



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

October 28, 2013

MEMORANDUM FOR SECRETARY OF DEFENSE

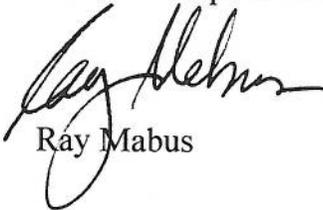
SUBJECT: Report on Enhancing Commander Accountability

Your memorandum of May 6, 2013, directed the military Service Chiefs to develop methods to assess and hold commanders responsible for their performance in establishing command climates of dignity and respect and incorporating Sexual Assault Prevention and Response (SAPR) prevention and victim care principles in their commands.

The Chief of Naval Operations, the Commandant of the Marine Corps, and I share a deep respect for the challenges faced by commanders at all levels, and we are equally committed to the fundamental tenant that commanders are ultimately responsible for the command climate of their units. This is not a new concept, and individual evaluation processes of both Services have long provided mechanisms for assessing commander performance.

In specific response to your tasking, the Navy has updated the rating criteria for officer fitness reports and enlisted evaluations, and has implemented additional initiatives to prevent sexual assaults – some focused directly on leadership presence. The magnitude of Marine Corps effort has been similar. They continue to implement and discuss additional methods to foster healthy command climates, to include reviewing their performance evaluation system, creating a standardized approach to reporting and reviewing command climate survey results, conceptualizing command climate as a key component of leadership instruction, and increasing the transparency of accountability for misconduct.

Individual responses from the Navy and Marine Corps are attached.



Ray Mabus

Attachments:  
As stated

cc:  
USD(P&R)

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CNO WASHINGTON DC  
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UNCLAS  
SUBJ: NAVY PERFORMANCE EVALUATION CHANGES  
UNCLASSIFIED/ PASS TO ALL OFFICE CODES:  
FM CNO WASHINGTON DC//N1//  
TO NAVADMIN  
INFO CNO WASHINGTON DC//N1  
UNCLAS//N01610//  
NAVADMIN 216/13  
MSGID/GENADMIN/CNO/WASHINGTON DC/N1/AUG//

SUBJ/NAVY PERFORMANCE EVALUATION CHANGES//

REF/A/DOC/BUPERS/20APR11//  
REF/B/MSG/CNO WASHINGTON DC/N00/181228ZJUL13//  
NARR/REF A IS BUPERSINST 1610.10C, THE NAVY PERFORMANCE EVALUATION SYSTEM.  
REF B IS NAVADMIN 181/13, IMPLEMENTATION OF NAVY SEXUAL ASSAULT PREVENTION  
AND RESPONSE PROGRAM INITIATIVES.

RMKS/1. This NAVADMIN is to announce the release of change transmittal 1 to

(a). This change to the performance system reinforces the importance of  
uating Sailors on their contributions to Command or Organizational  
Climate/Equal Opportunity and Military Bearing/Character, and provides  
guidance on evaluating performance in these two areas.

2. Every Sailor is accountable on every evaluation or fitness report for  
contributions to Command or Organizational Climate/Equal Opportunity and  
Military Bearing/Character. I want to reinforce to raters the importance of  
these two performance traits. These changes should be viewed as  
complementary and synchronized with the command climate survey outcomes  
provided to commanding officers and immediate superiors in command in ref  
(b). To achieve high marks in these areas, Sailors must demonstrate how they  
have cultivated or maintained command climates where improper discrimination  
of any kind, sexual harassment, sexual assault, hazing, and other  
inappropriate conduct is not tolerated; where all hands are treated with  
dignity and respect; and where professionalism is the norm.

3. A summary of the change transmittal follows:

- a. No changes were made to the actual FITREP and EVAL forms.
- b. Command or Organizational Climate/Equal Opportunity and Military  
Bearing/Character traits. The guidance reporting seniors should use when  
evaluating subordinates has changed. Blocks "34"  
and "35" on officer fitness reports, "35" and "37" on chief petty officer  
evaluations and blocks "35" and "36" on enlisted evaluations are now required  
early evaluate how a Sailor has directly contributed to, improved, or  
ained a productive and professional command climate.
- c. To achieve high makes in the above blocks, Sailors must demonstrate

how they have cultivated or maintained a positive command climate. These blocks will be used to show how each Sailor reinforces a climate where sexual harassment, sexual assault, hazing, discrimination of any kind, and other appropriate conduct are not tolerated.

4. An electronic downloadable copy of this change transmittal is available at <http://www.public.navy.mil/BUPERS-NPC/REFERENCE/INSTRUCTIONS/BUPERSINSTRUCTIONS/Pages/default.aspx>

5. Point of contact is Mr. James A. Price at (901) 874-4857/DSN 882 or via e-mail at [james.a.price@navy.mil](mailto:james.a.price@navy.mil).

6. Released by Vice Admiral W. F. Moran, N1.//

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NAVADMIN 181/13

MSGID/GENADMIN/CNO WASHINGTON DC/N00/JUL//

SUBJ/IMPLEMENTATION OF NAVY SEXUAL ASSAULT PREVENTION AND RESPONSE PROGRAM  
INITIATIVES//

REF/A/DOC/DODINST 6495.02/28MAR13//  
REF/B/DOC/OPNAVINST 1752.1B/29DEC06//  
REF/C/DOC/OPNAVINST 5354.1F CH-1/20SEP11//  
REF/D/DOC/OPNAVINST F3100.6J/4OCT11//  
NARR/ REF A IS DODINST 6495.02, SEXUAL ASSAULT PREVENTION AND RESPONSE  
PROGRAM  
PROCEDURES. REF B IS OPNAVINST 1752.1B, SEXUAL ASSAULT VICTIM INTERVENTION  
PROGRAM.  
REF C IS OPNAVINST 5354.1F CH-1, NAVY EQUAL OPPORTUNITY POLICY. REF D IS  
OPNAVINST F3100.6J, SPECIAL INCIDENT REPORTING PROCEDURES.//  
POC/PAUL ROSEN/CAPT/OPNAV N17/TEL: (703)604-5041/TEL: DSN 664-5041/E-MAIL:  
PAUL.S.ROSEN(AT)NAVY.MIL//

RMKS/1. This NAVADMIN directs organizational changes and Fleet-wide implementation of the initiatives successfully piloted in the San Diego Fleet Concentration Area and Fleet Training Center, Great Lakes in support of the Department of the Navy Sexual Assault Prevention and Response (SAPR) Program. These changes and initiatives will build upon the existing guidance and direction in references (b) through (d). Accountable personnel will make changes to applicable programs and instructions to institutionalize these endeavors.

2. The following organizational changes are effective immediately:
  - a. Director, Twenty-First Century Sailor Office (OPNAV N17) is designated as the Chief of Naval Operations SAPR Officer and will direct the implementation of Navy-wide SAPR efforts on behalf of the CNO and VCNO.
  - b. Chief of Naval Personnel will provide a dedicated SAPR Officer in the grade of O-4 or above to the following commands: U.S. Fleet Forces, U.S. Pacific Fleet, U.S. Naval Forces Europe, U.S. Naval Forces Central Command, Naval Surface Forces, Naval Submarine Forces, Naval Air Forces, Bureau of Medicine and Surgery, Navy Expeditionary Combat Command, the Systems Commands (NAVSEA, NAVAIR, SPAWAR, NAVFAC), and U.S. Fleet Cyber Command. These designated SAPR Officers will report directly to their respective Commander.
  - c. Commander, Navy Installations Command (CNIC), in conjunction with appropriate Navy Component Commands (BSO), will begin the process of hiring, training, and assigning Deployed Resiliency Counselors (DRC) to CVN and LHD/LHA commands. The DRC is a dedicated civilian professional with Sexual Assault Response Coordinator (SARC) training, certification, and credentials who is able to take restricted and unrestricted reports of sexual assault and

connect victims with the spectrum of care and available assistance. DRCs will deploy with Carrier Strike Groups, Expeditionary Strike Groups, and Amphibious Ready Groups to provide professional support continuity to deployed Sailors to ensure victims remain connected to resources throughout their deployment. These individuals should be in place by the end of FY14.

3. Fleet Commanders (USFF, CPF, CNE, CUSNC) will be the Supported Commanders, and Regional/Installation Commanders will be the Supporting Commanders, for the implementation of the following actions no later than (NLT) 1 October 2013.

a. Institute roving barracks patrols with the intent of increasing the visible presence of leadership to deter behavior that may lead to sexual assault or other misconduct. All Fleet unit commands (afloat and shore) with Sailors living in barracks will participate in these patrols. For standardization, patrols will be conducted in accordance with region/base guidance and training. Roving patrols will be led by Chief Petty Officers and/or experienced Officers (O-3) and augmented with First Class Petty Officers. The timing, composition, frequency, and duration of these tours will be tailored at each location based on guidance from the Fleet Commander.

b. Ensure all Sailors residing in barracks attend indoctrination training within 30 days of occupancy.

c. Ensure personnel screened and assigned as barracks Resident Advisors (RA) are mature, effective leaders. Personnel selected as an RA must be First Class Petty Officers or above and are required to attend RA training. CNIC will verify standardized RA training, to include their role in preventing sexual assaults, is in place NLT 31 July 2013.

d. Conduct surveys of facilities to identify areas that require better lighting, visibility, or other safety improvements to reduce the vulnerability of Sailors while walking on base.

e. Designate a Flag Officer, reporting to you, as the SAPR program leader for each Navy installation/Fleet Concentration Area and associated local commands. This designated Flag Officer will establish routine coordination meetings with appropriate installation/local command representatives, and local community and civic leaders to review SAPR program efforts. This designated Flag Officer will also ensure that community outreach and engagement--including base and region commander cooperation, coordination and consultation with local law enforcement, hospitals and hotels--is part of each area's prevention and response measures. Operational Flag Officers assigned to command positions, but not designated as lead for an oversight group, will participate to the maximum extent practicable. Local Naval Criminal Investigative Service (NCIS) representatives, Region Legal Service Offices, and installation SARCs will be included in these coordination meetings whenever possible.

f. Ensure monthly Sexual Assault Case Management Group meetings, chaired by the installation Commanding Officer (CO) or Executive Officer (XO), are conducted as required by references (a) and (b). XOs must attend these meetings when their command has an active case and the unit is at home station. During periods when the unit is underway or deployed, the Immediate Superior in Command (ISIC) or another appropriate representative will attend.

g. Ensure installation and regional SARCs and Victim Advocates continue to have appropriate access to command spaces to perform their duties.

h. Provide quarterly consolidated reports to OPNAV N17 (reporting requirements to be published SEPCOR).

4. All commands are directed to take the following actions:

a. Review their compliance with reference (c) and ensure command climate surveys are conducted within 90 days of the CO assuming command, and annually

thereafter.

b. If not already completed, conduct a face-to-face debrief of their most recent command climate assessment with their ISIC using the Defense Equal Opportunity Management Institute Organizational Climate Survey, to include a plan of action and milestones for corrective actions. ISICs will certify completion via their administrative chain of command.

c. NLT 31 July 2013, ISICs will have full visibility of their units' command climate survey data and any future command climate surveys. This requirement for ISIC review and full visibility of command climate results complies with recent Department of Defense (DoD) guidance and applies to all commands.

d. Commanding Officers are to use the Sexual Assault Prevention and Response Commander's Guide in shaping their command program. Guides are distributed at Major Command, PCO, and PXO courses at Command Leadership School. An electronic copy of the guide may be viewed on the Navy Personnel Command's Sexual Assault page at the following link

<http://www.public.navy.mil/bupers->

[npc/support/readiness/Pages/SexualAssault.aspx](http://www.public.navy.mil/bupers-npc/support/readiness/Pages/SexualAssault.aspx)

px. Commands may request additional copies via email from the Department of Navy Sexual Assault Prevention and Response Office (DoN SAPRO). DoN SAPRO POC is Lori Zinck, lori.zinck(AT)navy.mil, COMM (703)695-4211.

e. In accordance with reference (a), COs, XOs, and Command Master Chiefs will complete the SARC Commander's Toolkit brief with the regional or installation SARC and report completion to their ISIC.

f. Review command policies to ensure adherence to reference (d) requirements regarding the submission of OPREPs/Unit SITREPs and Sexual Assault Incident Data Collection Reports (NAVPERS Form 1752/1).

5. For your awareness, the Acting Director, NCIS will be submitting a plan to the Department of the Navy Assistant for Administration to hire and fund sufficient NCIS Special Agents and Investigators to surge the initial response and further enhance the timeliness of sexual assault investigations.

6. The above actions have proven effective at Training Support Center, Great Lakes and in the San Diego Fleet Concentration Area in improving the safety of our Sailors and reducing incidents of sexual assault. Our leadership is demonstrated in our commitment to the safety and security of our Sailors. While these actions are primarily focused on prevention, they also serve as a deterrent and reinforce our Commander's responsibility for victim support. Victims of sexual assault must be assured that they will be supported, they will be provided options in accordance with DoD guidance, their allegations will be investigated, and that offenders will be held appropriately accountable. I appreciate your leadership and support of this important effort across the Fleet.

7. Released by the Chief of Naval Operations.//

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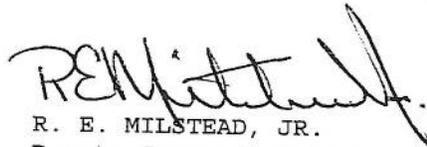
SEP 19 2013

MEMORANDUM FOR THE SECRETARY OF THE NAVY

Subj: ENHANCING COMMANDER ACCOUNTABILITY

Ref: (a) Secretary of Defense Memorandum dated 06 May 2013

1. The reference directs each service develop methods to assess military commanders' performance in establishing command climates of dignity and respect and in incorporating Sexual Assault Prevention and Response (SAPR) principles in their commands. Furthermore, the reference directs each service to hold commanders accountable. This memorandum provides a response to this task.
2. Accountability for unit command climate is a time honored leadership responsibility and the Marine Corps holds accountable those Commanding Officers who negligently or willfully allow unhealthy command climates. Leadership is both art and science; command climate is an aspect of leadership that weights itself on the side of art. Our efforts to enhance commander accountability focus on engaged leadership, the power of example, and justice tempered with mercy.
3. The Commandant directed a Leadership Summit on July 15-16 for all Commanding Generals, Commanding Officers and their Senior Enlisted Advisors. Hosted by Lieutenant Generals, the summit underscored how the ripple effects of command climate impact the lives of individual Marines, the effectiveness of the unit, and the overall strength of the Corps. In addition, the Commandant hosted Commander's Course for new Commanding Officers has been updated to include several hours of instruction and small group discussion focused on ethical decision-making, accountability, and establishing a positive and professional command climate. Finally, ethics and accountability were main topics of discussion at the most recent Marine Corps General Officer Symposium.
4. We continue to implement and discuss additional methods to foster healthy command climates including; reviewing our performance evaluation system to ensure it promotes command climate accountability, creating a standardized approach to reporting and reviewing command climate survey results within the chain of command, conceptualizing command climate as a key component of leadership instruction within the continuum of our formal schools through ethical decision games, reviewing the potential benefits of conducting 360° assessments for O-5/O-6 Commanding Officers, and increasing the transparency of accountability for misconduct.
5. The Marine Corps continues to prioritize developing leaders and commanders who are characterized by the highest standards of personal character and professional competence. We will continue to employ and consider new assessment tools so that when commanders fail to meet these standards, they are held accountable, for the good of their units and the Marine Corps as a whole.

  
R. E. MILSTEAD, JR.  
Deputy Commandant for  
Manpower and Reserve Affairs