



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

IN REPLY REFER TO:
5040
Ser N3/1122
24 Oct 13

From: Naval Inspector General
To: Distribution

Subj: AREA VISIT TO NAVAL SUPPORT ACTIVITY CRANE, INDIANA

Ref: (a) SECNAVINST 5040.3A

1. The Naval Inspector General (NAVINGEN) 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. NAVINGEN conducted an Area Visit to Naval Support Activity (NSA) Crane from 10 to 14 June 2013. We met with leadership from NSA Crane, Naval Surface Warfare Center (NSWC)-Crane Division, Naval Supply Systems Command Fleet Logistics Center Norfolk-Crane Detachment, Public Works Department (PWD) Crane, Explosive Ordnance Disposal Mobile Unit TWO Detachment Crane, and Naval Branch Health Clinic Crane.

3. This report has three parts and a classified Annex. Part I forwards our overall observations and findings. Part II contains issue papers which present specific findings and recommendations for senior Navy leadership. Part III is the summary of survey data analysis for active duty military and DON civilian personnel. Areas of significant concern include:

a. Reductions to Fire and Emergency Service personnel that will leave NSA Crane unable to meet minimum DoD firefighting equipment and personnel response requirements.

b. The civilian hiring freeze has left key positions in Information Security, Personnel Security and Physical Security programs vacant at NSA Crane and tenant commands. NSA Crane has an out of date Command Security instruction and the Command Security Manager lacks formal training. Neither NSA Crane nor PWD Crane has an Operations Security program.

Subj: AREA VISIT TO NAVAL SUPPORT ACTIVITY CRANE, INDIANA

c. The classified Annex to this report documents Counterintelligence support concerns at NSWC Crane Division and force protection concerns at NSA Crane identified during the area visit.

4. NAVINSGEN will conduct a re-look of these programs in three months to monitor NSA Crane's progress on addressing these issues.

5. My point of contact is (b) (7)(C)

[REDACTED]



J. F. CALDWELL, JR.

Distribution:

SECNAV
UNSECNAV
ASN (M&RA, FM&C, EI&E)
CNO
VCNO
OPNAV (DNS, N1, N135, N3/N5, N4)
USFF
CNIC
NAVSEA
NSWC CRANE
NSA CRANE

**NAVAL INSPECTOR GENERAL
AREA VISIT TO
NAVAL SUPPORT ACTIVITY CRANE, INDIANA
10 TO 14 JUNE 2013**



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

~~FOR OFFICIAL USE ONLY~~

~~FOR OFFICIAL USE ONLY~~

INDEX

	<u>PAGE</u>
PART 1 – <u>OBSERVATIONS AND FINDINGS</u>	
I EXECUTIVE SUMMARY	2
II AREAS/PROGRAMS ASSESSED	4
III MISSION PERFORMANCE	5
IV FACILITIES, SAFETY, and PHYSICAL SECURITY	10
V RESOURCE MANAGEMENT/QUALITY OF LIFE/COMMUNITY SUPPORT	14
VI BRILLIANT ON THE BASICS	19
PART 2 – <u>ISSUE PAPERS</u>	
	<u>REC#s</u>
ISSUE PAPER CORRECTIVE ACTION MATRIX	21
SUMMARY OF ACTIONS	22
1 NSA CRANE FIRE AND EMERGENCY SERVICES	044 23
2 NSA CRANE HEADQUARTERS STAFF	045-046 25
3 COMMAND SECURITY PROGRAMS	047-050 26
4 NSA CRANE ANTI-TERRORISM PLAN	051-052 29
5 NSA CRANE VISITOR CONTROL PROCEDURES	053-054 31
6 SPECIAL SCREENING FOR DUTY ON BOARD NSA CRANE	055 32
PART 3 – <u>DATA ANALYSIS</u>	
<u>APPENDIX A</u> - SUMMARY OF PERSONNEL SURVEY DATA ANALYSIS	34
<u>APPENDIX B</u> - SUMMARY OF FOCUS GROUP DATA ANALYSIS	36
<u>APPENDIX C</u> - SURVEY DATA – ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL	40

~~FOR OFFICIAL USE ONLY~~

PART 1

OBSERVATIONS AND FINDINGS

I. EXECUTIVE SUMMARY

1. The Naval Inspector General (NAVINGEN) conducted an area visit to Navy Support Activity (NSA) Crane and its tenant commands from 10 to 14 June 2013. The team was augmented with subject matter experts, including members of the Navy Reserve Component and Naval Criminal Investigative Service (NCIS). In advance of the visit, we reviewed NSA Crane's command brief and tenant command briefs from Naval Surface Warfare Center - Crane Division (NSWC Crane), Crane Army Ammunition Activity (CAAA), and Naval Supply Systems Command Fleet Logistics Center (NAVSUP FLC) Norfolk - Crane Detachment. As further background research, NAVINGEN reviewed NSA Crane's Command Climate Survey 2011 Executive Summary, NSA Crane Shore Manpower Requirement Determination (SMRD) Report (Dec 09 - Sep 10), and NSA Crane's 2013 top-issue document prior to the team's arrival in Crane. Commands and detachments visited were: NSA Crane, NSWC Crane, NAVSUP FLC Crane, Public Works Department (PWD) Crane, Explosive Ordnance Disposal Mobile Unit (EODMU) 2 Detachment Crane, and Navy Branch Health Clinic (NBHC) Crane.

2. NSA Crane is the Navy's third largest activity, encompassing 98 square miles, a 69 mile perimeter and 2,939 buildings (including 1,728 active magazines). NSA Crane stores 25 percent of the Department of Defense's (DoD) national ammunition stockpile and stores 47 percent of past-era ammunition in the demilitarized account. The collective operational missions of NSA Crane and tenant commands include: acquisition engineering, in-service engineering and technical support for sensors, electronics, electronic warfare, and special warfare weapons; receiving, storing, issuing/shipping, producing, renovating, and demilitarizing conventional ammunition, missiles and related components. Over 5,500 personnel work on the installation; 41 are uniformed Navy personnel.

3. Our overall assessment is that NSA Crane is increasingly at risk in their ability to perform its mission due to resource constraints. While NSA Crane can perform critical mission requirements, in some cases requirements have exceeded available resources. Specific examples outlined in this report include: NSA Crane Fire and Emergency Services, (b) (7)(e) [REDACTED]. Additionally, the administrative furlough, coupled with the 2013 Defense-wide hiring freeze, added considerable stress on NSA Crane's mission readiness.

4. Specific focus areas during our visit included: Mission Performance, Facilities, Safety, Physical Security, Security Programs, Resource Management, Quality of Life, Community Support, and Brilliant on the Basics Sailor Programs.

5. Significant concerns identified during our visit included:

(b) (7)(e) [REDACTED]

b. (b) (7)(e) [REDACTED]

c. Fire and Emergency Services at NSA Crane. A pending reduction in force (RIF) for fire and emergency services (FES) personnel will leave NSA Crane unable to meet minimum DoD

~~FOR OFFICIAL USE ONLY~~

firefighting equipment and personnel response requirements defined by DoDI 6055.06 (DoD Fire and Emergency Service Programs) and OPNAINST 11320.23G (Navy Fire and Emergency Service Program). The RIF, to be fully implemented by November 2013, will remove eight firefighters and close one fire station, leaving the base with a total of 28 firefighters and two fire stations (two companies). We recommend that Commander, Navy Installation Command (CNIC) reevaluate the impact of the pending RIF and reassess NSA Crane's ability to meet the response standards of the DoDI 6055.06. If NSA Crane is unable to meet these standards, CNIC will be required, per DoDI 6055.06, to request a waiver from the Secretary of the Navy and forward any such approved waiver to the Deputy Under Secretary of Defense for Installations and Environment.

d. NSA Crane is challenged to comply with applicable security directives, and in a number of instances they are not meeting these requirements. The civilian hiring freeze has left key positions in Information Security, Personnel Security and Physical Security programs vacant at NSA Crane and tenant commands. NSA Crane's Command Security instruction is inadequate and the Command Security Manager lacks formal training. Neither NSA Crane nor PWD Crane have Operations Security (OPSEC) programs.

6. Command climate / Quality of Life (QOL): We found command climate to be generally good although the hiring freeze and furloughs were a noted concern in surveys and focus group discussions. Assessed on a 1-10 scale, average Quality of Home Life (QOHL) was 7.86 (Echelon II command inspection average is 7.67) and average Quality of Work Life (QOWL) was 6.32 (Echelon II average is 6.58). On-site, we conducted a total of 18 focus groups with a total of 146 participants (18 military and 128 DON civilian) to assess overall QOL. We visited personnel assigned at all Navy commands onboard NSA Crane and reviewed compliance and/or QOL programs affecting work environment and home life. QOL for Sailors, family members, and DON civilian personnel assigned to NSA Crane and tenant commands was found to be good.

7. Six issue papers in this report highlight significant concerns. (b) (7)(e)

[REDACTED]

II. AREAS/PROGRAMS ASSESSED

Mission Performance

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

Facilities, Safety, and Physical Security

- Facilities Management
- Safety
- Physical Security

Resource Management/Quality of Life/Community Support

- Command Managed Equal Opportunity
- Equal Employment Opportunity
- Urinalysis/Drug and Alcohol
- Hazing Policy Training and Compliance
- Physical Readiness
- Individual Medical Readiness
- Dental Readiness
- Exceptional Family Member
- Suicide Prevention
- Command Individual Augmentee Coordinator
- Sexual Assault Prevention and Response
- Navy Enterprise Resource Planning
- Information Technology
- Personally Identifiable Information
- Navy Voting Assistance
- Navy Exchange
- Commissary
- Government Commercial Purchase Card
- Government Travel Charge Card
- Morale, Welfare and Recreation

Brilliant on the Basics/Good Order and Discipline

- Career Development
- Command Sponsorship
- Command Indoctrination

~~FOR OFFICIAL USE ONLY~~

III. MISSION PERFORMANCE

1. Overview. NSA Crane covers 62,525 acres (98 square miles) and has a 69 mile perimeter, 410 miles of road, 94 miles of active rail and 2,939 buildings and magazines. The collective operational missions of NSA Crane and tenant commands include: acquisition engineering, in-service engineering and technical support for sensors, electronics, electronic warfare, and special warfare weapons; receiving, storing, issuing/shipping, producing, renovating, and demilitarizing conventional ammunition, missiles and related components; warehousing 25 percent of the Department of Defense's (DoD) national ammunition stockpile; and storing 47 percent of past-era ammunition in the demilitarized account. There are over 5,500 personnel working on the installation, 41 are uniformed Navy.

a. NSA Crane supports the following tenant commands: NSWC Crane Division, CAAA, Great Lakes Industrial Hygiene, Defense Automated Printing Service, Naval Criminal Investigative Service (NCIS), Defense Commissary Agency Detachment Crane, Navy Exchange, Defense Reutilization and Marketing Office Division of Defense Logistics Agency, Resident Officer in Charge of Construction, EODMU 2 DET Crane.

b. NAVINSGEN reviewed mission performance at NSA Crane, NSWC Crane, NAVSUP FLC Crane, and PWD Crane in support of these missions.

(1) NSA Crane's mission is to enable and sustain Fleet, Fighter, and Family readiness through consistent, standardized and reliable shore support for its tenant commands.

(2) NSWC Crane, the main NSA Crane tenant command, is a major warfare center with resident expertise in key areas of electronic warfare for NAVSEA. Prior to regionalization, the Commanding Officer (CO), NSWC Crane was dual-hatted as the station CO and the position remains the most senior Naval officer assigned.

(3) Approximately six years ago, NAVSUP FLC Crane stood up as a separate command from NSWC Crane. Prior to regionalization, NAVSUP FLC Crane was the NSWC Crane Logistics Department. NAVSUP FLC Crane provides logistical support for NSA Crane tenant commands, with Defense Logistics Agency providing warehouse and storage services.

(4) PWD Crane was formerly the NSWC Crane Facilities Department but was incorporated into NSA Crane as a result of regionalization. PWD Crane reports operationally to NSA Crane, but administratively to Naval Facilities Engineering Command (NAVFAC) Midwest. PWD Crane is the execution agent for installation construction, repair, facilities maintenance and services, utilities, and transportation for NSA Crane and its tenant commands.

2. Mission Readiness. Overall, NSA Crane is struggling to perform its mission due to a lack of resources. Its ability to support tenant commands is adversely affected by Commander, Navy Installations Command (CNIC) resource decisions that will ultimately affect tenant command mission effectiveness. Despite their best efforts to mitigate the effects of prior furloughs, budget reductions, and the hiring freeze, NSA Crane lacks the ability to effectively provide force protection, fire/emergency services, and protection of classified material. In Fiscal Year (FY)

~~FOR OFFICIAL USE ONLY~~

2013, NSA Crane is scheduled to eliminate 28 of 123 positions through a reduction-in-force (RIF). Ninety-three percent of these reductions are security and firefighting personnel.

a. Firefighting Readiness. At the time of our area visit, NSA Crane met the minimum firefighting equipment and personnel response standards as prescribed in DoDI 6055.06, DoD Fire and Emergency Service (F&ES) Program, of 21 December 2006. By November 2013, scheduled personnel cuts will prevent NSA Crane from meeting those standards.

(1) NSA Crane is authorized 40 firefighting personnel per its Statement of Manpower Requirements (SMR). It operates three fire stations with a total of 36 personnel (three firefighting companies). A scheduled RIF, to be fully implemented by November 2013, will remove eight firefighters and close one fire station, leaving the base with a total of 28 firefighters and two fire stations (two companies). At this reduced manning level, NSA Crane will go from having 13 to nine firefighters on duty at all times. The reduction of firefighting personnel will leave NSA Crane below minimum DoD response standards for structural fires as prescribed in DoDI 6055.06. NSA Crane is required to respond to full alarm structural fires with three companies (13 personnel) within 12 minutes; they will only be able to respond with two companies (9 personnel).

(2) With only two companies (9 personnel) responding to a structural fire, NSA Crane is limited in its ability to fight these fires until adequate external resources from surrounding fire stations are on-scene, or recall of off duty NSA Crane firefighters. NSA Crane has mutual support agreements with eleven local fire departments. Most are 20 to 30 minutes driving distance from NSA Crane's central developed area; only two are less than ten miles away (one of which is still under construction at the time of this report). The nearest actively manned fire departments are in Bedford (25 miles and 35 minutes from Crane's main developed area) and Loogootee (20 miles and 25 minutes). The rest are volunteer departments that require extra time for call-up of members.

(3) In the past 18 months, NSA Crane had two fires, including a battery area fire, which required 12 firefighters to save the building. With anticipated post-RIF manning levels, NSA Crane leaders believe that a similar fire in the future would result in loss of the structure. Part 2, Issue Paper 1 pertains.

Recommendation:

044-13. That CNIC evaluate whether NSA Crane can meet the response standards of DoDI 6055.06 after the RIF of fire and emergency services personnel. If NSA Crane is unable to meet the standards, CNIC must request a waiver from the Secretary of the Navy and forward any such approved waiver to the Deputy Under Secretary of Defense for Installations and Environment.

b. Security Readiness. The planned RIF for security force personnel, which will be implemented by November 2013, will reduce NSA Crane's security force by (b) (7)(e)

. This issue is addressed in detail in Section II: FACILITIES, SAFETY AND PHYSICAL SECURITY.

~~FOR OFFICIAL USE ONLY~~

(1) A CNIC-directed Security Force RIF, coupled with a hiring freeze, reduces NSA Crane's ability to provide security of (b) (7)(e)

[REDACTED]

(2) NSA Crane's shortfall in security force manning (b) (7)(e)

[REDACTED]

3. Command Relationships and Communication. NSA Crane is understaffed and lacks key leadership and management positions required to execute its mission. At the time of our area visit, NSA Crane lacked billets for an Executive Officer (XO), Public Affairs Officer (PAO), Personnel Officer, Operations Officer, Logistics Officer, and Training Officer. Without an XO, the CO, NSA Crane is dependent on a tenant command CO to provide station leadership coverage during his absence. With ultimate responsibility for safety and efficiency of the installation, the CO is personally performing functions normally covered by assigned staff personnel (e.g., public affairs, personnel, operations, logistics, and training) while attempting to support tenant commands with available resources. The CO, NSA Crane cultivates a close working relationship with each CO/officer in charge of the major tenant commands aboard Crane. Although we observed strong teamwork and problem-solving among the commands, the staffing shortfalls constrain the ability of CO, NSA Crane to execute his mission. Part 2, Issue Paper 2 pertains.

Recommendations:

045-13. That Commander, Navy Personnel Command (PERS-4) fills the NSA Crane Executive Officer billet immediately.

046-13. That Commander, Navy Installation Command (CNIC) conduct a review of NSA Crane headquarters staff manning requirements in order to ensure that public affairs, personnel, operations, logistics and training support functions are appropriately staffed.

4. Total Force Management. NSA Crane and its tenant commands are performing critical missions while operating at or below minimum staffing levels.

a. The NAVINSGEN team noted three major manning concerns: A RIF, approved by the Assistant Secretary of the Navy (ASN) for Manpower and Reserve Affairs (M&RA) on 5 June 2013, an administrative furlough for all civilian personnel, and a hiring freeze. The combined effects of these actions impinged upon the mission of NSA Crane and tenant commands by increasing the stress upon an already undermanned work force, diminishing the ability to attract and retain personnel with unique skills, and reducing their ability to deliver timely innovations to the warfighter.

b. With the reduced staffing, employees have taken on additional responsibilities to cover gapped billets. During focus groups and interviews, personnel expressed frustration that these increased work demands and responsibilities are not accurately reflected in their position descriptions (PD). A PD provides the basis for job evaluation, wage and salary comparison, and reporting relationships.

(1) After interviewing local Human Resources representatives, NAVINSGEN observed some PDs were last updated 15 years ago. Focus group participants stated that as a consequence, employees do not feel they are fairly evaluated or compensated for the actual duties they perform.

(2) The 2009/2010 NSA Crane Shore Manpower Requirements Determination (SMRD) recommended a review and revision of PDs to ensure clarity of duties and responsibilities assigned. A RIF will cause further deviation from PDs as duties are redistributed among remaining workers. DoDI 1400.25, Vol 511, "DoD Civilian Personnel Management System: Classification Program" states that DoD supervisors and managers shall ensure that employees have copies of their PDs and shall objectively, expeditiously, and fairly consider employee concerns over the accuracy of their PDs, the classification of their positions, and formal classification appeals.

(3) NSA Crane is not the only Navy command with outdated PDs and it has been observed during other NAVINSGEN command inspections and area visits this year. This is likely a Navy-wide systemic issue that is occurring because a diminishing workforce (due to the hiring freeze and reduction in force) is being tasked with a workload that is not correspondingly diminishing.

5. Personnel Training/Qualifications

a. The effects of furloughs, vacant positions, and travel restrictions impede professional development of civilian personnel at NSA Crane. Furloughs and position vacancies increase workloads, making it more challenging for supervisors to send personnel to training. Furthermore, the distance to major training sites, such as Norfolk or San Diego, limits the ability of NSA Crane personnel to attend professional development and training due to travel restrictions and budget constraints. For example, NSWC Crane's technical experts cannot maintain a technical advantage in supporting the warfighter without training and attendance at relevant conferences.

b. Commands onboard NSA Crane are meeting the requirements for mandatory military training, to include General Military Training (GMT) and Sexual Assault Prevention and Response (SAPR) training. Mandatory civilian training prescribed in SECNAVINST 12410.25, Civilian Employee Training and Career Development is being completed.

6. Command Security. The hiring freeze has left key positions in Information, Personnel, and Physical Security programs vacant at NSA Crane and tenant commands. NSA Crane is challenged to comply with applicable security directives, and in a number of instances they are not meeting these requirements due to these vacancies.

~~FOR OFFICIAL USE ONLY~~

a. NSA Crane. NSA Crane lacks a current Command Security Program instruction and the Command Security Manager has not obtained the training required to hold the position. NSA Crane's Security Manager is responsible for Information Security and Personnel Security for approximately 200 employees as a collateral duty. NSA Crane has (b) (7)(e)

The Command Security Manager is designated in writing and has direct access to the CO on security matters, per SECNAV directives. NSA Crane did not have an Operational Security (OPSEC) program at the time of the area visit. The Security Manager and the NSA Crane Inspector General were unaware of the requirement for an OPSEC Officer. Part 2, Issue Paper 3 pertains.

Recommendations:

047-13. That NSA Crane develop a Command Security instruction in accordance with SECNAV M-5510.36, Department of the Navy Information Security Program.

048-13. That NSA Crane's Security Manager complete the Naval Security Manager Course in accordance with SECNAV M-5510.30, Department of the Navy Personnel Security Program.

049-13. That NSA Crane assign an OPSEC Officer and develop an OPSEC Program in accordance with OPNAVINST 3432.1A, Navy OPSEC Program.

b. NSWC Crane Division. NSWC Crane exhibited robust and well-managed Personnel, Information, and Industrial Security and OPSEC programs, with effective oversight by NAVSEA and relevant Program Managers' Program Security Officers. However, manning shortfalls threaten future effectiveness of these programs.

(1) NSWC Crane's workforce includes over 3,000 employees, the majority being scientists, engineers, and technicians who provide technical support for sensors, electronics, strategic missions, electronic warfare, and special warfare weapons. Given the technical nature and high level of classified research, development, and technical support, NSWC Crane's Security team is strained by vacancies. Due to the hiring freeze, three of 12 (25 percent) government security-related positions were unfilled. Key vacancies include security specialists responsible for Personnel Security; Information Security; and Arms, Ammunition, and Explosives (AA&E) Security. Of note, the Special Security Office (SSO) was fully manned, with four government positions and one contractor.

(2) NSWC Crane's mission and functions are directly impacted by manning shortfalls and planned cuts in its Security Force. As discussed in the Facilities/Anti-Terrorism Force Protection (AT/FP) section of this report, shortfalls in NSA Crane Security Force have stretched the ability of NSA Crane to provide required routine security patrols for sensitive sites. Additionally, the NSA Crane Security Force is unable to consistently meet requirements for sensitive facility monitoring and response to intrusion alarms at sensitive sites. New CNIC-directed cuts to the NSA Crane Security Force may potentially shut down warfighter support functions and de-certify nine Sensitive Compartmented Information (SCI) Facilities and five Special Access Program Facilities at NSWC Crane. As a result, NSWC Crane will be degraded

in its ability to fully support warfighter requirements, especially aspects of its mission requiring SCI access.

c. PWD Crane and NAVFAC Midwest. PWD Crane does not have a local security instruction; instead it relies on NAVFAC Midwest. The NAVFAC Midwest Security Manager position has been vacant since November 2012 due to the hiring freeze. The NAVFAC Midwest Security Manager and Assistant Security Manager positions, both located in Great Lakes, IL, and the PWD Crane Assistant Security Specialist position were all vacant, with personnel assigned in an “acting” capacity.

(1) PWD Crane does not hold any classified material but it does require a security program because its personnel access restricted areas to perform work.

(2) The NAVFAC Midwest and PWD Crane security teams were unaware of the requirement for an OPSEC Officer and did not have an OPSEC programs. NAVINSGEN provided training and assistance on the requirements for an OPSEC program and will follow up with NAVFAC Midwest during a scheduled area visit to Great Lakes in FY14. Part 2, Issue Papers 3 pertains.

Recommendation:

050-13. That NAVFAC Midwest assign an OPSEC Officer and develop an OPSEC Program for PWD Crane in accordance with OPNAVINST 3432.1A, Navy OPSEC Program.

d. Research and Technology Protection (RTP) and Counterintelligence (CI) Support. See classified Annex to this report.

7. Reserve Component. Naval Operational Support Command (NOSC) Indianapolis is the closest NOSC to NSA Crane (90 miles northeast of NSA Crane). It is not a tenant command of NSA Crane. It supports a large center within Reserve Component Command (RCC) Midwest, supporting more than 450 drilling reservists assigned to 11 units. NOSC Indianapolis is authorized 20 Full-Time Support personnel, but is currently manned at 15 due to gapped billets and Commander, Navy Region Midwest (CNRMW) efforts to reduce staff at RCC Midwest. The NOSC leadership and staff are successful in their efforts to support reservists throughout their area of responsibility, despite the reduced staff.

IV. FACILITIES, SAFETY and PHYSICAL SECURITY

1. Overview. NSA Crane maintains more than 2,000 buildings providing workspace for over 5,500 personnel. During the NAVINSGEN pre-inspection survey and subsequent focus groups, participants reported concerns regarding the declining condition of facilities due to reduced maintenance and strict energy conservation measures. Habitability issues include heating, ventilation, and air conditioning (HVAC) system conditions, uncomfortable office temperatures, mold, pest infestations, and animal intrusions into buildings as employees leave doors open to overcome stuffy office environments. Manning shortfalls adversely impacted physical security and public works functions.

~~FOR OFFICIAL USE ONLY~~

2. Facilities Management

a. HVAC. At the time of our visit, NSA Crane was reducing HVAC service levels in accordance with CNIC Execution Order (EXORD) 13-10, dated 17 January 2013, and EXORD 13-10A, dated 4 March 2013, which provided regional commanders updated FY13 budget execution controls and implementation guidance. Utilities standards accompanying EXORD 13-10A required Common Output Level (COL)-4 for utilities, including 80-degree set points for cooling and 66-degree set points for heating. CNIC defines COL-4 utilities support as, “Utility is not available to meet mission requirements” and, “Program requires additional resources to meet basic building occupant and supported tenants environmental conditions and minimum health/ safety regulations.”

(1) Many HVAC systems are designed to operate within certain parameters to optimize not only temperature but also humidity control. Energy managers expressed concern that adjusting set points outside normal ranges could actually increase utility cost. For example, most systems in cooling mode have a constant supply temperature around 55 degrees and room temperatures are maintained by varying the air volume delivered to each room. If airflow cannot be reduced enough, terminal units actually reheat the air being delivered, burning more energy than if the room were maintained at a lower temperature. Additionally, reducing airflow and increasing indoor humidity reduces indoor air quality and can lead to expensive secondary problems such as mold. NSA Crane has a number of buildings with ongoing mold problems and expensive remediation projects, so the increased temperature and humidity would likely increase remediation costs.

(2) CNIC acknowledged, via e-mail to regional commanders on 14 April 2013, the need “to exercise discretion in the implementation of COL-4 measures in UT [utilities],” specifically citing health and safety concerns (including mold), as well as impacts to mission accomplishment. Subsequent guidance issued by CNIC in NAVSHORE 002/13 on 24 June 2013 modified the COL-4 standards to include 78-degree thermostat settings, and gave regional commanders authority to approve waivers to modified COL-4 standards.

b. Facilities Services. Personnel, including leaders, expressed dissatisfaction with declining facilities services across the installation. Service levels were at COL-3 at the time of the visit. CNIC defines COL-3 facilities services support as, “a low level of service at Navy installations” where the “Use of MILPERS and CIVPERS [labor is] necessary to maintain minimum health and sanitation standards and base appearance.” Service levels are shifting to COL-4 contracts by fall 2013. CNIC describes COL-4 for facilities services as the “lowest permissible level of service at Navy installations,” stating that “base appearance [is] degraded to unacceptable levels,” and that “significant use of MILPERS and CIVPERS [labor is] necessary to maintain minimum health and sanitation standards and base appearance.” Under these reduced facility service levels, the burden shifts to the workforce to maintain what they consider minimum standards of habitability and appearance (such as custodial services, grounds keeping, and pest control).

c. Water and Wastewater. NSA Crane’s isolated rural setting requires it to provide its own drinking water and wastewater treatment. These utilities are typically provided by local municipalities at most CONUS bases. This service requires 24/7 staffing for safe compliant

~~FOR OFFICIAL USE ONLY~~

operation. Manning shortfalls in Public Works caused by the hiring freeze, coupled with administrative furloughs, will reduce preventive maintenance on water production and distribution systems. This will increase the risk of system outages.

d. PWD Manning. Most facility maintenance at NSA Crane is provided on a reimbursable basis, giving tenant commands significant control in prioritizing maintenance of their facilities under normal circumstances. However, manning shortfalls at PWD Crane limit its ability to plan and execute new projects even when reimbursable funding is available. These gaps are growing under the hiring freeze and furlough as a number of employees have left PWD Crane for jobs with more stability and higher pay. Approximately 10 percent of PWD Crane billets are vacant, with certain branches of PWD Crane experiencing higher rates than others. For example, three of six planner billets are vacant. With only half of its planners, PWD Crane faces a critical shortfall in its ability to develop new projects to repair or improve facilities aboard NSA Crane. Thirty percent of PWD Crane employees are eligible for retirement within the next five years. The PWD Crane leadership is concerned that many of these employees will choose retirement instead of continued uncertainty, increased workload, and pay reductions under furlough.

e. Energy Mandates. NSA Crane is making a concerted effort to reduce overall energy consumption and is on track to meet several future-year targets in legislation, executive orders, and Navy instructions. However, NSA Crane faces a number of challenges that make it unlikely the installation will meet all energy goals:

(1) Since the energy supplied to NSA Crane is inexpensive, most energy projects are unable to show an acceptable return on investment.

(2) Until July 2013, CNRMW utilized a Resource Efficiency Management (REM) contract to support energy programs at NSA Crane and other installations in the region by training and coordinating building energy monitors, surveying facilities for potential efficiency improvements, managing energy metrics, and developing energy conservation projects. The REM contract expired in July 2013 and was not renewed, leaving NSA Crane's sole energy manager without support to respond to constant data calls and other administrative requirements, much less explore new energy initiatives.

(3) Advanced metering of facilities has improved data collection, but lack of integration through a central system hinders the installation's ability to manage building settings, highlight trouble spots, and develop specific projects to provide the greatest return on investment.

(4) Most of Crane's energy is consumed by NSWC and CAAA, both of which have missions that are not subject to installation energy controls (although CAAA has instituted ISO 50001 energy management standards which could lead to future savings).

f. Environmental Management. Prior to regionalization, NSWC Crane managed the installation, including all environmental programs. With the standup of NSA Crane, the environmental program was transferred from NSWC Crane to NSA Crane. The transfer process was never fully completed. As a consequence, NSWC Crane still maintains the permits and compliance responsibilities for 11 environmental programs. While this unusual arrangement is

functional, a plan is being implemented to appropriately consolidate all the programs under CNIC over the next two years.

3. Safety. Despite being funded at COL-4, which is defined by CNIC as “unable to comply with most Federal regulatory and DoD/Department of the Navy (DON) safety requirements,” NSA Crane is providing required programs and oversight for the base and its tenant commands. Motor vehicle and motorcycle safety training and Recreational Off-Duty safety program management are provided by NSA Crane under Base Operating Support (BOS), and a partnered approach between the safety departments of PWD Crane and NSWC Crane provides coverage across all other required safety and occupational health programs.

4. Physical Security. (b) (7)(e)

a. (b) (7)(e)

(1) A \$3.6 million project was initiated in 2009 (b) (7)(e). After several delays the project is three years behind schedule and estimated costs have risen to \$4.8 million, not including an additional \$1.1 million follow-on contract to enable (b) (7)(e). The revised projected completion date is late 2013.

(2) Station personnel anticipate (b) (7)(e)

(3) A separate study conducted by the Department of Defense Inspector General (DoDIG) found that (b) (7)(e)

b. Manning. (b) (7)(e)

c. Anti-Terrorism (AT). As of June 2013, the NSA Crane Anti-Terrorism Officer (ATO) billet was vacant. A review of (b) (7)(e)

~~FOR OFFICIAL USE ONLY~~

(b) (7)(e)

Recommendations:

051-13. That NSA Crane, in conjunction with Commander, Navy Region Midwest (CNRMW),
(b) (7)(e)

052-13. That Commander, Navy Installation Command (CNIC) fill NSA Crane's Anti-Terrorism Officer (ATO) and Physical Security Specialist billets.

d. NSA Crane Visitor Procedures. Responsibility for visitor control has not been fully transferred from NSWC Crane to NSA Crane. NSA Crane administers visitor control and manages base access. NSWC Crane retains maintenance of the visit system SharePoint software as a legacy process before the standup of NSA Crane.

(1) Foreign visitors are tracked using DoD's Foreign Visit System (FVS); (b) (7)(e)

(2) NSA Crane (b) (7)(e)

Recommendations:

053-13. CNIC and Commander, Navy Region Midwest (CNRMW) coordinate with NAVSEA to review NSA Crane's Visitor Control, Contractor Verification System, and Foreign Visit System for compliance with applicable directives.

054-13. CO, NSA Crane and CO, NSWC Crane review and update the existing memorandum of agreement for support, and fully transfer visitor control systems and processes to NSA Crane.

V. RESOURCE MANAGEMENT/QUALITY OF LIFE/COMMUNITY SUPPORT

1. Overview. The Resource Management Team reviewed various aspects of Quality of Life (QOL) for Sailors, family members, and DON civilian personnel assigned to NSA Crane and tenant commands. We visited personnel assigned at all Navy commands onboard NSA Crane and reviewed 22 compliance and/or QOL programs affecting work environments and home life.

a. NAVINSGEN assessed the following programs and functions and considers them to be well administered and in accordance with Navy directives: Command Managed Equal Opportunity (CMEO), Equal Employment Opportunity (EEO), Sexual Assault Prevention and

~~FOR OFFICIAL USE ONLY~~

Response (SAPR), Urinalysis/Urinalysis Program Coordinator (UPC), Exceptional Family Member Program (EFMP), Drug and Alcohol Program Advisor (DAPA), Hazing Policy training and compliance, Morale Welfare and Recreation, and Physical Readiness.

b. Programs or areas not fully reviewed during the area visit to Crane were: Navy College, religious programs, Fleet and Family Service Center, and legal and ethics. We will undertake a more extensive review of these programs next year during our area visit to Great Lakes.

c. Other programs and unique areas of concern are addressed below.

2. Remote Location. A recurring theme during our area visit was the remote/rural location of NSA Crane. Despite an overall high QOL noted in surveys and focus groups, service members raised several issues related to the isolation of NSA Crane. The rural location does not offer NSA Crane the civilian infrastructure that typically surrounds large naval installations. Therefore, personnel lack access to many amenities such as public transportation, child care, grocery stores, drug/convenience stores, and restaurants.

a. NSA Crane is approximately 30 miles from Bloomington, IN, the nearest city that offers significant rental housing, retail, entertainment, and recreation. There are a limited number of available rental apartments/homes within a shorter commuting distance.

b. Taking into account the travel distance between NSA Crane and potential rental properties in Bloomington, the resulting round trip commutes are frequently in excess of 60 miles per day. Fuel prices hovered around \$3.99 per gallon on base for regular gasoline during the area visit (approximately 10 cents higher per gallon than the DC Metro area at the same time), and the average price was approximately 5 to 10 cents per gallon higher off base. With high fuel prices in the area coupled with long distance daily commutes, personnel are spending several hundred dollars per month commuting to and from work.

c. NSA Crane is not categorized as a “remote” duty station. The travel distance and lack of public transportation between available rental properties and the installation facilities require service members stationed at NSA Crane to have a personal vehicle. Sailors are assigned without a prescreening process in place to ensure they have transportation. For example, in the past two years three Sailors have been assigned to NSA Crane who did not have their own transportation. In one case, a junior Sailor had to be reassigned shortly after reporting because she was financially unable to purchase a vehicle. This Sailor had to be issued permanent change of station orders to Norfolk, at additional cost to the Navy.

d. NSA Crane does not have barracks or a galley. A small “Subway” franchise outlet is the only dinner-time dining option on base with no other available services or activities during the evening hours. Part 2, Issue Paper 6 pertains.

Recommendation:

055-13. That CO, NSA Crane, in conjunction with Commander, Navy Personnel Command (PERS-4010), develops a special duty screening for Sailors selected for assignment on board NSA Crane.

~~FOR OFFICIAL USE ONLY~~

3. Base Housing. NSA Crane has 24 Public/Private Venture (PPV) homes on base. Military members shy away from these homes due to the lack of support services and access to family activities close to the base.

a. Although PPV housing is available on base, only 11 of 24 houses are currently occupied by service members, most of which are senior personnel with older children. (b) (7)(e) most military members with school-age children select housing outside of the immediate NSA Crane area because the local school district has only small enrollment K-12 schools, limited access to family-oriented leisure activities, and very few sports leagues for children.

b. Single Sailors are afforded the opportunity to move into PPV homes, if available, but must pay the Basic Allowance for Housing with dependents rate. This results in a single Sailor paying several hundred dollars per month "out of pocket," the amount varying by rank.

4. Individual Medical Readiness (IMR). Local commands have processes in place to monitor and ensure IMR compliance. Full-medical readiness across NSA Crane averaged 91 percent with four of six commands at 100 percent readiness, greatly exceeding the DoD minimal requirement of 75 percent.

a. Service members expressed dissatisfaction with the lack of command orientation and assistance navigating the Tricare Prime Remote process for referrals and bill payments. None of the members were aware of the Military Medical Support Office (MMSO) at Great Lakes, a resource for Tricare Prime Remote concerns.

b. Military staff assigned at NSA Crane report a frustrating lack of command orientation, education, and points of contact for Tricare Prime Remote support. There is a single point of contact at Navy Branch Health Clinic (NBHC) Crane for Tricare Prime Remote issues; however, that individual also has difficulty navigating the Tricare Prime Remote process and cannot always address service members' concerns.

c. NAVINSGEN inspectors conducted training with NBHC staff regarding Tricare Prime Remote support. NSA Crane will now provide command orientation information regarding this program.

5. Dental Readiness. Sailors expressed frustration with the recent change from Concordia to MetLife family dental insurance, resulting in different dentists for the service member and their families. Families were happy and well established with the dental providers who accepted the Concordia insurance in the local area and did not want to have to change to a new dentist. Following the transition from Concordia to MetLife, they found it difficult to find providers in the local area who accept MetLife. However, a search for dentists that accept MetLife dental insurance yielded nearly 70 providers within 29 miles of NSA Crane. The evidence indicated that there was a general lack of orientation and education on dental insurance and providers. We conducted training with NBHC Crane staff regarding MetLife family dental insurance. NSA Crane will provide MetLife family dental insurance information to assigned personnel to improve awareness of MetLife providers.

~~FOR OFFICIAL USE ONLY~~

6. Suicide Prevention. The suicide prevention program at NSA Crane was found to be compliant for active duty personnel, but not compliant for civilian staff. Suicide prevention training was documented for 99 percent of military personnel but only 24 percent of civilian personnel. Civilians are now included in the training; on 23 August 2013, a base-wide suicide prevention stand down was conducted to satisfy the OPNAV suicide prevention training requirement.

7. Command Individual Augmentee Coordinator (CIAC). All CIACs demonstrated robust support of Individual Augmentee/Global Support Assignment (IA/GSA) personnel, to include their family members and the follow-up for each IA's Post Deployment Health Reassessments.

8. Sexual Assault Prevention and Response (SAPR). NSA Crane and tenant commands' SAPR programs are well administered. SAPR awareness program posters and policy statements were displayed on command bulletin boards and in common areas throughout NSA Crane. SAPR Victim Advocates (VA) at commands with local programs are properly trained and designated in writing. The Navy Branch Health Clinic Crane is expanding its program to include a civilian SAPR VA, giving NSA Crane's large civilian population a non-military member to whom they may report a sexual assault. Because of the small number of personnel assigned, several of the tenant commands on NSA Crane do not have local SAPR programs, but those personnel are included and tracked under the installation SAPR Program.

9. Navy Enterprise Resource Planning (ERP). NSWC Crane began ERP implementation in December 2011, starting with time and attendance record keeping. The next phase of the ERP system deployment incorporates core sustainment functionality, which will further increase the workload for subject matter experts, primarily comptroller/acquisition personnel. Additionally, ERP requires major changes to internal business processes that will impede productivity. This has been a common theme across activities we visited during the past two fiscal years. The following illustrative case involving EODMU 2 DET Crane is provided.

a. Explosive Ordinance Demolition (EOD) technicians assigned to EODMU 2 are required to maintain jump proficiency by executing two jumps every six months. To maintain proficiency, members previously attended a two-week refresher course of instruction that would have cost the EODMU 2 DET Crane \$30,000, not including travel and per diem expenses. Since the course was cost prohibitive and included many areas outside the EOD Required Operational Capability/Projected Operational Environment (ROC/POE), EODMU 2 DET Crane was authorized by the EOD Group TWO to find a local means to execute their required proficiency jumps.

b. EODMU 2 DET Crane was able to secure an agreement with a local pilot who operates a parachuting program. The total cost for maintaining proficiency for the personnel would have been between \$3 to \$4,000, based upon fuel cost and total number of jumps performed. However, the ERP program required a contract be executed between the owner/operator of the jump facility and the Navy, and that all jumps be completed prior to authorizing payment. In such a rural location, the owner/operator of such a small business was not able to absorb the cost of operating before collecting payment. As a result, the local contract could not be executed, resulting in a reduction in EODMU 2 DET Crane readiness.

~~FOR OFFICIAL USE ONLY~~

10. Information Technology (IT). IT programs are being administered by dedicated professionals working to meet mission requirements in a resource-constrained environment. Due to significant funding shortfalls and position vacancies, each worker is responsible for multiple taskings and numerous collateral duties, restricting their focus on the primary mission. The local telecommunication systems and network infrastructure is managed by CNRMW but is not supported by an assigned Base Communications Officer (BCO). NSA Crane has a local representative who reports to CNRMW.

11. Personally Identifiable Information (PII). NSA Crane has a newly appointed PII Coordinator and is compliant with program requirements, with only minor discrepancies noted, that were promptly corrected on site. The tenant commands are also compliant. NAVINSGEN recommends that the local PII Coordinators meet regularly to leverage skills and knowledge of personnel on station. The NSA Crane Privacy Program team is in compliance with policy and regulations and the workforce is trained to report and respond to privacy breaches.

12. Navy Voting Assistance Program (NVAP). The Installation Voting Assistance Officer does not have a well-advertised, fixed location that receives extensive visits by service personnel, family members or DoD civilians as recommended by DoD Directive 1000.04, Federal Voting Assistance Program (FVAP) and the FVAP Handbook. NAVINSGEN provided training and assistance to correct minor discrepancies.

13. Navy Exchange (NEX). The NSA Crane NEX is a Class 10 Store (very small CONUS operation), which includes a small retail store, hot dog cart, gasoline station, mini-mart, barbershop, and Subway. The retail store is well managed and is a candidate for the Bingham Award for small NEX retail operations. While overall retail operations reflect an operating loss (\$18 thousand in 2012), a policy deviation letter endorsed by CNIC is pending Assistant Secretary of the Navy, Manpower and Reserve Affairs approval to allow civilians access to NEX services. This authorization will expand the customer base for the exchange and address a major QOL issue for NSA Crane's large civilian population who has no other stores available near the base.

14. Commissary. The NSA Crane Commissary is a small, Class One Store (one cash register) that meets the needs of the military population. Supported by the larger Fort Knox Commissary, the NSA Crane Commissary offers primarily grocery items and dry goods, with limited dairy and meat products and no specialty departments, such as a bakery, deli, or produce. The store is clean and highly customer-focused, offering special order services for unique or seasonal requests. The commissary's limited customer base restricts the commissary's ability to expand product lines or to extend the store footprint.

15. Government Commercial Purchase Card (GCPC). The NSWC Crane GCPC program was found to be operating within all written policies and procedures. It is one of the most active Purchase Card Programs within NAVSEA, averaging over 800 transactions per month and \$3.5 million in expenditures. The GCPC Program Director/Agency Program Coordinator (APC) has occupied the position for five years and has no other collateral duties. Additional program oversight support includes an assistant APC and a full-time contractor who provides administrative support. NSWC Crane has a command-specific Internal Operating Procedure

~~FOR OFFICIAL USE ONLY~~

(IOP) which requires a 100 percent transaction validity check for 28 issued purchase cards as well as an active listing of prohibited and “special attention” purchase items. The program receives close oversight from NAVSEA.

16. Government Travel Charge Card (GTCC). The NSWC Crane Government Travel Charge Card (GTCC) Program was found to be operating within all written policies and procedures. The APC agreed to a NAVINSGEN recommendation to review cash advance reports on a monthly basis in conjunction with the active travel status report as an additional program safeguard against potential fraudulent activity. We also recommend NSWC ensures the GTCC APC and a program briefing be included as part of the formal command check-in process.

VI. BRILLIANT ON THE BASICS

1. Overview. 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. Career Development. Most Sailors are receiving their required Career Development Boards (CDB) and get timely submission of their Perform-to-Serve (PTS) requests. Sustained leadership engagement is evident in the Career Development Board process.

3. Command Sponsorship. Each observed command has a sponsorship program in accordance with OPNAVINST 1740.3C, Command Sponsor and Indoctrination Programs.

4. Command Indoctrination (INDOC). Each observed command has a fully established INDOC program, operating in accordance with OPNAVINST 1740.3C.

5. Assignment Considerations. As previously addressed, there was a general concern by personnel assigned to NSA Crane that not all Sailors reporting for duty are prepared to deal with the remoteness of the installation and limited support services, such as a lack of public transportation, stores, restaurants, and nearby housing. As NSA Crane is not designated as a remote duty station per Naval Military Personnel Manual 1300-304, it is incumbent upon the leadership of NSA Crane and tenant commands to contact inbound Sailors as early as possible to ensure they have adequate time to prepare for the challenges of assignment in the area.

PART 2

ISSUE PAPERS

~~FOR OFFICIAL USE ONLY~~

ISSUE PAPER CORRECTIVE ACTION MATRIX

ACTION COMMAND INITIAL RESPONSE DUE TO NAVINSGEN 15 JANUARY 2014

ISSUE PAPER		CNIC	NPC	CNRMW	NAVSEA	NSA CRANE	NSWC CRANE	NAVFAC MIDWEST
1	NSA CRANE FIRE AND EMERGENCY SERVICES	X						
2	NSA CRANE HEADQUARTERS STAFF	X	X					
3	COMMAND SECURITY PROGRAM S					X		X
4	NSA CRANE ANTI-TERRORISM PLAN	X		X		X		
5	NSA CRANE VISITOR CONTROL PROCEDURES	X		X	X	X	X	
6	SPECIAL SCREENING FOR DUTY ON BOARD NSA CRANE		X			X		

~~FOR OFFICIAL USE ONLY~~

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 January 2014**. 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
CNIC	044, 046, 052, 053
CNP (PERS-4)	045
CNP (PERS-4010)	055
NAVSEA	053
CNRMW	051, 053
NAVFAC Midwest	050
NSA Crane	047-049, 051, 054, 055
NSWC Crane	054

~~FOR OFFICIAL USE ONLY~~

ISSUE PAPER 1

SUBJECT: NSA CRANE FIRE AND EMERGENCY SERVICES

REFERENCES: (a) DoDI 6055.06, DoD Fire and Emergency Services Program
(b) OPNAVINST 11320.23G, Navy Fire and Emergency Services Program
(c) CNIC Request to ASN (M&RA) for Reduction in Force (RIF), dated 22 May 2013
(d) ASN (M&RA) RIF Approval, dated 5 June 2013

PROBLEM: A pending reduction in force (RIF) for fire and emergency services (FES) personnel will leave NSA Crane unable to meet minimum DoD firefighting equipment and personnel response requirements as defined by references (a) and (b). Reference (a) requires “DoD component head” approval to implement long term deviation from reference (a) firefighting standards. Commander, Navy Installation Command (CNIC) is implementing this deviation from DoD firefighting standards without having received Secretary of the Navy approval.

BACKGROUND:

1. Reference (a) defines minimum response standards for DoD FES to include seven-minute response time for the first arriving company of four personnel, and twelve minutes for initial full alarm assignment of thirteen personnel (three companies and an incident commander).
2. Reference (a) notes that, “deviation from minimum requirements increases risk”, and requires that heads of the DoD components “annually review the deviations from this instruction ensuring that the risk of deviation is accepted at the proper management level.”
3. Reference (a) further requires that DoD components, “document long-term deviations from minimum requirements in a document that contains:
 - a. An assessment of the risk caused by the deviation.
 - b. A description of measures to address the increased risk caused by the deviation.
 - c. A communication strategy for informing those affected (e.g., housing residents, building occupants) that a deviation has occurred and the measures being taken to minimize the risk of the deviation, and
 - d. Approval by the applicable DoD component head. The approval shall contain clear statements that the approver has accepted the increased risk caused by the deviation and that the approval is not valid for more than 3 years.”

~~FOR OFFICIAL USE ONLY~~

DISCUSSION:

1. NSA Crane is authorized 40 firefighting personnel per its Statement of Manpower Requirements (SMR). It operates three fire stations with a total of 36 personnel (three firefighting companies). A scheduled RIF, to be fully implemented by November 2013 (per references (c) and (d)), will remove eight firefighters and close one fire station leaving the base with a total of 28 firefighters and two fire stations (two companies).
2. NSA Crane encompasses 62,525 acres (98 sq miles), 69 miles of fence line, 410 miles of road, and 2,939 buildings including 1,728 active magazines housing one fourth of the DoD's national stockpile of ammunition. Though Crane is small by manpower standards, the physical size of the base creates challenges for those tasked to protect it. Closure of one of its three fire stations will leave just two stations to cover an area 44 percent larger than the District of Columbia.
3. With only two companies (9 personnel) responding to a structural fire, NSA Crane is limited in its ability to fight these fires until adequate external resources from surrounding township fire stations are on-scene, or recall of off duty NSA Crane firefighters. NSA Crane has mutual support agreements with eleven local fire departments. Most are 20 to 30 minutes driving distance from NSA Crane's central developed area; only two are less than ten miles away (one of which is still under construction at the time of this report). The nearest actively manned fire departments are in Bedford (25 miles and 35 minutes from Crane's main developed area) and Loogootee (20 miles and 25 minutes). The rest are volunteer departments that require extra time for call-up of members. None of these local fire departments can be relied on for rapid large-scale support.
4. CNIC's reduction to NSA Crane's fire department manning will result in the fire department not being capable of meeting reference (a) response requirements. Per reference (a), CNIC must provide the Secretary of Navy (SECNAV) with a risk assessment and gain approval to implement such a deviation from these response requirements. CNIC is implementing this deviation without having received SECNAV approval.

RECOMMENDATION:

044-13. That CNIC evaluate whether NSA Crane can meet the response standards of DoDI 6055.06 after the RIF of fire and emergency services personnel. If NSA Crane is unable to meet the standards, CNIC must request a waiver from the Secretary of the Navy and forward any such approved waiver to the Deputy Under Secretary of Defense for Installations and Environment.

NAVINGEN POINT OF CONTACT:

(b) (7)(C)

A large black rectangular redaction box covers the contact information for the NAVINGEN point of contact. The text "(b) (7)(C)" is written in red above the top-left corner of the redaction.

~~FOR OFFICIAL USE ONLY~~

ISSUE PAPER 2

SUBJECT: NSA CRANE HEADQUARTERS STAFF

REFERENCE: (a) Commander, Navy Installation Command (CNIC) Shore Manpower Optimization Team Report (December 2009 to September 2010)

PROBLEM: CO, NSA Crane does not have an assigned Executive Officer (XO) or assigned Public Affairs, Personnel, Operations, Logistics, or Training Officer. The CO is being overtasked as he fulfills his own and all of these responsibilities. The inadequate staffing of NSA Crane headquarters is diminishing the operational effectiveness of the NSA Crane.

BACKGROUND: Reference (a) documents the requirement for an XO at NSA Crane.

DISCUSSION:

1. At the time of our area visit, NSA Crane lacked billets for an Executive Officer (XO), Public Affairs Officer (PAO), Personnel Officer, Operations Officer, Logistics Officer, and Training Officer. Without an XO, the CO is over tasked as he conducts daily planning and execution of resources for 14 tenant commands consisting of over 5,500 personnel, while also having to manage the day-to-day activities normally overseen by an XO. Without an XO, the CO, NSA Crane is dependent on a tenant command CO to provide station leadership coverage during his absence.
2. CO, NSA Crane is personally staff performing functions such as public affairs, personnel, operations, logistics, and training because he does not have personnel assigned to his staff to do them. These staffing shortfalls constrain the ability of CO, NSA Crane to execute his mission as he attempts to support tenant commands.
3. According to Fleet Training Management and Planning System billet reporting (as of 28 August 2013), NSA Crane has an approved and funded XO billet (designated as an active duty Lieutenant Commander, 1050 billet). This billet is not filled and no officer has been identified to fill it.

RECOMMENDATION:

045-13. That Commander, Navy Personnel Command (PERS-4) fills the NSA Crane Executive Officer billet immediately.

046-13. That Commander, Navy Installation Command (CNIC) conduct a review of NSA Crane headquarters staff manning requirements in order to ensure that public affairs, personnel, operations, logistics and training support functions are appropriately staffed.

NAVINGEN POINT OF CONTACT:

(b) (7)(C)

A large black rectangular redaction box covers the contact information for the NAVINGEN point of contact.

~~FOR OFFICIAL USE ONLY~~


ISSUE PAPER 3

SUBJECT: COMMAND SECURITY PROGRAMS

REFERENCES: (a) SECNAV M-5510.36, Department of the Navy Information Security Program
(b) SECNAV M-5510.30, Department of the Navy Personnel Security Program
(c) OPNAVINST 3432.1A, Navy OPSEC Program

PROBLEM: NSA Crane is challenged to comply with applicable security directives, and in a number of instances they are not meeting these requirements. The civilian hiring freeze has left key positions in Information Security, Personnel Security and Physical Security programs vacant at NSA Crane and tenant commands. NSA Crane's Command Security instruction is not in accordance with reference (a). NSA Crane's Command Security Manager lacks formal training. NSA Crane and PWD Crane do not have Operational Security (OPSEC) programs.

BACKGROUND:

1. NSA Crane has (b) (7)(e) 
2. Reference (a), Exhibit 2B, details the guidelines for Command Security instructions including discussions of chain of command, command relationships, security organization and positions.
3. Reference (b), Section 2-3, Para 5, states, "Commanding Officers are required to obtain formal training for their security managers. The Naval Security Manager Course offered by the NCIS Security, Training, Assistance and Assessment Team (STAAT), satisfies this requirement." Currently, online training available through the Defense Security Service (<http://www.cdse.edu/catalog>) may be used as a supplement, or to mitigate lack of formal training while awaiting course quotas, but online training does not substitute for the formal training requirement.
4. NSA Crane and Public Works Department (PWD) Crane are required to have OPSEC programs, per reference (c). All Navy activities, installations, commands, and units are required to appoint an OPSEC program manager and/or officer in writing and establish an OPSEC program.

DISCUSSION:

1. NSA Crane.
 - a. NSA Crane's Command Security instruction NSA CRANEINST 5510.1 (dated August 2006) is outdated and not in accordance with reference (a). It includes incorrect information regarding command relationships and does not accurately reflect its security responsibilities.

~~FOR OFFICIAL USE ONLY~~

NSA Crane is required to complete (b) (7)(e) and develop an updated Command Security instruction in accordance with reference (a).

b. NSA Crane's Security Manager is responsible for Information Security and Personnel Security for approximately 200 employees as a collateral duty. The Command Security Manager has been assigned this position as a collateral duty since July 2012 but has not completed formal training for this duty due to funding availability and travel restrictions.

c. NSA Crane does not have an OPSEC program, as required by reference (c).

2. NSWC Crane Division. NSWC Crane exhibited robust and well-managed Personnel, Information, and Industrial Security and OPSEC programs, with effective oversight by NAVSEA and relevant Program Security Officers (PSOs). However, manning shortfalls threaten future effectiveness of these programs.

a. NSWC Crane's workforce includes over 3,000 employees, the majority being scientists, engineers, and technicians who provide technical support for sensors, electronics, strategic missions, electronic warfare, and special warfare weapons. (b) (7)(e)

(b) (7)(e)

(b) (7)(e)

b. NSWC Crane's (b) (7)(e)

(b) (7)(e)

3. PWD Crane and NAVFAC Midwest. PWD Crane does not have a local Command Security instruction; instead it is covered by the Naval Facilities Engineering Command (NAVFAC) Midwest Command Security instruction. The NAVFAC Midwest Security Manager position has been vacant since November 2012 due to the hiring freeze. The NAVFAC Midwest Security Manager and Assistant Security Manager positions, both located in Great Lakes, IL, and the PWD Crane Assistant Security Specialist position were all vacant, with personnel assigned in an "acting" capacity.

a. PWD Crane (b) (7)(e)

(b) (7)(e)

b. The NAVFAC Midwest and PWD Crane security teams were unaware of the requirement for an OPSEC Officer and did not have an OPSEC program. NAVINSGEN provided training and assistance on the requirements for an OPSEC program and will follow up with NAVFAC Midwest during a scheduled area visit to Great Lakes in FY14.

~~FOR OFFICIAL USE ONLY~~

RECOMMENDATIONS:

047-13. That NSA Crane develop a Command Security instruction in accordance with SECNAV M-5510.36, Department of the Navy Information Security Program.

048-13. That NSA Crane's Security Manager complete the Naval Security Manager Course in accordance with SECNAV M-5510.30, Department of the Navy Personnel Security Program.

049-13. That NSA Crane assign an OPSEC Officer and develop an OPSEC Program in accordance with OPNAVINST 3432.1A, Navy OPSEC Program.

050-13. That NAVFAC Midwest assign an OPSEC Officer and develop an OPSEC Program for PWD Crane in accordance with OPNAVINST 3432.1A, Navy OPSEC Program.

NAVINGEN POINT OF CONTACT:

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

ISSUE PAPER 4

SUBJECT: (b) (7)(e)

REFERENCES: (a) (b) (7)(e)
(b) (b) (7)(e)

PROBLEM: (b) (7)(e)

BACKGROUND:

1. Reference (a) requires all shore commands (b) (7)(e)

2. Reference (b) requires installations (b) (7)(e)

3. The (b) (7)(e)

4. (b) (7)(e)

DISCUSSION:

1. During the NAVINSGEN area visit, NSA Crane's (b) (7)(e)

RECOMMENDATIONS:

051-13. That NSA Crane, in conjunction with Commander, Navy Region Midwest (CNRMW), (b) (7)(e)

052-13. That Commander, Navy Installation Command (CNIC) (b) (7)(e)

NAVINGEN POINT OF CONTACT:

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

~~FOR OFFICIAL USE ONLY~~

ISSUE PAPER 5

SUBJECT: NSA CRANE VISITOR CONTROL PROCEDURES

REFERENCE: (a) SECNAV M-5510.36, Department of the Navy Information Security Program

ISSUE: NSA Crane is (b) (7)(e)

BACKGROUND:

1. Reference (a) (b) (7)(e)

2. NSA Crane administers visitor control and manages base access; however, NSWC Crane retains maintenance responsibility of the visit system SharePoint software, as it did before the stand up of NSA Crane, when CO, NSWC Crane was responsible for managing visitor control.

DISCUSSION:

1. NSA Crane (b) (7)(e)

2. Foreign visitors are tracked using DoD's Foreign Visit System (FVS); (b) (7)(e)

RECOMMENDATIONS:

053-13. CNIC and Commander, Navy Region Midwest (CNRMW) coordinate with NAVSEA to review NSA Crane's Visitor Control, Contractor Verification System, and Foreign Visit System for compliance with applicable directives.

054-13. CO, NSA Crane and CO, NSWC Crane review and update the existing memorandum of agreement for support, and fully transfer visitor control systems and processes to NSA Crane.

NAVINGEN POINT OF CONTACT:

(b) (7)(C)

~~FOR OFFICIAL USE ONLY~~

ISSUE PAPER 6

SUBJECT: SPECIAL SCREENING FOR DUTY ONBOARD NSA CRANE

REFERENCES: (a) MILPERSMAN 1306-900

PROBLEM: Junior Sailors receive permanent change of station orders to NSA Crane without a screening process to ensure that they are financially capable of supporting the additional costs associated with duty at this remote installation.

BACKGROUND: In the past, Sailors who do not have transportation or the means to acquire transportation have been assigned to commands at NSA Crane. Those assignments placed significant strain on the Sailor, the command, and the Navy. In one instance, a junior Sailor unable to acquire a car to provide their own transportation had to be immediately reassigned to a fleet concentration area shortly after reporting to NSA Crane, at additional cost to the Navy.

DISCUSSION:

1. Though the third largest Naval installation, in terms of acreage, NSA Crane does not have barracks, galley, or after-duty MWR options like those found on most CONUS bases.
2. There is no robust civilian infrastructure, in terms of local transportation, retail stores, restaurants, and leisure opportunities in the local area surrounding NSA Crane. Such infrastructure is typically available outside other CONUS bases.
3. The closest urban area is approximately 30 miles away. With higher than average fuel costs in the area surrounding NSA Crane, Sailors are faced with unexpected financial burdens associated with long commuting distances.
4. Though Public/Private Venture homes are offered to Single Sailors, they must pay the “with dependent” housing rate adding several hundred dollars out of pocket to stay on board a base with very few amenities.

RECOMMENDATION:

055-13. That CO, NSA Crane, in conjunction with Commander, Navy Personnel Command (PERS-4010), develops a special duty screening for Sailors selected for assignment on board NSA Crane.

NAVINGEN POINT OF CONTACT:

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

PART 3

SURVEY FREQUENCY DATA FOR ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL

~~FOR OFFICIAL USE ONLY~~

APPENDIX A

SUMMARY OF PERSONNEL SURVEY DATA ANALYSIS

1. Method. In support of the NSA Crane (Crane) Area Visit (AV) held from 10-14 June 2013, the Naval Inspector General (NAVINGEN) conducted an on-line survey of active duty military and DON civilian personnel from 13 April to 11 May 2013. The on-line survey produced 1,295 respondents from a reported population of 3,562. The outstanding voluntary participation reduced sampling error.

2. Quality of Life. Quality of life was assessed using a scale from 1 to 10, where 1 is worst and 10 is best. The Crane average quality of home life (QOHL), 7.86 ($SD^1 = 1.83$), was above the NAVINGEN AV average, 7.14. The distribution of Crane quality of work life ratings is shown in Figure 1. Crane average quality of work life (QOWL), 6.32 ($SD = 2.38$), was essentially the same as the NAVINGEN average, 6.31.

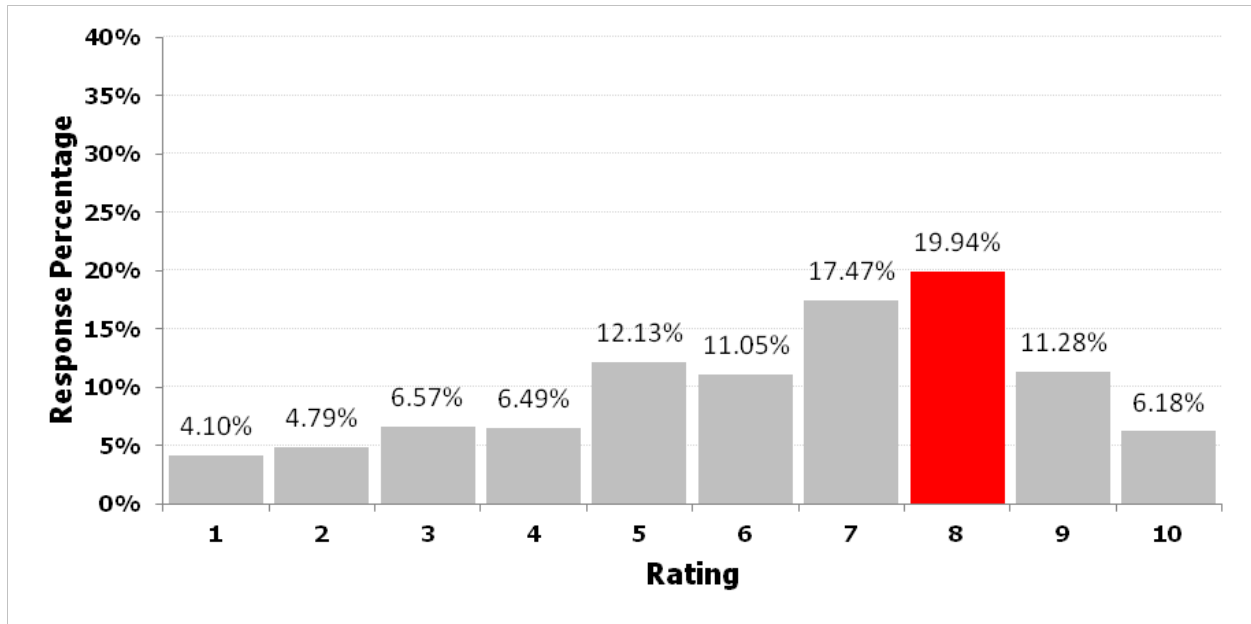


Fig. 1. , Distribution of quality of work life ratings from the pre-event survey. The x-axis lists the rating scale and the y-axis represents the response percentage (percentages for ratings are shown above each bar). The most frequent rating is shown in red.

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 top three factors having a positive impact on QOWL for Crane survey respondents were job satisfaction, length of workday, and facilities. Job satisfaction and

¹ Sample standard deviation.

length of workday are the top two most common positive factors impacting NAVINSGEN AV QOWL.

(2) Negative Factors. The top three factors having a negative impact on QOWL for Crane survey respondents were leadership support, advancement opportunities, and command climate. These three factors are also the common negative factors impacting NAVINSGEN AV QOWL.

- 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 are asked 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 quality of life.

APPENDIX B

SUMMARY OF FOCUS GROUP DATA ANALYSIS

1. Method. On 10 and 11 June 2013 the NAVINSGEN conducted a total of 18 focus groups and interviews, 3 with various groupings of active duty military ranks, and 15 with various groupings of civilian rates. There were a total of 146 participants; 18 military, 128 civilians.

2. Overall Quality of Life. Overall QOL was verbally assessed in focus groups using a scale from 1 to 10, where 1 is worst and 10 is best. The distribution of QOL ratings from Crane is displayed in Figure 2. The average quality of life rating from the 18 focus groups and interview sessions, 7.47 (SD² = 1.56), was higher than the NAVINSGEN average, 6.97 (SD = 1.74).

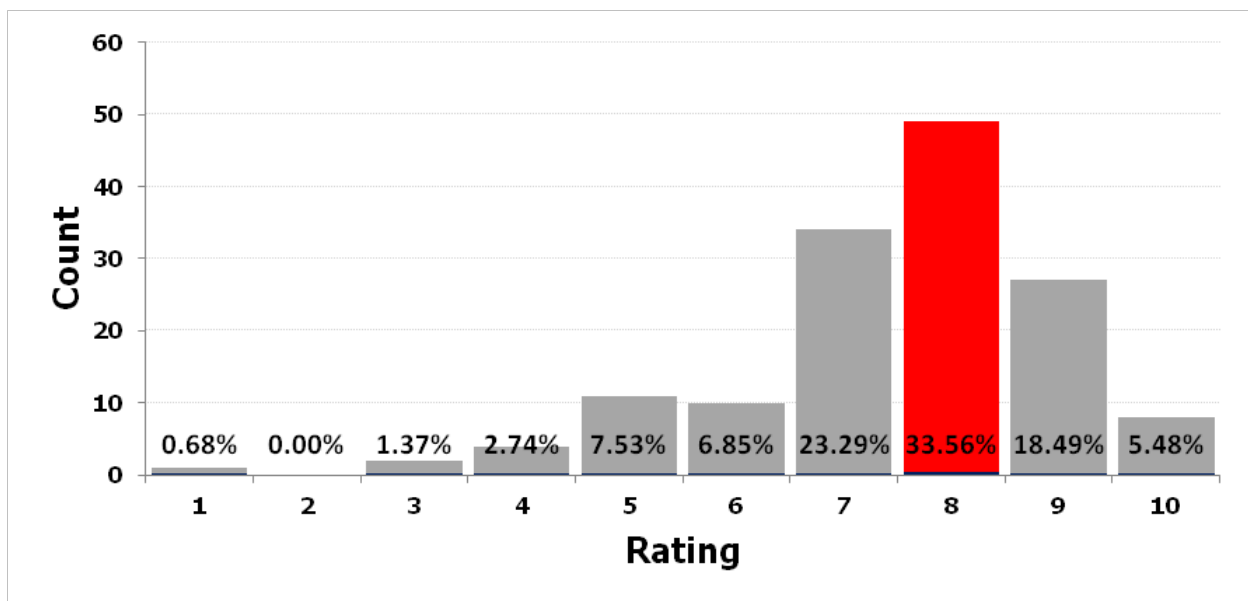


Fig. 2. , Distribution of Crane focus groups quality of life ratings. The x-axis lists the rating scale and the y-axis represents the number of responses (percentages are shown along the x-axis within each bar). The most frequent rating is shown in red.

3. Quality of Life Topics. Since active duty military represent less than 1% of the population at Crane, the military focus group and interview data was collapsed as a single data point or one “group.” The top QOL topics discussed during the active duty military and DON civilian personnel focus groups are shown in Figure 3. Quality of life topics are listed along the y-axis. The gray portion of each bar represents the number of civilian focus groups in which the topic was 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, 13 (12 civilian, 1 military) out of the 16 groups indicated policies as a QOL issue. This was the overall most frequent QOL topic.

² Sample standard deviation.

a. The following paraphrases and quotes highlight focus groups discussion regarding policies and processes that are governed by policies. Themes centered on the ability to purchase items, including IT, and impacts of the furlough and hiring freeze.

(1) Policies: Purchasing. Focus group respondents generally thought that there are too many layers of approval for purchasing items: “The ERP program does nothing for anybody; what used to take 5 days now takes 20. It is very difficult to buy items.” Focus group respondents also noted that customers often have an expectation of a rapid response, but felt that work units at Crane are being “rule-booked to death.” Respondents indicated that disputes over specifications (or the lack thereof) on funding documents adversely impact productivity and progress and that, administrative personnel and other support personnel may not know the requirements of the work effort. One focus group respondent noted, “Funds expire... I used to feel like everyone supported me to get the job done. Now it seems like [policies] keep me from getting my job done.” Other focus group participants had similar sentiments on the topic of purchasing policies: “My biggest frustration is that as soon as something bad happens, we have to have another regulation. Why not just punish the wrongdoers?” “We are paying for the actions of a few; going from 10% risk to approaching 0% costs more than the benefit.”

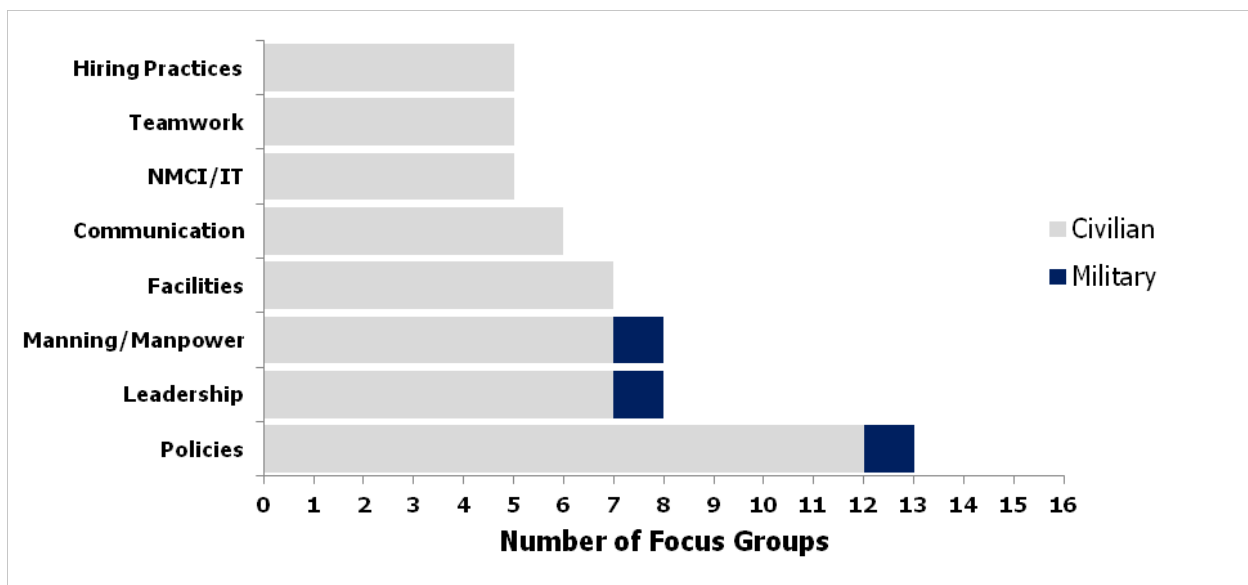


Fig. 3. Top quality of life issues discussed during the DON civilian and active duty military focus groups.

(2) Policies: Hiring Freeze. Some focus group respondents were frustrated that funds were available to acquire personnel to support funded work efforts, but that the hiring freeze made it impossible to do so. In addition, some focus group participants felt that they were unable to address this issue through the contract process due to processing time.

(3) Policies: Furlough. There was a general concern in focus groups regarding how the furlough will affect one’s ability to pay bills, maintain savings, and spend earnings on the economy. However, focus group participants were equally if not more concerned about the furlough’s effect on accomplishing the mission. Focus group participants were highly suspicious

~~FOR OFFICIAL USE ONLY~~

of any savings that the furlough might reap. One focus group participant offered: “We could cut other things... The government is spending too much time chasing their tails. Don’t know the cost benefit”.

b. The following paraphrases and quotes highlight focus group discussion regarding leadership and manning/manpower. Leadership themes tended to be centered on micromanagement and trust; manning/manpower themes were generally centered on concerns regarding safety and security, but there was a general concern regarding global workforce reductions.

(1) Leadership. Many focus group participants thought that micromanagement occurs at all levels... Participants generally questioned higher level approval/disapproval of travel/conference attendance; some perceived such higher-level intervention as a lack of trust or, at the very least, a lack of understanding the benefits of such activities: “We added accountability to people who have little or no knowledge of the issue...” “We are reporting “metrics” with no real purpose; over 2,000 data calls in one fiscal year, all from non-customers.”

(2) Manning/Manpower. Focus group participants were quite wary of the decrease in manpower for security management and firefighters and often expressed concern that there might not be adequate personnel to respond in an emergency. Similar sentiments were voiced regarding facility maintenance and power. On a general note regarding manning/manpower: “We expect the same production with half of the people but cannot do it... No bench depth if someone calls in sick.” Some focus groups comments related to manning/manpower considered the ability to perform the mission in the future; the sequester and furlough “make it difficult to convince young people to work here.”

c. Focus groups themes on the topic of facilities were centered on concerns regarding ageing buildings, some of which participants felt were not amenable to the office environment, general discontentment with climate control, and the perceived inability to solve facilities issues in a timely manner.

d. Focus groups comments regarding communication were generally positive in nature. Participants voiced appreciation for town hall meetings and the ability to sign up for a severe weather text messaging system. However, there were some comments in focus groups that indicated confusion regarding terms of services provided (e.g., industrial hygiene, safety and facilities) between NSA Crane and NSWC Crane.

e. Five (5) of the 16 focus groups mentioned NMCI/IT, teamwork, and hiring practices as topics/issues that affect quality of life. Comments regarding NMCI/IT were generally negative. Some focus group participants felt that NMCI is too restrictive, especially with respect to legacy systems that are on separate networks. One participant exclaimed, “Show me a way that I can get my job done before NMCI takes away capability.”

4. Focus groups comments regarding teamwork were dual-headed. Participants felt that co-workers at lower levels work well together to accomplish the mission, but thought that this positive working relationship is not as evident at the supervisor level or between departments/divisions/codes. One participant claimed: “Sometimes there is an atmosphere of us versus them... Different codes often do not collaborate to get things done.”



5. Focus groups comments on the topic of hiring practices were centered on perceived favoritism (often described as “nepotism”) or frustration with hiring selections that were thought to be less qualified or unqualified for the position opening. One participant claimed: “I get beat out by mothers, brothers, fathers, and sisters.” However, some focus group participants noted that using USAJobs is a positive improvement. Therefore, it is possible that the perception of favoritism/nepotism expressed in our focus groups is based on past hiring practices.

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)


Response	Chart	Frequency	Count
NSA Crane		89.0%	1154
Other		11.0%	141
Valid Responses			1295

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)

Response	Chart	Frequency	Count
EOD Mobil Unit 2		0.3%	4
NAVFAC PWD Crane		5.8%	75
NAVSUP FLC		0.0%	0
NBHC Crane		0.5%	7
NSA Crane		6.9%	89
NSWC Crane		86.2%	1117
Other		0.3%	3
Valid Responses			1295










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)

Response	Chart	Frequency	Count
1		0.7%	9
2		0.9%	12
3		2.2%	29
4		1.7%	22
5		6.0%	78
6		5.6%	72
7		13.9%	181
8		29.1%	377
9		21.8%	283
10		18.1%	234
		Mean	7.865
		Standard Deviation	1.825
		Valid Responses	1295

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)

Response	Chart	Frequency	Count
Quality of your home		62.6%	810
Quality of the school for dependent children		25.5%	330
Quality of the childcare available		2.6%	33
Shopping & dining opportunities		20.5%	265
Recreational opportunities		37.2%	482
Access to spouse employment		16.7%	216
Access to quality medical/dental care		24.5%	317
Cost of living		68.9%	892
Other		10.6%	137
		Valid Responses	1294

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)














Response	Chart	Frequency	Count
Quality of your home		8.6%	111
Quality of the school for dependent children		15.4%	198
Quality of the childcare available		12.6%	163
Shopping & Dining opportunities		45.2%	582
Recreational opportunities		25.4%	328
Access to spouse employment		21.2%	273
Access to medical/dental care		27.6%	356
Cost of living		16.1%	208
Other		21.6%	278
		Valid Responses	1289

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)

Response	Chart	Frequency	Count
1		4.1%	53
2		4.8%	62
3		6.6%	85
4		6.5%	84
5		12.1%	157
6		11.0%	143
7		17.5%	226
8		20.0%	259
9		11.3%	146
10		6.2%	80
Not Answered			1
		Mean	6.316
		Standard Deviation	2.375
		Valid Responses	1295

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)

Response	Chart	Frequency	Count
Job Satisfaction		59.8%	775
Leadership Support		18.8%	243
Leadership opportunities		10.4%	135
Length of workday		40.4%	523
Advancement opportunities		14.3%	185
Training opportunities		16.8%	217
Awards and recognition		6.5%	84
Perform to Serve (PTS)		7.6%	98
Command climate		6.3%	81
Quality of the workplace facilities		24.4%	316
Parking		20.2%	262
Frequency of deployment/Individual Augmentations (e.g. IAMM or GSA)		0.8%	11
Other		10.9%	141
Valid Responses			1295

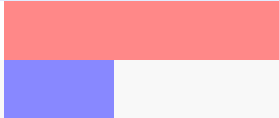
8. Please indicate up to three main factors that have a negative impact on your QOWL: (choose three or less)

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

Response	Chart	Frequency	Count
Job satisfaction		18.5%	239
Leadership support		37.2%	480
Leadership opportunities		15.3%	198
Length of workday		3.9%	50
Advancement opportunities		36.3%	469
Training opportunities		19.6%	253
Awards and recognition		28.0%	362
Perform to Serve (PTS)		1.6%	21
Command climate		31.1%	402
Quality of the workplace facilities		20.4%	263
Parking		11.2%	145
Frequency of deployments/individuals Augmentations (e.g. IAMM or GSA)		0.9%	11
Other		14.7%	190
		Valid Responses	1292

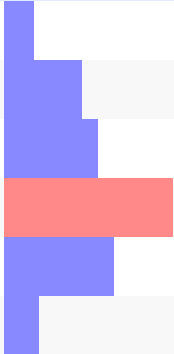
9. Gender

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

Response	Chart	Frequency	Count
Male		71.5%	927
Female		28.5%	369
		Mean	1.285
		Standard Deviation	0.451
		Valid Responses	1296

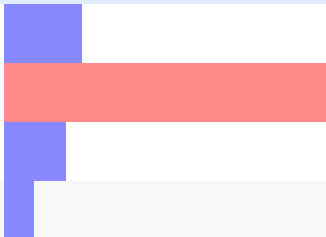
10. Age:

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

Response	Chart	Frequency	Count
17-24		1.8%	23
25-34		14.3%	185
35-44		18.7%	242
45-54		38.5%	498
55-64		23.2%	301
65+		3.6%	46
Not Answered			1
		Valid Responses	1295



11. Marital Status:

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

Response	Chart	Frequency	Count
Single		13.1%	169
Married		77.1%	998
Divorced		9.3%	120
Separated		0.5%	7
Not Answered			2
		Valid Responses	1294



12. I have school aged children

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

Response	Chart	Frequency	Count
Yes		39.7%	514
No		60.3%	781
Not Answered			1
Valid Responses			1295







13. I am:

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

Response	Chart	Frequency	Count
Military		1.2%	16
Civilian		98.8%	1280
Contractor		0.0%	0
Valid Responses			1296

14. Paygrade:

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

Response	Chart	Frequency	Count
E1 - E3		6.3%	1
E4 - E6		25.0%	4
E7 - E9		18.8%	3
CWO2 - O3		31.3%	5
O4 - O5		12.5%	2
O6 & Above		6.3%	1
Valid Responses			16

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

Response	Chart	Frequency	Count
Yes		6.3%	1
No		93.8%	15
Valid Responses			16

16. I am a geographical bachelor because (choose all that apply):
 (Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Poor schools at new duty station		0.0%	0
High cost of living at new duty station		0.0%	0
Lack of spousal employment at new duty station		0.0%	0
Spouse has a good employment at old duty station		0.0%	0
Critical housing area		0.0%	0
High crime rate at new duty station		0.0%	0
Desire to maintain stability for family members		0.0%	0
Family stayed behind because I couldn't sell the home (it lost significant value) at my last duty station.		0.0%	0
Other		100.0%	1
Valid Responses			1

17. I have participated in the following at my current command? (Choose all that apply)
 (Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Command Sponsor Program		40.0%	6
Command Orientation/Indoctrination		60.0%	9
Career Development Boards		33.3%	5
Command Physical Fitness Assessment Training Program		80.0%	12
Required General Military Training (GMT)		86.7%	13
Command Managed Equal Opportunity (CMEO) Program		40.0%	6
Navy Rights and Responsibility (NR&R) Workshops		13.3%	2
Transition Assistance Program		6.7%	1
Valid Responses			15

18. The following individuals conducted my last Career Development Board (CDB).
 (Choose all that apply)
 (Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
CMC		6.7%	1
LCPO		26.7%	4
CPO		0.0%	0
CCC		0.0%	0
I have not had a CDB since being attached to this command		6.7%	1
Not applicable		73.3%	11
Valid Responses			15

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

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

Response	Chart	Frequency	Count
Positively		20.0%	3
Not applicable/neither positively or negatively		53.3%	8
Negatively		26.7%	4
Valid Responses			15

20. In my professional development I am being mentored by someone?

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

Response	Chart	Frequency	Count
Yes		53.3%	8
No		46.7%	7
Valid Responses			15

21. I am mentoring others.

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

Response	Chart	Frequency	Count
Yes		86.7%	13
No		13.3%	2
Valid Responses			15


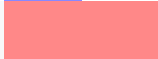


22. A sponsor contacted me before I arrived at my command.

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

Response	Chart	Frequency	Count
Yes		80.0%	12
No		6.7%	1
Not Applicable		13.3%	2
Valid Responses			15





23. My sponsor was helpful in my transition.

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





Response	Chart	Frequency	Count
Strongly Agree		20.0%	3
Agree		40.0%	6
Disagree		0.0%	0
Neither Agree nor Disagree		26.7%	4
Strongly Disagree		0.0%	0
Not Applicable		13.3%	2
Valid Responses			15

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)

Response	Chart	Frequency	Count
Strongly Agree		60.0%	9
Agree		20.0%	3
Neither Agree nor Disagree		6.7%	1
Disagree		13.3%	2
Strongly Disagree		0.0%	0
		Mean	1.733
		Standard Deviation	1.100
Valid Responses			15

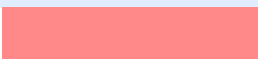

25. There are adequate facilities (such as a fitness center) to support my participation in a physical readiness program year round.
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		33.3%	5
Agree		53.3%	8
Neither Agree nor Disagree		6.7%	1
Disagree		0.0%	0
Strongly Disagree		6.7%	1
		Mean	1.933
		Standard Deviation	1.033
		Valid Responses	15





26. I know my command ombudsman.
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		66.7%	10
No		33.3%	5
		Valid Responses	15




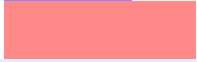
27. I have conveyed to my spouse, parents, and/or extended family members the command ombudsman is the official command representative for them when I am away either deployed or temporarily assigned elsewhere.
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		66.7%	10
No		33.3%	5
		Valid Responses	15

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)

Response	Chart	Frequency	Count
1		26.7%	4
2		13.3%	2
3		0.0%	0
4		13.3%	2
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
Do not use		46.7%	7
Valid Responses			15

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)

Response	Chart	Frequency	Count
Family/Social Services available		50.0%	3
Quality of services		33.3%	2
Appointment availability		0.0%	0
Staff's customer service		33.3%	2
Hours of operation		50.0%	3
Valid Responses			6

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)

Response	Chart	Frequency	Count
Family/Social Services available		81.8%	9
Quality of services		36.4%	4
Appointment availability		45.5%	5
Staff's customer service		27.3%	3
Hours of operation		45.5%	5
Valid Responses			11

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)

Response	Chart	Frequency	Count
1		6.7%	1
2		0.0%	0
3		6.7%	1
4		6.7%	1
5		13.3%	2
6		13.3%	2
7		26.7%	4
8		13.3%	2
9		6.7%	1
10		6.7%	1
Do not use		0.0%	0
Valid Responses			15

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)

Response	Chart	Frequency	Count
Variety of MWR services available		42.9%	6
Quality of services		35.7%	5
Cost		50.0%	7
Staff's customer service		42.9%	6
Hours of operation		7.1%	1
Other		0.0%	0
Valid Responses			14

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)

Response	Chart	Frequency	Count
Variety of MWR services available		61.5%	8
Quality of services		30.8%	4
Cost		23.1%	3
Staff's customer service		7.7%	1
Hours of operation		61.5%	8
Other		15.4%	2
Valid Responses			13

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)

Response	Chart	Frequency	Count
1		13.3%	2
2		6.7%	1
3		6.7%	1
4		6.7%	1
5		20.0%	3
6		20.0%	3
7		20.0%	3
8		0.0%	0
9		6.7%	1
10		0.0%	0
Do not use		0.0%	0
Valid Responses			15

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)

Response	Chart	Frequency	Count
Variety of merchandise selections		8.3%	1
Quality of merchandise selections		16.7%	2
Cost		75.0%	9
Staff's customer service		58.3%	7
Hours of operation		16.7%	2
Valid Responses			12

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)

Response	Chart	Frequency	Count
Variety of merchandise selections		100.0%	15
Quality of merchandise selections		33.3%	5
Cost		13.3%	2
Staff's customer service		20.0%	3
Hours of operation		73.3%	11
Valid Responses			15

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

Response	Chart	Frequency	Count
1		0.0%	0
2		13.3%	2
3		6.7%	1
4		6.7%	1
5		13.3%	2
6		6.7%	1
7		26.7%	4
8		20.0%	3
9		6.7%	1
10		0.0%	0
Do not use		0.0%	0
Valid Responses			15

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)

Response	Chart	Frequency	Count
Variety of products/produce/meats selection		7.1%	1
Quality of products/produce/meats selection		35.7%	5
Cost		64.3%	9
Staff's customer service		64.3%	9
Hours of operation		14.3%	2
Valid Responses			14

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)

Response	Chart	Frequency	Count
Variety of products/produce/meats selection		93.3%	14
Quality of products/produce/meats selection		53.3%	8
Cost		6.7%	1
Staff's customer service		0.0%	0
Hours of operation		73.3%	11
Valid Responses			15

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)






Response	Chart	Frequency	Count
1		6.7%	1
2		20.0%	3
3		13.3%	2
4		0.0%	0
5		6.7%	1
6		26.7%	4
7		13.3%	2
8		6.7%	1
9		0.0%	0
10		6.7%	1
		Mean	4.933
		Standard Deviation	2.631
		Valid Responses	15

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)

Response	Chart	Frequency	Count
Types of healthcare services available		12.5%	1
Appointment availability		87.5%	7
Waiting Time		25.0%	2
Time with staff or care provider		37.5%	3
Hours of operation		37.5%	3
		Valid Responses	8

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)

Response	Chart	Frequency	Count
Types of healthcare services available		92.9%	13
Appointment availability		42.9%	6
Waiting Time		35.7%	5
Time with staff or care provider		7.1%	1
Hours of operation		28.6%	4
Valid Responses			14

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

Response	Chart	Frequency	Count
Yes		100.0%	15
No		0.0%	0
Don't Know		0.0%	0
Valid Responses			15

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)

Response	Chart	Frequency	Count
1		13.3%	2
2		26.7%	4
3		13.3%	2
4		0.0%	0
5		13.3%	2
6		6.7%	1
7		6.7%	1
8		13.3%	2
9		0.0%	0
10		6.7%	1
		Mean	4.333
		Standard Deviation	2.895
		Valid Responses	15

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)

Response	Chart	Frequency	Count
Types of healthcare services available		33.3%	3
Appointment availability		44.4%	4
Waiting time		22.2%	2
Time with staff or care provider		55.6%	5
Hours of operation		22.2%	2
		Valid Responses	9

~~FOR OFFICIAL USE ONLY~~

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)



Response	Chart	Frequency	Count
Types of healthcare services available		84.6%	11
Appointment availability		53.8%	7
Waiting time		23.1%	3
Time with staff or care provider		7.7%	1
Hours of operation		38.5%	5
Valid Responses			13

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

Response	Chart	Frequency	Count
Yes		40.0%	6
No		60.0%	9
Valid Responses			15

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)

Response	Chart	Frequency	Count
1		40.0%	2
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
Do not use		60.0%	3
Valid Responses			5

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

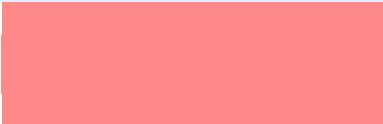


(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of childcare services (regular &/or drop off)		0.0%	0
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost of childcare services		0.0%	0
Staff's customer service		0.0%	0
Hours of operation		0.0%	0
Valid Responses			0

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)

~~FOR OFFICIAL USE ONLY~~

Response	Chart	Frequency	Count
Availability of childcare services (regular &/or drop off)		100.0%	2
Quality of childcare services (regular &/or drop off)		50.0%	1
Cost of childcare services		0.0%	0
Staff's customer service		0.0%	0
Hours of operation		50.0%	1
Valid Responses			2

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)




Response	Chart	Frequency	Count
1		20.0%	1
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
Do not use		80.0%	4
Valid Responses			5

~~FOR OFFICIAL USE ONLY~~

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)





Response	Chart	Frequency	Count
Travel distance from home to a local approved CDH		0.0%	0
Availability of childcare services (regular &/or drop off)		0.0%	0
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost		0.0%	0
Staff		0.0%	0
Hours of operation		0.0%	0
Valid Responses			0

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)

Response	Chart	Frequency	Count
Travel distance from home to a local approved CDH		0.0%	0
Availability of childcare services (regular &/or drop off)		100.0%	1
Quality of childcare services (regular &/or drop off)		100.0%	1
Cost		0.0%	0
Staff		0.0%	0
Hours of operation		100.0%	1
Valid Responses			1

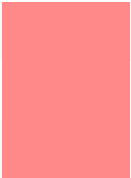
54. I currently reside:

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

Response	Chart	Frequency	Count
On the economy (purchased home)		21.4%	3
On the economy (rented/leased home)		35.7%	5
Public/Private Venture (PPV) Housing		21.4%	3
Govt. Family Housing		21.4%	3
Govt. Bachelor Housing		0.0%	0
Valid Responses			14

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)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		33.3%	1
9		33.3%	1
10		33.3%	1
Valid Responses			3

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)

Response	Chart	Frequency	Count
Location of home		33.3%	1
Quality of the home		66.7%	2
Affordability of the home		100.0%	3
Within Basic Allowance for Housing amount		33.3%	1
Affordability of Home Owners' Insurance		0.0%	0
Quality of the neighborhood		33.3%	1
Safety and security		0.0%	0
School System		33.3%	1
Valid Responses			3

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)




Response	Chart	Frequency	Count
Location of home/condominium		50.0%	1
Quality of the home/condominium		0.0%	0
Affordability of the home/condominium		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Home Owners' Insurance		50.0%	1
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School System		50.0%	1
Valid Responses			2

58. 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)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		20.0%	1
6		20.0%	1
7		60.0%	3
8		0.0%	0
9		0.0%	0
10		0.0%	0
Valid Responses			5




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)

Response	Chart	Frequency	Count
Location of home		75.0%	3
Quality of the home		75.0%	3
Affordability of the home		75.0%	3
Within Basic Allowance for Housing amount		0.0%	0
Quality of the neighborhood		25.0%	1
Safety and security		0.0%	0
School System		0.0%	0
Available maintenance services		0.0%	0
Affordability of Renters' Insurance		25.0%	1
Valid Responses			4






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)

Response	Chart	Frequency	Count
Location of home		25.0%	1
Quality of the home		50.0%	2
Affordability of the home		50.0%	2
Affordability of Home Owners' Insurance		0.0%	0
Quality of the neighborhood		25.0%	1
Safety and security		0.0%	0
School System		0.0%	0
Available maintenance services		25.0%	1
Affordability of Renters' Insurance		25.0%	1
Valid Responses			4




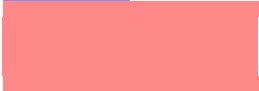
61. Rate your overall satisfaction with your Public Private Venture (PPV) Housing on a scale of 1 (worst) to 10 (best).
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		25.0%	1
6		0.0%	0
7		25.0%	1
8		50.0%	2
9		0.0%	0
10		0.0%	0
Valid Responses			4


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)

Response	Chart	Frequency	Count
Location of the home		100.0%	4
Quality of the home		50.0%	2
Affordability of the home		0.0%	0
Within Basic Allowance for Housing amount		25.0%	1
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		25.0%	1
Safety and security		75.0%	3
School system		0.0%	0
Available maintenance services		0.0%	0
Valid Responses			4

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)

Response	Chart	Frequency	Count
Location of the home		0.0%	0
Quality of the home		33.3%	1
Affordability of the home		0.0%	0
Within Basic Allowance for Housing amount		33.3%	1
Affordability of Renters Insurance		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School system		33.3%	1
Available maintenance services		66.7%	2
		Valid Responses	3

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)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		100.0%	3
8		0.0%	0
9		0.0%	0
10		0.0%	0
Valid Responses			3

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)

Response	Chart	Frequency	Count
Location of the home		100.0%	3
Quality of the home		0.0%	0
Quality of the neighborhood		100.0%	3
Safety and security		66.7%	2
School system		0.0%	0
Available maintenance services		0.0%	0
Affordability of Renters Insurance		0.0%	0
Valid Responses			3

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)

Response	Chart	Frequency	Count
Location of the home		66.7%	2
Quality of the home		33.3%	1
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School system		33.3%	1
Available maintenance services		100.0%	3
Affordability of Renters Insurance		0.0%	0
Valid Responses			3

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)

~~FOR OFFICIAL USE ONLY~~

Valid Responses 0

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)

Response	Chart	Frequency	Count
Location of the home		0.0%	0
Quality of the home		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School system		0.0%	0
Available maintenance services		0.0%	0
Affordability of Renters Insurance		0.0%	0
		Valid Responses	0

~~FOR OFFICIAL USE ONLY~~

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)

Response	Chart	Frequency	Count
Location of the home		0.0%	0
Quality of the home		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		0.0%	0
School system		0.0%	0
Available maintenance services		0.0%	0
Affordability of Renters Insurance		0.0%	0
Valid Responses			0

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)

Response	Chart	Frequency	Count
1		21.4%	3
2		14.3%	2
3		21.4%	3
4		0.0%	0
5		14.3%	2
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		7.1%	1
N/A		21.4%	3
Valid Responses			14





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

Response	Chart	Frequency	Count
Availability		90.0%	9
Spouse Promotion opportunities		50.0%	5
Spouse work hours		10.0%	1
Financial impact to family/money needed		30.0%	3
Impact to family life		40.0%	4
Childcare needed		20.0%	2
Valid Responses			10


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 or beer, 1 glass of wine, 1 cocktail or 1 shot of liquor.)
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1 drink		14.3%	2
2 drinks		50.0%	7
3 drinks		21.4%	3
4 drinks		0.0%	0
5+drinks		0.0%	0
I do not drink alcohol		14.3%	2
Valid Responses			14


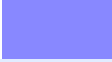
73. Considering all types of alcoholic beverages, how many times during the past month did you have 5 or more drinks on in a single sitting?
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
0 Days		53.8%	7
1 day		30.8%	4
2 days		0.0%	0
3 days		7.7%	1
4 days		0.0%	0
5+ days		7.7%	1
Valid Responses			13

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)

Response	Chart	Frequency	Count
Sustained an injury		0.0%	0
Trouble with authorities		0.0%	0
Engaged in unprotected sex		0.0%	0
Sexually assaulted		0.0%	0
Missed work		0.0%	0
Needed emergency medical aid		0.0%	0
Embarrassed by your actions		0.0%	0
Not applicable		100.0%	12
Valid Responses			12

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)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		71.4%	10
Not applicable		28.6%	4
Valid Responses			14

76. Was the abuse physical (beaten, choked, slapped, bitten, assault with a weapon, etc.)?
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		0.0%	0
Valid Responses			0

77. Was the abuse verbal (verbal bullying, name calling, excessive belittling, fault finding, criticism, etc.)?
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		0.0%	0
Valid Responses			0




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

Response	Chart	Frequency	Count
Angry with no associated reason		0.0%	0
Wanted to frighten me		0.0%	0
Work stress (long hours, multitasking, etc.)		0.0%	0
Financial stress		0.0%	0
Jealousy		0.0%	0
Alcohol related		0.0%	0
Family history of abuse		0.0%	0
Other		0.0%	0
Valid Responses			0






79. Who did you contact about the abuse? (Choose all that apply)
 (Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Chain of command		0.0%	0
Family Advocacy at Fleet Support Center		0.0%	0
On-base medical facility		0.0%	0
Naval Criminal Investigative Service (NCIS)		0.0%	0
Military security		0.0%	0
Chaplain		0.0%	0
Navy or DoD IG		0.0%	0
Friend		0.0%	0
No one, didn't report		0.0%	0
Valid Responses			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)

Response	Chart	Frequency	Count
Above Average		21.4%	3
Average		35.7%	5
Below Average		0.0%	0
Unsatisfactory		0.0%	0
Have Not Used PLR		42.9%	6
		Mean	3.071
		Standard Deviation	1.774
		Valid Responses	14

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)

Response	Chart	Frequency	Count
Above Average		21.4%	3
Average		35.7%	5
Below Average		7.1%	1
Unsatisfactory		7.1%	1
Have not used PSD		28.6%	4
		Mean	2.857
		Standard Deviation	1.610
		Valid Responses	14

82. How would you rate the quality of the customer service you received at our servicing PSD?

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

Response	Chart	Frequency	Count
Above Average		30.0%	3
Average		50.0%	5
Below Average		10.0%	1
Unsatisfactory		10.0%	1
Not Applicable		0.0%	0
		Mean	2.000
		Standard Deviation	0.943
		Valid Responses	10

83. Grade:

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

Response	Chart	Frequency	Count
GS 1 - 8 or NSPS equivalent		7.1%	87
GS 9 - 12 or NSPS equivalent		47.0%	578
GS 13 - 14 or NSPS equivalent		31.4%	386
GS 15 or NSPS equivalent		2.2%	27
ST		0.0%	0
SES		0.0%	0
WD/WG/WS/WL		3.2%	40
NAF		0.6%	8
Other		8.5%	105
Not Answered			2
		Valid Responses	1231

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

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

Response	Chart	Frequency	Count
Strongly Agree		13.2%	163
Agree		48.5%	597
Neither Agree nor Disagree		15.6%	192
Disagree		12.7%	156
Strongly Disagree		6.7%	82
Don't know		3.3%	41
Not Answered			2
		Mean	2.610
		Standard Deviation	1.248
		Valid Responses	1231

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)

Response	Chart	Frequency	Count
Strongly Agree		27.4%	337
Agree		50.8%	625
Neither Agree nor Disagree		11.5%	141
Disagree		5.3%	65
Strongly Disagree		4.3%	53
Don't know		0.8%	10
Not Answered			2
		Mean	2.108
		Standard Deviation	1.052
		Valid Responses	1231

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

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

Response	Chart	Frequency	Count
Strongly Agree		3.4%	42
Agree		24.2%	298
Neither Agree nor Disagree		31.8%	392
Disagree		8.5%	105
Strongly Disagree		6.3%	77
Don't know		25.8%	317
Not Answered			2
		Mean	3.673
		Standard Deviation	1.607
		Valid Responses	1231

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

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

Response	Chart	Frequency	Count
Strongly Agree		7.0%	86
Agree		26.4%	325
Neither Agree nor Disagree		29.0%	357
Disagree		9.2%	113
Strongly Disagree		6.7%	82
Don't know		21.8%	268
Not Answered			2
		Mean	3.474
		Standard Deviation	1.624
		Valid Responses	1231

~~FOR OFFICIAL USE ONLY~~

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)

Response	Chart	Frequency	Count
Strongly Agree		16.2%	200
Agree		58.8%	724
Neither Agree nor Disagree		12.7%	156
Disagree		7.8%	96
Strongly Disagree		2.4%	29
Don't know		2.1%	26
Not Answered			2
		Mean	2.275
		Standard Deviation	1.037

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

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

Response	Chart	Frequency	Count
Strongly Agree		4.2%	52
Agree		21.0%	259
Neither Agree nor Disagree		28.5%	351
Disagree		19.8%	244
Strongly Disagree		19.0%	234
Don't know		7.4%	91
Not Answered			2
		Mean	3.505
		Standard Deviation	1.323
		Valid Responses	1231

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

Response	Chart	Frequency	Count
Strongly Agree		13.0%	161
Agree		42.0%	521
Neither Agree nor Disagree		25.0%	310
Disagree		15.5%	192
Strongly Disagree		4.6%	57
Not Answered			1
		Mean	2.567
		Standard Deviation	1.044
		Valid Responses	1241

91. I know who my command Voting Assistance officer is.
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		7.4%	92
No		92.6%	1144
		Valid Responses	1236

92. I voted in the last election.
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		85.9%	1062
No		14.1%	174
		Valid Responses	1236






93. Why did you not vote in the last election?
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
I choose not to		53.4%	95
I didn't know how to		21.3%	38
Other		25.3%	45
Not Answered			8
Valid Responses			178






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)

Response	Chart	Frequency	Count
Very Satisfied		2.9%	36
Satisfied		13.4%	164
Neither Satisfied nor Dissatisfied		78.3%	959
Dissatisfied		3.2%	39
Very Dissatisfied		2.2%	27
Not Answered			8
Mean			2.883
Standard Deviation			0.598
Valid Responses			1225






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

Response	Chart	Frequency	Count
Strongly Agree		9.4%	116
Agree		51.1%	628
Neither Agree nor Disagree		13.6%	167
Disagree		20.1%	247
Strongly Disagree		5.7%	70
Not Answered			1
		Mean	2.615
		Standard Deviation	1.082
		Valid Responses	1228





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

Response	Chart	Frequency	Count
Strongly Agree		7.7%	94
Agree		45.4%	557
Neither Agree nor Disagree		23.6%	289
Disagree		17.7%	217
Strongly Disagree		5.7%	70
Not Answered			2
		Mean	2.684
		Standard Deviation	1.033
		Valid Responses	1227


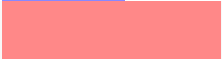



97. My normal workday is __ hours (not including commuter time).
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
6-8		33.8%	415
9-10		62.2%	763
11-12		2.4%	29
13-14		0.0%	0
15+		1.6%	20
Not Answered			2
Valid Responses			1227




98. My work week is normally__.
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
4 days		6.3%	77
5 days		92.3%	1133
6 days		1.0%	12
7 days		0.4%	5
Not Answered			2
Valid Responses			1227

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

Response	Chart	Frequency	Count
Strongly Agree		26.2%	321
Agree		51.5%	632
Neither Agree nor Disagree		15.3%	187
Disagree		5.0%	61
Strongly Disagree		2.0%	25
Not Answered			3
		Mean	2.051
		Standard Deviation	0.892
		Valid Responses	1226

100. My command properly resourced (e.g., people, tools, training, supplies, etc.) to conduct its mission.
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		33.7%	413
No		48.6%	595
Don't Know		17.7%	217
Not Answered			4
		Valid Responses	1225

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)






Response	Chart	Frequency	Count
People		63.1%	438
Tools/Equipment		30.5%	212
Information Technology (IT) Resources		39.8%	276
Training		40.8%	283
Spare parts		12.8%	89
Supplies		24.9%	173
Other		17.1%	119
Valid Responses			694

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






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

Response	Chart	Frequency	Count
Yes		37.6%	460
No		62.4%	765
Not Answered			4
Valid Responses			1225

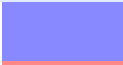




104. I am satisfied with the overall quality of my workplace facilities.
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		10.0%	121
Agree		53.9%	653
Neither Agree nor Disagree		16.0%	194
Disagree		14.1%	171
Strongly Disagree		6.0%	73
		Mean	2.523
		Standard Deviation	1.046
		Valid Responses	1212






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

Response	Chart	Frequency	Count
Strongly Agree		22.2%	269
Agree		58.6%	710
Neither Agree nor Disagree		14.4%	175
Disagree		4.0%	49
Strongly Disagree		0.7%	9
		Mean	2.026
		Standard Deviation	0.771
		Valid Responses	1212



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

Response	Chart	Frequency	Count
Strongly Agree		26.7%	324
Agree		67.3%	816
Neither Agree nor Disagree		3.9%	47
Disagree		1.9%	23
Strongly Disagree		0.2%	2
		Mean	1.814
		Standard Deviation	0.602
		Valid Responses	1212






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

Response	Chart	Frequency	Count
Strongly Agree		13.7%	166
Agree		43.6%	528
Neither Agree nor Disagree		32.2%	390
Disagree		7.6%	92
Strongly Disagree		3.0%	36
		Mean	2.426
		Standard Deviation	0.921
		Valid Responses	1212






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

Response	Chart	Frequency	Count
Yes		93.7%	1136
No		6.3%	76
Valid Responses			1212

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






Response	Chart	Frequency	Count
Strongly Agree		27.6%	335
Agree		63.7%	772
Neither Agree nor Disagree		6.7%	81
Disagree		1.8%	22
Strongly Disagree		0.2%	2
		Mean	1.832
		Standard Deviation	0.635
Valid Responses			1212

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

Response	Chart	Frequency	Count
Strongly Agree		25.8%	313
Agree		61.2%	742
Neither Agree nor Disagree		10.3%	125
Disagree		2.4%	29
Strongly Disagree		0.2%	3
		Mean	1.900
		Standard Deviation	0.685
Valid Responses			1212






112. My job affords me a reasonable amount of quality time with my family while on ashore.

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






Response	Chart	Frequency	Count
Strongly Agree		21.2%	253
Agree		58.0%	694
Neither Agree nor Disagree		16.8%	201
Disagree		3.3%	39
Strongly Disagree		0.8%	9
Not Answered			1
		Mean	2.044
		Standard Deviation	0.759
		Valid Responses	1196

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






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

Response	Chart	Frequency	Count
Strongly Agree		9.8%	117
Agree		37.5%	448
Neither Agree nor Disagree		24.4%	292
Disagree		21.2%	254
Strongly Disagree		7.1%	85
Not Answered			1
		Mean	2.784
		Standard Deviation	1.103
		Valid Responses	1196

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

Response	Chart	Frequency	Count
Strongly Agree		5.5%	66
Agree		36.5%	436
Neither Agree nor Disagree		25.6%	306
Disagree		23.7%	284
Strongly Disagree		8.7%	104
Not Answered			1
Valid Responses			1196

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

Response	Chart	Frequency	Count
Strongly Agree		4.1%	49
Agree		29.5%	353
Neither Agree nor Disagree		32.8%	392
Disagree		22.6%	270
Strongly Disagree		11.0%	132
Not Answered			1
Mean			3.069
Standard Deviation			1.059
Valid Responses			1196

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

Response	Chart	Frequency	Count
Strongly Agree		12.5%	150
Agree		44.6%	534
Neither Agree nor Disagree		22.7%	271
Disagree		12.8%	153
Strongly Disagree		7.4%	88
Not Answered			1
		Mean	2.578
		Standard Deviation	1.092
		Valid Responses	1196

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

Response	Chart	Frequency	Count
Strongly Agree		19.1%	228
Agree		50.7%	606
Neither Agree nor Disagree		16.6%	199
Disagree		7.7%	92
Strongly Disagree		5.9%	71
Not Answered			1
		Mean	2.308
		Standard Deviation	1.051
		Valid Responses	1196

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

Response	Chart	Frequency	Count
Strongly Agree		21.8%	261
Agree		55.4%	662
Neither Agree nor Disagree		15.6%	186
Disagree		4.6%	55
Strongly Disagree		2.7%	32
Not Answered			1
		Mean	2.110
		Standard Deviation	0.887
		Valid Responses	1196

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

Response	Chart	Frequency	Count
Strongly Agree		6.6%	79
Agree		30.1%	360
Neither Agree nor Disagree		37.0%	442
Disagree		16.9%	202
Strongly Disagree		9.4%	113
Not Answered			1
		Mean	2.925
		Standard Deviation	1.052
		Valid Responses	1196






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

Response	Chart	Frequency	Count
Strongly Agree		17.6%	210
Agree		50.4%	603
Neither Agree nor Disagree		28.8%	345
Disagree		2.2%	26
Strongly Disagree		1.0%	12
Not Answered			1
		Mean	2.186
		Standard Deviation	0.779
		Valid Responses	1196






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)

Response	Chart	Frequency	Count
Strongly Agree		9.4%	113
Agree		39.4%	471
Neither Agree nor Disagree		40.2%	481
Disagree		7.5%	90
Strongly Disagree		3.4%	41
Not Answered			1
		Mean	2.561
		Standard Deviation	0.890
		Valid Responses	1196

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






Response	Chart	Frequency	Count
Strongly Agree		17.9%	214
Agree		64.9%	776
Neither Agree nor Disagree/Don't Know		10.8%	129
Disagree		5.9%	71
Strongly Disagree		0.5%	6
Not Answered			1
		Mean	2.063
		Standard Deviation	0.752
		Valid Responses	1196

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

Response	Chart	Frequency	Count
Strongly Agree		15.8%	189
Agree		55.9%	669
Neither Agree nor Disagree/Don't Know		15.3%	183
Disagree		11.5%	137
Strongly Disagree		1.5%	18
Not Answered			1
		Mean	2.269
		Standard Deviation	0.913
		Valid Responses	1196






124. A grievance/complaint in my command will be handled in a fair, timely, and just manner.

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

Response	Chart	Frequency	Count
Strongly Agree		7.8%	93
Agree		35.2%	421
Neither Agree nor Disagree/Don't Know		43.1%	516
Disagree		8.9%	106
Strongly Disagree		5.0%	60
Not Answered			1
		Mean	2.681
		Standard Deviation	0.923
		Valid Responses	1196

125. My command adequately protects my Personally Identifiable Information (PII)

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

Response	Chart	Frequency	Count
Strongly Agree		21.4%	256
Agree		58.3%	697
Neither Agree nor Disagree/Don't Know		16.7%	200
Disagree		2.3%	27
Strongly Disagree		1.3%	16
Not Answered			1
		Mean	2.038
		Standard Deviation	0.769
		Valid Responses	1196

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

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



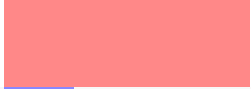


Response	Chart	Frequency	Count
Yes		40.0%	478
No		1.7%	20
Don't know		58.3%	697
Not Answered			2
Valid Responses			1195

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






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

Response	Chart	Frequency	Count
Yes		19.2%	229
No		4.2%	50
Don't know		76.7%	916
Not Answered			2
Valid Responses			1195






128. Fraternization is occurring in my command/organization.
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		8.0%	96
Agree		17.4%	208
Neither Agree nor Disagree/Don't Know		58.9%	705
Disagree		13.0%	155
Strongly Disagree		2.7%	32
Not Answered			1
		Mean	2.849
		Standard Deviation	0.842
		Valid Responses	1196






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

Response	Chart	Frequency	Count
Strongly Agree		17.8%	213
Agree		28.1%	335
Neither Agree nor Disagree/Don't Know		38.5%	460
Disagree		13.2%	158
Strongly Disagree		2.3%	28
Not Answered			3
		Mean	2.542
		Standard Deviation	1.006
		Valid Responses	1194

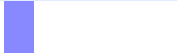
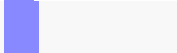



130. Gender/sex discrimination is occurring at my command/organization.
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		4.0%	48
Agree		8.0%	95
Neither Agree nor Disagree/Don't Know		43.3%	517
Disagree		33.1%	395
Strongly Disagree		11.6%	139
Not Answered			3
		Mean	3.404
		Standard Deviation	0.935
		Valid Responses	1194

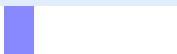
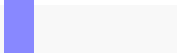



131. Sexual harassment is occurring at my command/organization.
 (Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		2.2%	26
Agree		4.1%	49
Neither Agree nor Disagree/Don't Know		43.4%	518
Disagree		35.9%	429
Strongly Disagree		14.4%	172
Not Answered			3
		Mean	3.563
		Standard Deviation	0.865
		Valid Responses	1194

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



Response	Chart	Frequency	Count
Strongly Agree		1.8%	21
Agree		3.6%	43
Neither Agree nor Disagree/Don't Know		38.2%	456
Disagree		39.4%	471
Strongly Disagree		17.0%	203
Not Answered			3
		Mean	3.663
		Standard Deviation	0.861
		Valid Responses	1194

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

Response	Chart	Frequency	Count
Strongly Agree		0.8%	9
Agree		0.9%	11
Neither Agree nor Disagree/Don't Know		32.7%	391
Disagree		40.8%	487
Strongly Disagree		24.8%	296
Not Answered			3
		Mean	3.879
		Standard Deviation	0.816
		Valid Responses	1194






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

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

Response	Chart	Frequency	Count
Yes		38.1%	454
No		61.9%	739
Not Answered			4
Valid Responses			1193

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

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

Response	Chart	Frequency	Count
Strongly Agree		6.3%	75
Agree		26.8%	320
Neither Agree nor Disagree/Don't know		65.0%	775
Disagree		1.5%	18
Strongly Disagree		0.4%	5
Not Answered			4
		Mean	2.630
		Standard Deviation	0.644
Valid Responses			1193

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

Response	Chart	Frequency	Count
Strongly Agree		12.8%	152
Agree		61.6%	730
Neither Agree nor Disagree		17.6%	209
Disagree		7.0%	83
Strongly Disagree		0.9%	11
Not Answered			1
		Mean	2.216
		Standard Deviation	0.789
		Valid Responses	1185

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

Response	Chart	Frequency	Count
Strongly Agree		5.9%	70
Agree		29.1%	345
Neither Agree nor Disagree		31.8%	377
Disagree		29.7%	352
Strongly Disagree		3.5%	42
		Mean	2.959
		Standard Deviation	0.982
		Valid Responses	1186

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)

Response	Chart	Frequency	Count
Strongly Agree		10.8%	128
Agree		38.8%	460
Neither Agree nor Disagree/Don't know		47.6%	564
Disagree		1.9%	23
Strongly Disagree		0.8%	10
Not Answered			1
	Mean		2.432
	Standard Deviation		0.743
	Valid Responses		1185

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

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

Response	Chart	Frequency	Count
Yes		12.6%	150
No		87.4%	1036
	Valid Responses		1186

141. How many DON civilians do you supervise?

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

Response	Chart	Frequency	Count
Less than 5		16.0%	25
5 - 10 civilians		25.6%	40
11 - 20 civilians		25.6%	40
More than 21 civilians		32.7%	51
Not Answered			4
	Valid Responses		156

142. When did you receive civilian supervisory training?

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

~~FOR OFFICIAL USE ONLY~~

Response	Chart	Frequency	Count
Never		17.0%	26
Within the last year		23.5%	36
Between 1-4 years		33.3%	51
More than 4 years ago		26.1%	40
Not Answered			7
Valid Responses			153

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




Response	Chart	Frequency	Count
Yes		15.7%	186
No		84.3%	997
Valid Responses			1183

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



Response	Chart	Frequency	Count
Strongly Agree		3.8%	7
Agree		43.2%	80
Neither Agree nor Disagree/Don't Know		20.0%	37
Disagree		22.7%	42
Strongly Disagree		10.3%	19
Not Answered			6
Mean			2.924
Standard Deviation			1.106
Valid Responses			185

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



Response	Chart	Frequency	Count
----------	-------	-----------	-------

Unlimited /sufficient access to all required websites for information/work purposes		68.6%	806
Limited access to all required websites for information/work purposes (i.e., in port only a few workstations, etc.)		30.0%	353
No access		1.4%	16
Not Answered			1
Valid Responses			1175

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)



Response	Chart	Frequency	Count
Yes		98.5%	1157
No		1.5%	18
Not Answered			1
Valid Responses			1175

147. Have you received training on sexual harassment within the past 12 months?
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		98.0%	1152
No		2.0%	23
Not Answered			1
Valid Responses			1175

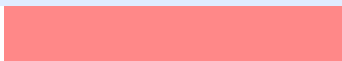

148. Have you received training on grievance and redress procedures within the past 12 months?

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

Response	Chart	Frequency	Count
Yes		67.4%	792
No		32.6%	383
Not Answered			1
Valid Responses			1175

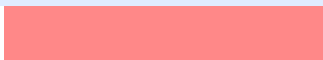

149. Do you have adequate time at work to complete required Navy Knowledge Online (NKO) training?

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

Response	Chart	Frequency	Count
Yes		87.9%	1033
No		12.1%	142
Not Answered			1
Valid Responses			1175



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)

Response	Chart	Frequency	Count
Yes		83.5%	980
No		16.5%	194
Not Answered			2
Valid Responses			1174





151. Are you able to access NKO at work?

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

Response	Chart	Frequency	Count
Yes		99.5%	1169
No		0.5%	6
Not Answered			1
Valid Responses			1175

152. How often do you use NKO?

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

Response	Chart	Frequency	Count
Daily		0.3%	3
Weekly		5.8%	68
Monthly		47.7%	561
Only when I can't find information elsewhere or only when absolutely necessary		43.1%	507
Never		3.1%	36
Not Answered			1
Valid Responses			1175

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

Response	Chart	Frequency	Count
Very easy		1.5%	18
Easy		20.7%	243
Neither easy or difficult		45.1%	530
Difficult		27.1%	318
Very Difficult		5.6%	66
Not Answered			1
		Mean	3.146
		Standard Deviation	0.862
		Valid Responses	1175

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)

Response	Chart	Frequency	Count
Yes		1.0%	12
No		99.0%	1163
Not Answered			1
		Valid Responses	1175

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)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		16.7%	2
6		8.3%	1
7		25.0%	3
8		25.0%	3
9		8.3%	1
10		16.7%	2
		Mean	7.500
		Standard Deviation	1.679
		Valid Responses	12

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

Response	Chart	Frequency	Count
Recent Command Climate evaluation		66.7%	8
Frequent Town Hall/CO meetings with workforce		50.0%	6
Visiting and talking with individuals in the workforce		91.7%	11
Communication through chain-of-command (directly/indirectly)		91.7%	11
Purely a guess		8.3%	1
Valid Responses			12

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)




Response	Chart	Frequency	Count
Availability of Housing		33.3%	4
Availability of Childcare		33.3%	4
Access to Medical/Dental Care		66.7%	8
Morale, Welfare, Recreation Services		41.7%	5
Pay & Allowances		16.7%	2
Working Hours		25.0%	3
Individual Augmentation		0.0%	0
Other:		16.7%	2
Valid Responses			12

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)

Response	Chart	Frequency	Count
Availability of Bachelor Quarters		25.0%	2
Availability of Family Housing		12.5%	1
Fleet Family Support Housing		50.0%	4
Medical/Dental Services		75.0%	6
Availability of Childcare		62.5%	5
Morale, Welfare, & Recreation Services		25.0%	2
Religious Services		50.0%	4
Ombudsman Program		12.5%	1
Personnel Support Detachment		37.5%	3
Access to Government Vehicles		12.5%	1
Security		25.0%	2
Facilities (repairs, maintenance, space, etc.)		12.5%	1
Facilities Support (custodial, grounds, pest control, etc)		0.0%	0
Environmental		0.0%	0
Air Operations		12.5%	1
Supply Support		0.0%	0
Safety		0.0%	0
Valid Responses			8






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

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

Response	Chart	Frequency	Count
Yes		58.3%	7
No		33.3%	4
Don't know		8.3%	1
Valid Responses			12



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)

Response	Chart	Frequency	Count
People		50.0%	2
Tools/Equipment		25.0%	1
Training		25.0%	1
Spare Parts		0.0%	0
Supplies		25.0%	1
Other		50.0%	2
Valid Responses			4




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)

Response	Chart	Frequency	Count
Yes		83.3%	10
No		16.7%	2
Don't know		0.0%	0
Valid Responses			12



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)

Response	Chart	Frequency	Count
Yes		75.0%	9
No		16.7%	2
Don't know		8.3%	1
Valid Responses			12




163. Have any of your personnel filled an Individual Augment (IA) billet?

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


Response	Chart	Frequency	Count
Yes		25.0%	3
No		75.0%	9
Valid Responses			12

164. Where was the billet assignment? (Chose all that apply)


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

Response	Chart	Frequency	Count
Iraq		33.3%	1
Afghanistan		66.7%	2
Other		66.7%	2
Valid Responses			3

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)






Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
More than 5		0.0%	0
Not Applicable all personnel filled their designated IA billets		100.0%	3
Valid Responses			3

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

Response	Chart	Frequency	Count
Yes		0.0%	0
No		0.0%	0
Don't Know		0.0%	0
Not Applicable		100.0%	3
Valid Responses			3



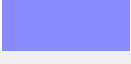
167. My command has used mission funding to offset deficiencies in the Host Installation command (Base) support.

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

Response	Chart	Frequency	Count
Strongly Agree		25.0%	3
Agree		16.7%	2
Neither Agree nor Disagree\Don't know		41.7%	5
Disagree		16.7%	2
Strongly Disagree		0.0%	0
		Mean	2.500
		Standard Deviation	1.087
		Valid Responses	12

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)

Response	Chart	Frequency	Count
Yes		25.0%	3
No		41.7%	5
Don't know		33.3%	4
		Mean	2.083
		Standard Deviation	0.793
		Valid Responses	12

~~FOR OFFICIAL USE ONLY~~

~~FOR OFFICIAL USE ONLY~~