

PROGRAM REVIEW 4.3

Area of Review: Naval Support Activity Washington (NSAW) Antiterrorism Training Program

Date: 1-21 Oct 2013

References:

1. DODI 2000.12, DOD Antiterrorism Program, 9 Sep 2013
2. DODI 2000.16, DOD Antiterrorism Standards, 8 Dec 2006
3. SECNAVINST 3300.2B, Department of the Navy (DON) Antiterrorism Program, 28 Dec 2005
4. OPNAVINST F3300.53C, Navy Antiterrorism Program, 26 May 2009
5. USFF AT OPORD 3300-13, 1 Jan 2013
6. CNICINST 3000.1, Shore Response Training Plan (SRTP), 12 Nov 2008
7. NSAW Antiterrorism Plan, Mar 2013

Method of Review/Summary:

A review of the Naval Support Activity Washington (NSAW) Antiterrorism (AT) Training Program for execution of and compliance with listed references was conducted. Administrative documents reviewed included drill and training records and local instructions associated with the Antiterrorism and Emergency Management programs. Additionally, interviews were conducted with the NSAW Installation Training Officer, the NSAW Antiterrorism Officer, the NSAW Security Officer, the Naval District Washington (NDW) Training and Readiness Director and the NDW Regional Security Officer.

Deficiencies were identified in program content, execution and assessment. Specific findings were reviewed with the NSAW Security Director, the NSAW Chief of Police, the NSAW Security Officer, and the NSAW Antiterrorism Officer on 23 October 2013.

1. AT Training: The Investigation Team reviewed NSAW's compliance with OPNAVISNT F3300.53C and USFF AT OPORD 3300-13. Specific issues of non-compliance include:

a. The Investigation Team identified that outside of the two Commander Navy Installations Command (CNIC) sponsored annual Citadel-series exercises, no drills were conducted since 20122 which would serve to train, exercise and evaluate the readiness of the Naval Security Forces and the Emergency Response Organization.

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USFF AT OPORD 3300-13 requires that in addition to the annual AT exercise, Commanders will develop a process to assess their AT program training effectiveness, efficiency and readiness and provide feedback to improve training and supporting doctrine. USFF AT OPORD 3300-13 further states that this will be accomplished using Navy Mission Essential Task Lists, Navy AT standards as delineated in OPNAVINST F3300.53C, and the Navy Security Operations Exercise Program drill set evaluation criteria developed by USFF as a basis for performance.¹

b. An annual AT exercise was not conducted to validate the command AT plan and to develop a detailed record of lessons learned and courses of action to correct deficiencies as required by OPNAVINST F3300.53C (Navy AT Program) Enclosure(8). NSAW had planned to validate the command AT plan during Solid Curtain-Citadel Shield in February 2013. When the Solid Curtain portion of the exercise was cancelled by USFF, events which would have driven an increase in Force Protection Condition and allowed the command to complete the AT plan review were cancelled. NSAW has not rescheduled a training exercise to complete the AT plan review.²

c. The NSAW Security Officer and Antiterrorism Officer are not involved in the identification and prioritization of training objectives as required by the NSAW AT Plan Annex R. NSAW does not collect training readiness data or assess the AT Program training effectiveness, efficiency, and readiness. Additionally, NSAW did not put into place a feedback mechanism to improve training and supporting doctrine.³

d. The command AT plan is not exercised quarterly during duty and non-duty hours as required by Appendix 2 to Annex C to USFF AT OPORD 3300-13. Security Force training is focused on the "basic" training requirements and "sustainment" training requirements of OPNAVINST 5530.14E that maintain security force members' qualifications. (b) (7)(E)

(b) (7)(E)

e. NSAW has not incorporated lessons learned from exercises into follow-on exercises as required by USFF AT OPORD 3300-13.⁵

2. Shore Response Training Plan: The Investigation Team reviewed NSAW's compliance with CNICINST 3000.1 and found that NSAW did not comply with numerous requirements associated with the administration and execution of the Shore Response

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Training Plan. Some specific issues of non-compliance with the Shore Response Training Plan include:

- a. An Installation Training Team was not implemented to execute and assess specified training events.
- b. Effective data collection procedures were not instituted in order to document and assess training.
- c. Some installation training was assessed.
- d. There was not evidence of contributions made to lessons learned databases from completed installation training, exercises, and real-world events.
- e. Installation readiness was not reported via the Monthly Installation Training Report between February 2012 and September 2013.
- f. An installation Planning Board for Training was not implemented.
- g. AT Training Plan minimum training events were not executed as required.⁶

3. Region Oversight: The NDW, as the Region Commander, is tasked by CNICINST 3000.1 with oversight of the NSAW Installation Training Program, including the AT Training Program.

a. The NDW Training and Readiness Office has conducted annual assessments of the NSAW Installation Training Team (ITT) performance by evaluating the ITT's performance during one integrated exercise a year. However, there was no assessment of the NSAW AT Training Program as required by OPNAVINST F3300.53C.

b. CNICINST 3000.1 requires Regional Commanders to assess all subordinate installations for training conducted and to identify methods, modes and means to ensure installations are adequately trained. NDW was unable to provide evidence that oversight functions such as collecting performance data on NSAW or reviewing NSAW training reports for compliance and effectiveness had been completed.⁷

¹ Summary of Interview (SI) 4.3 with (b) (6), (b) (7)(C) on 8 Oct 2013; and SI 4.1 with (b) (6), (b) (7)(C), conducted on 8 Oct 2013.

² SI 4.1 with (b) (6), (b) (7)(C), conducted on 8 Oct 2013.

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³ SI 4.3 with (b) (6), (b) (7)(C) on 8 Oct 2013; SI 4.1 with (b) (6), (b) (7)(C), conducted on 8 Oct 2013; and SI 4.10 (b) (6), (b) (7)(C) (b) (6), (b) (7)(C), on 08 Oct 2013.

⁴ SI 4.10 (b) (6), (b) (7)(C) on 8 Oct 2013; and SI 4.11 with (b) (6), (b) (7)(C); (b) (6), (b) (7)(C) (b) (6), (b) (7)(C); and (b) (6), (b) (7)(C), conducted on 8 Oct 2013.

⁵ SI 4.3 with (b) (6), (b) (7)(C) on 8 Oct 2013.

⁶ Id.

⁷ SI 4.3 with (b) (6), (b) (7)(C) on 8 Oct 2013; SI 4.1 with (b) (6), (b) (7)(C), conducted on 8 Oct 2013; SI 4.5 with (b) (6), (b) (7)(C), (b) (6), (b) (7)(C), conducted on 9 Oct 2013; and SI 4.11 with (b) (6), (b) (7)(C); (b) (6), (b) (7)(C) (b) (6), (b) (7)(C); and (b) (6), (b) (7)(C), conducted on 8 Oct 2013.