

NAVAL INSPECTOR GENERAL
COMMAND INSPECTION OF
FIELD SUPPORT ACTIVITY
9 TO 13 JANUARY 2012



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

IN REPLY REFER TO:
5040
Ser N3/0543
16 May 12

From: Naval Inspector General
To: Distribution

Subj: COMMAND INSPECTION OF DIRECTOR, FIELD SUPPORT ACTIVITY

Ref: (a) SECNAVINST 5040.3A

1. In accordance with reference (a), the Naval Inspector General (NAVINSGEN) conducted a Command Inspection of Director, Field Support Activity (FLDSUPPACT) from 9 to 13 January 2012. FLDSUPPACT's mission is to establish, maintain, and provide a system of financial services as a Budget Submitting Office and Principal Administering Office (BSO and PAO) for assigned combatant commands, Navy headquarters and activities; to initiate action in matters pertaining to the provision of funds and manpower and to evaluate the utilization of such resources and initiate or recommend appropriate corrective action; to plan and program for current and future resource requirements for activities within Director, Navy Staff (DNS) Resource Sponsorship; to establish, maintain, and provide funds; and evaluate utilization of Official Representation Funds (ORF) for DNS and Chief of Naval Operations (CNO) activities.

2. We observed that FLDSUPPACT effectively performs its financial services mission as BSO-11. Because the "ink is still wet" in several program areas, those areas will require more run time to show their full effectiveness. Office of the Chief of Naval Operations (OPNAV) manages some programs for FLDSUPPACT, such as Sexual Assault Prevention and Response (SAPR), Drug and Alcohol Program Advisor (DAPA), Urinalysis Program Coordinator (UPC) and Career Development Boards. This allows FLDSUPPACT to apportion their limited work load capacity to meet their primary mission requirements and Navy program requirements in these areas by leveraging OPNAV support. A retired annuitant serving as Acting Director has maintained stability and continuity for the organization. Expedited hiring of a permanent director will help enable continued success at FLDSUPPACT.

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3. This report has two parts. Part one forwards our overall observations and findings. Part two contains seven issue papers presenting specific findings and recommendations for senior leadership. Part two also contains an action summary matrix (Page 14) and guidance for the submission of summary of actions via Implementation Status Reports (ISR) (Page 15). Commands are tasked with submitting initial ISRs to NAVINSGEN not later than 20 July 2012. The summary of survey data analysis for active duty military and DON civilian personnel is included in Appendix A (Page 26). The Summary of Quality of Life Interview data analysis for active duty military and DON civilian personnel is included in Appendix B (Page 55).

4. My point of contact is (b)(6), (b)(7)(c), Inspections Director. (b)(6), (b)(7)(c) can be reached at 202-433-(b)(6), DSN 288-(b), or e-mail (b)(6), (b)(7)(c)@navy.mil.



J. P. WISECUP

Distribution:
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FLDSUPPACT

EXECUTIVE SUMMARY

1. The Naval Inspector General (NAVINSGEN) command inspection of Director, Field Support Activity (FLDSUPPACT) began with web-based personnel surveys conducted prior to our arrival. These surveys helped us prepare for on-site Quality of Life (QOL) interviews and provided background for the team to determine areas requiring further inspection. There were a total of 31 active duty military and Department of Navy (DoN) civilian survey respondents. We conducted 29 individual QOL interviews with FLDSUPPACT personnel to assess overall QOL. On a scale of 1 to 10, (where 1 = worst and 10 = best), active duty military and DoN civilian personnel indicated their Quality of Work Life (QOWL) at 6.29, which is slightly higher than our Naval Inspector General (NAVINSGEN) rolling average of 6.27. Their Quality of Home Life (QOHL) scored 8.49, which is higher than the NAVINSGEN rolling average of 7.01. Active duty military and DoN civilian personnel indicated their overall QOL as 7.41 during the individual interviews. Based on these interviews, top concerns were: leadership, telework, facilities, parking, training, communication, and favoritism.

2. Overall, FLDSUPPACT executes its core mission well. NAVINSGEN reviewed 29 programs and the following five programs do not meet Navy requirements or Department of Defense (DoD) standards: Strategic Planning Process, Total Force Management, Continuity of Operations (COOP) Plan, Command Security Program, and Inspector General (IG) Structure. FLDSUPPACT's Facilities Management programs are effective due to use of mission funds to execute projects that are within Commander, Navy Installations Command's (CNIC) area of responsibility.

3. *Good News.* Mission, Functions, and Tasks. Based on accounting data from execution year and prior year accounts (Fiscal Year (FY) 06 to FY11) still available for liquidation, FLDSUPPACT met targets every year except FY11. FLDSUPPACT's supported activities were unable to execute at the planned obligation rate for FY11 due to the combined effects of incremental funding from continuing resolution between October 2010 and April 2011 and the late passage of the Omnibus Spending Bill in April 2011. The command has demonstrated increasing Financial Efficiency Index scores by improving execution of obligations relative to plan and effectively reducing over obligations to zero.

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4. The following programs were assessed as effective or compliant with Navy program standards:

- a. Mission, Functions, and Tasks.
- b. Command Relationships and Communications.
- c. Personal Training and Qualifications.
- d. Anti-Terrorism and Force Protection (AT/FP).
- e. Safety and Occupational Health.
- f. Post Deployment Health Re-Assessment (PDHRA).
- g. Suicide Prevention.
- h. Individual Medical Readiness (IMR).
- i. Command Individual Augmentee Coordinator (CIAC).
- j. Voting Assistance Program.
- k. Legal and Ethics Program.
- l. Command Managed Equal Opportunity (CMEO).
- m. Sexual Assault Prevention and Response (SAPR).
- n. Information Technology, Information Management and Information Assurance.
- o. Information Assurance Workforce (IAWF).
- p. Personally Identifiable Information (PII).
- q. Physical Readiness Program (PRP).
- r. Managers' Internal Control (MIC) Program.
- s. Personal Property Management.
- t. Government Commercial Purchase Card (GCPC) Program.
- u. Government Travel Charge Card (GTCC) Program.
- v. Financial Management.
- w. Sponsorship Program.
- x. Command Indoctrination Program.

5. The following programs need more attention to be compliant or improve their effectiveness:

a. Strategic Planning Process. FLDSUPPACT is utilizing a newly created and unsigned strategic plan that does not effectively capture the strategic direction of the command or officially promulgate their mission, vision and guiding principles to the staff. Issue Paper 1, *FLDSUPPACT Strategic Planning Process*, refers (Page 16).

b. Military Manning and Manpower. OPNAVINST 1000.16K Ch-1, *Manual of Total Force Manpower Policies and Procedures*, requires all Budget Submission Offices (BSO) to complete Shore Manpower Requirement Determinations (SMRD) for their supported commands.

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Although FLDSUPPACT is adequately manned for their financial services mission, they do not have the manpower or expertise to execute SMRD reviews. Issue Paper 2, *Shore Manpower Requirements Determination (SMRD)*, refers (Page 17).

c. Civilian Personnel Management. FLDSUPPACT's process and procedures for civilian Equal Employment Opportunity (EEO) complaints do not provide clear guidance for handling grievances. An effective grievance process is required by law and policy. FLDSUPPACT's telework policy is not aligned with Department of Defense (DoD) policy. Issue Paper 3, *FLDSUPPACT Policy on Equal Employment Opportunity and Telework Require Revision*, refers (Page 19).

d. Continuity of Operations (COOP) Plan. FLDSUPPACT does not have an approved COOP Plan. The draft FLDSUPPACT COOP Plan requires final approval, training and exercise to ensure it is executable by the staff. Issue Paper 4, *Continuity of Operations (COOP) Plan*, refers (Page 21).

e. Command Security Program. FLDSUPPACT security programs are not fully compliant with SECNAV M-5510.30. This program needs more administrative attention to be fully compliant. Issue Paper 5, *FLDSUPPACT Personnel Security Program*, refers (Page 22).

f. Facilities Management. FLDSUPPACT is one of many organizations housed in building 166 at the Washington Navy Yard. This building was constructed in 1918. Although facilities received mixed reviews in the survey and individual interviews, the facility manager at FLDSUPPACT recently completed substantial habitability upgrades to the offices. Through personal initiative, office furniture was obtained from the Naval Criminal Investigative Service (NCIS) when they moved from Washington Navy Yard, office areas were repainted and re-carpeted. FLDSUPPACT spent \$138,831 of their mission dollars to make these habitability improvements. FLDSUPPACT also spent an additional \$53,354 in mission dollars to address deficiencies in their Heating, Ventilation, and Air-Conditioning (HVAC) systems. Building renovations and HVAC repairs are CNIC funding responsibilities, but were of low priority. Consequently, FLDSUPPACT was compelled to fund these items out of mission funds to address their morale and habitability concerns.

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NAVINGEN Inspection Teams repeatedly find that commands are using mission funding to mitigate shortfalls in facilities funding. This practice may be masking the true cost of maintaining facilities and impacting mission accomplishment. Issue Paper 6, *Use of Mission Funds to Support Facilities Services*, refers (Page 23).

g. Inspector General (IG) Structure. FLDSUPPACT does not have an IG. SECNAVINST 5430.57G lists FLDSUPPACT as an Echelon II Command that is required to have a permanent IG who is either an O6 or General Schedule (GS) 15. Issue Paper 7, *FLDSUPPACT Inspector General*, refers (Page 25).

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**FIELD SUPPORT ACTIVITY
COMMAND INSPECTION REPORT**

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PART 1

OBSERVATIONS AND FINDINGS

OBSERVATIONS AND FINDINGS

1. The Naval Inspector General (NAVINSGEN) conducted a Command Inspection of Director, Field Support Activity (FLDSUPPACT), Washington, DC from 9 to 13 January 2012. FLDSUPPACT provided several key documents in advance of our visit, which included the FLDSUPPACT command brief, recent FLDSUPPACT command climate assessments, a summary of top issues, areas of greatest risk, and their most significant accomplishments from the Director's perspective. These inputs focused our understanding of FLDSUPPACT's mission, challenges, and risks. The total temporary duty cost for this command inspection was \$720.55.

2. The mission of FLDSUPPACT is to establish, maintain, and provide a system of financial services as a Budget Submitting Office and Principal Administering Office (BSO and PAO) for assigned combatant commands, Navy headquarters and activities; to initiate action in matters pertaining to the provision of funds and manpower and to evaluate the utilization of such resources and initiate or recommend appropriate corrective action; to plan and program for current and future resource requirements for activities within Director, Navy Staff (DNS) Resource Sponsorship; to establish, maintain, and provide funds; and evaluate utilization of Official Representation Funds (ORF) for DNS and Chief of Naval Operations (CNO) activities.

3. Our assessment began with web-based personnel surveys conducted prior to our arrival. These surveys helped us prepare for on-site Quality of Life (QOL) discussion meetings and provided background for the team to determine areas requiring further inspection. There were a total of 31 active duty military and Department of Navy (DoN) civilian survey respondents. We conducted 29 individual quality of life discussion meetings with FLDSUPPACT personnel to assess overall QOL at FLDSUPPACT. On a scale of 1 to 10, (where 1 = worst and 10 = best), active duty military and DoN civilian personnel indicated their Quality of Work Life (QOWL) as 6.29, which is slightly higher than our NAVINSGEN rolling average of 6.27. Their Quality of Home Life (QOHL) scored 8.49, which is higher than the NAVINSGEN rolling average of 7.01. Individual interviews were conducted in lieu of focus groups due to the relatively small number of personnel in their activity. Active duty military and DoN civilian personnel indicated their overall QOL as 7.41 during the individual interviews. Top concerns identified during these interviews were as follows: leadership, telework, facilities, parking, training, communication, and favoritism.

I. AREAS/PROGRAMS ASSESSED

NAVINSGEN Inspection Teams assessed the following areas and programs:

Mission Performance

- Mission, Functions and Tasks
- Strategic Planning Process
- Command Relationships and Communications
- Total Force Management
- Personal Training and Qualification
- Continuity of Operations (COOP) Plan
- Command Security Program

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Facilities, Safety, and Security

- Facilities Management
- Anti-Terrorism and Force Protection (AT/FP)
- Safety and Occupational Health

Resource Management/Personal and Family Readiness

- Post Deployment Health Re-Assessment (PDHRA)
- Suicide Prevention
- Individual Medical Readiness (IMR)
- Command Individual Augmentee Coordinator (CIAC)
- Voting Assistance Program
- Legal and Ethics Program
- Command Managed Equal Opportunity (CMEO)
- Sexual Assault Prevention and Response (SAPR) Program
- Drug and Alcohol Program Advisor (DAPA)
- Urinalysis Program Coordinator (UPC)
- Information Technology, Information Management and Information Assurance
- Information Assurance Workforce (IAWF)
- Personally Identifiable Information (PII)
- Physical Readiness Program (PRP)
- Managers' Internal Control (MIC) Program
- Personal Property Management
- Government Commercial Purchase Card (GCPC) Program
- Government Travel Charge Card (GTCC) Program
- Inspector General Structure
- Financial Management

Brilliant on the Basics of Sailor Development

- Sailor Career Management Program
- Sponsorship Program
- Command Indoctrination Program

II. MISSION PERFORMANCE

1. Introduction. The Mission Performance Team reviewed the following areas during the FLDSUPPACT Command Inspection: Mission, Functions, and Tasks (MFT), including command effectiveness and mission accomplishment; Strategic Planning Process, Command Relationships and Communications, including External and Internal Communications and Relationships; Total Force Management, including Military Active Component and Reserve Component (AC/RC) Manning and Manpower, Civilian Manning and Human Resource Office (HRO) support, and Personnel Training and Qualification; Continuity of Operations (COOP) Planning, and Command Security Programs. Our team conducted interviews and meetings with: Acting Director and Deputy Director FLDSUPPACT; FLDSUPPACT Administrative Officer (FLDSUPPACT-01A); Head, Manpower Management Programs Department; and Head, Information Systems Department (FLDSUPPACT-6). We contacted some of the activities supported by FLDSUPPACT to get a customer service viewpoint of the execution of

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FLDSUPPACT's mission. Overall, FLDSUPPACT performs its core financial services mission as Budget Submitting Office (BSO) -11 well but needs to balance more attention to some of its non-core functions. Expedited hiring of a permanent Director is essential for FLDSUPPACT's continued success.

2. Mission, Functions and Tasks (MFT). The mission of FLDSUPPACT is to provide a system of financial services as BSO-11 and principal administering office (PAO) for White House Staff, Defense Equal Opportunity Management Institute, Chief of Naval Operations staff, Commander, U.S. Pacific Command, Commander, Operational Test and Evaluation Force, Naval History and Heritage Command, Naval Legal Service Command and the Naval Safety Center.

FLDSUPPACT is responsible for providing funds and manpower, submitting budgets and analyzing the usage of resources for the aforementioned activities, as well as managing eight centrally paid Navy bills, seven special support accounts, and two special appropriations. FLDSUPPACT's total resource responsibility is \$2.7 billion annually (see Figure 1).

FLDSUPPACT serves under a (b)(6), (b)(7)(c) Acting Director who is a (b)(6), (b)(7)(c) specifically (b)(6), (b)(7)(c) to provide stability and continuity while the organization transitions to a new, yet to be hired, Director. The former SES-level Director left in (b)(6), (b)(7)(c) 2011 and served in the position for (b)(6), (b)(7)(c) years.

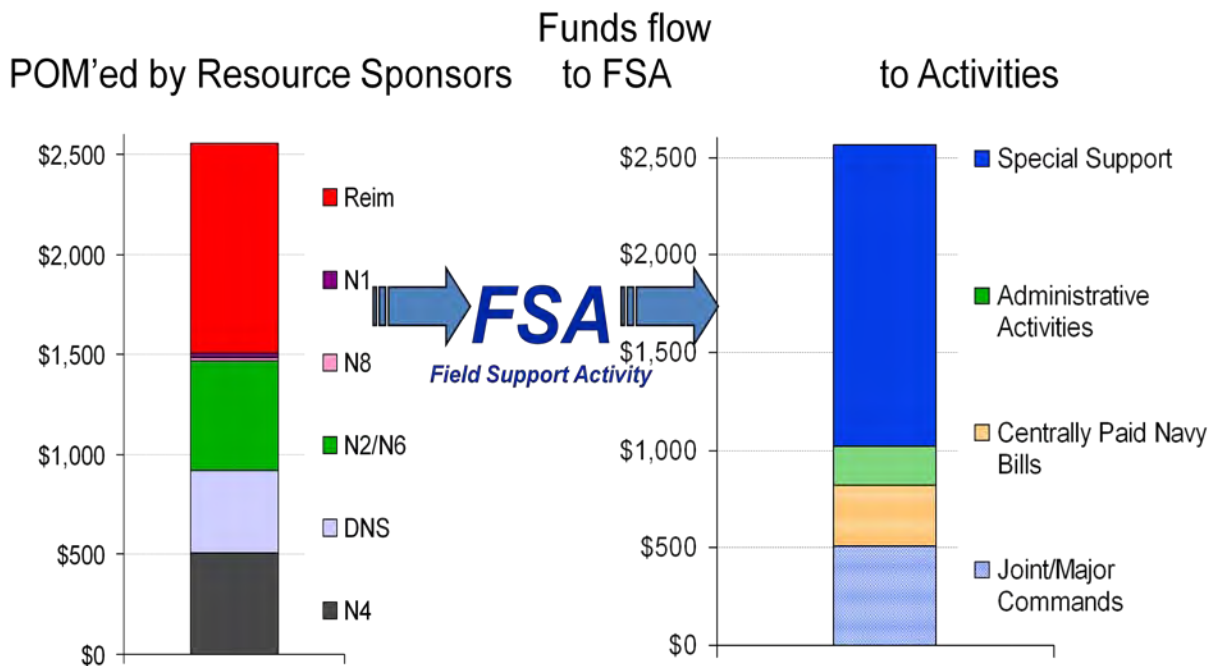


Figure 1, FLDSUPPACT Funds Flow

OPNAVINST 5450.219C, *Mission and Functions of Field Support Activity*, Washington DC, was approved 20 December 2011 and properly outlines FLDSUPPACT's mission and functions. This instruction has an extensive list of administrative functions that accurately describes the command's responsibilities.

FLDSUPPACT measures the performance of its financial services through multiple metrics. The metrics of concern at the executive level are Execution of Funds Status, Financial Efficiency Index (FEI), and Budget Productivity Indicator (BPI). Execution of Funds Status measures obligated funds as compared to the fiscal year's expenditure plan. FEI is a more complex rating that takes into account the current year obligation rate relative to plan, the past five years' unused funds, rate of funds obligated (the check has been written) yet not liquidated (the check has not been cashed) and Anti-Deficiency Act violations (obligation in excess of authorized amounts). The Execution of Funds Status and FEI are used to measure execution of a fiscal year's budget. BPI measures the accuracy and timeliness of FLDSUPPACT proposed budgets as submitted to the Assistant Secretary of the Navy, Financial Management and Comptroller (ASN (FM&C)). Except for Fiscal Year (FY) 11, FLDSUPPACT met targets for execution since FY06 and demonstrates increasing FEI ratings. The FEI ratings increased through better execution of funds and reducing Anti-Deficiency Act violations to zero. During FY11, FLDSUPPACT operated on seven continuing resolutions until Congress passed the Omnibus spending bill in April 2011. Lack of congressional authority to obligate funds negatively impacted the ability of FLDSUPPACT's subordinate activities to execute at the planned expenditure rate. FLDSUPPACT's BPI figures indicate a high degree of timeliness in meeting budget submissions during the Office of Secretary of Defense (OSD) budget build. The BPI figures for the President's Budget submission are lower and fluctuate based on short response timelines.

3. Strategic Planning Process. The FLDSUPPACT strategic plan can best be described as an officially sanctioned rough draft. The last signed strategic plan dates from 1998, pre-dating the former director's tenure. The unsigned strategic plan utilized by FLDSUPPACT was developed two to three months before this inspection at a department head level offsite. Only the unsigned mission and vision statement and guiding principles were posted on the command's bulletin board. The mission statement is a repeat of OPNAVINST 5450.219C, *Mission and Functions of Field Support Activity, Washington DC*. The vision and guiding principles are appropriate for this organization's focus. The strategic objectives and goals are more of a short and long term "to do" list with no apparent prioritization and appear more like an implementation program of objectives and milestones than the objectives of a command wide strategic direction. Commands of smaller size usually require a one page, plainly stated mission and vision statement containing all encompassing guiding principles and strategic objectives that are officially promulgated from the director's office and printed on command letter head. This product would be the basis for a yearly long-term planning process that sets short and long-term goals to achieve the strategic objectives of FLDSUPPACT. An effective long term planning process requires a progress review forum. This monthly or quarterly review forum could be held in conjunction with FLDSUPPACT's existing staff meetings. Many of these types of processes are underway as part of FLDSUPPACT's efforts to achieve the Department of Defense goal of Audit Readiness (ability to track all expenditures from appropriation to payment) and or FLDSUPPACT's steps in the Financial Improvement Process (also tied to Audit Readiness). Part 2, Issue Paper 1, refers (Page 16).

4. Command Relationships and Communications.

a. External Communications and Relationships. FLDSUPPACT maintains multiple lines of communication and relationships with the external commands they support as a daily function of their mission. The activities we contacted regarding FLDSUPPACT's mission performance attested to the quality and accuracy of the quarterly and monthly financial reports generated by FLDSUPPACT. The supported activities attest to regular contact via email and phone by FLDSUPPACT to manage their funds. FLDSUPPACT regularly interfaces with Director, Navy Staff, ASN (FM&C) and FLDSUPPACT's supported activities comptroller's budget analysts through multiple formal weekly, monthly, quarterly and bi-annual meetings and conferences to properly administer their BSO and PAO functions.

b. Internal Communications and Relationships. Communications regarding core mission areas are excellent; internal communication regarding policy changes is not fully effective. The former Director ensured all staff was tightly focused on executing the financial service provider function with minimal overhead. This drove a culture that tended to disregard non-mission functions, many of which are mandatory Navy programs. With the former Director's departure, and in preparation of this command inspection, many of these neglected areas began to receive renewed attention. FLDSUPPACT's six command policy statements regarding civilian dress, work hours, equal opportunity, recruitment and hiring, sexual harassment and safety and occupational health were signed between October 2011 and January 2012. FLDSUPPACT leadership relies on communication via department head meeting pass down and bulletin board postings to manage the change from the former Director's singular focus on financial management to an organization that devotes appropriate attention to their policy overhead functions. Perceptions from the interviews conducted with all FLDSUPPACT staff about their quality of life and quality of work life indicated about 40 percent of the staff have some level of misunderstanding of these administrative policies. We recommend scheduling opportunities, such as all hands training, to communicate policy changes and discuss the Director's intent, ensuring effective internal communication.

5. Total Force Management.

a. Military Manning and Manpower (Active and Reserve Component). FLDSUPPACT is the manpower advocate for its activities. FLDSUPPACT manages 220 Unit Identification Codes (UICs), of which, 88 are joint manning UICs. Documented monthly and daily monitoring of data systems indicates FLDSUPPACT is fully engaged with its customers and emergent manpower issues. FLDSUPPACT is adequately staffed with military and civilian personnel for all of its functions except the requirement to perform Shore Manpower Requirements Determination (SMRD) reviews levied by OPNAVINST 1000.16K Ch-1, *Manual of Total Force Manpower Policies and Procedures*. This instruction directs BSOs to be responsible for conducting SMRD reviews. Navy SMRD teams reside with Fleet Forces Command, Navy Installations Command, and Navy Reserve Forces Command. FLDSUPPACT does not have the expertise to conduct SMRDs for its activities and must request assistance from other commands to complete this function. We recommend OPNAV (N12) review the SMRD requirement for smaller BSOs and make policy adjustments to more closely match tasking with FLDSUPPACT's manpower and resources. Part 2, Issue Paper 2, refers (Page 17).

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b. **Civilian Manning and Manpower.** The Navy Operations (OPNAV) Director of Civilian Personnel Programs, who advises FLDSUPPACT's Administrative Officer on appropriate Human Resources (HR) policy and procedures, has been staffed by temporary assignment or gapped over the past 18 months. The loss of talent in this position outside the command, led to inadequate dissemination of HR information to FLDSUPPACT's Administrative Officer and employees. A permanent hire assumed these duties in December 2011. Partially as a result of the lack of HR guidance from OPNAV, we observed that FLDSUPPACT has inadequate HR information and guidance on civilian equal employment policy and procedures; and the command's telework policy did not match Department of Defense (DoD) policy. Federal law and Department of the Navy policy specify that all employees have a due process right to grieve workplace disputes through the equal employment opportunity (EEO) complaint process. FLDSUPPACT's current procedures have unclear guidance and procedures upon whom to contact and how to process EEO complaints. FLDSUPPACT has adequate Information Technology resources to support telework; however, their command policies do not meet DoD guidelines. DoDI 1035.01, *Telework Policy*, allows compressed work schedule (CWS) employees to telework and states all performance management procedures must be the same for telework and non-telework employees. FLDSUPPACT's telework policy does not allow an employee to work a CWS and telework at the same time and requires only teleworking employees to utilize check-in and check-out forms to track performance. Part 2, Issue Paper 3, refers (Page 19).

6. **Personnel Training and Qualification.** The FLDSUPPACT Training Program is on track and fully compliant. FLDSUPPACT Training Office does an effective job with military and civilian workforce development. The Individual Development Plan (IDP) Program is exceptional and captures each workforce member's military, civilian, short and long-term goals, as well as all ad hoc training requests. IDPs are in use by leadership for management and execution of command training goals. We noted that FLDSUPPACT ensures compliance with their strategic goal of a minimum of 40 hours of training for all workforce members. FLDSUPPACT has no Command Training Team (CTT), due to its size; but they use the resources at OPNAV (N1) to carry out this task. Information Assurance Training Program is effective and meets all requirements of SECNAV M-5239.2

7. **Continuity of Operations (COOP) Plan.** After being dormant for the past decade, the FLDSUPPACT COOP program was recently revived. The draft FLDSUPPACT COOP Plan requires final approval, training and exercise to ensure it can be executed by the staff. The recent earthquake and hurricane highlighted the need for pre-disaster planning. The efforts of the new COOP manager are rapidly pushing FLDSUPPACT towards full compliance. The COOP manager obtained an NMCI technical refresh to shift the command to laptop computers that will better support operations from remote relocation sites. Based on their small footprint, FLDSUPPACT is leveraging the Naval District Washington Regional Operations Center to assist in dynamically assigning a COOP location based on the nature of the disaster. FLDSUPPACT is employing the Department of Homeland Security's Wireless Priority Service. This system is intended to be used in an emergency or crisis situation when the Public Switched Telephone Network (PSTN) is congested and the probability of completing a call over normal or other

alternate telecommunication means has significantly decreased. Part 2, Issue Paper 4, refers (Page 21).

8. Command Security Program. FLDSUPPACT's security program needs more attention to be compliant with SECNAV M-5510.30. The Security Manager has functioned in this position for approximately three years and attended the Security Manager course in early 2011; but the Security Manager has never been designated in writing as required by SECNAV policy. The Security Manager needs to increase the amount of time devoted to managing this program to meet required standards. Specific areas of concern: command training content for annual security refresher does not address the required subject matter per SECNAV M-5510.30; security training records are not readily available for review and the command security instruction is in draft. Part 2, Issue Paper 5, refers (Page 22).

III. FACILITIES, SAFETY AND SECURITY

1. Introduction. The Facilities, Environmental and Safety Team reviewed facility-related functions including, Facility Management, Anti-Terrorism and Force Protection (AT/FP) and Safety and Occupational Health with findings provided below.

2. Facilities Management

a. Although facilities received mixed reviews in the survey and individual interviews, the facility manager at FLDSUPPACT recently completed substantial habitability upgrade to the office spaces. Through personal initiative, office furniture was obtained from Naval Criminal Investigative Service (NCIS) when they moved from the Navy Yard and the office areas were repainted and re-carpeted.

b. To make these habitability improvements FLDSUPPACT spent \$138,831 in mission dollars. FLDSUPPACT also spent an additional \$53,354 mission dollars to address deficiencies in their Heating, Ventilation, and Air-Conditioning (HVAC) systems. Both the renovations and HVAC repairs were CNIC funding responsibilities, but of low priority. Consequently, FLDSUPPACT was compelled to fund these items to address their morale and habitability concerns. Part 2, Issue Paper 6, refers (Page 23).

c. FLDSUPPACT is one of many organizations housed in building 166, which was constructed in 1918. The building leaks from the roof, masonry walls and windows. In some instances windows have fallen, or blown out of the building, and are in need of replacement throughout. There are also problems with the building's mechanical and electrical systems. Naval Facilities Engineering Command (NAVFACENGCOM) evaluated facility improvement options and submitted a draft report in December 2011. The report provided three redevelopment options:

Option 1: Complete renovation of building and systems to meet new construction standards and criteria; and perform some AT/FP upgrades.

Option 2: Complete renovations with full upgrades including Uniform Facilities Criteria (UFC) for AT/FP except for the requirement for full offset, from the parking lot on the eastern side of the building.

Option 3: Complete renovation to meet all criteria.

d. Cost estimates for each of these options is under development.

3. Anti-Terrorism and Force Protection (AT/FP). FLDSUPPACT recently began developing its physical security and AT/FP programs. The Command's Administrative Officer is assigned as manager of these programs, although official letters of designation are still in draft. As a small tenant of Naval District Washington (NDW), FLDSUPPACT's AT/FP program is primarily coordinated with NDW through attendance at coordination meetings, with the host and other tenant security points of contact.

4. Safety and Occupational Health. Historical documentation of the safety program at FLDSUPPACT indicates many required components were recently added to comply with OPNAV 5100.23G Ch-1. The FLDSUPPACT's safety representative is not properly designated in writing. The safety representative interfaces with base safety and industrial hygiene offices to deliver appropriate safety and occupational health resources. The safety representative is scheduled to relocate in the summer of 2012. Command leadership attention will be required to ensure that the new administrative components of the safety program will continue to be effective during the turnover to a new safety representative. Leadership should ensure the safety representative attends required safety training in a timely manner and is properly designated in writing.

IV. RESOURCE MANAGEMENT/PERSONAL AND FAMILY READINESS

1. Introduction. The Resource Management/Personal and Family Readiness Team reviewed a number of programs required by Navy policy. All observations and findings are as of the last day of the inspection.

2. Post Deployment Health Re-assessment (PDHRA). FLDSUPPACT does not have any staff members currently supporting, or who have supported, Individual Augmentation (IA) efforts. Therefore, they have no one assigned who requires a PDHRA.

3. Suicide Prevention. FLDSUPPACT personnel are under the OPNAV Suicide Prevention program. All required General Military Training (GMT) for active duty personnel was completed and documented. Awareness information and points of contact for assistance were posted on the command bulletin board in plain view, in accordance with program guidelines.

4. Individual Medical Readiness (IMR). The command IMR stands at 75 percent, meeting the minimum requirement set by SECDEF and OPNAV instructions.

5. Command Individual Augmentee Coordinator (CIAC). FLDSUPPACT does not have any staff members currently supporting, or who have supported, IA efforts.

6. Voting Assistance Program. The Voting Assistance Officer has established a sound, well run program. FLDSUPPACT's data in the Voting Information Management System is complete and compliant with DoD and Navy directives.

7. Legal and Ethics Program. Given their size, construct, and mission, the ethics practice at FLDSUPPACT is very limited. FLDSUPPACT does not have an assigned staff judge advocate or general counsel. The Vice Chief of Naval Operations' (VCNO) Legal Office provides all necessary support to FLDSUPPACT on ethics and standards of conduct issues. The prior FLDSUPPACT Director was required to file Public Financial Disclosure (OGE-278) information and FLDSUPPACT currently has three personnel required to file Confidential Financial Disclosure Report (OGE-450) information. All financial disclosure reports were complete and timely. All required annual ethics training was completed and properly documented.

8. Command Managed Equal Opportunity (CMEO). The person assigned CMEO duties was very knowledgeable and enthusiastic. The program has taken a proactive approach to educating staff and leadership on Navy Equal Opportunity (EO) and Diversity policy. All records and reports are current.

9. Sexual Assault Prevention and Response (SAPR).

a. Before this inspection, the OPNAV and FLDSUPPACT personnel designated as SAPR Point of Contact (POC), SAPR Data Collection Coordinator (DCC) and SAPR Command Liaison identified and corrected deficiencies in the program. To enhance program awareness, SAPR posters, NDW Sexual Assault Response Coordinator (SARC) contact information and the Victim Advocate's Watch Bill should be prominently displayed.

b. To ensure continued compliance with OPNAVINST 1752.1B, the Command should schedule a training session with the NDW SARC to discuss the "Commander's Tool-kit." Civilian supervisors should attend this brief to satisfy leadership training requirements.

10. Drug and Alcohol Program Advisor (DAPA). OPNAV manages the DAPA program for FLDSUPPACT.

11. Urinalysis Program Coordinator (UPC). OPNAV manages the Urinalysis program for FLDSUPPACT.

12. Information Technology (IT), Information Management and Information Assurance. The command was compliant in areas inspected. The Command Information Officer's (CIO) staff is highly motivated and customer oriented. They developed and implemented cost saving IT efficiency initiatives ahead of Navy directives.

13. Information Assurance Workforce (IAWF). The CIO has created a structured IAWF program that meets the required elements of compliance with the exception of IAWF certifications. All IAWF personnel received required training and are on track to take their

certification examinations. The command has a plan in place to properly handle certification failures in accordance with IAWF instructions.

14. Personally Identifiable Information (PII). FLDSUPPACT has created an environment that safeguards PII and is compliant with OPNAV instructions.

15. Physical Readiness Program (PRP). The OPNAV Command Fitness Leader (CFL) superbly manages the FLDSUPPACT Physical Readiness Program. All required documents such as CFL Course completion certificate, designation letters, Cardio-Pulmonary Resuscitation (CPR) qualification cards, letters of notification, and medical waivers were on file. FLDSUPPACT's last Physical Fitness Assessment (PFA) (Fall 2011) yielded two failures. Members who failed the PFA were properly notified of their status and directed to attend the Fitness Enhancement Program and Mock PFAs.

16. Managers' Internal Control (MIC) Program. FLDSUPPACT is compliant with SECNAVINST 5200.35E. The required DON documentation including inventory of assessable units, internal control assessments, corrective action documentation for reportable conditions, and material weaknesses were all on hand. The MIC Coordinator is appointed in writing and provides feedback on the program directly to the deputy director.

17. Personal Property Management. FLDSUPPACT's Personal Property Manager is appointed in writing and has adequate controls to meet essential management objectives and compliance with personal property policies and procedures. One hundred percent programmatic accountability is maintained.

18. Government Commercial Purchase Card (GCPC) Program. FLDSUPPACT's Program Coordinator is designated in writing and performs weekly transaction audits. Purchases are limited to routine supplies and all special requests are reviewed and approved by the Deputy Director. As required, there is clear separation of function among request, purchase, and receipt of any items. All training records are maintained and auditable.

19. Government Travel Charge Card (GTCC) Program. GTCC program in conjunction with Defense Travel System is operated and maintained within Citibank and Navy Supply Systems Command guidelines. The Agency Program Coordinator is designated in writing and performs weekly audits. The Command has a zero percent delinquency rate, well below the required two percent. All statements of understanding for travel cardholders are maintained and auditable.

20. Inspector General (IG) Structure. FLDSUPPACT does not have an IG. Enclosure 1 of SECNAVINST 5430.57G lists FLDSUPPACT as an Echelon II command that is required to have a permanent IG who is either an O6 or General Schedule (GS) 15. Part 2, Issue Paper 7, refers (Page 25).

21. Financial Management. Financial Management (FM) is effectively structured to support the Director's FM responsibilities. The organization is structured in accordance with FLDSUPPACT's overall mission, which directly contributes to maintaining oversight and

providing auditable guidance of all appropriations and lines of accounting for which FLDSUPPACT is responsible.

V. BRILLIANT ON THE BASICS OF SAILOR DEVELOPMENT

1. Introduction. Quality of life at FLDSUPPACT, Sailor discipline and military bearing is assessed as average. Sailors were found to be sincerely respectful, courteous, and they rendered proper military bearing.
2. Sailor Career Management Program. FLDSUPPACT's only senior enlisted member has not received a Career Development Board (CDB) since reporting aboard. The Director of Navy Staff has assumed this responsibility for FLDSUPPACT and will provide the required boards.
3. Sponsorship Program. Assigned sponsors are trained by the Fleet and Family Support Center as directed by the OPNAVINST.
4. Command Indoctrination Program. The Command Indoctrination Program was initially found not in full compliance with the OPNAV policy. NAVINSGEN provided training on how to conduct Command Indoctrination via the "check-in sheet" process. The program is now in compliance.

**ISSUE PAPER ACTION SUMMARY MATRIX
ACTION COMMAND
INITIAL RESPONSES DUE TO NAVINSGEN 20 JULY 2012**

ISSUE PAPER	ASN (FM&C)	OPNAV	NAVY IG	FLDSUPPACT
1. FLDSUPPACT STRATEGIC PLANNING PROCESS				X
2. SHORE MANNING REQUIREMENTS DETERMINATION (SMRD)		X		
3. FLDSUPPACT POLICY ON EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND TELEWORK				X
4. CONTINUITY OF OPERATIONS (COOP) PLAN				X
5. FLDSUPPACT PERSONNEL SECURITY PROGRAM				X
6. USE OF MISSION FUNDS TO SUPPORT FACILITIES SERVICES	X			
7. FLDSUPPACT INSPECTOR GENERAL INSPECTOR GENERAL			X	X

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SUMMARY OF ACTIONS

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

a. **Submit initial ISRs using OPNAV Form 5040/2 no later than 20 JULY 2012.** Each ISR should include an e-mail address for the action officer, where available. Electronic ISR submission to NAVIGInspections@navy.mil is preferred. An electronic version of OPNAV Form 5040/2 may be downloaded from the NAVINSGEN Web-site at www.ig.navy.mil in the Downloads and Publications Folder, titled Forms Folder, Implementation Status Report.

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

c. If you receive action on a recommendation that is the same or similar to a recommendation from a previous report, you should combine reporting in a single ISR that reports status on resolution of the root cause. When the systemic issue is resolved, upon NAVINSGEN concurrence, the multiple recommendations will be closed.

d. 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.

e. NAVINSGEN point of contact for ISRs is (b)(6), (b)(7)(c), telephone (202) 433-(b)(6), DSN 288-(b)(6), facsimile (202) 433-3277.

<u>COMMAND</u>	<u>RECOMMENDATION NUMBER(S) XXX-11</u>
ASN (FM&C)	007
OPNAV	002
NAVINSGEN	009
FLDSUPPACT	001, 003, 004, 005, 006, 008

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PART 2
ISSUE PAPERS

ISSUE PAPER 1

SUBJECT: FLDSUPPACT STRATEGIC PLANNING PROCESS

REFERENCE: (a) FLDSUPPACT Draft Mission and Vision Statement

PROBLEM: Reference (a) was noted in an unsigned, apparently draft form, posted on FLDSUPPACT's command bulletin boards. Documents presented as the FLDSUPPACT strategic plan appeared as an "officially sanctioned" rough draft.

BACKGROUND: Most Navy commands have mission and vision statements signed by their leadership. Larger commands and communities publish their mission and vision statement with their guiding principles, command wide values, and desired strategic end state. This is the basis for setting achievable year in and year out goals for the organization.

DISCUSSION

1. The current strategic plan was developed two to three months prior to the NAVINSGEN visit at an offsite meeting that included all department heads. The previously approved strategic plan dated from 1998 and predates the former Director's tenure.
2. The mission statement is a repeat of OPNAVINST 5450.219C, *Mission and Functions of Field Support Activity, Washington DC*. The vision and guiding principles stated are appropriate for this organization's focus.
3. The strategic objectives and goals are more of a short and long term "to do" list with no apparent prioritization and appear more like an implementation program of objectives and milestones than the objectives of a command wide strategic direction.

RECOMMENDATION

001-12. That FLDSUPPACT adopt a one page, plainly worded mission and vision statement containing all encompassing guiding principles and strategic objectives that are officially promulgated from the Director's office and printed on command letterhead. Use this document as the basis for a yearly, or biannual, long-term planning process to set short and long-term goals to achieve FLDSUPPACT's strategic objectives. Review progress using existing staff quarterly planning meeting.

NAVINSGEN POINT OF CONTACT:

(b)(6), (b)(7)(c), USN
(202) 433-(b)(6); DSN: 288-(b)(6),
E-mail: (b)(6), (b)(7)(c)@navy

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ISSUE PAPER 2

SUBJECT: SHORE MANPOWER REQUIREMENTS DETERMINATION (SMRD)

REFERENCE: (a) OPNAVINST 1000.16K

(b) GAO Report /NSAID-85-43, Navy Manpower Management, Mar 7, 1985

PROBLEM: The requirement for Budget Submission Offices (BSOs) to perform SMRDs poses scheduling and funding problems for small BSOs such as Field Support Activity (FLDSUPPACT).

BACKGROUND

1. SMRDs are for shore activities and are required to validate shore manpower changes. Reference (a), OPNAVINST 1000.16K, *Manual of Total Force Manpower Policies and Procedures*, directs BSOs to conduct SMRD reviews.
2. SMRD teams reside with Commander, U. S. Fleet Forces Command (USFF), Commander, Navy Installations Command (CNIC), and Commander, Navy Reserve Forces Command (CNRFC).

DISCUSSION

1. SMRDs have been problematic from a systemic Navy-wide level for years. Reference (b), a GAO report from 1985 identified the following issues: erratic budgeting; unusable contractor products and little emphasis on retaining trained analysts. In 2008, the Center for Naval Analyses developed SMRD recommendations for OPNAV (N12) and identified the following serious problems: poor management oversight and lack of accountability; little to no standardization between BSOs, and unqualified staff with major roles in SMRD execution.
2. FLDSUPPACT is BSO-11 and all of its activities are shore activities. FLDSUPPACT has approximately 30 to 35 personnel on staff. Smaller BSOs, like BSO-11, do not have SMRD teams yet they are required to utilize this process for validating manpower requirements. The established SMRD teams are difficult to schedule. Contractor SMRD teams are costly and must be closely monitored for compliance. Neither option is funded.
3. It is unrealistic to burden small BSOs with the responsibility for performing, or obtaining, SMRDs; without providing funds and directing USFF, CNIC, or CNRFC to support.

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RECOMMENDATION

002-12. That OPNAV (N12) rescind the requirement for small BSOs to conduct SMRD reviews. OPNAV (N12) develop and deploy a SMRD solution for smaller commands (such as FLDSUPPACT) that meets requirements.

NAVINGEN POINT OF CONTACT:

(b)(6), (b)(7)(c) USN
(202) 433-(b) ; DSN: 288-(b)
E-mail: (b)(6), (b)(7)(c) @navy.mil

ISSUE PAPER 3

SUBJECT: FIELD SUPPORT ACTIVITY (FLDSUPPACT) POLICY ON EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND TELEWORK

REFERENCE: (a) FLDSUPPACT Director's Policy Statement on Equal Opportunity, 13 Oct 11
(b) CHRM (430.1 and 1614.1)
(c) SECNAVINST 12771.2
(d) FLDSUPPACT INST 12620.1A
(e) DoDINST 1035.1

PROBLEM: FLDSUPPACT EEO policy, reference (a), lacks clear grievance procedures required by law, reference (b), and Navy policy, reference (c). Telework policy, reference (d), is not in accordance with DoD policy, reference (e).

BACKGROUND: Civilian employees have the right, by public law, to grieve workplace disputes through the Equal Employment complaint process, administrative grievance process, or a collective bargaining grievance process if represented by a union. These due process rights are defined by references (c) and (d).

DISCUSSION

1. Employees were not familiar with the process or points of contact to grieve workplace disputes. Employees with specific EEO questions were referred to a regional Human Resource Office governed by Commander, Naval Installations Command. Local command policy identified three points of contact (POCs) for the complaint process, one Deputy EEO Officer at the Human Resources Office, one military member at FLDSUPPACT, and the Washington Naval Support Activity (NSA) EEO advisor.
2. FLDSUPPACT does not allow telework if an employee is on a compressed work schedule. FLDSUPPACT mandates check-in and check-out performance management forms only for employees who are teleworking. Reference (e) allows telework in conjunction with compressed work schedules and requires performance management standards and procedures to be the same for both telework and non-telework employees. FLDSUPPACT was not using the mandated telework agreement DD Form 2946.

RECOMMENDATIONS

003-12. That FLDSUPPACT revise the implementation of their equal employment complaint process and administrative grievance complaint process to comply with references (b) and (c) and implement a uniform command complaint and grievance process.

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004-12. That FLDSUPPACT revise their telework policy, reference (d), to comply with reference (e). Utilize DD Form 2946 for telework agreements.

NAVINGEN POINT OF CONTACT:

(b)(6), (b)(7)(c), USN
(202) 433 (b)(6); DSN: (b)(6), (b)(7)(c)
E-mail: (b)(6), (b)(7)(c)@navy.mil

ISSUE PAPER 4

SUBJECT: CONTINUITY OF OPERATIONS (COOP) PLAN

REFERENCE: (a) FLDSUPPACT COOP Plan

PROBLEM: Reference (a) has been dormant for the past decade and was recently revived.

BACKGROUND: SECNAV Policy requires all commands to have a COOP Plan. Echelon II COOP Plans must be forwarded to OPNAV (N3/N5) after command level signature.

DISCUSSION

1. The draft FLDSUPPACT COOP plan requires final command approval, training and exercise to ensure it can be executed by the staff.
2. FLDSUPPACT plans to delay approval and forwarding of the draft COOP Plan to OPNAV (N3/N5) until after the successful completion of this exercise.

RECOMMENDATION

005-12. That FLDSUPPACT train, exercise and approve the COOP Plan; then forward it to OPNAV (N3/N5) for review.

NAVINGEN POINT OF CONTACT:

(b)(6), (b)(7)(c) [REDACTED], USN
(202) 433-(b)(6), DSN: 288 (b)(6),
E-mail: (b)(6), (b)(7) [REDACTED]@navy.mil

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ISSUE PAPER 5

SUBJECT: FIELD SUPPORT ACTIVITY (FLDSUPPACT) PERSONNEL SECURITY PROGRAM

REFERENCE: (a) SECNAV M-5510.30

PROBLEM: FLDSUPPACT security program is not fully compliant with reference (a).

BACKGROUND: Navy commands must comply with reference (a) to properly administer their personnel security program.

DISCUSSION: The Security Manager performed the duties of this position for approximately three years and attended the Security Manager course in early 2011; but is not designated in accordance with reference (a). The following areas of concern were noted:

1. Security training records are not readily available for review.
2. Command training content for annual security refresher does not address the required subject matter per reference (a).

RECOMMENDATION

006-12. That FLDSUPPACT's Security Manager be properly designate and manage this program in accordance with reference (a). Immediate correction of the discrepancies noted is required to comply with SECNAV M-5510.30.

NAVINGEN POINT OF CONTACT:

(b)(6), (b)(7)(c), USN
(202) 433-(b) ; DSN: 288-(b)
E-mail: (b)(6), (b)(7)(c)@navy.mil

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ISSUE PAPER 6

SUBJECT: USE OF MISSION FUNDS TO SUPPORT FACILITIES SERVICES

PROBLEM: As Commander, Navy Installations Command (CNIC) funding declines and services are cut, Echelon II Commands across the Navy use mission funds to obtain minimally acceptable facility upgrades and additional facility support services.

BACKGROUND

1. Field Support Activity (FLDSUPPACT) occupies a portion of the historic building 166 on the Washington Navy Yard (WNY). The building was built in two phases in 1918 and 1940. It has been in continuous use with multiple modifications for different missions. The building envelope leaks under certain conditions from the roof, walls and windows. It suffers from a number of mechanical and electrical deficiencies. Some windows have fallen out of their frames and all are in need of replacement.
2. Projects to address facility deficiencies at the WNY do not compete favorably with piers, runways, and other mission priorities. The historic nature of many of the structures requires careful, sometimes expensive consideration of the building's facade. With the exception of modernized facilities associated with the Base Realignment and Closure process, the majority of buildings at the WNY accumulate a backlog of maintenance and repairs.

DISCUSSION

1. FLDSUPPACT used its mission funds to address a number of facility shortfalls in their portion of building 166 in 2011, which would normally be a CNIC funding responsibility. Because of the low priority of the requested work, FLDSUPPACT was compelled to fund these projects. The work included modifications to the Heating, Ventilation and Air Conditioning Systems, painting and carpeting totaling more than \$190K.
2. Naval Facilities Engineering Command (NAVFACENGCOM) evaluated facility improvement options, submitting a draft report in December 2011. The report documented various building deficiencies and recommended three different redevelopment options that address necessary maintenance, upgrades required by newer building life safety and energy criteria, and three strategies for compliance with Anti-Terrorism and Force Protection requirements. Costs for each alternative will provide NAVFACENGCOM and CNIC with options to address deficiencies in a stepped fashion. NAVFACENGCOM personnel (also housed in building 166) were skeptical that the alternatives would be executed and they would continue to deal with deficiencies on a piece-meal basis. FLDSUPPACT is concerned this approach will require them to fund items independently to affect quality of life issues in their spaces. These expenditures continue to mask unfunded shore support requirements. This has been a recurring finding during NAVINSGEN Echelon II command inspections at Naval Sea Systems Command and Space and Naval Warfare Systems Command.

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RECOMMENDATION

007-12. That ASN (FM&C) request a data call from Echelon II Commands and Budget Submitting Offices of funds expensed for facilities and services that are CNIC responsibilities.

NAVINGEN POINT OF CONTACT:

(b)(6), (b)(7)(c)
(202) 433-(b) ; DSN 288-(b)
E-mail: (b)(6), (b)(7)(c) @navy.mil

ISSUE PAPER 7

SUBJECT: FIELD SUPPORT ACTIVITY INSPECTOR GENERAL

REFERENCE: (a) SECNAVINST 5430.57G

PROBLEM: Field Support Activity (FLDSUPPACT) does not have a command Inspector General (IG) as required by reference (a).

BACKGROUND

1. Reference (a) establishes requirements for Naval Inspector General (IG) and inspectors assigned to Echelon II commands and below. Enclosure (1) to reference (a) designates FLDSUPPACT as one of the commands required to have a full time IG.
2. FLDSUPPACT does not have an IG assigned.

DISCUSSION: Reference (a) is currently under revision. The structure and make up of FLDSUPPACT has changed considerably since the last revision of reference (a). FLDSUPPACT must become compliant with the current instruction.

RECOMMENDATIONS

008-12. That FLDSUPPACT become compliant with SECNAVINST 5430.57 (series).

009-12. That NAVINSGEN review the requirements for FLDSUPPACT to have a fulltime IG and incorporate any changes deemed appropriate into the SECNAVINST 5430.57H.

NAVINSGEN POINT OF CONTACT:

(b)(6), (b)(7)(c), USN
(202) 433-(b) ; DSN: 288-(b)(6),
E-mail: (b)(6), (b)(7)(c)@navy.mil

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APPENDIX A

SUMMARY OF SURVEY DATA ANALYSIS

ACTIVE DUTY MILITARY

AND

DEPARTMENT OF THE NAVY

CIVILIAN PERSONNEL

APPENDIX A

SUMMARY OF SURVEY DATA ANALYSIS ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted an on-line survey of active duty military and Department of the Navy (DON) civilian personnel from 28 November to 15 December 2011 in support of the Field Support Activity (FSA) Command Inspection held from 09 to 13 January 2012. There were a total of 31 survey respondents, consisting of 5 active duty military and 26 DON civilian personnel. There were 10 (32.3%) males and 21 (67.7%) female survey respondents.

2. Quality of Life. The active duty military and DON civilian personnel survey respondents rated their Quality of Work Life (QoWL) at 6.29 on a scale of 1 to 10 ('worst' to 'best') and Quality of Home Life (QoHL) at 8.49. The QoHL score is considerably higher than the NAVINSGEN rolling average of 7.01 and the QoWL score is higher than our NAVINSGEN rolling average of 6.27.

3. Survey Topics

a. The survey included demographic questions such as gender, age, and whether the respondent is military or civilian.

As indicated above both military and civilians were asked to rate their quality of work life and quality of home life. For example, 51.6 percent of the survey respondents indicated job satisfaction as the main factor having a positive impact on their QoWL. Leadership support is the main factor having a negative impact on QoWL as indicated by 51.6 of the survey respondents. Additionally, 93.5 percent of the survey respondents indicated that their job is important and makes a contribution to their command.

b. Military members were asked questions regarding physical readiness, performance counseling, and the voter assistance program.

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

d. Both military and civilians were asked questions regarding topics such as working hours; resources; facilities; communication; and leadership.

e. Those survey respondents indicating they are supervisors are asked additional questions regarding their supervisor training.







f. In addition to multiple choice questions there were a few open ended questions regarding various topics such as: supplies purchased with personal money, facilities in need of repair, and any additional comments or concerns regarding quality of life. Answers to these questions were used to help guide the inspection team and to guide some of the Quality of Life discussion interview questions.

FSA COMMAND INSPECTION – 2012

ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL



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

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





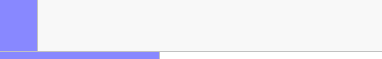

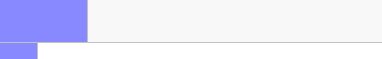
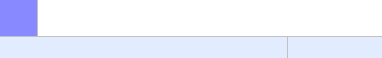
Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		3.2%	1
6		6.5%	2
7		6.5%	2
8		29.0%	9
9		32.3%	10
10		22.6%	7
	Mean		8.484
	Standard Deviation		1.288
	Valid Responses		31

2: Please indicate up to three main factors that have a **positive** impact on your QOHL: (Choose three or less)

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

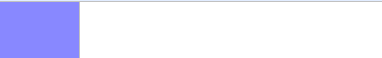
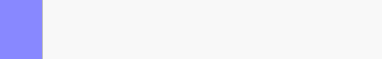

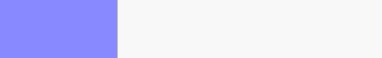

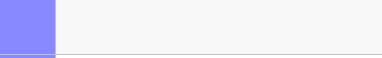


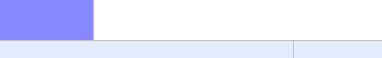
Response	Chart	Frequency	Count
Quality of home		77.4%	24
Quality of the school for		35.5%	11

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dependent children			
Quality of the childcare available		12.9%	4
Shopping & dining opportunities		48.4%	15
Recreational opportunities		12.9%	4
Access to spouse employment		9.7%	3
Access to medical/dental care		41.9%	13
Cost of living		22.6%	7
Other		9.7%	3
		Valid Responses	31

3: Please indicate up to three main factors that have a **negative** impact on your QOHL: (Choose three or less)

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

Response	Chart	Frequency	Count
Quality of home		19.4%	6
Quality of the school for dependent children		9.7%	3
Quality of the childcare available		6.5%	2
Shopping & dining opportunities		29.0%	9
Recreational opportunities		29.0%	9
Access to spouse employment		12.9%	4
Access to medical/dental care		12.9%	4
Cost of living		64.5%	20
Other		22.6%	7
		Valid Responses	31

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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.

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

Response	Chart	Frequency	Count
1		3.2%	1
2		3.2%	1
3		6.5%	2
4		16.1%	5
5		9.7%	3
6		9.7%	3
7		12.9%	4
8		16.1%	5
9		16.1%	5
10		6.5%	2
		Mean	6.290
		Standard Deviation	2.452
		Valid Responses	31

5: Please indicate up to three main factors that have a **positive** impact on your QOWL: (Choose three or less)

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

Response	Chart	Frequency	Count
Job satisfaction		51.6%	16
Leadership support		35.5%	11
Leadership opportunities		0.0%	0
Length of workday		25.8%	8
Advancement opportunities		12.9%	4
Training opportunities		29.0%	9

Awards and recognition		3.2%	1
Perform to Serve (PTS)		3.2%	1
Command climate		16.1%	5
Quality of the workplace facilities		19.4%	6
Parking		38.7%	12
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		3.2%	1
Other		6.5%	2
		Valid Responses	31

6: Please indicate up to three main factors that have a **negative** impact on your QOWL: (Choose three or less)

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

Response	Chart	Frequency	Count
Job satisfaction		12.9%	4
Leadership support		51.6%	16
Leadership opportunities		9.7%	3
Length of workday		22.6%	7
Advancement opportunities		25.8%	8
Training opportunities		6.5%	2
Awards and recognition		19.4%	6
Perform to Serve (PTS)		0.0%	0
Command climate		41.9%	13
Quality of the workplace facilities		12.9%	4
Parking		25.8%	8
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		0.0%	0

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Other		16.1%	5
		Valid Responses	31

7: Gender:

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

Response	Chart	Frequency	Count
Male		32.3%	10
Female		67.7%	21
		Valid Responses	31

8: I am:

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

Response	Chart	Frequency	Count
Military		16.1%	5
Civilian		83.9%	26
		Valid Responses	31



9: Rank:

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

Response	Chart	Frequency	Count
E1 - E4		0.0%	0
E5 - E6		20.0%	1
E7 - E9		20.0%	1
W1 - O3		20.0%	1
O4 - O5		20.0%	1
O6 & Above		20.0%	1
		Valid Responses	5

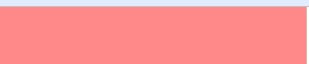

10: My command gives me sufficient time during working hours to participate in a physical readiness exercise program.

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

Response	Chart	Frequency	Count
Strongly Agree		40.0%	2
Agree		60.0%	3
Neither Agree nor Disagree		0.0%	0
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Valid Responses	5


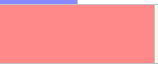


11: My supervisor conducts semiannual performance counseling with me.

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

Response	Chart	Frequency	Count
Yes		80.0%	4
No		20.0%	1
		Valid Responses	5

12: During my semiannual performance my supervisor provides me with feedback that will enable me to improve my performance prior to my annual performance appraisal (EVAL/FITREP).

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

Response	Chart	Frequency	Count
Strongly Agree		20.0%	1
Agree		40.0%	2
Neither Agree nor Disagree		20.0%	1
Disagree		20.0%	1
Strongly Disagree		0.0%	0
		Valid Responses	5

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

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

Response	Chart	Frequency	Count
Positively		0.0%	0
Not applicable/neither positively or negatively		80.0%	4
Negatively		20.0%	1
Valid Responses			5

14: I know who my command Voting Assistance Officer is.

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

Response	Chart	Frequency	Count
Yes		80.0%	4
No		20.0%	1
Valid Responses			5

15: I voted in the last election.

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

Response	Chart	Frequency	Count
Yes		60.0%	3
No		40.0%	2
Valid Responses			5

16: If you did not vote in the last election, why?

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

Response	Chart	Frequency	Count
I choose not to		100.0%	2
I didn't know how to		0.0%	0

Other		0.0%	0
		Valid Responses	2

17: Grade:

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

Response	Chart	Frequency	Count
GS 1 - 8 or NSPS equivalent		7.7%	2
GS 9 - 12 or NSPS equivalent		38.5%	10
GS 13 - 14 or NSPS equivalent		38.5%	10
GS 15 or NSPS equivalent		7.7%	2
WG		0.0%	0
SES		0.0%	0
Other		7.7%	2
		Valid Responses	26

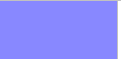



18: My position description is current and accurately describes my functions, tasks, and responsibilities.

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

Response	Chart	Frequency	Count
Strongly Agree		23.1%	6
Agree		38.5%	10
Neither Agree nor Disagree		11.5%	3
Disagree		3.8%	1
Strongly Disagree		3.8%	1
Don't Know		19.2%	5
		Valid Responses	26






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

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

Response	Chart	Frequency	Count
Strongly Agree		30.8%	8
Agree		42.3%	11
Neither Agree nor Disagree		19.2%	5
Disagree		7.7%	2
Strongly Disagree		0.0%	0
		Valid Responses	26




20: The Human Resource Service Center provides timely, accurate responses to my queries.



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

Response	Chart	Frequency	Count
Strongly Agree		3.8%	1
Agree		26.9%	7
Neither Agree nor Disagree		42.3%	11
Disagree		11.5%	3
Strongly Disagree		15.4%	4
		Valid Responses	26

21: My (local) Human Resources Office provides timely, accurate responses to my queries.


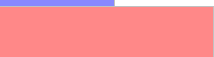



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		3.8%	1
Agree		23.1%	6
Neither Agree nor Disagree		42.3%	11

Disagree		19.2%	5
Strongly Disagree		11.5%	3
		Valid Responses	26






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

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

Response	Chart	Frequency	Count
Strongly Agree		25.8%	8
Agree		51.6%	16
Neither Agree nor Disagree		12.9%	4
Disagree		6.5%	2
Strongly Disagree		3.2%	1
		Valid Responses	31

23: I have adequate leadership guidance to perform my job successfully.

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

Response	Chart	Frequency	Count
Strongly Agree		25.8%	8
Agree		19.4%	6
Neither Agree nor Disagree		22.6%	7
Disagree		25.8%	8
Strongly Disagree		6.5%	2
		Valid Responses	31

24: My current workday is __hours. (Actual time spent at work not including commute time.)

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

Response	Chart	Frequency	Count
6-8		32.3%	10
9-10		54.8%	17
11-12		12.9%	4
13-14		0.0%	0
15+		0.0%	0
		Valid Responses	31

25: My current work week is normally _days.

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

Response	Chart	Frequency	Count
4		0.0%	0
5		100.0%	31
6		0.0%	0
7		0.0%	0
		Valid Responses	31

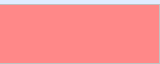


26: My job is important and makes a contribution to my command.

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

Response	Chart	Frequency	Count
Strongly Agree		54.8%	17
Agree		38.7%	12
Neither Agree nor Disagree		6.5%	2
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Valid Responses	31

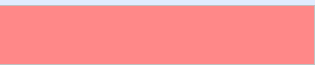


27: My command/organization is properly resourced (e.g., people, tools, training, supplies, etc.) to conduct its mission.

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

Response	Chart	Frequency	Count
Yes		41.9%	13
No		35.5%	11
Don't Know		22.6%	7
Valid Responses			31



28: If you indicated your command was not properly resourced, what resources are lacking? (Choose all that apply)

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

Response	Chart	Frequency	Count
People		81.8%	9
Tools/Equipment		0.0%	0
Training		27.3%	3
IT Resources		0.0%	0
Spare Parts		0.0%	0
Supplies		0.0%	0
Other		27.3%	3
Valid Responses			11

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




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

Response	Chart	Frequency	Count
Yes		19.4%	6
No		80.6%	25
Valid Responses			31

30. If you have purchased supplies or tools with your money, please provide a list of items, cost, and why (e.g., printer ink, \$20, easier to go buy than going through the supply system).



31: Approximately, how many miles per month do you use your personal vehicle for mission related travel? (Not including travel for TAD/TDY.)

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

Response	Chart	Frequency	Count
0		67.7%	21
1-10		29.0%	9
11-20		3.2%	1
21-30		0.0%	0
more than 30		0.0%	0
		Valid Responses	31

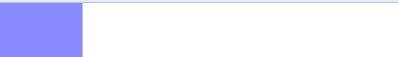
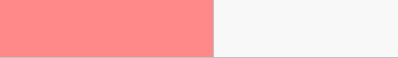

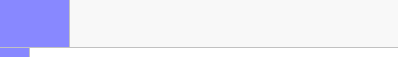

32: You indicated you use your vehicle for mission related travel; are you reimbursed for this travel?

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

Response	Chart	Frequency	Count
Yes		45.5%	5
No		54.5%	6
Not Answered			3
		Valid Responses	11

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




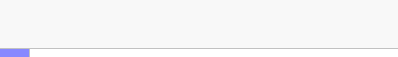

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		17.2%	5
Agree		51.7%	15
Neither Agree Nor Disagree		13.8%	4
Disagree		13.8%	4
Strongly Disagree		3.4%	1
		Valid Responses	29

34. If you know of facilities that are in need of repair please provide information regarding base, building number, floor, room number, and nature of problem. (Example: Washington Navy Yard, building 172, 2nd floor, men’s shower (room 201), no hot water.)

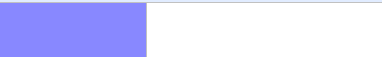
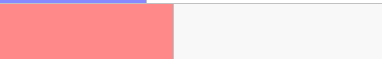

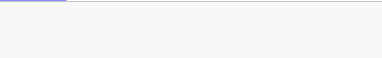
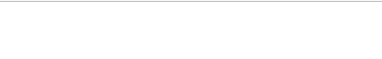
35: My organization has an effective safety program.

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

Response	Chart	Frequency	Count
Strongly Agree		24.1%	7
Agree		51.7%	15
Neither Agree nor Disagree		20.7%	6
Disagree		0.0%	0
Strongly Disagree		3.4%	1
		Valid Responses	29

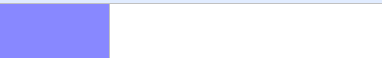
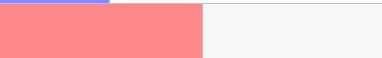

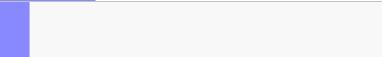

36: I know how to report an unsafe or unhealthy work condition.

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

Response	Chart	Frequency	Count
Strongly Agree		37.9%	11
Agree		44.8%	13
Neither Agree nor Disagree		17.2%	5
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Valid Responses	29

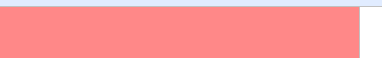
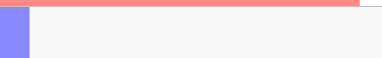
37: Reported unsafe or unhealthy work conditions are corrected promptly.

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

Response	Chart	Frequency	Count
Strongly Agree		24.1%	7
Agree		48.3%	14
Neither Agree nor Disagree		20.7%	6
Disagree		3.4%	1
Strongly Disagree		3.4%	1
		Valid Responses	29

38: I know who to contact at my command regarding safety questions or concerns.

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

Response	Chart	Frequency	Count
Yes		93.1%	27
No		6.9%	2
		Valid Responses	29

39: I know what Operational Risk Management (ORM) is?

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

Response	Chart	Frequency	Count
Strongly Agree		44.8%	13
Agree		34.5%	10
Neither Agree nor Disagree		17.2%	5
Disagree		0.0%	0
Strongly Disagree		3.4%	1
		Valid Responses	29

40: I know when to apply the principles of Operational Risk Management (ORM).


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

Response	Chart	Frequency	Count
Strongly Agree		48.3%	14
Agree		31.0%	9
Neither Agree nor Disagree		17.2%	5
Disagree		0.0%	0
Strongly Disagree		3.4%	1
		Valid Responses	29

41: My job affords me a reasonable amount of quality time with my family.


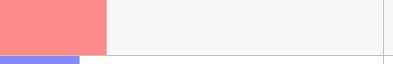

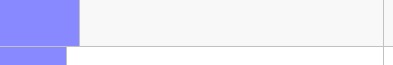

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		17.2%	5
Agree		51.7%	15
Neither Agree nor Disagree		24.1%	7
Disagree		3.4%	1

Strongly Disagree		3.4%	1
		Valid Responses	29


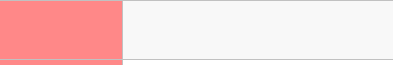

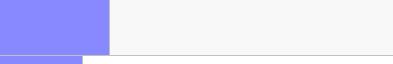
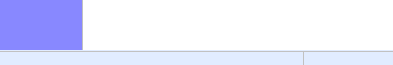
42: Morale at my command has a positive impact on my QOWL.

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

Response	Chart	Frequency	Count
Strongly Agree		13.8%	4
Agree		27.6%	8
Neither Agree nor Disagree		20.7%	6
Disagree		20.7%	6
Strongly Disagree		17.2%	5
		Valid Responses	29


43: Communication down the chain of command is effective.



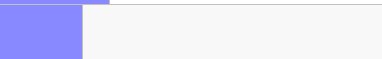

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		3.4%	1
Agree		27.6%	8
Neither Agree nor Disagree		27.6%	8
Disagree		24.1%	7
Strongly Disagree		17.2%	5
		Valid Responses	29

44: Communication up the chain of command is effective.

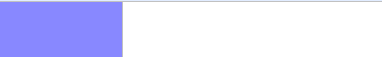
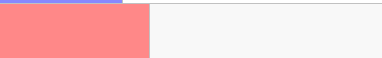


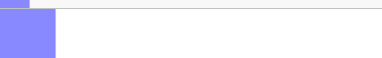
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		6.9%	2

Agree		34.5%	10
Neither Agree nor Disagree		27.6%	8
Disagree		20.7%	6
Strongly Disagree		10.3%	3
		Valid Responses	29


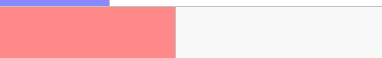

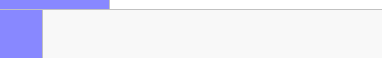
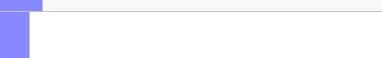
45: My superiors treat me with respect and consideration.

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

Response	Chart	Frequency	Count
Strongly Agree		27.6%	8
Agree		34.5%	10
Neither Agree nor Disagree		24.1%	7
Disagree		3.4%	1
Strongly Disagree		10.3%	3
		Valid Responses	29

46: My performance evaluations have been fair.

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

Response	Chart	Frequency	Count
Strongly Agree		24.1%	7
Agree		41.4%	12
Neither Agree nor Disagree		24.1%	7
Disagree		6.9%	2
Strongly Disagree		3.4%	1
		Valid Responses	29

47: The awards and recognition program is fair and equitable.

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

Response	Chart	Frequency	Count
Strongly Agree		10.3%	3
Agree		20.7%	6
Neither Agree nor Disagree		48.3%	14
Disagree		13.8%	4
Strongly Disagree		6.9%	2
		Valid Responses	29

48: Military and civilian personnel work well together at my command.

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

Response	Chart	Frequency	Count
Strongly Agree		37.9%	11
Agree		37.9%	11
Neither Agree nor Disagree		13.8%	4
Disagree		6.9%	2
Strongly Disagree		3.4%	1
		Valid Responses	29

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

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

Response	Chart	Frequency	Count
Strongly Agree		17.2%	5
Agree		44.8%	13
Neither Agree nor Disagree		27.6%	8

Disagree		6.9%	2
Strongly Disagree		3.4%	1
		Valid Responses	29

50: I know who to contact with an EEO/EO question or complaint.

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

Response	Chart	Frequency	Count
Strongly Agree		31.0%	9
Agree		48.3%	14
Neither Agree nor Disagree		13.8%	4
Disagree		0.0%	0
Strongly Disagree		6.9%	2
		Valid Responses	29




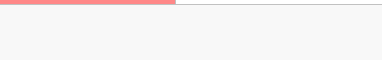
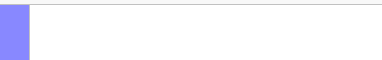
51: I am aware of or know how to find my local IG Hotline number.

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

Response	Chart	Frequency	Count
Strongly Agree		31.0%	9
Agree		41.4%	12
Neither Agree nor Disagree		13.8%	4
Disagree		6.9%	2
Strongly Disagree		6.9%	2
		Valid Responses	29

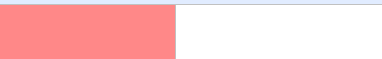
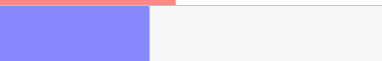
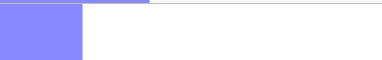
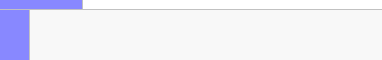

52: A grievance/complaint in my command will be handled in a fair, timely, and just manner.

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

Response	Chart	Frequency	Count
Strongly Agree		13.8%	4
Agree		34.5%	10
Neither Agree nor Disagree		44.8%	13
Disagree		0.0%	0
Strongly Disagree		6.9%	2
		Valid Responses	29

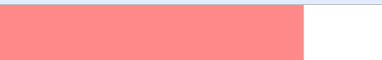
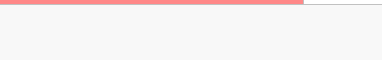
53: My command adequately protects my Personally Identifiable Information (PII).


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

Response	Chart	Frequency	Count
Strongly Agree		41.4%	12
Agree		34.5%	10
Neither Agree nor Disagree / Don't Know		17.2%	5
Disagree		3.4%	1
Strongly Disagree		3.4%	1
		Valid Responses	29

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




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

Response	Chart	Frequency	Count
Yes		79.3%	23
No		0.0%	0

Don't Know		20.7%	6
		Valid Responses	29




55: My command's leadership provided feedback to command personnel on the results of our command climate assessment.

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

Response	Chart	Frequency	Count
Yes		69.0%	20
No		6.9%	2
Don't Know		24.1%	7
		Valid Responses	29





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


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

Response	Chart	Frequency	Count
Yes		44.8%	13
No		17.2%	5
Don't Know		37.9%	11
		Valid Responses	29

57: Fraternization is occurring in my command/organization.






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

Response	Chart	Frequency	Count
Strongly Agree		6.9%	2
Agree		6.9%	2
Neither Agree nor Disagree / Don't Know		37.9%	11
Disagree		24.1%	7

Strongly Disagree		24.1%	7
		Valid Responses	29





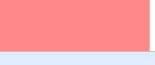
58: Favoritism is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		20.7%	6
Agree		31.0%	9
Neither Agree nor Disagree / Don't Know		24.1%	7
Disagree		17.2%	5
Strongly Disagree		6.9%	2
		Valid Responses	29

59: Gender/sex discrimination is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		3.4%	1
Agree		6.9%	2
Neither Agree nor Disagree / Don't Know		31.0%	9
Disagree		24.1%	7
Strongly Disagree		34.5%	10
		Valid Responses	29

60: Sexual harassment is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		0.0%	0

Agree		0.0%	0
Neither Agree nor Disagree / Don't Know		24.1%	7
Disagree		34.5%	10
Strongly Disagree		41.4%	12
		Valid Responses	29

61: Race discrimination is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		0.0%	0
Agree		0.0%	0
Neither Agree nor Disagree / Don't Know		37.9%	11
Disagree		31.0%	9
Strongly Disagree		31.0%	9
		Valid Responses	29



62: Hazing is occurring at my command/organization.

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

Response	Chart	Frequency	Count
Strongly Agree		0.0%	0
Agree		0.0%	0
Neither Agree nor Disagree / Don't Know		31.0%	9
Disagree		24.1%	7
Strongly Disagree		44.8%	13
		Valid Responses	29





63: Do you supervise Department of the Navy (DON) civilians?

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

Response	Chart	Frequency	Count
Yes		34.5%	10
No		65.5%	19
Valid Responses			29



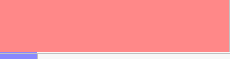

64: How many DON civilians do you supervise?

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

Response	Chart	Frequency	Count
Less than 5		70.0%	7
5 - 10 civilians		10.0%	1
11 - 20 civilians		0.0%	0
More than 21 civilians		20.0%	2
Valid Responses			10



65: When did you receive civilian supervisory training?

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

Response	Chart	Frequency	Count
Never		30.0%	3
Within the last 12 months		0.0%	0
Between 1 and 4 years		60.0%	6
More than 4 years ago		10.0%	1
Valid Responses			10

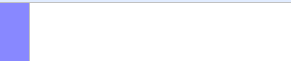
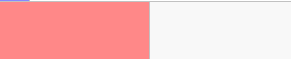
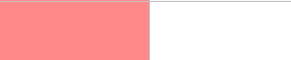


66: Have you been a selecting official for a DON civilian vacancy?

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

Response	Chart	Frequency	Count
Yes		24.1%	7
No		75.9%	22
		Valid Responses	29


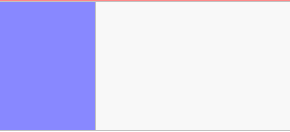
67: The DON civilian recruitment process is responsive to my command's civilian personnel requirements.

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

Response	Chart	Frequency	Count
Strongly Agree		3.4%	1
Agree		34.5%	10
Neither Agree nor Disagree / Don't Know		34.5%	10
Disagree		17.2%	5
Strongly Disagree		10.3%	3
		Valid Responses	29

68: How would you rate your access to the Internet from work?

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

Response	Chart	Frequency	Count
Unlimited access to all required websites for information/work purposes		75.9%	22
Limited access to all required websites for information/work purposes (i.e., in port, only a few workstations, etc.)		20.7%	6

No access		3.4%	1
		Valid Responses	29

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

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

Response	Chart	Frequency	Count
Yes		100.0%	29
No		0.0%	0
		Valid Responses	29

70: Do you have adequate time at work to complete required General Military Training via Navy Knowledge Online (NKO) training?

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

Response	Chart	Frequency	Count
Yes		86.2%	25
No		13.8%	4
		Valid Responses	29

71: Are you able to access NKO at work?

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

Response	Chart	Frequency	Count
Yes		100.0%	29
No		0.0%	0
		Valid Responses	29

72: How often do you use NKO?

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

Response	Chart	Frequency	Count
Daily		0.0%	0
Weekly		17.2%	5
Monthly		41.4%	12
Only when I can't find information elsewhere or only when absolutely necessary		37.9%	11
Never		3.4%	1
		Valid Responses	29

73: How easy is it to find information you are looking for on NKO?

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

Response	Chart	Frequency	Count
Very easy		17.2%	5
Easy		48.3%	14
Neither easy or difficult		20.7%	6
Difficult		13.8%	4
Very Difficult		0.0%	0
		Valid Responses	29

74. Please provide any comments or concerns impacting your quality of life/quality of work life.

APPENDIX B

SUMMARY OF QUALITY OF LIFE INTERVIEW

DATA ANALYSIS

ACTIVE DUTY MILITARY

AND

DEPARTMENT OF THE NAVY

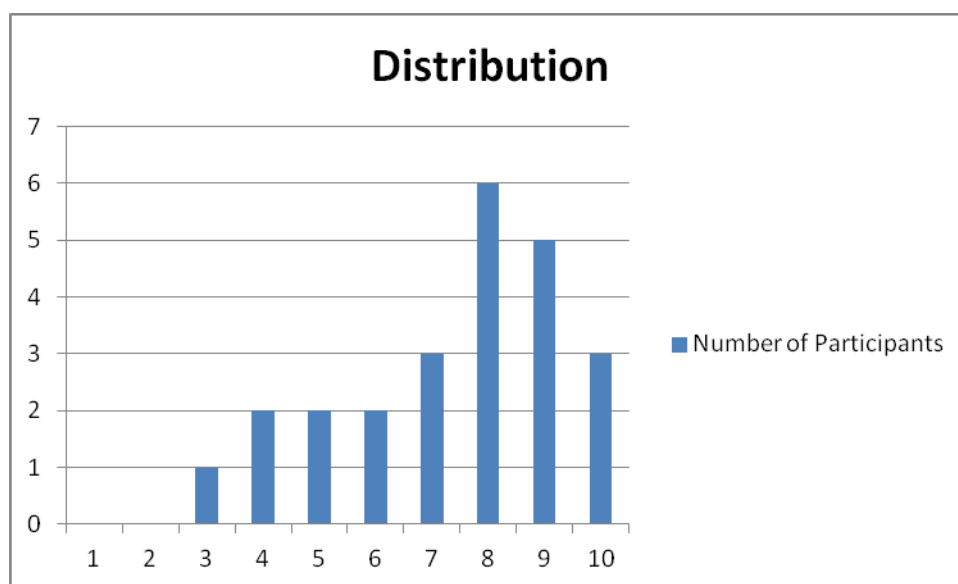
CIVILIAN PERSONNEL

APPENDIX B

SUMMARY OF QUALITY OF LIFE INTERVIEW DATA ANALYSIS ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL

1. Overall Observations and Methodology. The Naval Inspector General (NAVINGEN) Team conducted 29 active duty military (4) and civilian (25) quality of life (QoL) discussion interviews. The participants discussed a variety of quality of life.

2. Quality of Life. The active duty military and Department of the Navy (DON) civilian personnel focus group participants rated their overall Quality of Life at 7.41, with military scoring 6.75 and civilians scoring 7.52. The distribution of scores can be seen in the chart below.



3. Major Concerns. Major concerns for active duty and DON personnel include: Leadership, telework, facilities, parking, training, communication and favoritism.

a. Leadership was discussed in 21 of the quality of life discussions. There were both positive and negative comments. The majority of those with positive comments indicate that their direct supervisors are very good and that people like the acting director, (b)(6), (b)(7). Those that had negative comments stated things such as, supervisors need training in how to supervise/manage people, or that they feel micromanaged from the front office.

b. Telework was discussed in 17 of the meetings. In the meetings the majority of the participants had positive things to say about being able to telework. In some cases the participants did not want to telework; they like keeping home and work life separate. Several of the participants stated that most people are allowed

one day a week to telework, but supervisors are only allowed one per pay period. Additionally, some people do not want to have to decide between teleworking or working on a Compressed Work Schedule.

c. Facilities were discussed by 16 of the participants during their meetings. The majority of the comments were positive due to recent renovation of their spaces. Several of the participants said the LT St. John did an excellent job with the renovation. Several participants also stated that the buildings at the Navy Yard are in need of repair. Some also specifically pointed out that there are windows that are not properly attached and fall in to the work spaces in the FSA spaces.

d. Parking was discussed in 14 of the meetings. Parking was indicated as a real issue for those who are unable to get to work early. Some participants stated that parking can be an issue as early has 7am. Those that also have to leave during the day to go to meetings in other locations, such as the Pentagon, stated that finding parking is an issue upon their return. However, others stated that parking is not an issue for them because they come to work early; and others are happy that parking was free.

e. Training. As indicated earlier many participants would like to see supervisors receive training on how to supervise/manage people, especially rules on supervising civilian personnel. The majority of the participants who discussed training stated that training is difficult to obtain due to the workload and lack of funding. Others stated that training needed to get certifications, etc. is often not available. With respect to Individual Development Plans, some participants stated that they have one while others stated they do not.

f. Communication - Participants state that they would like better communication. Some stated that there used to be a Plan of the Day or Plan of the Week and a newsletter, but that they are not being distributed. Some participants stated that the communication within their respective units is good, but that communication between units is not.

g. Favoritism. About 20% of the participants stated that they felt that there was favoritism at the command. They mentioned that there are cliques at the command and that there is preferential treatment of some due to personal relationships. Examples given include longer periods for lunch and overlooking when some people come late.

h. Additional topics raised by the focus group participants included: advancement/professional development, command climate, individual development plans, awards/recognition, etc.

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