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

Q: Okay. So today's May 23, 2016. And as I said my name is (b) (6) and I'm an investigator with the...

A: Mm-hm.

Q: ...CNIC, Inspector General Office, Commander Naval Installations Command.

A: Mm-hm.

Q: And, um, this is case number 201601079. And, um, can I have you state your name, please?

A: My name's (b) (6) or (b) (6) - (b) (6).

Q: (b) (6). Okay. And, um, you have - are aware the tape recorder's running and that's...

A: I am.

Q: ...okay? No objections?

A: No.

Q: Okay. And, um, you've already signed the Privacy Act and Confidentiality Agreement.

A: I have.

Q: Correct? And now there's one more form - is a, um, acknowledgement of the importance of being candid and truthful during an...

A: Mm-hm.

Q: ...IG interview.

46
47 A: Sure.
48
49 Q: And if could I have you raise your right hand. Do you swear of affirm the
50 information you'll provide is true and correct to the best of your knowledge?
51
52 A: I do.
53
54 Q: M'Kay. Thank you.
55
56 A: Mm-hm. Here ya go.
57
58 Q: Okay. Thanks. M'Kay. So as I said I'm investigating this complaint that came
59 into the DoD IG regarding, um, overtime being worked in security. And it's
60 not a full investigation right now. It's a preliminary inquiry just to kinda get a
61 - an idea of what's going on and whether an investigation is really warranted
62 or not.
63
64 A: Okay.
65
66 Q: So the - the reason I asked you to come is 'cause I understand you've worked
67 on this, um, subcommittee for an Operational Risk Management.
68
69 A: Right.
70
71 Q: When did you get assigned to do that?
72
73 A: Uh, I don't know the exact date. With a little bit of luck you have a copy of
74 the letter.
75
76 Q: I might - I might.
77
78 A: And that would be helpful because I don't know the date.
79
80 Q: And also...
81
82 A: It's quite a while back, you know. It's probably sometime in March, I would
83 think.
84
85 Q: Oh, yeah. Here it is.
86
87 A: Okay.
88
89 Q: February 10. There we go.
90

91 A: Oh, in February. There we go.
92
93 Q: That's you - Mr...
94
95 A: So that was...
96
97 Q: ... (b) (6), right?
98
99 A: Yes. So we must've gotten this just slightly after (b) (6) left the office.
100
101 Q: Okay. And (b) (6) - that's (b) (6) ...
102
103 A: (b) (6). He's - he was the director.
104
105 Q: Of safety?
106
107 A: Correct.
108
109 Q: You're N35, is that right?
110
111 A: Correct.
112
113 Q: Okay. And, um, now tell me again who the acting is since he left.
114
115 A: That is (b) (6).
116
117 Q: (b) (6). Okay. All right. So, um, m- d- why were you - do you know why
118 - what kind of background did they give you before they appointed you to this
119 subcommittee?
120
121 A: They really didn't give us any - any particular details. They just basically said
122 that there was an issue that was going on with overtime. And they were
123 looking to find out - uh, ya know, by - by the regulations - by the safety
124 regulations when things of this nature occur the organization itself should be
125 doing an ORM to try to find ways of mitigating the problem. And I think what
126 happened was they didn't do one or they didn't document one. So, ya know,
127 the command basically sent this letter down saying that we're going to be a
128 part of a committee. And there was another gentleman from the, um, security
129 force who is also a part of the committee that was assigned. That was, um, (b) (6)
130 (b) (6).
131
132 Q: Oh, from security?
133
134 A: Right. So myself, (b) (6) from safety, and (b) (6) - I think it's (b) (6), right?
135 Yeah, (b) (6).

136
137 Q: And it also says (b) (6). Did she participate actually in this
138 (unintelligible)?
139
140 A: She's actually not at this base. She's from HR down in, I believe, Virginia.
141
142 Q: Did she participate, to your knowledge, in this?
143
144 A: She didn't. Uh, I believe Tim was the lead for the team. And I know that he
145 reached out to her on a couple occasions. I don't know if he ever spoke to her
146 or not. I think there was an e-mail back and forth. Um, if I recall correctly, she
147 was saying that she wasn't a part of it. Somebody else from down in that
148 division was. I don't know all the details, though.
149
150 Q: Okay. Okay. Um, and who bre- did somebody brief you from the front office -
151 the XO or the CO talk to you about this before...
152
153 A: Uh...
154
155 Q: ...you got started in the meeting ahead of...
156
157 A: Well...
158
159 Q: ...time or...
160
161 A: Yeah. I guess there was a meeting ahead of time. Um, I don't know if I was
162 involved in that, though. I think it might've just been (b) (6) because he was the
163 team lead. But at some point in time we talked with the XO. You know, I
164 don't know if that was before or after we get started.
165
166 Q: You personally talked to the XO, you mean?
167
168 A: Yeah - yeah. Well (b) (6) and I.
169
170 Q: Yeah?
171
172 A: Yeah.
173
174 Q: And - okay. And, um, that was - you said you're not sure before or after you
175 wrote the report?
176
177 A: No. Sorry, I'm not.
178
179 Q: Do you remember what the conversation was about?
180

181 A: Oh, before the report itself was written?
182
183 Q: Yeah. I don't know.
184
185 A: Or before we were...
186
187 Q: When did you meet with the...
188
189 A: ...assigned?
190
191 A: ...XO, um, is...
192
193 A: That's what I'm tryin' - I'm tryin' to recall whether or not it was before - you
194 know, we got this.
195
196 Q: Mm-hm. Oh, the appointment...
197
198 A: We were tasked to do somethin'.
199
200 Q: ...letter. Mm-hm.
201
202 A: And I think (b) (6) was reaching out to try to find out some additional
203 information because this was very vague as to what exactly they were looking
204 to accomplish. And, um, you know, there was somethin' in here that was - in
205 fact, you know, (b) (6) and I we kinda discussed it and we kinda felt as though it
206 was a little bit, uh, out of our realm to - you know, basically, the thing was -
207 and I don't know if it's in this or if it was in another letter. Let me see. Yeah.
208 To develop a formal process for assigning overtime. Uh, you know, in our
209 opinion it was a little out of realm and that's why we provided just the ORM
210 part of it. Because, you know, we're the safety office. We don't dictate to
211 other organizations what they do.
212
213 Q: Okay.
214
215 A: So - so, I mean, I don't think we had any intentions of trying to that because
216 that is just outside of our - as the Navy would say, our swimming lanes.
217
218 Q: Yeah, okay.
219
220 A: Yeah. But certainly we tried our best to come up with solutions and things that
221 would ease the - the burden on folks. And I believe you probably have a copy
222 of that (unintelligible) exercise...
223
224 Q: Yes.
225

226 A: ...that we did.
227
228 Q: I do. So let's take a look at that.
229
230 A: Yeah.
231
232 Q: Okay. This was dated 10 March. So a month after you got the letter...
233
234 A: Yeah.
235
236 Q: ...Appointment Letter for the subcommittee. Then you...
237
238 A: Right.
239
240 Q: ...um, issued that report. So you participated with (b) (6) in...
241
242 A: I did.
243
244 Q: ...in that?
245
246 A: Yes.
247
248 Q: Okay.
249
250 A: Yeah. This is it.
251
252 Q: And s- so I felt - I read through this and it's pretty clear that there are - are
253 some risks associated with working double shifts.
254
255 A: Sure. Yeah.
256
257 Q: Um, is...
258
259 A: And, you know, the longer it goes on the more likely that it's going to become
260 an issue, you know, in our opinion. So we didn't - we didn't really get a sense
261 for...
262
263 Q: When you say become an issue, like, w...
264
265 A: Well become an issue of tired - being - being tired and, you know, making
266 mistakes and, you know, what - when you carry a firearm around, you know,
267 you don't know to what level that mistake's gonna be. And, you know, you're
268 driving a vehicle. And how many hours are people driving that vehicle? You
269 know, if they're doing shift after shift after shift that becomes an issue. If
270 they're doing a back-to-back shift and there's a little bit of, um, proper

271 management to where they're movin' the people around...
272
273 Q: Mm-hm.
274
275 A: ...so that they're not focused solely on that one particular task of driving all
276 day - 'cause the regulations require a certain set level of driving that you don't
277 want to exceed.
278
279 Q: Mm-hm.
280
281 A: So if somebody were to come in and - two shifts in a row and they had to
282 drive the entire time, they're exceeding that. So those are types of things that
283 we brought up during - you know, during this.
284
285 Q: In your - in your research to do that, did you find that there was any
286 instructions similar to the driving instruction around the firearm?
287
288 A: No.
289
290 Q: E- 'cause you would think that if the Navy establishes that you can't operate a
291 vehicle for m- more than 14 hours or whatever it is, they might say the same
292 thing about being responsible for a weapon.
293
294 A: Sure.
295
296 Q: But I couldn't...
297
298 A: It makes sense for...
299
300 Q: ...find anything like that.
301
302 A: I - we weren't able to find anything like that either.
303
304 Q: Yeah, okay.
305
306 A: And, of course, you know, we are safety and we're supposed to know the
307 regulations as well as we possibly can. But, you know, um, the reality is that
308 there are so many regulations that it would take a - a person who's actually in
309 the security department would have a better understanding for that. And that
310 would be like, someone like Ken would be a part - that would be a benefit to
311 him being on the - on the team.
312
313 Q: Oh, (b) (6).
314
315 A: Right.

316
317 Q: He was like a subject matter expert in that k- kinda thing?
318
319 A: That was the intent when they added him to the - to the team.
320
321 Q: I see. So, um, it seemed clear to me that there was, like I said, risks associated
322 with this level of overtime. But can...
323
324 A: Mm-hm.
325
326 Q: ...you kind of describe to me a little bit more, um, just from your own
327 perspective what you see as the potential risks? Um...
328
329 A: Well I mean, again, I mean, eh, when you look at there were no occurrences -
330 this had been an ongoing for a while. So we kind of - we felt as though it was
331 somehow or another being managed within security to a level to where...
332
333 Q: And when you say no...
334
335 A: So this was being...
336
337 Q: ...occurrences, you mean no terrible mishaps...
338
339 A: (Unintelligible).
340
341 Q: ...had heard...
342
343 A: Right - right.
344
345 Q: Okay. But the risk is increased.
346
347 A: Yeah, right.
348
349 Q: That's kinda the gist of what I got of (unintelligible).
350
351 A: Right.
352
353 Q: Mm-hm. And you concurred with all of this - this was...
354
355 A: Mm-hm.
356
357 Q: Yeah.
358
359 A: Yeah.
360

361 Q: Okay.
362
363 A: And for the most part we - we talked with (b) (6) for a while - kinda got a gist of
364 it. (b) (6) and I sat down and we - we...
365
366 Q: M'Kay. Did you talk...
367
368 A: And then...
369
370 Q: ...to any of the other security folks besides (b) (6) ?
371
372 A: No. Eventually talked to, um, (b) (6) and (b) (6) - not (b) (6), um,
373 (b) (6) ...
374
375 Q: Mm-hm.
376
377 A: ...to let them know that we had done this and we wanted to make sure that
378 they knew that (b) (6) was a part of it too.
379
380 Q: Okay.
381
382 A: And, um - but during the process of creating it we didn't talk to them ahead of
383 time.
384
385 Q: Okay.
386
387 A: Or I didn't...
388
389 Q: Okay.
390
391 A: ...anyway.
392
393 Q: Yeah.
394
395 A: I don't know whether or not (b) (6) did...
396
397 Q: Okay.
398
399 A: ...to be honest.
400
401 Q: Okay.
402
403 A: As the lead, I think he took a little bit more of the - you know, he reached out
404 to people. And I don't know exactly who he reached out to. So...
405

406 Q: Do you know if (b) (6), uh, reviewed the report before it was provided to the CO
407 or XO - CO?
408
409 A: Um, yeah, I believe he did.
410
411 Q: Yeah.
412
413 A: Yeah.
414
415 Q: And to your knowledge...
416
417 A: Because when we were...
418
419 Q: Mm-hm.
420
421 A: ...we were discussing it and we were finalizing the report itself, I think we
422 included (b) (6) in the, um - the e-mail. You know, like, when I sent it over to
423 (b) (6) for him to review I'm pretty sure that I sent it to (b) (6) so that he'd see what
424 - where we were at.
425
426 Q: Right - right. Okay. Did (b) (6) have any input at any time?
427
428 A: No. I think he was - he was content with the, uh - the way it was written.
429
430 Q: So he concurred with it and thought it was a good report?
431
432 A: You'd have to ask him.
433
434 Q: But you didn't hear any...
435
436 A: As far as I know.
437
438 Q: ...negative feedback?
439
440 A: No - no.
441
442 Q: Yeah. Okay. And how was the report received when it was delivered? Did you
443 go t- with (b) (6) to bring this to...
444
445 A: I did. I...
446
447 Q: ...the XO?
448
449 A: Yep. (b) (6) and I we met with the XO. And, you know, she reminded us that it
450 wasn't just this that they - they were looking for. They were looking for,

451 specifically, a formal process to be implemented.
452
453 Q: Mm-hm.
454
455 A: And - which we explained to her that, you know, that was outside of our - our
456 realm of, uh, authority. In our opinion it was, anyway. You know?
457
458 Q: And did she accept that?
459
460 A: Well she wanted - no, not really. Um, she wanted us to get together with
461 (b) (6) and, you know, explain to him that she wanted a result - the result that
462 sh -was requested in the appointment letter. And...
463
464 Q: Did (b) (6) ever talk to the XO about it and explain...
465
466 A: No.
467
468 Q: ...what safety's role is or...
469
470 A: I don't believe so.
471
472 Q: Okay. And...
473
474 A: And I, like - I don't know is whether or not (b) (6) talked to her prior to leaving.
475 'Cause I know there was a lot of talk just as he was getting ready to leave.
476
477 Q: Mm-hm. Okay.
478
479 A: So, you know, he was in communication with her. And...
480
481 Q: Her being the XO, you mean?
482
483 A: The XO.
484
485 Q: Yeah.
486
487 A: Correct. I'm sorry. Yeah.
488
489 Q: That's okay. So (b) (6) may have talked to the XO.
490
491 A: He may have, yeah. He might...
492
493 Q: About what the...
494
495 A: ...he might've defined what, you know, our involvement should've been.

496
497 Q: Okay.
498
499 A: But - but, again, that's speculation too. So I don't know.
500
501 Q: Okay.
502
503 A: I wasn't privy to his conversations with her or - or whatever conversations Joe
504 would've had either.
505
506 Q: Right - right. Okay. Um, now what did you see as the, um, solution that would
507 mitigate the risks here - the main...
508
509 A: Well the simplest thing would've been to increase the manning. But, honestly,
510 that's, you know, a wonderful thought until you try to put in practice. You
511 can't just hire people off the street and expect that they're gonna be qualified.
512 So there needed to be additional things that could be taken into account and
513 potentially put in motion that would mitigate it, um, from within - you know,
514 the manpower that they had. And that's some of things that the report
515 recommends as well. 'Cause from a realistic standpoint you can't just hire
516 folks and expect they're gonna be capable of performing those functions the
517 next day. So there was no simple solution.
518
519 Q: D...
520
521 A: ...that would've resolved it immediately.
522
523 Q: Right. Okay. And so what were some of the other - I saw some of the other
524 recommendations and were, like, to do safety briefs or, I mean, what - what
525 other solution...
526
527 A: Yeah.
528
529 Q: ...could there be?
530
531 A: Well I think this - the ones that were - were written down here were the ones...
532
533 Q: Yeah.
534
535 A: ...that we came up with.
536
537 Q: Okay.
538
539 A: You know? We didn't come up with anything additional to this or...
540

541 Q: Okay.
542
543 A: ...or it would've been in the report.
544
545 Q: And do you follow up on this to see if they're really implementing what you
546 recommended? Have you gone back there to see t- if things are any better now
547 or...
548
549 A: No, we haven't. Um...
550
551 Q: Okay.
552
553 A: ...but at the same token, I don't think that was a part of what we were
554 supposed to do.
555
556 Q: Okay. All right. I gotcha.
557
558 A: You know, we - we provided this as a seein' how you didn't do one, here's
559 some things to consider.
560
561 Q: Mm-hm.
562
563 A: Think if you wanna try to implement it - anything that might - you know, you
564 look here and see if there's anything that you haven't thought of.
565
566 Q: Mm-hm - mm-hm.
567
568 A: So that's - in - in our developin' this that was our intent.
569
570 Q: M'Kay.
571
572 A: Not to tell 'em what they need to do but to provide them with possible, ya
573 know, assistance so that...
574
575 Q: Okay.
576
577 A: ...the transition to becoming, you know, a bigger force or a more effective
578 force. You know?
579
580 Q: Do you know if they've taken any steps towards hi- uh, increasing the
581 manning or...
582
583 A: Well as it turns out I do know that only because I am the, uh, drug program
584 coordinator as well.
585

586 Q: Oh, okay.
587
588 A: So I periodically have to take a look at rosters and things of that nature
589 because, uh, those folks carry weapons.
590
591 Q: Mm-hm.
592
593 A: So they were on the drug, uh, program. So...
594
595 Q: Mm-hm.
596
597 A: ...because of that I periodically have to look at rosters to see if there are new
598 manning. And I can think of at least four people who've come on board since
599 this process started. You know, they were down a director at the time. They
600 now have a director and I think they've got, like, another three folks.
601
602 Q: The other three...
603
604 A: So I mean...
605
606 Q: ...folks, were they supervisory or non-supervisory?
607
608 A: Uh, I don't...
609
610 Q: Do you know?
611
612 A: ...recall.
613
614 Q: Okay.
615
616 A: I think - I don't believe they were. I think they were patrolmen. I think they
617 were, like, at the lower levels. But, I mean, uh, my assumption would be that
618 as more people get hired at the lower levels there's probably some folks who
619 are goin' to move up in the ranks into those supervisory positions.
620
621 Q: Mm-hm.
622
623 A: But I'm not an HR folk. So I don't know if that's for sure. But it seems
624 logical.
625
626 Q: Mm-hm. Okay.
627
628 A: And to be honest with you, when I looked at the lists I looked at looking for
629 new manes. So if they changed a title on somebody I wouldn't even notice
630 that.

631
632 Q: Oh, right - right.
633
634 A: Yeah.
635
636 Q: You're just lookin' at new people you have to put in the drug...
637
638 A: Right.
639
640 Q: ...program.
641
642 A: Right.
643
644 Q: Yeah. Okay. Um, I think that - mainly that's all I wanted to talk to you about
645 was just your, um, role in - in this...
646
647 A: Okay.
648
649 Q: ...Operational Risk Management, um, and that you concur with what's in the
650 report. You did...
651
652 A: Oh, yeah.
653
654 Q: ...participate and, um...
655
656 A: Mm-hm.
657
658 Q: ...it seems clearly there is some risk associated with working 16-hour days and
659 being responsible for the type of things security...
660
661 A: And - and again, it depends on how often that's happening, how many...
662
663 Q: Yeah.
664
665 A: ...shifts it's happening in a row, that kinda thing, I think.
666
667 Q: Yeah. Okay.
668
669 A: Certainly, you wouldn't want it to happen more than two shifts in a row. And
670 you wouldn't want it be, like, two on, one off - two on, one off 'cause after a
671 while that's become exhausting. So - and - and we never had a chance to look
672 at who is getting the overtime and how frequently they were getting it. So we
673 didn't get a sense for that.
674
675 Q: And did you - oh, so you - did you ever look in (Socata) at the pay- timecards

676 and see...
677
678 A: No.
679
680 Q: Yeah.
681
682 A: No.
683
684 Q: Did you have the sense that it's both the supervisory and non-supervisory that
685 were working overtime?
686
687 A: Eh, that's what we were told.
688
689 Q: Yeah.
690
691 A: And we were told that the supervisory was taking the brunt of it because there
692 are only so many supervisors.
693
694 Q: Okay.
695
696 A: At the time they were down a director. So they only had one person who
697 would've normally been a supervisor at that level runnin' around doin' those
698 types of, uh, job - that type of job, um, who is filling in for the director. So -
699 and for whatever reason, I guess, you know, director has certain functions
700 they perform. And then the person who was in this position was now in that
701 position's not doing the - the job that they used to do. So they looked at it...
702
703 Q: Mm-hm.
704
705 A: ...as though they were man down there as well.
706
707 Q: Mm-hm.
708
709 A: So when the new director came onboard I'm assumin' that that person went
710 back into his position and kinda improved things a little bit. But...
711
712 Q: Right - right. Okay. Well that was really the - the main - only thing I wanted
713 to talk to you about was that, uh, Operational...
714
715 A: Okay.
716
717 Q: ...Risk Management Report. And, of course, if you h- k- should happen to be
718 aware of any kind of safety mishaps or anything that happen in security, um...
719
720 A: Well that would've - you know, that certainly would have, uh, come into play.

721 We did take a look to see that. We did ask whether or not there were any, you
722 know, increases and near-misses and things of that nature.

723
724 Q: Yeah.

725
726 A: So...

727
728 Q: And you didn't have anything...

729
730 A: ...we...

731
732 Q: ...like that? Like your...

733
734 A: No.

735
736 Q: ...ESAMS data doesn't show...

737
738 A: No.

739
740 Q: ...uh, mishaps in security?

741
742 A: Correct.

743
744 Q: Right. Okay. Okay. Well thank you for your time. I think we're all...

745
746 A: All right.

747
748 Q: ...set with this.

749
750 A: Hopefully, it was helpful.

751
752 Q: Yes, very helpful.

753
754 A: M'Kay.

755
756 Q: Thank you.

757
758 A: All right. Thanks so much.

759
760

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

763 Signed _____