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INTERVIEW WITH (b) (6)
Q= (b) (6)
A= (b) (6)

Q: Okay. So today is May 18, 2016. And my name is (b) (6) and I work for Commander Navy Installations Command, Inspector General Office. And I am interviewing (b) (6). And the case number is 20160-01079. And, um, you already signed the Privacy Act and Confidentiality Statement. Is that correct?

A: Correct.

Q: Yes. And can I have you spell your last name for me?

A: Yes. It's (b) (6) - (b) (6).

Q: M'Kay. And you understand the tape recorder's running and you're okay with that?

A: Yes.

Q: Okay. And, um, so there's one more form that I need to have you sign. And this is just a reminder of the importance of being truthful and candid during an IG interview.

A: Okay.

Q: And, uh, can I have you raise your right hand?

A: Mm-hm.

Q: Do you swear or affirm that the information you will provide is true and correct to the best of your knowledge?

A: I do.

Q: Okay. Thank you.

46 A: There you are.
47
48 Q: Okay. Thanks. So, yeah. Um, the questions I have, like I said, are - are
49 surrounding this Safety Subcommittee Report that was, um, done regarding
50 the overtime hours that are being worked by security personnel.
51
52 A: Mm-hm.
53
54 Q: And, um, so I have a copy of this report and I see you - you have yours there,
55 too. It's dated 10 March, right, 2016.
56
57 A: Correct. Yeah.
58
59 Q: And, um, here's mine. So first of all I just wanna understand what prompted
60 this. Like, um, why did you do this report?
61
62 A: I was directed by, um, a Naval Station executive officer.
63
64 Q: Okay. Did...
65
66 A: Um, well by her via e-mail. But it was a, um, designation and it was signed by
67 the CO.
68
69 Q: Okay. All right. Um, now does this safety committee already exist or was this
70 established just for...
71
72 A: No. It was established specifically for this.
73
74 Q: So have you done these risk assessments before for anything else or this is the
75 first time you did this?
76
77 A: I've done smaller risk assessments for, um, high-risk training and, uh,
78 different evolutions.
79
80 Q: Just a re- and so that would've been a different subcommittee or...
81
82 A: Yeah. It would've been, uh, the Matrix ACM at back. Um, did it on my own,
83 uh, let's see - like this right here.
84
85 Q: Right - right.
86
87 A: It's normally the way they're done.
88
89 Q: Okay. S...
90

91 A: Um...

92

93 Q: ...so you've done those for Naval Station Newport before?

94

95 A: Yeah. For certain job, um, processes and then, like I say, when I was active
96 duty I did 'em for, uh, high-risk training courses.

97

98 Q: M'Kay. I guess what...

99

100 A: And I do 'em for, uh...

101

102 Q: ...I was tryin' to understand about this...

103

104 A: ...explosive safety.

105

106 Q: Okay. The committee though, is this - is this a committee that, like, exists all
107 the time and then you just got...

108

109 A: No.

110

111 Q: ...this tasking to do this...

112

113 A: No. The committee was specifically formed for this task. Um, we, uh - uh, I
114 got this from the previous manager, uh, (b) (6). Um, I had been out of
115 the office for a day or two. You know, I was on leave. I came back to an e-
116 mail, um, from him that said, uh, "ORM - explain it to me. XO wants to know
117 about it." And when I talked to him in the office later on, uh, I said, "Your e-
118 mail, you - what do you wanna know about ORM?" You know?

119

120 Q: Mm-hm.

121

122 A: He said, "Well the XO wanted to know something about it. I don't quite have
123 all the information yet.

124

125 Q: Mm-hm.

126

127 A: But I'll let you know when I get it." Um, and then the next thing - and then he
128 ended up transferring. But the next that come around was, uh, they had an
129 issue with security and she wanted us to ORM it - which is not out of the
130 norm for a safety office. That's...

131

132 Q: So...

133

134 A: ...that's what we do is we - we perform ORM on - on things, you know, along
135 with our other safety duties. Um, so the recommendation through them was to

136 form a safety committee. And at that stage in the process the understanding
137 was to just perform an ORM on some of them for security.
138

139 Q: And that came from the XO?

140
141 A: Correct.

142
143 Q: Now (b) (6) he was the former safety manager?
144

145 A: Correct.

146
147 Q: Mm-hm. And, um, when did he send you that e-mail asking about the ORM,
148 do you remember?
149

150 A: Uh, it was in, um, February, I believe.

151
152 Q: Of 2016, right?
153

154 A: Correct.

155
156 Q: I assume. Um, and then when did he transfer?
157

158 A: I think at the beginning of March.

159
160 Q: Oh, so shortly after that. Okay. And so then after he transferred - so it would
161 have been sometime in March that the, um - well this is dated 10 March.
162

163 A: Mm-hm. Yeah. It was...

164
165 Q: So...

166
167 A: ...like the 1st of March or whatever he transferred...
168

169 Q: That the XO...

170
171 A: ...or the very end of February he transferred.
172

173 Q: Okay. And so this Designation Letter that you got from the CO, can you get
174 me a copy of that?
175

176 A: Yeah. I can get you a copy.

177
178 Q: Yeah. I think that - here. You (unintelligible)? And that was to you, right?
179

180 A: Yes. Uh, each one of us got one - members of the, uh, committee.

181
182 Q: Oh. The other person did, too. That's, um, (b) (6) ...
183
184 A: Yes.
185
186 Q: ...or (b) (6) ?
187
188 A: (b) (6) .
189
190 Q: (b) (6) , okay.
191
192 A: (Unintelligible). And then (b) (6) and there was another
193 individual - (b) (6) , I think her name was - I have to look back. But it was,
194 um - it changed from her to somebody else.
195
196 Q: Mm. It was someone else from - she's in HRO, right - (b) (6) ?
197
198 A: Yeah (b) (6) was our HRO contact. And when I e-mailed her with a
199 question she said that she was no longer on the committee - that direct all
200 questions to another individual in their office. She gave me a point of contact.
201 I sent an e-mail.
202
203 Q: Could it have been (b) (6) ?
204
205 A: Yeah. A weird name - (b) (6) or...
206
207 Q: (b) (6) or something?
208
209 A: Yeah - yeah.
210
211 Q: Yeah?
212
213 A: I think that was it - that, uh, contact (unintelligible).
214
215 Q: Yeah. I'm not sure how to spell that. But, um, I saw her name, too. And I
216 think...
217
218 A: I think that's...
219
220 Q: ...she's (b) (6) 's supervisor or something.
221
222 A: Yeah. I know it's - she mentioned it was her supervisor.
223
224 Q: Okay. Okay. So that's the, um, only people that were on the committee were
225 those four - yourself, (b) (6) , (b) (6) , and this (b) (6) ?

226
227 A: Correct. Yeah, (b) (6) or (b) (6) whatever her name was, and then,
228 uh, (b) (6).
229
230 Q: Okay. And no others?
231
232 A: Correct.
233
234 Q: Okay. Um, so do you know what prompted the XO to establish this
235 committee?
236
237 A: Not at first. Not until, um, about halfway into the process. And then it was my
238 understanding it was - I had heard talk of it was an IG complaint made about
239 overtime. And they wanted to - uh, wanted us to ORM the issue.
240
241 Q: They being?
242
243 A: The chain of command.
244
245 Q: The XO, CO?
246
247 A: Yeah.
248
249 Q: Is that who you mean?
250
251 A: Yes. The XO...
252
253 Q: Mm-hm. Yeah.
254
255 A: ...and CO - the chain of command.
256
257 Q: Okay. All right. Okay. So had Safety ever evaluated the risk associated with
258 overtime prior to this or this was the first time that you...
259
260 A: No, I haven't. And - and nobody presently in my office has.
261
262 Q: Okay. How long have you been working here?
263
264 A: Six years - a little over six years.
265
266 Q: Okay. So this was the first time that this type of evaluation was done.
267
268 A: Yes.
269
270 Q: Okay. Um, okay. So in the report I have a couple questions about - eh, just to

271 clarify what you were referring to. Um, it says in the cover letter that,
272 "Several billets have been or are in the process of being filled, which will
273 greatly reduce the overtime." Which billets were you talking about when you
274 say several billets?

275
276 A: Um, that's - I was talkin' with, uh, (b) (6). He was the acting, uh,
277 security director at the time.

278
279 Q: Okay.

280
281 A: Um, yeah, on the first page there. It was, uh - I can't remember the exact
282 number - seven (unintelligible). They had a couple patrolmen that they had
283 hired - new hires. And, uh, they had one of two of 'em onboard waiting to go
284 to flexi. There was a couple going to flexi. And they were - I think they were
285 waiting. There was a mix. They were waiting for, um, maybe a couple to
286 accept their paperwork there - the paperwork to, uh, finalize. I can't remember
287 the exact numbers. But, uh, he was tellin' me that they had a couple
288 patrolmen...

289
290 Q: Okay. So when...

291
292 A: ...(unintelligible).

293
294 Q: ...you're talking several billets, these meant non-supervisory patrolmen billets.
295 Not...

296
297 A: Yes.

298
299 Q: ...supervisors, right?

300
301 A: Correct.

302
303 Q: Okay. Okay. And then it said, yeah, "With the addition of the aforementioned
304 billets, the OT concern would be resolved." So meaning once they hire more
305 patrolmen?

306
307 A: Yeah. 'Cause it - the, um - the biggest overtime that they were, uh - when I
308 talked to (b) (6) - when I originally - when I was talking with
309 (b) (6) at a meeting he said that major overtime was, um, the
310 supervisors. And it appeared that was 'cause it was few of 'em. But talking
311 with (b) (6) it was the, uh, patrolmen that they had more issues with,
312 I guess.

313
314 Q: Oh.

315

316 A: I don't know. I - I don't understand why they were...
317
318 Q: And did you actually look at the timecards at all, like, in (Socata) to see...
319
320 A: No. They didn't have access to them.
321
322 Q: Who was - who was...
323
324 A: We looked at, um, the shift. He brought over the, uh - like, the weekly shift
325 log or whatever it is...
326
327 Q: Yeah.
328
329 A: ...that shows how they - they rotate through and explained it.'
330
331 Q: So (b) (6) said that overtime concerns were more related to non-
332 supervisory people?
333
334 A: Yes.
335
336 Q: M'Kay. So that - I mean, I could see - I did look at the (Socata) and there was,
337 um, a lot of overtime with the supervisors. So...
338
339 A: Yeah. I mean, when I did the initial report, like, in the notes I think I - what
340 did I say the number - it was a couple hundred thousand dollars or
341 something...
342
343 Q: Oh, yeah.
344
345 A: ...and, like...
346
347 Q: Yeah.
348
349 A: ...half of that was for supervisors.
350
351 Q: Right. And they work in these really long shifts - like, 16 hours straight.
352
353 A: Yeah - yeah. Well yeah.
354
355 Q: Um, that was - I didn't even look at the non-supervisors. I only look at
356 supervisors. So the fact that (b) (6) told you there was also - uh, obviously
357 also a problem with the non-supervisors, too.
358
359 A: Mm-hm.
360

361 Q: So maybe it was both. Um, okay.
362
363 A: And then the other billet he was, um - the day I talked to him he was actually
364 just finished - (b) (6) had just finished, um, routing an e-mail
365 requesting, um, two additional supervisor billets.
366
367 Q: Okay.
368
369 A: Yeah.
370
371 Q: Eh, say that again now. He finished routing an e-mail, what, requesting two
372 or...
373
374 A: Yeah, the announcement of, um - basically to, uh - the approval to announce
375 two more, um, supervisory billets.
376
377 Q: Oh. Do you have that e-mail?
378
379 A: No. I don't have it. It's he routed it to the, uh - the XO and on whoever he
380 routed it through on his end.
381
382 Q: Okay. So...
383
384 A: Um...
385
386 Q: ...I have to talk to him.
387
388 A: ...yeah. His (unintelligible). Let's see.
389
390 Q: And he told you that he did that? You didn't actually see the e-mail?
391
392 A: No - no. Uh, he kinda turned his monitor and that. But I was sittin' a ways
393 away. I couldn't read it.
394
395 Q: Okay.
396
397 A: Yeah. It was two new hires currently in flexi, another eight individuals had
398 begun the hiring process, and then additionally as of 1 March two additional
399 supervisory positions are being vetted for the hiring process.
400
401 Q: Okay.
402
403 A: So that was, um...
404
405 Q: So do you know if they actually have announced those jobs at this time...

406
407 A: No, I don't.
408
409 Q: ...those two supervisory jobs?
410
411 A: I - I didn't follow it. And, to be honest, um, the further I got into the weeds on
412 this, um, the more harbor I have with it.
413
414 Q: Can you explain what you mean by that?
415
416 A: Oh, when I - I was first asked I thought it was to perform an ORM of, um,
417 safety concerns with overtime.
418
419 Q: Yes.
420
421 A: Um, and you can see - you...
422
423 Q: Which I thought you did a good job of capturing.
424
425 A: ...you can see that's what I - that's what the report it. But, um, going back I -
426 when I first read the designation letter, you know, that's what jumped out at
427 me. That's what I was already thinking. And it was my bad. But when I went
428 back and read it the bottom paragraph was, um - I can't remember exact
429 wording, but they basically um, said, "Develop a formal process to basically
430 control overtime and set overtime." And I felt that that was, uh, a management
431 issue - that's not a safety issue.
432
433 Q: I agree. Yeah. I agree.
434
435 A: And that should've been handled either at the security level. And if it couldn't
436 have been handled at that level then it should've been moved up to the next
437 logical level which would've been the CO-XO level.
438
439 Q: Mm-hm - mm-hm.
440
441 A: And that was explained to the, uh - when we submitted this package to the XO
442 that was, um, expressed then that it - that it was outside of our - our scope of
443 duties, our training, and, um, we - so, therefore, we did the best we could
444 making recommendations on that. But it would take security to agree on that
445 and implement it and approve from (unintelligible).
446
447 Q: Now I understand. Yeah. You had a comment to the - a caveat to that effect...
448
449 A: Yes.
450

451 Q: ...in here.
452
453 A: Yeah. I couldn't - I was tryin' to (unintelligible).
454
455 Q: Yes. And I understand now what you mean. Um...
456
457 A: Mm-hm.
458
459 Q: Okay.
460
461 A: (Unintelligible).
462
463 Q: So it's up to - Safety's role would be to identify the risks and hazards
464 associated with people working on only three hours of sleep or whatever.
465
466 A: Correct. That's when you...
467
468 Q: While - while...
469
470 A: ...you look at the - the Matrix and it does just that.
471
472 Q: Yes. And I thought that was very helpful. Eh, but as far as making
473 recommendations for how to rotate people...
474
475 A: Correct.
476
477 Q: ...through a schedule and stuff like that, that is not your...
478
479 A: That's not ours, no.
480
481 Q: You just want them to know these are the risks you're taking on by...
482
483 A: These are the hazards, these are - this...
484
485 Q: ...having people work this much...
486
487 A: ...is associated with...
488
489 Q: ...overtime.
490
491 A: Correct. And these are ways to mitigate those hazards. And if you look at the -
492 the Matrix, um, it kinda talks about qualified personnel that would be, you
493 know, hiring additional bodies - you know, having a sufficient number of
494 personnel to do the job that's always, uh, a big issue. Um, but we - we left it
495 all on the plate for, um, the shift supervisory and security director and the

496 personnel within that department to - to implement - supervise.
497
498 Q: Okay. So I - I did see that you made a lot of what I thought seemed like good,
499 reasonable recommendations. The over-arching one being that they should
500 hire more people. Is that accurate? Did you intend for - 'cause it doesn't
501 actually say that (unintelligible) sub-categories. But it said it in the summary
502 that, um...
503
504 A: Yeah. Uh...
505
506 Q: Multiple times I heard, uh, with the addition of more billets the overtime
507 concern would be resolved.
508
509 A: Yeah. It's mentioned a couple times within the Ma- um...
510
511 Q: Additional manpower support.
512
513 A: ...step three.
514
515 Q: Yes. Provide...
516
517 A: (Unintelligible).
518
519 Q: ...additional manpower support. It says that every time. Yeah. So do you know
520 if they have actually hired - that's what I was - uh, you said it was in process.
521 But...
522
523 A: At the time when I talked to him - so that was as of 1 March - um, it was
524 (unintelligible) body (unintelligible) began the hiring process and, you know,
525 reflects the vetting process to begin for two supervisory personnel.
526
527 Q: Right. So...
528
529 A: I don't know if any...
530
531 Q: ...have you done any follow up after this to see where they stand now or...
532
533 A: I gave it the XO on, uh - the 10 March was a Friday. So that would've been
534 the day they gave it to her. And, um, she was not happy with it.
535
536 Q: Why?
537
538 A: Said it wasn't what we were tasked with. And she wanted us to go back and
539 redo it. I told her, um - she didn't wanna pi- a formal process. I told her that it
540 was outside of our scope of duties. Um, our job is to make recommendations.

541 Um, she asked if (b) (6) had, um, been involved. I said, "Yeah.
542 We had one meeting with him to get the information. You know, and we
543 interviewed, uh, (b) (6) and this is what we came up with." We sat
544 down and hashed out the, um - the hazards and the risks and...
545
546 Q: Why did she ask if...
547
548 A: ...(unintelligible).
549
550 Q: ...if (b) (6) had been involved, do you know...
551
552 A: No, I don't.
553
554 Q: ...what she was getting at with that? Like...
555
556 A: No. But sh- um, she kinda went off sayin' that if he wasn't cooperatin' or
557 whatever that, um - that she would, uh - there's ways that she could make him
558 cooperate.
559
560 Q: Cooperate with what, though? I mean...
561
562 A: The committee.
563
564 Q: Yeah.
565
566 A: It's basically she - she thought that he wasn't helping us out or being involved
567 in, uh, the committee. I said, "Yeah, it was." I mean, uh, we got all the
568 information we needed from him. Then it was up to us to go back and, um, go
569 through it and hash it out between myself and (b) (6) on the safety board.
570
571 Q: So you felt like he was cooperative.
572
573 A: Yes. Yeah - yeah. I mean, he gave - he gave plenty of information. And what I
574 did tell her was I felt that it was, um, biased. 'Cause by that time after I had
575 talked - spoken to him and then (b) (6), I realized that, um, (b) (6)
576 was involved in the, uh, initial complaint.
577
578 Q: Mm-hm.
579
580 A: And I relayed that to the XO. I said, "Well I think that's kinda biased - that it
581 kinda set us up, uh, having him in there if we're trying to fix something -
582 having him involved. It should've been somebody else."
583
584 Q: Right - somebody neutral.
585

586 A: She wanted him involved for that reason, I guess.
587
588 Q: Oh.
589
590 A: Um, when we did give her the package, like I said, she wasn't happy with it.
591 She wanted an actual formal process. Um...
592
593 Q: When you say for that reason, you're saying the XO wanted him involved
594 because of the fact that he was one of the complainants?
595
596 A: Yes.
597
598 Q: Okay.
599
600 A: She directed, um, me to take what I gave, er, her - the package that I
601 developed - give it to (b) (6) and have him implement a formal process
602 for overtime. And if he didn't then she could reprimand him via, I don't know,
603 the two ways that he can be reprimanded - performance or...
604
605 Q: So - but the...
606
607 A: ...(unintelligible).
608
609 Q: ...issue is, eh, she's asking for a formal process to manage the overtime. Is that
610 what you're saying...
611
612 A: Yes.
613
614 Q: ...and just to clarify? But isn't the issue - from what I read in your report and
615 in - in the complainants' complaint and in the Command Report done by
616 (Senurma) which you probably didn't see...
617
618 A: No, I didn't see anything.
619
620 Q: ...but there's consistency that everyone seems to agree that the solution to this
621 is to hire more people and that it's just not manageable without doing that.
622 That's what I'm h- seeing.
623
624 A: It's not, yeah. I mean, and lookin' at it that's what I - I mean...
625
626 Q: So to come up with a formal process...
627
628 A: (Unintelligible).
629
630 Q: ...to manage the overtime, the process is hire more people.

631
632 A: (Unintelligible) it wasn't gonna happen. Yeah. Okay. This is an e-mail - after I
633 had - I had went back and talked to (b) (6) and, um, (b) (6),
634 um, (b) (6) sent this out to his watch commanders and patrol
635 supervisors. (Unintelligible) FOs and (unintelligible).
636
637 Q: Oh, this was to try to manage the overtime a different way? Is that what...
638
639 A: No. That was after my meeting.
640
641 Q: Oh, your - after your...
642
643 A: Yeah. So...
644
645 Q: ...finding.
646
647 A: ...after I gave her the report she wasn't happy with it.
648
649 Q: Okay. Okay. So would you say this accurately ca- characterizes your
650 perception of the meeting that you had with him? I mean, do you concur with
651 this information in here?
652
653 A: Yeah.
654
655 Q: Yeah?
656
657 A: Yeah. Uh-huh.
658
659 Q: I mean, I just wanna make sure you're not saying, "Oh, wow. How come
660 (b) (6) would say all these things are not really true?" But this is true,
661 correct?
662
663 A: Yeah. Basic- uh, she, um - this right here, um, she did tell me to send the
664 report to (b) (6) and have him come up with an SOP to fix the
665 overtime problem. Um, and basically told me to keep her informed if he didn't
666 cooperate - she had ways of making him. And then she asked, "What is it - the
667 two ways you can reprimand somebody? You know, is it performance and..."
668
669 Q: Conduct.
670
671 A: I was like - eh, yeah - yeah.
672
673 Q: (Unintelligible).
674
675 A: So she was, "Well I'll do that. I'll, uh, force him." After this, uh, I went back

676 with security and I talked to, um, (b) (6) and, uh, (b) (6).
677 Um, and then this e-mail came out.
678
679 Q: Uh-huh.
680
681 A: But, um, I even told him - I said, "If - if (b) (6) needs any help drafting that
682 - you know, I mean, questions on the report - it's there."
683
684 Q: Yeah.
685
686 A: You know? Um, that's not my job to tell another department how to manage
687 their personnel. I'm not even a...
688
689 Q: Yeah. That right...
690
691 A: ...supervisory position myself. Um, but we can help on the safety aspect as
692 best as possible.
693
694 Q: Okay.
695
696 A: Um, and from there it ended. I didn't hear anymore.
697
698 Q: So did you tell...
699
700 A: Yeah. So, uh...
701
702 Q: ...the XO that, that it's not your job to tell another department...
703
704 A: Yes.
705
706 Q: Yeah. Okay. You clarified that. Yeah.
707
708 A: I told her that in the meeting, yeah. Um, she - I think she - I can't remember
709 how many additional days she gave him to get the report done. I think it was,
710 like, another week, I believe. And, uh, something along a week or two - 'cause
711 I was gettin' ready to go on leave to Europe. And I sent an e-mail out to these
712 guys saying, you know, "I - I know you all have - have it. Um, if you need
713 anything just let me know."
714
715 Q: Mm-hm.
716
717 A: And I didn't hear anymore after that. The XO didn't follow up with me on it. I
718 guess she just turned to security to finalize the task. But as far as I was
719 concerned, myself and, um, (b) (6) had fulfilled the - the safety aspect of
720 the, uh - the project. And with the XO not comin' back to me on it, pretty

721 much, you know, solidified it.
722
723 Q: Okay. So after you explained that to her - that that was really outside the
724 scope of what the responsibilities of safety are...
725
726 A: Mm-hm.
727
728 Q: ...to actually tell another department how to schedule their people - after that
729 she - it seemed like she sort of accepted that and she never went back to you?
730
731 A: Nope.
732
733 Q: Mm-hm.
734
735 A: She, um, checked back with me, I think, one more time on if security was
736 gonna get a new report.
737
738 Q: Okay. Do you know if they did provide her a report?
739
740 A: No, I don't.
741
742 Q: You don't know. And, um, right. So I think this report does a good job of
743 describing some of the things that could happen when you're working
744 multiple 16-hour days in a row.
745
746 A: Yeah. Correct, yes.
747
748 Q: And - and not only happen to the person but to the mission. And - and I - you
749 pointed out that these people are responsible for firearm safety...
750
751 A: Mm-hm.
752
753 Q: ...on limited sleep and so forth. And, um, I think that's all important. So
754 there's no - it seems pretty clear that the - it's - it's a problem. The - the...
755
756 A: Yeah.
757
758 Q: ...question is how are we gonna resolve it. So that's what I was kinda of
759 wondering if you did any follow-up to find out if, um, they actually have
760 made forward motion on hiring more supervisors.
761
762 A: No. I - I - I didn't follow-up on it. Um...
763
764 Q: Okay.
765

766 A: ...like I said, it was right before I was gettin' ready to go on, uh, leave to
767 Europe.
768
769 Q: Yeah.
770
771 A: Um, I just assumed, you know - probably the wrong approach. But I assumed
772 that, um, the XO had gotten the report from (b) (6) and they were
773 gettin' their new hires onboard. 'Cause that's exactly, um, the way (b) (6)
774 (b) (6) felt. He was like, you know, "Once we get these bodies onboard by,
775 you know, September, October of this year this will be a - a completely new
776 issue. 'Cause I'll have all the bodies onboard, they'll all be trained up, and
777 they'll be on the street and this will be done."
778
779 Q: So somebody - who - who said that - uh, (b) (6) ?
780
781 A: Chief - yeah, (b) (6) .
782
783 Q: That he ex- is he actually expecting that they'll have the bodies by
784 September?
785
786 A: Yeah. Uh, that's...
787
788 Q: That's his expectation?
789
790 A: ...what he believed. Yeah.
791
792 Q: Yeah?
793
794 A: I mean, we - there was two bodies in flexi and eight being hired and...
795
796 Q: But the two that are in flexi are not supervisors, are they?
797
798 A: No. But it was - I - he knows how his people work. He knows how the shifts
799 rotate and that. So, I mean...
800
801 Q: And...
802
803 A: ...he's essentially a better expert.
804
805 Q: Yeah. So do we know if there's any supervisors that are gonna be hired or just
806 more patrolmen?
807
808 A: Those two additional that I mentioned.
809
810 Q: They're all gonna be supposedly ch- okay.

811
812 A: That were - he requested to be vetted. And that was in the, uh, step three, I
813 believe, of the report.
814
815 Q: Okay. Right. And they were requested by (b) (6) .
816
817 A: Correct.
818
819 Q: Is he still here?
820
821 A: Yeah, he's still here.
822
823 Q: Okay. I'm gonna have to talk to him. Okay. So all you know, though, is that
824 he requested it. You don't know whether - what kind of response he got. Did
825 it say that they were approved?
826
827 A: No. He was - he was awaiting on it.
828
829 Q: Okay.
830
831 A: That - that he had, um - I don't understand the hiring process, how it works.
832 But from what I understand right then when he was trying to explain it to me
833 is that he had gotten the approval from, uh, regional security.
834
835 Q: M'Kay. But then maybe it has to even go to CNIC?
836
837 A: But I think, yeah - I think it has to go up further. And then they, um - they
838 write up the announcement and then announce it. But he was fairly confident
839 that he was gonna get those two additional supervisory billets.
840
841 Q: Okay.
842
843 A: (Unintelligible). As of 1 March 2016, two additional supervisory positions are
844 being vetted for the hiring process.
845
846 Q: Yeah.
847
848 A: So they were working that through the chain of command to get approved
849 then.
850
851 Q: Right. Okay. So all together there's , like, ten new patrolmen - eight that were
852 pending, two were at flexi.
853
854 A: Correct.
855

856 Q: So that's ten non-supervisory.
857
858 A: Correct.
859
860 Q: And two supervisory...
861
862 A: Correct.
863
864 Q: ...all together. Okay. So right now since they haven't hired these two people
865 yet, the OT is probably still a problem.
866
867 A: Probably still an issue. Correct.
868
869 Q: Do you know if they're doing any of the other types of things that you
870 recommended like these, um, safety briefs at the beginning of each roll call
871 and...
872
873 A: Yeah. I know that they do - do those. Um, I wrote that in as, um, more of a - a
874 reinforcement.
875
876 Q: Right.
877
878 A: Uh, it continued.
879
880 Q: Okay. So you know they are doing that? I mean, have you - they reported to
881 you that they took on some of these mitigating ideas that you offered?
882
883 A: I know they - they do - do, um, briefs when they do, uh, changes.
884
885 Q: Mm-hm.
886
887 A: I sat in on one of the shift changes, uh, a couple years back. So - and they do
888 give, um, briefs when they - when they switch over - the watch commanders
889 do.
890
891 Q: But they've always been doing that.
892
893 A: Yeah.
894
895 Q: Yeah. So it's not anything...
896
897 A: No. These are...
898
899 Q: I guess what I'm wondering is has anything actually changed because of the...
900

901 A: I don't believe so, no.
902
903 Q: Mm, no?
904
905 A: They can - it's - it's up to them to - I can only make the recommendation. I
906 can't force them to - to change their operations. And this - it's just an outside
907 set of eyes making recommendations from the...
908
909 Q: Right. So it's not like you - there's any directive to implement these controls.
910 It's just...
911
912 A: Exactly, yeah.
913
914 Q: ...you're telling them...
915
916 A: It's just a recommendation.
917
918 Q: ..."These are things that might help you."
919
920 A: Yep.
921
922 Q: And you don't follow up to see whether or not they actually did implement...
923
924 A: No.
925
926 Q: No. Okay.
927
928 A: Like I said, I'm - I'm the - the explosive safety officer for the station. So right
929 now I'm neck deep in gettin' ready for the big ESI next week.
930
931 Q: Oh. Yeah.
932
933 A: So this kinda got...
934
935 Q: I don't wanna keep you too long.
936
937 A: ...pushed to the side. And I really didn't wanna get as involved with this as I
938 became throughout this process. So I just - I knew it was gonna turn up.
939
940 Q: Well yeah. But, I mean, as a subject matter expert in safety and issues that
941 can, like, increase...
942
943 A: Mm-hm.
944
945 Q: ...your potential for mishaps at work and stuff like that...

946
947 A: Yeah.
948
949 Q: ...I thought this definitely captured that...
950
951 A: (Unintelligible).
952
953 Q: ...well. Um, is this kinda thing documented in ESAMS that - that...
954
955 A: No. There's no...
956
957 Q: ...high-level risks exist at that organization or is that something that could...
958
959 A: Mm.
960
961 Q: ...be in there?
962
963 A: No. ESAMS what we put in is, um, like, our inspections.
964
965 Q: Mm-hm.
966
967 A: Um...
968
969 Q: Okay.
970
971 A: ...somethin' that would document that hazards would be, like, a JHA - a job
972 hazard analysis.
973
974 Q: Mm-hm.
975
976 A: Um, a (unintelligible).
977
978 Q: Is that something that could be done with - in this scenario with the...
979
980 A: They could. I mean, in essence that's what the, uh - the Matrix is. It's pretty
981 much a job hazard analysis. Um, I think the last ones done were when I came
982 onboard. There's no mandate that I know of to have 'em done on a regular
983 basis. I could be wrong. But it was, um - when they were done in 2010 I took
984 it on just as busy work while, um, I was waitin' to get qualified to be an
985 inspector.
986
987 Q: What - what is a job hazard analysis? Is that by each position or, uh...
988
989 A: Yes.
990

991 Q: ...like, so - so you would take one of these supervisors who's working 16
992 hours a day and do a job hazard analysis just on him?
993
994 A: Yeah. You would sit down - um, on the position.
995
996 Q: On the p- yeah. That's what I mean.
997
998 A: Yeah.
999
1000 Q: On the position.
1001
1002 A: So, I mean, if he had...
1003
1004 Q: So on those five positions - those...
1005
1006 A: It will be...
1007
1008 Q: ...five supervisory positions, could each have their own job hazard analysis
1009 done feasibly?
1010
1011 A: No. It would one that would be for...
1012
1013 Q: Oh, it would be on that would...
1014
1015 A: Yeah.
1016
1017 Q: ...cover all of 'em.
1018
1019 A: You would touch base with each and every one and just do a...
1020
1021 Q: So it's similar to...
1022
1023 A: ...a combined...
1024
1025 Q: ...this. But it's something that...
1026
1027 A: Exactly.
1028
1029 Q: ...would go in ESAMS and get reported.
1030
1031 A: Uh, no. We never put those in ESAMS. Those we're, um - it was at, uh, the
1032 old manager. And it was, uh, a - it was done on paper.
1033
1034 Q: Okay.
1035

1036 A: We have a...
1037
1038 Q: I guess that's what - what I'm - I'm asking is...
1039
1040 A: ...(unintelligible) one job.
1041
1042 Q: ...there's some sort of mechanism...
1043
1044 A: There is a...
1045
1046 Q: ...for something that would go in ESAMS that...
1047
1048 A: I think there is a...
1049
1050 Q: ...identifies this?
1051
1052 A: ...portal for job hazard analysis in ESAMS. But, uh, we've never used it.
1053
1054 Q: Oh, okay.
1055
1056 A: Use it, like I said, um, for inspections and, um, mishaps and training.
1057
1058 Q: Okay. We just don't know if that might be another option of something that
1059 could be done to document - further document the risks associated with the...
1060
1061 A: Mm-hm.
1062
1063 Q: ...amount of overtime that's required, um, and maybe prompt some...
1064
1065 A: Some of the (unintelligible).
1066
1067 Q: ...corrective action. You know? Um, eh, do you have much interface with any
1068 of the other safety managers from different installations through the region?
1069
1070 A: Um, (b) (6) down in, uh, Groton.
1071
1072 Q: Yeah - yeah. I know (b) (6).
1073
1074 A: He's - he's...
1075
1076 Q: Yeah.
1077
1078 A: ...the ESO down there as well.
1079
1080 Q: I - I guess the reason I ask is have you ever heard that this type of issue exists

1081 at other installations?
1082
1083 A: Um, Saratoga - Saratoga Springs, New York. But I'm the (b) (6) for up
1084 there.
1085
1086 Q: Okay.
1087
1088 A: So the security director's always yellin' at me, "Eh, I have no bodies. I have
1089 no..."
1090
1091 Q: His name is (b) (6)?
1092
1093 A: (b) (6).
1094
1095 Q: Yeah.
1096
1097 A: Yep.
1098
1099 Q: Yeah.
1100
1101 A: Because I'm always yellin' at him about his (unintelligible) program and he
1102 says, "Well I don't have the bodies."
1103
1104 Q: So do they have people workin' a lot of overtime there in security too?
1105
1106 A: I don't know. He's a, um - I think he manages his people pretty well.
1107
1108 Q: Okay.
1109
1110 A: I know they were at one time when one of his, um, civilian police officers hurt
1111 himself. Some of his guys were pullin' extra shifts. But it was never to the
1112 level of...
1113
1114 Q: Not chronic like this.
1115
1116 A: Yeah.
1117
1118 Q: Yeah.
1119
1120 A: It was never like, "Hey, we can't do this. We need help," or something. He
1121 was able to manage it.
1122
1123 Q: Oh, one thing I noticed, too, in your report it said somewhere that it's not
1124 known what the cause of the manpower shortfalls is.
1125

1126 A: That may be...
1127
1128 Q: Um...
1129
1130 A: ...the section I break it down.
1131
1132 Q: ...and I was just wondering, you know - that's a good point. And how could
1133 we find out what the cause is? I can't remember where I saw that. Well...
1134
1135 A: Yeah.
1136
1137 Q: ...I don't know. I guess the question would be did you do anything to try to
1138 figure out why they don't have enough supervisors to begin with or...
1139
1140 A: Eh...
1141
1142 Q: ...you just...
1143
1144 A: ...he had, um - that was one of the things that (b) (6) had mentioned, uh, in
1145 our meeting - that they had, um - they used to have three supervisors per shift
1146 and they have three shifts a day, each shift being eight hours. They had, um,
1147 lieutenant - and I'm gonna get this wrong. I don't wanna - it's in this report -
1148 the breakdown.
1149
1150 Q: What they used to have?
1151
1152 A: But they had had a lieutenant, a sergeant, and then a corporal. Let's see. Yeah.
1153 Here it is. So you'd have a lieutenant who - who would be, like, the main
1154 supervisor on the shift that would stay back in the, uh - the security building.
1155
1156 Q: Mm-hm.
1157
1158 A: Run paperwork, communications, and that. The sergeant was the, uh, shift
1159 supervisor out on patrol...
1160
1161 Q: Mm-hm.
1162
1163 A: ...um, that would respond to any issues that they had in the field. And then the
1164 corporal was - they called him a work-center leader or a work-shift leader.
1165 They had, um - the way he explained it to me was all the responsibilities,
1166 pretty much, of a supervisor without the - the disciplinary power.
1167
1168 Q: Oh.
1169
1170 A: So, I mean, he could make the calls in the field, um, adjust things. But, uh, he

1171 couldn't address disciplinary issues with the staff. It had - that had to be
1172 moved up...
1173
1174 Q: Okay.
1175
1176 A: ...on the chain. But now they had gone to - I don't know if it was due to, um,
1177 just personnel transferring and leaving and that - they were down to, um,
1178 basically, a lieutenant and a sergeant on every shift except for, um, the mid
1179 shift, I think it was. They were using the senior lieutenant, which they called a
1180 captain, and then they had a first class on the end of the shift.
1181
1182 Q: Mm-hm. So basically they went down in their manning.
1183
1184 A: Yeah. And that's why...
1185
1186 Q: But why that happened you don't know.
1187
1188 A: No.
1189
1190 Q: Okay.
1191
1192 A: And that would be - I mean, security could tell you why.
1193
1194 Q: They might know that. Yeah.
1195
1196 A: But I mean, that seemed to be the - the uniform issue is just a lack of manning.
1197
1198 Q: Do you know if they wrote any new SOPs as a result of this? I know there was
1199 some recommendation for that.
1200
1201 A: No. And when I said I haven't, like...
1202
1203 Q: Yeah. Okay.
1204
1205 A: ...followed up on this...
1206
1207 Q: All right. Um, so yeah. I guess, uh, you already said it in this report, but I was
1208 gonna just ask you to kind of explain to me, like, what do you see as the, um,
1209 potential safety hazards associated with the high levels of overtime? In your
1210 words, you know, just...
1211
1212 A: The hazards of the overtime? The...
1213
1214 Q: As a subject matter expert, you know?
1215

1216 A: Probably it's the long hours of no sleep. Um, if you're pulling a 16-hour shift,
1217 you know, and, eh, it just opens the door for mishaps to occur. You know,
1218 whether it's with a firearm or you make a mistake on your paperwork, um, if
1219 it makes the, uh - the person tired - if they have any other health issues it can
1220 be exacerbated by a lack of sleep. Uh, additional stress which, I mean, it can
1221 wreak havoc on the body and, um, affect your job, your personal life. And I
1222 think that's all. I mean, we kinda...
1223
1224 Q: Yeah.
1225
1226 A: ...touched based on that in there. But, I mean, those are the big ones that jump
1227 out on us.
1228
1229 Q: Yeah. I mean, the one that jumps out big to me is the - the fact that there's
1230 firearms involved and - and traffic vio- situations and stuff where...
1231
1232 A: Mm-hm.
1233
1234 Q: ...you know, it could be a potentially...
1235
1236 A: (Unintelligible). Mm-hm.
1237
1238 Q: ...serious situation if somebody makes a mistake because they're tired with
1239 somethin' like that. You know?
1240
1241 A: And - and most - I mean, they're all dangerous in some ways you perform it.
1242 The most dangerous that jumps out is the firearms. Um, the biggest thing, you
1243 know, arming and de-arming at the beginning and, uh, end of shift. But also,
1244 you know, if they're investigatin' a - a traffic accident and they're stressed,
1245 lack of sleep, they're s- you know, they could miss something.
1246
1247 Q: And I know there was something about a specific requirement not to permit
1248 people to drive so many hours - a government vehicle - without a break or...
1249
1250 A: It's documented in the, um - the traffic safety...
1251
1252 Q: Oh, in that local instruction that you brought me too, right?
1253
1254 A: Yeah. That's the, uh...
1255
1256 Q: This one.
1257
1258 A: ...that's the (NABSTAY).
1259
1260 Q: Mm-hm.

1261
1262 A: Um, there's another one. There's the - the big Navy - the (OPS NAB 5100
1263 Points) (unintelligible) (b) (6)).
1264
1265 Q: Mm-hm - mm-hm.
1266
1267 A: I believe it's mentioned in there as well. Um, yeah. I know it's mentioned in
1268 (b) (6) - I think it's mentioned in (OPS) as well.
1269
1270 Q: And, yeah, 'cause you're more likely to have a traffic accident too, I'm sure, if
1271 you're...
1272
1273 A: Correct.
1274
1275 Q: ...fatigued.
1276
1277 A: And that was one of the recommendations I made. If you have two super- two
1278 supervisor positions, I mean, they're both gonna be there the same amount of
1279 time. Don't just leave one in a shed and one out on the road. Rotate it every
1280 couple of hours.
1281
1282 Q: Mm-hm - mm-hm. Mm, okay. All right. Well...
1283
1284 A: Mm.
1285
1286 Q: ...that's really - I just wanted to talk to you since I - I saw your report. And I
1287 wanted to hear, you know, a little more clarification and...
1288
1289 A: (Unintelligible).
1290
1291 Q: ...what your thoughts were about the whole process. Um, I can't think - it
1292 should be - and I - I mean, I do. I get the sense that there was a bit of, um,
1293 maybe - I don't know how to describe it - like, disagreement between the XO
1294 or...
1295
1296 A: (Unintelligible).
1297
1298 Q: ...misunderstanding maybe between the XO and - and you about what she
1299 expected...
1300
1301 A: Yes.
1302
1303 Q: ...from the - this committee and what your understanding of the purpose of the
1304 safety committee is. I mean, do you think she was looking for a certain
1305 outcome, like, different from what you reported and...

1306
1307 A: Yeah. Um, and it's - I think I kinda reiterated it from the Designation Letter.
1308 Um, it was directed by reference A, which is the Designation Letter, "This
1309 committee was, uh, tasked to develop a formal process for assigning OT."
1310
1311 Q: Mm-hm.
1312
1313 A: Um, and that was through doing an ORM and then taking that and developing,
1314 uh, a formal SOP to assign overtime to those personnel.
1315
1316 Q: Mm-hm.
1317
1318 A: That second part was outside of - I felt was outside of my job scope. So I did -
1319 I - in my mind, the next best thing is, you know, we ORM'd it to death, um,
1320 and explained all the information as best we could and, um, made
1321 recommendations on how to manage, um, overtime. And that's...
1322
1323 ((Crosstalk))
1324
1325 Q: From a safety perspective.
1326
1327 A: From a safety...
1328
1329 Q: Yeah.
1330
1331 A: ...perspective. But, I mean, we're not - we're not security specialists. I don't -
1332 we only had a - a short period of time to - to get into this.
1333
1334 Q: Yeah - yeah.
1335
1336 A: And, um - and we, you know - it was, uh, the best we could come up with
1337 within that short period of time.
1338
1339 Q: Mm-hm.
1340
1341 A: The only thing we did not do is give a formal process for overtime. And I told
1342 the XO that was outside of us - you know, that that was somethin' security
1343 would have to do. They know their limitations of what they can and can't do.
1344
1345 Q: Mm-hm.
1346
1347 A: But they can take our recommendations and then from that implement a
1348 formal process.
1349
1350 Q: Now did you ever talk about the report with the CO?

1351
1352 A: No.
1353
1354 Q: No. And did...
1355
1356 A: It was just the XO.
1357
1358 Q: ...get any feedback from the CO about...
1359
1360 A: No. It never...
1361
1362 Q: Nothing.
1363
1364 A: ...never mentioned it, never said anything about it. It was all run through the
1365 XO.
1366
1367 Q: Okay. So you really don't know if the CO was satisfied with that or not or...
1368
1369 A: No, I don't.
1370
1371 Q: You just only heard from the XO.
1372
1373 A: Yeah.
1374
1375 Q: Yeah.
1376
1377 A: And then, like I said, I mean, she directed us to give it to (b) (6)
1378 and have him develop a formal process. And...
1379
1380 Q: And whether he did that or not, too...
1381
1382 A: ...whether...
1383
1384 Q: ...you don't know.
1385
1386 A: I told him and (b) (6) and they said, "Got it." And that was the last I
1387 heard of it. So I assumed, you know, they, you know, did - done it for her and
1388 given it to her and she was happy with it.
1389
1390 Q: M'Kay. So basically b- (b) (6) and (b) (6) were gonna take your Report
1391 for Action and do something further with it.
1392
1393 A: Correct.
1394
1395 Q: Yeah. Okay. All right. I think that's pretty much all I had. Do you have any

1396 questions for me or...
1397
1398 A: (Unintelligible). You just need a, um - you wanted a copy of the Designation
1399 Letter and then just verify who the second point of contact was...
1400
1401 Q: Yeah.
1402
1403 A: ...from HR?
1404
1405 Q: Yeah. And any...
1406
1407 ((Crosstalk))
1408
1409 Q: ...e-mails you have - if you do happen to have any - about hiring people or, I
1410 don't know, anything...
1411
1412 A: Uh...
1413
1414 Q: ...related to this.
1415
1416 A: ...it was all - it was in person. It was in his office.
1417
1418 Q: Yeah.
1419
1420 A: Then we had that nice, long talk.
1421
1422 Q: Yeah. Okay. Well anything that you can see - you know...
1423
1424 A: Okay.
1425
1426 Q: ...communication between the XO and you about this or whatever, if there's
1427 anything...
1428
1429 A: Yeah. I have - I think I have a couple...
1430
1431 Q: ...would be helpful.
1432
1433 A: ...of e-mails I saved...
1434
1435 Q: Okay.
1436
1437 A: ...for (unintelligible).
1438
1439 Q: All right. Wonderful. I appreciate your time.
1440

1441 A: Yes, ma'am. Thank you.

1442

1443 Q: And thanks for...

1444

1445 A: Nice meetin' you.

1446

1447 Q: ...your flexibility on the timing and everything. Okay. And feel free to give me
1448 a call if you have any questions or you think of anything else.

1449

1450 A: Okay. Excellent.

1451

1452 Q: Okay.

1453

1454 A: I will do.

1455

1456 Q: All right. Have a good day.

1457

1458 A: You, too. Would you like this open or closed?

1459

1460 Q: Open's fine.

1461

1462

1463 The transcript has been reviewed with the audio recording submitted and it is an accurate
1464 transcription.

1465 Signed _____