

There are thousands of other SARCs and VAs out there, but the NDAA specified that we have full-time equivalents at the brigade or brigade equivalent level across all the services. And when you add those up, it equals 492 SARCs and 492 victim advocates. Those are the numbers shown in the right at the top of the graph. And so the numbers on the left side of the graph show the number of those positions against 492 as a denominator of how many of those positions are filled with certified SARCs and VAs, respectively, 91 percent and 84 percent.¹

SAPR Programs:

SAPRO Victim Assistance Policy:

Our response is well documented and codified in our victim assistance policy.² The first that I want to focus on, the SAPRO policy, is to remind the Panel that the SAPRO policy is focused on the victim and helping to help that person as whole as possible, and to help prevent secondary victimization by the system.³ Additionally, every sexual assault case is treated as an emergency case, which means emergency care is not optional, even when there's no apparent

Ms. Bette Stebbins Inch:

The first point that I've been asked to talk about is the victim assistance services in the military.⁴ These are new standards that we actually started working on in 2011, and they have finally been signed. So the DODI was signed yesterday or two days ago.⁵ It's Department of Defense Instruction, so it provides guidance to the military services on what they have to do in this particular subject matter.⁶

It's called the Department of Defense Standards for Victim Assistance Services in the Military, and this is to be integrated in DoD policy. And essentially what these standards do is they establish a foundational level of victim assistance services while recognizing the distinct mission, skill sets, and responsibilities of the Department's various victim assistance related programs.⁷

We have four victim assistance related programs throughout the Department of Defense.⁸

¹ Major General Patton Testimony, 7 Nov 2013, page 57.

² Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 93.

³ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 93.

⁴ *Transcript of RSP Victim Services Subcommittee Meeting 60-61* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁵ *Transcript of RSP Victim Services Subcommittee Meeting 61* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁶ *Transcript of RSP Victim Services Subcommittee Meeting 61* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁷ *Transcript of RSP Victim Services Subcommittee Meeting 61-62* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁸ *Transcript of RSP Victim Services Subcommittee Meeting 62* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

Excerpts from Testimony Regarding SARC and SAPR VAs

They are the Family Advocacy Program, which handles the domestic abuse and child abuse cases.⁹

Then we have the Sexual Assault Prevention and Response Office, SAPRO, and we handle just the sexual assault victims.¹⁰

And then we have the Victim Witness Assistance Program and they handle victims of all crime.¹¹

And then we have the Military Equal Opportunity Office, and that's where your EO folks are, and they handle victims of assault, people who we'll refer to as complainants.¹²

So these high level standards apply to each of those four programs. Each of those four programs have distinct missions, different goals. So this provides a fundamental level of standards that have to be provided to each of these victims, including the harassment victims.¹³

And we broke them down into three areas: competency, ethical, and foundational standards. And we aligned it with the National Standard Consortium from 2003 out of Dr. Deana "Dee" Hart. It was funded out of OVC to provide that -- those standards for the Nation.¹⁴ And so that's what we used to apply to the military in these unique areas.¹⁵ Office of Victims of Crime, Department of Justice. They provided a grant to the University of South Carolina to establish these, and what that group did was come -- bring together all the academia professionals and the actual workers from the Federal and local, State, national levels, and DoD, to come up with those standards.¹⁶ So we didn't recreate the wheel. We took those standards, applied them to the unique needs of the military.¹⁷

And the second piece of this Department of Defense Instruction is we established a Senior

⁹ *Transcript of RSP Victim Services Subcommittee Meeting 62* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

¹⁰ *Transcript of RSP Victim Services Subcommittee Meeting 62* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

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¹¹ *Transcript of RSP Victim Services Subcommittee Meeting 62* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

¹² *Transcript of RSP Victim Services Subcommittee Meeting 62* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

¹³ *Transcript of RSP Victim Services Subcommittee Meeting 62* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

¹⁴ *Transcript of RSP Victim Services Subcommittee Meeting 63* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

¹⁵ *Transcript of RSP Victim Services Subcommittee Meeting 63* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

¹⁶ *Transcript of RSP Victim Services Subcommittee Meeting 63* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

¹⁷ *Transcript of RSP Victim Services Subcommittee Meeting 63* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

Excerpts from Testimony Regarding SARC and SAPR VAs

Counsel that reports to the Under Secretary of Defense for Personnel Readiness.¹⁸ And it's a senior level counsel from each of those programs.¹⁹

So if you think about SAPRO as an OSD office. So there are four OSD offices for each of those programs I talked about.²⁰ And then each of the military services have four people in charge of those different programs. So right there we've got 20 people already.²¹

And so, this counsel is a senior level counsel that would bring those people together so that they can promote efficiencies and victim services, coordinate the victim assistance related policies, and assess the implementation of the standards across the whole Department.²²

So we're very excited about this. I'm particularly excited, like I said, because we started in 2011 when we looked at standardizing and professionalizing the role of the SARCs, and we realized we had these four different programs that were established in siloes with each other based on different laws and policies that were put in place.²³ So this brings everything together to have that initial high level standard.²⁴

And the second thing I've been asked to talk about are the policy requirements for SARCs and victim advocates as far as hiring and selection criteria and those things go.²⁵ So the Department of Defense 6495.02 Instruction on Sexual Assault in the Military.²⁶ We do not tell the services what level of person they have to hire.²⁷ We tell them what they have to be able to do.²⁸

They have to be able to provide a 24/7 response capability.²⁹

They have to be able to have direct, unimpeded access to the installation commander.³⁰

¹⁸ *Transcript of RSP Victim Services Subcommittee Meeting 64* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

¹⁹ *Transcript of RSP Victim Services Subcommittee Meeting 64* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

²⁰ *Transcript of RSP Victim Services Subcommittee Meeting 64* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

²¹ *Transcript of RSP Victim Services Subcommittee Meeting 64* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

²² *Transcript of RSP Victim Services Subcommittee Meeting 64* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

²³ *Transcript of RSP Victim Services Subcommittee Meeting 64-65* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

²⁴ *Transcript of RSP Victim Services Subcommittee Meeting 65* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

²⁵ *Transcript of RSP Victim Services Subcommittee Meeting 65* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

²⁶ *Transcript of RSP Victim Services Subcommittee Meeting 65* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

²⁷ *Transcript of RSP Victim Services Subcommittee Meeting 65* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

²⁸ *Transcript of RSP Victim Services Subcommittee Meeting 65* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

²⁹ *Transcript of RSP Victim Services Subcommittee Meeting 65* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

³⁰ *Transcript of RSP Victim Services Subcommittee Meeting 65* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

Excerpts from Testimony Regarding SARC and SAPR VAs

So we have a whole enclosure, number six, with procedures and requirements for the SARCs to complete and provide along with the victim advocates. But we leave it to the services to determine if that is a GS-12 level, a GS-11.³¹ They have to be military or a government person, so either active duty military or a GS or not appropriated funds civilian.³² They can't be a contractor.³³

And in addition to that, our policy also says that they have to have a certification -- Department of Defense Sexual Assault Advocate Certification Program.³⁴ And included in that program are requirements. They have to submit two letters of recommendation, one from their immediate supervisor, one from their commander.³⁵

So if you're a SARC, you have to have a letter of recommendation from both of those people.³⁶ And for example, the letter of recommendation from the commander, he signs a letter that says I attest to the professional capabilities of this person.³⁷ I've spoken to them, and I believe they can do this job.³⁸ And we have -- and I have assured a background check has been performed on this person, and they will follow the Code of Professional Ethics.³⁹

In the application packet, the applicant has to sign a Code of Professional Ethics that they'll follow. They have to submit these two letters of recommendation, and there are four different levels of certification that the applicant can apply for.⁴⁰

The first one does not require experience.⁴¹ Levels two, three, and four require experience that build upon each other over the years.⁴² And there is also a renewal.⁴³ They have continuing

³¹ *Transcript of RSP Victim Services Subcommittee Meeting 65* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

³² *Transcript of RSP Victim Services Subcommittee Meeting 65-66* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

³³ *Transcript of RSP Victim Services Subcommittee Meeting 66* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

³⁴ *Transcript of RSP Victim Services Subcommittee Meeting 66* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

³⁵ *Transcript of RSP Victim Services Subcommittee Meeting 66* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

³⁶ *Transcript of RSP Victim Services Subcommittee Meeting 66* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

³⁷ *Transcript of RSP Victim Services Subcommittee Meeting 66* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

³⁸ *Transcript of RSP Victim Services Subcommittee Meeting 66* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

³⁹ *Transcript of RSP Victim Services Subcommittee Meeting 66* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁴⁰ *Transcript of RSP Victim Services Subcommittee Meeting 66-67* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁴¹ *Transcript of RSP Victim Services Subcommittee Meeting 67* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁴² *Transcript of RSP Victim Services Subcommittee Meeting 67* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁴³ *Transcript of RSP Victim Services Subcommittee Meeting 67* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

education units that they have to complete over two years, and they have to reapply within the two-year mark.⁴⁴

In addition to that, they have to submit proof of attending an NACP-approved training.⁴⁵ And NACP is the National Advocate Credentialing Program administered by the National Organization for Victim Assistance.⁴⁶ They screen all of the training curriculum, and they screen it for our policy compliance at the DoD level.⁴⁷ They screen it for the categories of training that's being offered in that curriculum to make sure that they're covering advocacy.⁴⁸

Cultural competence, sensitivities, history of victim services, trauma of victims, crisis intervention are some of the categories.⁴⁹ And they screen it for hours.⁵⁰

There has to be a minimum of 40 hours covering those specific topics, and they have to submit proof of that along with the application.⁵¹ So I think I'll leave it there and open to any questions.

SHARP Program organization:

In the Army the SHARP Program is owned by the commanders.⁵² The commander is responsible for setting the vision and intent of the program within his or her unit.⁵³ The SARC is responsible for executing that vision.⁵⁴ As the senior SHARP NCO for the largest division in the Army, I report directly to Major General Lanza and have an open door access to raise any issues with any individual case.⁵⁵ As a SARC, I am required to report regularly to the commanders on the status of training, new initiatives for prevention and response in ongoing cases.⁵⁶ The commander is

⁴⁴ *Transcript of RSP Victim Services Subcommittee Meeting 67* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁴⁵ *Transcript of RSP Victim Services Subcommittee Meeting 67* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁴⁶ *Transcript of RSP Victim Services Subcommittee Meeting 67* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁴⁷ *Transcript of RSP Victim Services Subcommittee Meeting 67* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁴⁸ *Transcript of RSP Victim Services Subcommittee Meeting 67* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁴⁹ *Transcript of RSP Victim Services Subcommittee Meeting 67* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁵⁰ *Transcript of RSP Victim Services Subcommittee Meeting 67* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁵¹ *Transcript of RSP Victim Services Subcommittee Meeting 67-68* (Nov. 21, 2013) (testimony of Ms. Bette Stebbins Inch, Senior Victim Assistance Advisor, DoD SAPRO).

⁵² *MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 213.*

⁵³ *MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 213.*

⁵⁴ *MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 213.*

⁵⁵ *MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 213-14.*

⁵⁶ *MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 214.*

responsible for ensuring soldiers receive required training, that all victim response capabilities are in place for 24 hours a day, seven days a week.⁵⁷

Additionally, the commander is tasked with finding innovative programs to address sexual misconduct in their ranks.⁵⁸
injury.⁵⁹

MS. CAROLYN COLLINS:

I'm the Deputy Director for the Army Sexual Harassment/Assault Response and Prevention, or SHARP, Program. I've been with the program for several years now.⁶⁰

I've worked with the Sexual Assault Prevention and Response Program from that time until 2009 when the Army did some internal reorganization.⁶¹ We launched a prevention campaign. We had already accomplished everything the original Army Task Force had put in place as an action plan. And we didn't think we were where we wanted to be as a program at the time, and so we implemented a new campaign.⁶² With that campaign was the integration and really looking at cultural change back to the harassment level before anything even escalates up to harassment. So that really drove our development of our victim advocates and SARCs in their roles and responsibilities.⁶³ It is probably broader of what require for those positions since we've combined efforts out of different programs in that area.⁶⁴

We have an 80-hour training course we run right now for that course for both victim advocates and sexual assault response coordinators, and we're currently expanding that to grow their capabilities.⁶⁵

We'll be launching a pilot in January for an eight-week course for those personnel at brigade and higher, the full-time positions that we're putting in place.⁶⁶ We currently have 829 full-time

⁵⁷ MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 214.

⁵⁸ MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 214.

⁵⁹ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 93.

⁶⁰ Transcript of RSP Victim Services Subcommittee Meeting 53-54 (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁶¹ Transcript of RSP Victim Services Subcommittee Meeting 54 (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁶² Transcript of RSP Victim Services Subcommittee Meeting 54 (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁶³ Transcript of RSP Victim Services Subcommittee Meeting 54-55 (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁶⁴ Transcript of RSP Victim Services Subcommittee Meeting 55 (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁶⁵ Transcript of RSP Victim Services Subcommittee Meeting 55 (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁶⁶ Transcript of RSP Victim Services Subcommittee Meeting 55 (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

positions at the brigade level for SARCs and victim advocates.⁶⁷ And for those personnel and higher, they'll go to an eight-week course for our initial pilot that by third quarter in '14 may expand out into a 12-week course as we're evaluating functionality and requirements.⁶⁸

Battalion and below, those personnel will continue to go to an 80-hour course, but we'll have additional professional development throughout the year to grow their skill sets.⁶⁹

I can tell you is although we've POM'd those positions 14 through 18, we're reevaluating commanders' requirements right now.⁷⁰ We have a SEC Army directive that came out at the -- late May, and with that we're re-looking functionality above the brigade level for those program managers and below the brigade level for those personnel.⁷¹ We've implemented extensive new screening criteria.⁷² We had already been screening our personnel pretty extensively for the program with qualifications in that, but we've now implemented a tier one and tier two screening criteria.⁷³

Sexual assault response coordinators must be appointed by a general officer, and they must meet those screening requirements, victim advocates by an O-6 or brigade level commander for those selections.⁷⁴ And so with that screening criteria in the level one, none of the level one requirements or tier one are waiverable.⁷⁵

Some of the tier two are waiverable. As an example, if you're a young PFC and, let's say, an E-2, and you had a drunk driving offense or other small -- other offense, and you are held accountable for those actions at that time.⁷⁶ You're now 15 years removed from that, and you are a senior NCO, and you're electing to -- volunteering to serve in one of these full-time positions.⁷⁷ That would be something that would trigger a screening criteria requirement that a

⁶⁷ *Transcript of RSP Victim Services Subcommittee Meeting 55* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁶⁸ *Transcript of RSP Victim Services Subcommittee Meeting 55* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁶⁹ *Transcript of RSP Victim Services Subcommittee Meeting 55-56* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁷⁰ *Transcript of RSP Victim Services Subcommittee Meeting 56* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁷¹ *Transcript of RSP Victim Services Subcommittee Meeting 56* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁷² *Transcript of RSP Victim Services Subcommittee Meeting 56* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁷³ *Transcript of RSP Victim Services Subcommittee Meeting 56* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁷⁴ *Transcript of RSP Victim Services Subcommittee Meeting 56* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁷⁵ *Transcript of RSP Victim Services Subcommittee Meeting 56* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁷⁶ *Transcript of RSP Victim Services Subcommittee Meeting 56-57* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁷⁷ *Transcript of RSP Victim Services Subcommittee Meeting 57* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

general officer would have to potentially waive for you to serve in that position. And so, we've done extensive screening criterias.⁷⁸

Currently the qualification is the ADR's training criteria to be able to send their applications on up to DoD for certification processes once they've met all the screening criterias, they've met the rank requirements, and they've met the education and experience background to be selected for those positions.⁷⁹ We do consider these positions of trust, and we so designated them for the hiring actions across the board.⁸⁰

So we had a temporary hiring pause. We were hiring in '13. They were exempted from the hiring freeze and the Army's furlough at the time. But because we were implementing these new screening criterias the Secretary had asked for, and we wanted to make sure with the functionality that was going into the job descriptions, certainly the screening criterias and conditions of employment, we had those set before we opened those positions back up. So those have been opened back up, and we have vetted all of the screening criteria with the bargaining and non-bargaining requirements as well.⁸¹

We're currently hiring across the board to replace the military we put in place initially for the Fiscal Year '12 NDAA requirements.⁸² So the in-mix at the brigade level will be about 250 full-time military and about 450 full-time civilians doing that work at the brigade level.⁸³

And then above that we briefed the Secretary of the Army and Chief of Staff of the Army within the last two weeks. We're going to be growing those assets above for case management, program management at the echelons above brigade, and that'll add on.⁸⁴ I believe we're upwards --it's been an \$18 million bill we're looking at right now with the add on positions, bringing over our overall commitment for full-time personnel for victim advocacy, Sexual Assault Response Coordinator Program managers at a little over \$62 million.⁸⁵

Ms. Tanya Rogers, Navy SAPR Program, November 21, 2013

⁷⁸ *Transcript of RSP Victim Services Subcommittee Meeting 57* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁷⁹ *Transcript of RSP Victim Services Subcommittee Meeting 57-58* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁸⁰ *Transcript of RSP Victim Services Subcommittee Meeting 58* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁸¹ *Transcript of RSP Victim Services Subcommittee Meeting 58* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁸² *Transcript of RSP Victim Services Subcommittee Meeting 58* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁸³ *Transcript of RSP Victim Services Subcommittee Meeting 58-59* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁸⁴ *Transcript of RSP Victim Services Subcommittee Meeting 59* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

⁸⁵ *Transcript of RSP Victim Services Subcommittee Meeting 59* (Nov. 21, 2013) (testimony of Ms. Carolyn Collins, Deputy Director, Army Sexual Harassment/Assault Prevention (SHARP) Program).

I accepted a position at the Hampton Roads SAPR Program in Norfolk, Virginia, and that was my introduction into the Navy SAPR Program. And in that position, I had oversight over the Hampton Roads Virginia Naval Installation SAPR Program, and I -- we were supporting over 75,000 active duty personnel. My main responsibility was to ensure at that time the five installation SARCs were providing direct support services to victims, and that they were providing oversight over the SAPR victim advocates in the execution of their duties, and providing training and consultation to commands as well as anything that was within their area of responsibilities.⁸⁶

I was also in that position responsible for providing victim care wherever necessary -- recruiting, screening, and training victim advocates, providing awareness and prevention training at commands, and consultation, and providing oversight over the victim advocates while they were executing their duties in supporting the victims.⁸⁷

Additionally, I also co-chaired the Monthly Sexual Assault Case Management Group on a monthly basis, where we reviewed all open, unrestricted cases, ensuring that victims were receiving the necessary support and referrals to help facilitate continuity of care.⁸⁸ All of that experience allowed me to then transition to the position that I'm in now, working for the Navy as a Navy SAPR Program Analyst. This has afforded me the opportunity to continue to work and bring my experience as a SARC into this position and help facilitate systemic change. As a SAPR Program Analyst, I perform data analysis and evaluate information, and the information we receive from the SARCs helps to facilitate change within the SAPR Program.⁸⁹

As a part of improving the effectiveness and efficiency of the SAPR Program, the Navy has updated the initial SARC training for the SARCs and the SAPR victim advocates. We have also coordinated the 40-hour SARC annual training this past year, provided monthly webinars to increase subject matter expertise. And this has all resulted in increased SARC and SAPR victim advocates' ability to provide culturally competent and effective services.⁹⁰

Additionally, our team has provided venues for the SARCs and victim advocates to receive ongoing guidance and support in executing their duties and responsibilities through web-based meetings that are held every other month. We've also provided an avenue for SARCs to meet on a quarterly basis in a SARC discussion group to show best practices and to really collaborate with one another in identifying ways to improve their systems.⁹¹

To further support an efficient program, the Navy implemented a regional model, and so what we've done is we've hired and trained regional SARCs within individual regions.⁹² This implementation has resulted in increased coordination between the Navy and the field and has

⁸⁶ *Transcript of RSP Subcommittee Meeting 42-43* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

⁸⁷ *Transcript of RSP Subcommittee Meeting 43* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

⁸⁸ *Transcript of RSP Subcommittee Meeting 44* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

⁸⁹ *Transcript of RSP Subcommittee Meeting 44* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

⁹⁰ *Transcript of RSP Subcommittee Meeting 44-45* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

⁹¹ *Transcript of RSP Subcommittee Meeting 45* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

⁹² *Transcript of RSP Subcommittee Meeting 46* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

demonstrated a close communication gap between the SARCs. We're also closing the gap between the SAPR metrics management.⁹³ We have increased visibility and analysis of regional data trends as well.⁹⁴

As a previous SARC and now in my role as a SAPR Program Analyst, I admire all of the initiatives that are taking place and that are being implemented throughout the Navy. For example, the addition of our Deployed Resiliency counselors and the implementation of the Victims' Legal Counsel serves to provide additional access to services that did not previously exist.⁹⁵

SARC responsibilities:

Focusing your attention now on the SARC responsibilities at the bottom of the slide, you will see that in addition to SARCs providing direct victim assistance, they are also program managers, command liaisons, supervisors of victim advocates, and they may train incoming troops, commanders, and senior enlisted leaders, as well as the other on base responders.⁹⁶

Role of SARC:

The SARC oversees sexual assault awareness prevention and response training, coordinates medical treatment, including emergency care, the SAFE kit. The SARC also provides the victim with sexual assault assistance from the initial through the final phases of the entire process.⁹⁷ The SARC explains that the victim services available to the victim that's assigned as the VA if desired by the victim. The victim has a choice if he or she chooses to participate in the Advocacy Program.⁹⁸

At JBLM, we bring together all the SARCs and victim advocates for training every week to collaborate on changes and challenges that we face, and also to share best practices throughout the installation.⁹⁹ We also conduct monthly VA training at the division level in order to share best practices and lessons learned from cases throughout the month.¹⁰⁰

Air Force SARC:

My name is Kimberly Dickman, and I have been a Sexual Assault Response Coordinator for five years. The last year I have been the SARC at the 70th ISRW at Fort Meade in Maryland, again for the Air Force, and the previous four years before that I was the SARC at RAF Alconbury and RAF Mildenhall, both located in the UK. My background is in mental health counseling, and I

⁹³ *Transcript of RSP Subcommittee Meeting 46* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

⁹⁴ *Transcript of RSP Subcommittee Meeting 46* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

⁹⁵ *Transcript of RSP Subcommittee Meeting 46-47* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

⁹⁶ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 92-93.

⁹⁷ *MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 212-13.*

⁹⁸ *MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 213.*

⁹⁹ *MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 213.*

¹⁰⁰ *MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 213.*

am a licensed mental health professional, and have a doctorate's degree in education and training.¹⁰¹

But I would like to share more on a personal level that being a SARC, and working with victim advocates, a lot has been laid on our shoulders.¹⁰² The job as SARC is very challenging and yet very rewarding at the same time. It's challenging intellectually, but extremely challenging emotionally.¹⁰³ At times it is rewarding beyond belief when you see a victim come so far whether there is a legal judicial process that they want or not. But to see them change, to see them grow, to see them have power, and to see them be able to embrace life and perhaps stay within the military has been very, very rewarding.¹⁰⁴

At the same time, there are many -- numerous times when it is disheartening to see the challenges that our victims go through and to work to educate our military around that. I am currently on special detail to the Pentagon to Headquarters Air Force SAPR to work on, to review, and to recreate the training.¹⁰⁵ And as the Master Sergeant has already said, the training that we have is the best, the latest that's out there. It's not just put together halfheartedly. There's evidence-based, research-based information that we're putting together.¹⁰⁶

So within my five years as a SARC, I have seen a lot of change, a lot of improvement. Unfortunately, sometimes that comes as a reactive process for what has happened or hasn't happened and has failed.¹⁰⁷

Navy SARC:

My name is Liz Blanc, and for the past seven years I've had the honor and privilege of serving as a Sexual Assault Response Coordinator for the U.S.Navy. I have extensive experience working with victims of sexual assault both in the military and civilian environments, and I hold a master's degree in psychology.¹⁰⁸

My career in the field of sexual assault prevention and response began as an intern at a civilian rape crisis center more than a decade ago. After college, I served as the AmeriCorps Victim

¹⁰¹ *Transcript of RSP Public Meeting 230* (November 7, 2013) (testimony of Dr. Kimberly Dickman, Sexual Assault Response Coordinator).

¹⁰² *Transcript of RSP Public Meeting 230* (November 7, 2013) (testimony of Dr. Kimberly Dickman, Sexual Assault Response Coordinator).

¹⁰³ *Transcript of RSP Public Meeting 230* (November 7, 2013) (testimony of Dr. Kimberly Dickman, Sexual Assault Response Coordinator).

¹⁰⁴ *Transcript of RSP Public Meeting 231* (November 7, 2013) (testimony of Dr. Kimberly Dickman, Sexual Assault Response Coordinator).

¹⁰⁵ *Transcript of RSP Public Meeting 231* (November 7, 2013) (testimony of Dr. Kimberly Dickman, Sexual Assault Response Coordinator).

¹⁰⁶ *Transcript of RSP Public Meeting 231* (November 7, 2013) (testimony of Dr. Kimberly Dickman, Sexual Assault Response Coordinator).

¹⁰⁷ *Transcript of RSP Public Meeting 234* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

Assistance Program Member at a civilian rape crisis center providing 24/7 direct services to victims of sexual assault. I went on to the services program 235 at that center for four years before moving to a position at the Child Advocacy Center where I conducted forensic interviews of child abuse victims.

As an installation SARC, I'm responsible for victim care and support, which includes victim advocate screening, training, and supervision, awareness and training, and data collection and management.¹⁰⁹ While I'm trained to provide advocacy services and I'm credentialed at the advanced level in both the military and civilian sexual assault certification programs of the National Organization for Victim Assistance, my more than 100 active duty advocates and full-time civilian advocates are the ones who do the majority of the direct work with victims.¹¹⁰

I provide the initial 40-hour training, monthly refresher training, and ongoing direct supervision of advocates when working a case, which includes phone check-ins as soon as they get a call, debriefs of cases, and support on an ongoing basis.¹¹¹

All of my victim advocates have completed the Defense Sexual Assault Certification Program process to ensure that victims of sexual assault within the military receive the highest standard of care.¹¹² Additionally, for those victims who would prefer to work with a civilian, the Navy employs civilian SAPRO advocates who report directly to the SARC and are a vital additional resource for us to offer to a sexual assault victim.¹¹³

Victim care after an assault is very much a team effort that includes intensive and ongoing collaboration between myself, my victim advocate, and command in order to ensure that every victim has their needs met and is taken care of.¹¹⁴

An important tool that helps us to achieve this goal in unrestricted cases is the Sexual Assault Case Management Group meeting. As a SARC, I serve as the co-chair of this meeting with the installation commanding officer where we discuss individual cases to ensure victim care as well as address any systemic issues needing improvement.¹¹⁵

¹⁰⁹ *Transcript of RSP Public Meeting 235-36* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

¹¹⁰ *Transcript of RSP Public Meeting 236* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

¹¹¹ *Transcript of RSP Public Meeting 236* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

¹¹² *Transcript of RSP Public Meeting 236* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

¹¹³ *Transcript of RSP Public Meeting 236-37* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

¹¹⁴ *Transcript of RSP Public Meeting 237* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

Additionally, to ensure victim safety, we have a designated individual at the meeting whose sole responsibility is to provide ongoing safety assessments as the case progresses.¹¹⁶ The training and awareness activities that I provide includes everything from training newly checked-on-board personnel to ensure that they're aware of local procedures, policies, and SAPRO resources, annual general military training, assisting with stand-downs and other command-led trainings, as well as raising awareness during Sexual Assault Awareness Month.¹¹⁷

In addition to these trainings, I also provide in-briefs to all new members of the command triad -- commanding officer, executive officer, and senior enlisted leader -- within 30 days of them assuming command.¹¹⁸ This raises an opportunity to have important conversations about victim needs, trends within the command, ways that we can continually work to improve our command climate and culture around the sexual assault, as well as the command role in cultivating the climate that focuses on prevention and response.¹¹⁹

SARCs serve as designated installation program managers of sexual assault victim support.¹²⁰ They oversee local implementation and execution of the SAPR Program and ensure comprehensive victim services are provided through coordinated community response.¹²¹

Victim Advocate responsibilities:

Looking at the victim advocate responsibilities, you see that victim advocates work for the SARC when performing victim advocacy duties. And they provide direct victim assistance tailored to the individual needs of the victim they are working with.¹²²

Role of Victim Advocate- Army:

The victim advocate is designed and trained to place a quick response and assist any victim of sexual assault issues.

The VA's mission is to support, assist, and guide the victim through the medical, investigative, and judicial processes. The VA does not make decisions or speak for the victim or to interfere with the legitimate operations of the medical, investigative, and judicial process.¹²³

¹¹⁵ *Transcript of RSP Public Meeting 237* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

¹¹⁶ *Transcript of RSP Public Meeting 237* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

¹¹⁷ *Transcript of RSP Public Meeting 237-38* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

¹¹⁸ *Transcript of RSP Public Meeting 238* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

¹¹⁹ *Transcript of RSP Public Meeting 238* (November 7, 2013) (testimony of Ms. Liz Blanc, Sexual Assault Response Coordinator).

¹²⁰ *Transcript of RSP Subcommittee Meeting 46* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

¹²¹ *Transcript of RSP Subcommittee Meeting 46* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

¹²² Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 92-93 (referring to power point slide indicating that ____).

¹²³ *MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 212.*

Number of SARCs and Vas:

ARMY:

The Army, has close to 400 [full time] SARCs and close to 400 VA full-time positions.¹²⁴ We have close to 9,000 SARCs and VAs right now throughout the Army that aren't full time.¹²⁵ [For these collateral duty SARCs and Vas] below the brigade level, we're reevaluating right now because we have to do very intensive screening in the Army for SARCs and VA, even collateral duty.¹²⁶

We're going to scale that back because we need to make sure that they all have their 80-hour training, [and] we want to make sure they absolutely are the right people.¹²⁷ We're evaluating [whether we have] the right number. There are a lot of people in those positions, but we need to make sure they are the right people in those positions.¹²⁸

Navy:

All of these efforts by the Navy Fiscal Year '13 was a major shift for us. In accordance with NDAA requirements, we hired 66 civilian sexual assault response coordinators and 66 professional SAPR victim advocates.¹²⁹ Additionally, we trained, utilizing the newly-updated curriculum and certified via the Defense Sexual Assault Advocate Certification Program our newly-hired victim advocates.¹³⁰

To date, the Navy has over 4,415 unit SAPR victim advocates who have been successfully credentialed via DSAC-P.¹³¹

TRAINING:

Sexual Assault Certification Program:

DoD Sexual Assault Certification Program, (D-SAACP).¹³²

The certification program was launched in 2012 through a contract with the National Organization for Victims' Assistance, NOVA. NOVA is the Nation's oldest victim assistance organization in the country. They've developed national standards, and they have been very, very helpful to us in establishing the certification program.¹³³

¹²⁴ Dr. Christine Altendorf, U.S. Army SHARP Director testimony, 7 Nov. 2013, page 197.

¹²⁵ Dr. Christine Altendorf, U.S. Army SHARP Director testimony, 7 Nov. 2013, page 197.

¹²⁶ Dr. Christine Altendorf, U.S. Army SHARP Director testimony, 7 Nov. 2013, page 197.

¹²⁷ Dr. Christine Altendorf, U.S. Army SHARP Director testimony, 7 Nov. 2013, page 197-98.

¹²⁸ Dr. Christine Altendorf, U.S. Army SHARP Director testimony, 7 Nov. 2013, page 197-98.

¹²⁹ *Transcript of RSP Subcommittee Meeting 45* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

¹³⁰ *Transcript of RSP Subcommittee Meeting 45-46* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

¹³¹ *Transcript of RSP Subcommittee Meeting 46* (November 21, 2013) (testimony of Ms. Tanya Rogers, Navy SAPR Program).

¹³² Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 102.

¹³³ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 102.

Certification:

We have been able to certify more than 22,000 SARCs and SAPR VAs through the certification program.¹³⁴ That is ensuring that we are complying with the NDAA mandate to have victims offered the services of a trained and certified sexual assault prevention and response victim advocate and a SARC.¹³⁵

Goals of D-SAACP:

The goals for the program is to provide quality response to victims and survivors.¹³⁶ We want to deliver standardized advocacy and assistance by trained professionals and enable the SARCs and victim advocates to enhance military readiness with standardized and effective training; mitigate the impact of sexual assault on the military units with informed commanders and leaders who actively participate in victim assistance efforts; and build on the expertise and infrastructure from the civilian advocacy community.¹³⁷

D-SAACP is codified in law and policy, and the services are required to offer victims' assistance from a D-SAACP-certified SARC or victim advocate.¹³⁸

D-SAACP Certification process for SARCs and VAs:

The certification process helped us identify the knowledge, skills, and attitudes required of a victim assistance person that they would have to demonstrate in order to perform these duties. It incorporates a code of ethics and defines professional standards of conduct.¹³⁹

The certification process begins with the completion of the Department of Defense Form 2950, which goes to NOVA for processing.

- The applicants have to sign a Code of Professional Ethics.
- There are two letters of recommendation required from the SARCs commander and from the SAPR VAs, and an additional recommendation from the SARC or the SARC supervisor.
- A background check is completed through the National Agency Check.
- We have an experience evaluation form required to be completed for levels two through four.¹⁴⁰

Recertification is also required after two years with 32 hours of continuing education. And certifications may be revoked for failures to meet program standards or misconduct.¹⁴¹

- Level one - required in order to serve as a SARC or a SAPR VA.

¹³⁴ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 102.

¹³⁵ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 102-03.

¹³⁶ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 103.

¹³⁷ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 103.

¹³⁸ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 103.

¹³⁹ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 103

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¹⁴¹ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 104-05.

Excerpts from Testimony Regarding SARC and SAPR VAs

- They have to have received the approved training. NACP preapproves the services training.
- They have to show proof of completion of that training.
- They have to submit the letters of recommendation. And experience at a level one is not required.¹⁴²
- Level two - full-time SARCs and SAPR VAs:
 - [must] have 3,900 hours, which works out to approximately two years of sexual assault victim advocacy experience and training.¹⁴³
 - They also have to have the letters of recommendations, and the evaluations are required to be completed by their supervisors.¹⁴⁴
- For level three, that level of experience increases to 7,800 hours¹⁴⁵,
- At level four it increases to 15,600 hours.¹⁴⁶

Core Competencies and Learning objectives for SARCs and VAs:

The Services are currently implementing core competencies and learning objectives for SARCs and SAPR VAs that are built upon civilian best practices and lessons learned.

They include eight core competencies spanning the stages of response that requires the SARC and victim advocate to demonstrate their knowledge, skills, abilities, and attitudes in delivering victim services.¹⁴⁷

Victim Surveys:

We do not do victim satisfaction surveys] at this time, but we do receive input from victims.¹⁴⁸ At the DoD SAPRO level, [we have]already conducted three survivor summits to receive input from victims, and I know the services are implementing similar things in order to hear from victims. An official survey we have not instituted yet.¹⁴⁹

Victim Survey being developed:

There is a program under development by our Department of Defense Inspector General to develop, in concert with the services, a specific victim satisfaction survey.¹⁵⁰ The application and how it would be administered is something that's still being worked out between the IG and the services.¹⁵¹

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¹⁴⁶ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 105.

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¹⁴⁸ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 115(responding to a question from Congresswoman Holtzman regarding victim satisfaction surveys).

¹⁴⁹ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 115.

¹⁵⁰ Major General Patton Testimony, 7 Nov 2013, page 116-17 (responding to a question from Copngresswoman Holtzman regarding whether there should be a more systematic effort to assess victim satisfaction.)

¹⁵¹

Workplace and Gender Relations Survey:

There are questions on the Gender Relations Survey that go to victim satisfaction.¹⁵² The Workplace and Gender Relations Survey ask[s] specific questions -- if you've been victimized by sexual assault in the past year, how would you rate certain things, you know. One of them is the response of the healthcare system. Another one is how you were treated and cared for your SARC and VA, and those sorts of things.¹⁵³

Focus Groups and blogs:

We've conducted focus groups around our Air Force.¹⁵⁴ I've met with about 1,500 airmen from the youngest ranks all the way through our commanders, including our SARC teams, first responders, and our survivors.¹⁵⁵ We've also launched a blog that's still ongoing where we have an ongoing dialogue with folks across the Air Force on a wide range of topics related to sexual assault prevention and response.¹⁵⁶

Sexual Assault Review Board (SARB):

Attendance at the monthly Sexual Assault Review Board, also known as SARB, is one of the venues where the program is assessed by the commanders so that we can share their lessons learned, both positive and negative.

All brigade commanders and above attend this SARB with their brigade SARCs, which is chaired by the senior commander of the installation. During the SARB, the commanders, along with CID, the Criminal Investigation Division, the staff judge advocate, the sexual assault counselors, and the behavioral health personnel, review all ongoing sexual assault allegations to ensure victim care and response, to examine and address trends in reporting, and to identify gaps and seams existing in the services.¹⁵⁷

This board also relooks at cases to ensure that we update and we're making contact with the victims monthly.¹⁵⁸

DoD SART:

Safety assessments, oversight of victim safety, the formation of high-risk response teams, and the monthly case reviews all work together to ensure the Sexual Assault Response Team members are communicating effectively and coordinating effective care for the victim. This also helps ensure we are meeting the needs for the victim's safety and security, and that they are being reasonably protected.¹⁵⁹

¹⁵² Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 116.

¹⁵³ Major General Patton Testimony, 7 Nov 2013, page 116.

¹⁵⁴ Maj Gen Margaret Woodward, U.S. Air Force testimony, 7 Nov. 2013, page 127.

¹⁵⁵ Maj Gen Margaret Woodward, U.S. Air Force testimony, 7 Nov. 2013, page 128.

¹⁵⁶ Maj Gen Margaret Woodward, U.S. Air Force testimony, 7 Nov. 2013, page 128.

¹⁵⁶ Maj Gen Margaret Woodward, U.S. Air Force testimony, 7 Nov. 2013, page 12.

¹⁵⁷ MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 214-15.

¹⁵⁸ MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 215.

¹⁵⁹ Ms. Bette Stebbins Inch testimony, 7 Nov. 2013, page 94.

Army SART

In addition to interactive training in 7th ID initiatives, JBLM also offers the Army's first Sexual Assault Response Team, or SART.¹⁶⁰ The commanding general of JBLM recognized that with an i-course, there was the ability to merge various entities and take the idea of special victims' teams even further in order to collaborate on behalf of the victim of sexual assault. The civilian sector was examined to determine best practices and to solicit input from local resources, which led to premiere special victim system capabilities.

At the SART, CID, the staff judge advocate, special victim prosecutor, the victim witness liaison, victim advocates, and sexual assault care coordinators are co-located to create essentially a one-stop-shop for victim services and needs.¹⁶¹ This physical co-location creates collaboration and efficiency to help each victim with their individual needs. The members of this team provide independent insights for each case, which in turn provides commanders, VAs, and victims with the best advice possible.¹⁶² [NOTE: This was studied by Comparative Systems Subcommittee, see Minutes].

Joint Training:

ARMY: At JBLM, we bring together all the SARCs and victim advocates for training every week to collaborate on changes and challenges that we face, and also to share best practices throughout the installation.¹⁶³ We also conduct monthly VA training at the division level in order to share best practices and lessons learned from cases throughout the month.¹⁶⁴

Sexual Assault Training for the military:

Major General Lanza's priority is establishing a culture of trust where every soldier is treated with dignity and respect. As an innovative and engaged commander, Major General Lanza has directed that within 7th ID, all SHARP training must be interactive and focused on every population from our youngest enlisted soldier to the most senior officer. Power Point is not the standard, and instead we use small group discussions, role playing exercises, and skits such as "Sex Signals," just to name a few.¹⁶⁵

The 7th Infantry Division program has changed and developed further in response to sensing sessions that General Lanza personally conducts each quarter.

Peer-To-Peer Program:

¹⁶⁰ MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 216.

¹⁶¹ MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 217.

¹⁶² MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 217.

¹⁶³ MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 213.

¹⁶⁴ MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 213.

¹⁶⁵ MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 215.

Excerpts from Testimony Regarding SARC and SAPR VAs

For example, in these sensing sessions, junior soldiers stated that some victims feel intimidated about approaching a higher-ranking individual about reporting a suggested incident that could've happened to them.¹⁶⁶

So they requested a peer-to-peer and permission to go to a soldier of the same rank to talk to. In response, the 7th ID initiative, the Peer-To-Peer Program, which trains junior soldiers and junior officers to be an additional resource outside of SHARP and VA for the soldiers to encourage them to report the incident to the SARC or the victim advocate.¹⁶⁷ This pilot program has trained 31 personnel to date, and Major General Lanza is reengaging with the trained soldiers and their battalion commander teams in December to further enhance the

I'm going to read to you the eight pieces of that vision just to make sure that I don't miss out on any of them.¹⁶⁸

The first one is that the ideal system for response to sexual assault needs to allow crime victims to assume control back over their lives, and that that is recognized and supported by the professionals that are around them.¹⁶⁹ The second is that victim safety is a top priority always.¹⁷⁰ The third is that cases are vigorously investigated.¹⁷¹ Fourth is that offenders are apprehended and aggressively prosecuted in a timely manner.¹⁷² The fifth is that crime victims are kept informed at each stage of the criminal proceedings.¹⁷³ The sixth is that victims are given the opportunity to express a preference for what they would like to happen.¹⁷⁴ And the seventh is that special sensitivity and awareness is demonstrated when working with special populations, minorities, and underserved populations¹⁷⁵. And finally, a very high level of coordination between responding agencies.¹⁷⁶

When those things happen, victims feel supported. And from a very selfish perspective, I

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¹⁶⁷ MSG Carol Chapman, U.S. Army, SHARP Program Manager testimony, 7 Nov 2013, page 216.

¹⁶⁸ Transcript of RSP Public Meeting 243(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA).

¹⁶⁹ Transcript of RSP Public Meeting 243-44 (November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA).

¹⁷⁰ Transcript of RSP Public Meeting 244(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA).

¹⁷¹ Transcript of RSP Public Meeting 244(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA).

¹⁷² Transcript of RSP Public Meeting 244(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA).

¹⁷³ Transcript of RSP Public Meeting 244(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA).

¹⁷⁴ Transcript of RSP Public Meeting 244(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA).

¹⁷⁵ Transcript of RSP Public Meeting 244(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA).

¹⁷⁶ Transcript of RSP Public Meeting 244(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA).

Victims are more likely to work with the system when the system is listening to what they have to say and keeping their interests as the very top priority.¹⁷⁷

The Austin SART, for example, meets monthly. I think that's very common.¹⁷⁸ It is an excellent sexual assault response team model. Critical in that they are professionals in the medical world, in the law enforcement world, on the prosecution team, and the advocacy team.¹⁷⁹

That advocate is typically from a rape crisis center that is a non-profit, so that means that they are independent from the criminal justice system, which gives them a very unique position on that sexual assault response team.¹⁸⁰

That advocate's top priority is that victim. They have no ulterior motive, no other priority besides the best interests of that sexual assault survivor.¹⁸¹ That advocate can also be there with the victim from the very moment that they start through the system, and they can follow them and be that consistent face whether they're at a law enforcement interview, whether they're in the hospital getting an exam, whether they're in the prosecutor's office, whether they're at trial, and even afterwards.¹⁸² So that advocate can build a relationship with that survivor like nobody else can do because generally the other professionals involved in that system, their position is time limited.¹⁸³

¹⁷⁷ *Transcript of RSP Public Meeting 245*(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA)).

¹⁷⁸ *Transcript of RSP Public Meeting 245*(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA)).

¹⁷⁹ *Transcript of RSP Public Meeting 245*(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA)).

¹⁸⁰ *Transcript of RSP Public Meeting 245*(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA)).

¹⁸¹ *Transcript of RSP Public Meeting 245*(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA)).

¹⁸² *Transcript of RSP Public Meeting 245-46* (November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA)).

¹⁸³ *Transcript of RSP Public Meeting 246*(November 7, 2013) (testimony of Ms. Torrie Camp, Deputy Director, Texas Association Against Sex Assault (TAASA)).