



DON Process Overview



- **Starting Points (2009)**
 - Sexual assault prevention = high-priority strategic objective
 - No documented precedent anywhere
 - SAVI/SAPR since 2005 did not reduce sexual assaults
 - Need a baseline of local success to build from
- **Build a Foundation of Credible Insight (2009-10)**
 - Background of ongoing site visits & periodic surveys
 - Visited cross-section of Navy-Marine training sites
 - Studied location & settings of NCIS cases
 - Identified tentative Risk Concentration sites
- **Work with Leadership (2010)**
 - Secretariat support and DON Strategic Plan
 - Service-level & regional Navy leadership
 - Focus of attention & resource commitment



Process Overview (continued)



- **Baseline Local Assessments (2010-11)**
 - Met with local stakeholders
 - Focus groups
 - Sexual assault survey of departing students
- **Structured Planning Forum (2011)**
 - 2-day, facilitated, on-site “Stakeholder Planning Summit on Sexual Assault Prevention Strategies”
 - CNRMW, DON-SAPRO, OPNAV, HQE, CDC Representative, local commanders, senior enlisted, local SARC
 - Identified numerous efforts in various categories
- **Implement, Adjust & Assess (2011-Present)**
 - Quarterly regional “Drumbeat” meetings
 - DON-SAPRO surveys & visits
 - Tracking reported cases via local SARC



Outcomes



- **Sustained reduction in reported sexual assaults**
 - 59% reduction over 34-month period
 - During stable or increasing trend Navy-wide
 - Impacts preceded major new training by 6-12 months
 - Student surveys hinted at high local reporting rate
 - More prior-event and male reports
- **Visible changes in command climate**
 - Aggressive “Bystander Intervention” program
 - Active “Coalition of Sailors Against Destructive Decisions”
 - Coordination across local organizations
 - Reported parallel decrease in alcohol incidents
- **Student surveys impacted by logistical issues**
 - Navy improved assignment process for graduates
 - Too few now on hand for intermittent paper-based process



Lessons



- **Sexual assault prevention is possible but difficult**
 - Not the same as sexual assault victim support
- **Local ownership is crucial**
 - Engaged senior leadership = most critical factor
 - Stakeholder collaboration at several levels
- **Synergy of efforts, not all specific to sexual assault**
 - Consistent and unambiguous leadership message
 - Effective discipline
 - Genuine leadership concern and student mentoring
 - Aggressive anti-alcohol efforts
 - Multiple “doses” of training tailored to young audience
- **Impacts preceded specific training programs**
- **Candid self-assessment better than most metrics**



Unknowns

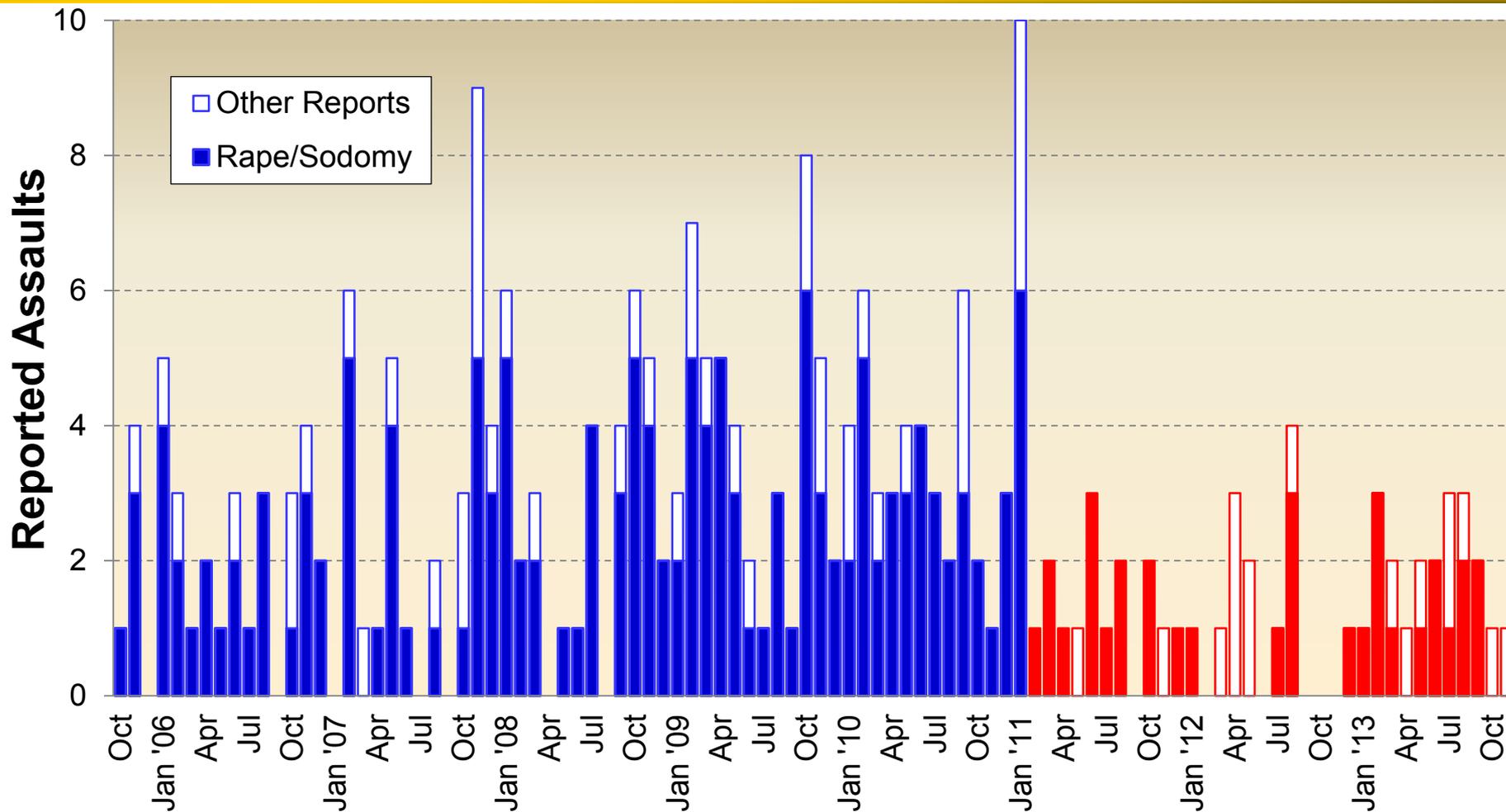


- **How do we sustain local accomplishments?**
 - Will gains persist after leadership transition?
 - Are all current efforts necessary?
 - Could we achieve more?
- **How does current state compare to elsewhere?**
 - Did we set new standards, or just bring them in line?
- **Do individual impacts persist?**
- **Would same approach work elsewhere?**
 - Other training sites?
 - Operational settings?
- **How can we better conduct local surveys?**
- **What new programs are needed?**
 - Support for prior victims?



TSC-GLAKES Reported Sexual Assaults

Restricted & Un-Restricted Reports, Male & Female Victims, By Reported Month of Assault Occurrence thru November 2013



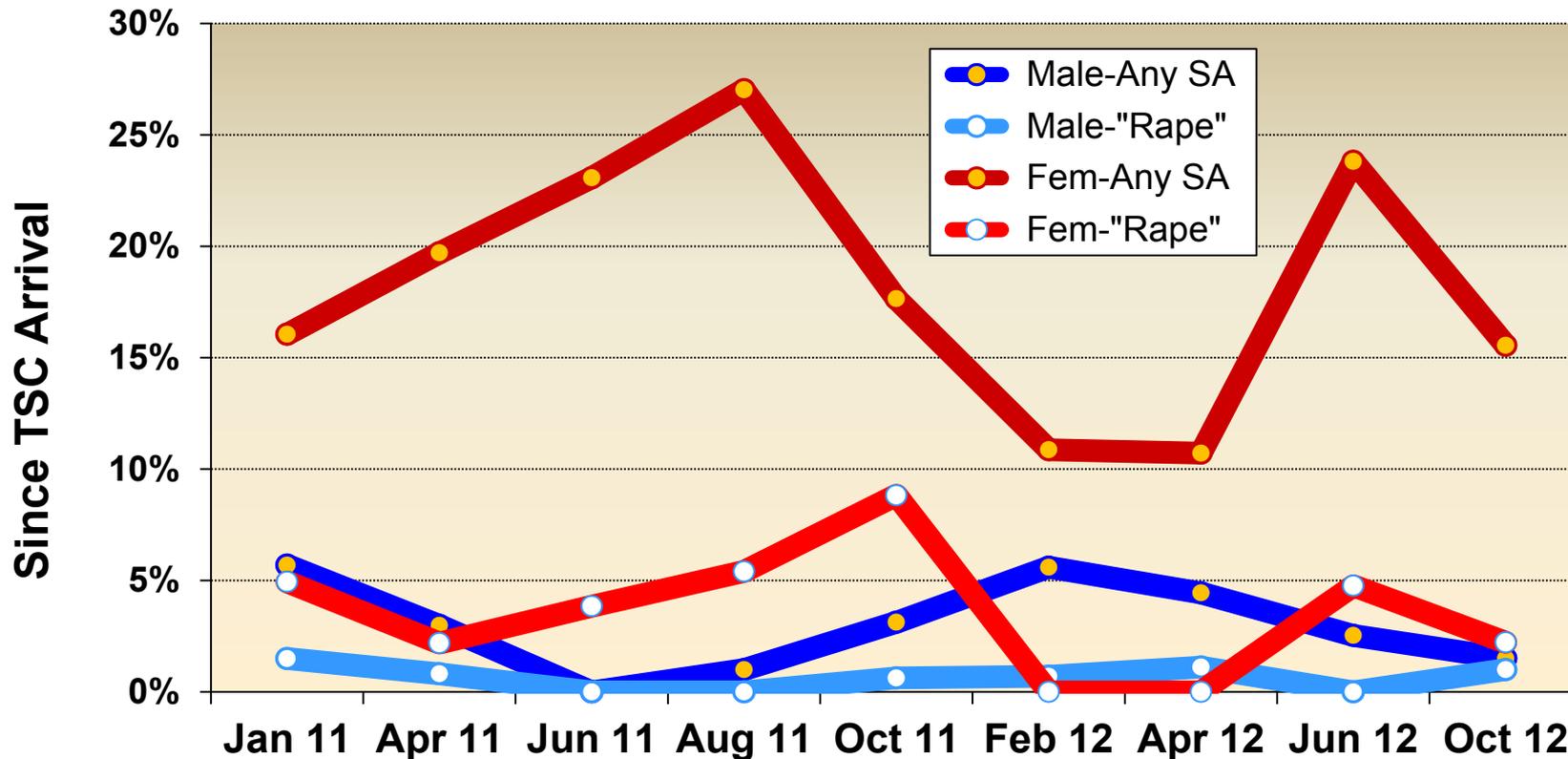
Compares to Multi-Year Increasing
Trend in Total # Navy-Wide Reports

Compares to Stable # Reports
FY-09 thru FY-11 Navy-Wide

Multiple Initiatives Since Feb 2011
Compares to ↑↑↑ Navy-Wide Reports



Survey Data From Departing Students On Sexual Assault Experiences at TSC



| | | | | | | | | | |
|---------|-----|-----|----|-----|-----|-----|----|----|-----|
| Female: | 81 | 137 | 26 | 37 | 34 | 46 | 28 | 21 | 45 |
| Male: | 334 | 369 | 69 | 100 | 160 | 143 | 90 | 79 | 200 |

Survey Date and Number of Survey Takers



TSC Great Lakes Survey Question



Since you were assigned to TSC, have you experienced any of the following intentional sexual contacts that were against your will or occurred when you did not or could not consent in which someone

- a) **Sexually touched you (e.g., intentional touching of genitalia, breasts, or buttocks) or made you sexually touch them?**
- b) **Attempted to make you have sexual intercourse, but was not successful?**
- c) **Made you have sexual intercourse?**
- d) **Attempted to make you perform or receive oral sex, anal sex, or penetration by a finger or object, but was not successful?**
- e) **Made you perform or receive oral sex, anal sex, or penetration by a finger or object?**
- f) **I have not had any of these experiences**

Any combination of (a) thru (e) = "Any Sexual Assault (SA)"

Responses (c) and/or (e) = "Rape"



Training Support Command (TSC) Great Lakes



- **Located on Naval Station Great Lakes, Illinois**
 - Remote setting about 90 minutes north of Chicago
 - Distinct from adjacent Recruit Training Center
 - Largest and most compact of several Navy TSC's
- **Supports 5 major post-recruit training commands**
 - Student housing, non-academic student management
 - Initial orientation and Navy Military Training
 - Students live in 13 barracks buildings, organized as “ships”
 - Some barracks use video monitors
- **Unique concentration of young Sailor students**
 - 10,300 annually, 4000 average (varies), ~25% female
 - 93 different courses including 32 entry-level “A” Schools
 - Most students are straight out of Recruit Training
 - Away from home for first time; they earn progressive liberty



NCIS Navy Cases Closed in FY's 2009-10

(By Location and Rank of Victim)



| LOCATION | TOTAL CASES | CIV VICTIM | UNK VICTIM | UNK MIL VICTIM | KNOWN RANKS OF MILITARY VICTIMS | | | | | | | | | | | | |
|---------------------------|-------------|------------|------------|----------------|---------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | | | | E-1 | E-2 | E-3 | E-4 | E-5 | E-6 | E-7 | E-8 | E-9 | Mid | O-1 | O-2 | O-3 |
| AFLOAT | 40 | | | 3 | 3 | 2 | 15 | 8 | 8 | 1 | | | | | | | |
| Groton | 3 | 2 | | | | | | 1 | | | | | | | | | |
| Newport | 9 | 3 | | | | | | 1 | 4 | | | | | 1 | | | |
| NATIONAL CAPITAL | 32 | 9 | 1 | | 1 | 3 | 9 | 3 | 1 | | | | | 5 | | | |
| TIDEWATER | 113 | 11 | | 1 | 12 | 24 | 33 | 15 | 11 | 4 | | | | 1 | 1 | | |
| Charleston | 7 | 4 | | | 1 | | | 2 | | | | | | | | | |
| JAX / MAYPORT / KB | 48 | 16 | | 3 | 4 | 6 | 8 | 5 | 5 | | | | | | 1 | | |
| Pensacola | 33 | 3 | | 1 | 13 | 9 | 6 | 1 | | | | | | | | | |
| Great Lakes | 52 | 3 | | 1 | 27 | 13 | 7 | | | | | | | | 1 | | |
| GULF COAST | 21 | 4 | | | 5 | 3 | 3 | 5 | | 1 | | | | | | | |
| Corpus Christie | 7 | 1 | | | | 1 | 3 | | 2 | | | | | | | | |
| PUGET SOUND | 45 | 15 | | | 1 | 8 | 11 | 6 | 3 | 1 | | | | | | | |
| Lemoore | 12 | 3 | | 1 | | 2 | 3 | 2 | 1 | | | | | | | | |
| Pt Hueneme | 4 | 2 | | | | 1 | | | 1 | | | | | | | | |
| SD / PENDLETON | 59 | 12 | 1 | 2 | 5 | 11 | 18 | 2 | 6 | 1 | | | | 1 | | | |
| HAWAII | 22 | 6 | | | | 3 | 5 | 6 | 2 | | | | | | | | |
| Guantanamo | 11 | | | | | 1 | 1 | 7 | | 2 | | | | | | | |
| EUROPE | 38 | 9 | | 3 | | 4 | 8 | 4 | 10 | | | | | | | | |
| IRAQ / AFGHANISTAN | 7 | | | 1 | | | 2 | 2 | | 2 | | | | | | | |
| PERSIAN GULF | 22 | 1 | | 1 | 1 | 2 | 4 | 7 | 2 | 3 | | | | | 1 | | |
| ASIA / PACIFIC | 14 | 2 | | 1 | 1 | 5 | 3 | 2 | | | | | | | | | |
| Guam | 9 | 1 | | | | 3 | 3 | 2 | | | | | | | | | |
| JAPAN / KOREA | 55 | 11 | | 2 | 2 | 8 | 16 | 9 | 5 | 1 | 1 | | | | | | |
| OTHER | 63 | 19 | | 2 | 4 | 7 | 6 | 13 | 6 | 3 | | | | 2 | | | 1 |
| UNKNOWN | 19 | 3 | | | 4 | 4 | 4 | 2 | | | | | | 1 | 1 | | |
| TOTAL: | 745 | 140 | 2 | 22 | 84 | 120 | 168 | 105 | 67 | 19 | 1 | | | 11 | 5 | | 1 |



Great Lakes NCIS Sexual Assault NAVY Cases Closed in FY09 and FY10



| | | # Cases | % On-Base | % Subj/Vict Alcohol | % Vag-Anal -Oral-DP | CIV VICTIM | UNK MIL VICTIM | KNOWN RANKS OF MILITARY VICTIMS | | | |
|---------------------------------|---------------------------|---------|-----------|---------------------|---------------------|------------|----------------|---------------------------------|-----|-----|-----|
| | | | | | | | | E-1 | E-2 | E-3 | O-1 |
| Sexual Assault "Setting" | Stranger Assault | 2 | 100% | | 50% | | | | 1 | 1 | |
| | Abuse of Position | 4 | 100% | | 50% | 1 | | 1 | 1 | 1 | |
| | Workplace SA | 3 | 100% | 33% | 67% | | | 2 | 1 | | |
| | Repeated Episodes | 4 | 100% | | | | | 4 | | | |
| | Intimate Partner Violence | 1 | | | 100% | | | 1 | | | |
| | Social or Small Group | 6 | 50% | 50% | 50% | | 1 | 3 | 1 | 1 | |
| | Barracks | 3 | 100% | 33% | 67% | | | 1 | 1 | 1 | |
| | Party | 1 | | 100% | 100% | | | | 1 | | |
| | Bar | 3 | | 100% | 100% | 1 | | 1 | | 1 | |
| | Hotel | 15 | | 53% | 80% | 1 | | 10 | 2 | 1 | 1 |
| | Escalated Consensual | 2 | | | 100% | | | 1 | 1 | | |
| | Unknown | 8 | 13% | | 63% | | | 3 | 4 | 1 | |
| | TOTAL | 52 | 38% | 33% | 65% | 3 | 1 | 27 | 13 | 7 | 1 |

| | | # Cases | CIV | UNK MIL | E-1 | E-2 | E-3 | O-1 |
|---|----------|---------|-----|---------|-----|-----|-----|-----|
| Rank of Alleged Offender (Subject) | E-1 | 11 | 1 | | 7 | 2 | 1 | |
| | E-2 | 3 | | | 2 | 1 | | |
| | E-3 | 6 | | | 4 | | 2 | |
| | E-4 | | | | | | | |
| | E-5 | 2 | 1 | | | 1 | | |
| | E-6 | 4 | 1 | | 2 | | 1 | |
| | E-7 | 1 | | | | 1 | | |
| | O-1 | 1 | | | | | | 1 |
| | Unk MIL | 9 | | 1 | 7 | 1 | | |
| | Civilian | 3 | | | 2 | 1 | | |
| | Unknown | 12 | | | 3 | 6 | 3 | |

| | | | | | |
|--|------|-----|-----|------|------|
| % Blue-on-Blue (Excludes Unknown Subjects) | 100% | 92% | 86% | 100% | 100% |
|--|------|-----|-----|------|------|



Multiple Activities



Feb 2011: On-site, 2-day “Stakeholder Planning Summit on Sexual Assault Prevention Strategies”

Commanding Officer Initiatives:

- **Unambiguous message of intolerance for SA at orientation week**
- **Overhauled CNIC orientation-week SAPR presentation and introduced smaller-group format (later transitioned into CPPD Bystander Intervention program – see next page)**
- **Restructured overnight liberty policies**
- **Senior students tasked to look after juniors at on-base club (impacted alcohol sales there !!)**
- **Worked with NCIS to break up high-risk, hotel-room parties**
- **Punishments publicized on-base**
- **Also ... CO is highly visible participant in many student activities**

Coalition of Sailors Against Destructive Decisions (CSADD):

- **Series of You-Tube videos and posters on Bystander Intervention**
- **SAPR Resources and other POC info pasted everywhere**
- **Awarded Shore Chapter of the Year**



Activities (Continued)



CNRMW: Quarterly “Drumbeat” meetings of local stakeholders to review activities and underscore importance of sexual assault prevention

2011: Bernie McGrenahan “Happy Hour” comedy show (with specific modifications per HQE) sponsored by Safety Dept.

2011: Steve Thompson “No Zebras, No Excuses ...” presentation to all students at Heritage Training weekend

2011 (October): CPPD Bystander Intervention program:

- All A-School students during orientation week
- Three consecutive nights 1600-1730
- Intense curriculum delivered in small-group settings (gender-specific at GLAKES, but not elsewhere)
- Instructors are local staff taught by CPPD

2011 (Late): Catharsis “Sex Signals” program:

- Large-group interactive “edutainment” program customized for GLAKES
- Most students get follow-on, small-group “Afterburner” session
- Usually during week 5-6, just before first overnight liberty