September 2014, as directed by USPACOM.
4. Our overall assessment is that CPF is executing their complex mission well. We found a high performing, dedicated, and hardworking staff that has a firm grasp on their responsibilities. CPF's assumption of the T-JFMCC responsibilities and the reorganization into a MHQ/MOC has quickened the staff's pace, and sharpened the staff's operational focus, synchronization, and cross code communications.
5. During our visit we assessed overall mission readiness (per OPNAVINST 5450.337A, Mission, Functions, and Tasks (MF&T) of Commander, U.S. Pacific Fleet), facilities, safety, security, compliance with Navy administrative programs, environmental compliance, Inspector General (IG) performance, intelligence oversight, and foundational programs under the purview of senior enlisted leadership. Additionally, we conducted surveys, focus group discussions, and interviews to sense and assess command climate.

~~FOR OFFICIAL USE ONLY~~

6. Comments on Mission

a. T-JFMCC

(1) Manning. CPF's assumption of T-JFMCC responsibilities places additional tasks on the CPF team; this is the first such establishment of a T-JFMCC and as such, there are some unknowns. The May 2014 staff training exercise (STAFFEX) will help CPF better define the tasks, staff structure, and manning necessary to support T-JFMCC duties. Once the tasks are better understood, it may be appropriate for a USFFC Shore Manpower Requirements Determination (SMRD) review to ensure adequate manning for the task assigned.

(2) ^{b7e}

NAVINGEN recommends CPF consider pushing for a higher-level exercise which includes other component commanders (i.e., Theater Joint Force Air Component Commander, Theater Joint Force Land Component Commander) to exercise full T-JFMCC integration into the Joint Task Force. The May 2014 STAFFEX is a significant step towards FOC.

b. MF&T. OPNAVINST 5450.337A will require a review and update to account for the disestablishment of Joint Task Force 519 and the stand-up of the T-JFMCC. T-JFMCC stand-up will be formally directed in USPACOMINST S3020.2L, Command Relationships in U.S. Pacific Command, in final staffing.

c. Fleet Response Plan (FRP). The FRP is not consistently producing fully certified surface ships for deployment due to maintenance delays and major modernization plans. At the time of our inspection, 11 of the last 20 surface ships (55 percent) to go through maintenance availabilities in the Pacific Fleet (PACFLT) experienced delays averaging 48 days of overruns, thereby impacting the training continuum. As a result, some ships are receiving type commander (TYCOM) waivers for portions of their basic phase certification. Additionally, some ships are deploying without full certification in all warfare areas. USFFC's Optimized Fleet Response Plan (O-FRP) is proposed to provide a more predictable schedule that will enable the fulfillment of training and certification events; however, this approach will be challenged if the maintenance delays and overruns highlighted below are not reversed. Additionally, the ability to integrate Pearl Harbor-based surface ships into the carrier strike group (CSG) alignment plan may be a challenge due to extensive steaming distances between Pearl Harbor-based ships and their strike group counter parts in San Diego and the Pacific Northwest. Fulfilling the objective of O-FRP will require the commitment and allocation of resources by multiple stakeholders.

d. Depot Maintenance Impact on Fleet Operations. Delays in depot maintenance are inducing risk in meeting operational requirements ^{b7e}

^{b7e}

~~FOR OFFICIAL USE ONLY~~

b7e

NAVINGEN views the capacity of the Pacific shipyards with concern and sees this as a significant challenge in executing the O-FRP.

e. Strategic Laydown Dispersal (SLD) Plan Fiscal Year (FY) 2014 Infrastructure Support.

b7e

Mission readiness of the force may be impacted without appropriate ammunition infrastructure in place to support them. The CPF staff is well aware of these shortfalls and continues to assess possible solutions. Examples include:

(1) Naval Weapons Station (NWS) Seal Beach. NWS Seal Beach requires a new weapons handling pier to support amphibious assault ships, two simultaneous guided missile destroyer (DDG) 51 Class ships and DDG 1000. b7e

. Additionally, the current pier has an explosive safety quantity-distance (ESQD) arc that overlaps the Pacific Coast Highway, requiring a waiver for ammunition handling. b7e

(2) Naval Ammunition Depot, Indian Island, Port Hadlock, WA, Magazine Capacity. The Naval Ammunition Depot, Indian Island, Port Hadlock, WA, requires an increase in magazine capacity to meet the needs of new DDG 51 class ships replacing retiring guided missile frigate (FFG) class ships home ported in Everett, WA. b7e

The \$23M project to replace 34 obsolete magazines with three new larger climate controlled magazines is currently being reviewed as a potential FY16 MILCON project.

7. Compliance Programs

a. Security. We observed a small security staff consisting of a trained and experienced Command Security Manager, Assistant Command Security Manager, a Reserve Component augment Special Security Officer (SSO) and an Assistant SSO managing security programs for a large and complex headquarters staff. NAVINGEN recommends including the security staff in the next SMRD as a focus area to account for both headquarters and oversight responsibility roles. We noted the following security discrepancies:

~~FOR OFFICIAL USE ONLY~~

(1) Security Oversight Inspections. CPF is not conducting security oversight inspections of subordinate commands as required by SECNAV M-5510.36, DON Information Security Program and SECNAV M-5510.30, DON Personnel Security Program. With only two individuals assigned, the security staff lacks the capacity to execute this required responsibility.

(2) ^{b7e}



(3) Personally Protected Information (PPI). CPF's PPI Program is not compliant with SECNAVINST 5211.5E, DON Privacy Program. The command does not have a Privacy Instruction, is not conducting assist visits or program reviews of headquarters staff and lower echelons and does not have a Privacy Act Team per SECNAVINST 5311.5E.

b. Individual Medical Readiness (IMR). The Fully Medically Ready (FMR) percentage of CPF Sailors was 80 percent, exceeding the 75 percent threshold directed by DoDI 6025.19 CH-1, Individual Medical Readiness. FMR percentage of subordinate afloat fleet Sailors was 86 percent, also exceeding the 75 percent threshold. Both of these metrics are well-monitored and regularly reported to the Commander. However, IMR of ashore fleet Sailors (echelon 3 and below) is not monitored by CPF or reported to the Commander per SECNAVINST 6120.3 CH-1, Periodic Health Assessment for Individual Medical Readiness.

c. Sexual Assault Prevention and Response (SAPR) Program. The CPF leadership team has been proactive in attacking sexual assault (SA). We noted that CPF has successfully implemented the newly required Sexual Assault and Response Sexual Assault Prevention and Response Officer (SAPRO) position. We observed strong Flag Officer (FO) and senior leader involvement, cross-functional communication, and a steady drumbeat to reduce SA across the PACFLT. Some specific issues for improvement:

(1) Watchstander/Duty Officer Training. CPF did not conduct formal watchstander/Duty Officer training to ensure that proper response protocols were in place for watchstanders to respond to SA victims/incidents per SECNAVINST 1752.4B, Sexual Assault Prevention and Response. Watchstanders only received the SAPR General Military Training (GMT) and command indoctrination training. Focused watchstander training ensures readiness to respond appropriately in the event of a sexual assault incident. Upon notification of this matter, beginning 15 March 2013, CPF headquarters instituted a watchstander training curriculum to provide focused response protocols and face-to-face training on the use of prepared SAPR checklists to properly handle SA victims or incidents in accordance with SECNAVINST 1752.4B.

(2) SA Reporting Procedures. The CPF headquarters reporting chain for enlisted SA victims is not in accordance with OPNAVINST 1752.1B, Sexual Assault Victim Intervention (SAVI) Program. Reporting of officer SA victims goes directly from the SAPR Command Liaison to the Deputy Commander. Reporting of enlisted SA victims goes from the SAPR

~~FOR OFFICIAL USE ONLY~~

Command Liaison to the Commanding Officer of enlisted personnel prior to Deputy Commander notification. While this enlisted SA victim reporting procedure is compliant with OPNAVINST 1752.1B, the Commanding Officer of enlisted personnel's authority to act as the Commander, regarding enlisted SA victim response and care, needs to be in writing and communicated to both officer and enlisted personnel.

(3) Leadership Sexual Assault Response Coordinator (SARC) Briefings. At the time of our visit, the Commander and Deputy Commander had not been briefed by the SARC, as required by NAVADMIN 181/13, Implementation of Navy Sexual Assault Prevention and Response Program Initiatives, DoDI 6495.02 CH-1, Sexual Assault Prevention and Response Program Procedures, SECNAVINST 1752.4B, and OPNAVINST 1752.1B.

(4) Pre/Post Deployment Training. We identified an area requiring further clarification regarding pre/post deployment training on risk reduction factors for deployable staff members per OPNAVINST 1752.1B and DoDI 6495.02. CPF ^{b7e}

Given the frequency and short term duration of these deployments, we recommended that CPF engage OPNAV N17 for clarification on the training requirements for such situations. OPNAV N17 is aware of this issue and is in the process of determining the appropriate definition of "deployment" for the purposes of this training requirement.

d. Suicide Prevention

(1) Watchstander/Duty Officer Training. CPF does not conduct formal watchstander/ Duty Officer training to ensure that proper crisis response protocols are in place for watchstanders to respond to suicide-related behavior calls/reports per OPNAVINST 1720.4A, Suicide Prevention Program, and the Commanding Officer's Suicide Prevention and Response Toolbox (www.suicide.navy.mil). Prior to our inspection, CPF published a suicide prevention and crisis intervention plan and a new suicide prevention Standard Organization and Regulations Manual (SORM) note, dated 7 March 2014.

(2) Suicide Prevention Training. CPF has not completed Suicide Prevention training requirements for civilian staff personnel, per OPNAVINST 1720.4A. Civilian and full-time contractor staff completion rate is 54 percent (up from 0 percent prior to March 2014). Of note, Suicide Prevention training for military staff personnel is approximately 99 percent.

e. Voting Assistance Program (VAP). CPF staff Voting Assistance Officer (VAO) has not attended required training (Federal Voting Assistance Program (FVAP) hosted training workshops). There was no documented command-wide training, absentee voter training, voter assistance records, or voting assistance metrics, required per DoDI 1000.4, Federal Voting Assistance Program, OPNAVINST 1742.1B, Navy Voting Assistance Program, 15 May 2007, and the 2014-2015 Navy Voting Action Plan, Rev 1.

f. CPF IG Performance. A quality assurance review of CPF IG Hotline performance was conducted and we noted recent improvement in timeliness of investigations. There is an effort to hire two additional investigators to improve the capacity of the CPF team. We noted strong Commander (and Deputy Commander) engagement and focus on CPF IG Programs; this is helping the IG team to better support the CPF mission.

8. Command Climate/Quality of Work Life (QOWL). Our survey (of 358 respondents; 237 military, 121 DON civilian) and focus group (7 military, 4 DON civilian groups) discussions (including 77 participants; 49 military, 28 DON civilian) found that QOWL at CPF is lower than the echelon 2 command average. We assess this may in part be a reflection of the reorganizational changes discussed above (not uncommon for staff's in the midst of change). That said, people are onboard with the recent changes and new battle rhythm. The sense we got is that people are very committed to CPF's mission; however, their biggest frustrations are a heavy workload, long hours, and a sense that CPF is understaffed. Assessed on a 1-10 scale, average QOWL was 6.23 (echelon 2 average is 6.55).

9. Relevant sections of the report delineate specific deficiencies noted during the inspection. Request that CPF report the status of actions taken to correct these discrepancies no later than 1 October 2014.

PART 2

OBSERVATIONS AND FINDINGS

~~FOR OFFICIAL USE ONLY~~

AREAS/PROGRAMS ASSESSED

Mission Performance

- Mission Readiness
- Total Force Management
- Command Relationships and Communications
- Strategic Planning
- Fleet Response Plan
- Maintenance, Logistics, Ordnance, Infrastructure Policy/Budget Submitting Office
- Strategic Laydown Infrastructure Support
- Intelligence
- Nuclear Weapons Technical Inspection Process
- Personnel Training/Qualifications
- Continuity of Operations Plan
- Civilian Human Resource Services

Facilities, Environmental, and Safety

- Facilities Management
- Theater Assessment and Shore Planning
- Environmental Readiness
- Safety and Occupational Health
- Energy

Security Programs and Information Assurance

- Command Security Programs
- Industrial Security
- Personnel Security
- Operational Security
- Physical Security
- Insider Threat Programs
- Counter-Intelligence Support
- Operations Security
- Special Security Officer/Sensitive Compartmented Information Facility
- Information Security
- Personally Protected Information
- Information Assurance

Resource Management/Compliance Programs

- Comptroller Functions
- Managers' Internal Control
- Personal Property Management
- Government Travel Charge Card
- Government Commercial Purchase Card
- Command Individual Augmentee Coordinator Program and Post Deployment Health Reassessment
- Physical Readiness Program

~~FOR OFFICIAL USE ONLY~~

- Urinalysis Program
- Command Managed Equal Opportunity
- Drug and Alcohol Prevention
- Hazing Policy Training and Compliance
- Legal/Ethics
- Inspector General Functions
- Individual Medical Readiness
- Sexual Assault Prevention and Response
- Suicide Prevention
- Voting Assistance Program

Brilliant on the Basics/Good Order and Discipline

- Command Sponsorship
- Command Indoctrination
- Career Development Program

MISSION PERFORMANCE

1. The Mission Performance Team used survey and focus group responses, document review, and face-to-face interviews to assess CPF's ability to accomplish its mission. Our overall assessment is that CPF is executing its mission, but is challenged by new requirements imposed by the rebalance to the Pacific that are stressing current training and infrastructure throughout the region. OPNAVINST 5450.337A will require a review and update to account for the disestablishment of Task Force 519 and the stand-up of the T-JFMCC.

2. Mission Readiness. The Mission Performance team assessed CPF's ability to conduct its mission as defined in, and in accordance with, OPNAVINST 5450.337A. All functions and tasks were assessed as being satisfactorily executed.

a. Intelligence Oversight. An inspection of CPF's Intelligence Oversight Program was conducted as a separate and distinct event per SECNAVINST 3820.3E, Oversight of Intelligence Activities within the DON. Review of the program confirms that CPF's practices and procedures meet Intelligence Oversight requirements of Executive Order 12333, Presidential Order guiding United States Intelligence Activities; DoD Directive 5240.01, DoD Intelligence Activities; DoD Regulation 5240.1-R, Procedures Guiding the Activities of DoD Intelligence Components that Affect U.S. Persons; and SECNAVINST 3820.3E. NAVINSGEN's full evaluation of the program, associated activities, as well as recommended improvements, has been reported separately.

b. Areas of note or programs with specific concerns are discussed below:

(1) Total Force Management. As of January 2014, CPF Headquarter staff manning was 92 percent filled, with 48 vacancies (military: 94 percent with 25 vacancies, civilian: 88 percent with 23 vacancies). CPF was recently reorganized and is now structured with a MHQ and a MOC. Additionally, CPF was directed by PACOM to standup as a T-JFMCC. These staff structure changes were directed ahead of the administrative documentation necessary (e.g. Mission, Function, and Task update, civilian data table changes, SORM articles, etc.) to be reflected in the command's Activity Manning Document (AMD). The process of fully documenting current changes, as well as a full validation of these changes is developing in conjunction with the USFFC MOC synchronization plan. Once these tasks are analyzed, it may be appropriate for a USFFC SMRD review.

Deficiency #1. The new staff organization must be reconciled with the AMD list for CPF to accurately determine manpower requirements.

(2) FRP

(a) The FRP is b7e

 As a result, some ships are receiving TYCOM waivers for portions of their basic phase certification.

~~FOR OFFICIAL USE ONLY~~

Additionally, ^{b7e} [REDACTED] USFFC's O-FRP is proposed to provide a more predictable schedule that will enable the fulfillment of training and certification events; however, this approach will be challenged if the ^{b7e} [REDACTED]. Additionally, the ability to integrate Pearl Harbor-based surface ships into the CSG alignment plan may be a challenge due to extensive steaming distances between Pearl Harbor-based ships and their strike group counter parts in San Diego and the Pacific Northwest.

(b) Beginning in FY15, O-FRP aligns CSG assets to a new 36-month training and deployment cycle starting with the HARRY S. TRUMAN Carrier Strike Group in the Atlantic. This concept focuses on delivering a single eight-month deployment within an efficiently scheduled 36-month cycle in such a manner to drive down costs and increase overall fleet readiness.

(c) Making the O-FRP successful will require Navy enterprise-wide alignment, commitment, and allocation of resources, including items beyond the direct control of CPF. There are many players, including the Chief of Naval Personnel (CNP), OPNAV, fleet commanders, TYCOMs, Naval Sea Systems Command, shipyards and aviation maintenance facilities, and training commands. As examples of some of the challenges the enterprise must address for O-FRP success:

(1) Manning must be aligned and stabilized throughout the CSG FRP. The Navy must continue to improve sea centric manning, incentivize sea duty, and retain quality Sailors.

(2) Ship maintenance and modernization plans must be adequately funded on time and executed on time.

(3) Fleet inspections and examinations must be streamlined and aligned to allow time for effective CSG training and the ability to maintain surge capacity.

(4) Spare parts must be ready when needed. The Coordinated Shipboard Allowance effectiveness must continue to improve and support the 36-month cycle throughout.

(5) It is important to note that these activities must be synchronized across not just one CSG, but also all operational CSGs in various stages of their deployment cycles.

(3) Depot Maintenance Impact on Fleet Operations. Delays in depot maintenance are inducing risk in meeting operational requirements ^{b7e} [REDACTED]

(4) APN-6 (Aircraft Procurement – Aircraft Spares) Shortfall. CPF staff expressed concern that the APN-6 account is only 65 percent funded. ^{b7e} [REDACTED]

~~FOR OFFICIAL USE ONLY~~

b7e

Naval Supply Systems Command (NAVSUP), USFFC, CPF and other stakeholders are aware of this issue. NAVSUP will lead an APN-6 cross-functional team that will report out to the Fleet Commander Readiness Council to work through this issue.

(5) SLD FY14 Infrastructure Support. There are challenges to maintenance capacity and ammunition handling/storage facilities to support the SLD rebalance of forces to the Pacific.

b7e

The CPF staff is aware of these challenges and continues to work within prescribed processes to resolve them. Examples include:

(a) NWS Seal Beach requires a new weapons handling pier to support amphibious assault ships (landing helicopter dock/landing helicopter assault (LHD/LHAs)), two simultaneous DDG 51 Class ships and DDG 1000. b7e

Additionally, the current pier has an ESQD arc that overlaps the Pacific Coast Highway, requiring a waiver for ammunition handling. b7e

The MILCON project was not included in the FY15 budget; however, the project has been rescope and submitted as an FY16 proposal.

(b) The Naval Ammunition Depot, Indian Island, Port Hadlock, WA, requires an increase in magazine capacity to meet the needs of new DDG 51 class ships replacing retiring FFG class ships home ported in Everett, WA. b7e

The \$23M project to replace 34 obsolete magazines with 3 new larger climate controlled magazines is currently being reviewed as a potential FY16 MILCON project.

(6) Nuclear Weapons Technical Inspection Process. CPF is effectively meeting its responsibility as the nuclear weapons certifying authority for nuclear weapons technical inspections and providing oversight to PACFLT units. The nuclear weapons inspection team is currently manned at seven of the required nine inspectors. This requires b7e

~~FOR OFFICIAL USE ONLY~~

Deficiency #2. The PACFLT Nuclear Weapons Technical Inspection (NWTI) team is manned at seven of nine required inspectors. ^{b7e}

(7) Personnel Training/Qualifications

(a) Annual GMT completion for 2013 was at 100 percent in all departments except 2, where both had an 87.5 percent completion metric.

(b) Required professional training for the civilian workforce has been sporadic due to CPF's fiscal challenges that impacted instructor and student travel. Annual civilian training completion rate for 2013 was 71 percent.

(8) Continuity of Operations Plan (COOP). COMPACFLTINST S3030.1B, U.S. Pacific Fleet Headquarters COOP Plan, is dated 28 February 2014. The instruction is thorough and covers all COOP requirements delineated in OPNAVINST 3030.5B, Navy Continuity of Operations Program and Policy.

FACILITIES, ENVIRONMENTAL, AND SAFETY

1. The Facilities, Environmental, and Safety Team assessed these areas through document and survey reviews, focus group feedback, and staff interviews.
2. Overview. NAVINSGEN found that the Facilities & Engineering Cell is executing all shore-related missions, functions and tasks as assigned in OPNAVINST 5450.337A and that it is providing effective echelon 2 oversight and coordination of all shore requirements planning, environmental planning and compliance, and Safety and Occupational Health (SOH) Programs throughout its subordinate commands afloat and ashore.
3. Theater Assessment and Shore Planning
 - a. CPF provides excellent planning, oversight, and advocacy to ensure shore support fleetwide for current and future operational requirements. The Facilities & Engineering Cell is actively engaged with Chief of Naval Operations, Fleet Readiness and Logistics (OPNAV N4), Commander, Naval Installations Command, and all Navy regions and installations supporting the Pacific Fleet.
 - b. NAVINSGEN observed the CPF engineering staff serve not only in the fleet engineer roles described above, but they also fulfill “building manager” functions for the headquarters compound aboard Joint Base Pearl Harbor-Hickam. This function appears to require significant time and manpower that competes directly with the staff’s ability to fulfill theater engineer roles. As a point of comparison, USFFC has headquarter building manager functions in a separate division reporting directly to the Executive Director.

Recommendation #1. That the Commander considers a staff organizational change that establishes a “building manager” function at the headquarters, allowing its Facilities & Engineering Cell to focus more fully on fleet and theater responsibilities.

4. Environmental Readiness. CPF’s Environmental Readiness Program is effective in meeting environmental compliance requirements.
5. SOH. CPF has a mature SOH Program that effectively meets all required program elements in accordance with OPNAVINST 5100.23G CH-1, Navy Safety and Occupational Health Program Manual. CPF is conducting required SOH Management Evaluations (SOHME) of subordinate commands in accordance with OPNAVINST 5100.23G CH-1. CPF also has a process to ensure that appropriate evaluations of program effectiveness are conducted every 3 years at the unit level per OPNAVINST 5100.23G CH-1. Current metrics indicate that unit level evaluations are at 95 percent completion.

~~FOR OFFICIAL USE ONLY~~

SECURITY PROGRAMS AND INFORMATION ASSURANCE

1. The Security Programs and Information Assurance Team used survey and focus group responses, document review, and face-to-face interviews to assess these areas. CPF has an active Plan of Action and Milestones (POA&M) to correct several significant security and information assurance discrepancies from a December 2013 assist visit by Navy Cyber Forces (estimated date of completion is September 2014). These deficiencies are not addressed in this report.

2. Command Security Programs

a. CPF's Command Security Programs are on an improving trend with some noted deficiencies. We observed a small security staff consisting of a trained and experienced Command Security Manager, Assistant Command Security Manager, Reserve Component augment Special Security Officer (SSO), and Assistant SSO managing security programs for a large and complex staff headquarters. NAVINSGEN recommends including the security staff in the next SMRD as a focus area to account for both headquarters and oversight responsibility roles.

b. Based on review of COMPACFLTINST 5510.20B, COMPACFLT Information and Personnel Security Program, NAVINSGEN recommends CPF consider expanding the Industrial Security section to address items such as procedures for Operations Security (OPSEC), contract security review, and off-site contractor clearances. Additionally, NAVINSGEN recommends updating the CPF Emergency Action Plan to include active shooter and shelter in place procedures.

Deficiency #3. CPF does not conduct security oversight inspections of subordinate commands. References: SECNAV M-5510.36, section 2-11) and SECNAV M-5510.30, section 2-10.

Deficiency #4. CPF Headquarters b7e

Deficiency #5. CPF Headquarters does not have a functioning key and lock program. b7e
 References: OPNAVINST 5530.14E, b7e
section 0209 and CPFSTAFFINST 5530.14.

Deficiency #6. CPF does not have a formal process in place to review contracts for OPSEC and security requirements. References: DoDM 5205.02-M, Encl 6, section 1b; OPNAVINST 3432.1A, Encl 1, section 5m; SECNAV M 5510.36, CH 11, section 11-4.

Deficiency #7. CPF currently issues all b7e **security badges; however, there is no Security Servicing Agreement in place documenting this arrangement. References: SECNAV M-5510.30, section 2-11 and SECNAV M-5510.36, section 2-10.**

~~FOR OFFICIAL USE ONLY~~

Deficiency #8. CPF Headquarters cannot verify that personnel are completing required security training (annual security refresher, annual counterintelligence awareness and reporting, derivative classifier) as the command does not have a means of tracking completion of training.

Deficiency #9. CPF has not completed ^{b7e} [REDACTED]

3. ^{b7e} [REDACTED]

Deficiency #10. ^{b7e} [REDACTED]

4. PPI. The PPI Program is not in compliance with SECNAVINST 5211.5E, DON Privacy Program. NAVINSGEN observed elements of the program and evidence of recent focus to the program; however, there is no formal program in place. Program deficiencies include: no Privacy Instruction, no headquarters or lower echelon staff assist visits or program reviews, and no established Privacy Act Team (PAT).

Deficiency #11. CPF does not have a PPI Program. Reference: SECNAVINST 5211.5E.

Recommendation #2. That CPF establish a PPI Program that includes the following elements:

- a. Command privacy instruction with clear Incident Response and Breach Reporting guidance.
- b. Oversight; Spot check high risk areas and subordinate commands.
- c. Establish a Privacy Act Team across the organization to include subordinate commands.
- d. Provide cover sheets, posters, and signs around printers, fax, and recycle areas.
- e. Identify high risk areas and ensure these areas are cleared of PII daily.
- f. Information and awareness tips in Command Plan of the Week at some periodicity.

5. Information Assurance (IA). CPF's IA Program is compliant, with deficiencies noted below. A POA&M is in place to correct these deficiencies by the end of April 2014.

Deficiency #12. CPF Cyber Security Workforce Program does not ensure that contractors and personnel from other parent commands/agencies working at CPF have ^{b7e} [REDACTED]

Deficiency #13. CPF does not have a Cyber Security Workforce Improvement plan and does not ^{b7e} [REDACTED]

RESOURCE MANAGEMENT/COMPLIANCE PROGRAMS

1. The Resource Management/Compliance Programs Team assessed 18 programs and functions. Our findings reflect inputs from survey respondents, onsite focus group participants, document review, and face-to-face personnel interviews.
2. The following programs and functions are considered to be well administered and in compliance with applicable directives: Comptroller Functions, Managers' Internal Control, Personal Property Management, Government Travel Charge Card, Government Commercial Purchase Card, Command Individual Augmentee Coordinator/Post Deployment Health Re-Assessment, Physical Readiness Program, Urinalysis, Command Managed Equal Opportunity, Drug and Alcohol Prevention, Hazing Policy Training and Compliance, Legal and Ethics, Sexual Assault Prevention and Response (SAPR), and Inspector General (IG) functions.
3. Compliant programs with comment:
 - a. IG Functions. CPF does not have a formalized inspection program and there are no routinely scheduled command inspections of echelon 3 commands or subordinate tier organizations.

Recommendation #3. Although, SECNAVINST 5040.3A, Inspections Within the DON, does not assign the inspection function to the IG; NAVINSGEN recommends CPF consider implementation of an IG-managed inspection program to ensure oversight of lower echelons, especially of high risk programs.

b. SAPR. The CPF leadership team has been proactive in attacking sexual assault. We noted that CPF has successfully implemented the newly required SAPRO position. We observed strong FO and senior leader involvement, cross-functional communication, and a steady drumbeat to reduce SA across CPF. CPF civilian and military personnel receive SAPR training per OPNAVINST 1752.1B. Command indoctrination SAPR training and required military and civilian GMT is conducted for all headquarters personnel. We observed the following GMT for CPF headquarters personnel: SAPR-Fleet: 96.0 percent, SAPR-Leadership: 98.2 percent, SAPR-Civilian: 97 percent and SAPR Stand Down: 94.6 percent. GMT Training for CPF Fleet (18 UICs): SAPR-Fleet: 97 percent, SAPR-Leadership: 98.4 percent, SAPR-Civilian: 95 percent, and SAPR Stand Down: 95.0 percent. Some specific issues for improvement:

(1) Watchstander Proficiency Training. CPF did not conduct formal watchstander and Duty Officer training to ensure proper response procedures were in place for watchstanders to respond to SA victims or incidents per SECNAVINST 1752.4B. Watchstanders only received the SAPR GMT and command indoctrination training. Focused watchstander training ensures readiness to respond appropriately in the event of a SA incident. Upon notification of this matter, CPF took immediate action to correct: Beginning 15 March 2013, CPF Headquarters instituted a watchstander training curriculum to provide focused response protocols and face-to-face training on the use of prepared SAPR checklists to properly handle SA victims or incidents in accordance with SECNAVINST 1752.4B.

~~FOR OFFICIAL USE ONLY~~

(2) SA Reporting Procedures. The CPF headquarters reporting chain for enlisted SA victims is not in accordance with OPNAVINST 1752.1B. Reporting of officer SA victims goes directly from the SAPR Command Liaison to the Deputy Commander. Reporting of enlisted SA victims goes from the SAPR Command Liaison to the Commanding Officer of enlisted personnel prior to Deputy Commander notification. While this enlisted SA victim reporting procedure is compliant with OPNAVINST 1752.1B, the Commanding Officer of enlisted personnel's authority to act as the Commander regarding enlisted SA victim response and care needs to be in writing and communicated to both officer and enlisted personnel.

(3) Leadership SARC Briefings. The Commander and Deputy Commander had not been briefed by the SARC as required by NAVADMIN 181/13, DoDI 6495.02 CH-1, SECNAVINST 1752.4B, and OPNAVINST 1752.1B. The Deputy Commander was subsequently briefed by the SARC on 20 March 2014.

(4) Pre/Post Deployment Training. We identified an area requiring further clarification regarding pre/post deployment training on risk reduction factors for deployable staff members per OPNAVINST 1752.1B and DoDI 6495.02. CPF ^{b7e}

Given the frequency and short term duration of these deployments, we recommended that CPF engage OPNAV N17 for clarification on the training requirements for such situations. OPNAV N17 is aware of this issue and is in the process of determining the appropriate definition of "deployment" for the purposes of this training requirement. The NAVINGEN intends to follow up on this issue as well because it may affect other echelon 2 staffs.

Deficiency #14. Watchstander and Duty Officer training is not being conducted to ensure proper crisis response protocols are in place for watchstanders to respond to SA victims or incidents. References: SECNAVINST 1752.4B, Encl 5, 3a., Encl 10; OPNAVINST 1752.1B, Encl 4; and The Commander's Sexual Assault Response Protocols for Unrestricted Reports of Sexual Assault (SAPR Policy Toolkit, www.sapr.mil).

Deficiency #15. Commanding Officer of enlisted personnel's authority to act as the Commander regarding enlisted SA victim response is not in writing and has not been formally communicated to both officer and enlisted personnel. Reference: OPNAVINST 1752.1B.

c. Suicide Prevention

(1) Watchstander/Duty Officer Training. CPF does not conduct formal watchstander and Duty Officer training to ensure proper crisis response procedures are in place for watchstanders to respond to suicide-related behavior calls and reports in accordance with OPNAVINST 1720.4A and the Commanding Officer's Suicide Prevention and Response Toolbox (www.suicide.navy.mil). Prior to our inspection, CPF published a suicide prevention and crisis

intervention plan and a new suicide prevention SORM note, dated 7 March 2014. Upon notification of this matter, CPF took immediate action to correct. Beginning 15 March 2014, CPF headquarters instituted a watchstander training curriculum including face-to-face training on the use of prepared watchstander Suicide Prevention checklists.

(2) Military and Civilian Training. CPF has not completed Suicide Prevention training requirements for civilian staff personnel in accordance with OPNAVINST 1720.4A, Suicide Prevention Program. Civilian and full-time contractor staff completion rate is 54 percent (up from 0 percent prior to March 2014). Suicide Prevention training for military staff personnel is approximately 99 percent.

Deficiency #16. Watchstander and Duty Officer training was not being conducted to ensure proper crisis response protocols are in place for watchstanders to respond to suicide-related behavior calls and reports. References: OPNAVINST 1720.4A, paragraphs 5b(3), 5c, Encl 3, 4, 5, 6, 10); and Commanding Officer's Suicide Prevention and Response Toolbox November 2011, page 2 and Tab A and D, (www.suicide.navy.mil).

Deficiency #17. Suicide prevention training was not being conducted for civilian personnel and full-time contractors. References: OPNAVINST 1720.4A, paragraph 5a.(1), 6h(3), Encl 3(1); Commanding Officer's Suicide Prevention and Response Toolbox November 2011, Tab A, (www.suicide.navy.mil).

d. Individual Medical Readiness (IMR). The Fully Medically Ready (FMR) percentage of CPF Sailors was 80 percent, exceeding the 75 percent threshold directed by DoDI 6025.19 CH-1. FMR percentage of subordinate afloat fleet Sailors was 86 percent, also exceeding the 75 percent threshold. Both of these metrics are well-monitored and regularly reported to the Commander. However, IMR of ashore fleet Sailors (echelon 3 and below) is not monitored by CPF or reported to the Commander.

Deficiency #18. CPF does not monitor and report IMR status of ashore fleet units to ensure that subordinate commands meet the DoD mandated FMR threshold. Reference: SECNAVINST 6120.3 CH-1, paragraph 3a.

4. Non-compliant programs

a. Voting Assistance Program (VAP). NAVINSGEN verified that the CPF VAO had not completed required FVAP hosted training. We observed no documented command-wide training, absentee voter training, voter assistance records, or voting assistance metrics as required per DoDI 1000.04, OPNAVINST 1742.1B; and 2014-2015 Navy Voting Action Plan, Rev 1 (February 2014).

Deficiency #19. CPF Headquarters VAO has not completed required FVAP hosted training. References: DoDI 1000.04, OPNAVINST 1742.1B, and 2014-2015 Navy Voting Action Plan, Rev 1.

~~FOR OFFICIAL USE ONLY~~

Deficiency #20. CPF Headquarters command-wide VAP and absentee voter training is not be conducted and documented. References: DoDI 1000.04, Encl 4; OPNAVINST 1742.1B, and the 2014-2015 Navy Voting Action Plan, Rev 1.

Deficiency #21. CPF Headquarters voter assistance records and metrics are not being maintained and documented. References: DoDI 1000.04, OPNAVINST 1742.1B, and 2014-2015 Navy Voting Action Plan, Rev 1.

BRILLIANT ON THE BASICS

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

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

a. Command Sponsorship Program. This program is in compliance with OPNAVINST 1740.3C, Command Sponsor and Indoctrination Program. CPF has an aggressive program that facilitates newly assigned Sailors and their families into the command and region.

b. Command Indoctrination Program (INDOC). The INDOC Program is in compliance with OPNAVINST 1740.3C with a single noted deficiency. NAVINSGEN observed CPF's Navy Pride and Professionalism training completion percentage was 89 percent. Although not required by instruction, NAVINSGEN recommends CPF consider including civilian personnel as participants at INDOC.

Deficiency #22. Some CPF Sailors did not attend INDOC within 30 days of reporting.
Reference: OPNAVINST 1740.3C, paragraph 4b and Encl (1)2h(3)(c)3.

c. Career Development Program (CDP). NAVINSGEN assessed the CDP not in compliance with OPNAVINST 1040.11D, Navy Enlisted Retention and Career Development Program. The CPF Command Career Counselor reported 21 January 2014. NAVINSGEN observed no records of Career Development Team (CDT) meetings, career information reports, and monthly training over the past 24 months per OPNAVINST 1040.11D. As of 11 March 2014, NAVINSGEN observed a system in place to ensure Sailors are provided career development guidance and that the chain of command is informed of matters related to CDP management. The CPF Command Career Counselor has taken positive steps to correct discrepancies detailed below.

Deficiency #23. CPF has no record of quarterly CDT meetings over the past 24 months.
Reference: OPNAVINST 1040.11D, paragraph 7j(4).

Deficiency #24. CPF has no record of monthly career information reports submitted to the chain of command. Reference: OPNAVINST 1040.11D, paragraph 7j(13).

Deficiency #25. CPF chain of command is not informed of all matters related to CDP management over the past 24 months. Reference: OPNAVINST 1040.11D, paragraph 7m(1).

Deficiency #26. There is no record of monthly training of subordinate career counselors and other CDT members within the command over the past 24 months. Reference: OPNAVINST 1040.11D, paragraph 7m(6).

~~FOR OFFICIAL USE ONLY~~

PART 3

REPORT ON SURVEY AND FOCUS GROUPS

~~FOR OFFICIAL USE ONLY~~

APPENDIX A

SUMMARY OF SURVEY DATA ANALYSIS

1. Method. In support of the CPF Command Inspection held 10-14 March 2014, NAVINSGEN conducted an anonymous on-line survey of active duty military and DON civilian personnel from 16 January to 18 February 2014. The survey produced 358 respondents (237 military, 121 civilian). Based on the reported population, the sample was representative and achieved target statistical parameters.

- a. The survey quantitatively assessed QOWL.
- b. The survey queried active duty military members questions regarding physical readiness, performance counseling, and the VAP.
- c. The survey queried civilians questions regarding their position description, performance counseling, human resource service center, and human resource office.
- d. The survey queried both military and civilians regarding topics such as working hours, resources, facilities, communication, travel, safety, training, command climate, and leadership.
- e. The survey queried survey respondents who indicated that they supervise personnel additional questions regarding their supervisory training and responsibilities.
- f. The survey included open-ended questions regarding various topics such as supplies purchased with personal money, facilities in need of repair, and any additional comments or concerns regarding QOL.

2. QOL. QOL is assessed using a scale from 1 to 10, where 1 is worst and 10 is best. The overall CPF average QOWL, 6.23 was lower than the echelon 2 average, 6.55 (Figure A-1).

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

- a. Perceived job importance was comparable between CPF and echelon 2 commands.
- b. Perceived occurrence of fraternization, favoritism, gender/sex discrimination, sexual harassment, race discrimination, and hazing at CPF were lower than echelon 2 commands.

~~FOR OFFICIAL USE ONLY~~

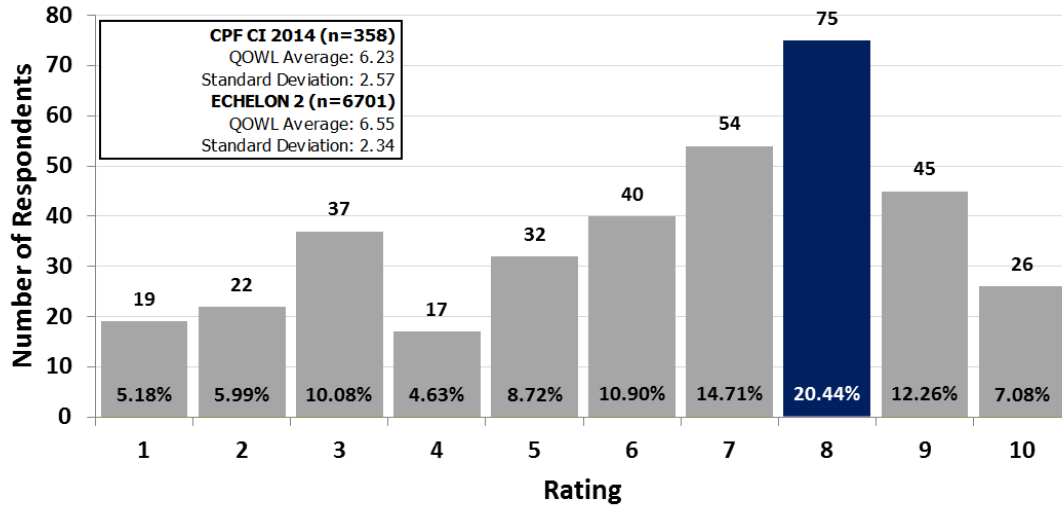


Fig. A-1. Distribution of QOWL ratings from the pre-event survey. The x-axis lists the rating scale and the y-axis represents the number of survey respondents. Response percentages for each rating are shown at the base of each bar. Counts for each rating are shown above each bar. The most frequent rating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

Table A-1. Aggregate strongly agree and agree responses percentages to selected command climate survey questions: FCC and overall echelon 2 command inspection percentages.

Question Issue	CPF	Ech 2
Job Importance	80.68%	77.16%
Fraternization	5.46%	15.48%
Favoritism	22.99%	33.04%
Gender/Sex Discrimination	6.61%	14.79%
Sexual Harassment	2.01%	10.05%
Race Discrimination	2.30%	12.76%
Hazing	2.01%	8.36%

Notes. Aggregate strongly agree and agree responses percentages. Echelon 2 CI percentages from FY09-14. Bold values indicate a significantly higher/lower percentage than Ech. 2.

APPENDIX B

SUMMARY OF FOCUS GROUPS

1. Method. On 7 March 2014, the NAVINSGEN conducted a total of 11 focus groups at CPF, seven with various groupings of active duty military ranks, and four with various groupings of civilian grades. There were a total of 77 focus group participants; 49 military, 28 civilians. Each focus group was scheduled for one hour and consisted of one facilitator and two note takers. The facilitator followed a protocol script: (a) focus group personnel introductions, (b) brief introduction to the NAVINSGEN mission, (c) privacy, Whistleblower protection, and basic ground rules, (d) a quantitative assessment of overall QOL, (e) participant-derived list of QOL topics, and (f) subsequent discussion on the list of QOL topics. Note taker data sheets were transcribed into a spreadsheet where response codes were applied to determine the most frequent QOL topics across all groups.

2. Overall QOL. Overall QOL is verbally assessed in focus groups using a scale from 1 to 10, where 1 is worst and 10 is best. The overall CPF distribution of QOL ratings is displayed in Figure B-1. The CPF average overall QOL score from the 11 focus groups was 6.27, lower than the echelon 2 average, 7.00.

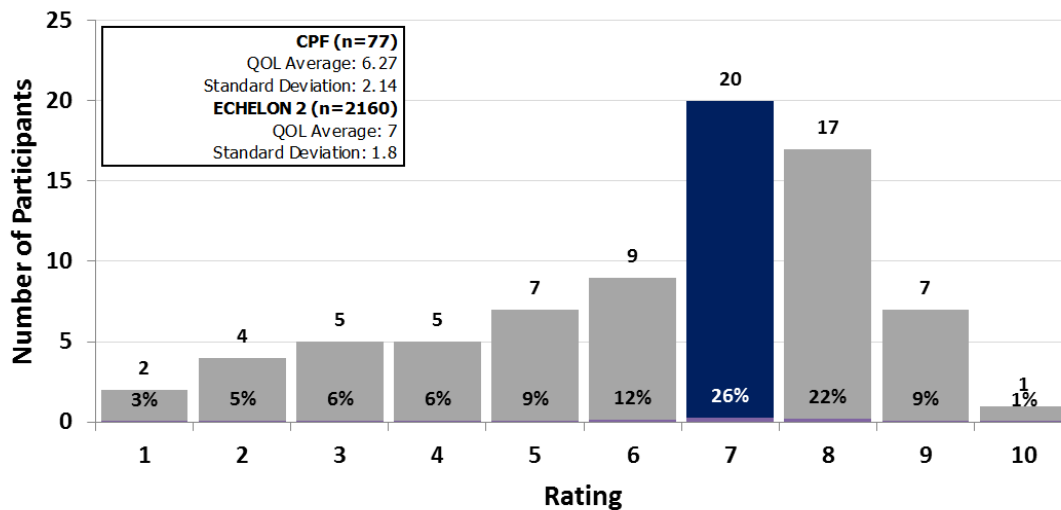


Fig. B-1. Distribution of QOL ratings from the CPF focus groups. The x-axis lists the rating scale and the y-axis represents the number of focus groups participants. Response percentages for each rating are shown at the base of each bar. Counts for each rating are shown above each bar. The most frequent rating is shown in blue.

3. QOL Topics. The most frequent participant-generated QOL topics discussed across all of the active duty military and DON civilian focus groups are shown in Figure B-2. QOL topics are listed along the y-axis. The gray portion of each bar represents the number of civilian focus groups in which the topic was indicated and discussed, and the blue portion of each bar represents the number of military focus groups in which the topic was indicated and discussed. For example, 6 (0 civilian, 6 military) out of 11 focus groups indicated work hours/schedule as a QOL issue. This was the overall most frequent QOL topic.

~~FOR OFFICIAL USE ONLY~~

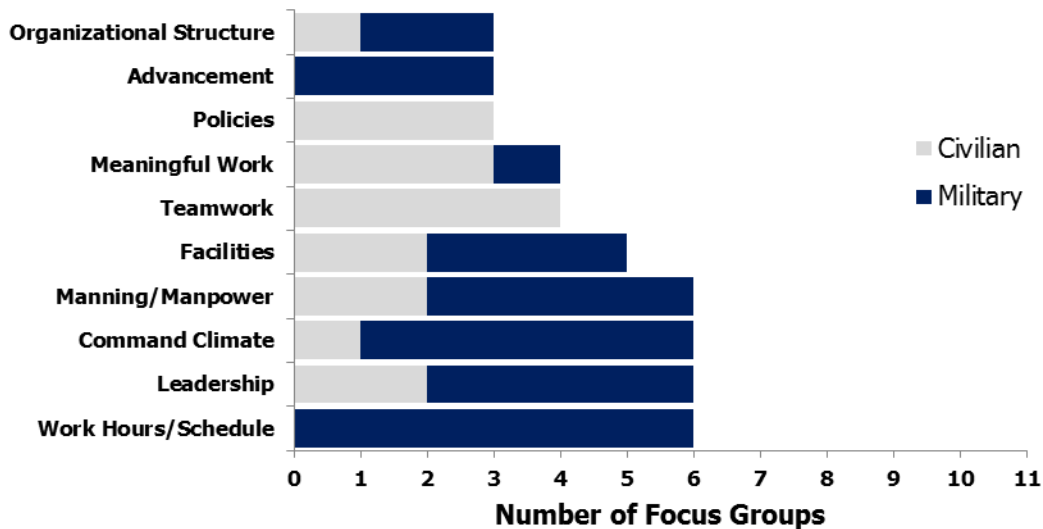


Fig. B-2. Most frequent QOL topics discussed during the 11 active duty military (7) and DON civilian (4) focus groups.

Focus groups comments related to the topics in Figure B-2 are summarized in the outline below.

a. Work Hours/Schedule

(1) Six of seven military focus groups mentioned long work hours as having a negative impact on QOL, in particular for work-family balance.

(2) One military focus group echoed survey results regarding civilian work hours; more than 40 hours per week without compensation.

b. Leadership. Participants generally thought that direction from leadership is often not executable: “Everything translates to a number one priority.”

c. Command Climate

(1) Strong opinions regarding command climate were voiced in five of seven military focus groups, specifically that certain individuals in leadership positions are responsible for poor command climate. Many participants felt that essentially nothing has been done to change command climate.

(2) CPF personnel appeared to be unaware of the DEOCS execution plan for June-July 2014.

d. Manning/Manpower. Six focus groups believed that current manning/manpower levels are not commensurate with workload. There was a general perception that directorates are maintaining or exceeding past workloads with less people, and some participants noted that staff reductions are seemingly at odds with a “Pivot to the Pacific.”

e. Facilities. Five focus groups mentioned ageing buildings, inability to manage climate control, and cleanliness. “QOL in the workplace starts with facilities.”

f. Teamwork. All of the civilian focus groups praised how people work well together; however, the aforementioned comments related to command climate suggests that military members in particular may not share this perspective.

g. Advancement. Three military focus groups voiced concern about advancement. Senior officers thought that job assignment is not career-enhancing for some communities.

h. Policies

(1) The recent sequester elevated a sense of uncertainty in civilian personnel.

(2) One focus group felt that leave guidance is in a constant state of flux, producing schedule planning more difficult

(3) Some focus group participants thought that purchasing is cumbersome—not customer oriented and takes too long. Participants believe that purchasing items on the open market would be more efficient and produce cost savings.

i. Organizational Structure

(1) Internally, a number of focus group participants felt that the organization is too stove-piped, that N-codes only promote their interests.

(2) Externally, many senior people think it is difficult to get an unfiltered articulation of the CPF perspective. “USFFC and CPF used to be equal fleet commanders.”

APPENDIX C

SURVEY RESPONSE FREQUENCY REPORT

1. Data. Numerical values represent counts and/or percentages (%).
2. Response Codes. The following list of response codes are used in table column headings.
 - a. SD, D, N, A, SA = Strongly Disagree, Disagree, Neither, Agree, Strongly Agree
 - b. SD, D, DK, A, SA = Strongly Disagree, Disagree, Don't Know, Agree, Strongly Agree
 - c. N, R, S, F, A = Never, Rarely, Sometimes, Frequently, Always
 - d. +, N, - = Positive, Neutral, Negative
3. Demographics. Counts for respondents who identified themselves as active duty military or DON civilian, and their gender:

Military		Civilian	
Male	Female	Male	Female
192	45	80	41

~~FOR OFFICIAL USE ONLY~~

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

	1	2	3	4	5	6	7	8	9	10	Total
Count	19	22	37	17	32	40	54	75	45	26	367
%	5.18%	5.99%	10.08%	4.63%	8.72%	10.90%	14.71%	20.44%	12.26%	7.08%	

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

	+	N	-	Count
Job satisfaction	53.85%	29.67%	16.48%	304
Leadership support	55.22%	23.63%	21.15%	287
Leadership opportunities	39.01%	42.03%	18.96%	295
Length of workday	39.29%	30.49%	30.22%	254
Advancement opportunities	29.12%	50.27%	20.60%	289
Training opportunities	34.62%	40.38%	25.00%	273
Awards and recognition	29.12%	47.80%	23.08%	280
Command morale	37.64%	31.87%	30.49%	253
Command climate	43.13%	33.79%	23.08%	280
Quality of workplace facilities	44.23%	34.89%	20.88%	288

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

SD	D	N	A	SA
32	54	50	143	71
9.14%	15.43%	14.29%	40.86%	20.29%

~~FOR OFFICIAL USE ONLY~~

Rank:

	CWO	E1-4	E5-6	E7-9	O1-3	O4-5	O6+	Total
Count	4	13	47	34	25	92	22	237
%	1.69%	5.49%	19.83%	14.35%	10.55%	38.82%	9.28%	

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

SD	D	N	A	SA
33	44	39	69	52
13.92%	18.57%	16.46%	29.11%	21.94%

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

SD	D	N	A	SA
31	43	39	84	38
13.19%	18.30%	16.60%	35.74%	16.17%

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.

SD	D	N	A	SA
13	19	38	88	31
6.88%	10.05%	20.11%	46.56%	16.40%

	GS1-8	GS9-12	GS13-14	GS15	SES	Other	Total
Count	7	26	68	15	1	4	121
%	5.79%	21.49%	56.20%	12.40%	0.83%	3.31%	

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

SD	D	N	A	SA
8	14	26	41	29
6.78%	11.86%	22.03%	34.75%	24.58%

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

N	R	S	F	A
7	20	43	30	19
5.88%	16.81%	36.13%	25.21%	15.97%

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

SD	D	N	A	SA
3	13	70	29	4
2.52%	10.92%	58.82%	24.37%	3.36%

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

SD	D	N	A	SA
6	14	55	32	12
5.04%	11.76%	46.22%	26.89%	10.08%

~~FOR OFFICIAL USE ONLY~~

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

Yes	No
73	275
79.02%	20.98%

How many DON civilians do you supervise?

<5	5-10	11-20	>20
71.73%	16.44%	8.22%	4.11%

When did you receive civilian supervisory training?

<1 yr	1-4 yrs	4+ yrs	Never
12.33 %	42.47%	16.44%	28.77%

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

SD	D	N	A	SA
11	25	228	66	17
3.17%	7.20%	65.71%	19.02%	4.90%

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

SD	D	N	A	SA
14	54	43	183	60
3.95%	15.25%	12.15%	51.69%	16.95%

Do you have adequate time at work to complete required General Military Training via Navy Knowledge Online (NKO) training?

Yes	No
254	27
72.99%	7.76%

Are you able to access NKO at work?

Yes	No
334	5
95.98%	1.44%

Are you able to access NKO at work?

Limited	Unlimited
98	247
28.41%	71.59%

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

SD	D	N	A	SA
10	50	57	181	52
2.86%	14.29%	16.29%	51.71%	14.86%

My command is concerned about my safety.

SD	D	N	A	SA
2	16	47	180	105
0.57%	4.57%	13.43%	51.43%	30.00%

My command has a program in place to address potential safety issues.

SD	D	N	A	SA
5	12	67	183	83
1.43%	3.43%	19.14%	52.29%	23.71%

~~FOR OFFICIAL USE ONLY~~

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

SD	D	N	A	SA
9	14	45	161	123
2.56%	3.98%	12.78%	45.74%	34.94%

My command attempts to resolve command climate issues.

SD	D	N	A	SA
36	31	111	104	66
10.34%	8.91%	31.90%	29.89%	18.97%

_____ is occurring at my command.

	SD	D	N	A	SA	Count
Fraternization	19.25%	29.31%	45.98%	3.16%	2.30%	348
Favoritism	14.08%	27.59%	35.34%	15.23%	7.76%	348
Gender/Sex Discrimination	22.99%	37.93%	32.47%	5.46%	1.15%	348
Sexual Harassment	28.74%	36.21%	33.05%	1.44%	0.57%	348
Race Discrimination	28.74%	36.21%	33.05%	1.44%	0.57%	348
Hazing	34.58%	38.33%	25.36%	1.73%	0.00%	347

I have adequate leadership guidance to perform my job successfully.

SD	D	N	A	SA
23	44	49	140	96
6.53%	12.50%	13.92%	39.77%	27.27%

Communication down the chain of command is effective.

SD	D	N	A	SA
39	69	63	137	41
11.17%	19.77%	18.05%	39.26%	11.75%

Communication up the chain of command is effective.

SD	D	N	A	SA
32	52	72	144	49
9.17%	14.90%	20.63%	41.26%	14.04%

My superiors treat me with respect and consideration.

SD	D	N	A	SA
18	32	38	143	118
5.16%	9.17%	10.89%	40.97%	33.81%

My performance evaluations have been fair.

SD	D	N	A	SA
4	14	84	148	99
1.15%	4.01%	24.07%	42.41%	28.37%

The awards and recognition program is fair and equitable.

SD	D	N	A	SA
11	39	127	123	49
3.15%	11.17%	36.39%	35.24%	14.04%

~~FOR OFFICIAL USE ONLY~~

Military and civilian personnel work well together at my command.

SD	D	N	A	SA
6	15	56	163	108
1.72%	4.31%	16.09%	46.84%	31.03%

My command's Equal Opportunity Program (EO - to include Equal Employment Opportunity & Command Managed Equal Opportunity) is effective.

SD	D	N	A	SA
9	8	126	124	81
2.59%	2.30%	36.21%	35.63%	23.28%

I know who to contact with an EEO/EO question or complaint.

SD	D	N	A	SA
6	29	37	168	108
1.72%	8.33%	10.63%	48.28%	31.03%

I am aware of or know how to find my local IG Hotline number.

SD	D	N	A	SA
10	39	42	160	97
2.87%	11.21%	12.07%	45.98%	27.87%

My command adequately protects my personal information.

SD	D	N	A	SA
4	15	105	142	82
1.15%	4.31%	30.17%	40.80%	23.56%

~~FOR OFFICIAL USE ONLY~~