From: Naval Inspector General
To: Distribution

Subj: COMMAND INSPECTION OF NAVAL AIR SYSTEMS COMMAND

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

Encl: (1) Report of Naval Inspector General Command Inspection of Naval Air Systems Command

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

2. NAVINSGEN conducted a command inspection of Naval Air Systems Command (NAVAIR) from 21 to 30 June 2017. Enclosure (1) contains an Executive Summary and documents our observations and findings. A comprehensive list of deficiencies and recommendations will be forwarded to the inspected command under separate correspondence.

3. During our inspection, we assessed NAVAIR’s overall mission readiness in the execution of its Echelon 2 responsibilities; functions and tasks as assigned in or defined by OPNAVINST 5450.350, Missions, Functions, and Tasks of the Commander, Naval Air Systems Command; and other laws, policies, and regulations. We assessed administrative programs, facilities, safety and environmental compliance, security programs, and Sailor programs. Additionally, we conducted surveys and focus group discussions to assess the quality of work life and home life for Navy military and civilian personnel.

4. We found that NAVAIR is successfully executing its assigned mission, functions and tasks. The NAVAIR self-assessment closely matched our assessment. Areas requiring further attention are discussed in the report.
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Executive Summary

NAVAIR is performing its mission, functions and tasks with a high degree of effectiveness and is largely compliant with governing guidance for security, safety, environmental, prevention/response and sailor programs. NAVAIR is excelling in several areas where other Echelon 2 commands normally struggle. Of note, NAVAIR's end-to-end hiring timeline for civilian personnel (average of 76 days) is shorter than the Navy's goal of 80 days; NAVAIR is the only command we've inspected within the past two years to achieve this goal. Additionally, NAVAIR maintains excellent Sexual Assault Prevention & Response (SAPR), suicide prevention, Managers' Internal Control (MIC), and security programs; each of these programs has been a recurring problem area for other Echelon 2 commands.

NAVAIR demonstrated the best and most deliberate alignment with the CNO's A Design for Maintaining Maritime Superiority that we have observed. NAVAIR's progress in the area of high-velocity learning (HVL) was especially pronounced; HVL examples and enablers include community collaboration sites, knowledge management portals, a robust continuous process improvement program, NAVAIR University training capability, an innovation challenge framework, a fabrication lab for technical collaboration and experimentation, the "Spark!" innovation/crowdsourcing concept, and multiple other initiatives to facilitate a more innovative and collaborative workforce.

NAVAIR facilities constraints and physical investment shortfalls (as identified in their self-assessment and confirmed by our inspection) put mission and personnel effectiveness at risk. This is true not only at the headquarters, but data shows the conclusion applies to facilities throughout the NAVAIR enterprise. Sustainment for facilities maintained by Operations & Maintenance, Navy (O&MN) accounts is funded Navy-wide at only 75% of the modeled requirement. Installation figure of merit data pulled from Commander, Navy Installations Command (CNIC) databases indicates 21% of buildings (measured by plant replacement value) supporting the NAVAIR enterprise worldwide and maintained by O&MN are either "poor" or "failing," the count is 31% when measured by number of poor and failing buildings. Moreover, military construction funding levels do not support recapitalization and modernization of failing World War II-era facilities or the construction of permanent facilities to support personnel currently working in leased facilities off-base or temporary re-locatable facilities on-base. The combined effect of these shortfalls impedes NAVAIR missions and impairs workforce productivity.

Our ratings of NAVAIR's quality of work life (QOWL) and quality of home life (QOHL) were more favorable than historical Echelon 2 averages.

Prior to our visit, the NAVAIR Commander provided his top concerns: to encourage the workforce to challenge the norm and to invent new approaches to achieve far greater speed in program/project execution to get products to the fleet faster. Our assessment largely validated these concerns, and our inspection results were closely aligned with NAVAIR's self-assessment.

Background

The Naval Inspector General (NAVINSGEN) conducted a Command Inspection (CI) of the Naval Air Systems Command (NAVAIR) from 21-30 June 2017. The inspection team was augmented with subject matter experts from Naval Sea Systems Command (NAVSEA), Office of the Deputy Under Secretary of the Navy for Policy (DUSN (P)), Naval Facilities Engineering Command (NAVFAC), Naval Criminal Investigative Service (NCIS), Naval Intelligence Activity (NIA), Navy International Programs Office (NIPO), staff of the Chief of Naval Operations (OPNAV N2/N6, N98), U.S. Fleet Forces Command (USFFC), Office of Naval Research (ONR), Space and Naval Warfare Systems Command (SPAWAR), the Navy Secretariat
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(DONAA), and the Naval Safety Center (NAVSAFECEN). Our last command inspection of NAVAIR was in 2012.

Prior to the inspection, we solicited feedback from a variety of supported organizations and customers regarding NAVAIR’s mission accomplishment, and the feedback was positive.

The inspection team assessed NAVAIR’s mission accomplishment as set forth in OPNAVINST 5450.350, NAVAIR Mission, Functions and Tasks (MFT). Additionally, the team assessed NAVAIR’s compliance with a multitude of Navy security, safety, environmental, and other command programs. We conducted surveys and focus group discussions with the NAVAIR workforce at headquarters in Patuxent River, MD, to assess the QOWL and QOHL for NAVAIR military and civilian personnel.

**Areas/Programs Assessed**

**Mission, Functions and Tasks**
- Acquisition/Program Management
- Contracting
- Logistics Sustainment
- Financial Management
- Engineering/Technical Authority
- Cyber Resiliency
- CNO Design Alignment

**Headquarters Functions**
- Strategic Planning
- Messaging/Communications
- IT Acquisition
- Continuity of Operations (COOP)
- Military Manning/Manpower
- Human Resources/Equal Employment Opportunity
- Military and Civilian Training
- Records Management
- Intelligence Oversight
- Command-Managed Equal Opportunity

**Command Programs**
- Government Travel Credit Card (GTCC)
- Government Commercial Purchase Card (G CPC)
- Personal Property Management
- Casualty Assistance Calls Program
- Navy Alcohol and Drug Abuse Prevention (NADAP)
- Overseas Screening
- Sexual Assault Prevention and Response (SAPR)
- Suicide Prevention
- Deployment Health
- Command Individual Augmentee Coordinator (CIAC)
- Individual Medical Readiness
- Manager’s Internal Controls Program
- Physical Readiness Program
- Voting Assistance
- Legal/Ethics/FOIA/VWAP
- IG Functions

**Facilities, Environmental & Safety**
- Facilities Management
- Energy
- Environmental
- Safety and Occupational Health

**Security Programs**
- Personnel Security
- Information Security
- Industrial Security
- Physical Security and Antiterrorism/ Force Protection (AT/FP)
- Operational Security (OPSEC)
- Counter-Intel
- Foreign Disclosure
- Special Security
- Cyber Security
- Personally Identifiable Information
- Insider Threat

**Sailor Programs**
- Sponsorship
- Command Indoctrination
- Career Management System
- Sailor Recognition
- Chief Petty Officer (CPO) 365
Observations

MISSIONS, FUNCTIONS AND TASKS

OPNAVINST 5450.350, NAVAIR Mission, Functions and Tasks dated 24 April 2012, has not been revised within the required three-year periodicity. We understand NAVAIR is coordinating an update with the OPNAV staff.

Acquisition/Program Management

NAVAIR’s acquisition and program management functions are effective. We concur with perspectives raised during focus groups and inspection interviews that governing guidance and bureaucracy can impede speed to the fleet; but we were impressed by a pervasive NAVAIR effort to apply critical thought to formal guidance and seek opportunities to accelerate processes.

Contracting

NAVAIR’s Contracting Management program maintains effective oversight for contracting actions at the headquarters, within supported program offices, and at subordinate echelons. Contract administration and procurement processes are consistent, rigorous and effective.

Logistics Sustainment

Logistics sustainment is assessed partially effective. AIR 6.0 is doing commendable work carrying out its assigned mission of operational and logistics support; our concerns are based not in performance by the staff but by their depth and experience. We understand many logistics functions such as Level of Repair Analysis and Logistics Support Analysis were at least partially outsourced to industry approximately ten years ago. Recent efforts to in-source these functions are moving in the right direction, but rebuilding depth and expertise will take time. NAVAIR has a plan, and is committed to success in this area.

Financial Management

NAVAIR is effectively meeting its financial management requirements, however, challenges remain. Mandatory Major Headquarter Activities (MHA) cuts disproportionately affect the NAVAIR comptroller staff because the entire comptroller organization meets the definition of an MHA function, whereas other NAVAIR organizations do not. At the same time, statutory Financial Improvement and Audit Readiness (FIAR) requirements and Continuing Resolutions (CR) substantially increase demands on the organization. For example, the FY17 CR necessitated a 76% 1st quarter workload increase in order to meet execution benchmarks. MHA reductions as currently planned threaten audit readiness and put critical acquisition programs at risk. In order to rectify this mismatch, we recommend Navy re-examine the impact of MHA cuts on comptroller organizations and make any necessary adjustments.

Engineering/Technical Authority

NAVAIR is performing its technical authority and engineering functions at a high level.
Cyber Resiliency

NAVAIR's Cyber Resiliency requirements, while not part of the current MFT, are derived from NDAA language, DOD and SECNAV instructions, and NAVAIR is effective in its performance. We understand the next iteration of the MFT will incorporate cyber resiliency tasks and believe this is critical to accurately define NAVAIR's tasking in this high-interest arena. NAVAIR performs cyber risk assessments and table top reviews and compiles vulnerability assessment reports. However, the execution of many cyber resiliency tasks is dependent upon Program Office coordination and timelines; as such, these tasks compete against other unfunded requirements.

Alignment with CNO’s Design for Maintaining Maritime Superiority

During our inspection, we found NAVAIR to be well aligned with A Design for Maintaining Maritime Superiority; in fact, we observed more evidence of high velocity learning at NAVAIR than at any other command we inspected since A Design for Maintaining Maritime Superiority was released. NAVAIR has implemented community collaboration websites, knowledge management portals, and a continuous process improvement program. It has conducted innovation challenges, created a "NAVAIR University" that fills gaps left by other training programs, and implemented several initiatives to facilitate a more innovative and collaborative workforce consistent with an aspirational goal of being fully "digital by 2020." That said, our surveys and interaction with the NAVAIR workforce indicated middle management is wrestling with how to balance the Commander's imperative to "increase speed to the Fleet" with compliance with acquisition regulations that inherently slow down an already deliberate process. Therefore, we recommend Navy continue to fund NAVAIR's innovation concepts and digitization efforts. Additionally, we recommend pursuing a reversal of the cuts to the Defense Acquisition Workforce Development Fund (DAWDF), commonly referred to as Section 852 funding, as this funding has enabled many of NAVAIR's initiatives and is the foundation for NAVAIR's ambitious future plans to recruit, train and retain a highly-skilled workforce.

HEADQUARTERS FUNCTIONS

Strategic Planning

NAVAIR lacks a current strategic plan, though the Commander’s Intent lists two strategic imperatives: to improve readiness and increase speed to the fleet. Some focus group participants expressed frustration over not being able to directly link their work to these strategic imperatives and the lack of an overarching foundational document that provides strategic vision. The last NAVAIR strategic plan was developed in 2013. Though several competencies and functional areas have developed their own strategic plans, we recommend NAVAIR reconstitute strategic planning processes that were previously in place.

Military Manning and Manpower

NAVAIR's military manning is adequate to support current mission requirements. Per OPNAVINST 1000.16, NAVAIR will be required to conduct a Shore Manpower Requirements Determination (SMRD) after the MFT revision is signed; we recommend the command initiate that process now.
Information Technology Acquisition

NAVAIR’s Information Technology (IT) Acquisition process is effective. The Information Technology Purchase Request (ITPR) approval process is comprehensive and thorough, yielding a 94% first pass rate for ITPR submissions. The NAVAIR Command Information Office (CIO) provides enterprise oversight including its supported Program Executive Offices (PEOs) and subordinate Naval Air Warfare Centers (NAWCS) and Fleet Readiness Centers (FRCs).

Continuity of Operations

The NAVAIR Continuity of Operations (COOP) program is not compliant with SECNAVINST 3030.4D; this matches the self-assessment findings NAVAIR provided prior to the inspection. Although a current COOP instruction exists, executing the plan would be problematic without formal agreements with supporting commands. Additionally, annual training has not been documented, and it was not clear that the staff had practiced COOP requirements in order to be ready to conduct the evolution. COOP was identified as a deficiency during the 2012 IG inspection, making this a repeat finding.

Human Resources

NAVAIR’s human resources program is compliant, with an end-to-end hiring timeline average of 76 days for the last three years. This is far better than the Navy’s Echelon 2 average (92 days), and NAVAIR is the first Echelon 2 command we’ve inspected in the last two years to better the Navy’s goal of 80 days. (See figure 1 below.)

![Figure 1: Civilian End-to-End Hiring Timeline FY15-FY17](image)

NAVAIR continues to explore efficiencies and leverage best practices across the enterprise to remove barriers and further reduce the overall hiring cycle time. NAVAIR identified several factors that contribute to its hiring timeline success:

1. A culture of collaboration with stakeholders, both internal and external, including the servicing Office of Civilian Human Resources (OCHR) Center, NAVAIR Human Resources Community, and Command Hiring Managers;
2. Use of data analytics to provide data driven solutions and systems integration, and enablement of proactive progress to plan monitoring capability; and
3. Alignment between hiring and security clearance processes.

Aside from the hiring timeline, our assessment leveraged the findings of the Office of Civilian Human Resources (OCHR) 2016 Assessment of NAVAIR Civilian Human Capital and Civilian Human Resources Programs. Our inspection confirmed NAVAIR had corrected all deficiencies noted in that assessment.
Equal Employment Opportunity

The NAVAIR Equal Employment Opportunity (EEO) program is compliant; its programs are very well-communicated to the workforce.

Military and Civilian Training

Military and civilian training programs are partially compliant; our finding does not match NAVAIR's self-assessment. NAVAIR personnel did not complete required all-hands training or supervisor-specific training requirements in accordance with SECNAVINST 12410.25A. NAVAIR's civilian training completion rate in FY16 was 67%.

Intelligence Oversight

We inspected Intelligence Oversight program; our findings will be submitted via separate correspondence.

Intelligence-Related Contracting is partially compliant. NAVAIR has a solid process for review and submission of efforts involving Sensitive Compartmented Information (SCI) material, information or facilities. However, NAVAIR lacks a process for reviewing and submitting non-SCI and non-compartmented work that meets the definition of sensitive operations, missions, or activities to the Intelligence-Related Contract Coordination Office (IRCCO) for review.

Intelligence Support to Acquisitions and Program Protection functions are compliant. NAVAIR’s direct placement of intelligence professionals within each Program Executive Office (PEO) is an effective method to ensure threat assessment and threat data is incorporated in acquisition, research, and development activities. NAVAIR is compliant with program protection guidelines and policy. NAVAIR has a Program Protection Plan (PPP) in place or in development for all acquisition programs. The technology protection web portal, which consolidates important documents, processes and tools, is a best practice.

Command-Managed Equal Opportunity

The Command-Managed Equal Opportunity (CMEO) program is compliant. We noted that the annual Defense Equal Opportunity Management Institute (DEOMI) command climate survey incorporates only military perspectives. Although NAVAIR civilian personnel take the OPM Organizational Assessment Survey, OPNAV guidance for DEOMI survey participation applies to all hands, not just military. Oversight of subordinate command Equal Opportunity (EO) programs is effective.

COMMAND PROGRAMS

These are programs designed to protect people, respond effectively to mitigate the impact of adverse events, and to protect command authority and ability to apply resources to the NAVAIR mission. We inspected 17 Navy programs for compliance with governing directives.

Twelve of the seventeen programs were compliant: Government Travel Credit Card, Government Commercial Purchase Card, Casualty Assistance Calls Program, Overseas Screening, SAPR, Suicide Prevention, Command Individual Augment Coordinator, Individual Medical Readiness, Manager’s Internal Control Program, Ethics, Physical Readiness Program, and the Victim and Witness Assistance
Program. Five programs were partially compliant: Personal Property Management, FOIA, Voting Assistance, Navy Alcohol and Drug Abuse Program, Inspector General Functions.

**Personal Property Management**

NAVAIR self-identified the Personal Property Management (PPM) program as partially compliant and our findings support its self-assessment. Although substantial improvements have been accomplished, NAVAIR is not yet fully compliant with the DON's Personal Property Policies and Procedures which govern the PPM program. Numerous logistics and inventory management responsibilities are not being accomplished. Additionally, deficiencies identified in a May 2016 Naval Audit Service report have not been corrected.

**Freedom of Information Act**

The Freedom of Information Act (FOIA) program is behind on 93 requests dating back to 2014. As a reference, in FY15 and 16, there were approximately 300 requests each year. NAVAIR utilizes an attorney from the Naval Air Warfare Center Aircraft Division’s (NAWCAD) counsel office on a reimbursable basis. NAWCAD legal office is currently working to hire a paralegal/FOIA Specialist to augment FOIA processing requests for NAVAIR.

**Voting Assistance**

The function of the Voting Assistance (VA) office is not promoted, nor physically located in an area accessible by the command’s populace; phone numbers and email addresses for the Voting Officer were not displayed in high traffic areas, and the VA office does not have a current method capable of quickly disseminating voting information throughout the command. Additionally, NAVAIR does not provide voting support to civilians, perform voting awareness marketing or maintain records for three years.

**Navy Alcohol and Drug Abuse Program**

NAVAIR discovered through its Navy Alcohol and Drug Abuse Program (NADAP) self-assessment that it was not in compliance with OPNAVINST 5350.4D, which requires commands with more than 500 personnel assigned to have a command Alcohol and Drug Control Officer (ADCO). Four of the seven line items required to be accomplished by the ADCO are not being accomplished. Overall, the process of providing oversight to subordinate commands and their NADAP programs is in its infancy at NAVAIR. The other two components of NADAP - DAPA and the Urinalysis Program - are fully compliant.

**Inspector General Functions**

The NAVAIR Inspector General office administers an efficient and effective subordinate command inspection program, but the Hotline Program is not in compliance with the requirements to complete complaint processing in 30 days, preliminary inquiries in 30 days, and full investigations within 90 days.

**FACILITIES, ENERGY, ENVIRONMENTAL AND SAFETY**

**Facilities Management**

The NAVAIR facilities program is compliant, but facilities constraints and physical investment shortfalls put NAVAIR mission and personnel effectiveness at risk. Our inspection covered only NAVAIR Headquarters, but our observations on risk to mission apply to the entire NAVAIR enterprise.
NAVAIR is appropriately managing sustainment, restoration, and modernization programs for those facilities maintained through the Navy Working Capital Fund (NWCF) and the Major Range Test Facility Base (MRTFB). NAVFAC, however, has not been able to fully execute these programs at Naval Air Station Patuxent River (NAS PAX), leading to an agreement to allow the Army Corps of Engineers to execute certain projects that exceed NAVFAC’s capacity. Sustainment for those facilities maintained by O&MN accounts that are programmed by CNIC is funded Navy-wide at 75% of the modeled requirement. Installation figure of merit (IFOM) data pulled from CNIC databases at the end of FY16 indicates that 21% of buildings supporting the NAVAIR enterprise worldwide and maintained by O&MN (as measured by plant replacement value) are poor or failing (i.e. IFOM less than 60), compared to 17% of buildings Navy-wide maintained by O&MN and about 5.5% of NAVAIR buildings maintained by NWCF. When measured by number of buildings, 31% of buildings supporting the NAVAIR enterprise worldwide and maintained by O&MN are poor or failing, compared to 14% of buildings Navy-wide maintained by O&MN and about 13% of NAVAIR buildings maintained by NWCF.

Moreover, military construction funding levels do not support re-capitalization and modernization of failing facilities – many of which were constructed before or during World War II – or the construction of permanent facilities to support personnel currently working in leased facilities off-base or temporary relocatable facilities on-base. For example, NAVAIR is the preponderant user of 62 buildings aboard the NAS Patuxent River “main site” area that were constructed between 1938 and 1945, and NAVAIR Headquarters or its supported PEOs occupy 81,208 SF of leased office space off-base and 116,380 SF of temporary relocatable facilities on-base. The off-base leases cost nearly $1.9 million per year, and five temporary relocatable facilities on-base that are leased rather than owned cost nearly $1.8 million per year. NAVAIR Headquarters and its program offices have spent more than $38 million on temporary facilities and leases since 2003. (At the time of the inspection, temporary relocatable facilities at NAS PAX made up 21% of CNIC’s inventory by square foot.) Even taking into account the off-base leases and temporary relocatable facilities on-base, NAVAIR and its supported PEOs have a deficit of administrative space at NAS Patuxent River of more than 200,000 SF. NAS PAX planned a $143 million military construction project to construct 711,000 SF of administrative and parking space for NAVAIR Headquarters and its supported program offices. The project exceeds NAVAIR’s current requirement and has not been submitted for programming; scaling back the project’s scope would somewhat reduce the cost.

The combined effect of these shortfalls impairs workforce productivity. The impacts to personnel were clearly reflected in pre-event survey and focus group input and were observed during tours and interviews during this inspection. Occupants of two different buildings complained of breathing difficulty and other health problems that they attributed to indoor air quality related to plumbing leaks and/or water infiltration through roofs, walls, and windows. Industrial hygiene personnel performed numerous tests, and the installation has planned multiple repair projects. NAVAIR Headquarters relies on the medical clinic at NAS PAX to perform industrial hygiene (IH) services for its facilities. NAVAIR Headquarters held records of IH surveys for only one of its nineteen buildings at NAS PAX.

**Energy**

NAVAIR energy programs are compliant. NAVAIR appropriately coordinates its facilities energy program with installation and public works officials and effectively distributes energy consumption information to stakeholders. Incentivized by the potential for savings in utility bills, NAVAIR plans and funds energy conservation projects with good returns on investment but does not have measurement and verification
tools to evaluate the effectiveness of these projects – historically, this is a frequent shortfall throughout the Navy. NAVAIR fully supports Navy’s Task Force Energy on operational energy initiatives.

**Environmental**

The environmental program is compliant. NAVAIR Headquarters fully participates in the NAS PAX Environmental Management System (EMS). We recommend that NAVAIR use EMS processes and procedures to clarify NAVAIR and installation roles and responsibilities, especially with respect to coordinating National Environmental Policy Act responsibilities on issues such as noise impacts from the Joint Strike Fighter and impacts of programs on natural resources, such as the sea otter at Naval Base Ventura County, California.

**Safety and Occupational Health**

The safety program is partially compliant due to multiple minor deficiencies in the areas of safety management, training, and mishap reporting. NAVINSGEN inspected NAVAIR's safety programs in accordance with SECNAVINST 5430.57G, SECNAVINST 5100.10K, and OPNAVINST 5100.23G. More detail concerning safety-related observations and findings will be forwarded to the inspected command under separate correspondence.

**SECURITY PROGRAMS**

NAVAIR is co-located with NAWCAD in Patuxent River, MD, and nearly all security functions are shared between the two commands. There is a signed Security Servicing Agreement (SSA) in place to formalize this relationship for most security functions; however, there is no SSA or Memorandum of Understanding between NAVAIR and NAWCAD for counterintelligence training and special security programs despite shared functions in these areas.

The following programs are compliant with governing directives:

- Information Security
- Personnel Security
- Industrial Security
- Special Security Programs
- Counterintelligence (CI) Training
- Cybersecurity
- Personally Identifiable Information (PII)
- Foreign Disclosure
- Insider Threat

**Physical Security and Antiterrorism/Force Protection**

NAVAIR physical security is not compliant with governing directives. Additionally, many of the common areas within the level 3 RA boundary are being utilized as general access unclassified spaces.

In accordance with NTTP 5-07.2.3, Law Enforcement and Physical Security, several requirements must be resolved in order to properly establish a level 3 RA:
Operations Security

Operations Security (OPSEC) at NAVAIR is not fully compliant. NAVAIR has a current Critical Information List (CIL) approved by the Commander; however, during our interviews, none of the interviewees could cite the CIL or elaborate on any aspects of it. NAVAIR has had limited success in getting most test plans reviewed for OPSEC concerns by a trained OPSEC assistant. From January 2016 to June 2017, only 13% of all tests conducted by NAVAIR were covered by a formal OPSEC review. Contributing to this, NAVAIR does not have a signed OPSEC instruction directing how it will implement OPSEC reviews, to include the requirements for special care of Research Development Test & Evaluation (RDT&E) test events, as required by OPNAVINST 3432.1A, Operations Security.

Insider Threat

Though not required as a standalone program, NAVINSGEN evaluated NAVAIR’s Insider Threat posture as directed by SECNAVINST 5510.37, DON Insider Threat Program (ITP). Following a review of the command security programs reported in previous sections, we performed a horizontal examination of our findings to identify seams in day-to-day security practices. The ITP at NAVAIR is effective. NAVAIR developed a Personnel Security working group, which we consider to be a best practice. Security, Special Security Officer (SSO), Total Force Management (HR office), and Legal personnel meet routinely to discuss derogatory security information and other personnel actions.

Special Access Programs

We inspected Special Access Programs hosted by NAVAIR and found no major deficiencies. Our findings will be submitted via a separate classified annex to our report.

SAILOR PROGRAMS

We inspected five Sailor programs. The Career Management System, awards/ recognition, and CPO 365 programs were compliant with governing directives; the sponsorship and indoctrination programs were partially compliant. Of note, although not specifically covered under Sailor programs, we found that junior officers and enlisted Sailors were unfamiliar with NAVAIR’s competency aligned organization; the complex organizational structure introduces challenges. Sailors reported feeling detached from their chain of command and/or lacked clear understanding of their chain of command. This uncertainty contributed to delays in administrative processing, such as sponsor assignment and correspondence routing. We recommend this be an area of discussion during command indoctrination.

Sponsorship

The Sponsorship Program is partially compliant due to sponsors not having documented training as required by OPNAVINST 1740.3C, which states that all sponsors are required to complete training prior to executing sponsor duties. The Command Sponsor Coordinator is working with the Fleet & Family Support Center (FFSC) to incorporate training into the command training plan.

Command Indoctrination

The Command Indoctrination program is partially compliant. Nineteen of the last 60 check-ins either did not attend command indoctrination within 30 days of reporting onboard or did not attend at all. These same members did not complete Navy Pride and Professionalism training, as required by OPNAVINST
1740.3C. The command has recently begun to conduct bi-weekly indoctrination classes to provide more opportunities for training completion.

SURVEY AND FOCUS GROUP FINDINGS

Survey and focus group discussions indicated that both QOWL and QOHL at NAVAIR are higher than the historical Echelon 2 command averages. On a 10-point scale, the NAVAIR QOWL and QOHL are 7.28 and 8.36, respectively; corresponding Echelon 2 command historical averages are 6.68 and 8.04. Overall, we found NAVAIR personnel to be hard-working and dedicated to the mission. A comprehensive analysis of pre-event survey and focus group responses will also be provided directly to the inspected command for usage as appropriate.

DEFICIENCIES AND RECOMMENDATIONS

A comprehensive list of deficiencies and recommendations will be forwarded to the inspected command under separate correspondence.