



## NATIONAL GUARD BUREAU

1636 DEFENSE PENTAGON  
WASHINGTON DC 20301-1636

### MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS

SUBJECT: National Guard Sexual Assault Prevention and Response (SAPR) Progress Report

Enclosed is a comprehensive progress report detailing the National Guard's major initiatives and improvements in its efforts to prevent and respond to sexual assault since December 2011.

The National Guard Bureau, in collaboration with the Adjutants General of the fifty states and three territories, and the Commanding General of the District of Columbia National Guard, removed barriers to deliver a multi-dimensional SAPR program that is dynamic and responsive. Each state took deliberate steps to prevent and strengthen its response to sexual assault along each of the SAPR program's five lines of efforts: prevention, accountability, investigation, victim advocacy support, and assessment. Commanders at every level enhanced prevention efforts to create and sustain a climate intolerant of destructive behaviors. They are holding individuals across our military community responsible for upholding core values and appropriate standards of behavior.

As we continue our preparation to fight our Nation's wars, protect the homeland, and build partnerships around the world and here in our communities, we do so with a steadfast devotion to nurture and protect the men and women who serve.

Your point of contact is Brigadier General Ivan E. Denton, Director of Manpower and Personnel, National Guard Joint Staff, at (703) 604-9540.

A handwritten signature in black ink, reading "Frank J. Grass", is positioned above the printed name.

FRANK J. GRASS  
General, USA  
Chief, National Guard Bureau

Attachment:  
As stated

## SAPR PROGRESS REPORT to the PRESIDENT

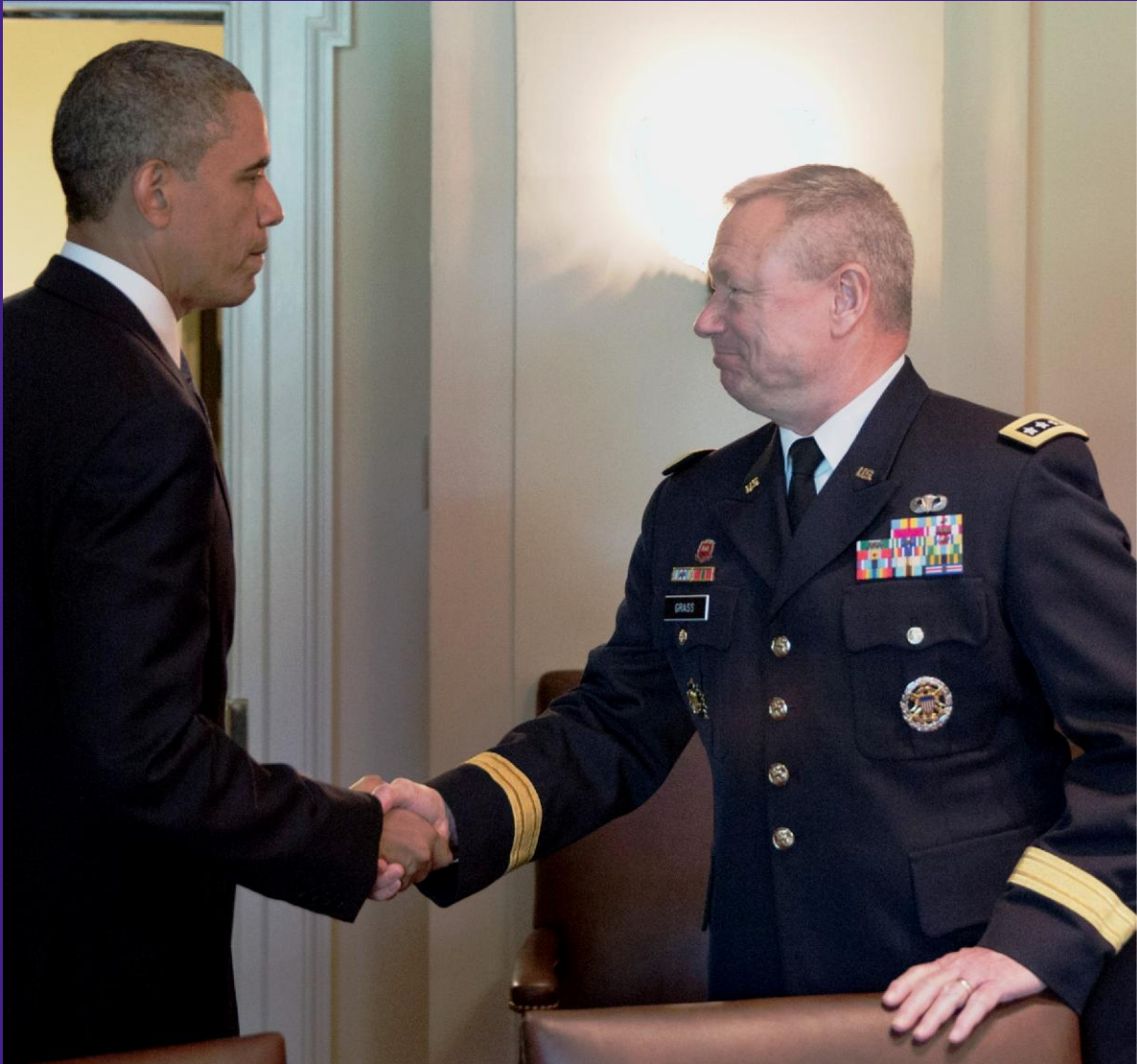
# NATIONAL GUARD BUREAU





# NATIONAL GUARD BUREAU

## SAPR PROGRESS REPORT to the PRESIDENT



**“The crime of sexual assault is counter to our core values and profoundly destructive to our units. As leaders, we are responsible to do everything in our power to protect our most valuable asset – our people”**

**GEN Frank J. Grass, CHIEF, National Guard Bureau**

## **EXECUTIVE SUMMARY**

Just as members of the National Guard (NG) fought side-by-side in combat with the active military Services, the same is true in the fight to combat sexual assault. The Chief of the National Guard Bureau (CNGB), as a member of the Joint Chiefs of Staff (JCS), is tasked with similar responsibilities as the Service Chiefs for program development and implementation. In addition to executing the Federal policies and directives mandated by Headquarters, Department of Army (HQDA) and the United States Air Force (USAF) for Title 10 (T10) Guardsmen, the NG incorporated the Services' guidance concurrently into its own Sexual Assault Prevention and Response (SAPR) program for members in Title 32 (T32) status.

The NG has executed a stand-alone SAPR program since 2005, the only Reserve Component (RC) to do so. Each of the fifty states, three territories, and the District of Columbia (the "States") operates a T32 SAPR program under the authority of the Governor and The Adjutant General (TAG), who serves as the Commanding General of the Army and Air NG units.

To advance the mission to educate, heighten awareness, and empower individuals to take action, the NG implemented a number of T32-specific trainings, programs, initiatives, policies, and activities. This multi-dimensional approach is shared across the States to strengthen commander accountability, command climate, and victim advocacy. To aid in shifting the focus of the SAPR program on leadership involvement, the SAPR Leadership Summits were conducted in Fiscal Year (FY) 2011 and FY 2012. These summits helped to establish an understanding of senior leaders' responsibilities for the care and treatment of sexual assault victims, and for their role in creating a climate of dignity and respect. The summits evolved into regularly scheduled engagements, such as the annual Joint Senior and quarterly Guard Senior Leadership conferences (GSLC), bi-monthly Guard Senior Leader Updates (GLSU), and Senior Enlisted Leader Forums. At these events, senior leaders hear of best practices from national subject matter experts (SMEs), such as Dr. Gail Stern of *Sex Signals*, clinical psychologist Dr. David Lisak, United States Army (USA) Military Police School Chief Russell Strand, and attorney Anne Munch. These events amplify the importance and seriousness of sexual assault and provide a forum for state leaders to engage each other on challenges unique to T32.

To empower individuals further at all ranks, the NG developed the first Bystander Intervention Training (BIT) tool within the Armed Services. Complete with videos, scenarios, and guided discussions, the BIT is only one piece of the NG's prevention efforts. Understanding individual roles, being active participants, and honoring a top-down, bottom-up personal commitment to combat sexual assault are primary messages in our prevention strategy. First responders attend a 40-hour Initial Sexual Assault Response Coordinator (SARC) and SAPR Victim Advocate (SAPR VA) course specific for T32. The National Advocate Credential Program and Department of Defense (DoD) SAPR Office (SAPRO) approved this course, which received accolades for its innovative approaches and inclusion of training blocks on healthy sexuality and male victimization. A T32-specific SARC Refresher Course is conducted annually to provide SAPR personnel with a comprehensive and cost-effective means to obtain the required 32 hours of training every two years. Nationally recognized SMEs, such as Debby Tucker, Executive Director of the National Center on Domestic and Sexual Violence, Simon Weinberg of *Big Voice Pictures*, and Alan Berkowitz, Bystander Intervention

specialist, provide training on best practices for SAPR. At the unit level, senior leaders use small group instruction and open discussion during training, and incorporate SAPR messages at other unit events.

With Soldiers and Airmen in over 3,000 communities, the NG has leveraged this unique position to forge collaborative relationships at the state and local levels, and to secure valuable resources that are gender-responsive and focused on victim recovery. Additionally, States collaborate with community organizations and local colleges and universities to support prevention and awareness activities and events. The NG provides victims with timely access to one of 383 certified SARCs or 3,439 SAPR VAs for support and possible referral to civilian resources, regardless of their status at the time of an incident. In addition, all reported cases of sexual assault are captured in the Defense Sexual Assault Incident Database (DSAID). Currently, 94 specially trained Special Victims' Counsels (SVC) are available to aid NG members with legal issues arising from a reported sexual assault. Since the National Guard Bureau (NGB) joint-service SVC program became operational in May 2014, the number of its monthly cases has increased 47 percent. The quality of victim care and confidence in command is evident by the 80 percent rate of "Unrestricted" reporting in the NG over the last three years.

As a T32 entity, the NG does not operate a Military Criminal Investigation Organization (MCIO). To fill the gap when Civilian Law Enforcement (CLE) declines to investigate T32 cases, the CNGB directed the NGB Chief Counsel (NGB-JA) to create the NGB Office of Complex Administrative Investigation (NGB-JA/OCI) as an investigatory resource for TAGs. One-hundred and six specially recruited NGB-JA/OCI investigators have been trained at the Special Victim Unit Investigator Course at the U.S. Army Military Police School at Fort Leonard Wood, Missouri. Over the past two years, the average number of cases investigated by NGB-JA/OCI increased from 2.5 to 3.75 per month. The NG responded to the growing caseload by increasing the full-time staff from 3 to 20. To further accountability and assess organizational climate dimensions, commanders conduct a climate assessment within 120 days of assuming responsibility, and an annual assessment thereafter. In addition, TAGs and their SAPR personnel enhanced relationships with state legislatures to affect changes to State Codes of Military Justice (CMJ) relevant to sexual assault. These efforts included the 2013 Wisconsin Act 201, California Military Sexual Assault Legislation Senate Bill 1422, and Iowa Bill SF232.

The NG is a full-partner in the DoD's continuous maturation of, and reporting on, SAPR metrics to advance ongoing assessments. States report T32-specific metrics quarterly and display them in individual "Dashboards" on a secure Web site. They are working with the NGB on developing metrics to track the process and disposition of T32 cases. In addition, weekly, monthly, and quarterly reports keep NG leaders abreast of sexual assault incidents and trends.

Throughout our history, the overwhelming majority of our Soldiers and Airmen have upheld the core values that define our profession of arms. Our efforts are not relegated to this program alone, but to a coordinated campaign that emphasizes our collective responsibility to combat sexual assault. The enclosed report demonstrates that the NG is fully committed to reducing the prevalence of this crime until it is eradicated from our ranks.

## **INTRODUCTION**

The citizen-military duality of the NG is the essence of who they are and the foundation for our success. Consequently, the complexities and intricacies of managing a dual civilian-military force and the scope of operations, coupled with the challenges of navigating federal and state military justice regulations, provide the backdrop for the respect the NG has earned across the DoD. This report reflects our resolve and commitment in establishing NG SAPR policy and procedures, developing specific training for Guard members on T32 duty, and encouraging the collaboration and cooperation with appropriate partners from the local to national level. The prevention of sexual assault within our ranks and our response to victims of this heinous crime is a responsibility for every member of the NG.

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This section provides a brief glimpse at the background of the NG SAPR Program and the NG's involvement in DoD efforts to respond and support victims of sexual assault followed by a historical overview of the significant policies, procedures, and events that occurred from 2005 through 2011.

### **2014 National Guard by the Numbers**

### **Section 2: Comprehensive Review of each Line of Effort (LOE) from December 2011 through September 2014**

- 1 – Prevention
- 2 – Investigation
- 3 – Accountability
- 4 – Advocacy/Victim Assistance
- 5 – Assessment

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## BACKGROUND AND HISTORY OF THE NATIONAL GUARD SAPR PROGRAM

### BACKGROUND



The year 2005 was the inception of the NG SAPR Program. The subsequent program from 2005 to today reflects the evolution, growth, and uniqueness of the nation's militia, and demonstrates its balanced capacity to fight America's wars, protect the homeland, and build community and global partnerships. Sexual assault prevention and response is an integral part of NG's overall mission efforts to support soldiers and airmen to make available a healthy force in defense of our nation. The NG is committed to eliminating incidents of sexual assault by increasing awareness through education and prevention efforts and also aim to provide intimidation free reporting, victim centered support, thorough investigations, and accountability for those who commit sexual crimes.

DoD recognition and efforts in examining and understanding the problems of sexual assault in the military provided detailed guidance to the combined armed forces in April 2004 after the release of the Task Force Report on Sexual Assault. The recommendations from the Task Force included the establishment of the Joint Task Force (JTF) for Sexual Assault Prevention and Response and the development of a comprehensive policy on prevention and response to sexual assault by January 2005. In addition, the JTF set out to train sexual assault response coordinators, chaplains, lawyers, and law enforcement to make a cadre of 1,200 first responders available across the military force. Within the same year, the military Services also trained over one million Service members and established SAPR offices at all military facilities.

The NG was a part of DoD's joint effort to establish a system to respond to and support victims of sexual assault. In 2004, the Army National Guard (ARNG) and Air National Guard (ANG) were included in their Services' working groups to begin planning for program implementation across the total force in anticipation of the release of the recommendations and policy from the JTF. The ARNG and ANG worked throughout 2005 to establish a modified program that could meet the intent of the DoD, USA, and USAF, and be in compliance with the Services' plans. The task was challenging as the resources and authorities for the part-time military/civilian NG were very different from the active component's resources for personnel and accountability set by the Uniform Code of Military Justice (UCMJ). Both the Army and the Air Force (AF) directed their reserve forces to have a SARC and SAPR VA available to their component members to respond to incidents of sexual assault. However, there were no additional resources allocated to the ARNG and ANG for personnel to serve as dedicated full time SARCs or SAPR VAs. The NG was faced with devising a plan to meet the Services' requirement.

In February of 2005, the DoD announced funding to support a SARC position. A SARC was placed at the NGB to oversee the SARCs and development of the State SAPR program across the States. In March 2005, NGB hired a contractor as the SAPR Program Coordinator to manage the program for both the ARNG and ANG.

## **Background And History Of The National Guard SAPR Program**

Following the hiring of the SAPR Program Coordinator, NGB established a Joint Service Sexual Assault Working Group (SAWG) on 30 March 2005. The NGB SAWG met weekly during the 2005-2006 time period to stand up a NG SAPR program. During that time, the NGB SAWG's primary focus was on training enough SARCs across the States to enable response capability within the States. Since the initial emphasis of the program was victim focused, a large portion of the program concentrated on the care and support of victims who desired to disclose a sexual assault. DoD provided the funding for the NG SAPR Program Coordinator position and offered to provide financial assistance to train SARCs across the military Services. With the funding riddle solved, the NGB SAWG formulated a plan to train NG SARCs.

The Directorate of Manpower and Personnel, National Guard Joint Staff (NG J1) published a memorandum on 19 July 2005 to the state J1 Manpower and Personnel Directors that established the collateral duty SARC position at the Joint Force Headquarters - State (JFHQ-State) and detailed the duties, background and selection criteria for individuals recommended to serve as the state Joint ARNG and ANG SARC. The selection guidelines, roles, and responsibilities are very different for personnel currently assigned to perform as a SARC.

The NG sent 65 personnel to Atlanta, Georgia, from 29 September to 1 October 2005 for a Joint 32-hour SAPR training. This Joint Forces initial training included new SARCs from all Services and both the active component (AC) and reserve component (RC). As a result of the DoD SARC training, 42 of the States and territories qualified personnel to oversee their SAPR program and respond to incidents of sexual assault. The DoD Joint SARC training served as a huge eye-opener to those overseeing the development of the NG SAPR program and brought to the forefront the recognition of the monumental challenges that laid ahead for the NG.

The DoD SAPR program policy and procedures were designed for federal, T10 implementation. Further, the authorities and resources to investigate crimes and guarantee victim care were only available to AC military members. The NGB SAWG members recognized that the intent of the DoD SAPR program could be met by NG members while serving under the authority of the governor. It was clear that adjustments in policy development, legal authority, and response capabilities were required. NG soldiers and airmen were to obtain training on the differences between program resources and processes while serving in T32 versus T10. Additional focus was to be given to other relevant information unique to the Guard, such as connectivity to their local communities and civilian employers when serving in the civilian/military roles in their state.

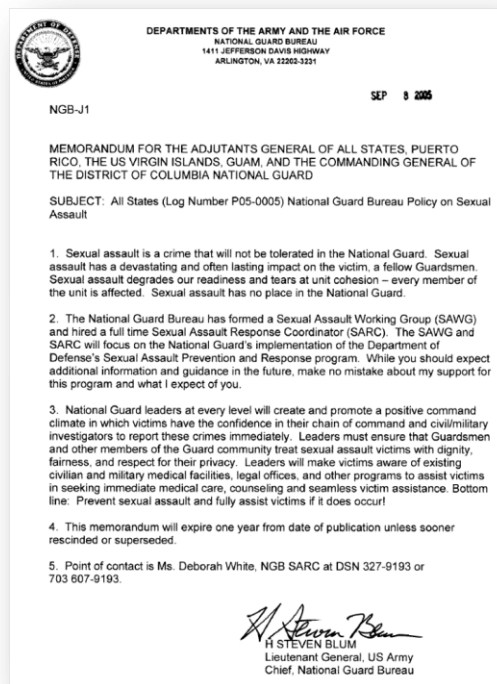


## Background And History Of The National Guard SAPR Program

### HISTORY 2005

**Chief of the National Guard Bureau** - Lieutenant General H Steven Blum  
**Director of the Air National Guard** - Lieutenant General Daniel James III  
**Director of the Army National Guard** - Lieutenant General Roger C. Schultz  
**Director of the Army National Guard** - Lieutenant General Clyde A. Vaughn  
**Director of Manpower and Personnel, J1** - Major General Ronald G. Young

The NGB SAWG established program goals and directed their initial focus on creating guidance to the States to address DoD requirements set in several Directive Type Memoranda (DTM) published in 2004. Lieutenant General (LTG) H Steven Blum, CNGB, signed the first NGB SAPR All States Memorandum Policy Letter to the States on 8 September 2005. This policy memorandum officially established the NG SAPR program and highlighted the importance of leaders creating and promoting a positive command climate to elevate victims' confidence in their chain of command to respond appropriately to reports of sexual assault. In the initial policy letter, LTG Blum pointed out that victims must be aware of existing civilian and military resources for medical, legal, and support programs for victim assistance.



The NGB SAWG provided additional program guidance for the States by creating and distributing two memoranda: “*NGB Sexual Assault Victim Resources Guide*,” published on 15 June 2005, and the “*Selection and Appointment of Sexual Assault Response Coordinators*,” published on 29 August 2005.

Immediately after the DoD Initial Training for SARCs was completed in October 2005, the NG recognized the necessity for ongoing SARC and SAPR VA training to meet the need for trained SARCs and SAPR VAs for the war effort, and to provide timely response within T32 state operations. Therefore, the NGB SAWG began an action plan to tackle these requirements. The need to establish full time permanent positions also became evident. The looming question was the designation of the position-- contractors, dual and non-dual status military technician, Active Duty for Special Work or Active Guard Reserve (AGR). Determining the status of the position was elementary compared to resolving how to resource the position from existing allocations. Although there was early recognition of how to resource the SAPR position in the States, this issue intensified as manpower resources began to shrink and requirements continued to increase.

## Background And History Of The National Guard SAPR Program

### History 2006

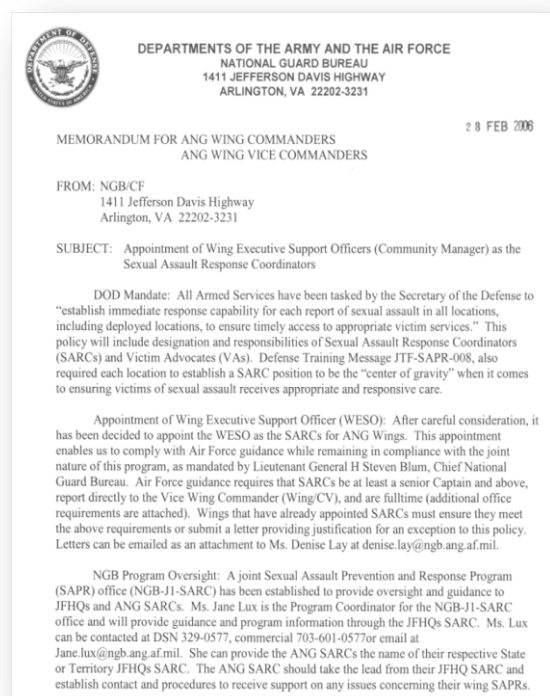
**Chief of the National Guard Bureau** - Lieutenant General H Steven Blum  
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**Director of the Air National Guard** - Lieutenant General Craig R. McKinley  
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In January 2006, a contractor with subject matter expertise in SAPR training was hired to serve as the SAPR SARC Program Coordinator. The SAWG's focus shifted to hosting more training events to meet the NG's growing need for trained SARCs and SAPR VAs to satisfy deployment requirements across the States.

The first NG Joint ARNG and ANG SARC and SAPR VA training was held in California in April 2006, for approximately 250 SARCs and SAPR VAs. The trainers were a combination of members of the active duty Army's contract training staff, and USAF active duty SAPR program staff. The difference in capabilities became clear to all ARNG and ANG members; however, exactly how to transfer the execution requirements to T32 was not evident.

To maximize limited state resources and accentuate the cross-service response capability, LTG Blum directed the creation of a joint NG SARC and SAPR VA training for the T32 force. The Army and AF created SARC and SAPR VA training materials to guide the training for the active duty force. The two curricula were delivered differently; where Army only required 8 initial hours of training, with follow-on 32 hours after

deployment, the USAF required 40 hours up front training before being assigned any cases. LTG Blum directed the content be modified to meet the needs for T32 implementation and the more stringent requirement of 40 hours up front would be the standard for the NG



The USAF released policy that required the Wing SARC to be an officer, (a captain or above) or a Government civilian, (General Schedule (GS)12 or above), be full time, answer to the Vice Wing Commander, and to have no conflicts of interest with duties contrary to SARC responsibilities. For the ANG, the Wing Executive Support Officer (WESO) was selected as the most viable option at the time. This position is filled by a GS12 technician or Captain and above. The position description required modification

## Background And History Of The National Guard SAPR Program

to include SARC duties. This additional duty was added to the existing seven duties and published in a memorandum on 28 February 2006.

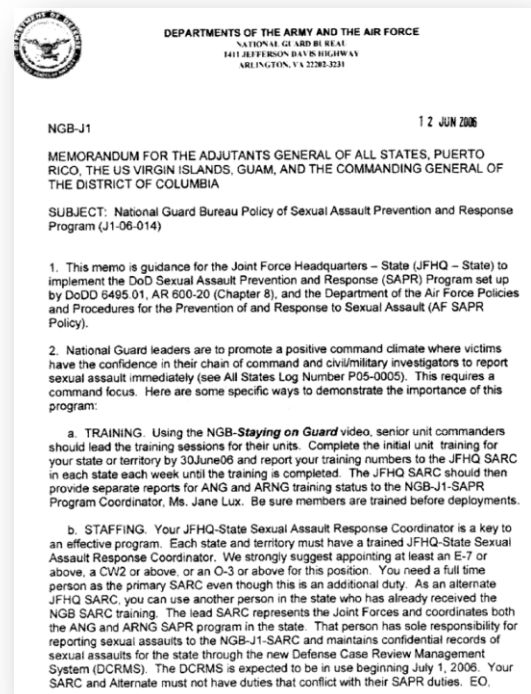
On 21 February 2006, NG-J1 issued another memorandum to all state JFHQ-J1 on "Fielding of Sexual Assault Prevention and Response Training Materials and Training Reporting Requirements." Attached to this memorandum were guidelines and training materials with guidance to complete training by June 2006. The NGB SAWG contracted for the production of a video, "*Staying on Guard*" as the overall NG T32 training video. ANG members were expected to also view the AF initial training video, "Targeting Sexual Assault." Data indicating the number of personnel trained were submitted to the NGB SAPR Program Coordinators monthly and subsequently to NG leadership. The initial training data provided a glimpse of future challenges for the NG.

The availability of training hours during Drill or Unit Training Assembly (UTA) weekends are limited, therefore NG units schedule training events a year in advance. Throughout the process of creating training plans, it became apparent that DoD and active duty Service directives failed to allot an adequate amount of time for the T32 force to accomplish training requirements. An extension request was submitted and approved to allow an additional six months for the States to complete their training by December 2006.

The first full year of the NG SAPR program was in 2006. There were a total of four SARC and SAPR VA trainings conducted during this year with over 600 ARNG and ANG members trained to serve as SARCs and SAPR VAs. The trainings provided instructions and skills for victim advocacy, and an understanding of trauma and response to sexual assault. However, there was a crucial need for policy to provide guidance specific to the NG and the unique challenges brought about by the various statuses under which a member of the Guard could serve. As the NG worked to solidify the program and identify the specific services for which Guard members would qualify, the focus on training and attention given to victim care continued.

On June 12, 2006, LTG Blum signed the next major SAPR policy issuance to TAGs, "*National Guard Bureau Policy of Sexual Assault Prevention and Response Program*" (J1-06-014). This All States Memorandum included guidance on:

- (1) Annual unit level training requirements.
- (2) Staffing at the JFHQ-State SARC position.



## **Background And History Of The National Guard SAPR Program**

- (3) Options for the States to provide limited restricted reporting when not in conflict with state laws.
- (4) Establishment of partnerships with state and local coalitions and agencies for additional victim services.
- (5) Maintaining confidentiality and limiting reports of sexual assaults to those with an official need to know.
- (6) Requirement to establish and hold monthly Sexual Assault Review Board (SARB) meetings at the JFHQ-State for program review and development.

The NG encountered a setback as the right of a Guard member to file a Restricted Report was challenged in states with mandatory reporting laws. A Guard member's ability to obtain a Line of Duty (LOD) determination when filing a Restricted Report was also an unresolved issue. To qualify for a LOD determination, a Guard member was faced with having to disclose details of the incident to individuals without an official need-to-know and individuals outside the protected sphere. Additionally, a command-directed investigation was required to validate victims' qualification for a LOD determination. In September 2006, an Information Paper was written to inform DoD SAPRO of the inconsistency in the services available to AC versus RC members. A resolution to the LOD determination inequities was addressed in the reissuance of the DoD Instruction (DoDI) 6495.02 in November 2008. Although deficiencies still exist, NG members can file a Restricted Report and receive an LOD determination to cover counseling and medical services.



## Background And History Of The National Guard SAPR Program

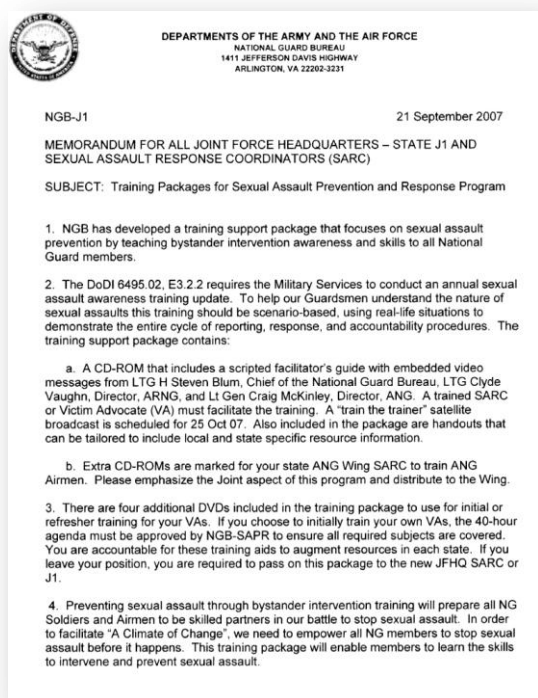
### HISTORY 2007

**Chief of the National Guard Bureau** - Lieutenant General H Steven Blum  
**Director of the Air National Guard** - Lieutenant General Craig R. McKinley  
**Director of the Army National Guard** - Lieutenant General Clyde A. Vaughn  
**Director of Manpower and Personnel, J1** - Major General Ronald G. Young

The NG SAPR program took several important steps forward in 2007 which demonstrated that the program was no longer in the initial awareness phase. Once the requirement to meet the December 2006 unit level training was met, the NG-J1 directed the NG SAPR program staff to develop the next level of training for the T32 force within the States. Since the DoDI 6495.02 required annual refresher training on SAPR, with scenario based, real life situations, NG SAPR began developing the next training support packet on prevention of sexual assault through bystander intervention prevention methods.

In 2007, the NG SAPR Program was the first to develop and distribute a BIT tool to the field. The lesson plan included two video scenarios accompanied with a guided interactive discussion. The training videos featured separate video messages from the

CNGB and the NGB Senior Enlisted Advisor (SEA), the Director of the ARNG (DARNG), and Director of the ANG (DANG) to serve as leadership guidance on the importance of preventing sexual assault within the NG. The video scenarios included a depiction of a male-on-female sexual assault, and a depiction of a potential physical and sexual assault by a male peer group on a single male. The male-on-male assault also included information by a SME, Patrick Lemmon, from the DC Rape Crisis Center on male victimization. The lesson plan for BIT incorporated skill development for recognizing potential sexual assaults, early intervention skills to aid in preventing an assault or protecting a victim, and recognition of specific types of sexual assault as defined by DoD. The training tool allowed the SARC to tailor resource handouts for their participants that listed local military and civilian resources within



their own individual community.

To develop facilitation skills for all SARCs and SAPR VAs to present the BIT tool at unit level trainings, a "train-the-trainer" session was included at all initial SARC and SAPR VA trainings. Additionally, for existing SARCs and SAPR VAs, the NG SAPR

## **Background And History Of The National Guard SAPR Program**

staff utilized the ANG's Warrior Network at McGee Tyson ANG Wing, to record a two-hour broadcast that was viewed across the nation and available through the network's saved broadcast capabilities. The NGB BIT tool was used for unit level training for several years to meet the requirement for annual refresher training.

Since the NGB SARC and SAPR VA initial training was first offered in 2005 and 2006, it became apparent that due to the many changes and updates to the SAPR program, instituting refresher training for NG SARCs who were trained in the early years under the initial DoD SAPRO active duty centric training was necessary. The first NG SARC refresher training was developed and held in May 2007 at the ARNG Professional Education Center (PEC) and was attended by 47 JFHQ-State SARCs. Since the LOD determination process was not clearly defined, the LOD process was a key training block.

Throughout 2007, the NG SAPR Program provided joint ARNG and ANG SARC and SAPR VA trainings three times. The operational tempo for deployment training remained high. The average attendance for initial trainings exceeded 100 members. Due to the large number of participants, support from ARNG, ANG, and Joint SAPR staff members was required to hold breakout sessions, including a T10 specific session, and facilitate small group discussions.

## Background And History Of The National Guard SAPR Program

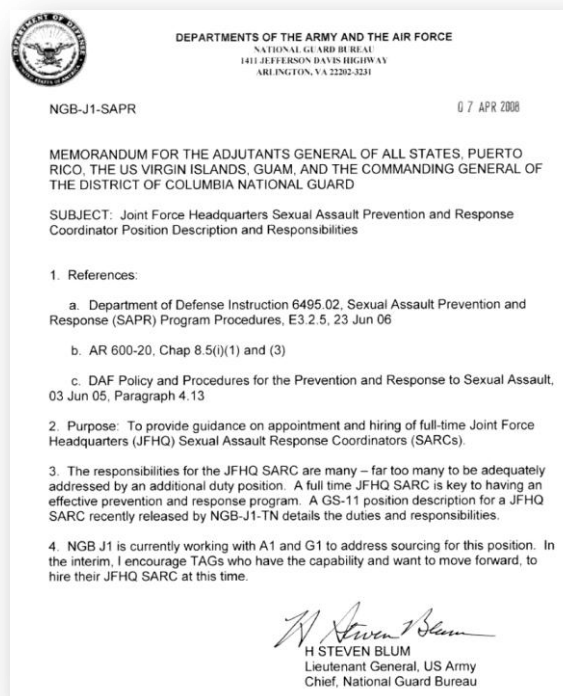
### HISTORY 2008

**Chief of the National Guard Bureau** - Lieutenant General H Steven Blum  
**Director of the Air National Guard** - Lieutenant General Craig R. McKinley  
**Director of the Army National Guard** - Lieutenant General Clyde A. Vaughn  
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The realization of the need for specific T32 operational guidance led the NG-J1 to task the SAPR staff with forming a council of members to represent the State SAPR Programs and to act as an oversight and policy development group. A Charter for a Sexual Assault Prevention and Response Advisory Council (SAPRAC) was developed and signed by LTG Blum in 2008. Once the regional representatives were determined, this group of JFHQ-State SARCs elected a chair person and began working on a T32 military technician JFHQ-State SARC position description.

The SAPRAC members travelled to Washington, D.C., to complete their work on the position description for the JFHQ-State SARC position. They met with the CNGB, where he communicated his support to continue the establishment of the full-time JFHQ-State SARC position as it was critical to maintaining efficient and comprehensive prevention and response services within the States.

The chartered SAPRAC completed the directions from the CNGB and a position description for the hiring of either a dual or non-dual status military technician was published and released through a CNGB All States Memorandum on 7 April 2008. This memorandum, *“Joint Force Headquarters Sexual Assault Response Coordinator Position Description and Responsibilities,”* included selection criteria for the Human Resources Officers (HROs) to use as a guide to hire qualified personnel. However, the states were not provided additional technician allocations and have continued to fill the JFHQ-State SARC from existing technician allocations.



## Background And History Of The National Guard SAPR Program

### HISTORY 2009

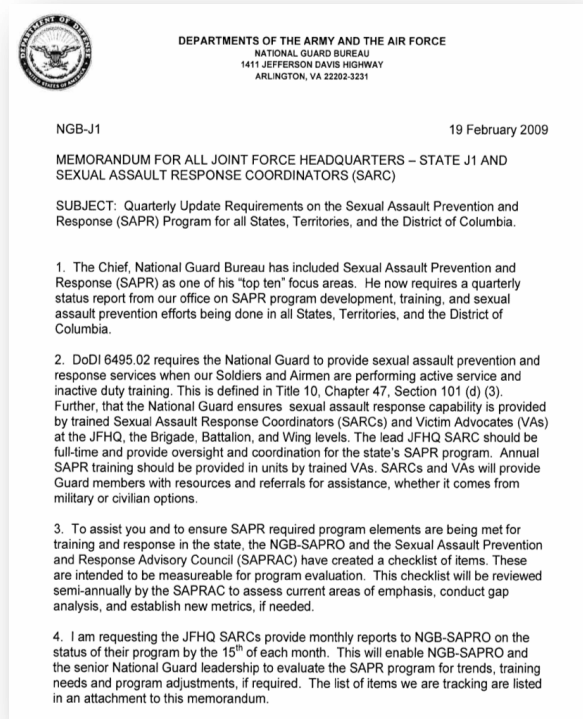
**Chief of the National Guard Bureau** - Lieutenant General H Steven Blum  
**Chief of the National Guard Bureau** - General Craig R. McKinley  
**Acting Director of the Air National Guard** - Major General Emmett R. Titshaw Jr  
**Director of the Air National Guard** - Lieutenant General Harry M. "Bud" Wyatt III  
**Director of the Army National Guard** - Lieutenant General Clyde A. Vaughn  
**Acting Director of the Army National Guard** - Major General Raymond W. Carpenter  
**Director of Manpower and Personnel, J1** - Major General Myles L. Deering  
**Director of Manpower and Personnel, J1** - Major General Lawrence H. Ross

Most states began hiring military technician JFHQ-State SARC's under the dedicated GS11 position description that was published in 2008. Since the workload was moderate for SARC's in some states, they were assigned additional duties such as suicide prevention manager or Human Resource (HR) specialist.

In 2009, the NGB SAPR staffs were brought together as a joint entity within the NG-J1 to enhance collaboration and unity of effort across the NG. The Chief position for the Sexual Assault Prevention and Response Office (NG-J1-SAPR) was designated as a Colonel on T10 duty.

With the SAPRAC in place to provide input from the field, the NG SAPR staff coordinated with the regional representatives to establish metrics as a means to gather data to determine trends, training, and other program needs. States tracked and reported unit level training numbers for both ARNG and ANG, status of agenda and

minutes from the states' monthly Case Management Group (CMG) meetings, and the number of assigned full-time SARC's at each JFHQ-State. This data was submitted monthly and a "red, yellow, green" status map was developed and used to provide the quarterly progress reports to the CNGB, NG Senior Leadership, and TAGs. A CNGB All States Memorandum, "*Quarterly Update Requirements on the SAPR Program*," was distributed to JFHQ-State J1s and SARC's on 19 February 2009. This memo established the requirement for JFHQ-State SARC's to submit monthly status updates to NG-J1-SAPR on the measureable program elements set by the SAPRAC to evaluate the SAPR program for trends, training needs and program adjustments, if required.





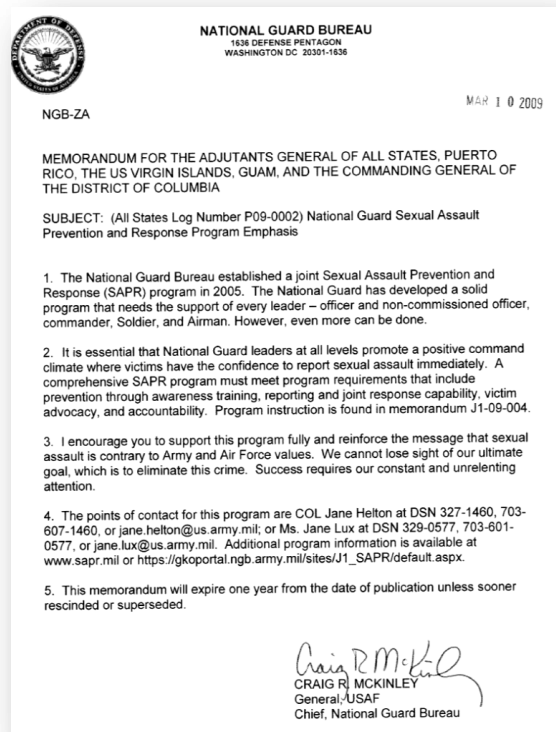
## Background And History Of The National Guard SAPR Program

The military leadership in the NG-J1-SAPR office allowed for more extensive program development. General Craig R. McKinley, the first four-star general appointed as the CNGB, signed his first SAPR All States Memorandum, "*National Guard Sexual Assault Prevention and Response Program Emphasis*" on 10 March 2009. This guidance included clarification on:

- (1) DoD SAPR policy applicability to T32 operability.
- (2) Staffing requirements at the Wing and JFHQ-State.
- (3) Annual unit training, refresher training and use of the BIT curriculum.
- (4) Requirement to report all sexual assaults to NGB.
- (5) The importance of maintaining victim privacy by notifying only those with a legitimate need to know.
- (6) Requirement to hold monthly CMG meetings within each state.
- (7) The importance of establishing a command climate that is sensitive and encourages victims to report sexual assault.

NG-J1- SAPR and the SAPRAC members updated the Commander's Checklist that was published on 5 October 2009 as a guide and reminder for commanders of the specific procedures to follow when notified of a sexual assault.

The partnership between NGB and DoD SAPRO grew between 2008-2009. The Defense Task Force on Sexual Assault in the Military Services (DTF-SAMS) included seven locations in their 2008 congressionally mandated visits for SAPR program review. The December 2009 report from the DTF-SAMS included recommendations for the overall DoD SAPR program and highlighted several recommendations for the NG. When DoD SAPRO held an all-Service off-site conference in 2008 to develop a DoD-wide Strategic Plan, the NG was included in the two-day strategic planning working group. The first DoD SAPR Strategic Plan was published in 2009 and was the basis for the Annual Report on SAPR to Congress until 2013 when the report changed to reflect the updated DoD SAPR 2013 Strategic Plan.



## **Background And History Of The National Guard SAPR Program**

The NG continued to hold joint initial SARC and SAPR VA trainings through 2009. However, NG SAPR identified funding constraints that prohibited them from continuing this joint training effort for both newly assigned SARCs and SAPR VAs. The decision was made to have SARCs train their own SAPR VAs. Recognized SMEs on the SAPRAC and the NG SAPR staff developed and conducted a “train-the-trainer” program for three days in April 2009, during a Professional Development Seminar (PDS) in Atlanta, Georgia (GA). This training was provided to help SARCs strengthen presentation skills and become familiar with the curriculum required to meet the training standards for NG SAPR VAs. In addition to using SMEs from within the states to conduct their training, a Standard Operating Procedure (SOP) was created to request assistance from NG SAPR staff. This paradigm promoted collaboration among the states within a region to pull together SMEs, both military and civilian, to conduct high quality training.

## Background And History Of The National Guard SAPR Program

### HISTORY 2010

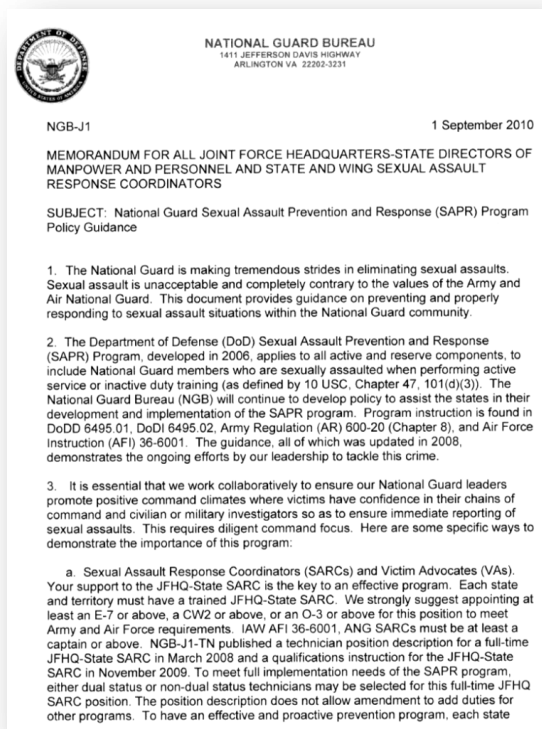
**Chief of the National Guard Bureau** - General Craig R. McKinley  
**Director of the Air National Guard** - Lieutenant General Harry M. “Bud” Wyatt III  
**Acting Director of the Army National Guard** - Major General Raymond W. Carpenter  
**Director of Manpower and Personnel, J1** - Major General Lawrence H. Ross

The NG-J1-SAPR program made great strides during 2010. This was the first year the NG was allocated dedicated funding from DoD SAPRO for the SAPR program. The funds were divided among the States to support in-state training efforts, increase response capability, and to secure the assistance needed to meet the state reporting requirements established in 2009.

The funding also allowed the NG to hold its first two-day SAPR Leadership Summit for state leaders and their Wing and JFHQ-State SARCs. This summit featured seven nationally recognized civilian and military SMEs. They specialized in sexual assault victimization, offenders, legal proceedings, and prevention through bystander intervention. The overall evaluation rating of 95 percent, assessed by the more than 200 participants, was a clear indicator of the success of the Leadership Summit.

As DoD SAPRO revised and updated SAPR requirements and procedures, the NG continued to advance its SAPR Program. Without a secure means to track reports of sexual assault, the NG developed a secure site on the Guard Knowledge Online (GKO) website. This site made it possible for each JFHQ-State SARC to enter non-personally identifying information (PII).

NGB SAPR guidance, “*National Guard Sexual Assault Prevention and Response Program Policy Guidance*,” dated 1 September 2010, directed the use of the GKO SAPR restricted website to document all reports of sexual assault that occurred within the States. This website permitted states to track and analyze data related to their reported incidents and NG-J1-SAPR to report victim demographic information to NG Senior Leadership. The practice of capturing reports of sexual assault prepared SARCs for the future requirement to document reports in the DoD-wide system that is used today, the DSAID.



## Background And History Of The National Guard SAPR Program

### HISTORY 2011

**Chief of the National Guard Bureau** - General Craig R. McKinley  
**Director of the Air National Guard** - Lieutenant General Harry M. "Bud" Wyatt III  
**Acting Director of the Army National Guard** - Major General Raymond W. Carpenter  
**Director of the Army National Guard** - Lieutenant General William E. Ingram, Jr.  
**Director of Manpower and Personnel, J1** - Major General Lawrence H. Ross  
**Director of Manpower and Personnel, J1** - Brigadier General Marianne E. Watson

In 2011 the NG SAPR program experienced a number of program changes, challenges and validations of the CNGB's SAPR responsibility for T32 policy, procedures, and oversight with the reissuance of the DoDI 6495.02.

Prior to 2011, the NG SAPR Program was a joint office under the J1 Directorate. In the initial months of 2011, the NG-J1, ARNG G1, and ANG/A1 Directorates made the decision to move their Program Managers (PMs) for the ARNG and ANG from the J1 office to the ARNG Soldier and Family Division and the ANG /A1 Services Division respectively. In July 2010, the ANG Program Manager position became vacant. However, since the program responsibilities now resided with the ARNG and ANG Directorates, and the ANG program was without a PM, the NG-J1-SAPR represented the interest of the ANG until an Active Duty Operational Support (ADOS) military person was acquired in May 2011 to manage the ANG program responsibilities.

The ANG continued to implement the USAF BIT facilitator course that was mandated in February 2009 by Lt Gen Richard Newton, III, AF Manpower and Personnel Director. The training was executed in Gulfport, Mississippi at the Combat Readiness Training Center to train SARCs and SAPR VAs to conduct AF BIT sessions, and was approved by DoD SAPRO to meet the annual refresher training requirements for FY10 and FY11.

The BIT required facilitators to attend a three day train-the-facilitator course before they were able to conduct the BIT. The classes also had to be conducted in small groups, no larger than 25 people, men and women separated, and divided by rank structure. The interactive training did not use PowerPoint slides and was a totally new process compared to how the military usually conducted training. With the ANG's limited training hours on drill weekends, and SARCs who had eight other duties in the positions descriptions, the ANG initially anticipated that it would not be possible to complete the small group training by the end of the suspense.

However, ANG put together a plan that would work for the Guard. In order to train all SARCs and SAPR VAs as facilitators, three ANG SARCs were selected to train all the facilitators needed for the ANG. This plan would not require ANG to wait to have space allocated to them in the active duty's facilitator classes. Additionally, as a show of support and joint capability in the NG's SAPR program, many JFHQ-State SARCs and full time ARNG SAPR VAs also attended the facilitator classes so they could help conduct the small group classes at the Wings to maximize state personnel and



## Background And History Of The National Guard SAPR Program

resources. The ANG BIT training was deemed so positive and effective that some of the ARNG JFHQ-State SARCs also used the BIT training with soldiers in unit level training.

In April 2011, through the release of the All Army Activities 123/2011, HQDA mandated the discontinuation of all unit sexual assault prevention and response and prevention of sexual harassment annual training, to be replaced by the new Sexual Harassment/Assault Response and Prevention (SHARP) training support package for the entire force. Although challenges to complete the SHARP training within the T32 structure of the ARNG existed, unit level, leadership, and online individual training curricula were to be completed through the Army's Three Tier SHARP training materials. The unit level training requirement was designed to be conducted by commanders. The online training required approximately 2-3 hours to complete, therefore, the ARNG was faced with overcoming the challenges posed by limited training hours and the availability of computers needed to accommodate traditional Soldiers during a drill weekend. Although initial guidance required the ARNG to complete the Three Tiers by the end of the FY11, considering the factors above, completing the training requirements took significantly more time.

ALARACT007/2012  
DTG: R 120600Z JAN 12  
THIS MESSAGE HAS BEEN SENT BY THE PENTAGON TELECOMMUNICATIONS CENTER  
ON BEHALF OF DA WASHINGTON DC//DAPE-HQ//  
SUBJECT: SEXUAL HARASSMENT/ASSAULT RESPONSE AND PREVENTION (SHARP)  
PROGRAM IMPLEMENTATION GUIDANCE  
REFERENCES  
A. ALARACT 075/2009, 191404Z MAR 09, SUBJECT: SEXUAL  
HARASSMENT/ASSAULT RESPONSE AND PREVENTION (SHARP) INITIATIVES  
B. AR 600-20, COMMAND POLICY, CHAPTER 6, EQUAL OPPORTUNITY (EO)  
PROGRAM: CHAPTER 7, PREVENTION OF SEXUAL HARASSMENT (POSH); CHAPTER 8,  
SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) PROGRAM (RAPID ACTION  
REVISION, 4 AUG 11)  
C. ALARACT 173/2010, 061849Z JUN 10, SUBJECT: PREVENTION OF SEXUAL  
HARASSMENT TRAINING  
D. ALARACT 101/2010, 171130Z JUN 10, SUBJECT: SEXUAL  
HARASSMENT/ASSAULT RESPONSE AND PREVENTION (SHARP) PROGRAM  
IMPLEMENTATION AND TRAINING  
E. ALARACT 123/2011, 041114Z APR 11, SUBJECT: MANDATORY UNIT SEXUAL  
HARASSMENT/ASSAULT RESPONSE AND PREVENTION (SHARP) TRAINING  
F. ALARACT 395/2011, 201512Z OCT 11, SUBJECT: PRESENTATION OF SEXUAL  
ASSAULT REPORTS AND EQUAL OPPORTUNITY COMPLAINTS FOR FY2006 THRU  
FY2010  
G. INSTALLATION MANAGEMENT COMMAND OPERATIONS ORDER 11-479, 141237Z  
JUN 11, SUBJECT: SEXUAL HARASSMENT/ASSAULT RESPONSE AND PREVENTION  
(SHARP) PROGRAM IMPLEMENTATION AND TRAINING  
H. INSTALLATION MANAGEMENT COMMAND FRAGMENTARY ORDER 01 TO OPORD 11-  
479, 151247Z AUG 11, SUBJECT: SEXUAL HARASSMENT/ASSAULT RESPONSE AND  
PREVENTION (SHARP) PROGRAM IMPLEMENTATION AND TRAINING  
I. ARMY DIRECTIVE 2011-19, DATED 3 OCT 11 (EXPEDITED TRANSFER OR  
REASSIGNMENT PROCEDURES FOR VICTIMS OF SEXUAL ASSAULT).

In 2011 the focus was on training and disseminating sexual assault awareness information and messages to the entire DoD. From the DoD SAPRO level, the theme of "Hurts One. Affects All." emphasized prevention of sexual assault through better use and understanding of bystander intervention methods. DoD SAPRO contracted to develop Service and NGB specific posters with messages that were intended to use the Service culture in developing themes to be applicable to each Service. The NG prevention theme was "Hurts One. Affects All – Don't Let Your Guard Down."

The DoD Safe Helpline was also released in 2011 to meet one of DTF-SAMS 2010 recommendations to have a 24/7 telephone response system available to military survivors of sexual assault. This system would offer trained sexual assault counselors to provide confidential crisis intervention and referrals for military members. The NG collaborated with DoD SAPRO in developing training materials for the Helpline counselors to assist in their understanding and referral process for NG survivors who may call the Helpline. NG-J1-SAPR also coordinated with the Office of the NGB Public

## **Background And History Of The National Guard SAPR Program**

Affairs and Strategic Communications (NGB-PA) to publicize the availability of the new Helpline resource to all state NG forces through state Public Affairs Offices (PAOs) with the final release in April 2011.

The DTF-SAMS report to Congress established the need for law to bring credibility and professionalism to the role of all SARCs and SAPR VAs by requiring training and certification equivalent to recognized civilian victim advocate standards. As a result of that recommendation, DoD SAPRO convened a working group of Service and NGB representatives to decide which existing civilian certification or credentialing programs best met the military's needs. In January 2011, the National Organization of Victim Assistance (NOVA) was selected. NOVA reviewed NGB's 40-hour SARC training course and approved it for its content as meeting their pre-certification standards. This allowed all NG SARCs and SAPR VAs who were trained prior to 2011 to be grandfathered in for certification as a military SARC or SAPR VA.

With standardized SARC and SAPR VA training looming in the future for certification, NG-J1-SAPR wanted to ensure all state conducted SAPR VA training met the course that was approved for certification by NOVA. To meet training oversight requirements, NG held a train-the-trainer course for state JFHQ-State SARCs and ANG SARCs at the PDS in January 2011. This train-the-trainer engaged all participants in practical application of planning, conducting, and learning all portions of the standard NG 40-hr NOVA-approved course so each state could hold in-state trainings that met certification requirements.

DoD SAPRO had the task set by the National Defense Authorization Act (NDAA) in 2011 to update and revise the DoD Directive (DoDD) 6495.01 and DoDI 6495.02. Since the CNGB was now a member of the JCS, tasked with advising the Secretary of Defense (SecDef) on T32 operations, DoD SAPRO designated specific responsibilities to the CNGB, separate from those assigned to the Military Secretaries. CNGB was tasked to develop policy, procedures, and training, and provide oversight of the T32 program for members serving under the State Governors with TAG as the senior military officer. Additional changes to the applicability section included coverage of the NG when performing Inactive Duty Training (IDT), since those drills focused on preparation for federal missions. The reissuance of the DoDD and DoDI took several years to accomplish, but the initial work to include the unique responsibilities for the CNGB began with SAPRO and NG in 2011. With new requirements from Congress for instituting Expedited Transfer Requests from sexual assault victims, the authority for T32 policy development by the CNGB was especially valuable. This authority allowed NGB to tailor CNGB Instructions for expedited policy to state structure and options without the need to interpret T10 guidance to fit unique T32 situations.

DoD SAPRO, the Services, and NGB working groups made significant progress in 2011 in the design and operations of the NDAA mandated sexual assault data collection system, later named DSAID. This development was significant for NGB because there was full participation and inclusion by DoD SAPRO to allow and support NG capability to use DSAID for capturing and documenting T32 sexual assault reports. The NGB,

## **Background And History Of The National Guard SAPR Program**

represented by the SAPR PM, was included as a charter member of the DoD Change Control Board.

The attention on and compliance with SAPR training grew in importance throughout 2011. In June 2011, the ARNG Medical Command Sexual Assault Medical Management made the first request to NG-J1-SAPR to support training of ARNG personnel on responsibilities for sexual assault victims and considerations when the restricted reporting option is selected. A JFHQ-State SARC provided training to those in attendance at the conference held in June in Seattle, Washington (WA). Additional teleconferences were provided to enable Directors of Psychological Health to increase their understanding of reporting options, the responsibilities of medical personnel and providers regarding sexual assault treatment, and resources for NG victims of sexual assault.

While ARNG and ANG moved forward to meet SHARP Tier Training and BIT mandates, the Annual Refresher Training for SARCs was held in April in conjunction with the joint program's Annual Health Promotion and Prevention Training Workshop. This training provided training on policy, procedures, and refresher victim advocacy skills with all JFHQ-State and ANG Wing SARCs. To keep the CNGB informed of the NG's progress in meeting the training mandates, NG-J1-SAPR collected training data and reported metrics on each state as part of the quarterly update.

Congressional attention increased during 2011 due to additional advocacy and activism among veterans, to include NG members. Consequently, the NG-J1-SAPR program personnel began to field requests from Congressional staffs to provide briefings and information about the NG SAPR program. One significant meeting occurred in March 2011 between the NG-J1 Deputy Director and SAPR Program Manager, and the staff of Senator Kristin Gillibrand. Due to the Senator's interest in SAPR and a congressional inquiry about sexual assault in the NG, her staffers requested a meeting to increase their understanding about the differences between T10 and T32 investigations and challenges faced by NG when local authorities conduct investigations. The Senator's staff asked for details on the staffing of SARCs and SAPR VAs, and if other needs beyond appropriations existed. NG-J1-SAPR provided follow up information as requested.

Since substantial efforts were being made during the year to hold annual and BIT training for prevention of sexual assault training, NG leadership turned its focus toward assessment of investigative and accountability actions taken by states for unrestricted reports of sexual assault. The NG-J1 tasked NG-J1-SAPR to review and report on the status and outcome of case dispositions for unrestricted sexual assaults reported during FY10 through FY11.

NG-J1-SAPR quickly recognized the huge challenge in tracking and recording these metrics. With no NGB authority in place to gather information from civilian law enforcement or courts, it was difficult to capture how state authorities investigated and disposed of sexual assault reports. If the sexual assault was never reported to CLE or

## **Background And History Of The National Guard SAPR Program**

they declined to investigate the report, no other resource was available to the States other than for leadership to direct a command directed investigation (CDI). The investigating officer usually was untrained in sexual assault investigations. This process was not specifically prohibited in the DoDI 6495.02 until FY13, so state NGs responded to investigative needs by using the CDI process.

The data NG-J1-SAPR put together for NG-J1 to brief the CNGB at the time indicated that there were many cracks in the investigative accountability process. A significant number of unrestricted reports were not investigated by CLE and an additional number of reports had no record for how subjects of the sexual assault investigations were held accountable by either criminal or administrative means.

As a result of this negative finding, the CNGB tasked NGB-JA to create a team of trained sexual assault investigators at the NGB level to resolve the resource issue for states when or if CLE or AC MCIOs did not claim jurisdiction. After extensive coordination and collaboration, DoD SAPRO was able to assist with resourcing seats for NGB at the Army Criminal Investigation Division (CID) Special Investigators' School at Fort Leonard Wood, Missouri. NGB-JA began to develop a CNGB Instruction that established a process, guidance, and manual for states to utilize the team of state and NGB trained personnel for unrestricted reports of sexual assaults that otherwise would not have been referred for investigation to law enforcement.

Over a period of approximately six months beginning at the end of FY11, NGB-JA established the NGB-JA/ OCI to meet the state need to provide skilled and expert sexual assault investigators to the States to address accountability metrics and for unrestricted reports of sexual assault.

The culmination of a very challenging and busy 2011 calendar year was the opportunity to hold a second SAPR Leadership Summit for state ARNG and ANG senior leaders and their SARCs. There were over 200 personnel who attended, to include the CNGB, 16 TAGs, the Director of Joint Staff, and senior representatives from the ARNG-G1 and ANG/A1. The CNGB and the Director of DoD SAPRO, Major General Mary Kay Hertog, provided the opening welcome, with a personal story from Mrs. Mary Lauterbach, mother of slain Marine Corporal (Cpl) and sexual assault victim, Cpl Maria Lauterbach. As with the first SAPR Summit held in November 2010, the feedback evaluations indicated a 95 percent positive satisfaction level among those in attendance.



# 2014 National Guard by the Numbers

**354,200/105,400**

Number of Army and Air National Guard members trained to be active participants to reduce risk and to intervene when appropriate to address inappropriate behaviors

**3,000+**

Number of communities National Guard sexual assault prevention and response personnel have engaged in the prevention of and response to sexual assault

**362**

Number of full-time National Guard Sexual Assault Response Coordinators fully certified and trained to ensure victims of sexual assault receive appropriate and responsive care

**50**

Number of states, territories, and the District of Columbia fully engaged in the fight to prevent sexual assault in the National Guard

**3**

**1**

**3,440**

Number of National Guard Victim Advocates fully certified and trained to assist victims of sexual assault regardless of Service affiliation

Number of full-time Victim Advocate Coordinators to assist Sexual Assault Response Coordinators with executing

**35**

National Guard State programs and to help elevate prevention and response awareness within the community

**25**

Number of status' under which a National Guard member would be eligible to receive services for a report of sexual assault

Number of specially selected, fully trained and available investigators to investigate sexual assaults and provide State National Guard leadership with actionable findings and evidence

**1**

**0**

**6**

**94**

Number of specially trained National Guard Special Victims Councils trained to provide legal representation and advice to National Guard members facing legal issues arising out of a reported sexual assault

**PREVENTION**  
**Line of Effort**  
**Comprehensive Overview**





## Line of Effort 1 – Prevention



### **Populations Affected - All**

By virtue of the NG's organization and authorities, the NG SAPR program has a degree of complexity unlike any Military Service or other RC. All NG members and civilians performing duty in a status listed below are represented under the NG SAPR program.

#### ***Traditional Guard Member, Title 32***

##### ***Non-drill and non-duty status***

- Includes Inactive NG (ING) member (ARNG only)

##### ***On drill status***

- Unit Training Period or Assembly and Multiple Unit Training Period or Assembly
- Equivalent Training Period
- Rescheduled Training Period
- Additional Training Period
- Additional Flying and Flight Training Period
- Readiness Management Period
- ING on Muster Duty

#### ***Active Duty Status (less than 30 days)***

- Annual Training
- ADOS – RC
- ADOS – AC
- Active Duty for Training
- Funerals Honors Duty
- Full Time NG Duty (FTNGD) - Operational Support (OS)
- FTNGD - Training

#### ***Active Duty Status (greater than 30 days)***

- Active Guard and Reserve
  - T10
  - T32
- FTNGD – OS (Counter-Drug) (T32)
- FTNGD – Mobilization Augmentee (T32)
- Government Service Civilian
- Initial Active Duty Training
- Active Federal Military Service (T10)
- Regular Retired
- Dependents at least 18 years of age if eligible for TRICARE

### ***Special Cases***

- State Active Duty
- Dual and Non-Dual Status Technician
- Veterans, Return From Active Duty to T32

### **Training Enhancements**

The emphasis on sexual assault prevention and awareness within the NG is both top-down and bottom-up driven, and has been since the inception of the NG SAPR program. The NG fully supports the premise that education and training are essential factors in the prevention of sexual assault and endeavor to:

- Enhance the understanding of sexual assault.
- Maximize prevention efforts to reduce and eliminate incidences of sexual assault.
- Train Guard members to use safe bystander intervention techniques to help stop offenders from committing assaults.
- Provide victim centered support to lead survivors down the path to recovery.
- Assign trained sexual assault investigators to conduct T32 investigations.
- Hold those who commit sexual assault appropriately accountable for their crime.

To meet program goals, the NG focused efforts on unit and leadership prevention training, first responder (SARC, JFHQ-State Victim Advocate Coordinator (VAC), and SAPR VA) training and curriculum development, and establishing coalitions and networks with active Military Services, and civilian agencies and organizations. Some of the most significant enhancements made as a result of these efforts are described below.

- NG T32-specific 40-hour Initial SARC and SAPR VA Training was submitted to the National Advocate Credentialing Program and DoD SAPRO in FY12 for review to determine if the curriculum met pre-credentialing requirements. The training was approved and a process was established to begin credentialing approval in FY13. The training program was last reviewed and approved in May 2014.

Basis: This training program was developed to provide NG SARCs and SAPR VAs with the unique T32 specific implementation requirements necessary to satisfy the training core competencies established by NOVA.

Outcome: The primary outcome of the NGB T32-specific training was SARCs and SAPR VAs are trained on how to meet requirements of the DoD SAPR program in a T32 environment. A few of the benefits are listed below and reach across all LOEs.

- Better support to the victim of a sexual assault based on an understanding of resources available, and benefits for which victims are eligible based on the status of the Guard member at the time of incident. A thorough understanding of the importance of community outreach to provide additional resources and support to the victim.
- Improved “marketing” of the NG SAPR program. With an understanding of the challenges of reaching NG members who perform duty just one weekend a month, SARCs took different approaches to ensure messaging was distributed using numerous forms of media.
- Improved investigative procedures with the knowledge of the jurisdictional requirements based on the location in which the sexual assault occurred, the military or civilian status of the victim and subject, and the duty status of the victim and subject at the time of the sexual assault.
- Improved legal support for the victim of sexual assault during the investigation process, and judicial proceedings with the help of the SVC specific to T32 NG members.
- Establishment of the JFHQ-State VAC position

Basis: With the increased emphasis on sexual assault prevention and response, the manpower dedicated to this effort within the States was insufficient to accomplish all the duties and responsibilities required to provide a program that could adequately fulfill program requirement. In February 2013, the position of JFHQ-State VAC was established to assist the JFHQ-State SARC in a number of duties.

Outcome: Although this position serves as the designated specialist in victim support services, a secondary role is to work with the JFHQ-State SARC to assist State NG units in completing required trainings. Through collaborative training and awareness events with local civilian agencies, they also help to elevate prevention and response awareness within the community.

- NG Leaders, members, SAPR personnel, and other professional support staff (first responders) are compliant with training requirements.
- Increased support of NG victims of sexual assault by community agencies in both prevention and response.



- Increased Senior Leader engagement through NG SAPR Summits, Joint Senior Leadership Conferences, GSLCs, GSLUs, and Senior Enlisted Leader Forums.

Basis: NG senior leaders did not have a forum where they could engage each other on ideas to address the unique SAPR program implementation challenges that face NG members in a T32 status.

Outcome: The first NG SAPR summit held in FY11, attended by nearly 100 SARCs and 200 state leaders, reinforced senior leaders responsibility for creating a command climate of dignity and respect and to establish and sustain an environment where victims feel empowered to report sexual assaults. Since that first summit, NG senior leader engagements have continued to:

- Serve as a venue for DoD and non-DoD subject matter experts to present National best practices on sexual assault prevention and intervention methods to decrease incidents of sexual assault.
- Provide a forum to present strategies to meet the goals and training requirements for the ARNG and ANG.
- Offer opportunities to promote SAPR social marketing and media initiatives, and community education.
- Foster prevention-related coalitions and networks resulting in Memorandums of Agreement (MOAs) and Memorandums of Understanding (MOUs) for interaction, resources, and response capabilities in an attempt to cover all regions within the States.
- Stimulate the States to conduct their own senior leader and commander engagements.



**Major General Titshaw, Florida TAG addressing an 80-hr SHARP class.**

- Annual First Responder Training. In July 2013, NG-J1-SAPR conducted the Annual First Responder training for medical personnel, which included military, civilian, and contractors. A total of 234 personnel attended the training. A breakdown of the personnel included: five medical administrators; 37 case managers; 29 Registered Nurse case managers; 67 Directors of Psychological Health; 14 Deputy State Surgeons; six medical personnel; and, 76 unspecified positions.

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

With the signing of the FY12 NDAA on 31 December 2011, the CNGB became a statutory member of the JCS. As a member of the JCS, the CNGB has the

responsibility of addressing matters involving non-Federalized NG forces in support of homeland defense and civil support missions. This responsibility includes responding to the initiatives and requirements as mandated by the President of the United States, Congress, SecDef and DoD SAPRO.

The CNGB was first tasked by the Undersecretary of Defense, Personnel and Readiness to provide a NG T32 program review for the FY12 DoD SAPR Annual Report to Congress that was separate from the parent Services' annual report. The review addressed the overall combined efforts for the Joint National Guard, and spoke to the T32 program operations. This procedure continues to remain in effect for the NG and its requirement to provide the Annual Report to Congress on the NG T32 SAPR program.

To cement the role and responsibilities of the CNGB, these functions were established and defined in DoDI 6495.02, 28 March 2013, "*Sexual Assault Prevention and Response (SAPR) Program Procedures*." As stated, "CNGB, on behalf of the Secretaries of the Army and Air Force, in coordination with DoD SAPRO and the State Adjutants General, establishes and implements SAPR policy and procedures, and develops dedicated SAPR training for NG members on duty pursuant to T32, USC."

This is not to say that the CNGB did not establish policies or procedures for T32 members prior to membership on the JCS. Many of the SAPR responsibilities for NG personnel were relegated to the CNGB through HQDA and USAF publications.

However, the DoDI identified above, assigns the responsibility for developing T32 specific policies, procedures and training as a NG function, which helps to remove the ambiguity of T10 focused policies, procedures and training for T32 personnel. CNGB policies, procedures and instructions for the Prevention LOE include:

- CNGB Memorandum, 15 May 2013, "*Sexual Assault Prevention and Response (SAPR)*"

Basis: SecDef press release concerning rescreening, retraining, and recertification of all military recruiters and SAPR personnel in preparation for a SAPR Stand Down.

Outcome: Provided information to TAGs on the ensuing SAPR Stand Down and reinforced that sexual assault is a crime counter to the Guard core values and profoundly divisive and disruptive to our units.

- CNGB Information Memorandum, 23 May 2013, "*National Guard Sexual Assault Prevention and Response Stand-Down*"

Basis: Office of the Secretary of Defense (OSD) Memorandum, 17 May 2013, "*Sexual Assault Prevention and Response Stand Down*," mandating a proposed plan on the execution of the SAPR Stand-Down.

Outcome: Outlined the NG plan for executing the SecDef mandated SAPR Stand-Down.

- CNGB Memorandum, 26 June 2013, “*SAPRO Guidance*”

Basis: OSD Memorandum, 17 May 2013, “*Sexual Assault Prevention and Response Stand Down*”

Outcome: Provided additional guidance and direction on the responsibilities for completion of the SAPR Stand-Down.

- CNGB Information Memorandum, 01 August 2013, “*Visual Workplace Inspection for Offensive or Inappropriate Material*”

Basis: OSD Memorandum, 06 May 2013, “*Sexual Assault Prevention and Response*,” directing the comprehensive and regular visual inspections of all DoD workplaces to ensure appropriate command climate.

Outcome: Informed the SecDef of the NG’s compliance with the directed visual workplace inspection for offensive and inappropriate material and the outcome of the inspection.

- CNGB Information Memorandum, 30 September 2013, “*Assessment of Recruiting Responsibilities for Sexual Assault Prevention and Response (SAPR)*”

Basis: OSD Memorandum, 06 May 2013, “*Sexual Assault Prevention and Response*” directing the assessment of the recruiting community to ensure the awareness and safety of our newest and aspiring Service members.

Outcome: Informed the SecDef of the NG’s compliance with the directed assessments on

- (1) Selection, SAPR training, and oversight of recruiters.
- (2) Dissemination of SAPR program information to potential and actual recruits.
- (3) Prevention and education programs in Reserve Officer Training Course environments and curricula.

- SAPR Communications Plan, 19 February 2014

Basis: This communication plan directly supports the 2013 DoD SAPR Strategic Plan and the SecDef SAPR initiatives.

Outcome: Provides an engagement strategy and consistent messages for the NG’s SAPR program.

- CNGB Notice 1004, 08 July 2014, “*2013 Sexual Assault Prevention and Response (SAPR) Strategic Plan*”

Basis: “DoD Sexual Assault Prevention and Response Strategic Plan,” dated 30 April 2013.

Outcome: Aligned the NGB SAPR Strategic Plan with the DoD SAPR Strategic Plan and provided plan guidance for accomplishing the tasks assigned to the NG.

- CNGB Information Memorandum, 02 September 2014, “*National Guard Implementation of 2014-2016 Sexual Assault Prevention Strategy*”

Basis: SecDef Strategy outlining many of the steps taken toward the integration of accountability, community involvement, communication, deterrence, incentives, training, education, and harm reduction.

Outcome: Identified the steps taken toward integration of accountability, community involvement, communication, deterrence, incentives, training, education, and harm reduction within the NG SA prevention strategy.

- *Dedicating* a NGB-level SAPR staff member to review and update the Guard’s Sexual Assault Prevention Strategy to align the Guard’s prevention approach to the DoD Prevention Strategy.
- *Improving* training delivered to NG leaders, SAPR and SHARP personnel. The NG is in the process of developing T32-specific Commander SAPR training for its Brigade, Battalion and Company level commanders for the ARNG and Wing, Group and Squadron for ANG personnel. Specific prevention training is also being reviewed and updated for presentation at the quarterly GLSCs.
- *Training* all Guardsmen on bystander intervention techniques, tactics, and procedures. The NG is in the process of reviewing and updating its BIT taught originally as a part of the NG T32 Initial SARC and SAPR VA course. This training will be incorporated into policy as required annual training for all Guard members.
- *Improving* Male Victimization-Prevention and Response. NG SAPR has engaged contracted SMEs to create prevention and outreach materials targeting male victims of military sexual trauma to increase reporting and reduce incidents. The total support package will include public service announcements, training material and command messaging. The ultimate goal is to compile and share current best practices for messaging and outreach to men, regarding sexual assault victimization.

- *Increasing* the dissemination of NG “best prevention practices” across the States. The NG is engaging the States regularly, through the use of the SAPRAC, located at the regional and national levels, to identify sexual assault prevention best practices for elevation to the Federal level for Nation-wide implementation. Other avenues to share these practices are being explored.
- *Improving* NG investigation and accountability LOEs. The NG is developing Guard-specific investigation metrics to provide State-level visibility on offender accountability with the intent to deter the occurrence of incidents through accountability actions. Through coordinated efforts with TAGs, key state leaders, NGB-JA staffs, and State Staff Judge Advocates (SJAs), the NG is developing a process to capture the outcome of sexual assault cases involving Guard members. GKO is the venue that will be utilized to capture and provide visibility of investigative measures.
- *Soliciting and incorporating* professional civilian and military expertise into the development of unique research-based prevention methods and program enhancements. The NG Prevention Lead will be the point of contact for this effort.
- *Analyzing* data on SAPR program effectiveness to target areas for improvement. The NG will continue the detailed analysis of the multiple data sources to better identify SAPR related trends, inform the effectiveness of their efforts, and to serve as a guide to target areas for improvement.
- *Addressing* sexual assault issues in a holistic approach, relying less on isolated training events and moving toward adapting SAPR messages into other organizational programs and areas of responsibilities.
- *Partnering* with local and county agencies and organizations, and institutes of higher education to lead SAPR initiatives in our communities. The SAPRAC will be the vehicle to compile and disseminate the best practices regarding partnerships, memorandums of understanding and memorandums of agreement with community agencies, and colleges and universities in the States. They will operate through its regional representatives to identify trends and elevate best practices regarding college engagements. The goal is to strengthen the NG leadership role in their communities and encourage partnership with colleges and universities to reduce, with the goal of eliminating, incidents of sexual assault.
- *Reviewing* policies regarding alcohol use and other substance abuse issues.
- In Staffing – CNGB Instruction, “*Sexual Assault Prevention and Response Program*”

Basis: DoD Directive 6495.01 and DoD Instruction 6495.02, “*Sexual Assault Prevention and Response*”



Outcome: To establish the NG SAPR program policy for NG members on duty in T32 Status and to assign responsibilities, provide general SAPR program guidance and establish eligibility criteria for NG SAPR services.

- Under development - CNGB Manual, “*Sexual Assault Prevention and Response Program Procedures*”

Basis: DoD Instruction 6495.02, “*Sexual Assault Prevention and Response*”

Outcome: To establish and implement NGB SAPR procedures, and addresses NG requirements as predicated by its unique authorities, personnel statuses and state laws.

### **Best Practices/Innovations Specific to the NG**

As expressed earlier, NG emphasis on sexual assault awareness and prevention is both top-down and bottom-up driven. The NG’s greatest innovators are located within the States, where the bulk of our SAPR staff resides as SARCs, JFHQ-State VACs and SAPR VAs. These are the Guard members who establish the close community ties, foster coalitions, and networks with their AC counterparts and civilian sexual assault prevention and advocacy resources. Out of these relationships, the NG reaps some of its most significant contributions, best practices and innovations in support of our Guard members. Considering that over 80 percent of our members are civilians most of the time, the efforts and relationships built at the community level are not only good for the program, they are critical in providing essential support and services to the sexual assault victim. Identified below are a few National and State level initiatives:

- Recipient of the 2014 National Guard Bureau Sexual Assault Prevention Innovation Award.



The California Military Department (CMD)  
Sexual Assault Review Board

This organization not only excelled at meeting the requirements according to regulation, but through innovative ideas and collaborative efforts with the civilian community and throughout the State Military Department, they expanded prevention efforts, assured compassionate victim response, and ensured perpetrators faced justice. These efforts, along with their Sexual Assault Awareness Month (SAAM) events, resulted in a 69 percent drop in reported assaults, with reports in the last nine months involving cases older than seven years. This indicates the program’s prevention successes and demonstrates the trust inspired by the members of the CMD. Listed below are some of the initiatives they established.

- Appointment of a full-time, trained sexual assault investigator in the Provost Marshall's Office (PMO) to track cases, expedite civil investigations, and obtain timely and accurate updates for victims.
- The PMO is instituting Live Scan for the SAPR VAs and SARCs. This system will provide continuous monitoring for persons in positions of trust, expanding the current process of checking for past improprieties.
- The team strengthened program services by producing a confidential client evaluation and incorporated a member feedback system as an essential element for program improvement.
- To increase victim support, three SJAs completed the SVC training and are now fully qualified and prepared to fulfill this role.
- The SARB mapped the geographical locations of the more than 115 credentialed SAPR VAs and developed an area coverage methodology to ensure border-to-border, cross component advocacy.
- Upon appointment, State SAPR VAs are provided response kits containing references, resources, checklists, and forms necessary for a rapid response.
- Working hand-in-hand with the California state legislative liaison and participating in hearings, the SARB helped to educate the state legislature on Military Sexual Trauma (MST). The team also collaborated on Senate Bill 1422 language, which was recently signed into law by the governor. This bill mandates the referral of sexual assault allegations for investigation to the civilian law enforcement.
- Implemented a state award program to recognize the dedicated service of SAPR VAs.
- Training
  - NGB T32-specific Initial SARC and SAPR VA training contained a segment on Male Victimization lauded by DoD SAPRO as a DoD best practice.
  - Both ANG and ARNG enhance training to support sexual assault prevention strategies. Rather than relying on State SAPR Staff to conduct annual refresher training, this training is now facilitated by Senior Leadership using small group instruction and open discussion based training. Emphasis is placed on commander led sexual assault prevention training, while using the SARC, JFHQ-State VAC, and SAPR VAs as SMEs.
  - The “*Strive to Thrive in Your College Years*” event was an effort coordinated by the Department of Social Services (Youth and Family Services), with the support of the Town of East Hampton, Connecticut Board of Education, the Connecticut NG

State Equal Employment Manager (SEEM), the East Hampton Chief of Police, and the Connecticut JFHQ-State SARC, Maj Maine.

Invitations were extended to all male and female students graduating from East Hampton High School. The event was attended by 15 female students preparing to attend different colleges/universities throughout Connecticut. Their parents' were also invited to attend; consequently, between 30 and 40 individuals took part in the event. The "*Strive to Thrive*" initiative was created to promote awareness among incoming freshmen. Maj Maine's presentation emphasized that the individuals most at risk for sexual assault are young people between the ages of 18 and 24, and over 80 percent of sexual assaults are committed by someone known to the victim. She underscored the fact that the ability to make good decisions diminish more quickly when drinking, and in addition communicated some common sense approaches to preventing a sexual assault. The Town of East Hampton is in the process of submitting a formal request through the Connecticut Guard Community Action Committee to authorize their SAPR personnel to teach while representing the Connecticut NG. If approved, sexual assault prevention training will be presented to 12<sup>th</sup> grade classes as a part of their mandatory Health Instruction during the year. School districts in Portland and Newfield; University of Connecticut, Quinnipiac University and Southern Connecticut State have all requested Maj Maines to present a similar presentation to their students. Once finalized, to cement the partnership, a MOU or MOA with East Hampton and the local colleges and universities will be developed. Some of the topics discussed during the SAPR presentation included:



- Getting comfortable about having uncomfortable conversations.
- Those most at risk are young people between the ages of 18 and 24.
- The prevalent use of alcohol in sexual assaults.
- Most sexual assaults are committed by someone you know.
- The Five "I's" of sexual assault - Invasion, Ignoring, Intoxication, Instincts and Isolation.
- Barriers to intervening, pluralistic ignorance, diffusion of responsibility, the importance of stepping up, the use of a buddy system and having an exit plan.

- The effect of a sexual assault on the victim and recovery process, which can be a lifelong process.

- Innovated Approaches to Training in Alaska

Over the past year, the JFHQ-State SARC modified the presentation style of SAPR training in the state to make it into lively educational events with willing audience participation. Using what typically is thought of as a child's game, the participants are actively engaged in the training process. Each student is asked to express how sexual assault has impacted their lives by writing it on a piece of paper. The paper is then crumbled into a ball and tossed randomly in the air to maintain anonymity. Each student is then asked to pick-up a piece of paper. As each piece of paper is read out loud, the participants display more empathy and are more willing to discuss their feelings and the topic of sexual assault.

- Enhanced SAPR VA training in Colorado (CO)

The JFHQ-State SARC added the following elements to their SAPR VA training:

- Offender behavior.
- Victim response to trauma.
- Cultural and societal beliefs of sexual assault.
- Medical evaluation.
- Investigative and legal procedures.

This training help to better prepare the SAPR VAs in responding effectively to different situations. The State SAPR staff also partnered with CO Coalitions Against Sexual Assault (CASA) and conducted a 2-day course, "*Strengthening Military/Civilian Partnerships*" for more than 12 CO community organizations responsible for dealing with elements of sexual assault.

- Maine (ME) NG 11<sup>th</sup> Weapons of Mass Destruction - Civil Support Team (CST) SAPR VA takes initiative and incorporates a number of different and unique approaches to training his unit.

By coordinating with an array of specialists such as social workers, law enforcement officers, and medical professionals, the 11<sup>th</sup> CST SAPR VA built a training program focused on victim care, evidentiary procedures, legal prosecution and post-traumatic event counseling. In December 2013, he reached out to a registered nurse with over 100 hours of specialized training in care of sexual assault victims and who had knowledge of topics such as, techniques to gather forensic

evidence from a victim, methods to aid victims who experience sexual trauma coping with the associated physical and psychological issues of sexual assault, and navigating legal and privacy concerns. The SAPR VA also reached out to the Executive Director of Sexual Assault Support Services of Mid Coast Maine and a Captain from the New Brunswick Police Department. Both persons discussed the individual and societal factors that can lead to sexual assault and current strategies employed by healthcare and law enforcement professionals to mitigate these factors.

- 2/75<sup>th</sup> Recruiting and Retention Battalion Steps Up

On June 2013, an 18 year old female Kentucky (KY) NG applicant was sexually assaulted after returning to her hotel from the Nashville Military Entrance Processing Station (MEPS). Although the focus of the 2/75<sup>th</sup> Recruiting and Retention Battalion is always on putting the needs of the Soldier first, this event prompted the recruiting station Executive Officer (XO) to increase the safety and raise sexual assault awareness for future KYNG soldiers.

The XO created a Self-Defense Safety Video for new recruits to augment the existing service training program. The video is designed to instruct new recruits on the behaviors of perpetrators, techniques to defend themselves, and sexual assault reporting options. While the intent of the video is to educate future soldiers, it also demonstrates the command's desire to not only protect potential members but also to protect and care for all members and of the KYNG.

The video is shown to all applicants prior to staying at the local MEPS contracted hotel. Copies are made available for distribution to brigades across the state and recruiting and retention battalions across the country. This is but one effort the battalion uses to raise awareness of sexual assault.

- Ohio (OH) ARNG, Assistant Adjutant General (AAG), takes some major steps toward eliminating sexual assault

There are currently more than 120 trained and deployable SHARP personnel, three times the state's requirement, available to the 11,400 members of the OHARNG. Being fully vested in fostering command climates based on mutual trust and respect, and intolerant of behaviors that lead to sexual harassment and sexual assault, the OH AAG developed an aggressive training curriculum to address the issues at each leadership echelon. The result was the "*OHARNG Sexual Assault Prevention and Response 2-Day Leader Course*".

Since its inception in 2013, over 200 military commanders and their leadership teams (command sergeant majors, first sergeants, platoon leaders, and platoon sergeants) have received the training and resources to help them cultivate healthy command climates and culture. The primary learning objectives of the course include:



- “*Live our Army Values*” – it’s not complicated, it’s every leaders’ responsibility to live these values as well as expect all others to do the same.
- Military culture and sexual assault.
- Sexual innuendo, sexual harassment, and sexual assault.
- Phenomenology of sexual assault “Victimology”
- Offenders - Why do they do it, how are they empowered, and why can’t we always see them?
- How to use your SAPR VA effectively.
- What to do if a report of sexual assault or harassment is received.

The instructors are a mix of civilian and military sexual assault prevention and response experts, senior leadership, former company commanders, judge advocate (JA) general officers, and harassment and assault survivors. The training is interactive, video and scenario-based, and structured to facilitate discussion rather than dictate and download policy. With the strong emphasis of the OHARNG AAG, attendance in every scheduled course has been maximized. Due to its effectiveness, other battalions have requested this course be taught to their command teams.

What has this course produced? Leaders from the highest to the lowest levels engaged in discussions about sexual assault and doing their part to build command climates of mutual trust and respect, and taking actions against behaviors inconsistent with the Army and organizational values.

- Iowa (IA) State NG lauds its JFHQ-State SARC for his detailed and innovative Sexual Assault Training and Prevention Programs

The program includes Officer Evaluation Report and Non-Commissioned Officer Evaluation Report policies, a ‘position of special trust’ screening process, a state sexual assault SOP, and a policy tracker that provides IA ARNG leadership with an operational picture of the evolving enforcement strategies within the DoD, Headquarters Department of Army, NGB and IA ARNG. These efforts are in direct support of the Iowa TAG Campaign Plan, “*Care for Soldiers, Families and Survivors*”. In developing the SOP, the SARC analyzed historical data from the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Surveys (DEOCS) and from Unit Risk Inventory Surveys. He then assembled a Prevention Team of practitioners from the Equal Opportunity and Substance Abuse Offices. The team assessed units based on the results for the survey analyses, looking for patterns or overlapping issues. With this information and the help from

the unit SARC, the team engineered strategies to avert sexual harassment, sexual assault, and substance abuse. This team met with unit commanders, SARCs and SAPR VAs, to present their course of action and implementation plan. This partnership with State Brigade and Battalion SAPR/SHARP personnel allowed commanders to utilize all available assets. It empowered commanders to be confident in their prevention plans based on real data from unit members, and not personal perceptions.

- Illinois SAPR Staff supports the Health and Disabilities Advocate sponsored MST Behavioral Health Workshops

In FY12 two workshops were presented, while in FY14, they helped to conduct three workshops in the Chicago area, Shiloh Armory and Camp Lincoln. These workshops are open to everyone and military attend free. Coordination is in underway to conduct three workshops in the upcoming FY, to include one at Camp Lincoln on 3 April 2015 in conjunction with SAAM.

- Massachusetts (MA) Hanscom Air Force Base (AFB) SAPR Program gets a Make-Over

After having served as the MANG JFHQ-State Alternate SARC and years of experience at the joint level, the newly hired VAC at the 66<sup>th</sup> Air Base Group immediately established new written policy to professionalize victim advocacy roles of the SARC and SAPR VA assigned to Hanscom AFB. The result was standardized sexual assault response to victims, which improved the management and facilitated the coordination of care process for at-risk Service members. The base also saw an increase in VAs by 200 percent by increasing the availability of the 40-hour mandatory initial training courses. The VAC delivers a constant and effective prevention program by hiring six new facilitators to provide annual prevention training and mandatory training. The VAC also integrated community resources into the SAPR program, including Home Base Program, Jane Doe, Inc., and Project New Hope. These partnerships help to offer additional services to the victims of sexual assault.

Improvements were also made in the area of awareness. The Hanscom SAPR website was established, along with a SAPR distribution email, and a Hanscom SAPR logo was created. A prevention training, “In Her Words,” was provided for all E-7s and above to help create the sense of urgency for prevention and to increase risk identification and mitigation. Nationally recognized SMEs were invited to speak at the base on sexual assault. Every effort has been made by the SAPR staff to offer a number of initiatives to engage the five SAPR LOEs.

- 148<sup>th</sup> Fighter Wing, Minnesota ANG steps up its Prevention Activities

Coordinating efforts with local guest speakers from the Superior Police Department and Program for Aid to Victims of Sexual Assault Duluth Office, the airmen were provided valuable information during the 2013 SAPR Stand Down. The

Wing populace was broken into smaller groups to better facilitate a question and answer session and commander interaction break-out sessions. The format afforded the airmen the opportunity to talk on a more personal level on how to prevent sexual assault. As a result of the Stand Down, six personnel sought out support from the Wing's Director of Psychological Health to discuss past experiences of sexual assault. Of the six airmen, two filed restricted reports, and all of them were provided measures to help bring peace and calm into their lives. SAPR messaging is also included in day-long training events for the entire wing populace in excess of 1,054.

- SAPRAC Region I Recognizes Collaboration as a Key to Information and Best Practice Sharing

The combined States of Connecticut, Massachusetts, Maine, New Hampshire, New Jersey, New York, Rhode Island, and Vermont, make up SAPRAC, Region I. In 2010, the JFHQ-State and Wing SARCs, JFHQ-State VACs and community partners combined efforts to start regional teleconferences to share information on the prevention of sexual assault. Invitations are extended to community partners, and "other service" SARCs (AC and RC) to participate in these teleconference calls. Another venue used to share information and best practices are the Annual Workshops, which include all States within the region. Taking it a step further, to help meet the training requirements for their SAPR personnel, the States within Region I pool their resources to conduct the 40-hour SARC and SAPR VA training. Each year, three states within the region volunteer to conduct the training. All the JFHQ-State SARCs within the region take part in these events to assist in the training.

- Awareness

- Public Service Announcements (PSAs)

The NGB and States have their own public affairs office, which assist in developing a NGB or state specific SAPR communication plan. Although each plan may differ, many produce PSAs throughout the year, with particular emphasis during SAAM in April. In an effort to build confidence and reduce stigma associated with reporting sexual assault, the NG-J1 SAPR office worked with NGB-PA to develop public service announcements for the CNGB, the DANG, DARNG and SEA to further publicize the availability of the new DoD Safe Helpline in April 2012 in association with SAAM.

Below are samples of PSAs produced during 2012 through 2014.

2012 (4)

National Guard Sexual Assault Helpline PSA – Gen Craig R. McKinley, April 3, 2012  
<http://www.youtube.com/watch?v=BxBIFVQYAn8>

National Guard Sexual Assault Helpline PSA – CMSgt Denise Jelinski-Hall, April 3, 2012

[http://www.youtube.com/watch?v=Uf8UjN\\_A6wQ](http://www.youtube.com/watch?v=Uf8UjN_A6wQ)

National Guard Sexual Assault Helpline PSA – Lt Gen Harry M. Wyatt III, April 4, 2012

<http://www.youtube.com/watch?v=TBoYgKTyL6g>

National Guard Sexual Assault Helpline PSA - Lieutenant General William E. Ingram, Jr., Apr 12, 2012

<http://www.youtube.com/watch?v=JOxKGlpk3ml>

2013 (11)

Georgia TAG Addresses Sexual Harassment, Assault, January 24, 2013

<http://www.youtube.com/watch?v=EqKjQ0QioS8>

KRCG: McCaskill Met With Missouri National Guard on Combating Sexual Assault in the Military, April 4, 2013

<http://www.youtube.com/watch?v=i41lqtacv8w>

Sexual assault: A message from the Adjutant General of Wisconsin, April 5, 2013

<http://www.youtube.com/watch?v=Y3xIsGd4GQw>

Indiana Guardsman, Sexual Assault Stand Down, April 14, 2013

[http://www.youtube.com/watch?v=eWwfecSI\\_YU](http://www.youtube.com/watch?v=eWwfecSI_YU)

Louisiana National Guard Sexual Harassment/Assault Awareness Month 2013, April 23, 2013

[http://www.youtube.com/watch?v=X\\_LKAqT0XDM](http://www.youtube.com/watch?v=X_LKAqT0XDM)

The Adjutant General of South Carolina's Sexual Assault Prevention Message 2013, July 10, 2013

<http://www.youtube.com/watch?v=fNX6kYdaLfE>

Air National Guard Director, "Sexual assault is a crime and is counter to our Air Force core values", July 10, 2013

<http://www.youtube.com/watch?v=QtYMy4XZrqk>

Maryland Military Department Sexual Harassment & Assault Awareness, June 3, 2013

<http://www.youtube.com/watch?v=O7dXG9oREfc>

Pennsylvania National Guard SAPR Stand Down, July 16, 2013

<http://www.youtube.com/watch?v=kg68iu-bkpl>

108<sup>th</sup> Wing, NJ Air National Guard Sexual Assault Prevention and Response, August 11, 2013

<http://www.youtube.com/watch?v=pcfJY5fbXFE>

Minnesota National Guard Sexual Assault & Harassment | Mentorship Moment, November 1, 2013

<http://www.youtube.com/watch?v=6KoC9du9qRs>

2014 (13)

Make It Safe, 108<sup>th</sup> Wing, New Jersey Air National Guard, February 22, 2014

[http://www.youtube.com/watch?v=tsJLnpm\\_Orw](http://www.youtube.com/watch?v=tsJLnpm_Orw)

Alaska Adjutant General Tom Katkus Address the Alaska National Guard on Sexual Assault, March 4, 2014

<http://www.youtube.com/watch?v=SodXjXWmrmk>

Army National Guard Command Sergeant Major on the new SHARP card, March 4, 2014

<http://www.youtube.com/watch?v=l6oqdYUXmMo>

North Dakota National Guard We Believe You, March 10, 2014

<http://www.youtube.com/watch?v=JOXfSNw4seQ>

North Dakota National Guard Sexual Assault & Harassment Awareness, March 20, 2014

<http://www.youtube.com/watch?v=z9wvM1Yv3YA>

Nebraska National Guard Sexual Assault Awareness Month, April 1, 2014

[http://www.youtube.com/watch?v=Uf8UjN\\_A6wQ](http://www.youtube.com/watch?v=Uf8UjN_A6wQ)

NGB - On Every Front (Episode 15) – Sexual Assault Prevention and Response program, April 2, 2014

<http://www.youtube.com/watch?v=jxS18WK5Yyl>

Army NG Sexual Assault Awareness Month kickoff event, April 3, 2014

<http://www.youtube.com/watch?v=cZTUkiYevXQ>

Delaware Air National Guard SAPR 2014 Stand Down Day, September 7, 2014

<http://www.youtube.com/watch?v=Y4bDy6tjnSk>

NG SAPR Program Chief Recognizes Sexual Assault Awareness Month, April 16, 2014

<http://www.youtube.com/watch?v=ix7ye7alUqQ>

South Carolina TAG SAPR Message, April 23, 2014

<http://www.youtube.com/watch?v=z3zKgg4fXgw#t=16>



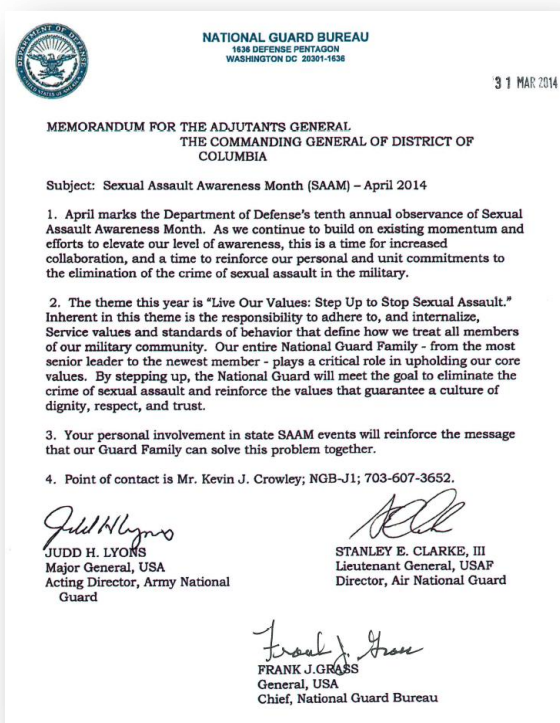
Walk a mile in her shoes, National Guard Soldiers, attached to the 218th Maneuver Enhancement Brigade, put on a "Walk a mile in her shoes" event, July 19, 2014

<http://www.youtube.com/watch?v=ZAqOeVazCyE>

108<sup>th</sup> Wing, New Jersey, Sexual Assault Prevention and Response Training, August 2, 2014

<http://www.youtube.com/watch?v=OJNTb46gQqk>

○ NGB and State SAAM Initiatives



As part of the National initiative for creating sexual assault awareness, the NG has participated fully in the annual SAAM campaigns. In FY12, the campaign began with the signing of a CNGB Memorandum, "Sexual Assault Awareness Month (SAAM) – April 2012," declaring the month of April, SAAM. CNGB gave his endorsement of the DoD theme for that year and encouraged personal involvement by every member of the Guard. The NG senior leadership, CNGB, DANG, DARNG, and Senior Enlisted Leader, also created PSAs to bring awareness to all Soldiers and Airmen about the availability of the resource for 24/7 sexual assault response from the DoD Safe Helpline. The PSA videos were distributed to State PAOs for broadcast on installation public access systems, and

broadcast on the Pentagon Channel during the month of April. In FY13 and FY14, to show solidarity in the goal to eliminate sexual assault within the Guard, the SAAM memorandum was signed by the CNGB, DANG and DARNG. Both memorandums provided the DoD theme for that particular year and expressed to the entire NG Family, from the most senior leader to the newest member, the critical role each one plays in upholding the NG core values and in achieving the goal of eliminating sexual assault in the Guard. The ARNG-G1 SHARP and ANG/A1 SAPR programs developed their own Service-specific initiatives to support SAAM. However, the SAPR personnel at the unit and wing level within the States design the overwhelming majority of activities and special events raise awareness and promote the prevention of sexual violence.

Although each state coordinates its own activities and program for SAAM, many states routinely participate in activities such as National Denim Day, Clothing Drives,

(in many states, the clothing and toiletry items are donated to the Rape Crisis Centers throughout the States), SAAM proclamation signing by the Governor, SAAM Awareness Banners (displayed at various locations, to include state Capital Buildings), “Walk a Mile in her Shoes,” and 5K Race to Eliminate Sexual Violence, among many other activities and special events. Some of the more unique and innovative engagements are identified below.

- Kentucky SAPR/SHARP Office coordinated with J6 (Communication and Information Systems) Automation to promote SAAM and the DoD Safe Helpline using screensavers throughout the month of March and April. The DoD Safe Helpline staff recognized the KYNG SAPR/SHARP Office on their SAAM Blog for their innovative idea of placing the DoD Safe Helpline advertisement as the screensaver and for the coordination efforts with each office in the KYNG and other agencies across the state.

- CMD SARB recognition of SAAM. The team blanketed the state with events to promote awareness of sexual assault and to cement the CMD’s relationship with community stakeholders. Some of the events included:

- ✓ A SAAM “kickoff” with state legislator participation.
- ✓ A tandem skydiving event entitled “*Fall for the C.A.U.S.E. (Combating Assault and Unwanted Sexual Encounters)*”.



- Rhode Island (RI) NG SAAM Annual Obstacle Course Competition.

Since 2009, the RING has conducted an Obstacle Course Competition every year during SAAM. This event attracts both soldiers and airman within the state, and the venue is used to get their prevention message out. They included:



- ✓ A survivor who talked about their journey and the valuable asset the SAPR program was in her healing process.
- ✓ Community partners, who are introduced to all in attendance and a short explanation of what their organizations provide.
- ✓ The Senior Staff in attendance to award trophies to the top 3 teams.

The trophy is a miniature Emmy – to make the point that they always need to “act” according to their core values. The course is set up with 8 course elements and between each element is a stop where each participant must answer questions about the SAPR Program. Questions may include: Name of their unit victim advocate, statistics, and Safe Helpline information. They use the concept of both physical and mental attitudes and training, whether they are male or female, Army or Air; they all need to take part in eradicating sexual assault from our military. We are all in this together.

- Delaware (DE) SARC becomes a member of the Sexual Assault Network of Delaware (SAND)

Coordinating with local, state and federal agencies, the DE SARC, MAJ Estelle Murray, provides uniformed training, resources and support for survivors of sexual assault. As a member of SAND, she works with other agencies such as the Sexual Assault Nurse Examiner committee, Criminal Justice Council, Delaware Department of Justice, Delaware Department of Corrections, Delaware Police Departments, local crisis organizations and other public and private organizations whose collaborative efforts help to raise awareness of sexual assault.

- Wisconsin (WI) SAPR Service Dog initiative

In October 2013, the Wisconsin SAPRO, JFHQ-State SARC and SAPR VA approached the JFHQ J1 and TAG to request approval of a new concept for their State SAPR program. This was an idea that would increase outreach, approachability, awareness and bring attention to the SAPR program within the WI



NG. 2LT Garfoot became aware of a local non-profit organization that specialized in raising and training service and therapy dogs. She immediately saw application in the use of a service dog in her duties as SAPR VA. With their approval, the SAPR VA participated in a training program with a trained service dog named Falcon.

Falcon, a black Labrador Retriever, trained as a Post Traumatic Stress Disorder service dog was placed on loan from Custom Canines Service Dog Academy (CCSDA), a nationally known 501(c)3 not-for-profit organization. A MOA was established with CCSDA to provide a fully credentialed service dog to

be placed in the full-time handle of WING VAC to benefit Guard members who were victims of sexual assault and their families.

Falcon's primary strength lies in his ability to put Guard members at ease and allow them to approach the SAPR VA team in a non-threatening manner to discuss real or perceived issues. Falcon serves as a good will ambassador between the State SAPR personnel and the Soldiers and Airmen of the WING. Actual benefits include:

Outreach	Advocacy	Joining Community Forces
<p>✓ The WING SAPR program interacts with all Service Members as part of its mission of outreach and education. Falcon's presence creates an avenue for service members to interact with the WING SAPR staff in a more informal manner, and creates the opportunity for meaningful discussions about the program, which otherwise, might not have occurred. Falcon has accompanied 2LT Garfoot on site visits and community events, to include a NG Youth Foundation event. The number of Service Member inquiries regarding the SAPR program increased dramatically with the addition of Falcon to the team.</p>	<p>✓ Falcon has provided direct advocacy on numerous occasions, to include direct support to victims during initial meetings and law enforcement interviews. Having a trained service animal and qualified victim advocate as the handler reduces anxiety and stress on the part of the victim, reduces the risk of re-victimization from the investigative process and increases buy-in from other first responders.</p>	<p>✓ The WING SAPR office heavily relies on partnerships developed within the WI sexual assault prevention and response community. Animal use for the purpose of service and therapy is a professionally recognized practice, and implementing this resource increases the legitimacy of the WING SAPR program with civilian service providers.</p>

○ Kentucky Collaboration with Universities, Colleges and agencies

The KY NG SAPR office is one of the most active programs in its collaboration with universities and colleges throughout the state. The KYNG currently has Memorandums of Understanding with the University of Louisville, University of Kentucky, and Morehead State University. Some of the specific SAPR events are identified below.

- At Asbury University, presented a 90 minute workshop entitled "*Sexual Trauma Impacting Military Families: Programs, Services, Challenges and Considerations*" for the inaugural "*Collaborations Impacting Traumatized Youth*" (CITY) conference sponsored by Kentucky Association of Sexual Assault Program.
- Provided training to future service providers in a class at the University of Kentucky, Lexington, KY at the request of the professor.



- Participated in the Murray State University, Murray, KY, SAAM event. A briefing was presented on the NG SAPR program, revealing differences between the Guard and AC models.
- Provided a guest speaker for the Lindsey Wilson College “*Take Back the Night*” event in Columbia, KY, for two years in conjunction with SAAM.
- Provided the plenary speaker at the 2<sup>nd</sup> Annual Prevention Conference in Morehead, KY, discussing the KYNG SAPR program initiatives for improved services for military survivors of sexual assault and their family members.

- Ohio NG SAPR Staff and Greene County Family Violence Prevention Center Staff team up to engage Congressman Mike Turner in a discussion on his efforts for helping military victims of sexual assault and to get new legislation for the DoD SAPR program included the FY12 NDAA.



- ANG Recruiters implement “D3” (Deter, Dissuade, and Detect) Initiative

ANG Recruiters created and disseminated their policy on professionalism and adapted the AF professionalism model to implement their “D3” Initiative. The “Deter, Dissuade, and Detect” initiative is designed to ensure all interactions with the general public and potential recruits are professional in nature at all times. **Deter** to decrease the likelihood to engage in behavior by increasing risk-to-reward calculus, **Dissuade** to sustain an environment that eliminates any conduct that is not conducive to professional behavior and relationships, and **Detect** to find and deal with violators via all means. Recruiter's brief each applicant on ethical recruiter-applicant relationships. Following the brief both the recruiter and applicant sign the *ANG Statement of Conduct Form*. At the end of the brief the applicant is provided a Recruiter Reporting Card that displays a national toll-free number for reporting unethical behaviors without fear of reprisal. Lastly, prior to Basic Military Training and/or Technical School (non-prior service), a briefing on the Rights and Duties of an ANG Trainee is required and is a part of the out-processing activities.

### **Positive Trends (qualitative and quantitative)**

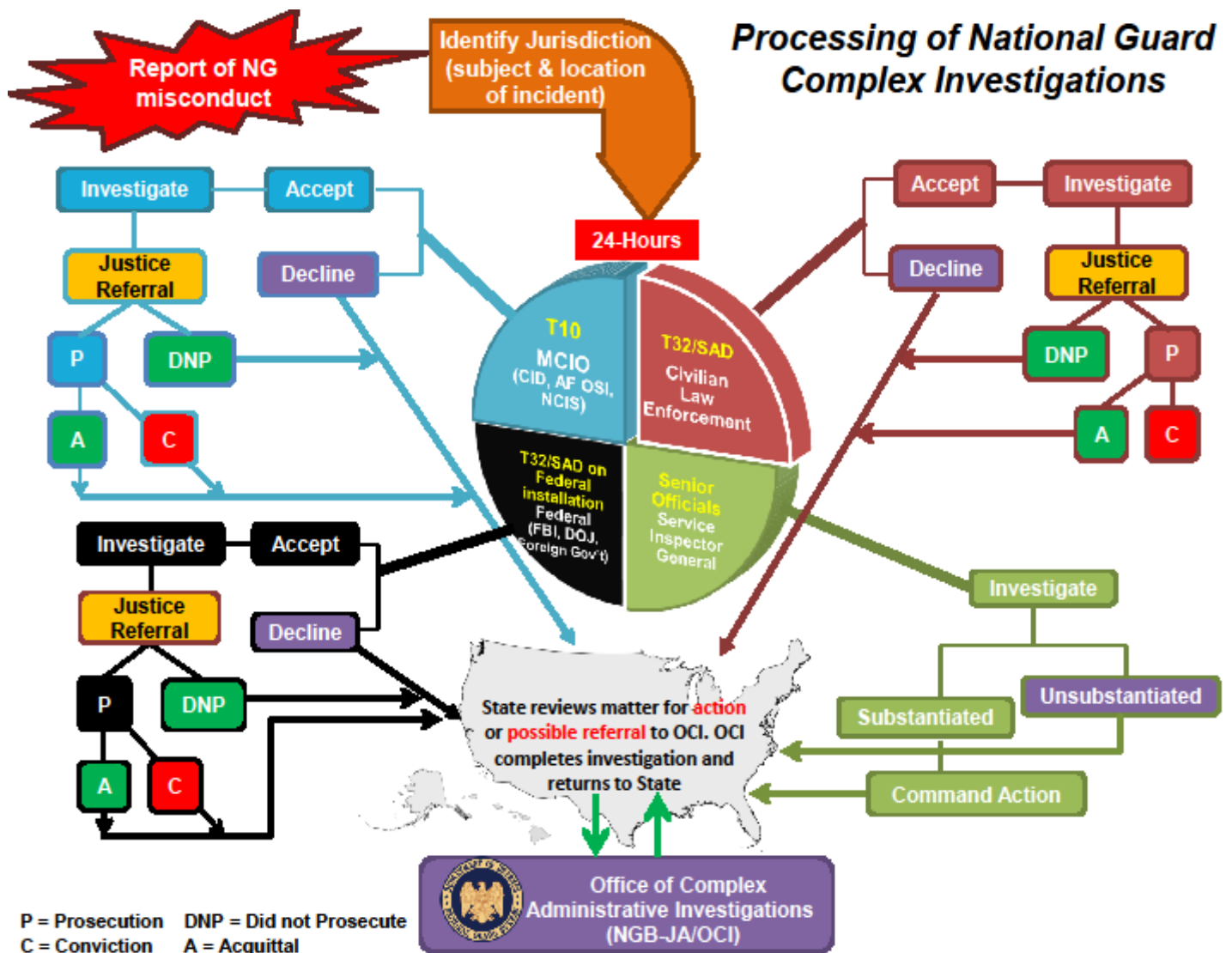
- Senior leader training, engagements and overall emphasis on sexual assault prevention and response increased as a result of the CNGB's GSLCs, GSLUs and Open Letter to TAGs.
- The NG T32 Initial SARC and SAPR VA training increased the level of proficiency of the State SAPR personnel to administer the JFHQ-State SAPR program; provided an increased awareness of the impact of sexual assault on victims; improved the response

to reports of sexual assault; enhanced crisis management effectiveness; and improved the overall support to victims.

- Additional positive trends over the past three years include:
  - Increase in # of SAPR trained personnel: SARCs, VACs, and SAPR VAs.
  - Increase in # of personnel trained in the specialty areas: JAs, Chaplains, and Medical personnel.
  - Increase in # of policies and procedures on high-risk management.
  - Increase in # of climate surveys in compliance with mandate.
  - Increase in # of workplace inspections for materials that degrade or cause an offensive work environment.
  - Increase in # of unit trainings
  - Increase in personal reports of bystander interventions



# INVESTIGATION Line of Effort Comprehensive Review





## Line of Effort 2 – Investigation



**Important Note - The National Guard does not possess a MCIO, such as the U.S. Army's CID, or the U. S. Air Force's Office of Special Investigations.**

**Populations Affected** - CLE, NGB-JA, NGB-JA/OCI, State JA, MCIO, Department of Justice, Federal Bureau of Investigation, Military Senior officers, and other first responders

### **Training Enhancements**

- All NGB-JA/OCI (hereinafter referred to as "OCI") investigators are required to complete core training at the Sexual Assault Unit Investigations Course at the US Army Military Police School at Ft Leonard Wood, MO, and attend annual refresher training conducted at NGB. The annual refresher training incorporates lessons learned from the field, policy updates, and other timely topics to help ensure current best practices are utilized.
- During the December 2013 GSLC, NGB Chief Counsel presented information on the OCI.
- OCI has also been providing increased training on its program and policies to individual State NG legal and other offices (subject to resource availability).

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

- *"Open Letter to The Adjutants General and the Commanding General of the District of Columbia" 11 April 2013*

**Basis:** To inform TAGs of the need to improve investigation of reports of sexual assault and track case disposition; a reminder of the valuable resources provided by the NGB-JA/OCI; to encourage TAGs to engage governors/mayors in discussions about prosecution of sexual assault offenses committed by NG members.

**Outcome:** Increased focus and top-level attention on and engagement in assuring the investigation of reports of sexual assault.

- CNGB Instruction 0400.01, 30 July 2012, *"Chief, National Guard Bureau Office of Complex Administrative Investigations"*

**Basis:** Institutes policy by which the NGB-JA will establish OCI to provide a capacity to perform complex administrative investigations regarding reports of sexual assault made by and against members of the NG, at the request of TAGs.

Outcome: Specially trained investigators available at the request of TAGs to investigate reports of sexual assault with a NG nexus, and for other matters on a case-by-case basis, including those affecting NG good order and discipline.

- CNGB Manual 0400.01, 8 November 2012, “*Chief, National Guard Bureau Office of Complex Administrative Investigations*”

Basis: To set guidelines for the management, operation, and training of the NGB-JA/OCI under the NGB-JA.

Outcome: An established procedure by which a TAG can request the services of OCI and inform the responsibilities of all stakeholders.

- CNGB Notice 0400, 16 April 2014, “*Interim Revision to CNGB Series 0400.01*”

Basis: Mandated referral of all Unrestricted Reports of sexual assault involving non-federalized members of the NG to the appropriate law enforcement investigating agency. If the law enforcement agency in which jurisdiction resides declines to investigate, the case must be referred to OCI for consideration – Commanders cannot conduct an internal investigation into allegations of sexual assault.

Outcome: Significant increase in the scope of operations for the OCI. Increase in the number of cases of sexual assault being investigated and offenders being held appropriately accountable for their crime.

- ***Establishment of NGB Office of Complex Administrative Investigations***

In July 2012, NGB established the OCI under the NGB-JA specifically to provide State NGs with a capability to investigate sexual assaults. OCI’s primary mission is to investigate sexual assaults with a nexus to the NG, which are outside the jurisdiction of MCIOs and are not or not sufficiently investigated by law enforcement. Since program instruction does not permit NG commands to conduct their own administrative investigations into sexual assaults, OCI was created as a gap-filler. This program is very well-received by the States, who would otherwise have to rely solely on CLE, who may decline to investigate and prosecute such cases due to evidentiary, resource, or other issues.

OCI investigations are conducted pursuant to TAG requests for assistance. Investigations are conducted as soon as possible and are based partly on the availability of witnesses and investigators. OCI investigations are typically conducted by three-person investigative teams, which includes at least one lawyer. The resulting investigations yield thorough reports and provide State NG leadership with actionable findings and evidence. State NG leadership, SARCs, legal counsel and case witnesses have noted the professionalism of OCI investigators. To improve reporting and handling of reports of sexual assaults, NGB mandated the referral of all Unrestricted Reports of

sexual assault involving non-federalized members of the NG to outside the chain of command in April 2014. This policy requires NG commanders to first refer such reports to law enforcement with jurisdiction over the crime, and if law enforcement declines to investigate, then to the OCI. The policy also allows referrals of cases to OCI, which law enforcement did investigate, but not sufficiently for the Command's purposes (for example, law enforcement did not prosecute and/or did not conduct a thorough enough investigation for the State Command to use for appropriate administrative action).

OCI has experienced a substantial increase in requests for assistance each year. While an increase in reporting and referrals can be attributed to a number of factors, improvements and clarifications in policy (such as the mandatory referral policy) and training about OCI's mission and capacities are certainly among them. As relayed by State JAs during the discussion of cases with OCI, some of this increase was clearly due in part to an increased confidence and understanding in how OCI handles cases and how OCI could assist Commands in addressing reports of sexual assault.

In its first 12 months of full operation (August 2012 - August 2013), OCI was requested for (and conducted) 18 investigations, thus averaging 1.5 cases per month. In the following 8 months (between August 2013 - April 2014, before the mandatory referral policy was published), OCI was requested for 20 additional cases (average of 2.5 cases/month). In the four months since publication of the mandatory referral policy (from April to August 2014), OCI has received 15 requests (average of 3.75 cases/month).

Starting with only three full-time personnel, who both administered the program and conducted investigations, OCI relied mainly on investigators from a pool of traditional (part-time) Guard members and certain JAs within the Chief Counsel's office. The traditional Guard members were placed on temporary orders as needed, while the JAs from the NGB-JA's office conducted investigations as an extra duty, as available. Within the first year, OCI trained approximately 75 part-time investigators from the States and grew to 7 full-time personnel at NGB.

To meet its increasing mission demands over the last two years, OCI has been rapidly recruiting experienced investigators and legal personnel as well as building technical capacity. Notably, the OCI only recruits investigators with relevant legal or investigative backgrounds, including civilian prosecutors and defense counsel or those with significant investigative experience, including law enforcement professionals. Thus, OCI leverages expertise inherent in the NG by selecting investigators who already have well-suited civilian or prior military experiences before training them to OCI standards. Aside from being individually recommended by their States and vetted by the NGB-JA, OCI investigators must complete core training at the Sexual Assault Unit Investigations Course at the US Army Military Police School at Ft Leonard Wood, MO, and attend annual refresher training conducted at NGB. Today, OCI has over 106 specially trained and available investigators from 50 different States. Most significantly, over the last year, OCI grew to 20 full-time personnel, including 15 full-time investigators who routinely travel throughout the country to conduct investigations.

In the last year, OCI's physical expansion, along with a new investigative SOP and refined report writing guidance, has enabled OCI to become more responsive to State requests for assistance, and ultimately provide more thorough investigations. NGB-JA and OCI leadership have noted an increase in the quality and comprehensiveness of the investigative reports, and State JAs frequently comment on the quality of the investigations and reports in enabling appropriate action and accountability. Current plans to further improve investigations, which are expected to be implemented by the end of FY14, include:

- A significant restructure of the organization that involves dividing investigators into closely managed and permanent teams with senior/experienced officer oversight.
- Purchasing advanced investigative equipment similar to that used by MCIOs.
- Revising the CNGB Manual 0400.01 to incorporate the latest relevant policies and procedures and publishing the revised guidance to the States.

### **Best Practices/Innovations Specific to the NG**

- The CMD SARB was instituted in June 2003. Its purpose is to review sexual assault cases, analyze the process, ensure system accountability and ensure quality services are provided to survivors of sexual assault. However, the SARB's efforts didn't stop there, but took steps to expand prevention efforts, assure compassionate victim response and ensure offenders face justice. One such innovation implemented was the appointment of a full-time sexual assault investigator in the PMO to track cases, expedite civil investigations, and obtain timely and accurate updates for victims. Additionally, the PMO is instituting Live Scan for the SAPR VAs and SARCs, which provides continuous monitoring for persons in positions of trust.

### **Positive Trends (qualitative and quantitative)**

- The investigation of sexual assaults of T32 Guard members increased significantly with the establishment of the NGB-JA/OCI. The ability to investigate sexual assaults of T32 Guard members significantly increased accountability measures.

**ACCOUNTABILITY**  
**Line of Effort**  
**Comprehensive Review**







## Line of Effort 3 – Accountability



**Important Note: The National Guard does not fall under the UCMJ. Each State has its own State CMJ.**

**Populations Affected** - Civilian Judicial System, State SJAs, Commanders, and other first responders

### **Training Enhancements**

- NG T32 Initial SARC and SAPR VA training contains segments that address the unique requirements of the T32 Guard member under the Accountability LOE.
  - The NG in each state falls under the State CMJ. NG SAPR personnel are presented with information and resources to help them navigate through and understand the differences between the UCMJ and how the States operate. Each state contains a section within the course that addresses the uniqueness of each state as it pertains to holding subjects of sexual assault accountable. Information is provided for the SAPR personnel to further investigate and become familiar with their specific State CMJ.
  - Strengths of NGB training identified by DoD training evaluation on practices and methods
    - Includes separate tracks for SARCs and SAPR VAs focusing on the unique roles and responsibilities
    - Incorporates training best practices and adult learning theory
    - Separate breakout sessions for line of duty determination processes for ARNG and ANG
    - Included powerful videos to help participants correlate a topic to real-life situations and experiences
    - Instructed by experienced SARCs and SMEs
    - Training manual and training DVD for each participant
    - Daily training evaluation for participants to offer constructive criticism and feedback
  - Strengths of NGB training identified by DoD training evaluation on content
    - Training curriculum focused on T32 unique complexities and challenges

- Updated and relevant training course materials
- Differentiated reporting options and eligibility based on the victim's duty status
- Overview of the complex legal procedures for investigating and processing sexual assaults in a T32 status
- NG SVC role explained and eligibility to use this service as T10 or T32 status
- Presentation on SAPR VAs boundaries and conflicts of interest
- Block of instruction on male victimology

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

- CNGB Info Memorandum, 13 November 2013, "*Enhancing Commander Accountability*"

Basis: OSD Memorandum, 06 May 2013, "*Sexual Assault Prevention and Response*" directing the Service Chiefs to develop methods to assess the performance of military commanders in establishing command climates of dignity and respect and incorporating SAPR prevention and victim care principles in their commands, and hold them accountable.

Outcome: Informed the SecDef of the NG's compliance with the initiative by executing the directives as set by the HQDA and the USAF, and implementation of its own program initiatives developed to meet the requirements.

- CNGB Memorandum, 9 November 2013, "*National Guard Command Climate Assessment Policy*"

Basis: Public Law (PL) 112-239, Subtitle H, section 572, "*Additional Elements In Comprehensive Department Of Defense Policy On Sexual Assault Prevention And Response*"

Outcome: This policy established the requirement for commanders and leaders of units with 50 or more Guard personnel to complete a command climate assessment within 120 days of assuming command or responsibility and an annual assessment thereafter.

- CNGBI 6400.01, 14 November 2013, "*Use of Defense Sexual Assault Incident Database (DSAID)*"

Basis: Public Law 110-417, “The Duncan Hunter National Defense Authorization Act for Fiscal Year 2009,” 14 October 2008, Subtitle G, Section 563, “*Implementation of Information Database on Sexual Assault Incidents in the Armed Forces*”

Outcome: DSAID provides the NG SARCs a centralized, case-level database for uniform collection of data regarding incidence of sexual assaults involving Guard members. It also provides a vehicle to make certain NG data is maintained and tracked consistent with all Military Services.

- CNGB Notice 0401, 24 April 2014, “*National Guard Implementation of Defense Sexual Assault Advocate Certification Program*”

Basis: Directive Type Memorandum (DTM) 14-001, 14 January 2014, “*Defense Sexual Assault Advocate Certification Program (D-SAACP)*” and PL 112-81, Title 5, Subtitle H, § 584, “*Sexual Assault Response Coordinators and Sexual Assault Victim Advocates*”

Outcome: Provides interim guidance to implement DTM 14-001 and provides the procedures for meeting Defense-Sexual Assault Advocate Credentialing Program requirements by all SAPR personnel.

### **Positive Trends (qualitative and quantitative)**

- Leaders on every level are fully invested in their role to lead the charge in our effort to combat sexual assault. They realize that resolving this issue is not only a strategic imperative, but an operational necessity, as it impacts our combat capability. As Brig. Gen. Michael R. Taheri, commander of the Air National Guard Readiness Center stated in a recent SAPR Stand-down, “We, the military, have always been a leader on the forefront of national issues. We are not going to stamp out sexual harassment and sexual assault in America. However, we must do our part to stamp out sexual harassment and sexual assault in our house. How do we do that? We make it a very uncomfortable place for offenders to hang their hats. Offenders will not find comfort in an environment that does not tolerate sexist remarks; they won't find comfort in an environment that does not condone victim blaming; they will be uncomfortable in an environment that does not ignore unprofessional behaviors. The end-state depends on you...!”

### **• 2013 Wisconsin Act 201 Amends CMJ to enhance Article 120**

State of WI modification to CMJ, updates sexual assault provisions. WI Governor Scott Walker signed Assembly Bill 641 on 8 April 2014. The 2013 WI Act 201 amends the limiting offenses of “rape or carnal knowledge” by replacing them with “rape and sexual assault generally; 120a, stalking; 120b, rape and sexual assault of a child; 120c, sexual misconduct”. WI is the first state in the nation to amend its state code specifically to provide enhanced Article 120, Sexual Assault Punitive Article. This article

aligns closely with the federal Uniform Code of Military Justice. This updated code will hold perpetrators accountable and protect victims in our ranks.

- **California Military Sexual Assault Legislation Senate Bill 1422**

The CMD SARB worked with state legislative liaisons and participated in hearings to help educate the state legislature on MST. The team collaborated on California Military Sexual Assault legislation Senate Bill 1422, signed by Governor Edmund G. “Jerry” Brown Jr. on 21 August 2014. This bill:

- Removes investigations and prosecutions of military sexual assault cases from the Chain of Command and requires cases of sexual assault of a service member of the CMD be subject to the jurisdiction of local civilian authorities. The CMD includes the NG, State Military Reserve, the California Cadet Corps, and the Naval Militia.
- Prohibits a convening authority from overturning a conviction for a qualifying sexual assault offense issued by a general court-martial.
- Requires the convening authority to dispose of cases on appeal in accordance with the decision of the Courts-Martial Appellate Panel. Under the bill, no statute of limitations would apply for a member of the active militia to be charged with a qualifying sexual assault offense when subject to the jurisdiction of the military court.
- Requires the punishment for a conviction of any of the specified offenses to be issued as directed by the general court-martial, and to include, at a minimum, dismissal or dishonorable discharge.
- Requires the CMD to report on or before 1 July of each year to the Governor, the Legislature the Senate Committee on Veterans Affairs, the Assembly Committee on Veterans Affairs, the Attorney General, and the United States Attorneys in California regarding the federal government’s activities relating to sexual assault prevention and response.

With the passage of this bill, which becomes effective on 1 January 2015, and the collaborative efforts, there is enhanced transparency and increased confidence in the reporting process.

- **Iowa Governor Signs Bill SF2321 (Effective 1 July 2014)**

The Iowa state Legislature passed a bill that prohibits IANG commanders from interfering with sexual assault victims’ right to report incidents involving members of the Guard to civilian law enforcement officials. After passing the Senate on a 47-0 vote and the House on a 94-0 vote, the bill was signed by Iowa Governor Terry E. Branstad on 3 April 2014. This bill:

- Makes it a state court-martial offense if a member of the state military interferes with or retaliates against a member who makes or intends to make a report of

certain serious crimes (murder, robbery, sex abuse, etc.) that are under the exclusive jurisdiction of civilian courts to civilian law enforcement. This offense takes place if the accused and victim were subject to the IACMJ at the time of the offense.

- Makes it a court-martial offense if a member of the state military fails to cooperate with or obstructs a civilian law enforcement investigation based upon a report of an offense mentioned above.
- Requires a commander who is made aware of an allegation that a crime the civilian courts have exclusive jurisdiction over has been committed by a member of the state military forces against another member to report it without delay to civilian law enforcement. In a case of an allegation of sexual abuse-the commander's obligation to make this report to civilian law enforcement does not apply in the case of a restricted report as defined by federal military regulations.
- Details that if the allegation is of sexual abuse, the commander is required to provide the person making the allegation with written notice of the person's right to notify local civilian law enforcement independently (but the commander is still required to notify civilian law enforcement if the report was unrestricted).
- States military members retain the right to notify civilian law enforcement of crimes that civilian courts have primary or exclusive jurisdiction over.
- Requires TAG to submit an annual report to the Governor and the Veterans' committees in each chamber of the number of offenses that are under the primary or exclusive jurisdiction of civilian courts that were reported to civilian authorities.

- **Maine Revised Statutes - Title 37B:** Defense, Veterans and Emergency Management – Chapter 5: Maine Code of Military Justice – added subsection on Sexual Assault.

In 2012, the MENG identified the need for sexual assault offenses to be specifically included in Title 37-B Chapter 5, the MECMJ. Language similar to Articles 120, 125 and 134 of the UCMJ were drafted for submission and enacted by the legislature in 2013. Unrestricted Reports of sexual assault are referred to the civil authorities for investigation and adjudication; however, the MENG maintains capabilities in addition to or in lieu of a District Attorney's actions.

- **Maine Chapter 66, Legislative Document 1504**, 126th Maine State Legislature, Resolve, Directing TAG of the State to Ensure the MECMJ Addresses Sexual Trauma in the Military.

As requested in Legislative Document 1504, TAG's Office conducted an assessment of the MECMJ and the provisions of the FY13 NDAA in order to determine if there are gaps in adequate prosecution and proper treatment of sexual assault victims.

The MENG is currently complying with many of the 14 discussion points as outlined in the FY13 NDAA and subsequent policies or regulations at the national level. Key program elements are detailed in TAG Policy 13-2, *“Maine National Guard Sexual Assault Program Policy.”*

- **Review of Kentucky Code of Military Justice**

During a review of the KYCMJ, it was identified that all statutes pertaining to sexual assault within Title V – Military Affairs, Chapter 35, Military Justice were repealed in 1970. The JFHQ-State SAPR Office worked with the State JAG office to add new statutes covering this during an update of the KYCMJ. Two sections, 681 and 690, *“Rape and sexual assault generally”* and *“Other sexual misconduct”* respectively, were introduced into the legislative process and approved with zero dissenting votes and became effective on 25 June 2013. Section 681 clearly defines the act of each type of sexual assault, removing any possible ambiguity. It also defines “consent” and the conditions under which it can or cannot be given.



**ADVOCACY/VICTIM ASSISTANCE**  
**Line of Effort**  
**Exceptional SARCS of the Year**



**2009 - SGM Donald Werts  
JFHQ-SARC, Pennsylvania**



**2010 - 1<sup>st</sup> Lt Lori Alix,  
JFHQ-SARC, Massachusetts**



**2011 - CMSgt Kelly Wilkinson  
JFHQ-SARC, Minnesota**



**2012 - MAJ Alisa M. Englert  
JFHQ-SARC, Colorado**



**2013 - CPT Jennifer Hunt  
JFHQ-SARC, Florida**



**2014 - Maj Katherine Maines  
JFHQ SARC, Connecticut**



## Line of Effort 4 – Advocacy/Victim Assistance



### **Populations Affected**

Survivors/victims, SARCs, JFHQ-State VACs, SAPR VAs, NGB-JA, SVCs, TAGs, State SJAs, Commanders, medical personnel, and other first responders

### **Training Enhancements**

- During the December 2013 GSLC, NGB Chief Counsel briefed senior leaders on the Special Victims Counsel Program available in the AC. This program provides legal representation and advice to Service members facing legal issues arising out of reported sexual assault. As this program is unavailable for NG on T32 duty status, Chief Counsel presented information on the NGB SVC Program that was under development. His briefing included a discussion on the requirement to establish this capability in the NG as mandated by the National Defense Authorization Act for FY 13 and the 14 August 2013, SecDef Memorandum, “*Sexual Assault Prevention and Response*.” The ideal construct, SVC requirements and qualifications, and scope of responsibilities were also reviewed. Further, senior leaders were briefed that the Joint NGB SVC representation will be available to all NG victims of sexual assault. At the time of this presentation, Minnesota (MN) and WI were in the process of developing their state’s SVC program.
- In order to obtain D-SAACP certification, all NG SAPR personnel within the States are required to complete the 40-hour NG T32-specific Initial SARC and SAPR VA training. As mentioned in LOE 1, this course was designed to provide SARCs, JFHQ-State VACs and SAPR VAs with information needed to provide the appropriate support and resources to NG sexual assault victims. Unlike the AC, which has many resources available on the installation, the NG must rely almost solely upon the resources available within the local community, county and state.
- Idaho (ID) Coalition Against Sexual and Domestic Violence and the ID Victim Assistance Academy.
  - Members of the ID SAPR Office frequently partner with the Coalition to provide training, outreach and project collaboration. The Coalition coordinates and organizes services and resources throughout the state in order to provide comprehensive care to victims.
  - Members of the ID SAPR team are trained members of the Academy. The Academy is a unique academic opportunity involving multi-disciplinary professionals learning and leading together to better serve the needs of ID crime victims and is held every two years.

- KY conducted a 90 minute workshop titled “Sexual Trauma Impacting Military Families: Programs, Services, Challenges and Considerations” for the Inaugural “Collaborations Impacting Traumatized Youth” conference.

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

- By virtue of its unique structure consisting of both Army and Air NG entities, the NG SAPR program within each state operates on a cross-service joint response capability. In order to maximize the ability to respond to the needs of a sexual assault victim and survivor, the victim advocate assigned to respond may be based on location rather than service affiliation.

- Safe Helpline Certification Process, 18 October 2012

Through an MOU between the NGB and DoD SAPRO, a process was established to:

- Provide NGB SARC and responder information for the Safe Helpline database.
  - Conduct warm hand-off referrals by Safe helpline staff for callers to NGB SARCS and by NGB SARCs when referring callers to the Safe Helpline.
  - Track the number of referrals received by NGB SARCs from the Safe Helpline and made by NGB SARCs to the Safe Helpline.
  - Respond in a timely manner to complaints from callers using the Safe Helpline and NG-J1-SAPR services.
  - Provide NG-J1-SAPR and headquarters level personnel to access the Safe Helpline reporting portal.
  - Provide NG-J1-SAPR headquarters level personnel Safe Helpline communications updates and materials for Safe Helpline outreach efforts and materials distribution to NG SARCS.
- CNGB Info Memorandum, 13 November 2013, *“Improving Response and Victim Treatment”*

Basis: OSD Memorandum, 06 May 2013, *“Sexual Assault Prevention and Response,”* directing the Secretaries of the Military Services to implement and monitor methods to improve victim treatment by their peers, co-workers, and chains of command.

Outcome: Informed the SecDef of the NG’s compliance with the initiative by directing the ARNG and ANG to follow Service directives.

- In Staffing – CNGB Notice, “*National Guard Implementation of Sexual Assault Incident Response Oversight (SAIRO) Report*”

Basis: Directive-type Memorandum 14-007, 30 September 2014, “*Sexual Assault Incident Response Oversight (SAIRO) Report*”

Outcome: To provide general level commanders with visibility and transparency of the local response to the sexual assault within eight calendar days from the report of the Unrestricted Report of sexual assault to assure appropriate victim care is provided.

- **Wisconsin National Guard Special Victims’ Counsel Program, October 2013**

Wisconsin’s Adjutant General, Major General Donald P. Dunbar, was determined to make the message clear, “There is no place for sexual assault in the Wisconsin NG.” The WI TAG was also adamant about extending the services and support provided to WING members serving on T32 or state active duty who are sexually assaulted by another service member. Based on a program that was piloted by the AF, WI became the first state in the nation to implement the SVC program for Guard members. The program provides a JA licensed to practice law in WI to help the victims, who file an Unrestricted Report, navigate the investigatory and military justice processes. Both the WI Army and Air NG assigned a senior JA to serve as a SVC. The SVC advocates for the victim’s best interests, and as such, may help empower the victim to continue cooperating with the investigation and prosecution of the alleged assailant.

- **Minnesota National Guard Special Victims’ Counsel Program, December 2013**

The MNNG became the second state NG to provide special legal counsel for victims of sexual assault. The MNNG hired a JA to serve as an SVC. The individual possessed experience in both military and civilian trial practice to help guide victims through the often time long and difficult process to bring an offender to justice.

- Technician Memorandum, 10 March 2014, “*Leave for Sexual Assault Victims*”

Basis: 5 United States Code, Chapter 63, “*Leave*”, and Office of Personnel Management, “*Guidance for Agency-Specific Domestic Violence, Sexual Assault, and Stalking Policies*”, February 2013

Outcome: TAG has the discretion to grant Dual and Non-Dual status Technicians administrative leave from their duties without loss of pay or charge to leave for brief periods, when in the best interest of the State. This leave may be granted for the following situations:

- Filing a police report about a sexual assault.



- Seeking medical treatment, including mental health counseling resulting from the sexual assault.
- Participating in civil or criminal court proceedings related to the sexual assault.
- Participation with an advocacy program, such as a rape crisis center resulting from a sexual assault.
- Other actions needed to protect the victim's safety and well being.
- Establishment of NG Special Victims' Counsel Program, May 2014

Basis: NDAA FY12 and FY13 mandated a provision of legal assistance to victims of sexual assault. 14 Aug 13 SecDef memorandum required Services to establish a SVC program. FY14 NDAA specifically mandated the establishment of a SVC program by the Service Secretaries.

Outcome: Although the establishment of a SVC program was a mandate for the Military Services, the CNGB directed, like services, to be available to Guard members who were victims of sexual assault. NG SVCs are now available to eligible victims of sexual assault to provide confidential legal representation related to issues that may arise as a result of being sexually assaulted. A "*Notification of National Guard Special Victims' Counsel Services*" was developed to inform the victim of the following services the SVC may provide:

- Legal representation and advocacy on issues related to the military criminal or administrative disposition of the sexual assault, such as attending interviews with military investigators and military trial and defense counsels, participating in courts martial and assisting with drafting victim impact statements.
- Referral to Trial Defense Service or Area Defense Counsel for collateral misconduct, if necessary.
- Advice to client on personal civil legal affairs that have a direct nexus to the sexual assault.
- Advice to client on filing an expedited transfer requests, requesting military and/or civilian protection orders and obtaining records related to the sexual assault investigation or case disposition.
- Traditional legal assistance services.
- Individuals eligible for NG SVC assistance include: NG members on T10 or T32 duty status, on SAD with a NG Nexus, not in a duty status but with a NG Nexus, Dual-Status Technician with a NG Nexus, and dependents of NG members if either the Service or the NG has jurisdiction over the alleged perpetrator.

- NG Special Victims' Counsel Program Overview

The SVC Program was developed to strengthen the legal support provided to NG victims of sexual assault. Per FY14 NDAA, eligibility to receive SVC services was limited to NG members sexually assaulted while in a federalized status. Consequently, most NG members and eligible dependents did not meet the requirements to receive SVC services from active Service SVC Programs.

CNGB recognized this inequity and in November 2013, implemented the NG SVC Program. The SVC program consists of a cadre of specially-trained JAs, who will zealously represent a client's interests on issues arising out of the sexual assault.

The SVC division within NGB-JA (NGB-JA/SVC) was quickly tasked with the responsibility to stand up the NG SVC Program. In light of the complexity of establishing a national SVC program to support NG sexual assault victims in the States, they developed a phased approach. This approach allowed the program to immediately respond to existing SVC requests, and to design a sustainable plan to gradually grow the NG SVC Program.

The NG SVC Program reached its operational status on 15 May 2014. Since then, NGB-JA/SVC has received positive feedback from many senior leaders, military prosecutors and investigators, and clients. The Regional SVCs were commended on their excellent legal acumen, quality of legal representation, and professional, yet unyielding, legal advocacy. Since becoming fully operational, the NG SVC Program has experienced a 47 percent monthly case increase, equating to 20 new cases per month. This rate of increase is indicative of the strong confidence in the legal services provided by Regional NG SVCs and their positive reputation.

As discussed below, the NG SVC Program is keenly aware of the financial and human resource programmatic challenges that lie ahead, and is implementing measures to ensure

sustainable expansion of the program. A continuous evaluation of the health and use of the NG SVC Program will ensure:

- (1) Regional NG SVCs have ready access to TDY and training funding, and professional development opportunities.
- (2) All NG Service members and eligible dependents have easy access to unfettered SVC legal representation.



**Special Victims Counsels**



(3) Policy and legal practice environments are conducive to victim representation.

- Building Program Infrastructure

In order to build the appropriate program infrastructure, NGB-JA/SVC conducted a series of assessments. To project the manpower needs for the phased approach, they evaluated the number and characteristics of NG sexual assault reports from FY09 to

FY13, against Army and Air NG force strength. Based on information gleaned from the assessments, it was determined that a regional breakdown of the States, comparable to the Federal Emergency Management Agency and defense counsel regions, would support the most effective use of human and financial resources. These regions include Northwest, West, Midwest, South-Central, Upper Midwest, Southeast, East and Northeast.



NGB-JA/SVC studied the characteristics of the NG sexual assault cases, focusing on the duration and intensity of legal support required, lessons learned and best practices reported by Service SVC programs, and feedback from the NG JA community. Based on this information, a centralized SVC program, similar to the AF SVC program structure, was developed to serve the States. In this structure, the full-time NG Regional SVC is situated within a state of the assigned region under the direction of the NGB-JA/SVC. This program infrastructure properly addressed potential challenges in resource support, SVC service accessibility, utilization, and programmatic accountability, as well as preserving the independence of the SVC legal representation.

- Policy Development

During Phase I and II of program development, spanning from December 2013 to June 2014, one of NGB-JA/SVC's priorities was to develop SVC policy and practice documents that addressed the unique challenges facing NG members and NG SVC. They closely coordinated its training, policy and programmatic development with the Service SVC Programs and The Judge Adjutant Generals (TJAGs) throughout the phases of program development. Through this coordination, the Services modified policy to ensure NG Service members and eligible dependents who are victims of sexual assault could receive SVC services provided by NG SVCs.

The CNGB Instruction and CNGB Manual for the NG SVC Program, providing fundamental policy statements and SVC rules of practices, respectively, are currently undergoing internal review. Until their approval, NGB-JA/SVC continues to provide policy guidance to practicing NG SVCs with SOPs on areas such as client consultation,

legal trainings, and template documents on issues concerning privacy protection, record requests, and requests for expedited transfer. They also host weekly conference calls with Regional NG SVCs as a forum for peer-to-peer learning, professional development, and accountability check.

- Manpower Development

NGB-JA/SVC coordinated and met its training requirements by partnering with the Army and AF SVC certification courses. To address the NG policies and unique challenges facing the T32 Guard member, they provided an NG curriculum and instructors for the NG JAs participating in the certification course. Following successful completion of this course, NGB-JA/SVC coordinates with the Army or AF SVC PM to ensure the Service TJAG properly certifies the NG JAs as SVCs.

To date, 94 trained NG SVC are present in 43 of the States. Of the 94 trained SVC, 11 were selected to serve as NG Regional SVCs on full-time, NG duty (T10, and ADOS-RC orders). The full-time Regional NG SVCs provide sustained legal support to allow sexual assault clients to focus on recovery. NGB-JA/SVC was able to recruit NG Regional SVCs by leveraging expertise and diverse legal experiences within the NG SVC community. NG Regional SVCs are seasoned attorneys who have served as civil litigators, state prosecutors, or civilian defense attorneys, in addition to being NG JAs. Additionally, NG Regional SVCs have extensive experience in advising individual clients or executive-level leadership in military or civilian settings.

Since the inception of the NG SVC program, NG Regional SVCs have experienced a high volume of cases laden with complicated legal issues. The amount of work to resolve these cases would require an attorney to invest work hours extending well beyond a normal drill schedule and annual training days.



**Special Victims Counsels**

Within two months after the program reached its operational status, NG Regional SVCs were collectively representing 43 cases addressing a myriad of cross-cutting legal issues, such as military criminal investigation and prosecution (court martial), administrative investigation and case disposition, line of duty determination for NG victims of sexual assault, expedited transfer requests, and protection of privacy. NG SVC program staff was also monitoring seven NG cases supported by Army and AF SVCs.

- Current Program Evaluation and SVC Professional Development

NGB-JA/SVC continually assesses the health and utilization of the NG SVC program. Regional NG SVCs submit a monthly manpower tracking report that provides a quantitative means for NGB-JA/SVC to evaluate legal challenges facing our clients, identify subject matters that require advance legal training, and pinpoint shared-concerns that require systematic resolution. Since May 2014, the majority of the work hours spent on providing direct client services by Regional SVCs were focused on initial client intakes, protection of privacy, and ensuring access to LOD determination.

Driven by the manpower tracking results and feedback from the Regional NG SVCs, NGB-JA/SVC hosted the inaugural annual legal training for the Regional NG SVCs in August 2014. The three-day, advanced legal training focused on victimology and serving as a victim's attorney, LODs, incapacitation pay, and the medical separation process to include the disability evaluation system, and protection of medical and mental health records.

Additionally, during the initial months of assuming their duties, Regional NG SVCs participated in the 40-hour NG T32-specific initial SARCs and SAPR VA training to become fluent with DoD and NGB SAPR policies, programs, and resources. Furthermore, they will be attending legal assistance training at the Army JA General's Legal Center and School. Regional NG SVCs are also provided with opportunities and funding to attend legal trainings conducted by State NG JAs, SARCs and SAPR/VAs, and regional trial defense counsels.



**Special Victims Counsels**

To ensure victims of sexual assault are aware of the SVC program and what it has to offer, NGB-JA/SVC established outreach efforts. These efforts include SAPR policy and SVC program briefings at commander's calls, annual training for

SARCs and SAPR VAs, state JAs, regional defense counsels, and NGB-JA/OCI. They also coordinate with the Regional NG SVCs and state JA community to further advertise the availability and services offered by Regional NG SVCs.

Overall, the NG SVC Program has experienced a gradual increase in SVC utilization. Specifically, Regional NG SVCs are collectively reporting approximately 20 new cases per month, making a sum total of 43 cases for June and July 2014. Also for the months of June and July 2014, they spent:

- 117 hours meeting with clients for initial case intake and other follow-up issues
- 92.5 hours in assisting clients with correction of personnel records and privacy protections

- 75 hours in obtaining and reviewing client investigative, personnel, medical and mental health records
- 61 hours in issues concerning LOD.

Regional NG SVCs reported over 1200 hours in conducting legal research, drafting, and consultation in preparation for their legal representation and advocacy.

The NG SVC Program has witnessed an increase in the intensity of legal support required. Examples include:

(1) A case involving the sexual assault of a Guard member taking place over a long period of time with the victim in a T10, T32, and civilian status.

(2) A victim facing adverse administrative actions.



### Special Victims Counsels

These types of cases require a greater degree of legal advocacy, research, and drafting to advocate for the client's interests and realize the client's rights and objectives.

- CNGBI 1303.01A, 06 August 2014, "*Expedited Transfer, Reassignment, or Removal of National Guard members Due to an Unrestricted Report of Sexual Assault*"

Basis: Section 1713 of FY14 NDAA made it possible for maintaining good order and discipline.

Outcome: Commanders can make a timely determination and take action to either expedite the transfer of a victim of sexual assault or to temporarily and administratively reassign or remove a T32 Guard member from a position of authority, who is accused of committing a sexual assault or related offense. The purpose of these actions is to ensure the safety of the victim and for the purpose of maintaining good order and discipline.

- State Specific
  - Idaho SAPR VA Tracker. Created by the JFHQ-State VAC, this Excel spreadsheet tracks all aspects of a SAPR VAs selection, screening, training, certification and continuing education. The tool has increased efficiency and accountability for the program.



## Improvements to Victim/Survivor Services and Resources Available

- One of the most significant improvements to the NG SAPR program to aid in the support provided to the sexual assault victim and survivor is the addition of the JFHQ-State VAC as mentioned in LOE 1. Since FY 12, the number of SAPR staff at the JFHQ-State has grown from 82, including SARCs and alternate SARCS, to 108 in FY14 including SARCs and JFHQ-State VACs. ANG SARCs have grown to 137.
- Colorado SARC created the Colorado NG Joint Services Sexual Assault Response Team (SART). This is a partnership between three DoD programs and include Buckley Air Force Base, the 140<sup>th</sup> Fighter Wing, Colorado Air NG and JFHQ-CO ARNG. Through this team, military members receive care and services of seven SARCs, Alternate SARCs, and JFHQ-State VAC and 75 (AC, NG and Res) D-SAACP certified civilian and military victim advocates.
- CMD SARB initiative: CMD SAPR VAs are provided support kits containing references, resources, checklists and forms necessary for a rapid response.
- State specific SA Response Checklist. Idaho developed a state specific checklist for the SARCs and SAPR VAs to use when working with a survivor of sexual assault.

IDAR NATIONAL GUARD SAPR CHECKLIST (VICTIM ADVOCATE)	
<b>PRINCIPAL PURPOSE(S):</b> This document may be utilized by SAPR/SAPR victim advocates when assisting a survivor of sexual assault. The purpose of this checklist is to ensure that the survivor is aware of the resources available to them. No personally identifiable information should be recorded on this checklist. Questions should be directed to Idaho's JFHQ SARC at (208)725-3880 or (208)447-4346.	
<b>1A: WAS INCIDENT SEXUAL ASSAULT?</b> Intentional sexual contact characterized by use of force, physical threat or abuse of authority, or when the victim does not or cannot consent. Types of assaults include rape, nonconsensual sodomy (oral or anal), indecent assault (unwanted sexual contact or fondling), or attempts to commit these acts. <input type="checkbox"/> Yes (Y) <input type="checkbox"/> No (N)	<b>1B: WAS INCIDENT SEXUAL HARASSMENT?</b> A form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature. May include conditions on a person's job, pay, and career (and pay) and/or interferes with an individual's work performance (hostile environment). <input type="checkbox"/> Yes (Y) <input type="checkbox"/> No (N)
<b>2: IS THE SURVIVOR A MEMBER OF THE NATIONAL GUARD OR A DEPENDENT 16 YEARS OF AGE OR OLDER?</b> <input type="checkbox"/> Yes (Y) <input type="checkbox"/> No (N)	<b>3: WAS THIS AN INTIMATE PARTNER SEXUAL ASSAULT (SURVIVOR AND OFFENDER ARE MARRIED, PREVIOUSLY MARRIED, WERE A CHILD IN COMMON, OR LIVE TOGETHER)?</b> <input type="checkbox"/> Yes (Y) <input type="checkbox"/> No (N)
<b>5: DID THE ASSAULT OCCUR IN A TITLE 32 DUTY STATUS?</b> <input type="checkbox"/> Yes (Y) <input type="checkbox"/> No (N)	<b>6: HAVE OTHERS BEEN TOLD ABOUT THE ASSAULT?</b> <input type="checkbox"/> Yes (Y) <input type="checkbox"/> No (N)
<b>7A: ACCEPT MEDICAL CARE/SAFE EXAM</b> <input type="checkbox"/> Yes (Y) <input type="checkbox"/> No (N)	<b>7B: SAFE REIMBURSEMENT FORM COMPLETED AND SUBMITTED (R)</b> <input type="checkbox"/> Yes (Y) <input type="checkbox"/> No (N)
<b>8: VICTIM NOTIFIED (N)</b> Date Notified: _____	<b>9: VICTIM ADVOCATE ASSIGNED (N)</b> VA Name: _____ Date Assigned: _____
<b>11: COMPLETE AND SUBMIT DD 2912</b> Date Submitted to SARC: _____	

IDNG SAPR Checklist Version 6-14 Page 1 of 2

IDAR NATIONAL GUARD SAPR CHECKLIST (SARC)	
<b>UNRESTRICTED</b> COC <input type="checkbox"/> Offender ID# <input type="checkbox"/> Offender SARC or VA <input type="checkbox"/> Current cases <input type="checkbox"/> High media attention likely <input type="checkbox"/> NA Investigative Authorities Notified <input type="checkbox"/> Local law enforcement <input type="checkbox"/> Office of Complex Administrative Investigations (OCI) TAG/First CS in victim's chain notified (verbal within 24hrs) Date Notified: _____ AINIG IC notified (verbal within 24hrs, Mr. Karen Kelly @ 801-428-8014) Date Notified: _____ Within DD 2912 DDAID Data Form Date Initiated: _____ Commander provided with CO's checklist Date Provided: _____ Expedited Transfer (ENIG 1301.01) <input type="checkbox"/> Yes Date Transferred: _____ <input type="checkbox"/> No, declined by survivor Military Protective Order/Civilian Protective Order <input type="checkbox"/> Yes Date Enacted: _____ <input type="checkbox"/> No, declined by survivor Special Victims Counsel (SVC) Requested <input type="checkbox"/> Yes Date of SVC Meeting: _____ <input type="checkbox"/> No, declined by survivor Case entered into SDAID (within 48hrs) Date Entered: _____	<b>RESTRICTED</b> TAG notified (verbal within 24hrs, Non-personally identifiable information (Offender & Victim) Gender, Grade, Component, Status, Location, Type of assault. Date TAG Notified: _____ Convert restricted report to unrestricted Date Completed: _____

IDNG SAPR Checklist Version 6-14 Page 2 of 2

The checklist ensures survivors are provided the best care possible.

- SAPR VA Home of Record Map. A situation unique to the NG is having a Soldier or Airmen that drills away from his home of record, sometimes driving many hours on drill weekends. At least three states are addressing this situation to ensure sexual assault victims and survivors receive timely support.

- The CMD SARB mapped the geographical locations of over 115 credentialed VA's and developed an area coverage methodology to ensure border-to-border, cross component advocacy.
- The ID SAPR Office is developing a map of the state that documents the home of record of each of the SAPR VAs in order to ensure that there is good coverage throughout the state. This will help in assigning a victim advocate to a survivor, ensuring that they live in close proximity to each other.
- Nebraska NG posted a map of the state on their GKO website that identifies the locations of their victim advocates. It also includes the following disclaimer: "Although each SAPR VA is represented in a certain geographical or unit specific location, any SAPR VA is able to assist and refer a victim of sexual assault or domestic violence anywhere in the state to the appropriate resources."

### **Indicators of Victim Satisfaction and Confidence in the System**

NG victims' satisfaction with and confidence in our response systems measured qualitatively through events like focus groups and one-on-one sessions. Quantitatively, we rely on measures such as the number of victims that file an unrestricted versus restricted report and those that report assaults that did not occur while on active military service. An in-depth analysis of these measures is included in the analytical discussion.

### **Best Practices/Innovations Specific to the NG**

- Community Collaborations. The NG's greatest strength lies in our personnel. This strength is then enhanced through the collaborative efforts of the numerous military, governmental and civilian agencies and organizations whose goal is to help support sexual assault victims. The state of Illinois is a prime example of the collaborative partnerships established between the NG and various organizations and agencies geared toward assisting the sexual assault victim in the recovery process. These include, but are not limited to, the following:

- Michael Reese Health Trust
- Health & Disability Advocates
- Illinois Coalition Against Sexual Assault and its subsidiaries
- Transitional Living Services Veterans
- Lindenwood University (Belleville), Education and Counseling Division
- The Chicago School of Professional Psychology
- Illinois Family Violence Coordinating Council



- St Louis Veterans Affairs Medical Center (VAMC) (Suicide Prevention Coordinator, Operation Iraqi Freedom(OIF) and Operation Enduring Freedom (OEF) Coordinator, MST Coordinator)
- Hines VAMC (Suicide Prevention Coordinator, OIF/OEF Coordinator)
- Marion VAMC (Suicide Prevention Coordinator, OIF/OEF Coordinator, MST Coordinator)
- Captain James A. Lowell (Suicide Prevention Coordinator, MST Coordinator)
- E. St. Louis, Springfield, Chicago, and Peoria Vet centers
- United States Army, Air Force, Navy and Marine Corps
- NGB Psychological Health Program
- Illinois Connections for Families of the Fallen
- Braveheart Therapeutic Riding Center Lake and McHenry Veterans and Family Services
- McHenry County Mental Health Board
- National Able in Chicago
- Children Home + Aid in Granite City
- Chestnut Health Systems in Granite City
- Connecticut Victim Support Team.

In September 2013, the CTNG organized a Victim Support Team to provide military support in civilian courts to Guard members who are pursuing legal action against their assailants. The team consists of a JA, a Special Victims Investigator, JFHQ-State-SARC, SEEM, the JFHQ-State VAC, and the SAPR VA assigned to the case. The Team's intent is to demonstrate to their Guard members that they are committed to their well-being even when they are off duty. The team only provides moral support; they do not provide legal counsel. Since inception, this team has supported four of our Guard members.

- Collaborations with regional SART. A majority of the States have established a relationship with their SART. Listed below are several specific examples.

- KYNG teamed up with the KY SART development committee to develop an SOP for establishing SARTs and Sexual Assault Interagency Committees across the state to ensure a multidisciplinary standard response in each community when responding to a sexual assault. This document was completed in mid-2014 and is now available for use across the state. The goal is to improve services in underserved communities and improve services and response for those Service members who elect to pursue services outside the military in cases of sexual assault.

- SCNG has teamed up with the SART in the Columbia SC area, which is comprised of local agencies that serve survivors of sexual assault. It is composed of agencies such as Richland County Sheriff's Department, Columbia Police Department, Ft Jackson SHARP, Palmetto Richland Sexual Assault Nurse Examiners and Campus Police, among others.

- Illinois ARNG and ANG established MOUs to provide insight into the care and advocacy received by an Illinois Guard member. Through this increased communication, the intent is to better assess and support a sexual assault victim's needs. The basis of the MOU includes:

- Illinois National Guard will:

- Provide victims of sexual assault with basic referral information.
- Notify the organization to arrange for free transportation of the sexual assault victim who agrees to receive support or services from that organization.
- Provide a listing of resources available from the organization, to include telephone numbers and a general description of the services offered.
- Provide information to the organization, as needed, on the resources available to victims of sexual assault provided by the ILNG, as well as other programs and agencies within the community.



**(Left) Cathy Byers, Growing Strong Sexual Assault Center, Decatur, Illinois, Illinois TAG, Maj. Gen. Daniel M. Krumrei and Catherine Walters from Prairie Center Against Sexual Assault, Springfield, Illinois, sign MOUs.**

- Supporting Organizations (Growing Strong Sexual Assault Center, Safe Passage, Mutual Ground, Incorporated, and The Center for Prevention of Abuse) (The Vet Center Readjustment Counseling Services MOU and Prairie Center Against Sexual Assault are pending final review and signatures) will:

- Participate in military competence training provided by the ILNG SARC.

- Contact the JFHQ-State SARC immediately upon receiving an ILNG member referral and when a staff member identifies a victim of sexual assault as a member of the ILNG.
  - Provide the same services to a NG member who is sexually assault as they would to all other clients, in accordance with the wishes and needs of the victim.
  - Work with the JFHQ-State SARC, when needed, to train ILNG first responders on resources available and processes pertinent to the effective care and support of victims.
- Maine SAPR staff opened the doors for additional cooperation with Sexual Assault Nurse Examiners, CLE, District and US Attorney's Offices, Victim Witness Specialist and other Victim Advocates. They also collaborate with ME VAMC's MST program and Vet Center Staff.
  - Inaugural Retreat for Survivors of MST in Georgia.

The Georgia NG in collaboration with Silver Lining Villages held a one-day retreat for 12 veterans of the Army, Army Reserve, ARNG, Navy, Air Force and Marine Corps. The women victims valued the Emotional Freedom Techniques or "tapping" sessions and the safe environment that was created. Recognizing that the stress of trauma from MST is a life-long battle, the retreat offered tools to reduce stress and a chance to interact with other survivors. The participants found the experience uplifting and life affirming. Receiving positive responses to a questionnaire, a second retreat is scheduled for two days based on recommendations from the participants. Demographics of those attending the first MST retreat:

Age:

Average = 44 years  
Range = 23 – 52

Branch of Service:

Army, Army Reserve, and Army NG = 9  
Navy = 3  
Air Force = 1\*  
Marine Corps = 1\*  
\* Served in more than one branch of service

Years of Service:

Average years = 10.7  
Range = 3 – 26  
With more than 10 years = 6

Served in War or Combat = 8



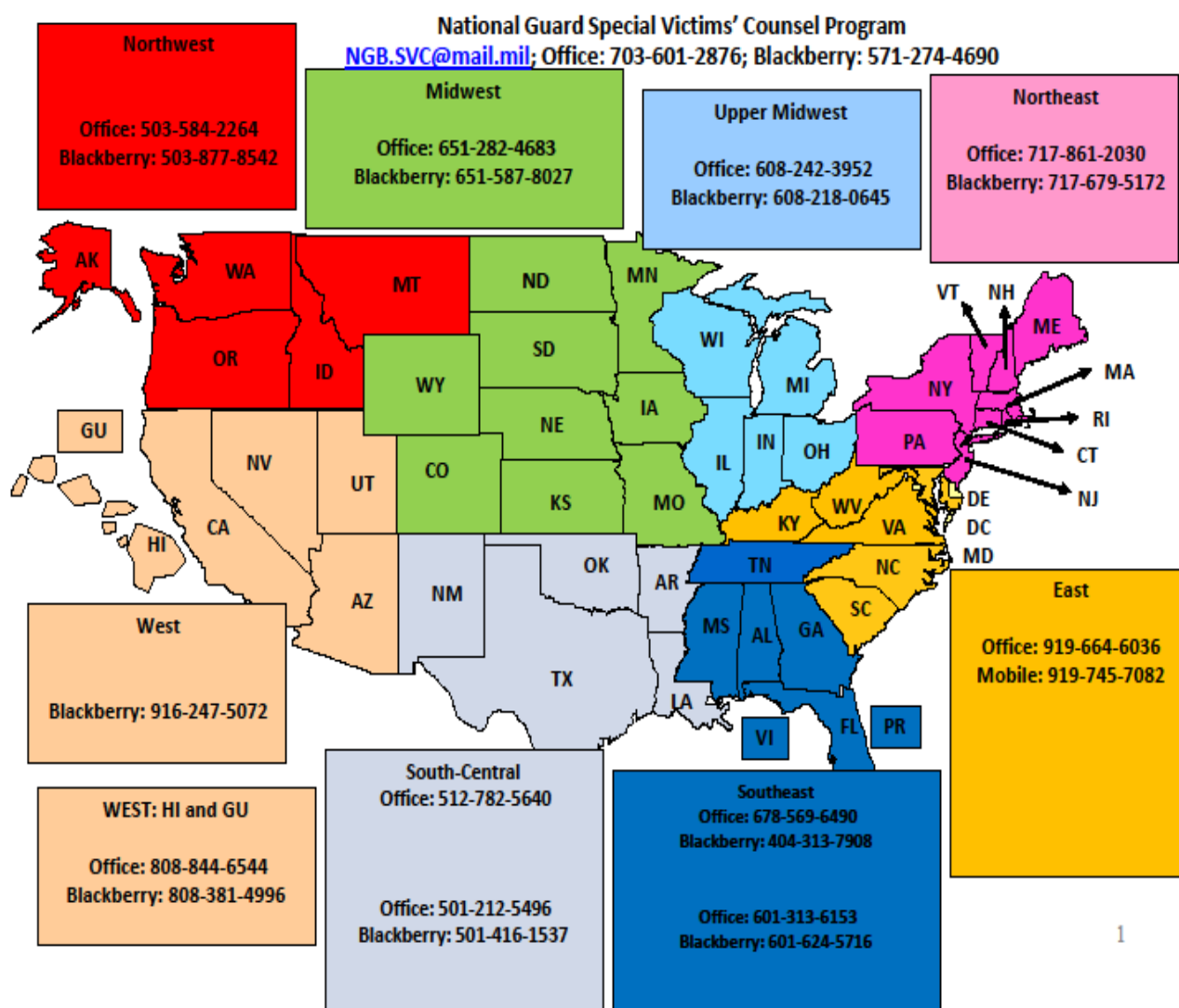
**Participants at the inaugural MST Retreat**

### Positive Trends (qualitative and quantitative)

- The NG SVC Program has experienced a 47 percent monthly case increase since becoming fully operational, equating to 20 new cases per month. The number of SVCs assigned by region is based on the reports of sexual assault trend data.

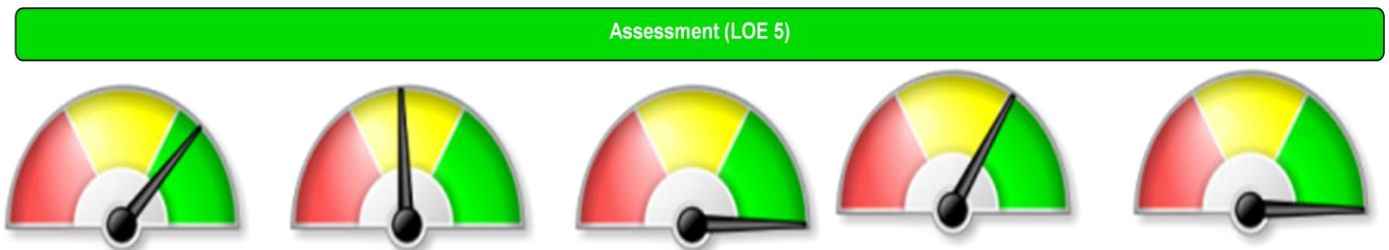
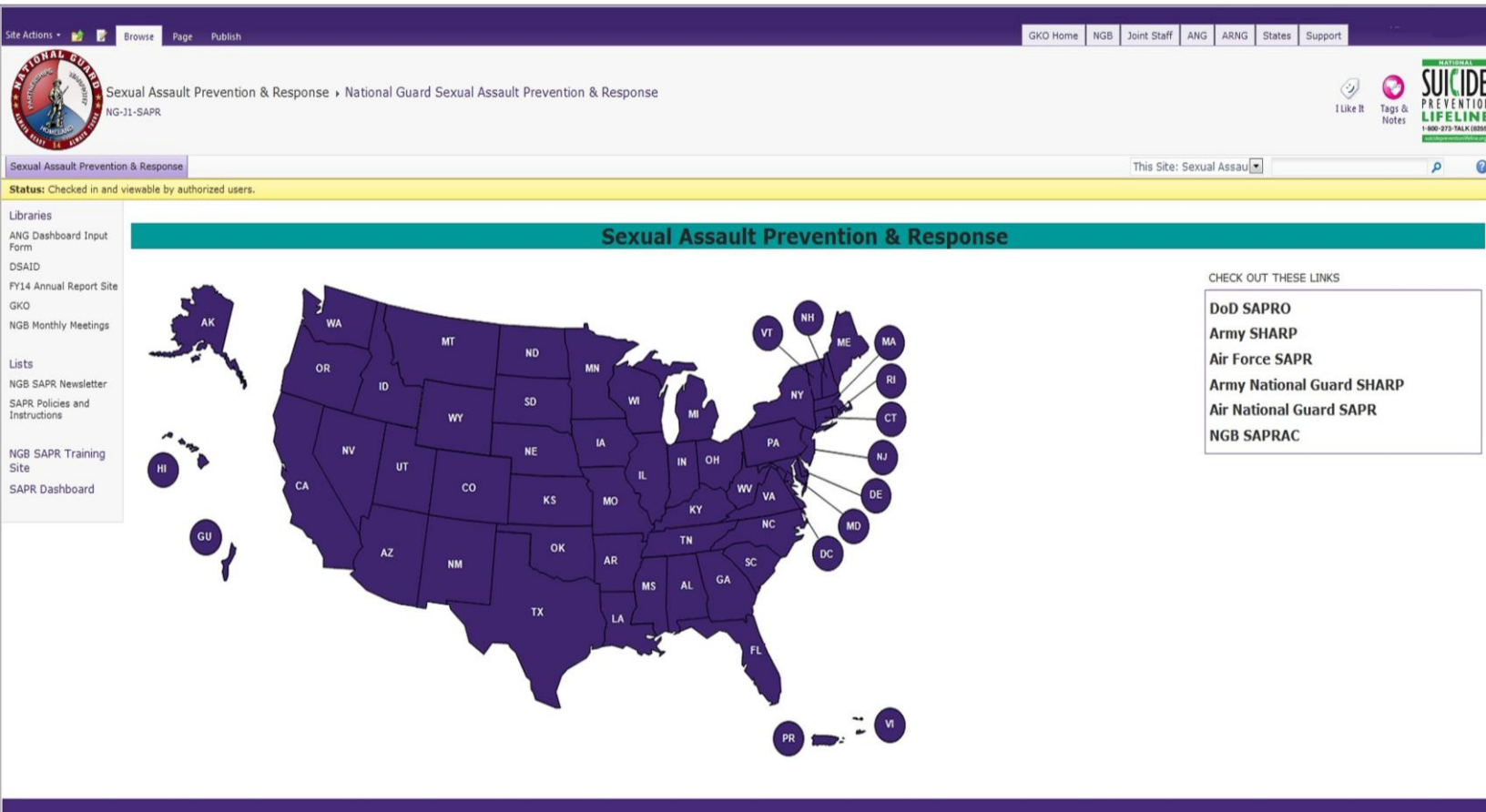
## NATIONAL GUARD SPECIAL VICTIMS' COUNSEL PROGRAM

## REGIONAL MAP



# ASSESSMENT Line Of Effort Comprehensive Review

## NATIONAL GUARD GKO SAPR DASHBOARD MAP





## Line of Effort 5 - Assessment



### **Populations Affected - All**

### **Process/Procedural Upgrades and Efficiencies (other than DSAID)**

- Investigation/Accountability Metrics

The NGB was tasked in the DoD 2013 SAPR Strategic Plan to, “Establish NGB measure for tracking referrals for investigation of Unrestricted Reports of sexual assault to either MCIOs, Civilian Law Enforcement, or NGB-JA/Office of Complex Investigations.” To meet the intent of this assigned task, NG-J1-SAPR and NGB JA identified investigation and accountability measures. Once NGB leaders, Service components, and NG State leaders vetted these measures, the decision was made to leverage the GKO SAPR Dashboard to report and display the investigation and accountability metrics for the States. NG-J1-SAPR collaborated with the NGB Strategic Management Systems staff members to develop the system processes for these metrics. Additionally, process instructions are being established to ensure consistency in reporting. Once these processes are complete, the NG will begin collecting State investigation and accountability metrics. This will enable our ability to ensure all reports of sexual assault are being processed and followed through to their completion.

- GKO NG SAPR Dashboard

In FY13, the NG developed the series of metrics and measurements listed below to monitor and assess the NG SAPR program effectiveness. Collaborative work with the service directorates produced a dashboard of SAPR metrics with targeted thresholds and performance minimums. By analyzing the dashboard data NG is able to determine the states that are performing at optimal levels. NGB is able to share the information with the state leadership and support TAG efforts to have an effective program. Criteria are being developed to determine what remedial and corrective action will occur based on the degree of program dysfunction determined. Staff Assistance Visits (SAVs), additional training, or leadership engagement may be possible remedies. This information is collected and updated on a quarterly basis and is used to create the Quarterly Reports available to each TAG and instrumental in identifying trends within the program. The NG SAPR Dashboard Requirements include:

### **LOE- Prevention**

- Annual SAPR/SHARP Training and Annual SAPR Training for Wings.
- Annual Leadership Training.
  - All training data for the ARNG is uploaded into The Digital Training Management System (DTMS), and ANG wings provide training data to ANG PM.



### LOE – Investigation

- Number of Investigators on orders with OCI to conduct sexual assault investigations.\*
- Investigators trained to conduct SA investigations.
  - Number of investigators who completed special sexual assault investigator training at Ft. Leonard Wood, MO.
- Number of OCI investigations conducted.\*
- Number of cases vetted by OCI for investigation.\*
- Timeline for investigations to be initiated.\*
- Timeline for investigative report to be sent to the requesting state following collection of all evidence.\*

***\*Data points are tracked by NGB-JA/OCI and not included on the Dashboard***

### LOE – Accountability

- Unrestricted Cases Investigated.
  - Referral to Investigative Agency entered in DSAID by SARC.
- Unrestricted Cases Not Investigated.
  - No referral to Investigative Agency entered in DSAID by SARC.

### LOE – Advocacy

- All SARCs and SAPR VAs Certified.
  - All SARCs and SAPR VAs have applied for D-SAACP. PMs responsible for sorting NOVA listing by state.

### LOE – Assessment

- Unrestricted Cases entered correctly in DSAID.
  - Cases entered within 48 hours of report in the appropriate tabs.
    - ✓ Victim Demographics include date of birth, gender, race, affiliation, duty status, pay grade, and whether the victim was in the military at time of assault.

## LOE 5 – Assessment

- ✓ Subject Data include gender, subject type, and affiliation.
- ✓ Incident Detail complete with the exception of type of offense investigated.

National Guard SAPR DSAID Report : #th QRT and YTD (# MMMMM - ## MMMMM)

Military Service		ARNG		ANG	
	QRT	YTD	QRT	YTD	
*Prior to Military Service					
During Military Service					
Unlisted					
US Civilian					
Total report					

"Initial" Type of Report		ARNG		ANG	
	QRT	YTD	QRT	YTD	
Restricted					
Unrestricted					
Converted to UR					

Type/Offense Investigated		ARNG		ANG	
	QRT	YTD	QRT	YTD	
Abusive Sexual Contact					
Aggravated Sexual Assault					
Aggr'd Sexual Contact					
Attempt to Commit					
Indecent Assault					
Non-Consent Sodomy					
Prosecuted by State law					
Rape					
Sexual Assault					
Unknown State Law					
Wrongful Sexual Contact					
Unlisted					

Unrestricted Referrals		ARNG		ANG	
	QRT	YTD	QRT	YTD	
MCIO					
OCI					
Civ Law Enforcement					
No Action Taken					
Unlisted					

Rank of Victim		ARNG		ANG	
	RR	UR	RR	UR	
	QTR	YTD	QTR	YTD	QTR
E1-E4					
O1-O3					
E5-E9					
WOs + O4-O9					
No Rank Listed					
US Civilian					

Victim Status		ARNG		ANG	
	RR	UR	RR	UR	
	QTR	YTD	QTR	YTD	QTR
Duty					
Non-Duty					
Unlisted					

Primary Assailant Status		ARNG		ANG	
	QRT	YTD	QRT	YTD	
Military					
Foreign National					
DoD Civilian					
DoD Contractor					
US Civilian					
Multiple Assailants					
Unknown					
Unlisted					

Gender		ARNG		ANG	
	QRT	YTD	QRT	YTD	
Male-on-Female					
Male-on-Male					
Unknown-on-Male					
Blank-on-Male					
Blank-on-Female					
Female-on-Female					
Female-on-Male					
Unknown-on-Female					
Blank-on-Blank					

Time/Incident to Report		ARNG		ANG	
	QRT	YTD	QRT	YTD	
0-72 hours					
4-10 Days					
11-365					
366+					
Unlisted					

Contributing Factors		ARNG		ANG	
	QRT	YTD	QRT	YTD	
Alcohol Only					
Other Drugs Only					
Weapons Only					
Multiple Factors					
None					
Unknown					

Duty Status (Mil Vic)		ARNG		ANG	
	RR	UR	RR	UR	
	QTR	YTD	QTR	YTD	QTR
State Active Duty					
Not in Duty Status					
Annual Training					
Inactive Duty Training					
Unlisted					
AGR					
ADOS (+ 30 days)					
Tech, Dual-Status					
Tech, Non Dual-Status					
RSP/Student Flight					
Professional Mil Ed					
ROTC					

TITLE 10					
AGR (Title 10)					
Active Duty Armed Serv					
Unlisted					
Mobilization - OCONUS					
Annual Training					
ADOS (Title 10)					
Basic Training					
Technical /AIT School					
Professional Mil Ed					
Mobilization - CONUS					

Location		ARNG		ANG	
	QRT	YTD	QRT	YTD	
Military Institution					
Service Academy					
Off Military institution					
Unidentified					
Unlisted					

Expedited Transfer		ARNG		ANG	
	QRT	YTD	QRT	YTD	
Requested					
Approved					
Denied					

Civ Victim/ Mil Subject		ARNG		ANG	
	QRT	YTD	QRT	YTD	
US Civilian Victim					

\* Reports of SA from an Incident occurring prior to joining the Military

The total number of UR and RR cases are based on the amount after conversation by the victim. For this quarter the ARNG's totals are ## (## UR /## RR) and ANG's totals are ## (## UR /# RR). YTD the ARNG's totals are ### (### UR /## RR) and the ANG's totals are ## (## UR /## RR).

Source : DSAID data as of 11 Aug 14

- JFHQ-State SARC's conduct monthly CMG
  - CMG Agenda and minutes are prepared in the proper format and uploaded into GKO Portal by the 15<sup>th</sup> of each month.
- Other important assessment activities include the regular monitoring of the D-SAACP certification requirements, the number of SAPR personnel assigned, and positions that are vacant due to deployments or turnover.
  - The ARNG continues to receive, analyze, and provide reports relating to the SHARP program. The is used as the primary database to track unit and

commander annual training requirements, Director's Personnel Readiness Overview to provide up-to-date assigned and available strength numbers, and DSAID to document and track reported cases of sexual assault. These three databases along with weekly and monthly reports from the States will provide metrics and data analysis on the overall success of the ARNG SHARP Program.

- Staff Assistance Visit (SAV). The NG SAPR program is only as effective as the SAPR programs that exist in the States. SAVs are strictly optional and are not viewed as inspections, compulsory, or punitive. The intent of the SAV is to provide the assistance and guidance well before the program becomes too dysfunctional or suffers a catastrophic situation. NGB works with the States to strengthen the weakest areas and implement best practice features that might be missing. Over the past three fiscal years, a total of five SAVs were requested and conducted to include one SAV in FY 2014 (Montana) and four SAVs in 2012 (Alaska, Puerto Rico, New Mexico, and Kentucky). The criteria for identifying when a SAV will be offered are as follows:
  - SAPR Personnel Vacancy
    - Any state that has the JFHQ SARC position vacant more than two months may be scheduled for a SAV.
    - Adverse SAPR incidents involving the JFHQ SARC or key SAPR personnel may initiate a SAV.
    - Any state which has not met the minimum requirements for SARC or VA appointments for more than three months.
  - SAPR Metrics Targets
    - States that are red in seven or more NG-J1-SAPR Dashboard measurements will be assessed for a SAV. The minimum activity will consist of the SAV Pre-Site Protocol.
    - States that are scoring below expectations on two or more of the DoD SAPR metrics will initiate SAV Pre-Site protocol.
  - Program Manager Initiated. The PMs of the Service Directorates may request the assistance of NG-J1-SAPR to conduct a SAV of a state or command. The PM making the request must identify the areas of distress or dysfunction that have been identified and expectations for the visit.
  - State Requests
    - TAG of any state or Commanding General of District of Columbia may request a SAV from NG-J1-SAPR. The identified issues will determine the length of the visit.

- The JFHQ SARC of a state may support from the NG-J1-SAPR but cannot initiate a SAV request. The state leadership must be aware of and in full support of the onsite activities of the SAV team.
- Wing SARCs must work through the ANG SAPR PM in order to request a SAV for the Wing. The PM will work with the SARC and the Wing leadership before initiating a request to NG-J1-SAPR. Wing leadership must be in full support of the SAV.

NG-J1-SAPR initiates and participates in all official NGB SAVs. The Service Directorate PMs are invited to participate in as many SAVs as possible. States may request specific activities that may not require PM involvement. To assist the States, NG-J1-SAPR developed a SARC Self-Inspection Checklist. This checklist is used to help assess the overall health of the state SAPR program, as well as identifying areas in compliance and those areas not in compliance with DoD, Service or NGB policy or procedures.

- NGB-JA/SVC Comparative Study

Periodically, NGB-JA/SVC conducts comparative studies on the following:

- Number of cases referred to Regional NG SVCs.
- Number of NG sexual assault cases reported through DSAID.
- Number of cases referred to MCIOs or NGB/JA/OCI.

Using these data, they are then able to determine usage of the SVC program by region or case characterization. With the goal of providing NG victims of sexual assault with every resource available to them, steps are then taken to determine why there may be low usage of the SVC. With this information, measures are taken to address the factors and to increase awareness of the SVC program and improve victim confidence in this assistance.

### **Best Practices/Innovations Specific to the NG**

- Sexual Assault Prevention and Response Advisory Council

The SAPRAC provides a process to facilitate information flow of SAPR issues, recommendations, and resolutions generated from field representatives to the CNGB. The SAPRAC exists at both the National and Regional levels and serves in the following capacities:

(1) Serves as a channel of communication among stakeholders between the JFHQ-State and wings, the corresponding ARNG and ANG SAPR programs, and the NG-J1-SAPR Branch.

(2) Identifies problems and issues, gathers information, develops solutions and resolves issues and problems at the lowest level possible.

(3) Reviews information and issues from the field, working groups, and subject matter experts to verify functions, resources, and compliance with regulatory guidance in support of the DoD SAPRO.

(4) Service-specific issues are not addressed by the SAPRAC, but are referred to the specific Service Directorate SAPR program office.

National SAPRAC Representatives consist of one JFHQ-State SARC and one Wing SARC per region, and represent the views and concerns of their respective regions. The representatives organize, plan and conduct regional meetings; gather regional updates and non-service specific issues for submission to the National SAPRAC Chair for consideration; and, attend the National SAPRAC meetings.

Regional State SAPRAC Members consist of all JFHQ-State and Wing SARCs from the states within the region. There are seven designated regions across the country that includes all the States. The members act as the representatives for their state and wing to identify issues and concerns, and provide updates on resolutions for consolidation and submission to National SAPRAC for agenda consideration. Each region will nominate one JFHQ-State SARC and one Wing SARC plus alternates to serve as the National SAPRAC Representatives. SAPR related experience and training, availability to work issues and attend meetings, and leadership ability shall be considered when selecting National SAPRAC Representatives. The regions are as follows:

REGION I: CT, MA, ME, NH, NJ, NY, RI, VT

REGION II: DC, DE, MD, PA, VA, WV

REGION III: AL, FL, GA, KY, MS, NC, PR, SC, TN, VI

REGION IV: IA, IL, IN, MI, MN, WI, OH

REGION V: AR, KS, LA, MO, NE, OK, TX

REGION VI: AK, ID, MT, ND, SD, OR, WA, WY

REGION VII: AZ, CA, CO, GU, HI, NM, NV, UT

**Positive trends (qualitative and quantitative)**

- NG participation in the DoD Survivor Summit.

The NG participated in the DoD Survivor Summits and Forums from 2012 through 2014 with the help of the NG SARC who reached out to sexual assault survivors within their state. In each of these years, the NG had two volunteers willing to share their experience with the Directors of DoD SAPRO. The purpose of these summits is to ensure the objectives of the SAPR program are accomplished by speaking to those who actually utilized the SAPR services. By receiving feedback directly from those who had a sexual assault experience and had gone through the reporting process, DoD SAPRO was better able to assess the impact the policy and program was having on individuals and evaluate possibilities for policy and program improvements.

- NG participation in DoD SARC Summit

Along with the Services, the NG was invited to participate in the March 2012 SARC Summit held by DoD SAPRO. The NG JFHQ-State SARCs selected to participate in the summit included CPT Jennifer Hunt, FL; CMSgt Kelly Wilkinson, MN; CMSgt Lori Ashness, RI; and SGM Henry Motley, VA. The purpose of the meeting was to hear first-hand what was and was not working out in the field for the SARCs, and how to best promote the new initiatives in the field. This forum offered the NG representatives an opportunity to discuss the unique requirements of the NG program and the challenges they faced in accomplishing their responsibilities. A particular concern raised by the NG SARCs was the importance of the interaction between the AC SARCs and NG SARCs to ensure a smooth continuum of care for guardsmen coming off of T10 orders and returning to their states. Through the open discussion on RC transfers grew the realization of the need to build more relationships between SARCs within and across the services. They also discussed the need to organize face-to-face visits in order to establish trust.



## **National Guard FY12 - FY14 Analytic Discussion, Data Trends, and Statistical Report of Sexual Assault**

The prevention of sexual violence requires a multidisciplinary approach and is a responsibility that resides with all of us. Much of what we have learned and come to know about sexual violence has been as a result of research, collaboration with both civilian and military experts, and experience. As expressed by the Centers of Disease Control (CDC) National Center for Injury Prevention and Control, Division of Violence Prevention, our understanding of various forms of violence has grown substantially over the years; however, timely, ongoing, and comparable national and state-level data is lacking. What we do know is that the more than two decades of research has shown that sexual violence and intimate partner violence are major public health problems with serious long-term physical and mental health consequences, as well as significant social and public health costs.

The CDC's National Center for Injury Prevention and Control launched the National Intimate Partner and Sexual Violence Survey in 2010 with the support of the National Institute of Justice and DoD to address these information gaps. Although gaps remain, this and future surveys will inform of several types of violence that have not previously been measured in a national population-based survey. The results will have implications for DoD in its prevention and response efforts. Unfortunately, prior research has shown that experiencing these forms of violence during childhood and adolescence increases the likelihood of experiencing these forms of violence as an adult.

Although gaps remain, below are some of the key findings of the 2010 National Intimate Partner and Sexual Violence Survey by selected categories:

### **Sexual Violence by Any Perpetrator**

- Nearly 1 in 5 women (18.3) and 1 in 71 men (1.4%) in the United States have been raped at some time in their lives.
- More than half (51.1%) of female victims of rape reported being raped by an intimate partner and 40.8% by an acquaintance; for male victims, more than half (52.4%) reported being raped by an acquaintance and 15.1% by a stranger.
- Approximately 1 in 21 men (4.8%) reported that they were made to penetrate someone else during their lifetime.
- An estimated 13% of women and 6% of men have experienced sexual coercion in their lifetime and 27.2% of women and 11.7% of men have experienced unwanted sexual contact.
- Most female victims of completed rape (79.6%) experienced their first rape before the age of 25; 42.2% experienced their first completed rape before the age of 18 years.

- More than one-quarter of male victims of completed rape (27.8%) experienced their first rape when they were 10 years of age or younger.

### **Violence by an Intimate Partner**

- Nearly 1 in 10 women in the United States (9.4%) has been raped by an intimate partner in her lifetime, and an estimated 16.9% of women and 8.0% of men have experienced sexual violence other than rape by an intimate partner at some point in their lifetime.
- Most female and male victims of rape, physical violence, and/or stalking by an intimate partner (69% of female victims; 53% of male victims) experienced some form of intimate partner violence for the first time before 25 years of age.

### **Violence Experience by Race/Ethnicity**

- Approximately 1 in 5 Black (22.0%) and White (18.8%) non-Hispanic women, and 1 in 7 Hispanic women (14.6%) in the United States have experienced rape at some point in their lives. More than one-quarter of women (26.9%) who identified as American Indian or as Alaska Native and 1 in 3 women (33.5%) who identified as multiracial non-Hispanic reported rape victimization in their lifetime.
- One out of 59 White non-Hispanic men (1.7%) has experienced rape at some point in his life. Nearly one-third of multiracial non-Hispanic men (31.6%) and over one-quarter of Hispanic men (26.2%) reported sexual violence other than rape in their lifetimes.

### **Number and Sex of Perpetrators**

- Across all types of violence, the majority of both female and male victims reported experiencing violence from one perpetrator.
- Across all types of violence, the majority of female victims reported that their perpetrators were male.
- Male rape victims and male victims of non-contact unwanted sexual experiences reported predominantly male perpetrators.

### **Implications for Prevention and Response and for the Department of Defense**

The findings in the 2010 National Intimate Partner and Sexual Violence Survey set a strong basis for data and research, underscore the work of DoD and in many ways validate the strategic direction of the Department, and provide the reason for focus on the following suggestions for collective action.

- 1) Prevention efforts should start early by promoting healthy, respectful relationships in families by fostering healthy parent-child relationships and developing positive family dynamics and emotionally supportive environments.

Current and/or Potential NG Response: Opportunities exist for program development by Family Advocacy programs. Since we enlist members as both young adults and adults, the NG meet members where they are when they join our profession of arms. That said, the NG can promote the introduction of language and programming that promote healthy and supportive relationships when developing family readiness programs. Specifically, children programs are essential to ensure these behaviors and way of thinking becomes a part of their socialization process.

- 2) *It is equally important to continue addressing the beliefs, attitudes and messages that are deeply embedded in our social structures and that create a climate that condones sexual violence, stalking and intimate partner violence.*

Current and/or Potential NG Response: Without question, the issue of sexual violence and the aftermath of this type of violence transcend the military. DoD/Services/NGB have taken the lead in putting into practices actions that will move us closer to the ultimate goal to eliminate sexual assaults from among our ranks. Consistent with the promotion of healthy relations programming in the NG Family Program, attention can be given to the development and distribution of products and materials that encourage positive inter-personal development and gender-sensitive commentary. Further, the continued development of, and emphasis on, Strong Bonds, Ready 54, Wingman Project, and a host of other such programs and initiatives designed to reinforce positive social norms.

- 3) *In addition to prevention efforts, survivors of sexual violence, stalking, and intimate partner violence need coordinated services to ensure healing and prevent recurrence of victimization.*

Current and/or Potential NG Response: As the community-based force, the NG's ability to forge partnerships with state and local agencies and organizations has been a tremendous asset for securing resources and services for survivors. NG will continue to seek out and link survivors to services that facilitate their recovery and empowerment. NG SAPR personnel are encouraged to participate in the state sexual assault coalitions and on local sexual assault response teams.

- 4) *An important part of any response to sexual violence, stalking, and intimate partner violence is to hold perpetrators accountable.*

Current and/or Potential NG Response: The NG complies with the mandate to refer all Unrestricted Reports of sexual assault to the appropriate investigative agency. Since the vast majority of the NG cases are referred to civilian law enforcement (CLE), who can decline to investigate reports of sexual assault, the Chief of the National Guard took additional steps to ensure cases that are declined or not sufficiently investigated by CLE are referred to NGB-JA/OCI.

- 5) *It is important to enhance training efforts within the criminal justice system to*

better engage and support survivors and thus hold perpetrators accountable for their crimes.

Current and/or Potential NG Response: In collaboration with the Services and NGB, DoD mandated the demonstration of core competencies training for all first responders. NGB JA/OCI investigators are specially trained at the US Army Military Police School at Ft Leonard Wood, MO.

6) Implementing strong data systems for the monitoring and evaluation of sexual violence, stalking, and intimate partner violence is critical to understand trends in these problems, to provide information on which to base development and evaluation of prevention and intervention programs, and to monitor and measure the effectiveness of these efforts.

Current and/or Potential NG Response: NG will continue to use the data from the DSAID system to drive informed decision making. In addition, comprehensive review and statistical analysis of trend data is a powerful tool for assessing the progress of the program.

7) Ongoing data collection and monitoring of these problems must lead to further research to develop and evaluate strategies to effectively prevent first-time perpetration of sexual violence, stalking, and intimate partner violence.

Current and/or Potential NG Response: NG is committed to improving our knowledge and understanding of sexual violence. In our effort to implement effective prevention strategies, we will utilize the best available research-based practices to address the multiple levels of influence for sexual violence victimization and perpetration.

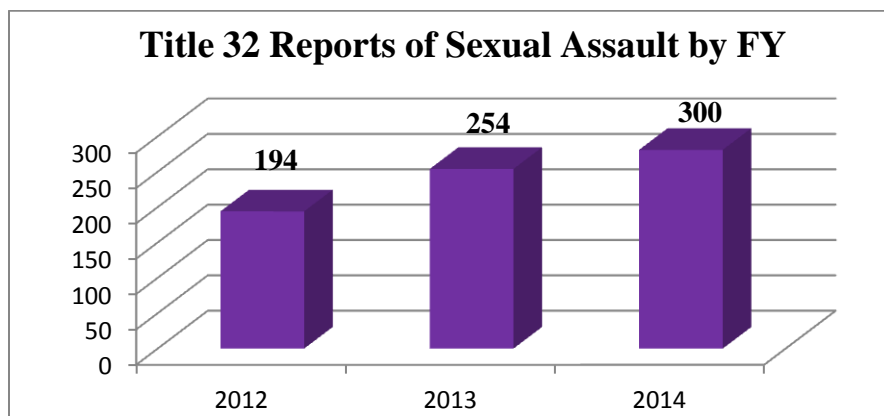
8) This work should be complemented with efforts to monitor strategies being used by the field, to identify and rigorously evaluate these approaches and document their value.

Current and/or Potential NG Response: The NG leverages the SAPRAC, a regionally based advisory group that provides recommendations to the leadership of the NG for promoting cultural change that leads to an environment free of sexual assault by focusing on a dynamic, victim-centered process for facilitating information flow throughout the 54 states, territories, and the District of Columbia.

Measure of performance to determine program impact is essential. Therefore, the NG has incorporated a metrics-based approach in evaluating the SAPR program. This approach is proving to be an effective means to identify opportunities and single out areas in need of focus and is being used to alert NG leaders of initiatives and policies necessary for improvements. The increase in our awareness and understanding of the complexities of sexual assault (SA) trauma has led to better victim care, targeted intervention and the retention of valued members.

Unless otherwise specified, all data points contained within this discussion are in reference to T32 NG members and depicts FY12 – FY14. Additionally, all FY14 data depicted in this discussion represent data captured in DSAID as of 1 October 2014 covering the period from **1 October 2013 – 30 September 2014**. Final FY14 data will be reported in the NG FY14 Annual Report to Congress as many data points are not final.

There were **239 T32 Unrestricted Reports and 61 Restricted Reports** of SA made by NG members during FY14. As of 31 August 2014, the total number of reports (Unrestricted and Restricted) increased 18% over the reported cases during FY13, compared to a 31% increase from FY12 to FY13, and a 21% increase from FY11 to FY12 (**Figure 1a**).



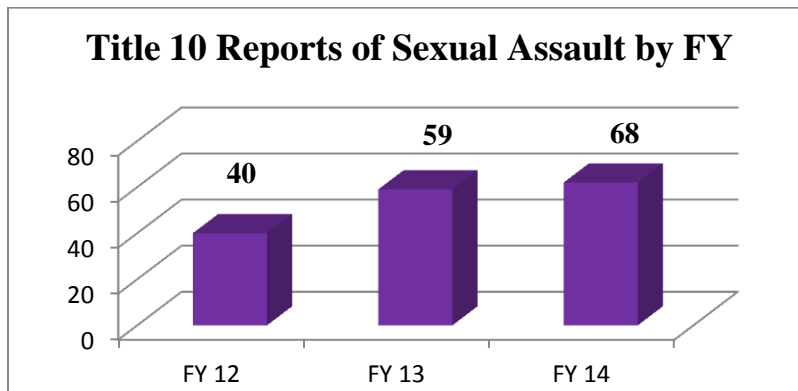
**Figure 1a – T32 Reports of Sexual Assault**

**Table 1** shows the T32 report of Unrestricted Reports of SA by type of offense. The percentage of the total reports of SA that are considered the **most egregious** per the 2012 version of Article 120 of the UCMJ, specifically rape, sexual assault, and aggressive sexual assault were **approximately 37%** of the reports of SA since October 2011. In FY12, 55 (36%) of the 153 Unrestricted cases, in FY13, 75 (38%), of the 195 Unrestricted cases, and in FY14 89 (37%) of the 239 Unrestricted case were documented as one of these three types of offenses. **Note:** FY14 is the first year the DoD began to capture data in DSAID to document the number of civilians victimized by a military member.

TYPE OF SA	2012 (153)	Pct	2013 (195)	Pct	2014 (239)	Pct
Abusive Sexual Contact	5	3.3%	7	3.6%	37	15.5%
*Aggravated Sexual Assault	9	5.9%	9	4.6%	2	.84%
Aggravated Sexual Contact	6	3.9%	11	5.6%	27	11.3%
Attempt to Commit	9	5.9%	9	4.6%	6	2.5%
Indecent Assault	1	.65%	0	0%	2	.84%
Non-Consensual Sodomy	2	1.3%	1	.50%	2	.84%
Prosecuted by State Law	1	.65%	9	4.6%	12	5.0%
*Rape	42	27.5%	46	23.6%	74	31.0%
*Sexual Assault	4	2.6%	18	9.2%	13	5.4%
Unknown State Law	22	14.4%	27	13.8%	26	10.9%
Wrongful Sexual Contact	23	15.0%	10	5.1%	4	1.7%
Unlisted	29	19.0%	48	24.6%	34	14.2%

**Table 1 – T32 Unrestricted Reports of Sexual Assault by Type**

Not only does the NG track its T32 cases but also cases either transferred to the NG when the member returns from active duty Title 10 status, or those that are not reported until after the member returns from active duty. Although a MCIO may have the responsibility to investigate the case, the NG provides support and advocacy to the survivor until such time the survivor indicates support is no longer desired. **Figure 1b** below displays the number of SAs that occurred while the NG member was on active duty. 40 (17%) of the cases in FY12, 59 (19%) of the cases in FY13, and 68 (18%) of the cases in FY14 were managed by the NG but occurred while the member was on Title 10 status. Therefore, from FY12 – FY14, an average of **19% of the cases managed by the NG occurred while the member was in a T10, active duty status.**



**Figure 1b – T10 Reports of Sexual Assault**

**Table 2** shows the T10 report of Unrestricted Reports of SA by type of offense. The percentage of the Unrestricted reports of SA that are considered the **most egregious**



per the 2012 version of Article 120 of the Uniform Code of Military Justice (UCMJ), specifically rape, sexual assault, and aggressive sexual assault were **approximately 53%** of the T10 Unrestricted Reports of SA since October 2011. In FY12, 6 (55%), in FY13, 19 (54%), and in FY14 20 (51%) of the NG T10 cases of SA were documented as one of these three types of offenses.

TYPE OF SA	2012 (11)	Pct	2013 (35)	Pct	2014 (39)	Pct
Abusive Sexual Contact	1	9.1%	5	14.3%	8	20.5%
*Aggravated Sexual Assault	4	36.4%	1	2.9%	1	2.6%
Aggravated Sexual Contact	1	9.1%	1	2.9%	3	7.7%
Attempt to Commit	1	9.1%	0	0.0%	0	0.0%
Indecent Assault	0	0.0%	1	2.9%	1	2.6%
Non-Consensual Sodomy	2	18.2%	0	0.0%	1	2.6%
Prosecuted by State Law	0	0.0%	0	0.0%	0	0.0%
*Rape	2	18.2%	17	48.6%	15	38.5%
*Sexual Assault	0	0.0%	1	2.9%	4	10.3%
Unknown State Law	0	0.0%	1	2.9%	0	0.0%
Wrongful Sexual Contact	0	0.0%	0	0.0%	0	0.0%
Unlisted	0	0.0%	8	22.9%	6	15.4%

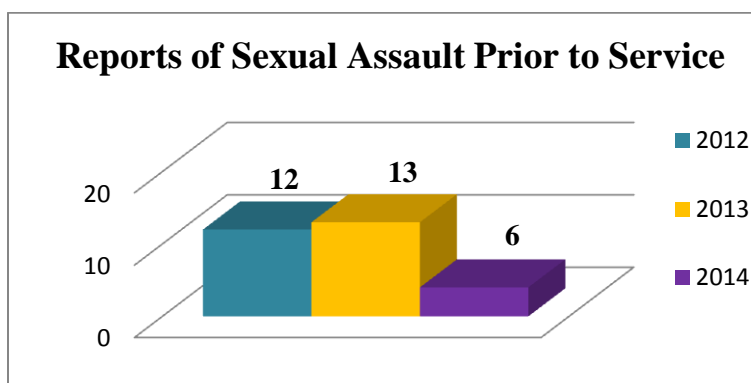
**Table 2 – T10 Unrestricted Reports of Sexual Assault by Type**

The **NG does not equate the rise in the number of reports of sexual assault as evidence of more crime, but as an increase in the level of confidence in our response system.** First and foremost, treating victims with dignity and respect when the crime is reported is of paramount importance. This singular factor has impacted victims' decision to report, thereby improving our ability to hold subjects appropriately accountable for their crime. We attribute the increase in victims confidence to: intense efforts and emphasis on sustained senior leader involvement and engagement; improved victim advocacy; support and services; targeted prevention and awareness training; a more culturally-aware and educated force; increased knowledge and understanding of our comprehensive victim resources; and enhanced administrative, investigative, and legal capabilities as critical contributors to victims making the decision to report incidents of SA.

A victim's rationale for not reporting an assault varies across the spectrum of reason and motivation. Although it's difficult to definitively qualify what we presume to be a rise in victims' confidence, there are indicators that have led us to this conclusion. Reviewed later in this discussion are the positive indicators from members' responses on climate surveys, which demonstrate the growing confidence in our ability to create and sustain a more open environment where members feel more comfortable in reporting a sexual assault. In addition to capturing our demographic picture, the more

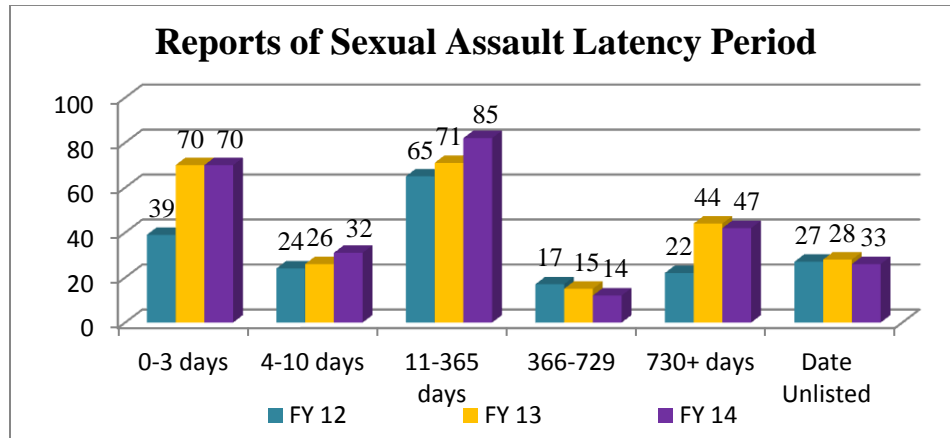
immediate measures validate that our practices are having the desired impact of creating an environment that encourages the reporting of sexual assaults.

Reporting incidents that occurred prior to military service is one measure that demonstrates victims' confidence in our response system. In FY12, twelve reported incidents of SA occurred prior to military service. In FY13, thirteen incidents were reported to have occurred prior to service, and in FY14, six reported being sexually assaulted prior to military service. **(Figure 2)** Although the numbers of incidents reported to have occurred prior to military service are not extremely large, when compared to the total number of reports, it is not unreasonable to think that someone would reveal such a significant life-changing event like a sexual assault, to an organization, unless there was a sense of trust and confidence in their response. Therefore, **the NG is encouraged that members, no matter the number, demonstrate their confidence in our response capability enough to come forward and seek the support that will lead them down the path of recovery.**



**Figure 2 – Reports of Sexual Assault Occurring Prior to Service**

Although the NG supports a victim's right to choose whether or not to report a sexual assault, a timely Unrestricted Report may strengthen the case for investigators. Regardless of this fact, it is never too late to report an assault or to seek help. Another indication of increased confidence is demonstrated through an evaluation of the metric which identifies when a military victim reports a SA versus when it occurred. With that said, In FY12, 22 (11%), FY13, 44 (17%), and in FY14, 47 (17%) of the incidents were reported more than two years after the incident occurred. Victims now see that reports of SA are taken seriously and that steps are being taken to protect and care for the victim. Consequently, **victims coming forward and reporting incidents after two years have elapse may indicate an increase in the service members' confidence in our response system. (Figure 3a)**



**Figure 3a – Reports of Sexual Assault – Latency Period**

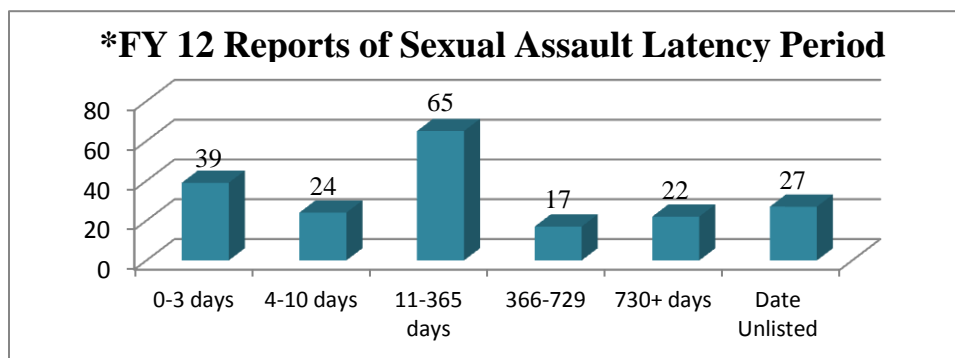
As previously stated, a victim's rationale for reporting, delaying the decision to report, or not reporting a sexual assault at all, varies across the spectrum of reason and motivation. Whether or not to report a sexual assault is a difficult decision to make. However, early reporting increases the chance of forensic evidence being gathered; thereby increasing the chances the offender would be held appropriately accountable for the crime. When evaluating our trend data, while victims continue to report incidents that occurred more than two years prior to the time the report is made, the NG is beginning to see a **decrease** in the number of reports that occurred **between one to two years** (366 - 729 day) prior to when the incident occurred and an **increase** in the number of reports that occurred **within the first ten days**, as displayed in **Table 3**. This would suggest that victims are now **more comfortable reporting an incident when it occurs rather than delaying the decision to make a report**.

Fiscal Year	Day 0 - 10	Pct	Year 1 - 2	Pct	Year 2 +	Pct
FY12	63	32%	17	12%	22	11%
FY13	96	38%	15	8%	44	17%
FY14	102	36%	14	5%	47	17%

**Table 3 – Reports of Sexual Assault – Latency Period**

Figure 3b, 3c, and 3d demonstrate the number of incidents reported in FY 12, FY13, and FY14 respectively and inform of the number of incidents that were reported during the fiscal year by the interval of time between when the incident occurred and when it was reported.

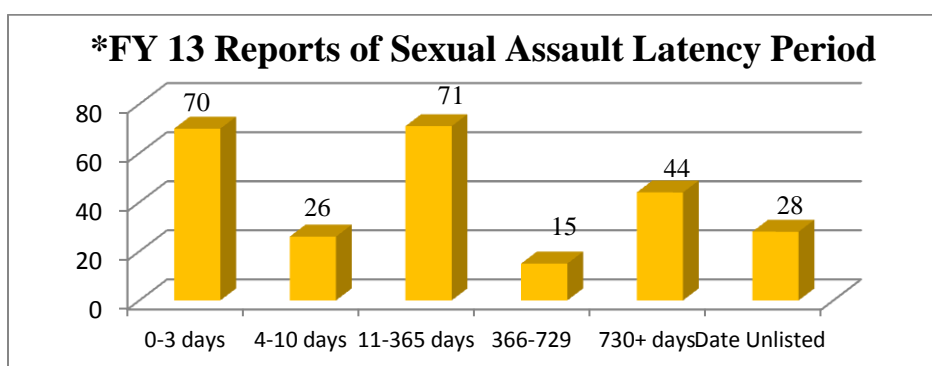
In FY12, a total of 63 (32%) of the SA were reported in the first ten days after the date of the incident. 27 of the cases did not indicate a date of the incident. (**Figure 3b**)



**Figure 3b – FY12 Reports of Sexual Assault – Latency Period**

\*Representative of military victims only; incidents reported during the FY noted

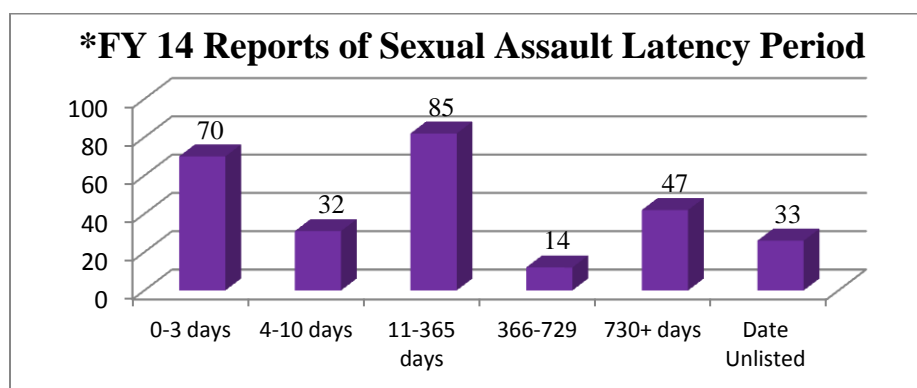
In FY13, a total of 96 (38%) of the SA were reported in the first ten days after the date of the incident. 28 of the cases did not indicate a date of the incident. (**Figure 3c**)



**Figure 3c – FY13 Reports of Sexual Assault – Latency Period**

\*Representative of military victims only; incidents reported during the FY noted

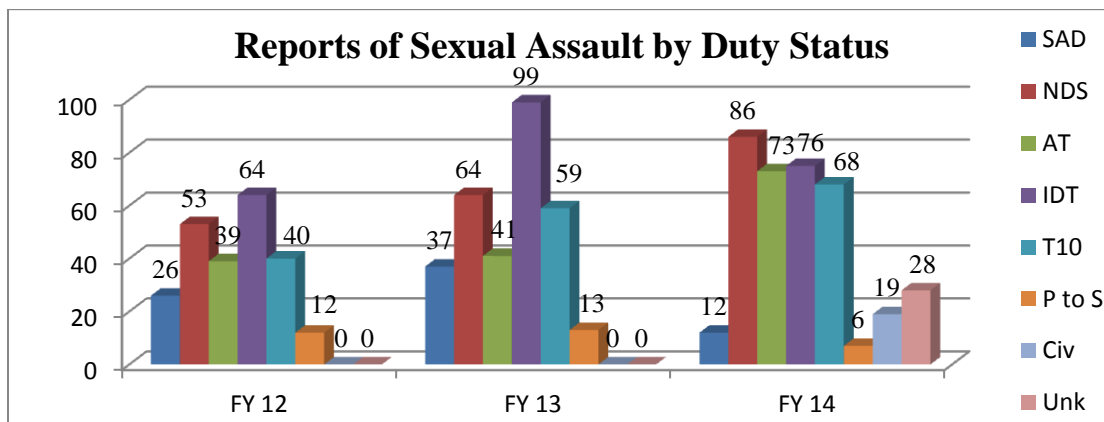
In FY14, a total of 102 (36%) of the SA were reported in the first ten days after the date of the incident. 33 of the cases did not indicate a date of the incident. (**Figure 3d**)



**Figure 3d – FY14 Reports of Sexual Assault – Latency Period**

\*Representative of military victims only; incidents reported during the FY noted

An additional indicator of victims' confidence in our response system is related to the duty status of the NG member when the incident occurred. (**Figure 4**) From FY12 – FY14, approximately **28%** of the reported incidents of SA that occurred when **the NG member was not in a duty status**: 53 (27%) in FY12, 64 (25%) in FY13, and 86 (31%) in FY14. Not in a duty status is defined as a traditional guard member who is between drills--while they are not performing military duties. Yet, victims come forward to seek assistance from NG SARC and SAPR VAs. Having SAPR personnel who are trained to provide responsive and caring support has encouraged reporting.



**Figure 4 – Reports of Sexual Assault by Duty Status**

**SAD** – State Active Duty

**NDS** – Non-Duty Status

**AT** – Annual Training

**Civ** – Civilian (not in the military)

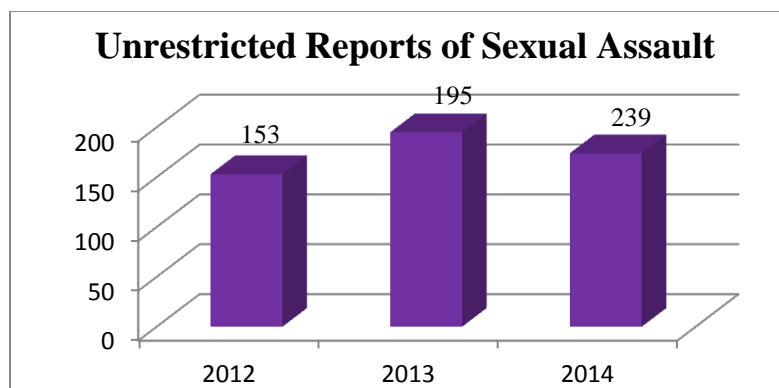
**IDT** – Inactive Duty Training

**T10** – Title 10

**P to S** – Prior to Service

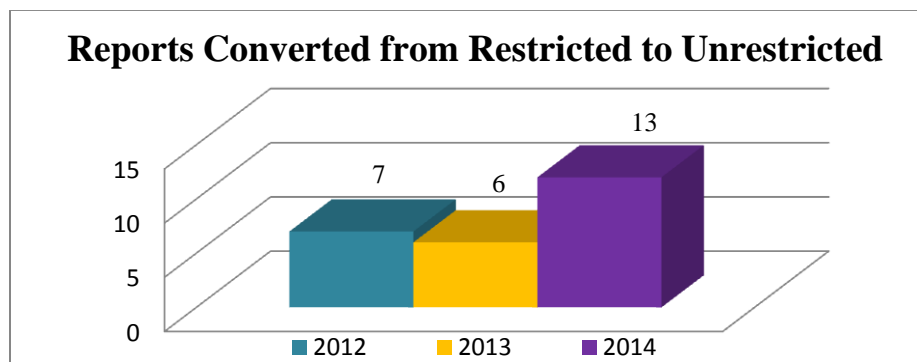
**Unk** – Duty status is unknown

Historically, Unrestricted Reporting has been the initial option most often selected by NG members who report a SA. 79% of the 194 reported incidents in FY12, 77% of the reported incidents in FY13, and 85% of the 281 reports of SA in FY14, overall, **80% of the reports of SA were Unrestricted Reports**. The NG experienced a statistically significant increase of 8% (44) in the number of Unrestricted Reports of SA from FY13 to FY14. (**Figure 5**)



**Figure 5 – Unrestricted Reports of Sexual Assault**

Since a Restricted Report is confidential and covered communication, when a Restricted Report is filed, the SARC or SAPR VA only collect limited data about the victim and the allegation being made. This option permits the disclosure to specific individuals and allows access to medical treatment and other support. When converting from a Restricted to Unrestricted Report, the door opens to an official investigation, which begins the process that could lead to the alleged offender being held appropriately accountable for their crime. **The increase in the number of reports converted from a Restricted to an Unrestricted Report is a final indicator of victims' confidence in our response system.** There were 7 (15%) conversions from a Restricted to Unrestricted Report in FY12, 6 (9%) in FY13, and 13 (18%) in FY14, for an overall **14% conversion rate for FY12 – FY14.** (Figure 6) As mentioned earlier, although the number of reports converted from Restricted to Unrestricted is not extremely large, the NG is encouraged that 26 victims made the decision to convert from a Restricted to an Unrestricted Report.



**Figure 6 – Reports Converted from Restricted to Unrestricted by FY**

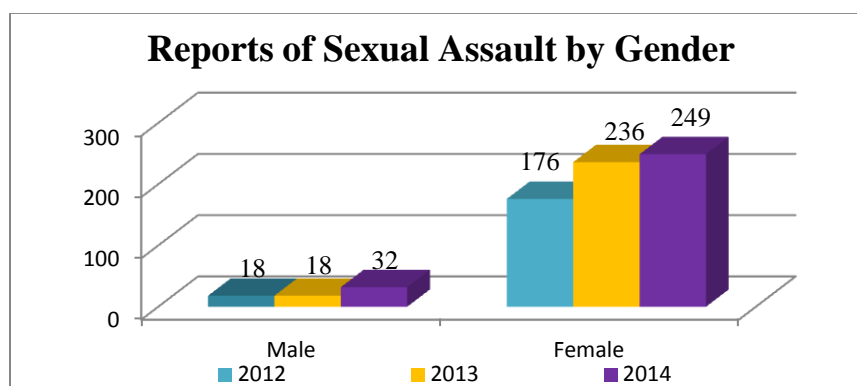
The National Crime Victimization Survey, the nation's primary source of information on criminal victimization, and the Rape Abuse & Incest National Network (RAINN), the nation's largest anti-sexual assault organization, are two premier sources for information on sexual assault in the United States. Although the number of reports of rape and other forms of sexual violence vary each year, a number of statistical facts have remained consistent and corroborates the statistical findings of the more recent National Intimate Partner and Sexual Violence Survey reviewed earlier in this discussion. Among the trends that have not changed statistically are:

- Females are more likely to be victims of sexual assault (.01 per 1,000 males compared to a rate of 2.1 per 1,000 for females).
- Ages 12 – 34 are the highest risk years.
- Most acts of sexual violence committed against women (3 in 4) are committed by an intimate partner (spouse, boyfriend/girlfriend) or someone else they know (friend, family member, acquaintance).
- More than half of the incidence of sexual violence took place between 6PM and 6AM.



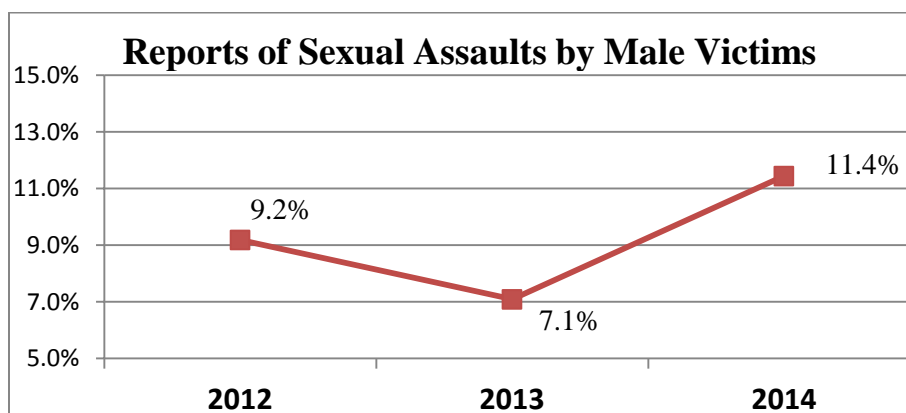
- Every two minutes, another American is sexually assaulted

When considering the population of the NG, from FY12 - FY14, **1 in 339 NG female service members** and **1 in 17,149 NG male service members** have reported a sexual assault. Consistent with National trends, females make up the greatest percentage of NG reported incidents of SA; In FY12, 18 (9%) of men and 176 (91%) of women, in FY13, 18 (7%) of men and 236 (93%) of women, and in FY14, 32 (11%) of men and 248 (89%) of women make up the NG reported incidents of SA. Over the **last three fiscal years, 91% of the SAs were reported by female** NG service members compared to **9% of SAs reported by male** NG service members. (**Figure 7a**)



**Figure 7a – Reports of Sexual Assault by Gender**

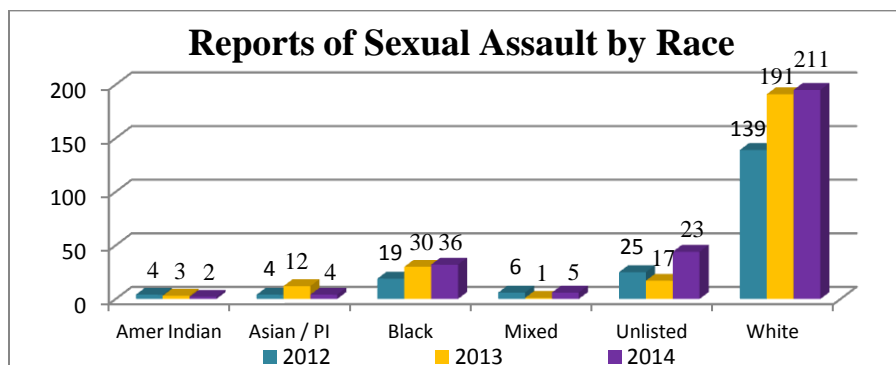
The NG experienced a **4.3% increase in reporting of SA by male victims** from FY13 to FY14. The NG will continue to enhance our outreach efforts, campaign to dispel myths and stereotypes, and monitor and seek additional methods to encourage reporting by male victims. (**Figure 7b**)



**Figure 7b – Percentage of Sexual Assault Reports by Male Victims**

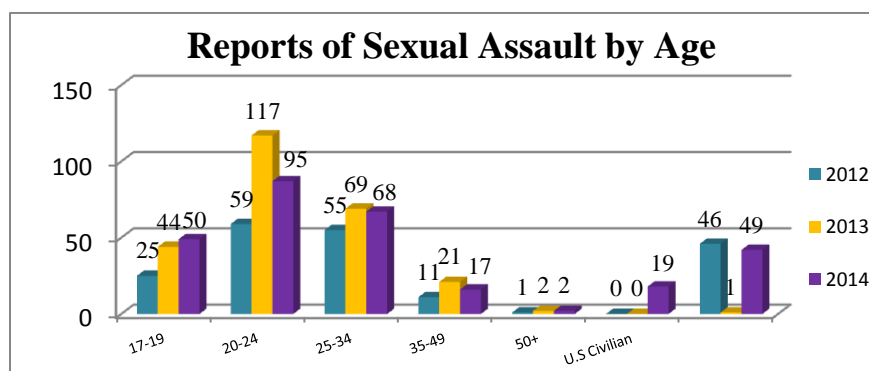
Sexual violence can impact all people, regardless of age, ethnicity, race, or economic status. The overall percentage of NG service members who categorize themselves as “White” is 73.9%. From FY12 – FY14, the largest percentage of reported SAs is consistent with the racial makeup of the NG. Of the 541 SAs reported during this time period, 74.2% identified themselves at “White.” The second largest category

reporting SAs during this time period identified themselves as “Black.” This group reported 11.6% of the sexual assault and represent 12.7% of the NG service member. (Figure 8)



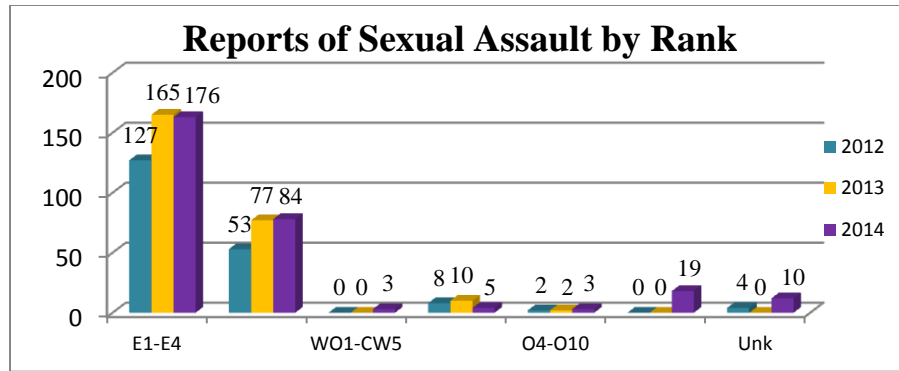
**Figure 8 - Reports of Sexual Assault by Race**

**Figure 9** below displays the breakdown of reported incidents of SA by age. Historically, the majority of NG victims of reported incidents of SA have been **between the ages of 20-24, an overall 37% in FY12 – FY14** (30% of the 194 reported case in FY12, 46% of the reported 254 cases in FY13, and 34% of the reported 281 military cases FY14), with the second largest age group being between the ages of **25-34 an overall 26%** (28% in FY12, 27% in FY13 and 24% in FY14). **Note:** Data in DSAID relative to reports of civilian victims is extremely limited as the SARC may be notified of an incident by an investigator, Program Manager, or their command.



**Figure 9 – Reports of Sexual Assault by Age**

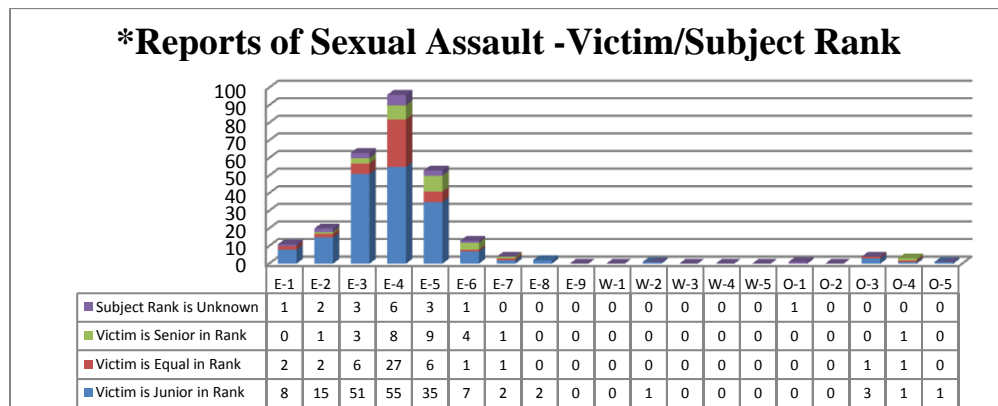
The greatest reports of SAs have been made by members in the rank of **E1-E4**, 66% of the 194 reported cases in FY12, 65% of the 254 reported cases in FY13, and 63% of the 281 reported cases in FY14, approximately **65% from FY12 – FY14 (Figure 10)**



**Figure 10 – Reports of Sexual Assault by Rank**

Leaders influence organizational ethics; this can significantly impact how subordinates act and perform. Unprofessional behaviors and relationships compromise unit cohesion and the chain of command. In turn morals, good order, discipline and respect for authority is eroded. In the end, the mission is impacted.

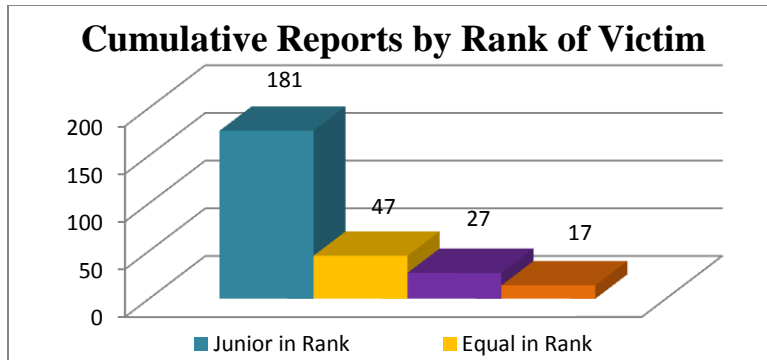
A comprehensive review of the rank of NG victims and subjects from FY12 through FY14 revealed that the majority of the “known” subjects are senior in rank (**Figure 11a**) to our military victims. From FY12 – FY14, **on average, the subject is 1.6 (2) grade levels higher in rank than the victim** at the time of the incident.



**Figure 11a – Reports of Sexual Assault by Rank of Victim/Subject**

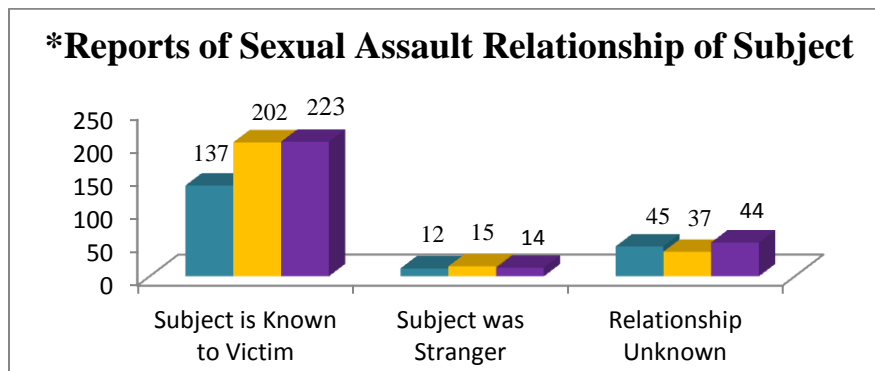
\*Columns (E1 – 05) denote the rank of the victim, i.e., Column 1 (E-1)--there were eight E-1 victims who were junior in rank to the subject; Column 5 (E-5)--there were nine E-5 victims who were senior in rank to the subject.

From FY12 – FY14, in 181 (**67%**) of the reported cases of SA, **the subject was senior in rank to the victim**. 47 (**17%**) of the subjects were **equal in rank to the victim**, 28 (**10%**) of the subjects were **junior in rank to the victim**, and in 17 (**6%**) of the reported cases of SA the **subject’s rank was unknown**. **Note:** The cases depicted in the figure below represent Unrestricted Reports made by military survivors who were victimized by a military subject, and where the victim knew the subject and the rank of the military member. (**Figure 11b**)



**Figure 11b – Cumulative Reports of Sexual Assault by Rank of Victim**

The NG statistics are consistent with national and state-level studies that reveal most victims of SA know their perpetrator. From FY12 – FY14, in 562 of the 729 reports of SAs by military members, **the victim knew the subject. This is approximately 77% of the reports. The subject was a stranger in approximately 6% of the cases. (Figure 12 and Table 4)**



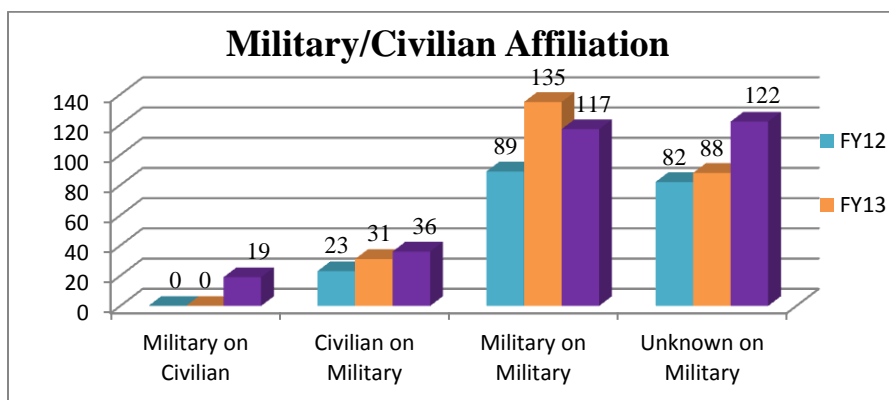
**Figure 12 – Relationship of Victim and Subject**

\*Two cases reported multiple subjects (known relationship and stranger involvement)

Fiscal Year	Subject is Known	Subject was a Stranger	Relationship Unknown
FY12	71%	6%	23%
FY13	79.5%	6%	14.5%
FY14	79%	5%	16%
<b>Total</b>	<b>76.5%</b>	<b>5.7%</b>	<b>17.8</b>

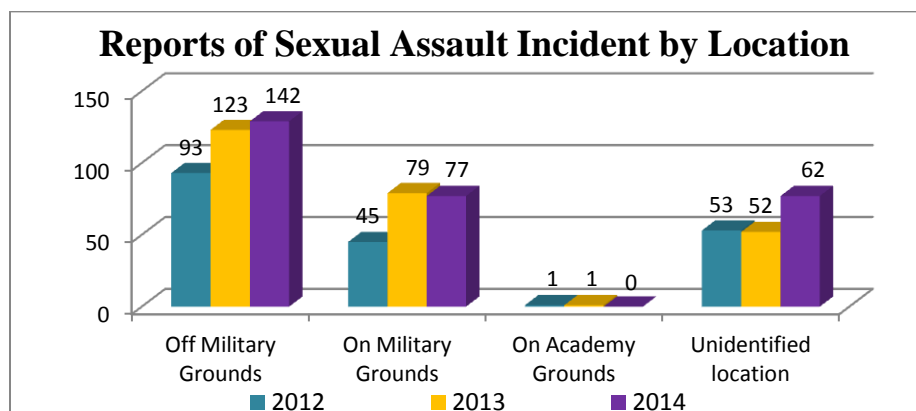
**Table 4 – Relationship of Victim and Subject**

The majority of the reported incidents (**47%**) of the reported cases of SA from FY12 – FY 14 involved a **military member victimized by another military member**, while 12% of reported incidents involved a civilian subject perpetrating against a military member. **(Figure 13)** As previously stated, FY14 is the first year the DoD began to capture data in DSAID to document the number of civilians victimized by a military member. There were **19 civilian** who reported to have been **victimized by a NG member; 6% of our FY14 reports of SA. Note:** The unknown data in the majority of these cases are determined during the investigative process.



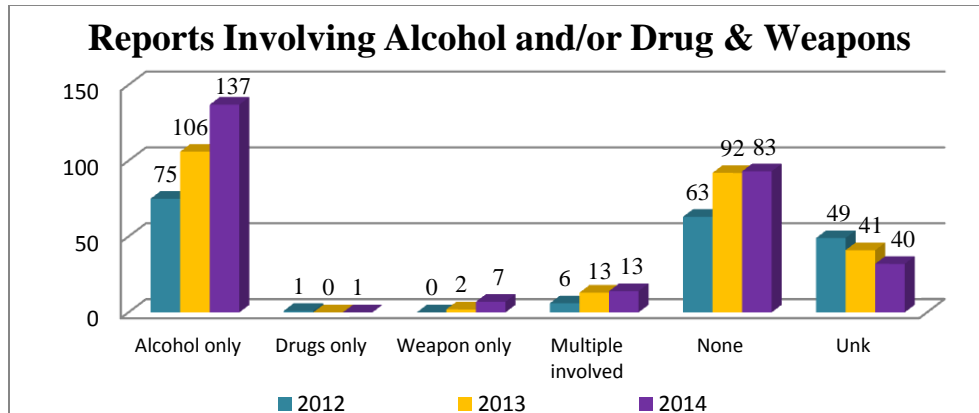
**Figure 13 – Report of Sexual Assault – Military/Civilian Affiliations**

Due to the various statuses under which a NG member can serve, and since the majority of NG members are M-Day (traditional), the locations where a SA can occur vary as well. From FY12 – FY14, the **largest percentage (49%) of NG incidents was reported to have occurred off military grounds.** (Figure 14)



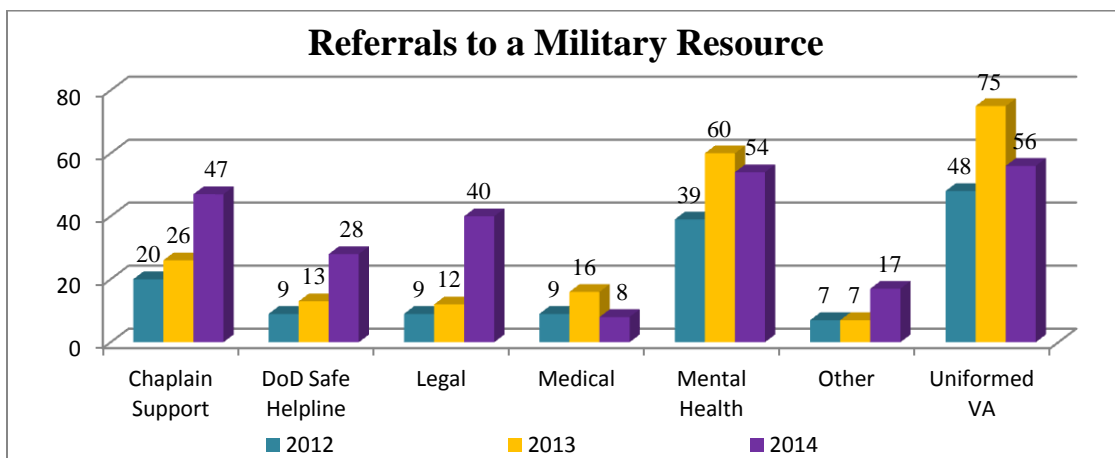
**Figure 14 – Reports of Sexual Assault by Location**

Alcohol is a common denominator in a large percentage of the NG reported incidents of SA. From FY12 - FY14, the **use of alcohol was identified in 43% of the NG reported cases (FY12 – 39%, FY13 – 42%, FY14 – 49%)** (Figure 15) The percentages increased in those cases where **alcohol and other drugs** were identified: **FY12 – 42%, FY13 – 47%, FY14 – 54%; overall 48% for FY12 – FY14.** The accessibility and social acceptance of alcohol facilitated sexual encounters may be contributing factors to the prevalence of alcohol related incidents. Due to the growing number of alcohol facilitated incidents, the full range of research and harm reduction methods will be explored in the NG sexual assault prevention strategy.



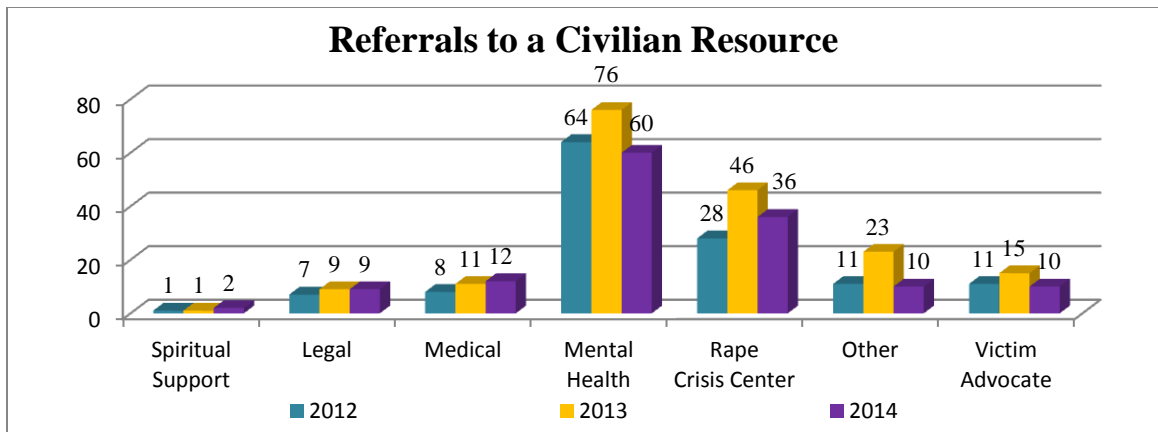
**Figure 15 – Reports of SA Involving Alcohol and/or Other Drugs/Weapons**

A major emphasis of the NG is to provide responsive advocacy and support that is culturally and gender-sensitive when requested by victims, regardless of their status when the incident occurred. As a result of the collaborative efforts and partnerships established between the State SAPR programs and military (**Figure 16**) and civilian resources, (**Figure 17**) services and support vital to victims' recovery have been readily available. **612 of the 729 SA cases** involving military victims were **referred** to civilian and or military agencies **for services** to assist in the recovery process. Therefore, from FY12 – FY14, a total of 1,050 referrals, an **average of 1.44 per service member** were made. SAPR personnel are expected to be active with the state sexual assault coalitions and participate on the local sexual assault response teams. Active engagement with community resources and coalitions ensures NG victims access to an abundance of services. Due to the long lasting impact of sexual trauma on survivors, such services are usually provided until the victim indicates that help is no longer desired.



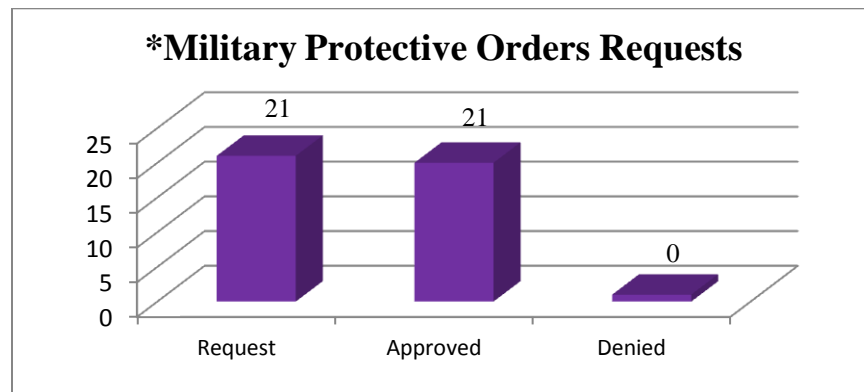
**Figure 16 – Referrals to Military Resources**





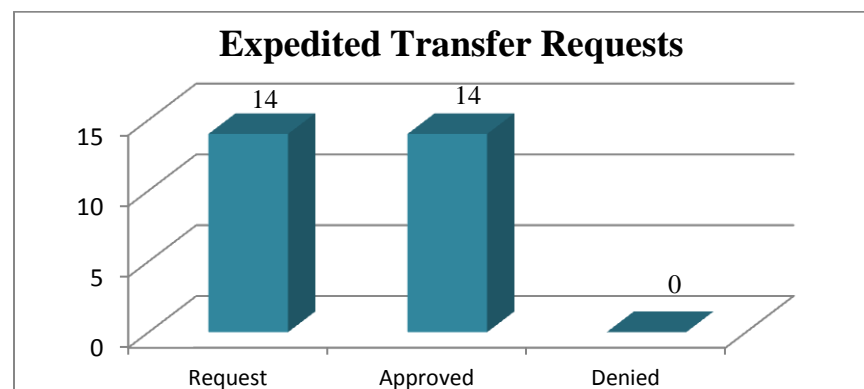
**Figure 17 – Referrals to Civilian Resources**

Given the unique structure and function of the NG, situations under which a Military Protection Order (MPO) and Expedited Transfer (ET) are approved for a NG member differ significantly from our active duty counterpart. Despite this reality, NG commanders exert every effort where possible to accommodate requests of NG victims for a MPO (**Figure 18a**) and an ET (**Figure 18b**) – two resources available to commanders to help protect the victims, control the subject, and maintain good order and discipline.



**Figure 18a – Requests for Military Protection Order**

**Note:** One subject died prior to completion of the MPO approval process



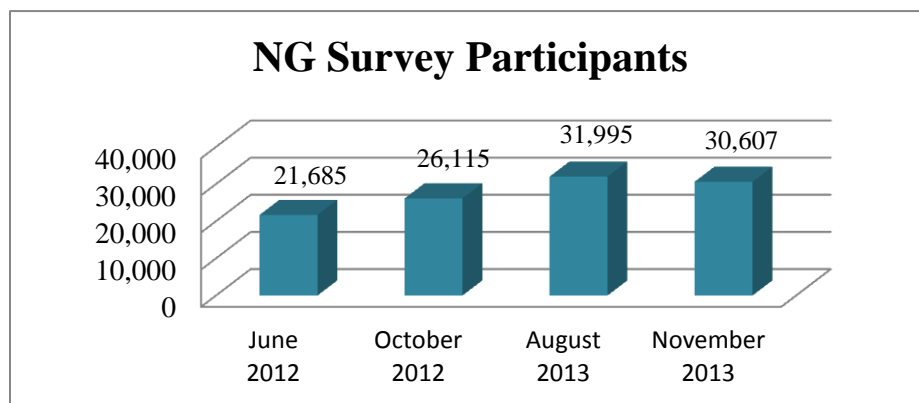
**Figure 18b – Requests for Expedited Transfer**

## Defense Equal Opportunity Management Institute (DEOMI) Defense Equal Opportunity Climate Survey (DEOCS)

The increased attention on command climate has manifested itself in new NDAA provisions, development and distribution of policies, and a mandated increase in the use of climate surveys. The DEOCS is a commander's management tool that makes it possible to assess critical organizational climate dimensions that can impact their organization's effectiveness as well as meet policy requirements.

Although the DEOCS has gone through a number of transitions and updates since it was first administered in 1990, for the purpose of this report, the survey results from DEOCS 3.35 and corresponding survey results from DEOCS 4.0 (latest version released January, 2014) are highlighted.

During the period from June, 2012 through November, 2013, there was an average of **27,282** NG survey participants each quarter on DEOCS 3.35 as depicted in **Figure 19** and an average of **41,960** each quarter on DEOCS 4.0 as depicted in **Table 5**.



**Figure 19 – DEOCS 3.3.5 Survey Participants – June 2012 – November 2013**

The demographic characteristics of the NG survey sample are depicted in **Table 5** below.

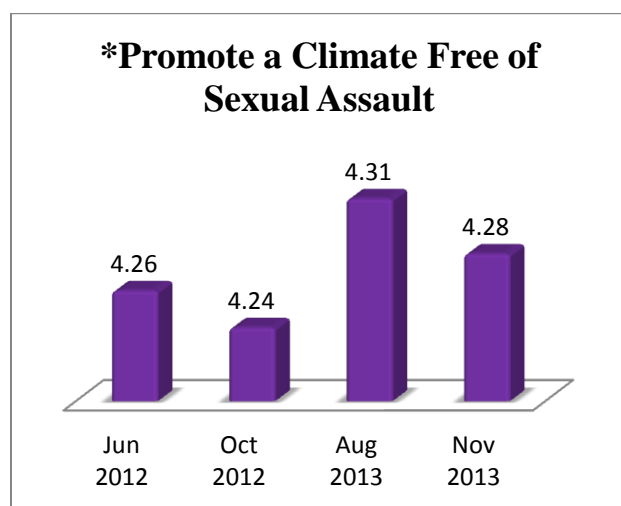
Demographic	Q2	Pct	Q3	Pct	Q4	%
Air National Guard	2,288	10%	6,284	10%	TBD	
Army National Guard	19,576	85%	51,737	85%		
Not Specified	1,186	5%	2,850	5%		
Male	19,391	84%	50,678	83%		
Female	3,645	16%	10,140	17%		
*Participants Removed	805		2,640			
Total Participants	23,050		60,871			

**Table 5 – DEOCS 4.0 Survey Participant**

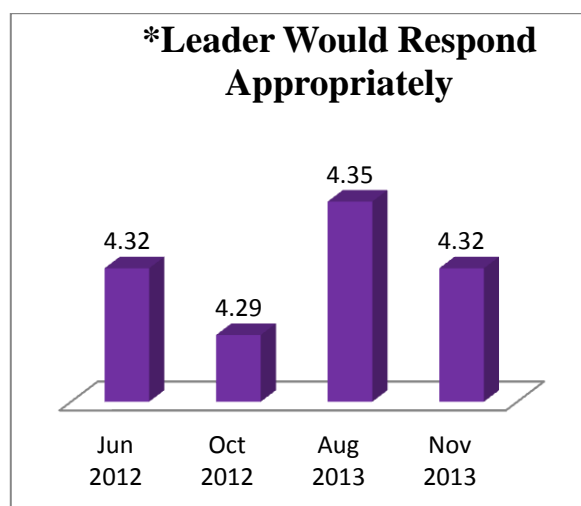
\*During the data cleaning process, these survey participants were removed for failing multiple screen checks. **Note:** Quarter 4 data will be available and reported in the 2014 Annual Report to Congress.

- **DEOCS 3.35** contained six questions that tap **four sub-dimensions** of the SAPR climate factor. DEOCS 4.0 contains **seven measures** assessing the SAPR climate and provides data on both the **individual** and **unit** levels.

- **Sub-Dimension #1 - Perceptions of Leadership Support for SAPR** – A 5-point Likert scale ranging from “*Strongly Agree*” to “*Strongly Disagree*” was used for the two questions for this measure. The first question asked, “*My leadership promotes a climate that is free of sexual assault*” (**Figure 20a**); the second asked, “*My leadership would respond appropriately in the event a sexual assault was reported.*” (**Figure 20b**) regarding the perceptions of leadership support for sexual assault prevention and response. The Scale-level range from **1.0** (“Strongly Disagree”) to **4.0** (“Strongly Agree”). **On average, NG survey respondents expressed positive perceptions of leadership support for SAPR efforts.**



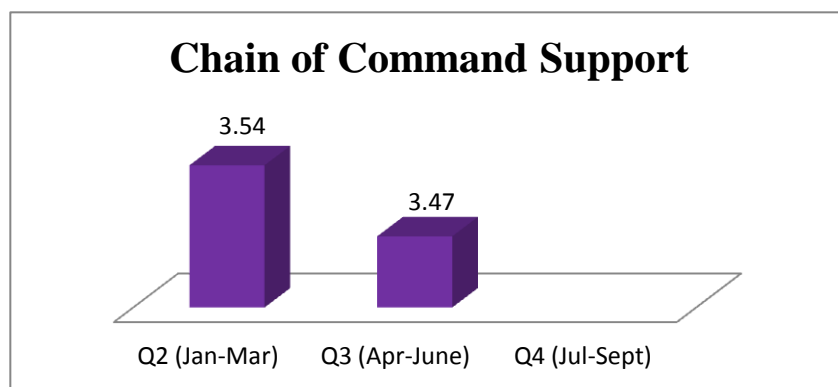
**Figure 20a – Leader Promote Climate**



**Figure 20b – Leader Response to Report**

\*\*Figures 20a and 20b are representative of data from DEOCS 3.3.5

- **DEOCS 4.0** contains seven measures assessing SAPR climate. **Chain of Command Support (Figure 21)** is the corresponding measure to DEOCS 3.35 sub-dimension #1 and refers to members’ perceptions of the extent to which command behaviors are targeted towards preventing SA and creating an environment where members would feel comfortable reporting a SA. There are seven questions in this assessment area, each measured on a four-point scale. Respondents may select “*Not at All,*” “*Slight Extent,*” “*Moderate Extent,*” or “*Great Extent.*” The Scale-level range from **1.0** (“Not at All”) to **4.0** (“Great Extent”)



**Figure 21 – DEOCS 4.0 Chain of Command Support**

Within the NG, the mean response for each quarter fell within the range of **Moderate to Great Extent**, indicating a favorable perception of the chain of command support for SAPR – 90%. In each quarter, although the average response fell in the moderate extent to great extent, at 93% respondents expressed the **most positive perceptions** on “**Encourage victims to report sexual assault,**” and at 87% respondents expressed the **fewest positive perceptions** on “**Promote a unit climate based on respect and trust.**” The figures in the chart represent the percentage of respondents the action was demonstrated to a moderate or great extent. (Table 6)

To What Extent does your Chain of Command “Moderate to Great Extent”	Q2	Q3	Q4	Avg
Promote a unit climate based on “respect and trust”	87%	86%	TBD	
Refrain from sexist comments and behaviors	91%	91%		
Actively discourage sexist comments and behaviors	89%	89%		
Provide sexual assault prevention and response training that interests and engages you	89%	89%		
Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior	91%	89%		
Encourage victims to report sexual assault	93%	93%		
Create an environment where victims feel comfortable reporting sexual assault	91%	91%		
Mean Response	90%	90%		

**Table 6 – DEOCS 4.0 Chain of Command Support**

- **DEOCS 3.35 - Sub-Dimension #2 - Perceptions of Barriers to Reporting Sexual Assault (Figure 22a)** included one question with the response options that identify *ten potential barriers* and an option to select “None of the Above.” 45% of NG respondents’ perceived “**Stigma**” as the number one barrier to reporting a SA. The **second largest percentage** of perceived barrier to reporting a SA for NG respondents was essentially the same for those who perceived “**No Barriers**” and those who perceived **lack of “Privacy/Confidentiality”** (approximately 38%).

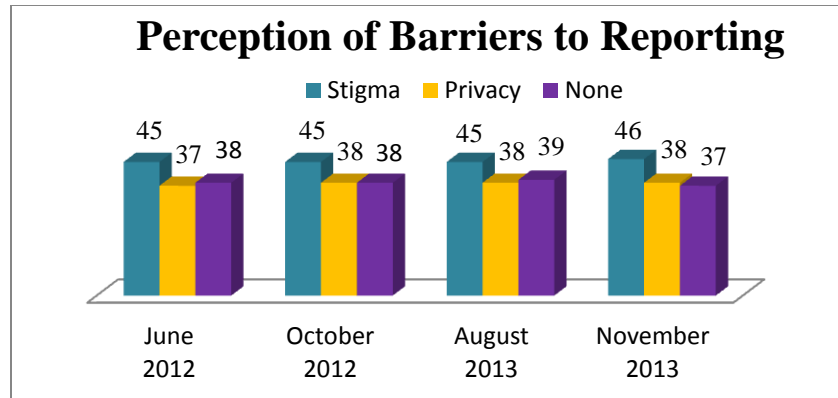


Figure 22a – DEOCS 3.35 Perception of Barriers to Reporting Sexual Assaults

- **DEOCS 4.0** – The corresponding measure to DEOCS 3.35 perceived barriers to reporting includes *eight barriers* NG respondents may select if they believe the barrier would make an individual less likely to report sexual assault within their unit, with the option to select “Other” or “No Barriers.” **“Privacy,” “Fear/Social Retaliation,” and “No Barrier” were the top three perceived barriers** at 41%, 26%, and 25% respectively (Figure 22b). Female respondents had the greatest percentage of members who perceived three or more barriers with “*lack of privacy/confidentiality*” being the top perceived barrier.

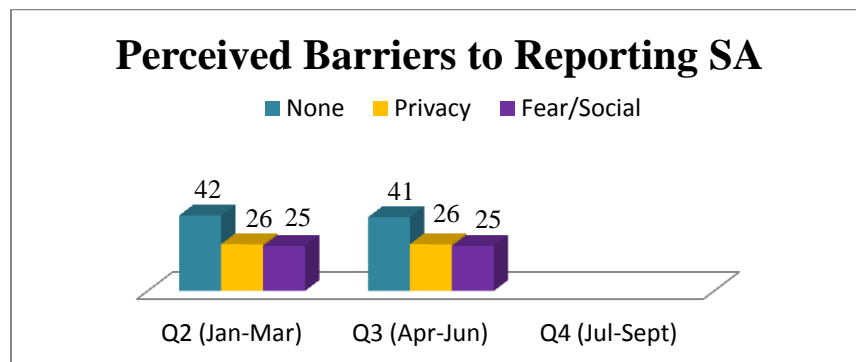
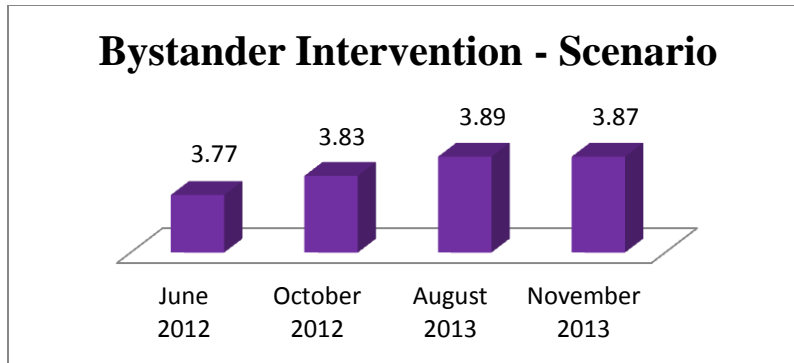


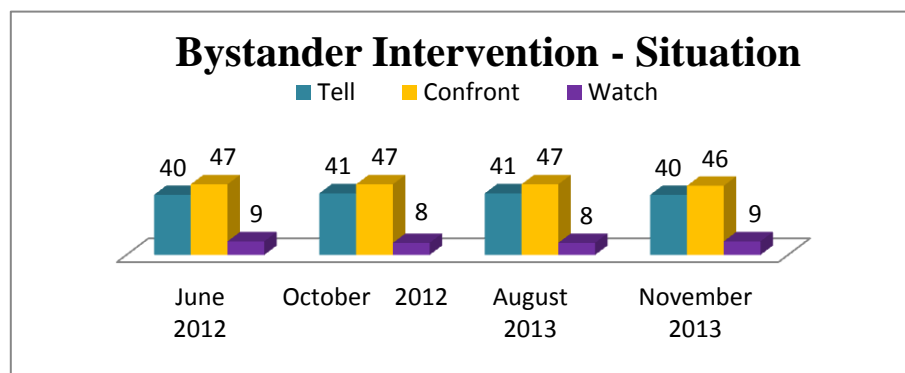
Figure 22b – DEOCS 4.0 Perception of Barriers to Reporting Sexual Assaults

- **DEOCS 3.35 - Sub-Dimension #3 - Bystander Intervention Climate** – included two bystander intervention climate questions; one *situation-based* question asked respondents’ to indicate which action they would take if in a given situation. **Figure 23a** show that the **largest percentage of NG respondents indicated they would confront the service member (47%) or tell the person what they saw the service member do (41%)**. The third largest percentage of respondents indicated they would *watch the situation to see if it would escalate (9%)*.



**Figure 23a – DEOCS 3.35 – Bystander Intervention (Scenario)**

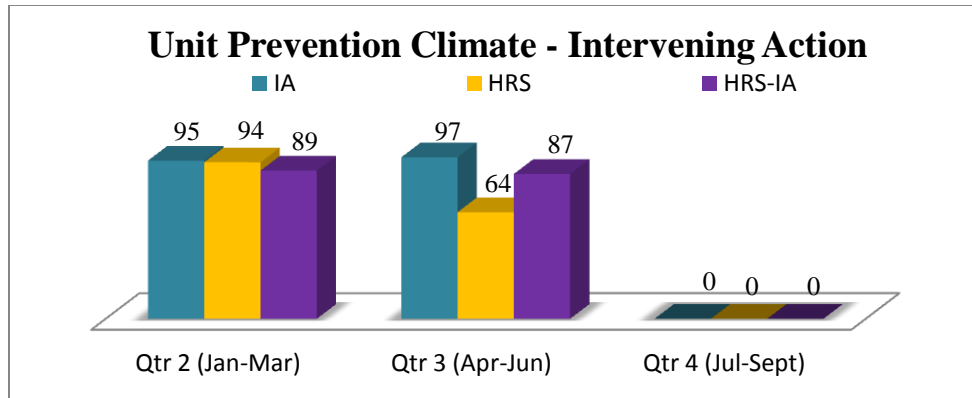
The second **DEOCS 3.35** bystander intervention measure presented respondents with a *scenario* and asked, “*At which point would you most likely intervene in an escalating situation?*” The NG’s composite score, transformed to a 5-point Likert scale, **implied a strong likelihood of bystanders intervening to prevent SA.** (Figure 23b)



**Figure 23b – DEOCS 3.35 Bystander Intervention (Situation)**

- **DEOCS 4.0** – The corresponding measure for DEOCS 3.3.5 bystander intervention is **Unit Prevention Climate**. Within the NG, an average of 95% of respondents report they would take an intervening action if they witnessed a situation that might lead to a SA (selecting either “*seeking assistance*,” “*telling the person*,” or “*confronting the service member*.” When respondents were asked to indicate if they had observed a high-risk situation, an average of 79% indicated that they had not. Of the 6% of respondents who indicated they had observed a high-risk situation, an average of 88% indicated that they took some action. (Figure 23c)





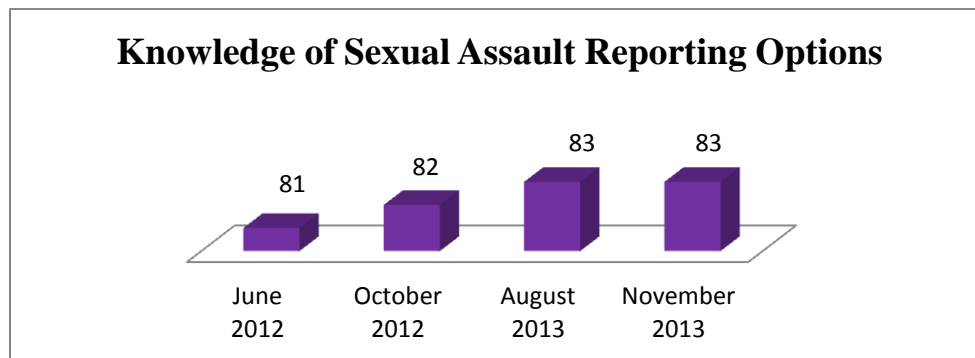
**Figure 23c – DEOCS 4.0 Unit Prevention Climate (Intervening Action)**

**IA** = % of respondents indicating an intervening action (IA) would be taken

**HRS** = % of respondents indicating a high risk situation was **not** observed

**HRS-IA** = % of respondents who indicated they took some action after observing a high risk situation

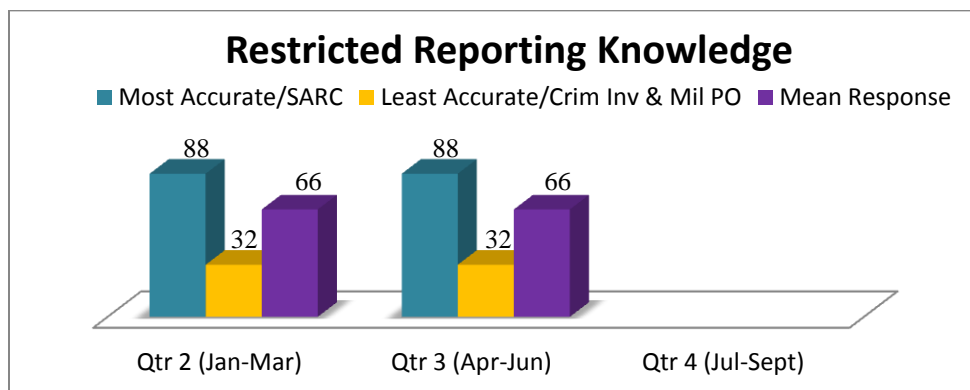
- **DEOCS 3.35 - Sub-Dimension #4 - Knowledge of Sexual Assault Reporting Options** - the survey included one item regarding respondent's "*Knowledge of Sexual Assault Reporting Options*." Response options were "*true*" or "*false*" with "*true*" being the correct answer to the question, "*A restricted report allows a Service member to report a sexual assault and get help, but without notifying command or criminal investigators.*" **Approximately 82% of NG respondents responded correctly to the reporting option knowledge item.** (Figure 24a)



**Figure 24a – DEOCS 3.35 - Knowledge of Sexual Assault Reporting Options**

- **DEOCS 4.0** – The corresponding SA reporting options measure for DEOCS 3.3.5 is "*Restricted Reporting Knowledge*" which asks respondents to indicate which individuals can and cannot take a Restricted Report. Each of the responses is coded correct ("1") if "Sexual Assault Response Coordinator," (SARC) "Victim Advocate," (VA) and "Military Service Healthcare Personnel" are selected. Each of the responses is coded incorrect ("0") if "Criminal Investigator and Military Police Officer" and "Anyone in my chain of command" are selected.

**An average of 88% of respondents correctly identified the SARC** as being able to take a Restricted Report and only an average **of 32% of respondents correctly identified Criminal Investigator and Military Police Officer** as unable to take a Restricted Report. Consequently, the **mean score** for the NG relative to Restricted Reporting Knowledge **is 66%**. There is opportunity for improvement in this educational area to be certain NG members are well aware of individuals to whom a Restricted Report can be filed. (Figure 24b)



**Figure 24b – DEOCS 4.0 – Restricted Reporting Knowledge**

DEOCS 4.0 added **new measures** that were not captured in previous versions of the survey and are depicted in the following displays.

- **Measure I: *Perception of Safety*** refers to members' feelings of safety from being sexually assaulted where they currently live and perform their work/duties. Two questions measure *Perception of Safety*; each item is measured on a four-point scale, where respondents may select, "*very unsafe*," "*unsafe*," "*safe*," and "*very safe*." Within the NG **an average of 98% of respondents indicated they felt safe or very safe where they live**, and **an average of 98% of respondents indicated they felt safe or very safe where they perform their work/duties**. (Table 7)

Perception of Safety "Safe to Very Safe"	Q2	Q3	Q4	Avg
To what extent do you feel safe from being sexually assaulted where you currently live?	98%	98%	TBD	
To what extent do you feel safe from being sexually assaulted where you perform your work/duties?	98%	98%		

**Table 7 – DEOCS 4.0 Perception of Safety**

- **Measure II: *Publicity of SAPR Information*** refers to the extent to which members perceive that SAPR-related information and resources are publicly displayed and openly communicated. Three questions measure *Publicity of SAPR Information*; each item is measure on a four-point scale assessing the extent to which each item is perceived, where respondents may select "*not at all*," "*slight extent*," "*moderate extent*," or "*great extent*." The NG acknowledges that there is

still work to be done to provide various methods to assist members in calling SAPR related information covered during our annual SAPR events, such as reporting options and the resource information located on both the unit/wing, NGB, and DoD websites. Additionally, efforts are currently underway to collect and capture investigation and accountability metrics that will lead to case outcome measures. This information will be housed on Guard Knowledge Online (GKO), a secured website developed to provide NGB and State leaders with data that provides key indicators of program progress. (Table 8)

<b>Publicity of SAPR Information “Moderate or Great Extent” To what extent does your chain of command</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Avg</b>
Publicize the outcomes of sexual assault courts-martial	50%	50%	TBD	
Publicize sexual assault reporting resources (e.g., Sexual Assault Coordinator contact information; Victim Advocate contact information; awareness posters; sexual assault hotline phone number	82%	81%		
Publicize the Restricted (confidential) Reporting options for sexual assault	71%	70%		

**Table 8 – DEOCS 4.0 Publicity of SAPR Information**

- **Measure III: Unit Reporting Climate** measures the extent to which members perceive that the chain of command would take appropriate actions to address an Unrestricted Report of sexual assault, and the extent to which social and professional retaliation would occur if a sexual assault was reported. Ten questions measure *Unit Reporting Climate*; each item is measured on a four-point scale assessing likelihood, where responders may select “not at all,” “slightly likely,” “moderately likely,” or “very likely.” Within the NG, the mean response for Unit Reporting Climate fell within the range of **moderate to very likely** for the extent to which they perceived that the chain of command take appropriate actions to address an Unrestricted Report. (Table 9)

<b>Unit Reporting Climate “Moderately likely to Very likely” If someone were to report a sexual assault to your current chain of command, how likely is it that:</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Avg</b>
The chain of command would take the report seriously	96%	95%	TBD	
The chain of command would keep knowledge of the report limited to those with a need to know	92%	93%		
The chain of command would forward the report outside the unit to criminal investigators	87%	87%		
The chain of command would take steps to protect the safety of the person making the report	95%	94%		

<b>Unit Reporting Climate</b> <b>“Moderately likely to Very likely”</b> <b>If someone were to report a sexual assault to your</b> <b>current chain of command, how likely is it that:</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Avg</b>
The chain of command would support the person making the report	96%	93%	<b>TBD</b>	
The chain of command would take corrective actions to address factors that may have led to the sexual assault	94%	93%		
*Unit members would label the person making the report a troublemaker	20%	20%		
Unit members would support the person making the report	92%	91%		
*The alleged offender(s) or their associates would retaliate against the person making the report	21%	21%		
*The career of the person making the report would suffer	17%	18%		

**Table 9 – DEOCS 4.0 Unit Reporting Climate**

Items with an asterisk (\*) are reverse coded therefore, lower percentages are preferred for these measures.

### **RAND Military Workplace Study Survey (RMWS)**

The Workplace Gender Relations Survey (WGRS) is a congressionally mandated survey designed to assess instances of perceived gender-based Equal Employment Opportunity (EEO) violations in their military workplace as well as sexual assault, and is used to help better understand the dynamics in the military workplace. The four specific measurement goals for prevalence of sexual assault are to:

- 1) Estimate the number of service members who report unpleasant experiences in the prior 12 months consistent with:
  - *Sex discrimination* in their military workplace
  - *Hostile work environment* in their military workplace
  - *Sexual quid pro quo* in their military workplace
- 2) Estimate the number of service members who report experienced consistent with sexual assault in the prior 12 months. On the basis of these reports, respondents were asked to categorize experiences as either:
  - *Penetrative Sexual Assault*
  - *Attempted Penetrative Sexual Assault*

- *Sexual Assault without Actual or Attempted Penetration*

- 3) Estimate the number of service members who experienced possible sexual assaults earlier in their military career.
- 4) Estimate the number of service members who experienced possible sexual assaults prior to entering the military

The WGRS is given in even years to the Active Duty. The WGRS for Reserve Components is given in odd years therefore; the full survey will launch in 2015 for all Reserve Component members.

The RAND National Defense Research Institute was asked by DoD to conduct an independent assessment of sexual assault, sexual harassment, and gender discrimination in the military – an assessment last conducted in 2012 for the Department through the WGRS of Active Duty Personnel. As a Reserve Component, the National Guard was invited to participate in the 2014 RAND RMWS sufficient to support comparisons of sexual assault and sexual harassment between the active-duty and reserve members. **Table 10** below displays the level of participation for the NG.

	<b>ARNG</b>	<b>ANG</b>	<b>TOTAL</b>
Number Invited to Participate	24,223	7,771	31,994
Number of Participants	4,529	2,703	7,232
Percent Participation	18.7%	34.8%	22.6%

**Table 10 – NG RMWS Participation**

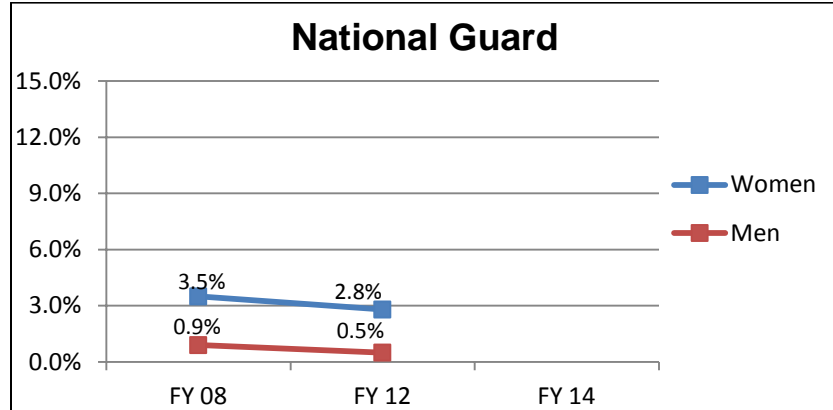
**\*\*Top-line results from RAND are not currently available for the NG.**

### **Survivor Experience Survey (SES)**

The National Guard, in collaboration with DoD SAPRO and the Services, worked with the Defense Manpower Data Center (DMDC) personnel to develop the 2014 SES to obtain feedback from survivors, who were within 30 – 150 days of making an Unrestricted or Restricted report. The anonymous survey was created to inform about the services and resources our survivors received, their level of satisfaction, and ways in which their needs could be better met.

The NG will continue to partner with DoD SAPRO, the Services and DMDC to advance and mature the SES in order to obtain valuable feedback on survivor experiences; information critical to impacting the services provided to NG survivors.

## Metric 1: Past Year Prevalence of Unwanted Sexual Contact



**Description:** Past year Prevalence of Unwanted Sexual Contact.

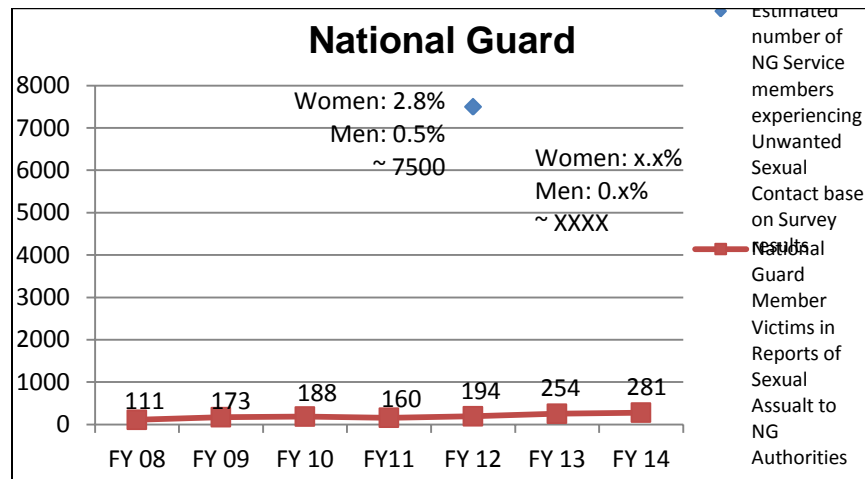
**Frequency:** Reported to the SAPR Joint Executive Council (JCS TANK) on a biannual basis.

**Source:** Workplace and Gender Relations Survey of Reserve Component Members (WGRR) 2008/2012, RAND Military Workplace Study (MWS; 2014; top-line data unavailable for NG)

**Implication:** Estimates the occurrence of sexual assault for Reserve Component Service members in a one year period.

**Note:** Prevalence data from the 2014 MWS is currently unavailable for the NG

## Metric 2: Reports of Sexual Assault vs. Prevalence of Unwanted Sexual Contact



**Description:** Estimates the percentage of Service members incidents captured in reports of sexual assault (Restricted and Unrestricted Reports)

**Frequency:** Reported to the SAPR Joint Executive Council (JCS TANK) on a biannual basis.

**Sources:** For DoD numbers: NG (ARNG and ANG reports of sexual assault (FY 08-FY11) and Defense Sexual Assault Incident Database (DSAID, FY12-14), WGRR (2012), RAND Military Workplace Study (MWS; 2014; top-line data unavailable for NG)

**Implications:** Capturing a greater proportion of sexual assault incidents in reports to NG improves visibility over the extent of the problem. It is the NG's goal to decrease the prevalence of sexual assault through prevention, while encouraging a greater number of victims to make a Restricted or Unrestricted Report. Increase reporting allows a greater number of victims to obtain needed assistance, and gives the NG an opportunity to hold offenders appropriately accountable.

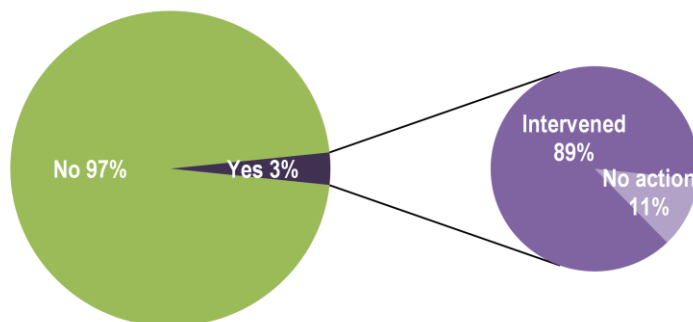
**Note:** Prevalence data from the 2014 MWS is currently unavailable for the NG



## Metric 3a-b: Bystander Intervention

### National Guard February-September 2014

Observed a high risk situation?      If yes, what action was taken?



	% Observed High Risk Situation	If Observed, % Intervened
NG February – September 2014	3%	89%

**Description:** Service member response to "In the past 12 months, I observed a situation that I believed to be at risk for sexual assault." And if they observed a high risk situation, what action they took.

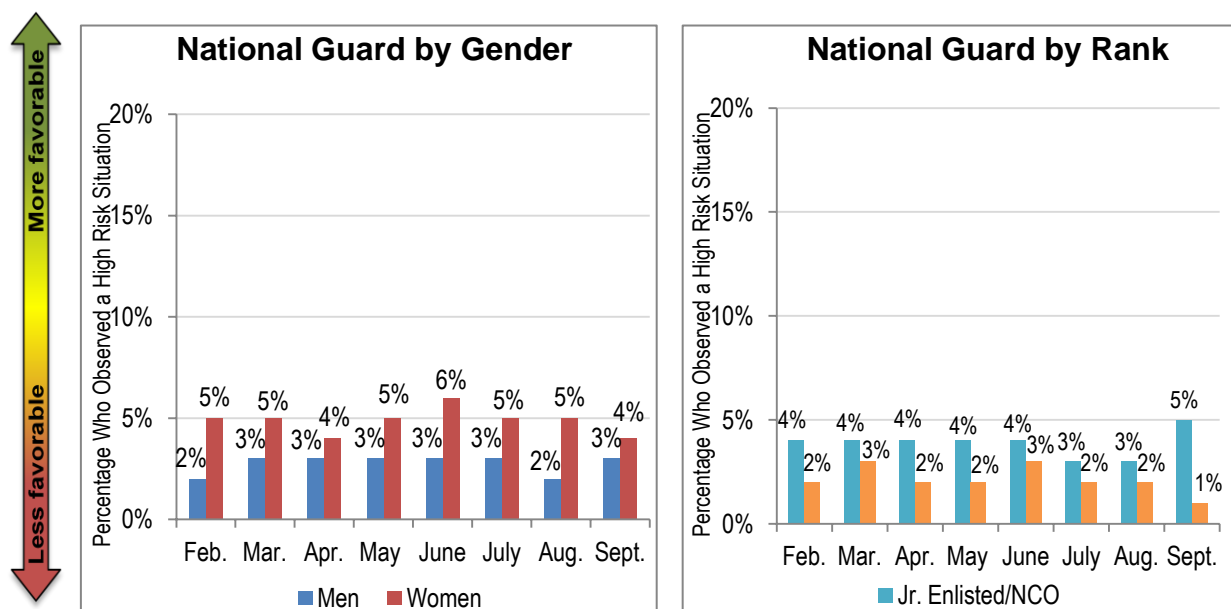
**Source:** DEOMI Organizational Climate Survey (DEOCS)

**Implication:** Indicator of frequency of observed high-risk situation and Service member action to prevent sexual assault. However, DEOCS results draw from a convenience sample and may not be representative of the entire force.

**Summary Points:** Overall, 3% of NG Service Members respondents indicated they witnessed a high risk situation. However, of those who observed a high risk situation, the vast majority (89%) took some action to intervene.

**Notes:** The DEOCS is a voluntary survey administered to a unit annually or within 120 days of change in unit command

## Metric 3a: NG Bystander Intervention – Observed Risk by Gender and Rank



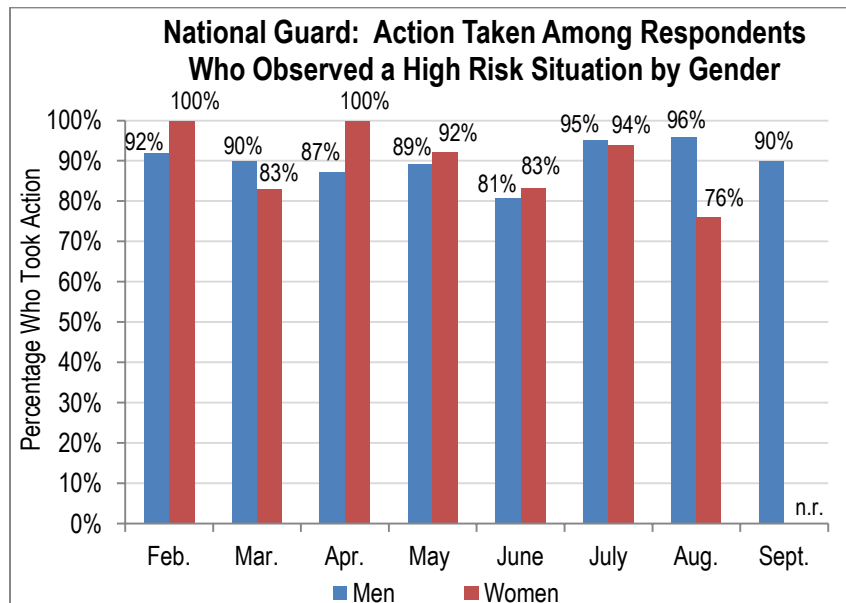
Men Average – 3%

Women Average – 5%

Jr. Enlisted Average – 4%

NCO Average – 2%

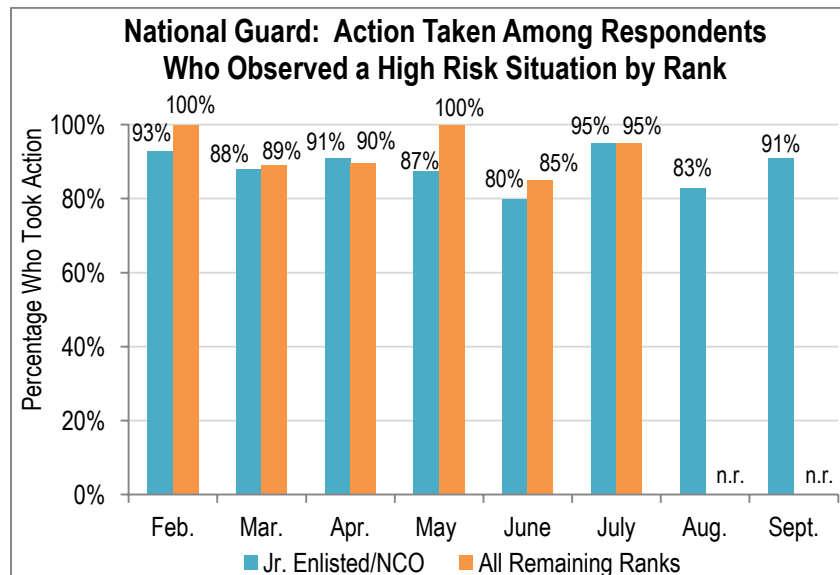
### Metric 3b: NG Bystander Intervention – Action Taken by Gender and Rank



Note: In September, data for women were not reportable due to a small number of female respondents who answered this item.

Men Average – 90%

Women Average – 79%

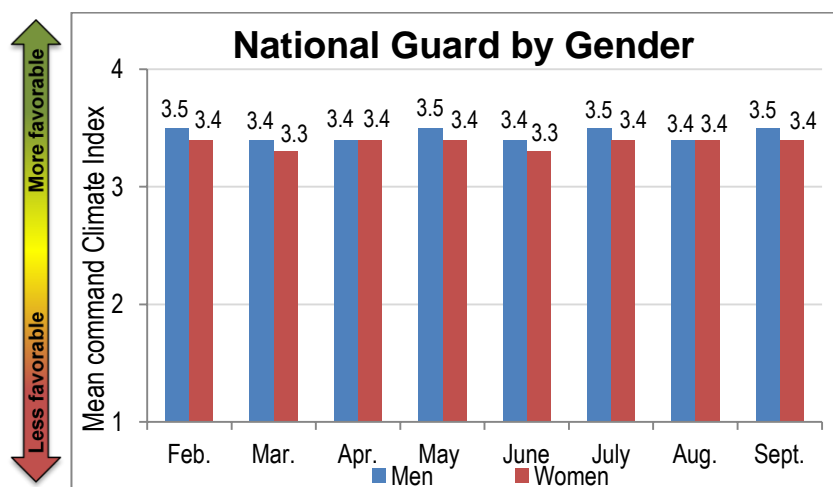


Note: In August and September, data for all remaining ranks were not reportable due to a small number of these respondents who answered this item.

Jr. Enlisted Average – 89%

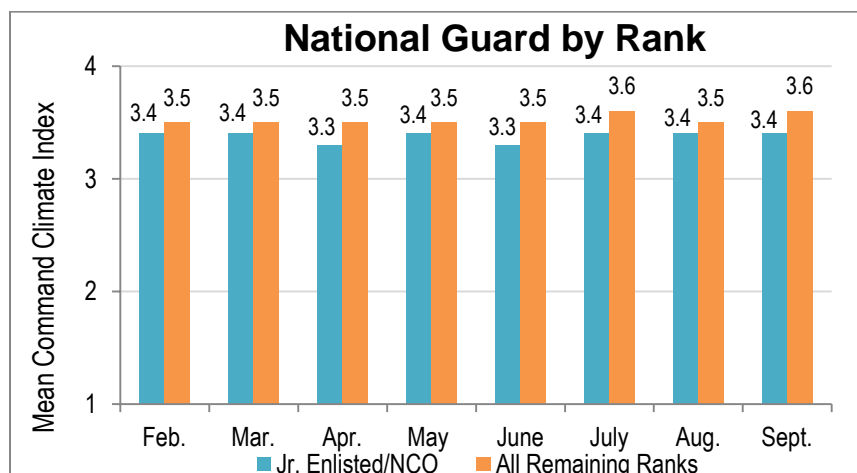
NCO Average – 93%

#### Metric 4: Command Climate by Gender



	Men	Women
NG February – August 2014	3.5	3.4
<b>Description:</b> Mean Service member perceptions of the extent to which their command: (1) Promotes a climate based on “mutual respect and trust,” (2) Refrains from sexist comments and behaviors, and (3) Actively discourages sexist comments and behaviors. Higher scores indicate more favorable perceptions and 4 is the highest allowable score that is available to select in the survey. <b>Source:</b> DEOMI Organizational Climate Survey (DEOCS). <b>Implication:</b> Service members rating of command climate in this area that address the continuum of harm. However, DEOCS results draw from a convenience sample and may not be representative of the entire force. <b>Summary Point:</b> Overall, Service members perceived a favorable command climate. Overall Men perceived a slightly more favorable climate compared to women. <b>Note:</b> The DEOCS is a voluntary survey administered to military units annually or within 120 days of change in unit command.		

#### Metric 4: Command Climate by Rank



	Jr. Enlisted/NCO	All Remaining Ranks
NG February – September 2014	3.4	3.5
<b>Description:</b> Mean Service member perceptions of the extent to which their command: (1) Promotes a climate based on “mutual respect and trust,” (2) Refrains from sexist comments and behaviors, and (3) Actively discourages sexist comments and behaviors. Higher scores indicate more favorable perceptions and 4 is the highest allowable		

score that is available to select in the survey.

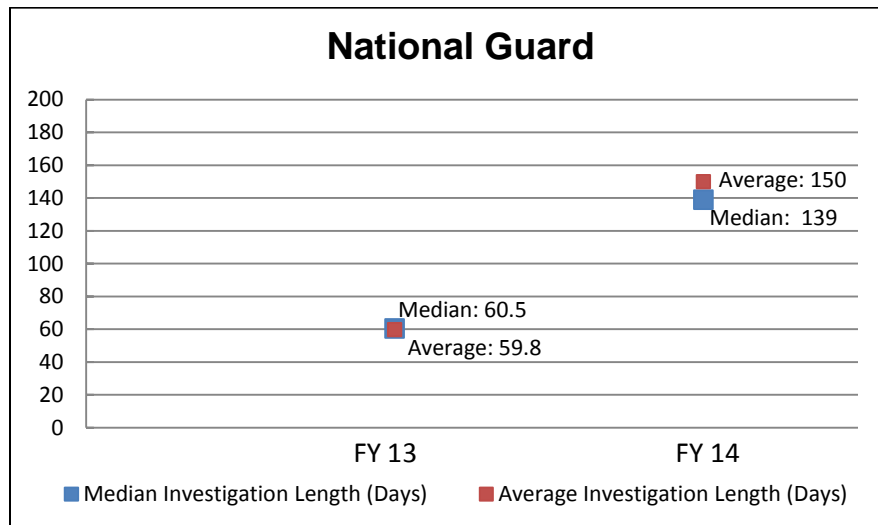
**Source:** DEOMI Organizational Climate Survey (DEOCS).

**Implication:** Service members rating of command climate in this area that address the continuum of harm. However, DEOCS results draw from a convenience sample and may not be representative of the entire force.

**Summary Point:** Overall, Service members perceived a favorable command climate. Overall Men perceived a slightly more favorable climate compared to women.

**Note:** The DEOCS is a voluntary survey administered to military units annually or within 120 days of change in unit command.

## Metric 5: Investigation Length



Investigations Information	NG FY13	NG FY14
Completed Investigations	17	26
Average Investigation Length (Days)	59.8	150
Median Investigation Length (Days)	60.5	139

**Description:** Baseline average and median Investigation Lengths of sexual assaults for Office Of Complex Administrative Investigations (OCI). The investigation length measured is from the date the TAG requests an investigation to the date the ROI is released back to TAG for case disposition.

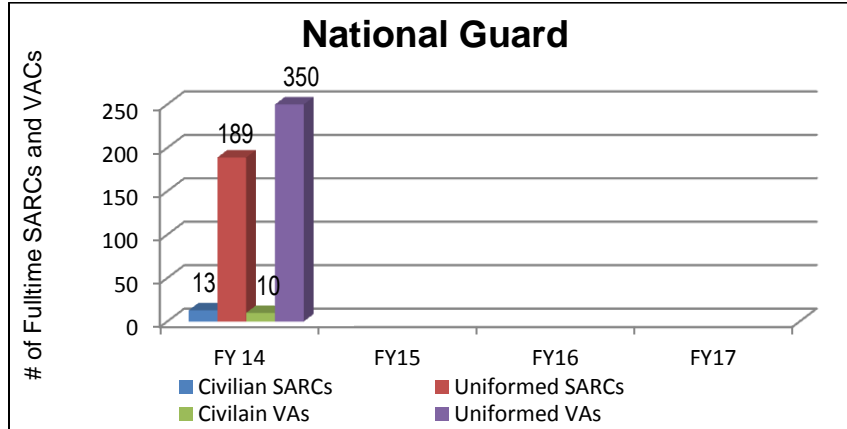
**Source:** OCI

**Implications:** Provides a means to address expectations about investigation length. Investigation Length is not a measure of a thorough and professional investigation and may vary greatly depending on the complexity of the allegation, evidence and the availability of witnesses in Title 32 status.

**Summary Points:** On average, an OCI Investigation is taking 5 months from the request to the release of the final report back to TAGs

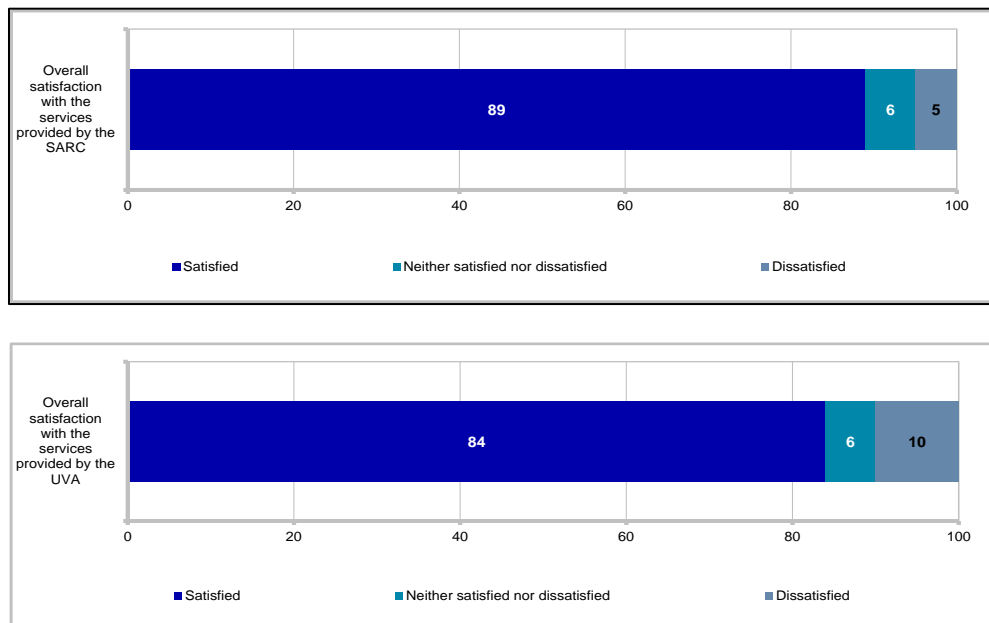
**Note:** The median is a “midpoint” for a set of numbers; it is the value for which half are above and half are below. Unlike an average, the median is less influenced by outliers in a set of numbers.

## Metric 6: Fulltime Certified SARC and VA Personnel



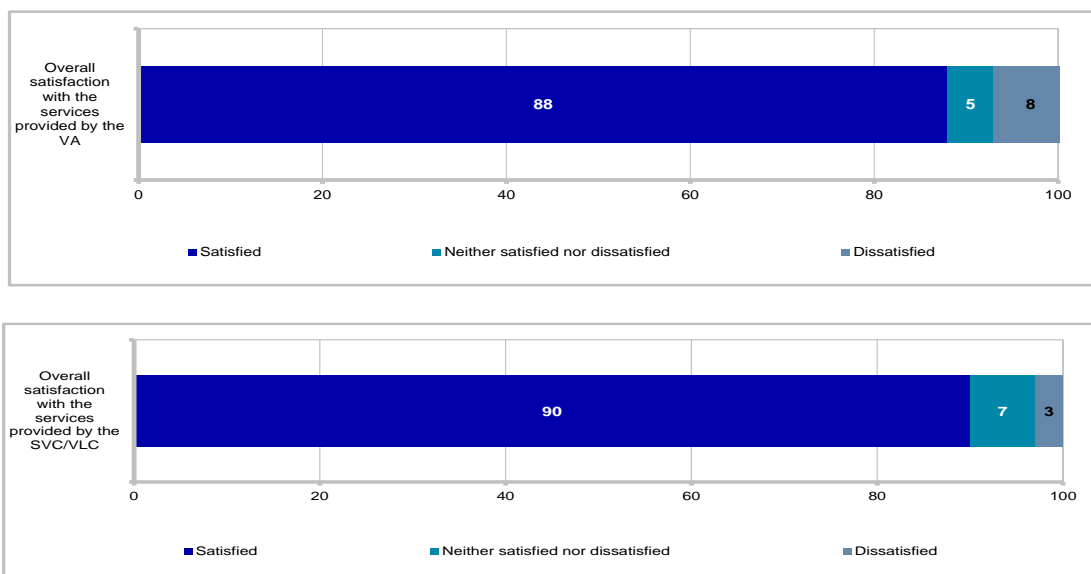
Civilian Fulltime Personnel		Uniformed Fulltime Personnel	
SARCs	VACs	SARCs	VACs
<b>Description:</b> Number of fulltime Civilian Sexual Assault Response Coordinators and Victim Advocate Coordinators, and number of fulltime Uniformed Personnel SARCs and VACs.			
<b>Source:</b> Service Component Provided Data			
<b>Implication:</b> Indicator of fulltime professional capability for the NG while in Title 32 status. Both the ARNG and ANG have additional collateral duty SARCs and VAs available to assist victims of sexual assault.			
<b>Summary Point:</b> Professional SARC and VA capability is available to meet NG victims' needs.			

## Metric 7a: NG Victim opinion of the quality/value of support provided by the SARC/VAC\* and SVC



<b>Description:</b> Victim Opinion of the quality/value of support provided by the SARC, VACs and VAs, if accepted by the victim.
<b>Source:</b> Survivor Experience Survey (SES), Phase 1
<b>Implication:</b> Indicates the degree to which SARCs, VACs, and VAs are valued by victims.
<b>Summary Points:</b> The vast majority of victims were satisfied with their SARCs and UVAs.

## Metric 7b: NG Victim opinion of the quality/value of support provided by the SARC/VA\* and SVC



Description: Victim Opinion of the quality/value of support provided by the VAs/UVAs and SVC, if accepted by the victim.

Source: Survivor Experience Survey (SES), Phase 1

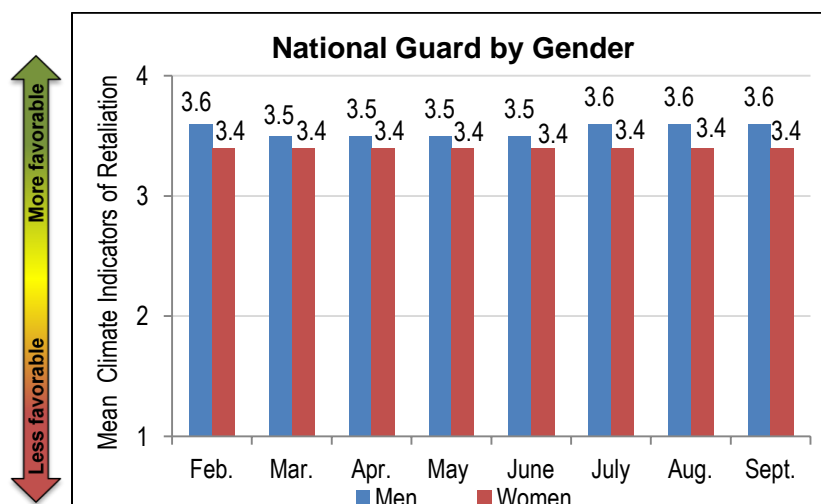
Implication: Indicates the degree to which VAs/UVAs and SVCs are valued by victims.

Summary Points: The vast majority of victims were satisfied with their VACs and SVCs.

## Metric 8: Subjects with Victims Declining Participate in the Military Justice Process

Note: This data is not captured for the National Guard--All victims participated in the OCI administrative investigative process

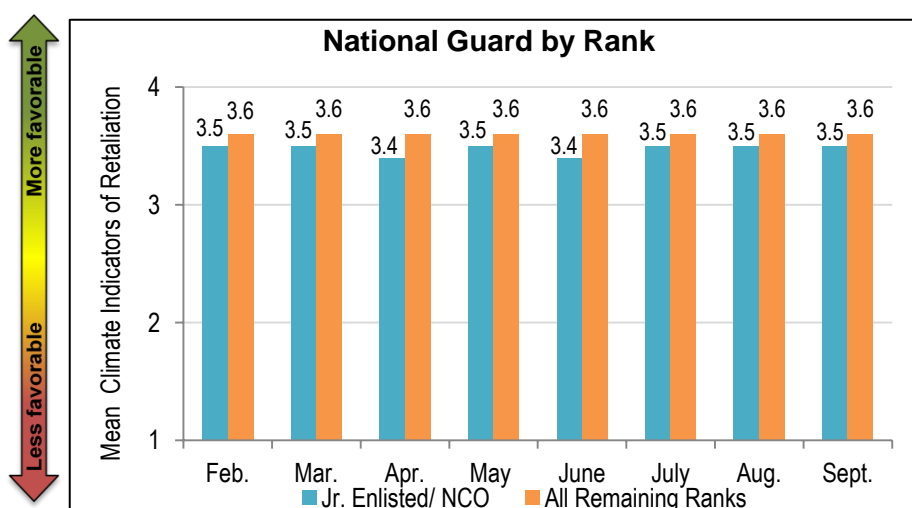
## Metric 9a: Peer Climate Indicators of Retaliation by Gender





	Men	Women
NG February – September 2014	3.6	3.4
<b>Description:</b> Mean Command climate indicators that victims may be retaliated against for reporting. Higher scores indicated a more favorable command climate. <b>Source:</b> DEOMI Organizational Climate Survey (DEOCS). <b>Implication:</b> Provides an indication of Service member perceptions of whether individuals who report a sexual assault would experience some kind of retaliation for doing so. However, DEOCS results draw from a convenience sample and may not be representative of the entire force. <b>Summary Point:</b> Command climate indicators suggested that, overall, survey Service members did not believe that retaliation was likely to occur. Compare to men, women reported that retaliation was slightly more likely to occur. <b>Note:</b> The DEOCS is a voluntary survey administered to military units annually or within 120 days of change in unit command.		

### Metric 9a: Peer Climate Indicators of Retaliation by Rank

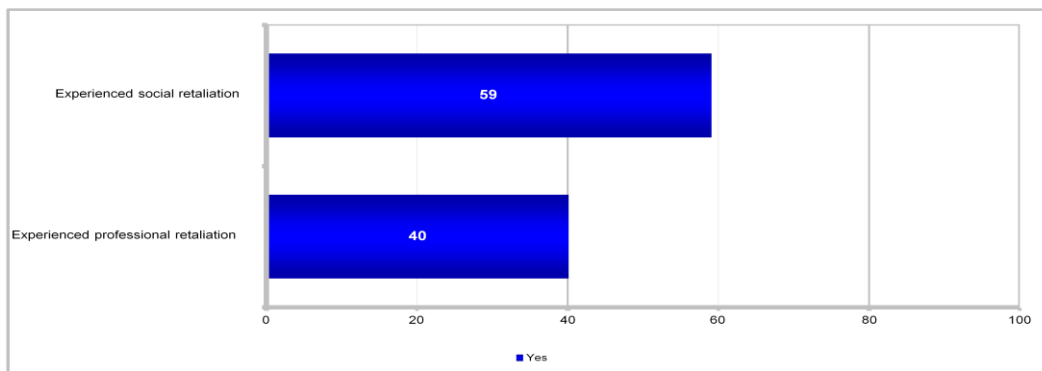


	Jr. Enlisted/NCO	All Remaining Ranks
NG February – September 2014	3.5	3.6
<b>Description:</b> Mean Command climate indicators that victims may be retaliated against for reporting. Higher scores indicated a more favorable command climate. <b>Source:</b> DEOMI Organizational Climate Survey (DEOCS). <b>Implication:</b> Provides an indication of Service member perceptions of whether individuals who report a sexual assault would experience some kind of retaliation for doing so. However, DEOCS results draw from a convenience sample and may not be representative of the entire force. <b>Summary Point:</b> Command climate indicators suggested that, overall, survey Service members did not believe that retaliation was likely to occur. Compare to all other ranks, Junior enlisted and NCOs reported that retaliation was more likely to occur. <b>Note:</b> The DEOCS is a voluntary survey administered to military units annually or within 120 days of change in unit command. Rankings are categorized as follows: Junior Enlisted /NCO includes E1 - E6, all remaining ranks includes E7 - E9, and all Commissioned or Warrant Officers.		

### Metric 9b: Victim Perspective on Personal, Professional, and Social Retaliation by Gender and Rank

\*\*Note: Top-line results for this metric not available for the National Guard

### Metric 9c: DoD Victim Perspective on Professional and Social Retaliation

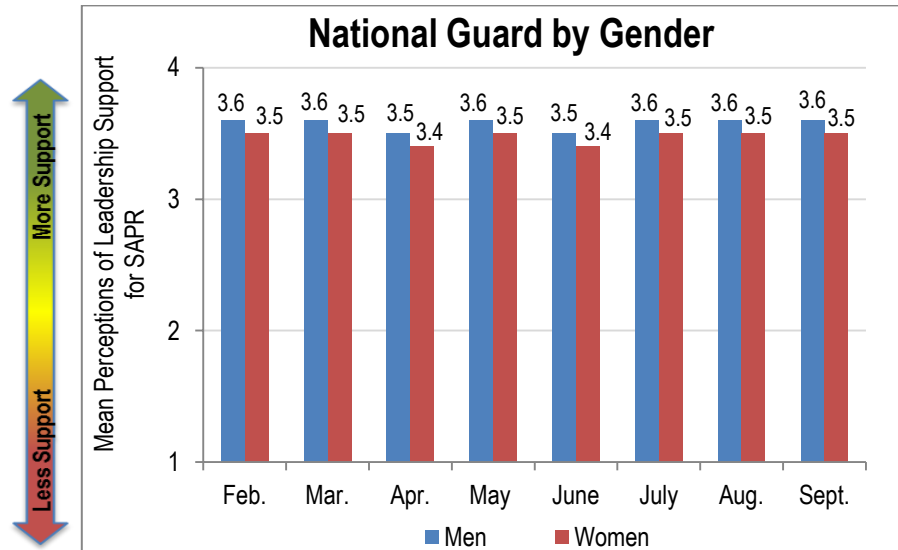


**Description:** Victims indication on the survey that they perceived social ostracization and /or professional retaliation as a result of reporting of sexual assault.  
**Source:** Survivor Experience Survey (SES), Phase 1  
**Implication:** Provides an indication of the experience of victims who report a sexual assault.  
**Summary Points:** Overall, a substantial proportion of victims perceived some kind of retaliation. However, a higher percentage of victims reported social ostracization than professional retaliation.

### Metric 10: Victim Experience of Being Informed Regularly of the Military Justice Process

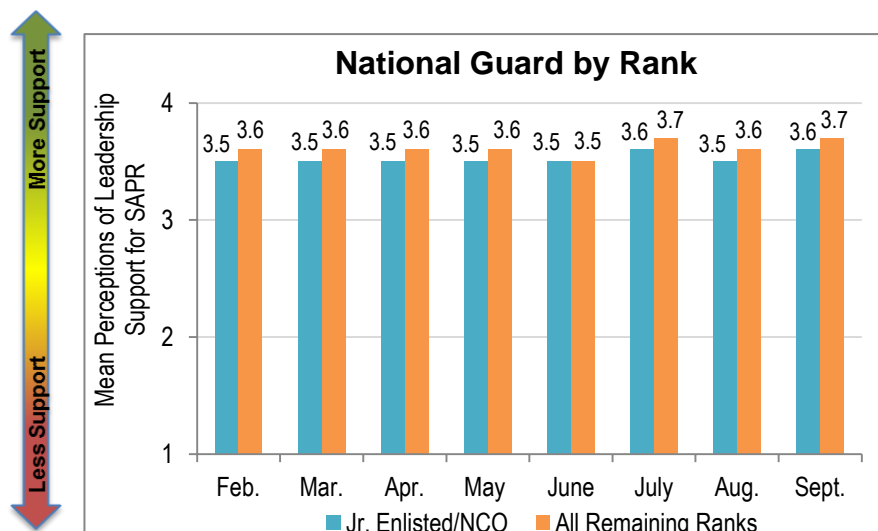
Note: This data is not captured for the National Guard

### Metric 11: Service Members' Perceptions of Leadership Support for SAPR by Gender



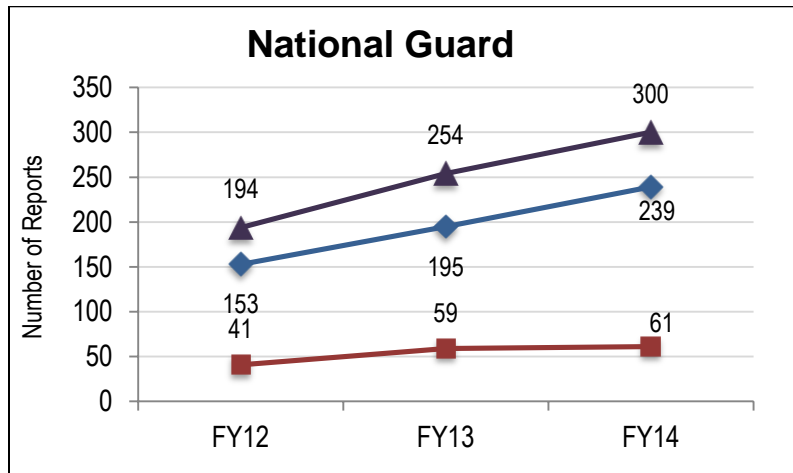
	Men	Women
NG February – September 2014	3.6	3.5
<b>Description:</b> Mean Service member perceptions of command and leadership support for SAPR program, victim reporting, and victim support. Higher scores indicate more favorable perceptions. <b>Source:</b> DEOMI Organizational Climate Survey (DEOCS). <b>Implication:</b> Service members rating of command climate in this area from 1 to 4. However, DEOCS results draw from a convenience sample and may not be representative of the entire force. <b>Summary Point:</b> Overall, Service members perceived their command and leadership to be supportive of SAPR. Women perceived lower levels of leadership support for SAPR compared to men. <b>Note:</b> The DEOCS is a voluntary survey administered to military units annually or within 120 days of change in unit command.		

### Metric 11: Service Members' Perceptions of Leadership Support for SAPR by Rank



	Jr. Enlisted/NCO	All Remaining Ranks
NG February – August 2014	3.5	3.6
<b>Description:</b> Mean Service member perceptions of command and leadership support for SAPR program, victim reporting, and victim support. Higher scores indicate more favorable perceptions. <b>Source:</b> DEOMI Organizational Climate Survey (DEOCS). <b>Implication:</b> Service members rating of command climate in this area from 1 to 4. However, DEOCS results draw from a convenience sample and may not be representative of the entire force. <b>Summary Point:</b> Overall, Service members perceived their command and leadership to be supportive of SAPR. Jr. Enlisted/NCO perceived lower levels of leadership support for SAPR compared to all other ranks. <b>Note:</b> The DEOCS is a voluntary survey administered to military units annually or within 120 days of change in unit command. Rankings are categorized as follows: Junior Enlisted /NCO includes E1- E6, all remaining ranks includes E7 - E9, and all Commissioned or Warrant Officers		

### Metric 12: Reports of Sexual Assault



Reports of Sexual Assault	Total (+/-)	=	Unrestricted (+/-)	=	Restricted (+/-)	=	% of Reports Restricted
NG FY14	300 (+18%)	=	239 (+23%)	=	61 (+3%)	=	20%
NG FY13	254	=	195	=	59	=	23%
<b>Description:</b> Year to year trend of restricted and unrestricted report received by the NG. Both restricted and unrestricted reports represent on victim per report. <b>Frequency:</b> Reported to the SAPR Joint Executive Council (JCS TANK) on a quarterly basis. <b>Source:</b> NG data is pulled from DSAID and reported to DoD for the quarterly report. <b>Implication:</b> A change in reports of sexual assault may reflect a change in victim confidence in the NG response systems. The continued increase in the number of Unrestricted Reports compared to Restricted Reports may be an indicator of victims trust in the command to investigate respond appropriately to reports of sexual assault while providing an environment of dignity and respect for the victim. <b>Summary:</b> Reports of sexual Assault increased by 18% from FY 13 to FY 14.							

Note: Data is not captured for Non-Metrics 1 – 6 for the National Guard

## ACRONYM LIST

AAG	Assistant Adjutant General
AC	Active component
ADOS	Active Duty Operational Support
AF	Air Force
AFB	Air Force Base
AGR	Active Guard and Reserve
ANG	Air National Guard
ARNG	Army National Guard
BIT	Bystander Intervention Training
CASA	Coalitions Against Sexual Assault
CCSDA	Custom Canines Service Dog Academy
CDC	Center for Disease Control
CDI	Command Directed Investigation
CID	Criminal Investigative Division
CLE	Civilian law enforcement
CMD	California Military Department
CMG	Case management Group
CMJ	Code of Military Justice
CNGB	Chief of the National Guard Bureau
CO	Colorado
Cpl	Corporal
CST	Civil Support Team
DANG	Director, Air National Guard
DARNG	Director, Army National Guard
DC	District of Columbia
DE	Delaware
DEOCS	Defense Equal Opportunity Management Institute Organizational Climate Surveys
DEOMI	Defense Equal Opportunity Management Institute
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DSaid	Defense Sexual Assault Incident Database
DTFSAMS	Defense Task force on Sexual Assault in the Military Services
DTM	Directive Type Memorandum
DTMS	Defense Training Management System
EEO	Equal Employment Opportunity
FY	Fiscal Year
FTNGD	Full Time National Guard Duty
GA	Georgia
GKO	Guard Knowledge Online
GS	General Schedule

GSLCs	Guard Senior Leader Conferences
GSLUs	Guard Senior Leader Updates
HQDA	Headquarters, Department of Army
HR	Human Resource
HROs	Human Resource Officers
IA	Iowa
ID	Idaho
IDT	Inactive Duty Training
ING	Inactive National Guard
JA	Judge Advocate
JCS	Joint Chiefs of Staff
JFHQ-State	Joint Force Headquarters - State
JTF	Joint Task Force
KY	Kentucky
LOD	Line of Duty
LOE	Line of Effort
LTG	Lieutenant General
MA	Massachusetts
MCIO	Military Criminal Investigation Organization
ME	Maine
MEPS	Military Entrance Processing Station
MOAs	Memorandums of Agreement
MOUs	Memorandums of Understanding
MPO	Military Protective Order
MST	Military Sexual Trauma
NDAA	National Defense Authorization Act
NG	National Guard
NG-J1	Directorate of Manpower and Personnel, National Guard Joint Staff
NG-J1-SAPR	Directorate of Manpower and Personnel, Sexual Assault Prevention and Response Office, National Guard Joint Staff
NGB	National Guard Bureau
NGB-PA	Office of the National Guard Bureau Public Affairs and Strategic Communications
NGB-JA	Chief Counsel of the National Guard Bureau
NGB-JA/OCI	Chief Counsel of the National Guard Bureau Office of Complex Administrative Investigations
NOVA	National Organization of Victim Assistance
OCI	Office of Complex Administrative Investigation
OEF	Operation Enduring Freedom
OH	Ohio
OIF	Operation Iraqi Freedom
OS	Operational Support
OSD	Office of the Secretary of Defense
PAOs	Public Affairs Offices



PDS	Professional Development Seminar
PEC	Professional Education Center
PII	Personally Identifying Information
PMs	Program managers
PMO	Provost Marshall Office
PSAs	Public Service Announcements
RAINN	Rape Abuse and Incest National Network
RC	Reserve Component
RI	Rhode Island
SA	Sexual Assault
SAAM	Sexual Assault Awareness Month
SAND	Sexual Assault Network of Delaware
SAPR	Sexual Assault Prevention and Response
SAPRAC	Sexual Assault Prevention and Response Advisory Council
SAPR VA	Sexual Assault Prevention and Response Victim Advocate
SAPRO	Sexual Assault Prevention and Response Office
SARB	Sexual Assault Review Board
SARC	Sexual Assault Response Coordinator
SART	Sexual Assault Response Team
SAV	Staff Assistance Visit
SAWG	Sexual Assault Working Group
SEA	Senior Enlisted Advisor
SecDef	Secretary of Defense
SEEM	State Equal Employment Manager
SES	Survival Experience Survey
SHARP	Sexual Harassment/Assault Response and Prevention
SJA	Staff Judge Advocates
SMEs	Subject Matter Experts
SOP	Standard Operating Procedures
SVC	Special Victims Counsel
T10	Title 10
T32	Title 32
TAG	The Adjutant General
TJAGs	The Judge Adjutant Generals
UCMJ	Uniform Code of Military Justice
USA	United States Army
USAF	United States Air Force
UTA	Unit Training Assembly
VAC	Victim Advocate Coordinator
VAMC	Veterans Affairs Medical Center
WA	Washington
WESO	Wing Executive Support Officer
WGRS	Workplace Gender Relations Survey
WI	Wisconsin
XO	Executive Office

# Bystander Intervention Training

**YOU** are critical to combating sexual assault in the Guard. The new cultural change begins with **YOU**.

