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**SECRETARY OF DEFENSE**  
**1000 DEFENSE PENTAGON**  
**WASHINGTON, DC 20301-1000**

**NOV 15 2012**

**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS**  
**CHIEFS OF THE MILITARY SERVICES**

**SUBJECT: Lackland Air Force Base Investigation Findings and Recommendations**

Sexual assault has no place in the military. I expect that each of you is doing your utmost to eradicate this problem because of its detrimental impact on military good order, discipline, and readiness. General Edward Rice of the Air Force directed a comprehensive investigation of the sexual misconduct at Lackland Air Force Base, and the Secretary and Chief of Staff of the Air Force have now provided me with the results of the investigation, as well as their recommendations. I expect the Air Force to provide me a detailed report back on their progress in implementing the recommendations contained in General Rice's report within 90 days.

On September 25, 2012, as a result of events involving Lackland Air Force Base, I directed the other Services to perform a comprehensive assessment of their initial military training to ensure the safety and protection of our Soldiers, Sailors, Airmen, and Marines, which should include basic training and follow-on advanced or technical training for enlisted personnel, and initial skills training for commissioned officers. I am now providing the other Services with a copy of the Air Force report to inform their ongoing assessments of initial military training. There are important lessons to be learned from the breakdowns in the Air Force's military training environment. These lessons go beyond the issues involving sexual assault, to such questions such as the proper ratio of instructors to trainees, and command oversight of the training environment. In particular, I remain concerned with the following matters:

- Selection, training, and oversight of instructors and leaders who directly supervise initial military training. Your reviews should particularly consider the potential benefits of increasing the number of female training instructors;
- Manning, including the ratio of instructors to students and the ratio of leaders in the chain of command to instructors;
- Internal controls in place to identify and prevent behavior inconsistent with established standards by instructors and leaders throughout all phases of initial military training;
- Student accessibility to Sexual Assault Prevention and Response (SAPR) services;
- Timing, content, and delivery of SAPR-related training; and
- Timing, content, and effectiveness of student feedback mechanisms.

Some of the findings and recommendations contained in the Air Force report may be appropriate for implementation by the other Services. I expect the other Services to consider the

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applicability of each of these findings and recommendations in your reviews. I expect a report back to me on the results of your reviews through the Under Secretary of Defense for Personnel and Readiness within 90 days.

A handwritten signature in black ink, appearing to be "James M. ...", with a long horizontal flourish extending to the right.

**Attachment:**  
**As stated**

**cc:**  
**Under Secretary of Defense for Personnel and Readiness**  
**General Counsel**  
**Assistant Secretary of Defense for Legislative Affairs**  
**Assistant Secretary of Defense for Public Affairs**

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