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From: Naval Inspector General  
To: Distribution

Subj: AREA VISIT OF NAVAL SUPPORT ACTIVITY NAPLES, ITALY

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

1. The office of the Naval Inspector General (NAVINGEN) conducts Readiness and Quality of Life (QOL) Area Visits to naval installations worldwide as directed by references (a) and (b). Area visit reports provide senior Navy leadership with objective assessments of readiness, Fleet support, and QOL issues 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 of Naples from 9 to 13 March 2015. We visited Naval Support Activity Naples, Italy (NSA Naples) and various tenant commands on the associated installations, including Capodichino, the Support Site at Gricignano, and Gaeta. Our last visit to Naples was in 2006. This report documents our findings.

3. This report contains an Executive Summary, our observations and findings, and documented deficiencies noted during the visit. Issue papers are included that highlight significant concerns that either point to a potentially broader Navy issue or, in our opinion, require coordination among multiple commands to fully address. Finally, a summary of survey and focus group data, as well as a complete listing of survey frequency data, is included. Additional deficiencies and vulnerabilities associated with Security Programs are discussed in a classified annex to this report.

4. During our visit we assessed overall mission readiness of NSA Naples and supporting tenant commands to maintain and operate facilities and to provide services and materials in support of commands, Sailors, families and civilian employees. We assessed facilities, safety and environmental programs, security, QOL, and good order and discipline. Additionally, we conducted surveys and focus group discussions to assess the quality of home life (QOHL) and work life (QOWL) for Navy military and civilian personnel.

5. Our overall assessment is that NSA Naples and tenant commands are able to effectively support and execute their missions. NSA Naples is supporting tenant commands and ensuring that QOL issues for Sailors and civilian employees are adequately addressed.

Subj: AREA VISIT OF NAVAL SUPPORT ACTIVITY NAPLES, ITALY

6. In the course of our inspection, we identified discrepancies in Recreational and Off-Duty Safety (RODS) inspections, Radiation Safety, Explosive Safety, Mishap Reporting, Overseas Drinking Water Program, Operations Security (OPSEC), Anti-terrorism/Force Protection, Vetting of Local Nationals (LN), Sexual Assault Prevention and Response (SAPR), Suicide Prevention, and Voting Assistance.

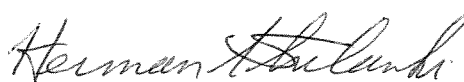
7. Corrective actions

a. We identified 21 deficiencies during our visit that require corrective action. Correction of each deficiency, and a description of action(s) taken, should be reported via Implementation Status Report (ISR), OPNAV 5040/2 by NSA Naples no later than 31 October 2015. Deficiencies not corrected by this date or requiring longer-term solutions should be updated quarterly until completed. Additionally, NAVINSGEN provided NSA Naples with six separate recommendations, for consideration, relating to environmental programs, public health communications, drinking water program, physical security, SAPR, and Suicide Prevention. Follow up reporting on these recommendations is not requested.

b. This report includes three issue papers that require actions by the Deputy Undersecretary of the Navy (Policy) (DUSN-P); Deputy Assistant Secretary of the Navy (Civilian Human Resources) (DASN-CHR); Director, Shore Readiness, Deputy Chief of Naval Operations (Fleet Readiness and Logistics) (OPNAV N46); Commander, Navy Installations Command (CNIC); and Commander, Naval Safety Center (NAVSAFECEN). The classified annex to this report includes an additional issue paper. Appendix A: Issue Papers (page 18 of this report) provides detailed guidance on how to report completion of recommendations identified in the issue papers.

8. My point of contact is b7c

b7c



HERMAN A. SHELANSKI

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**NAVAL INSPECTOR GENERAL AREA VISIT OF  
NAVAL SUPPORT ACTIVITY NAPLES  
9-13 MARCH 2015**

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# Executive Summary

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The Naval Inspector General (NAVINSGEN) conducted an area visit of Naval Support Activity Naples, Italy (NSA Naples) from 9 to 13 March 2015. We visited NSA Naples and various tenant commands on the associated installations, including Capodichino, the Support Site at Gricignano, and Gaeta. Our last area visit of Naples was in 2006. The team was augmented with subject matter experts, including personnel from the Naval Facilities Engineering Command (NAVFAC); Naval Safety Center (NAVSAFECEN); Commander, Navy Installations Command (CNIC), Fleet Readiness Programs; Commander, SIXTH Fleet; Naval Criminal Investigative Service (NCIS); and the Office of Civilian Human Resources (OCHR), Stennis.

Our overall assessment is that NSA Naples is supporting tenant commands and ensuring that quality of life issues for Sailors, their families, and civilian employees are adequately addressed.

During our visit we assessed quality of life and quality of work for Navy military, civilian personnel, and families in the Naples area; facilities, safety and environmental programs, security, and good order and discipline. Additionally, we conducted surveys and focus group discussions to assess the quality of home life (QOHL) and work life (QOWL).

Our survey and focus group discussions found that QOWL at Naples is comparable to the historical area visit average; QOHL at Naples is lower than the historical area visit average. The Naples workforce is talented and dedicated; however, housing, manning/manpower, human resources processes, and health concerns living in the Napoli area are perceived to most adversely impact quality of life and the mission. Morale, Welfare and Recreations (MWR), medical/dental care at U.S. Naval Hospital Naples, and shuttle transportation are perceived as positive impacts on quality of life. Rated on a 10-point scale, the Naples QOWL and QOHL are 6.19 and 6.40, respectively; the corresponding area visit averages are 6.32 and 7.15. Specific comments from focus groups and surveys were passed to Naples area Navy leadership and will be included in our report.

## KEY FINDINGS

### *Mission*

#### **Challenges of living in Gaeta**

Military members and their families living in Gaeta face added challenges given their distance (51 miles) from Medical Treatment Facility (MTF) health care, commissary, Navy Exchange and the DoD school (all located at the NSA Naples Support Site). Sailors stationed in Gaeta have the option of living at the Support Site, but few choose to do so due to seasonal traffic concerns (Gaeta is a resort town). Of note, NSA Naples continues to expand support to Sailors, civilians and their families in Gaeta--e.g., recent and planned broadening of product availability at the Navy Exchange Minimart, making available babysitting services for a "parents' night out," and setting up periodic visits by counselors from Military and Family Support Center. Many find the

Gaeta area a preferable place to live, despite the noted disadvantages. Gaeta-based commands must continue to closely monitor their Sponsor programs to ensure that inbound Sailors, civilians and their families fully understand the challenges associated with living in Gaeta before they arrive.

### **Civilian Hiring Timeline**

On average, it takes approximately 190 days to hire a civilian for the Naples area due to the many steps involved in the overseas hiring process from job announcement to onboarding (including official passport, visa, medical evaluation requirements, etc. which can be difficult for a new hire to navigate). This in turn makes it difficult for area commands to keep their civilian vacancy rates down. The vacancy rate for Naples-based commands is generally in the single digits, but varies from command to command as civilians can depart from the staff with short notice, causing immediate gaps. DON OCHR is in the process of conducting a Continuous Process Improvement (CPI) on overseas recruitment.

## ***Facilities, Safety, Housing, Environmental, and Overseas Drinking Water***

### **Facilities Condition**

NSA Naples transitioned from Common Output Level (COL) 3 to COL 4 facility services (janitorial, refuse removal, grounds maintenance) within the past year due to Navy budget limitations. We assessed that NSA Naples Public Works Department (PWD) is making effective use of limited COL 4 base operating support (BOS) and facility sustainment funding, although facility conditions will continue to degrade at this resourcing level.

### **Safety**

NSA Naples does not have a Radiation Safety Program or assigned Radiation Safety Officer, required per NAVSEA SO420-AA-RAD-010, Radiological Affairs Support Program Manual, to support the safety requirements associated with force protection security equipment.

The NSA Naples Explosive Safety Officer (ESO) position was vacant at the time of the inspection, although that position is being covered by the NSA Naples Safety Manager until it can be filled. NSA Naples is in the process of announcing the vacancy.

Not all required Recreation and Off-Duty Safety (RODS) inspections and oversight have been completed in accordance with OPNAVINST 5100.25C, Navy Recreation and Off-Duty Safety Program, including inspections of Morale, Welfare and Recreation (MWR) facilities, equipment, and playgrounds.

### **Environmental**

A 2011 Naples Public Health Evaluation, conducted by the Navy and Marine Corps Public Health Center (NMCPHC), identified a number of recommendations to be implemented by Navy. Our team validated with PWD Environmental staff members that no specific health risks related to ambient air quality have been recently identified, in concert with the 2011 Naples PHE report, which stated “for ambient (outdoor) air, no risk management actions are recommended at this time based on the ambient air results.”

There is currently no formal process to ensure that the recommendations are reviewed and implemented, where appropriate, and that Navy's actions are communicated to the Navy community in the Naples area. We recommend that Commander, Navy Region Europe, Africa, Southwest Asia (CNREURAFSWA) lead this process.

### **NSA Naples Overseas Drinking Water Program**

This program is not compliant with the most recent updates to CNIC and BUMED instructions (promulgated in 2013 and 2014, respectively) that lay out testing, reporting, training, and certification requirements; of note, the program has made notable progress toward compliance. The revised approach to drinking water oversight in the new instructions has limited run time thus far, and NSA Naples (which includes water systems at five separate sites) does not comply in the following key areas: (1) compliance with Safe Drinking Water Act Surface Water Treatment Rule (SWTR), (2) NSA Naples has not corrected all significant deficiencies identified in the November 2014 NSA Naples Sanitary Survey report, and (3) NSA Naples does not have an approved Certificate To Operate (CTO). NSA Naples is actively working to resolve these deficiencies. Efforts at NSA Naples to meet instruction requirements include improved on-line recordkeeping, operator training and certification, application for Conditional CTO (which was granted on 16 July 2015), development of cross-connection and backflow measures, and correction of remaining deficiencies from the 2014 NSA Naples Sanitary Survey report. Nineteen of 60 deficiencies from the Sanitary Survey Report have been corrected to date. Remaining deficiencies had been identified and documented with solutions in progress prior to the Area Visit. NSA Naples is currently conducting a gap analysis via contract to gather and assess data needed to determine where controls (additional monitoring and/or treatment) need to be applied and courses of action to meet the SWTR.

### ***Security programs***

#### **Operations Security (OPSEC)**

NSA Naples' OPSEC instruction is out of date and requires revision. The installation OPSEC officer and his assistant have not attended the OPSEC fundamental training course, as required by DoDM 5205.02M, DoD Operations Security (OPSEC) Program Manual. NSA Naples lacks an OPSEC training program to provide initial and refresher training, as required by DoDM 5205.02M and OPNAVINST 3432.1A, Operations Security.

#### **Physical Security and Antiterrorism/Force Protection (ATFP)**

**b7e**  
[Redacted]  
[Redacted] We recommend that CNREURAFSWA ensure that **b7e**  
[Redacted] and that they review the **b7e** in use at **b7e**  
[Redacted]

#### **Vetting of Local Nationals (LN)**

LNs are vetted **b7e**  
[Redacted] Specifically, **b7e**  
[Redacted]

b7e  
[REDACTED] In contrast, equivalent U.S. civilian employees b7e  
[REDACTED]

Due to differing laws among host nations regarding privacy rights, b7e  
[REDACTED]. We recommend that b7e  
[REDACTED]

Fleet Logistics Center Personnel at the U.S. Post Office on Gaeta Naval Base b7e  
[REDACTED]

Until December 2014, the HRO, vice the command security manager, performed security manager validations of background information on System Authorization Access Request Navy (SAAR-N) forms for LNs requesting access to the One-Net Unclassified IT system, contrary to OPNAV form 5230/14, SAAR-N, Part III requirements.

Other force protection issues b7e  
[REDACTED]

### **Emergency Management (EM)**

Of the 20 EM capabilities listed in the NSA Naples EM Plan, only seven are fully operational. The remaining 13 cannot be deemed operational as they have not been properly exercised and trained to, per OPNAVINST 3440.17A. b7e  
[REDACTED]

NSA Naples does not meet EM Standards b7e  
[REDACTED]

### ***Resource Management, Quality of Life, and Community Support***

We found that services and programs, including Commissary, Navy Exchange (NEX), Child Development Center (CDC), Military and Family Service Center (MFSC), Religious Programs, MWR, and legal, were effective in supporting quality of life for the NSA Naples community. A few observations that deserve highlight include:

#### **Medical/Dental Support**

U.S. Naval Hospital Naples provides exceptional care to beneficiaries of multiple categories within the limits of their mission, manning and specialty staffing. They also take extensive steps in coordinating with the local network of Italian facilities and providers to ensure quality and timely care for those who need services beyond the MTF capability. Although modest savings might be obtained by divesting the inpatient capability of the MTF as considered in



development of the DoD European Infrastructure Consolidation study announced in January 2015, the negative impact upon service members, families, and supported commands--including morale and personnel costs--may be substantial.

## **Voting Assistance**

### **NSA Naples**

NSA Naples has incorporated required annual voter training into the command's check-in process. The Installation Voting Assistance Officer (IVAO) needs to collaborate with tenant commands to ensure compliance with requirements to include accurate record-keeping of attendees per DoDI 1000.04, Federal Voting Assistance Program (FVAP).

The IVAO utilizes materials and several media outlets to disseminate voter information, but the installation and tenant commands need to improve specific outreach for dependents at both the Capodochino and Support Sites.

### **Tenant Commands**

We reviewed the Voting Assistance Program for eight tenant commands. In general we found that:

- Multiple commands had not retained records of training conducted, including dates and attendees, at the unit level for at least one calendar year as required by DoDI 1000.04. [CNE-CNA-C6F, NCTS Naples, Forward Deployed Regional Maintenance Center (FDRMC), Fleet Logistics Center Sigonella (FLCSI)-Naples, Region Legal Service Office (RLSO) EURAFSWA, PSD Naples]
- Multiple commands had not established and maintained a standard email address of the form Vote@(unit).(Service).mil or similar format to contact all Unit Voting Assistance Officers (UVAO) within that Service per DoDI 1000.04, Enclosure (4), paragraph 2r. [CNE-CNA-C6F, NAVFAC EURAFSWA, USNH Naples, NCTS Naples, FDRMC, FLCSI-Naples, RLSO EURAFSWA, PSD Naples]

## **Sexual Assault Prevention and Response (SAPR)**

Our engagement with NSA Naples and area commands, and interviews/focus group discussions with Sailors and Navy civilians confirmed that area leaders are committed to maintaining an environment free of sexual assault and victims receive excellent care and support services. However, we found vulnerabilities to some elements of the SAPR program.

The NSA Naples SAPR instruction, NAVSUPACT NAPLES INST 1752.4A, is outdated and requires revision to align with higher guidance.

Sexual Assault Case Management Group (SACMG) meetings are attended by individuals who are not required members and do not have a need to know of sexual assault case details.

References: CNIC 1752, Sexual Assault Case Management Group Procedures; SECNAVINST

1752.4B, Sexual Assault Prevention and Response; and DoDI 6495.02 CH-1, Sexual Assault Prevention and Response (SAPR) Program Procedures.

NSA Naples watchstander and Duty Officer training was not conducted to ensure proper victim response protocols are followed per SECNAVINST 1752.4B and OPNAVINST 1752.1B.

During periods of leave or vacancy of the Sexual Assault Response Coordinator (SARC), 24/7 coverage should be provided by the CNREURAFSWA SARC, another installation SARC, or a temporary duty fill from CONUS. References: CNICINST 1752.4, Sexual Assault Case Management Group Procedures; SECNAVINST 1752.4B and DoDI 6495.02 CH-1.

### **Suicide Prevention**

Overall, the Suicide Prevention program is effective in supporting Sailors and families at NSA Naples. Watchstander and Duty Officer training has not been conducted to ensure proper crisis response protocols are in place to respond to suicide-related behavior calls and reports as required by OPNAVINST 1720.4A, Suicide Prevention Program.

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# Areas/Programs Assessed

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- **Mission Performance**
  - Total Force Management
  - Personnel Support Division Support
  - Civilian Human Resource Support
  - Command Communications
  - Command Relationships
  - Reserve Forces
- **Facilities, Environmental, and Safety**
  - Facilities
  - Safety and Occupational Health
  - Energy Conservation
  - Environmental Management
  - Military Unaccompanied Housing
  - Family Housing
- **Security Programs and Information Assurance**
  - Information and Personnel Security
  - Operations Security
  - Physical Security and Antiterrorism Force Protection
  - Personally Identifiable Information
  - Emergency Management
- **Resource Management/Compliance Programs**
  - Morale, Welfare and Recreation
  - Navy College/Education Programs
  - Military and Family Support Center
  - Religious Support
  - Sexual Assault Prevention and Response
  - Suicide Prevention
  - Equal Opportunity Advisor
  - Command Managed Equal Opportunity
  - Drug and Alcohol Abuse Prevention
  - Hazing Policy Training and Compliance
  - Legal and Ethics
  - Voting Assistance Program
  - Commissary
  - Navy Exchange
  - Child Youth Programs/Child Development Center/Child Development Homes
  - Medical and Dental Support

# Observations and Findings

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## MISSION PERFORMANCE

Commanding Officer, Naval Support Activity Naples (NSA Naples) oversees Navy interests and serves as the host for a number of commands that collectively support afloat units, operating forces on forward deployment, and shore activities.

Key NSA Naples tenant commands include:

- Commander, U.S. Naval Forces Europe/Commander, U.S. Naval Forces Africa/Commander, U.S. SIXTH Fleet (CNE-CNA-C6F)
- Commander, Navy Region Europe, Africa, Southwest Asia (CNREURAFSWA)
- Allied Joint Force Command - North Atlantic Treaty Organization (JFC NATO)
- Naval Computer and Telecommunications Station Naples (NCTS Naples)
- Naval Facilities Engineering Command Europe Africa Southwest Asia (NAVFAC EURAFSWA)
- Region Legal Service Office Europe, Africa, and Southwest Asia/Naval Legal Service Office, Europe and Southwest Asia (RLSO/NLSO EURAFSWA)
- USS MOUNT WHITNEY (LCC-20)
- U.S. Naval Hospital Naples (USNH Naples)
- NATO Communication and Information Systems Services Agency Support Element (NSE Latina)
- Forward Deployed Regional Maintenance Center Naples (FDRMC Naples)

### *Overall Assessment*

NSA Naples and tenant commands are able to effectively support and execute the mission to maintain and operate facilities, and provide services and materials in support of afloat units, operating forces on forward deployment, and shore activities. NSA Naples is supporting tenant commands and ensuring that quality of life issues for Sailors and civilian employees are adequately addressed.

### *Manning/Manpower*

NSA Naples has six headquarters (HQ) Unit Identification Codes (UIC). Staff manning across all six UICs is at 90% (770 of 853 billets filled) with Officers at 108% (26 of 24 billets filled), Enlisted at 91% (323 of 355 billets filled), Reservists at 86% (73 of 85 billets filled), and Civilians at 89% (348 of 389 filled). Direct hire U.S. civilian manning is low at 61% (43 of 71 billets filled) along with enlisted NSA Gaeta Security Detachment manning at 71% (35 of 49 billets filled). The high vacancy rate for U.S. civilian direct hires is attributed to the lengthy civilian hiring practice discussed in an ensuing paragraph and in greater detail in Issue Paper A-1. The reduced Gaeta Security Detachment manning rate is considered temporary and due to a higher than normal turnover period where the incumbents departed prior to the arrival of their reliefs. NSA Naples expressed concern that its Navy Career Counselor billet has been gapped since 2007 despite attempts to correct this situation through the Enlisted Manning Inquiry Report process. A Chief Yeoman Naval Support Element Naples billet has been gapped since 2011 diminishing

administrative support capacity for military personnel assigned to Allied Joint Force Command (JFC) Naples and 15 NATO units in five countries. Additional unfilled critical billets at NSA Naples include a Chief Culinary Specialist billet and the instructor-coded (NEC 9502) billet assigned to Fleet and Family Support Center. We are concerned that these gapped billets degrade the ability to lead and mentor junior Sailors.

### *Personnel Support Detachment (PSD)*

While the personnel management community has a major role and responsibility in the timely submission of personnel transactions, personnel administration is ultimately a command responsibility. Timeliness associated with personnel transactions impacts operational planning, personnel accounting, and mission success. Specifically, personnel transactions that include gains and losses, reenlistments, extensions, unauthorized absences (UA), and nonjudicial punishments (NJP) are reviewed and tracked for timeliness and accuracy.

The following programs were reviewed at PSD Naples and found to meet or exceed Navy standards for report transmissions:

- Overseas Housing Allowance (OHA)
- Leave
- Defense Travel System (DTS)
- Government Travel Charge Card (GTCC)
- Basic Allowance for Housing

PSD Naples maintains an overall Timeliness Rate of 97% and Accuracy Rate of 98%.

### *Challenges of living in Gaeta*

Military members and their families living in Gaeta face added challenges given their distance (51 miles) from Medical Treatment Facility (MTF) health care, commissary, Navy Exchange and the DoD school (all located at the NSA Naples Support Site). Sailors stationed in Gaeta have the option of living at the Support Site, but few choose to do so due to seasonal traffic concerns (Gaeta is a resort town). Of note, NSA Naples continues to expand support to Sailors, civilians and their families in Gaeta--e.g., recent and planned broadening of product availability at the Navy Exchange Minimart, making available babysitting services for a "parents' night out," and setting up periodic visits by counselors from Military and Family Support Center. Many find the Gaeta area a preferable place to live, despite the noted disadvantages. Gaeta-based commands must continue to closely monitor their Sponsor programs to ensure that inbound Sailors, civilians and their families fully understand the challenges associated with living in Gaeta before they arrive.

Of concern, approximately 18 school-age dependents in Gaeta take a Public Works Department (PWD) Naples contracted bus to the DoD school at the Support Site. The contract stipulates that, per Italian law, Navy will ensure that a "guide" (chaperone) is on the bus when there are kindergarten age children riding. However, neither NSA Naples nor CNREURAFSWA have provided funding to satisfy this guide requirement. As a result, parents of Gaeta-based

students riding the school bus have been asked to volunteer to satisfy the guide requirement. Due to the distance of 102 miles round-trip, these volunteers are required to dedicate the entire day from 0630 departure from Gaeta, waiting at the Support Site where the DoD school is located until student release at 1400, then arriving back in Gaeta on the return trip around 1600. In the summer tourist season around Gaeta, the bus trip can take as much as three hours each way, compounding the time commitment further. We recommend that CNREURAFSWA coordinate with CNIC and NAVFAC to determine how to fund this host nation mandated guide requirement. Following our visit, CNREURAFSWA indicated his intent to fund the guide for the 2015-2016 academic year.

Following our visit, continued bus transportation, with or without monitor, has become the subject of legal review by the Department of Defense Education Activity (DODEA). Their preliminary conclusion is that DODEA funding of PWD contracted bus transportation is not permitted by law, and that therefore DODEA may only reimburse Gaeta sponsors for transportation expenses incurred. CNIC and NAVFAC command counsel are collaborating with DODEA counsel. CNREURAFSWA staff are exploring a near term solution for the coming school year and anticipating long term options, depending upon the ultimate legal determination by the DoD General Counsel regarding the legal authority to provide financial assistance to Non-DoD School Program (NDS) sponsors to defray the cost of transporting their dependents to a DoD operated school.

### *Civilian Hiring Timeline*

On average, it takes approximately 190 days to hire a civilian for the Naples area due to the many steps involved in the overseas hiring process from job announcement to onboarding (including official passport, visa, medical evaluation requirements, etc. which can be difficult for a new hire to navigate). This in turn makes it difficult for area commands to keep their civilian vacancy rates down. The vacancy rate for Naples-based commands is generally in the single digits, but varies from command to command as civilians can depart from the staff with short notice, causing immediate gaps. DON OCHR is in the process of conducting a Continuous Process Improvement (CPI) on overseas recruitment. Approximately two-thirds of the time it takes to hire a civilian for overseas assignment is consumed by obtaining passports, visas, required medical screenings, preparing to move, etc. We recommend that Deputy Assistant Secretary of the Navy (Civilian Human Resources) (DASN(CHR)) ensure that this CPI includes an assessment of ways to improve these administrative steps as well. Importantly, the solution to this challenge does not reside solely in the Human Resources Offices (HRO); it's important for local leaders to view this entire process as a system from identification of an upcoming vacancy, through advertising the position, to selection, and onboarding, etc. Teamwork with all stakeholders is critical to shortening the timeframes to bring new personnel onboard.

Issue Paper A-1 addresses this issue in further detail.



# **FACILITIES, ENVIRONMENTAL, ENERGY CONSERVATION, AND SAFETY AND OCCUPATIONAL HEALTH (SOH)**

## ***Facilities Condition***

Facilities and infrastructure at NSA Naples are sufficient to support assigned missions. While some NSA Naples buildings are relatively new, many of the facilities built in the mid-1990s are aging and a challenge to maintain due to Navy-wide limitations on sustainment (ST) and restoration & modernization (RM) funding levels. During the NAVINSGEN pre-inspection survey, focus group discussions, and interviews with base leadership, concerns with cooling systems, humidity control, and facility services such as janitorial and refuse removal were consistently raised.

NSA Naples facilities, including the five major sites at Capodichino, Support Site (Gricignano), Lago Patria, Carney Park, and Gaeta, have an overall Installation Figure of Merit (IFOM) score of “good” (83 on a 100 point scale) in the Facilities Readiness Evaluation System, slightly above the Navy-wide average of 81. Pre-inspection survey comments on facility cleanliness focused mainly on the Capodichino site, which has an IFOM of 81 and had shifted in the year prior to this inspection from Common Output Level (COL) 3 facilities services to COL 4 due to Navy-wide funding constraints. Naval Facilities Engineering Command (NAVFAC), Europe-Africa-Southwest Asia (EURAFSWA) provides facility support via NSA Naples Public Works Department, which is making effective use of limited COL 4 base operating support (BOS) and facility sustainment funding; however, requirements are clearly outpacing resources as evidenced by exterior weathering and interior wear of several NSA Naples facilities. The mission of tenant commands at NSA Naples has grown in the past ten years, causing several facilities to reach capacity in terms of space and required utility services. An Installation Development Plan has been awarded with a completion target of mid-Fiscal Year 2016 to assess current and future gaps between mission and infrastructure.

## ***Safety and Occupational Health (SOH)***

Safety programs at NSA Naples were reviewed and found to be generally well-managed and implemented with exceptions noted in subsequent paragraphs. The following areas were assessed for safety, industrial hygiene and occupational health:

- SOH organization and staffing
- SOH councils and committees
- Safety awards program
- Hazard abatement program
- Hazardous material control and management program
- Employee reports of unsafe/unhealthful conditions program
- SOH inspection program
- SOH training program
- Recreation/off-duty safety program
- Personal protective equipment program

- Respiratory protection program
- Energy control program
- Confined space entry program
- Weight handling safety program
- Ergonomics program
- Industrial hygiene survey program
- Occupational reproductive hazards program
- Medical surveillance programs
- Hearing conservation and noise abatement program
- Fire safety

Safety programs are not fully compliant given the lack of an established Radiation Safety program or assignment of a Radiation Safety Officer. The Explosive Safety Officer position is currently vacant, although covered by the NSA Naples Safety Manager, and some of the required Recreation and Off-Duty Safety (RODS) inspections and oversight were not completed.

Issue Paper A-2 addresses funding for RODS inspections in further detail.

**Deficiency 1. NSA Naples is not conducting inspections on recreational equipment or playgrounds as required by instruction. Reference: OPNAVINST 5100.25C, Navy Recreation and Off-Duty Safety Program, paragraph 6c.**

### *Radiation Safety*

There is no Radiation Safety Program at NSA Naples. Local force protection policy requires screening of incoming vehicles. Some of the screening hardware used requires radiation protocols. NAVSEA SO420-AA-RAD-010, Radiological Affairs Support Program Manual, provides the requirement to provide Radiation Safety Program services for both ionizing & non-ionizing radiation in order to prevent overexposure to personnel & public, property damage, environmental contamination, ignition of fuel vapors, initiation of ordnance, and electromagnetic interference.

**Deficiency 2. NSA Naples does not have an established Radiation Safety Program and has not issued a Radiation Affairs Safety Program (RASP) instruction. References: NAVSEA SO420-AA-RAD-010, paragraph 1.5.2.1.a.**

**Deficiency 3. Commanding Officer, NSA Naples has not appointed a qualified RASP Radiation Safety Officer (RSO) or Assistant RSO in writing. References: NAVSEA SO420-AA-RAD-010, paragraph 1.5.2.1.e.**

### *Explosive Safety Program*

We note the last NSA Naples Explosive Safety Inspection conducted by Naval Ordnance Safety and Security Activity (NOSSA), dated 7 January 2015, found this program unsatisfactory. In accordance with OPNAVINST 8020.1A, Department of the Navy Explosives Safety Management Policy Manual, and OPNAVINST 5100.23G, Chapter 3, paragraph 0303, an Explosives Safety

Program is required to protect personnel and property and to ensure combat mission readiness. Explosives Safety Program support includes inspections, evaluations, surveys, education & training, instructions, and mishap prevention. The funded Explosive Safety Officer (ESO) position at NSA Naples is currently vacant. NSA Naples Safety Manger is qualified and is acting as the ESO, but this impacts her performance as Safety Manager and conflicts with OPNAVINST 5100.23G CH-1 requirement that the Safety Manager be a full-time position.

**Deficiency 4. NSA Naples does not have a dedicated Explosive Safety Officer. References: OPNAVINST 8020.14A CH-1, Chapter 1, paragraph 3g; OPNAVINST 5100.23G, paragraph 0303b(2).**

### *Mishap Reporting*

Per CNIC direction, occupational mishaps at NSA Naples are being reported in Enterprise Safety Applications Management System (ESAMS), rather than the Web-Enabled Safety System (WESS) mandated by OPNAVINST 5102.1D CH-2, Navy and Marine Corps Mishap and Safety Investigation, Reporting and Record Keeping Manual, paragraph 3007. Local ESAMS users mistakenly believe that mishap report data entered into ESAMS will be automatically transferred to WESS. OPNAVINST 5102.1D CH-2 states that if another database is used each activity must confirm successful submission of all recordable and reportable mishaps. Using ESAMS only does not ensure all necessary data is migrated to WESS and NSA Naples safety personnel are not confirming and/or completing WESS entries. Traffic Safety mishaps at NSA Naples were also being reported into ESAMS rather than WESS. Both of these reporting errors were corrected by NSA Naples when identified by NAVINSGEN.

**Deficiency 5. NSA Naples had not reported occupational mishaps in WESS as required by instruction. Reference: OPNAVINST 5102.1D CH-2, paragraph 3007.**

### *Environmental*

A review of operations at NSA Naples was conducted considering all major environmental compliance and conservation program areas, with a focus on drinking water, waste water, hazardous waste, spill planning and response, natural resources and environmental management. The review included site visits, document reviews and NSA Naples PWD staff interviews. The review confirmed the NSA Naples PWD environmental staff understands assigned roles and responsibilities and ensures efforts support both mission readiness and environmental compliance.

NSA Naples environmental programs are effective, although we recommend development of an instruction or other formal process to ensure continued implementation of enduring actions from the Naples Public Health Evaluation (PHE) of 2011, conducted by the Navy and Marine Corps Public Health Center (NMCPHC). We believe CNREURAFSWA should lead this process and ensure periodic communication with active duty and civilian personnel assigned to NSA Naples and tenant commands. Our team validated with PWD Environmental staff members that no specific health risks related to ambient air quality have been recently identified, in concert with

the 2011 Naples PHE report, which stated “for ambient (outdoor) air, no risk management actions are recommended at this time based on the ambient air results.”

Subsequent to the Area Visit and prior to the release of this report, NSA Naples established monthly stakeholders meetings to communicate and transfer historical information regarding public health and related concerns.

**Recommendation 1. That CNREURAFSWA, NAVFAC EURAFSWA and NSA Naples develop and implement an instruction or other formal process to ensure continued implementation and communication of enduring actions identified in the Naples Public Health Evaluation of 2011.**

Our interviews indicated potential duplication of effort in the development and execution of CNREURAFSWA environmental budgets.

**Recommendation 2. That CNREURAFSWA clarify regional N45 and N40 environmental budget roles and responsibilities to more closely align with the CNIC-NAVFAC Navy Shore Environmental Alignment guidance of 2007.**

### ***NSA Naples Overseas Drinking Water Program***

The NSA Naples command staff, NAVFAC EURAFSWA and NSA Naples PWD Environmental personnel are undertaking numerous drinking water initiatives to ultimately achieve full compliance with relatively new CNIC and Bureau of Medicine and Surgery (BUMED) overseas drinking water instructions (issued in 2013 and 2014, respectively) that lay out testing, reporting, water quality boards, operator training/certification and permitting requirements. Efforts to achieve water system Certificate to Operate (CTO) permits include improved on-line recordkeeping, operator training and a detailed process to correct sanitary survey deficiencies. During the inspection, NSA Naples held an Installation Water Quality Board during which many aspects of the drinking water program were addressed. NSA Naples applied for, and on 16 July 2015 was granted, Conditional CTO from the Water Quality Oversight Council, chaired by CNIC. Conditional CTOs are typically issued until significant sanitary survey deficiencies or other water system issues are corrected. During the inspection, it was reported that 20 of 59 deficiencies had been corrected from the November 2014 NSA Naples Sanitary Survey report. Several of the significant deficiencies were related to failure to meet the U.S. Environmental Protection Agency’s Surface Water Treatment Rule. This Rule requires specific treatment and monitoring depending on the original source of water. A gap analysis is under development (with a projected completion in mid-Fiscal Year 2016) to determine whether the water provided by the local water purveyor is composed of “surface water” and whether additional treatment and monitoring may be required.

**Deficiency 6. NSA Naples is not in full compliance with overseas drinking water requirements established by instruction. References: CNICINST 5090.1, U.S. Drinking Water Quality Standards for U.S. Navy Installations Overseas; CNICINST 5090.2, Overseas Drinking**

## **Water Operation and Operator Requirements; CNICINST 5090.3, Navy Overseas Drinking Water Program Ashore.**

### ***Energy Conservation***

NSA Naples energy conservation programs are compliant with governing instructions, directives, executive orders, and public law. The Energy Team is performing well in meeting targets, given the contractual complexities associated with the lease of the Navy Support Site, NSA Naples' largest energy consumer. Behavior modification programs, renewable energy projects, and favorable progress on potable water consumption goals have helped keep NSA Naples on track.

### ***NSA Naples Housing Program***

Family housing and permanent party barracks were assessed and found in good condition. In addition, housing referral processes appear effective and appropriately balance government housing occupancy rates with member desires to rent vetted, privately-owned properties in the local community. A mandatory assignment policy has improved on-base occupancy. Plans are also underway to relocate 247 unaccompanied Sailors from barracks onboard Capodichino to a mix of two-, three-, and four-bedroom units at the Support Site, placing them in proximity to the range of services available on the Support Site and further enhancing occupancy of government housing.

Landlords of housing units off-base are required to provide approved bottled drinking water and to clean water tanks at least twice per year as recommended in the 2011 Naples Public Health Evaluation, Public Health Summary, Volume III, prepared by the Navy and Marine Corps Public Health Center.

**Recommendation 3. That NSA Naples consider implementation of a process to spot check and validate that landlords are cleaning water tanks as required by language in all off-base private housing lease contracts.**

## SECURITY PROGRAMS AND CYBERSECURITY/TECHNOLOGY

The Security Programs and Cybersecurity and Technology Team used survey and focus group responses, document review, and face-to-face interviews to assess the following areas:

- Operations Security (OPSEC)
- Industrial Security
- Physical Security and Antiterrorism/Force Protection (ATFP)
- Emergency Management (EM)
- Counterintelligence (CI) Support

### *Operations Security (OPSEC)*

NAVSUPPACT NAPLES INST 3100.2C, Operations Security (OPSEC) dated 17 Feb 1994 is outdated and incomplete; a draft revision was in routing at the time of the inspection.

**Deficiency 7.** That NSA Naples promulgate an updated OPSEC instruction to reflect current Navy and DoD OPSEC requirements. Reference: OPNAVINST 3432.1A, Operations Security, Enclosure (1), paragraph 5n.

**Deficiency 8.** NSA Naples OPSEC officer and assistant have not attended the OPSEC Fundamentals Course required for OPSEC Program Managers and Coordinators. Reference: DoDM 5205.02M, DoD Operations Security (OPSEC) Program Manual, Enclosure 7, paragraphs 2a and 2b.

**Deficiency 9.** NSA Naples lacks an OPSEC training program to provide initial and refresher training. References: DoDM 5205.02M, Enclosure 7, paragraphs 3a and 3d; OPNAVINST 3432.1A, Enclosure (1), paragraph 5k.

**Deficiency 10.** NSA Naples OPSEC officer is not involved in the review process for information intended for public release. References: DoDM 5205.02M, Enclosure 5, paragraph 1a; OPNAVINST 3432.1A, Enclosure (1), paragraph 5n(3).

### *Industrial Security*

NSA Naples is in compliance with SECNAV M5510.36, Department of the Navy Information Security Manual, and other relevant directives.

### *Physical Security and Antiterrorism/Force Protection (ATFP)*

NSA Naples Security Department was fully manned at the time of the inspection and employs an effective Naval Security Force (NSF) and Auxiliary Security Force (ASF). We reviewed post orders, NSF manning, the NSF training program, and the ATFP plan. During the inspection, we visited NSA Naples-Capodichino, NSA Naples Support Site, North Atlantic Treaty Organization (NATO) Site Lago Patria, Carney Park, and the Gaeta Naval Base. NSF performance at all sites was compliant with established regulations.

b7e



**Recommendation 4.** That NSA Naples coordinate with [REDACTED] b7e

**Deficiency 11.** NSA Naples does not use the Common Access Card (CAC) as the means for regularly assigned Military, Civilian and Contractor personnel to gain entry into spaces. References: Homeland Security Presidential Directive (HSPD) 12, Policy for a Common Identification Standard for Federal Employees and Contractors, Paragraph (1); the Federal Information Processing Standards Publication (FIPS) 201-2, Personnel Identity Verification (PIV) of Federal Employees and Contractors, Paragraph 6; Office of Management and Budget (OMB) Memorandum 05-24, Implementation of HSPD-12 - Policy for a Common Identification Standard for Federal Employees and Contractors, Attachment A, Paragraph D; and OPNAVINST 5530.14E (CH-2), Navy Physical Security and Law Enforcement Program, Enclosure (1), Article 0210, Paragraph f(1).

**Deficiency 12.** Fleet Logistics Center Personnel at the U.S. Post Office on Gaeta Naval Base

[REDACTED] b7e

[REDACTED] b7e

### *Vetting of Local Nationals (LN)*

The standard for vetting LNs in Italy [REDACTED] b7e

Due to differing laws among host nations regarding privacy rights, [REDACTED] b7e

Issue paper A-3 discusses this issue in further detail.

**Deficiency 13.** NSA Naples HRO, vice the command security manager, was performing security manager validations of background information on System Authorization Access Request Navy (SAAR-N) forms for LNs requesting access to the One-Net Unclassified IT system, contrary to OPNAV form 5230/14, SAAR-N, Part III requirements.

**Deficiency 14.** During the vetting process for LN employees for non-sensitive duties not requiring access to classified information, NSA Naples is not requesting Naval Criminal Investigative Service (NCIS) check the Defense Central Index of Investigations (DCII) and, if the

LN resided in the United States for one year or more after age 18, the Federal Bureau of Investigation Headquarters/Identification Division (FBI-HQ/ID). Reference: SECNAV M5510.30, Section 6-8, Paragraph 1m.

### *Emergency Management (EM)*

NSA Naples EM staff works for the Operations Department and is fully staffed. Since the hire of a new EM officer in December 2013, the staff has made significant improvement to the efficacy of the EM program and has command support on initiatives. While improvements are noted, much work remains to achieve readiness in all EM areas at NSA Naples.

We reviewed NAVSUPACT NAPLES INST 3440.17A, NSA Naples Emergency Management (EM) Plan, and noted that, out of 20 EM capabilities which have established plans, only seven are considered operational per OPNAVINST 3440.17A, Navy Installation Emergency Management Program, paragraph 7e, as most have not been properly exercised and trained. At the time of the inspection, NSA Naples did not meet EM Standards <sup>b7e</sup> [REDACTED]

### *Counterintelligence Support*

NSA Naples meets counterintelligence awareness training requirements contained in DoDD 5240.05, Counterintelligence Awareness and Reporting (CIAR), Enclosure 3.



## **RESOURCE MANAGEMENT, QUALITY OF LIFE, AND COMMUNITY SUPPORT**

The Resource Management, QOL, and Community Support Team assessed 18 areas and programs. The findings below reflect responses from survey respondents, onsite focus group participants, document review, facility site visits, and face-to-face personnel interviews.

The following programs and functions are well-administered and contribute to overall QOL:

- Morale, Welfare, and Recreation Programs
- Navy College Programs/Education Services
- Religious Support
- Military and Family Support Center
- Sexual Assault Prevention and Response
- Suicide Prevention
- Equal Employment Opportunity
- Command Managed Equal Opportunity
- Navy Alcohol and Drug Abuse Prevention
- Hazing Policy Training and Compliance
- Base Legal Support
- Voting Assistance
- Commissary
- Navy Exchange
- Child Youth Programs/Child Development Centers
- Medical/Dental Support

Commissaries, Navy Exchanges, Child Development Centers (CDC), and medical and dental activities at NSA Naples adequately support their communities.

### ***Medical/Dental Support***

U.S. Naval Hospital Naples provides exceptional care to beneficiaries of multiple categories within the limits of their mission, manning and specialty staffing. They also take extensive steps in coordinating with the local network of Italian facilities and providers to ensure quality and timely care for those who need services beyond the MTF capability. Although modest savings might be obtained by divesting the inpatient capability of the MTF as was considered in development of the DoD European Infrastructure Consolidation study announced in January 2015, the negative impact upon service members, families, and supported commands--including morale and personnel costs--may be substantial.

Recognizing that Sailors and beneficiaries stationed and/or living in Gaeta are outside the enrollment radius for the Hospital located on the Gricignano Support Site, and the Gaeta population is not robust enough for an on-site clinic, opportunities to support them in meaningful increments should nevertheless continue to be evaluated. For instance, we

encourage translator support for beneficiaries receiving care in the Gaeta community similar to that received by those receiving care from Italian providers closer to Naples.

Gaps in counseling and mental health services for adolescents and teens—mostly related to shortfalls or transitions of personnel from the DoD schools, Fleet and Family Support Center, and the hospital—create some risk for dependents and families, and in fact for the staff of the MTF. Although the numbers may appear small, we believe the partners in this collective effort should get together through this short-staffed period to optimize early management of lower-intensity behavioral health and developmental challenges these youth face in order to minimize the more high-intensity end of the spectrum.

Two best practices at the hospital deserve particular mention: the Overseas Screening Case Review Committee and the Preferred Provider Network Oversight Committee are highly effective in managing two of the more notable challenges of providing health care in Southern Italy.

### *Voting Assistance*

The installation has incorporated required annual voter training into the check-in process for new arrivals to the Naples area. However, the Installation Voting Assistance Officer (IVAO) needs to collaborate with tenant commands to ensure compliance with requirements to include accurate record-keeping of attendees per DoDI 1000.04, Federal Voting Assistance Program (FVAP).

The IVAO has created a unique command voting email address in accordance with DoDI 1000.04, Enclosure 4, paragraph 2j, 2q, and 2r. However, tenant commands need to create corresponding voting email addresses to improve point of contact (POC) communications across the installation.

The IVAO utilizes materials and several media outlets to disseminate voter information. However, in light of special requirements for supporting dependents in OCONUS locations, the installation and tenant commands need to improve specific outreach for dependents at both the Capodochino and Support Sites.

### **Tenant Commands**

**Deficiency 15. Multiple commands have not retained records of training conducted, including dates and attendees, at the unit level for at least one calendar year. Reference: DoDI 1000.04, Enclosure (4), paragraph 2s. [CNE-CNA-C6F, NCTS Naples, FDRMC, FLCSI-Naples, RLSO EURAFSWA, PSD Naples]**

**Deficiency 16. Multiple commands have not established and maintained a standard email address of the form <Vote@(unit).(Service).mil> or similar format to contact all Unit Voting Assistance Officers (UVAO). Reference: DoDI 1000.04, Enclosure (4), paragraph 2r. [CNE-CNA-C6F, NAVFAC EURAFSWA, USNH Naples, NCTS Naples, FDRMC, FLCSI-Naples, RLSO EURAFSWA, PSD Naples]**

**Deficiency 17. The Voting Assistance role is not consistently included in the VAO's performance objectives and performance evaluations. References: 10 U.S.C. 1566f; 2014 CNIC Voting Assistance Program Guide. [CNE-CNA-C6F]**

### ***Sexual Assault Prevention and Response (SAPR)***

Our engagement with NSA Naples and tenant commands, interviews and focus group discussions with Sailors and Navy civilians confirmed that: (1) area leaders are committed to maintaining an environment free of sexual assault (SA) and (2) victim care in the area is good. Excellent resources are in place and this complex program is well-run.

Best practices evident in NSA Naples SAPR program include:

- Exceptional collaboration among NCIS, SARC, and the Victim Legal Counsel (VLC) from the earliest moments of a reported SA, better informing victims throughout the stages of reporting, investigation, and disposition
- Partnership by NCIS, SARC and VLC in conducting SAPR training
- Sessions included in the "Region University" conducted for incoming tenant COs, XO's, and CMCs during which they are oriented to the SAPR program and are engaged in discussions with the Region SAPRO and Region SARC to dispel myths and preconceptions regarding sexual assault and SA victims

We identified a practice at NSA Naples that raises several concerns with respect to Master-at-Arms (MA) rated Sailors who are victims of sexual assault. MA victims of SA are routinely downloaded (i.e., weapons removed) without specific case-by-case review and remain downloaded until either the case is fully adjudicated (which may take many months) or until the member requests and executes an expedited transfer. Because of this policy, there are personnel without a need-to-know who are aware of the alleged sexual assault and the potential for stigmatization is high. We encourage CO, NSA Naples to work with command JAG, Regional Legal Services Office (RLSO) CNREURAFSWA, and the Region SARC to carefully review this policy and its application.

**Deficiency 18. NSA Naples SACMG meetings are attended by the NSA Naples Command Master Chief who is not a required member and does not have a need to know sexual assault (SA) case details. References: CNICINST 1752.4, Sexual Assault Case Management Group Procedures, paragraph 2c; DoDI 6495.02 CH-1, Sexual Assault Prevention and Response Program Procedures, Enclosure (9), paragraphs 1c and 1d; SECNAVINST 1752.4B, Sexual Assault Prevention and Response, Enclosure (9), paragraphs 1c and 1d.**

**Deficiency 19. The installation SAPR instruction, NAVSUPACT NAPLES INST 1752.4A, is outdated and requires revision to ensure it is in concert and compliance with current higher guidance.**

**Deficiency 20. Watchstander and Duty Officer training has not been conducted to ensure watchstander ability to properly respond to reports of sexual assault. References: SECNAVINST 1752.4B, Enclosure (5), paragraph 3a & Enclosure (10), paragraph 2d;**

**OPNAVINST 1752.1B, Enclosure (4); and The Commander's Sexual Assault Response Protocols for Unrestricted Reports of Sexual Assault (SAPR Policy Toolkit, [www.sapr.mil](http://www.sapr.mil)).**

### **SARC Coverage**

NSA Naples has at times used clinicians who are inadequately trained and uncertified to cover during periods of Sexual Assault Response Coordinator (SARC) absence.

**Recommendation 5. That 24/7 coverage should be provided by either the Region SARC, another installation SARC, or a SARC on temporary assignment from continental U.S. (CONUS) during periods of leave or temporary vacancy of the SARC.**

### ***Suicide Prevention***

Overall, the Suicide Prevention program is effective in supporting Sailors and families at NSA Naples and is in keeping with OPNAVINST 1720.4A, Suicide Prevention Program and as described in the Commanding Officer's Suicide Prevention and Response Toolbox ([www.suicide.navy.mil](http://www.suicide.navy.mil)). NSA Naples promptly scheduled training of watchstanders and Duty Officers to address the single deficiency shortly after our visit.

**Deficiency 21. Watchstander and Duty Officer training has not been conducted to ensure proper crisis response to suicide-related behavior calls and reports. References: OPNAVINST 1720.4A, paragraph 5b(3) and Enclosure (3), paragraph 4.**

**Recommendation 6. That NAVSUPACT Naples INST 1720.1, dated 12 Mar 2012, be reviewed and updated to ensure compliance with stated intervention requirements as described in paragraph 3b(1-2) of the local instruction and to validate accurate NSA Naples contact information.**

## SENIOR ENLISTED ENGAGEMENT

The NAVINSGEN Senior Enlisted Advisor engaged in various enlisted leadership groups, both junior and senior. During the focus groups, Sailors indicated that adequate services were provided to support them within the region. Various sites were visited to include the barracks, liberty center, gym, and other miscellaneous sites to gauge quality of life conditions in Naples and Gaeta.

A separate meeting was held with local command career counselors to get a sense of the career management programs throughout the region. There was a general sense that Sailor career management programs were established throughout the region and that most senior enlisted leaders were engaged with the career development board process.

The top concerns shared were:

- Temporary Lodging Allowance (TLA)
- Positive impact that MWR programs have on Sailors and their families

We heard from a number of Sailors that obtaining TLA entitlement was often delayed and created personal financial hardship. Upon further inquiry, we learned that NSA Naples revised their policy and process for TLA submission, review, and approval in December 2014. This revision improved timeliness and customer service markedly and remaining TLA challenges are now isolated events. There remains an opportunity to improve training for Sailors reporting to the Naples area and their Sponsors. However, processing of TLA claims by PSD Naples is occurring within 2-3 days of receipt.

Our overall assessment is that foundational programs were established to support Sailors' career development and adequate services were provided to support families throughout the region. Sailors displayed sharp uniform appearance, outstanding military bearing and exhibited behavior consistent with good order and discipline.

# Appendix A: Issue Papers

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## SUMMARY OF ACTIONS

Issue Papers that follow require responses to recommendations in the form of Implementation Status Reports (ISRs). If you are an Action Officer for a staff listed in Table A-1, please submit ISRs as specified for each applicable recommendation, along with supporting documentation, such as plans of action and milestones and implementing directives.

- Submit initial ISRs using OPNAV Form 5040/2 no later than 31 October 2015. Each ISR should include an e-mail address for the action officer, where available. This report is distributed through Navy Taskers. ISRs should be submitted through the assigned document control number in Navy Taskers. An electronic version of OPNAV Form 5040/2 is added to the original Navy Tasker Package along with the inspection report, upon distribution.
- 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.
- 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.
- NAVINSGEN point of contact for ISRs is b7c [REDACTED]

**Table A-1.** Action Officer Listing for Implementation Status Reports

COMMAND	RECOMMENDATION NUMBER(S) XXX-15
DASN(CHR)	006, 007
OPNAV N46	012
CNIC	012, 014
NAVSAFECEN	012
DUSN(P)	013, 014

## ISSUE PAPER A-1: CIVILIAN OVERSEAS RECRUITMENT CHALLENGES

Informational purposes only: this Issue Paper is duplicated in its entirety from the NAVINSGEN Report of Command Inspection of Commander, U.S. Naval Forces Europe / Commander, U.S. Naval Forces Africa / Commander, U.S. Sixth Fleet (26 February to 9 March 2015) as their experience represents the most severe hiring challenges in the NSA Naples area.

References: (a) SECNAVINST 12300.9, Staffing, Placement and Employment, 1 Apr 11  
(b) Civilian Human Resources Manual, Subchapter 330.1, Standard Recruitment Request for Personnel Action Procedures

Issue: Civilian recruitment for the overseas environment holds particular challenges.

Background: It takes approximately 190 days, on average, to hire a civilian at CNE-CNA-C6F due to the many steps involved in the overseas hiring process from the time a vacancy is submitted for recruitment until a person enters on duty. This in turn makes it difficult for CNE-CNA-C6F to keep its vacancy rates low.

Discussion: The effects of sequestration, hiring freezes and a government shutdown in Fiscal Year (FY) 2013 severely impacted hiring timelines as most recruitment actions were placed on hold for approximately 18 months. This affected recruitment efforts across the Navy and significantly contributed to long delays in CNE-CNA-C6F's ability to fill vacancies.

Recruitment timelines have also been extended as the Department of the Navy (DON) participates in Operation Hiring Solution, an effort to have all of Navy's major commands staffed up to FY15 controls so DON does not lose labor funding due to under-execution. This is causing a larger than normal number of recruitment actions being to be submitted to Office of Civilian Human Resources (OCHR) Operations Centers.

The Overseas Civilian Hiring process is substantially more complex than the CONUS hiring process, which has many stakeholders and can be very lengthy. The CNREURAFSWA Human Resources Office (HRO) lacked a clearly outlined overseas hiring/onboarding process for prospective hires to follow, including actions for them to take prior to leaving CONUS and actions for after reporting OCONUS.

In order for a prospective civilian employee to fully prepare for and efficiently assume an overseas position, that individual needs to know as early as possible the required documentation, process steps, points of

contact, sequence of actions, and available benefits and allowances (e.g., transportation of household goods, foreign transfer allowance (FTA), post allowance, separate maintenance allowance (SMA), educational travel, advance of pay, temporary quarter subsistence allowance (TQSA), and living quarters allowance (LQA)). Further, they need access to a reliable human resources professional to render assistance throughout the process.

While OCHR Stennis, CNE-CNA-C6F's servicing OCHR, is taking longer than average to issue certificates due to heavy workload, other stakeholders in the recruitment process have responsibilities that can cause delays if not managed aggressively. Factors that impact recruitment timeliness include delays on the front end by the command in submitting the Request for Personnel Action (RPA) to initiate the recruitment action, delays related to OCHR advice and guidance on recruitment practices, delays associated with developing an accurate announcement and assessment, delays in OCHR evaluation of applicant qualifications and production of a list of candidates, delays in manager selection, and delays associated with selectees completing required onboarding actions, such as passport and visa processing.

We found that the longest segment (approximately 2/3 of the recruitment timeline) in the overseas recruitment process is from the time the hiring manager makes a selection until entrance on duty. This delay results from the time required to obtain passports, visas, required medical screenings, preparing for and coordinating the household goods move, etc.

The complex process and roles and responsibilities of overseas hiring are not clearly understood by DON stakeholders enterprise-wide and consolidated and comprehensive guidance for managers does not exist.

DON OCHR is conducting a Continuous Process Improvement (CPI) on overseas recruitment. This CPI will specifically identify the various overseas hiring processes currently being used and will attempt to refine those processes to produce more efficient and effective overseas recruitment. It will also attempt to refine those processes to make the accomplishment of such work more effective.

In addition to the CPI on overseas recruitment, DON OCHR will soon issue a decision on the overseas HR delivery service model. In April 2012, HR Service Delivery was implemented in CONUS with the intention of being reviewed for implementation overseas. DON OCHR, in partnership with Navy major commands, is conducting a CPI on overseas service delivery, scheduled to go into effect in FY16. A formalized list of services, roles,



and responsibilities is under development.

Importantly, the solution to overseas recruitment challenges and lengthy hiring timeframes does not reside solely in the Human Resource Offices; leaders should view this entire process as a system from identification of an upcoming vacancy, through advertising the position, to selection and onboarding. Teamwork with all stakeholders is critical to shortening the timeframes to bring new employees onboard.

Recommendation: 006-15. That Deputy Assistant Secretary of the Navy, Civilian Human Resources (DASN(CHR)) direct the publication of a Civilian Human Resources Manual or equivalent Manager's Guide for DON Overseas Civilian Hiring process. The guide should incorporate RPA requirements, timelines, metrics, process mapping, and decisions and process improvements from DON Overseas Human Resources Service Delivery and Overseas Recruitment Continuous Process Improvement Initiatives, scheduled for completion the end of FY15.

007-15. That DASN(CHR) direct the formal establishment of overseas "ombudsmen" at HROs to guide the prospective employee efficiently through the steps associated with hiring/onboarding to an overseas position to include benefits and entitlements.

NAVINGEN POC:

b7c [REDACTED]

## ISSUE PAPER A-2: UNDER-RESOURCING OF RECREATIONAL AND OFF-DUTY SAFETY

References: (a) OPNAVINST 510.25C, Recreational and Off-Duty Safety (RODS) Program  
(b) OPNAVINST 5100.23G, Safety Programs Ashore  
(c) CNIC FY15 OMN/OMNR Base Operating Support (BOS) & MPN Operations Plan (May 2014)

Issue: Commander Navy Installation Command (CNIC) has an apparent mismatch between funding and instruction requirements regarding Recreational and Off-Duty Safety (RODS) programs

Background: Reference (a), paragraph 6c states that “Installation RODS program managers will ensure annual safety inspections of Morale, Welfare, and Recreation (MWR) and command recreational facilities and equipment are conducted to promote and ensure worker and patron safety.” Further, reference (b), Appendix 2-A requires RODS Program Managers to implement “all aspects of mishap prevention and safety awareness associated with recreation, athletics, and other off-duty activities including non-appropriated fund activity programs involving naval personnel and dependents.”

However, reference (c), page 36 directs that “sub-function activities for RODS function will not include Special Interest Code-Safety (SIC SA) Region/Installation manpower for . . . inspections and consultations including RODS Program management audits, non-workplace related inspections of recreation grounds or facilities; playground/equipment inspections, and program-related DoD/DON policy interpretation, management or compliance oversight.”

Discussion: Given budget pressures in the past four years, Director, Shore Readiness, Deputy Chief of Naval Operations (Fleet Readiness and Logistics) (OPNAV N46) has been compelled to limit program funding to Common Output Level (COL) 4 in many programs, including installation safety common support. In turn, CNIC has followed with guidance in their FY15 Operations Plan that contradicts Navy instruction regarding shore safety. While the prioritization may be appropriate given the resourcing levels and the resultant risk, Naval Safety Center (NAVSAFECEN), OPNAV N46, and CNIC should determine whether resourcing or requirement should change.

Recommendation: 012-15. That NAVSAFECEN, OPNAV N46, and CNIC reconcile the mismatch between instruction and resourcing by funding to

requirements, changing instruction, or formally issuing interim guidance.

NAVINGEN POC:

b7c  
[Redacted]

### ISSUE PAPER A-3: VETTING OF LOCAL NATIONALS (LN) AT NSA NAPLES

- References:
- (a) DoDI 1400.25, Volume 1231, DoD Civilian Personnel Management System: Employment of Foreign Nationals
  - (b) DoDM 1000.13-M-V1, DoD Identification (ID) Cards: ID Card Life-Cycle
  - (c) Undersecretary of Defense for Intelligence (USD-I) Directive Type Memorandum (DTM) 09-12 (Change 5), Interim Policy Guidance for DoD Physical Access Control
  - (d) SECNAV M5510.30, Department of the Navy Personnel Security Program
  - (e) Multilateral North Atlantic Treaty Status of Forces (SOFA), 4 UST 1792. TIAS 2846. Agreement, with Appendix, between the United States of America, and other Governments signed at London June 19, 1951
  - (f) Official Journal of the European Communities, L215 of 25 August 2000, Commission Decision 2000/5 20/EC, of 26 July 2000 pursuant to Directive 95/46/EC of the European Parliament and of the Council on the adequacy of the protection provided by the safe harbor privacy principles and related frequently asked questions issued by the US Department of Commerce
  - (g) Garante Per La Protezione Dei Dati Personali (doc. Web n. 1669652), Authorization for the transfer of personal data to organizations established in the United States of America in compliance with the "Safe Harbor Privacy Principles" – 10 October 2001
  - (h) Conditions of Employment for Local National Employees of the U.S. Armed Forces in Italy, 1 November 2013

Issue: The standard for vetting Local Nationals (LN) in Italy b7e

Background: Italian LNs are vetted to a different standard than their United States (U.S.) Civilian counterparts. b7e

Discussion: Personnel working for the DON are vetted prior to employment to determine trustworthiness and suitability for assignment through the Personnel Security Program (PSP). Reference (d), Section 1-1, Paragraph 2 defines one of the aims of the PSP is to ensure that no final unfavorable personnel security determination will be made without compliance with all procedural requirements. Reference (d), Section 10-1 states that "A personnel security determination requires an examination of a sufficient amount of information regarding an individual to determine whether the individual is an acceptable security risk."

In order to meet the requirements in reference (d) for LN employees, NSA Naples **b7e**

[REDACTED]

Reference (h), Article 10 limits LNs to positions which are non-sensitive and do not require a security clearance. When a LN candidate is offered a U.S. Government job at NSA Naples, the **b7e**

[REDACTED]

- **b7e**
- **b7e**
- **b7e**
- [REDACTED]

**b7e**, the LN candidate will go to security to **b7e**. Upon satisfactory review **b7e**

**b7e** LNs to be issued a CAC, Italian law precludes the U.S. from obtaining biometric data from **b7e**

If a LN employee requires access to One-Net as a user, **b7e**. Upon satisfactory review of the LN's application, the LN employee is issued **b7e**

The figure below compares the vetting and re-investigation requirements of an Italian LN employee versus a U.S. Civilian Government Employee with comparable, unclassified access permissions at NSA Naples.

	U.S. Citizen	Italian LN
Background Investigation	National Agency Check with Inquiries (Reference (c))	b7e [REDACTED]
Re-Investigation Requirement	Every 10 Years (Reference (e))	b7e [REDACTED]
Type of ID Card Issued	CAC	b7e [REDACTED]
Databases used for determining adverse information	U.S. (FBI, DoD, State/Local)	b7e [REDACTED]
Method to access Unclassified U.S. Gov't IT System (e.g. One-Net)	CAC	b7e [REDACTED]

Comparison of investigative requirements between comparable U.S. Civilian employees and Italian LN employees at NSA Naples

b7e [REDACTED]

As shown in Figure 1, b7e [REDACTED]

With respect to the access of unclassified, yet potentially sensitive information found on DON unclassified networks at b7e [REDACTED]

The restrictions on vetting for LNs at NSA Naples has current and future implications on LN hiring and utilization.

[REDACTED]

Reference (d), Chapter 5 requirements for the vetting of Information Technology (IT) users with higher system access requirements (i.e. system administrators) b7e

[REDACTED]

Recommendations: 013-15. That Deputy Undersecretary of the Navy (Policy) (DUSN(P)) conduct a b7e [REDACTED] used at DON installations abroad to b7e [REDACTED]

014-15. That CNIC coordinate with DUSN(P) to b7e [REDACTED]

NAVINGEN POC: b7c [REDACTED]

# Appendix B: Summary of Key Survey Results

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## PRE-EVENT SURVEY

In support of the Naval Support Activity Naples Area Visit held 9-13 March 2015, the Naval Inspector General (NAVINSGEN) conducted an anonymous on-line survey of active duty military and Department of the Navy (DON) civilian personnel with respondents primarily those assigned to bases at Capodichino, Support Site at Gricignano, and Gaeta (collectively referred to as “Naples”) from 6 January 2015 to 18 February 2015. The survey produced 660 respondents (432 military, 228 civilian). According to reported demographics the sample represented the Naples workforce with less than 5% margin of error at the 99% confidence level. Selected topics are summarized in the sections below. A frequency report is provided in Appendix C.

### *Quality of Life*

Quality of life was assessed using a scale from 1 to 10, where 1 is worst and 10 is best. The overall Naples average quality of work life (QOWL), 6.19, was comparable to the historical area visit average, 6.32 (Figure B-1). The overall Naples average quality of home life (QOHL), 6.40, was lower than the historical area visit average, 7.15 (Figure B-2). Average military QOHL (6.12) was lower than civilian QOHL (6.94).

The perceived impact of factors on QOWL rating is summarized in Table B-1. Factors of potential concern were identified by distributional analyses, where 20% negative responses served as a baseline. Command Morale (29%) and Quality of Workplace Facilities (29%) were most frequently identified as negative impacts on QOWL rating; however, several differences in negative responses percentages between Civilian-Military and Male-Female were observed (compare bold subgroup values with their counterpart in Table B-1).

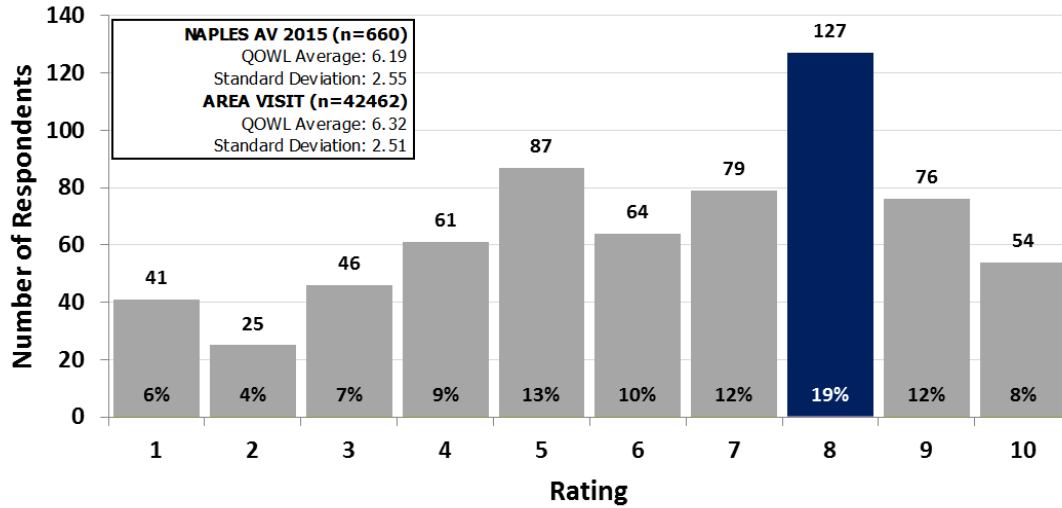
The perceived impact of factors on QOHL rating is summarized in Table B-2. Shopping and dining opportunities (25%), access to spouse employment (34%), and cost of living (31%) were identified as negative impacts on QOHL rating.

### *Job Importance and Workplace Behaviors*

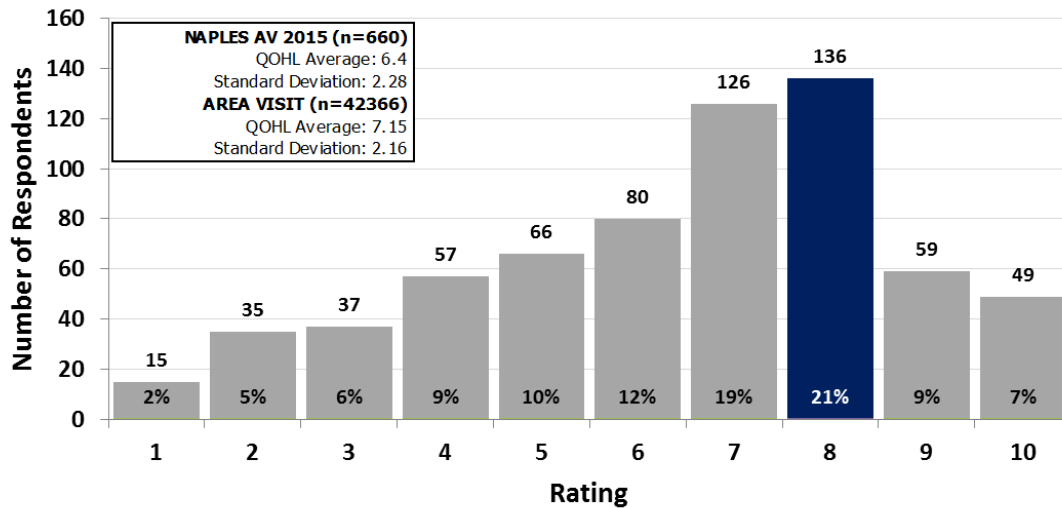
Table B-3 lists aggregate strongly agree and agree response percentages to survey questions addressing perceived job importance and whether fraternization, favoritism, gender/sex discrimination, sexual harassment, or hazing occurs within the Naples area of responsibility. Overall area visit percentages over a 5-year period are shown for comparison. Excepting job importance, lower values are “better.”

- Perceived job importance at Naples was lower than the historical area visit value.
- Perceived occurrence of favoritism, gender/sex discrimination, sexual harassment, race discrimination, and hazing at Naples were lower than historical area visit values.





**Figure B-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 number of survey respondents. Response percentages for ratings are shown at the base of each bar. Counts for each rating are shown above each bar. The most frequent rating is shown in blue.



**Figure B-2.** Distribution of quality of home life ratings from the pre-event survey. The x-axis lists the rating scale and the y-axis represents the number of survey respondents. Response percentages for ratings are shown at the base of each bar. Counts for each rating are shown above each bar. The most frequent rating is shown in blue.

**Table B-1.** Negative Impacts on Quality of Work Life Rating

<b>Factor</b>	<b>Military</b>	<b>Civilian</b>	<b>Male</b>	<b>Female</b>
Job satisfaction	20%	19%	19%	22%
Leadership support	21%	25%	20%	28%
Leadership opportunities	18%	<b>28%</b>	19%	<b>29%</b>
Length of workday	<b>27%</b>	16%	21%	27%
<b>Advancement opportunities</b>	18%	<b>38%</b>	22%	<b>33%</b>
<b>Training opportunities</b>	22%	<b>39%</b>	25%	<b>35%</b>
<b>Awards and recognition</b>	18%	<b>36%</b>	23%	29%
<b>Command morale</b>	26%	33%	26%	34%
Command climate	20%	29%	22%	26%
<b>Quality of workplace facilities</b>	24%	<b>39%</b>	28%	33%

Notes. Perceived impact of assessed factors on quality of work life rating based on negative (percentages shown) versus aggregate positive and neutral responses. Low percentages are "better." Factors in bold are significantly different from a 20% baseline; higher values in bold indicate significant differences between subgroups.

**Table B-2.** Impact of Factors on Quality of Home Life Rating

<b>Factor</b>	<b>Negative</b>	<b>Other</b>
Quality of home	18%	82%
Quality of the school for dependent children	<b>8%</b>	92%
Quality of the childcare available	<b>11%</b>	89%
Shopping & dining opportunities	<b>25%</b>	75%
Recreational opportunities	15%	85%
Access to spouse employment	<b>34%</b>	66%
Access to medical/dental care	22%	78%
Cost of living	<b>31%</b>	69%

Notes. Perceived impact of assessed factors on quality of home life rating based on negative versus aggregate positive and neutral (Other) responses. Low Negative percentages are "better." Negative percentages in bold are significantly different from a 20% baseline.

**Table B-3.** Perceived Job Importance and Occurrence of Workplace Behaviors

<b>Question Topic</b>	<b>Naples</b>	<b>AV</b>
Job Importance	<b>80%</b>	87%
Fraternization	17%	22%
Favoritism	<b>29%</b>	39%
Gender/Sex Discrimination	<b>8%</b>	20%
Sexual Harassment	<b>4%</b>	10%
Race Discrimination	<b>4%</b>	19%
Hazing	4%	5%

Notes. Aggregate strongly agree and agree (SA+A) response percentages for selected command climate topics. Echelon 2 percentages are historical NAVINSGEN findings. Excepting Job Importance, lower percentages are “better.” Bold values indicate a significantly different distribution of SA+A responses than historical Area Visit (AV) values.

# Appendix C: Summary of Focus Group Perceptions

## FOCUS GROUPS

On 24-26 February 2015 the NAVINSGEN conducted focus groups at Capodichino, Support Site (Gricignano), and Gaeta (henceforth collectively: Naples), with eight groupings of active duty military ranks, eight groupings of DON civilian grades, and five groupings of spouses. Make-up sessions were offered to accommodate work-home schedules. There were a total of 141 focus group participants; 67 military, 56 civilians, 18 spouses. Each focus group was scheduled for approximately one hour and consisted of one facilitator and two note takers. The facilitator followed a protocol script: (a) focus group personnel introductions, (b) brief introduction to the NAVINSGEN mission, (c) privacy, whistleblower statutes (excepting spouse groups), and basic ground rules, (d) participant-derived list of area topics having the most impact on quality of life and the mission, and (e) subsequent refinement and discussion of participant-derived topics with an emphasis on understanding the perceived impact. Note takers transcribed focus group proceedings, which were subsequently entered and coded in a spreadsheet database to determine the total number of focus groups in which the same or comparable topic and its perceived impact were discussed.

Table C-1 lists focus groups topics that were expressed as a major impact on area quality of life or the mission in at least four focus groups. Military and civilian focus groups at Naples mentioned Housing most often as having a major negative impact on quality of life.

**Table C-1.** Participant-Derived Focus Group Topics Expressed as a Major Impact on Quality of Life and/or the Mission.

Topic	Impact		
	Major	Moderate	Minor
Housing	●●●●●●●●●●	●●●●●●●●●●	
Manning/Manpower	●●●●●●●●		
Medical/Dental	●●●●●●●●	●●	
MWR	●●●●●●●●	●●	
TLA	●●●●●●●●	●●	
Transportation	●●●●●●●●	●●	●●●●
Human Resources	●●●●●●●●	●●	
Safety/Health	●●●●●●	●●	

**Notes.** Descending order of the number of focus groups topics that were expressed as a major impact on area quality of life or the mission in at least four groups. Colored circles indicate active duty military (●), civilian (●), and spouse (●) focus groups at Naples. Data from the five spouse groupings were combined into a single group.

MWR = Morale, Welfare & Recreation. TLA = Temporary Lodging Allowance.

## *Housing*

Several verbatim answers on the pre-event survey related to housing and the housing office were echoed in nearly all focus groups as having major/moderate negative impacts on quality of life. Several focus group participants alleged that the housing office advocates for the landlord rather than the active duty member or DON civilian employee. (A few participants reported good customer service interactions in seeking a dwelling in the Naples vicinity.) Another frequent point of contention was a perception of poor customer service, expressed as showing houses of no interest rather than those targeted by the customer. Participants were also concerned that the government was getting “ripped off” through inflated housing costs driven by the overseas allowance (i.e., by rank or rate) rather than by market forces. Participants often reported lower rental costs for Italians living in a comparable dwelling.

In reference to on-base housing at the Support Site, focus group participants also expressed that contractors are hesitant, if not unwilling, to replace broken equipment, and maintenance personnel are often unable to fix the problem. “Works for two weeks then stops working again.” Some military participants expressed that they must take too much time off work for housing maintenance issues.

## *Manning/Manpower*

Participants in military and civilian focus groups expressed manning/manpower concerns, the majority of which were related to increased scope and operating tempo without a commensurate increase in manning/manpower. More general to the NSA Naples area, participants expressed manning/manpower shortfalls in mental health services and Child Development Center staff. One supervisor from a different support office claimed to be overstaffed, but expressed difficulty in executing a reduction in force or employee transfers.

## *Medical/Dental*

Focus group participants reported receiving good medical and dental care at the U.S. Naval Hospital; however, some participants who had to seek medical services from Italian providers expressed translator and quality of care concerns. Focus group participants living in Gaeta expressed the desire to book back-to-back appointments on the same day (e.g., dental exams and cleaning; follow-on medical procedures that do not require much time) to provide relief from costs and stress associated with the commute from Gaeta to the Support Site. Some Gaeta focus group participants also wondered if additional on-site medical services could be scheduled to provide relief from their commute. Four hours of round-trip driving, perhaps more during peak tourism, was enough for some spouses in remote areas to consider foregoing health care that in their opinion requires only minutes to execute (e.g., flu shots, blood draws). A few civilian participants expressed a preference to see an American physician or dentist, noting that some current on-base medical/dental services are restricted to active duty personnel. (See medical-related content in the Manning/Manpower section.)

## *Morale, Welfare & Recreation (MWR)*

Several military, civilian, and spouse focus groups participants expressed major *positive* impacts on quality of life as a function of MWR and United Services Organization (USO) services. The

quality of resources at Carney Park and the availability of youth sports were especially lauded. Trips were generally expressed as affordable and positive experiences; however, two participants mentioned that they had substandard experiences, and others expressed concern that trips were perhaps too expensive for junior sailors. Spouses at Gaeta desired to have more than one event per year in Gaeta (e.g., new release movies for kids also shown at Gaeta to leverage their big screen and mitigate challenges associated with commuting).

### *Temporary Lodging Allowance (TLA)*

Several participants expressed major negative impacts on quality of life as a function of debt incurred related to TLA processing. Based on our on-site evaluation, TLA comments were probably past experiences prior to effective countermeasures implemented in December 2014.

### *Transportation*

Participants in military focus groups expressed a major *positive* impact on quality of life related to shuttle transportation between Capodichino and Support Site; however, desired expansion of services was expressed by both military and civilian focus groups participants. For example, participants proposed filling the gap in midday shuttle service and consideration for weekend shuttle service. Comments related to transportation in Gaeta focus groups were generally expressed in terms of negative impacts on quality of life as a function of potentially discontinuing school bus services and commuting to Naples, especially during tourist season.

### *Human Resources (HR)*

Civilian focus groups participants expressed a broad array of human resources topics that were perceived as a negative impact on quality of life and the mission, including but not limited to: inconsistent HR performance during the hiring process and lack of spouse preference in the hiring process, Priority Placement Program execution, and inequity in extensions (e.g., losing good people “who leave to work for the Army in Germany”).

### *Safety/Health*

Some military focus group participants (whether living in housing on base or in the community) expressed health concerns related to perceptions of poor air quality, especially when trash is burned in nearby outlying communities. Participants also wondered about potential long-term health effects as a function of being stationed at Naples (e.g., local food consumption; exposure to water—“that often reeks of chemicals”—during daily hygiene; unsecured trash). “We are living in the toxic waste dump.”

One focus group in Gaeta reported that the float dock is missing blocks that go into the water: “I’ve fallen in. It would be nice to have an easier way to get off the boat. Small gap... Potential for injury...”

### *Facilities*

Cleanliness was the primary concern of focus groups participants who expressed facilities as a negative impact on quality of life.

### *Other Focus Group Topics with Expressed Major Impact*

Topics that were expressed in at least one focus group as a major impact on area quality of life or the mission are briefly described below.

Spouse Employment (3 Major, 2 Moderate, 1 Minor). Military, civilian, and spouse focus group participants expressed difficulty in finding spousal employment commensurate with knowledge, skills, and abilities; inability to sell at a NEX kiosk, and application of spouse preference in the hiring process.

Commissary (3 Major, 2 Moderate, 1 Minor). Major concern regarding commissary access: “Only place I know in the world that allows other than AD [or retired AD] to shop at the Commissary. They are supposed to have sticker/paper ID, but I witnessed LN (Local National) woman go through the [commissary] line, get questioned by the checkout clerk, show something that wasn't sufficient ID; an argument ensued and clerk just gave in ... I know what they (LN) are saying (overheard a conversation in the commissary of the owner of a restaurant in town negotiating with LN commissary employee on what was the best deal on meat) ...” Moderate to minor quality of life concern related to availability of items.

Policies/Process (2 Major, 1 Moderate). “I very much appreciate that you don't have to take leave if staying in Europe! Good command support for leave/liberty. However, leadership is considering restricting leave and liberty to Italy. This would be a major negative.”

“The most stressful part of getting over here was the dog. Since the dog was not a family member there was no consideration regarding pet (permanent change of station). [This was] very difficult for my kids. The process is very difficult. Not a Navy problem, just a pet ... No one was willing to help, [except my] sponsor [who was] most helpful.

Navy Exchange (NEX) (2 Major). Major concern that LNs take guests to the NEX who do not have privileges. Gaeta focus groups indicated a major quality of life concern as a result of NEX Mini Mart mark-ups on “yellow-tag” (Commissary) items and difficulty in customer service when ordering items from the NEX Mini Mart.

Communication (2 Major). There were two instances of expressed shortfalls in communication; receiving late information and poor communication between supervisor and subordinate. (Additional information withheld as it may allow identification of the participants.)

Education/Training (1 Major, 3 Moderate). Participants expressed the availability of college education as a major *positive* impact on quality of life. However, some participants expressed insufficient training or training opportunities associated with job performance (completion of core function training, child services training, regulations, general training at the expense of core function training).

Child Care (1 Major, 2 Moderate). Participants in military, civilian, and spouse focus groups expressed major and moderate impacts on quality of life related to child care. Gaeta spouses

expressed disappointment that local resources were not identified to support child care when the Navy reduced its presence in this location. Civilian participants noted that child care is not available during mandatory area orientation. One participant declared that their spouse did not attend orientation since no child care was available.

Water (1 Major, 1 Minor). Participants in one focus group expressed major and minor impacts on quality of life related to the quality of water in their dwelling, including base housing. Major impacts were expressed by participants as ruining clothing and hair, and that the water often has a foul odor. One participant reported that their water filter must be replaced every 2-3 weeks and also reported that the commercial filtration system proposed by the housing office is not affordable.

Parking (1 Major, 1 Moderate). Participants in one military focus group expressed major/moderate impacts on quality of life associated with limited parking spaces at Capodichino (after 0830). The major impact was expressed by shift workers, who described difficulty finding parking spaces.



# **Appendix D: Survey Response Frequency Report**

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Numerical values in the following tables summarize survey responses to forced-choice questions as counts and/or percentages (%). Response codes are listed below in the order that they appear.

- SD Strongly Disagree
- D Disagree
- N Neither Agree nor Disagree...
- A Agree
- SA Strongly Agree
  
- Negative
- N Neutral
- + Positive
  
- N Never
- R Rarely
- S Sometimes
- F Frequently
- A Always

Military		Civilian	
Male	Female	Male	Female
340	92	147	81
52%	14%	22%	12%

Single	Married	Separated	Divorced
167	459	7	27
25%	70%	1%	4%

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

	1	2	3	4	5	6	7	8	9	10
Count	41	25	46	61	87	64	79	127	76	54
%	6%	4%	7%	9%	13%	10%	12%	19%	12%	8%

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

	+	N	-
Job satisfaction	375	162	135
Leadership support	361	162	149
Leadership opportunities	287	239	146
Advancement opportunities	309	208	155
Workload	209	296	167
Work Hours/Schedule	240	245	187
Training opportunities	221	286	165
Awards and recognition	259	221	192
Command morale	270	246	156
Command climate	244	231	197
Quality of workplace facilities	375	162	135

On a scale from 1 (worst) to 10 (best), please rate your Quality of Home Life (QOHL). QOHL is the degree to which you enjoy where you live and the opportunities available for housing, recreation, etc.

	1	2	3	4	5	6	7	8	9	10
Count	15	35	37	57	66	80	126	136	59	49
%	2%	5%	6%	9%	10%	12%	19%	21%	9%	7%

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

	+	N	-
Quality of home	390	175	128
Quality of the school for dependent children	191	448	54
Quality of the childcare available	97	522	74
Shopping & dining opportunities	334	184	175
Recreational opportunities	409	180	104
Access to spouse employment	95	362	236
Access to medical/dental care	360	179	154
Cost of living	192	287	214

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

SD	D	N	A	SA
0	62	64	143	107
0%	16%	17%	38%	28%

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

SD	D	N	A	SA
0	35	32	175	172
0%	8%	8%	42%	42%

How would you rate your satisfaction with Personnel Support Detachment (PSD)?

Above Average	Average	Below Average	UNSAT
73	206	63	42
19%	54%	16%	11%

How would you rate the timeliness of the service provided by your command Pay & Administration Support System (PASS) Liaison Representative [PLR]?

Above Average	Average	Below Average	UNSAT
55	143	36	29
21%	54%	14%	11%

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

	1	2	3	4	5	6	7	8	9	10
Count	9	8	6	8	40	22	32	71	45	35
%	3%	3%	2%	3%	14%	8%	12%	26%	16%	13%

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

	+	N	-
Family/Social Services available	148	100	29
Quality of services	167	89	21
Appointment availability	126	119	32
Staff's customer service	171	90	16
Hours of operation	131	119	27

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

	1	2	3	4	5	6	7	8	9	10
Count	8	9	13	18	33	25	63	111	61	38
%	2%	2%	3%	5%	9%	7%	17%	29%	16%	10%

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

	+	N	-
Variety of MWR services available	254	84	41
Quality of services	244	102	33
Cost	172	133	74
Staff's customer service	216	138	25
Hours of operation	171	156	52

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

	1	2	3	4	5	6	7	8	9	10
Count	8	11	13	16	36	18	54	102	76	88
%	2%	3%	3%	4%	9%	4%	13%	24%	18%	21%

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

	+	N	-
Types of healthcare services available	288	92	42
Appointment availability	266	93	63
Waiting time	242	117	63
Time with staff or care provider	275	106	41
Hours of operation	262	117	43

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

	1	2	3	4	5	6	7	8	9	10
Count	20	10	11	12	65	29	45	84	57	89
%	5%	2%	3%	3%	15%	7%	11%	20%	14%	21%

For each of the factors below, please indicate whether they have a positive, neutral, or negative impact on your family's healthcare benefit rating.

	+	N	-
Types of healthcare services available	215	167	40
Appointment availability	197	171	54
Waiting time	192	184	46
Time with staff or care provider	219	173	30
Hours of operation	212	184	26

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

	1	2	3	4	5	6	7	8	9	10
Count	30	24	30	24	53	49	75	77	34	26
%	7%	6%	7%	6%	13%	12%	18%	18%	8%	6%

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

	+	N	-
Location of dwelling	280	88	54
Quality of dwelling	163	138	121
Affordability of the dwelling	175	173	74
Within Basic Allowance for Housing amount	186	172	64
Affordability of insurance	154	214	54
Quality of neighborhood	200	150	72
Safety and security	246	130	46
School system	115	279	28

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

	1	2	3	4	5	6	7	8	9	10
Count	18	12	31	31	43	40	80	95	45	25
%	4%	3%	7%	7%	10%	10%	19%	23%	11%	6%

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

	+	N	-
Variety of merchandise selections	166	121	133
Quality of merchandise selections	214	142	64
Cost	168	158	94
Staff's customer service	223	142	55
Hours of operation	246	118	56

Rate your overall satisfaction with the "Commissary" on a scale of 1 (worst) to 10 (best).

	1	2	3	4	5	6	7	8	9	10
Count	30	19	34	33	48	39	79	70	40	23
%	7%	5%	8%	8%	12%	9%	19%	17%	10%	6%

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

	+	N	-
Variety of products/produce/meats selection	169	104	142
Quality of products/produce/meats selection	139	127	149
Cost	201	145	69
Staff's customer service	160	163	92
Hours of operation	193	128	94

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

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
57	117	122	262	84
9%	18%	19%	41%	13%

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

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
20	57	0	106	28
9%	27%	0%	50%	13%

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

<b>N</b>	<b>R</b>	<b>S</b>	<b>F</b>	<b>A</b>
39	34	77	47	28
17%	15%	34%	21%	12%

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

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
12	30	0	106	55
6%	15%	0%	52%	27%

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

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
56	58	0	57	14
30%	31%	0%	31%	8%

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

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
59	61	0	72	16
28%	29%	0%	35%	8%

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

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
88	90	335	93	26
14%	14%	53%	15%	4%

**During the last performance evaluation cycle, my supervisor provided me with feedback that enabled me to improve my performance before my formal performance appraisal/EVAL/FITREP.**

SD	D	N	A	SA
20	31	66	152	95
5%	9%	18%	42%	26%

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

SD	D	N	A	SA
36	94	111	297	106
6%	15%	17%	46%	16%

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

SD	D	N	A	SA
40	115	138	286	60
6%	18%	22%	45%	9%

**My command is concerned about my safety.**

SD	D	N	A	SA
7	17	89	332	193
1%	3%	14%	52%	30%

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

SD	D	N	A	SA
17	32	78	295	219
3%	5%	12%	46%	34%

\_\_\_\_\_ is occurring at my command.

	SD	D	N	A	SA
Fraternization	16%	30%	37%	12%	5%
Favoritism	12%	26%	32%	19%	10%
Gender/Sex Discrimination	23%	36%	33%	5%	3%
Sexual Harassment	29%	39%	29%	3%	1%
Race Discrimination	29%	39%	29%	3%	1%
Hazing	35%	35%	26%	2%	2%

**My command attempts to resolve command climate issues.**

SD	D	N	A	SA
22	56	159	259	141
3%	9%	25%	41%	22%

**I have adequate guidance from command leadership to perform my job successfully.**

SD	D	N	A	SA
32	73	120	286	133
5%	11%	19%	44%	21%

**My performance evaluations have been fair.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
16	44	168	260	149
3%	7%	26%	41%	23%

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

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
50	74	219	201	93
8%	12%	34%	32%	15%

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

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
21	60	121	305	130
3%	9%	19%	48%	20%

**My superiors treat me with respect and consideration.**

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
18	51	91	269	208
3%	8%	14%	42%	33%

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

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
7	13	217	266	133
1%	2%	34%	42%	21%

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

<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
4	11	192	243	183
1%	2%	30%	38%	29%