



DEPARTMENT OF THE NAVY
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YARD DC 20374-5006

IN REPLY REFER TO:

5040
Ser N3/0953
3 Sep 13

From: Naval Inspector General
To: Distribution

Subj: AREA VISIT TO NAVAL DISTRICT WASHINGTON, DISTRICT OF
COLUMBIA (PART TWO OF THREE)

Ref: (a) SECNAVINST 5040.3A

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

2. NAVINSGEN conducted Part II of a three part Readiness and QOL Area Visit to Naval District Washington, District of Columbia (DC) from 2 to 17 May 2013. Part II focused on Naval Support Facility (NSF) Naval Observatory, NSF Carderock, and Naval Support Activity (NSA) Bethesda. In addition to the leadership from the aforementioned commands, we met with Commander, Naval District Washington, and leaders from Naval Surface Warfare Center Dahlgren Division (K08) (NSWC-DD) Re-Entry Systems, Naval Surface Warfare Center (NSWC) Carderock Division, Oceanographer of the Navy (OPNAV N2N6E), Personnel Support Activity Detachment Bethesda, and Naval Support Activity Washington.

3. This report has three parts. Part I forwards our overall observations and findings. Part II contains seven issue papers which present specific findings and recommendations for senior Navy leadership. Part II also contains a corrective action summary matrix (Page 26) and guidance for submission of corrective action via an Implementation Status Report (ISR) (Page 27). The summary of survey data analysis for active duty military and DON civilian personnel is included in Part III (Page 41).

Subj: AREA VISIT TO NAVAL DISTRICT WASHINGTON, DISTRICT OF
COLUMBIA (PART TWO OF THREE)

(b) (7)(C)



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NAVAL INSPECTOR GENERAL
AREA VISIT TO
NAVAL DISTRICT WASHINGTON
(PART TWO OF THREE)
2 -17 MAY 2013



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NAVAL DISTRICT WASHINGTON
AREA VISIT (PART II) REPORT

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PART 1

OBSERVATIONS AND FINDINGS

OBSERVATIONS AND FINDINGS

1. The Naval Inspector General (NAVINSGEN) conducted Part 2 of a Readiness and Quality of Life (QOL) Area Visit to Naval District Washington (NDW) from 2 to 17 May 2013. Part 1 was conducted from 24 October through 4 November 2011 and focused on the following commands and tenant activities: Naval Support Activity (NSA) Washington at the Washington Navy Yard, Joint Base Anacostia-Bolling (JBAB), Naval Research Laboratory (NRL), and associated tenant commands. Part 2 focused on the more than 26,000 military and civilian employees at Naval Support Facility (NSF) Naval Observatory, NSF Carderock, and NSA Bethesda. Major issues discovered during Part 1 were revisited during Part 2 of this inspection to ensure compliance and possible impact to other commands. These areas included: Base Operating Support (BOS) contract administration and performance, facilities maintenance and services, safety and occupational health policy and traffic safety councils, Fall Protection Program, and Sexual Assault Prevention and Response (SAPR) Program. Part 3 of the NDW Area Visit is scheduled for early Fiscal Year (FY) 2014.

2. NAVINSGEN assessed QOL, mission readiness, command relationships and communications, military and civilian manning and manpower, fleet support, training, Naval Reserve component programs, command security programs, compliance programs, and facility maintenance. Unless otherwise noted, observations herein are as of the last day of the Area Visit. We also cite multiple post-inspection corrective actions implemented in response to our initial findings and out-brief.

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Navy Special Interests

Program	Comments
Sustainable Energy	Substantial progress on legislative goals and Executive Orders but progress toward Navy-wide renewable energy goals inconclusive.
Suicide Prevention	Suicide prevention training for military, DOD civilian and contract staff personnel not in accordance with OPNAVINST 1720.4A, Part 2, Issue Paper 7, SUICIDE PREVENTION TRAINING, refers.
Sexual Assault	Well administered and in accordance with Navy directives (OPNAVINST1752.1B)
Hazing Policy Training/Compliance	Well administered and in accordance with Navy directives (NAVADMIN 034/13)
EO Compliance/Incident Reporting	Well administered and in accordance with Navy directives (OPNAVINST 5354.1F)
Family Assistance	Well administered and in accordance with Navy directives (OPNAVINST 1754.1B)
Substance Abuse	Well administered and in accordance with Navy directives (OPNAVINST 5350.4D)
Safety (Vehicle/Motorcycle)	No issues noted.
Accountability & Financial Controls	Of activities visited; no issues to auditability were noted.
Network & Classified Materials Security	Commands visited were in compliance; with some outstanding issues. Part IV, paragraph 3.e. refers.

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I. AREAS/PROGRAMS ASSESSED

Mission Performance

- Mission Readiness
- Command Relationships and Communications
- Total Force Management
- Personnel Training/Qualification
- Command Security
- Reserve Component

Facilities, Safety, and Security

- Facilities Management
- Housing
- Communicating Work Requests
- Energy Management
- Environmental Compliance
- Parking
- Security
- Safety and Occupational Health

Resource Management/Quality of Life/Community Support

- Information Management/Cyber Security Work Force
- Information Technology
- Individual Medical Readiness
- Personally Identifiable Information
- Command Individual Augmentee Coordinator
- Religious Ministries
- Command Managed Equal Opportunity
- Equal Employment Opportunity
- Sexual Assault Prevention and Response
- Urinalysis/Drug and Alcohol
- Hazing Policy Training and Compliance
- Physical Readiness
- Navy Exchange
- Navy Voting Assistance
- Legal and Ethics
- Morale, Welfare and Recreation
- Suicide Prevention
- Fleet and Family Support Center
- Navy College
- Commissaries

Brilliant on the Basics/Good Order and Discipline

- Career Development
- Command Sponsorship
- Command Indoctrination

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II. MISSION PERFORMANCE

1. The Mission Performance Team assessed area-wide mission readiness, command relationships and communications, total force management, personnel training and qualifications, command security programs, and Reserve Component (RC) at portions of NDW (Figure 1), specifically: NSF Naval Observatory, NSF Carderock, and NSA Bethesda. This was Part 2 of 3 of the NDW Area Visit. We met with leaders and various personnel at the aforementioned activities and the following Navy commands: U.S. Naval Observatory (USNO); Naval Surface Warfare Center (NSWC) Dahlgren Division (K08) Re-Entry Systems; Oceanographer of the Navy (OPNAV N2N6E); NSWC Carderock Division; and Personnel Support Detachment (PSD) Bethesda.

a. Mission Execution. All of the individual commands visited during this Area Visit are accomplishing their assigned missions effectively; however, there are common themes surrounding the current environment of fiscal uncertainty that may affect future mission execution. Due to the specialty missions of the commands visited during this Area Visit – predominantly scientific based organizations and a large medical facility – this fiscal uncertainty affects near term mission accomplishment and may further create significant long term consequences that are difficult to quantify and recover from.



Figure 1 - Naval District Washington

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b. Risks to Mission Execution

(1) Hiring Freeze, Full-Time Equivalents (FTE) Distribution, and Workforce Demographics. Hiring freezes and FTE ceiling limits have a greater effect on small and scientific commands that require highly specialized skill sets. This is likely to affect the long term health of the scientific and medical workforce due to current age demographics. In many cases, scientists and research specialists are only one-deep and the ability to attract and retain talented new personnel presents additional challenges to successful mission execution.

(a) USNO and NSWC Carderock are concerned about an aging workforce among employees with advanced scientific and engineering skills. In addition, there is apprehension concerning the ability to replace the retirement eligible leadership due to the current hiring freeze and FTE distribution caps imposed on Echelon II BSOs. As outlined in Figure 2, 20 percent of the USNO workforce will be retirement eligible by FY14. Even if exceptions to the hiring freeze are submitted and approved, it will be difficult to attract talented personnel, especially in light of current restrictions on opportunities for scientific exchange as discussed below in sub-paragraph (2), Travel Restrictions.

(b) In January 2011, Department of Defense (DoD) set a civilian workforce cap to the military services for FY12/13 which increased the services caps above the FY10 levels. The Navy workforce level in 2010 was 87,991 FTE and increased in FY12 to 92,826 FTE to support current requirements for FY12/13. The inability to hire new employees to the approved FY12/13 levels to fill gapped billets will start to impact readiness in FY14.

(c) At the time of this Area Visit, USNO submitted hiring exemptions for 5 of 12 critical vacancies through its chain of command. The Assistant Secretary of the Navy, Manpower and Reserve Affairs (ASN M&RA) approved the 5 exemptions as of the writing of this report. NAVINSGEN recommends that critical vacancies like those at the USNO or NSWC be followed very closely to ensure critical programs and missions are not put at risk.

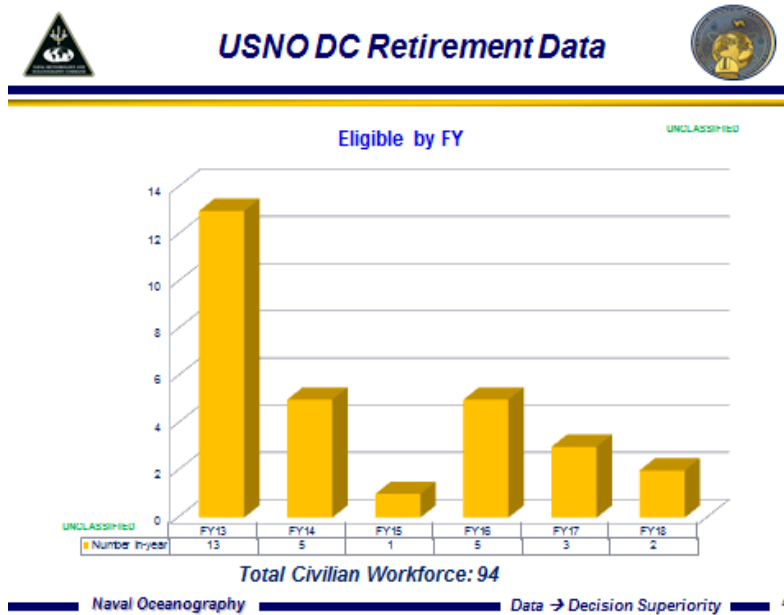


Figure 2 – USNO DC Retirement Data

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(2) Travel Restrictions. The Navy's Budget Guidance Memorandum 12-3A of 14 January 2013 requires minimization of all non-mission essential travel and training to include conferences, and requires General Officer/Flag Officer/Senior Executive Service determination of mission requirements. The guidance resulted in the elevation of travel requests to higher authority for most commands at Carderock, USNO, and Bethesda. In many instances, the conference dates are not always finalized in time to meet the current required deadlines imposed by the approving authority. There appears to be no overarching approach to defining mission essential travel as it relates to scientific, medical, and academic matters. These travel restrictions have prevented many scientists, medical, and Research and Development (R&D) personnel from conducting mission essential face-to-face scientific/research exchanges. The combination of heightened approval authorities and budgetary travel restrictions resulted in the near elimination of attendance at most professional conferences and symposia. Attendance at annual conferences that was routinely approved in previous years has been discouraged or disapproved in FY13. In many instances, no request is made at all because the process is time consuming and the odds of a favorable outcome are small.

(a) For members of the medical and scientific research communities, attending professional conferences is a traditional method of furthering professional development and maintaining professional credentials. The scientific community offers no alternative to these conferences. For the research community, conferences have the primary benefit of informing our scientists of the progress, or lack thereof, of scientific efforts related to their own projects on behalf of the Navy, thereby reducing redundant and/or wasted research. For many personnel, these conferences are important to advancing science that is essential to the Department, their careers, professional reputation and/or certifications; therefore, many have chosen to attend the conferences at their own expense. These communities reported that the inability to attend professional conferences was not only a dis-satisfier; but also a barrier in recruiting quality personnel to their commands.

(b) Below are a few specific examples of the effects of the current execution of these policies:

1. In order to maintain USNO subject-matter expertise to support DoD and the Nation in setting standards for time, Earth Orientation Parameters (EOPs), and the Celestial Reference Frame (CRF), it is necessary that USNO scientists attend various meetings held or sponsored by national and international organizations. These include: International Bureau of Weights and Measures (BIPM); International Earth Rotation and Reference Systems Service (IERS); International Global Navigation Satellite Systems (GNSS) Service (IGS); International Telecommunication Union (ITU); International Astronomical Union (IAU); International Union of Geodesy and Geophysics (IUGG); and International Very Long Baseline Interferometry (VLBI) Service for Geodesy and Astrometry (IVS). USNO staff members often serve in leadership positions in these organizations; attendance at these meetings is essential to mission accomplishment. As an example, the lead USNO Atomic Clock Scientist is the technical chair for the International Time Coordination Conference, held in Prague Czech Republic. The agenda and discussion included research and development on clock and time transfer technology along with leap second issues, critical to weapon system accuracy. Due to funding constraints and attendance policy, the scientist attended the conference by paying his own way in a

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permissive TDY status. Overall, USNO had 85 conference requests submitted in FY12 and FY13, with only 10 individuals being approved and funded to attend. Eight events were attended with travel costs and expenses being paid by the government employee without reimbursement. In many cases these expenses were costly, as conferences took place in Maui, Honolulu, Long Beach, Miami, Nashville, and Boston.

2. Office of Naval Research (ONR) Naval Science & Technology Partnership Conference - ONR 331 Automation and Controls requested NSWC Carderock provide the tabletop simulator, designed and built by NSWC Carderock engineers, to test advanced control algorithms. The tabletop simulator has been used at government facilities and provided on loan to two universities to conduct research. NSWC Carderock personnel could not attend the conference and Carderock Contractors attended instead to set up and operate the simulator. The contractors had no knowledge of the NSWC Carderock role and could not accurately describe the full range of uses of the tabletop simulator. This entire evolution resulted in no net savings to the Navy as the contractors were paid out of the same appropriated funds. Instead, it became a suboptimal substitution and poor overall execution. In addition, NSWC Carderock did not have the ability to make new university contacts and explore teaming opportunities to further Navy automation and controls research.

3. NSWC Carderock Science Math and Research for Transformation (SMART) Program Execution - The DoD (SMART) scholarship program is a key component of the NSWC Carderock strategy to educate young scientists and engineers. As part of the SMART Program, the host command is required to fund conference travel to support mandatory publishing and presentation activity for the PhD program. Due to the conference ban, SMART Scholars are not able to present their research in a public forum. For example, one SMART Scholar (current NSWC Carderock engineer) had to have his research presented at the American Society of Mechanical Engineers (ASME) International Mechanical Engineering Congress Exposition (IMECE) by his advisor since his attendance to the conference was disapproved. This action impacts the student's credentials for earning the PhD, and eliminates his ability to network with other experts from around the world to validate his research and promote the needs of the Navy. Additionally, a NSWC Carderock employee had a peer reviewed paper (requirement for PhD through the SMART program) that has been fully accepted for presentation at the ASME Summer Heat Transfer conference, 14-19 July 2013, but was unable to receive the required approval to attend. The lack of support for the SMART Program adds to the difficulty in retaining and developing new talent.

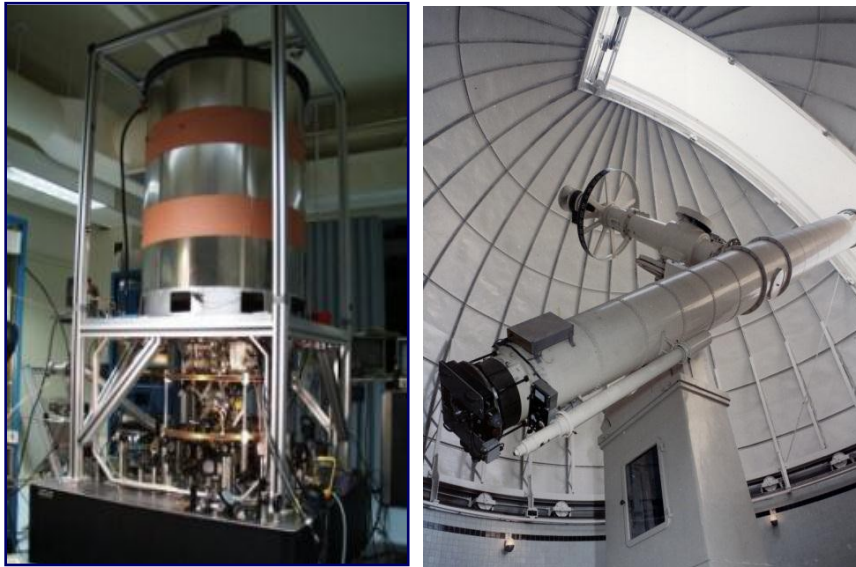
4. The medical community is experiencing similar issues. For example, among eight clinical dentists, funded travel to professional meetings at which continuing education hours were awarded decreased from seven of eight in FY12 to zero of eight in FY13. In FY13, four of eight traveled at personal expense in a permissive TDY status, while others attended in a leave status.

(c) The conference and symposia restrictions are having a negative impact on the medical and scientific research communities. If these restrictions continue, the Department will lose its technological edge and positions of global leadership in the research community. In addition, these restrictions are making recertification more burdensome for medical personnel and restricting contact with scientific communities will make Navy career options less attractive.

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Part 2, Issue Paper 1 refers (Page 31), Recommendation 020-13: NAVINSGEN recommends DON/AA review and adjust current travel and conference attendance guidance to support Medical and Scientific Research mission execution.

(3) Unique identity of command. In 2006, USNO realigned under U.S. Fleet Forces Command, and shifted from an Echelon II command to an Echelon IV command. During focus groups, participants discussed their perception that mission execution was impacted by additional layers of bureaucracy resulting from the realignment to an Echelon IV command. This perceived loss of “unique identity,” particularly in the area of scientific research, was a concern that NAVINSGEN reviewed. USNO is responsible to DoD and the Nation for the global Time Standard. This Time Standard is essential to the Global Positioning System “light speed” synchronization and the overall operability and accuracy of our U.S. strategic and tactical weapon systems. Our review uncovered no adverse consequences as a result of USNO’s current alignment under Commander, Naval Meteorology and Oceanography Command (Echelon III) and Commander, U.S. Fleet Forces Command (Echelon II).



Pictured above left is one of the four Navy Rubidium Fountain atomic clocks operating at USNO used to set the Global Time Standard. On the right is the 26” Refracting Telescope from 1890s, still in operation, cataloging celestial bodies.

(4) Navy Enterprise Resource Planning (ERP). The rollout and implementation of Navy ERP at NSWC Carderock negatively impacted mission readiness due to the Naval Sea Systems Command (NAVSEA) Headquarters instituting additional layers of approval required for financial processes.

(a) Navy ERP is a suite of business management functions designed to fully integrate diverse functions of financial, accounting, time and attendance, purchase and supply chain, and property management into a single system. This integration is also organized to provide an active audit trail and leadership oversight of budgeting and expenditure of an organization’s financial resources. The system is a commercial “off-the-shelf” product that requires a role-specific vice process-orientated operating hierarchical system. There is significant risk in “over-

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role mapping,” especially with the required separation of duties between modules in Navy ERP for comptroller personnel, contracting personnel, and contract service support to ensure procurement integrity. As a result, this creates additional layers of review in Navy ERP for all financial transactions regardless of actual dollar value involved in the process.

(b) The overarching goal of Navy ERP is to implement a procurement system that will meet audit requirements by 2017 and integrate with other DoD systems. The outcome will move the Navy from a number of different systems and processes to a single technical solution. From the implementation standpoint, each Systems Command (SYSCOM) has the latitude to configure Navy ERP to support each specific end-user experience in support of the command’s operation. Specifically, NAVSEA decided to centralize their approval and workflow processes; at least, for lower Echelon commands.

(c) Based upon our observations and research, the top concerns of personnel serving in the NDW Region are budget and funding issues, both of which have a direct impact on material procurement lag time. Given the increased centralization of final approval authority for material procurement, personnel with an identified requirement for material have reported increased customer wait time for simple procurements from days to months.

(d) Additional access could be granted to end users that would authorize them to have greater visibility into Purchase Request (PR) processing; though purchases for Information Technology (IT) equipment would remain centrally managed by DON Chief Information Officer. IT purchases require pre-approval before the purchase request can be entered into Navy ERP for procurement. Additionally, the general lack of knowledge into this process by users has resulted in procurement delays or in PR documents being rejected. Rejected PRs must be sent back to the original requestor and are required to be completely resubmitted for processing.

(e) There is a lack of clear written policy between the local commands and their next level Echelon command with regard to procurement, especially related to Navy ERP implementation. The ERP system is a viable working application, but requires much more leadership involvement to clearly articulate required policy decisions that have accompanied Navy ERP implementation.

(f) NAVINSGEN is engaging with the Navy’s Financial Management Office and the Navy ERP Business Office to explore potential recommendations to streamline processes.

2. Command Relationships and Communication

a. The nature of NDW is unique among the Navy regions. NDW is responsible for facilities that support the President, Vice President, Secretary of Defense, Secretary of the Navy, Chief of Naval Operations, and a host of lower ranking flag officers and their Echelon I and II commands. NDW operates within line of sight of its immediate superior in command, Commander, Navy Installations Command (CNIC); and is the official receiving point for foreign naval leaders. NDW supports few operational commands; however, the activities of many NDW supported commands (i.e., USNO, MSC, etc.) are open for business 24/7 to support global operations, the United States Government and Navy leadership. Rapid efficient communication networks ensure the issues facing senior customers are dealt with immediately. Overall, communications are effective and foster an environment to allow mission accomplishment. One theme observed in focus groups is

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that everyone is aware of the current challenges and the fiscal environment, yet they are not always asked at the deck-plate level for their ideas to help address current shortfalls. Website suggestion boxes and a “great idea contest” were mentioned as possible solutions.

b. The Air Force recently stood up a cost-cutting initiative called “Every Dollar Counts.” It is designed to be easy and direct, as ideas can be submitted through smart phones. The best ones make their way to senior leadership; who have already implemented some of these suggestions. As an example, one Airman discovered over a thousand active phone lines that they were paying for but that no one was using. Perhaps this is something the Navy could adopt.

3. Total Force Management

a. Personnel Support Detachment (PSD) manning. PSD manning was noted as an issue and has been a recurring finding throughout the Navy. The majority of pay and personnel support transactions are processed by GS-5 employees. PSD manning data shows that a GS-5 employee is an entry level pay category that normally does not attract personnel with military pay and personnel system knowledge and skill sets required for these jobs. As such, newly hired PSD processors require substantial training and supervisory oversight, preventing senior PSD employees from focusing their full attention on their responsibilities. In addition, the pay and benefits for GS-5 positions are not competitive enough to retain employees for much longer than the six months it takes to train them, especially in a high-cost area like the National Capital Region. Additionally, there are no upward mobility opportunities for GS-5 employees at PSDs or Customer Service Desks (CSDs). Currently, the PSDs located in the United States are authorized to hire contractors; however, contractors normally require the same significant training to become proficient enough to perform the work. Contractors, like GS-5 employees, often do not stay much longer than six months. The Navy has been challenged in its recruitment and retention of employees with knowledge of the pay and personnel support system. PSD manning will be tracked as NAVINSGEN visits fleet concentration areas (Norfolk, San Diego, and Hawaii) in FY13 and FY14.

b. Ceremonial Guard Manning Update. The Ceremonial Guard remains severely undermanned. During Part 1 of the NDW Area Visit we observed that the Washington Ceremonial Guard was experiencing continual manning issues following their 2009 Shore Manpower Requirements Determination (SMRD). The 76 additional billets authorized during the SMRD still remain unfunded today. Additionally, they lost three more billets (PS1, LS2, and SN) in 2010/2011. A Navy Career Counselor is onboard, but the request for five POs and four CPOs remains unfunded even though the SMRD validated this requirement.

c. Science, Technology, Engineering and Mathematics (STEM). NSWC Carderock executes a robust STEM Program with the goal to inspire, develop and attract the STEM talent essential to deliver innovative solutions for the nation's current and future challenges. This program is widely supported by the command and reaches schools in Maryland, Virginia, and the District of Columbia. Under the administration’s proposed FY14 budget, STEM funding for DoD would be shifted to the Department of Education. This could reduce or eliminate funding for the program and consequently, dramatically reduce support for the program from the workforce. This is an area for the Navy to track as another factor that could negatively affect the ability to attract and retain STEM employees.

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d. Personnel Training/Qualification. Focus Groups and interviews with military service members and civilian work force throughout NDW revealed that a significant number of work hours are allocated to completing annual general training requirements. There is an overarching perception among the workforce that general training requirements for civilians are increasing, that the periodicity is not correct, and in some cases, the training is irrelevant to the civilian employees. In addition, there is a widely-held perception that too much time is spent on completing redundant training. General training requirements when coupled with reduced manning levels, added collateral duties, validated but unfilled vacancies, transfers, retirements, the hiring freeze and operating budget restrictions, leaves little time to satisfy mission requirements. A pending Center for Naval Analysis study will assess Military Training/General Military Training (GMT), but will not address civilian training requirements. NAVINSGEN recommends expanding the study to include civilian training requirements.

f. Reserve Component (RC) Programs. RC integration with supported commands is excellent. These units are highly motivated and mission oriented but are challenged by administrative requirements and a perceived lack of support from the Navy Operational Support Center (NOSC) Washington. NOSC Washington, which is responsible for the administrative functions and classroom style training of reservist in the National Capital Region, stated that it is undermanned based on workload related to the increase in the number of reservists following consolidation of NOSC Washington onboard Naval Air Facility Washington. A SMRD is scheduled for 2014 and will address the manning shortfall. Due to the unique nature of the supported commands in the NOSC Washington area, many reservists work a flexible drill schedule. Pay policies and strict compliance with Commander, Navy Reserve Forces (COMNAVRESFOR) rescheduling requirements make it administratively burdensome to provide operational support outside the drill weekend, and nearly impossible to provide short-fused support. These issues will be addressed during the upcoming COMNAVRESFOR Command Inspection later this year.

4. Command Security Programs. Overall, all three commands visited were in compliance with applicable guidance, with minor discrepancies. NSWC Carderock was in the process of rewriting their physical security and anti-terrorism plans to reflect the NSA Washington Force Protection Plan, which were identified as discrepancies during the 2011 NAVSEA command inspection. The commands were predominantly staffed with scientists, engineers, and medical personnel who place a high value on collaborative research and information sharing presenting a challenge for managing a culture of good security practices. Furthermore, (b) (7)(e)

[REDACTED]

NAVINSGEN addressed deficiencies with the appropriate security officials.

III. FACILITIES, SAFETY AND PHYSICAL SECURITY

1. The Facilities, Safety and Physical Security Team reviewed facility-related functions including: Facilities Management, Housing, Energy and Environmental Compliance, Security, and Public Safety.

a. Facilities Management

(1) Facility Conditions. Personnel at NSA Bethesda, NSF Carderock, and USNO did not express any significant concerns with the condition and maintenance of their respective facilities in the pre-inspection survey or focus groups. Most facility maintenance at NSF Carderock and NSA Bethesda is provided on a reimbursable basis, giving supported commands significant control in prioritizing maintenance of their facilities. While the USNO relies on CNIC for facility support, tours of their facilities and discussions with their staff confirmed that their facilities are adequately maintained to fulfill their unique mission requirements.

(2) Heating Ventilation and Air Conditioning (HVAC). Of all facilities' concerns, issues with building HVAC systems and the ability to work comfortably were expressed in a number of instances, in both the surveys and focus groups. These complaints were mostly associated with the annual change from heating to air conditioning that typically results in a temporary discomfort until the change-over is complete. Additionally, there were complaints about system balance (i.e., too hot in the winter, too cold in the summer) affecting personnel comfort. CNIC recently established new standards for heating and cooling that mandate set points for thermostats at the limit of comfort for most of the workforce. Given the issues with systems balance, limited maintenance budgets, and strict set points, dissatisfaction with internal building environments is expected to increase.

(3) Declining Facility Services. There were complaints associated with declining facilities' services across all the installations. The CNIC reduction of janitorial and pest control service levels has frustrated the workforce, as these support services have been shifted to the organizations' workforce to maintain what they consider minimum standards of cleanliness and appearance in a professional work environment. Although there are no specific minimum standards for cleanliness and pest control services, BUMED routinely inspects shore activities as part of the Preventive Medicine Program.

(4) Unified Facilities Criteria (UFC). The Public Works Department (PWD) Bethesda is attempting to address failing windows in buildings 9 and 10 at Walter Reed National Military Medical Center (WRNMMC). The windows were originally installed in 1976, are low efficiency and are leaking moisture into the hospital. A project was developed to provide new high efficiency windows for approximately \$4.8M. However, UFC 4-010-01 requires that any window replacement must comply with rigorous Anti-Terrorism/Force Protection (ATFP) standards. Compliance with these standards could require significant structural changes to the hospital buildings, causing lengthy disruption to patient services and driving the cost of the WRNMMC window replacement to more than \$33M. PWD Bethesda is developing a \$6M compromise project to include blast-resistant glass that could provide significant improvements to force protection and energy efficiency, but the project is not in full compliance with UFC 4-010-01 and requires a waiver of some ATFP standards. PWD Bethesda is preparing the waiver request package at the time of this report.

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b. Housing

(1) Family Housing. There are 12 senior officer quarters in the family housing inventory at NSA Bethesda, USNO, and the former NSF Potomac Annex, with no significant concerns with the Public-Private Venture partner, Lincoln Military Housing.

(2) Unaccompanied Housing. One concern expressed in the focus groups was dissatisfaction with the disparity in maintenance services in the permanent party barracks at NSA Bethesda, when compared with those services provided to Wounded Warriors. Specifically, all Wounded Warrior service calls are treated as emergencies in contrast to permanent party barracks trouble calls which are screened by the trouble desk and may be classified as routine. While a higher level of service for Wounded Warriors is appropriate, the disparity was made more visible by temporarily housing Wounded Warriors in permanent party barracks (Buildings 60 and 61) until space was available in the dedicated Wounded Warrior Barracks (Building 62). All Wounded Warriors were transferred from permanent party barracks to the Wounded Warrior Barracks in early June 2013. These relocations should help address some of the perceptions of the permanent party residents in Buildings 60 and 61.

c. Communicating Work Requests

(1) An extensive review of the contract and service records and discussions with NSA Bethesda's PWD staff revealed a number of areas where enhanced communication between the barracks management staff and the permanent party residents would improve their level of satisfaction with barracks services. NSA Bethesda's PWD staff and the barracks front desk staff stated that they "don't receive many facility complaints or trouble calls from the permanent party residents in Buildings 60 and 61," so there may be confusion among permanent party residents about the process of reporting facility issues to the maintenance contractor via the barracks front desk staff. To improve the efficiency of the process, the barracks manager intends to provide additional information to all permanent party residents during weekly barracks clean-ups and with tenant command leadership during weekly barracks room inspections.

(2) Residents may call in a complaint that exceeds service call thresholds triggering different and more time-consuming contract processes that affect the timeliness of repairs. NSA Bethesda's PWD recently implemented new processes to track maintenance work that exceeds the scope of service calls. This process reduced the back log of minor work requests. NSA Bethesda's PWD is developing a process to improve Housing Office visibility of all contractor service calls and minor work requests to enable them to update their permanent party residents on the status of maintenance requests. This new process will provide updated information at the barrack's service desks.

d. Energy Management

(1) Energy management within NDW is coordinated through a regional energy program that successfully reduced consumption, improved reporting, and made significant progress toward various future-year targets in legislation, executive orders, and Navy instructions. Installation Energy Managers are aligned and empowered under the Regional Energy Manager, report directly to the Public Works Officers, and give each installation commander a single touch

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point for all energy issues. Advanced metering of facilities, combined with improved data collection and integration, led to a dramatic increase in energy managers' ability to track actual consumption, highlight trouble spots, and develop specific projects to provide the greatest return on investment.

(2) The locations assessed are on track to meet many of their targets for reduced consumption. The most significant challenge is that full realization of the Navy's energy goals requires the development of new alternative energy sources. However, Navy instructions and budget realities require energy managers to consider the return on investment when programming and ranking energy projects. Since there is no significant funding available for development of renewable energy, and available renewable technologies lack maturity, most renewable energy projects are not cost competitive or technically feasible for near-term execution. To that end, the Navy partnered with the National Renewable Energy Laboratory to identify and assess candidate sites for renewable energy projects that offer the greatest chance to achieve the Navy's renewable energy goals in a cost-effective manner. As that assessment is still in progress, it is too early to assess NDW's renewable energy progress. To date, none of the sites within NDW were identified as candidate locations.

e. Environmental Compliance. The Environmental Protection Agency and state regulators inspected all installations in Part 2 of the NDW Area Visit and identified minor administrative discrepancies at some installations that were usually corrected on the spot or within weeks of the inspections. NDW performed an Environmental Inspection of NSA Bethesda's program during the Area Visit. The inspection revealed seven major non-conformities with the NSA Bethesda Environmental Management System and 38 major compliance deficiencies, with the bulk of these deficiencies in air emissions, storage tank management, and storm water management. Underlying concerns involved the organization and management of records, and inadequate follow up to correct previously identified deficiencies. The unexpectedly large number of findings was attributed to the transfer of NSA Bethesda's environmental program responsibilities from BUMED to CNIC. The CNIC oversight inspection appears more thorough, and NSA Bethesda has 30 days to develop a plan of action and milestones to address the deficiencies once the report is issued.

f. Parking

(1) Limited Parking Availability at NSA Bethesda. The lack of adequate parking is a major source of frustration for NSA Bethesda personnel. Frequently expressed concerns were the number and distribution of reserved spaces and the overall scarcity of general parking. The parking shortfall is compounded by the ongoing construction that necessitates intermittently closing off portions of parking areas and shifting assigned spaces. Major construction on the compound is expected to significantly constrain available parking through 2020. Ironically, parking was identified in the pre-inspection survey as a positive QOL factor at both USNO and NSF Carderock.

(2) Tenant Parking Management. Each tenant command at NSA Bethesda is given a parking allocation and, as a consequence, manages its parking on the installation. Since each tenant command independently manages its parking, there is inconsistency in how these commands choose to allocate their available parking, creating different policies for managing

parking. Additionally, each tenant command is responsible for managing parking according to the rules they establish, eliminating any standardization or oversight of parking management. The lack of centralized parking management leads tenant command personnel of all ranks to stand “parking watches” in lieu of their normal duties.

(3) Parking for NSA Bethesda Barracks’ Residents. Additionally, there is insufficient parking for the permanent party Sailors in the barracks, which is a hardship affecting barracks residents. Sailors stated that if they leave their on-base parking space to run errands, they cannot find a parking space when they return.

(4) Lack of Visitor Parking. NSA Bethesda staff also complained that no central visitor parking spaces are provided. The lack of centralized visitor parking sometimes results in visitors using spaces that are allocated to patients arriving for scheduled appointments, leaving the patient to circle for an available parking space. When tenant commands expect visitors, they must designate assigned staff to give up their parking space on a short-term basis so the space can be used by the visitor.

g. Physical Security

(1) Security Staffing. Security forces at all three installations are adequately manned to provide force protection in Force Protection Condition (FPCON) BRAVO. (b) (7)(e)

(2) Automated Gates. Low-volume automated security gates were installed at the USNO and NSF Carderock as part of a larger \$4.7M contract initiated in 2009 for gate installations within NDW. (b) (7)(e)

The new gate at NSF Carderock will be converted from its intended use in the 2009 contract for use as a commercial delivery gate under a separate contract. Physical Access Control Systems within NDW were the subject of a study by DoD Inspector General (DoDIG) and because this report only addresses the second phase of a three-part visit to NDW, NAVINSGEN will incorporate these findings into the final phase of the NDW Area Visit in coordination with DoDIG.

(3) Barriers. For the most part, the final denial barriers work properly. Occasional electrical problems occur in poor weather but they are repaired in a reasonable amount of time.

(4) Visitors to the Hospital. Visitor Control at NSA Bethesda is a challenge. Family members of hospital patients routinely arrive at the gate with no prior coordination. (b) (7)(e)

h. Safety and Occupational Health (SOH)

(1) Organization and Staffing. BOS safety includes all common and core installation management safety functions provided by CNIC and identified under the Installation Management BOS Safety umbrella, namely: Navy Safety and Occupational Health, Traffic Safety, Recreation and Off-Duty Safety (RODS), and BOS-related Explosives Safety. In order to perform BOS safety functions, regions must be staffed and funded to meet the needs of the tenant units they serve. The FY13 NDW safety budget was funded at \$3.2M and staffed at 32 FTE safety personnel. The FY14 safety budget will shrink to \$2.4M and the staff will be reduced to 23 FTE personnel. This reduction in funding and personnel is likely to reduce services from Common Output Level (COL) 3 to COL 4 reducing services by 25% and increasing the strain on an already overextended staff.

(2) BOS Safety Services. NSA Washington and NSA Bethesda safety offices provide BOS safety services to installation tenant commands, in accordance with CNICINST 5100.3 requirements. Annually, both NSA Washington and NSA Bethesda distribute the SOH Program “Needs Assessment” survey, required by CNICINST 5100.3 series, to tenant commands. The needs assessment determines the level of safety support required by tenant commands and establishes whether the requested level of support is available within the budget and capability of NSA Washington and NSA Bethesda safety offices. The NSA Washington safety office is the sole provider of safety services for USNO. The observatory has an assigned Collateral Duty Safety Officer (CDSO), who acts as the liaison between the command and NSA Washington for safety matters. The NSA Washington safety office provides limited safety services to NSF Carderock. NSWC Carderock Division, as the largest tenant command on the installation, has its own full time safety staff. Safety services provided to the tenants of NSF Carderock include traffic safety and facilities inspections. The NSA Bethesda safety office provides safety services to many of the tenant commands located on the installation. In addition, it provides both traffic and construction safety with the focus being traffic related safety concerns.

(3) Self-Assessments. NSA Washington and NSA Bethesda safety offices conduct annual SOH self-assessments according to the safety self-assessment module provided through the Enterprise Safety Applications Management System (ESAMS), a computer-based safety management tool. Assessments from both NSA Washington and NSA Bethesda are provided to the NDW Safety Manager on an annual basis. The NDW Safety Manager reviews the results of all subordinate SOH self-assessments, selects five areas of region-wide concern to be addressed in the coming year and forwards the “Top Five” list to CNIC Headquarters. The NDW Safety “Top Five” list and the top five lists from NSA Washington and NSA Bethesda safety all mentioned lack of training and funding as a concern. NSA Washington and NSA Bethesda are funded and directed to provide support for all OSHA mandated safety programs under COL 4, and will support Navy safety programs above and beyond OSHA requirements when resources are available.

(4) Industrial Hygiene (IH) and Occupational Health (OH) Support. IH and OH support are provided to tenant commands as required. All commands receive an IH survey in accordance with the requirements of OPNAVINST 5100.23.

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(5) SOH Training. Upon request, NSA Washington and NSA Bethesda safety offices provide computer-based training through ESAMS to all tenant commands receiving BOS safety services. The NSA Washington safety office also provides tenant commands safety training via classroom instruction on topics such as fall protection, lead, and asbestos awareness. CDSOs receive training on roles and responsibilities when requested.

(6) Traffic Safety. NDW installations provide Traffic Safety Program support to all tenant commands. Program support includes providing traffic and seat belt surveys, emergency vehicle operator training, driver improvement, and motorcycle basic, experienced, and sport bike rider training. NSA Washington and NSA Bethesda tenant commands have either a command Traffic Safety Coordinator or a designated Motorcycle Safety Representative with an ESAMS account to track motorcycle riders and required training. NSA Washington and NSA Bethesda do not have traffic safety policies for use of alternate vehicles to reduce deaths, injuries, and property damage.

Part 2, Issue Paper 2 refers (Page 32). Recommendation 021-13: That NSA Washington and NSA Bethesda installation commanders develop traffic safety policies addressing the use of alternate vehicles on their installations.

(7) Fall Protection. NSA Washington and NSA Bethesda failed to establish Fall Protection Programs to protect Navy civilian and military personnel from the hazards of falling from heights.

Part 2, Issue Paper 3 refers (Page 34), Recommendations:

022-13 That NSA Washington and NSA Bethesda assign in writing a Fall Protection Program Manager responsible for developing and implementing Fall Protection Programs in accordance with the Navy Safety and Occupational Health Program Manual.

023-13 That NSA Washington and NSA Bethesda establish and manage Fall Protection Programs for Navy activities having personnel exposed to fall hazards.

024-13 That NSA Washington and NSA Bethesda train personnel exposed to fall hazards on the Fall Protection Program and the use of fall protection equipment.

025-13 That NSA Washington and NSA Bethesda train personnel exposed to fall hazards on the Fall Protection Program and the use of fall protection equipment.

(8) Confined Space Entry. NSA Washington and NSA Bethesda failed to establish installation Confined Space Entry (CSE) Programs to protect Navy civilian and military personnel from the hazards of confined spaces.

Part 2, Issue Paper 4 refers (Page 36), Recommendations:

026-13 That NSA Washington and NSA Bethesda appoint, in writing, a qualified Confined Space Program Manager (CSPM) responsible for developing and implementing the installation CSE Program in accordance with the Navy Safety and Occupational Health Program Manual.

027-13 That the NSA Washington and NSA Bethesda CSPMs successfully complete course number A-493-0030, Confined Space Safety, conducted by the Naval Occupational Safety and Health and Environmental Training Center (NAVOSHENVTRACEN), or equivalent. The cognizant headquarters command OSH manager must approve equivalent training.

028-13 That NSA Washington and NSA Bethesda ensure Confined Space Program Managers survey their installations, to the extent feasible, to identify existing and potential confined spaces.

IV. RESOURCE MANAGEMENT/QUALITY OF LIFE/ COMMUNITY SUPPORT

1. The Resource Management/Quality of Life/Community Support Team assessed 22 programs and functions. Our findings reflect inputs from survey respondents, onsite focus group participants, review of Navy support programs and face to face personnel interviews. We assessed the following 17 programs and functions to be well administered and in accordance with Navy directives: Information Management (IM)/Cyber Security Workforce (CSWF); Information Technology (IT); Individual Medical Readiness (IMR); Personally Identifiable Information (PII); Command Individual Augmentee Coordinator (CIAC); Religious Programs; Command Managed Equal Opportunity (CMEO); Equal Employment Opportunity (EEO); Sexual Assault Prevention and Response (SAPR); Urinalysis, Drug and Alcohol Program; Hazing Policy Training and Compliance; Physical Readiness; Navy Exchange; Navy Voting Assistance Program (NVAP); and Legal and Ethics.

2. The following five programs and functions presented concerns or issues requiring resolution: Morale, Welfare and Recreation (MWR); Suicide Prevention; Fleet and Family Support Center (FFSC); Navy College Program and Commissaries.

a. Morale, Welfare and Recreation

(1) Non-Appropriated Fund (NAF) Unit Allocation Funding. An overarching concern surrounds the CNIC Program Rule Sets, FY13 Continuing Resolution Operation and Maintenance, Navy (OMN) Reductions, dated 14 March 2013. Guidance states, "The distribution of Unit Allocation Funds by region or installation for 3rd and 4th quarters of FY13 is on hold until further notice." While NAF funding is being held in abeyance, we found no indication that CNIC articulated the policy to the Fleet. The Unit Allocation Funds are an important MWR service to Sailors, as it subsidizes command-sponsored events.

(2) NSA Bethesda. The NSA Bethesda MWR program combines modern facilities with dedicated employees working on a densely populated urban campus with thousands of customers from all services, including hundreds of Wounded Warriors and their family members. We observed the following MWR programs:

(a) Warrior Café. The Warrior Café is an upscale, modern, 240 seat cafeteria-style eatery specifically established to support Wounded Warriors and their families living in the Warrior Outpatient Lodging Facility (Building 62). It is operated seven days a week for 15 hours per day. The Warrior Café operates as an MWR Category C (revenue generating) program, under a governing Inter-Service Support Agreement (ISSA) that includes a significant level of Appropriated Fund (APF) support from the Army and the WRNMMC to offset operational costs. Other sources of revenue include Ration In Kind (RIK) reimbursement from

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the Office of the Chief of Naval Operations, Total Force Resource Management Division (OPNAV (N10)) for rations served and daily cash sales from non-RIK personnel. A significant concern surrounds continued funding support by ISSA participants for FY14 and beyond. The current ISSA is under review by the Army. Reduced funding support would necessitate reduced levels of service. At the time of our visit, NSA Bethesda and NDW were actively negotiating with Northern Region Medical Command (Army) regarding the way ahead.

(b) Child and Youth Programs. A modern accredited Child Development Center (CDC) operates at capacity, with an extensive wait list. Respite (drop-in) care is provided on a minimum 24 hour/maximum 30-day advance reservation basis. A separate and unique CDC Program is also provided to families of Wounded Warriors in a dedicated facility (ground level of Building 62), with an attached playground. There is no Child Development Homes (CDH) Program.

1. Child Development Center. A CDC provides regular monthly care and prescheduled respite care for approximately 266 children. There is a wait list of 194 children and the average wait time is three to six months, with the longest wait times for preschool children. A new facility is scheduled for construction and completion by April 2014 and will accommodate an additional 300 children. This should eliminate wait list requirements. The existing CDC will continue to operate in conjunction with the new center. Construction of the new CDC will include a 24 hour/seven days a week CDH that accommodates up to 24 children for after-hours care.

2. Austin's Playroom. Austin's Playroom is a separately operated CDC located at the Warrior Outpatient Lodging Facility. There are 27 dedicated spaces for children of Wounded Warrior families who reside in Building 62. This includes a playground attached to the facility.

(3) NSF Naval Observatory. No MWR organizations are operated onsite at USNO. There is unmanned fitness space that provides access to aerobic and strength training machines. The facility is open to all DoD personnel assigned to USNO. However, we observed pieces of equipment that are not permitted in an unmanned fitness space (e.g., Smith Machine, free-weight plates and "E-Z" curl bar) and therefore does not meet guidelines for an unmanned fitness space as defined in CNICINST 1710.1, Operation of Unmanned Fitness Spaces.

(4) NSWC Carderock. No MWR organizations are operated onsite at NSWC Carderock. However, we observed the following QOL programs:

(a) Navy Exchange Service Command (NEXCOM) contracts for a food service cafeteria, on behalf of NSWC Carderock. Breakfast and lunch service is available five days a week from 0600-1430. A modified SUBWAY sandwich concession is included in the cafeteria's menu. The food service cafeteria pays a monthly commission sent directly to the NSA Washington consolidated Civilian, Morale, Welfare and Recreation (CMWR) fund.

(b) Though NSWC Carderock does not operate any MWR activities, an Employee Services Association (ESA) functions as an MWR equivalent to provide various services for 1,854 DoD employees and contractors. The NSWC Carderock ESA supports various intramural sports teams and special events throughout the year, both on and off the installation. ESA

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collects annual fitness user fees from DoD civilians and contractor personnel and also contracts for aerobic and fitness classes for an extra fee, paid by individuals who desire to participate. All cash transactions are made payable to or by the ESA local checking account.

(c) NSWC Carderock has an unmanned fitness space that provides access to aerobic and strength training machines. Located adjacent to the fitness space are separate men and women locker rooms equipped with shower facilities. However, we observed pieces of equipment that are not permitted in an unmanned fitness space (e.g., Power cage, Olympic Bench, Olympic bars and free-weight plates) and therefore does not meet guidelines for an unmanned fitness space as defined in CNICINST 1710.1, Operation of Unmanned Fitness Spaces.

Part 2, Issue Paper 5 refers (Page 38). Recommendation 029-13: That NDW ensure subordinate command compliance with unmanned fitness space equipment guidelines outlined in Operation of Unmanned Fitness Spaces instruction.

(d) NSWC Carderock is a member of the NSA Washington CMWR fund, which is managed through a published NSA Washington CMWR Standard Operating Procedure (SOP) signed by the NSA Washington Fleet and Family Readiness Program Director. During the NAVINSGEN Area Visit, an ongoing dispute between NSA Washington CMWR administrators and NSWC Carderock ESA administrators was revealed. Sometime between the NSA Washington CMWR SOP signing and first quarter FY12, a misunderstanding arose concerning the mechanics of requesting funds and providing receipts for expenditures. This unresolved dispute resulted in the suspension of NSWC Carderock (FY12 through third quarter FY13) quarterly commission checks totaling up to \$42K. The money is being maintained by the NSA Washington CMWR fund pending resolution. On 21 May 2013, NAVINSGEN mediated a discussion between CNIC, NSA Washington, and NSWC Carderock representatives regarding the suspended funds. On 3 June 2013, NAVINSGEN held a follow-up meeting with no resolve.

Part 2, Issue Paper 6 refers (Page 39). Recommendations:

030-13 That NDW revise the Consolidated CMWR fund instruction, NDWINST 7548.1A, to consolidate, update, and clarify membership and procedures governing the receipt and expenditure of funds from various sources for recreational purposes.

031-13 That NDW take appropriate action to transfer vending machine commissions and the associated monitoring functions from the NSWC Carderock ESA to NSA Washington Consolidated CMWR fund. Until this action is completed, the ESA will remit all future vending machine commission checks to the CMWR fund.

032-13 That NSA Washington revise its undated NSA Washington CMWR fund SOP to clarify procedures for NSA Washington and other members of the CMWR fund, in proper processing of income received and recreational expenses incurred by the separate CMWR member organizations.

033-13 That NSA Washington develop a recapitalization plan to regularly replace CMWR fund members' recreation and fitness equipment.

034-13 That the NSA Washington establish a sub-account within the overall CMWR Fund that identifies the NSWC Carderock ESA balance of funds and tracks incomes and expenses.

035-13 That the NSA Washington credit FY12 and FY13 food service contract commissions (previously agreed to be \$2K per month) to the NSWC Carderock ESA sub-account.

036-13 That the NSA Washington provide management oversight of the NSWC Carderock unmanned fitness space, in keeping with CNICINST 1710.1, and direct removal of unsafe and improper equipment as well as identification of old equipment to be recapitalized.

037-13 That the NSA Washington obtain a copy of the current vending machine contract for purposes of maintaining management oversight and review of all vending machine business.

038-13 That NSWC Carderock submit an annual CMWR recreation budget to NSA Washington Consolidated CMWR Fund Custodian not later than 1 September 2013. This budget will outline the annual command recreation plan by event, date, and estimated cost. NSA Washington will return an approved budget to NSF Carderock no later than 1 October 2013. Approved budgets will form the basis for CMWR disbursements to member organizations during the fiscal year. Special non-budgeted requirements, if any, will be presented at quarterly CMWR meetings or by separate correspondence. All funds disbursed to CMWR members require supporting receipts or documentation of previously approved expenses.

039-13 That NSWC Carderock ensure the ESA checking account is closed no later than 30 September 2013 and provide the residual account cash balance to NSA Washington Consolidated CMWR Fund Custodian.

040-13 That NSWC Carderock ensure completion of a close-out audit of the ESA checking account, no later than 30 September 2013 and forwards it to the NSA Washington Consolidated CMWR Fund Custodian.

041-13 That NSWC Carderock ensure the ESA closes all fitness memberships no later than 30 September 2013 and reimburse anyone whose membership extends beyond FY13. Starting in FY14, the NSF Carderock unmanned fitness space will be open to all NSWC Carderock DoD employees and contractor personnel, without fees. Exercise classes (for a paid fee) may continue, but will be contracted and administered by the NSA Washington CMWR Fund Custodian.

b. Suicide Prevention

(1) A notable strength of the NDW Suicide Prevention Program is the alignment of the chaplaincy and the Fleet and Family Support Center (FFSC) working together to support suicide prevention education programs. Additionally, suicide prevention programs at NSA Bethesda, USNO, and NSF Carderock are robust.

(2) The NSA Bethesda Suicide Prevention Coordinator is an employee of the FFSC. The coordinator is well positioned to use the wealth of resources available at the center and proactively provides GMT and courses that include JTF CapMed personnel. The program is strengthened by a well-established relationship with the NDW Chaplain's Office located at the

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Washington Navy Yard. We observed a comprehensive local suicide education prevention instruction being developed by the NDW senior chaplain. This collaborative effort with FFSC is considered a best practice.

(3) Suicide prevention training for NSA Bethesda, USNO, and NSF Carderock military, DoD civilian and contract staff personnel is not 100% compliant, as noted in the Fleet Management and Planning System (FLTMPS) and command training rosters. At the time of our visit, the average suicide prevention training percentage for military personnel was 99%, but only 67% for DoD civilian and contract personnel.

Part 2, Issue Paper 7 refers (Page 40), Recommendation: 042-13: That NDW provide suicide prevention training and guidance to its subordinate commands in accordance with OPNAVINST 1720.4A, Suicide Prevention Program.

c. Fleet and Family Support Center. A FFSC was established two years ago and is located at NSA Bethesda. Marketing for FFSC services is provided through a monthly MWR newsletter, Bethesda Facebook page, and onsite referrals and information tables. Challenges exist in reaching family members who may not have access to the newsletter or webpage and are remotely located from the FFSC. In an effort to reach out to Sailors and families throughout the region, the staff proactively hosts programs and classes at Glen Haven Military Housing, Camp David, the White House, NSF Naval Research Laboratory and WRNMMC. In addition to outreach efforts, FFSC maintains a blog and offers web-based training; all are considered best practices. However, at the time of the visit, the FFSC Ombudsman program was not fully compliant. Though the Ombudsman Coordinator position was filled within the past four months, we observed that the ombudsman Unit Identification Code (UIC) registry assigned to Joint Base Anacostia-Bolling FFSC had not been properly transferred to Bethesda FFSC during realignment two years ago. As of 22 May 2013, NAVINSGEN confirmed the UIC registry transfer was completed with CNIC N9 coordination and support.

d. Navy College. The NDW Navy College Program provides services to approximately 4,000 eligible users in multiple locations, including Sailors attached to commands aboard JBAB, Joint Base Andrews, NSA Bethesda, Camp David, NSA Annapolis, Washington Navy Yard, the Pentagon, Fort Belvoir, and Sugar Grove, West Virginia.

(1) The potential population that the Navy College Office services includes personnel assigned to deployable units that utilize the Navy College Program for Afloat College Education (NCPACE). Deployable units include, Electronic Attack Squadron TWO ZERO NINE (VAQ-209), Fleet Logistics Support Squadron FIVE THREE (VR-53), Fleet Logistics Support Squadron ONE (VR-1), Navy Operational Support Center (NOSC) Washington, Construction Battalion Maintenance Unit TWO ZERO TWO (CBMU 202), Navy Information Operations Command (NIOC) Maryland and NIOC Suitland.

(2) The Navy College Program service capability is significantly impacted by sequestration, budget cuts, hiring and travel freezes. The office manning declined from eight full-time personnel a few years ago, to two full-time personnel (education counselors), including the Program Director. Tuition Assistance and NCPACE outreach programs that provided

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face-to-face counselor-to-customer training and assistance are no longer being conducted under current training and travel restrictions.

e. Commissaries. A direct result of the federal hiring freeze and budgetary outlook is a potential reduction in commissary service. Most commissary employees are military spouses and family members. Vacancies created by military permanent change of station orders, potentially lead to unfilled store positions -- curtailing the store manager's ability to expand service hours. The local commissary hours are structured primarily towards service to the retired population. Stores are having difficulty accommodating junior active duty personnel who must shop after normal working hours.

V. BRILLIANT ON THE BASICS/GOOD ORDER AND DISCIPLINE

1. The Brilliant on the Basics Programs were reviewed and behavior associated with good order and discipline was closely observed. Overall, command morale and QOL were satisfactory and professional military appearance was generally good.

2. Sailor Career Management. The Sailor Career Management Programs reviewed include the Career Development Program (CDP), Command Mentorship, Sponsorship, and Command Indoctrination Programs.

a. Career Development. Most Sailors received their required Career Development Boards (CDB) and had timely submission of their Perform to Serve (PTS) requests. The commands observed showed sustained leadership engagement in the Career Development Board process.

b. Command Mentorship. The commands observed did not have a system in place outside of scheduled review boards and counseling sessions to ensure junior enlisted and officers had actively engaged mentors to monitor their professional and personal development. I am confident leadership will focus more efforts to ensure a more effective mentorship program is in place.

c. Command Sponsorship. The commands observed had a Command Sponsorship Program. Some administrative changes were made to improve the program. Specifically, to designate in writing the coordinator and to ensure certain key program holders such as SAPR, CMEO, DAPA and/or UPC are met immediately or within the first 72 hours of reporting.

d. Command Indoctrination. The commands observed have an established Indoctrination Program. Both NSWC Carderock and NSA Bethesda had outstanding Command Training Teams that ensured personnel completed Navy Pride and Professionalism training during command indoctrination; this is an exception to a shortfall throughout the fleet.

PART 2

ISSUE PAPERS

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**ISSUE PAPER ACTION SUMMARY MATRIX
ACTION COMMAND
INITIAL RESPONSE DUE TO NAVINSGEN 15 NOVEMBER 2013**

ISSUE PAPER		DONAA	NDW	NSA WASHINGTON	NSA BETHESDA	NSWC CARDEROCK
1	TRAVEL RESTRICTIONS	X				
2	TRAFFIC SAFETY PROGRAM			X	X	
3	FALL PROTECTION PROGRAM			X	X	
4	CONFINED SPACE ENTRY PROGRAM			X	X	
5	UNMANNED FITNESS SPACE UNAUTHORIZED EQUIPMENT		X			
6	NAVAL SURFACE WARFARE CENTER (NSWC) CARDEROCK EMPLOYEE SERVICES ASSOCIATION (ESA)		X	X		X
7	SUICIDE PREVENTION TRAINING		X			

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SUMMARY OF ACTIONS

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

a. **Submit initial ISRs using OPNAV Form 5040/2 no later than 15 November 2013.** Each ISR should include an e-mail address for the action officer, where available. Electronic ISR submission to NAVIGInspections@navy.mil is preferred. An electronic version of OPNAV Form 5040/2 may be downloaded from the NAVINSGEN Web-site at www.ig.navy.mil in the Downloads and Publications Folder, titled Forms Folder, Implementation Status Report.

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

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

d. NAVINSGEN point of contact for ISRs is (b) (7)(C)

COMMAND	RECOMMENDATION NUMBER(S) XXX-13
DON/AA	20
NDW	29, 30, 31, 42
NSA WASHINGTON	21, 22, 23, 24, 25, 26, 27, 28, 32, 33, 34, 35, 36, 37
NSA BETHESDA	21, 22, 23, 24, 25, 26, 27, 28
NSWC CARDEROCK	39-41

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ISSUE PAPER 1

SUBJECT: TRAVEL RESTRICTIONS

REFERENCE: (a) The Navy's Budget Guidance memorandum 12-3A, of 14 January 2013

PROBLEM: Current travel restrictions are adversely impacting required technical exchange in the scientific, research, and medical communities. No holistic approach exists within the DoN to identify conferences most advantageous to the DoN mission.

BACKGROUND: Reference (a) requires minimization of all non-mission essential travel and training and requires General Officer/Flag Officer/Senior Executive Service determination of mission essentiality. That guidance resulted in the elevation of travel requests to, at least, the next echelon for most commands.

DISCUSSION: Current travel restrictions have prevented many scientists, medical, academic, and research and development personnel from conducting mission essential face-to-face scientific/research exchanges. The combination of heightened approval authorities and budgetary travel restrictions has resulted in the near elimination of attendance at most professional conferences and symposia. Attendance at annual conferences that was routinely approved in previous years has been discouraged or disapproved in FY13. In many cases, no request is routed because the process is so time consuming and the odds of a favorable outcome are so small that people do not expend the time or energy on what is considered a lost cause. This is causing harm to the Navy's mission.

RECOMMENDATION

020-13: That DON/AA review and adjust current travel and conference attendance guidance to include mission essentiality determination for non DoD conferences by ASN(RD&A) to better identify critical Medical, Scientific Research, and Academic mission execution.

NAVINGEN POINT OF CONTACT:

(b) (7)(C) [REDACTED]
[REDACTED]
[REDACTED]

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ISSUE PAPER 2

SUBJECT: TRAFFIC SAFETY PROGRAM

REFERENCE: (a) OPNAVINST 5100.12J, Navy Traffic Safety Program, of 26 June 2012

PROBLEM: Naval Support Activity (NSA) Washington and NSA Bethesda have not established traffic safety policies for the operation of alternative vehicles to reduce deaths, injuries, and property damage.

BACKGROUND

1. Per reference (a), Commander, Navy Installations Command (CNIC) regional and host installation commanders are required to establish a traffic safety program and assign responsibilities for developing, issuing, implementing, and enforcing program regulations at their installations.
2. As the CNIC installation commanders of U.S. Naval Observatory, NSF Carderock, and NSA Bethesda, commanding officers at NSA Washington and NSA Bethesda are responsible for establishing and implementing traffic safety programs for installations within their area of responsibility.

DISCUSSION

1. Installation commanders are required to coordinate, manage, and provide resources for an effective overall traffic safety program at their installations and provide support to tenant commands. Commanders are also responsible for maintaining oversight of traffic safety, roads, traffic control, security issues, and base access at their installations.
2. Alternate vehicles are used at the U.S. Naval Observatory, NSF Carderock, and NSA Bethesda. Alternate vehicles are mechanized equipment capable of on or off-road travel and designed to provide a means of transport for one or more individuals. Alternate vehicles include, but are not limited to: multi-tracked or multi-wheel vehicles, ATVs, low speed vehicles, personal mobility transport devices, motorized scooters, golf carts, agricultural carts, go-peds, amphibious machines, ground effect air cushion vehicles, motorized roller blades, go-carts, gas powered skate boards, wind powered vehicles, or other means of transportation deriving motive power from a source other than muscle (hand or foot) power.
3. Per reference (a), installation commanders are to establish policy whether alternate vehicles may be operated on their installation. If the commander allows their use, the policy shall include who, where, how, and when the vehicles may be operated, what safety equipment must be provided for their safe operation, as well as vehicle inspection procedures. NSA Washington and NSA Bethesda do not have a traffic safety policy addressing the use of alternate vehicles on their installations.

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RECOMMENDATION

021-13 That NSA Washington and NSA Bethesda develop traffic safety policies to address use of alternate vehicles on their installations.

NAVINGEN POINT OF CONTACT:

(b) (7)(C) [Redacted]

ISSUE PAPER 3

SUBJECT: FALL PROTECTION PROGRAM

REFERENCE: (a) OPNAVINST 5100.23G, Change 1, Navy Safety and Occupational Health Program Manual, of 21 July 2011
(b) Department of the Navy Fall Protection Guide for Ashore Facilities, of 15 February 2012

PROBLEM: Naval Support Activity (NSA) Washington and NSA Bethesda failed to establish Fall Protection Programs to protect Navy civilian and military personnel from recognized falling hazards.

BACKGROUND

1. Per reference (a), every command, work center, and unit shall have a safety culture with management commitment that promotes a safe work environment. Reference (b) requires the regional commander, commanding officer, or officer-in-charge of the Navy Activity to establish and implement a Fall Protection Program that includes identification and elimination or control of fall hazards.
2. As the Base Operating Support safety services provider for U.S. Naval Observatory, NSF Carderock, and NSA Bethesda, Naval District Washington Safety staffs at NSA Washington and NSA Bethesda are responsible to establish and implement Fall Protection Programs for tenant activities having personnel exposed to fall hazards.

DISCUSSION

1. Each Navy activity that has personnel exposed to fall hazards is required to establish a managed Fall Protection Program. The managed Fall Protection Program shall be in writing and approved by the activity's servicing safety office. As an alternative to this requirement, a Navy shore activity, in lieu of a separate written program with safety office review and approval, may state in writing that it is using reference (b), the *Department of the Navy-Fall Protection Guide for Ashore Facilities*, as their Fall Protection Program.
2. Navy activities are responsible for: assigning responsibilities; surveying and assessing fall hazards; providing prevention and control measures; training personnel; inspecting equipment; auditing and evaluating program effectiveness; ensuring proper installation and use of fall protection systems; procuring rescue equipment; and developing rescue procedures.

RECOMMENDATIONS

022-13 That NSA Washington and NSA Bethesda conduct annual surveys of activity workplaces to identify potential fall hazards in accordance with Chapter 5 of reference (a).

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023-13 That NSA Washington and NSA Bethesda assign in writing a Fall Protection Program Manager responsible for developing and implementing Fall Protection Programs in accordance with reference (a).

024-13 That NSA Washington and NSA Bethesda establish and manage Fall Protection Programs for Navy activities having personnel exposed to fall hazards.

025-13 That NSA Washington and NSA Bethesda train personnel exposed to fall hazards on the Fall Protection Program and the use of fall protection equipment.

NAVINGEN POINT OF CONTACT:

(b) (7)(C) [REDACTED]

ISSUE PAPER 4

SUBJECT: CONFINED SPACE ENTRY PROGRAM

REFERENCE: (a) OPNAVINST 5100.23G, Change 1, Navy Safety and Occupational Health Program Manual, of 21 July 2011

PROBLEM: Naval Support Activity (NSA) Washington and NSA Bethesda failed to establish installation Confined Space Entry (CSE) Programs to protect Navy civilian and military personnel from the hazards of confined spaces.

BACKGROUND

1. Per reference (a), confined spaces are enclosures with limited means of entry and exit, and although they are large enough to get into, they are not designed for continuous employee occupancy. Examples include storage tanks, pits, vaults, vats, water towers, chemical reactors, process vessels, and manholes.
2. Navy policy considers all confined spaces to contain the most unfavorable and unsafe conditions. Entry into, or work in or on, such spaces is prohibited until qualified personnel have performed the tests, evaluations and prescribed procedures of reference (a), Chapter 27, to ensure that safe conditions exist and are maintained during work in confined spaces.
3. As the Base Operating Support safety services provider for U.S. Naval Observatory, NSF Carderock, and NSA Bethesda, Naval District Washington Safety staffs at NSA Washington and NSA Bethesda are required to establish and implement CSE Programs at these locations.

DISCUSSION

1. Regional commanders, commanding officers, or officers in charge are ultimately responsible for all safety and health issues at their installations. In cooperation with other members of their management team, they must provide continuing support, to ensure that an installation's confined space entry program remains effective.
2. As a matter of administrative policy, all shore-side confined spaces, other than those associated with new construction activities, tunneling operations, trenching and excavating, telecommunications, and electrical generation, distribution, and transmission shall not be entered without the required permit.
3. Each installation must develop a written CSE Program that explains the processes, means and methods used for recognizing, evaluating and controlling potential confined space hazards, and for communicating information concerning those hazards to employees. Reference (a) explains the minimum requirements for an acceptable written, site-specific confined space program.

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RECOMMENDATIONS

026-13 That NSA Washington and NSA Bethesda appoint, in writing, a qualified Confined Space Program Manager (CSPM) responsible for developing and implementing the installation CSE Program in accordance with reference (a).

027-13 That NSA Washington and NSA Bethesda ensure Confined Space Program Managers successfully complete course number A-493-0030, Confined Space Safety, conducted by the Naval Occupational Safety and Health and Environmental Training Center or equivalent. The cognizant headquarters command OSH manager must approve equivalent training.

028-13 That NSA Washington and NSA Bethesda ensure Confined Space Program Managers survey their installations, to the extent feasible, to identify existing and potential confined spaces.

NAVINGEN POINT OF CONTACT:

(b) (7)(C) [Redacted]

ISSUE PAPER 5

SUBJECT: UNMANNED FITNESS SPACE UNAUTHORIZED EQUIPMENT

REFERENCE: (a) CNICINST 1710.1, Operation of Unmanned Fitness Spaces, of 1 August 2011
(b) BUPERSINST 1710.11C CH-1, Operation of Morale, Welfare and Recreation (MWR) Programs, of 31 March 2003
(c) Navy Fitness Program Standards

PROBLEM: Commands with unmanned fitness spaces are not meeting equipment guidelines outlined in reference (a).

BACKGROUND: Reference (a) establishes and standardizes requirements for unmanned fitness spaces, equipment, space conditions and responsibilities, to ensure a safe fitness environment for all authorized users. Unmanned fitness spaces are not required to adhere to the same rigorous Department of Defense standards as Morale, Welfare and Recreation Fitness Centers in accordance with references (b) and (c). The inherent risk associated with personnel conducting physical training in spaces without fitness professionals to oversee daily operations, space requirements, equipment, and safety of patrons is much greater than for established MWR fitness centers.

DISCUSSION

1. NAVINSGEN observed unauthorized equipment at fitness spaces located at the Naval Support Facility U.S. Naval Observatory and Naval Support Facility Carderock.
2. Reference (a), Section 4-2, Equipment Guidelines, subparagraph b., states: “The following **equipment is not acceptable** and is potentially dangerous to patrons:

- (1) Free-weight Plates
- (2) Plate Loaded Machines
- (3) Olympic Racks (Bench and Squat)
- (4) Smith Machines
- (5) Olympic Bars
- (6) Dumbbells in excess of 100 lbs
- (7) Homemade Equipment”

RECOMMENDATION

029-13 That Naval District Washington ensure subordinate command compliance with unmanned fitness space equipment guidelines outlined in CNICINST 1710.1, Operation of Unmanned Fitness Spaces, of 1 August 2011.

NAVINSGEN POINT OF CONTACT:

(b) (7)(C)



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ISSUE PAPER 6

SUBJECT: NAVAL SURFACE WARFARE CENTER (NSWC) CARDEROCK EMPLOYEE SERVICES ASSOCIATION (ESA)

REFERENCE: (a) NDWINST 7548.1A, Naval District Washington (NDW) Civilian Morale, Welfare and Recreation Fund, of 27 Oct 09
(b) CNICINST 1710.1, Operation of Unmanned Fitness Spaces, of 1 August 2011

PROBLEM: During the NAVINSGEN Area Visit, an ongoing dispute between Naval Support Activity Washington (NSA Washington) consolidated Civilian, Morale, Welfare and Recreation (CMWR) administrators and NSWC Carderock ESA administrators was revealed. This unresolved dispute has resulted in the suspension of NSWC Carderock (FY12 through third quarter FY13) quarterly commission checks totaling up to \$42,000.00. The money is being maintained by the NSA Washington CMWR fund pending resolution. This situation resulted in NSWC Carderock desiring to decentralize from the NSA Washington CMWR fund and manage its own recreation program.

BACKGROUND

1. NSWC Carderock is a member of the NSA Washington CMWR fund. The NSA Washington CMWR fund is managed through a published NSA Washington CMWR Standard Operating Procedure (SOP) signed by the NSA Washington Fleet and Family Readiness Program Director.
2. Though NSWC Carderock does not operate any MWR activities, an ESA functions as an MWR equivalent to provide various services for 1,854 DoD employees and contractors. The NSWC Carderock ESA supports various intramural sports teams and special events throughout the year, on and off the installation. NSWC Carderock operates an onsite unmanned fitness space, maintained by the installation. The ESA collects annual fitness user fees from DoD civilians and contractor personnel and also contracts for aerobic and fitness classes for an extra fee paid by individuals who desire to participate. All cash transactions are made payable to or by the ESA local checking account.
3. Navy Exchange Service Command (NEXCOM) contracts for a food service cafeteria, on behalf of NSWC Carderock, that pays a monthly commission sent directly to the NSA Washington CMWR fund. By previous agreement, NSA Washington pays the ESA \$2,000 per month, upon request. Prior to FY12, ESA administrators received the \$2,000.00 monthly commission from the NSA Washington CMWR fund. Sometime between the NSA Washington CMWR SOP signing and first quarter FY12, a misunderstanding arose concerning the mechanics of requesting funds and providing receipts for expenditures. As a result, payment of the \$2,000 monthly food service commission was suspended. There is no copy of this commission agreement and there has been no regular review or audit of the monthly sales figures to balance against the payment percentage.

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4. A separate contractor regularly collects the monies from installation vending machines with no management verification of cash collected. Payment of vending machine commissions is provided by check to the ESA checking account, with no verification or monitoring of cash receipts or refunds for machine malfunctions.

DISCUSSION

1. On 21 May 2013, NAVINSGEN mediated a discussion between NSA Washington Fleet Readiness Director (N9), Commander, Navy Installations Command, Deputy Fleet Readiness (CNIC N9) and NSWC Carderock representatives regarding the suspended funds. At the conclusion of the discussion, all parties agreed to revisit the issue at a later date, allowing time to gather information and records.

2. On 3 June 2013, a follow-up meeting was conducted between NSA Washington N9, CNIC N9, and NSWC Carderock representatives. The procedures below were discussed as a remedy to this problem.

a. Naval District Washington. Rewrite regional consolidated CMWR instruction, stating the purpose of consolidation and clarifying all required processes. Emphasize Regional Command responsibility to direct recapitalization by member CMWR funds, as required, taking advantage of centralized procurement.

b. Naval Support Activity Washington

(1) Rewrite CMWR SOP to clarify revenue acceptance and expense reconciliation processes and standard transaction timelines.

(2) Establish a sub-account within the overall NSA Washington CMWR fund that identifies NSWC Carderock ESA balance of funds as well as tracks income and expense.

(3) Credit FY12 and FY13 food service commissions to the NSWC Carderock sub-account.

(4) Approve the NSFWC Carderock FY14 budget NLT 30 September 2013.

(5) Provide management oversight of NSWC Carderock unmanned fitness space, in keeping with the CNIC unmanned fitness space standards, removing old and worn out equipment and installing new equipment that can be configured in the fitness space to comply with the CNICINST 1710.1, Operation of Unmanned Fitness Spaces.

(6) Develop recapitalization plan to regularly replace CMWR fund members' recreational and fitness equipment.

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c. Naval Surface Warfare Center Carderock

(1) Close out ESA checking account and transfer remaining cash to NSA Washington CMWR NLT 30 September 2013. Account close out should be accompanied by a signed audit of the account, conducted by internal review or an impartial party.

(2) Cease all fitness memberships no later than 30 September 2013 and reimburse anyone whose membership lasts beyond 30 September 2013.

(3) Submit FY14 CMWR Budget (Plan of Programs and Events) to NSA Washington CMWR NLT 1 September 2013 and enclose a letter that designates the NSWC Carderock command representative to the NSA Washington CMWR.

(4) Initiate change to vending machine contracts, such that contractor(s) start sending commissions to NSA Washington CMWR. Provide all existing vendor and/or service contracts to NDW Code N92.

RECOMMENDATIONS

030-13 That Naval District Washington revise the Consolidated Civilian Morale, Welfare and Recreation (CMWR) fund instruction, NDWINST 7548.1A, to identify the purposes of consolidation and to update and clarify membership and required procedures governing receipt and expenditure of funds from various sources and for proper recreational purposes.

031-13 That Naval District Washington take appropriate action to transfer vending machine commissions and the associated monitoring functions from the NSWC Carderock Employee Services Association (ESA) to NSA Washington Consolidated Civilian Morale, Welfare and Recreation (CMWR) fund. Until this action is completed, the ESA will remit all future vending machine commission checks to the CMWR fund.

032-13 That NSA Washington revise its current, undated NSA Washington Consolidated Civilian Morale, Welfare and Recreation (CMWR) fund Standard Operating Procedures to clarify procedures to be followed by NSA Washington and other members of the CMWR fund in proper processing of income received and recreational expenses incurred by the separate CMWR member organizations.

033-13 That NSA Washington develop a recapitalization plan to regularly replace CMWR fund members' recreation and fitness equipment.

034-13 That NSA Washington establish a sub-account within the overall CMWR Fund that identifies the NSWC Carderock Employee Services Association balance of funds as well as tracks income and expense.

035-13 That NSA Washington credit FY12 and FY13 food service contract commissions (previously agreed to be \$2,000 per month) to the NSWC Carderock Employee Services Association sub-account.

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036-13 That NSA Washington provide management oversight of the NSWC Carderock unmanned fitness space, in keeping with CNICINST 1710.1, and direct removal of unsafe and improper equipment as well as identification of old equipment to be recapitalized.

037-13 That NSA Washington obtain a copy of the current vending machine contract for purposes of maintaining management oversight and review of all vending machine business.

038-13 That NSWC Carderock submit an annual CMWR recreation budget to NSA Washington CMWR Fund Custodian not later than 1 September 2013. This budget shall outline the annual command recreation plan, by event, date, and estimated cost. NSA Washington shall return an approved budget to NSWC Carderock not later than 1 October 2013. Approved budgets shall form the basis for CMWR disbursements to member organizations during the fiscal year. Special non-budgeted requirements may be presented at any quarterly CMWR meeting or by separate correspondence. All funds disbursed to CMWR members require return of supporting receipts or documentation of previously approved expenses.

039-13 That NSWC Carderock ensure the Employee Services Association checking account is closed out not later than 30 September 2013 and provides the residual account cash balance to NSA Washington Consolidated Civilian Morale, Welfare and Recreation fund.

040-13 That NSWC Carderock ensure completion of a close-out audit of the Employee Services Association checking account, not later than 30 September 2013 and forwards it to the NSA Washington Consolidated Civilian Morale, Welfare and Recreation fund custodian.

041-13 That NSWC Carderock ensure the Employee Services Association closes out all fitness memberships not later than 30 September 2013 and reimburses anyone whose membership extends beyond FY13. Starting in FY14, the NSWC Carderock unmanned fitness space will be open to all NSF Carderock DoD employees and contractor personnel, without fees. Exercise classes (for a paid fee) may continue, but will be contracted and administered by the NSA Washington CMWR fund.

NAVINGEN POINT OF CONTACT:

(b) (7)(C)

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ISSUE PAPER 7

SUBJECT: SUICIDE PREVENTION TRAINING

REFERENCE: (a) OPNAVINST 1720.4A, Suicide Prevention Program, of 4 August 2009

PROBLEM: Naval District Washington (NDW) commands assessed during the Area Visit have not completed Suicide Prevention training for military, civilians and full-time contractors, in accordance with reference (a).

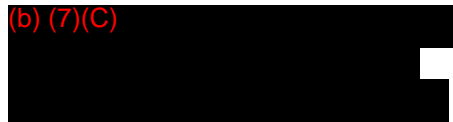
BACKGROUND: Suicide Prevention training shall be conducted at least annually for all Active Component and Reserve Component Service members and for all Navy civilian employees and full-time contractors who work on military installations in accordance with reference (a). General Military Training materials may fulfill part of this training requirement, but must be supplemented with information on local action plans and support resources. Suicide prevention training should include, but is not limited to everyone's duty to obtain assistance for others in the event of suicidal threats or behaviors; recognition of specific risk factors for suicide; identification of signs and symptoms of mental health concerns and operational stress; protocols for responding to crisis situations involving those who may be at high risk for suicide; and contact information for local support services.

DISCUSSION: Commands visited were conducting and properly documenting Suicide Prevention training for military members, in accordance with OPNAVINST 1720.4A, Suicide Prevention Program. However, most command civilians and full-time contract staff had not completed required suicide prevention training.

RECOMMENDATION

042-13 That NDW provide suicide prevention training and guidance to its subordinate commands in accordance with OPNAVINST 1720.4A, Suicide Prevention Program.

NAVINGEN POINT OF CONTACT:

(b) (7)(C) 

PART 3

DATA ANALYSIS

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APPENDIX A

SUMMARY OF PERSONNEL SURVEY DATA ANALYSIS

1. Method. In support of the Naval District Washington (NDW) Area Visit held from 2-17 May 2013, Naval Inspector General (NAVINSGEN) conducted an on-line survey of active duty military and Department of the Navy (DON) civilian personnel from 4 March to 11 April 2013. The on-line survey produced 519 respondents¹ from NSF Carderock (244), NSF Naval Observatory (24), and NSA Bethesda (251). Based on reported populations, Naval Observatory and Bethesda were under represented to achieve target statistical parameters.

2. Quality of Life. Quality of Life (QOL) is assessed using a scale from 1 to 10, where 1 is worst and 10 is best. The overall NDW average Quality of Home Life (QOHL), 7.21 (SD² = 1.86), was comparable to the NAVINSGEN average, 7.04. The overall NDW average Quality of Work Life (QOWL), 5.78 (SD = 2.57), was lower than the NAVINSGEN average, 6.28.³ There were differences in the average QOWL between the three locations (see Fig. 1); Bethesda (4.97; SD = 2.65) was lower than both Carderock (7.25; SD = 1.99) and Naval Observatory (7.00; SD = 2.34).

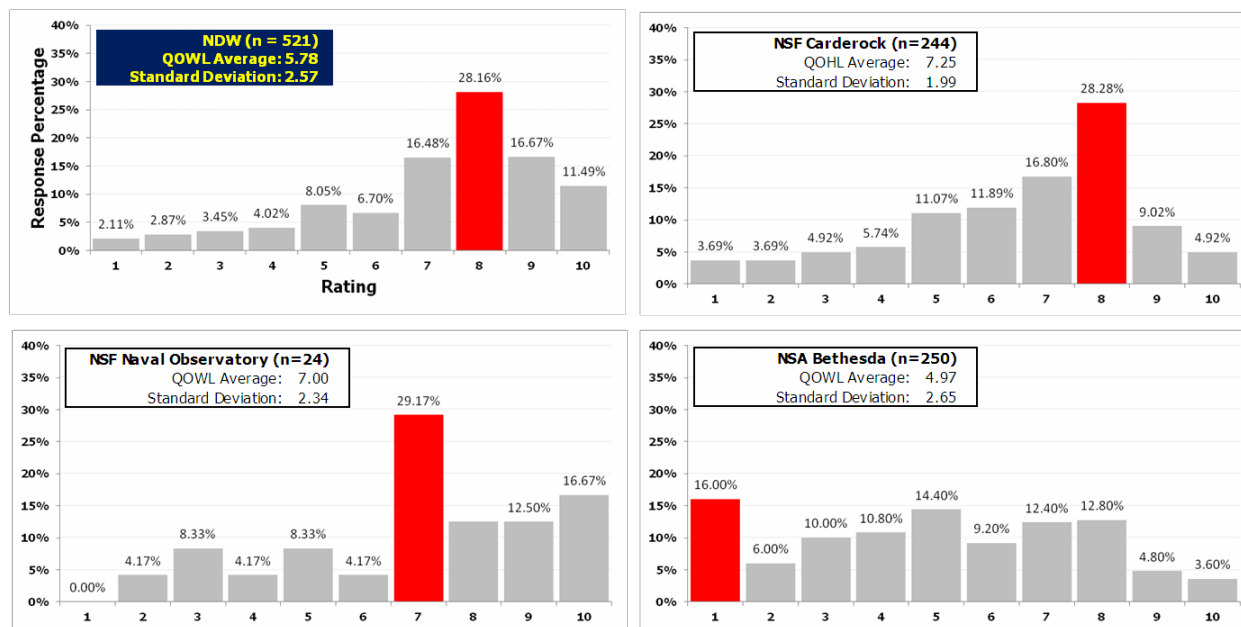


Figure 1 - Distributions of QOWL ratings from the pre-event survey. The x-axis lists the rating scale and the y-axis represents the response percentage (percentages for each rating are shown above each bar). The most frequent ratings are shown in red. Bethesda quality of work life was lower than the other two locations.

¹ Out-briefed as 522; however, three (3) of these respondents were from the Washington Navy Yard.

² Sample standard deviation.

³ The NDW 2011 QOWL average, 6.34, was comparable to the NAVINSGEN average.

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a. We asked both military and civilians to identify up to three factors that have a positive or negative impact on their QOHL and QOWL.

(1) Positive Factors. The overall top three factors having a positive impact on QOWL for NDW survey respondents were job satisfaction, leadership support, and length of workday. Job satisfaction and length of workday were indicated as one of the top three positive QOWL factors at each location. Parking was one of the top three positive factors at Carderock and Naval Observatory. Facilities were one of the top three positive factors at Bethesda.

(2) Negative Factors. The overall top three factors having a negative impact on QOWL for NDW survey respondents were leadership support, advancement opportunities, and parking.⁴ Advancement opportunities were indicated as one of the top three negative QOWL factors at Carderock and Naval Observatory. Parking and leadership support were indicated as one of the top three negative factors at Bethesda. Command climate was indicated as a top three negative factor at Carderock and Bethesda. Facilities were indicated as a top three negative factor at Carderock. Training was indicated as a top three negative factor at Naval Observatory.

b. We asked active duty military members questions regarding physical readiness, performance counseling, and the voter assistance program.

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

d. We asked both military and civilians questions regarding topics such as working hours, resources, facilities, communication, travel, safety, training, command climate, and leadership.

e. We asked survey respondents who indicated that they are supervisors additional questions regarding their supervisory training and responsibilities.

f. We asked 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.

⁴ Command climate cannot be statistically discounted as a potential top three negative factor in the population.

APPENDIX B

SUMMARY OF FOCUS GROUP DATA ANALYSIS

1. Method. On 2, 3, and 6 May 2013, NAVINSGEN conducted a total of 32 focus groups over the three locations, 10 with various groupings of active duty military ranks, and 22 with various groupings of civilian rates. There were a total of 367 focus group participants; 89 military, 278 civilians. We also conducted two ad hoc focus groups, officer and enlisted, with reservists at Bethesda. There were a total of 30 reserve participants; 22 officers, 8 enlisted.

2. Overall Quality of Life. Overall Quality of Life (QOL) is verbally assessed in focus groups using a scale from 1 to 10, where 1 is worst and 10 is best. The overall NDW distribution of QOL ratings is displayed in Figure 2. The NDW average overall QOL score from the 32 focus groups was 7.11 ($SD^5 = 1.53$), which is comparable to the NAVINSGEN average, 6.96 ($SD = 1.67$). The lower Bethesda QOWL average from the survey was not observed during focus groups. A potential explanation for this discrepancy is that Navy personnel stationed at the Walter Reed National Military Medical Center may have been under represented during our focus groups.

3. Quality of Life Topics. The overall top QOL topics discussed during the active duty military and DON civilian personnel focus groups are shown in Figure 3; a breakdown at each location is shown in Figure 4. 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 navy blue portion of each bar represents the number of military focus groups in which the topic was indicated and discussed. For example, 19 (16 civilian, 3 military) out of 32 focus groups indicated communication as a QOL issue. This was the overall most frequent QOL topic.

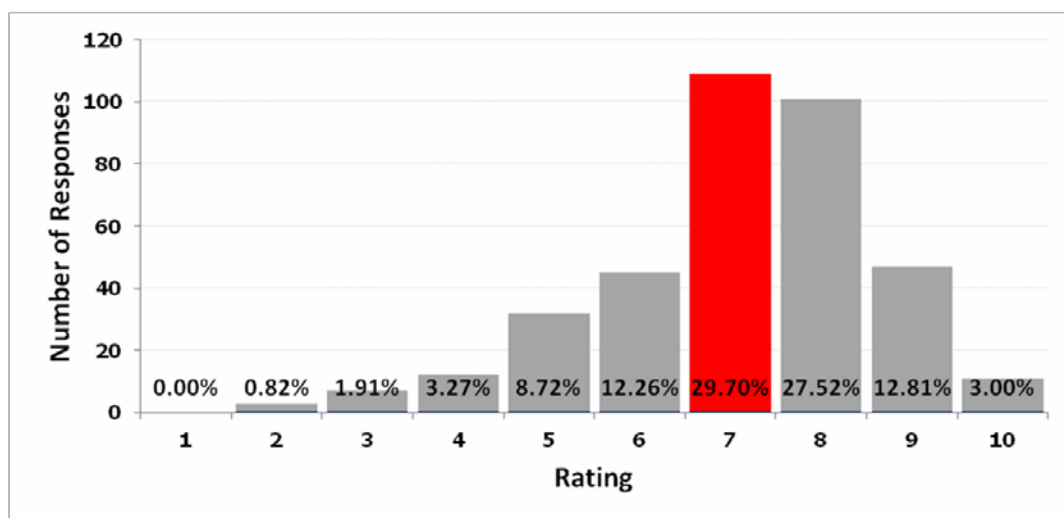


Figure 2 - Distribution of NDW focus groups QOL ratings. The x-axis lists the rating scale and the y-axis represents the number of responses (percentages are shown along the x-axis within each bar). The most frequent rating, 7, is shown in red.

⁵ Sample standard deviation.

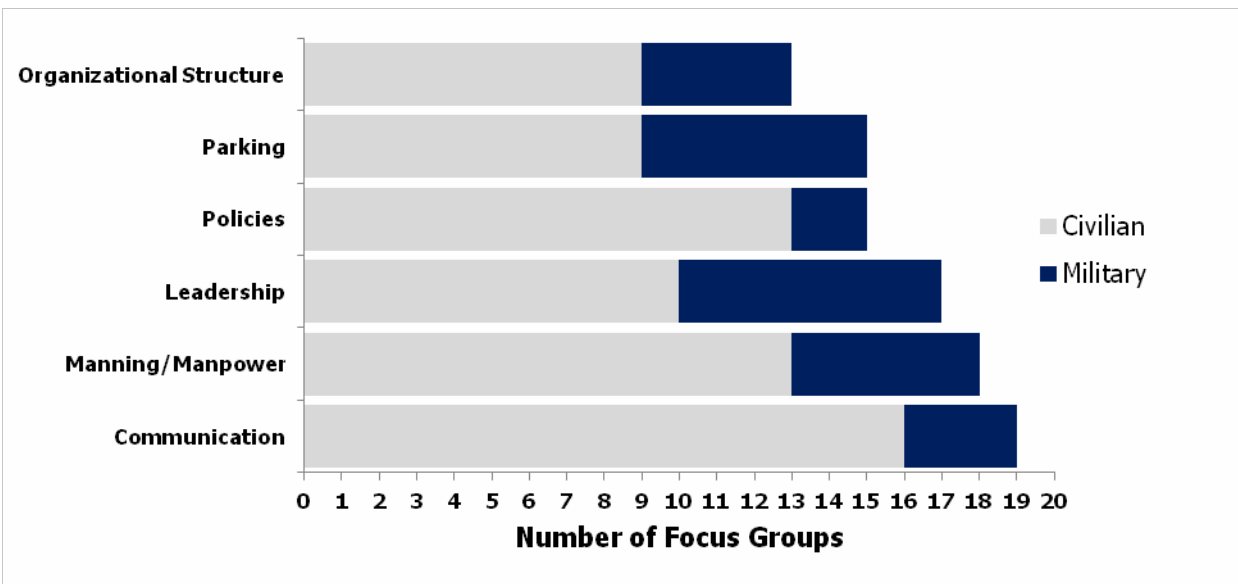


Figure 3 - Top QOL issues discussed during the 32 DON civilian (22) and active duty military (10) focus groups.

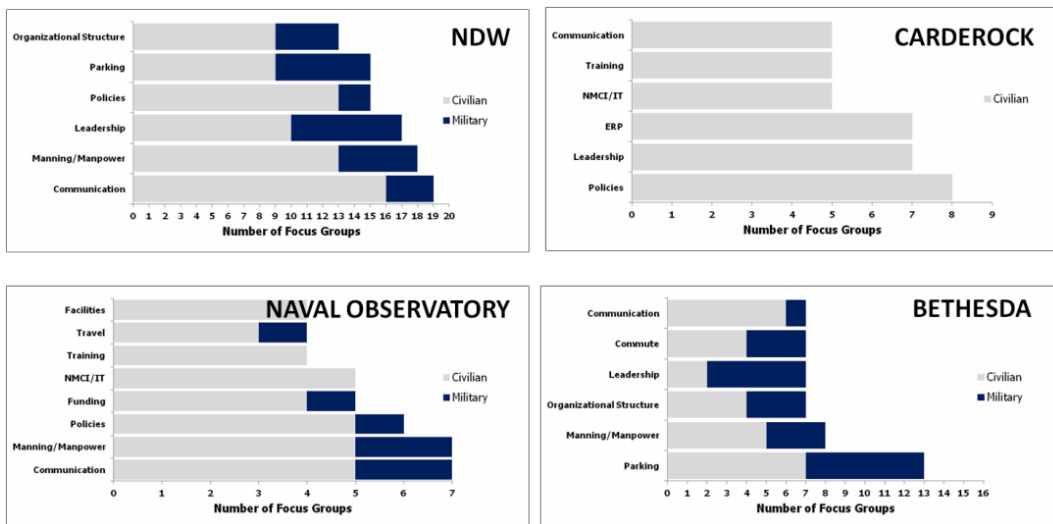


Figure 4 - Top QOL issues broken down by location. The bar length in the NDW graph (larger version shown in Fig. 2) is not relative to the total number (32) of focus groups; 20 was arbitrarily selected to optimize readability. Location bar lengths are relative to the total number of focus groups conducted at their respective location.

a. Communication was a frequent QOL issue at each location.

(1) Bethesda. The problematic nature of using email was noted, as some focus group participants indicated that they did not have reliable computer access. However, the opposite sentiment was also expressed, that “town hall” and email communications were very good. Participants were also critical of information and discussion regarding potential furloughs.

(2) Carderock. Participants were critical of the ineffectiveness of email communications up and down the chain, top down information regarding potential furloughs, and situation awareness on the progress of processes such as contracting and purchasing.

(3) Naval Observatory. Participants were critical of top down information regarding potential furloughs. On the bright side, there were a number of positive comments regarding the internal flow of information at Naval Observatory.

b. Manning/Manpower was a frequent QOL issue at Bethesda and Naval Observatory.

(1) Bethesda. Comments regarding manning/manpower highlighted the problematic nature of the hiring freeze, as well as perceived/real shortages in Master-at-Arms (for gate and base security) and IT personnel.

(2) Naval Observatory. There were numerous focus group comments regarding the negative impact of the hiring freeze, and that many positions are one-deep in mission-critical areas. There was considerable angst regarding these single points of failure. Some focus group participants at Naval Observatory also felt that the IT department is overwhelmed and understaffed for their mission that is IT-intensive.

c. Leadership and Organizational Structure were frequent QOL issues at Bethesda and Carderock. Comments regarding these two factors were often entwined.

(1) Bethesda. Focus group participants often noted a micromanagement managerial style of leadership that they felt produced numerous re-works and other general negative effects on work effectiveness and efficiency. With respect to organizational structure, overall focus groups comments described the current “joint command” as dysfunctional—that service components are not sufficiently integrated. One of the most interesting comments related to this topic was: “We will not let joint happen..., still just co-located.”

(2) Carderock. Participants often claimed that their reporting chain is merely additional layers of bureaucracy that might not have an appreciation or understanding of the scientific/technical work that occurs at their command. As for leadership, the primary theme was the perception that upper management, external to the immediate chain in particular, did not trust subordinate management to make decisions that they felt would be more effective and efficient if determined at lower levels of management.

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(3) Naval Observatory. Although leadership and organizational structure were not frequent QOL issues at Naval Observatory, comparable sentiments were noted at this location, in particular, the DoD-wide nature of their work. Two Naval Observatory focus group participants even thought that: “We were better as an Echelon II.” Others at NSF Carderock and Naval Observatory noted they would be better under the Office of Naval Research, as it is more familiar with research funding mechanisms and pre-acquisition research and development.

d. Policies were a frequent QOL issue at Carderock and Naval Observatory. Focus groups comments at both tended to be centered on procurement policies. Many participants felt that it was too difficult to make purchases, even for the most rudimentary and low-cost items, and that this administrative burden negatively impacted the progress and completion of projects. One participant claimed: “It costs more in labor to buy an item than the cost of the item.” Similar sentiments were voiced regarding IT requests. One participant felt that the “DoD, one size fits all—Microsoft Office, is incompatible with scientific/technical mission work. We need to create an IT environment that is both operational and compliant.” Some complained that, although waivers are possible, they never seem to get approved.

e. Parking was by far the most frequent QOL issue discussed during Bethesda focus groups, echoing their QOWL negative factors in the survey. Comments ranged from substantial delays in commuting time as a result of searching for a space, perceived favoritism in the issuance of parking passes, to unavailable parking for enlisted living on base and on-call hospital personnel.

f. Other QOL topics.

(1) ERP. Focus groups comments on this topic were also related to the aforementioned policies topic. Carderock participants also communicated their frustration with the ERP interface, and felt that it was more suitable for manufacturing than research and development.

(2) Funding, Training, and Travel. Naval Observatory participants felt very strongly that scientists and other technical professionals need to attend workshops/conferences as a means to maintain international partnerships and awareness of current advances in their area of expertise and related fields (also perceived as a means to receive professional training). However, participants often noted either the lack of funding/authorization for travel/training. A few participants made remarks such as: “There are some things that simply cannot be accomplished by phone, email, or browsing the web...”

(3) NMCI/IT. This topic was also related to the previously discussed, policies topic. Carderock and Naval Observatory focus groups participants claimed that special IT hardware/software equipment and support is required for their work. (As previously noted, Windows and Microsoft Office does not afford a solution.) One participant mentioned that scientists/technicians used to have developer laptops with greater freedom of execution, but this option is no longer available. Participants at the Naval Observatory often highlighted the fact that the current NMCI/IT infrastructure is a mismatch for Apple/Linux systems that they use in accomplishing the mission.

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(4) Facilities (Services). Naval Observatory focus groups comments noted that active duty military and DON civilian personnel are either tasked or must assume cleaning duties that were previously provided.

(5) Commute. The commute was noted as a QOL issue at Bethesda.

g. Reserve Focus Groups.

(1) The average overall QOL score from the two ad hoc reserve focus groups was 7.40, although this might be somewhat overestimated, as many of the participants made responses such as: “My QOL is 7, but my NOSC is a 2.”

(2) The lack of action and feedback from NOSC-Washington/NAF was the primary QOL issue discussed, usually associated with difficulties in authorizing and liquidating travel.

(3) To achieve connectivity, reservists at Bethesda are piggybacking off of the Wi-Fi from the café, William III in Building 17, which is not always accessible.

APPENDIX C

**SURVEY DATA – ACTIVE DUTY MILITARY AND
DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL**

1. I am assigned to or near:

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
NSA Bethesda	Count	337	0	0	0	337
	% by Col	100.0%	0.0%	0.0%	0.0%	48.6%
NSF Carderock	Count	0	331	0	0	331
	% by Col	0.0%	100.0%	0.0%	0.0%	47.7%
NSF Naval Observatory	Count	0	0	26	0	26
	% by Col	0.0%	0.0%	100.0%	0.0%	3.7%
Other	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
Total	Count	337	331	26	0	694.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Total values do not reflect full survey participation.

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2. I am currently assigned to: (Use the space to the right to type in your command name.)
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Shore	Count	66	126	17	0	209
	% by Col	26.5%	51.9%	70.8%	0.0%	40.5%
Submarine	Count	0	3	0	0	3
	% by Col	0.0%	1.2%	0.0%	0.0%	0.6%
Ship	Count	0	7	0	0	7
	% by Col	0.0%	2.9%	0.0%	0.0%	1.4%
Training	Count	7	1	0	0	8
	% by Col	2.8%	0.4%	0.0%	0.0%	1.6%
Hospital/Clinic	Count	131	0	0	0	131
	% by Col	52.6%	0.0%	0.0%	0.0%	25.4%
Aircraft/Squadron	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
Battalion	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
Personnel Support Detachment	Count	2	9	0	0	11
	% by Col	0.8%	3.7%	0.0%	0.0%	2.1%
Other	Count	43	97	7	0	147
	% by Col	17.3%	39.9%	29.2%	0.0%	28.5%
Total	Count	249	243	24	0	516.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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3. On a scale of 1 (worst) to 10 (best) please rate your current Quality of Home Life (QOHL) at your location. 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)**

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	6	4	1	0	11
	% by Col	2.4%	1.6%	4.2%	0.0%	2.1%
2	Count	7	6	1	0	14
	% by Col	2.8%	2.5%	4.2%	0.0%	2.7%
3	Count	10	8	0	0	18
	% by Col	4.0%	3.3%	0.0%	0.0%	3.5%
4	Count	13	6	1	0	20
	% by Col	5.2%	2.5%	4.2%	0.0%	3.9%
5	Count	23	16	3	0	42
	% by Col	9.2%	6.6%	12.5%	0.0%	8.1%
6	Count	14	19	1	0	34
	% by Col	5.6%	7.8%	4.2%	0.0%	6.6%
7	Count	38	46	1	0	85
	% by Col	15.2%	18.9%	4.2%	0.0%	16.4%
8	Count	60	79	8	0	147
	% by Col	24.0%	32.5%	33.3%	0.0%	28.4%
9	Count	41	39	6	0	86
	% by Col	16.4%	16.0%	25.0%	0.0%	16.6%
10	Count	38	20	2	0	60
	% by Col	15.2%	8.2%	8.3%	0.0%	11.6%
Total	Count	250	243	24	0	517.0

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4. 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)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Quality of your home	Count	144	138	12	0
	% by Col	58.1%	57.0%	50.0%	0.0%
Quality of the school for dependent children	Count	68	72	5	0
	% by Col	27.4%	29.8%	20.8%	0.0%
Quality of the childcare available	Count	16	10	2	0
	% by Col	6.5%	4.1%	8.3%	0.0%
Shopping & dining opportunities	Count	131	119	11	0
	% by Col	52.8%	49.2%	45.8%	0.0%
Recreational opportunities	Count	124	122	14	0
	% by Col	50.0%	50.4%	58.3%	0.0%
Access to spouse employment	Count	38	50	4	0
	% by Col	15.3%	20.7%	16.7%	0.0%
Access to quality medical/dental care	Count	86	79	8	0
	% by Col	34.7%	32.6%	33.3%	0.0%
Cost of living	Count	39	25	2	0
	% by Col	15.7%	10.3%	8.3%	0.0%
Other	Count	25	22	2	0
	% by Col	10.1%	9.1%	8.3%	0.0%
Total	Count	248	242	24	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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5. 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)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Quality of your home	Count	56	41	4	0
	% by Col	22.6%	16.9%	16.7%	0.0%
Quality of the school for dependent children	Count	12	24	2	0
	% by Col	4.8%	9.9%	8.3%	0.0%
Quality of the childcare available	Count	31	24	0	0
	% by Col	12.5%	9.9%	0.0%	0.0%
Shopping & Dining opportunities	Count	14	18	1	0
	% by Col	5.6%	7.4%	4.2%	0.0%
Recreational opportunities	Count	30	16	1	0
	% by Col	12.1%	6.6%	4.2%	0.0%
Access to spouse employment	Count	35	18	1	0
	% by Col	14.1%	7.4%	4.2%	0.0%
Access to medical/dental care	Count	22	9	3	0
	% by Col	8.9%	3.7%	12.5%	0.0%
Cost of living	Count	201	209	19	0
	% by Col	81.0%	86.4%	79.2%	0.0%
Other	Count	96	93	8	0
	% by Col	38.7%	38.4%	33.3%	0.0%
Total	Count	248	242	24	0
	% by Col	100.0%	100.0%	100.0%	100.0%

Note: “Other” responses were dominated by comments related to the commute.

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6. On a scale of 1 (worst) to (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)**

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	40	9	0	0	49
	% by Col	16.1%	3.7%	0.0%	0.0%	9.5%
2	Count	15	9	1	0	25
	% by Col	6.0%	3.7%	4.2%	0.0%	4.8%
3	Count	25	12	2	0	39
	% by Col	10.0%	4.9%	8.3%	0.0%	7.6%
4	Count	27	14	1	0	42
	% by Col	10.8%	5.8%	4.2%	0.0%	8.1%
5	Count	36	27	2	0	65
	% by Col	14.5%	11.1%	8.3%	0.0%	12.6%
6	Count	22	28	1	0	51
	% by Col	8.8%	11.5%	4.2%	0.0%	9.9%
7	Count	31	41	7	0	79
	% by Col	12.4%	16.9%	29.2%	0.0%	15.3%
8	Count	32	69	3	0	104
	% by Col	12.9%	28.4%	12.5%	0.0%	20.2%
9	Count	12	22	3	0	37
	% by Col	4.8%	9.1%	12.5%	0.0%	7.2%
10	Count	9	12	4	0	25
	% by Col	3.6%	4.9%	16.7%	0.0%	4.8%
Total	Count	249	243	24	0	516.0

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7. 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)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Job Satisfaction	Count	145	159	17	0
	% by Col	58.7%	65.4%	70.8%	0.0%
Leadership Support	Count	57	57	5	0
	% by Col	23.1%	23.5%	20.8%	0.0%
Leadership opportunities	Count	33	30	1	0
	% by Col	13.4%	12.3%	4.2%	0.0%
Length of workday	Count	78	98	7	0
	% by Col	31.6%	40.3%	29.2%	0.0%
Advancement opportunities	Count	17	39	1	0
	% by Col	6.9%	16.0%	4.2%	0.0%
Training opportunities	Count	42	39	2	0
	% by Col	17.0%	16.0%	8.3%	0.0%
Awards and recognition	Count	14	14	1	0
	% by Col	5.7%	5.8%	4.2%	0.0%
Perform to Serve (PTS)	Count	10	8	1	0
	% by Col	4.0%	3.3%	4.2%	0.0%
Command climate	Count	20	28	5	0
	% by Col	8.1%	11.5%	20.8%	0.0%
Quality of the workplace facilities	Count	65	33	6	0
	% by Col	26.3%	13.6%	25.0%	0.0%
Parking	Count	15	63	11	0
	% by Col	6.1%	25.9%	45.8%	0.0%
Frequency of deployment/Individual Augmentations (e.g.	Count	4	0	0	0
	% by Col				

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8. 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)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Job satisfaction	Count	43	31	4	0
	% by Col	17.3%	12.9%	16.7%	0.0%
Leadership support	Count	117	63	2	0
	% by Col	47.0%	26.1%	8.3%	0.0%
Leadership opportunities	Count	31	33	1	0
	% by Col	12.4%	13.7%	4.2%	0.0%
Length of workday	Count	38	19	3	0
	% by Col	15.3%	7.9%	12.5%	0.0%
Advancement opportunities	Count	59	98	9	0
	% by Col	23.7%	40.7%	37.5%	0.0%
Training opportunities	Count	37	34	8	0
	% by Col	14.9%	14.1%	33.3%	0.0%
Awards and recognition	Count	50	61	3	0
	% by Col	20.1%	25.3%	12.5%	0.0%
Perform to Serve (PTS)	Count	5	1	0	0
	% by Col	2.0%	0.4%	0.0%	0.0%
Command climate	Count	87	65	3	0
	% by Col	34.9%	27.0%	12.5%	0.0%
Quality of the workplace facilities	Count	30	74	4	0
	% by Col	12.0%	30.7%	16.7%	0.0%
Parking	Count	128	34	0	0
	% by Col	51.4%	14.1%	0.0%	0.0%
Frequency of deployments/individuals Augmentations (e.g. IAMM or GSA)	Count	3	3	0	0
	% by Col				

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9. Gender

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Male	Count	110	161	15	0	286
	% by Col	44.2%	66.5%	62.5%	0.0%	55.5%
Female	Count	139	81	9	0	229
	% by Col	55.8%	33.5%	37.5%	0.0%	44.5%
Total	Count	249	242	24	0	515.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

10. Age:

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
17-24	Count	13	6	0	0	19
	% by Col	5.2%	2.5%	0.0%	0.0%	3.7%
25-34	Count	46	69	2	0	117
	% by Col	18.5%	28.5%	8.3%	0.0%	22.7%
35-44	Count	65	42	6	0	113
	% by Col	26.1%	17.4%	25.0%	0.0%	21.9%
45-54	Count	69	77	9	0	155
	% by Col	27.7%	31.8%	37.5%	0.0%	30.1%
55-64	Count	53	45	4	0	102
	% by Col	21.3%	18.6%	16.7%	0.0%	19.8%
65+	Count	3	3	3	0	9
	% by Col	1.2%	1.2%	12.5%	0.0%	1.7%
Total	Count	249	242	24	0	515.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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11. Marital Status:

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Single	Count	58	54	5	0	117
	% by Col	23.3%	22.4%	20.8%	0.0%	22.8%
Married	Count	165	163	17	0	345
	% by Col	66.3%	67.6%	70.8%	0.0%	67.1%
Divorced	Count	21	23	1	0	45
	% by Col	8.4%	9.5%	4.2%	0.0%	8.8%
Separated	Count	5	1	1	0	7
	% by Col	2.0%	0.4%	4.2%	0.0%	1.4%
Total	Count	249	241	24	0	514.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

12. I have school aged children

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	80	74	7	0	161
	% by Col	32.1%	30.5%	29.2%	0.0%	31.2%
No	Count	169	169	17	0	355
	% by Col	67.9%	69.5%	70.8%	0.0%	68.8%
Total	Count	249	243	24	0	516.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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13. I am:

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Military	Count	98	2	1	0	101
	% by Col	39.4%	0.8%	4.2%	0.0%	19.6%
Civilian	Count	151	241	23	0	415
	% by Col	60.6%	99.2%	95.8%	0.0%	80.4%
Contractor	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
Total	Count	249	243	24	0	516.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

14. Paygrade:

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
E1 - E3	Count	11	0	0	0	11
	% by Col	11.8%	0.0%	0.0%	0.0%	11.5%
E4 - E6	Count	22	0	0	0	22
	% by Col	23.7%	0.0%	0.0%	0.0%	22.9%
E7 - E9	Count	4	0	0	0	4
	% by Col	4.3%	0.0%	0.0%	0.0%	4.2%
CWO2 - O3	Count	15	0	0	0	15
	% by Col	16.1%	0.0%	0.0%	0.0%	15.6%
O4 - O5	Count	32	0	1	0	33
	% by Col	34.4%	0.0%	100.0%	0.0%	34.4%
O6 & Above	Count	9	2	0	0	11
	% by Col	9.7%	100.0%	0.0%	0.0%	11.5%
Total	Count	93	2	1	0	96.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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15. I am a Geographical Bachelor (married with family living elsewhere)
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	9	0	0	0	9
	% by Col	9.7%	0.0%	0.0%	0.0%	9.4%
No	Count	84	2	1	0	87
	% by Col	90.3%	100.0%	100.0%	0.0%	90.6%
Total	Count	93	2	1	0	96.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

16. I am a geographical bachelor because (choose all that apply):

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Poor schools at new duty station	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
High cost of living at new duty station	Count	3	0	0	0
	% by Col	33.3%	0.0%	0.0%	0.0%
Lack of spousal employment at new duty station	Count	2	0	0	0
	% by Col	22.2%	0.0%	0.0%	0.0%
Spouse has a good employment at old duty station	Count	1	0	0	0
	% by Col	11.1%	0.0%	0.0%	0.0%
Critical housing area	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
High crime rate at new duty station	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Desire to maintain stability for family members	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Family stayed behind because I couldn't sell the home (it lost significant value) at my last duty station.	Count	2	0	0	0
	% by Col	22.2%	0.0%	0.0%	0.0%
Other	Count	4	0	0	0

Note: "Other" responses included dual active duty spouses (2), spouse has exceptional employment elsewhere (1), and uncertainty over future assignments (1).

17. I have participated in the following at my current command? (Choose all that apply)

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

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		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Command Sponsor Program	Count	34	2	0	0
	% by Col	39.5%	100.0%	0.0%	0.0%
Command Orientation/Indoctrination	Count	69	1	1	0
	% by Col	80.2%	50.0%	100.0%	0.0%
Career Development Boards	Count	27	0	0	0
	% by Col	31.4%	0.0%	0.0%	0.0%
Command Physical Fitness Assessment Training Program	Count	35	2	0	0
	% by Col	40.7%	100.0%	0.0%	0.0%
Required General Military Training (GMT)	Count	73	2	1	0
	% by Col	84.9%	100.0%	100.0%	0.0%
Command Managed Equal Opportunity (CMEO) Program	Count	31	2	0	0
	% by Col	36.0%	100.0%	0.0%	0.0%
Navy Rights and Responsibility (NR&R) Workshops	Count	21	0	0	0
	% by Col	24.4%	0.0%	0.0%	0.0%
Transition Assistance Program	Count	12	0	0	0
	% by Col	14.0%	0.0%	0.0%	0.0%

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18. The following individuals conducted my last Career Development Board (CDB). (Choose all that apply)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
CMC	Count	1	0	0	0
	% by Col	1.1%	0.0%	0.0%	0.0%
LCPO	Count	8	0	0	0
	% by Col	9.0%	0.0%	0.0%	0.0%
CPO	Count	13	0	0	0
	% by Col	14.6%	0.0%	0.0%	0.0%
CCC	Count	11	0	0	0
	% by Col	12.4%	0.0%	0.0%	0.0%
I have not had a CDB since being attached to this command	Count	20	1	0	0
	% by Col	22.5%	50.0%	0.0%	0.0%
Not applicable	Count	44	1	1	0
	% by Col	49.4%	50.0%	100.0%	0.0%
Total	Count	89	2	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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19. In general, how have you or those you supervise been affected by Perform to Serve (PTS)?
 (Respondents were allowed to choose **multiple** responses)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Positively	Count	19	0	0	0
	% by Col	21.3%	0.0%	0.0%	0.0%
Not applicable/neither positively or negatively	Count	58	2	1	0
	% by Col	65.2%	100.0%	100.0%	0.0%
Negatively	Count	14	0	0	0
	% by Col	15.7%	0.0%	0.0%	0.0%
Total	Count	89	2	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

20. In my professional development I am being mentored by someone?
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	36	2	0	0	38
	% by Col	40.4%	100.0%	0.0%	0.0%	41.3%
No	Count	53	0	1	0	54
	% by Col	59.6%	0.0%	100.0%	0.0%	58.7%
Total	Count	89	2	1	0	92.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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21. I am mentoring others.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	69	1	0	0	70
	% by Col	77.5%	100.0%	0.0%	0.0%	76.9%
No	Count	20	0	1	0	21
	% by Col	22.5%	0.0%	100.0%	0.0%	23.1%
Total	Count	89	1	1	0	91.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

22. A sponsor contacted me before I arrived at my command.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	43	1	1	0	45
	% by Col	48.3%	50.0%	100.0%	0.0%	48.9%
No	Count	39	0	0	0	39
	% by Col	43.8%	0.0%	0.0%	0.0%	42.4%
Not Applicable	Count	7	1	0	0	8
	% by Col	7.9%	50.0%	0.0%	0.0%	8.7%
Total	Count	89	2	1	0	92.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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23. My sponsor was helpful in my transition.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	10	1	1	0	12
	% by Col	11.2%	50.0%	100.0%	0.0%	13.0%
Agree	Count	18	0	0	0	18
	% by Col	20.2%	0.0%	0.0%	0.0%	19.6%
Disagree	Count	7	0	0	0	7
	% by Col	7.9%	0.0%	0.0%	0.0%	7.6%
Neither Agree nor Disagree	Count	23	0	0	0	23
	% by Col	25.8%	0.0%	0.0%	0.0%	25.0%
Strongly Disagree	Count	11	0	0	0	11
	% by Col	12.4%	0.0%	0.0%	0.0%	12.0%
Not Applicable	Count	20	1	0	0	21
	% by Col	22.5%	50.0%	0.0%	0.0%	22.8%
Total	Count	89	2	1	0	92.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	12	1	1	0	14
	% by Col	13.5%	100.0%	100.0%	0.0%	15.4%
Agree	Count	24	0	0	0	24
	% by Col	27.0%	0.0%	0.0%	0.0%	26.4%
Neither Agree nor Disagree	Count	11	0	0	0	11
	% by Col	12.4%	0.0%	0.0%	0.0%	12.1%
Disagree	Count	13	0	0	0	13
	% by Col	14.6%	0.0%	0.0%	0.0%	14.3%
Strongly Disagree	Count	29	0	0	0	29
	% by Col	32.6%	0.0%	0.0%	0.0%	31.9%
Total	Count	89	1	1	0	91.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	35	0	1	0	36
	% by Col	39.3%	0.0%	100.0%	0.0%	39.6%
Agree	Count	42	1	0	0	43
	% by Col	47.2%	100.0%	0.0%	0.0%	47.3%
Neither Agree nor Disagree	Count	4	0	0	0	4
	% by Col	4.5%	0.0%	0.0%	0.0%	4.4%
Disagree	Count	6	0	0	0	6
	% by Col	6.7%	0.0%	0.0%	0.0%	6.6%
Strongly Disagree	Count	2	0	0	0	2
	% by Col	2.2%	0.0%	0.0%	0.0%	2.2%
Total	Count	89	1	1	0	91.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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26. I know my command ombudsman.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	19	1	1	0	21
	% by Col	21.3%	50.0%	100.0%	0.0%	22.8%
No	Count	70	1	0	0	71
	% by Col	78.7%	50.0%	0.0%	0.0%	77.2%
Total	Count	89	2	1	0	92.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

27. I have conveyed to my spouse, parents, and/or extended family members the command ombudsman is the official command representative for them when I am away either deployed or temporarily assigned elsewhere.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	23	1	1	0	25
	% by Col	25.8%	100.0%	100.0%	0.0%	27.5%
No	Count	66	0	0	0	66
	% by Col	74.2%	0.0%	0.0%	0.0%	72.5%
Total	Count	89	1	1	0	91.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

28. Rate your overall satisfaction with the Fleet Family Support Center (FFSC) services on a scale of 1 (worst) to 10 (best).

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

		1. I am assigned to or near:				Total
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	
1	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
2	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
3	Count	3	0	0	0	3
	% by Col	3.4%	0.0%	0.0%	0.0%	3.3%
4	Count	5	0	0	0	5
	% by Col	5.6%	0.0%	0.0%	0.0%	5.5%
5	Count	6	0	0	0	6
	% by Col	6.7%	0.0%	0.0%	0.0%	6.6%
6	Count	3	0	0	0	3
	% by Col	3.4%	0.0%	0.0%	0.0%	3.3%
7	Count	6	0	0	0	6
	% by Col	6.7%	0.0%	0.0%	0.0%	6.6%
8	Count	8	0	0	0	8
	% by Col	9.0%	0.0%	0.0%	0.0%	8.8%
9	Count	5	0	0	0	5
	% by Col	5.6%	0.0%	0.0%	0.0%	5.5%
10	Count	8	0	0	0	8
	% by Col	9.0%	0.0%	0.0%	0.0%	8.8%
Do not use	Count	45	1	1	0	47

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29. Please indicate up to three main factors that have a **positive** impact on your rating for Fleet Family Support Center (FFSC): (Choose three or less)
 (Respondents were allowed to choose **multiple** responses)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Family/Social Services available	Count	26	0	0	0
	% by Col	52.0%	0.0%	0.0%	0.0%
Quality of services	Count	30	0	0	0
	% by Col	60.0%	0.0%	0.0%	0.0%
Appointment availability	Count	18	0	0	0
	% by Col	36.0%	0.0%	0.0%	0.0%
Staff's customer service	Count	30	0	0	0
	% by Col	60.0%	0.0%	0.0%	0.0%
Hours of operation	Count	11	0	0	0
	% by Col	22.0%	0.0%	0.0%	0.0%
Total	Count	50	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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30. Please indicate up to three main factors that have a **negative** impact on your rating for Fleet Family Support center (FFSC): (Choose three or less)
 (Respondents were allowed to choose **multiple** responses)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Family/Social Services available	Count	8	0	0	0
	% by Col	25.8%	0.0%	0.0%	0.0%
Quality of services	Count	5	0	0	0
	% by Col	16.1%	0.0%	0.0%	0.0%
Appointment availability	Count	9	0	0	0
	% by Col	29.0%	0.0%	0.0%	0.0%
Staff's customer service	Count	6	0	0	0
	% by Col	19.4%	0.0%	0.0%	0.0%
Hours of operation	Count	17	0	0	0
	% by Col	54.8%	0.0%	0.0%	0.0%
Total	Count	31	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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

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

		1. I am assigned to or near:				Total
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	
1	Count	3	0	0	0	3
	% by Col	3.4%	0.0%	0.0%	0.0%	3.3%
2	Count	2	0	0	0	2
	% by Col	2.2%	0.0%	0.0%	0.0%	2.2%
3	Count	4	0	0	0	4
	% by Col	4.5%	0.0%	0.0%	0.0%	4.4%
4	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
5	Count	9	0	0	0	9
	% by Col	10.1%	0.0%	0.0%	0.0%	9.9%
6	Count	5	0	0	0	5
	% by Col	5.6%	0.0%	0.0%	0.0%	5.5%
7	Count	14	0	0	0	14
	% by Col	15.7%	0.0%	0.0%	0.0%	15.4%
8	Count	14	1	0	0	15
	% by Col	15.7%	100.0%	0.0%	0.0%	16.5%
9	Count	11	0	1	0	12
	% by Col	12.4%	0.0%	100.0%	0.0%	13.2%
10	Count	7	0	0	0	7
	% by Col	7.9%	0.0%	0.0%	0.0%	7.7%
Do not use	Count	20	0	0	0	20

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32. Please indicate up to three main factors that have a **positive** impact on your rating for Morale Welfare and Recreation (MWR): (Choose three or less)
 (Respondents were allowed to choose **multiple** responses)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Variety of MWR services available	Count	43	1	1	0
	% by Col	62.3%	100.0%	100.0%	0.0%
Quality of services	Count	37	0	1	0
	% by Col	53.6%	0.0%	100.0%	0.0%
Cost	Count	40	1	1	0
	% by Col	58.0%	100.0%	100.0%	0.0%
Staff's customer service	Count	24	0	0	0
	% by Col	34.8%	0.0%	0.0%	0.0%
Hours of operation	Count	14	1	0	0
	% by Col	20.3%	100.0%	0.0%	0.0%
Other	Count	4	0	0	0
	% by Col	5.8%	0.0%	0.0%	0.0%
Total	Count	69	1	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

Note: "Other" responses did not provide additional information regarding factors that have a positive impact on ratings for MWR..

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33. Please indicate up to three main factors that have a **negative** impact on your rating for Morale Welfare and Recreation (MWR): (Choose three or less)
 (Respondents were allowed to choose **multiple** responses)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Variety of MWR services available	Count	15	0	0	0
	% by Col	25.9%	0.0%	0.0%	0.0%
Quality of services	Count	7	0	0	0
	% by Col	12.1%	0.0%	0.0%	0.0%
Cost	Count	13	0	0	0
	% by Col	22.4%	0.0%	0.0%	0.0%
Staff's customer service	Count	6	0	0	0
	% by Col	10.3%	0.0%	0.0%	0.0%
Hours of operation	Count	35	1	0	0
	% by Col	60.3%	100.0%	0.0%	0.0%
Other	Count	16	0	0	0
	% by Col	27.6%	0.0%	0.0%	0.0%
Total	Count	58	1	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

Note: There were no discernible patterns in "Other" verbatim responses.

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

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

		1. I am assigned to or near:				Total
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	
1	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
2	Count	2	0	0	0	2
	% by Col	2.2%	0.0%	0.0%	0.0%	2.2%
3	Count	1	0	0	0	1
	% by Col	1.1%	0.0%	0.0%	0.0%	1.1%
4	Count	2	0	0	0	2
	% by Col	2.2%	0.0%	0.0%	0.0%	2.2%
5	Count	4	0	0	0	4
	% by Col	4.5%	0.0%	0.0%	0.0%	4.4%
6	Count	8	0	0	0	8
	% by Col	9.0%	0.0%	0.0%	0.0%	8.8%
7	Count	16	0	0	0	16
	% by Col	18.0%	0.0%	0.0%	0.0%	17.6%
8	Count	15	1	1	0	17
	% by Col	16.9%	100.0%	100.0%	0.0%	18.7%
9	Count	18	0	0	0	18
	% by Col	20.2%	0.0%	0.0%	0.0%	19.8%
10	Count	21	0	0	0	21
	% by Col	23.6%	0.0%	0.0%	0.0%	23.1%
Do not use	Count	2	0	0	0	2

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35. Please indicate up to three main factors that have a **positive** impact on your rating for Navy Exchange (NEX): (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Variety of merchandise selections	Count	57	1	1	0
	% by Col	66.3%	100.0%	100.0%	0.0%
Quality of merchandise selections	Count	62	1	1	0
	% by Col	72.1%	100.0%	100.0%	0.0%
Cost	Count	33	0	1	0
	% by Col	38.4%	0.0%	100.0%	0.0%
Staff's customer service	Count	35	0	0	0
	% by Col	40.7%	0.0%	0.0%	0.0%
Hours of operation	Count	35	0	0	0
	% by Col	40.7%	0.0%	0.0%	0.0%
Total	Count	86	1	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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36. Please indicate up to three main factors that have a **negative** impact on your rating for Navy Exchange (NEX): (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Variety of merchandise selections	Count	24	0	0	0
	% by Col	37.5%	0.0%	0.0%	0.0%
Quality of merchandise selections	Count	11	0	0	0
	% by Col	17.2%	0.0%	0.0%	0.0%
Cost	Count	39	0	0	0
	% by Col	60.9%	0.0%	0.0%	0.0%
Staff's customer service	Count	8	0	0	0
	% by Col	12.5%	0.0%	0.0%	0.0%
Hours of operation	Count	15	1	0	0
	% by Col	23.4%	100.0%	0.0%	0.0%
Total	Count	64	1	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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**37. Rate your overall satisfaction with the Commissary on a scale of 1 (worst) to 10 (best).
(Respondents could only choose a **single** response)**

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	6	0	0	0	6
	% by Col	6.7%	0.0%	0.0%	0.0%	6.6%
2	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
3	Count	4	0	0	0	4
	% by Col	4.5%	0.0%	0.0%	0.0%	4.4%
4	Count	2	0	0	0	2
	% by Col	2.2%	0.0%	0.0%	0.0%	2.2%
5	Count	3	0	0	0	3
	% by Col	3.4%	0.0%	0.0%	0.0%	3.3%
6	Count	2	0	0	0	2
	% by Col	2.2%	0.0%	0.0%	0.0%	2.2%
7	Count	9	0	0	0	9
	% by Col	10.1%	0.0%	0.0%	0.0%	9.9%
8	Count	12	0	1	0	13
	% by Col	13.5%	0.0%	100.0%	0.0%	14.3%
9	Count	4	0	0	0	4
	% by Col	4.5%	0.0%	0.0%	0.0%	4.4%
10	Count	6	1	0	0	7
	% by Col	6.7%	100.0%	0.0%	0.0%	7.7%
Do not use	Count	41	0	0	0	41

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38. Please indicate up to three main factors that have a **positive** impact on your rating for Commissary: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Variety of products/produce/meats selection	Count	26	1	1	0
	% by Col	53.1%	100.0%	100.0%	0.0%
Quality of products/produce/meats selection	Count	21	1	1	0
	% by Col	42.9%	100.0%	100.0%	0.0%
Cost	Count	39	0	1	0
	% by Col	79.6%	0.0%	100.0%	0.0%
Staff's customer service	Count	8	0	0	0
	% by Col	16.3%	0.0%	0.0%	0.0%
Hours of operation	Count	13	1	0	0
	% by Col	26.5%	100.0%	0.0%	0.0%
Total	Count	49	1	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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39. Please indicate up to three main factors that have a **negative** impact on your rating for Commissary: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Variety of products/produce/meats selection	Count	19	0	0	0
	% by Col	37.3%	0.0%	0.0%	0.0%
Quality of products/produce/meats selection	Count	24	0	0	0
	% by Col	47.1%	0.0%	0.0%	0.0%
Cost	Count	10	0	0	0
	% by Col	19.6%	0.0%	0.0%	0.0%
Staff's customer service	Count	12	0	0	0
	% by Col	23.5%	0.0%	0.0%	0.0%
Hours of operation	Count	28	0	0	0
	% by Col	54.9%	0.0%	0.0%	0.0%
Total	Count	51	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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

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

		1. I am assigned to or near:				Total
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	
1	Count	3	0	0	0	3
	% by Col	3.4%	0.0%	0.0%	0.0%	3.3%
2	Count	1	0	0	0	1
	% by Col	1.1%	0.0%	0.0%	0.0%	1.1%
3	Count	2	0	0	0	2
	% by Col	2.2%	0.0%	0.0%	0.0%	2.2%
4	Count	4	0	0	0	4
	% by Col	4.5%	0.0%	0.0%	0.0%	4.4%
5	Count	12	0	0	0	12
	% by Col	13.5%	0.0%	0.0%	0.0%	13.2%
6	Count	9	0	0	0	9
	% by Col	10.1%	0.0%	0.0%	0.0%	9.9%
7	Count	10	0	0	0	10
	% by Col	11.2%	0.0%	0.0%	0.0%	11.0%
8	Count	17	0	0	0	17
	% by Col	19.1%	0.0%	0.0%	0.0%	18.7%
9	Count	14	1	1	0	16
	% by Col	15.7%	100.0%	100.0%	0.0%	17.6%
10	Count	17	0	0	0	17
	% by Col	19.1%	0.0%	0.0%	0.0%	18.7%
Total	Count	89	1	1	0	91.0

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41. Please indicate up to three main factors that have a **positive** impact on your rating for healthcare benefits: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Types of healthcare services available	Count	79	1	1	0
	% by Col	90.8%	100.0%	100.0%	0.0%
Appointment availability	Count	26	0	0	0
	% by Col	29.9%	0.0%	0.0%	0.0%
Waiting Time	Count	20	0	0	0
	% by Col	23.0%	0.0%	0.0%	0.0%
Time with staff or care provider	Count	31	0	1	0
	% by Col	35.6%	0.0%	100.0%	0.0%
Hours of operation	Count	18	1	1	0
	% by Col	20.7%	100.0%	100.0%	0.0%
Total	Count	87	1	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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42. Please indicate up to three main factors that have a **negative** impact on your rating for healthcare benefits: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Types of healthcare services available	Count	4	0	0	0
	% by Col	5.1%	0.0%	0.0%	0.0%
Appointment availability	Count	63	1	1	0
	% by Col	80.8%	100.0%	100.0%	0.0%
Waiting Time	Count	48	1	1	0
	% by Col	61.5%	100.0%	100.0%	0.0%
Time with staff or care provider	Count	25	0	0	0
	% by Col	32.1%	0.0%	0.0%	0.0%
Hours of operation	Count	24	0	0	0
	% by Col	30.8%	0.0%	0.0%	0.0%
Total	Count	78	1	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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43. I have designated family members listed on my "Page 2" in my personnel record.
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	75	1	1	0	77
	% by Col	84.3%	100.0%	100.0%	0.0%	84.6%
No	Count	7	0	0	0	7
	% by Col	7.9%	0.0%	0.0%	0.0%	7.7%
Don't Know	Count	7	0	0	0	7
	% by Col	7.9%	0.0%	0.0%	0.0%	7.7%
Total	Count	89	1	1	0	91.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	7	0	0	0	7
	% by Col	7.9%	0.0%	0.0%	0.0%	7.7%
2	Count	2	0	0	0	2
	% by Col	2.2%	0.0%	0.0%	0.0%	2.2%
3	Count	1	0	0	0	1
	% by Col	1.1%	0.0%	0.0%	0.0%	1.1%
4	Count	2	0	0	0	2
	% by Col	2.2%	0.0%	0.0%	0.0%	2.2%
5	Count	17	0	0	0	17
	% by Col	19.1%	0.0%	0.0%	0.0%	18.7%
6	Count	9	0	0	0	9
	% by Col	10.1%	0.0%	0.0%	0.0%	9.9%
7	Count	14	0	0	0	14
	% by Col	15.7%	0.0%	0.0%	0.0%	15.4%
8	Count	17	1	0	0	18
	% by Col	19.1%	100.0%	0.0%	0.0%	19.8%
9	Count	7	0	1	0	8
	% by Col	7.9%	0.0%	100.0%	0.0%	8.8%
10	Count	13	0	0	0	13
	% by Col	14.6%	0.0%	0.0%	0.0%	14.3%
Total	Count	89	1	1	0	91.0

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45. Please indicate up to three main factors that have a **positive** impact on your rating for your family's healthcare benefits: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Types of healthcare services available	Count	60	1	1	0
	% by Col	89.6%	100.0%	100.0%	0.0%
Appointment availability	Count	18	1	0	0
	% by Col	26.9%	100.0%	0.0%	0.0%
Waiting time	Count	9	0	0	0
	% by Col	13.4%	0.0%	0.0%	0.0%
Time with staff or care provider	Count	32	0	1	0
	% by Col	47.8%	0.0%	100.0%	0.0%
Hours of operation	Count	9	1	1	0
	% by Col	13.4%	100.0%	100.0%	0.0%
Total	Count	67	1	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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46. Please indicate up to three main factors that have a **negative** impact on your rating for your family's healthcare benefits: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Types of healthcare services available	Count	6	0	0	0
	% by Col	9.5%	0.0%	0.0%	0.0%
Appointment availability	Count	47	1	1	0
	% by Col	74.6%	100.0%	100.0%	0.0%
Waiting time	Count	40	1	1	0
	% by Col	63.5%	100.0%	100.0%	0.0%
Time with staff or care provider	Count	18	0	0	0
	% by Col	28.6%	0.0%	0.0%	0.0%
Hours of operation	Count	22	0	0	0
	% by Col	34.9%	0.0%	0.0%	0.0%
Total	Count	63	1	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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47. Do you have infant to pre-school age children in your family?
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	19	0	1	0	20
	% by Col	21.3%	0.0%	100.0%	0.0%	22.0%
No	Count	70	1	0	0	71
	% by Col	78.7%	100.0%	0.0%	0.0%	78.0%
Total	Count	89	1	1	0	91.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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48. Rate your satisfaction with your Child Development Center (CDC) on a scale of 1 (worst to 10 (best).

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	2	0	0	0	2
	% by Col	10.5%	0.0%	0.0%	0.0%	10.0%
2	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
3	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
4	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
5	Count	1	0	1	0	2
	% by Col	5.3%	0.0%	100.0%	0.0%	10.0%
6	Count	1	0	0	0	1
	% by Col	5.3%	0.0%	0.0%	0.0%	5.0%
7	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
8	Count	1	0	0	0	1
	% by Col	5.3%	0.0%	0.0%	0.0%	5.0%
9	Count	1	0	0	0	1
	% by Col	5.3%	0.0%	0.0%	0.0%	5.0%
10	Count	2	0	0	0	2
	% by Col	10.5%	0.0%	0.0%	0.0%	10.0%
Do not use	Count	11	0	0	0	11

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49. Please indicate up to three main factors that have a **positive** impact on your rating for the CDC: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Availability of childcare services (regular &/or drop off)	Count	1	0	0	0
	% by Col	11.1%	0.0%	0.0%	0.0%
Quality of childcare services (regular &/or drop off)	Count	3	0	1	0
	% by Col	33.3%	0.0%	100.0%	0.0%
Cost of childcare services	Count	6	0	1	0
	% by Col	66.7%	0.0%	100.0%	0.0%
Staff's customer service	Count	4	0	0	0
	% by Col	44.4%	0.0%	0.0%	0.0%
Hours of operation	Count	5	0	0	0
	% by Col	55.6%	0.0%	0.0%	0.0%
Total	Count	9	0	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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50. Please indicate up to three main factors that have a **negative** impact on your rating for the CDC: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Availability of childcare services (regular &/or drop off)	Count	7	0	1	0
	% by Col	63.6%	0.0%	100.0%	0.0%
Quality of childcare services (regular &/or drop off)	Count	5	0	0	0
	% by Col	45.5%	0.0%	0.0%	0.0%
Cost of childcare services	Count	3	0	0	0
	% by Col	27.3%	0.0%	0.0%	0.0%
Staff's customer service	Count	2	0	0	0
	% by Col	18.2%	0.0%	0.0%	0.0%
Hours of operation	Count	5	0	0	0
	% by Col	45.5%	0.0%	0.0%	0.0%
Total	Count	11	0	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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51. Rate your satisfaction with your Child Development Home (CDH) Program on a scale of 1 (worst to 10 (best).

(Respondents could only choose a *single* response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
2	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
3	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
4	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
5	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
6	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
7	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
8	Count	1	0	0	0	1
	% by Col	5.3%	0.0%	0.0%	0.0%	5.0%
9	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
10	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
Do not use	Count	18	0	1	0	19

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52. Please indicate up to three main factors that have a **positive** impact on your rating for the CDH: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Travel distance from home to a local approved CDH	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Availability of childcare services (regular &/or drop off)	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Quality of childcare services (regular &/or drop off)	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Cost	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Staff	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Hours of operation	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Total	Count	0	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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53. Please indicate up to three main factors that have a **negative** impact on your rating for the CDH: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Travel distance from home to a local approved CDH	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Availability of childcare services (regular &/or drop off)	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Quality of childcare services (regular &/or drop off)	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Cost	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Staff	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Hours of operation	Count	1	0	0	0
	% by Col	100.0%	0.0%	0.0%	0.0%
Total	Count	1	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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54. I currently reside:

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
On the economy (purchased home)	Count	30	0	1	0	31
	% by Col	33.7%	0.0%	100.0%	0.0%	34.1%
On the economy (rented/leased home)	Count	48	1	0	0	49
	% by Col	53.9%	100.0%	0.0%	0.0%	53.8%
Public/Private Venture (PPV) Housing	Count	6	0	0	0	6
	% by Col	6.7%	0.0%	0.0%	0.0%	6.6%
Govt. Family Housing	Count	2	0	0	0	2
	% by Col	2.2%	0.0%	0.0%	0.0%	2.2%
Govt. Bachelor Housing	Count	3	0	0	0	3
	% by Col	3.4%	0.0%	0.0%	0.0%	3.3%
Total	Count	89	1	1	0	91.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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**55. Rate your overall satisfaction with your purchased home on a scale of 1 (worst) to 10 (best).
(Respondents could only choose a **single** response)**

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
2	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
3	Count	1	0	0	0	1
	% by Col	3.3%	0.0%	0.0%	0.0%	3.2%
4	Count	2	0	0	0	2
	% by Col	6.7%	0.0%	0.0%	0.0%	6.5%
5	Count	2	0	0	0	2
	% by Col	6.7%	0.0%	0.0%	0.0%	6.5%
6	Count	2	0	0	0	2
	% by Col	6.7%	0.0%	0.0%	0.0%	6.5%
7	Count	6	0	1	0	7
	% by Col	20.0%	0.0%	100.0%	0.0%	22.6%
8	Count	6	0	0	0	6
	% by Col	20.0%	0.0%	0.0%	0.0%	19.4%
9	Count	9	0	0	0	9
	% by Col	30.0%	0.0%	0.0%	0.0%	29.0%
10	Count	2	0	0	0	2
	% by Col	6.7%	0.0%	0.0%	0.0%	6.5%
Total	Count	30	0	1	0	31.0

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56. Please indicate up to three main factors that have a **positive** impact on your rating for your purchased home: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Location of home	Count	21	0	1	0
	% by Col	70.0%	0.0%	100.0%	0.0%
Quality of the home	Count	14	0	0	0
	% by Col	46.7%	0.0%	0.0%	0.0%
Affordability of the home	Count	4	0	0	0
	% by Col	13.3%	0.0%	0.0%	0.0%
Within Basic Allowance for Housing amount	Count	10	0	0	0
	% by Col	33.3%	0.0%	0.0%	0.0%
Affordability of Home Owners' Insurance	Count	1	0	1	0
	% by Col	3.3%	0.0%	100.0%	0.0%
Quality of the neighborhood	Count	14	0	0	0
	% by Col	46.7%	0.0%	0.0%	0.0%
Safety and security	Count	5	0	0	0
	% by Col	16.7%	0.0%	0.0%	0.0%
School System	Count	11	0	0	0
	% by Col	36.7%	0.0%	0.0%	0.0%
Total	Count	30	0	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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57. Please indicate up to three main factors that have a negative impact on your rating for your purchased home: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Location of home/condominium	Count	7	0	0	0
	% by Col	26.9%	0.0%	0.0%	0.0%
Quality of the home/condominium	Count	4	0	0	0
	% by Col	15.4%	0.0%	0.0%	0.0%
Affordability of the home/condominium	Count	18	0	1	0
	% by Col	69.2%	0.0%	100.0%	0.0%
Within Basic Allowance for Housing amount	Count	6	0	1	0
	% by Col	23.1%	0.0%	100.0%	0.0%
Affordability of Home Owners' Insurance	Count	2	0	0	0
	% by Col	7.7%	0.0%	0.0%	0.0%
Quality of the neighborhood	Count	5	0	0	0
	% by Col	19.2%	0.0%	0.0%	0.0%
Safety and security	Count	5	0	1	0
	% by Col	19.2%	0.0%	100.0%	0.0%
School System	Count	6	0	0	0
	% by Col	23.1%	0.0%	0.0%	0.0%
Total	Count	26	0	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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8. Rate your overall satisfaction with your rented/leased home on a scale of 1 (worst) to 10 (best). (Respondents could only choose a **single response)**

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	1	0	0	0	1
	% by Col	2.1%	0.0%	0.0%	0.0%	2.0%
2	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
3	Count	4	0	0	0	4
	% by Col	8.3%	0.0%	0.0%	0.0%	8.2%
4	Count	7	0	0	0	7
	% by Col	14.6%	0.0%	0.0%	0.0%	14.3%
5	Count	2	0	0	0	2
	% by Col	4.2%	0.0%	0.0%	0.0%	4.1%
6	Count	8	0	0	0	8
	% by Col	16.7%	0.0%	0.0%	0.0%	16.3%
7	Count	10	0	0	0	10
	% by Col	20.8%	0.0%	0.0%	0.0%	20.4%
8	Count	10	0	0	0	10
	% by Col	20.8%	0.0%	0.0%	0.0%	20.4%
9	Count	2	1	0	0	3
	% by Col	4.2%	100.0%	0.0%	0.0%	6.1%
10	Count	4	0	0	0	4
	% by Col	8.3%	0.0%	0.0%	0.0%	8.2%
Total	Count	48	1	0	0	49.0

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59. Please indicate up to three main factors that have a **positive** impact on your rating for your rented/leased home. (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Location of home	Count	31	1	0	0
	% by Col	66.0%	100.0%	0.0%	0.0%
Quality of the home	Count	15	0	0	0
	% by Col	31.9%	0.0%	0.0%	0.0%
Affordability of the home	Count	13	0	0	0
	% by Col	27.7%	0.0%	0.0%	0.0%
Within Basic Allowance for Housing amount	Count	20	0	0	0
	% by Col	42.6%	0.0%	0.0%	0.0%
Quality of the neighborhood	Count	24	1	0	0
	% by Col	51.1%	100.0%	0.0%	0.0%
Safety and security	Count	10	1	0	0
	% by Col	21.3%	100.0%	0.0%	0.0%
School System	Count	7	0	0	0
	% by Col	14.9%	0.0%	0.0%	0.0%
Available maintenance services	Count	7	0	0	0
	% by Col	14.9%	0.0%	0.0%	0.0%
Affordability of Renters' Insurance	Count	7	0	0	0
	% by Col	14.9%	0.0%	0.0%	0.0%
Total	Count	47	1	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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60. Please indicate up to three main factors that have a negative impact on your rating for your rented/leased home. (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Location of home	Count	13	0	0	0
	% by Col	31.7%	0.0%	0.0%	0.0%
Quality of the home	Count	17	1	0	0
	% by Col	41.5%	100.0%	0.0%	0.0%
Affordability of the home	Count	20	0	0	0
	% by Col	48.8%	0.0%	0.0%	0.0%
Affordability of Home Owners' Insurance	Count	2	0	0	0
	% by Col	4.9%	0.0%	0.0%	0.0%
Quality of the neighborhood	Count	9	0	0	0
	% by Col	22.0%	0.0%	0.0%	0.0%
Safety and security	Count	8	0	0	0
	% by Col	19.5%	0.0%	0.0%	0.0%
School System	Count	2	0	0	0
	% by Col	4.9%	0.0%	0.0%	0.0%
Available maintenance services	Count	6	0	0	0
	% by Col	14.6%	0.0%	0.0%	0.0%
Affordability of Renters' Insurance	Count	2	0	0	0
	% by Col	4.9%	0.0%	0.0%	0.0%
Total	Count	41	1	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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61. Rate your overall satisfaction with your Public Private Venture (PPV) Housing on a scale of 1 (worst) to 10 (best).

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	1	0	0	0	1
	% by Col	16.7%	0.0%	0.0%	0.0%	16.7%
2	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
3	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
4	Count	1	0	0	0	1
	% by Col	16.7%	0.0%	0.0%	0.0%	16.7%
5	Count	1	0	0	0	1
	% by Col	16.7%	0.0%	0.0%	0.0%	16.7%
6	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
7	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
8	Count	2	0	0	0	2
	% by Col	33.3%	0.0%	0.0%	0.0%	33.3%
9	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
10	Count	1	0	0	0	1
	% by Col	16.7%	0.0%	0.0%	0.0%	16.7%
Total	Count	6	0	0	0	6.0

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62. Please indicate up top three main factors that have a **positive** impact on your rating for your PPV housing: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Location of the home	Count	3	0	0	0
	% by Col	50.0%	0.0%	0.0%	0.0%
Quality of the home	Count	2	0	0	0
	% by Col	33.3%	0.0%	0.0%	0.0%
Affordability of the home	Count	1	0	0	0
	% by Col	16.7%	0.0%	0.0%	0.0%
Within Basic Allowance for Housing amount	Count	4	0	0	0
	% by Col	66.7%	0.0%	0.0%	0.0%
Affordability of Renters Insurance	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Quality of the neighborhood	Count	1	0	0	0
	% by Col	16.7%	0.0%	0.0%	0.0%
Safety and security	Count	2	0	0	0
	% by Col	33.3%	0.0%	0.0%	0.0%
School system	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Available maintenance services	Count	2	0	0	0
	% by Col	33.3%	0.0%	0.0%	0.0%
Total	Count	6	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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63. Please indicate up top three main factors that have a **negative** impact on your rating for your PPV housing: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Location of the home	Count	2	0	0	0
	% by Col	40.0%	0.0%	0.0%	0.0%
Quality of the home	Count	1	0	0	0
	% by Col	20.0%	0.0%	0.0%	0.0%
Affordability of the home	Count	3	0	0	0
	% by Col	60.0%	0.0%	0.0%	0.0%
Within Basic Allowance for Housing amount	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Affordability of Renters Insurance	Count	1	0	0	0
	% by Col	20.0%	0.0%	0.0%	0.0%
Quality of the neighborhood	Count	2	0	0	0
	% by Col	40.0%	0.0%	0.0%	0.0%
Safety and security	Count	3	0	0	0
	% by Col	60.0%	0.0%	0.0%	0.0%
School system	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Available maintenance services	Count	1	0	0	0
	% by Col	20.0%	0.0%	0.0%	0.0%
Total	Count	5	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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64. Rate your overall satisfaction with your Government Family Housing on a scale of 1 (worst) to 10 (best).

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

		1. I am assigned to or near:				Total
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	
1	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
2	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
3	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
4	Count	1	0	0	0	1
	% by Col	50.0%	0.0%	0.0%	0.0%	50.0%
5	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
6	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
7	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
8	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
9	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
10	Count	1	0	0	0	1
	% by Col	50.0%	0.0%	0.0%	0.0%	50.0%
Total	Count	2	0	0	0	2.0

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65. Please indicate up to three main factors that have a **positive** impact on your rating for your Government Housing: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Location of the home	Count	2	0	0	0
	% by Col	100.0%	0.0%	0.0%	0.0%
Quality of the home	Count	1	0	0	0
	% by Col	50.0%	0.0%	0.0%	0.0%
Quality of the neighborhood	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Safety and security	Count	1	0	0	0
	% by Col	50.0%	0.0%	0.0%	0.0%
School system	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Available maintenance services	Count	1	0	0	0
	% by Col	50.0%	0.0%	0.0%	0.0%
Affordability of Renters Insurance	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Total	Count	2	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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66. Please indicate up to three main factors that have a negative impact on your rating for your Government Housing: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Location of the home	Count	1	0	0	0
	% by Col	50.0%	0.0%	0.0%	0.0%
Quality of the home	Count	2	0	0	0
	% by Col	100.0%	0.0%	0.0%	0.0%
Quality of the neighborhood	Count	1	0	0	0
	% by Col	50.0%	0.0%	0.0%	0.0%
Safety and security	Count	2	0	0	0
	% by Col	100.0%	0.0%	0.0%	0.0%
School system	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Available maintenance services	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Affordability of Renters Insurance	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Total	Count	2	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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67. Rate your overall satisfaction with your Government Bachelor Housing (BH) on a scale of 1 (worst) to 10 (best).

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	1	0	0	0	1
	% by Col	33.3%	0.0%	0.0%	0.0%	33.3%
2	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
3	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
4	Count	1	0	0	0	1
	% by Col	33.3%	0.0%	0.0%	0.0%	33.3%
5	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
6	Count	1	0	0	0	1
	% by Col	33.3%	0.0%	0.0%	0.0%	33.3%
7	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
8	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
9	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
10	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
Total	Count	3	0	0	0	3.0

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68. Please indicate up to three main factors that have a **positive** impact on your rating for your BH: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Location of the home	Count	1	0	0	0
	% by Col	100.0%	0.0%	0.0%	0.0%
Quality of the home	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Quality of the neighborhood	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Safety and security	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
School system	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Available maintenance services	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Affordability of Renters Insurance	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Total	Count	1	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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69. Please indicate up to three main factors that have a negative impact on your rating for your BH: (Choose three or less)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Location of the home	Count	1	0	0	0
	% by Col	50.0%	0.0%	0.0%	0.0%
Quality of the home	Count	2	0	0	0
	% by Col	100.0%	0.0%	0.0%	0.0%
Quality of the neighborhood	Count	1	0	0	0
	% by Col	50.0%	0.0%	0.0%	0.0%
Safety and security	Count	1	0	0	0
	% by Col	50.0%	0.0%	0.0%	0.0%
School system	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Available maintenance services	Count	1	0	0	0
	% by Col	50.0%	0.0%	0.0%	0.0%
Affordability of Renters Insurance	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Total	Count	2	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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70. Rate your overall satisfaction with spousal employment opportunities on a scale if 1 (worst) to 10 (best).

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

		1. I am assigned to or near:				Total
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	
1	Count	7	0	0	0	7
	% by Col	7.9%	0.0%	0.0%	0.0%	7.7%
2	Count	4	0	0	0	4
	% by Col	4.5%	0.0%	0.0%	0.0%	4.4%
3	Count	4	0	0	0	4
	% by Col	4.5%	0.0%	0.0%	0.0%	4.4%
4	Count	1	0	0	0	1
	% by Col	1.1%	0.0%	0.0%	0.0%	1.1%
5	Count	4	0	0	0	4
	% by Col	4.5%	0.0%	0.0%	0.0%	4.4%
6	Count	3	0	0	0	3
	% by Col	3.4%	0.0%	0.0%	0.0%	3.3%
7	Count	3	0	0	0	3
	% by Col	3.4%	0.0%	0.0%	0.0%	3.3%
8	Count	5	1	0	0	6
	% by Col	5.6%	100.0%	0.0%	0.0%	6.6%
9	Count	2	0	0	0	2
	% by Col	2.2%	0.0%	0.0%	0.0%	2.2%
10	Count	3	0	0	0	3
	% by Col	3.4%	0.0%	0.0%	0.0%	3.3%
N/A	Count	53	0	1	0	54

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71. My Spouse employment opportunities rating is based on: (Choose all that apply)
 (Respondents were allowed to choose **multiple** responses)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Availability	Count	28	1	0	0
	% by Col	80.0%	100.0%	0.0%	0.0%
Spouse Promotion opportunities	Count	6	0	0	0
	% by Col	17.1%	0.0%	0.0%	0.0%
Spouse work hours	Count	15	0	0	0
	% by Col	42.9%	0.0%	0.0%	0.0%
Financial impact to family/money needed	Count	15	0	0	0
	% by Col	42.9%	0.0%	0.0%	0.0%
Impact to family life	Count	17	0	0	0
	% by Col	48.6%	0.0%	0.0%	0.0%
Childcare needed	Count	9	0	0	0
	% by Col	25.7%	0.0%	0.0%	0.0%
Total	Count	35	1	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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72. If and when you drink alcohol, about how many drinks do you have on average in a single sitting? (A drink of alcohol is 1 can or bottle of beer, 1 glass of wine, 1 cocktail or 1 shot of liquor.)

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1 drink	Count	31	0	0	0	31
	% by Col	34.8%	0.0%	0.0%	0.0%	34.1%
2 drinks	Count	21	1	1	0	23
	% by Col	23.6%	100.0%	100.0%	0.0%	25.3%
3 drinks	Count	9	0	0	0	9
	% by Col	10.1%	0.0%	0.0%	0.0%	9.9%
4 drinks	Count	1	0	0	0	1
	% by Col	1.1%	0.0%	0.0%	0.0%	1.1%
5+drinks	Count	1	0	0	0	1
	% by Col	1.1%	0.0%	0.0%	0.0%	1.1%
I do not drink alcohol	Count	26	0	0	0	26
	% by Col	29.2%	0.0%	0.0%	0.0%	28.6%
Total	Count	89	1	1	0	91.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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73. Considering all types of alcoholic beverages, how many times during the past month did you have 5 or more drinks on in a single sitting?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
0 Days	Count	47	1	1	0	49
	% by Col	74.6%	100.0%	100.0%	0.0%	75.4%
1 day	Count	9	0	0	0	9
	% by Col	14.3%	0.0%	0.0%	0.0%	13.8%
2 days	Count	2	0	0	0	2
	% by Col	3.2%	0.0%	0.0%	0.0%	3.1%
3 days	Count	1	0	0	0	1
	% by Col	1.6%	0.0%	0.0%	0.0%	1.5%
4 days	Count	2	0	0	0	2
	% by Col	3.2%	0.0%	0.0%	0.0%	3.1%
5+ days	Count	2	0	0	0	2
	% by Col	3.2%	0.0%	0.0%	0.0%	3.1%
Total	Count	63	1	1	0	65.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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74. In the last 12 months, have you experienced any of the following as a result of alcohol use?
 (Select all that apply)
 (Respondents were allowed to choose **multiple** responses)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Sustained an injury	Count	1	0	0	0
	% by Col	1.6%	0.0%	0.0%	0.0%
Trouble with authorities	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Engaged in unprotected sex	Count	1	0	0	0
	% by Col	1.6%	0.0%	0.0%	0.0%
Sexually assaulted	Count	1	0	0	0
	% by Col	1.6%	0.0%	0.0%	0.0%
Missed work	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Needed emergency medical aid	Count	1	0	0	0
	% by Col	1.6%	0.0%	0.0%	0.0%
Embarrassed by your actions	Count	2	0	0	0
	% by Col	3.2%	0.0%	0.0%	0.0%
Not applicable	Count	61	1	1	0
	% by Col	96.8%	100.0%	100.0%	0.0%
Total	Count	63	1	1	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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75. Since being assigned to your current duty station have you experienced abusive behavior from your spouse, boy/girl friend or significant other?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	1	0	0	0	1
	% by Col	1.1%	0.0%	0.0%	0.0%	1.1%
No	Count	74	1	1	0	76
	% by Col	83.1%	100.0%	100.0%	0.0%	83.5%
Not applicable	Count	14	0	0	0	14
	% by Col	15.7%	0.0%	0.0%	0.0%	15.4%
Total	Count	89	1	1	0	91.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

76. Was the abuse physical (beaten, choked, slapped, bitten, assault with a weapon, etc.)?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	1	0	0	0	1
	% by Col	100.0%	0.0%	0.0%	0.0%	100.0%
No	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
Total	Count	1	0	0	0	1.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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77. Was the abuse verbal (verbal bullying, name calling, excessive belittling, fault finding, criticism, etc.)?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	1	0	0	0	1
	% by Col	100.0%	0.0%	0.0%	0.0%	100.0%
No	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
Total	Count	1	0	0	0	1.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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78. What were the reasons for your partner abusing you? (Choose all that apply)
 (Respondents were allowed to choose **multiple** responses)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Angry with no associated reason	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Wanted to frighten me	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Work stress (long hours, multitasking, etc.)	Count	1	0	0	0
	% by Col	100.0%	0.0%	0.0%	0.0%
Financial stress	Count	1	0	0	0
	% by Col	100.0%	0.0%	0.0%	0.0%
Jealousy	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Alcohol related	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Family history of abuse	Count	1	0	0	0
	% by Col	100.0%	0.0%	0.0%	0.0%
Other	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Total	Count	1	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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79. Who did you contact about the abuse? (Choose all that apply)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Chain of command	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Family Advocacy at Fleet Support Center	Count	1	0	0	0
	% by Col	100.0%	0.0%	0.0%	0.0%
On-base medical facility	Count	1	0	0	0
	% by Col	100.0%	0.0%	0.0%	0.0%
Naval Criminal Investigative Service (NCIS)	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Military security	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Chaplain	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
	Count	0	0	0	0
Navy or DoD IG	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Friend	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
No one, didn't report	Count	0	0	0	0

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	% by Col	0.0%	0.0%	0.0%	0.0%
Total	Count	1	0	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

80. How would you rate the timeliness of the service provided by your command Pay & Administration Support System (PASS) Liaison Representative [PLR]?
(Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Above Average	Count	3	0	0	0	3
	% by Col	3.4%	0.0%	0.0%	0.0%	3.3%
Average	Count	11	0	0	0	11
	% by Col	12.4%	0.0%	0.0%	0.0%	12.1%
Below Average	Count	11	0	0	0	11
	% by Col	12.4%	0.0%	0.0%	0.0%	12.1%
Unsatisfactory	Count	5	0	0	0	5
	% by Col	5.6%	0.0%	0.0%	0.0%	5.5%
Have Not Used PLR	Count	59	1	1	0	61
	% by Col	66.3%	100.0%	100.0%	0.0%	67.0%
Total	Count	89	1	1	0	91.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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81. How would you rate your satisfaction with the solution provided by your servicing Personnel Support Detachment (PSD)?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Above Average	Count	12	0	0	0	12
	% by Col	13.5%	0.0%	0.0%	0.0%	13.2%
Average	Count	30	0	1	0	31
	% by Col	33.7%	0.0%	100.0%	0.0%	34.1%
Below Average	Count	25	0	0	0	25
	% by Col	28.1%	0.0%	0.0%	0.0%	27.5%
Unsatisfactory	Count	9	0	0	0	9
	% by Col	10.1%	0.0%	0.0%	0.0%	9.9%
Have not used PSD	Count	13	1	0	0	14
	% by Col	14.6%	100.0%	0.0%	0.0%	15.4%
Total	Count	89	1	1	0	91.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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82. How would you rate the quality of the customer service you received at our servicing PSD?
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Above Average	Count	12	0	0	0	12
	% by Col	15.8%	0.0%	0.0%	0.0%	15.6%
Average	Count	30	0	1	0	31
	% by Col	39.5%	0.0%	100.0%	0.0%	40.3%
Below Average	Count	24	0	0	0	24
	% by Col	31.6%	0.0%	0.0%	0.0%	31.2%
Unsatisfactory	Count	9	0	0	0	9
	% by Col	11.8%	0.0%	0.0%	0.0%	11.7%
Not Applicable	Count	1	0	0	0	1
	% by Col	1.3%	0.0%	0.0%	0.0%	1.3%
Total	Count	76	0	1	0	77.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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83. Grade:

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

		1. I am assigned to or near:				Total
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	
GS 1 - 8 or NSPS equivalent	Count	20	9	1	0	30
	% by Col	14.0%	3.9%	4.5%	0.0%	7.6%
GS 9 - 12 or NSPS equivalent	Count	81	57	5	0	143
	% by Col	56.6%	24.6%	22.7%	0.0%	36.0%
GS 13 - 14 or NSPS equivalent	Count	26	87	13	0	126
	% by Col	18.2%	37.5%	59.1%	0.0%	31.7%
GS 15 or NSPS equivalent	Count	13	35	3	0	51
	% by Col	9.1%	15.1%	13.6%	0.0%	12.8%
ST	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
SES	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
WD/WG/WS/WL	Count	0	2	0	0	2
	% by Col	0.0%	0.9%	0.0%	0.0%	0.5%
NAF	Count	3	0	0	0	3
	% by Col	2.1%	0.0%	0.0%	0.0%	0.8%
Other	Count	0	42	0	0	42
	% by Col	0.0%	18.1%	0.0%	0.0%	10.6%
Total	Count	143	232	22	0	397.0

Note: “Other” responses included ND and NT grades and, in some case, the GS equivalent.

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

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	34	43	6	0	83
	% by Col	23.8%	18.5%	27.3%	0.0%	20.9%
Agree	Count	47	110	12	0	169
	% by Col	32.9%	47.4%	54.5%	0.0%	42.6%
Neither Agree nor Disagree	Count	18	31	1	0	50
	% by Col	12.6%	13.4%	4.5%	0.0%	12.6%
Disagree	Count	19	25	1	0	45
	% by Col	13.3%	10.8%	4.5%	0.0%	11.3%
Strongly Disagree	Count	20	15	1	0	36
	% by Col	14.0%	6.5%	4.5%	0.0%	9.1%
Don't know	Count	5	8	1	0	14
	% by Col	3.5%	3.4%	4.5%	0.0%	3.5%
Total	Count	143	232	22	0	397.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	35	65	11	0	111
	% by Col	24.5%	28.0%	50.0%	0.0%	28.0%
Agree	Count	67	115	10	0	192
	% by Col	46.9%	49.6%	45.5%	0.0%	48.4%
Neither Agree nor Disagree	Count	12	24	0	0	36
	% by Col	8.4%	10.3%	0.0%	0.0%	9.1%
Disagree	Count	18	16	0	0	34
	% by Col	12.6%	6.9%	0.0%	0.0%	8.6%
Strongly Disagree	Count	10	8	0	0	18
	% by Col	7.0%	3.4%	0.0%	0.0%	4.5%
Don't know	Count	1	4	1	0	6
	% by Col	0.7%	1.7%	4.5%	0.0%	1.5%
Total	Count	143	232	22	0	397.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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86. The Human Resource Service Center provides timely, accurate response to my queries.
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	2	15	2	0	19
	% by Col	1.4%	6.5%	9.1%	0.0%	4.8%
Agree	Count	18	38	4	0	60
	% by Col	12.6%	16.4%	18.2%	0.0%	15.1%
Neither Agree nor Disagree	Count	40	63	8	0	111
	% by Col	28.0%	27.2%	36.4%	0.0%	28.0%
Disagree	Count	27	20	1	0	48
	% by Col	18.9%	8.6%	4.5%	0.0%	12.1%
Strongly Disagree	Count	26	17	1	0	44
	% by Col	18.2%	7.3%	4.5%	0.0%	11.1%
Don't know	Count	30	79	6	0	115
	% by Col	21.0%	34.1%	27.3%	0.0%	29.0%
Total	Count	143	232	22	0	397.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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87. My (local) Human Resource Office provides timely, accurate response to my queries.
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	4	23	3	0	30
	% by Col	2.8%	9.9%	13.6%	0.0%	7.6%
Agree	Count	22	52	8	0	82
	% by Col	15.4%	22.4%	36.4%	0.0%	20.7%
Neither Agree nor Disagree	Count	41	54	2	0	97
	% by Col	28.7%	23.3%	9.1%	0.0%	24.4%
Disagree	Count	26	24	4	0	54
	% by Col	18.2%	10.3%	18.2%	0.0%	13.6%
Strongly Disagree	Count	29	15	1	0	45
	% by Col	20.3%	6.5%	4.5%	0.0%	11.3%
Don't know	Count	21	64	4	0	89
	% by Col	14.7%	27.6%	18.2%	0.0%	22.4%
Total	Count	143	232	22	0	397.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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88. I understand how to apply for a job vacancy and where to submit an application for positions within this region.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	25	39	6	0	70
	% by Col	17.5%	16.8%	27.3%	0.0%	17.6%
Agree	Count	71	133	11	0	215
	% by Col	49.7%	57.3%	50.0%	0.0%	54.2%
Neither Agree nor Disagree	Count	18	26	5	0	49
	% by Col	12.6%	11.2%	22.7%	0.0%	12.3%
Disagree	Count	15	18	0	0	33
	% by Col	10.5%	7.8%	0.0%	0.0%	8.3%
Strongly Disagree	Count	6	11	0	0	17
	% by Col	4.2%	4.7%	0.0%	0.0%	4.3%
Don't know	Count	8	5	0	0	13
	% by Col	5.6%	2.2%	0.0%	0.0%	3.3%
Total	Count	143	232	22	0	397.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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89. My command /organization conducts recruitment actions fairly and fill job vacancies with the best-qualified candidate.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	5	13	5	0	23
	% by Col	3.5%	5.6%	22.7%	0.0%	5.8%
Agree	Count	22	71	12	0	105
	% by Col	15.4%	30.6%	54.5%	0.0%	26.4%
Neither Agree nor Disagree	Count	34	60	2	0	96
	% by Col	23.8%	25.9%	9.1%	0.0%	24.2%
Disagree	Count	27	37	1	0	65
	% by Col	18.9%	15.9%	4.5%	0.0%	16.4%
Strongly Disagree	Count	38	29	1	0	68
	% by Col	26.6%	12.5%	4.5%	0.0%	17.1%
Don't know	Count	17	22	1	0	40
	% by Col	11.9%	9.5%	4.5%	0.0%	10.1%
Total	Count	143	232	22	0	397.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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90. I understand the absentee voting process in the Federal Absentee Voting Program.
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	60	24	5	0	89
	% by Col	26.0%	10.3%	21.7%	0.0%	18.3%
Agree	Count	102	55	8	0	165
	% by Col	44.2%	23.6%	34.8%	0.0%	33.9%
Neither Agree nor Disagree	Count	32	71	5	0	108
	% by Col	13.9%	30.5%	21.7%	0.0%	22.2%
Disagree	Count	31	55	3	0	89
	% by Col	13.4%	23.6%	13.0%	0.0%	18.3%
Strongly Disagree	Count	6	28	2	0	36
	% by Col	2.6%	12.0%	8.7%	0.0%	7.4%
Total	Count	231	233	23	0	487.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

91. I know who my command Voting Assistance officer is.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	60	6	8	0	74
	% by Col	26.1%	2.6%	34.8%	0.0%	15.3%
No	Count	170	225	15	0	410
	% by Col	73.9%	97.4%	65.2%	0.0%	84.7%
Total	Count	230	231	23	0	484.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

92. I voted in the last election.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	189	197	22	0	408
	% by Col	82.2%	85.3%	95.7%	0.0%	84.3%
No	Count	41	34	1	0	76
	% by Col	17.8%	14.7%	4.3%	0.0%	15.7%
Total	Count	230	231	23	0	484.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

Note: approximately 60% of eligible voters voted in the last election, whereas our survey results indicated that an overwhelming majority (~84%) of active duty military and DON civilians voted in the last election.

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93. Why did you not vote in the last election?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
I choose not to	Count	15	17	0	0	32
	% by Col	36.6%	48.6%	0.0%	0.0%	41.6%
I didn't know how to	Count	9	7	0	0	16
	% by Col	22.0%	20.0%	0.0%	0.0%	20.8%
Other	Count	17	11	1	0	29
	% by Col	41.5%	31.4%	100.0%	0.0%	37.7%
Total	Count	41	35	1	0	77.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Many “Other” verbatim responses were unrelated to the Voting Assistance Program.

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94. For the current calendar, how satisfied are you with the performance (knowledge base/distribution of voting materials) of your Command VAO?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Very Satisfied	Count	21	4	2	0	27
	% by Col	9.3%	1.8%	8.7%	0.0%	5.7%
Satisfied	Count	51	17	5	0	73
	% by Col	22.7%	7.5%	21.7%	0.0%	15.3%
Neither Satisfied nor Dissatisfied	Count	135	188	15	0	338
	% by Col	60.0%	82.5%	65.2%	0.0%	71.0%
Dissatisfied	Count	12	14	0	0	26
	% by Col	5.3%	6.1%	0.0%	0.0%	5.5%
Very Dissatisfied	Count	6	5	1	0	12
	% by Col	2.7%	2.2%	4.3%	0.0%	2.5%
Total	Count	225	228	23	0	476.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	24	15	5	0	44
	% by Col	10.6%	6.6%	21.7%	0.0%	9.2%
Agree	Count	98	118	5	0	221
	% by Col	43.2%	51.8%	21.7%	0.0%	46.2%
Neither Agree nor Disagree	Count	35	26	4	0	65
	% by Col	15.4%	11.4%	17.4%	0.0%	13.6%
Disagree	Count	49	57	7	0	113
	% by Col	21.6%	25.0%	30.4%	0.0%	23.6%
Strongly Disagree	Count	21	12	2	0	35
	% by Col	9.3%	5.3%	8.7%	0.0%	7.3%
Total	Count	227	228	23	0	478.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	26	22	7	0	55
	% by Col	11.5%	9.6%	30.4%	0.0%	11.5%
Agree	Count	75	121	10	0	206
	% by Col	33.0%	53.1%	43.5%	0.0%	43.1%
Neither Agree nor Disagree	Count	52	35	3	0	90
	% by Col	22.9%	15.4%	13.0%	0.0%	18.8%
Disagree	Count	47	36	2	0	85
	% by Col	20.7%	15.8%	8.7%	0.0%	17.8%
Strongly Disagree	Count	27	14	1	0	42
	% by Col	11.9%	6.1%	4.3%	0.0%	8.8%
Total	Count	227	228	23	0	478.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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97. My normal workday is __ hours (not including commuter time).
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
6-8	Count	63	50	8	0	121
	% by Col	27.8%	21.9%	34.8%	0.0%	25.3%
9-10	Count	113	165	13	0	291
	% by Col	49.8%	72.4%	56.5%	0.0%	60.9%
11-12	Count	34	12	2	0	48
	% by Col	15.0%	5.3%	8.7%	0.0%	10.0%
13-14	Count	15	1	0	0	16
	% by Col	6.6%	0.4%	0.0%	0.0%	3.3%
15+	Count	2	0	0	0	2
	% by Col	0.9%	0.0%	0.0%	0.0%	0.4%
Total	Count	227	228	23	0	478.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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98. My work week is normally__.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
4 days	Count	26	11	1	0	38
	% by Col	11.5%	4.8%	4.3%	0.0%	7.9%
5 days	Count	191	214	19	0	424
	% by Col	84.1%	93.9%	82.6%	0.0%	88.7%
6 days	Count	9	3	3	0	15
	% by Col	4.0%	1.3%	13.0%	0.0%	3.1%
7 days	Count	1	0	0	0	1
	% by Col	0.4%	0.0%	0.0%	0.0%	0.2%
Total	Count	227	228	23	0	478.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	98	51	12	0	161
	% by Col	43.2%	22.4%	52.2%	0.0%	33.7%
Agree	Count	92	134	10	0	236
	% by Col	40.5%	58.8%	43.5%	0.0%	49.4%
Neither Agree nor Disagree	Count	19	35	0	0	54
	% by Col	8.4%	15.4%	0.0%	0.0%	11.3%
Disagree	Count	10	7	1	0	18
	% by Col	4.4%	3.1%	4.3%	0.0%	3.8%
Strongly Disagree	Count	8	1	0	0	9
	% by Col	3.5%	0.4%	0.0%	0.0%	1.9%
Total	Count	227	228	23	0	478.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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100. My command properly resourced (e.g., people, tools, training, supplies, etc.) to conduct its mission.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	53	70	2	0	125
	% by Col	23.3%	30.7%	8.7%	0.0%	26.2%
No	Count	150	131	19	0	300
	% by Col	66.1%	57.5%	82.6%	0.0%	62.8%
Don't Know	Count	24	27	2	0	53
	% by Col	10.6%	11.8%	8.7%	0.0%	11.1%
Total	Count	227	228	23	0	478.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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101. If you indicated your command was not properly resourced, what resources are lacking?

(Choose all that apply)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
People	Count	126	96	18	0
	% by Col	74.6%	67.1%	85.7%	0.0%
Tools/Equipment	Count	50	45	6	0
	% by Col	29.6%	31.5%	28.6%	0.0%
Information Technology (IT) Resources	Count	82	82	11	0
	% by Col	48.5%	57.3%	52.4%	0.0%
Training	Count	72	58	10	0
	% by Col	42.6%	40.6%	47.6%	0.0%
Spare parts	Count	8	11	4	0
	% by Col	4.7%	7.7%	19.0%	0.0%
Supplies	Count	53	39	5	0
	% by Col	31.4%	27.3%	23.8%	0.0%
Other	Count	33	22	3	0
	% by Col	19.5%	15.4%	14.3%	0.0%
Total	Count	169	143	21	0
	% by Col	100.0%	100.0%	100.0%	100.0%

Note: No response patterns emerged from the “Other” verbatim responses.

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

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	99	99	12	0	210
	% by Col	43.6%	43.4%	52.2%	0.0%	43.9%
No	Count	128	129	11	0	268
	% by Col	56.4%	56.6%	47.8%	0.0%	56.1%
Total	Count	227	228	23	0	478.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	19	21	5	0	45
	% by Col	8.4%	9.2%	21.7%	0.0%	9.4%
Agree	Count	104	108	11	0	223
	% by Col	45.8%	47.4%	47.8%	0.0%	46.7%
Neither Agree nor Disagree	Count	44	53	5	0	102
	% by Col	19.4%	23.2%	21.7%	0.0%	21.3%
Disagree	Count	46	37	2	0	85
	% by Col	20.3%	16.2%	8.7%	0.0%	17.8%
Strongly Disagree	Count	14	9	0	0	23
	% by Col	6.2%	3.9%	0.0%	0.0%	4.8%
Total	Count	227	228	23	0	478.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	28	37	4	0	69
	% by Col	12.5%	16.2%	17.4%	0.0%	14.5%
Agree	Count	113	131	13	0	257
	% by Col	50.4%	57.5%	56.5%	0.0%	54.1%
Neither Agree nor Disagree	Count	63	48	5	0	116
	% by Col	28.1%	21.1%	21.7%	0.0%	24.4%
Disagree	Count	16	10	1	0	27
	% by Col	7.1%	4.4%	4.3%	0.0%	5.7%
Strongly Disagree	Count	4	2	0	0	6
	% by Col	1.8%	0.9%	0.0%	0.0%	1.3%
Total	Count	224	228	23	0	475.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	46	63	4	0	113
	% by Col	20.5%	27.6%	17.4%	0.0%	23.8%
Agree	Count	127	134	13	0	274
	% by Col	56.7%	58.8%	56.5%	0.0%	57.7%
Neither Agree nor Disagree	Count	24	20	5	0	49
	% by Col	10.7%	8.8%	21.7%	0.0%	10.3%
Disagree	Count	24	11	1	0	36
	% by Col	10.7%	4.8%	4.3%	0.0%	7.6%
Strongly Disagree	Count	3	0	0	0	3
	% by Col	1.3%	0.0%	0.0%	0.0%	0.6%
Total	Count	224	228	23	0	475.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	31	26	2	0	59
	% by Col	13.8%	11.4%	8.7%	0.0%	12.4%
Agree	Count	77	74	7	0	158
	% by Col	34.4%	32.5%	30.4%	0.0%	33.3%
Neither Agree nor Disagree	Count	75	102	10	0	187
	% by Col	33.5%	44.7%	43.5%	0.0%	39.4%
Disagree	Count	28	20	4	0	52
	% by Col	12.5%	8.8%	17.4%	0.0%	10.9%
Strongly Disagree	Count	13	6	0	0	19
	% by Col	5.8%	2.6%	0.0%	0.0%	4.0%
Total	Count	224	228	23	0	475.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	189	202	19	0	410
	% by Col	84.4%	88.6%	82.6%	0.0%	86.3%
No	Count	35	26	4	0	65
	% by Col	15.6%	11.4%	17.4%	0.0%	13.7%
Total	Count	224	228	23	0	475.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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110. I know what Operational Risk Management (ORM) is.
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	72	45	4	0	121
	% by Col	32.1%	19.7%	17.4%	0.0%	25.5%
Agree	Count	93	125	13	0	231
	% by Col	41.5%	54.8%	56.5%	0.0%	48.6%
Neither Agree nor Disagree	Count	26	37	2	0	65
	% by Col	11.6%	16.2%	8.7%	0.0%	13.7%
Disagree	Count	30	18	3	0	51
	% by Col	13.4%	7.9%	13.0%	0.0%	10.7%
Strongly Disagree	Count	3	3	1	0	7
	% by Col	1.3%	1.3%	4.3%	0.0%	1.5%
Total	Count	224	228	23	0	475.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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111. I know when to apply the principals of Operation Risk Management (ORM).
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	63	37	3	0	103
	% by Col	28.1%	16.2%	13.0%	0.0%	21.7%
Agree	Count	98	121	13	0	232
	% by Col	43.8%	53.1%	56.5%	0.0%	48.8%
Neither Agree nor Disagree	Count	31	46	2	0	79
	% by Col	13.8%	20.2%	8.7%	0.0%	16.6%
Disagree	Count	29	21	4	0	54
	% by Col	12.9%	9.2%	17.4%	0.0%	11.4%
Strongly Disagree	Count	3	3	1	0	7
	% by Col	1.3%	1.3%	4.3%	0.0%	1.5%
Total	Count	224	228	23	0	475.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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112. My job affords me a reasonable amount of quality time with my family while on ashore.
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	32	40	9	0	81
	% by Col	14.6%	17.8%	39.1%	0.0%	17.3%
Agree	Count	88	117	7	0	212
	% by Col	40.2%	52.0%	30.4%	0.0%	45.4%
Neither Agree nor Disagree	Count	52	55	4	0	111
	% by Col	23.7%	24.4%	17.4%	0.0%	23.8%
Disagree	Count	33	12	2	0	47
	% by Col	15.1%	5.3%	8.7%	0.0%	10.1%
Strongly Disagree	Count	14	1	1	0	16
	% by Col	6.4%	0.4%	4.3%	0.0%	3.4%
Total	Count	219	225	23	0	467.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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113. Morale at my command has a positive impact on my QOWL.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	16	23	5	0	44
	% by Col	7.3%	10.3%	21.7%	0.0%	9.4%
Agree	Count	57	84	9	0	150
	% by Col	26.0%	37.5%	39.1%	0.0%	32.2%
Neither Agree nor Disagree	Count	45	41	4	0	90
	% by Col	20.5%	18.3%	17.4%	0.0%	19.3%
Disagree	Count	52	59	4	0	115
	% by Col	23.7%	26.3%	17.4%	0.0%	24.7%
Strongly Disagree	Count	49	17	1	0	67
	% by Col	22.4%	7.6%	4.3%	0.0%	14.4%
Total	Count	219	224	23	0	466.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	17	13	5	0	35
	% by Col	7.8%	5.8%	21.7%	0.0%	7.5%
Agree	Count	54	92	12	0	158
	% by Col	24.7%	41.1%	52.2%	0.0%	33.9%
Neither Agree nor Disagree	Count	45	55	2	0	102
	% by Col	20.5%	24.6%	8.7%	0.0%	21.9%
Disagree	Count	61	44	3	0	108
	% by Col	27.9%	19.6%	13.0%	0.0%	23.2%
Strongly Disagree	Count	42	20	1	0	63
	% by Col	19.2%	8.9%	4.3%	0.0%	13.5%
Total	Count	219	224	23	0	466.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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115. Communication up the chain of command is effective.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	17	12	5	0	34
	% by Col	7.8%	5.4%	21.7%	0.0%	7.3%
Agree	Count	44	66	8	0	118
	% by Col	20.1%	29.5%	34.8%	0.0%	25.3%
Neither Agree nor Disagree	Count	53	75	5	0	133
	% by Col	24.2%	33.5%	21.7%	0.0%	28.5%
Disagree	Count	66	45	3	0	114
	% by Col	30.1%	20.1%	13.0%	0.0%	24.5%
Strongly Disagree	Count	39	26	2	0	67
	% by Col	17.8%	11.6%	8.7%	0.0%	14.4%
Total	Count	219	224	23	0	466.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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116. My superiors are competent and conscientious in carrying out their duties.
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	32	39	7	0	78
	% by Col	14.6%	17.4%	30.4%	0.0%	16.7%
Agree	Count	66	120	11	0	197
	% by Col	30.1%	53.6%	47.8%	0.0%	42.3%
Neither Agree nor Disagree	Count	53	33	3	0	89
	% by Col	24.2%	14.7%	13.0%	0.0%	19.1%
Disagree	Count	38	21	2	0	61
	% by Col	17.4%	9.4%	8.7%	0.0%	13.1%
Strongly Disagree	Count	30	11	0	0	41
	% by Col	13.7%	4.9%	0.0%	0.0%	8.8%
Total	Count	219	224	23	0	466.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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117. My superiors treat me with respect and consideration.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	41	64	7	0	112
	% by Col	18.7%	28.6%	30.4%	0.0%	24.0%
Agree	Count	76	110	14	0	200
	% by Col	34.7%	49.1%	60.9%	0.0%	42.9%
Neither Agree nor Disagree	Count	37	29	1	0	67
	% by Col	16.9%	12.9%	4.3%	0.0%	14.4%
Disagree	Count	38	10	1	0	49
	% by Col	17.4%	4.5%	4.3%	0.0%	10.5%
Strongly Disagree	Count	27	11	0	0	38
	% by Col	12.3%	4.9%	0.0%	0.0%	8.2%
Total	Count	219	224	23	0	466.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	46	57	10	0	113
	% by Col	21.0%	25.4%	43.5%	0.0%	24.2%
Agree	Count	86	115	11	0	212
	% by Col	39.3%	51.3%	47.8%	0.0%	45.5%
Neither Agree nor Disagree	Count	53	33	2	0	88
	% by Col	24.2%	14.7%	8.7%	0.0%	18.9%
Disagree	Count	19	17	0	0	36
	% by Col	8.7%	7.6%	0.0%	0.0%	7.7%
Strongly Disagree	Count	15	2	0	0	17
	% by Col	6.8%	0.9%	0.0%	0.0%	3.6%
Total	Count	219	224	23	0	466.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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119. The awards and recognition program is fair and equitable.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	23	21	3	0	47
	% by Col	10.5%	9.4%	13.0%	0.0%	10.1%
Agree	Count	48	62	14	0	124
	% by Col	21.9%	27.7%	60.9%	0.0%	26.6%
Neither Agree nor Disagree	Count	77	70	3	0	150
	% by Col	35.2%	31.3%	13.0%	0.0%	32.2%
Disagree	Count	37	54	1	0	92
	% by Col	16.9%	24.1%	4.3%	0.0%	19.7%
Strongly Disagree	Count	34	17	2	0	53
	% by Col	15.5%	7.6%	8.7%	0.0%	11.4%
Total	Count	219	224	23	0	466.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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120. Military and civilian personnel work well together at my command.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	28	35	7	0	70
	% by Col	12.8%	15.6%	30.4%	0.0%	15.0%
Agree	Count	94	88	14	0	196
	% by Col	42.9%	39.3%	60.9%	0.0%	42.1%
Neither Agree nor Disagree	Count	48	98	1	0	147
	% by Col	21.9%	43.8%	4.3%	0.0%	31.5%
Disagree	Count	31	3	0	0	34
	% by Col	14.2%	1.3%	0.0%	0.0%	7.3%
Strongly Disagree	Count	18	0	1	0	19
	% by Col	8.2%	0.0%	4.3%	0.0%	4.1%
Total	Count	219	224	23	0	466.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	15	22	3	0	40
	% by Col	6.8%	9.8%	13.6%	0.0%	8.6%
Agree	Count	57	85	13	0	155
	% by Col	26.0%	37.9%	59.1%	0.0%	33.3%
Neither Agree nor Disagree	Count	100	101	5	0	206
	% by Col	45.7%	45.1%	22.7%	0.0%	44.3%
Disagree	Count	26	13	1	0	40
	% by Col	11.9%	5.8%	4.5%	0.0%	8.6%
Strongly Disagree	Count	21	3	0	0	24
	% by Col	9.6%	1.3%	0.0%	0.0%	5.2%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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122. I know who to contact with an EEO/EO question or complaint.
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	33	41	6	0	80
	% by Col	15.1%	18.3%	27.3%	0.0%	17.2%
Agree	Count	106	112	11	0	229
	% by Col	48.4%	50.0%	50.0%	0.0%	49.2%
Neither Agree nor Disagree/Don't Know	Count	32	43	3	0	78
	% by Col	14.6%	19.2%	13.6%	0.0%	16.8%
Disagree	Count	40	26	1	0	67
	% by Col	18.3%	11.6%	4.5%	0.0%	14.4%
Strongly Disagree	Count	8	2	1	0	11
	% by Col	3.7%	0.9%	4.5%	0.0%	2.4%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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123. I am aware or know how to find my local IG hotline number.
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	37	35	3	0	75
	% by Col	16.9%	15.6%	13.6%	0.0%	16.1%
Agree	Count	92	80	12	0	184
	% by Col	42.0%	35.7%	54.5%	0.0%	39.6%
Neither Agree nor Disagree/Don't Know	Count	41	53	3	0	97
	% by Col	18.7%	23.7%	13.6%	0.0%	20.9%
Disagree	Count	36	48	3	0	87
	% by Col	16.4%	21.4%	13.6%	0.0%	18.7%
Strongly Disagree	Count	13	8	1	0	22
	% by Col	5.9%	3.6%	4.5%	0.0%	4.7%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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124. A grievance/complaint in my command will be handled in a fair, timely, and just manner.
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	16	21	5	0	42
	% by Col	7.3%	9.4%	22.7%	0.0%	9.0%
Agree	Count	44	59	11	0	114
	% by Col	20.1%	26.3%	50.0%	0.0%	24.5%
Neither Agree nor Disagree/Don't Know	Count	91	119	5	0	215
	% by Col	41.6%	53.1%	22.7%	0.0%	46.2%
Disagree	Count	38	17	1	0	56
	% by Col	17.4%	7.6%	4.5%	0.0%	12.0%
Strongly Disagree	Count	30	8	0	0	38
	% by Col	13.7%	3.6%	0.0%	0.0%	8.2%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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125. My command adequately protects my Personally Identifiable Information (PII)
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	38	45	3	0	86
	% by Col	17.4%	20.1%	13.6%	0.0%	18.5%
Agree	Count	100	115	13	0	228
	% by Col	45.7%	51.3%	59.1%	0.0%	49.0%
Neither Agree nor Disagree/Don't Know	Count	51	49	5	0	105
	% by Col	23.3%	21.9%	22.7%	0.0%	22.6%
Disagree	Count	19	13	1	0	33
	% by Col	8.7%	5.8%	4.5%	0.0%	7.1%
Strongly Disagree	Count	11	2	0	0	13
	% by Col	5.0%	0.9%	0.0%	0.0%	2.8%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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126. My command has conducted a command climate assessment within the past 2 years.
(Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	140	118	16	0	274
	% by Col	63.9%	52.7%	72.7%	0.0%	58.9%
No	Count	10	1	1	0	12
	% by Col	4.6%	0.4%	4.5%	0.0%	2.6%
Don't know	Count	69	105	5	0	179
	% by Col	31.5%	46.9%	22.7%	0.0%	38.5%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

127. My Command implemented an action plan to resolve command climate issues.
(Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	60	54	13	0	127
	% by Col	27.4%	24.1%	59.1%	0.0%	27.3%
No	Count	24	8	1	0	33
	% by Col	11.0%	3.6%	4.5%	0.0%	7.1%
Don't know	Count	135	162	8	0	305
	% by Col	61.6%	72.3%	36.4%	0.0%	65.6%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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128. Fraternalization is occurring in my command/organization.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	16	3	0	0	19
	% by Col	7.3%	1.3%	0.0%	0.0%	4.1%
Agree	Count	30	33	3	0	66
	% by Col	13.7%	14.7%	13.6%	0.0%	14.2%
Neither Agree nor Disagree/Don't Know	Count	112	138	10	0	260
	% by Col	51.1%	61.6%	45.5%	0.0%	55.9%
Disagree	Count	45	36	7	0	88
	% by Col	20.5%	16.1%	31.8%	0.0%	18.9%
Strongly Disagree	Count	16	14	2	0	32
	% by Col	7.3%	6.3%	9.1%	0.0%	6.9%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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129. Favoritism is occurring at my command/organization.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	58	22	2	0	82
	% by Col	26.5%	9.8%	9.1%	0.0%	17.6%
Agree	Count	45	54	4	0	103
	% by Col	20.5%	24.1%	18.2%	0.0%	22.2%
Neither Agree nor Disagree/Don't Know	Count	67	90	8	0	165
	% by Col	30.6%	40.2%	36.4%	0.0%	35.5%
Disagree	Count	33	41	5	0	79
	% by Col	15.1%	18.3%	22.7%	0.0%	17.0%
Strongly Disagree	Count	16	17	3	0	36
	% by Col	7.3%	7.6%	13.6%	0.0%	7.7%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	19	3	1	0	23
	% by Col	8.7%	1.3%	4.5%	0.0%	4.9%
Agree	Count	22	22	0	0	44
	% by Col	10.0%	9.8%	0.0%	0.0%	9.5%
Neither Agree nor Disagree/Don't Know	Count	90	82	7	0	179
	% by Col	41.1%	36.6%	31.8%	0.0%	38.5%
Disagree	Count	65	86	11	0	162
	% by Col	29.7%	38.4%	50.0%	0.0%	34.8%
Strongly Disagree	Count	23	31	3	0	57
	% by Col	10.5%	13.8%	13.6%	0.0%	12.3%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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131. Sexual harassment is occurring at my command/organization.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	6	1	0	0	7
	% by Col	2.7%	0.4%	0.0%	0.0%	1.5%
Agree	Count	12	9	0	0	21
	% by Col	5.5%	4.0%	0.0%	0.0%	4.5%
Neither Agree nor Disagree/Don't Know	Count	101	78	8	0	187
	% by Col	46.1%	34.8%	36.4%	0.0%	40.2%
Disagree	Count	72	92	10	0	174
	% by Col	32.9%	41.1%	45.5%	0.0%	37.4%
Strongly Disagree	Count	28	44	4	0	76
	% by Col	12.8%	19.6%	18.2%	0.0%	16.3%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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132. Race discrimination is occurring at my command/organization.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	16	3	0	0	19
	% by Col	7.3%	1.3%	0.0%	0.0%	4.1%
Agree	Count	27	11	0	0	38
	% by Col	12.3%	4.9%	0.0%	0.0%	8.2%
Neither Agree nor Disagree/Don't Know	Count	76	71	8	0	155
	% by Col	34.7%	31.7%	36.4%	0.0%	33.3%
Disagree	Count	71	94	11	0	176
	% by Col	32.4%	42.0%	50.0%	0.0%	37.8%
Strongly Disagree	Count	29	45	3	0	77
	% by Col	13.2%	20.1%	13.6%	0.0%	16.6%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	4	0	0	0	4
	% by Col	1.8%	0.0%	0.0%	0.0%	0.9%
Agree	Count	6	3	0	0	9
	% by Col	2.7%	1.3%	0.0%	0.0%	1.9%
Neither Agree nor Disagree/Don't Know	Count	92	61	6	0	159
	% by Col	42.0%	27.2%	27.3%	0.0%	34.2%
Disagree	Count	73	90	11	0	174
	% by Col	33.3%	40.2%	50.0%	0.0%	37.4%
Strongly Disagree	Count	44	70	5	0	119
	% by Col	20.1%	31.3%	22.7%	0.0%	25.6%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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134. I know who the command Sexual Assault Prevention and Response (SAPR) representative is?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	107	37	9	0	153
	% by Col	48.9%	16.5%	40.9%	0.0%	32.9%
No	Count	112	187	13	0	312
	% by Col	51.1%	83.5%	59.1%	0.0%	67.1%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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135. My command's Sexual Assault Prevention and Response (SAPR) Program is effective.
(Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	27	10	3	0	40
	% by Col	12.3%	4.5%	13.6%	0.0%	8.6%
Agree	Count	50	34	5	0	89
	% by Col	22.8%	15.2%	22.7%	0.0%	19.1%
Neither Agree nor Disagree/Don't know	Count	136	175	13	0	324
	% by Col	62.1%	78.1%	59.1%	0.0%	69.7%
Disagree	Count	5	2	0	0	7
	% by Col	2.3%	0.9%	0.0%	0.0%	1.5%
Strongly Disagree	Count	1	3	1	0	5
	% by Col	0.5%	1.3%	4.5%	0.0%	1.1%
Total	Count	219	224	22	0	465.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

136. You indicated that you disagreed or strongly disagreed that your command has an effective SAPR program, please provide a brief statement as to why not. Responses: I have no idea what it is; Personal encounter with SAPR. Did not feel I got the help that I needed for the situation; Although I am civilian I should still know how and who this needs to be reported to support our military peers. HR here should play a role in this but supports whoever the boss is and wants - the only thing that occurs is retaliation. I have never seen such a wonton disregard for civil laws and an atmosphere of "do as I say", not as I do. As with everything there are some good leaders who are trying very hard but there is so much undermining between Army & Navy that the worst in both thrives; The last time a sexual harassment case was brought to the attention of our command, we went through "training" but details of how the case was handled clearly favored the harasser (was not disciplined) and the harassee ended up leaving of their own accord because

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of the situation. The case was NOT handled as the "training" stated it should be; don't know what this is; I don't believe we have one; I do not know who to contact to even find out the answer.

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137. I know how to file an Equal Opportunity or Sexual Harassment formal complaint?
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	35	26	5	0	66
	% by Col	16.2%	11.7%	23.8%	0.0%	14.4%
Agree	Count	110	97	9	0	216
	% by Col	50.9%	43.7%	42.9%	0.0%	47.1%
Neither Agree nor Disagree	Count	35	56	3	0	94
	% by Col	16.2%	25.2%	14.3%	0.0%	20.5%
Disagree	Count	34	37	3	0	74
	% by Col	15.7%	16.7%	14.3%	0.0%	16.1%
Strongly Disagree	Count	2	6	1	0	9
	% by Col	0.9%	2.7%	4.8%	0.0%	2.0%
Total	Count	216	222	21	0	459.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

138. I know the difference between restrictive and unrestrictive sexual assault reports?
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	64	12	1	0	77
	% by Col	29.6%	5.4%	4.8%	0.0%	16.8%
Agree	Count	83	35	7	0	125
	% by Col	38.4%	15.8%	33.3%	0.0%	27.2%
Neither Agree nor Disagree	Count	27	57	2	0	86
	% by Col	12.5%	25.7%	9.5%	0.0%	18.7%
Disagree	Count	40	94	8	0	142
	% by Col	18.5%	42.3%	38.1%	0.0%	30.9%
Strongly Disagree	Count	2	24	3	0	29
	% by Col	0.9%	10.8%	14.3%	0.0%	6.3%
Total	Count	216	222	21	0	459.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	33	23	3	0	59
	% by Col	15.3%	10.4%	14.3%	0.0%	12.9%
Agree	Count	64	56	11	0	131
	% by Col	29.6%	25.2%	52.4%	0.0%	28.5%
Neither Agree nor Disagree/Don't know	Count	112	136	7	0	255
	% by Col	51.9%	61.3%	33.3%	0.0%	55.6%
Disagree	Count	3	7	0	0	10
	% by Col	1.4%	3.2%	0.0%	0.0%	2.2%
Strongly Disagree	Count	4	0	0	0	4
	% by Col	1.9%	0.0%	0.0%	0.0%	0.9%
Total	Count	216	222	21	0	459.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	58	41	8	0	107
	% by Col	26.9%	18.5%	38.1%	0.0%	23.3%
No	Count	158	181	13	0	352
	% by Col	73.1%	81.5%	61.9%	0.0%	76.7%
Total	Count	216	222	21	0	459.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Less than 5	Count	28	8	5	0	41
	% by Col	47.5%	19.5%	62.5%	0.0%	38.0%
5 - 10 civilians	Count	15	6	2	0	23
	% by Col	25.4%	14.6%	25.0%	0.0%	21.3%
11 - 20 civilians	Count	5	11	1	0	17
	% by Col	8.5%	26.8%	12.5%	0.0%	15.7%
More than 21 civilians	Count	11	16	0	0	27
	% by Col	18.6%	39.0%	0.0%	0.0%	25.0%
Total	Count	59	41	8	0	108.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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142. When did you receive civilian supervisory training?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Never	Count	17	9	3	0	29
	% by Col	29.3%	22.0%	37.5%	0.0%	27.1%
Within the last year	Count	18	7	0	0	25
	% by Col	31.0%	17.1%	0.0%	0.0%	23.4%
Between 1-4 years	Count	18	10	4	0	32
	% by Col	31.0%	24.4%	50.0%	0.0%	29.9%
More than 4 years ago	Count	5	15	1	0	21
	% by Col	8.6%	36.6%	12.5%	0.0%	19.6%
Total	Count	58	41	8	0	107.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

143. Have you been a selecting official for a DON civilian vacancy?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	24	38	7	0	69
	% by Col	11.1%	17.1%	33.3%	0.0%	15.0%
No	Count	192	184	14	0	390
	% by Col	88.9%	82.9%	66.7%	0.0%	85.0%
Total	Count	216	222	21	0	459.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	3	3	1	0	7
	% by Col	12.5%	7.9%	14.3%	0.0%	10.1%
Agree	Count	6	18	1	0	25
	% by Col	25.0%	47.4%	14.3%	0.0%	36.2%
Neither Agree nor Disagree/Don't Know	Count	9	7	3	0	19
	% by Col	37.5%	18.4%	42.9%	0.0%	27.5%
Disagree	Count	2	7	1	0	10
	% by Col	8.3%	18.4%	14.3%	0.0%	14.5%
Strongly Disagree	Count	4	3	1	0	8
	% by Col	16.7%	7.9%	14.3%	0.0%	11.6%
Total	Count	24	38	7	0	69.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Unlimited /sufficient access to all required websites for information/work purposes	Count	138	150	14	0	302
	% by Col	64.5%	68.5%	66.7%	0.0%	66.5%
Limited access to all required websites for information/work purposes (i.e., in port only a few workstations, etc.)	Count	70	69	7	0	146
	% by Col	32.7%	31.5%	33.3%	0.0%	32.2%
No access	Count	6	0	0	0	6
	% by Col	2.8%	0.0%	0.0%	0.0%	1.3%
Total	Count	214	219	21	0	454.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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146. Does your command routinely conduct required training (e.g., anti-terrorism, personal financial management, personal occupational safety & health, etc.)?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	196	217	21	0	434
	% by Col	91.6%	99.1%	100.0%	0.0%	95.6%
No	Count	18	2	0	0	20
	% by Col	8.4%	0.9%	0.0%	0.0%	4.4%
Total	Count	214	219	21	0	454.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

147. Have you received training on sexual harassment within the past 12 months?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	184	210	19	0	413
	% by Col	86.0%	95.9%	90.5%	0.0%	91.0%
No	Count	30	9	2	0	41
	% by Col	14.0%	4.1%	9.5%	0.0%	9.0%
Total	Count	214	219	21	0	454.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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148. Have you received training on grievance and redress procedures within the past 12 months?
(Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	126	152	19	0	297
	% by Col	58.9%	69.7%	90.5%	0.0%	65.6%
No	Count	88	66	2	0	156
	% by Col	41.1%	30.3%	9.5%	0.0%	34.4%
Total	Count	214	218	21	0	453.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

149. Do you have adequate time at work to complete required Navy Knowledge Online (NKO) training?
(Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	127	178	15	0	320
	% by Col	59.3%	81.7%	71.4%	0.0%	70.6%
No	Count	87	40	6	0	133
	% by Col	40.7%	18.3%	28.6%	0.0%	29.4%
Total	Count	214	218	21	0	453.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	123	161	14	0	298
	% by Col	57.5%	73.9%	66.7%	0.0%	65.8%
No	Count	91	57	7	0	155
	% by Col	42.5%	26.1%	33.3%	0.0%	34.2%
Total	Count	214	218	21	0	453.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

151. Are you able to access NKO at work?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	191	208	21	0	420
	% by Col	89.3%	95.4%	100.0%	0.0%	92.7%
No	Count	23	10	0	0	33
	% by Col	10.7%	4.6%	0.0%	0.0%	7.3%
Total	Count	214	218	21	0	453.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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152. How often do you use NKO?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Daily	Count	3	0	0	0	3
	% by Col	1.4%	0.0%	0.0%	0.0%	0.7%
Weekly	Count	24	2	2	0	28
	% by Col	11.2%	0.9%	9.5%	0.0%	6.2%
Monthly	Count	67	37	8	0	112
	% by Col	31.3%	17.0%	38.1%	0.0%	24.7%
Only when I can't find information elsewhere or only when absolutely necessary	Count	76	141	11	0	228
	% by Col	35.5%	64.7%	52.4%	0.0%	50.3%
Never	Count	44	38	0	0	82
	% by Col	20.6%	17.4%	0.0%	0.0%	18.1%
Total	Count	214	218	21	0	453.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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153. How easy is it to find information you are looking for on NKO?
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Very easy	Count	8	1	3	0	12
	% by Col	3.7%	0.5%	14.3%	0.0%	2.6%
Easy	Count	39	29	3	0	71
	% by Col	18.2%	13.3%	14.3%	0.0%	15.7%
Neither easy or difficult	Count	99	150	6	0	255
	% by Col	46.3%	68.8%	28.6%	0.0%	56.3%
Difficult	Count	49	27	8	0	84
	% by Col	22.9%	12.4%	38.1%	0.0%	18.5%
Very Difficult	Count	19	11	1	0	31
	% by Col	8.9%	5.0%	4.8%	0.0%	6.8%
Total	Count	214	218	21	0	453.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

154. Are you currently serving in a command leadership position (e.g. Commanding Officer, Executive Officer, Officer -in-Charge, Chief of Staff, Executive Assistant, Deputy, Executive Director, Command Master chief, or Senior Enlisted Advisor)?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	14	6	0	0	20
	% by Col	6.5%	2.8%	0.0%	0.0%	4.4%
No	Count	200	212	21	0	433
	% by Col	93.5%	97.2%	100.0%	0.0%	95.6%
Total	Count	214	218	21	0	453.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

155. On a scale from 1 (worst) to 10 (best) please rate your command's quality of work life (QOWL) as to the degree in which they enjoy their workplace, the work they do, and available opportunities they have for professional growth.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
2	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
3	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
4	Count	2	0	0	0	2
	% by Col	13.3%	0.0%	0.0%	0.0%	9.5%
5	Count	6	1	0	0	7
	% by Col	40.0%	16.7%	0.0%	0.0%	33.3%
6	Count	0	2	0	0	2
	% by Col	0.0%	33.3%	0.0%	0.0%	9.5%
7	Count	3	1	0	0	4
	% by Col	20.0%	16.7%	0.0%	0.0%	19.0%
8	Count	3	1	0	0	4
	% by Col	20.0%	16.7%	0.0%	0.0%	19.0%
9	Count	1	0	0	0	1
	% by Col	6.7%	0.0%	0.0%	0.0%	4.8%
10	Count	0	1	0	0	1
	% by Col	0.0%	16.7%	0.0%	0.0%	4.8%
Total	Count	15	6	0	0	21.0

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156. Your QOWL rating of your workforce is based on: (Choose all that apply)
 (Respondents were allowed to choose **multiple** responses)

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Recent Command Climate evaluation	Count	2	1	0	0
	% by Col	14.3%	16.7%	0.0%	0.0%
Frequent Town Hall/CO meetings with workforce	Count	5	2	0	0
	% by Col	35.7%	33.3%	0.0%	0.0%
Visiting and talking with individuals in the workforce	Count	8	3	0	0
	% by Col	57.1%	50.0%	0.0%	0.0%
Communication through chain-of- command (directly/indirectly)	Count	7	3	0	0
	% by Col	50.0%	50.0%	0.0%	0.0%
Purely a guess	Count	3	2	0	0
	% by Col	21.4%	33.3%	0.0%	0.0%
Total	Count	14	6	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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157. What Quality of Life (QOL) issues adversely affect the personnel in your command?

(Choose all that apply)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Availability of Housing	Count	2	0	0	0
	% by Col	14.3%	0.0%	0.0%	0.0%
Availability of Childcare	Count	2	1	0	0
	% by Col	14.3%	16.7%	0.0%	0.0%
Access to Medical/Dental Care	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Morale, Welfare, Recreation Services	Count	2	1	0	0
	% by Col	14.3%	16.7%	0.0%	0.0%
Pay & Allowances	Count	2	5	0	0
	% by Col	14.3%	83.3%	0.0%	0.0%
Working Hours	Count	4	5	0	0
	% by Col	28.6%	83.3%	0.0%	0.0%
Individual Augmentation	Count	1	1	0	0
	% by Col	7.1%	16.7%	0.0%	0.0%
Other:	Count	10	3	0	0
	% by Col	71.4%	50.0%	0.0%	0.0%
Total	Count	14	6	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

Note: No pattern emerged from the “Other” verbatim responses.

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158. Indicate any of the following host installation support functions that are insufficient to meet your mission and/or the QOL/QOWL of your personnel? (Choose all that apply and explain in the space provided)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
Availability of Bachelor Quarters	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Availability of Family Housing	Count	3	0	0	0
	% by Col	33.3%	0.0%	0.0%	0.0%
Fleet Family Support Housing	Count	1	0	0	0
	% by Col	11.1%	0.0%	0.0%	0.0%
Medical/Dental Services	Count	3	0	0	0
	% by Col	33.3%	0.0%	0.0%	0.0%
Availability of Childcare	Count	1	2	0	0
	% by Col	11.1%	100.0%	0.0%	0.0%
Morale, Welfare, & Recreation Services	Count	4	2	0	0
	% by Col	44.4%	100.0%	0.0%	0.0%
Religious Services	Count	1	1	0	0
	% by Col	11.1%	50.0%	0.0%	0.0%
Ombudsman Program	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Personnel Support Detachment	Count	1	0	0	0
	% by Col	11.1%	0.0%	0.0%	0.0%
Access to Government Vehicles	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%

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159. Is your command properly resourced to conduct its mission (people, tools, training, spare parts, supplies, etc.)?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	4	3	0	0	7
	% by Col	28.6%	50.0%	0.0%	0.0%	35.0%
No	Count	6	2	0	0	8
	% by Col	42.9%	33.3%	0.0%	0.0%	40.0%
Don't know	Count	4	1	0	0	5
	% by Col	28.6%	16.7%	0.0%	0.0%	25.0%
Total	Count	14	6	0	0	20.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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160. You indicated that the command is not properly resourced, which resources are lacking?

(Choose all that apply)

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

		1. I am assigned to or near:			
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other
People	Count	4	2	0	0
	% by Col	66.7%	100.0%	0.0%	0.0%
Tools/Equipment	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Training	Count	2	0	0	0
	% by Col	33.3%	0.0%	0.0%	0.0%
Spare Parts	Count	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%
Supplies	Count	0	1	0	0
	% by Col	0.0%	50.0%	0.0%	0.0%
Other	Count	2	0	0	0
	% by Col	33.3%	0.0%	0.0%	0.0%
Total	Count	6	2	0	0
	% by Col	100.0%	100.0%	100.0%	100.0%

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161. Does your command have sufficient Information Technology resources (computers, web access, bandwidth, training, etc.) to meet your mission?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	9	5	0	0	14
	% by Col	64.3%	83.3%	0.0%	0.0%	70.0%
No	Count	3	1	0	0	4
	% by Col	21.4%	16.7%	0.0%	0.0%	20.0%
Don't know	Count	2	0	0	0	2
	% by Col	14.3%	0.0%	0.0%	0.0%	10.0%
Total	Count	14	6	0	0	20.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

162. Does your command have sufficient Information Technology resources (computers, web access, bandwidth, training, etc.) to meet your personnel's training requirements?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	10	6	0	0	16
	% by Col	71.4%	100.0%	0.0%	0.0%	80.0%
No	Count	2	0	0	0	2
	% by Col	14.3%	0.0%	0.0%	0.0%	10.0%
Don't know	Count	2	0	0	0	2
	% by Col	14.3%	0.0%	0.0%	0.0%	10.0%
Total	Count	14	6	0	0	20.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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163. Have any of your personnel filled an Individual Augment (IA) billet?
(Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	7	2	0	0	9
	% by Col	50.0%	33.3%	0.0%	0.0%	45.0%
No	Count	7	4	0	0	11
	% by Col	50.0%	66.7%	0.0%	0.0%	55.0%
Total	Count	14	6	0	0	20.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

164. Where was the billet assignment? (Chose all that apply)
(Respondents were allowed to choose **multiple** responses)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	
Iraq	Count	5	2	0	0	
	% by Col	71.4%	100.0%	0.0%	0.0%	
Afghanistan	Count	6	1	0	0	
	% by Col	85.7%	50.0%	0.0%	0.0%	
Other	Count	2	1	0	0	
	% by Col	28.6%	50.0%	0.0%	0.0%	
Total	Count	7	2	0	0	
	% by Col	100.0%	100.0%	100.0%	100.0%	

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165. How many personnel in your command are you aware of who have not filled the specific IA billet they were originally assigned?

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
1	Count	1	0	0	0	1
	% by Col	14.3%	0.0%	0.0%	0.0%	11.1%
2	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
3	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
4	Count	1	0	0	0	1
	% by Col	14.3%	0.0%	0.0%	0.0%	11.1%
5	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
More than 5	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
Not Applicable all personnel filled their designated IA billets	Count	5	2	0	0	7
	% by Col	71.4%	100.0%	0.0%	0.0%	77.8%
Total	Count	7	2	0	0	9.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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166. Have those unfilled IA billets, as described above, been reordered for follow-on fill?
 (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
No	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	Count	3	2	0	0	5
	% by Col	42.9%	100.0%	0.0%	0.0%	55.6%
Not Applicable	Count	4	0	0	0	4
	% by Col	57.1%	0.0%	0.0%	0.0%	44.4%
Total	Count	7	2	0	0	9.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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167. My command has used mission funding to offset deficiencies in the Host Installation command (Base) support.

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

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Strongly Agree	Count	0	1	0	0	1
	% by Col	0.0%	16.7%	0.0%	0.0%	5.0%
Agree	Count	2	1	0	0	3
	% by Col	14.3%	16.7%	0.0%	0.0%	15.0%
Neither Agree nor Disagree\Don't know	Count	11	4	0	0	15
	% by Col	78.6%	66.7%	0.0%	0.0%	75.0%
Disagree	Count	0	0	0	0	0
	% by Col	0.0%	0.0%	0.0%	0.0%	0.0%
Strongly Disagree	Count	1	0	0	0	1
	% by Col	7.1%	0.0%	0.0%	0.0%	5.0%
Total	Count	14	6	0	0	20.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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168. My command has converted military billets to civilian positions (also known as "civsub") resulting in the loss of personnel capable of assuming military functions or collateral duties. (Respondents could only choose a **single** response)

		1. I am assigned to or near:				
		NSA Bethesda	NSF Carderock	NSF Naval Observatory	Other	Total
Yes	Count	3	0	0	0	3
	% by Col	21.4%	0.0%	0.0%	0.0%	15.0%
No	Count	3	3	0	0	6
	% by Col	21.4%	50.0%	0.0%	0.0%	30.0%
Don't know	Count	8	3	0	0	11
	% by Col	57.1%	50.0%	0.0%	0.0%	55.0%
Total	Count	14	6	0	0	20.0
	% by Col	100.0%	100.0%	100.0%	100.0%	100.0%

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