



Appendix A: Fiscal Year 2017 Strategic Goal Highlights



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This Appendix details additional program and policy advances that the Department completed during the fiscal year. The accomplishments are organized by the Sexual Assault Prevention and Response (SAPR) goals outlined in the *2017-2021 Department of Defense (DoD) Sexual Assault Prevention and Response Strategic Plan*.

Prevention

Fostered Stakeholder Outreach and Coordination

As the Department further develops its prevention efforts, it has increased its collaboration across DoD, the Military Services, and external stakeholders.

The Prevention Roundtable

The DoD Sexual Assault Prevention and Response Office (SAPRO) hosts quarterly prevention roundtables that bring together

representatives from the Military Services, Coast Guard, National Guard Bureau (NGB), and Military Service Academies. In FY17, Military Service representatives discussed their ongoing prevention initiatives to facilitate sharing of ideas and resources. Roundtable members collaborated on a Public Service Announcement for Sexual Assault Awareness and Prevention Month (SAAPM), featuring representatives from each Military Service and emphasizing the role each Service member can play in sexual assault prevention. The SAAPM theme – “Protecting our people protects our mission” – served as the backbone for DoD-wide messaging that sexual assault is a crime that can have an impact on an individual as well as Department readiness.

Quarterly Webinars

SAPRO hosts quarterly webinars on a variety of prevention topics through SAPR Connect, the Department’s sexual assault prevention Community of Practice. In FY17, SAPRO hosted four prevention-related webinars, reaching more than 1,000 Service members and civilians from around the world. The Department worked to broaden the prevention knowledge base with such topics as promoting healthy relationships, understanding command climate surveys, and advocating safe and responsible social media practices.

In FY17, the growth of DoD’s SAPR Connect suggested an increased interest and demand for research and activities tied to primary prevention. Membership in this online community grew by nearly 11 percent this year with an average 125 daily site visits. SAPR Connect continues to be the single platform within DoD to offer the opportunity for sharing prevention policies, programs, and practices

DoD SAPR Strategic Plan Goals

| Goal | Objectives |
|---|---|
| Goal 1: Prevention | Deliver consistent and effective prevention methods and programs. |
| Goal 2: Victim Assistance/Advocacy | Deliver consistent and effective victim support, response, and reporting options. |
| Goal 3: Investigation | Achieve high competence in the investigation of sexual assault. |
| Goal 4: Accountability | Achieve high competence in holding offenders appropriately accountable. |
| Goal 5: Assessment | Effectively standardize, measure, analyze, assess, and report program progress. |

across all the Military Services and other DoD agencies.

Participated in the Council on Recruit Basic Training

DoD SAPRO participated with representatives from each Military Service in a working group from the Council on Recruit Basic Training. SAPRO assisted the group with integrating SAPR program elements into recruit outreach, discipline, and resilience. The goal of the working group was to create final recommendations for presentation to senior leadership on potential changes to recruit basic training.

Victim Assistance and Advocacy

Conducted DoD SAPRO Survivor Meetings

Each year, the SAPRO Director meets personally with military survivors of sexual assault. It provides an opportunity for the Director to connect with Service members and receive insights directly from those with recent experiences with the reporting process. Each session creates an opportunity for the survivor to communicate not only how the crime has impacted them, but also his/her perspective on the reporting process. Service members also identify how they believe the SAPR program can be improved. SAPRO employs this feedback to inform policy and program improvements. In FY17, the SAPRO Director met with five survivors, one from each Military Service and NGB.

Continued Collaboration with the Department of Justice Office for Victims of Crime (OVC)

The Department has been collaborating with the Department of Justice over the past decade to help military sexual assault victims receive a quality response. Central to this cooperation is the *Strengthening Military-Civilian Community Partnerships to Respond to Sexual Assault* training. This program is designed to provide civilian organizations with

a better understanding of the military, so that they may better support Service members who use civilian resources. OVC also helps the Department prepare its Sexual Assault Response Coordinators (SARC) and SAPR Victim Advocates (SAPR VA) by providing *Advanced Military Sexual Assault Advocate Training* on-line. The training is intended to advance the skillset of SARCs and SAPR VAs to better support sexual assault victims. In FY18, the training will be expanded to include a segment employing gaming technology to enhance the interactive nature of the program.

Accountability and Investigation

Ongoing Enhancements and Appropriations for Accountability and Investigative Services

The Department approved funding to support Special Victims' Counsel, Victims' Legal Counsel, and other Special Victims' Programs within the four Military Departments and NGB.

The DoD Inspector General Directorate for Whistleblower Reprisal Investigations (WRI) investigates whistleblower reprisal complaints in which one or more protected communications involve allegations of sexual assault. The WRI also received increased funding to hire another team of investigators to work sexual assault reprisal cases in FY18.

Assessment

Continued Updating Defense Sexual Assault Incident Database (DSAID) Capabilities

DSAID is the authoritative, centralized database used to collect and maintain information about Restricted and Unrestricted sexual assault reports. DSAID also facilitates case management, enables legal officers to input and validate case disposition data, and supports Service SAPR program management. It further provides the Department the capability to meet reporting requirements, validate data, standardize

information collection, and oversee reporting practices. SAPRO manages DSAID and works with the Military Services to maintain and update information in the database.

In January 2017, the United States Government Accountability Office (GAO), issued its assessment report¹ of the Department's efforts to:

- Implement DSAID and what steps the Department took to standardize DSAID's use;
- Address technical challenges identified and plans to address those challenges; and
- Incorporate a change management process for modifying DSAID and align its project management to industry standards.

The GAO found the Department has processes for operating and managing DSAID. Specifically, DSAID is fully implemented and in use across the Military Services. Further, GAO found that the Department has taken several steps to standardize DSAID's use through the development of policies, processes, and procedures for using the system; training for system users; and processes for monitoring the completeness of data. The GAO had zero recommendations for the Department relating to this assessment.

SAPRO continues to update DSAID and performed the following enhancements and program accomplishments in FY17:

- Activated DSAID's enhanced analytics capacity, which provides users with new data analysis capabilities, such as trend analysis, integration with statistical and analytic software, information dashboards, and flexible report generation;

- Conducted a variety of training sessions for legal officers and program managers; two webinars reaching a total of 117 system users, and web-based training for 876 users;
- Led monthly DSAID Change Control Board meetings to identify and develop improvements for database management. The Board approved 27 change requests in FY17 for system enhancement;
- Upgraded DSAID's underlying software to support system modernization and security;
- Developed and deployed six major system improvements to support congressional reporting and data quality;
- Updated DSAID's quality assurance tool to better enable the Department and the Military Services to validate entries and identify missing data; and
- Began development of system requirements to track retaliation allegations associated with sexual assault reports. Deployment of a module to track retaliation allegations is expected in 2019.

Supported Development of Climate Assessment Tools for Commanders

SAPRO worked closely with the Defense Equal Opportunity Management Institute to add issue papers, posters, videos, and other materials to the Assessment to Solution (A2S) website. A2S is designed to provide commanders with assistance in addressing issues identified during their unit climate assessment survey process. The SAPR portion of the website provides commanders with strategies to improve reporting of sexual assault, Service member reporting options knowledge, and bystander intervention. In FY17, 5,360 users viewed the SAPR portion of

¹ GAO-17-99, MILITARY PERSONNEL: DOD Has Processes for Operating and Managing Its Sexual Assault Incident Database.

the website and 1,796 users downloaded SAPR products.

Implementation Status of National Defense Authorization Act (NDAA) Sections Pertaining to SAPR

The Department continues to implement requirements from the National Defense Authorization Acts for Fiscal Years (FY) 2014 – 2017 pertaining to sexual assault and other sexual misconduct. While most of the legislative changes have been fully implemented, the sections listed below are partially implemented with full implementation in progress.

FY14 NDAA:

- Section 1701: Extension of crime victims' rights to victims of offenses under the Uniform Code of Military Justice.

FY16 NDAA:

- Section 531: Enforcement of certain crime victim rights by the Court of Criminal Appeals. The rulemaking responsibility for this selection was delegated to the Service Judge Advocates General; exercise of that rulemaking function is in progress.

FY17 NDAA:

- Section 542: Effective prosecution and defense in courts-martial and pilot programs on professional military justice development for judge advocates.
- Section 546: Training for Department of Defense personnel who investigate claims of retaliation.