DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

IN REPLY REFER TO:
1752
MF
JUN 20 2012

Subj: SEXUAL ASSAULT PREVENTION AND RESPONSE CAMPAIGN PLAN 2012

Ref: (a) CMC White Letter 2-12
(b) DOD Directive 6495.01, Sexual Assault Prevention and Response (SAPR) Program, 23 Jan 2012
(c) MCO 1752.5A
(d) SecDef memo, Withholding Initial Disposition, 20 Apr 2012
(e) CMC/EOS SAPR IPR Brief dtd 7 May 2012

Encl: (1) SAPR Campaign Plan 2012 Training Report Format & Required Reporting Commands
(2) Sexual Assault Executive Summary
(3) Sexual Assault Response Team (SART) Annex
(4) Sexual Assault 8-day Brief Format

1. Situation

a. General. In FY11, there were 333 reports of sexual assault in the Marine Corps. Under the Uniform Code of Military Justice (UCMJ), sexual assault is a criminal act that includes intentional sexual contact characterized by the use of force, threats, intimidation, or abuse of authority, or when a victim does not or cannot consent. Current research indicates that sexual assault is significantly underreported. Reports of sexual assault are often immediately dismissed as false and focus on the victim's behavior or reputation rather than the conduct of the offender. An allegation of sexual assault can only be determined to be false when the evidence establishes no crime was committed. Current research indicates that the percentage of false allegations generally range from 2 to 8 percent. Research consistently indicates that victims usually know their offenders, and that the use of alcohol, by both offender and victim, often plays a significant role in creating circumstances under which sexual assault is more likely to occur. Alcohol is often the "weapon of choice" of most offenders. Many offenders act deliberately; seeking out both a vulnerable target and an opportunity. In those cases, alcohol is often used to make a victim more vulnerable to assault.

b. The Problem. Despite our efforts, we have been ineffective at addressing and eliminating sexual assault within our ranks. In far too many cases across the Marine Corps, poor command climates due to unengaged leadership are eroding the trust necessary for victims to safely report these crimes. Sexual assault is not an inevitable byproduct of a mixed gender force; it is a crime. It is completely incompatible with our core values and directly undermines readiness, unit cohesion, and morale. Surveys consistently show the rationale for not reporting includes: shame, embarrassment, fear of disbelief or inaction, fear of retaliation, and perceived impact to career progression. A command climate in which inappropriate behavior (sexual harassment, sexual jokes, innuendos, etc.) is tolerated raises the risk of sexual assault and decreases the likelihood that victims will report.

c. Implications. Failing to significantly decrease sexual assault in our ranks:

(1) Represents a failure of leadership's ability to protect our most prized resources, the sons and daughters of the American people.

(2) Impacts unit readiness.

(3) Undermines trust and confidence in the chain of command.

(4) Detracts from good order, discipline, and unit cohesion.

(5) Results in a loss of faith in the unit and the institution.

2. Mission. Upon receipt of this Campaign Plan, the Marine Corps affirms everyone's responsibility to: prevent sexual assault; identify mandatory actions to eliminate behavior in the Marine Corps that encourages, validates, or enables sexual assault; enact measures to ensure accountability of offenders; and reinforce victim care, confidentiality and protection from initial reporting through final adjudication in order to preserve our core values and to protect our Marines and the institution they represent.

3. Execution

a. Commander's Intent. "Marines…we have a significant issue with Sexual Assault inside our Corps - let me be clear on how I view this and where I stand. Sexual assault is an ugly mark on our proud reputation; it goes against everything we claim to be as United States Marines…it is a crime. This crime is not only completely incompatible with our core values of honor, courage and commitment, it is an affront to the basic American principles we so bravely defend. It undermines readiness, unit cohesion, and morale. ... I want Marines of all ranks thinking and talking about this issue. We must reinforce the message that it's every Marine's inherent duty to step up and step in to prevent sexual assault. ... Our greatest weapon in the battle against sexual assault has been and will continue to be decisive and engaged leadership. ... I expect Commanding Officers, Officers-in-Charge, and senior enlisted to spare no effort in changing the prevailing conditions and attitudes that are allowing this crime to happen among our ranks. Leaders at every level are responsible to create an environment and command climate in which every Marine is treated with dignity and respect; .... The Marine Corps has not spent the last ten years defending our nation's high principles abroad, only to permit this type of behavior within our own ranks." [Excerpts from CMC White Letter 2-12.]

(1) Purpose. To reduce, with a goal to eliminate, incidents of sexual assault through prevention and engaged leadership. When a sexual assault does occur, to provide appropriate and timely victim care, investigations, and accountability that reflect our core values and promote good order and discipline. The following Lines of Operations, with a distinct emphasis on Prevention, are intended to conceptualize our "way ahead."

(a) Prevention. Prevention is the most critical aspect of our efforts to eliminate sexual assault and represents the foundation for the successful conduct of this Campaign. Prevention speaks to the overarching desire to "get to the left" of the incident via deterrence through appropriate action, more effective screening of individuals wanting to join our ranks, and properly identifying and mitigating high risk situations, individuals, and geographic locations. All the tenets of Guardian Angel apply; Marines must become active and engaged

protectors, and "take care of our own" when the situation warrants, not only after an incident occurs.

(b) Reporting. Reporting begins with the victim's decision to submit a restricted or unrestricted report and includes notification of the chain of command that an assault has occurred, the subsequent release of Serious Incident Reports (SIR), and entry of cases in the Sexual Assault Incident Reporting Database. To provide the data required to identify trends and training requirements, enhanced reporting initiatives including continued SIR reporting and the new Defense Sexual Assault Incident Database (DSAID) and 8-day briefs will be used.

(c) Victim Care. Victim care encompasses those actions involving response, protection and care for Marines from initiation of a report through offense disposition and/or the victim no longer requires services. Successful victim care is achieved through the coordinated efforts of commanders, victim advocates, chaplains, law enforcement, legal personnel and medical officials.

(d) Investigations. Investigations play a pivotal role throughout the entire process and are the foundation of a fair and just legal system. Investigations must be conducted in a manner that respects the dignity of the victim while protecting the due process rights of the alleged offender. Investigations must be conducted independent of the chain of command in order to preserve the integrity of the process.

(e) Adjudication. Accountability is an enduring aspect of command, and it is the commander's responsibility to ensure those who fail to maintain the high standards of conduct expected of every Marine are held accountable. When sufficient evidence of a sexual assault exists, commanders must review the full range of administrative and disciplinary options afforded by the UCMJ and take action, within the limits of their authority, they deem appropriate. Continuous interaction with the Staff Judge Advocate is of particular importance. The fair and impartial administration of justice and the preservation of good order and discipline are paramount.

(f) Engaged Leadership. The most important aspect of combating and eradicating sexual assault is the creation of a

positive command climate that promotes discipline, respect, and accountability. Leaders at every level must remain vigilant to identify environmental risks, high risk behaviors and personal vulnerabilities that contribute to sexual assaults. A command climate in which inappropriate behavior (sexual jokes, innuendos, etc.) is tolerated raises the risk of sexual assault and decreases the likelihood that victims will report.

(2) Method. Reinvigorate our existing Sexual Assault Prevention and Response (SAPR) program, significantly reduce sexual assaults, improve reporting and implement the new initiatives outlined in paragraph 3b to:

(a) Hold commanders and subordinate unit leaders accountable for establishing a positive command climate. Train commanders and subordinate leaders to identify and stop any behavior that diminishes a Marine's dignity or value to the unit. Remind Marines of the need to look out for each other, not just on the battlefield but in situations that could lead to sexual assault. Particular command attention is required in those situations where alcohol is present. Leaders must also establish a climate that places serious consequences on the misuse and abuse of alcohol. This includes holding those accountable who fail to take action to protect fellow Marines.

(b) Continue to eliminate gender biases and prejudices among members of the Corps while maintaining a true warrior ethos.

(c) Although the nature of many sexual assaults make them unpredictable, we must train our Marines to identify and avoid dangerous situations, both in garrison and in combat. Just as in combat, Marines are also expected to communicate the dangers they have identified to others, and help them avoid or eliminate them as well.

(3) End state. A Marine Corps that reinforces our core values of honor, courage, and commitment and does not tolerate sexual assault.

b. Concept of Operations

(1) Overview. This campaign will be executed in three Phases: Phase I-Strike; Phase II-Implement; and Phase III-Sustain. Phases I & II are time-based, Phase III is conditions-

based. Most notable among those conditions is the assessed success of Phases I & II, and the integration of other programs (e.g., substance abuse/suicide prevention, etc.) into a holistic, truly sustainable effort.

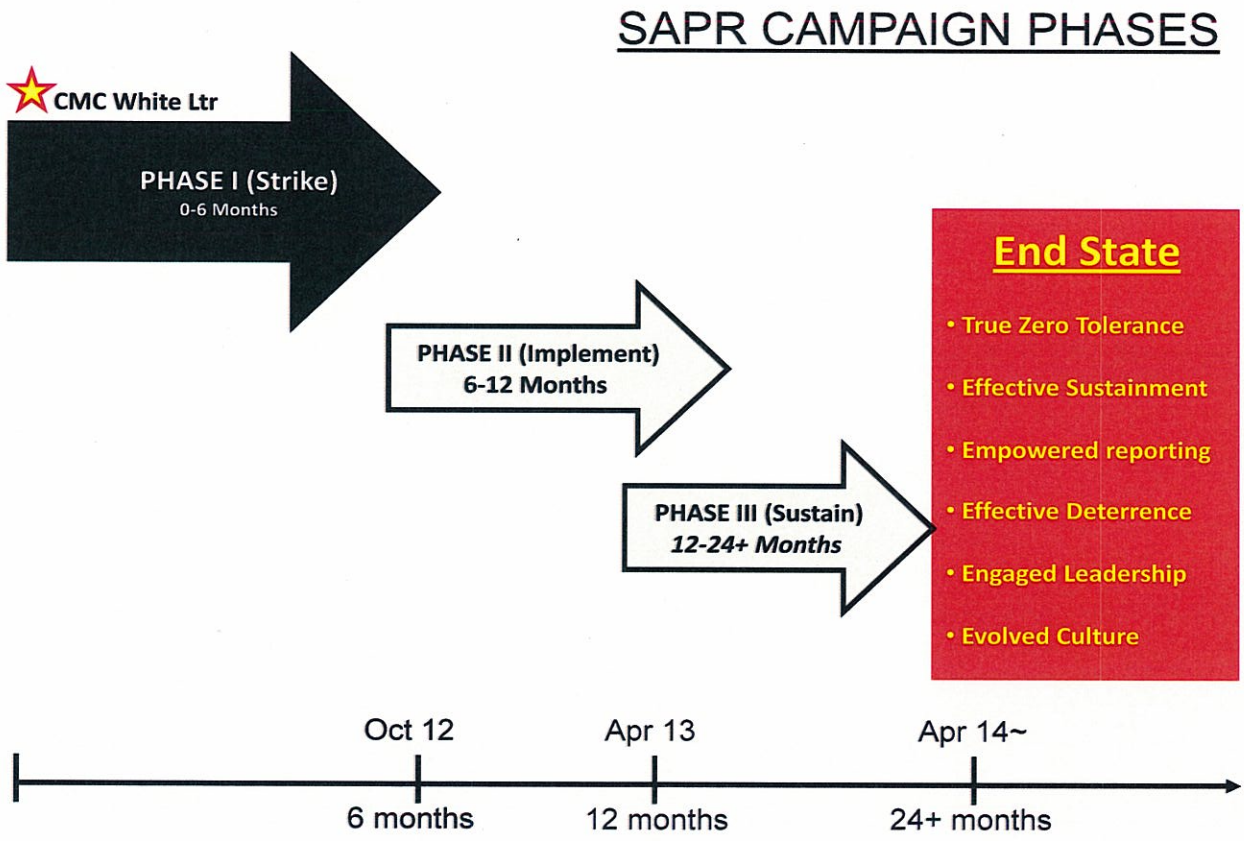


Figure 1

(2) Phase I Overview. Phase I, the initial "Strike" phase, began with the 3 May 12 publication of reference (a), CMC White Letter 2-12, and ends 9 November 2012.

(a) Phase I includes five major activities:

1. "Take A Stand" NCO Training (through 31 August 2012).

2. All general officers (GO) SAPR Symposium (10 - 11 July 12).

3. Sergeants Major (SgtsMaj) Symposium (30 July - 3 August 2012)

4. Command Team Training (16 July - 31 August 2012).

5. All Hands Training (17 September - 9 November 2012).

Deployed units must complete training not later than 90 days after the main body returns to the continental United States.

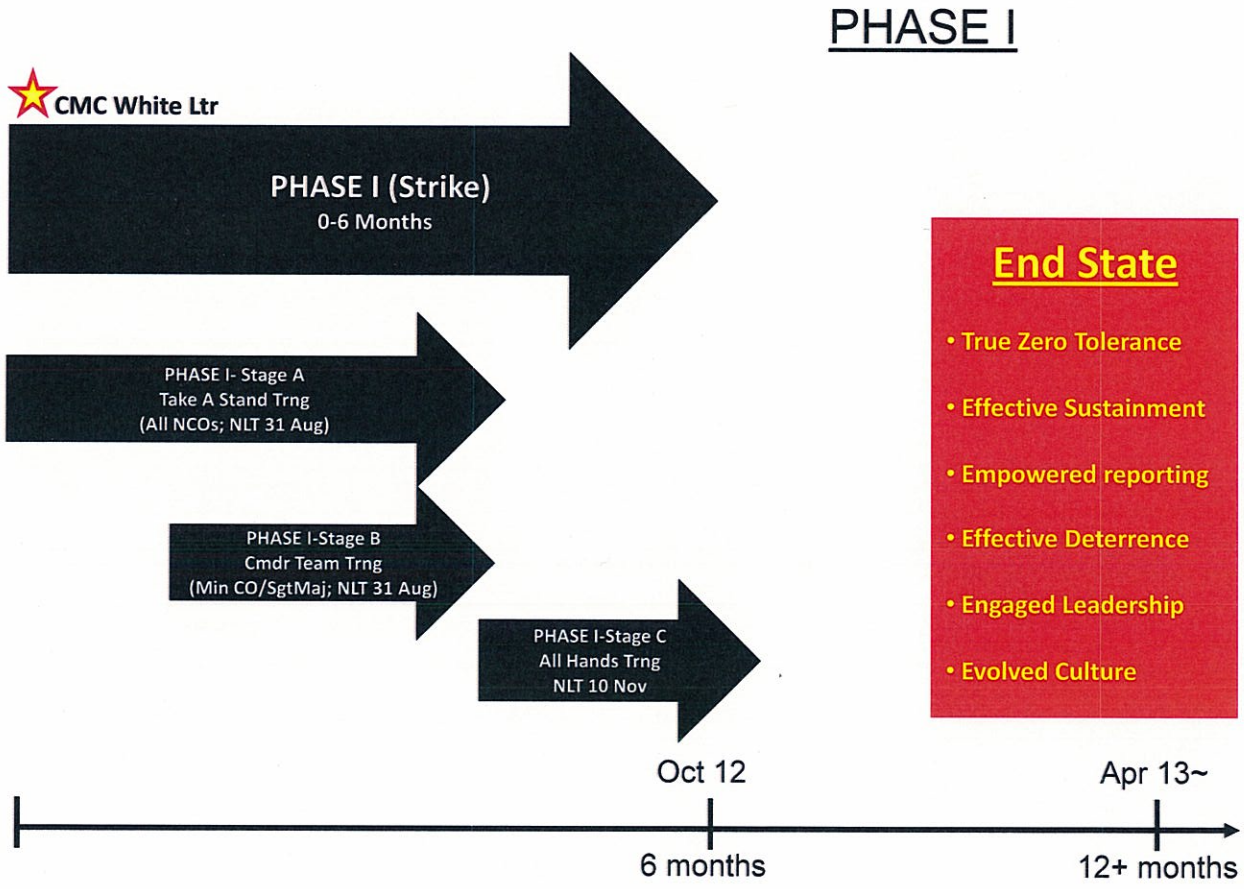


Figure 2

(b) SAPR section designated as the Sexual Assault Prevention and Response Implementation Team (SAPR-IT) Branch in Marine and Family Programs Division (MF Div) to implement the SAPR Campaign Plan, to support a Corps-wide sustainment effort, and to continue to conduct day-to-day SAPR activities in support of MF Div.

(c) Using the upcoming Defense Manpower Data Center (DMDC) Fiscal Year 2012 Gender Relations Survey, contract an independent agency to provide data assembly, management and exploitation in order to establish a sexual assault statistical base line for the Marine Corps.

(d) OPREP-3/SIR reports, required in the event of an incident of actual, suspected or alleged sexual assault, remain the vehicle to conduct initial reporting. "8-day briefs" of sexual assault are now submitted to the first general officer in the chain of command, with information copies submitted to the Assistant Commandant of the Marine Corps (ACMC) and the Deputy Commandant for Manpower and Reserve Affairs (DC M&RA) (MF) within 8 days of an incident.

(e) For planning, the Phase I training timeline is provided:

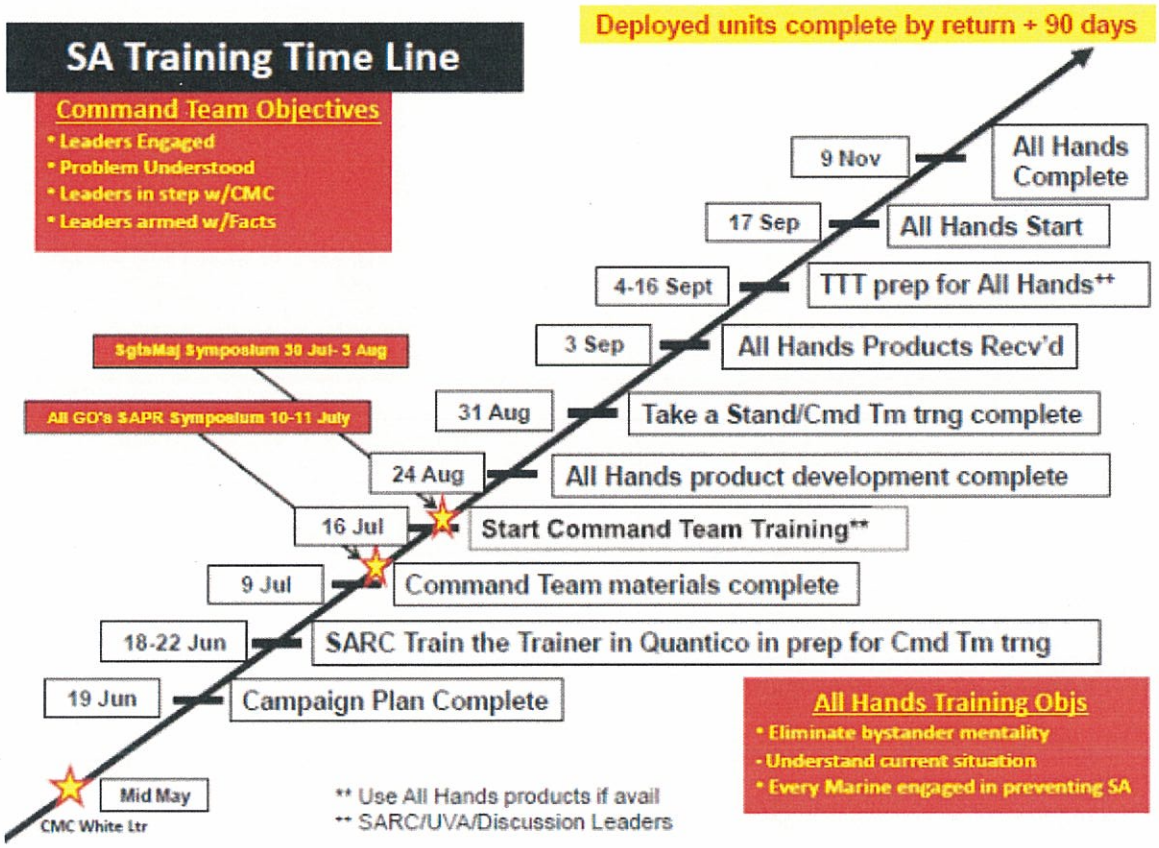


Figure 3

(3) Phase II Overview. Phase II, the "Implementation" phase, begins 10 November 2012 and is estimated to conclude within 12 months of publication of this Campaign Plan. The following key outcomes are expected:

(a) Establish a Plan of Action and Milestones (POA&M) for implementation of regional Sexual Assault Response Teams (SARTs).

(b) Develop a "plain language" pre-enlistment waiver history accessible by command leadership.

(c) Coordinate with the Bureau of Medicine and Surgery (BUMED) to determine appropriate staffing/assignment of Sexual Assault Forensic Examination (SAFE) Examiners to bases/stations and to ensure appropriate access to SAFE Examiners for forward deployed units.

(d) Sexual assault data from DMDC survey captured and systematic analysis of same informing Campaign Plan execution.

(e) Fiscal Year 2013 SAPR training infused with lessons learned from Phase I execution and prepared for execution. This includes a continual "evolution" of video based SAPR Ethical Decision Games (EDG).

(f) With the intent of introducing male recruits/students early in their careers to "role model" female Marine leaders, gender-integrated drill instructor (in supporting billets) and school house instructor teams are assigned in a reasonable fashion. Particular attention is required to ensure the appropriate level and role of these assignments.

(g) The singular focus during Phase I & II on SAPR was purposeful. This in no way diminishes the importance of mitigating the risks associated with other high risk behaviors, especially substance abuse and suicide. Properly sustaining any/all success of this campaign is inextricably tied to fully nesting SAPR efforts with the ongoing efforts of DC M&RA (MF). Accordingly, a follow-on holistic planning effort to achieve synergy amongst these efforts is anticipated in the November-December 2012 timeframe.

(4) Phase III Overview. Phase III, the "Sustainment Phase," begins on order, and when DC M&RA (MF) determines the objectives of Phase II have been met. It is anticipated that Phase II's November-December planning effort will conduct a detailed assessment of the ongoing Campaign, and serve as the principal advisor to DC M&RA with regard to Phase transition. The following key outcomes are expected during Phase III:

(a) DC M&RA In-Progress Review/assessment complete and informing conduct of both the Sexual Assault Prevention and Response Implementation Team (SAPR-IT) Branch and SAPR Campaign.

(b) Commanders at all levels receiving requisite support to effectively sustain SAPR.

(5) Tasks

(a) Phase I (3 May 2012 - 9 November 2012). All materials required to conduct "Take A Stand" are currently available via unit Uniformed Victim Advocates. The GO SAPR and SgtsMaj Symposia will serve as the vehicle to disseminate the training materials required for successful conduct of the Command Team and All Hands Training. For the purposes of this Campaign, Command Teams are, at a minimum, the Commanding Officer/Sergeant Major. Commanders may add select members of their staffs (e.g., Executive Officer, Chaplain, etc.) as desired.

1. All COMMARFORs, CG MARSOC, CG LOGCOM, COMMARCORSYSCOM

a. Per the references, execute all applicable tasks, with a specific emphasis on those tasks associated with the five major activities contained in Phase IA through Phase IC. Commanders and their sergeants major are to be the primary trainers for this instruction.

b. Examine and refocus efforts on current "Take a Stand" training. Conduct Phase I, Stage A, "Take a Stand" Training with a new suspense date of not later than (NLT) 31 August 2012.

c. Conduct Phase I, Stage B, Command Team Training NLT 31 August 2012.

d. Conduct Phase I, Stage C, All Hands Training NLT 9 November 2012.

e. Report status of training as directed in paragraph 5 below.

2. Commanding General, Marine Corps Combat Development Command (CG MCCDC)

a. Assist the SAPR-IT in development and collation of the Commander's SAPR Toolkit for posting on the M&RA webpage NLT 6 July 2012.

b. Develop SAPR-EDG videos, using the vignettes provided by SAPR-IT, to support Phase I Stage C, All Hands Training. Provide initial SAPR-EDGs to support GO SAPR Symposium NLT 6 July 2012. Provide final SAPR-EDGs to support Phase I Stage C, All Hands Training NLT 17 August 2012.

c. Develop Distance Learning/MarineNet SAPR products that support Phase I Stage C, All Hands Training NLT 17 August 2012. Intent of this product is to serve as an information resource, not as a replacement, for those Marines unable to receive commander-led Phase I training during the established timelines. My intent is clear; all Marines are to receive this training from their commanders. Marines unavailable during All Hands Training, who use the MarineNet resource, will be considered partially trained.

d. Assist SAPR-IT in conducting GO/SgtsMaj SAPR Symposia.

e. Develop POA&M to implement Phase I Stage C, All Hands Training, for all going through Entry-Level Training (ELT) and attending resident courses (greater than 30 days in duration) during the period 17 September - 9 November 2012. The only exemptions to the 9 November deadline for student training are recruits at the Marine Corps Recruit Depots (MCRDs) and candidates at Officers Candidate School (OCS) who are scheduled to graduate after 9 November; they will receive training prior to reporting to their first duty station.

f. Develop plan to implement improved SAPR sustainment across the training and education continuum in support of Phase III. Provide plan to DC M&RA for inclusion into follow-on phase transition guidance NLT 1 November 2012.

g. In coordination with (ICW) DC M&RA, revise the Commander's Course Program of Instruction (POI) to include a greater emphasis on the SAPR series of programs NLT 1 October 2012.

h. Develop a POA&M to incorporate SAPR related personal protective measures, designed to teach all recruits how to properly identify and mitigate high risk situations into the Recruit Training POI NLT 1 August 2012 for implementation by 1 November 2012.

3. Deputy Commandant for Plans, Policies and Operations (DC PP&O)

a. ICW CG MCNCR, coordinate with DC M&RA (MF Div, SAPR-IT) NLT 1 August 2012 to assess ability of Marine Corps Embassy Security Group (MCESG) to meet timelines below. Task MCESG to take "ALL COMMARFOR" tasks assigned above for action with the following modifications: "Take a Stand", Command Team and All Hands Training complete NLT 30 September 2013. These initial timelines recognize the unique laydown of MCESG when considering the requirement to have the CO and SgtMaj lead Phase I SAPR training. If these timelines are deemed not feasible, contact DC M&RA (MF Div, SAPR-IT) to coordinate a reasonable reset.

b. NLT 1 November 2012, coordinate with the Naval Criminal Investigative Service (NCIS) for additional training of Provost Marshal's Offices and Marine Corps Police Departments to enhance capabilities and reinforce first responder responsibilities for cases involving sexual assault.

4. Commander, Marine Forces Reserve (COMMARFORRES). Take "ALL COMMARFOR" tasks assigned above for action with the following modifications: "Take a Stand" and Command Team Training complete NLT 31 December 2012, and All Hands Training complete NLT 30 September 2013. These timelines recognize Marine Forces Reserve's unique lay-down when considering the requirement to have the commanders and sergeants major lead Phase I SAPR training.

5. Deputy Commandant for Manpower and Reserve Affairs (DC M&RA)

a. Source a Sexual Assault Prevention and Response Implementation Team [(SAPR-IT); (1) colonel/(2) majors] within MF Div by July 2012.

b. ICW Commanding General, Training and Education Command (CG TECOM), review the assignment process and criteria of commanders and instructors assigned to commands and detachments throughout the ELT pipeline NLT 1 November 2012.

c. Ensure adequate funding to support implementation of SAPR-IT and SAPR programs and training.

d. Support CG TECOM's efforts to revise the Commander's Course POI to include a greater emphasis on the SAPR series of programs.

e. Support CG TECOM's efforts to devise and implement a POA&M for the assignment of additional female drill instructors in supporting billets at MCRDs and female Marine combat instructors at the Schools of Infantry (SOIs).

f. Serve as the approval authority for all waiver requests concerning the timelines directed in this Campaign Plan.

6. Commanding General, Marine Corps Installations Command (CG MCI-COM). Take applicable "ALL COMMARFOR" tasks assigned above for action.

7. Commanding General, Marine Corps Recruiting Command (CG MCRC). Intent of tasks below is to establish screening protocols and training for all recruiters in order to better identify and exclude applicants who may not respect appropriate boundaries of behavior. This includes alcohol abuse and patterns of alcohol related misconduct.

a. Coordinate with NCIS and other external law enforcement agencies to develop enhanced screening protocols for applicants NLT 1 November 2012.

b. Review waiver policies related to extensive minor/traffic-related misconduct that may suggest a predisposition to lack of respect for rules/boundaries NLT 1 November 2012.

c. Review waiver policies related to misconduct including the use of alcohol NLT 1 November 2012.

d. Take applicable "ALL COMMARFOR" tasks assigned above for action.

8. Commanding General, Marine Corps National Capital Region Command. Support DC PP&O in assessing ability of MCESG to meet adjusted timelines. Support DC PP&O's tasking to MCESG (as directed in DC PP&O tasks above) to take "ALL COMMARFOR" tasks for action.

9. Chaplain of the Marine Corps

a. ICW DC M&RA (MF Div), develop and implement standardized community-specific SAPR training for chaplains and Religious Program Specialists assigned to the Marine Corps NLT 15 September 2012.

b. Coordinate with CG TECOM on the moral and ethical elements of all SAPR and values-based training.

10. Medical Officer of the Marine Corps

a. Coordinate with BUMED, ICW DC M&RA, to determine appropriate staffing/assignment of SAFE examiners to bases/stations and to ensure appropriate access to SAFE examiners for forward deployed units NLT 1 October 2012.

b. Coordinate with BUMED for training and certification of SAFE examiners capable of performing SAFE functions, standardization and implementation of "SAFE Rooms," and SAFE examiners into SARTs at all medical facilities.

11. Staff Judge Advocate (SJA)

a. Reorganize legal structure into regionalized offices capable of effectively prosecuting complex cases, including sexual assault, NLT 1 August 2012.

b. Ensure continued compliance with reference (d). Implement CMC decision to withhold Initial Disposition Authority to 0-6 special courts-martial convening authorities for the alleged violations of Articles 120, 120b, forcible sodomy under Article 125, and attempts to commit any of those offenses under Article 80, UCMJ, NLT 28 June 2012.

12. Director, Public Affairs (Dir PA). Continue to conduct strategic communication that articulates Marine Corps efforts to address sexual assault, specifically our intent to enhance prevention.

13. Legislative Assistant (OLA)

a. Develop and maintain Congressional engagement plan for sexual assault.

b. Facilitate communication with Members and staff of Congress to include office calls and briefs on sexual assault initiatives and reporting.

c. Respond to Congressional inquiries on sexual assault and report those inquiries to the SAPR-IT and senior leaders.

d. ICW HQMC, OSD, the Joint Staff, and the other Services, provide input on pertinent legislation.

(b) Phase II (10 November 2012 - on/about 10 November 2013)

1. CG MCCDC

a. Implement DoD's requirement to explain sexual assault policies to all Service members within 14 days of their entrance on active duty NLT 10 November 2012.

b. ICW DC M&RA, devise and implement a POA&M for the assignment of female drill instructors in supporting billets at MCRDs and female Marine Combat Instructors at the SOIs NLT 1 January 2013.

c. Using the framework provided by reference (e) as a point of departure and ICW DC M&RA, establish a SART at TECOM-owned installations (MCRDs and Marine Air Ground Task Force Training Command (MAGTFTC)) in order to provide a rapid and effective response to incidents of sexual assault NLT 1 January 2013.

d. Review and assess current core value training with an emphasis on respect and accountability for all Marines, to include leadership traits and principles NLT 1 October 2013.

2. DC PP&O. Coordinate with NCIS to determine appropriate realignment/focus of agents to investigate sexual assault within respective geographic regions NLT 1 June 2013 or as soon as practical.

3. DC M&RA

a. NLT 1 October 2012, provide a single authority, preferably an updated Marine Corps Separation and Retirement Manual, requiring mandatory processing for administrative separation following a substantiated incident of rape, sexual assault, aggravated sexual contact, or abusive sexual contact as defined in Article 120, UCMJ; rape or sexual assault of a child as defined in Article 120b, UCMJ; forcible sodomy as defined in Article 125, UCMJ; or attempts to commit any of those offenses under Article 80, UCMJ.

b. Examine implementing SART model to select regions. Develop training standards and establish POA&M to synchronize the fielding among the multiple stakeholders NLT 1 February 2013. Overarching intent of SARTs is to provide coordinated sexual assault response and care.

c. Develop training for regional SARTs NLT 1 November 2013.

d. Continue to assess ongoing Women in Service Requirements Review.

e. Continue to coordinate with DMDC to ensure survey instruments include Marine Corps equities, and with the Institute for Defense Analysis to ensure analysis of survey results.

f. Assess the progress of SAPR-IT and this campaign. Determine when conditions have been set to transition to Phase III.

4. CG MCI-COM. Using the framework provided by enclosure (3) as a point of departure and ICW DC M&RA, establish a SART at every base/installation in order to provide a rapid and effective response to sexual assault incidents NLT 1 February 2013.

5. CG MCRC

a. ICW CG TECOM, implement a values-based orientation program, that includes SAPR-EDGs, for Delayed Entry Program members NLT 1 January 2013.

b. Develop, ICW DC M&RA (MI), a "plain language" enlistment waiver history accessible by command leadership NLT 1 April 2013.

6. SJA. Establish an offender-focused sexual assault database NLT 1 March 2013.

(b) Phase III (On Order)

1. CG MCCDC. Task CG TECOM to:

a. Implement enhanced values-based training emphasizing the prevention of sexual assault for inclusion within the training and education pipeline NLT 1 November 2013.

b. Support CG MCRC efforts to implement a values-based orientation program, that includes SAPR-EDGs, for members of the Delayed Entry Program.

c. Provide support to DC M&RA via continuing enabling actions such as contract support for the development and production of video-based SAPR-EDGs for incorporation into follow-on SAPR training.

d. Support DC M&RA efforts to review the assignment process and criteria of commanders and instructors assigned to commands and detachments throughout the ELT pipeline.

2. DC M&RA

a. Assess continued utility of survey instruments and post survey analysis provided by DMDC.

b. Continue to assess progress of SAPR-IT and this campaign.

c. Coordinating Instructions (tasks applicable to all)

(1) Ensure compliance with CMC White Letter 2-12 (reference (a)).

(2) Conduct existing "Take a Stand" NCO training NLT 31 August 2012.

(3) Conduct Command Team Training for all battalion/ squadron command level equivalent organizations NLT 31 August 2012.

(4) Conduct All Hands Leadership Symposium on Sexual Assault NLT 9 November 2012.

(5) Report incidents of sexual assault (8-Day Sexual Assault Brief) via the first GO in the chain of command for all DoD defined sexual assaults starting 1 November 2012. Ensure the reports are ultimately forwarded to ACMC and SAPR-IT for trend analysis/lessons learned.

(6) Commanders will review and ensure an effective sponsorship program is in place that assists new join orientation and ensures a risk free settling in period.

4. Administrative and Logistics. Omitted.

5. Command and Signal

a. Command. The Commandant of the Marine Corps is addressing sexual assault through the following venues:

(1) Sexual Assault Prevention and Response Operational Planning Team (SAPR OPT). A Service-level OPT was convened in April 2012 and will continue to serve as advisors in support of this Campaign Plan. This OPT is composed of CMC-selected senior officers and enlisted personnel.

(2) Executive Off-Site (EOS). The EOS is the senior Marine Corps GO forum where emergent issues are addressed. The EOS serves as CMC's venue to pass guidance, synchronize commanders' efforts, and discuss issues that affect the Marine Corps.

(3) Sexual Assault Prevention Response Implementation Team (SAPR-IT). The SAPR-IT is a branch within MF Division and serves as the coordinator for the detailed execution of this Campaign Plan.

(4) DC M&RA retains staff cognizance for execution of SAPR.

b. Signal

(1) Commanders at every level are responsible for execution of this Campaign Plan. Every Marine is responsible for the success of the campaign.

(2) DC M&RA will serve as the adjudicating authority for all waiver requests to the deliverables and suspense dates in this campaign plan.

(3) Use enclosure (1) to report completion of Command Team, "Take A Stand," and All Hands Training. Additionally, both the "Take A Stand" and All Hands (to include actual Command Team members) training will be reported and tracked in the Marine Corps Total Force System (MCTFS). The applicable MCTFS codes and detailed reporting guidance will be published via separate correspondence.

(4) All commands identified in enclosure (1) will input required MCTFS data and submit training complete reports to DC M&RA (MF Div, SAPR) (SMB.Manpower.SAPR@usmc.mil, gail.reed@usmc.mil, and Kimberly.mobley@usmc.mil) NLT 13 November 2012, and as required until specified training is complete. Recommend a single POC be identified by each command for duration of Phase I reporting.

JAMES F. AMOS
Commandant of the Marine Corps

SAPR Campaign Plan 2012 Example Training Report Format
& required Reporting Commands

1. Command: (name)

2. Date:

3. Total Marines Trained:

	Marines Assigned	Marines Trained	Percent Trained
Active			
Reserve			
Total			

TRAINING STATEMENT (check as applicable)

_____ Take a Stand training is on track to be completed by _____

_____ Command Team training is on track to be completed by _____

_____ All Hands training is on track to be completed by _____

4. Comments

a. Commander's Assessment:

b. Reaction to Training:

c. Policy Concerns:

d. Incidents:

5. RUC/MCC reported on: (grouped by RUC)

NOTE: This report format is to be used for the final report from commands. All other reporting should be made through MCTFS.

SAPR Campaign Plan 2012 Example Training Report Format
& required Reporting Commands

1. **SAPR** Campaign Plan Organizational Reporting Responsibilities

a. Final reports will be sent to the Commandant of the Marine Corps via the Deputy Commandant for Manpower and Reserve Affairs (DC M&RA) and the Assistant Commandant of the Marine Corps (ACMC).

b Commands listed in **bold type** are required to provide reports to DC M&RA:

COMMARFORCOM. II MEF

COMMARFORPAC. I MEF, III MEF

COMMARFORRES. MOBCOM, Reserve Centers

COMMARSOC

COMMARFORAFRICA

COMMARFORCENT

COMMARFORCYBER

COMMARFOREUR

COMMARFORNORTH

COMMARFORSOUTH

COMMARFORSTRAT

CG MCRC

CG LOGCOM

CDR MCI-COM. MCI-EAST, MCI-WEST, and MCI-PAC

CDR MCNCRC

- HQMC: DMCS, Deputy Commandants & Directors, OLA, REL, HS, SJA, IG, E20, CL, AR Div, PA, SD.
- Henderson Hall, 8th & I.
- Quantico: MCCDC (TECOM), MARCORSYSCOM, HMX-1, MCB Quantico, MCESG.

Enclosure (1)

Sexual Assault Executive Summary

The Problem

- Despite our efforts, we have been ineffective at addressing and eliminating sexual assault within our ranks. Poor command climate, often the result of unengaged leadership, raises the risk of sexual assault and erodes the trust necessary for victims to safely report these crimes.
- In FY11, the Marine Corps received 333 reports of sexual assault.
- A 2010 DoD survey found that approximately 80% of sexual assaults go unreported (71% of female and 85% of male victims never report).[1]

Discussion

- There can be no ambiguity in the mind of any Marine. Sexual assault is <u>not</u> an inevitable byproduct of a mixed gender force; it is a crime. It is completely incompatible with our core values and directly undermines readiness, unit cohesion, and morale. We must reduce sexual assaults and significantly improve reporting.
- Surveys consistently show the rationale for not reporting includes: shame, embarrassment, fear of disbelief or inaction, fear of retaliation, and perceived impact to career progression.
- A command climate in which inappropriate behavior (sexual jokes, innuendos, etc.) is tolerated raises the risk of sexual assault and decreases the likelihood that victims will report.
- Reports of sexual assault are often immediately dismissed as false. Research has consistently found that only 2 to 8 percent of allegations are false.[2]
- Offenders act deliberately; seeking out both a vulnerable target and an opportunity. Alcohol is often an offenders "weapon of choice," because it makes victims more vulnerable to sexual assault.

Way Ahead

- Hold commanders and subordinate unit leaders accountable for establishing a positive command climate.
- Train commanders and subordinate leaders to identify and stop any behavior that diminishes a Marine's dignity or value to the unit.
- Remind Marines of their duty to protect and defend each other in accordance with our core values of honor, courage, and commitment.
- Continue to evolve our culture, while maintaining a true warrior ethos, to eliminate gender bias and promote acceptance of women as equal Marines.
- Train our Marines to identify and avoid dangerous situations, both in garrison and in combat.

---

[1] Defense Manpower Data Center. (2010). *2010 Workplace and Gender Relations Survey of Active Duty Members* (ADA 536 257). Ft. Belvoir, VA.

[2] Lonsway, K. A., Archambault, J., & Lisak, D. (2009). False reports: moving beyond the issue to successfully investigate and prosecute non-stranger sexual assault. American Prosecutors Research Institute. *The Voice*, 3(1).

SART ANNEX

The Sexual Assault Response Team (SART) is a first response team that provides a collaborative approach towards efficient investigating practices, forensic evidence collection and victim advocacy/care by nesting the various existing functions into a focused team designed to effectively respond to an incident of sexual assault. Its overarching goal is to increase victim endurance to see the legal process through completion while reducing "re-victimization." By its nature, SART's efficiency is gained by partnering first responders with investigators and prosecutors, ensuring a focused and timely investigation and seamless transition to judicial and/or administrative action. Most importantly, mental health resources and legal assistance are introduced early in victim care as resources are brought directly to the victim.

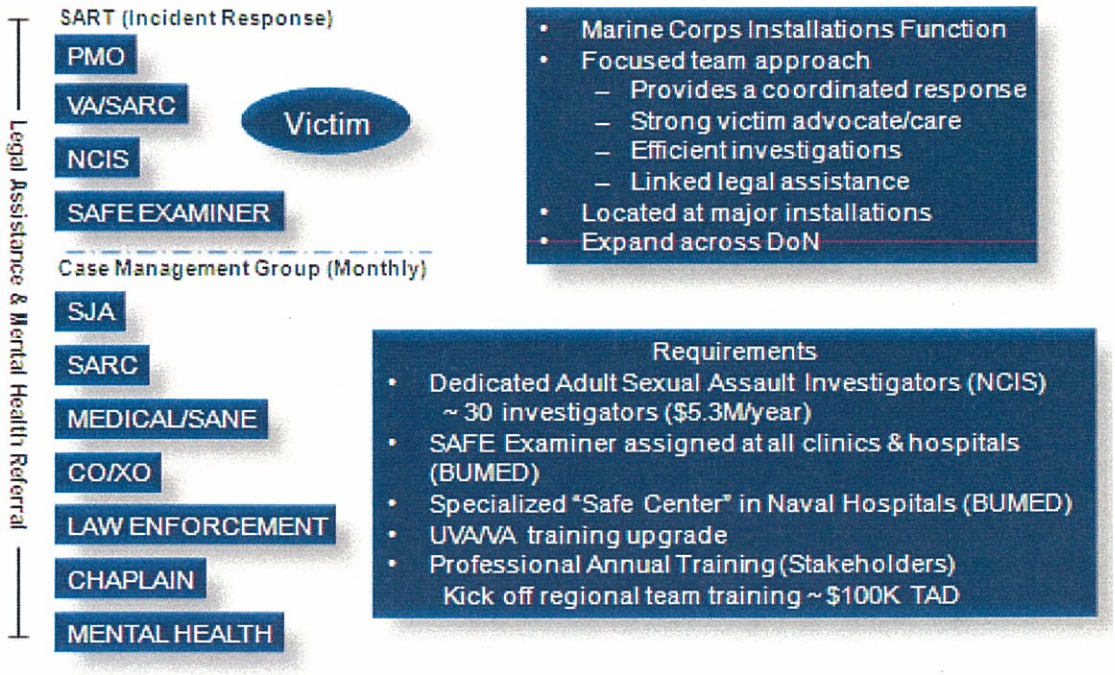
Concept of employment

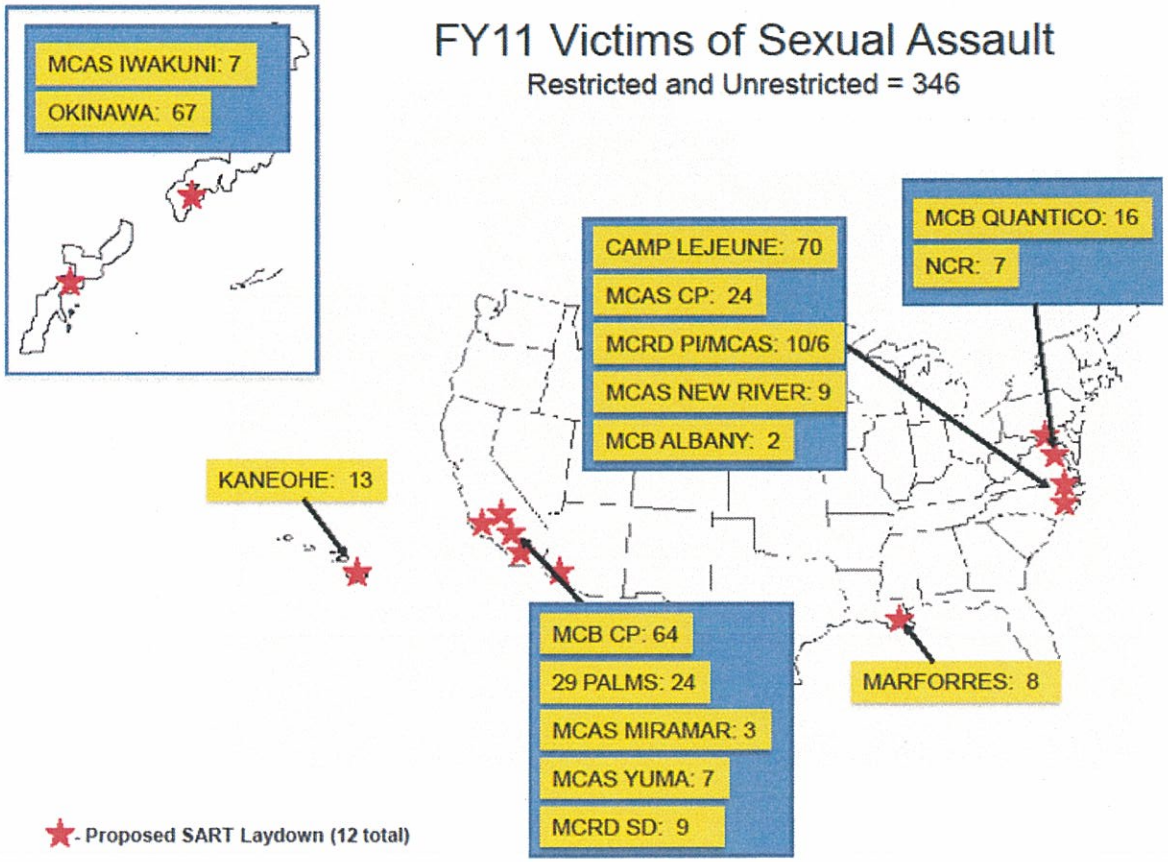
SART is a tool designed to provide incident response and integrated case management. It consists of the Naval Criminal Investigation Service (NCIS) Agent, Sexual Assault Forensic Examination (SAFE) Examiner, the Sexual Assault Response Coordinator (SARC)/Uniform Victim Advocate (UVA) and the Provost Marshal Office. SART supports case management by participating in the monthly Case Management Group responsible for coordinating actions leading to resolution. Figure 1 depicts the members/agencies and their relationship as they provide first response and continued case management for each case.

Execution. SARTs will be located at major installations both in the United States and in Japan. SARTs are installation assets that support commanders by coordinating response efforts and victim advocacy in all cases of sexual assault. SARTs capitalize on existing capabilities across installations. A proposed realignment of NCIS agents and first line supervisors with specific expertise on adult sexual assaults is being requested to provide additional resources at each major installation. In addition, increasing the number of SAFE Examiners assigned to each Naval Medical Treatment Facility is being considered by BUMED to provide an enhanced Sexual Assault Forensic Examination (SAFE) capability. In cases of sexual assault occurring not on a Marine Corps Installation or where victims receive patient care from a local provider, the SART may not be directly involved with initial response, but still maintains responsibility for the Case Management Group and potential follow-on patient care.

Installations that operate medical clinics vice 24/7 medical care facilities such as MCRD San Diego or MCB Quantico, will form SARTs in coordination with the nearest Naval Medical facility or at their installations capable of interacting with local providers.

Installations with 24/7 medical care facilities will provide SART support to non-tenants e.g., MCB Camp Lejeune to MCAS New River.





Sexual Assault 8-Day Brief Format

1. The 8-Day Brief will be completed for unrestricted reports of sexual assault only. It will not include any personally identifiable information or details about the incident. No command investigations or preliminary inquires will be conducted to obtain this information. The brief shall include the following information:

a. Victim Information

(1) Service affiliation/grade/gender/age/MOS/unit (victim's name should not be included).

(2) Length of time in service; length of time in unit.

(3) Names of small unit leaders/mentors.

b. Alleged Offender Information

(1) Service affiliation/grade/gender/age/MOS/unit (alleged offender's name should not be included).

(2) Length of time in service; length of time in unit.

(3) Names of small unit leaders/mentors.

(4) Previous legal information related to the alleged offender, including previous convictions, non-judicial punishments, or disciplinary actions.

c. Incident details.

(1) Date/time/location of incident

(2) Type of allegation

(3) Alcohol involvement: whether alleged offender, or victim, or both had consumed alcohol prior to the incident.

(4) Relationship of victim and alleged offender.

d. Post-incident actions.

(1) UVA assigned? When?

Enclosure (4)

(2) MCIO notified? When and by whom?

(3) Victim referred to medical? SAFE conducted?

(4) Victim informed of right to request an expedited transfer? By whom?

(5) MPO put in place?

e. Commander's Assessment/Way Ahead.

(1) Assessment of Investigative Support.

(2) Assessment of Victim Care/Next Steps.

(a) Victim referred to counseling?

(b) Victim referred to chaplain?

(3) Did the victim request expedited transfer?

Example 8-Day Brief

A. Victim Information
1. USMC/PFC/Female/20/2d Supply Bn
2. 9 months time in service/2 months in unit
3. Company Commander: Capt Davis; Company 1stSgt: 1stSgt Jones; Platoon Commander: 2ndLt Hemmer; Platoon Sgt: Sgt Kelvin

B. Alleged Offender Information
1. USMC/CPL/Male/22/0111/1st Bn, 9th Marines
2. 4 years, 2 months time in service/8 months in unit
3. Company Commander: Capt Rodriguez; Company 1stSgt: 1stSgt Martin; Platoon Commander: 2ndLt Bloom; Platoon Sgt: Sgt Roche
4. Two NJPs for DUI, one 6105 for unauthorized absence

C. Incident Details
1. 2 June 2012/2100/party in barracks 408 located on B St
2. Attempted sexual assault
3. Both parties had been drinking
4. Alleged offender is victim's friend

D. Post-incident Actions

1. UVA assigned: Yes, initial report provided to Bn UVA, SSgt Holmes, on 4 June 2012. Initial entry in DSAID on 4 June 2012.
2. MCIO: Notified by LtCol Brown, 2d Supply Bn CO, on 4 June 2012.
3. Medical: Victim requested medical treatment. SAFE Kit administered at the Camp Lejeune Naval Hospital.
4. Victim informed of right to request expedited transfer by command SARC, Major Reed, on 4 June 2012.
5. MPO put in place on 4 June 2012.

E. Commander's Assessment/Way Ahead

1. Assessment of Investigative Support: NCIS has opened a case. Case Control Number is 24May12-034210-8FMA. NCIS has been very supportive.
2. Assessment of victim care/next steps: Victim has requested a civilian victim advocate. Does not want counseling at this time.
   a. Victim was referred to initial counseling 5 June 2012
   b. Victim declined referral to Chaplain 5 June 2012
3. Expedited transfer requested: No, however, victim has been informed that she can change her mind at any time.

Enclosure (4)