Hurts One. Affects All.

Preventing Sexual Assault Is Everyone’s Duty.

2010 Sexual Assault Awareness Month Command Resource Guide

MyDuty.mil

Readiness Respect
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Dear Commanders, Sexual Assault Response Coordinators, and Victim Advocates:

As we start the observance of Sexual Assault Awareness Month (SAAM), we are pleased to have the opportunity to express our appreciation for the exceptional work you do every day to prevent sexual assault in the Military. We hope that this resource guide helps you in your continuing efforts to assist Service members.

The 2010 theme for the Department of Defense Sexual Assault Awareness Month (SAAM) is "Hurts one. Affects all...Preventing Sexual Assault is everyone’s duty." This outreach theme, which will be used for the next two years, focuses on mission readiness. Thanks to the input from several unit commanders, we believe that the readiness-related messages in this guide get to the core issues of concern. A sexual assault can reverberate throughout a unit and beyond; harming the life of the victim, and our ability to work effectively as a team.

Our goal with this guide is to continue to encourage the important discussions necessary to change the behaviors that allow this crime to persist not only in the Military, but in our nation as a whole. We are leading the way, which is evident by the great strides that were documented in the fiscal year 2009 Annual Report to Congress. We believe that we are moving toward creating a climate of confidence that encourages reporting and at the same time, emphasizes prevention.

In addition to publishing this guide, the Department has a variety of activities planned for SAAM 2010. For example, in early April senior leaders within the Department will recognize five outstanding SARCs for their achievements in 2009, and we will speak in several venues to educate our stakeholders on the exceptional work you do.

Thank you for your dedication to this important issue. Our Service members deserve nothing less.

Kaye Whitley, Ed. D.
Director
Sexual Assault Prevention and Response Office.
The Department of Defense (DoD) Sexual Assault Prevention and Response Office (SAPRO) developed this 2010 Sexual Assault Awareness Month resource guide to support your continued efforts in acknowledging Sexual Assault Awareness Month (SAAM).

The Sexual Assault Prevention and Response (SAPR) Guide provides information that can assist all disciplines on the Sexual Assault Response Team (SART). This includes preparing for Sexual Assault Awareness Month (SAAM), developing new policies and programs for your unit or installation, and improving current policies and programs. The resource guide has four main goals:

1. Inspiring you to strengthen your policies and strategies to respond to and prevent sexual assault.
2. Encouraging the SART and individual Service Members to support the SAPR program and prevent sexual assault.
3. Encouraging cooperation amongst members of the SART.
4. Expanding your training on issues that are essential to your effectiveness in the SAPR program.

The SAPR guide has been created for each of the following audiences:

- Commanders
- Sexual Assault Response Coordinators (SARC)
- Victim Advocates (VAs)
- Investigators
- Legal

**2010 Theme**

The 2010 DoD theme, “Hurts one. Affects all” focuses on mission readiness. This theme is the foundation of the Department’s prevention campaign. The Department’s mission not only involves national defense, but also the defense and safety of Americans who voluntarily risk their lives for our country.

Research shows that most people have difficulty identifying situations that require intervention, and how this directly affects mission readiness. Even if one does know there is a potential problem, studies indicate that an individual is unlikely to act if others are not taking the initiative to respond. As leaders in this field, you have the ability to educate and to encourage our Service members to safely intervene in situations where people may be in jeopardy. This is especially important when alcohol is involved. Taking a stance against potential perpetrators of sexual assault and creating an environment of mutual respect and assistance are important factors in prevention. As you plan your campaign, try to use the 2010 theme to complement your activities not only during SAAM.

Nationally, SAAM occurs in April and seeks to raise awareness about and prevent the occurrence of sexual violence through the use of special events and public education. The National Sexual Violence Resource Center set this year’s national campaign slogan as: “Prevent Sexual Violence...on our Campuses.” This theme may not seem relevant to the Military community, but it is. We find a lot of similarities between the young enlisted members of our Military and college aged students.

April 20th has been designated the SAAM Day of Action -- a day to focus on awareness and sexual violence prevention. For more information on SAAM and how it is recognized by other organizations, refer to the “Additional Resources” section of this guide.

**Resource Materials**

Although we designed this year’s materials for use during SAAM 2010, we hope that you will continue using them throughout the year. This year’s resources include this DoD resource guide, DoD poster, and a Department Sexual Assault Prevention and Response pamphlet. All resources are available on either the new and improved SAPRO home page www.sapr.mil which focuses on the program. You may also find some of these materials on the SAPRO page of Defense Knowledge Online.

Also available at www.sapr.mil are the previous SAAM Resource Guides. Rather than reprint the information in those guides here, we have kept prior years’ SAAM campaigns on the website. There are many “press-ready” newspaper stories, ideas for events, and other information that remains relevant today.
Commanders Lead The Way

Just as any casualty does on the battlefield, sexual assault takes a human toll. According to the Defense Manpower Data Center’s 2006 Gender Relations Survey, 6.8% of women and 1.8% of men reported experiencing “unwanted sexual contact” in the 12 months prior to the survey (“Unwanted sexual contact” is the term used by the Department to capture the range of adult sex crimes in the Uniform Code of Military Justice). Use the figures above to estimate the casualty rate from sexual assault in your unit, your installation, and your Service. Unfortunately, less than 10% of all sexual assaults of Service members are reported to a military authority.

In 2005, the Department of Defense instituted a new reporting and care infrastructure to assist victims of sexual assault. Sexual Assault Response Coordinators (SARC}s and Victim Advocates (VAs) are now part of your organization. Both fill vital roles in the Department’s response to sexual assault -- and both rely on you, the Commander, for support of their Sexual Assault Prevention and Response (SAPR) duties. SARC{s organize the installation or large unit resources for victims, and also provide SAPR training. VAs provide direct support to victims, helping them understand their reporting and care options.

Enclosure 5 to DoD Instruction 6495.02, Sexual Assault Prevention and Response Procedures, contains a checklist for military commanders to follow should a sexual assault occur in their unit. That checklist is reprinted starting on page 5 of this guide. Your Service may have a supplemental checklist with additional guidance. Sexual assault victims may report a crime in one of two ways. An Unrestricted Report allows the victim to participate in an investigation and the military justice process. A Restricted Report allows the victim to access care and support services without command or law enforcement notification. Medical care, a sexual assault forensic examination, and mental health counseling are available with either reporting option.

As a commander, you’re likely to prefer that victims make an Unrestricted Report in support of good order and discipline in your unit. However, research has shown that if compelled to participate in the justice system, the vast majority of sexual assault victims will forego care and never report. It is the Department’s goal that more victims report this crime via one of the two options. Restricted Reporting was created to bring more victims forward for assistance. Victims need to know that you support both options of Reporting. When treated early, victims tend to have better recovery outcomes.

You might think that having fewer reports of sexual assault in a unit or on a base might mean that those organizations have less of a sexual assault problem. While that is a possibility, it is more likely that sexual assaults simply aren’t being reported. Getting victims to come forward is not something one can force or directly influence. Rather, Service members determine whether or not to report by seeing how victims of crime are treated by law enforcement, by command, and others in the military justice system. Until a “climate of confidence” is present in the unit, reporting is likely to remain unchanged. With the best of intentions, some commanders have instituted “zero tolerance” policies on misconduct, including alcohol related incidents, sexual assault, and sexual harassment. When not balanced with a message that victims of crime should report, such policies may drive victim reports underground. It is recommended that you address both misconduct and support of crime reporting.

Once you acknowledge that sexual assault can happen anywhere to anyone, making a commitment to ensure Service member safety is the next step. The Department recommends that commanders take supporting actions involving:

- Education and prevention initiatives
- Coordination between command, the Sexual Assault Response Team (SART), and community organizations
- Policies to increase unit compliance with Department sexual assault policy
- Installation/unit area improvements and risk reduction efforts to enhance safety

Commanders at all levels have a unique position in the support of sexual assault prevention and response. Commanders also set the tone in their units. Through your policies and actions, you can demonstrate the military’s commitment to prevent sexual assaults before they occur.

Supporting SAPR

There are a variety of factors within a unit or on an installation that can be modified to help grow a climate of confidence. Consider some or all of the following:

- Evaluate current policies and procedures for Sexual Assault Prevention and Response on post and in the local community. Your SARC and VAs can provide recommendations about what changes would be beneficial.
- Have a feedback session at your unit or installation to discuss what Service members think about sexual assault in the military. What attitudes are prevalent? Do these attitudes support a favorable response to victims and prevention? Again, SARC{s can help identify problem attitudes and recommend solutions.
- Evaluate your unit’s current training effectiveness. All personnel are required to have SAPR training once a year and before deployment. If you find that slide-based training is not motivating, talk to your SARC about an alternate training medium.
• Get to know SAPR services and resources available to you and your people.

• Work with your SARC to develop a plan to prevent and address sexual assault in your unit. Again, victims should always be encouraged to report.

Creating a Safer Working Environment

• Learn more about sexual assault in the military through reports that are published annually at www.MyDuty.mil.

• Eliminate sexually explicit language and other sexually harassing behaviors in your unit, regardless if it is an all-male unit or not.

• Address discipline problems immediately.

• Seek advice on difficult situations from peers and mentors.

• Fully understand the reporting options for victims.

• Conduct and participate in SAPR sustainment training that goes beyond the mandatory annual training.

• Have a working relationship with your SART members: SARC, VAs, investigators, prosecutors, healthcare providers, and chaplains.

• Follow your Service’s policies and procedures for handling sexual assault cases.

• Lead by example: Promote a positive work environment, healthy relationships, and positive attitudes towards all, regardless of gender.

• Avoid the re-victimization of Service members when they report by treating them the way you would like your son or daughter treated, if they were victimized.

• Speak up whenever possible on sexual assault prevention and response; let your Service members know where you stand.

SARC Assistance to Command

Your SARC is not just the person that responds to a sexual assault. He or she can also help you meet the annual SAPR training requirement. SARC is subject matter experts. Your SARC should be considered part of your key staff. He or she should be able to communicate with you directly on matters concerning sexual assault, regardless of civilian, contractor or Service member status.

Supporting Sexual Assault Prevention

Each Service is developing its own approach to prevention. However, the following are some universal approaches to sexual assault prevention:

• Enforce sexual harassment and assault policies at your location. Sexual harassment that goes unchecked sends the message that inappropriate or abusive interpersonal conduct is tolerated or accepted.

• Hold all leaders and subordinates accountable for providing a clear and consistent message that inappropriate sexual behavior will not be tolerated.

• Consistently enforce all drug and alcohol-related policies at your location. Department surveys indicate that at least one-third of sexual assaults in the Armed Forces involve the use of alcohol by one or both parties. If you have a large population of men and women under the age of 25 at your installation or unit, alcohol is likely to be a factor in many, if not most, sexual assaults.

• Encourage your people to take responsibility for the safety of their friends and co-workers. Support safe interventions by Service members.

• Engage your SARC to help you prevent sexual assault at your location.

• Implement environmental safety measures that might reduce the risk of sexual assault. However, don’t rely on these as a method of prevention. Lighted areas and locked doors can make every one feel safer, but they do not prevent most attacks. The vast majority of sexual assaults in the Department occur between people that already know each other. Stranger rape accounts for relatively few sexual assaults.

• Work with experts in your Service to support education initiatives about healthy sexuality, responsible drinking, and equitable relationships.
**SOMEONE I SUPERVISE IN THE MILITARY HAS BEEN SEXUALLY ASSAULTED. WHAT DO I DO?**

- Ensure the victim is at a safe location away from the perpetrator. If not, take them to a safe place.

- Work with law enforcement to protect the victim from the perpetrator and others acting on the perpetrator’s behalf. If a threat to the victim’s immediate safety exists, contact military law enforcement or local police as soon as possible.

- Ask if the victim would like medical care. If the victim requires emergency medical care, call 911 or your installation’s emergency medical care services. If the victim requires less than emergency care, help her or him get to a medical provider as soon as possible.

- Other than safety and health related questions, try to refrain from asking the victim for details about the incident. Show interest in what the victim says and ask what you can do to help her or him.

- Contact the Sexual Assault Response Coordinator (SARC) at your installation and/or your Unit Victim Advocate, and arrange for the victim to speak with one of them.
  - SARCs and Victim Advocates (VAs) have a 24 hour, seven day a week phone number for victims at every military installation. If you need to find that phone number, the military police and the base operator are likely to have it.

- Military One Source can also help you locate your installation Sexual Assault Response Coordinator. (CONUS: 1-800-464-8107 or OCONUS collect: 484-530-5889, 24-hours-a-day, 7-days-a-week).
  - SARCs and VAs can inform the victim of the medical, legal and spiritual resources available, both on and off-base. They can also help arrange for these services and a sexual assault forensic examination, if the victim so desires.

- If desired by the victim, assist him or her with getting to the SARC, Victim Advocate, and/or medical care.

- While SARC’s typically ensure that law enforcement and command are notified of sexual assaults, you may wish to follow up with your chain of command and law enforcement to ensure they are aware of the incident.
  - Report the crime in your unit only to those persons with a legitimate need to know, e.g. Commander, First Sergeant, etc. Do not discuss the matter casually with co-workers, friends or family members. It is critical to protect the privacy of a sexual assault victim.

- Report the crime to a Military Criminal Investigative Organization (MCIO) (e.g., CID, NCIS, AFOSI). Investigators may want to interview you about the incident.
  - Military members usually have options with reporting the crime. Unrestricted Reports allow the victim to participate in the military criminal justice process. Restricted Reports are kept confidential, and command and law enforcement are not notified. However, when the victim reports the crime to someone in the chain of command, a Restricted Report is no longer an option. If you are in the individual’s chain of command, you must report the matter.

- Ensure that the victim is allowed time to attend medical and other appointments, such as with the SARC, Victim Advocate, or law enforcement. Assist with administrative and logistical arrangements so that victims can access services and receive care. Again, only inform those with a legitimate need to know why the victim is absent or requires logistical assistance.

- Keep an eye on the victim’s safety. A Military Protective Order (MPO) may be issued by command to keep the perpetrator away from the victim. Check with the SARC to see if the victim desires a Civilian Protective Order (CPO) as well.

- Watch for signs that the perpetrator is violating the terms of the MPO or CPO. If the perpetrator violates either order, notify law enforcement at once.

- Consider the victim’s input on whether or not he or she desires to be temporarily moved to another unit.

- Work with command to determine if the victim’s condition warrants redeployment or reassignment.

- Ensure that the victim is made aware of and encouraged to exercise their options during each phase of the medical, investigative, and legal processes. Check with the victim to see if he or she knows his or her rights in the military justice process. The Victim/Witness Assistance Program at your installation’s legal office can help the victim through the justice system.

- Support the victim as he or she goes through the investigation and legal proceedings. You don’t have to “fix” anything – just be available to listen when he or she needs you. Be patient with the person’s duty performance as she or he recovers from being the victim of a crime.
FOR UNRESTRICTED REPORTS OF SEXUAL ASSAULT

VICTIM’S COMMANDER

- Ensure the physical safety of the victim--determine if the alleged offender is still nearby and if the victim desires or needs protection.
- Determine if the victim desires or needs any emergency medical care.
- Notify the MCIO concerned, as soon as the victim’s immediate safety is assured, and medical treatment procedures elected by the victim are initiated.
- To the extent practicable, strictly limit knowledge of the facts or details regarding the incident to only those personnel who have a legitimate need-to-know.
- Take action to safeguard the victim from any formal or informal investigative interviews or inquiries, except those conducted by authorities who have a legitimate need-to-know.
- Ensure the SARC is notified immediately.
- Collect only the necessary information (e.g., victim’s identity, location, and time of the incident, name and/or description of offender(s)). DO NOT ASK DETAILED QUESTIONS AND/OR PRESSURE THE VICTIM FOR RESPONSES OR INFORMATION ABOUT THE INCIDENT.
- Advise the victim of the need to preserve evidence (by not bathing, showering, having anything by mouth, voiding bladder, or washing garments) while waiting for the arrival of representatives of the military criminal investigative organization.
- If needed, assist with or provide immediate transportation for the victim to the hospital or other appropriate medical treatment facility.
- Ensure the victim understands the availability of victim advocacy and the benefits of accepting advocacy and support.
- Ask if the victim needs a support person, which can be a personal friend or family member, to immediately join him or her.
- Be sure to advise the victim this support person could later be called to testify as a witness if the case goes to trial.
- Ask if the victim would like a chaplain to be notified and notify accordingly.
- Throughout the investigation, consult with the victim, and listen/engage in quiet support, as needed, and provide the victim appropriate emotional support resources. To the extent practicable, accommodate the victim’s desires regarding safety, health, and security, as long as neither a critical mission nor a full and complete investigation is compromised.
- Continue to monitor the victim’s well-being, particularly if there are any indications of suicidal ideation, and ensure appropriate intervention occurs as needed.
- If needed, confer with victim’s healthcare provider(s) HCP(s) and consider the need for convalescent leave or other administrative leave options as Military Service policy permits.
- Determine if the victim desires or needs a “no contact” order or a DD Form 2873, “Military Protection Order (MPO),” to be issued, particularly if the victim and the alleged offender are assigned to the same command, unit, duty location, or living quarters. Coordination with other commanders may be necessary if the alleged offender is assigned to a different commander.
- Determine the need for temporary reassignment to another unit, duty location, or living quarters on the installation of the victim or the alleged offender being investigated, working with the alleged offender’s commander if different than the victim’s commander, until there is a final legal disposition of the sexual assault allegation, and/or the victim is no longer in danger. To the extent practicable, consider the desires of the victim when making any reassignment determinations.
- Ensure the victim understands the availability of other referral organizations staffed with personnel who can explain the medical, investigative, and legal processes and advise the victim of his or her victim support rights.
- Emphasize to the victim the availability of additional avenues of support; refer to available counseling groups and other victim services.
- Attend the monthly case management meeting as appropriate.
- Ensure the victim receives monthly reports regarding the status of the sexual assault investigation from the date the investigation was initiated until there is a final disposition of the case.
- Consult with servicing legal office, as needed, to determine when and how best to dispose of the victim’s collateral misconduct, if any.
- Absent extenuating or overriding considerations which, in the commander’s judgment, make it inappropriate to delay taking action, the commander should consider deferring discipline for such victim misconduct until all investigations are completed.
and the sexual assault allegation has been resolved. Keep in mind the implications of this decision on speedy trial and/or statute of limitations.

- When practicable, consult with the servicing legal office, MCIO, and notify the assigned VA or SARC prior to taking any administrative or disciplinary action affecting the victim.
- Avoid automatic suspension or revocation of a security clearance and/or Personnel Reliability Program (PRP) access, understanding that the victim may be satisfactorily treated for his/her related trauma without compromising his/her security clearance or PRP status. Consider the negative impact that suspension of a victim’s security clearance or PRP may have on building a climate of trust and confidence in the Military Service’s sexual assault reporting system, but make final determination based upon established national security standards. (See DoD 5210.42-R (Reference (ad) for specific requirements.)

**ALLEGED OFFENDER’S COMMANDER**

- Notify the appropriate MCIO as soon as possible after receiving a report of a sexual assault incident.
- Avoid questioning about the sexual assault allegation with the alleged offender, to the extent possible, since doing so may jeopardize the criminal investigation.
- Any contact with a Service member suspected of an offense under Chapter 47 of Reference (b) may involve rules and procedures, that ensure due process of law and are unique to the military criminal justice system. Therefore, before questioning or discussing the case with the alleged offender, commanders and other command representatives should first contact the servicing legal office for guidance.
- However, if questioning does occur, advise the Service member suspected of committing a UCMJ offense of his or her rights under Article 31 of Chapter 47 of Reference (b).
- Safeguard the alleged offender’s rights and preserve the integrity of a full and complete investigation, to include limitations on any formal or informal investigative interviews or inquiries by personnel other than those by personnel with a legitimate need-to-know.
- Strictly limit information pertinent to an investigation to those who have a legitimate need-to-know.
- Ensure procedures are in place to inform the alleged offender, as appropriate, about the investigative and legal processes that may be involved.
- Ensure procedures are in place to inform the alleged offender about available counseling support. As appropriate, refer the alleged offender to available counseling groups and other services.
- With the benefit of the SARC, VA, legal, and/or investigative advice, determine the need for a “no contact” order, or the issuance of an MPO, DD Form 2873.
- Monitor the well-being of the alleged offender, particularly for any indications of suicide ideation, and ensure appropriate intervention occurs if indicated.

**UNIT COMMANDER OF VICTIM AND/OR ALLEGED OFFENDER**

**PREVENTION**

- Establish a command climate of prevention that is predicated on mutual respect and trust, that recognizes and embraces diversity, and that values the contributions of all its members.
- Emphasize that sexual assault violates the core values of what being a professional in the Armed Forces is all about and is something that ultimately destroys unit cohesion and the trust that is essential for mission success.
- Emphasize DoD and Military Service policies on sexual assault and the potential legal consequences for those who commit such crimes.
- Keep a “finger on the pulse” of the organization’s climate and respond with appropriate action toward any negative trends that may emerge. Remind members that discussion of a possible sexual assault incident might compromise an ensuing investigation.
- Emphasize that the alleged offender is presumed innocent until proven guilty. Advise those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.

Consider some form of unit refresher training; or have an outside expert address the unit regarding preventive measures, as
COMMANDER’S CHECKLIST, cont’d

IN THE EVENT OF A SEXUAL ASSAULT

- Discourage members from participating in “barracks gossip” or grapevine speculation about the case or investigation. Remind everyone to wait until all the facts are known and final disposition of the allegation has occurred before reaching conclusions.
- Remind members that discussion of a possible sexual assault incident might compromise an ensuing investigation.
- Emphasize that the alleged offender is presumed innocent until proven guilty.
- Advise those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.
- Consider some form of unit refresher training; or have an outside expert address the unit regarding preventive measures, as well as some of the emotional or psychological feelings that may manifest themselves, affect the unit, and require the unit’s response during the course of the investigation.
- Continuously monitor the unit’s overall climate to ensure neither the victim and/or the alleged offender is being ostracized and prevent organizational splintering.
By now, you’ve probably heard a great deal about “active bystander intervention.” However, it’s likely that your leadership, your Service members, and even some of your SART members haven’t heard a great deal about the Department’s cornerstone intervention for prevention of sexual assault. What follows is a brief guide to help you educate those with whom you work on this topic.

The Department wants the Services to develop prevention programs that include “Active Bystander Intervention” -- an approach that encourages people to identify situations that might lead to a sexual assault and then safely intervene to prevent an assault from occurring. Historically, some sexual assault prevention programs have spoken to women as potential victims and men as potential perpetrators. That kind of approach often alienates people and causes suspicion between two groups of people who should be allies in preventing this crime. Active Bystander Intervention discourages victim blaming by switching the focus of prevention to what a community of people can do collectively. The approach also allows for a change in cultural expectations by empowering everyone to say or do something when they see inappropriate or harmful behavior. Finally, this method of intervention places the responsibility of sexual assault prevention on both men and women.

The specifics of your campaign will come through your Service. However, there are some steps that are common to most programs:

- **Recognizing when to intervene.** Some people might be concerned that they are being encouraged to place themselves in jeopardy to stop crimes in progress. This is not the case. There are many situations and events that occur prior to a sexual assault that are appropriate for intervention. Active bystander intervention encourages people to watch for those behaviors and situations that appear to be inappropriate, coercive and harassing.

- **Considering whether the situation needs attention.** The Department has chosen to link “duty” with sexual assault prevention. Service members need to understand that it is their moral duty to pay attention to situations that put their friends and co-workers at risk.

- **Deciding if there is a responsibility to act.** A great deal of research has been done to understand the conditions that encourage people to get involved. There are situational factors that influence a person’s willingness to act. These include the presence of other witnesses, the uncertainty of the situation, the apparent level of danger or risk to the victim, and the setting of the event. Personal characteristics of the bystander also contribute to a decision to act. Such characteristics include experience and skill in dealing with such situations, personal costs of acting or not acting, and relationships with either the victim or the perpetrator. Again, every Service member has a moral duty to act in situations that put others at risk for sexual assault.

- **Choosing what form of assistance to use.** There are a variety of ways to intervene. Some of them are direct, and some of them are less obvious to the perpetrator:
  - Making up an excuse to get a friend out of a potentially dangerous situation
  - Letting a friend or co-worker know that his or her actions may lead to serious consequences
  - Never leaving a friend’s side, despite the efforts of someone to get that friend alone or away from you
  - Using a group of friends to remind someone behaving inappropriately that his or her behavior should be respectful
  - Taking steps to curb someone’s use of alcohol before problems occur
  - Calling the authorities when the situation warrants

- **Understanding how to safely implement the choice.** Safety is paramount in active bystander intervention. Usually, intervening in a group is safer than intervening individually. Also, choosing a method of intervention that de-escalates the situation is safer than attempting a confrontation. However, there is no single rule that can account for every situation. Service members must use good judgment and always put safety first.

Look for additional guidance from your Service on how to implement an effective active bystander intervention program and the DoD prevention strategy.

-- Adapted from the National Sexual Violence Resource Center’s booklet, “Engaging Bystanders in Sexual Violence Prevention.”
Victim Advocates

The information that follows is not meant to replace your Service’s instructions on Victim Advocate duties. Ensure that you follow all instructions, directives and guidance issued by your Service when considering the following tips.

A primary responsibility is to facilitate care for victims of sexual assault under the Department’s Sexual Assault Prevention and Response Program. This includes acting as a liaison between the victim and other relevant organizations and agencies on victim care matters, and reporting your activities directly to the Sexual Assault Response Coordinator. This means that your focus should be on the victim’s needs. You are the only one in the process whose sole responsibility is to attend to the victim and advocate for them. Your principle objective is to provide the victim with the support, care, and information they need. Your role is crucial to the Department’s goal of providing first class victim-centered care. The following tips will help you with this important responsibility.

- Let victims know you support them:
  - Avoid judging their behavior.
  - Keep any opinions about the victim, the perpetrator or the incident to yourself.
  - Be aware of your own reactions and how your personal values may unwittingly influence your comments and behavior.

- Everyone reacts differently to traumatic events. Be respectful of these individual differences.

- Remain informed of the most current policies and available resources in your area—both military and civilian. Be able to explain them clearly.

- Avoid appearing impatient if victims ask you to repeat information about the program, the services available, or anything else. Trauma alters brain chemistry and interferes with memory. Victims may need to hear things a few times before they can remember them.

- Before recommending a plan of action to the victim, try to summarize what the victim said to you and repeat it back to him or her. This technique ensures that you have accurately heard what was said and shows the victim that you listened.

- Inform victims that they have rights in the military justice process. The Victim Witness Assistance Program representative on your installation can help explain what they are. You can also find more information about those rights in the Military Criminal Investigator portion of this guide.

- Treat victims like adults: let them make their own decisions. Be ready to help them carry out those decisions when it is within your power to do so.
  - Present options, but do not tell the victim what they “should” or “should not” do.
  - Be ready to explain the “pros and cons” of the decisions victims will need to make.

- Show victims that you respect and care about them.
- Avoid making promises, as you likely have very little power to ensure those promises are kept. Remember, sexual assault often destroys a victim’s sense of trust. Broken promises can cause a serious set back in the healing process.
- Be prepared and have confidence in your abilities! You must actively assist the victim to engage law enforcement, attorneys, commanders, and healthcare personnel. If you are intimidated, you will not be able to carry out this responsibility.
- Be aware that many victims and survivors can be advocates for themselves. They can be your partner in the process.
- Be sure to stay within your responsibilities.
  - As an advocate, you are not the police, so avoid asking questions about what happened. If the victim gives you details, that is at his or her discretion.
  - If asked to accompany a victim in an interview, you may hear graphic details about a case. Avoid showing any reaction to what is said as it may interfere with the interview.
  - Avoid keeping secrets in Unrestricted Reports. You do not want to know things that the police and lawyers do not know because this can compromise your confidentiality, make you a witness, and risk changing the outcome of a case. When making an Unrestricted Report, encourage victims to share a complete account of the incident with the police and legal personnel.

- Avoid offering an opinion about the chances of prosecution or conviction.
  - Assure victims that regardless of the case outcome you will advocate for them, assist them whenever possible, and be supportive of their needs.
  - The military justice process outcome is not within your control.
  - The outcome of a court case should never be a victim’s “validation” that he or she was victimized. A legal ruling should never be seen as the final comment on a victim’s character.

- Labels can be damaging. Despite the fact that a person has been made the victim of a crime, the incident at hand is not representative of his or her entire life experience. Most victims you will encounter have honorably served their country, and can enjoy a rewarding and productive life once they recover. They are survivors and are to be admired!

- Take care of yourself. Victim advocate duties can be stressful. Pay attention to your need for rest and relaxation. Be sure to discuss difficult cases with the SARC.

References:
- DoD Directive 6495.01
- City of Alexandria Office on Women, Alexandria, VA
- “A Good Advocate,” Author Unknown
During SAAM, DOD will build upon the last campaign that focused on bystander intervention by introducing our latest social marketing campaign entitled “Hurts one. Affects all…” Preventing Sexual Assault is everyone’s duty.” The purpose of this campaign is to concentrate on the effects sexual assault has on the military’s mission readiness. As is readily understood throughout the military, mission readiness defines a unit’s ability to deploy quickly and efficiently. A sexual assault can reverberate throughout a unit and beyond, degrading readiness by harming the life of the victim, and the military’s ability to work effectively as a team.

This theme provides SARC’s the opportunity to speak with commanders and senior enlisted leaders about maintaining mission readiness and preventing this crime. “Hurts one. Affects all” not only conveys that sexual assault affects the victim; it affects bystanders. As a result, we know from focus groups that preserving mission readiness can serve as motivation for acts of bystander intervention.

Talking Points

“The Department of Defense has a no-tolerance policy toward sexual assault. This type of act not only does unconscionable harm to the victim; it destabilizes the workplace and threatens national security.” -- Secretary Robert M. Gates, April 13, 2009

Sexual Assault is a Readiness issue.
*Our mission not only involves national defense, but the defense and safety of the Americans who voluntarily risk their lives for our country.
*Sexual assault can destroy unit cohesion and is inconsistent with military good order, discipline, and conduct.
*The impact that sexual assault has on a victim can be devastating and, without treatment, can have a lasting negative effect on a person’s health and resilience.

Sexual Assault Prevention is everyone’s duty.
*Every service member, starting with senior leadership, must understand the importance of safely intervening and preventing the crime of sexual assault.
*This research-based prevention strategy is designed to empower service members to act. Training will be given on how to safely intervene in situations where sexual assault may occur.
*Commanders and senior enlisted leadership must set the tone in their units that sexual assault will not be tolerated.

DoD is committed to eliminating sexual assault from the Armed Services.
*The Department is providing educational materials to promote sexual assault prevention at all levels within DoD.
*Each military department is actively launching a service-specific campaign to increase awareness.

*The prevention strategy is a priority to the Department of Defense and is designed to increase awareness throughout the next several years.

Questions and Answers

Q: Why is the Department participating in Sexual Assault Awareness Month?
A: National Sexual Assault Awareness Month (SAAM) is observed in April to raise awareness and promote prevention of sexual violence through special events and public education. The DoD will participate in the observance of SAAM to further demonstrate our commitment to eliminating sexual assault from the Armed Forces.

Q: What is the prevention strategy?
A: The DoD Sexual Assault Prevention and Response Office worked with its civilian partners to create a DoD Sexual Assault Prevention Strategy. The research-based strategy is using the Spectrum of Prevention to create a national benchmark program. Major components of the Spectrum of Prevention include: influencing policy and legislation; changing organizational practices; fostering coalitions and networks; educating providers; promoting community education; and strengthening individual knowledge and skills. At the heart of this strategy for the individual is the concept known as “Bystander Intervention.”

Q: What is Bystander Intervention?
A: The concept of “Bystander Intervention” calls on the individual to take the initiative to help someone who may be targeted for a potential sexual assault by a predator. Active bystanders also take the initiative to help fellow Service members who are not thinking clearly due to alcohol, or drugs, for example, from becoming perpetrators of this crime. By increasing awareness and education, more service members will be able to intervene early – or before the crime occurs – based on the warning signs.

Q: What actions is the Department taking to implement the prevention strategy?
A: OSD will partner with the military services to incorporate the DoD Prevention Strategy into their SAPR programming. Senior Department leadership will meet with senior military service leadership to engage their support of this monumental program. The Department expects the Services to adapt the strategy to fit within their unique cultures.

Q: When will the prevention strategy be completely implemented?
A: Culture change takes time. While it can be relatively simple to make changes in policy and legislation, it is a much bigger challenge to affect change in everyday military life. Even with a high level of commitment, funding, and expediency, DoD envisions the program...
requiring a minimum of 8-10 years for the full effects of broad cultural change to be realized.

Q: Why is the number of sexual assaults going up in the military?
A: The Fiscal year 2009 annual report shows that the number of reported sexual assaults increased by 11 percent. It is important to note that an increase in reporting does not necessarily correlate to an increase in the number of sexual assaults. We believe that an increase in the number of reports may be because victims are coming forward because they feel they will receive the needed care and support. Although we cannot confirm this, we also expect that as the level of awareness increases due to our research-based prevention strategy, the number of reports will also increase. Further, we have anti-stigma efforts underway which we hope will encourage victims to report.

Q: How many sexual assaults occurred in the military last year?
A: The Department is unable to count the true number of sexual assaults because many sexual assaults simply go unreported. It is also impossible to determine how many sexual assaults were prevented due to a bystander intervening in a potential situation. However, more than 3000 reports were received by the Department in fiscal year 2009, which is an 11 percent increase from fiscal year 2008.

Tips for Exhibits, Displays, and Posters

- Follow unit guidance for display of posters. If the printed posters are too large for certain areas, use the digital versions on www.My-Duty.mil.
- Obtain the support of unit commanders to get Service posters in a prominent place.
- Consider displaying posters in high traffic areas for maximum exposure to installation population.
- There are discussion facilitator guides to go with the campaign posters. Obtain the facilitator’s guides on Defense Knowledge Online and www.sapr.mil.
- Make sure all text is readable from the desired distance
- Interactive displays are ideal; have someone available to talk or show the DoD public service announcements on a laptop.
- Avoid using your exhibit as a literature dump for information
- Be creative with the design and layout, and do things on a large scale; consider having the senior commanders on post come by the display to talk to Service members and take photos for future promotion of the program.

- Test sound and visuals to make sure that everyone will be able to hear and see.
- If you use slides, avoid reading them to your audience.
- Limit the special effects in slide presentations as they can be distracting.
- Engage your audience by asking them questions, role playing, describing situations they might encounter, etc.

Tips for the Public Service Announcements (PSAs)

- Use the PSAs to open and close presentations
- Incorporate PSAs into events you are planning for SAAM. It’s a powerful way to begin a discussion.
- Create your own public awareness event around a special screening of the PSA.
  • Choose a location where your audience will be comfortable watching the PSA. It should be quiet and dark with seating, if possible.
  • You will need a laptop, good speakers, and a large monitor or screen to properly show the PSA. Get with your information technology staff for support.
  • Encourage military or civilian partners to show the PSA at staff meetings, commander’s calls, and off-sites.
  • Encourage the chaplains to use the PSAs in their outreach work.
  • Share the PSAs with local military and civilian media outlets as a catalyst to encourage coverage of events during SAAM. This should be done in conjunction with your local public affairs office. Note for overseas installations: The PSAs have been provided to the Armed Forces Network for distribution.
SAAM’s original goal was to raise awareness about the crime of sexual assault. However, in the DoD, SAAM provides unique opportunities to educate and reassure victims who may be hesitant to come forward and use our services. The month also gives a chance to reach people that may be skeptical of sexual assault prevention and response. Here are some considerations that might help improve the effectiveness of your communications:

- Be wise about your use of slides. DoD SAPRO assessments and feedback from audiences has shown that this medium has become a quick “turn off.” Audiences have given positive reviews to well-made videos and interactive, charismatic speakers.
- Use examples to illustrate teaching points. Hearing an account of how someone successfully used the reporting options can be very helpful. However, be careful about using examples that come from your base, describe an ongoing investigation, or contain information that might identify the parties involved.
- Keep your presentations focused and to the point. Longer does not always mean better. Short, succinct talks with a few memorable points are most effective.
- Avoid using information that blames victims. Also avoid information that generally blames men for sexual assault. Men are an essential part of the solution and can have a positive impact in changing perspectives and preventing sexual violence. Information that “blames” is also a quick turn off — especially if you’re blaming the audience you’re trying to educate.
- Use positive messaging that encourages people to help others (bystander intervention) or teaches them how to exercise their reporting options. This approach makes it difficult for audiences to react with a “not applicable to me” attitude.
- Slogans that educate or motivate are the best. Slogans that primarily use the word “don’t” have not been shown to be effective. For example, “Step in when a friend needs help,” is likely to be more effective and memorable than “Don’t walk home in the dark.”
**Military Criminal Investigative Organizations**

Sexual Assault Response Coordinators may want to use the following information in their products for members of the Army Criminal Investigations Command, the Naval Criminal Investigative Service, and the Air Force Office of Special Investigations.

Criminal investigators are tasked with resolving allegations of crime. However, in order for there to be a crime, there must be a victim. In sexual assault cases, many things can get in the way of a good working relationship with victims. It is important to know that how well special agents work with victims, explain the investigative process, and keep victims informed often predict a victim’s level of cooperation throughout the military justice process. The investigative process can be stressful for victims of sexual assault, despite the supportive efforts of law enforcement, commanders, staff judge advocates and other personnel entrusted with bringing offenders to justice. When treated respectfully, victims are typically more willing to provide detailed information, provide evidence, and assist in the investigation. Research shows that victim participation in the justice process is the number one predictor of a successful perpetrator prosecution.

Working well with a sexual assault victim does not require an agent to become a sexual assault response coordinator, a social worker, or a victim advocate. It simply requires an agent to treat the victim fairly. A fair justice process is often more important to victims than the actual case outcome. When victims sense that a justice system is biased against them, it creates a climate that discourages other Service members from coming forward to report crime. Without the cooperation of victims, the military justice system would cease to function effectively. Investigators may find that victims cooperate more fully when a Sexual Assault Response Coordinator (SARC), Victim Advocate (VA), or other professional participates at appropriate times throughout the investigation.

**What assistance is an investigator required to provide?**

Federal law and Department of Defense Directive require law enforcement personnel to provide assistance and information to victims of crime at the earliest opportunity. Law enforcement and legal personnel directly engaged in the detection, investigation, or prosecution of crimes are required to:

- Reasonably protect victims from offenders and those acting on their behalf. Information on the prohibition against intimidation and harassment and remedies for such acts should routinely be made available to victims.
- Treat victims with fairness, respect, concern for their privacy.
- Notify victims of court proceedings.

- Inform victims they may be present at all public court proceedings related to the offense, unless the court determines that testimony by the victim would be materially affected if the victim heard other testimony at trial.
- Inform victims that they may confer with the attorney for the Government in the case.
- Provide information about the conviction, sentencing, imprisonment, and release of the offender.
- Inform victims they may receive available restitution. For example, if property was confiscated as evidence and damaged due to DNA testing, victims may be entitled to restitution or compensation. Also, investigators must inform victims about the procedures regarding the return of property seized as evidence.

Department of Defense Form 2701, Initial Information for Victims and Witnesses of Crime, is required to be given to each crime victim. It is a useful tool for agents to use for explaining the investigative process, the military commander’s role, and rights to victims.

**Resources for Agents to Assist Sexual Assault Victims**

When a victim makes an Unrestricted Report, all members of the Sexual Assault Response Team (SART) play a role in creating a climate that keeps victims participating in the military justice process. The following considerations can help you keep victims actively involved in your investigations.

- Work with SARC and VAs to ensure you can contact them 24 hours a day, 7 days a week. Work out communications problems before a case occurs.
- Victims need to be kept well-informed of investigative actions taken in response to their reported sexual assault. Setting up a regular meeting or phone call with a victim is a good way to ensure information flow.
- Notify the SARC and victim witness assistance personnel (VWAP) as soon as possible in all sexual assault investigations.
- Let the SARC coordinate all response efforts on behalf of a victim. SARC will advise victims of their reporting options and resources, and will assist victims as needed. The SARC will assign a victim advocate (VA) to personally assist the victim with getting to appointments with law enforcement, medical and mental health providers, chaplains and attorneys.
- VAs may also accompany victims to investigative interviews. Victims may ask for the VA to sit in the interview. Take the time to explain the legal pros and cons of having the VA in the room. Sometimes a victim will agree to having a VA sit right outside the room where the interview is taking place.
- VWAP will assist victims with exercising their rights and navigating the military justice process. However, try to directly con-
Helpful Tips for Working with Victims

- At the outset of the investigation, take some time to explain the investigative process. Victims are often more cooperative when they know what is going to happen next and can make plans.
- How people cope with victimization depends in large part on their experiences immediately following the crime.
- Trauma alters brain chemistry and interferes with memory. The human brain is not a tape recorder, and the inability to recall detail is not always evidence of deception. When investigative priorities permit, it is much better to wait a day or two to conduct detailed interviews with victims. Check your Service guidance on victim interview policy to verify you have this flexibility.
- Victims have three major needs following a crime: the need to feel safe; the need to express their emotions, and the need to have information. As a criminal investigator, you may or may not be ready to address all three of those needs. However, SARCs and VAs are great resources and will help where you need them.
- Let victims know that their comments and/or statements to law enforcement are not confidential; inform the victim who will have access to their statements.
- Help the SARC and VAs understand your role in the justice process so that they may adequately inform and prepare victims to participate in an Unrestricted Report.
- Understand the SARC and VAs roles at your location.

Ultimate Impact on Case Outcomes

Sexual assault is one of the most under reported crimes in society. In the Department of Defense, fewer than ten percent of sexual assaults are reported. It is the Department’s goal to have all victims of sexual assault report via the Unrestricted or Restricted Reporting options. When victims access medical and mental health care, they are likely to have better recoveries. When victims make Unrestricted Reports, their experiences with the military justice process are communicated to friends and co-workers. When victims perceive they will be treated fairly, they are likely to come forward. Victims will cease to report if treated poorly. Convictions of perpetrators are most likely to occur only when a victim voluntarily participates in the military justice process. Investigators are encouraged to keep victims informed and involved in investigations so that appropriate justice can be brought to offenders.

References:
- Victim Witness Assistance Program, DoDD 1030.1 and DoDI 1030.2
- Sexual Assault Prevention and Response Policy, DoDD 6495.01 and DoDI 6495.02
- U.S. Department of Justice, FBI, Office of Victim Assistance What Agents Should Know About Helping Victims
The resources below provide additional information that can help you in planning your SAAM activities.

**DoD**

**Sexual Assault Prevention and Response Office (SAPRO)**
www.MyDuty.mil
The DoD SAPRO serves as the single point of responsibility for sexual assault policy matters. Use the SAPRO website to find information on: reporting a sexual assault (Unrestricted/Restricted reporting options); DoD Sexual Assault Prevention and Response policy; resources; and links to related sites.

**Department of Defense Victim Witness Assistance Program**
http://vwac.defense.gov
This is the home page for victim and witness assistance information in the Department of Defense. Victims of crime and those assisting them may find the information about the military justice process useful.

**Federal Agencies**

**National Crime Victims’ Rights Week Resource Guide**
http://ovc.ncjrs.gov/ncvrw2009/welcome.html
(Available through National Criminal Justice Reference Service)
Crime Victims’ Rights Week takes place from April 26-May 2, 2009.

**Centers for Disease Control and Prevention, National Center for Injury Prevention and Control**
http://www.cdc.gov/ViolencePrevention/sexualviolence/index.html
This website provides links to resources and organizations that address risk and protective factors for sexual violence through prevention and education activities.

**Office on Violence Against Women**
http://www.usdoj.gov/ovw
This office is responsible for the U.S. Department of Justice’s legal and policy issues regarding violence against women. It also provides valuable information on grants that may be applicable to your education and training initiatives.

**Office for Victims of Crime**
http://www.ojp.usdoj.gov/ovc/
This office in the U.S. Department of Justice administers programs to assist victims of crime, and provides grant funding to state victim assistance and compensation programs. Information on the following topics is available: financial support for conferences; scholarships; continuing education; and, national training calendars.

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National Criminal Justice Reference Service
http://www.ncjrs.gov
This site contains a section on rape and sexual assault with links to related publications.

National Institute on Alcohol Abuse and Alcoholism
http://www.niaaa.nih.gov/
This site contains many resources on alcohol, including the impact of alcohol on sexual assault. Browse the publications, or use the search feature to quickly pull up items on sexual assault.

The article “The Scope of the Problem” focuses on underage drinking and related risks. This article summarizes research on the epidemiology of youth drinking, including the consequences of youthful drinking, risk/protective factors/drinking trajectories, and information on special populations at particular risk for drinking-related problems.

Non-Profit Organizations

National Sexual Violence Resource Center
www.nsvrc.org
The website contains National SAAM campaign packets and resources. Under the SAAM header, you can learn what activities other sexual assault coalitions are implementing and use the tools provided to help you emulate their events. Additionally, the website provides a listing of local state and territory sexual assault coalitions as well as a nationwide training calendar.

Pennsylvania Coalition Against Rape
www.pcar.org
The website contains a comprehensive collection of materials for use in sexual assault prevention and response.

Violence Against Women Network
www.vawnet.org
VAWNET is the National Online Resource Center on Violence Against Women. The website provides an accessible, comprehensive collection of articles, calendars, research documents, fact sheets and other resources on sexual violence, domestic violence and related issues.

California Coalition Against Sexual Assault: MyStrength Campaign
http://www.mystrength.org
The My Strength Campaign in California was developed with Men Can Stop Rape to promote awareness to youth through positive messaging to men.

Men Can Stop Rape
http://www.mencanstoprape.org

Men Can Stop Rape is an organization that seeks to end violence against women through mobilizing male youth to play a positive role in prevention. Their website contains excellent resources for positive messaging to men about what they can do to stop rape. A related distributable flyer can be found at: http://www.mencanstoprape.org/usr_doc/Alcohol_Masculinity_and_Rape.pdf.

National District Attorney’s Association
http://www.ndaa.org/apri/programs/vawa/vaw_home.html
This website contains a list of downloadable publications – including a monograph on prosecuting alcohol facilitated sexual assault, written by SAPRO’s former Senior Policy Advisor, Teresa Scalzo, J.D.

Rape, Abuse and Incest National Network
http://www.rainn.org
This web page by RAINN explains drug facilitated sexual assault, including alcohol’s effects on the victim and the perpetrator.

Sexual Assault Forensic Examiner Technical Assistance
http://www.safeta.org/
This site offers recommendations for first responders and medical personnel in the investigation of sexual assaults.

National Organization for Victim Assistance
http://www.trynova.org/
NOVA is an organization of victim and witness assistance programs and practitioners, criminal justice agencies and professionals, mental health professionals, researchers, former victims and survivors, and other committed to the recognition and implementation of victim rights and services. This website contains comprehensive information about national advocacy, direct services to victims, assistance to professional colleagues, membership activities and service, training conferences, publications and the National Advocate Credentialing Program.

Academic Institutions

California State University at Berkeley
University Health Services
http://www.uhs.berkeley.edu/home/healthtopics/sexual_assault/sexual_assault.shtml
This university website has information on alcohol and sexual assault. It also includes information on GHB, Ketamine and Rohypnol.

Yale University
Rape and Sexual Violence Prevention (Student Organization)
http://www.yale.edu/wc/rsvp/Alcohol%20and%20Sexual%20Assault

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sault.pdf
This website has posted the article “How Does Alcohol Contribute to Sexual Assault? Explanations from Laboratory and Survey Data,” which summarizes the proceedings of a symposium of a 2001 Research Society on Alcoholism. Four presentations were given on research relevant to the topic of alcohol-related sexual assault.

College of William and Mary
Sexual Assault Resources and Education
http://www.web.wm.edu/sexual assault/
This university website has a wealth of information that targets college-aged people. The site emphasizes information and skills for building healthy relationships, improving cues and communication, understanding the effects of alcohol, and building a community of trust. The community of trust section covers bystander intervention skills.

Other Resources
AtHealth.com
http://www.athealth.com/Practitioner/ceduc/alc_assault.htm
The researchers (Abbey, et. al.) present how alcohol impacts the crime of sexual assault, the risks of becoming a victim, and the behavior of perpetrators. This site provides Continuing Education credit for reviewing these materials. Healthcare providers might find this information interesting and helpful in meeting their continuing education requirements. A journal article summarizing this research is available at:

The Clothesline Project
http://www.clotheslineproject.org
The Clothesline Project is a program started on Cape Cod, MA, in 1990 to address the issue of violence against women. Victims of violence express their emotions about their experience by decorating a specifically colored tee shirt. Red, pink, and orange are for survivors of rape and sexual assault.

Notes

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