

RESPONSES TO RSP REQUESTS FOR INFORMATION

RELEVANT TO

ROLE OF THE COMMANDER FEB. 12, 2014 SUBCOMMITTEE MEETING

1. (ALL) What metrics have DoD and/or the Services developed to measure success in combating sexual assault in the military?

Please include statistics or other feedback mechanisms that will be used to measure success, and how effectiveness will be measured for:

1a. Prevention programs,

DOD	<p>DOD SAPRO: Prevention-focused metrics are under development for DoD Metrics Version 2.0. The Department assesses the following to be relevant data points for prevention:</p> <ul style="list-style-type: none">• The past-year prevalence of unwanted sexual contact (the survey term for the crimes that constitute sexual assault under military law and Department SAPR policy) (WGR) [DMDC Workplace and Gender Relations Survey];• Receipt of Prevention Training and feedback on its perceived effectiveness (WGR);• The degree to which a member endorses an intention to intervene in situations at risk for sexual assault (WGR, DEOCS) [DEOMI Equal Opportunity Climate Survey];• The degree to which a member reports having intervened (DEOCS);• Prevention program evaluations that measure lasting changes in knowledge, skills, behaviors, and attitudes of Service members; and• Past-year prevalence of unwanted gender based behaviors (e.g. sexual harassment) (WGR).
Army	<p>Answer combined with “1” above:</p> <p>The U.S. Army employs a variety of tools to evaluate its prevention programs. We use industry standard assessment tools and assorted venues for obtaining anonymous as well as identifiable information. These include the following:</p> <ul style="list-style-type: none">• Workplace and Gender Relations Surveys (increased frequency – now every two years)• Personnel Screening and Certification.• DOD and DA Inspector General Inspections, Workplace inspections, and Annual Command Assessments• Annual (Congress, OSD, J-1 and Army Senior Leaders) and Quarterly (OSD, J-1, and Army Senior Leaders) reports (statistics and analysis)• Annual OSD and Army US Army Military Academy Assessments• DOD Annual Report on Sexual Harassment and Violence at the Military Service Academies• Annual “I. A.M. Strong” Sexual Harassment/Assault Prevention Summit Command Outbriefs

	<ul style="list-style-type: none"> • Command Climate Surveys [within 30 days of assuming command (120 days for ARNG and USAR), again at six months and annually thereafter] • Initial Entry Training Survey • SAPR program compliance inspections • DOD Safe Helpline feedback (for trends) • Workplace inspections • Army Operational Troops Survey (OTS) • Health-of-the-Force installation visits • Senior leader-conducted focus groups • SHARP Red Team Assessment • Secretary of the Army Directed - Army Sexual Harassment/Assault Response and Prevention (SHARP) Standdown Plan • Army Directive 2013-20 (Assessing Officers and Noncommissioned Officers on Fostering Climates of Dignity and Respect and on Adhering to the Sexual Harassment/Assault Response and Prevention Program) <p>The U.S. Army benchmarks efforts by comparing current and previous sexual assault reporting (restricted and unrestricted) data, current and previous survey results, and reporting to survey results. We also evaluate Army norms against national norms. Benchmarking and comparisons tells us whether we are progressing and give us a sense of how similar or different the Army's incidents are from those that occur within society. Therefore, we use our focus groups, troop visits, and other survey mechanisms to discern what is working and where we need to improve in order to attain the end state we desire.</p> <p>In reviewing reporting data, we look for trends upward or downward, consistency with survey results, and areas of concern. The U.S. Army saw a reduction in the reports of sexual assaults (from 2.5 to 2.2 reports per 1K Active Duty Soldiers) from 2011 to 2012. So far this year, we are seeing the highest reporting since we began tracking sexual assaults. We, therefore, are using troop visits, surveys, and focus groups to determine if the decrease of reports in 2012 represented a reduction of incidents while the increase in 2013 reveals increased confidence in reporting resulting from the 2013 leadership emphasis on command climate.</p> <p>We measure success in prevention in a number of ways. These include but are not limited to the following: number of reported incidents, prevalence of sexual assault (based on survey data), command climate survey results, focus group feedback, online surveys, and Soldier visits. The percentage of Soldiers who have completed annual prevention training is another indicator since teaching Soldiers about sexual harassment and sexual assault, how to prevent it and to intervene, and the Army's expectations regarding sexual assault are critical to prevention efforts.</p>
AF	<p>(AF) The Decypher survey (follow up to the 2010 AF Gallup survey) will measure prevalence and incident specifics of unwanted sexual experiences. The AF will be implementing biennial surveys to measure prevalence; these will occur on opposite years of biennial DoD Defense Manpower Data Center Workplace and Gender Relations Survey of Active Duty Personnel (DMDC WGRA) surveys. We expect</p>

	prevalence to decrease as a measure of effectiveness of our prevention programs.
Navy	<p>The biennial DoD gender and workplace survey provides insight and feedback on, among other things, unwanted sexual contact and unwanted gender-related behavior. The analysis of the survey results informs Navy training, policy and practices. The Sexual Assault Prevention and Response (SAPR) portion of the Defense Equal Opportunity Climate Survey (DEOCS) includes several SAPR questions, two of which measure the effectiveness of Bystander Intervention training. The first question is situation based and asks respondents to indicate which action they would take if in a given situation. The second question presents respondents with a scenario and asks at which point they would most likely intervene if they were witnessing an escalating situation. The responses to these questions indicate the climate of the command regarding propensity to intervene. Command-wide visual inspections are being conducted by leaders on an ongoing basis across the Navy to ensure offensive and sexually suggestive media are not present in the workplace. The effectiveness of this policy will be measured by incidents reported where any prohibited material is found since implementation of this policy (ALNAV 038/13 of 7JUN13). Additionally, metrics and details pertaining to reported sexual assaults (demographics, type of incident, case specifics) are continually collected, tracked and analyzed across the Fleet to inform policy and procedures for preventing and responding to sexual assault within Navy.</p> <p><u>PROVIDED MATERIALS ON FILE WITH RSP STAFF:</u></p> <ul style="list-style-type: none"> • Q1a_Navy_ALNAV_038-13
Marines	See consolidated answer at the top of this question
CG	The Coast Guard does not have metrics to measure the success in combating sexual assault. However, one of the most important goals of Coast Guard prevention programs is to change service culture surrounding sexual assault. It is anticipated that bystander intervention, stigma reduction, and leadership focus will initially increase the number of assaults reported (decreasing the percentage of unreported assaults). Successful outcomes for these cases will further change the culture, ultimately eliminating sexual assaults in the Coast Guard.

1b. Training of service members,

DOD	<p>DOD SAPRO:</p> <p>The DoD Annual Report documents policy and program improvements to sexual assault training. Within the report, the Services describe outcome metrics that have been developed to measure the impact or effectiveness of the training provided to all personnel.</p> <ul style="list-style-type: none"> • The WGR generally assesses the degree to which Service members have been trained on SAPR across the force. • WGR and DEOCS both provide program evaluations that measure lasting changes in knowledge, skills, behavior, and attitudes of Service members. <p>Based on information from the 2012 Workplace and Gender Relations Survey of Active Duty Members (2012 WGRA), 96% of active duty women and 97% of active</p>
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	<p>duty men indicated they had sexual assault training in the past 12 months.</p> <ul style="list-style-type: none"> • For women and men, the 2012 percentages are significantly higher than the 2010 WGRA (93% for women and men in 2010) and the 2006 WGRA (89% for women and men in 2006). <ul style="list-style-type: none"> ○ Of those who had training, 90%-94% of women and men agreed their training provided a good understanding of what actions are considered sexual assault, explained the reporting options if a sexual assault occurs, taught that the consumption of alcohol may increase the likelihood of sexual assault, taught how to avoid situations that might increase the risk of being a victim of sexual assault, explained how sexual assault is a mission readiness problem, explained the resources available to victims, taught how to intervene when you witness a situation involving a fellow Service member, identified the points of contact for reporting sexual assault, taught how to obtain medical care following a sexual assault, and explained the role of the chain of command in handling sexual assaults. ○ Additional details on training of Service members on topics related to sexual assault are available in the 2012 WGRA briefing (http://www.sapr.mil/index.php/research).
Army	<p>Within the first fourteen days of entering the Army, recruits receive sexual assault prevention training, and we do a comparison of attitudes and perspectives on sexual assault-related questions before and after training to evaluate the impact of the training. This employs an industry standard assessment approach. As Soldiers progress through their careers and levels of responsibility, we have SHARP training that is tailored to specific leadership positions and/or increased rank, in addition to mandatory annual training. The SHARP Program Life-Cycle of Training incorporates Pre-accession training, Professional Military Education (PME), Civilian Education System (CES), Unit Training (Annual, pre/post-deployment & orientation) and Self-Study. All of this training is designed to enhance the sophistication of knowledge commensurate with professional development and to reinforce Army expectations in terms of sexual harassment and sexual assault prevention and respond.</p> <p>U.S. Army standards require surveys of persons completing Army training through which we obtain student feedback on the quality and effectiveness of the training. The focus groups, assessments, and Soldier visits we conduct include discussions about the training experience and efficacy. The SHARP Program Office also sends observers occasionally to observe SHARP instructors and training firsthand. We measure success by the quality of training provided, attitudes and perspectives changed, and formal and informal feedback on training quality and efficacy.</p>
AF	<p>(AF) The Decypher survey (follow up to the 2010 AF Gallup survey) will also measure Airmen’s attitudes toward and understanding of sexual assault (e.g., “I understand the impact of sexual assault trauma on victims”). The AF will be implementing biennial surveys to measure prevalence of sexual assault and Airmen’s attitudes and understanding regarding sexual assault. These will occur on opposite years of biennial DoD DMDC WGRA surveys. We expect attitudes to become more</p>

	empathetic and understanding of sexual assault to increase as a measure of effectiveness of our training program.
Navy	<p>Service members receive SAPR training at multiple times throughout their service in the Navy careers. Training begins within the first two weeks of boot camp or other accession program such as Officer Candidate School, then again annually thereafter. This training is supplemented throughout the year by Sexual Assault Awareness Month and SAPR stand-down activities held at the command-level, through specialized training such as Bystander Intervention training. Through this supplemental training we are able to target demographics within the force and ensure continuous messaging. Additionally, we have integrated SAPR training into critical leadership training curricula including those taught at our Senior Enlisted Academy and Command Leadership School. This comprehensive approach to training has allowed us to ensure continuous messaging and to tailor training to various audiences from the at-risk demographic to leadership who are accountable for prevention and response. Details of the training program, as well as our means of assessing its effectiveness, follow. Service members receive SAPR training annually through General Military Training, embedded into career continuum courses, and additional focused and specialized training. In FY12/13, Navy produced and conducted targeted SAPR training at E-1 – E-6 (SAPR-Fleet) and E-7 – senior (SAPR-Leadership). Completion rates for this training were tracked and monitored through Fleet Training Management Planning System (FLTMPS). SAPR-F had a completion rate of 97.4% and SAPR-L had a completion rate of 95.8%. All Sailors completing training are asked to complete a feedback questionnaire that asks their opinions of the training and its effectiveness. Other surveys gauge the effectiveness of training by asking Sailors their opinion and testing their knowledge of covered material regarding basic reporting options: The biennial DoD gender and workplace survey includes one question that asks service members their opinion of the "effectiveness of training in actually reducing/preventing sexual assault or behaviors related to sexual assault." The response scale ranges from "not at all effective" to "very effective." Results are provided as a percentage of respondents selecting each category, broken down by gender. The 2013 SAPR Quick Poll survey conducted by the Navy Personnel Research, Studies, & Technology (NPRST) office includes a question that asks if "Sexual assault training is taken seriously at this command." The response scale ranges from "strongly disagree" to "strongly agree." Results are provided as a percentage of respondents selecting each category, broken down by gender. The 2013 DoN Sexual Assault survey asks two questions regarding training: "How long ago did you last receive training on SAPR?" and "Was your SAPR training useful to you?" Responses are used to ensure training periodicity is within requirements and to gauge Sailor opinions of training effectiveness.</p> <p>The SAPR portion of the DEOCS includes one question regarding respondent's knowledge of sexual assault reporting options: "A restricted report allows a service member to report a sexual assault and get help, but without notifying command or criminal investigators." Response options are "true" or "false," with "true" being the correct answer. Standardized end of course survey instruments are also used to obtain student feedback and input.</p>

Marines	See consolidated answer at the top of this question
CG	The Coast Guard requires all members to conduct Sexual Assault Prevention and Response (SAPR) Mandated Training on an annual basis. Training completion rates are tracked through the Coast Guard training management tool.

1c. Personnel leadership and legal training of commanders and accountability of commanders,

DOD	<p>DOD SAPRO</p> <p>We do not currently employ metrics on this item. However, in January 2012, the Secretary of Defense directed an assessment of SAPR training provided by the Military Services to officers selected for command and senior enlisted leaders.</p> <ul style="list-style-type: none"> • Based on findings of the assessment, the Secretary of Defense directed the Military Services and the USD (P&R) to develop and implement standardized core competencies, learning objectives, and methods of objectively assessing the effectiveness of pre-command and senior enlisted SAPR training. • These core competencies and learning objectives were incorporated in pre-Command and Senior Leadership training courses for classes with start dates after 30 March 2013. The goal of these changes is to enhance commanders and senior enlisted leaders' ability to establish and support SAPR programs within their units. • The Services are developing methods to determine the effectiveness of this training. DoD SAPRO has requested this data as part of its FY13 Annual Report Data Call, due in January 2014.
Army	<p>Legal training for commanders has always been an aspect of professional development, beginning with UCMJ training in ROTC and at the United States Military Academy prior commissioning. Once commissioned, officers assume a quasi-judicial role such as Second Lieutenants occupying platoon leader positions and progressing in available quasi-judicial authorities with each assignment. Legal authorities and responsibilities are taught at every level of professional military education. The officers entrusted with the disposition of sexual assaults, withheld to the O6 (Colonel) Special Court Martial Convening Authority, are required to attend Senior Officer Legal Orientation courses at The Judge Advocate General's Legal Center and School with a focus on the proper handling of sexual assault allegations. General officers, who will serve as convening authorities, are offered one-on-one instruction in legal responsibilities, again with a focus on sexual assault. Commanders are tasked with caring for the morale, welfare and safety of all their Soldiers, victim and accused, and they take this Soldier duty seriously.</p> <p>Army professional development training includes accountability as a key aspect of leadership. The Army's leadership instruction is so remarkable that industry and recognized leadership experts (e.g., Warren Bennis) have emulated it. The Army conducts SHARP training during all Pre-Command Courses and Company Commander/First Sergeant Courses. Finally, commanders received local SHARP operational training within 45 day of assuming command.</p> <p>Mentorship throughout a Soldier's career includes not only this formal professional</p>

	<p>development training on leadership and accountability, but also informal and formal mentoring from superiors as one carries out his or her duties. The Army, through both the professional development training and the mentorship, has linked culture/ climate responsibilities and sexual harassment and sexual assault prevention and response to leadership. This is especially true of commanders, as they are responsible for the SHARP Program within their commands.</p> <p>We use surveys, focus groups, assessments, counseling sessions, mentoring sessions, and site visits to evaluate personnel leadership training. These mechanisms help us assess the efficacy of the training, gain insights from students, evaluate whether persons are being trained to standard, and determine where additional work is needed. Commanders also participate in monthly Sexual Assault Review Boards (SARBs) to ensure program services are executed in effective manner, program gaps are identified and addressed, prevention capabilities are improved, and to brief updates on individual cases.</p> <p>The Army requires commanders to conduct command climate surveys in the first few months of assuming command and at periodic points during command. These surveys provide key insights into command climate, areas of risk or concern, and areas in which progress is occurring or is needed. This policy ensures all commanders are monitoring their command climates appropriately.</p> <p>The Army recently directed evaluation reports for Officers and Noncommissioned Officers to evaluate leader efforts to combat sexual harassment and sexual assault. Leaders must address goals and objectives for combating sexual harassment and assault in counseling sessions. (See Army Directive 2013-20, Assessing Officers and Noncommissioned Officers, dated 27 SEP 2013, available at http://armypubs.army.mil/epubs/pdf/ad2013_20.pdf)</p> <p>The Army also employs assessments, site visits, surveys, and focus groups to obtain feedback on leaders' and commanders' performance. Additionally, other resources for raising complaints or concerns (e.g., the Inspector General's Office, chaplain, Equal Opportunity Officer, helpline, etc.), and the number of these complaints is also helpful for assessing leaders and commanders.</p>
AF	<p>(AF) Commanders receive legal training at the Wing Commanders Course, Squadron Commanders Course, and throughout their command time from their Staff Judge Advocate (SJA) and servicing legal office. Further, as officers, these commanders have received various levels of professional military education which include training and discussions of many of the personnel and command issues which they face. These courses include Squadron Officer School as a junior officer, Staff College as a mid-grade officer and War College as a senior officer.</p> <p>In September 2012, the Secretary of Defense directed the services to develop and implement standardized core competencies and learning objectives applicable to pre-command and senior enlisted leader Sexual Assault Prevention and Response (SAPR) training as well as methods for objectively assessing the effectiveness of this training. One of the core competencies for the training is for commanders to recognize their responsibilities during the judicial process.</p>

	<p>Commanders receive a briefing from Judge Advocate (JA) during their initial orientation period when they assume command. This is followed by regular training and interactions such as quarterly Status of Discipline (SOD) meetings. Issues discussed at SOD IAW AFI 51-201, Administration of Military Justice, para. 13.12, include court-martial and non-judicial punishment processing times, types of offenses and demographic data for closed cases. SOD provides an opportunity for squadron commanders to hear how their fellow commanders handled cases and is an opportunity for the SJA to provide lessons learned and training as necessary.</p> <p>JA inspection items related to legal training for Commanders include:</p> <ol style="list-style-type: none"> 1. SJA required to regularly meet with and to advise commanders on available legal services, disciplinary matters, and the legal sufficiency of actions. (JA Inspection List, #3) 2. SJA required to meet with the wing commander to discuss ongoing cases and military justice related issues. (JA Inspection List, #4) <p>JA can compare inspection results annually to determine whether there are improvements AF wide in compliance with training requirements.</p> <p>DoDI 6495.02, Enclosure 5, provides that commanders must receive training from JA on Military Rule of Evidence 514, victim advocate-victim privilege.</p> <p>Commanders (like all military personnel) receive formal initial and annual feedback from their direct supervisor as well as annual officer performance reports.</p>
Navy	<p>The SAPR portion of the DEOCS includes two questions regarding the perceptions of leadership support for sexual assault prevention and response. The first item stem reads “My leadership promotes a climate that is free of sexual assault”. The second item stem reads, “My leadership would respond appropriately in the event a sexual assault was reported.” A five-point Likert-type scale ranging from “strongly agree” to “strongly disagree” was used for the perception of leadership support for sexual assault prevention and response items. Items are coded such that a high score indicates a more favorable climate.</p> <p>All commanders are required to ensure the command climate surveys are conducted within 90 days of the CO assuming command, and annually thereafter. Each CO must conduct a face-to-face debrief of their most recent command climate assessment, to include a plan of action and milestones for corrective actions, with their Immediate Superior in Command (ISIC). Command leaders are also held accountable for the organizational climates they foster in their commands via their professional performance evaluations (Fitness Reports). Lastly, commanders are required to notify the first Flag Officer in their respective chain of command when unrestricted reports of sexual assault are received. This oversight by senior officers further ensures that reports are being adequately handled by chain of command of the victim and alleged offender. Command leaders are required to complete all mandatory SAPR-related training (CNO directed, standdown, SAPR-L, etc.) as well as courses (Prospective Commanding Officer, Senior Enlisted Academy) which include modules of SAPR</p>

specific information as part of their leadership development. Standardized end of course survey instruments are also used to obtain student feedback and input.

Senior Officer Course

As legal training for commanders, the Naval Justice School offers a three-day Senior Officer Course (SOC) that covers numerous subjects in military justice and civil law important to COs, XOs, and OICs in the administration of legal matters. SOCs have been taught since 1955 to thousands of senior officers at various fleet locations. Participants regularly give the course outstanding remarks for increasing awareness of current legal issues and promoting efficiency in handling legal matters. Target Audience: The Chief of Naval Personnel requires the course for all O6s en route to command per CNP memo of 4 Sep 12 on Sexual Assault Initial Disposition Authority Training. The course is also open to officers assigned as or reporting to duty as COs, XOs or OICs and other officers O-4 and above with a mission-essential need on a space-available basis.

Attendance: In FY13, 1,090 Navy and Marine Corps senior officers attended this course at seven Navy and Marine Corps locations including Newport, San Diego, Norfolk, Pensacola, Quantico, Parris Island, and Camp Lejeune. The numbers have increased in recent years. In FY12, 910 students attended; in FY11, 780 students attended, and in FY10 686 students attended.

4 Locations: In FY14, the course will be offered in Newport (14 offerings), Pensacola (8 offerings), Norfolk (7 offerings), San Diego (6 offerings to include 1 at Camp Pendleton), Parris Island (1 offering), Camp Lejeune (1 offering), and Quantico (1 offering). A complete FY14 schedule can be found in NAVADMIN 236/13.

References: course materials are available at this CAC-accessible SharePoint site: <https://www.portal.navy.mil/comnavlegsvccom/NJS/SIP/SOC/default.aspx>. An electronic copy of the QUICKMAN (Commander's Quick Reference Handbook for Legal issues) is also available on the site.

Military Justice Training at the Senior Officer Course:

(1). Introduction to Military Justice

Sexual assault training: this subject is not limited to sexual assault, but provides instruction on key military justice considerations for commanders that is relevant in sexual assault cases to include an overview of the military justice process from investigation to appellate review, mandatory NCIS investigations, courts-martial forums, and differences between the military justice and civilian court systems with respect to self-incrimination, search and seizure, grand jury v. Article 32 hearings, speedy trial, and sentencing.

(2). Search and Seizure

Sexual assault training: this subject is not limited to sexual assault, but provides instruction on search and seizure issues for commanders that is relevant in sexual assault cases to include elements of a Fourth Amendment search, probable cause

searches, non-probable cause searches, and inspections and inventories.

(3). Self-Incrimination

Sexual assault training: this subject is not limited to sexual assault, but provides instruction on self-incrimination issues for commanders that is relevant in sexual assault cases to include the differences between Article 31b and Miranda rights, custodial interrogations, the exclusionary rule, the voluntariness doctrine, and self-reporting.

(4). Court-Martial Procedures

Sexual assault training: this subject is not limited to sexual assault, but provides instruction on court-martial procedures for commanders that is relevant in sexual assault cases to include personal and subject matter jurisdiction, reservist jurisdiction, legal hold, double jeopardy, mechanics of convening and referral of charges, types of courts-martial, roles at a court-martial, court-martial members, clemency, and post-trial review.

(5). Responsibilities of the Convening Authority

Sexual assault training: this subject is not limited to sexual assault, but provides instruction on the responsibilities of a convening authority for commanders that is relevant in sexual assault cases to include the accuser concept, unlawful command influence (UCI), apprehension and pre-trial restraint to include the pre-trial confinement review process, speedy trial clock and excludable delay, and pre-trial agreements to include scope of agreements, protections, and suspension v. disapproval of punishment.

(6). Hazing

Sexual assault training: this subject does not directly address sexual assault, but provides instruction on hazing for commanders that may be relevant to other misconduct related to sexual assault cases. Instruction is provided on the hazing references, definitions, command responsibilities, and practical examples.

(7). Sexual Assault Initial Disposition Authority

Sexual assault training: this subject provides instruction to commanders on the Navy and Marine Corps sexual assault initial disposition authority (SA-IDA) withholding policies, collateral misconduct, distinctions among Article 120 offenses, mechanics of withholding and disposition decisions, initial considerations in sexual assault cases, and reporting requirements.

(8). Sexual Assault Prevention and Response (SAPR)

Sexual assault training: this subject is primarily taught by an area SARC as a guest instructor. It provides training to commanders on SAPR policy, restricted and unrestricted reporting, SAPR personnel requirements, expedited transfers and SAFE kit/records retention, protected communications, and command responsibilities upon notification of an unrestricted report of sexual assault.

	(9). Victim and Witness Assistance Program (VWAP) Sexual assault training: this subject is not limited to sexual assault, but provides instruction on the VWAP program for commanders that is relevant in sexual assault cases to include the purpose and application of the VWAP program, victim definition and rights, witness definition and rights, DD forms 2701 to 2706, VWAP and deployed units, and compensation programs for victims.
Marines	See consolidated answer at the top of this question
CG	Although the Coast Guard does not collect metrics currently on these courses, we are in the process of implementing a recently developed standardized SAPR training module into all 29 of our leadership courses.

79. (ALL) Please provide any information addressing the development of DoD or Service-specific sexual assault prevention programs from 2007 to the present. Please address:

79a. The training methods and materials deemed most successful for each Service,

DoD	<p>DoD SAPRO 2007 Prevention Summit</p> <ul style="list-style-type: none"> Background: At the request of DoD SAPRO, the National Sexual Violence Resource Center, a project of the Pennsylvania Coalition Against Rape (PCAR), was contracted to recommend experts and resources in the field of sexual violence prevention in order to suggest key elements for a comprehensive sexual assault prevention strategy for the US Military. In July 2007, SAPRO hosted a summit meeting, involving the recommended experts, military SAPR program managers, and DoD leadership. Much of the information provided was later incorporated into the 2008 Prevention Strategy. <p>DoD SAPRO 2008 Prevention Strategy</p> <ul style="list-style-type: none"> Guiding Principles for Primary Prevention of Sexual Assault: A strengths based model was used to create this strategy. The recommendations included are centered on primary prevention activities. Guiding principles focused on changing norms, engaging leadership, fostering collaboration and emphasizing the role of bystanders. 2008 Prevention Strategy: Sexual Assault Primary Prevention Framework. The Spectrum of Prevention was adopted by the Department of Defense. The Spectrum of Prevention is a multilayered tool used to develop comprehensive strategies for prevention that focuses on individual and environmental change. This framework is comprised of six interconnected intervention categories: individual skill development, community education, service provider training, coalition building, organizational practice and policy development. Extensive investigation of the literature and promising practices were reviewed in order to provide priority action steps to be considered. Specific policy, organizational practice, coalition building, service provider training, education programming and individual skill development recommendations were provided. <p>The DoD SAPR Strategy (May 2013) directed an update to the 2008 Prevention Strategy. DoD SAPRO has established a four phase process to gather, assess and share promising practices in preventing Sexual Assault in order to develop a</p>
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	<p>comprehensive prevention strategy. We have completed two of the four phases -- Phase 1, Planning and Research (Completed April 2013) and Phase 2 -- Deploy Innovation and Assessment Teams (Completed Nov 2013). Through site visits, web and teleconferences, literature reviews, and ideas shared from within DoD and by civilian partners regarded as subject matter experts, we have categorized more than 200 practices, ideas, or concepts in combating sexual assault. We are evaluating a variety of new programs, training recommendations, and communication techniques.</p> <p>Phase 3 is our Prevention Strategy Revision Phase, the end state of which is the publication of our revised DoD-wide Prevention Strategy, projected for April 2014 in conjunction with Sexual Assault Awareness Month. As a part of this phase we are considering a variety of methods, for sharing this sexual assault prevention and response information with the Services. The method and timing has not been finalized and we are actively working that process now. Our long-term intent -- Phase 4, Sustain -- is to institutionalize this process across DoD.</p>
Army	<ul style="list-style-type: none"> • In 2013, the Army continued to develop and utilize training featuring victims of sexual assault. The Chief of Staff of the Army, General Raymond T. Odierno, opened the SHARP Summit for senior commanders with one of these training videos to highlight the failures of commands to respond appropriately to victims, the challenges faced by victims in our system, and how to develop the critical trust between Soldiers and leaders. These videos have proven very effective, particularly for command teams. Three of these videos are provided separately. • Additionally, in 2009, the Army initiated training that employed an experiential decision-making model. Designers developed the training after conducting Soldier focus groups and seeking guidance and input from national subject matter experts in the field of sexual assault prevention. Through realistic scenarios, learners face situations that require them to make choices, and those choices lead to consequences and outcomes, some of which also require decision-making. This learning experience mimics a typical Army environment, promotes enhanced understanding of Army expectations, culture, and policy, and is intended to improve decision-making skills, especially where sexual harassment and sexual assault are concerned. • In 2008, then Secretary of the Army, Pete Geren, and then Chief of Staff, Army (CSA), GEN George W. Casey, Jr., directed a change to the Army's approach to sexual assault prevention and response. The focus for prevention shifted from a victim-focused, risk-aversion model to one that focused on the actions of the offender and how to disrupt them. Significant emphasis was placed on cultural change, including the need for bystanders to actively engage to shape the climate and culture around them. This included the need to address sexual harassment, as well as sexual assault. The Army's linkage of these two behaviors was addressed throughout annual sexual assault prevention and response (SAPR) training, professional military education (PME), responder training, and leader training. This was done because external research results and Army Research Institute (ARI) surveys revealed that sexual harassment and sexual assault prevalence were related (e.g., see Sadler, Anne G., Brenda M. Booth, Brian L. Cook, and Bradley N. Doebbeling, "Factors Associated

with Women's Risk of Rape in the Military Environment," American Journal of Industrial Medicine, Vol. 43, No. 3, July 2003). By teaching leaders, supervisors, and Soldiers to address sexual harassment, the Army began reshaping its Service culture into one less conducive to sexual assault and addressed behaviors with the potential to escalate to serious misconduct and crimes. Examples of video vignettes available for Army-wide use can be found at www.sexualassault.army.mil.

- In 2008, the Army implemented Sex Signals training. This training involves a series of improvisational skits that explore subjects like dating, rape, consent, body language, alcohol, and intervention. The interactive and entertaining aspects of the training are very effective in holding the audience's attention. At the same time, the captivating and practical nature of the skits teaches learners, in memorable ways, concrete pragmatic skills for handling common situations related to sexual harassment and sexual assault. Additionally, interactive training, like this, that teaches and provides feedback on communication skills and cue decoding are believed to be potentially helpful in addressing perpetrator deficiencies at properly interpreting negative communications and related cues (see Abbey, Antonia, Tina Zawacki, and Philip O. Buck, "The Effects of Past Sexual Assault Perpetration and Alcohol Consumption on Men's Reactions to Women's Mixed Signals," Journal of Social and Clinical Psychology, Vol. 24, No. 2, March 2005).
- Over the course of the past four to five years, the Army has shifted sexual assault prevention and response assets from installations to commanders, as commanders hold primary responsibility for sexual assault prevention. The Army's increased emphasis on accountability for commanders has resulted in training that promotes better understanding among leaders of sexual assault and sexual harassment dynamics, an ability to discern the difference between sexual assault myths and facts, keen awareness of command sexual assault prevention and response responsibilities, and clarity about senior leader expectations. Special emphasis has occurred at the annual Sexual Harassment and Assault Prevention Summit and senior leader meetings, during PME, and in courses that prepare command team members for their responsibilities. Also, Sexual Assault Response Coordinators (SARCs) and Victim Advocates (VAs) now receive training on how to support commanders' efforts to prevent sexual harassment and sexual assault.
- More recently, the current Secretary of the Army, John McHugh, and the current Chief of Staff, Army, GEN Raymond T. Odierno, have increased emphasis on accountability among senior leaders, bystanders, offenders, and responders (in addition to commanders). Training, therefore, not only addresses the bystander intervention in annual and entry-level training, but also reinforces this concept through a variety of training venues in which messages are tailored to specific audiences (e.g., responders, commanders, Soldiers, leaders, supervisors, and command team members) so that they know how to carry out their sexual harassment/assault prevention and response duties for their given level and role within the Army profession. This brings clarity to the individual that he or she is expected to intervene as appropriate for their level of responsibility and what that intervention looks like. It also fosters a

	<p>comprehensive effort to shape culture and climate.</p> <ul style="list-style-type: none"> • Educating learners about rape myths is a fundamental requirement of Army training not just because DOD requires it, but because it affects the efficacy of every line of effort in the Army’s campaign to stop sexual assaults in the ranks. Advocacy, prevention, assessment, accountability, and investigation are all influenced by whether those who execute a particular line of effort to prevent or respond to sexual assault reject these common myths. How one responds to a victim; how seriously the victim’s account of events is taken; the willingness or reluctance of a victim to report; the ability of the victim to recover; identifying and addressing insider risks; assessment of the programs and initiatives; investigations; Article 32 hearings; court-martial proceedings; case adjudication; clemency reviews; and oversight are all influenced by whether those involved adhere to rape myths. The Army’s efforts are focused on results; therefore, across various Sexual Harassment/Assault Response and Prevention (SHARP) training, concerted effort is made to address myths.
AF	<p>Without exception bases report interactive/guided discussions to be the most effective approach , especially when coupled with "outside the box" activities (e.g. role plays, games, use of dry erase paddle boards, theater group scenarios, etc.). This allows for a cross-flow of information and ideas and offers a comfort level which allows for open and honest communication. One particularly popular and effective training event was Bystander Intervention Training (BIT), which created gender specific safe environments for members to be transparent and allowed for differences of opinions. One base wrote that the method that they deemed most successful was established a “Leadership in the System Campaign”. This is a new leader program that promotes leadership involvement and support. The best materials are ones that engage members and are authentic and realistic.</p>
Navy	<p>In addition to Service-specific activities, and in coordination with them, the Department of the Navy (DON) has separately been active in Sexual Assault Prevention and Response (SAPR) efforts. In 2009, the Secretary of the Navy created the Department of the Navy Sexual Assault Prevention and Response Office (DON-SAPRO) as a Secretariat-level entity reporting directly to him. Departmental priorities have since included (1) engaging senior leadership in a consistent, top-down leadership message of intolerance for sexual assault; (2) developing improved training tools suitable for Service-wide or Department-wide use (including DON civilians); (3) piloting sexual assault prevention concepts at specific sites; and (4) developing a foundation of objective information about sexual assault circumstances and effectiveness of prevention efforts.</p> <p>Since 2010, DON-SAPRO has collaborated with local commanders and senior Navy leaders in pilot initiatives to prevent sexual assault among Sailors in post-recruit training at Training Support Command (TSC) Great Lakes, located north of Chicago in Illinois. Almost three years of experience suggest that multiple simultaneous initiatives can reduce the risk of sexual assault among a concentrated population of high-risk (by virtue of their age) young Sailors. It is difficult to assess the impact of any single intervention or training tool – instead, our insight is that strong leadership engagement and multiple dimensions of sustained effort are necessary. The most</p>

effective modalities include live interaction and small-group settings.

Our metrics of effectiveness at TSC Great Lakes have included (1) careful tracking of reported sexual assaults among the student population; (2) anonymous sexual assault surveys of departing TSC students; and (3) subjective insights from follow-on site visits and focus groups. The trend in sexual assault reports has a dramatic reduction. Initial results from student surveys were inconclusive, primarily due to logistical difficulties in conducting paper-based surveys with a meaningful number of students. In September 2013, DON-SAPRO collaborated with the Naval Education and Training Command (NETC) to begin continuously ongoing, anonymous, web-based, sexual assault surveys of all departing students at TSC Great Lakes. Initial results are encouraging and that effort continues. Repeat site visits have consistently demonstrated a dramatic improvement in command climate and reduced risk of sexual assault.

Navy leadership has worked in the last two years to elsewhere apply concepts learned at TSC Great Lakes. DON-SAPRO staff have served as consultants in that effort.

Supporting Documents appended:

Yokosuka Site Visits Notes, DON-SAPRO, 2013-07-25

Great Lakes Initiative Notes, DON-SAPRO, 2012-11-15

Great Lakes Pilot Initiatives Slides, DON-SAPRO

Department of the Navy Secretariat Outreach Slides, DON-SAPRO

Methods

The Navy pursues a variety of methods to train servicemembers in sexual assault prevention and response. The primary method is through scenario-based, face-to-face, facilitated small group (20-25 Sailors) discussions using a detailed instructor guide. This method was used successfully during Navy-wide “Don’t Ask, Don’t Tell” and applied to SAPR training thereafter. This method has been used since late 2012 for formal, fleet-wide SAPR training, namely our SAPR-Fleet and SAPR-Leader modules (training DVDs and Facilitator Guides enclosed). We used this same method during this year’s SECDEF-mandated SAPR Stand-down, emphasizing open discussion of key SAPR-related issues (Facilitators Guide enclosed).

In addition to this formal training which covers every demographic from new accessions (i.e., recruits and students) through fleet Sailors, Navy leadership - namely Commanding Officers continually message SAPR themes and key points such as bystander intervention and access to resources through command-level venues such as daily/weekly quarters, monthly training, Plans of the Day/Week, all hands calls, and through posters/informational pamphlets prominently displayed throughout the command.

PROVIDED MATERIALS ON FILE WITH RSP STAFF:

- Q79_Navy_with_Attachments (*Provided to RoC Subcommittee)
- Q79_Navy_FacilitationGuides

Marines	<p>In 2011 the USMC SAPR office began revising and standardizing all previously established SAPR training and developing new training products that can be utilized at the appropriate time in a service member's career. The less effective lecture accompanied by PowerPoint model being used previously has been and is being replaced with a participant-centered training model that encourages audience interaction which can improve information retention. Training products are now professionalized, developed using adult learning theory, and feature cutting edge multimedia instruction tools. While the effectiveness of previous training materials were unmeasured, all new SAPR training products will have pre and post surveys incorporated into the curriculums. The Marine Corps continues to explore alternate training strategies and tools that will maximize the effectiveness of SAPR training.</p>
CG	<p>The following training programs have been developed for sexual assault prevention (and response) within the Coast Guard:</p> <ul style="list-style-type: none"> *Annual SAPR Mandated Training is required for all CG personnel (addresses prevention, response, and bystander intervention); *A Sexual Assault Prevention Workshop (SAPW) is currently being implemented Coast Guard-wide to increase awareness amongst Coast Guard personnel of the issues, policies, and procedures associated with sexual assault. This four-hour Workshop is co-facilitated by the SARC, a Coast Guard Investigative Service (CGIS) agent, and an attorney, and includes large group discussion (up to 80 personnel) as well as small, gender-separated discussion, video clips, actual case studies, and audience participation. The SAPW facilitators engage in an open dialogue about the perceived problems, potential misperceptions, and solutions ; *All Coast Guard accession points include course information on sexual assault prevention and response. The Coast Guard Academy employs a multi-faceted approach over the four-year period that cadets are in attendance. Additionally, the recruit training center in Cape May, NJ includes a brief online introduction (reporting options and who to contact for help) within one day of the recruits' arrival, information in the "pocket guide" recruits carry during their seven week training, and recruits receive a SARC-facilitated course; *All Coast Guard leadership courses include a module on sexual assault prevention and response; *Coast Guard-specific Victim Advocate (VA) training is offered throughout the Coast Guard annually, and includes prevention, response, and bystander intervention segments; *Coast Guard-specific SARC training is offered annually and includes prevention, response, and bystander intervention education.

79b. Note the training approaches that were not as effective and have been replaced since 2007,

DoD	See consolidated answer a.
Army	<ul style="list-style-type: none"> In the early days of the Army’s SHARP efforts, the Army faced a significant challenge in trying to train a large number of responders in a short amount of time. Initially, the Army used virtual training for SARCs/VAs and investigators; however, with time, the Army shifted to face-to-face training, even though a large number of persons still required training. Army leaders made this decision because it was better to “look the learner directly in the eye” and to address their questions in person. This had several added benefits. As an example, in the SARC/VA training, trainers could observe the skills of the candidates and provide feedback to the SHARP Program Office if they observed a student who lacked the requisite skills and rapport for being a SARC or VA and persons who attended the training who had been victims of sexual assault or had a family member who was a victim of sexual assault could approach an instructor for assistance. Face-to-face training was provided by seasoned mobile training teams (MTTs) comprised of persons with expertise in the subject matter. The Army is in the process of hiring civilian instructors to replace the contract MTTs who teach the 80-hour SARC/VA certification course. The Army has improved efforts to address male victimization. Initially, efforts to address them involved writing scenarios that were gender-neutral; however, with the realization that more effective programs exposed males to information about male sexual assault victims (see Schewe, P.A. & Bennett, L., Evaluating Prevention Programs: The Challenges in Measuring Outcomes, 2002; and Foubert, J.D., Creating Lasting Attitude and Behavior Change in Fraternity Members and Male Student Athletes: The Qualitative Impact of an Empathy-Based Rape Prevention Program, 2007), the Army began incorporating specifically male victim scenarios in its training, often introducing such scenarios ahead of female victim scenarios. Foubert and Schewe revealed that male empathy toward female sexual assault victims was affected by whether males were exposed to male-on-male sexual assault scenarios or only female-victim scenarios. Additionally, there is a growing awareness of a need to reach out to male victims so that support can be provided and perpetrators can be held appropriately accountable. This has helped to dissuade leaders and Soldiers from dismissing sexual assault as a “female problem” and encourage them to see it as a “Soldier problem.” In the long run, this awareness affects strategy choices for preventing and responding to sexual assault and the tactics undertaken.
AF	Power Point and large group lectures were reported as the least effective training approaches. In addition, handouts were not necessarily appreciated by younger airmen.
Navy	Navy transitioned to the scenario-based, face-to-face, facilitated small group approach from our legacy, online training approach to ensure servicemembers are personally informed of the commander’s intent with respect to behavior, reporting, and care of shipmates.
Marines	See consolidated answer a.
CG	The fully dedicated SAPR Program inception occurred in September of 2008, so all training approaches/developments have occurred since that time.

79c. How the Services determine whether training is successful or effective,

DoD	See consolidated answer a.
Army	<ul style="list-style-type: none"> • End-of-course critiques are a mainstay of Army training, so this is a valuable tool for assessing the quality of the learning experience during SHARP training sessions. • After Action Reports from instructors play a critical role in identifying challenges students encountered with the material during training. Additionally, it provides instructors with an opportunity to provide feedback and suggestions. • Practical exercises provide instructors with immediate feedback on whether the students are grasping the subject matter, where better explanations could be offered, and whether overall training outcomes are being achieved. Professional Instructional Systems Designers (ISDs) lead the effort to create these feedback mechanisms. They apply industry standard principles and techniques, so the techniques used to assess learner mastery of the subject matter are based on sound educational assessment standards and procedures. • Survey data (e.g., Human Relations Operational Troops Surveys or the Human Relations Initial Military Training Enlisted Soldier Surveys) asks questions intended to reveal participant perceptions about certain topics. This data can be revealing as to whether the Army’s training efforts are affecting those perceptions. • Surveys are also administered to initial entry Soldiers to gauge attitudes prior to and after they complete SHARP training. Changes in attitudes and the Soldiers’ baseline knowledge are informative about the efficacy of the training. • Focus groups have been conducted by Army Senior Leaders, the Chief of Staff’s Army Red Team, the VCSA and others. These focus groups are helpful in identifying where progress has been made, where more work needs to occur, and Soldier suggestions for improvement. • Inspector General visits can include inquiries into training. The findings of the Office of the Inspector General can also be helpful in identifying training areas in need of improvement and areas of strength. Currently, The Inspector General is conducting a focus group investigation of SHARP training. • Site visits can allow for direct interface among senior leaders, command teams, and Soldiers to identify areas of strength and areas in need of improvement. This includes the overall SHARP Program training experience and its effectiveness in meeting the needs of commands and Soldiers. • Periodically, the SHARP Program Office goes to training locations and observes the training as it is being delivered. Oversight of the execution of training affords the SHARP Program Office with direct observations about what is or is not working in training, awareness of whether certain blocks of instruction need to be shortened or

	<p>lengthened, and how students are processing the information imparted to them.</p> <ul style="list-style-type: none"> • Before Army SARCs/VAs were certified and credentialed, the SHARP Program Office submitted the curriculum for review by the National Advocate Credentialing Program through the National Organization of Victim Advocates (NOVA). Having this external authority review the training ensured that an experienced but dispassionate eye could evaluate the training content to ensure essential information was imparted.
AF	Success is determined through participant and leadership feedback, surveys, focus groups, small group discussions, classroom observation, etc. As metrics are developed and data becomes more consistently available we will attempt to correlate training effectiveness with shifts in metric assessments.
Navy	We use a variety of measurement instruments to know our training is effective, including formal training feedback, DOD and Department of Navy-wide surveys and internal Navy polls across all demographics (recruits, “A” school students, and fleet Sailors).
Marines	See consolidated answer a.
CG	The number of victim reports received have steadily increased since 2007, and we do believe this is due to victims better understanding their reporting options and where to get help. It is difficult to measure “prevention” as to how many potential sexual assaults did NOT occur, but all the services are constantly considering ways in which this could be best accomplished. The Coast Guard has recently begun collecting 6-month post-surveys from participants of the SAPW to establish some metrics regarding attitudes and behavior modification (e.g., bystander intervention strategies), but those surveys have not been fully evaluated at this time.

79d. Information on particular commands or types of commands where sexual assaults have risen or fallen and whether that has been attributable to training techniques.

DoD	Naval Station Great Lakes, Training Support Command and Recruit Training Center implemented a multi-faceted approach to SAPR training for recruits and A-School participants. Over the last three years the training program has been in place, and they have seen a 60% decrease in sexual assaults. The multi-pronged approach includes; leadership involvement, Mentors in Violence Prevention Program (peer-to-peer training sessions), live presentations with audience participation discussing sexual relations “Sex-Signals”, Sex Signals “after burner” sessions, pre and post surveys, Coalition of Sailors Against Destructive Decisions program CSADD SAPR programs, and Quarterly SAPR Drum Beats (where leadership meets with key stakeholders to communicate challenges, opportunities and successes in the prevention of military sexual assault). Preliminary results have shown an increase in reporting.
Army	The Army has not empirically connected a particular training technique to a decline or increase in reports of sexual assaults at a specified command. In 2013, The US Army Research Institute for the Behavioral and Social Sciences (ARI) began conducting focus groups and individual interviews on 11 Army installations to further understand perceptions of sexual harassment and sexual assault and related issues such as reporting, retaliation, SHARP training, unit climate, and leadership. The results of these focus groups, correlated with reporting data, may identify training techniques

	with significant impacts on reporting. The data and feedback are currently being analyzed, however, Army-wide, suggest that command emphasis and prevention training developments have contributed to a projected 51% increase in reports of sexual assaults.
AF	We have not collected enough data to make an analysis to determine if training techniques attribute to the rise or fall of reports or incidences of sexual assault.
Navy	Training is uniform across Navy commands and tracked to ensure compliance. As a result, we do not have statistics to correlate command sexual assault levels to training techniques.
Marines	See consolidated answer a.
CG	Sexual assault reports have increased across the board in the Coast Guard, and we do believe that increased training efforts have had an impact on that as it is common for a member to disclose immediately after a SAPR training or event. For example, after the four-hour SAPW is held, there will often be a disclosure of a sexual assault to the facilitator.

79e. Other initiatives directed at sexual assault prevention, how those initiatives are implemented, and how their success or lack thereof is measured.

DoD	See consolidated answer a.
Army	<ul style="list-style-type: none"> • In 2008, the Army launched a comprehensive sexual assault prevention campaign called the I. A.M. Strong Campaign. The Campaign was launched at the first Army Sexual Harassment/ Assault Prevention Summit. Information about the Campaign was disseminated: in training sessions; at conferences; via direct mail to units; through senior leader email, speeches, and face-to-face conversations; through the SHARP Website and Army Knowledge Online; distribution of posters and handouts; via unit meetings; and through sexual assault awareness events. The current Campaign aligns all of the Army’s efforts to address sexual assault along five lines of effort: Advocacy, Prevention, Assessment, Accountability, and Investigation, giving primary emphasis at this time to advocacy. The Campaign also prescribes the Army’s approach to cultural change and employs a bystander intervention model for disrupting offender actions. The Campaign is undergoing revision, but its original metrics for success for each of its previously identified phases were as follows: <ul style="list-style-type: none"> • Phase I: Establish Army-wide commitment to eliminate sexual harassment and sexual assault. Increase the propensity to report sexual offenses from 33 percent to 50 percent, and decrease the actual number of offenses by 15 percent from the Fiscal Year 2008 estimate of 4,752 sexual assaults. • Phase II: Achieve cultural change within the Army. Increase the propensity to report sexual offenses to 70 percent, and decrease the actual number of offenses by 25 percent from Fiscal Year 2008. • Phase III: Sustain, refine, and share best practices on eliminating sexual harassment and sexual assault, and serve as “Blueprint for the Nation.” Increase the propensity to report sexual offenses to 90 percent and decrease the actual number of offenses by 50 percent from Fiscal Year 2008.

- Phase IV: Increase the propensity to report sexual offenses to 100 percent, and decrease the actual number of offenses by 75 percent from Fiscal Year 2008.
- While still under development, current metrics for a new more expansive, SHARP Campaign Plan that encompasses both the “I. A.M. Strong” prevention campaign as well as the Army’s lines of effort, which synchronizes and harmonizes with guidance promulgated in the SECDEF’s Sexual Assault Prevention and Response Strategic Plan, dated 30 Apr 13, include the following:

Prevention:

 - Percent of Soldiers who report receiving training within the past year
 - Percent of Soldiers who report that SHARP training is high quality and value added
 - Percent of commanders in compliance with command climate survey requirements
 - Percent of Soldiers who report high trust in command to take appropriate action in responding to sexual assaults
 - Percent of Soldiers who report high level of respect within their unit
 - Percent of Soldiers who report high safety within the unit
 - Percent of Soldiers who report high motivation to intervene
 - Percent of Soldiers who report barriers to sexual assault reporting
 - Percent of change in number of sexual assault reports

Investigation:

 - Percent of reports assigned to off-site Criminal Investigation Command (CID) sexual assault investigation support
 - Average time until CID contacts the victim
 - DNA laboratory testing metrics
 - Percent of reports in which SAFE kit is used
 - Percent of incidents reported within three days
 - Percent of CID investigation findings sent to the commander within a TBD number of days from report of incident
 - Disposition of substantiated reports

Accountability:

 - Percent of substantiated reports adjudicated through General Courts-Martial, nonjudicial punishment, or other
 - Percent of command dispositions not following CID/judge advocate recommendation
 - Percent of command dispositions recorded on DA Form 4833, Commanders Report of Disciplinary or Administrative Action
 - Percent of substantiated offenders receiving adverse paperwork in personnel record
 - Percent of offenders discharged from service
 - Percent of victims using restricted reporting option

	<p>Advocacy – Victim Care:</p> <ul style="list-style-type: none"> • Percent fill full-time SARCs/ VAs • Percent of tested 24/7 victim access numbers responding within one hour • Percent of incidents reported to civilian medical authorities • Percent of installations with a memorandum of understanding/ memorandum of agreement (MOU/MOA) with local civilian medical facility • Percent of installations with MOU/MOA with local crisis hotlines • Percent of commanders issuing no-contact orders • Percent of commanders issuing need-to-know orders • Percent of requested Military Protective Orders (MPOs) fulfilled • Percent of MPO violations recorded in Centralized Operations Police Suite (COPS) and National Crime Information Center (NCIC) • Percent of sexual assault reporters requesting transfer (temporary, PCS, intra-post) • Percent of sexual assault reporters receiving transfer within six days • Percent of collateral misconduct violations adjudicated prior to sexual assault investigation findings • Percent of unrestricted/ restricted reports with improper disclosure • Percent of victims receiving monthly update from their commander on the status of their case • Percent of command disposition reported to sexual assault reporters within 45 days • Percent of sexual assault reporters reporting satisfaction with response effort • Percent of victims administratively separated within one year of report • Percent of victim administrative separations reviewed by the General Court-Martial Authority • The Army continues to carry out the following initiatives to further enhance awareness and outreach efforts. The efficacy and effectiveness of these initiatives are assessed through periodic surveys and material distribution rates. The Army will continue to integrate these initiatives into its overall assessment strategies. • The SHARP Program Office maintains a partnership with the Army Better Opportunities for Single Soldiers (BOSS) Program. This partnership is an effective way to spread the sexual assault prevention and “I. A.M. Strong” messaging at local events as BOSS Soldiers immediately connect with community members and other Soldiers to reinforce peer-to-peer accountability and bystander intervention. The Army SHARP Program partners with Installation Management Command to promote the SHARP Program during events such as the Army Concert Tour and the Army Soldier Show. The Army Concert Tour is a summer concert series that brings top name artists to Soldiers, their families, and people from the surrounding community. Local SHARP Program Managers and Better Opportunities for Single Soldiers assist in manning SHARP exhibits and distributing SHARP informational/awareness materials at Army Soldier Show events and Army concert tours. The Soldier Show is a high-energy ensemble production, offering a wide range of popular music and stage spectacle to Soldiers and families. Soldier Show personnel also distribute SHARP literature and educational items. • The SHARP Program Office leverages existing strategic communications and
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	<p>public affairs channels to disseminate SHARP Program information.</p> <ul style="list-style-type: none"> • Army Installation Management Command (IMCOM) personnel at several installations provide sexual assault awareness and prevention classes to Family Readiness Groups and at community events.
AF	<ul style="list-style-type: none"> • Presentations and briefings (group and individual) • Leadership in the System Wing Campaign Plan • Outreach to base and community agencies • Mandated trainings • Commanders’ Calls • Sexual Assault Awareness Month initiatives • Wingman Day activities • Command Orientations • Wing Warrior Runs • Volunteer Victim Advocate Recruitment, Training and Monthly Meetings • SASH (Students Against Sexual Assault and Harassment) • Teal Rope Program Airmen helping Airmen • Special events- Girl’s Night Out, Guys Night Out, Color Race, and SARC Challenge • Prevention information posted throughout the installation- pop up banners, stall talks, table tents in dining facility, magnets in dorm rooms, and posters posted throughout base. • During SAAM posted 120 signs along with the troop walk and dorm areas with sexual assault prevention tips and stats. • 101 Ways to Ask for Consent during Wing Safety Day • SAPR awareness training for bartenders • Women’s Empowerment Socials started Jan 2013 • Wing/Group female leadership coordinate/facilitate monthly themed events giving focus to education and empowerment • Personal self- defense classes • Book discussion • Professional women's panel • Peer-to-peer SAPR training for FTAC <p>See response to 1c above regarding measures of effect.</p> <p>Please see attached spreadsheet, “RSP SAPR Ops data”, Question 2 and referenced attachments. (* Spreadsheet provided to RoC Subcommittee)</p>
Navy	<p>In addition to the formal training program described above, we utilize a multi-faceted, multi- disciplinary approach to sexual assault prevention across the force. Our focus is: building a responsible and professional work environment, also referred to as command climate; deterrence; and bystander intervention. These efforts are underpinned by Commanding Officer accountability and holding individuals accountable for their actions.</p> <p>Command Climate The focus of our command climate efforts is ensuring that all individuals are contributing to the creation of a responsible, professional work environment. We believe that command climates that tolerate gender bias, offensive language, and unprofessional behavior such as hazing and bullying foster a permissive environment for sexual assault.</p> <p>To get at this problem, we charge all hands to do their part to create professional and responsible work environment. All personnel are evaluated annually and at other intervals on their individual contribution to command climate through the Navy’s formal personnel evaluation process. Each unit’s command climate is evaluated annually through an anonymous survey and results are debriefed command wide. Through these measures we both hold individuals accountable and ensure regular</p>

measurement of command climate.

Commanding Officers, in particular, are responsible for ensuring they foster an environment where behaviors that could lead to sexual assault are not condoned, tolerated or ignored. Results from the above-mentioned command climate surveys are fully debriefed with the Commanding Officer's next most senior officer in their chain of command – also known as the Immediate Superior in Command.

To empower and enable Commanding Officers to be successful in sexual assault prevention, they are provided tailored SAPR training at Command Leadership School and equipped with a SAPR Commander's Guide during their command tour. Commanders also have a variety of resources to draw upon while in command including SARCs, SAPR Victim Advocates, the command or base Victim's Legal Counsel, and associated SAPR-focused legal, investigative, and medical personnel.

Deterrence

Our deterrence approach is focused on addressing safety and contributing factors to sexual assault such as alcohol use. This year, we implemented a comprehensive series of best practices from our regional SAPR pilot programs. These include:

- Comprehensive alcohol de-glamorization campaign, including the implementation of Alcohol Detection Devices throughout the fleet and changes to the sale of distilled spirits in on-base stores co-located with barracks and ships.
- Roving barracks patrols with the intent of increasing the visible presence of leadership to deter behavior that may lead to sexual assault or other misconduct
- Indoctrination training for barracks residents and Resident Advisors
- Physical surveys of facility lighting and visibility to identify needed safety improvements to reduce the vulnerability of Sailors in transit on bases

In addition to these best practices, this year we began publishing results of courts-martial online, including publishing the names of offenders. Monthly courts-martial results are available online at the following location: www.navy.mil. The Department of the Navy also increased sexual assault investigative capacity by hiring an additional 54 Special Agents, forensic scientists, and investigators effectively doubling the number of resources dedicated to adult sexual assault crimes.

Bystander Intervention (BI)

In addition to formal training described above, we have partnered with the Department of Navy Sexual Assault Prevention and Response Office to provide bystander intervention training to all Training Support Center / "A" schools. This interactive training is focused on the most vulnerable demographic, young Sailors and has reached over 44,000 students to date.

SECDEF Prevention Initiatives

In addition to the approach described above, Navy has completed and is in compliance with all of SECDEF's 2013 prevention initiatives. These initiatives include:

- A Sexual Assault Stand-Down that included all-hands training, SARC/VA and

	<p>recruiter refresher training and recertification, assessments of recruiting organizations</p> <ul style="list-style-type: none"> • A Visual Inspection of all DoD Workspaces • A Department of the Navy Sexual Assault Prevention and Response Office assessment of Navy recruiting environments (including Military Entrance Processing Stations) and ROTC sites <p>Measurement Instruments</p> <p>We use a variety of measurement instruments to know our SAPR program initiatives are effective, including DOD and Department of Navy-wide surveys and internal Navy polls across all demographics (recruits, “A” school students, and fleet Sailors), reporting, Command Climate surveys, and feedback.</p>
Marines	See consolidated answer a.
CG	<p>Other initiatives employed by the Coast Guard aimed at prevention include blog series postings, senior leadership conferences, all-hands messaging, and events during Sexual Assault Awareness Month (SAAM), such as the Chiefs’ Service Dress Blues Day. These efforts appear to have increased awareness and reporting as Coast Guard reports of sexual assault continue to increase each year, but no specific metrics exist on how to measure each initiative.</p> <p>Furthermore, in May 2013, the Coast Guard established the Sexual Assault Prevention and Response Military Campaign Office (SAPR MCO). The SAPR MCO is a strategically focused office responsible to rapidly operationalize and implement the Coast Guard’s Sexual Assault Prevention and Response Strategic Plan. The SAPR MCO is responsible for the rapid implementation of near-term strategies that will create the processes, training regimens, measurements, and support system integrity that will best position the service to achieve the ultimate goal of eliminating sexual assault from the Service.</p>

80. (Services) Please address sexual assault training for military service members, including:

80a. How you ensure all Service members are receiving training on sexual assault,

Army	The Army ensures that all Service members are receiving training on sexual assault by requiring commands to take attendance and report the attendance to the SHARP Program Office. Additionally, in 2013, the Office of the Army Inspector General conducted inspections to ensure that training was being conducted as required. The SHARP Program Office also periodically sends representatives to attend training sessions.
AF	Unit Training managers or other agents designated by commanders are responsible for ensuring that the respective members in their units are trained. SARCS must ensure that training is available to help commanders meet compliance for mandatory training. SARC’s will often provide spreadsheets downloaded from ADLS, which includes all members’ names/units and uses it to assist in planning opportunities for training. Sign In Sheets are also maintained and provided to Unit Training Managers and Commanders documenting attendance.
Navy	Steve Thompson, the Sexual Aggression Services Director for Central Michigan University, presented to Operational Fleet Commanders & Stakeholders a 90-minute

	<p>session on the realities of sexual aggression aimed at educating participants on realities vs. myths of sexual assault, the differences between consent and coercion, the impact phase of rape trauma and its effect on survivor behavior, the common characteristics of the “nice guy” offender, and how to engage bystanders in sexual assault prevention. In FY13 these presentations occurred at Naval Air Station Key West, Naval Station Newport, Naval Information Operations Command Fort Gordon, Naval Station Charleston, Marine Corps Base Camp Pendleton, Marine Corps Air Station Miramar, MCAS Cherry Point, and Marine Corps Air Station Beaufort.</p> <p>“One Team, One Fight” is a 1-hour training session developed by DON-SAPRO. The course consists of a 30-minute video and 30 minutes of facilitated group discussion and activities. While the video is standard for all audiences, the facilitator guide is segmented by audiences – All Hands; Civilians NF3/GS8 and below; Civilians NF4/GS9 and above; Civilians who supervise military; Navy Officers and Senior Enlisted (E7 and above); Navy Enlisted (E6 and below); Marine Corps Officers and Senior Enlisted (E6 and above); and Enlisted Marines (E5 and below). The course was required for all civilians prior to 01Oct13. Course video is available in standard, open-caption (for hearing impaired), and audio description (for vision impaired) formats. The participant handout is available in standard, large-print, and braille formats.</p> <p>“No Zebras, No Excuses” is a 90-minute theater-based training show presented by No Zebras & More sexual assault advocates to junior Sailors and Marines. The training show consists of 12 vignettes punctuated by discussions on the topic of sexual violence and prevention where facilitators address issues relating to laws, behaviors, and specifically the inactive bystander mentality and how it affects Sailors and Marines personally, and the Navy and Marine Corps in general. The show is designed to have junior Sailors & Marines connect with the vignettes so when subsequently faced with similar situations in real-life they will notice behaviors that lead to sexual violence, interpret them as inappropriate, and take purposeful action to prevent sexual violence. In FY13 No Zebras & More performed 131 training shows reaching approximately 41,188 participants at Navy and Marine Corps installations around the world.</p> <p>Commanding Officers are responsible for ensuring all servicemembers within their unit complete required training. All service members receive annual sexual assault prevention and response training as described above. The primary vehicle for this training is the SAPR-Fleet and SAPR- Leader tailored training program. Commands then document completion through the Fleet Training Management and Planning System (FLTMPS) – a centralized database used fleet wide to manage and track training. FLTMPS administrators are able to measure completion at the individual, command, and echelon levels to ensure compliance.</p>
Marines	MCO 1752.5B mandates that all Marines receive annual SAPR training. Compliance is tracked via an entry in the Marine Corps Total Force System. Training that is commensurate with the Marine’s level of experience and responsibility is being implemented. Entry Level Schools include SAPR training as part of their formal

	<p>education Enabling Learning Objectives, thus the material is part of the curriculum and is testable. All training, including Recruit Training, thoroughly explains DOD-provided reporting options, local victim advocacy resources, as well as national victim services. The training details how to contact a Victim Advocate, Sexual Assault Response Coordinator (SARC), or a healthcare provider in order to confidentially access SAPR services and resources.</p> <p>To ensure accuracy of information and effectiveness of training, all commanders receive leadership-specific SAPR training from the Headquarters Marine Corps Sexual Assault Prevention and Response Office. The course is taught by the HQMC SAPR Branch Head and Training and Curriculum Specialist. Immediate feedback evaluations are used during the course to measure effectiveness.</p>
CG	Annual SAPR training is a mandated requirement and adherence to the mandate is tracked by the member's command and via a Coast Guard-wide training database.

80b. Resources available to service members for reporting and prevention,

Army	<ul style="list-style-type: none"> •A victim may contact his/her local SARC or VA, a chaplain, civilian medical professional, military medical professional, a judge advocate, military law enforcement (CID, MPI, MPs), civilian law enforcement, dial 911, or a member of the chain of command. •A SARC/VA roster with contact information is available on the SHARP Website: www.preventsexualassault.army.mil. •Anonymous assistance is also available twenty-four hours a day, seven days a week at the DOD SAFE Helpline at (877) 995-5247 or online at https://www.safehelpline.org/. This includes texting support for those who prefer to text.
AF	The following resources are available for service members to use in reporting sexual assault issues: Base 24/7 Hotline; DOD Safe HelpLine; National Hotline Websites(http://www.afpc.af.mil/library/sapr/index.asp ; http://www.myduty.mil/ www.safehelpline.org ; www.rainn.org)
Navy	<p>Navy SAPR training emphasizes both prevention and reporting options for victims. A key learning point in Navy SAPR training is the distinction between restricted and unrestricted reporting options, as well as the multiple means available for Sailors to make reports at all commands – afloat or ashore.</p> <p>Navy SAPR training emphasizes the following key elements about reporting options:</p> <ul style="list-style-type: none"> •Sexual assault reports can be made to personnel inside or outside the victim's command •Sexual assault reports can be confidential, as desired by the victim. •Victims can make restricted reports to SARCs, VAs, medical personnel, or by contacting the DoD Safe Helpline by phone (877-995-5247) or online (https://www.safehelpline.org/), 24 hours per day, 7 days a week. •Victims who make restricted reports will still receive medical treatment, including a Sexual Assault Forensic Examination, counseling services, victim advocacy support,

	<p>chaplain support, and legal assistance as they desire.</p> <ul style="list-style-type: none"> •Unrestricted reports provide victims the same support services as restricted reports. These reports are investigated by the Naval Criminal Investigative Service (NCIS) and reviewed for prosecution by a commander with the rank of O-6 or above with disposition authority for sexual assault cases. •Victims who desire to make an unrestricted report are encouraged to report sexual assaults to a SARC or VA, medical personnel, command leadership, judge advocate, base police, master at arms, NCIS or civilian law enforcement as soon as possible after the incident. •The decision to make a restricted or unrestricted report rests with the victim; a victim can make a restricted report and later change to an unrestricted report. Once a victim files an unrestricted report, investigation and reporting requirements are mandated. <p>As discussed above, effectiveness of this training is assessed through a variety of measurement instruments including DOD and Department of Navy-wide surveys and internal Navy polls across all demographics (recruits, “A” school students, and fleet Sailors), reporting, Command Climate surveys, and feedback.</p>
Marines	See consolidated answer a.
CG	For reporting and prevention, service members have access to SARCs, VAs, Chaplains, their commands, servicing SJAs office, Special Victims Counsel (SVC) assignment, Coast Guard Investigative Service (CGIS), health care providers, the Safe Helpline, and CG SUPRT (similar to Military One Source).

80c. Procedures to be followed by a member seeking access to those resources within 14 days of the member’s initial entrance on active duty (or entrance into duty status with a reserve component) (FY13 NDAA § 574),

Army	<ul style="list-style-type: none"> •In accordance with the law, SHARP training is provided within the first 14 days of active duty. This informs initial entry officers and Soldiers about the SHARP Program, Army policy regarding sexual harassment and sexual assault, reporting options, reporting resources and related assistance, and reporting procedures: •In the Basic Combat Training (BCT) portion of Initial Entry Training (IET), Soldiers receive a 90 minute introductory course on SHARP policy and resources during their first 14 days of training and are introduced to “Sex Rules” messaging targeted for new recruits (“Sex Rules - Follow Them”). Later in BCT, another 90 minutes of SHARP training helps Soldiers learn about their responsibilities to take action using several interactive vignettes during the very popular and highly regarded production of “Sex Signals.” This 90-minute, live, two-person, interactive program contains skits dealing with dating, consent, rape and other associated topics such as body language, alcohol use and intervention. •In the Basic Officer Leadership Course-Accessions (BOLC-A), Reserve Officer Training Corps (ROTC) Cadets receive a three-hour introductory course on SHARP during early indoctrination of common core training. •At the United States Military Academy, West Point, New York, a comprehensive
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	<p>curriculum includes lessons on sexual harassment and sexual assault topics infused into core academic coursework across the 47-month cadet experience. A former brigade commander, an Army lawyer, and instructors with doctoral degrees in behavioral sciences developed the curriculum.</p> <ul style="list-style-type: none"> •In Basic Officer Leadership Course-Basic (BOLC-B), newly commissioned officers are provided three hours of SHARP training that includes a 90 minute section on new leader responsibilities and 90 minutes of “Sex Signals” during which the officers apply leader decision-making in their response to various vignettes. •Commands are required to post DOD and installation helpline numbers in barracks and in other accessible locations and to confirm that the numbers are correct. This includes contact information for the SARC and VA. This gives cadre, staff, and Soldiers 24/7 access to anonymous assistance. •Soldiers may also request to go on sick call. Commanders and other permanent party personnel are required to be cognizant of the restricted/ confidential reporting option available to Soldiers IAW AR 600-20, chapter 8 for sexual assault prevention and response (SAPR/SHARP) reporting. When collecting pre-sick call information from Soldiers, the SAPR/SHARP program limits the extent of this questioning and protects the type of information that the Soldier chooses to divulge. (See Paragraph H-4 b. (1) (d), TR 350-6.) Failure to adhere to this policy could subject the individual found to have violated the SAPR/SHARP policy to disciplinary action. •SARCs, VAs, chaplains, and inspectors general can also be accessible when circulating through the command. •A Soldier can ask legal assistance or medical personnel to assist them with obtaining a meeting with a SARC or VA.
AF	<p>Active duty airmen are provided both reporting info and prevention resources via Newcomers Orientation, posters; info displays, brochures, business cards, promotional items, etc. In addition, senior leaders receive key personnel orientation. Reservist receives info from the Developmental Training Flight. Enlisted members, who are on the delayed entry program come to the base, receive classes each month before they go to basic training. One of the classes they receive is on SAPR.</p>
Navy	<p>From the beginning of their accession, or entrance, into the Navy, Enlisted Recruits and Officer Candidates are informed of and have immediate access to resources for prevention and reporting of sexual assault.</p> <p>While awaiting entrance to basic training, Enlisted Recruits and Officer Candidates who are part of the Delayed Entry Program (DEP) receive facilitated, scenario-based SAPR training that covers inappropriate behaviors including fraternization, sexual harassment, and sexual assault on their first day of indoctrination into the DEP. Through this training, they are also introduced to the concept of bystander intervention, the role of alcohol in impairment of judgment specific to sexual assault, standards for recruiter conduct, and mechanisms to report misconduct.</p>

Enroute to Recruit Training Command (RTC) from the airport and again shortly after arrival, Enlisted Recruits view a videotaped presentation in which the RTC Commanding Officer clearly delineates the Navy's policy on sexual harassment and prohibits Recruit-to-Recruit physical contact in any form. As described in detail below, this is followed by extensive SAPR training and access to SAPR resources.

RTC staffs a 24-hour SAPR Victim Advocate hotline, as well as a 24-hour Command Liaison phone. The Victim Advocate phone number is printed in every Enlisted Recruit's trainee guide and is posted in every compartment and near every telephone. Recruit Division Commanders (RDCs) have access to the Command Liaison telephone number through the Staff directory and Plan of the Week. RDCs/Instructors are trained to ask, when approached by an Enlisted Recruit, if the following disclosure is confidential. If the Enlisted Recruit responds 'Yes', the RDC will immediately give them access to a telephone to call the hotline, without inquiring further into the nature of the disclosure.

If an Enlisted Recruit does not feel comfortable talking to a RDC, they have a variety of other options, to include talking to an Instructor, a chaplain or a medical provider. Chaplains are present in every Recruit barracks, as well as at the Chapel. Recruits have constant access to medical services and do not need to disclose to RDCs the reason for seeking medical services. Enlisted Recruits and Officer Candidates receive accessions training on Sexual Assault Prevention and Response (SAPR) within 14 days of their initial entry for training and naval service (e.g., Recruit Training Command, U.S. Naval Academy (USNA), Reserve Officer Training Corps, Officer Candidate School, etc.). Midshipmen Plebes at USNA are asked (through an anonymous and private survey) whether they ever had been subject to unwanted sexual contact. Midshipmen who were prior enlisted or who graduated from the Naval Academy Preparatory School are asked during their USNA in-processing, which is prior to Induction Day, or their first day as a Plebe. Midshipmen Plebes who are neither prior enlisted nor NAPS graduates are asked in conjunction with SAPR training during Phase 2 (details below) to ensure they fully understand the DoD definition, the scope of sexual assault, and resources available.

During their first week of training, Enlisted Recruits receive initial SAPR training which includes the definitions of sexual harassment and sexual assault and the Navy's policies on the same. During their third week of training, Enlisted Recruits receive SAPR-Fleet training which clearly defines sexual assault in all forms and discusses in depth restricted and unrestricted reporting options. Required subject matter for the training is appropriate to the Service member's grade and commensurate with their level of responsibility includes:

- Defining what constitutes sexual assault
- Explaining why sexual assaults are crimes
- Defining the meaning of "consent"
- Explaining offender accountability and UCMJ violations

- Explaining the distinction between sexual harassment and sexual assault and that both are unacceptable forms of behavior even though they may have different penalties. Emphasizing the distinction between civil and criminal actions.
- Explaining available reporting options (Restricted and Unrestricted), the advantages and limitations of each option, the effect of independent investigations on Restricted Reports and explaining Military Rule of Evidence (MRE) 514.
- Providing an awareness of the SAPR program (DoD and Service) and command personnel roles and responsibilities, including all available resources for victims on and off base
- Identifying prevention strategies and behaviors that may reduce sexual assault, including bystander intervention, risk reduction, and obtaining affirmative consent
- Discussing process change to ensure that all sexual assault response services are gender-responsive, culturally-competent, and recovery-oriented
- Discussing expedited transfers and Military Protective Order (MPO) procedures
- Providing information to victims when the alleged perpetrator is the commander or in the victim's chain of command, to go outside the chain of command to report the offense to other commanding officers or an Inspector General. Victims are also informed that they can also seek assistance from a legal assistance attorney or the DoD Safe Helpline.

Discussing document retention for sexual assault documents (DD Forms 2910 and 2911), to include retention in investigative records. Explaining why it is recommended that sexual assault victims retain sexual assault records for potential use in VA benefits applications.

At USNA, Midshipmen SAPR training is divided into four phases: Phase 1 occurs on Induction Day, wherein plebes are introduced to USNA's SAPR Program and staff and receive an informational flier with response/reporting information. Phase 2 began the first week of Plebe Summer. Plebes receive an introductory SAPR brief and are offered a voluntary and anonymous SHAPE survey designed to better understand entering midshipmen's beliefs on gender and sexual violence. Plebes who have not already answered question regarding past instances of unwanted sexual contact are offered the opportunity to do so during Phase 2. Phase 3 begins at the end of the first week of Plebe Summer and continues through the third week. Company officers provide SAPR briefs and reinforce prevention and awareness messages at the Company leadership level. The final phase, Phase 4, occurs from the end of week one through week three. Command leaders provided two-hour SAPR Stand-down training to each platoon of 40-45 plebes. In ROTC units, all freshmen and Strategic Sealift Officer students receive the Navy's SAPR-Fleet training module, with emphasis on reporting options.

During all SAPR training sessions, chaplains, SARCs and/or SAPR VAs are present to provide counseling support to any training participants who may need it or desire to disclose that they were victims of sexual assault. Overall, the training provides

	scenario-based, real-life situations to demonstrate the entire cycle of prevention, reporting, response, and accountability procedures to new accessions to clarify the nature of sexual assault in the military environment.
Marines	See consolidated answer a.
CG	Recruits entering the Coast Guard have immediate training and written material on how to access resources upon their arrival at the Training Center in Cape May, NJ. The Coast Guard Academy ensures cadets have access to this information within two weeks via a briefing provided by the Coast Guard Academy SARC. The Coast Guard Academy SARC typically will meet with the new cadets again within their first six weeks to also address bystander intervention.

80d. Curriculum, implementation requirements, and measures of effectiveness for SAPR training for commanders (and others) at all levels, and

Army	<ul style="list-style-type: none"> • Army leader development begins from the outset of a cadet or officer candidate’s training, so the U.S. Military Academy, ROTC, and Officer Candidate School all address sexual assault prevention and response. Upon commissioning, new officers receive SHARP training again at BOLC-B and later when they attend their Advanced Course, the Captain Career Course, and Command General Staff College, reinforcing command and leader SHARP responsibilities. • Training at the Company Commander and First Sergeant Course and the Battalion and Brigade Pre-Command Course (PCC) specifically focuses on preparing officers for the unique SHARP responsibilities inherent in their respective levels of command so that they understand what is expected of them and are prepared to carry out their sexual assault prevention and response duties effectively. Each year, the Army also conducts a Sexual Harassment/ Assault Prevention Summit that commanders attend. They hear from national leaders, DOD and Army leadership, and subject matter experts, as well as exchange ideas with each other and provide feedback to Army leadership on challenges they face in executing the SHARP Program and ideas they have for improving it. • SHARP training continues through various conferences throughout an officer’s career, and for those selected to serve at the senior levels of responsibility, the U.S. Army War College, CAPSTONE, and other general officer training. This enables senior leaders to be highly effective in their oversight of commands throughout the Army. • Training requirements for commanders are prescribed as follows: <ul style="list-style-type: none"> • Enclosure 10 to Department of Defense Instruction (DODI) 6495.02 (Sexual Assault Prevention and Response (SAPR) Program Procedures) • Paragraph 8-7 to Army Regulation (AR) 600-20 (Army Command Policy) • Attendance at Senior Officer Legal Orientation required for incoming Brigade commanders and encouraged for incoming Battalion commanders. Attendance at General Officer Legal Orientation required for General Court-Martial Convening Authorities.
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	<ul style="list-style-type: none"> • In accordance with Enclosure 2, paragraph 1. c. of Department of Defense Directive (DODD) 6495.01, (Sexual Assault Prevention and Response (SAPR) Program) the Army is working in support of the Office of the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) as it develops metrics to measure compliance and effectiveness of SAPR training. • The Army SHARP courses include practical exercises and questions that are designed to determine whether learners have successfully mastered the material presented. This is true of most of the officer training mentioned above. These exercises and questions are designed by professional ISDs, employing industry-standard principles and techniques.
AF	<p>Curriculums are under frequent development and review. Effectiveness of training is assessed via direct student feedback and we are currently developing more efficient measures by convening training working group (which includes subject matter experts).</p> <p>Implementation guidance is sent to the field re types of required training and the training is tracked by the Unit Training Managers (UTM).</p>
Navy	<p>DOD SAPRO developed Core Competencies and Learning Objectives for SAPR training in November of 2012. Navy Command Leadership School implemented these learning objectives into the SAPR curriculum at the Prospective Commanding Officer Leadership Course, Prospective Executive Officer Leadership Course, Command Master Chief/ Chief of the Boat Leadership Course and the Major Command Leadership course. DOD SAPRO inspected the course delivery in March 2012 and again in November 2013 and determined that it met all established criteria. Student reaction and knowledge acquisition are assessed using a post-training survey instrument. Results, to date, indicate an increased awareness of both the role of the Commander and the working aspects of the SAPR system.</p>
Marines	See consolidated answer a.
CG	All Coast Guard leadership courses include a module on sexual assault prevention and response.

80e. Any other statistics or information concerning sexual assault training that may be important for the RSP to know.

Army	None Provided.
AF	<p>Bases report adding information on Supervisor/peer reporting responsibility to their annual training and how the process of reporting happens from first contact to when a client says they no longer need our services. Others include info re the process of a report from installation to MAJCOM level. This was added due to concerns that client demographics could be leaked especially in the case of unrestricted reporting. Showing them what a report that leaves bases looks like, reinforces the privacy that we stress is maintained by our office.</p> <p>A - Please see attached spreadsheet, "RSP SAPR Ops data", second question and referenced attachments (Atch 1). (* Spreadsheet provided to RoC Subcommittee)</p>

Navy	To further reduce the potential for work environments that tolerate or foster unprofessional behavior, and to make expectations clear, this year we revamped our Navy-wide Sexual Harassment and Equal Opportunity training. We removed our previous model for assessing inappropriate work place behavior, the Red/Yellow/Green Light model, and replaced it with a single standard of acceptable and unacceptable behavior. The Red/Yellow/Green Light model has been removed from all Navy curriculum at this time. We are working closely with DoD to ensure any reference to this as a Navy model is also removed from DoD curriculum.
Marines	See consolidated answer a.
CG	The Coast Guard does not have any additional information to provide.

81. (ALL) For recent, standardized training across DoD and within the Services, please provide:

81a. (DoD) Any DoD Memorandum or other instructions to the Services directing the sexual assault “Stand-Downs” across the Services by July 2013.

DoD	<p>The Secretary of Defense Memo on the Sexual Assault Prevention and Response Stand-down from 17 May 2013 is provided.</p> <ul style="list-style-type: none"> • On May 17, 2013, the Secretary of Defense (Sec Def) issued a memo to the Chairman of the Joint Chiefs of Staff directing collaboration between the Military Services, Combatant Commanders and National Guard to develop a concept for a Sexual Assault Prevention and Response (SAPR) stand-down affecting all organizations no later than 1 July 2013, which was completed on time. • Each respective plan defined a time period for the stand-down, including the following key tasks: <ul style="list-style-type: none"> o Active review of credentials and qualifications of current-serving recruiters, SARCs and SAPR VAs; • Refresher training on ethics and standards for recruiters, Sexual Assault Response Coordinators (SARCs), and SAPR Victim Advocates (VAs); and • Purposeful and direct commander and leader engagement with Service members and civilian employees on SAPR principles and command climate. • The end state of this stand-down was that leaders, recruiters, SARCs, and every member of the Armed Forces clearly understand that they are accountable for fostering a climate where sexist behaviors, sexual harassment, and sexual assault are not tolerated, condoned, or ignored; where dignity, trust, and respect are core values we live by and define how we treat one another; where victims’ reports are treated with the utmost seriousness, their privacy is protected, and they are treated with sensitivity; where bystanders are motivated to intervene because offensive or criminal conduct is neither tolerated or condoned; and where offenders know they will be held appropriately accountable. <p><u>PROVIDED MATERIALS ARE ON FILE WITH RSP STAFF UNDER FILE NAME(S):</u></p> <ul style="list-style-type: none"> • Q81_SecDef_Standdown_Memo_17_May_2013
Marines	<p>The Secretary of Defense (SecDef) Memorandum of 17 May 2013.</p> <p>Additionally, the Commandant of the Marine Corps required mandatory training in his</p>

June 2012 Campaign Plan. Phase I of the Campaign Plan called for a considerable increase and intensification of SAPR training across the Marine Corps. This commenced with the SAPR General Officer Symposium (GOS), held 10–11 July 2012 at Marine Corps Base Quantico. The GOS was convened by the Commandant specifically to address the prevention of sexual assault. This two-day training event included subject matter experts who spoke on topics relevant to prevention, including the effects of alcohol, inadvertent victim blaming, dispelling myths, and other related subjects. Training on sexual assault prevention was also made a centerpiece topic of the 2012 Sergeants Major Symposium, held 1 August.

Both symposia upheld the Marine Corps top-down training strategy – a strategy completely predicated on genuine leadership buy-in – and initiated the FY12 reconstruction of the entire continuum of SAPR training. Principal components of the stand-down included the following:

- Command Team Training (CTT): Given to all Commanding Officers and Sergeants Major, CTT was designed to bring forth a desired end state in which all leaders (staff non-commissioned officers and officers) through the platoon level are engaged and mindful of the problem of sexual assault within the Corps. CTT consisted of one day of training presented in the form of guided discussion, case studies, video-based Ethical Decision Games (EDGs), and SAPR Engaged Leadership Training. SAPR Engaged Leadership Training, specifically, provided Command Teams in-depth practical knowledge of their responsibilities, the importance of establishing a positive command climate, the process of Victim Advocate (VA) selection, and the necessity to equip all Marines with the tools of prevention. CTT was completed by 31 August 2012.
- “Take A Stand” bystander intervention training: “Take A Stand” is taught by UVAs who have been certified by a master training team led by an Installation SARC. “Take A Stand” was mandated for all NCOs and was completed by 31 August 2012. The three-hour course is comprised of mini-lectures, guided group discussions, activities, and video recordings of the Commandant, the Sergeant Major of the Marine Corps, senior leaders, subject matter experts, NCOs, victims, and junior Marines. “Take A Stand” teaches the principles of bystander intervention, an evidence-based best practice in sexual assault prevention, and asserts that prevention is impossible without all Marines fully understanding their inherent duty to protect each other from this crime.
- All Hands training: Mandatory for every Marine, the training ties prevention not only to the core values of honor, courage, and commitment, but also to unit cohesion, readiness, and morale. Conducted by Commanders and Sergeants Major, All Hands training includes direct messages from the Commandant, as well as extensive instruction on SAPR services, resources, procedures, and reporting options. The principles of bystander intervention are embedded in All Hands training through video-based EDGs, which contain scenarios related to sexual assault. Designed to promote candid, healthy discussions by challenging pre-existing beliefs, the EDGs define clearly what constitutes

	sexual assault while demonstrating how the crime impacts the Corps. Presenting situations in which victimization can be prevented, the EDGs show what happens when the chance for bystanders to intervene passes.
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81b. (Services) All Service-level training and any other materials from the mandated “Stand-Downs” conducted by each Service in July of 2013, as well as any other Service-level directed sexual assault training from August 2013 to December 18, 2013.

Army	<p>Guidance regarding the execution of the Stand-down is found in the following documents:</p> <ul style="list-style-type: none"> • Army Sexual Harassment/ Assault response and Prevention (SHARP) Stand-down Plan, 24 May 2013 • HQDA EXORD 161-13 SHARP Army Stand-down • ALARACT message 147/2013, SHARP Program Stand-down, 10 June 2013 • SHARP Stand-down reference material is found at the following link: http://www.preventsexualassault.army.mil/ProgMgr_Tng_Stand-down.cfm • The link to Army SHARP annual training is found at the following link: http://www.preventsexualassault.army.mil/ProgMgr_Tng_Annual-Unit-Ref-Tng.cfm • Additional training packages: http://www.preventsexualassault.army.mil/ProgMgr_Tng_Knowledge-center.cfm
AF	<p>Please see the attached Memo from CSAF (Atch 9), SAPR Stand Down Day CONOPs (Atch 10), and the Acting Secretary of the Air Force’s SAPR Stand Down Day Report to the Secretary of Defense (Atch 11).</p> <p><u>PROVIDED MATERIALS ON FILE WITH RSP STAFF:</u></p> <ul style="list-style-type: none"> • Q81b_AF_Atch 9 - CSAF SAPR Stand-down Memo - 3 Jun 2013 (Q3 b) • Q81b_AF_Atch 10 - SAPR Standdown Day CONOPs (Q3 b) • Q81b_AF_Atch 11 - 23529_SAPR_STAND_DOWN_17JUL13 (Q3 b)
Navy	<p>All Service-level training and any other materials from the mandated “Stand-Downs” conducted by each Service in July of 2013, as well as any other Service-level directed sexual assault training from August 2013 to December 18, 2013.</p> <p>“One Team, One Fight” is a 1-hour training session developed by DON-SAPRO that was mandatory for all DON Civilians to complete prior to October 01, 2013. Over 162,000 DON civilians have completed the training as of October 15, 2013. The course consists of a 30-minute video and 30 minutes of facilitated group discussion and activities. The course video is available in standard, open-caption (for hearing impaired), and audio description (for vision impaired) formats. The participant handout is available in standard, large-print, and braille formats. Provided on CD is the standard version of the video, the participant handout, PowerPoint file, and facilitator’s guide; and a Braille handout is provided separately.</p> <p>Supporting documents delivered as hard copy: One Team One Fight Training Video Disc One Team One Fight Handout (Braille)</p>

	<p>Enclosed are the following materials associated with the 2013 SECDEF-mandated SAPR Stand- down:</p> <ul style="list-style-type: none"> - NAVADMIN 156-13, Sexual Assault Prevention and Response Stand-Down - NAVADMIN 158-13, Guidance for Sexual Assault Prevention and Response Stand- Down - USN SAPR Stand-Down Facilitation Guide, FY13 - Memorandum from Secretary of the Navy, DON SAPR Training Course <i>Sexual Assault Prevention: One Team, One Fight</i> <p>Civilian employees completed the Department of the Navy (DON) Sexual Assault Prevention and Response Office (DON SAPRO) developed course, <i>Sexual Assault Prevention: One Team, One Fight</i>, as prescribed by the Secretary of the Navy in his memo dated 1 July 2013. This effort provided new training to ensure that every member of the Department (military and civilian) understood that sexist behaviors, sexual harassment, and sexual assault are not tolerated, condoned or ignored; every member of DON is to be treated with dignity and respect; all allegations of inappropriate behavior are treated with utmost seriousness; victim privacy is protected, and they are treated with sensitivity; bystanders are motivated to intervene; and offenders will be held appropriately accountable.</p> <p><u>PROVIDED MATERIALS ON FILE WITH RSP STAFF:</u></p> <ul style="list-style-type: none"> • Q81_Navy_Attachments • The referenced video is also on file with RSP Staff
Marines	Stand-Down materials are appended to this submission. Additionally, the All Hands training and “Take A Stand” training directed by the Commandant at the beginning of FY13 can be provided upon request.
CG	The Coast Guard was not included in the mandated DoD “Stand Down” in July of 2013, but held a similar event during the Sexual Assault Awareness Month (SAAM) in April of 2013. The materials for that event can be found at www.uscg.mil/sapr , under “Command Toolkit,” then “SAAM.”

82. (Services) How is information disseminated to service members regarding the resources available to them to report an allegation of sexual assault and how to respond to an incident of sexual assault? (See FY13 NDAA § 572.) Please provide examples of these materials provided to service members.

Army	In addition to the training Soldiers receive on how to report and/or respond to a sexual assault, SHARP handouts are disseminated at awareness events, the Soldier Show, and the U.S. Army Concert Tour. Commands also ensure that SHARP posters are posted in highly trafficked areas, and command teams are encouraged to communicate with their units about reporting options and resources. The SHARP website also contains information about reporting options and resources. The Army also leverages strategic communications and public affairs channels for getting out SHARP reporting and
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	<p>response information to Soldiers, as well as family members. Additionally, when senior leaders make unit visits, they engage troops in discussions about sexual assault, Army values, expectations, reporting options, and resources.</p> <p><u>PROVIDED MATERIALS ON FILE WITH RSP STAFF:</u></p> <ul style="list-style-type: none"> • Q82_Army_Soldier_brochure • Q82_Army_SHARP_Guidebook--Current_as_of_October_2013 • Q82_Army_Family_Member_Brochure
AF	<p>Life Skills/Channing Bete etc. educational materials; Locally developed discussion guides for less experienced small group discussion leaders; Videos (identified in CONOPS and local research); SharePoint (Web), trifold, posters, newsletters, resource cards (with reporting options and local resource contact numbers- distributed at all new comers briefs, FTAC, immersion and survivors folder; Integrated Delivery System (IDS) Response Folders; Information fair promotional items and marketing materials (give-a-ways). At some bases motorcycle rides during prevention month-- Standing Together Against Rape (S-T-A-R); Poetry Slams/Writing Contest; Traveling Silhouettes (with stories and shoes representing victims); Table Tents (with reporting/prevention/safety information).</p> <p>A- Please see attached spreadsheet, "RSP SAPR Ops data", Question 2 and referenced attachments. (Atch 1) (* Spreadsheet provided to RoC Subcommittee)</p>
Navy	<p>Navy utilizes a multitude of ways to disseminate information to service members regarding resources available to them for reporting sexual assault.</p> <p>We communicate this information via SAPR training, SAPR Awareness Month, SAPR Safety Stand-downs, and other venues year-round through:</p> <ul style="list-style-type: none"> •Online resources such as the Safe Helpline website (https://www.safehelpline.org/) which is linked to all USN websites, the Navy's SAPR website (http://www.navy.mil/features/index.asp?f=7), and the Navy Personnel Command's SAPR webpage (http://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/sapr/Pages/default2.aspx) •Information displayed prominently in unit posters and flyers •Notes in Plans of the Day/Week •Discussions at daily quarters •Social media, blogs, navy.mil stories, public service announcements <p>During this year's SAPR Stand-down, all Navy servicemembers were provided a key fob card with Safe Helpline contact information (website, US and Outside US phone numbers, text number, and a Quick Response Code). The back of the key fob briefly describes Unrestricted and Restricted reporting options.</p> <p>Finally, all Commands have SAPR Victim Advocates and access to the base or regional SARC, military healthcare providers, and Chaplains. These professionals also provide servicemembers information about SAPR resources.</p>
Marines	Disseminating information to service members on reporting and responding to

	<p>sexual assaults is an ongoing effort. The following tools are used to disseminate information:</p> <ul style="list-style-type: none"> • UVA posters • SARC posters • Information cards • Newspaper articles • Training/briefings (annual training, Commanders Course, SAPR training courses, New Join) • Prevention programs (e.g., bystander intervention training: “Take a Stand,” “Sex Signals,” “No Zebras”) • Handouts during Outreach/Awareness Events (brochures, information cards, flyers) <p>Installation and Command Websites: Each installation and command website is required to post the installation’s 24/7 Helpline and SAPR information within three clicks from the homepage.</p> <ul style="list-style-type: none"> • Command Television Channels (public service announcements, reporting information and options) Examples of some of these materials are appended to this submission.
CG	Safe Helpline materials are distributed – (an example can be seen at www.sapr.mil) , and CG SUPRT materials are located at www.cgsuprt.com .

83. What type of training is being done to reach out to male victims of sexual assault?

DoD	No answer provided.
Army	Male victim scenarios have been incorporated into SHARP training, often as the initial scenario, to make leaders more aware of male victims. This helps learners see that sexual assault is a “Soldier problem” that presents an insider threat, not “a female problem.” This training attempts to convey to male victims that the Army cares about them and encourages them to come forward for help. This training approach also enhances the likelihood that male Soldiers will be more empathetic to female victims. Additionally, the SHARP Program Office developed a video vignette that addresses male sexual assault and is coordinating with OCPA on the release of an article on male victimization.
AF	Some bases discuss the number of male reports (no specifics, just numbers) that have occurred. Others discuss community issues such as the facts regarding tactics used to complete sexual assault on males (e.g. drugged within their town and surrounding cities). When cases involving male victims have gone to trial and received a conviction, discussions were initiated re the MO of the suspect and if they were previously targeted (when known) were also shared. Some bases reported personal safety classes for men and other bases reported using display photos/articles of female predators/male victims; Males role play scenarios with males victims, female. The majority of bases stated that they include information on both male and female cases and demographics during every event/training.
Navy	The training is standard, regardless of gender, for all service members and civilians. Scenarios portrayed in “No Zebras, No Excuses” and activities in “One Team, One Fight” include male victims of sexual assault. Current curriculum development includes video interviews of sexual assault victims to include males. Through focus groups and discussions with Sailors and Marines we hear that portraying male

	<p>scenarios and interviewing male victims, provides males with more confidence in reporting and seeking assistance.</p> <p>Navy’s SAPR Program and policy are gender neutral. All Navy scenario-based training modules contain information regarding male victims.</p>
Marines	<p>The USMC SAPR program creates training that encompasses all victims of sexual assault in an effort to reduce stigma, increase understanding, and encourage reporting. Male victimization is discussed in the 40-hour Victim Advocacy training, as well as the Commanders Course and Sergeants Major Symposium. Stigma, barriers to reporting, and challenges for male victims are addressed in these curricula in order to assist those responsible in creating an environment that encourages all victims, regardless of gender, to get help when necessary. Training for the fleet includes language intentionally designed to be non-gender specific and training videos distributed to the fleet feature both female and male victims.</p>
CG	<p>All Coast Guard SAPR Trainings address male victimization as well as female victimization.</p>

85. (Services) Please identify all efforts to prevent unlawful command influence in cases involving sexual assault allegations.

Army	<p>Legal training for commanders, including the recognition and prevention of unlawful command influence, has always been an aspect of professional development, beginning with UCMJ training in ROTC and at the United States Military Academy prior to commissioning. Once commissioned, officers assume a quasi-judicial role such as Second Lieutenants occupying platoon leader positions and progressing in available quasi-judicial authorities with each assignment. Legal authorities and responsibilities are taught at every level of professional military education. The officers entrusted with the disposition of sexual assaults, withheld to the O6 (Colonel) Special Court Martial Convening Authority, are required to attend Senior Officer Legal Orientation courses at The Judge Advocate General’s Legal Center and School with a focus on the proper handling of sexual assault allegations. General officers, who will serve as convening authorities, are offered one-on-one instruction in legal responsibilities, again with a focus on sexual assault. Judge Advocates are trained on the prevention, identification and remedies at the basic course and throughout their careers. Judge Advocates advising every level of command are expected to be vigilant to recognize, reveal, and take steps to correct the actual occurrence or appearance of unlawful command influence.</p> <p>At both the Department of the Army and the installation level, Judge Advocates review all training materials, publications, and external and internal communications for content that could raise issues of unlawful command influence.</p> <p>Attached as an example of the proactive legal advice required to prevent unlawful command influence: a “TJAG Sends”, a message from The Judge Advocate General, following the senior leader SHARP Summit in June 2013.</p> <p>In addition, Army regulations and the Manual for Courts-Martial have specific provisions regarding unlawful command influence and provide guidance to both</p>
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	<p>commanders and Judge Advocates:</p> <ul style="list-style-type: none"> • Commander’s Legal Handbook 2013, The Judge Advocate General’s Legal Center and School, United States Army, Chapter 3, Unlawful Command Influence provides specific guidance for commanders. A copy of the handbook can be located at the following web address: www.jagcnet.army.mil/8525799500461E5B/0/A1473A5772D802E385257A5E004587B3/%24FILE/Commanders%20Legal%20HB%202013.pdf • Army Regulation 27-10, Military Justice, 3 October 2011 (currently under revision), emphasizes protecting the accused’s right to a fair trial, free from unlawful command influence. • Article 37(a), UCMJ and Rule for Court Martial 104 prohibit unlawful command influence.
AF	<p>Commanders receive legal training at the Wing Commanders’ Course, Squadron Commanders’ Course, and throughout their command time from their Staff Judge Advocate (SJA) and servicing legal office. Further, as officers, these commanders have received various levels of professional military education which include training and discussions of many of the personnel and command issues they face. These courses include Squadron Officer School as a junior officer, Staff College as a mid-grade officer and War College as a senior officer.</p> <p>In September 2012, the Secretary of Defense directed the services to develop and implement standardized core competencies and learning objectives applicable to pre-command and senior enlisted leader Sexual Assault Prevention and Response (SAPR) training as well as methods for objectively assessing the effectiveness of this training. One of the core competencies for the training is for commanders to recognize their responsibilities during the judicial process.</p> <p>Commanders receive a briefing from the Staff Judge Advocate’s office (JA) during their initial orientation period when they assume command. This is followed by regular training and interactions such as quarterly Status of Discipline (SOD) meetings. Issues discussed at SOD IAW AFI 51-201, Administration of Military Justice, para. 13.12, include court-martial and non-judicial punishment processing times, types of offenses and demographic data for closed cases. SOD provides an opportunity for squadron commanders to hear how their fellow commanders handled cases and is an opportunity for the SJA to provide lessons learned and training as necessary.</p>
Navy	<p>The issue of UCI is not unique to cases involving sexual assault allegations; and, commanders and senior leadership are alerted to the dangers of UCI, trained to avoid UCI and advised throughout their careers on how to avoid UCI issues by judge advocates assigned as Staff Judge Advocates and legal advisors. Commanders work closely with their Staff Judge Advocates to ensure that their comments or actions do not present either actual or apparent UCI that could affect any particular case or cases.</p>

	<p>Additionally, senior officers receive 60-90 minutes of training on UCI during the Senior Officer Course. Navy judge advocates receive training on UCI during the Basic Lawyer Course and during Staff Judge Advocate courses.</p> <p>UCI is recognized as the "mortal enemy" of military justice and the military justice process addresses all allegations of UCI. The DOD's campaign to eradicate sexual assault has raised some particular UCI concerns. While commanders and senior leaders may make statements that express a zero tolerance for sexual assault, they must avoid any statement or action that appears to promote or dictate a particular outcome in a specific case or type of case. If statements, actions or policies do appear to raise a UCI issue, the services work to clarify to ensure no adverse impact on a particular case or set of cases. Remedial action may also be taken by commanders and military judges in particular cases to ensure that outcomes in courts-martial are free from actual or apparent UCI. The SECDEF memorandum of 6 August 2013 on the integrity of the military justice system, which followed a statement by the President, is an example of remedial action.</p>
Marines	<p>Staff judge advocates help commanders review and/or draft any comments that they deliver publically to Marines within the unit related to military justice. If a statement is made that is perceived to be UCI, staff judge advocates can assist a commander in issuing a clarifying statement that reinforces the presumption of innocence and the duty of all commanders, members, and witnesses to make their own independent decisions and judgments in every aspect of a military justice case. Notwithstanding these efforts, defense attorneys can also aggressively litigate the issue in front of military judges. See question 84 for an example of how this process worked in the area of sexual assault over the last year.</p>
CG	<p>The Coast Guard provides pre-command training to every prospective commanding officer on military justice, which discusses unlawful command influence. Moreover, every commander exercising general court-martial jurisdiction receives a headquarters-level briefing on military justice with emphasis on unlawful command influence.</p> <p>On September 18, 2013, the Acting Secretary of Homeland Security issued a memorandum on the topic of the integrity of the military justice system. In that memorandum, the Secretary stressed that the decisions of those involved in the military justice process – convening authorities, military judges, and court-martial members - must be made solely on their independent judgment of what is right based on the facts of the case and the law. See the Acting Secretary Memorandum dated 18 Sep 2013, listed as Enclosure 3.</p> <p>That same day, the Commandant promulgated an all-Coast Guard message that stressed that “every service member involved in the military justice process exercise independent judgment when performing his or her responsibilities under the Code.” He added, “To be clear, my expectation of the military justice process is that it be fair and impartial, and that justice be served in every case. I have no desire to see a specific outcome in any case. I direct only that the military justice process be carried out in accordance with the laws of our nation. I expect and require that commanders</p>

	<p>and convening authorities share that intent.” See ALCOAST 441/13, listed as Enclosure 4.</p> <p><u>PROVIDED MATERIALS ON FILE WITH RSP STAFF:</u></p> <ul style="list-style-type: none"> • Q85_ActingSecretaryMemo_Sep.18,2013 • Q85_ALCOAST441_13
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90. (DoD) What actions has DoD taken to ensure that SAPR training provided to members and civilians is consistent throughout the Military Services? Is SAPR training consistent throughout the Services? (See FY12 NDAA § 585.)

DoD	<p>PCC and SEL SAPR Training: In January 2012, the Secretary of Defense directed an assessment of SAPR training provided by the Military Services to officers selected for command and senior enlisted leaders.</p> <ul style="list-style-type: none"> • Based on findings of the assessment, the Secretary of Defense directed the Military Services and the USD (P&R) to develop and implement standardized core competencies, learning objectives, and methods of objectively assessing the effectiveness of pre- command and senior enlisted SAPR training. • These core competencies and learning objectives (CC/LOS) were incorporated in pre-Command and Senior Leadership training courses for classes with start dates after 30 March 2013. The goal of these changes is to enhance commanders and senior enlisted leaders’ ability to establish and support SAPR programs within their units. • The Services are developing methods to determine the effectiveness of this training. DoD SAPRO has requested this data as part of its FY13 Annual Report Data Call, due in January 2014. Supporting documentation previously provided for Q#31. <p>SARC and VA Training: In 2012 the SAPRO Training and Evaluation Team evaluated each Service’s Sexual Assault Response Coordinator and Victim Advocate (SARC/VA) course. Upon completion of the observations, the team met with each Service’s representatives separately to discuss their evaluation. Supporting documentation previously provided for Q#31.</p> <p>SAPR course CC/LOs: FY12 NDAA mandated implementation of standardized SAPR courses across the Department of Defense. Throughout fiscal year 2013 DoD SAPRO and Service SAPR Program Managers collaborated to develop a set of core competencies and learning objectives for each SAPR training course. The courses included; Annual/Refresher, Accessions, Pre-Deployment, Post-Deployment, Chaplains, SAPR Victim Advocates, and the Sexual Assault Response Coordinators. SECDEF USD P&R promulgated this mandate on 9 Sep 13. The entire Department will implement these core competencies and learning objectives throughout FY14. Supporting documentation previously provided for Q#8(c).</p> <p>DoD SAPRO and the Services plan to assess and update all SAPR related training throughout FY14 to ensure compliance with the CCs/LOs and consistency throughout the Services.</p>
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	<p>A copy of the core competencies and learning objectives (CC/LOS) is provided.</p> <p><u>PROVIDED MATERIALS ON FILE WITH RSP STAFF:</u></p> <ul style="list-style-type: none"> • Q90_USD_PR_sig_9_9_13 • Q90_TAB_B_Annual_Refreshers_CC_LO_FINAL_2013_08_08 • Q90_TAB_C_Accessions_CC_LO_FINAL_2013_08_08 • Q90_TAB_D_Pre_Deployment_CC_LO_FINAL_2013_08_08 • Q90_TAB_E_Post_Deployment_CC_LO_FINAL_2013_08_08 • Q90_TAB_F_Chaplain_CC_LO_FINAL_2013_08_08 • Q90_TAB_G_PME_CC_LO_FINAL_2013_08_08 • Q90_TAB_H_SARC_VA_CC_LO_FINAL_2013_08_08
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96. (DoD) Please provide documents and materials describing the DoD SAPRO collaborative training partnership with the Department of Justice’s Office for Victims of Crime (OVC) (Initiatives I, II and III). (See FY12 SAPRO Report, p. 32.)

DoD	<p>“Strengthening Military-Civilian Community Partnerships to Respond to Sexual Assault” is an interactive 2-day training that encourages civilian rape crises centers to establish partnerships with local military installations in order to more effectively respond to the needs of sexual assault victims in the military. The overall program consisted of three phases:</p> <ul style="list-style-type: none"> • Phase 1 consisted of curriculum development by the Pennsylvania Coalition against Rape (PCAR) through a grant provided by the Office for Victims of Crime and in collaboration with the Department of Defense. A copy of this curriculum is provided. • Phase 2 consisted of continued funding from OVC to support one “Train-the-Trainer” session for civilian rape crises center Victim Advocates with follow-on regional trainings in North Carolina, Texas, and California. A copy of “Revised Information Paper for OVC and PCAR Phase II Training is provided. • Phase 3 expanded the cadre of “Train-the-Trainers” and conducted three additional regional trainings in North Carolina, South Carolina, and California. Now, with civilian rape crisis VAs trained in over 50 states and U.S. territories, local communities can engage and collaborate with U.S. military installations for additional training sessions. <p>For additional information please see information paper on the Office for Victims of Crime (OVC) training program entitled “Strengthening Military –Civilian Community Partnerships to Respond to Sexual Assault”</p> <ul style="list-style-type: none"> • On October 24, 2013 the Acting USD (P&R) signed a memorandum formally requesting Service support of SARCs and JAGs entitled “Request for Sexual Assault Response Coordinators and Judge Advocate Generals from Service Representatives for Strengthening Military and Civilian Community Partnerships to Respond to Sexual Assault Regional Training” (SMCCPRSA). A copy of this memorandum is provided. • The 2013 “Instructor/Facility Evaluation Form” completed by participants in the
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	<p>Salemburg, North Carolina regional training from December 10-11, 2012 documents critical feedback and the effectiveness of the overall training. A copy of the course evaluations is provided</p> <ul style="list-style-type: none"> • A copy of the 2013 SMCCPRSA course curriculum that documents the SMCCPRSA training across the modules listed below is provided. <ul style="list-style-type: none"> o Introduction and Getting Acquainted (“SMCCP IM_Mod 1.docx”) o Military 101 (“rSMCCP IM_Mod 2.docx”) o Military Response to Sexual Assault (SMCCP IM_Mod 3.docx”) o Confidentiality and Reporting Options (“rSMCCP IM_Mod 4.docx”) o Unique Issues for Sexual Assault Victims in the Military (“rSMCCP IM_Mod 5.docx”) o Military Justice Process (“SMCCP-IM Mod 6.doc”) o Special Considerations (“SMCCP IM_mod 7.docx”) • Additionally, the Department of Justice’s Office for Victims of Crime (OVC) provided a grant to the Office of Victims of Crime Training and Technical Assistance Center to develop a 20 hour online Advance Military Sexual Assault Advocate Training Course. The course will be designed to strength the core competencies required of a SARC and SAPR VA, while leveraging the experience of both Military and Civilian SMEs. <p><u>PROVIDED MATERIALS ON FILE WITH RSP STAFF:</u></p> <ul style="list-style-type: none"> • Q96_Concept_Paper_Online_Military_Training_Course_4_5_12 • Q96_COURSE_7315_EVALS • Q96_PCAR_Project_Info_Paper_2009 • Q96_Revised_Information_Paper_for_OVC_and_PCAR_PhaseII_Training • Q96_rSMCCP_IM_Mod_2 • Q96_rSMCCP_IM_Mod_4 • Q96_rSMCCP_IM_Mod_5 • Q96_SMCCP_IM_Mod_1 • Q96_SMCCP_IM_Mod_3 • Q96_SMCCP_IM_Mod_6_revise • Q96_SMCCP_IM_Mod_7 • Q96_SMCCPRSA_FormalRequest_Signed Action Memo_20121026 • Q96_TAB_B_OVC_MOU_InfoPaper_FINAL_20130916
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100. (DoD) In January 2012, the Secretary of Defense directed an assessment of SAPR training provided by the Military Services to officers selected for command and also to senior enlisted leaders. Please provide copies of Services’ assessments and report(s) provided to the Secretary of Defense and the directive or memorandum from DoD requesting the assessment (See FY12 SAPRO Report, p. 39.)

DoD	<p>The USD P&R tasking for the SECDEF ordered review of pre-command training and the subsequent final report is provided.</p> <p>There were no individual Service assessments required in support of this January 18, 2012 tasker. However, an evaluation of pre-command sexual assault prevention and response training was conducted by DoD SAPRO and provided.</p>
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	<p><u>PROVIDED MATERIALS ON FILE WITH RSP STAFF:</u></p> <ul style="list-style-type: none"> • QQ100_EVALUATIO_OF_TRAINING-1 (* Provided to RoC Subcommittee) • QQ100_MEMO_TO_MRAs_from_USD_PandR_2_28_Feb_2012 • QQ100_PreCommand_Training_Evaluation_Final_Report
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101. (DoD) DoD directed a comprehensive assessment of all initial military training of enlisted personnel and commissioned officers by the Military Services in response to misconduct at Lackland Air Force Base. This report was due to the Secretary of Defense by 1Q FY13. Please provide copy of the Services' reports and DOD's combined results of those reports. (See FY12 SAPRO Report, p. 9.)

DoD	<p>A copy of the Services' reports and DOD's combined results of those reports regarding all initial military training of enlisted personnel and commissioned officers is provided.</p> <p>* Materials provided by DoD were sent to RoC Subcommittee in one combined document</p>
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