



Defense Advisory Committee for the Prevention of Sexual Misconduct (DAC-PSM)

Public Meeting

August 22, 2022
12:30 EST

Held via Zoom for Government Webinar Teleconference

Agenda

- Roll Call and Opening Comments
- Public Comment Review
- Brief: DoD Accession Process
- Brief: DoD Integrated Prevention
- Public Meeting Ends

Meeting materials (Agenda, slides, and speaker bios) are available on
www.sapr.mil/DAC-PSM

Roll Call and Opening Comments

Roll Call

- DAC-PSM Members

Opening Comments

- The Honorable Gina Grosso, DAC-PSM Chair
 - Assistant Secretary for Human Resources and Administration / Operations, Security and Preparedness, Department of Veterans Affairs

Members

Chair: Ms. Gina Grosso
Dr. Antonia Abbey
Dr. Victoria Banyard
Dr. Dorothy Edwards
Dr. Armando Estrada
Ms. Stephanie Gattas
Dr. Debra Houry
Dr. Lindsay Orchowski
Dr. John Pryor
Ms. Lynn Rosenthal
Dr. Joann Wu Shortt
Ms. Jennifer Silva
Dr. Amy Slep
Ms. Glorina Stallworth

Public Comment Review

- No public comments received
 - No statements were received by email or phone by the submission deadline (August 12) as specified in the Public Register Notice

Briefs and Speakers

Brief 1: DoD Accession Process

Dr. Sofiya Velgach

Assistant Director, Accession Policy

Bios provided in
meeting materials

Brief 2: DoD Integrated Prevention

Dr. Andra Tharp, HQE

Senior Advisor, Office of Force Resiliency

Speakers will present their content in full, followed by Q&A with
DAC-PSM members (if time allows)

Office of the Under Secretary of Defense for Personnel and Readiness

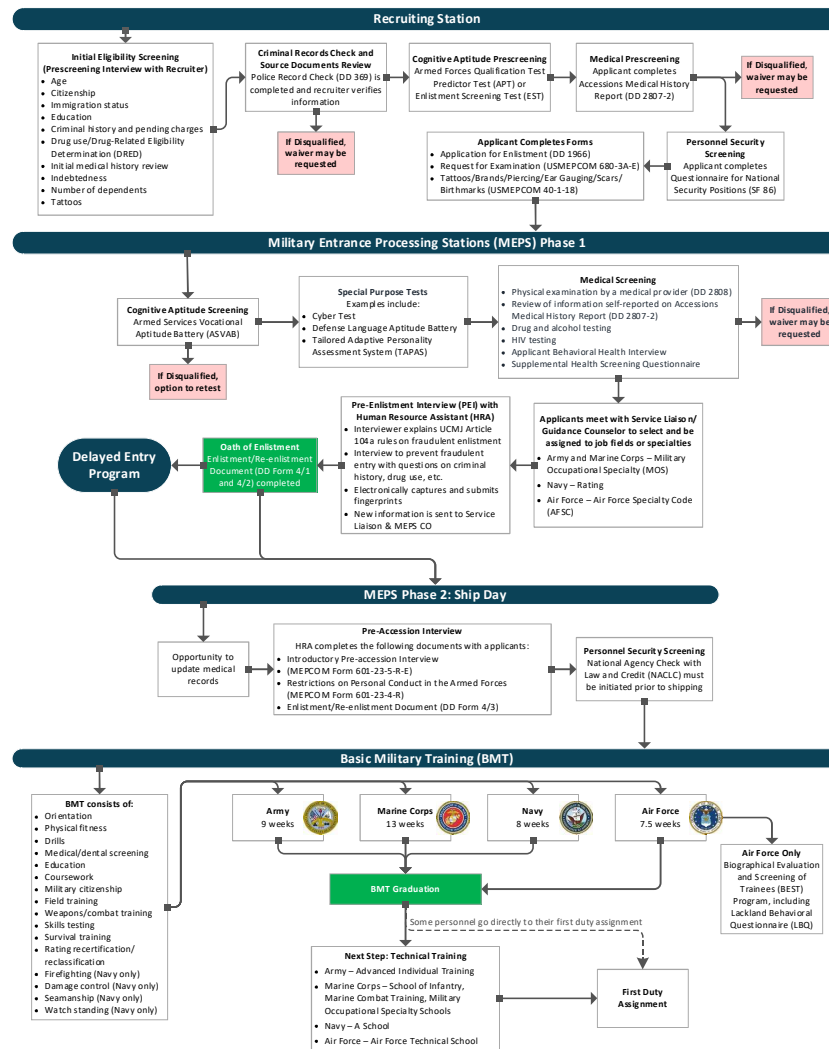
DoD Accession Process

Dr. Sofiya Velgach
Assistant Director, Accession Policy
22 August 2022

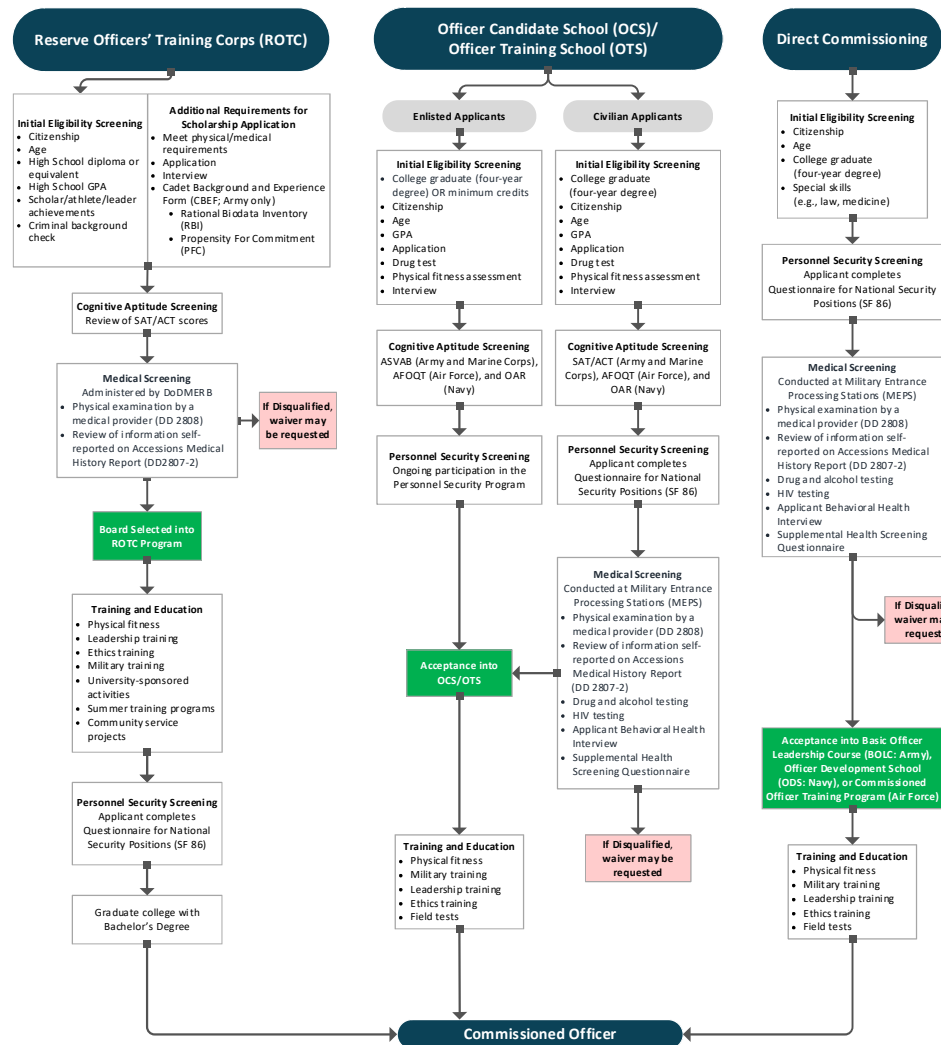


PERSONNEL AND READINESS

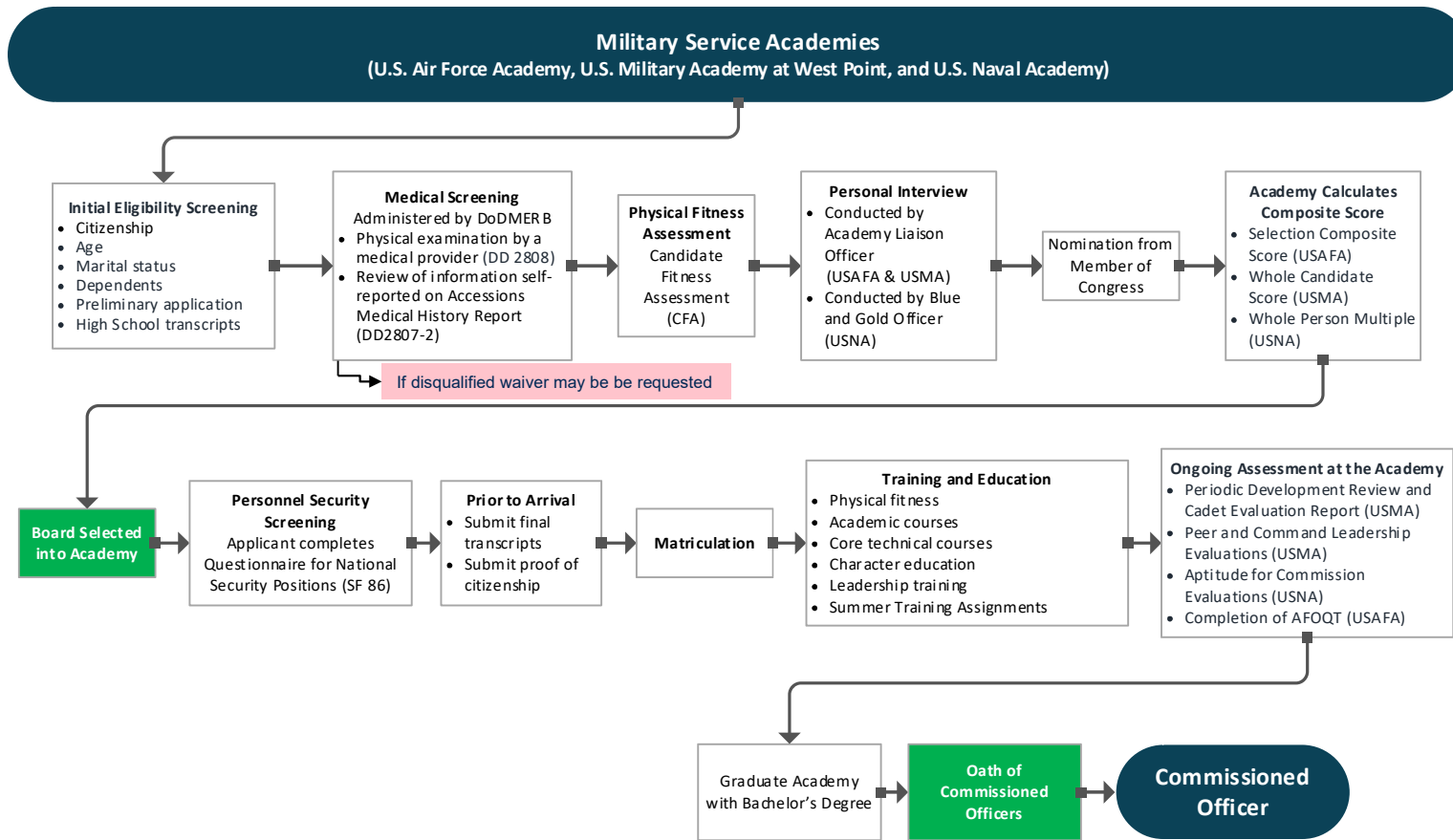
Enlisted Accessions Process Map



Officer Accessions Process Map



Military Service Academies Process Map





Military Compatibility Research Group

The MCRG is a cross-service and cross-agency collaborative body focusing on reviewing, identifying, developing, validating, and implementing (as applicable) processes, policies, and measures to enhance ability to select future officers and enlisted personnel compatible with military core values.

- How is compatibility traditionally assessed?
- What do the Military Services do now?
- What do organizations with similar missions do to assess compatibility?
- Taking everything together what are the gaps and recommendations to improve the DoD accession process?

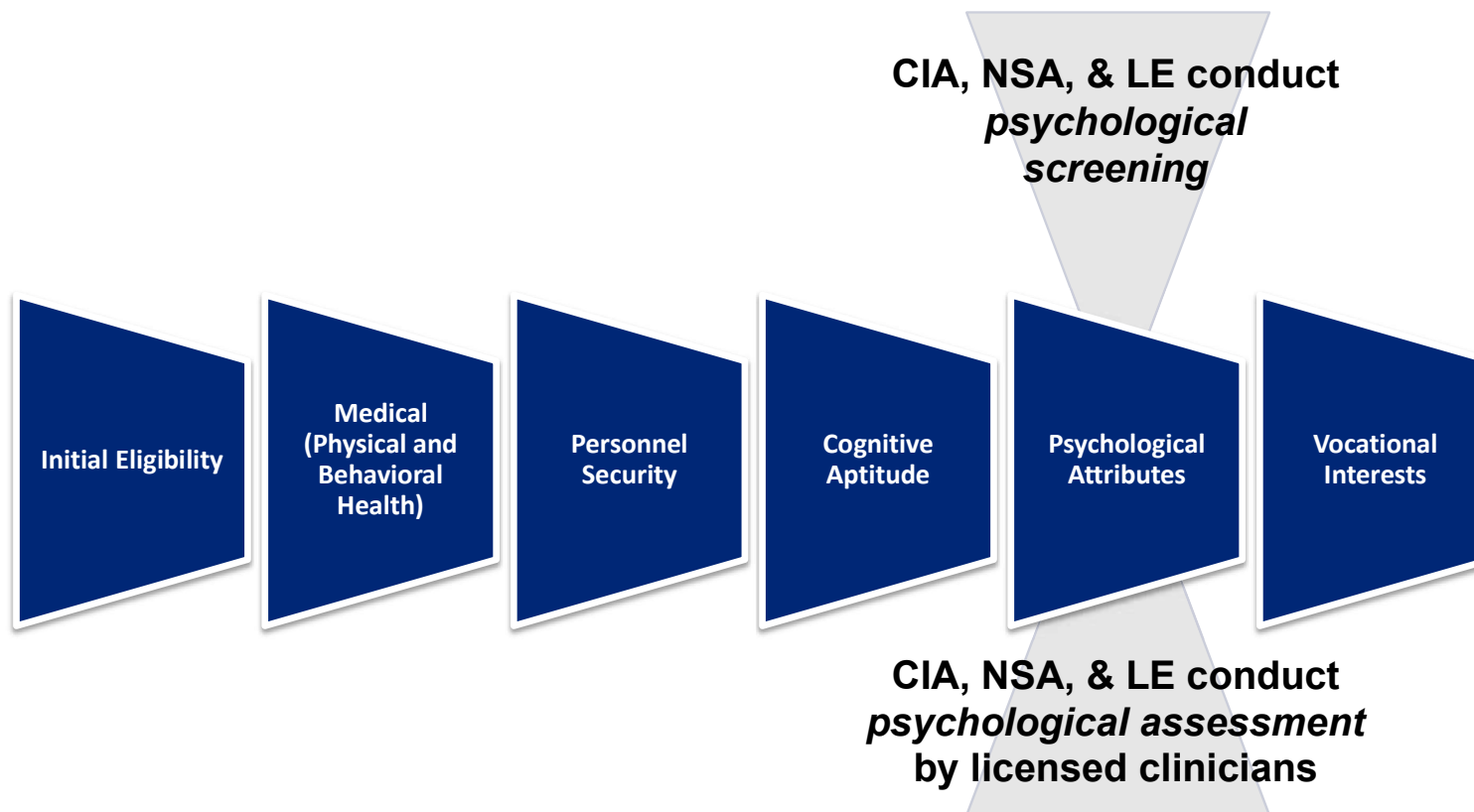


Predictive Factors of Future Misconduct Literature Review





Aligning DoD Compatibility Assessment Practices with Other Government Organizations OPA PERSEREC





Additional Considerations

- Instruments predicting incidents with low rate of occurrence have high classification error rates, specifically false positives
- Disqualification for potential to commit act of sexual aggression can lead to stigma and a requirement to share this information with other federal and local agencies
- Challenges with providing feedback to the applicant in regards to the disqualification decision, potentially triggering legal cases
- No due process for these standards
- Applicants are likely to provide socially desirable responses, receive coaching, which will ultimately impact test validity



Next Steps

Develop and operationally test a compatibility assessment to evaluate effectiveness using a cross-Service pre-accession sample, allowing for important research and intervention development

- Standardized compatibility composite based on factors included in the Tailored Adaptive Personality Assessment System (TAPAS)
- Initial data collection with enlisted population
- DoD Service participation
- Research design is under development
- Longitudinal data will be available after first term of enlistment (~3 year after initial implementation)

Questions?



PERSONNEL AND READINESS

Transition to Second Speaker

DoD Integrated Prevention

Dr. Andra Tharp, HQE
Senior Advisor, Office of Force Resiliency



PERSONNEL AND READINESS



What is Prevention?

- Stopping a harmful behavior before it occurs by reducing factors that increase risk for the behavior or protect against the behavior
- Prevention is a data-driven process that yields comprehensive, community-specific solutions
- Comprehensive solutions
 - Leverage what we know works from research, experience, and understanding the military context
 - Reinforce healthy decisions across contexts by addressing multiple risk and protective factors using multiple activities and influencers
 - Require people, collaboration, and infrastructure to be successful



Overview

- DoD Approach to Prevention
- DoD Prevention Initiatives
- Secretary of Defense Immediate Actions
 - On-Site Installation Evaluations
- Prevention-Related IRC Recommendations
 - Prevention Workforce



Evolution of Integrated Prevention

Public Health Approach: Consistently enforce and promote policy, healthy climates, individual and interpersonal skills, and supportive services

Phase I: Abuse and Harm as Public Health Issues

Public health principles for infectious disease and cancer prevention are applied to prevent self-directed harm and prohibited abuse and harm

Phase II: Evidence-Based Prevention Practice

Use of proven, effective prevention activities are prioritized

Phase III: Quality Implementation

Supportive leadership and engaged individuals are essential for prevention activities to be effective

Phase IV: Integrated Prevention

Factors such as alcohol use and unhealthy command climate increase risk for multiple forms of harmful behaviors

Targeting shared factors through integrated approaches enhances prevention effectiveness and efficiency

Current
Status on
the Ground

Immediate
Actions &
IRC Rec's
Aim to
Close Gap

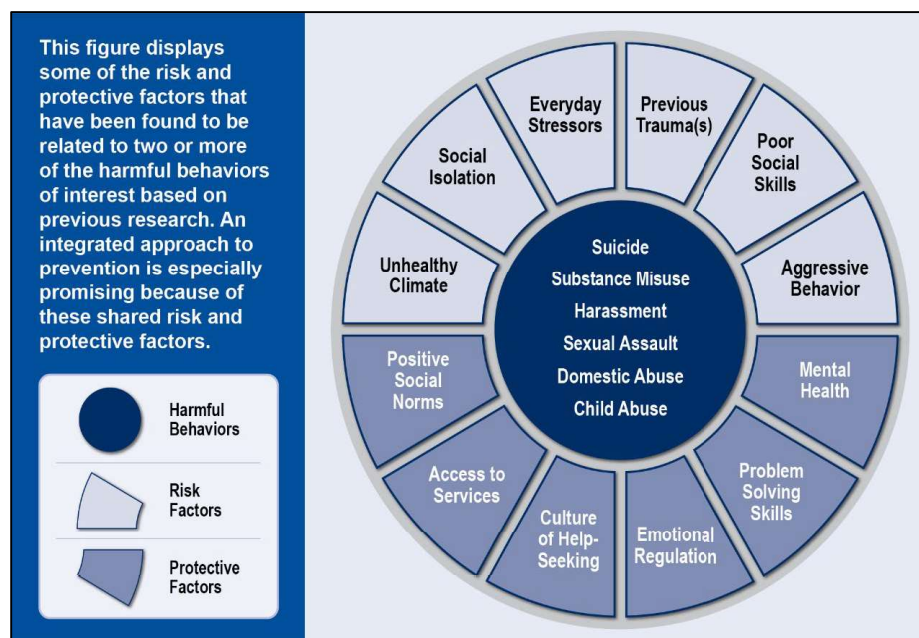
Current
Status of
OSD policy

Public Health Approach: Consistently enforce and promote policy, healthy climates, individual and interpersonal skills, and supportive services



DoD Prevention Approach

- **Climate Focused**
 - Requires that leaders foster healthy climates to ensure through policy and oversight that the military community has skills to make healthy decisions and develop respectful, inclusive relationships and teams in and outside of the workplace
- **Integrated**
 - Mitigates risk and protective factors for multiple harmful behaviors using shared solutions
- **Comprehensive**
 - Uses a combination of programs (e.g., skills training), policies, and practices (e.g., bystander intervention) to reinforce healthy decision making across settings
- **Data-Driven**
 - Applies public health principles for data-informed decision making to develop, implement, and evaluate prevention activities that provide the maximum benefit for the largest number of people





Key Prevention Concepts

Primary Prevention	<p>Stopping harmful acts before they occur. Can be implemented for an entire group or population without regard to risk (universal primary prevention) or can be implemented for individuals, groups, or a population that is at risk (selected primary prevention).</p> <p>Primary prevention activities can target:</p> <ol style="list-style-type: none"> 1. Influencers, such as leaders who set a climate and shape norms, but may not be present when harmful acts occur; 2. Bystanders, who may be present when harmful acts occur; 3. Individuals, who may commit harmful acts; or, 4. Individuals who may be affected by harmful acts.
Integrated Prevention	<p>Taking action to decrease harmful behaviors and lessen the chances of these behaviors negatively impacting readiness and retention in a way that:</p> <ol style="list-style-type: none"> 1. Incorporates values of inclusivity, connectedness, dignity and respect (access, equity, rights, and participation)—including the elevation of service member and family member voice—to inform plans, processes, and trainings; 2. Recognizes and adjusts plans, processes, and trainings to consider and be responsive to climate issues and populations that have been disproportionately impacted by harmful acts; 3. Intentionally seeks to align and find common operating principles across prevention efforts and offices (e.g., equal opportunity, suicide, sexual assault); and, 4. Incorporates multiple lines of effort across individual, interpersonal, organizational ecological levels.
Military Community	<p>All individuals (e.g., Service members, DoD civilians, dependents) who live and work together in the same geographic area, such as a DoD installation.</p> <p>Military community exists based on relationships and the potential to interact with one another regardless of Service affiliation and chain of command.</p>



Building a DoD Prevention Capability

- Response efforts need to be maintained, and we need to find new ways to support those who have experienced violence
- To further reduce violence, we need to bolster prevention activities and increase attention to building systems where violence does not happen in the first place
- The number of prevention solutions is growing daily with more evidence-based solutions now than in past 1-2 years



DoD Prevention Initiatives



DoD-Specific Initiatives

Initiative	Date	Benefit	Focus	Type of Prevention
Sexual Assault Prevention Plan of Action	May 2019	Clear and comprehensive way forward for DoD sexual assault prevention	Sexual Assault	Before it occurs
Prevention Collaboration Forum (PCF)	Feb 2020	Integrated data-driven policy development, oversight	Violence, abuse, and harm*	Before, immediately surrounding, and after it occurs
Integrated Violence Prevention Policy DoDI 6400.09	Sep 2020	Institutionalized essential elements for integrated prevention	Violence, abuse, and harm	Before it occurs
Violence Prevention Cell	Oct 2020	Develop and monitor integrated policy, synchronize efforts	Violence, abuse, and harm	Before, immediately surrounding, and after it occurs
*Violence, abuse, and harm includes sexual assault, suicide, harassment, domestic abuse, child abuse, problematic sexual behavior among children and youth, and substance misuse				

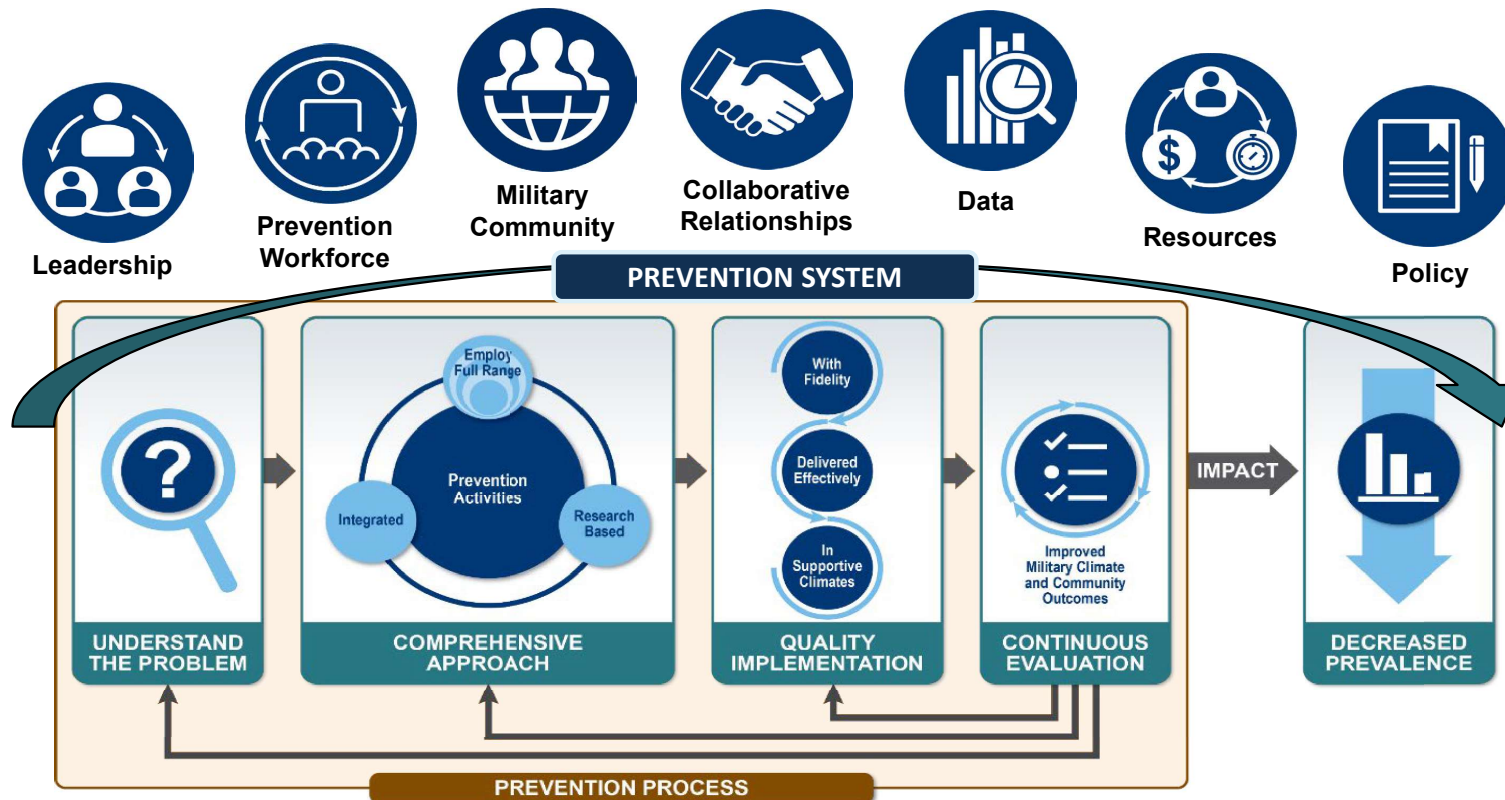


DoD-Specific Initiatives

Initiative	Date	Benefit	Focus	Type of Prevention
Secretary of Defense Immediate Actions	Feb 2021	Accelerated prevention efforts to assess compliance, increase visibility of climate, and train prevention personnel	Violence, abuse, and harm	Before it occurs
Independent Review Commission on Sexual Assault in the Military	July 2021	Provided recommendations to enhance prevention of harmful behaviors	Violence, abuse, and harm	Before it occurs
Prevention Plan of Action 2.0 (IRC Rec 2.8)	May 2022	Updated PPOA to expand scope and align to IRC recommendations	Violence, abuse, and harm	Before it occurs
Prevention Workforce Model (IRC Rec 2.2a)	June 2022	Outlines roles and responsibilities of workforce at each echelon	Violence, abuse, and harm	Before it occurs



DoD Prevention Framework: Prevention Plan of Action 2.0 (PPOA)



PPOA focuses on data-driven, holistic prevention approaches and the DoD system elements that facilitate their success, measurement, and sustainability

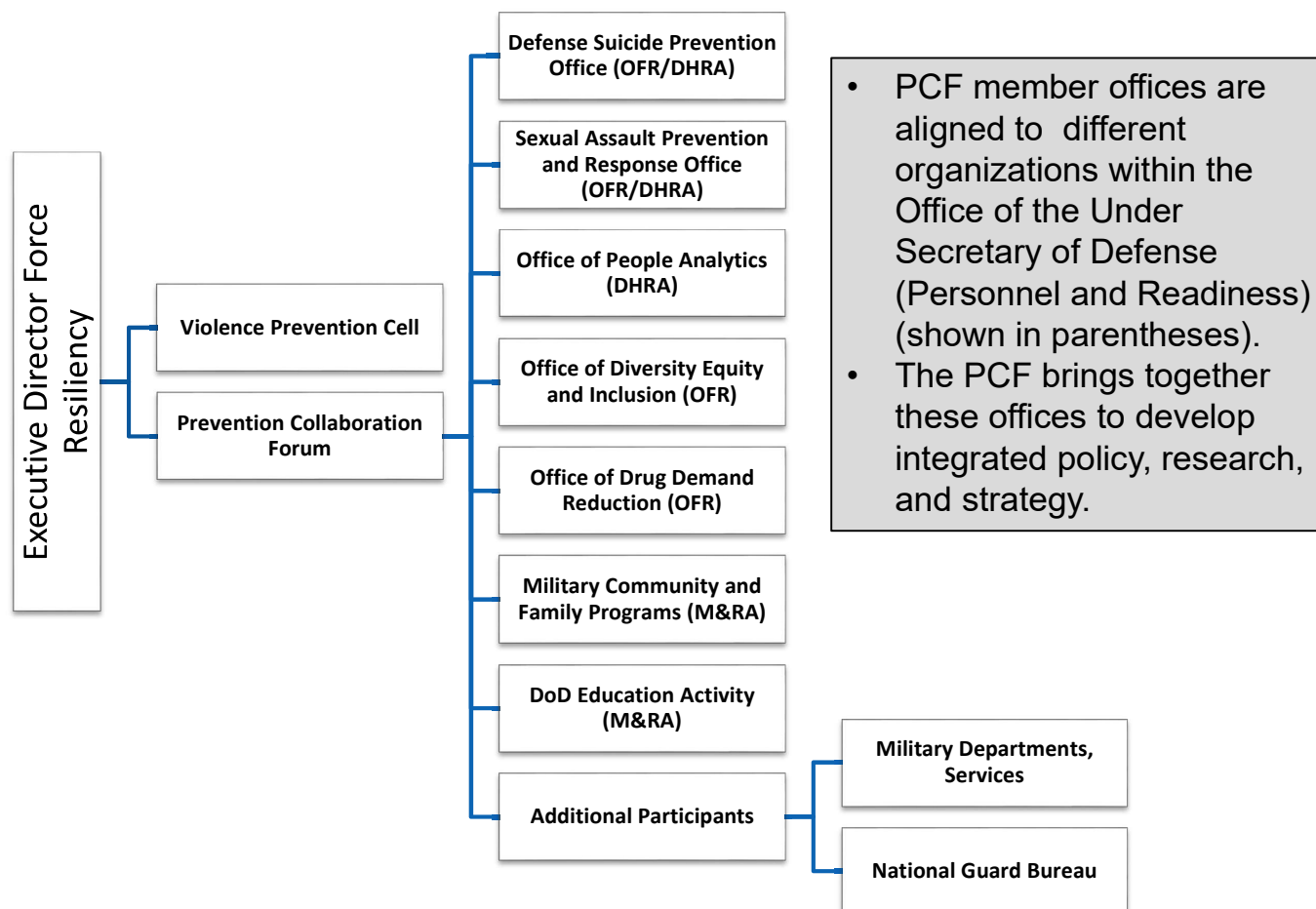


Prevention Collaboration Forum Roles and Responsibilities

- Develop common definitions and collaborative strategies for prevention before, during, and after violent or harmful events to align and enhance relevant Office of the Secretary of Defense level policies, programs, and practices
- Strengthen and promote readiness of the Total Force through integrated policies, collaborative direction of research, alignment of resources, analysis of gaps, and synchronization of activities with stakeholders overseeing policies on the prevention of readiness detracting behaviors that contribute to violence and harm to self and others
- PCF falls under the purview of the Under Secretary of Defense for Personnel & Readiness (USD(P&R)) and is Chaired by the Executive Director Force Resiliency (EDFR)
- PCF is the primary oversight body for DoDI 6400.09, "DoD Policy on Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm"
- Current charter is dated February 2020, signed by Under Secretary Donovan



PCF Organization and Membership



- PCF member offices are aligned to different organizations within the Office of the Under Secretary of Defense (Personnel and Readiness) (shown in parentheses).
- The PCF brings together these offices to develop integrated policy, research, and strategy.



Violence Prevention Cell (VPC)

Mission Statement: Strengthen and promote the readiness of the Total Force through integrated policies; collaborative direction of research; alignment of resources; analysis of gaps; and synchronization of activities with stakeholders overseeing policies on the prevention of readiness detracting behaviors that contribute to violence and harm to self and other.

Background and High Profile Reports:

- After the Prevention Collaboration Forum (PCF) was chartered in 2020, the VPC was established to support the activities of the PCF, develop and monitor integrated policy, and synchronize efforts towards a more rigorous DoD prevention model.
- In February 2021, the Secretary of Defense directed the establishment of the Independent Review Commission (IRC) on Sexual Assault in the Military and three immediate actions:
 - Action 1: Assess Compliance with Sexual Assault and Harassment Policies and Integrated Violence Prevention Efforts (*Completed*)
 - Action 2: Conduct On-Site Installation Evaluations (OSIE) and Provide Quarterly Reports on Command Climate (*Report released March 31, 2022*)
 - Action 3: Establish a Violence Prevention Workforce (*Analysis Completed October 1, 2021, Training to be Completed FY22*)
- VPC was identified as the office of primary responsibility for policy, guidance, oversight or implementation of 19 approved IRC recommendations



IRC Recommendations: Prevention-Related

19 IRC approved recommendations address sexual assault and sexual harassment in the context of a broader integrated prevention approach

- **1 with oversight by SAPRO, 2 with support from SAPRO (3.6, 2.1b)**
 - **2.6a:** Dedicated prevention research center
- **19 with oversight or policy support by Violence Prevention Cell and PCF**
 - **2.1a-c:** Leadership development for prevention (competencies/accountability)
 - **2.2a-c:** Prevention workforce (model/credential)
 - **2.3a:** Community and organizational level prevention activities
 - **2.3b:** Non-clinical alcohol policy office of primary responsibility
 - **2.4:** Modernize prevention education
 - **2.5a-b:** Targeted outreach and support for at-risk Service members
 - **2.6b:** Policies that restrict prevention research
 - **2.7b:** Support for NGB prevention oversight
 - **2.8:** Update prevention strategies to align with IRC recommendations
 - **3.2:** Educate about harmful behaviors in context of core values
 - **3.6:** Leadership development to foster healthy climates
 - **3.7a-c:** Climate assessment, tools, and benchmarks



On-Site Installation Evaluations

Secretary of Defense Immediate Action #2

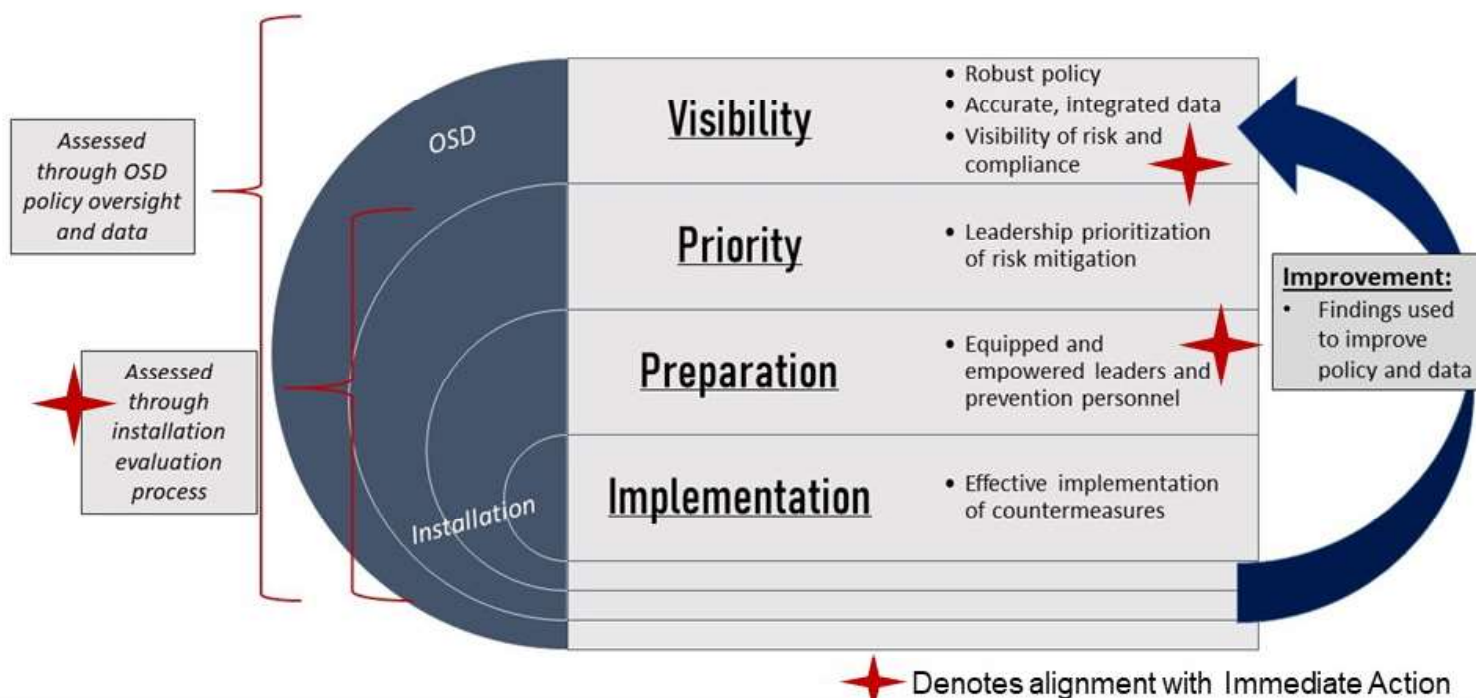


Key Takeaways

- OSIEs are innovative, global, and recurring activities to help leaders up and down the chain of command identify key information to support improvements to command climates – not only to prevent sexual assault and harassment but also to prevent other harmful behaviors such as suicide.
- OSIEs are intended to enhance violence prevention capabilities and support ongoing efforts to implement the recommendations of the Independent Review Commission on Sexual Assault in the Military (IRC).

OSIE Framework

Five points of failure – Visibility, Priority, Preparation, Implementation, and Improvement – derived from the *Fort Hood Report of the Independent Review Committee* constitute the key framework elements





Overview of On-Site Installation Evaluations

Goal: Pilot process and metrics to establish enduring evaluation capability



- Effective prevention decreases risk factors and increases protective factors
- On-site evaluations will answer: **Are prevention capabilities poised to address the risk detected on the Defense Organizational Climate Survey (DEOCS)?**
 - If so, what is going right that could be replicated elsewhere?
 - If not, what concrete actions could be taken to improve the installation's ability to address risk and enhance promise?



Installation Selection

Methodology

- Conducted Force-wide DEOCS January through June 2021
- Calculated risk and protective percentile scores for units and installations
- Selected 20 sites that were outliers for risk or promise
 - Included promising units in high risk installations and promising installations**
- Completed site visits
 - Part 1: 13 OSIEs July - September 2021
 - Part 2: 7 OSIEs November 2021 – January 2022 (noted in italics)

Army

- Fort Polk, Leesville, LA
- Fort Bliss, El Paso, TX**
- Army Reserve, Fraser, MI**
- *U.S. Army Garrison Ansbach (Urlas Training Area), Germany*
- *U.S. Army Garrison Bavaria (Hohenfels-Grafenwoer), Germany*
- *U.S. Army Garrison Rheinland-Pfalz (Smith Barracks), Germany*
- *U.S. Army Garrison Rheinland-Pfalz (Kaiserslautern), Germany*
- *U.S. Army Garrison Stuttgart (Panzer Kaserne), Germany*

Navy

- *Naval Station Rota, Rota, Spain*
- Naval Station Norfolk, Norfolk, VA
- Saratoga Springs Naval Station, Saratoga Springs, NY

Marine Corps

- Marine Corps Air Station Miramar, San Diego, CA
- Marine Corps Base Camp Pendleton, San Diego, CA
- Marine Corps Base Hawaii, Kaneohe Bay, HI

Air Force

- Dyess Air Force Base, Abilene, TX**
- Laughlin Air Force Base, Del Rio, TX
- Joint Base Elmendorf-Richardson, Anchorage, AK

Space Force

- Vandenberg Space Force Base, Santa Maria, CA

National Guard

- *Kentucky National Guard***
- Army National Guard, Fort Custer, MI



OSIE On-Site Evaluation Methodology

- On-site teams verified policy compliance self-assessments
- Prevention capability evaluation focused on nine requirements in DoDI 6400.09. Scores for each metric depict alignment of current efforts with best practice:

	PRIORITY	PREPARATION	IMPLEMENTATION
HEALTHY & PROTECTIVE ENVIRONMENT	Leaders prioritize fostering a protective environment by their actions and communications.	Leaders have the requisite knowledge, skills, abilities (KSAs) and access to training to develop those KSAs.	Leaders employ practices known to support a protective environment
INTEGRATED PREVENTION	Leaders prioritize prevention activities.	Leaders and prevention personnel have the requisite KSAs to carry out prevention successfully.	Prevention activities target risk and protective factors across multiple negative behaviors and evaluated.
SERVICE MEMBER ENGAGEMENT	Leaders prioritize engaging stakeholders.	Prevention personnel have the resources and requisite KSAs to engage stakeholders effectively.	Stakeholders are genuinely engaged in prevention activities across multiple planning stages.



OSIE Findings

- Part 1 OSIEs generally found compliance with sexual assault and sexual harassment reporting and response requirements, but significant gaps in prevention capabilities at the ground level.
- Part 2 OSIEs identified various issues, including the prioritization of mission at the expense of people, lack of accountability and challenges for access to resources in remote locations.
 - These sites highlighted command climate is critical in supporting or inhibiting prevention efforts.
- Findings underscore the importance of implementing the recommendations of the Independent Review Commission on Sexual Assault in the Military.



Characteristics of Promising OSIE Sites

- Accurate Understanding
 - Leaders accurately perceived the needs of the most at-risk Service members
 - Service members believed their leaders understood and were concerned about their needs, such as challenges with childcare and housing
- Transparency
 - Prevention personnel and leaders self-identified gaps in prevention capabilities and policy compliance
- Shared Values
 - Leaders throughout the chain of command communicated and reinforced that Service members' wellbeing was part of the mission




Prevention Workforce

Secretary of Defense Immediate Action #3

IRC Recommendation 2.2 a-c

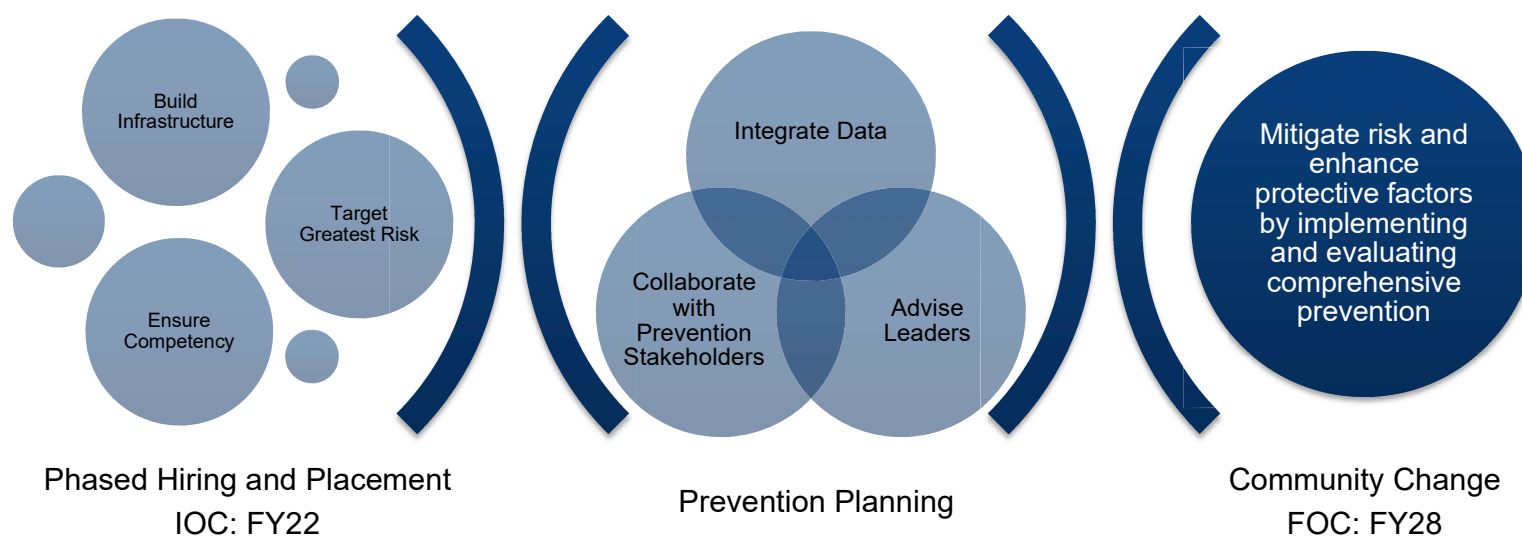
Prevention vs. Response



Focus	Response	Prevention
Goal	<ul style="list-style-type: none"> Provide support to those impacted by violence Hold perpetrators of interpersonal violence appropriately accountable Build community awareness Address myths and victim blaming 	<ul style="list-style-type: none"> Implement policies, programs, and practices that promote protective factors and reduce risk factors among individuals, in their relationships, and within organizations Prevent experiences of violence
Target Audience	<ul style="list-style-type: none"> Those who experience violence Friends and family members of those who experience violence 	<ul style="list-style-type: none"> Everyone Groups at increased risk of experiencing violence
Workforce Skill Sets	<ul style="list-style-type: none"> Advocacy (e.g., medical, policy, legal) Creating and improving systems for response and recovery Trauma-informed response Coordinated community response Providing supportive services (e.g., counseling, case management, medical care) 	<ul style="list-style-type: none"> Communications (e.g., public speaking, social marketing) Identify contributing factors Access, interpret and use data to inform prevention action Select and integrate research-based prevention activities that can address the problem comprehensively Implement prevention program, practice and policy with quality Evaluate prevention activities for return on investment



Workforce Achieves Change over Time



Establishing Competent Workforce at All Levels is First Step to Community Change

Enterprise-Wide Solution

- Specific roles, duties, and competencies at each echelon
- Informed by prevention science

Strategic

- **Overarching Responsibilities:**
 - Conduct robust primary prevention research to develop training materials
 - Collect and analyze data on the implementation and evaluation of prevention activities across Military Department, Military Service, DoD, and/or NGB
 - Translate findings into policy and guidance
 - Utilize data to prioritize and gauge prevention efforts and resource needs
 - Determine and connect with resources to meet identified need areas
 - Collaborate with other strategic-level stakeholders
 - Advise strategic-level leadership
- **Roles:** Prevention Director/Program Head, Prevention Researcher, Prevention Policy Analyst


Operational

- **Overarching Responsibilities:**
 - Apply strategic guidance to organizational sphere of influence
 - Provide tools and technical assistance to prevention professionals at the tactical level
 - Utilize data to prioritize and gauge prevention efforts and resource needs
 - Develop and oversee prevention program activities and budgets
 - Collaborate with other operational-level stakeholders
 - Determine and provide for resources to meet identified need areas
 - Advise operational-level leadership
- **Roles:** Prevention Program Manager, Prevention Support

Tactical

- **Overarching Responsibilities:**
 - Collect and analyze data in order to adapt, implement, and evaluate prevention activities
 - Utilize data to prioritize and gauge prevention efforts and resource needs
 - Collaborate with local stakeholders
 - Advise tactical-level leadership
- **Roles:** Prevention Lead, Prevention Specialist, Implementation Support

Prevention Credentialing System



Role	Responsibilities	Type of Setting	Collateral duty?	Roles individuals will be able to perform	Roles individuals will not be able to perform
Implementation support	Trainer or facilitator	All settings will require implementation support	Yes	Train/facilitate specific prevention activity	No other role except train/ facilitate
Prevention support	Supports planning, implementation, and/or evaluation of prevention activities	Complex, large, higher echelons	Yes	Provide support as needed for prevention	Train/facilitate and support prevention specialist/lead in other prevention activities
Prevention specialist	Leads planning, implementation and evaluation of at least 2 prevention disciplines (e.g., suicide, sexual assault, substance abuse)	All settings will require a prevention specialist	No	Use data to plan, implement, and evaluate prevention activities for their prevention discipline	Decision-making about which prevention activities to start/stop; funding for specific prevention activities; adaptations for prevention activities
Prevention lead	Oversees planning, implementation and evaluation of all prevention activities at the local level	All settings will require a prevention lead	No	Oversee planning, implementation, and evaluation of prevention activities; ensure consistent messaging across prevention activities/discipline; acceptable adaptations for prevention activities	Making decisions about which prevention activities to start/stop; funding for specific prevention activities
Prevention program manager	Oversees & makes final decisions regarding prevention activities; oversees identification, selection, & evaluation of prevention activities across multiple locations	Intermediate (e.g., major command) or strategic levels	No	Plan, implement, and evaluate prevention activities; empowered to make decisions about which prevention activities to start/stop; Funding decisions for specific prevention activities	



Workforce Foundational Training

- 800+ personnel trained to date, estimated 1,000 by end of FY22
- DoD SPARX Knowledge is designed to:
 - Increase the capacity of the prevention workforce in the public health approach to prevention
 - Provide foundational knowledge necessary to select, adapt, support, implement, and evaluate prevention activities, which are necessary for preventing self-harm and prohibited abusive and harmful acts
 - Be delivered with a mix of didactic lessons, large group discussion, small group exercises, and polling
- **Part 1:** asynchronous virtual training; consists of 2 courses, 4 hours total
- **Part 2:** synchronous virtual training; consists of 6 modules and 18 lessons, focuses on knowledge application and skill development to support the prevention process and system, 60 hours total



Summary and Way Forward

- DoD has made progress establishing the guidance and infrastructure for a dedicated, integrated, competent prevention workforce, including:
 - Completing the Prevention Workforce Model
 - Revising and expanding the Department's Prevention Plan of Action (PPOA 2.0)
 - Training over 800 current, collateral duty prevention personnel
 - Institutionalizing IRC prevention workforce, leadership, research, and oversight actions, as well as update command climate assessment requirements
- Over 2,000 new prevention personnel will be hired at all echelons in most DoD locations over the next 6 years using a phased recruitment strategy
 - Military spouses
 - Direct hiring authorities
 - Internships
 - Hiring events and outreach
- Over the coming months, DoD will:
 - Establish a prevention workforce credential
 - Initiate multiple pilot projects to evaluate prevention outcomes
 - Use Deputy Secretary's quarterly senior leadership forum to review Service progress, resolve challenges, and share best practices

Questions?



PERSONNEL AND READINESS

Public Meeting Concluded

Meeting minutes will be available for public review on
www.sapr.mil/DAC-PSM