Department of Defense
Sexual Assault Prevention and Response
Prevention Strategy Update

February 12, 2014
Agenda

• DoD 2008 Prevention Strategy
• DoD 2013 Prevention Strategic Plan
• Research and Collaboration
• Best and Promising Practices
• CDC Social Ecological Model
• 2014 Prevention Strategy Way Ahead
• Conclusions
2008 DoD Prevention Strategy

• **Key Features:**
  
  - **Spectrum of Prevention:** Interventions at all levels of military society to influence knowledge, skills, and behaviors that support prevention
  
  - **Core Intervention:** Active Bystander Intervention
    
    Teaching people how to
    
    - Recognize potential problems
    
    - Intervene Safely
  
  - **Social Marketing Campaign:** Reinforces all other interventions and training

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DoD SAPR Program Foundation

• Sustain multi-pronged approach – no single “silver bullet” solution
  - Requires sustained progress, persistence, innovation, and multi-disciplinary approach in prevention, investigation, accountability, victim assistance & assessment

• **Expand prevention efforts to reinforce cultural imperatives of mutual respect and trust, team commitment, and professional values**

• Recognize that sexual harassment is strongly correlated with sexual assault

• Ensure victim focus to help overcome vast underreporting
  - Every victim needs to be treated with respect, dignity, and sensitivity
  - Reporting is an essential bridge to victim care and accountability

• Sustain commitment to holding offenders appropriately accountable – we are improving investigative and accountability efforts through Special Victims Capability, UCMJ reviews, and comprehensive oversight actions

• **Continue to educate frontline commanders and leaders at all levels and hold them accountable in establishing a culture of dignity and respect**
SAPR Mission, Lines of Efforts and Objectives

**Mission:** The Department of Defense prevents and responds to the crime of sexual assault in order to enable military readiness and reduce—with a goal to eliminate—sexual assault from the military.

### Lines of Effort

- **Prevention** - Deliver consistent and effective prevention methods and programs.
- **Investigation** - Achieve high competence in the investigation of sexual assault.
- **Accountability** - Achieve high competence in holding offenders appropriately accountable.
- **Advocacy/Victim Assistance** – Deliver consistent and effective victim support, response, and reporting options.
- **Assessment** – Effectively standardize, measure, analyze, and assess program progress.

### Objectives

- Cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated.
- Investigative resources yield timely and accurate results.
- Perpetrators are held appropriately accountable.
- DoD provides high quality services and support to instill confidence, inspire victims to report, and restore resilience.
- DoD incorporates responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of SAPR.
DOD’s 2013 Strategic Plan (6 March 2013)

Line of Effort: Goal is to deliver consistent and effective prevention methods and programs.

Objective: Cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated.

Center of Gravity: Commanders and first line supervisors

Key Focus Areas: “This [Joint] Strategic Direction is written for Commanders and leaders to improve awareness of sexual assaults, operationalize our commitment, and facilitate dialogue and open communications across our formations.” (Strategic Direction to the Joint Force, Joint Chiefs, 6 May 2012)

“Sustained leader emphasis by Commanders and first line supervisors are critical to this effort, as they are central in establishing the climate of dignity, respect, sensitivity, and environmental expectations that can reduce and eliminate this crime.”

“DoD is developing core competencies and learning objectives for all SAPR training, starting with pre-Command and Senior Enlisted Leaders, to ensure consistent learning and standardization.”
DOD’s 2013 Prevention Key Tasks

- Conduct collaborative review to update the 2008 DoD Sexual Assault Prevention Strategy
- Enhance and integrate SAPR Professional Military Education in accordance with NDAA FY 12 requirements
- Develop core competencies and learning objectives for all SAPR training to ensure consistency throughout the military and enhance SAPR training
- Enhance Pre-command and Senior Enlisted SAPR training
- Develop, conduct, and assess command climate surveys within 120 days of assuming command and annually as appropriate
- Deploy SAPR innovation and assessment teams to identify and share promising prevention strategies and techniques.
- Establish collaboration forum with external experts, federal partners, Military Services, advocacy organizations, and education institutions to capture and share prevention best practices and lessons learned.
- Review nation (e.g. state, university) and coalition (e.g. U.K.) and SAPR programs to identify best practices and lessons learned
Research and Assessment Team Visits

Research: Gathered over 200 prevention strategies, techniques, ideas, concepts, and programs through on-site visits, web/teleconferences, literature and research, and referrals from Congress, advocacy groups, Mil Services, foreign partners

Promising Practices: Assess & Identify promising practices -- share across DoD

Illinois (Jun13)
Great Lakes Naval Base
Catharsis Productions (Sex Signals)
University of Illinois at Chicago (Dr. Schewe)
ICASA

New York (Apr13)
Binghamton University

California (May13)
Berkeley University
Stanford University
Santa Cruz University
YWCA - Men of Strength
Quimby Middle School
CALCASA (PreventConnect)
Naval Post Graduate School

Maryland (Apr13)
Fort Meade (Can I Kiss You)

Maryland (Jul13)
MEPs Center (Fort Meade)

Maryland (Sep13)
NSA (Army, 704th MI BDE)
USNA (“1-4” peer program)

Los Angeles, CA (Aug13)
National Sexual Assault Conference

Georgia (Oct 13)
CDC
Georgia State University

DC (Jul13)
MenCanStopRape
8th & I, Marine Barracks (USMC)

DC (Oct13)
US Institute of Peace Conference
## Collaboration Efforts

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Date</th>
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<tbody>
<tr>
<td>Dr. Edwards</td>
<td>Greendot</td>
<td>MAY</td>
</tr>
<tr>
<td>Dr. Albright</td>
<td>Kognito</td>
<td>JUN</td>
</tr>
<tr>
<td>Mr. Anderson</td>
<td>Male Survivor</td>
<td>JUL</td>
</tr>
<tr>
<td>Dr. Segal</td>
<td>Univ. of MD</td>
<td>JUL</td>
</tr>
<tr>
<td>Liz Zandik</td>
<td>PCAR</td>
<td>JUL/SEP</td>
</tr>
<tr>
<td>Dr. Tharp</td>
<td>CDC</td>
<td>JUL</td>
</tr>
<tr>
<td>Dr. Katz</td>
<td>MVP</td>
<td>JUL</td>
</tr>
<tr>
<td>Mr. McNamara</td>
<td>FBI</td>
<td>JUL</td>
</tr>
<tr>
<td>Dr. R. Felson</td>
<td>Penn State</td>
<td>JUL</td>
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<tr>
<td>SGT. Moore</td>
<td>MyBodyMyLife</td>
<td>AUG</td>
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<tr>
<td>Ms. Arriaga</td>
<td>Futures Without Violence</td>
<td>AUG</td>
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<tr>
<td>Mr. Helion</td>
<td>Narrow Strait</td>
<td>AUG</td>
</tr>
<tr>
<td>Dr. H. Spivak</td>
<td>CDC</td>
<td>SEP</td>
</tr>
<tr>
<td>Dr. Felson</td>
<td>Community Oriented Policing</td>
<td>SEP</td>
</tr>
<tr>
<td>Dr. Berkowitz</td>
<td>Best Practices in Men’s Programs</td>
<td>SEP</td>
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<tr>
<td>SGT. Moore</td>
<td>MyBodyMyLife</td>
<td>AUG</td>
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<tr>
<td>Peer-Peer webinar (pilot)</td>
<td>DoD, USNA, Great Lakes, and Binghamton U</td>
<td>OCT</td>
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<tr>
<td>Dr. Lisak</td>
<td>Forensic Consulting, 1in6</td>
<td>NOV</td>
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<tr>
<td>Ann Schulte</td>
<td>FAP (Prevention)</td>
<td>DEC</td>
</tr>
<tr>
<td>Dr. French</td>
<td>Univ. Missouri at Columbia, Cultural Implications</td>
<td>DEC</td>
</tr>
<tr>
<td>Stephanie K. McWhorter Valerie A. Stander</td>
<td>Naval Health Research Center</td>
<td>FEB</td>
</tr>
</tbody>
</table>
Sharing Best and Promising Practices

Distribution plan under development:
- Practice dependent
- Feature single or multiple options
- Coordinated with all LoEs

Key
- IPT
- Prevention “Roundtables”
- Resource Center
- Webinars

- SAPR.mil
- SAPR Source

Department of Defense
Sexual Assault Prevention and Response Strategic Plan
30 April 2013

Strategy
Directives
Prevention Guide
Policy
Successful Prevention Programs address problems through a comprehensive Social-Ecological Model

CDC’s comprehensive model applies multiple levels of interconnected influences across the society. It is more likely to have a lasting effect leading to institutionalization of sexual assault prevention than any single intervention.

Social-Ecological Model (SEM):
- Provides framework for understanding all the prevention factors, their influences, and their relationship to one another
- Recognizes the interwoven relationships that exist between individual and their environment
- Predominant model for organizing Prevention programs
- Leaders in public health and safety (world-wide) such as Centers for Disease Control employ the Social-Ecological Model to combat HIV-AIDS, tobacco abuse, youth violence, cancer

Regardless of environment (DoD or civilian community)
Stopping violence before it begins requires understanding and addressing multiple factors which influence violence
Success requires attention to both the individual and the environment
Proposed 2014 DoD Sexual Assault Prevention Strategy

**Spheres of Influence**

- **Society**
- **DoD/Services/Units**
- **Leaders at all levels**
- **Relationships**
- **Individual**
  - Beliefs, Attitudes, & Values

**Social-Ecological Model**

<table>
<thead>
<tr>
<th>Key Means – Resources</th>
<th>Key Ways – Objectives</th>
<th>Supporting End states</th>
</tr>
</thead>
<tbody>
<tr>
<td>DoD Benchmark Prevention Programs and Research</td>
<td>Develop DoD national benchmark prevention program that sets the example for civil society to follow</td>
<td>Acceptance and endorsement of the values shared by DoD</td>
</tr>
<tr>
<td>Directives and Strategies</td>
<td>Institutionalize sexual assault prevention practices and programs throughout Department</td>
<td>Institutionalized culture &amp; values, supported by policies</td>
</tr>
<tr>
<td>Leader mentorship</td>
<td>Influence personnel values, attitudes, and behaviors</td>
<td>Establishment and maintenance of a culture/climate which supports the prevention of sexual assault</td>
</tr>
<tr>
<td>Education, skills building, &amp; training</td>
<td>Promote healthy and supportive relationships between peers, partners, family, and friends</td>
<td>An environment in which Service members’ networks support a culture of sexual assault prevention</td>
</tr>
<tr>
<td>Education, skills building, &amp; training</td>
<td>Promote healthy social-emotional relationship skills</td>
<td>Identify, act, and intervene to prevent inappropriate behaviors associated with sexual assault</td>
</tr>
</tbody>
</table>
**2013 DoD SAPR Strategic Plan Prevention LOE Objective:**
Deliver consistent and effective prevention methods and programs

**2014 Prevention Strategy:**
- Lessons learned are being used to inform DoD’s 2014 Prevention Strategy in order to ensure a dynamic and responsive approach to preventing sexual assault at multiple levels
- Apply Center for Disease Control and Prevention’s Social Ecological Model to DoD’s 2014 Prevention Strategy
- Scheduled for publication April 2014 during Sexual Assault Awareness Month

**End State:**
Cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated, condoned, or ignored.
Conclusions

• Leaders at all levels are central to the DoD strategic approach and a key part of an effective sexual assault prevention program

• An aggressive, dynamic and responsive approach to preventing sexual assault at multiple levels is required

• Prevention programs must be adaptive to address unit/organizational environment and targeted audiences

• Commanders and leaders provide a critical prevention capability in the armed forces unlike other environments that must capitalize on coalitions and networks to influence attitudes, beliefs and behaviors of individuals and groups
Questions
Backups
# Enhanced Commander and Senior Enlisted Leader Training

- Jan 2012 -- SECDEF-mandated evaluation of Pre-Command & Senior Enlisted Leader SAPR Training
- May 2012 -- Report to SECDEF delivered
- Sep 2012 -- SECDEF-mandated development of standardized Core Competencies/Learning Objectives
- Dec 2012 -- Standards completed – SECDEF directed implementation
- Apr 2013 -- Services implemented CCs-LOs for all Pre-command and Senior Enlisted Leader Training

## Core Competencies

<table>
<thead>
<tr>
<th>Core Competency 1: Sexual Assault in the Military</th>
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<tbody>
<tr>
<td>Refresh understanding of basic concepts of sexual assault</td>
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<thead>
<tr>
<th>Core Competency 2: Prevention</th>
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<tbody>
<tr>
<td>Understand risks and circumstances associated with sexual assault incidence and the proactive measures to prevent sexual assault and associated destructive behaviors within their command</td>
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<table>
<thead>
<tr>
<th>Core Competency 3: Advocacy and Response</th>
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<tbody>
<tr>
<td>Understand the essential elements of quality victim care response programs and the roles and responsibilities of victim service providers</td>
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<table>
<thead>
<tr>
<th>Core Competency 4: Investigations and Accountability</th>
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<tbody>
<tr>
<td>Understand the complexity of sexual assault crimes and the appropriate investigation and disposition options available</td>
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<table>
<thead>
<tr>
<th>Core Competency: 5: SAPR Program Leadership</th>
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<tbody>
<tr>
<td>Understand commander’s and senior enlisted leader’s roles in fostering a command environment free of sexual assault</td>
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## Resulting Learning Objectives

- Recognize sexual assault myths, facts, and trends
- Define sexual assault and sexual harassment, differentiate between the two, and review the relevant articles of UCMJ
- Recognize environments where sexual offenses occur
- Define and identify strategies for bystander intervention
- Define and identify strategies for risk reduction
- Define and identify strategies for obtaining affirmative consent
- Identify command climate strategies for preventing assaults
- Recognize impact of trauma on victim’s behavior and ability to communicate clearly
- Employ tactics to minimize re-victimization
- Identify commander responsibilities for sexual assault response, privileged communications, victim care and encourage victims to report sexual assault
- Recognize commander responsibilities regarding sexual assault investigative procedures
- Recognize commander responsibilities during judicial process
- Understand applicable SAPR programs, policies & procedures
- Identify key elements of an effective command SAPR program, to include roles and responsibilities of key personnel
### 2013 DoD Prevention Strategy Tasks/Interventions

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Society</th>
<th>DoD/Service/Unit</th>
<th>Leaders</th>
<th>Relationships</th>
<th>Individual</th>
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<tbody>
<tr>
<td>Implement the 2013 DoD SAPR Strategic Plan.</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Conduct collaborative review to update the 2008 DoD Sexual Assault Prevention Strategy.**</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Enhance and integrate SAPR Professional Military Education in accordance with NDAA FY12 requirements.** ++</td>
<td>X</td>
<td></td>
<td>X</td>
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<tr>
<td>Develop core competencies and learning objectives for all SAPR training to ensure consistency throughout the military.</td>
<td>X</td>
<td></td>
<td>X</td>
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<tr>
<td>Enhance Pre-command and Senior Enlisted SAPR training.** ^^</td>
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<tr>
<td>Enhance SAPR accession training and programs. Explain sexual assault policies to all Service members within 14 days of their entrance on active duty. ** ^^</td>
<td></td>
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<td>X</td>
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<tr>
<td>Operationalize findings and recommendations from Initial Military Training reviews.</td>
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<td>X</td>
<td>X</td>
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<td>Establish and implement policies that mitigate high-risk behaviors and personal vulnerabilities (e.g., alcohol consumption, barracks visitation).**</td>
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<tr>
<td>Develop, conduct, and assess command climate surveys within 120 days of assuming command and annually as appropriate.** ^^^</td>
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<td>X</td>
<td>X</td>
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<tr>
<td>Deploy SAPR innovation and assessment teams to identify and share promising prevention strategies and techniques.</td>
<td>X</td>
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<tr>
<td>Establish collaboration forum with external experts, federal partners, Military Services, advocacy organizations, and educational institutions to capture and share prevention best practices and lessons learned.</td>
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<td>X</td>
<td>X</td>
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<tr>
<td>Review national (e.g., state, university), and coalition (e.g., U.K. and Canada) SAPR programs to identify best practices and lessons learned.</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Enhance SAPR Annual/Pre-/Post-deployment Training. ++</td>
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<td>X</td>
<td>X</td>
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<td>Incorporate specific SAPR monitoring, measures, and education into normal command training, readiness and safety forums (e.g., quarterly training guidance, unit status reports, safety briefings).**</td>
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<td>Establish assignment transition policy that ensures Service member sponsorship, unit integration, and immediate assignment into a chain of command.**</td>
<td>X</td>
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<td>X</td>
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<td>Explore expansion of SAPR training to include Recruit Sustainment Programs, Student Flight Programs, and for National Guard prior to arrival at Basic Training.</td>
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