



SECRETARY OF THE ARMY  
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INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: John M. McHugh, Secretary of the Army

SUBJECT: Progress Report to the President of the United States

- Attached is the Army's input to the Department of Defense (DoD) Sexual Assault Prevention and Response Progress Report to the President of the United States.
- The report is prepared in accordance with the Under Secretary of Defense for Personnel and Readiness memo dated JUN 26 2014, SUBJECT: Combined Data Call for the DoD Sexual Assault Prevention and Response Progress Report to the President of the United States and the FY14 Annual Report on Sexual Assault in the Military.
- The report discusses Army progress along the five lines of effort established by the Joint Chiefs of Staff and detailed in the DoD Sexual Assault Prevention and Response Strategy. The lines of effort are: Prevention, Investigation, Accountability, Advocacy and Assessment. Highlights of Army progress include:
  - Enhanced individual and unit level Sexual Harassment/Assault Response and Prevention (SHARP) training using realistic, interactive techniques that better depict sexual assault prevention topics such as gender relations and bystander intervention.
  - Accomplishments of the Special Victims Capability and Special Victims Counsel initiatives that provide best-in-class investigation and prosecution of sexual assault cases and support to victims.
  - Required assessment of leaders' commitment to preventing and responding to sexual assault and increased command climate assessments with specific focus on sexual assault.
  - Enhanced and expanded training for Sexual Assault Response Coordinators and Victim Advocates through a seven week curriculum at the newly established SHARP Academy, co-located at one of the Army's premier leader development training centers.
  - Commitment of resources to provide full-time personnel at every brigade level unit and each Army installation.

COORDINATION: None

Attachments: As stated

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# ARMY

## Sexual Assault Prevention and Response Progress Report to the President of the United States

LOYALTY DUTY RESPECT SELFLESS SERVICE HONOR INTEGRITY PERSONAL COURAGE



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## Part 1 - U.S. Army Sexual Assault Prevention and Response Progress Report to the President

### Executive Summary

In December 2013, President Obama directed the Secretary of Defense and the Chairman of the Joint Chiefs of Staff to provide a comprehensive report that would detail the military's progress in preventing and responding to incidents of sexual assault. In preparation for the omnibus report of the Department of Defense (DoD), Secretary Hagel and Chairman Dempsey tasked each Military Service to provide a report outlining all of the Service-level programs implemented since Fiscal Year 2012, a period in which all of the Services have taken aggressive steps in this area. In the Army, these many efforts have been part of an overarching program that combines initiatives related to the prevention of and response to sexual assault and sexual harassment. This program is called "Sexual Harassment and Assault Response and Prevention" (SHARP), and it is publicized throughout the Army as the "I. A.M. STRONG" campaign, which stands for *Intervene, Act, and Motivate*. This report details the initiatives, programs, and policies that constitute the Army's SHARP program, while also demonstrating the significant progress the Army has made in preventing and responding to the crime of sexual assault.

Since its inception in 2009, the Army's SHARP program has focused its efforts on five specific priorities or Lines of Effort:

1. Prevention of sexual assault
2. Competent and sensitive investigations of sexual assault
3. Accountability for the perpetrators of sexual assault
4. Assistance to, and advocacy for, the victims of sexual assault
5. Effective assessment of SHARP programs

These five Lines of Effort mirror those found in the DoD Sexual Assault Prevention and Response Strategic Plan and are formally expressed in the Army's 2014 SHARP Campaign Plan. The Secretary of the Army has signed nine directives to implement policies to address these Lines of Effort. The Secretary of the Army and the Chief of Staff have also hosted annual leader summits to communicate the Lines of Effort and to emphasize the importance of sexual assault prevention and response; all Commanding Generals and Command Sergeant Majors are required to attend these events. The Chief of Staff has repeatedly reminded Army leaders that "combating sexual harassment and sexual assault is our primary mission."

In addressing the first Line of Effort – prevention – the Army has, over the last three years, continually revised the policies, training, and engagement strategies that address sexual assault. SHARP training is now required for all Soldiers and has been fully integrated into Future Soldier Training for new recruits, Initial Entry Training for new Soldiers, and at each level of Professional Military Education for officers and non-commissioned officers. In 2014, the Army completed a multi-year process to revise all Professional Military Education courses to update and improve their corresponding SHARP training. In addition, since 2011, unit-level SHARP training is required annually

and, since 2014, is now complemented by a highly-regarded, interactive presentation designed to educate Soldiers about the importance of active bystander intervention. In 2013, the Secretary of the Army also mandated suitability checks for more than 20,000 drill sergeants, recruiters, victim advocates, sexual assault response coordinators, and other “positions of trust” to ensure that only the best-qualified and most suitable individuals serve in these important positions.

Over the last three years, the Army has worked on the second Line of Effort – competent and sensitive investigations of sexual assault – by increasing the timeliness and thoroughness of sexual assault investigations. U.S. Army Criminal Investigation Division has joined with prosecutors, victim witness liaisons, victim advocates, and other sexual assault responders to form Special Victim Capability teams at more than seventy Army installations. These teams are trained in the unique aspects of investigating and prosecuting sexual assault cases, including the need to ensure that victims are referred to the appropriate agencies for comprehensive care. In further support of the Army’s emphasis on this priority, the U.S. Army Military Police School, which has been recognized by DoD as a “Best Practice” in sexual assault investigative training, has substantially revised its curriculum to emphasize the best practices in sexual assault investigations while greatly increasing the number of agents certified as satisfying Special Victim Capability requirements. Since 2011, the U.S. Army Military Police School has also developed a number of innovative investigative techniques, including the Forensic Experiential Trauma Interview, which was designed to increase victim cooperation with the accountability process and thereby enhance prosecutions. Finally, to expedite sexual assault cases, the Army has increased its number of DNA analysts by more than 400% since 2011.

The cornerstone of the Army’s accountability effort, the third Line of Effort, is the Special Victim Prosecutor (SVP). The Special Victim Prosecutors are selected for their courtroom expertise and also for their sensitivity to the victims of sexual assault. Special Victim Prosecutors complete a specially-designed, intensive training course, and oversee or assist in the prosecution of every sexual assault case in the Army. Since 2009, the Army has seen an increase of more than 100% in the proportion of sexual assault cases that result in prosecutions and convictions. At the same time, the Army has also observed a substantial decrease – from 44% to 12% – in the portion of founded cases in which command action is not possible (for example, because the victim will not participate in the prosecution, there is insufficient admissible evidence to proceed, or the statute of limitations has expired). Equally notable for this Line of Effort, the Army began a program of providing victims with Special Victims’ Counsel -in 2013. The Special Victims’ Counsel represents the victim throughout the investigation and accountability process, with the primary duty to zealously represent the express interests of the victim, even if those interests do not align with those of the government. The Army has now trained nearly 200 Special Victims’ Counsel, who together have represented more than 1,200 victims.

The Army remains dedicated to victim care and response, the fourth Line of Effort. In 2014, the Chief of Staff of the Army directed the development of a centralized SHARP Academy to expand the knowledge and skills of sexual assault response coordinators, victim advocates and program managers. To date, the SHARP Academy has hosted three courses, training more than 150 personnel on their responsibilities within the

program and validating a comprehensive curriculum that includes enhanced human relations, interpersonal communication and leadership training. The Army also ensures that victims of sexual assault receive quality medical care. Since 2012, the U.S. Army Medical Command has trained more than 100 Sexual Assault Medical Forensic Examiners annually. Reconstituted and improved in 2014, a Sexual Assault Medical Management Office in every Military Treatment Facility optimizes coordination of sexual assault cases and consists of a medical director, a Sexual Assault Care Coordinator, a Sexual Assault Clinical Provider, the Sexual Assault Behavioral Health provider and all Sexual Assault Medical Forensic Examiners. Since 2014, U.S. Army Medical Command also provides at least one Sexual Assault Nurse Examiner at every Military Treatment Facility with a 24/7 emergency room.

The objective of the fifth and final Line of Effort is to measure, analyze, and assess the effectiveness of the Army's SHARP programs. Over the last three years, the Army has actively collected multiple types of data, ranging from leader-led focus groups to Soldier surveys, about the efficacy of SHARP training. In 2013, the Army added research and analysis experts to the SHARP Program Office to assist in expanding and focusing SHARP assessments. In addition, the Army now provides data from the Defense Sexual Assault Incident Database on a monthly basis to commands and installations, enhancing Sexual Assault Response Coordinators' ability to provide comprehensive victim case management, and helping commanders to more thoroughly assess the effectiveness of their response efforts.

The Army firmly believes its sexual assault prevention and response programs demonstrate the progress rightfully demanded by the President. In fact, signs of real and lasting progress are emerging. One indicator of this is the dramatic increase in formal reports of sexual assault since the second half Fiscal Year 2013. At the time, the 3<sup>rd</sup> and 4<sup>th</sup> Quarters of FY13 were the two highest reporting quarters of sexual assault since the Army began tracking such data in 2004. FY14 has seen more officially reported cases than any previous year. The Army believes this increase in the number of reports of sexual assault reflects increased awareness and reporting, and, consistent with the findings of the RAND study, does not result from an increase in the number of sexual assault incidents. The unprecedented priority placed on sexual assault prevention and response by Army leaders since 2012 appears to have resulted in increasing victim confidence in the system. Data from the most recent Defense Equal Opportunity Management Institute Organizational Climate Survey seem to support this belief, as 90% of the 367,000 Soldiers surveyed indicated they favorably view their units' reporting climate and chain of command support for victims. Regardless, sexual assault remains an under-reported crime and the Army must continue to improve reporting climates.

Although positive indicators are a credit to committed Army leadership and the sustained resourcing of prevention, training, and response efforts, the Army recognizes that there is more work to be done. The Army will continue to work to improve processes to prevent sexual assaults and, when a sexual assault does occur, take strong steps to address the crime and to be compassionate in caring for the victim. Recent high-profile cases demonstrate the Army's commitment to strong and compassionate response to sexual assault. While these cases are very troubling, in each of them the Army investigated the alleged misconduct, provided support to victims

and took appropriate action to hold all individuals accountable. Guiding the Army's efforts going forward is the comprehensive Army SHARP Program Campaign Plan, which provides structure and focus for the Army's efforts to achieve cultural change and thereby reduce, with the goal to eliminate, sexual assault and sexual harassment. The following sections of this report provide a review, by Line of Effort, of the Army's progress over the past three years.



Comprehensive Overview by LOE	
1. Line of Effort (LOE) 1—Prevention	
<ul style="list-style-type: none"> <li>- <b>Populations Affected: All</b></li> <li>- <b>Training enhancements</b></li> <li>- <b>Process/procedural upgrades and efficiencies</b></li> <li>- <b>Best practices/innovations specific to your Service</b></li> <li>- <b>Positive trends (qualitative &amp; quantitative)</b></li> </ul>	
<p>Prevention is a leadership mission, supported greatly by training and education. Leaders must establish a positive command climate that supports Soldier safety, emphasizes Army Values and encourages candor and trust throughout their organizations. Soldiers must be trained to recognize the signs of distress and misconduct and then trust in their leaders to take appropriate action when they bring concerns forward. Successful prevention of sexual harassment and sexual assault requires that all Soldiers and leaders understand expected standards of conduct; hold each other accountable for violations of those standards; and work together to build a unit climate of dignity, respect and sensitivity to others.</p> <p><b><u>Training Enhancements</u></b></p> <p>The Army first introduced SAPR (now SHARP) training in 2006 by requiring annual unit training and subsequently embedding it in all levels of PME from IET to the Army War College. The Army continues to improve and refine its SHARP training, which now complies with the Core Competencies and Learning Objectives developed by the DoD Sexual Assault Prevention and Response Office (SAPRO), in collaboration with the Services.</p> <p><b><u>Professional Military Education (PME)</u></b></p> <p>Revised SHARP training was implemented in early 2011 into the Basic Combat Training (BCT) portion of IET. Soldiers now receive a one-hour introductory course on SHARP policy and resources during their first two weeks of BCT and are introduced to the “Sex Rules” messaging targeted for new recruits (“Sex Rules - Follow Them”). This set of ten “Sex Rules” break down the elements of sexual harassment and sexual assault and define them in simple, relatable terms. By linking each rule to an Army Value, the scenario-based training helps establish the social behavior expected of all Soldiers.</p> <p>Later in BCT, two additional hours of SHARP training help Soldiers learn about their responsibilities to take action using several interactive vignettes during the very well-received production of “Sex Signals.” This 90-minute, live, two-person, audience interactive program contains skits dealing with topics ranging from dating and consent, to rape and other topics such as body language, alcohol use and intervention.</p> <p>Additionally, Drill Sergeants and Army Recruiters attend specialized SHARP training tailored for their unique roles dealing with new Soldiers and potential Soldiers. Drill Sergeants use a pocket guide titled “Sex Rules - Teach Them”, provided to them during training.</p> <p>The U.S. Army Cadet Command (USACC), in coordination with the Army SHARP Program Office, assessed and revised all Basic Officer Leader Course-Accessions</p>	



(BOLC-A) SHARP training for cadets in Reserve Officer Training Corps (ROTC). As of September 2012, BOLC-A training consists of leader-facilitated training supplemented by web-based training. The facilitated training focuses on the Army SHARP Program, survivor testimonials, prevention methods (bystander intervention, establishing personal boundaries, etc.) and victim support services. The web-based self-study training provides integrated and gender-separated training models designed in a peer-to-peer influence model. BOLC-A training also incorporates "Sex Rules" and "Sex Signals" and defines the Army's sexual assault policy as it relates to the Army Values, Warrior Ethos and Soldier's Creed. Using realistic situations, the training also focuses on reporting, prevention, victim's rights and resources for survivors.

Within the first week of arrival at the United States Military Academy (USMA), new cadets are taught the basic tenets of sexual harassment and sexual assault prevention. They are verbally quizzed by their chain of command and receive two additional one-hour sessions on SHARP during their six-week basic training, using the BOLC-A curriculum. In FY13, a comprehensive curriculum was introduced at USMA that infused lessons on sexual harassment and sexual assault topics into core academic coursework across the 47-month cadet experience.

SHARP training for new Lieutenants is taught in BOLC-B and focuses on interpreting the Army's SHARP Program prevention strategy and applying sexual harassment response techniques to prevent potential sexual assaults. SHARP training in BOLC-B incorporates "Sex Signals" and tailored "Sex Rules" training and includes a pocket guide with scenarios where the officer is able to apply leader decision-making in response to different sexual harassment and sexual assault situations.

During FY12, the Army developed new training for senior leaders at the Battalion and Brigade Pre-Command Course (PCC), the Sergeants Major Academy and the Army War College. The Army also continued to refine SHARP training for each intermediate level of PME (Officer, Warrant Officer and NCO), to ensure Soldiers and leaders have the knowledge and skills necessary for their duties and responsibilities. The focus for the training is to enable leaders to identify prevention measures and create an organizational climate that prevents sexual harassment and sexual assault. SHARP training was implemented into the Warrior Leader Course for Junior NCOs, the Company Commander/First Sergeants Course and the Intermediate Level Education course for Majors. The Army also requires Brigade SARCs to conduct SHARP training for all Company Commanders and First Sergeants within 30 days of assuming their position.

In 2013, the Army continued its work to place SHARP lessons in the remaining NCO PME curriculum: Advanced Leader Course for Staff Sergeants (E6), the Senior Leader Course for Sergeants First Class (E7), the Sergeants Major Academy and Drill Sergeant School. The Recruiter School and Advanced Individual Training Platoon Sergeant Courses also implemented new SHARP training in 2013. The focus for these two functional courses is to identify the roles and responsibilities of both groups, to be able to recognize behaviors associated with sexual harassment and sexual assault and to prevent these behaviors from taking place. The training is tailored for their unique roles working with potential new recruits and new Soldiers.

Further development and revisions to the SHARP PME training continued in 2013

with Officer and Warrant Officer Courses. Training in the Captains Career Course focused on Company Commanders' roles and responsibilities and their ability to foster a climate of prevention. The Officer Candidate School introduced training focusing on the new leader responsibilities that support the Army's SHARP Program, including a description of the sexual harassment and sexual assault prevention strategy. The Warrant Officer Basic Course, Warrant Officer Staff Course, Warrant Officer Advanced Course and the Warrant Officer Senior Staff College also implemented revised SHARP training.

While revisions and refinements will continue, the full integration of SHARP core competencies and learning objectives into all echelons of Army PME is complete. In addition, based on an assessment of Army Pre-Command and Senior Enlisted SHARP training, the Army expanded mandatory First Responder training from Brigade and Battalion level to the Company level.

### ***Unit Training***

A major overhaul of operational SHARP training began in 2011 with a revision to the annual Unit Refresher Training (URT) for Active Duty and Reserve Component Soldiers, Army Civilians and Contractors deploying in support of military operations. The URT consists of two parts, a facilitated training portion and an online self-study portion. Part one includes a Chief of Staff introductory video and two other videos that demonstrate behavior consistent with the Army's SHARP Program. The training describes the impact of sexual harassment and sexual assault on the Army, examines strategies to prevent sexual harassment and sexual assault, identifies support resources and explains reporting options, procedures and the importance of reporting.

Part two of the URT employs another video, "Team Bound", to demonstrate strategies for intervention and allow users to practice making decisions and taking actions in a safe, virtual environment. The training defines sexual harassment and sexual assault and describes the consequences of incorrect decisions. "Team Bound" is an interactive, multiple scenario video in which Soldiers, in a self-study mode, become the lead character and must make choices in realistic situations dealing with sexual harassment and sexual assault.

To improve prevention of sexual assault and harassment, the Army established a new training program to augment URT and focused on bystander intervention. Implemented in FY14, "Got Your Back" is a dynamic, 90-minute facilitated interactive lecture created by Catharsis Productions, the creator of "Sex Signals". To date, the Army conducted more than 2,000 separate training events with very positive feedback. "Got Your Back" is conducted Army-wide for audiences of up to 350 personnel. One male and one female who are specially trained in the subjects of sexual harassment and sexual assault prevention and response conduct the training. Key training goals of "Got Your Back" include:

- Language Exercise
  - Make connections between objectifying language, violent crime and bystander intervention.
  - Make connections between objectification, dehumanization and consent.
  - Understand the continuum of harm, making connections between sexual

harassment and sexist language demonstrating how those behaviors permit an inappropriate and unacceptable climate.

- Cycle of Non-Stranger Rape
  - Examine the perpetrator's modus operandi.
  - Understand how to identify a potential perpetrator in order to set in motion bystander intervention learning.
  - Explore the points in the cycle of non-stranger rape that a bystander can be activated to intervene in a way that is safest for all parties.
- Bystander Intervention Discussion and Activities
  - Recognize personal and societal barriers to intervention and how to overcome them.
  - Use scenarios to build participants skills in intervening.
  - Participants leave armed with resources, practical intervention tools and the confidence to intervene in risky sexual situations.

### **Process/Procedural Upgrades**

**Policy Updates.** The Headquarters, Department of the Army (HQDA) SHARP Program Office is currently staffing a revision of Army Regulation (AR) 600-20, Army Command Policy, Chapter 7 (The SHARP Program). This represents the first major revision of SHARP policy since the Secretary combined SAPR and POSH in 2009. Publication is planned for 2015. The HQDA SHARP Program will also publish a stand-alone SHARP regulation and a Department of the Army Pamphlet (DA PAM) that establishes the parameters of how to run an organizational SHARP Program in the Army.

**Company Commander's SHARP Guidebook.** Published in September 2013, the target audience is Company Commanders in their role as front-line leaders. The guidebook is a leader's tool that provides quick reference and is geared toward portability and ease of use. It consolidates current Army, DoD policy and directives as they pertain to company-level program compliance, training, victim care and response. It is an authoritative document that can be revised with greater flexibility than a published Army Regulation.

### **Best Practices/Innovations**

**Future Soldier Training.** The Army developed a SHARP distributed-learning program that the U.S. Army Recruiting Command (USAREC) implemented in 2013 for future Soldiers. This is a web-based training tool for potential and new recruits that is used in Recruiting Stations. Topics for the training include:

- The definition of sexual assault
- The effects/risks of alcohol use
- How to recognize sexual aggression
- Escape tactics during physically threatening situations
- The nature of consent and the differences between consensual sex and

rape/sexual assault

- How to intervene in potentially dangerous situations
- What to do if a sexual assault occurs
- How Army Values relate to the issue of sexual assault and sexual harassment.

In addition, the Military Entrance Processing Centers and Reception Battalions provide SHARP Program information and awareness materials (touch cards, brochures, posters, etc.).

***Emergent Leader Immersive Training Environment (ELITE) Training.*** The Army recently worked with the University of Southern California (USC) Institute for Creative Technologies (ICT) in developing individual, interactive counseling tools to improve small unit leader counseling skills. Specific SHARP scenarios take junior leaders through counseling events, such how to handle a sexual harassment complaint or an allegation of sexual assault. Soldiers receive a grade as well as a comparison on how they rate against their peers. USMA incorporated ELITE into one of its leadership courses and the Warrior Leader Course, for junior NCOs, may soon add ELITE to its curriculum. This “gaming” approach is an innovative learning model that seems to appeal to the current demographic of junior leaders. The next iteration of ELITE will address training for company grade officers and NCOs.

***Risk Reduction.*** To assist leaders in building and maintaining resilience within our Soldiers, in 2013 the Army developed “Strong Choices,” a standardized four-hour substance abuse prevention training package. In addition, the Confidential Alcohol Treatment and Education Pilot Program (CATEP) is expanding Army-wide. CATEP allows Soldiers to confidentially refer themselves for treatment without command notification if they meet eligibility requirements. Finally, the Army is conducting a campaign to develop openness about behavioral health and remove barriers that might prevent Soldiers from seeking help.

### **Positive Trends**

As noted throughout this discussion of LOE 1 (Prevention), the Army implemented significant improvements to sexual assault prevention training and education.

*I've done a lot of bystander training and conducted psychotherapy for survivors and perpetrators. The presentation delivered today was by far the best I've ever witnessed.*

*- Comment from a  
Psychologist for the Medical  
Evaluation Board about “Got  
Your Back”*

Feedback across the Army is very complementary of interactive training that provides Soldier and leaders meaningful practical experience with respect to their roles and responsibilities to prevent sexual assault.

In addition to instances of sexual assault, perceptions measured through command climate and other surveys are key components in evaluating progress in LOE 1 (Prevention). Results of the 2014 Military Workplace Study and the FY14 Defense Equal Opportunity Management Institute Organizational Climate Survey indicate positive trends with a decrease in the prevalence of sexual assault and improved chain of command support for victims. The Army's ongoing data collection efforts regarding command climate and the prevalence of sexual assault is addressed in LOE 5 (Assessment).

## 2. LOE 2—Investigation

- **Populations Affected: MCIOs, other first responders**
- **Training enhancements**
- **Process/procedural upgrades and efficiencies**
- **Best practices/innovations specific to your Service**
- **Positive trends (qualitative & quantitative)**

The Army has approximately 700 criminal investigators (military and civilian) assigned to the U.S. Army Criminal Investigation Command (commonly known as CID) who investigate/supervise sexual assault and other criminal investigations. These criminal investigators (CID agents) receive extensive initial, refresher and specialty training developed by the U.S. Army Military Police School (USAMPS) at Fort Leonard Wood, Missouri. The Army has established a set of baseline standards that CID agents must meet before they can be selected for advanced training in sexual assault investigations. Upon completion of the advanced sexual assault training, the agents are certified as meeting the Special Victim Capability requirements and awarded an Additional Skill Identifier (ASI) to their Military Occupational Specialty (MOS). This ASI helps track the number of agents trained in this specialty and assists in the assignment process to ensure that at least one Special Victim Capability agent is at each CID office throughout the world, to include deployed environments. Currently, approximately half of the CID field agent force have received the advanced training in sexual assault investigations.

### **Training Enhancements**

USAMPS is credited by DoD with establishing the “gold standard” in sexual assault investigation training. The first training course was conducted in September 2009 and has been updated and improved every year since. The training is an intense two-week curriculum of common criteria and core competences in trauma, memory recall, alcohol facilitated sexual assault, same sex sexual assaults, marital sexual assaults, child and domestic violence, false report myths, false recantations and enhanced interview techniques.

The USAMPS Special Victim Unit Investigative Course (SVUIC) teaches investigators from all three Services (Army, Navy and Air Force) and the Coast Guard, as well as prosecutors from those same departments and the National Guard. The common training for prosecutors and investigators helps the integration and common operating picture needed for successful Special Victim Capability teams. Outside experts (such as Dr. David Lisak and Dr. James Hopper, nationally renowned psychiatrists focused on sexual assaults; Dr. Barbara Craig, a nationally renowned child abuse expert; and Dr. Kim Lonsway, a renowned victim advocate expert from Ending Violence Against Women International) provide instruction at the SVUIC.

In December 2013, the entire SVUIC curriculum was reviewed and modified by a committee of CID, Navy Criminal Investigative Service (NCIS), DoD SAPRO, Coast Guard Investigative Service and Air Force Judge Advocate General (JAG) representatives. The committee updated various aspects of the training to emphasize the latest best practices in sexual assault investigations, and expanded several blocks of existing training to provide more information and expertise in child abuse and

domestic violence. At this time, all the measures indicate that the SVUIC has been effective in improving the Army's investigative response to sexual assault allegations. The effectiveness of this training is evident in the low number of sexual assault investigations found to be deficient during DoD Inspector General (DoDIG) inspections and the reduced number of complaints being received from victims about investigator misconduct or shortcomings.

### **Process/procedural upgrades and efficiencies**

From 2011 to August 2014, CID issued six changes to investigative policy to increase the thoroughness and timeliness of sexual assault investigations. In that same time frame, CID issued 11 operational memorandums to field units highlighting investigative issues that field agents needed to pay more attention to in order ensure a thorough investigation.

CID issued the Sexual Assault Investigation Handbook in April 2013. This resource provided investigators with a pamphlet that highlights and reminds agents of important issues regarding sexual assault investigations such as crime scene processing, interviews and alcohol facilitated incidents. Updated in March 2014, the Sexual Assault Investigative Handbook (CID Pamphlet 195-12) reflects the most current best practices employed in investigations.

Timely and thorough investigation of sexual assaults is a matter of special interest during CID Inspector General (IG) inspections and case reviews at field units. Supervisors at all levels from battalion to command headquarters review all sexual assault investigations to ensure they are accurate and thorough. Furthermore, the DoDIG conducts periodic reviews of sexual assault investigations to ensure they are completed to standard. All deficiencies, shortcomings or better business practices identified by any of the inspections are incorporated into the annual refresher training of investigators to improve the conduct of investigations.

The SVUIC training (with investigators and prosecutors attending) emphasizes the need for early and frequent coordination between investigators and prosecutors to ensure all evidence is collected or considered to meet the elements of proof for a crime. At some installations, SVP are co-located with investigators which results in enhanced coordination of efforts. At other Army installations, newly established SHARP-RCs combine victim advocacy, SVC, SVP, SAI and medical assistance at one location. This co-location eases the burden on victims to find the right help and ensures all members of the Army sexual assault response network are within close proximity to provide timely and integrated support to victims.

### **Best Practices**

CID agents at all field locations have joined with Special Victim Prosecutors (SVP), Victim-Witness Liaison (VWL) officers, victim advocates and other sexual assault responders to form a Special Victim Capability team at more than 70 Army installations worldwide. As noted, some installations began establishing SHARP-RCs in FY13 to facilitate team integration and make it easier for victims to report and obtain support at these "one-stop" sites. A detailed discussion of the SHARP-RC initiative is included in the LOE 4 (Advocacy) section of this report.

One of the most innovative aspects of the Army's sexual assault investigation training is the Forensic Experiential Trauma Interview (FETI) technique, developed at USAMPS. This technique allows investigators to obtain information about the assault, and the offender, while minimizing the traumatic effects on the victim. Investigators are also instructed on the dangers of re-victimization and how to avoid this problem. Also, if a victim recants an allegation, agents are trained to cautiously and compassionately investigate the recantation to ensure the victim has not recanted merely to opt out of an investigation. The FETI technique has shown to drastically reduce victim recantations, increase victim cooperation and participation, enhance rapport with the victim and support prosecution efforts.

Since 2013, CID has used a forensic tool (Cellbrite) that allows agents at all locations to analyze and download emails, texts and phone numbers from suspects' and victims' cell phones, providing valuable evidence in sexual assault investigations. By training agents to be Digital Forensic Examiners, CID is reducing the time it takes for forensic examinations of electronic media (computers, cell phones, etc.), thus shortening the investigation time of sexual assault allegations. Instead of sending digital media to the U.S. Army Criminal Investigation Laboratory (USACIL) for examination, the media is now handled at the local level, allowing for quicker analysis.

USACIL itself is at the forefront of sexual assault evidence analysis. Since 2010, USACIL increased its DNA analyst staff from nine to 41 personnel, specifically to support sexual assault casework. USACIL's aggressive laboratory modernization program significantly enhances the ability to test smaller samples and reduce processing times. USACIL also helped design the current DoD Sexual Assault Evidence Collection Kit (SAECK), which enables long term storage at room temperature, facilitates consistent collections and reduces the requirement for gender specific kits. In FY14, USACIL introduced a "Back in 30" campaign with a goal to achieve an average case turn-around time of 30 days or less. Business process changes already resulted in a 55% reduction in backlog and cut the quarterly median turn-around time from 65 days (in FY13) to 51 days as of the end of the 3<sup>rd</sup> Quarter, FY14.

### **Positive Trends**

USAMPS continues to refine the SVUIC training, incorporating new methods and proven practices to ensure the course remains on the cutting edge of technological advances and evolving investigative practices. CID continues to send its agents to the SVUIC with a goal to have all agents trained. Additionally, the Army is developing further advanced training in crime scene processing, child abuse and domestic violence that agents can attend to improve their skills. Those going to these advanced courses receive another ASI that highlights their expertise in all areas within the Special Victim Capability system.

The continued enhanced training and emphasis on timely and thorough investigations resulted in the overall improvement of sexual assault investigations. The number of IG complaints regarding investigations remained about the same from 2011 through 2013 (five, six and five, respectively, which is approximately 0.25% of all investigations). As of this report, there have been no IG complaints in 2014.



The number of significant investigative deficiencies found in CID sexual assault investigations in the last DoDIG inspection, begun in 2012 and completed in July 2013, was 6.6%, the lowest of any of the Services. DoDIG also found that 93% of CID's investigations had no deficiencies. Although the DoDIG's current inspection of investigations is still on-going, initial feedback indicates that CID's significant deficiency rate will be even lower this year.

Additionally, the number of judicial and non-judicial actions taken against offenders has significantly increased since 2011 (see LOE 3 - Accountability). The Army attributes this improvement, in part, to training and coordination of investigators and prosecutors through the Army's Special Victim Capability.

### 3. LOE 3—Accountability

- **Populations Affected: OTJAGs, Special Victims Prosecutors, Special Victims Counsel, Commanders, other first responders**
- **Training enhancements**
- **Process/procedural upgrades and efficiencies**
- **Best practices/innovations specific to your Service**
- **Positive trends (qualitative & quantitative)**

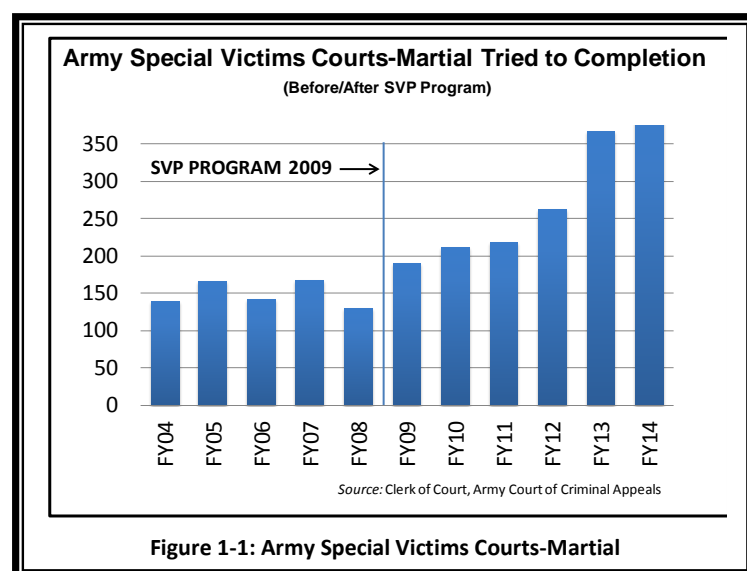
Over the past three fiscal years, the Army achieved substantial, meaningful progress in the prosecution and defense of sexual assault allegations. The Army established SVP, SAI and SVC programs; transformed critical elements of the disposition and adjudication processes; and implemented the new military criminal sexual assault statute. Together, these initiatives helped create the most victim-friendly, progressive military justice system, grounded in due process.

Accountability is a key element of the Army's efforts to transform its culture. To that end, the Army provides a cadre of professionals trained in the unique aspects of sexual assault crimes. This capability, embedded at every level of command, provide Special Victim personnel who play an integral role in educating the commanders they advise, the victims and first responders they interact with and the Soldiers they train.

#### **Positive Trends**

##### ***Increasing Prosecution Rates***

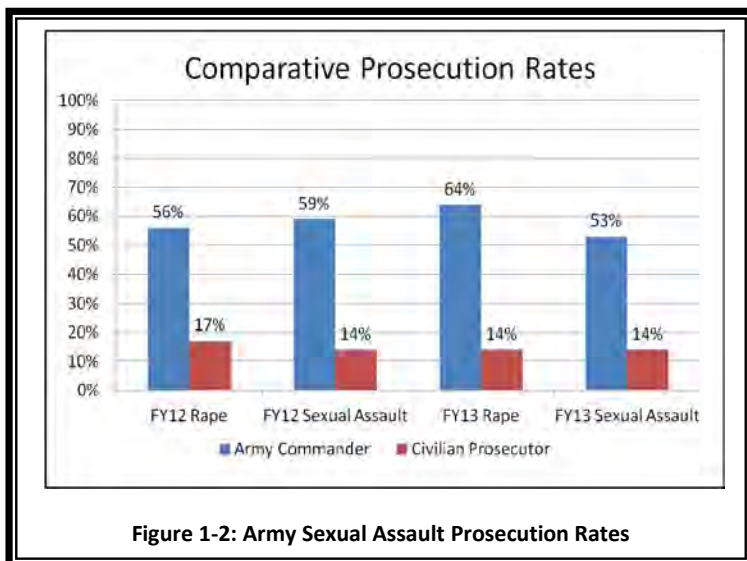
Since the inception of its unique SVP program in 2009, the Army has increased its proficiency in trying special victims courts-martial (Figure 1-1), while maintaining conviction rates between 60 and 70%. During the same period, the number of criminal convictions and punitive discharges for all sexual assault and serious family violence offenses has more than doubled.



Prosecution rates in the Army reflect an active judicial system, in which the commander's commitment to good order and discipline means that they pursue cases that serve the interests of victims and of our communities.

### ***Comparative Prosecution Rates based on Annual Report Data***

Beginning in FY12, the Army began calculating comparative prosecution rates based on data from the Annual Report to Congress on Sexual Assault in the Army. The data, when properly broken down by offense, demonstrates that prosecution rates for the



Army remained consistently higher than civilian jurisdictions, as illustrated in Figure 1-2. An examination of the FY13 data supports this conclusion and clarifies the calculations. Penetrative offenses in which the Army had jurisdiction over the offender, and a final disposition was made, in FY13 show commanders prosecuted rape at a rate of 64% and sexual assault (sleeping or incapacitated victim) at a rate of 53%. These figures are much higher than the prosecution

rates of civilian authorities that exercised jurisdiction over Soldiers. For the offense of rape, of the 50 cases in which civilian authorities charged a Soldier offender, the civilian authorities had a 14% prosecution rate, compared to the Army's 64%. Civilian authorities dismissed the charges in 28 cases, prosecuted lesser non-sexual assault charges in three cases, prosecuted the sexual assault charges in only five cases and had 14 cases still pending review.

For the offense of sexual assault (sleeping or intoxicated victim), of the 25 cases in which civilian authorities charged a Soldier offender, the civilian authorities dismissed the charges in ten cases, prosecuted lesser non-sexual assault charges in eight cases, prosecuted the sexual assault charges in three cases and had four cases still pending. This resulted in a 14% prosecution rate by civilian authorities compared to the Army's 59% prosecution rate. An initial analysis of FY14 data indicates that the trends remain unchanged.

On the other end of the spectrum of sexual assault offenses (unwanted but non-penetrative touches or contact), Figure 1-3 indicates that in 90% of the founded allegations of wrongful sexual contact (370/411) in FY13, Army commanders took disciplinary action against the offender (an initial analysis of FY14 data indicates that the trends remain unchanged). The FY13 actions ranged from:

- Courts-martial, 29% (120/411)
- Administrative separation, 9% (38/411)
- Non-judicial punishment, 32% (131/411)

- Other adverse administrative action, 13% (55/411)
- Punishment for a non-sexual assault offense, 7% (26/411) in cases with evidentiary issues
- No action taken, 10% (41/411), either because there was insufficient admissible evidence to take action or the victim declined to cooperate with the investigation.

While civilian jurisdictions rarely criminalize, investigate or prosecute these offenses, the disciplinary tools available in the military justice system allow commanders to

address the entire spectrum of crime. The data also indicate that Army commanders are effectively addressing the less serious behaviors that could be precursors to more serious offenses. The message to Soldiers from their commanders is that the Army does not tolerate this type of conduct.

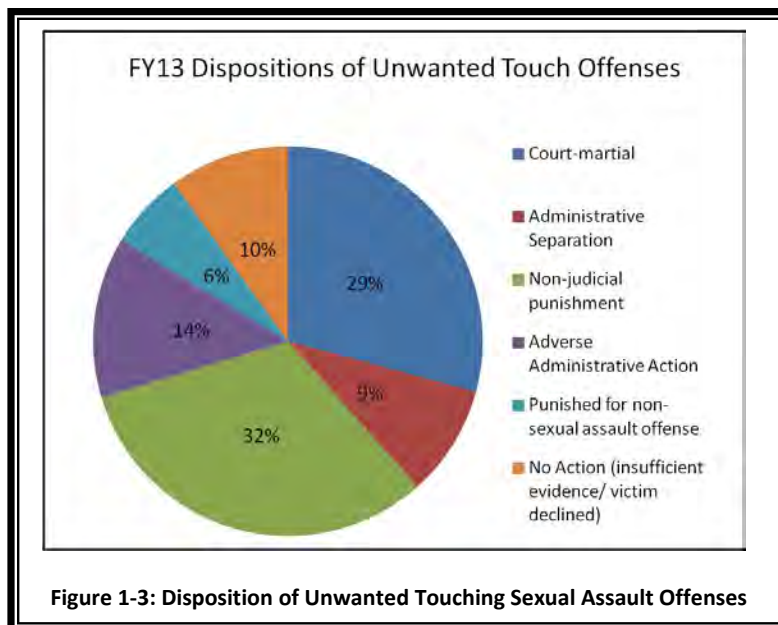
### ***Civilian Declination Cases***

Anecdotal data collected by the Army corroborates the assessment of cases in which civilian authorities declined to either investigate or prosecute an allegation of sexual assault that Army commanders subsequently prosecuted. The Army noted more than 50 instances of civilian declination in the past fiscal year alone. In 2013, the Army provided summaries of 79 civilian declination cases from 2012-13 to Congress. Each of these compelling individual stories of justice, including ten vignettes in Appendix A, represent victims given their day in court by Army commanders.

### **Best Practices**

#### ***Special Victim Prosecutors (SVP) and Sexual Assault Investigators (SAI)***

The cornerstone of the Army's accountability efforts is the SVP and SAI Program. In 2009, recognizing the need for improved training and resources for the prosecution of sexual assault and family violence crimes, the Army initiated the SVP in the Judge Advocate General's Corps (JAGC) and the SAI within CID. The SVPs are hand-selected by senior leaders at the HQDA level for their expertise in the courtroom and their ability to work with victims. Prior to assuming their duties, SVPs complete a specially-designed, intensive training program that includes the career prosecutor course offered by the National Association of District Attorneys and an on-the-job training opportunity with a Special Victim Unit in a prosecutor's office in a major metropolitan civilian community. SAIs, civilians with significant prior experience in investigating these crimes, are similarly selected and trained. These independent



professionals investigate all allegations of sexual assault. Commanders must forward all allegations of sexual assault to trained criminal investigators and do not have authority to conduct investigations or make any preliminary inquiries into the circumstances of the crime. Together, these investigators and prosecutors work only

*"I can never tell you what this prosecutor has done for my daughter...we consider him a part of our family. He has given my daughter so much but most of all he showed her that the Army does the right thing".*

**- Mother of sexual assault victim**

special victim cases, developing an expertise that is unprecedented. SVPs consult and advise on the disposition and prosecution of every sexual assault allegation in the Army, with their role dependent upon the complexity of the case and the experience of the assigned prosecutors.

The SVP program proved so effective and popular that the Army now has 23 regionally-placed SVPs working hand-in-hand with 25 SAs. Over the past two fiscal years, the teams now include full-time dedicated support from specially selected and trained NCO paralegals and civilian victim witness liaisons. These teams enable Army SVPs to

conduct offender-focused prosecutions with an emphasis on caring for the victim throughout the process. This effort not only produces great outcomes in the courtroom, but, more importantly, it also garners the gratitude of victims and their families.

### **Civilian Experts**

In 2009, the Army was the first Service to integrate civilian highly qualified experts into the prosecution, defense and training of judge advocates. The Army hired seven civilian attorneys with extensive experience in the prosecution, defense and adjudication of sexual assault and family violence crimes:

- Three civilian experts assist the Trial Counsel Assistance Program (prosecutors)
- Two assist the Defense Counsel Assistance Program
- One develops curriculum and teaches at The Judge Advocate General's Legal Center and School (TJAGLCS)
- One expert oversees advocacy training and assessment efforts Army-wide

These experts provide training and direct assistance to prosecutors and defense counsel on pending cases. Originally intended as single term employees, the Army recognized the on-going value of expertise developed outside our judicial system and has recently converted these positions to renewable four-year term government employees.

### **Special Victims Counsel**

The Army implemented the SVC program in FY14. This program is unique to the military justice system and is unequalled in the civilian community. At no cost to the victim, the Army provides a specially trained attorney to every Soldier or dependent family member victim of sexual assault. The SVC represents the victim throughout the investigation and accountability process, with the primary duty to zealously represent the express interests of the victim, even if those interests do not align with the government's interests. Each SVC attends a one-week training course prior to certification. The SVC Program Manager developed follow-on training for experienced SVC personnel and a course focused on representing child victims. The Army SVC

Program Manager holds monthly training through Defense Connect Online (DCO). The

*"It is a program that has made a huge difference to me. I felt incredibly supported..... The best description that can be made is that a court martial is like a chess game. The defense and the prosecution are the people making the moves and the victims are just chess pieces that don't know the overall plan. The SVC was able to support me while the prosecution and defense were moving their chess pieces".*

**-Army Sexual Assault Victim**

Judge Advocate General published policy governing the program and the Program Manager published an SVC Handbook, with the second edition scheduled for release in November 2014.

The Army's SVC program is a complete success for victims and Commanders. Since implemented in the Fall of 2013, the Army SVC Program trained 70-75 Active Army judge advocates, 70 Army Reserve judge advocates and 47 National Guard judge advocates. The SVC Program has taken on 1,296 client victims, conducted 7,224 consultations, attended 1,627 interviews or pre-trial meetings with clients, appeared in courts-martial and conducted 278 post trial counseling sessions. Results from the Survivor

Experience Survey (SES) indicated 89% of participating Army victims reported satisfaction with the services of their SVC.

### **Training Enhancements**

Commanders receive extensive training on their legal responsibilities throughout their career, beginning with Uniform Code of Military Justice (UCMJ) training in ROTC and USMA prior to commissioning. Once commissioned, officers assume duties with increasing levels of responsibility and authority with respect to administering the UCMJ. Judge advocates play a critical role in the legal training for commanders, including responsibilities for sexual assault offenses.

At the local level, judge advocates instruct at Pre-Command and Company Commander/First Sergeant Courses. Officers entrusted with the disposition of sexual assaults (Colonels with Special Court Martial Convening Authority), are required to attend Senior Officer Legal Orientation (SOLO) courses taught at TJAGLCS. General Officers (GO), who serve as convening authorities, receive one-on-one instruction at TJAGLCS, again with a focus on sexual assault. Beginning in 2013, TJAGLCS offered a new course for Nominative Command Sergeants Major. In addition to these specialized legal courses, JAG officers teach a block of instruction during the Pre-Command Course at Fort Leavenworth for officers selected for Battalion and Brigade Commands and their senior enlisted advisors.

Recognizing the need for a more integrated and synchronized training program, the JAGC completed a substantial overhaul of available courses. The primary training components of the JAGC are the Trial Counsel Assistance Program (TCAP) and the Defense Counsel Assistance Program (DCAP) and TJAGLCS. These activities coordinate quarterly to synchronize and prioritize training needs covered by a budget of more than \$3 million. Judge advocates attend required training at the TJAGLCS throughout their career and can attend more than 21 elective courses with a sexual assault focus. In addition, JAG officers attend courses offered by civilian organizations, including the National District Attorney's Association and the National Center for Missing and Exploited Children. TCAP and DCAP also conduct regional outreach training courses at installations, tailored to the needs of each jurisdiction. These programs allow

time for direct case assistance and evaluation. As TCAP and DCAP identify emerging issues across the Army, the civilian experts and senior litigators from TCAP and DCAP develop new short courses to offer counsel Army-wide.

In FY13, the Army Trial Judiciary added a four-day sexual assault training course to the professional education requirements for sitting trial judges. For the past four fiscal years, all incoming Staff Judge Advocates (senior legal advisors to commanders) attend annual training with sexual assault components and a best practices course for military justice.

Attendance at courses is managed both at the local level by supervising Staff Judge Advocates (SJA) and at the HQDA level to ensure that necessary skills sets and experience levels are developed across the installations. The Military Justice ASI centrally tracks advocacy training and experience for Army JAGs. The ASI program establishes four levels of recognized military justice proficiency, from Basic to Master, based on requirements of completed training and experience in terms of total cases or time in a military justice assignment. ASI levels support JAG assignments and consistent levels of proficiency across installations.

### **Process and Procedural Upgrades**

The Army transformed critical elements of the military justice system during the past three fiscal years through improved policy and practices. Changes implemented by the Army include:

- Continued evolution of Article 120 into one of most progressive, expansive and offender-focused sexual assault statutes in the country
- Elevation of initial disposition authority for sexual assault offenses; elevated review of decisions not to refer allegations to court-martial
- Revision of the scope and procedural rules for Article 32 preliminary hearings
- Enhanced protections for victims during preliminary hearings, including application of “rape shield” evidentiary rules and the victim advocate privilege
- Revision of the Rules for Court-Martial governing disposition of offenses
- Revision of procedures to allow victims and their counsel to be heard throughout the pre and post-trial process
- Addition of mandatory minimum sentences for sexual assault
- Procedures for identifying and separating Soldiers convicted of sexual offenses
- Codifying the criminal nature of retaliatory acts taken against Soldiers who report a sexual assault or intervene to stop one
- Adopting a policy to publish all courts-martial results in a public forum to provide maximum transparency to our community

Additionally, the Army worked steadily to improve digital tools for practitioners and policy makers. The centerpiece of the Army’s efforts to improve and standardize the adjudication process across the spectrum of possible dispositions is Military Justice Online (MJO). MJO provides users at the installation level the ability to generate charging documents and other military justice actions based on prototypes drafted by



subject matter experts. MJO also serves as a case management tool, providing users with the ability to track case timelines, and as a reporting source to identify trends.

For policymakers, the Army developed databases for the trial judiciary and for the SVPs that allow analysis of trends in charging, processing times, findings, sentencing, and post-trial procedures. These databases, along with information from the Defense Sexual Assault Incident Database (DSAID), provide critical information to inform the Army's efforts for the future.

### **Leader Accountability**

In addition to holding offenders accountable, the Army initiated several measures to enhance leader and chain of command accountability with respect to sexual assault and

**5 IMPERATIVES**

In alignment with the Department of Defense Sexual Assault Prevention and Response Strategy, the following five imperatives will drive Army actions:

- 1** Prevent offenders from committing crimes, provide compassionate care for victims, and protect the rights and privacy of survivors.
- 2** Report every allegation and ensure it is thoroughly and professionally investigated; take appropriate action based on the investigation.
- 3** Create a positive climate and an environment of trust and respect in which every person can thrive and achieve their full potential.
- 4** Hold every individual, every unit and organization, and every Commande appropriately accountable for their behavior, actions and inactions.
- 5** The chain of command must remain fully engaged—they are centrally responsible and accountable for solving the problems of sexual assault and harassment within our ranks and for restoring the trust of our Soldiers, Civilians, and Families.

sexual harassment prevention and response. The Chief of Staff set the tone for leader accountability when, in June 2013, he issued five imperatives and told senior Army leaders that, “combating sexual harassment and sexual assault is our primary mission.” These imperatives require leaders to establish positive command climates where incidents of sexual assault are rare, but when they do occur, victims are treated with dignity and respect while offenders are held appropriately

accountable. Specific measures implemented to reinforce leader accountability include:

- Army Directive 2013-20, Assessing Officers and Noncommissioned Officers on Fostering Climates of Dignity and Respect and on Adhering to the Sexual Harassment/Assault Response and Prevention Program ([http://www.apd.army.mil/pdffiles/ad2013\\_20.pdf](http://www.apd.army.mil/pdffiles/ad2013_20.pdf)). This directive, signed by the Secretary on September 27, 2013, enhances the Evaluation Reporting System to assess how officers and NCOs meet their commitments to eliminate sexual harassment and assault and to foster climates of dignity and respect in their units. The Directive also requires raters to document any substantiated finding that the officer or NCO committed an act of sexual harassment or sexual assault, failed to report an incident of sexual harassment or assault, failed to respond to a reported incident or retaliated against a person for reporting an incident.
- Army Directive 2013-29, Army Command Climate Assessments. ([http://www.apd.army.mil/pdffiles/ad2013\\_29.pdf](http://www.apd.army.mil/pdffiles/ad2013_29.pdf)). This directive, signed December 23, 2013, requires all Active Army company commanders to conduct a Command Climate Assessment within 30 days of assuming command. All Active Army commanders above the company level must conduct an assessment within 120



days of assuming command. Commanders must then complete surveys after six, 12, and 24 months for company level, and 12 and 24 months for echelons above company. Commanders brief the results and analysis of their command climate surveys to the next higher commander and complete an action plan for addressing concerns.

- An Army Pilot Program for using a 360-degree assessment for brigade and battalion-level commanders. Based on positive feedback, the Army approved including the use of a leader-directed 360-degree assessment as an additional tool for raters to assess their rated officers. This assessment occurs at the six and 18 month points in the rated officer's command. Results are used to create and monitor the officers Individual Leader Development Plan.
- A "Risk Reduction Dashboard", provided to all commanders and their raters. This dashboard provides a statistical analysis of unit data across a wide-spectrum of issues: suicide, assault, domestic violence, drug use, etc. The Army is currently updating to provide commanders with sexual assault and harassment data.

The Army continues to take positive action toward the identification, accountability and management of sex offenders. These actions include:

- Revising AR 420-1 (Army Facilities Management) in August 2012, providing Garrison Commanders the authority to revoke authorization to reside in housing for sex offender misconduct or when the best interests of the Army for reasons relating to health, safety, morale, or welfare on the installation are concerned.
- Issuing Army Directive 2013-06, Providing Specified Law Enforcement Information to Commanders of Newly Assigned Soldiers ([http://www.apd.army.mil/pdffiles/ad2013\\_06.pdf](http://www.apd.army.mil/pdffiles/ad2013_06.pdf)). Signed by the Secretary on February 14, 2013, this directive provides brigade level commanders with criminal history reports on newly assigned Soldiers, improving the ability to identify convicted sex offenders.
- Issuing Army Directive 2013-21, Initiating Separation Proceedings and Prohibiting Overseas Assignment for Soldiers Convicted of Sex Offenses ([http://www.apd.army.mil/pdffiles/ad2013\\_21.pdf](http://www.apd.army.mil/pdffiles/ad2013_21.pdf)). Although the Army previously required any Soldier convicted of a qualifying sex offense be processed for separation, the Secretary enhanced that requirement on November 7, 2013 by requiring for any Soldier who is retained as a part of the administrative separation process, Commanders must initiate Secretarial plenary separation authority. While the Army has had sex offender assignment restrictions since 2005, this directive further prohibits assignment or deployment outside the United States (or its territories) any Soldier convicted of a sex offense.

#### **4. LOE 4—Advocacy/Victim Assistance**

- **Populations Affected: Survivors/victims, SARCs, VAs, UVAs, medical personnel, other responders**
- **Training enhancements**
- **Process/procedural upgrades and efficiencies**
- **Improvements to victim/survivor services and resources available**
- **Indicators of victim satisfaction and confidence in the system**

- **Best practices/innovations specific to your Service**
- **Positive trends (qualitative & quantitative)**

It is the Army's goal to eliminate sexual assault; but when incidents do occur, the Army treats victims with dignity, respect and professionalism. As noted in the discussions of LOE 2 (Investigation) and LOE 3 (Accountability), the Army's cadre of SAI, SVP and SVC help ensure that sexual assault victims receive the highest quality of professional and compassionate services during the military justice process. Likewise, other responders such as SARCs, VAs and healthcare personnel play essential roles in the care and advocacy that victims of sexual assault deserve.

The Army made a determined effort during the past few years to ensure those entrusted to provide advocacy and healthcare to sexual assault victims are the best qualified and the best trained. These efforts include increased and improved training as well as more intense scrutiny and screening of personnel to fill these sensitive and trusted roles.

### **Training Enhancements**

#### **SARCs and VAs**

In August 2010, the Army conducted the first 80-Hour SHARP Certification Course at Fort Hood, Texas using a contracted Mobile Training Team (MTT). This course teaches SARCs and VAs how to perform their duties with respect to sexual harassment and sexual assault prevention and response. During FY11, FY12 and FY13, SHARP MTTs trained more than 15,000 SHARP personnel at locations Army-wide. In April 2012, the National Organization of Victim Assistance (NOVA) credentialed the two-week SHARP Certification Course, allowing the Army to meet the FY12 NDAA requirement that SARCs and VAs be credentialed prior to assisting sexual assault victims. The Army updated this course in 2013, adding more practical exercises. This improvement gave students realistic scenarios to simulate interacting with sexual assault victims. Additionally, SAIs and SVPs began participating in the SHARP Certification Courses at the larger Army installations. This helped demonstrate to SARCs and VAs the value of teamwork and collaboration with these critical response groups.

On July 31, 2013, the Chief of Staff held the first in a series of meetings with groups of SARCs and sexual assault victims to discuss improvements to the SHARP Program. One clear theme was that SARCs and VAs needed more training. On August 2, 2013, the Army G-1 directed the SHARP Program Office to develop a more professional training program for SARCs and VAs. He suggested SHARP look at training conducted by the Defense Equal Opportunity Management Institute (DEOMI), the Army Management Staff College (AMSC) and the Inspector General School. The results of this effort led to the development of an eight-week SHARP Trainer Pilot Course, attended by newly hired DA Civilian SHARP Trainers and interim Military SHARP Trainers. After the completion of the course, these trainers returned to their units to teach the SHARP 80-hour Certification Course to collateral duty SARCs and VAs.

The SHARP Trainer Pilot Course, conducted January 27 – March 21, 2014, was based on the existing 80-hour Course and extended by six weeks to provide additional instruction from adjunct professors and subject matter experts (SME) from around the Army. The adjunct professors and SMEs represented several Army organizations,

including: TJAGLCS, Legislative Liaison, OPMG/CID, Office of the Chief of Chaplains (OCCH), AMSC, Army Training Support Center, USAMPS and the U.S. Army Medical Command (MEDCOM). The topics of instruction include:

- Intra-Personal Series - facilitated by the Army Management Staff College, this training uses Myers-Briggs Type Indicators to look at Self-Awareness, Group Development, Socialization, Conflict Management, Motivation Theory and Individual Diversity.
- Describe the Dynamics of "Victimology" - facilitated by Mr. Russell Strand from USAMPS. This training addresses difficulties associated with identifying potential sex offenders.
- Describe the Foundation for a Culture of Prevention - facilitated by the Army Management Staff School. The block of instruction looks at ways to change the culture to prevent sexual harassment and sexual assault.
- Describe the Investigative and Legal Process - facilitated by TJAGLCS. This block of instruction addresses what a victim/survivor will experience when they make their way through the legal process when pursuing legal charges against and alleged offender.
- Foundation Instructor Facilitator Course (FIFC) and the Small Group Instructor Course - facilitated by the Army Training Support Center. This training certifies individuals as instructors so they can teach Army subjects.

During the execution of the SHARP Trainer Pilot Course, work began on developing a course for the full-time Brigade Level SARC/VA Course. It was determined this would be a seven-week course. In conjunction with the development of the SARC/VA course, work went into expanding the SHARP Trainer Course to twelve weeks.

On June 2 and June 6, 2014 the Army rolled out the pilot for a seven-week Brigade SARC/VA Baseline Certification Course and the expanded pilot for a twelve-week SHARP Trainer Course. The curriculum for both courses was based off the eight-week SHARP Trainer Pilot Course. The one-week instructor portion that was in the original eight-week pilot course was removed from the SARC/VA course. The Baseline Certification Course better prepares students to assist victims of both sexual harassment and sexual assault. The curriculum incorporates more practical exercises and facilitated instruction to help the students become better advocates to victims and advisors to their commanders.

The twelve-week SHARP Trainer Course consists of the seven-week Brigade SARC/VA Baseline Certification Course, the two-week FIFC course and the three-week SHARP Trainer Certification. The course is designed to better prepare the SHARP Trainer to conduct the 80-Hour SHARP Certification training for battalion (and below) collateral duty SARCs/VAs. By the end of FY14 the newly designed courses graduated five classes for a total of 148 students: 54 SHARP Trainers, 62 VAs and 32 SARCs.

On October 1, 2014, the Army gave TRADOC responsibility for the newly established SHARP Academy which will conduct the SARC/VA Baseline Certification and SHARP Trainer Courses. The Secretary's decision to permanently locate the SHARP Academy at Fort Leavenworth reinforces the principle that leader involvement at the commander level is the best driver of culture change. At Fort Leavenworth, the

SHARP Academy is co-located among leaders attending the Command and General Staff College, the Battalion and Brigade Commander and Command Sergeant Major Pre-Command Courses. The Center for Army Leadership and the Mission Command Center of Excellence, both located at Fort Leavenworth, will serve as outstanding resources for the SHARP Academy.

### ***SARC/VA Recertification Training***

In July 2014, the Army implemented a 24-Hour SARC/VA Recertification Course (online) for those individuals who need continuing education credits to meet the two year recertification requirements as outlined by the DoD Sexual Assault Advocate Certification Program (D-SAACP).

### ***Sexual Assault Medical Forensic Examiners (SAMFE)***

MEDCOM trains more than 100 Sexual Assault Medical Forensic Examiners (SAMFE) annually (FY12: 188; FY13: 129; FY14: 141) to support deployment missions and the congressionally mandated Military Treatment Facility (MTF) emergency room (ER) requirements. MEDCOM SAMFE training meets and exceeds the Department of Justice (DoJ) National Training Standards. During FY14 SAMFE training was revised. The new program has three phases instead of two. This change was made based on the SAMFE Leading Standard guidelines. Phase one and two consist of 80 hours of classroom training (40 hours of didactic and 40 hours of skills practicum to include live models). Phase three consists of supervised sexual assault patient examinations, observation of legal proceedings, testifying experience and sexual assault review board observation. A mentor guides each students' performance during phase three of the SAMFE training.

The MEDCOM SHARP Program Office currently coordinates and manages the SAMFE training. A review and analysis initiated during FY13, realigned and integrated SAMFE training into the Army Training Requirements and Resources System (ATRRS). Institutionalizing SAMFE into ATRRS standardizes the training under the AMEDD Center and School and provides critical support for training requirements, resource data, training management and program evaluation.

### ***Process/Procedural Upgrades and Efficiencies***

#### ***Professionalizing SHARP Personnel***

The FY12 NDAA mandated a full-time SARC and a full-time VA at every brigade or equivalent sized unit. To initially meet this requirement, the Army used existing military manpower to fill these full-time SARC and VA positions. In order to institutionalize these efforts, the Army held a series of General Officer Steering Committee (GOSC) meetings from December 2011 to February 2012. As a result of decisions made by the GOSC, the Army authorized and resourced more than 800 military and civilian full-time SARC and VA positions and thousands of collateral positions at battalions and below. The Army primarily utilizes military personnel to fill SARC positions, and civilian personnel to fill VA positions.

The Army allocated SHARP Program funding for FY14-18 and the Vice Chief of Staff directed hiring to begin in FY13 using unencumbered bill-payer positions. Some Army

commands hired personnel in FY13, but the impacts of sequestration affected other commands' ability to hire, despite the Army fully funding civilian pay for FY13. As of this report, the Army has hired 307 of the 442 authorized full-time civilian SARCs and VAs. The Army uses both full-time and collateral duty military personnel to cover the civilian vacancies.

In June 2014, the Army expanded its personnel structure for the SHARP Program to include Program Managers at Army installations and echelons above brigade level. Additionally, all battalion-level units have one collateral duty military SARC and one collateral duty military VA. All company-level organizations also have one collateral SHARP Advisor to support the commander with program compliance and training.

The Army recognizes that selecting and retaining suitable personnel in sensitive positions is critical to achieving SHARP goals. Based on an FY13 internal assessment of our screening process, the Army established broader and more stringent criteria and background checks for personnel serving as SARCs, VAs, Recruiters, Drill Sergeants and Advanced Individual Training (AIT) Platoon Sergeants. The revised processes and procedures ensure commanders actively select personnel who are best suited for their roles and responsibilities.

### **Indicators of Victim Satisfaction and Confidence**

There is a lack of definitive information regarding the level of victim satisfaction with SHARP services following a sexual assault. This is primarily due to the fact that, until recently, service providers were discouraged from seeking out victims and soliciting feedback. Beginning in FY13, the Chief of Staff initiated a SHARP Advisory Panel which included sexual assault victims. Victim feedback during these sessions highlighted areas needing improvement in the SHARP Program, including more training for SARCs and VAs.

DoD also conducted a Survivor Experience Survey (SES), which provides some useful feedback from victims (who reported a sexual assault after October 1, 2013) regarding advocacy/assistance, the military health system, the military justice process and other areas of support. Although there were a low number of respondents to the SES, preliminary results from Army victims suggest satisfaction with the services they receive. In fact, 98% of the participating Army victims were "satisfied" or "very satisfied" with the services provided by the SARCs and they were "likely" or "very likely" to "recommend SARCs to other survivors."

### **Improvements to Victim/Survivor Services and Resources Available**

#### ***Sexual Assault Medical Forensic Examiner (SAMFE)***

The FY14 NDAA requires that every MTF with 24/7 emergency room (ER) capability shall have at least one Sexual Assault Nurse Examiner (SANE) on staff. MEDCOM has 20 MTFs with a 24/7 ER capability, each of which meet the requirement of the NDAA. MEDCOM began implementing this SANE requirement in March, 2014, which resulted in an increase in MEDCOM's MTF on-staff capability from 13 trained SANEs (65%) in FY12 and FY13 to 20 SANEs (100%) in FY14.

MEDCOM's goal is to be a nationally recognized leader in providing patient-centered

responses to victims of sexual violence. Accordingly, MEDCOM led a national conversation on a SAMFE Leading Standard with the Department of Justice (DoJ), International Association of Forensic Nurses, USACIL and DoD. Once finalized, the SAMFE Leading Standard's guidelines will be incorporated into MEDCOM Regulation 40-36 (Medical Facility Management of Sexual Assault).

MEDCOM policy requires a Sexual Assault Medical Management Office (SAMMO) in every MTF to ensure a consistent patient centered experience for victims of sexual violence. The goal of this realignment is meant to instill confidence in the program and preserve the restricted reporting option for all eligible victims. The SAMMO optimizes communication and coordination of cases and consists of a medical director, the Sexual Assault Care Coordinator (SACC), the Sexual Assault Clinical Provider (SACP), the Sexual Assault Behavioral Health (SABH) provider and all SAMFEs.

Standardizing SAMFE services across the Army optimizes access, quality of care and patient safety, and supports combat casualty care and readiness of a deployable medical force. Moreover, standardizing the program and introducing enhancements at policy-level, classroom, and MTF-level reduces clinical variance, thereby encouraging trust and confidence in the medical response for patients of sexual assault.

### ***Expedited Transfers for Victims of Sexual Assault***

On October 3, 2011, the Secretary signed Army Directive 2011-19, Expedited Transfer or Reassignment of Victims of Sexual Assault ([http://www.apd.army.mil/pdf/afis/ad2011\\_19.pdf](http://www.apd.army.mil/pdf/afis/ad2011_19.pdf)). This directive specifically states that commanders may conduct an expedited transfer of the alleged offender if they deem such action is in the best interest of the victim. Since its implementation in 2011, more than 600 Soldier victims requested and received expedited transfers.

### ***Standardized 'Hotline' Service***

The Army prominently displays DoD Safe Helpline information (phone, on-line text or on-line chat and text) on Army SHARP Program training and marketing materials, the Army SHARP Program website and installation websites. The DoD Safe Helpline provides brochures, banners and information cards for dissemination throughout the Army. The Army also publicizes DoD Safe Helpline information in various media materials to include Army magazines and newsletters.

During FY13, the Army Audit Agency (AAA) conducted a comprehensive review of the Army's procedures for supporting the synchronization of the Safe Helpline with installation SHARP hotlines. As a result of the AAA review, and the efforts of Army Command SHARP Program Managers, the Army reconciled all installation SHARP hotlines with the DoD Safe Helpline.

On December 20, 2013, the Army standardized requirements for Army-wide compliance with the DoD Safe Helpline requirements and established monthly reports for the Chief of Staff and the Secretary. The Army SHARP Program Office, the Army Operations Center, AAA and DoD SAPRO conduct monthly compliance checks at various frequencies.

## **Best Practices/Innovations**

### **SHARP Resource Center**

A SHARP Resource Center (SHARP-RC) is a “one-stop shop” designed to coordinate and support all SHARP Program services on an Army installation, with a focus on maximum co-location of advocacy, investigative and legal personnel. The SHARP-RC also serves as the installation resource center coordinating prevention, outreach and training activities. Leadership and personnel at Joint Base Lewis-McChord (JBLM) established the initial SHARP-RC in 2013.

On March 21, 2014, the Chief of Staff directed a feasibility assessment for implementing resource centers at all Army installations, using the facility at JBLM as the model. A SHARP-RC Working Group conducted a comprehensive review of the JBLM model, to include an on-site visit, to identify core functions and resources required.

Using the Sexual Assault Response Team (SART) approach to case management, the SHARP-RC balances the interests of the military justice system by holding offenders accountable while also taking care of victims. The SART approach is a multi-disciplinary collaboration for intervention and response, uniformly considered a “best practice” among civilian communities. Designated SART members integrate information across multiple staff elements, assess installation-based coordination processes and analyze emerging trends and concerns. There are four primary disciplines represented in the SART:

- VAs from the installation SHARP Program.
- Healthcare providers from the installation MTF.
- SAs from the supporting CID office.
- SVPs from the supporting SJA office.

Together, these representatives utilize the SHARP-RC to structure their customer service functions. The installation-based SART meets regularly to support the monthly Sexual Assault Review Board (SARB) to collect and analyze data related to sexual assault to better inform command decision-making at all levels.

The SHARP-RC has multiple functions that provide comprehensive service to the military community, including coordination with local victim advocacy agencies, legal, social and medical services. The designated SHARP-RC SARC, ideally filled by the Senior Commander's SHARP Program Manager, supervises day-to-day operations.

Based on each installation's specific resources and requirements, the following elements of the SHARP-RC may be full-time or part-time:

- Full-time VAs provide customer service and advocacy in support of victims, providers, responders and leaders. VAs operate the victim care and treatment area (with segregated Restricted Reporting and Unrestricted Reporting areas), perform ‘triage’ to identify needed resources, make referrals and direct non-SHARP issues to the appropriate program staff.
- A SACC/Nurse Case Manager (NCM) provides victim care management. While medical treatment is not conducted at the center, the SACC/NCM interviews victims and coordinates immediate and ongoing medical and behavioral health



referrals.

- The SVC provides the victim with an attorney to help them navigate the legal process.
- CID provides agent support and interview space in the SHARP-RC for immediate interaction with victims choosing the Unrestricted Reporting option.
- The SJA dedicates a prosecutor to the SHARP-RC and uses the space as a neutral environment for interacting with victims during the investigation and trial phase of the case. SJA and CID personnel are co-located in the SHARP-RC away from the Customer Service Area in order to protect confidentiality and preserve a victim's Restricted Reporting option. In addition, VWLs and Special Victim Paralegals may support SHARP-RC operations.
- The SHARP-RC provides training and analysis resources to the installation including:
  - Professional development programs for SHARP personnel and first responders.
  - Installation-wide training requirements to educate leaders on their SHARP Program responsibilities.
  - Training, advice and resources for VAs embarking on their first case.
  - Analysis on installation specific data and trends to give commanders more insight into their environment.

The HQDA SHARP-RC Working Group assessed establishing SHARP-RCs at 43 Army locations based on Army Command input and:

- Population size.
- Historical sexual assault caseload.
- Availability of physical resources such as building and office space.
- Availability of advocacy.
- Investigative, legal and medical resources.
- Geographic dispersion.

On June 2, 2014, the Chief of Staff approved a pilot program for the SHARP-RC concept at 12 locations across the Army. The initial operating capability is scheduled for January 2015, however, seven installations already established their SHARP-RC.

### **Positive Trends**

The Army continues to hire personnel to fill authorized DA Civilian SARC and VA positions. The percentage of civilian personnel hired is now 69%. The overall number of credentialed SARCs and VAs is 15,795 (1,442 SARCs: 1,221 military and 221 civilian. 14,353 VAs: 13,777 military and 576 civilian).

The actions cited in LOEs 1-4 demonstrate the Army's commitment to provide the best possible services to victims of sexual assault. From investigators and prosecutors, to healthcare providers and SARCs/VAs, the Army continues to improve and professionalize all aspects of the SHARP Program.

## 5. LOE—Assessment

- **Populations Affected: All**
- **Process/procedural upgrades and efficiencies (other than DSAID)**
- **Best practices/innovations specific to your Service**
- **Positive trends (qualitative & quantitative)**
- **Highlights over last 3 years from DEOCS, WGRA/R surveys, Survivor Experience Survey, Focus Groups (recent and past efforts), etc.**

During the first several years of the Army SHARP (SAPR) Program, its assessment consisted primarily of feedback from surveys which included questions about command climate, Soldier safety, sexual harassment and sexual assault. Two of these survey instruments were operated and analyzed by the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI); the Sample Survey of Military Personnel (SSMP) and the Human Relations Operational Troops Survey (HR OTS):

- The SSMP is an attitude and opinion survey that focuses on personnel topics and issues of interest to the Army. The survey is administered to a representative, random sample of Soldiers (E2-E4), NCOs (E5-E9), Officers/Warrant Officers (O1-O6/WO1-CW4). Analysis weights the data by rank to reflect the Army's population. In the Spring of 2013, 7,016 Soldiers completed surveys, 6,913 responded to the Fall 2012 SSMP and 8,263 responded to the Spring 2012 SSMP.
- The HR OTS is a triennial survey that focuses on perceptions and experiences from a sample of Active Component (AC) operational Soldiers. The survey focuses on Soldiers' experiences with sexual harassment and sexual assault, reporting behaviors, leadership and climate, SHARP training and policies and bystander intervention attitudes and expectations. The Army administers the survey to Soldiers (E3-E4), NCOs (E5-E6) and Officers (O1-O4). In 2012, 11,083 Soldiers responded to the survey compared to 11,718 in 2009.

### **Process/procedural upgrades and efficiencies**

The Army also performed program assessment using other internal sources, including DA Inspector General (DAIG) and Command IG inspections, as well as external sources such as DoDIG, the Government Accountability Office (GAO) and the Defense Task Force on Sexual Assault in the Military Service (DTF-SAMS). In FY12 and FY13, the Army began expanding its sources for internal assessments of the SHARP Program:

- **Red Team Focus Groups.** Directed by the Chief of Staff to assess the effectiveness of the Army SHARP Program, a Red Team conducted focus groups from April through November 2012. These teams consisted of a broad spectrum of subject matter experts, to include representatives from the Army SHARP Program, Office of the Provost Marshal General (OPMG), Office of the Surgeon General (OTSG), DAIG, OTJAG and OCCH. This team assessed the effectiveness, coordination, training and synergy, including investigation and prosecution, of those responsible for preventing, reporting and responding to sexual assault at all levels of the command.
- **Sensing Sessions.** The Vice Chief of Staff personally conducted a series of sensing sessions at dozens of installations across the Army, meeting with a wide

variety of leaders, Soldiers and Family members in order to assess the climate in the field regarding SHARP.

- **Initial Military Training (IMT) Review.** TRADOC, and all commands that support the IMT mission, (e.g., USAREC, USACC and USMA), conducted a comprehensive review of all policy, procedures and regulations. Army commands evaluated the Lackland Air Force Base investigation report and lessons learned. These assessments identified areas for clarification and improvement in Army policy, procedures, training and oversight.
- **SHARP Advisory Panel.** In June 2013, the Chief of Staff initiated the SHARP Advisory Panel to advise Army senior leadership on the improvement of policies, programs and services that impact victims of sexual assault. The Panel, a forum hosted by the Chief of Staff, provides feedback on SHARP campaign efforts to: improve overall victim care; increase trust in the chain of command; increase reporting; reduce the possibility of ostracizing victims. In addition, the Panel provides recommendations for improving victim treatment by their peers, co-workers and chains of command.

The Army continued to increase its internal assessments of the SHARP Program during FY14:

- ARI conducted more than 170 focus groups and individual interviews at 12 Army locations on attitudes and experiences with sexual harassment/assault and SHARP. Visits took place during November and December 2013. Topics discussed included: reporting (e.g., barriers to reporting, reasons to report/not report, retaliation, confidentiality, SARC/VA), command climate (e.g., trust in leadership, unit climate regarding sexual harassment/assault), SHARP training, “sexting” and social media.
- The DAIG conducted a Special Interest Item Inspection from November 2013 through February 2014. More than 1,700 Soldier surveys; 128 leader surveys (battalion/company command teams), and 100 SARC/VA suitability files were reviewed for compliance and completeness.

Analysis of these independent assessments resulted in some common findings:

Finding 1: Confidentiality - Assessments cited concern that a lack of confidentiality discourages reporting. The findings highlighted the challenges in respecting the victim’s right to confidentiality while ensuring that only those with need to know about the incident are informed. Commanders must balance the conflicting needs for Soldiers to understand the chain of command’s response to sexual harassment/assault incidents while maintaining victim confidentiality. Commanders are doing all they can to provide SHARP personnel with working areas where a victim could feel comfortable seeking help. However, some SHARP offices are located inside facilities where the victim has to approach a counter, usually surrounded by people, and ask to talk to the SARC or VA. To address these concerns, the Chief of Staff approved the SHARP-RC Program discussed in LOE 4 (Advocacy).

Finding 2: Training - Assessments found that the emphasis on SHARP training resulted in both training fatigue and hypersensitivity across the force. Some Soldiers were somewhat overwhelmed with the large amount of SHARP training

including PowerPoint presentations, online module and videos. Soldiers felt that the online training was just something they did to “check the box” and that they clicked through it. Satisfaction with SHARP training appeared to be related to the training modality. Participants in each survey/rank group expressed dissatisfaction with PowerPoint training and satisfaction with interactive training such as skits and role-play. There was also agreement that SHARP training should incorporate situations in which the genders and ranks of the victim and offender are other than what might be expected. Other concerns were that mandatory annual SHARP training was not effectively targeting the right audience, including commanders and leaders. The Army incorporated these recommendations into SHARP annual training guidance which stated that training should be conducted in groups of less than 25, be small unit leader-led and scenario-based. To address these and other issues, the Army updated its annual URT for FY15 by reducing reliance on briefing slides and introducing vignette- and scenario-driven training to support small group discussion. Many of the scenarios were based on real-life circumstances. The Army also implemented the ELITE training for developing individual, interactive counseling tools to improve small unit leader counseling skills. These scenarios are now in the Army Warrior Leader Course. The next iteration will look at company grade officers and NCOs.

Finding 3: SARC/VA Training - One assessment questioned the adequacy of SARC and VA training and suggested inclusion of additional topics and a lengthened course of instruction to better prepare SARCs/VAs to perform their duties. A majority of SARCs and VAs in one command voiced concerns about the quality, content and length of the training they received. Another assessment found that the Army needs to ensure consistent execution of a program of instruction and enhance training to improve response capabilities of VAs. To address these findings, the Army improved its training program for full time SARCs and VAs and established for the new SHARP Academy. This training program provides an expanded curriculum focused on professional services in direct support of sexual assault victims.

Finding 4: SHARP Personnel Screening Process - One assessment found that the screening packet configuration varied significantly from location to location because of local interpretations of the employment requirements. In some cases, this lack of understanding resulted in incomplete screening packets. Also, the screening packets varied from installation to installation, containing different information, incomplete information/documents and different formats. No installation inspected identified a centralized office to gather, provide quality control and maintain/store the screening packets. Another assessment recommended the Army publish guidance that includes an estimate for annual screening/re-screening requirements for SHARP personnel. In response to these concerns, the Army published EXORD 193-14 (July 25, 2014) directing an enduring process for screening sensitive positions, including SARCs and VAs.

Finding 5: Senior Leader Training - One assessment found that Army leaders need to establish and consistently model a climate of “zero retaliation”. Another assessment recommended that the Army expand and emphasize a tiered approach to training and include leader professional development in PME. To

address these recommendations, the Army completed full integration of SHARP core competencies and learning objectives into all echelons of Army PME. Based on an assessment of Army PCC and Senior Enlisted SHARP training, the Army expanded mandatory first responder training from Brigade and Battalion level to the Company level. Army policy now requires Brigade SARCs to conduct this training for all Company Commanders and First Sergeants within 30 days of assuming their position. In addition, to improve prevention of sexual assault and harassment, the Army established a new training program for implementation in focused on bystander intervention, entitled 'Got Your Back'. The Army also updated SHARP URT for FY15 by reducing reliance on briefing slides and introducing extensive scenario-driven, leader-led, small group discussion.

Finding 6: Social Media - One assessment found that SHARP training should include scenarios discussing the use of text messages and social media to sexually harass others. Another assessment found that some Soldiers reported that they were harassed via social media. Additionally, 90% of sexual assault and sexual harassment cases were found to include the use of digital/social media. To address these findings, ARI is initiating research in 2015 on aspects of social media and cyber personas that may inform programs and policy on sexual harassment and sexual assault.

### **Best practices/innovations**

Several SHARP Program assessment innovations implemented by the Army have proved very valuable:

- In FY13, the Army established a data and assessments team to provide a programmatic overview of data requirements and oversight responsibilities. Specifically, the Army added research and analysis experts to the SHARP Program Office to assist in expanding and focusing SHARP assessments. This team includes an Operations Research Analyst, a Process Improvement Specialist and a Research Psychologist. This team actively collaborated with the Army staff and command, DoD SAPRO and sister Service SAPR Programs to create a meaningful measurement and evaluation system aligned along the DoD LOEs. The data and assessments team reviews research studies, data sources and current policy and procedures for potential improvements to the SHARP Program.
- The Army fully transitioned to DSAID in October 2013. To improve and maintain data quality, the HQDA SHARP Program Office created monthly quality control and command reports for all ACOM, ASCC, DRU and installations. These reports allow commands and installations to analyze their DSAID data, correct errors and inform their leaders of areas of potential issues and achievements. Through this continual report and quality control process monitoring, the Army increased visibility and disposition tracking for more than 1,400 sexual assault cases. The Army continues to work with DoD SAPRO and all subordinate units to improve sexual assault data integrity and fidelity.
- The Army incorporated SHARP equities into its Ready and Resilient Campaign. This effort integrates behavioral issues and indicators to allow a holistic assessment of the health of the force. The goal of the campaign is to inculcate a

cultural change in the Army by directly linking personal resilience to readiness and emphasizing the responsibility of personnel at all levels to build and maintain resilience. Through centralized data collection and display, commanders can see how their sexual assault statistics fit in with other resiliency indicators using a web-based dashboard. This common operating picture establishes a baseline for Army tracking of resiliency metrics at various levels of command.

Additional Army SHARP Program assessment activities planned for FY15 include:

- **Campaign Plan Assessment.** In the 4<sup>th</sup> Quarter FY14, the Army SHARP Program Office instituted a Campaign Plan assessment to synchronize program lines of effort. This assessment tracks progress through the Strategic Management System (SMS), thereby giving a distributed common operating picture for commanders at all levels. Improvement of the assessment will continue throughout FY15. This assessment will aggregate several disparate data sources including manning and training data, climate assessments and incident reports and dispositions. Products from the assessment will allow commanders to verify compliance, examine trends and maintain situational awareness of the SHARP climate in their units.
- **RAND Studies.** HQDA SHARP Program Office commissioned two RAND studies in 2014 to review specific areas of leadership and Army Values. The first study is reviewing response system nodes from the company-level across the installation and is establishing a network map of that process. This will allow the SHARP Program to better understand who are the key players in this process and focus resources and training accordingly. The second study is reviewing how the Army defines its core values and how we teach them to our Soldiers. The studies are scheduled for completion in 2<sup>nd</sup> Quarter FY15.
- **SHARP Organizational Inspection Program (OIP).** The Army SHARP Program Office reviewed and certified the existing FORSCOM SHARP OIP as the Army-wide standard. The HQDA SHARP Program Office distributed this OIP to all command SHARP Program Managers, with guidance to inspect brigade and battalion programs on an annual basis.
- **Sexual Harassment Reporting.** The Army continues to improve sexual harassment data collection and reporting through upgrades to the Integrated Case Reporting System (ICRS). In conjunction with this effort, the Army SHARP Program Office began developing a standard form for sexual harassment reporting. This form provides inputs for improved ICRS data fidelity and quality. In conjunction with these efforts, the Army will significantly improve sexual harassment reporting.

### **Positive trends**

As cited in the following paragraphs which detail results from various assessment tools, there are some very positive signs. During examinations of command climate as part of assessments conducted in the past two years, the Army found that unit leaders have 'zero-tolerance' of sexual harassment and sexual assault; Soldiers generally trust that their commanders (at all levels) will take action upon receipt of an allegation of sexual assault or sexual harassment; leaders at battalion and above exhibit buy-in and

take ownership when it comes to SHARP concepts. Soldiers participating in focus groups stated the Army is getting its message out about sexual assault prevention and response and nearly all battalion level commands and above take appropriate actions.

However, there is still room for improvement in chain of command support. In 2014, ARI conducted Human Relations Focus Groups that included sexual assault and sexual harassment topics. Some Soldiers who participated in these focus groups indicated leaders do not always model appropriate behaviors or make necessary corrections. This observation demonstrates that the Army's vigilance in training and positive leadership must continue.

### **Survey/Focus Group Highlights**

The Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) is mandatory for every command in the Army. Required periodic administration of the survey at the company and battalion level can help detect problems. The climate survey underwent major revisions in 2013. These revisions significantly improved organizational assessment for sexual assault intervention, climate and chain of command support perceptions. Since the new survey was fielded in January 2014, data prior to 2014 is not comparable to the new data.

The most recent DEOCS data available for this report was 3<sup>rd</sup> Quarter FY14. DEOMI provided the Army with a report analyzing survey data for 3,730 Army organizations, with 220,408 respondents, from April 1 - June 30, 2014. Therefore, the bulk of the DEOCS data presented here is taken directly from DEOMI reports for 3<sup>rd</sup> Quarter FY14. The Army was not able to perform direct trend analysis on DEOCS command climate data due to the survey improvements. However, some trends were apparent based on data from other previous sources, such as the SSMP and HR OTS.

The DEOCS received more than 367,000 surveys from January to June 2014. The results were generally very positive. Approximately 90% of Army participants responded positively to the survey questions addressing intervention, perception of safe environment, reporting climate and chain of command support. One area of improvement for the Army concerns Soldiers' perception about retaliation against victims. Approximately 25% of all DEOCS respondents said it was "*moderately likely*" or "*very likely*" that some form of retaliation, including peer retaliation, would occur subsequent to a report of sexual assault. Results of the 3<sup>rd</sup> Quarter FY14 DEOCS are presented below.

### **Intervention**

Soldiers surveyed indicated they would most likely intervene when presented with a hypothetical sexual assault scenario. In fact, 92% of DEOCS respondents reported that they would take an intervening action if they witnessed a situation that might lead to sexual assault. Of the 4% of individuals who said they had observed a high risk situation, 87% indicated that they took some action. This data is consistent with the 2012 HR OTS.

However, across almost all rank groups and genders, except male and female officers, significant gaps existed between respondents' expectations of themselves and expectations of their peers. Larger percentages of 2012 HR OTS respondents said they



would intervene compared to their belief that their peers would do the same. Junior enlisted male and female respondents (E3 and E4) had the lowest expectations that their peers would intervene in the sexual harassment scenario.

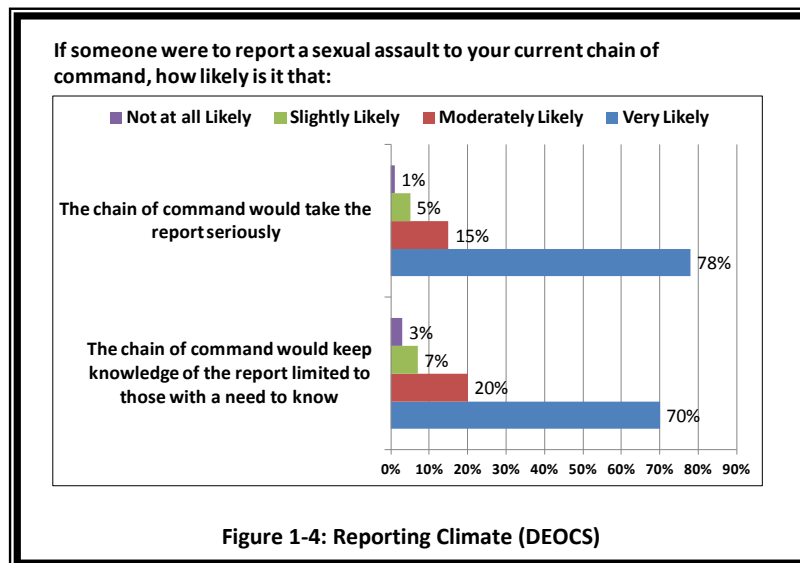
### **Safe Environment**

97% of DEOCS respondents indicated that they felt “safe” or “very safe” where they live and 98% of respondents indicated that they felt “safe” or “very safe” at work.

### **Reporting Climate**

In general, Soldiers are very confident in their unit level sexual assault reporting climate. The mean response (DEOCS Q3, FY14) for *Unit Reporting Climate* fell within the range of *moderately* to *very likely* for the extent to which respondents perceived that the chain of command would take appropriate actions to address a report of sexual assault. Specific results for the Q3 FY14 DEOCS reporting climate questions were as follows:

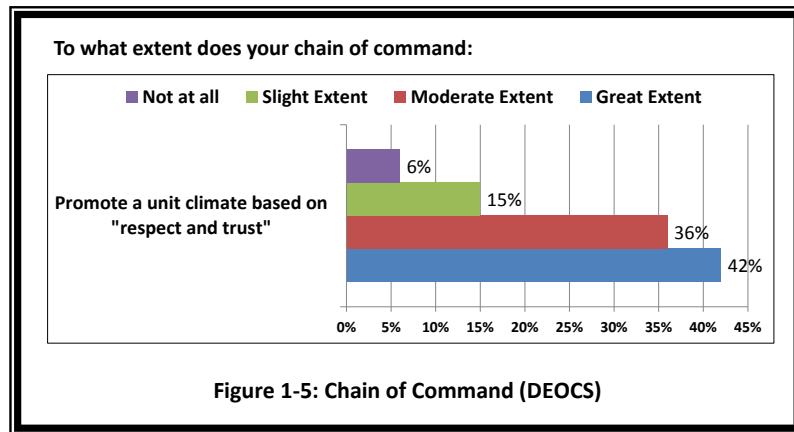
- 93% responded it was very or moderately likely that the chain of command would take the sexual assault report seriously.
- 89% felt it was very or moderately likely that unit members would support the person making the report.
- 92% felt it was very or moderately likely that the chain of command would take corrective action to address factors that may have led to the sexual assault.
- 92% responded it was very or moderately likely that the chain of command would support the person making the report.
- 92% felt it was very or moderately likely that the chain of command would take steps to protect the safety of the person making the report.
- 86% answered it was very or moderately likely that the chain of command would forward the report outside the unit to criminal investigators.
- 90% answered it was very or moderately likely that the chain of command would keep knowledge of the report limited to those with a need to know.
- 77% believed it was slightly or not at all likely that unit members would label the person making the report a troublemaker.



### **Chain of Command Support**

DEOMI calculated an index of command actions related to sexual assault. The mean response (DEOCS Q3, FY14) for *Chain of Command Support* fell within the range of *moderate* to *great extent* for the extent to which respondents perceived command behaviors are targeted toward preventing sexual assault and creating an environment where members feel comfortable reporting a sexual assault. Other results from the Q3 FY14 Army DEOCS report:

- 78% of respondents felt that their chain of command promoted a unit climate based on "respect and trust" to a moderate or great extent.
- 88% answered that their chain of command refrained from sexist comments and behaviors to a moderate or great extent.



- 88% believed that their chain of command actively discouraged sexist comments and behaviors.
- 89% responded that their chain of command encouraged bystander intervention to a moderate or great extent.
- 91% responded that their chain of command encouraged victims to report sexual assault to a moderate or great extent.
- 90% of Soldiers responded that their chain of command created an environment where victims feel comfortable reporting sexual assault to a moderate or great extent.

The 2014 DEOCS results appear to be significantly more positive than some results from the 2012 HR OTS:

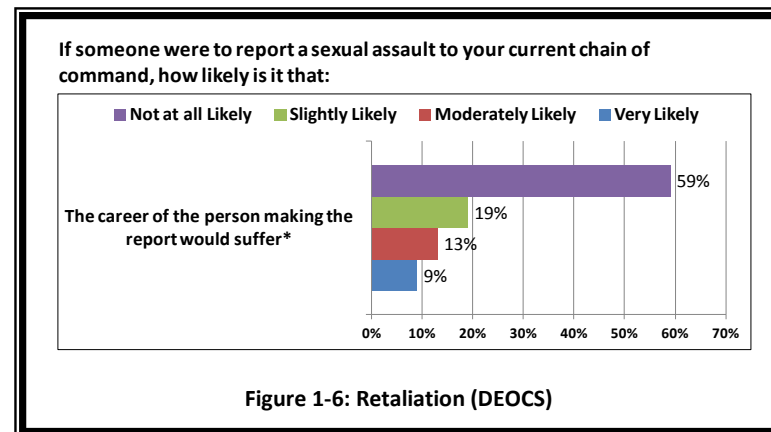
- Approximately 60% of respondents indicated that leadership is "very committed" to creating a workplace free of sexual harassment.
- Almost 25% of respondents "agree/strongly agreed" that NCOs and Officers tolerated sexist comments.

According to the 2013 Spring SSMP, 66% of females and 77% of males responded if someone in their unit were to report a sexual assault to their current chain of command, it is "*very likely*" that the chain would be supportive. Furthermore, 59% of females and 67% of males believed it is "*very likely*" the chain of command would take some corrective action. These results are consistent with those of the 2012 Spring SSMP.

### **Retaliation**

The 2014 DEOCS data on reporting climate appears to be an improvement over

previous data. However, there is still concern over actual and perceived retaliation against those who make a report of sexual assault. Approximately one quarter (26%) of



of Army DEOCS respondents felt it was “*very likely*” or “*moderately likely*” that the alleged offender(s) or their associates would retaliate against the person making the report. Additionally, 22% of respondents indicated it was “*very likely*” or “*moderately likely*” that the career of the person making the report would suffer. It is important to note that this perception of

retaliation appears primarily at the peer / supervisor level. Very little illegal reprisal as defined in Title X, United States Code, section 1034, is occurring in the Army.

Previous findings from the 2012 Workplace and Gender Relations Survey of Active Duty Members (WGRA) conducted by the Defense Manpower Data Center (DMDC) also noted Soldiers’ concerns related to retaliation:

- Fewer than half of Soldiers surveyed indicated they did not report a sexual assault because they were concerned about retaliation from the offender or his friends (not professional retaliation from the chain of command).
- 44% of female Soldiers indicated they didn’t report unwanted sexual contact because they were afraid of retaliation/reprisal from the offender or their friends.
- 33% of female Soldiers believed their performance evaluation or chance for promotion would suffer if they filed a report.

The 2013 Spring SSMP also indicated concerns about potential retaliation:

- 29% of female and 25% of male Soldiers said that it was “moderately, or very likely” that the reporting person would be labeled a troublemaker. These results are consistent with the 2012 Spring SSMP.
- 27% of female and 22% of male Soldiers said that it was “moderately, or very likely” the reporting person would not be believed. These results are consistent with 2012 Spring SSMP.
- 27% of female and 23% of male Soldiers said that it “moderately, or very likely” that the reporting person’s career would suffer. These results are consistent with 2012 Spring SSMP.

The Army is taking action to address retaliation through messaging, training and punishment. On June 19, 2014 the Secretary signed Army Directive 2014-20, Prohibition of Retaliation Against Soldiers for Reporting a Criminal Offense ([http://www.apd.army.mil/pdffiles/ad2014\\_20.pdf](http://www.apd.army.mil/pdffiles/ad2014_20.pdf)). In this directive, the Secretary states that “no Soldier may retaliate against a victim, an alleged victim or another member of the Armed Forces based on that individual’s report of a criminal offense.”

### ***Prevalence***

The primary source used to determine the prevalence of sexual assault in the military was the WGRA survey, conducted by DMDC in 2006, 2010 and 2012. In 2014, DoD employed RAND to significantly change and conduct the WGRA. RAND constructed the new survey (the 2014 RAND Military Workplace Study) to provide a specific distinction between offenses along the sexual misconduct continuum of harm. Critics of the 2012 WGRA survey suggested that the behaviors it asked about did not directly reflect the offenses described in military law. The RAND Military Workplace Study survey questions address sexual harassment and sexual assault, including specific questions about penetrative and non-penetrative offenses. Subsequent to recommendations by the Response Systems to Adult Sexual Assault Crimes Panel, and other professionals, RAND designed the 2014 Military Workplace Study to mirror the language of the UCMJ, Article 120. This is intended to create a more legally precise estimate of the prevalence of sexual misconduct in the Armed Forces, by type of offense.

To provide a means of comparison between previous WGRA surveys and the RAND Military Workplace Study, RAND fielded both versions to different, representative samples of military service members. In this way, RAND can estimate how prevalence rates differ depending on how the question is asked. The survey was fielded between August 13 and September 20, 2014. During that time, approximately 217,000 Soldiers received letters and emails inviting their participation. Preliminary results of the 2014 RAND Military Workplace Study are discussed in the next section of this report.

## Part 2 - U.S. Army Statistical Report Data Call: Reported Sexual Assaults for the Period October 1, 2013 through September 30, 2014

### 1. Analytic Discussion

**1.1. Provide an analytic discussion of your Service's Statistical Report. This section should include such information as:**

- Notable changes in the data since FY13 (in percentages) and other time periods (at least FY12, FY13 and FY14), as appropriate.
- Insight or suspected reasons for noted changes, or lack of change, in data
- Implications the data may have for programmatic planning, oversight, and/or research
- How reports of sexual assault compliment your Service's scientifically conducted surveys during FY13 or FY14 (if any)
- Prevalence vs. reporting (the percentage of Service member incidents captured in reports of sexual assault (Restricted Reports and Unrestricted Reports) (Metric #2)
- Total number of Sexual Assaults (Restricted Reports and Unrestricted Reports) over time (Metric #12)
- Other (Please explain)

As displayed in Figure 2-1 below, there were 2,128 unrestricted reports and 397 Restricted Reports of sexual assault in the Army during FY14. The total number of reports (restricted and unrestricted) increased 8% from FY13. The FY14 data equates to 3.9 Service Member (SM) victims per 1,000 active duty Soldiers, compared to 3.3 per 1,000 in FY13 and 2.3 per 1,000 in FY12. The FY14 number of SM victims and the FY14 rate per 1,000 are both the highest recorded since the Army began keeping these statistics.

Reports of Sexual Assaults (Rate/1,000)	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Unrestricted Reports <sup>1</sup>	1,342	1,476	1,658	1,482	1,520	1,398	2,017	2,128
Restricted Reports	271	256	283	299	301	174	318	397
Total Reports <sup>1</sup>	1,613	1,732	1,941	1,781	1,821	1,572	2,335	2,525
Total SM Victims <sup>2</sup>	1,248	1,337	1,397	1,316	1,378	1,248	1,766	1,967
SM Victim Rate/1000 <sup>2</sup>	2.4	2.5	2.5	2.3	2.4	2.3	3.3	3.9
CID Investigations <sup>3</sup>	1,245	1,328	1,512	1,390	1,394	1,249	1,831	1,926

**Figure 2-1: Reported Sexual Assaults in the Army & Rate/1000 (Metric #12)**

- 1: As of FY14, one victim equals one report, per DoD guidance. (FY07-FY13 adjusted to one victim per report).  
 2: Includes only SM victims in restricted and unrestricted reports for incidents occurring while in the military.  
 3: Used as number of unrestricted reports prior to FY14. May include multiple victims and/or offenders subjects).

**NOTE:** FY14 is the first full year using the Defense Sexual Assault Incident Database (DSAID) as the source for sexual assault data. Designated Army SARC's entered sexual assault case data into DSAID based on information received directly from victims, information provided by a VA and/or information from

*CID investigators. Subject and case disposition data populates DSAID from a system interface with the Army Criminal Investigation/Criminal Intelligence (ACI2) system and manual entry by SARCs and HQDA OTJAG through the DSAID Legal Officer module. A comparison of DSAID data with CID sexual assault investigation data for FY14 indicates data for more than 150 sexual assault incidents may not be in DSAID. This discrepancy impacts reporting and analysis of victim, subject, offense and disposition data. The Army continues to work with its DSAID users and DoD to improve reporting using an aggressive quality control process.*

The Army believes the increase in the number of reports of sexual assault since FY12 does not equate to an increase in actual assaults. The unprecedented priority placed on sexual assault prevention and response by Army leaders since FY12 has seemingly encouraged victims, who heretofore were reluctant, to come forward and report. This conclusion, however, requires current survey data depicting the prevalence of sexual assault in the Army. As stated in Part 1 of this report, the primary source for estimating the prevalence of sexual assault in the military was the WGRA, conducted by DMDC in 2006, 2010 and 2012.

Prevalence vs. Reporting (Metric #2)	FY10	FY12	FY14
Percent of <i>female</i> Soldiers who said they experienced “unwanted sexual contact” based on responses to WGRA Surveys and the 2014 Military Workplace Study	6.0%	7.1%	4.6%
Percent of <i>male</i> Soldiers who said they experienced “unwanted sexual contact” based on responses to WGRA Surveys and the 2014 Military Workplace Study	1.0%	0.8%	1.2%
<i>Estimated</i> number of Soldiers who were sexual assault victims based on responses to WGRA Surveys and the 2014 Military Workplace Study	8,600	8,800	8,500
Soldier Victims who <i>Reported</i> Sexual Assaults	1,316	1,248	1,967
Soldier victims reporting a sexual assault vs. responses to WGRA Surveys and the 2014 Military Workplace Study ( <i>Reported/Estimated</i> )	15%	14%	23%

**Figure 2-2: Prevalence vs. Reporting (Metric #2)**

Figure 2-2 depicts estimated prevalence data for FY10 and FY12 based on the percent of male and female Soldiers who said they experienced “unwanted sexual contact” in their responses to WGRA Surveys. Figure 2-2 also depicts preliminary data from the 2014 RAND Military Workplace Study. This FY14 data, combined with the increase in reports per 1,000 (from 2.3/1000 in FY12 to 3.9/1000 in FY14), significantly narrows the gap between prevalence and reporting. As a result, 23% of Soldiers who responded that they experienced “unwanted sexual contact” in the FY14 survey actually reported the incident, compared to 14% in FY12.

Although the FY14 data shows improvement, the Army's prevention efforts still require continued emphasis and leader engagement. To that end, the initiatives described in the report are intended to enhance sexual assault prevention efforts and facilitate increased leader engagement. As these initiatives mature, the Army will assess their effectiveness and make necessary changes in order to continue to reduce prevalence and increase reporting.

## 2. Unrestricted Reporting

**2.1. Victim Data Discussion and Analysis.** This section should include an overview of such information as:

- Type of offenses
- Demographic trends
- Service referrals
- Experiences in Combat Areas of Interest (CAI)
- Military Protective Orders issued as a result of an Unrestricted Report (e.g., number issued, number violated)
- Approved expedited transfers and reasons why transfers were not approved
- The number of victims declining to participate in the military justice process (Metric #8)
- Others (Please explain)

Figure 2-3 shows the breakout of victims (Service Members and Non-Service Members) and each type of sexual assault offense for unrestricted reports in FY14. Excluding attempts and cases where the offense code was not available, DSAID data shows the proportion of assaults that were the more serious penetrative offenses (specifically rape, aggravated sexual assault/sexual assault and forcible sodomy) was 42% in FY14, compared to 55% in both FY12 and FY13. This proportion was 66% in FY11. However, CID investigation data shows the penetrative rate at 48% for FY14, still a decrease from FY12 and FY13. This trend may suggest that Soldiers are increasingly recognizing the non-penetrative (“unwanted touching”) offenses as criminal behavior that can and should be addressed.

Offense Type (Unrestricted Reports) <sup>1</sup>	Service Member Victim	Non-Service Member Victim	Total Victims	Percent of Total
Rape	258	118	376	18%
Forcible Sodomy	7	3	10	<1%
(Aggravated) Sexual Assault	324	109	433	20%
Aggravated Sexual Contact	29	4	33	2%
Abusive Sexual Contact	860	211	1,071	51%
Wrongful Sexual Contact	15	5	20	1%
Indecent Assault	6	1	7	<1%
Attempts	13	2	15	<1%
Offense Code Not Available	132	16	148	7%
<b>Total</b>	<b>1,644</b>	<b>469</b>	<b>2,113</b>	<b>100%</b>

1: Does not include restricted reports from previous years that converted to unrestricted in FY14.

**Figure 2-3: Victim Status by Offense Type (FY14 Unrestricted Reports)**

Some demographic trends have remained consistent over the past few years. For example, 81% of Army victims in FY14 completed investigations were E1-E4; compared to 83% in FY12 and FY13. Also in FY14, 69% of victims in completed investigations were 24 years old or younger. This is higher than FY12 and FY13 (both 64%), however

DSOID data cites “unknown age” for 17% of victims in completed investigations. CID data shows that 64% of victims in FY14 in completed investigations were 24 years old or younger, identical to FY13 and FY12.

One noticeable change is the percentage of male Soldier victims, which jumped to 27% in FY14, compared to 18% in FY13 and 17% in FY12. This appears to show that the Army’s goal to reduce the stigma of reporting is having a positive effect. The lag in reporting by male victims has always been much greater than female victims.

Victims in reported sexual assaults in CAI continued to be older and of higher rank than victims in Army-wide cases. Specifically, only 65% (FY12/13=74%) of Army victims in CAI reported cases in FY14 were E1-E4, compared to 81% of victims Army-wide. Similarly, 44% of victims in CAI reports were 24 years old or younger (FY13=48%), compared to 69% Army-wide.

Commanders issued 272 Military Protective Orders (MPO) in FY14. Four were reported to have been violated by subjects (FY13=93 issued/0 violated; FY12=189/0).

The U.S. Army Human Resources Command (HRC) processed 295 Permanent Change of Station expedited transfer requests in FY14, six were denied. Two Soldiers were pending UCMJ action, two were pending separation and two were under investigation. The Commanding General, HRC made the final decision in each denial. (FY13=192 requests/1 denied; FY12=66/0).

Additionally, Army commands reported 20 Soldiers requested expedited unit transfers (to remain on their current installation). None of these requests were denied. (FY13=38/0 denied; FY12=20/2).

The percentage of victims who declined to participate in the military justice process, precluding any command action (Metric #8) for subjects where evidence supported command action, has steadily decreased from 7% in FY12 to 6% in FY13 to 5% in FY14.

**2.2. Subject Data Discussion and Analysis. This section should include an overview of such information as:**

- **Demographic trends**
- **Disposition trends**
- **Experiences in CAI**
- **Command action for Military Subjects under DoD Legal Authority (to be captured using the most serious crime charged (Non-Metric #1))**
- **Sexual Assault Court-Martial Outcomes (to be captured using the most serious crime charged) (Non-Metric #2)**
- **Other (Please explain)**

Data regarding alleged offenders continue to show similar trends. Identified alleged offenders were 95% male in FY14; compared to 97% in FY12 and FY13. Also, 42% of known alleged offenders in FY14 were 24 years old or younger; compared to 41% in FY13 and 42% in FY12. However, the percentage of alleged offenders who were E1-E4 decreased to 52% in FY14, compared to 57% in FY13 and 59% in each year from FY09-FY12.

Subjects in reported sexual assaults in CAI during FY14 also tended to be older and



higher rank than subjects in Army-wide cases. Specifically, 26% of Army subjects in FY14 CAI (FY13=19%, FY12=36%) reported cases were E1-E4 compared to 52% of subjects Army-wide. Similarly, 27% of known subjects in CAI reports were 24 years old or younger (FY13=13%, FY12=27%), compared to 42% in Army-wide reports.

Figure 2-4 shows the breakout of subjects (alleged offenders) and each type of sexual assault investigation completed during FY14 for unrestricted reports. Excluding attempts and cases where the offense code was not available, the proportion of FY14 cases with service member subjects was 81%, unchanged from in FY13 and slightly lower than 84% in FY12 cases. The percentage of unidentified offenders in FY14 was 15%, also unchanged from FY13, but slightly more than 12% in FY12.

Offender Status by Assault Type <sup>1</sup> (Unrestricted Reports)	Service Member Offenders	Non-Service Member Offenders	Unidentified Offenders	Total	Percent of Total
Rape	318	16	90	424	21%
Forcible Sodomy	9	1	7	17	1%
(Aggravated) Sexual Assault	335	25	74	434	21%
Aggravated Sexual Contact	29	1	4	34	2%
Abusive Sexual Contact	916	39	103	1,058	51%
Wrongful Sexual Contact	40	0	3	43	2%
Indecent Assault	11	0	3	14	<1%
Attempts	3	3	5	11	<1%
Offense Code Not Available	11	2	11	24	1%
<b>Total</b>	<b>1,672</b>	<b>87</b>	<b>300</b>	<b>2,059</b>	<b>100%</b>

1: Preliminary data from DSAID.

**Figure 2-4: Offender Status by Assault Type (FY14 Unrestricted Cases)**

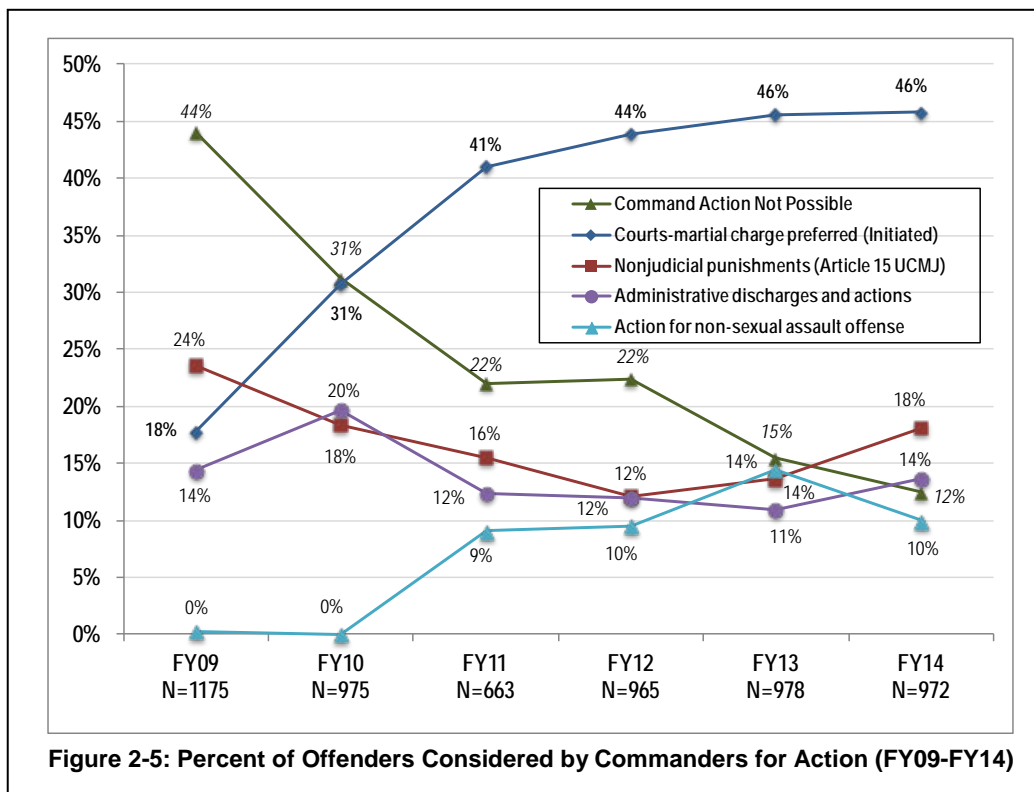
A commander is not limited to a single disposition choice and may employ more than one disciplinary tool, including administrative actions, to fully address an allegation. The disposition of any offense depends on the unique facts and circumstances of the allegation. Commanders, upon the advice of judge advocates, must use independent judgment to determine the appropriate level of disposition.

The authority to dispose of a “penetrative” offense (an allegation of rape, sexual assault or forcible sodomy) is withheld to the SPCMCA at the O-6 (Colonel) level, with a servicing legal advisor. The authority to dispose of a “non-penetrative” offense (an allegation of aggravated sexual contact or abusive sexual contact) is withheld to the O-5 (Lieutenant Colonel) level. The time it takes to make a disposition decision depends on many factors, including; the complexity of the allegation, the availability of evidence, continued investigation, cooperation of victims and witnesses and coordination with civilian authorities.

Disposition data trends (illustrated in Figure 2-5 below) continue to reflect a healthy judicial system, in which commanders employ the wide spectrum of disciplinary tools available to address misconduct, from an unwanted touch over the clothing to a forcible rape. Historically, disposition data shows positive trends for cases in which court-martial charges were preferred and negative trend for cases in which no command

action is possible. While the number of courts-martial continues to increase, the Army has maintained conviction rates ranging from 75-80%.

*Note: FY14 is the first year that disposition data is reported using DSAID. The Army continues to verify results with an aggressive quality control process.*



Although the format of this report requires the Army to place each allegation into a single disposition category, the explanations provided below reflect that several disposition categories may be appropriate for a single allegation.

Using the provisional data produced by DSAID, there were 972 allegations of sexual assault, ranging from rape to indecent assault, ready for disposition decisions in FY14. (This includes allegations from cases opened in previous years completed in FY14). Of these 972 allegations:

- 445 allegations were disposed of through the preferral of court-martial charges for a sexual assault offense.
- 67 allegations were disposed of through an involuntary, adverse administrative discharge of the subject. Of those subjects, 31 were also given non-judicial punishment, with reductions in rank, forfeiture in pay, extra duty and restriction, prior to separation.
- 176 allegations were disposed of through non-judicial punishment. Each of these offenses involved a non-penetrative sexual assault offense, the vast majority an unwanted touch over the clothing. No penetrative offense (rape, aggravated sexual assault, sexual assault or forcible sodomy) was disposed of with non-judicial punishment.

- 66 allegations were disposed of through other adverse administrative actions. Each one of these offenses involved a non-penetrative sexual assault, the vast majority an unwanted touch over the clothing. No penetrative offense was disposed of with an adverse administrative action.
- 97 allegations provided probable cause only for a non-sexual assault offense. In these allegations, there was insufficient evidence to establish guilt beyond a reasonable doubt of the founded sexual assault offense and punitive action was taken for a non-sexual assault offense, such as adultery, fraternization or indecent acts. In 13 of these cases, court-martial charges were preferred. In 15 of these cases, the subject was administratively discharged for the non-sexual assault offense. In 51 of these cases, the subject was given non-judicial punishment and in 18 cases the subject was given other adverse administrative actions.
- 45 allegations were complicated by the refusal of the victim to cooperate in a military justice action. Without the cooperation of the victim in these cases, the Army was unable to take any punitive actions against the subject.
- 6 allegations involved an expired statute of limitations.
- 70 allegations were determined to have insufficient evidence of any offense. Although allegations made against the offender met the lower standard for titling in a criminal investigation, there was insufficient evidence to legally prove those elements beyond a reasonable doubt and proceed with a military justice action.

In addition to the 972 allegations, there were 189 allegations that could not be disposed of by the Army:

- 96 allegations involved an unknown subject.
- 10 allegations involved a subject who was deceased or had deserted.
- 43 allegations were disposed of by a civilian or foreign authority because the accused was not subject to the jurisdiction of the military.
- 40 allegations were disposed of by a civilian or foreign authority although the accused was subject to the jurisdiction of the Army. In these cases, all of which occurred outside the limits of a military installation, the civilian authority served as the primary investigative agency and determined the allegation merited charges.

**2.3. Reporting Data Discussion and Analysis. This section should include an overview of such information as:**

- **Trends in descriptive information about Unrestricted Reports (e.g., Did more reported incidents occur on/off installation?)**
- **Investigations**
- **Experiences in CAI**
- **Other (Please explain)**

The unrestricted reports discussed above represent sexual assault incidents reported during FY14 in which either the victim or alleged offender was a service member, but neither was a juvenile. CID thoroughly investigates each unrestricted report, regardless if the case is later determined to be unfounded.

While other jurisdictions may dispose of reports of sexual assault before opening an

investigation, the Army's practice is to formally investigate every allegation. Although this practice may contribute to a seemingly higher number of cases, it demonstrates the Army's commitment to thoroughly investigate reports of sexual assault.

The average completion time for sexual assault investigations closed by CID in FY14 was 129 days (median=106 days), compared to 109 days in FY13 and 80 days in FY12. Each case is unique and the amount of time it takes to complete an investigation is dependent on several factors, including: type of complaint, delays in reporting the incident, amount of physical evidence and cooperation of witnesses. Also, the greater number of cases reported to CID in FY13 and FY14 affects the timeliness of completing investigations. As a result, 729 of the 1,926 investigations opened by CID during FY14 were pending completion at the end of the fiscal year (FY13=793 pending of 1,831; FY12=379 of 1,249).

### **3. Restricted Reporting**

#### **3.1. Victim Data Discussion. This section should include such information as:**

- **Demographics trends**
- **Service referrals**
- **Experiences in CAI**
- **Other (Please explain)**

During FY14, the Army recorded 495 restricted reports, of which 98 reports later changed to unrestricted, leaving 397 reports that remained restricted (FY13=364-46; FY12=227-53). This includes 21 restricted reports in the CAI (FY13=40; FY12=13), of which two reports later changed to unrestricted (for a net of 19 restricted reports) (FY13=2; FY12=1).

Unlike previous years, victims filing a restricted report in FY14 were 24 years old or younger at a comparable percentage to victims filing an unrestricted report. Specifically, 66% of restricted report victims were 24 years old or younger (FY13=57%, FY12=52%), compared to 69% in unrestricted reports (FY13=64%, FY12=65%).

#### **3.2. Reporting Data Discussion. This section should include such information as:**

- **Trends in descriptive information about Restricted Reports (e.g., Did more reported incidents occur on/off installation)**
- **Trends in Restricted Reporting conversions**
- **Experiences in CAI**
- **Other (Please explain)**

There are some similarities between restricted and unrestricted reports. For example, most reports (restricted and unrestricted) occurred on Friday, Saturday or Sunday. The limited number of reports in the CAI did not yield definitive trends.

There were also some notable contrasts between restricted and unrestricted reports. Only 47% of restricted reports were for alleged assaults that reportedly occurred on a military installation (FY13=37%; FY12=30%), compared to 66% for unrestricted reports (FY13=64%; FY12=68%).

Also, 28% of restricted reports (for which data was available) were reported more than a year after the incident (FY13=23%), compared to only 15% of unrestricted reports (FY13=14%). Victims who reported a sexual assault in FY14 that occurred prior

to their military service were much more likely to do so with a restricted report. Of the 74 reported in FY14 (FY13=116), 45 were restricted reports (FY13=94).

#### **4. Service Referrals for Victims of Sexual Assault**

**4.1. Unrestricted Report Referral Data Discussion. This section should include such information as:**

- **Summary of referral data**
- **CAI referral data**
- **Discussion of any trends of interest identified in referral data**
- **Other (Please explain)**

Service members receiving victim services for unrestricted reports continue to use military facilities more often than civilian facilities. The percent of victim services performed at military facilities increased from 75% in FY12 to 85% in FY13 to 95% in FY14.

There were 29 victims who received services for an incident that occurred prior to joining the military, compared to 22 in FY13 and 16 in FY12.

Additionally, there were 156 SAFE exams conducted for unrestricted reports, compared to 136 in FY13 and 168 in FY12.

Nearly all (99%) services for victims of unrestricted reports in CAI were performed with military resources, compared to 91% in FY13 and 84% in FY12. There was one SAFE exam conducted in CAI during FY14 for an unrestricted report, compared to eight exams in FY13 and two in FY12.

**4.2. Restricted Report Referral Data Discussion. This section should include such information as:**

- **Summary of referral data**
- **CAI referral data**
- **Discussion of any trends of interest identified in referral data**
- **Other (Please explain)**

97% of Service members receiving victim services related to restricted reports of sexual assault in FY14 did so in military facilities; compared to 81% in FY13 and only 70% in FY12. These services included 36 SAFE exams for FY14 restricted reports; compared to 61 in FY13 and 38 in FY12.

Most victims receiving services related to restricted reports of sexual assault in CAI during FY14 did so in military facilities. There were no SAFE exams conducted in CAI during FY14; compared to four in FY13.

**4.3. Service Referrals for Non-Military Victims Data Discussion. This section should include such information as:**

- **Summary of referral data**
- **CAI referral data**
- **Discussion of any trends of interest identified in referral data**
- **Other (Please explain)**

Most (85%) services provided to non-service member victims in FY14 were performed using military resources, compared to 76% in FY13 and 64% in FY12. These services included 41 SAFE exams for non-military victims (eight restricted and 33

unrestricted reports); compared to 66 in FY13 and 45 in FY12.

Three non-military victims received services in the CAI during FY14, compared to one in FY13 and none in FY12. Two received services for unrestricted reports and one had filed a restricted report.

## **5. Additional Items**

**5.1. Military Justice Process/Investigative Process Discussion. This section should include such information as:**

- **Length of time from the date a victim signs a DD 2910 to the date that a sentence is imposed or accused is acquitted (Non-Metric #3)**
- **Length of time from the date a victim signs a DD 2910 to the date that NJP process is concluded (e.g., punishment imposed or NJP not rendered) (Non-Metric #4)**

The following non-metrics are new requirements (as of FY14) and are calculated using data from DSAID. Therefore, there is no comparable FY12 or FY13 data.

- The average length of time from the date victims signed their DD2910 to the date a court-martial sentence was imposed during FY14, or the accused was acquitted, was 212 days (median = 211).
- The average length of time from the date victims signed their DD2910 to the date an NJP concluded was 76 days (median = 68).

## **Appendix A: Civilian Declination Cases**

The following case synopses were chosen by the Army as anecdotal examples of situations where the military justice process was used to address allegations of sexual assault involving military members, when a civilian or foreign justice process did not or could not fully address the misconduct alleged. These cases were selected by the Service to demonstrate certain aspects of the military justice process and do not reflect the sum total of all such occurrences during Fiscal Year 2014.

The Army chose these 10 cases, out of over 50 examples gathered from installations across the Army, not only to illustrate Army commanders' interests in accountability for Soldier offenders, but also to demonstrate the challenging sets of facts that are common to alcohol-facilitated sexual assault offenses that are rarely prosecuted in civilian jurisdictions.

1. Two female Soldier Victims were sexually assaulted by a male non-commissioned officer Subject. After an off-post party, Victim #1 was too intoxicated to walk and someone carried her into the residence where she fell asleep, fully clothed. The following morning, Victim #1 awoke partially clothed and believed that the Subject had sexually assaulted her. Victim #2 awoke in the night to find the Subject licking her face. Later on that same morning, Victim #2 awoke to the Subject touching her hips and attempting to slide his hands down into her shorts. The Victims reported the allegations to local civilian police. A joint investigation was conducted between local police and the CID office. The local police terminated their investigation because the local district attorney's office declined to pursue the case. The CID assumed the investigative lead. The CID re-interviewed the Subject and collected his DNA for comparison at the Army crime lab to evidence collected from the Victims. The Subject's DNA was found in the semen collected from Victim #1's vaginal swab and her skirt. The Subject's commander, receiving regular briefings throughout the almost eight month investigation, made the decision to refer charges against the Subject to a court-martial. The Subject entered a guilty plea to charges of Aggravated Sexual Assault against Victim #1 and Abusive Sexual Contact against Victim #2 at a General Court-Martial. He was sentenced to six years confinement, a reduction to E1, total forfeitures of pay and a Dishonorable Discharge. The Subject is required to register as a sex offender.

2. A female Soldier Victim was sexually assaulted by a male Soldier Subject from her unit. The Subject and the Victim were drinking and socializing at an off-post location. The Victim became severely intoxicated and vomited and passed out in the bathroom. She was then put into a bedroom by the owners of the house. The Victim awoke during the night to the Subject sexually assaulting her. The owners of the house heard her scream and ran into the room to find the Subject hiding in the bathroom and the Victim crying hysterically. The allegation was reported to local civilian authorities, who began investigating. Shortly thereafter, the local district attorney expressed an interest in prosecuting. However, the investigation and the charging decisions by local authorities were taking too long and when the Army learned that the prosecutor was negotiating with the Subject for a plea agreement for a deferred prosecution with probation only, the Subject's commander made the decision to refer charges against the Subject to a court-martial. The Subject was convicted at a General Court-Martial of Sexual Assault and

was sentenced to eight years confinement, reduction to E1, total forfeitures of pay and a Dishonorable Discharge. The Subject is required to register as a sex offender.

3. Multiple female civilian Victims, all recruits, were sexually assaulted by the male non-commissioned officer Subject, their recruiter. The Victims reported to civilian police that the Subject would bring them in after hours to conduct body fat calculations, and have them fully undress and grope them during the measurements. The local civilian police department investigated and the local district attorneys declined to prosecute the case. The Subject's commander made the decision to refer charges against the Subject to a court-martial for three separate Victims. The Subject was convicted of Abusive Sexual Contact and violations of recruiter regulations and was sentenced to 30 months of confinement, reduction to E1, total forfeitures of pay and a Bad Conduct Discharge. The Subject is required to register as a sex offender.

4. A civilian female dependent family member Victim was sexually assaulted by a male Soldier Subject. While attending an off-post party in a Soldier's residence, the Victim became substantially incapacitated due to alcohol intake and went to sleep in one of the bedrooms of the house. The Victim awoke to being sexually assaulted by the Subject. The Victim reported to local civilian authorities, who led the investigation and initially indicted the Subject for rape. However, the local civilian district attorney, citing the mandatory minimum sentence for rape and questioning the quality of the evidence to secure a conviction, indicated to the Victim that the case would be pled down to a lesser included offense, likely to result in a sentence of probation only. The Subject's commander directed CID to request that the civilian authorities suspend their prosecution to allow the commander to refer charges against the Subject to a court-martial. The civilian authorities agreed and the Subject was convicted of Sexual Assault at a General Court-Martial and sentenced to eight years confinement, reduction to E1, total forfeitures of pay and a Dishonorable Discharge. The Subject is required to register as a sex offender.

5. A civilian female dependent family member Victim was forcibly sodomized by a male Soldier Subject at her off-post residence. The Victim and her husband invited the Subject over to their home for the evening. After a few drinks, the Victim and her husband went to bed and told the Subject he was welcome to sleep on their couch. At some point, the Victim got up to check the locks on the front door and found the Subject on the couch, talking on his phone. She went to check on him and offer him a blanket. As she turned around to leave the Subject grabbed her ponytail and pulled her over the couch. She stumbled over and he bent her over the couch, with her head in the seat cushions, holding her down. He continued to hold her down with one hand while inserting his penis into her rectum. She said no multiple times but froze up physically and did not struggle against him. After the Subject ejaculated, he left the home and returned to his home across the street. The Victim reported the offense to civilian law enforcement within hours. The civilian police investigated but the civilian district attorney declined to prosecute, citing the Victim "doing nothing to stop suspect, no visible injuries, and inconsistent first report" in her email to military prosecutors. After the civilians declined prosecution, CID picked up the case and administered a polygraph, which resulted in admissions by the Subject. The Subject's commander made the decision to refer charges against the Subject to a court-martial. The Subject offered to



plead guilty with a sentence limitation. The convening authority accepted the offer because the Victim did not want to testify at trial and wanted to move on with her life. The military judge sentenced the Subject to 15 years confinement, reduction to E1, total forfeitures of pay and a Dishonorable Discharge. The confinement was reduced in accordance with the guilty plea agreement. The Subject is required to register as a sex offender.

6. A female Soldier Victim was sexually assaulted by a male Soldier Subject. After a night of socializing, to include consuming alcoholic beverages, the Victim returned to her off-post apartment with three other Soldiers, including the Subject, and she fell asleep. The Victim awoke to the Subject sexually assaulting her. The Victim reported to local civilian authorities. After learning of the details of the assault, the local police department declined to conduct further investigation into the allegation, and CID assumed sole investigative responsibility. The Subject's commander, briefed on the investigation, made the decision to refer charges against the Subject to a court-martial. The Subject was convicted of Sexual Assault at a General Court-Martial and was sentenced to six years confinement, reduction to E1, total forfeitures of pay and a Dishonorable Discharge. The Subject is required to register as a sex offender.

7. A civilian female dependent family member Victim was sexually assaulted by a male Soldier Subject. The Victim consumed alcohol with her boyfriend and his two friends, including the Subject, at his off-post residence. The Subject recorded the Victim and her boyfriend in the bathroom, without their consent, while they were engaging in sexual activity. The boyfriend became ill and passed out from alcohol consumption in a spare bedroom. The Victim passed out outside and was carried to the bedroom by the Subject and friend. While the Victim was passed out on the bed the Subject touched the Victim's buttocks and face with his penis and penetrated the Victim's mouth, vagina and anus with his penis. The Victim reported to civilian law enforcement, which declined investigative jurisdiction of the incident. CID investigated the offense and the Subject's commander made the decision to refer charges against the Subject to a court-martial. The Subject was convicted of Conspiracy to Commit Sexual Assault, Abusive Sexual Contact, Sexual Assault and Indecent Visual Recording. The Subject was sentenced to eight years confinement, reduction to E1, total forfeitures of pay and a Bad Conduct Discharge. The Subject is required to register as a sex offender.

8. A female Soldier Victim was sexually assaulted at a party off-post by a male Soldier Subject. The Victim became heavily intoxicated at the party and fell asleep. The Victim awoke several times to Subject sexually assaulting her to include kissing her neck, cheek and mouth, groping her buttocks and penetrating her vulva with his finger. The Victim awoke the third time and was coherent enough to verbalize to the Subject to stop, which he did. These assaults occurred after the Subject groped another Victim's buttocks earlier in the night while she was also asleep. The offense was reported to civilian law enforcement, but the local district attorney declined prosecution and relinquished jurisdiction to military authorities. The Subject's commander made the decision to refer charges against the Subject to a court-martial. The Subject was convicted of Sexual Assault and Assault Consummated by a Battery. The Subject was sentenced to two years confinement, reduction to E-1, total forfeitures of pay and a Bad Conduct Discharge. The Subject is required to register as a sex offender.

9. A female civilian Victim, the partner of a female Soldier, was raped by a male non-commissioned officer Subject in her partner's unit. The relationship between the Victim and her Soldier partner was known to the Subject and many other Soldiers in the unit. Although the Subject was married and knew that the Victim was in a lesbian relationship, the Subject struck up correspondence with the Victim via text message and Facebook that was at times flirtatious on both parts. One evening the Subject went to the Victim's home to hang out, watch football and drink. After the Victim's children went to bed, both the Subject and the Victim began drinking at a faster pace and became inebriated. When the Subject began kissing the Victim in the kitchen, she froze in shock. The Subject then carried her to a bathroom, shut the door, pulled down the Victim's pants, exposed his penis and pulled her hand onto his penis. The Victim pleaded with him to stop, but he kept kissing her and insisting they have sex. Sobbing, the Victim told him to "get it over with" and she cried as he had intercourse with her. The Victim reported the sexual assault to her partner several months later. The Victim reported the rape to the local civilian police, who did not take the case seriously given the prior interactions between the Victim and the Subject and the lack of resistance, and the civilian district attorney formally declined prosecution. Three months later, the Brigade Sexual Assault Response Coordinator reported the case to CID at the urging of the Victim's partner. CID immediately opened an investigation. The Subject's commander made the decision to refer charges against the Subject to a court-martial. The Subject was convicted of Aggravated Sexual Assault and Aggravated Sexual Contact. The Subject was sentenced to 14 months confinement, reduction to E-1, total forfeitures of pay and a Dishonorable Discharge. The Subject is required to register as a sex offender.

10. A male civilian Victim was sexually assaulted by his housemate, a male commissioned officer Subject. Victim awoke one evening in his room to the Subject sitting on the Victim's bed touching the Victim's penis and placing the Subject's mouth on the Victim's penis. The Victim called the local civilian police, who responded immediately, and took the Victim for a sexual assault exam at a civilian hospital. The civilian police referred the case to the civilian district attorney's office. After two years of inaction, the district attorney deferred the prosecution and asked the Army to take jurisdiction. The Subject's commander made the decision to refer charges against the Subject to a court-martial. The Subject was convicted of Abusive Sexual Contact and False Official Statement, sentenced to 24 months confinement, total forfeitures of pay and a Dismissal. The Subject is required to register as a sex offender.

## **Appendix B: Glossary of Acronyms**

1SG - First Sergeant  
AAA - Army Audit Agency  
ACOM - Army Command  
ACS - Army Community Service  
AEAC - Army Education Advisory Committee  
AFOSI - Air Force Office of Special Investigations  
AIT - Advanced Individual Training  
ALARACT - All Army Activities message  
ALMS - Army Learning Management System  
AMEDD - U.S. Army Medical Department  
AMSC - Army Management Staff College  
AOR - Area of Responsibility  
AR - Army Regulation  
ARI - US Army Research Institute for the Behavioral and Social Sciences  
ARNG - Army National Guard  
ASA M&RA - Assistant Secretary of the Army for Manpower and Reserve Affairs  
ASCC - Army Service Component Command  
ASI - Additional Skill Identifier  
ATRRS - Army Training Requirements and Resources System  
BCT - Basic Combat Training  
BOLC-A - Basic Officer Leader Course - Accession (ROTC)  
BOLC-B - Basic Officer Leader Course - Branch  
CAI - Combat Areas of Interest  
CASH/A - Cadets Against Sexual Harassment/Assault  
CATEP - Confidential Alcohol Treatment and Education Pilot Program  
CES - Civilian Education System  
CAPIT - Child Abuse and the Prevention Investigative Techniques Course  
CID - US Army Criminal Investigation Command  
CONUS - Continental United States

DA - Department of the Army  
DA PAM - Department of the Army Pamphlet  
DAC - Department of the Army Civilian  
DAIG - Department of the Army Inspector General  
DCAP - Defense Counsel Assistance Program  
DCCS - Deputy Commander for Clinical Services  
DEOCS - Defense Equal Opportunity Climate Surveys  
DEOMI - Defense Equal Opportunity Management Institute  
DEW - Defense Enterprise Working Group  
DFE - Digital Forensic Examiners  
DMDC - Defense Manpower Data Center  
DoD - Department of Defense  
DoDIG - Department of Defense Inspector General  
DoJ - Department of Justice  
DRU - Direct Reporting Unit  
D-SAACP - Department of Defense Sexual Advocate Certification Program  
DSAID - Defense Sexual Assault Incident Database  
DTF-SAMS - Defense Task Force on Sexual Assault in the Military Services  
DVIT - Domestic Violence Intervention Techniques Course  
E1 - Enlisted 1 (Private)  
E4 - Enlisted 4 (Specialist)  
ELITE - Emergent Leader Immersive Training Environment  
ER - Emergency Room  
EXORD - Execution Order  
FETI - Forensic Experiential Trauma Interview  
FIE - Forensic Investigative Equipment  
FIFC - Foundation Instructor Facilitator Course  
FORSCOM - US Army Forces Command  
FST - Forensic Science Technician  
FY - Fiscal Year  
GAO - Government Accountability Office

GCMCA - General Court-Martial Convening Authority  
GO - General Officer or General Order  
GOLO - General Officer Legal Orientation  
GOSC – General Officer Steering Committee  
HQDA - Headquarters, Department of the Army  
HQE - Highly Qualified Expert  
HR OTS - Human Relations Operational Troops Survey  
HRC - Human Resources Command  
I. A.M. Strong - Intervene. Act. Motivate.  
ICRS - Integrated Case Reporting System  
IET - Initial Entry Training  
IMT - Initial Military Training  
IG - Inspector General  
IMCOM - Installation Management Command  
IT - Information Technology  
JAG - Judge Advocate General  
JAGC - Judge Advocate General Corps  
JBLM - Joint Base Lewis-McChord  
JCS - Joint Chiefs of Staff  
LOE - Line of Effort  
MCIO - Military Criminal Investigation Organizations  
MEDCOM - US Army Medical Command  
MJO - Military Justice Online  
MOS - Military Occupational Specialty  
MPO - Military Protective Order  
MTF - Military Treatment Facility  
MTT - Mobile Training Team  
NCIS - Naval Criminal Investigative Service  
NCM - Nurse Case Manager  
NCO - Non-commissioned Officer  
NCOER - Non-commissioned Officer Evaluation Report

NDA - National Defense Authorization Act  
NOVA - National Organization for Victim Assistance  
NJP - Non-judicial Punishment  
OCCH - Office of the Chief of Chaplains  
OCONUS - Outside Continental United States  
OER - Officer Evaluation Report  
OIP - Organizational Inspection Program  
OMPF - Official Military Personnel File  
OPMG - Office of the Provost Marshal General  
OSD - Office of the Secretary of Defense  
OTJAG - Office of The Judge Advocate General  
OTS - Operational Troops Survey  
OTSG - Office of the Surgeon General  
PCC - Pre-Command Course  
PME - Professional Military Education  
PMS - Professor of Military Science  
POSH - Prevention of Sexual Harassment  
ROI - Report of Investigation  
ROTC - Reserve Officers Training Corps  
RR - Restricted Report  
SAAM - Sexual Assault Awareness Month  
SABH - Sexual Assault Behavioral Health  
SACC - Sexual Assault Care Coordinators  
SACP - Sexual Assault Clinical Providers  
SAFE - Sexual Assault Forensic Exam  
SAI - Sexual Assault Investigator  
SAMFE - Sexual Assault Medical Forensic Examiner  
SAMM - Sexual Assault Medical Management Conference  
SAMMO - Sexual Assault Medical Management Office  
SANE - Sexual Assault Nurse Examiner  
SAPR - Sexual Assault Prevention and Response Program

SAPRO - Sexual Assault Prevention and Response Program Office  
SARB - Sexual Assault Review Board  
SARC - Sexual Assault Response Coordinator  
SART - Sexual Assault Response Team  
SES - Senior Executive Service  
SHARP - Sexual Harassment/Assault Response and Prevention Program  
SHARP-RC – SHARP Resource Center  
SJA - Staff Judge Advocate  
SME - Subject Matter Expert  
SMS - Strategic Management System  
SOLO - Senior Office Legal Orientation  
SPCM - Special Court-Martial  
SPCMCA - Special Court-Martial Convening Authority  
SSMP - Sample Survey of Military Personnel  
SVC - Special Victim Counsel  
SVUIC - Special Victim Unit Investigation Course  
SVNCO - Special Victim NCO  
SVP - Special Victim Prosecutor  
SVUIC - Special Victim Unit Instructor Course  
TCAP - Trial Counsel Assistance Program  
TJAG - The Judge Advocate General  
TJAGLCS - The Judge Advocate General's School and Legal Center  
TRADOC - US Army Training and Doctrine Command  
TSP - Training Support Packages  
UCMJ - Uniform Code of Military Justice  
UR - Unrestricted Report  
URT - Unit Refresher Training  
USACC - US Army Cadet Command  
USACIL - US Army Criminal Investigation Laboratory  
USAMPS - US Army Military Police School  
USAREC - US Army Recruiting Command

USC ICT - University of Southern California Institute for Creative Technologies

USMA - United States Military Academy

VA - Victim Advocate

VWL - Victim Witness Liaison

WGRA - Workplace and Gender Relations Survey of Active Duty Members

WO - Warrant Officer