

Department of Defense



Sexual Assault Prevention and Response Strategic Plan, 2017-2021

December 1, 2016

Foreword

Commanders and other Leaders of the Department of Defense:

The scourge of sexual assault has no place in our Armed Forces. Wherever sexual assault occurs – whether it's on the frontlines or here at home – it not only undermines our values, it undercuts our ability to execute our mission to protect our people and make a better world for our children.

Honor and trust are the lifeblood of the profession of military arms. Every sexual assault is an attack on those values. So, too, are acts of retaliation against those who report these crimes. As leaders, we are responsible for the safety and well-being of all our Service members, both on and off the battlefield. Everyone of us has to do our part.

Many efforts are underway to reduce this crime and increase reporting, but frankly, that is not enough. Our nation is looking to the Defense Department to lead boldly on sexual assault. To do so, we must continue to be resolute in the face of this crime to realize our vision of a DoD community free of sexual assault.

"The DoD Sexual Assault Prevention and Response (SAPR) Strategic Plan, 2017-2021" is the tool used to guide a Department-wide effort to eliminate sexual assault. It sets the course for executing meaningful programs and policies to prevent sexual assault and provide the highest quality care, support, and response to victims. The Strategic Plan synchronizes efforts across the Department and outlines specific actions in the areas of prevention, victim assistance and advocacy, investigation, accountability, and assessment. Highlighted and captured here are goals and objectives that contribute most directly to the strategic priorities of the collective stakeholders.

The Strategic Plan hinges on continuously improving an organizational culture of dignity and respect where every Service member is empowered to prevent sexual assault and support victims when crimes do occur. Accomplishing this requires a comprehensive and synchronized effort to ensure that the entire Department is aligned with our objectives and approach. This Strategic Plan was designed to address our unique needs and challenges. It will remain a dynamic document to drive stakeholder action within the Department.

Together, we must continue to strengthen our SAPR Program with innovation and transparency, and work collectively to realize our vision of a DoD community free of the scourge of sexual assault.

A handwritten signature in black ink, reading "Ash Carter". The signature is fluid and cursive, with the first name "Ash" and last name "Carter" clearly distinguishable.

Ash Carter
Secretary of Defense

SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) STRATEGIC PLAN (2017-2021)

Contents

<i>Foreword</i>	2
Introduction.....	4
SAPRO	5
DoD SAPR Vision, Mission, & Values	5
SAPR Goals & Objectives	6
Goal 1 – Prevention.....	6
Goal 2 – Victim Assistance and Advocacy	7
Goal 3 – Investigation	9
Goal 4 – Accountability	9
Goal 5 – Assessment.....	10
Core Functions.....	11
<i>Communications</i>	11
<i>Policy</i>	11
Appendices and Annexes.....	11

Introduction

The Department of Defense (DoD) relies on a Department-wide SAPR Strategic Plan to facilitate a comprehensive and coordinated approach to addressing SAPR efforts in the military. “The DoD SAPR Strategic Plan, 2017-2021” charts our course for the way forward. The plan includes our mission, vision, and values, as well as the program’s goals and objectives.

This strategic plan identifies where we must focus (mission), where we strive to go in the future (vision), and how we intend to get there (goals and objectives). It provides all of us with a shared direction and common focus, and serves as a frame of reference to guide our actions and leadership decisions. Each goal has supporting objectives and tasks. This sequential process will allow leaders to plan for the program’s future and link our day-to-day activities to our mission.

This refreshed strategic plan structures efforts around two main pillars, Prevention and Response. First, the Department is committed to reinforcing a military culture where all Service members understand their role in upholding their Service values and ethical standards of behavior to prevent sexual assault. Second, the Department is committed to ensuring that a system of trained professionals provides the absolute best possible care, support, and response to victims when crimes do occur.

“The Strategic Direction to the Joint Force on Sexual Assault Prevention and Response,” (2012) directed commanders and leaders to collaborate and operationalize concerted efforts to eliminate sexual assault across the Joint Forces. The Department’s “SAPR Strategy” (published in 2013, and updated in 2015) aligned our programs and strategies along the same five Lines of Effort (LOE): Prevention, Victim Assistance and Advocacy, Investigation, Accountability, and Assessment identified in the Joint guidance. “The SAPR Strategic Plan, 2017-2021” now identifies these LOEs as goals. It also includes the two overarching core functions – Communications and Policy – that were part of the 2013 and 2015 documents and crosscut all of the goals.

The SAPR Strategic Plan 2017-2021 goals are:

1. Prevention
2. Victim Assistance and Advocacy
3. Investigation
4. Accountability
5. Assessment

The Department will implement and operationalize the SAPR Strategic Plan through the SAPR Task List and three core strategic documents: the “Sexual Assault Prevention Plan of Action” (currently under development and as such is not attached); the “DoD Retaliation Prevention and Response Strategy,” and the “DoD Plan to Prevent and Respond to Sexual Assault of Military Men.” These strategic documents will supplement this plan and are included as attachments in the appendix unless otherwise noted.

The SAPR Task List (Appendix A) shows ongoing and near-term activities that drive us towards achieving our strategic goals. DoD Sexual Assault Prevention and Response Office (SAPRO) will review and update the SAPR Task List on an annual basis and track progress of all tasks

through the SAPR Integrated Product Team (IPT). The following three core strategic documents provide a roadmap for our future efforts in prevention and response and demonstrate how we will expand those pillars.

- The Sexual Assault Prevention Plan of Action (PPoA): This multi-year plan of action (currently under development), will guide our prevention efforts at each echelon of the military environment. The PPoA draws from research and practices within the Department, as well as from experts in the civilian community to develop a way forward for implementing sexual assault prevention.
- The DoD Retaliation Prevention and Response Strategy (DRPRS): Regarding Sexual Assault and Harassment (Appendix B): The DRPRS outlines a uniform retaliation prevention and response process across the Department that applies to military members who report sexual assault or sexual harassment; and military witnesses, bystanders, and first responders involved in reports of sexual assault or sexual harassment. This document describes how we will provide comprehensive support to individuals who experience retaliation and foster an ethical and just climate intolerant of retaliation.
- The DoD Plan to Prevent and Respond to Sexual Assault of Military Men (Appendix C): This plan outlines our efforts to improve prevention and response to men who have been sexually assaulted. It uses a research-informed approach to improve male-inclusive outreach efforts and promote greater confidence and participation in the reporting process. It also provides professional response, quality advocacy, and medical and behavioral health care for men. This effort ensures prevention efforts speak to both male and female audiences.

SAPRO

SAPRO was established in 2005 to guide SAPR policy, programs, strategy, and research in the DoD. SAPRO serves as the single point of authority, oversight, and system accountability for SAPR in the military except for criminal investigations (DoD Inspector General) and legal processes (the Judge Advocates General of the Military Departments and the Staff Judge Advocate to the Commandant of the Marine Corps in conjunction with departmental and service leadership). The office is the conduit for relevant and timely information on the issue of sexual assault in the military to the Secretary of Defense. SAPRO is led by a General / Flag Officer and staffed with a team of military personnel, government civilians, and contractors.

DoD SAPR Vision, Mission, & Values

- Vision: A DoD Community free of sexual assault.
- Mission: DoD SAPR Program promotes military readiness by eliminating sexual assault through prevention, advocacy, and execution of SAPR Program policy, planning, and oversight across the DoD Community.
- Values: Every act of sexual assault – as well as acts of retaliation against Service members who report a sexual assault or those who assist victims of sexual assaults directly – undermines the values of the Military Services. Together, we must provide

and maintain an environment where sexual assault is neither condoned nor ignored. We must reinforce a culture of trust, dignity, integrity, and respect throughout our ranks and assist those who report this crime.

SAPR Goals & Objectives

Goal 1 – Prevention

1.1: Foster a culture that prevents sexual assault

1.2: Develop, integrate, and expand prevention tools and knowledge

1.3: Conduct collaboration and outreach efforts

1.4: Foster a culture that prevents retaliation

Institutionalize evidence-based, informed prevention practices and policies across the Department so that all Service members are treated with dignity and respect, and have the knowledge, tools, and support needed to prevent sexual assaults

Improving the knowledge, attitudes, skills, and behaviors of all Service members using informed prevention approaches is essential to maintaining an environment that reflects our Service values. We will leverage the latest research and scientific methodologies to incorporate

proven best practices and scientifically-supported strategies and implement a proactive and comprehensive approach to prevent sexual assaults. Analysis of key risk and protective factors for sexual assault will allow us to identify the greatest areas for potential impact in not only sexual assault, but also in other areas that could impact readiness. The PPoA, (once completed) is intended to be the pivotal document for framing this approach.

Objective 1.1: Foster a culture that prevents sexual assault

The Department will cultivate mutual respect throughout the ranks by expanding strategies that positively influence Service members' behaviors and attitudes to reflect their Service values. The PPoA upon completion will enhance our prevention efforts. We will focus our prevention efforts on the development and expansion of gender-responsive, culturally competent programs and empower Service members to take a more active role in preventing sexual assaults. We will identify risk and protective factors and integrate them into our sexual assault prevention plan. We will engage peers and social influencers to prevent sexual assault and other readiness-impacting behaviors, such as alcohol abuse, sexual harassment, and hazing. We will leverage existing evidence-based sexual assault prevention practices to further reduce prevalence. Leaders at all levels (e.g., non-commissioned officers, junior mid-grade officers, and senior commissioned officers) will continue their commitment to institutionalize a culture of dignity and respect that supports prevention efforts, enhances the Service members' knowledge of prevention tools and practices, and tracks progress through performance metrics.

Objective 1.2: Develop, integrate, and expand prevention tools and knowledge

The Department will arm Service members with the knowledge and tools to implement prevention practices that increase sexual assault prevention effectiveness across the Department. We will expand and sustain the Department's community of practice – "SAPR Connect" that encompasses face to face meetings such as the Sexual Assault Prevention Roundtable; webinars; toolkits; and a web-based community – focused on primary prevention of sexual assault. Primary prevention is defined as approaches that take place before sexual

violence has occurred to prevent initial perpetration or victimization. We will identify and implement sexual assault prevention tools (e.g., mobile applications, leader toolkits, seminars, webinars, command sponsorships) and recognize those who play an active role in preventing sexual assault. We will continue to engage and educate military stakeholders on our sexual assault prevention strategy and programs. We will leverage Departmental sexual assault data, including the latest evidence-based research, practices, and lessons learned, to better inform prevention strategies, planning, and execution.

Objective 1.3: Conduct collaboration and outreach efforts

The Department will lead collaboration and outreach efforts to strengthen sexual assault prevention activities and innovation. To bolster our prevention efforts, we will work with other military readiness programs (e.g., family advocacy, equal opportunity, alcohol/substance abuse prevention, suicide prevention, and safety) to identify readiness-impacting behaviors that often accompany or precede sexual assaults. We will share information and review promising practices with our partners for implementation in our respective programs. We will utilize forums with internal experts to leverage shared prevention techniques and ideas (e.g., *Prevention Roundtable, Prevention Collaboration Forum*). We will also collaborate externally with subject matter experts, federal partners, advocacy organizations, and educational institutions to capture and share prevention best practices and ideas, to the extent authorized by law and DoD regulations.

Objective 1.4: Foster a culture that prevents retaliation

The Department views retaliation associated with sexual assault reporting and sexual harassment complaints as a significant concern and is committed to eliminating retaliatory behavior and providing tools for commanders, supervisors, and peers to prevent retaliation. A comprehensive approach that includes training, strategic communications, leadership support, and accountability will enable the Department to build an organizational culture intolerant of retaliation. These efforts are outlined in Appendix B.

Goal 2 – Victim Assistance and Advocacy

2.1: Enhance the quality of service from Sexual Assault Response Coordinators (SARCs) and SAPR Victim Advocates (VAs)

2.2: Advance the DoD Safe Helpline (SHL) services

2.3: Strengthen response services for men who report sexual assault.

2.4: Increase awareness and promote availability of retaliation reporting options and services

Deliver consistent and effective advocacy and care for all military Service members or their adult dependents, such that it empowers them to report assaults, promotes recovery, facilitates dignified and respectful treatment, and restores military readiness

The Department recognizes sexual assault as an underreported crime. As such, it is imperative that our response programs and policies create a fair and safe reporting process that instills confidence and empowers individuals to report sexual assaults. We will ensure a professional response, anonymous and confidential crisis intervention, as well as confidential reporting options,

information, and support for their reporting decision. Providing a professional response improves victim care and recovery, appropriate offender accountability, and a culture of trust and respect consistent with our Service values. We will increase participation from service

providers in an integrated network, including the Department of Veterans Affairs, to ensure continuity of care for victims of sexual assault. We will continue to provide access to SARCs by members of the National Guard and Reserves and will continue to integrate support and victim services.

Objective 2.1: Enhance the quality of service from SARCs and SAPR VAs

SARCs and SAPR VAs are critical resources employed to coordinate with commanders and other multi-disciplinary agencies to provide the best possible response to sexual assault victims. We will continue the professional development of our SARCs and SAPR VAs through enhanced knowledge, skills, and abilities as well as advanced levels of certification to increase the quality of services provided. We will also maintain partnerships and collaborate with national leaders to enhance victim advocacy certification and work with the Military Departments to refine our DoD Sexual Assault Advocate Certification Program (D-SACCP) requirements.

Objective 2.2: Advance the DoD Safe Helpline (SHL) services

The Department will continue to advance the DoD SHL services to meet the needs of those who report experiencing sexual assault and facilitate reporting. The DoD SHL supports the aims of the Department's SAPR Program and directly supports sexual assault victims, SARCs, and SAPR VAs. We will review and revise SHL metrics to ensure they reflect program requirements and measures of effectiveness. We will launch educational tools to address prior victimization, pose viable options for alternate official reporting options, and synchronize efforts with the Department of Veterans Affairs to document hotline disclosures.

Objective 2.3: Strengthen response services for men who report sexual assault

The Department will increase understanding of sexual assault against men in order to empower men to report and receive the care and services needed to aid in their recovery. Knowledge about male sexual assault, in both the military and civilian sectors, is limited due to the small number of men who report sexual assault and the lack of research on male victimization. Men may choose not to report a sexual assault for fear that they will face disbelief, blame, and scorn. Furthermore, at times, men may not realize that their experience constitutes a sexual assault. To counter this environment, we will develop a unified communications plan tailored to military men and ensure that current support services meet their gender-specific needs. Appendix C demonstrates our efforts to accomplish this objective.

Objective 2.4: Increase awareness and promote availability of retaliation reporting options and services

The Department will provide resources to those who have experienced retaliation after a report of sexual assault and tools for commanders, supervisors, and peers to respond to retaliation. The Department's retaliation response capability will educate reporters about consultative options; and ensure reporters receive responsive, timely, and personalized support services. We will conduct strategic communications and outreach efforts to educate Service members on what constitutes retaliation, and increase awareness and promote availability of retaliation reporting options and services, in accordance with Appendix B.

Goal 3 – Investigation

3.1: Sustain a high level of competence and continue to yield timely results for all investigation of sexual assault allegations through the DoD Special Victims Investigation and Prosecution (SVIP) capability

3.2: Monitor, evaluate, and enhance program performance

Sustain a high level of competence in the investigation of adult sexual assault using investigative resources to yield timely results

Every investigation of unrestricted report allegations of adult sexual assault is conducted by the applicable jurisdictional investigative organization, primarily Military Criminal Investigative Organization (MCIO), or a civilian law enforcement agency, or the National Guard Bureau

Office of Complex Administrative Investigation. Our investigative resources employ scientifically-informed techniques and capabilities that minimize the potential of re-traumatization of victims while maximizing the recovery of physical and testimonial evidence and ensuring a just and fair process for alleged offenders.

Objective 3.1: Sustain a high level of competence and continue to yield timely results for all investigations of sexual assault through the DoD SVIP capability

The Department will enhance training for investigators of sexual violence. We will work collaboratively to assess and validate joint investigative technology, best practices, and resource efficiencies benchmarked against external law enforcement agencies, as appropriate. We will continue to ensure a high level of competence in the SVIP capability for the investigation of special victim offenses in accordance with Department of Defense Instruction 5505.19, "Establishment of Special Victim Investigation and Prosecution (SVIP) Capability within the Military Criminal Investigative Organizations."

Objective 3.2: Monitor, evaluate, and enhance program performance

The Department will review policy regarding the Department's investigative practices in response to allegations of Uniform Code of Military Justice (UCMJ) violations. We will continue to monitor and evaluate program performance to provide guidance for sexual assault criminal investigation and law enforcement programs, such as evaluation of investigative evidence collection and laboratory submissions. We will continue to convene the Defense Criminal Investigative Organizations Enterprise-Wide Working Group comprised of members of the MCIOs to assess and validate joint investigative technology, best practices, and resource efficiencies. We will continue to evaluate closed sexual assault investigations to ensure they are consistently high-quality inquiries.

Goal 4 – Accountability

4.1: Professionalize and institutionalize DoD SVIP capability

4.2: Support independent reviews and assessments of the UCMJ provisions relating to sexual assault and judicial proceedings in sexual assault cases

Maintain a high competence in holding alleged offenders appropriately accountable

The Department will continue to provide a fair and equitable system of appropriate accountability that promotes justice and assists in maintaining good order and discipline in our military.

Objective 4.1: Professionalize and institutionalize DoD SVIP capability

The Department will provide specially-trained attorneys, victim witness assistance personnel, SAPR VAs, Domestic Abuse VAs, military criminal investigators, and paralegals to maintain our SVIP capability. This capability expands and leverages existing resources to deliver a distinct, recognizable group of professionals collaborating to provide effective, timely, and responsive victim support, and investigate allegations of adult sexual assault worldwide.

Objective 4.2: Support independent reviews and assessments of the UCMJ provisions relating to sexual assault and judicial proceedings in sexual assault cases

The Department will continue to support Congressionally-directed independent reviews and panels charged with conducting assessments of sexual assault cases. The results of those assessments will continue to inform DoD policies and processes under the UCMJ.

Goal 5 – Assessment

5.1: Improve data collection and sexual assault reporting capability

5.2: Standardize and enhance SAPR Program oversight

5.3: Expand SAPR Program knowledge base

Effectively measure, analyze, assess, and report SAPR Program progress to improve effectiveness

Assessment is an enduring process of data collection and analytics designed to improve program effectiveness, and is embedded within each of the other four goals. Our aim is to incorporate responsive, meaningful, and accurate systems of measurement and evaluation into every aspect

of our program to determine the impact of our efforts to prevent and respond to sexual assault incidents. This includes deploying sufficient and appropriate measures, conducting analysis and evaluations, reporting SAPR Program progress, and tracking resources. This work is essential to improving SAPR services across all of the goals as part of a continuous improvement cycle. This will ensure that programs and services are adaptive, flexible, and oriented toward achieving success while also preserving unique Service requirements.

Objective 5.1: Improve data collection and sexual assault reporting capability

The Department will modernize and improve current data collection and measurement practices to improve the quality, reliability, and validity of our data when applicable. We will measure progress using both quantitative and qualitative data that will be compiled, analyzed, and published in timely reports to better evaluate the effectiveness of the SAPR Program. We employ a variety of capabilities such as the Defense Sexual Assault Incident Database (DSAID), focus groups, and survey instruments. We will continue to improve data collection processes in accordance with the best available science, practice, and recommendations provided by external organizations.

Objective 5.2: Standardize and enhance SAPR Program oversight

The Department will conduct comprehensive oversight to evaluate and continuously improve all SAPR programs and services. We will develop a comprehensive oversight capability for the SAPR Program and provide processes and toolkits that will enable the Military Services to standardize and enhance evaluation of their programs and services. We will also leverage insights from the Government Accountability Office, advisory committees, and internal

inspections to provide a variety of means for SAPR Program assessment and oversight across the Department.

Objective 5.3: Expand SAPR Program knowledge base

The Department will expand the SAPR Program knowledge base with ongoing research and assessment. We will develop a five-year research and assessment plan, including metrics and assessment tools, to evaluate the effectiveness of all major SAPR initiatives, including those developed to address tasks related to the goals and objectives in this strategy. We will expand research to include the evaluation of SAPR Program execution at the installation level. We will also expand our research efforts to include high-risk and under-served populations, such as basic and advanced trainees, military men, and lesbian, gay, bisexual, and transgender Service members.

Core Functions

The core functions set conditions to optimize program implementation. DoD developed core functions that intersect all goals and are essential to operationalize, synchronize, and ensure consistent SAPR Program execution across the Department. Our core functions are Communications and Policy.

Communications

Communicating effectively with a large number of internal and external stakeholders, is critical to achieving our mission. As such, our communications activities will continue to be two-way exchanges of information focused on reporting policy updates, messaging the progress of our efforts, providing requirements to the Military Services, and disseminating approved program information to multiple stakeholders and audiences, including the Military Services, DoD agencies, the White House, Congress, other Federal government agencies, media, and the general public. We will conduct and participate in a variety of ongoing outreach activities, including integrating communications for the DoD SHL, D-SAACP, DSAID, SAPR Connect, and Sapr.mil.

Policy

Policy is essential to operationalize, synchronize, and ensure consistent SAPR Program implementation across the Department. The Department will publish timely, responsive, and comprehensive policies to institutionalize clear SAPR Program standards that are responsive to identified needs in the field and Department leadership initiatives. In addition, the Department will develop timely policy guidance in response to new National Defense Authorization Act provisions and other legislative changes. The Department policy will be updated to reflect findings from the assessment of SAPR policies, programs, and research. Across the program, we will continue to review and revise policy in accordance with the outcomes of implementing our goals and objectives. Additionally, the Department will seek new resources as needed and align existing ones for the purposes of implementing our goals and objectives.

Appendices and Annexes

Appendix A: SAPR Task List

Appendix B: DoD Retaliation Prevention and Response Strategy (DRPRS): Regarding Sexual Assault and Harassment

Appendix C: DoD Plan to Prevent and Respond to Sexual Assault of Military Men

Department of Defense



Sexual Assault Prevention and Response Strategic Plan “Task List”

December 1, 2016

SAPR Task List

This list of tasks is the results of the collaboration and collective efforts of the DoD SAPR community to capture the most targeted and relevant tasks being performed to realize the “DoD SAPR Strategic Plan 2017-2021”. DoD SAPRO will monitor and document progress on these tasks in cooperation with the collective plan owners. The respective participating organizations will provide their plan, progress, and milestones.

Time: Short: 0 to 1 Year (from date of publication)

Medium: 1 to 2 Years

Long: 2 to 3 Years

Continual: On-going/Cyclic Requirement

Goal 1 - Prevention Tasks

Objective	Number	Task	Time	OPR
1.1	1	Develop sexual assault prevention strategies and programs which employ peers, near-peers, and social influencers.	Continual	Military Departments & Services, NGB
1.1	2	Targeted Interventions: Develop SAPR prevention orientation program at Military Service Academies (MSAs) for second-year cadets and midshipman.	Short	Military Departments & Services, SAPRO
1.1	3	Ensure MSA curricula outline honor, respect, and character development as pertaining to SAPR.	Medium	Military Departments & Services, SAPRO
1.1	4	Implement the Department of Defense Retaliation Prevention and Response Strategy associated with sexual harassment and sexual assault.	Medium	Military Departments & Services, DoD IG, NGB, SAPRO
1.1	5	Develop plan to infuse SAPR-related concepts into a broad range of MSA curricula.	Medium	Military Departments & Services, SAPRO
1.1	6	Develop DoD-wide framework related to healthy relationships for Services to incorporate into their prevention programs (to include topics such as resiliency, well-being, environmental expectations, empathy, communication and social skills) for the targeted demographic with iterative growth coinciding with career experience.	Medium	Military Departments & Services, SAPRO
1.1	7	Implement policies that appropriately address high-risk situations targeted by offenders.	Long	Military Departments & Services, NGB
1.1	8	Identify and implement incentives for the prevention of sexual assault and other related behaviors (e.g., alcohol abuse, sexual harassment, hazing).	Long	Military Departments & Services, NGB, SAPRO
1.1	9	The Services and MSAs will advance and sustain appropriate culture: Social retaliation; leader engagement; influencers.	Long	Secretaries of the Military Depts., NGB
1.1	10	Conduct a multi-year initiative, the Installation Prevention Project, to customize prevention efforts at select military installations.	Long	Military Departments & Services, NGB, SAPRO
1.1	11	Develop and implement framework to capture prevention efforts for (and gaps in) all pre-entry pathways for enlisted and officer Service members (e.g., ROTC, MSAs, Initial entry).	Long	Military Departments & Services, SAPRO
1.2	1	Assess, implement core competencies, and continue to update all sexual assault prevention-related training and programs based on latest evidence-based research, practices, and lessons-learned.	Continual	Military Departments & Services, NGB, SAPRO
1.2	2	Maintain a military community of practice focused on primary prevention of sexual assault and expand as opportunities for growth are identified.	Continual	SAPRO
1.2	3	Targeted Interventions: Develop SAPR prevention orientation program at MSAs for second-year cadets and midshipmen.	Short	Military Departments & Services, SAPRO
1.2	4	Develop and expand gender-responsive and culturally competent programs to include approaches for preventing male sexual assaults.	Medium	Military Departments & Services, NGB
1.2	5	Explore the development of (enhancement of existing) sexual assault deterrence measures and messaging.	Medium	Military Departments & Services, NGB,

Objective	Number	Task	Time	OPR
				SAPRO
1.2	6	Identify and implement sexual assault prevention tools (e.g., utilizing outreach/communication tools, mobile apps, leader toolkits to include a prevention guide that outlines promising practices and lessons learned in sexual assault prevention).	Medium	Military Departments & Services, NGB, SAPRO
1.3	1	Establish, facilitate, and leverage prevention collaboration forums with external experts, federal partners, Military Services, colleges/universities, and advocacy organizations to the extent authorized by law and DoD regulations.	Continual	Military Departments & Services, SAPRO
1.3	2	Identify needs and opportunities to enhance prevention efforts within the Joint community, to include COCOMS and joint environments.	Short	Military Departments & Services, JCS, SAPRO
1.3	3	Collaborate with DEOMI regarding prevention concepts for broader inclusion in DEOCS responses and assessment resources.	Short	SAPRO

Goal 2 – Victim Assistance and Advocacy Tasks

Objective	Number	Task	Time	OPR
2.1	1	Collaborate with civilian victim response organizations to improve interoperability.	Continual	Military Departments & Services, NGB, SAPRO, HA
2.1	2	Provide timely referrals to Special Victims' Counsel.	Continual	Military Departments & Services, NGB
2.1	3	Review existing guidance for facilitating requests from sexual assault victims for accommodations (such as an alternate setting) in accomplishing mandatory SAPR training requirements, preferably through the SARC to ensure confidentiality for victims who filed Restricted Reports.	Short	Military Departments & Services, NGB
2.1	4	Develop a plan to perform gap analyses between the actual role being performed by SARCs and SAPR VAs in the field with DoDI 6495.02 and Service policy requirements in order to ensure current policies are adequate and appropriate. Determine if current DoDI 6495.02 and Service policy requirements are adequate and appropriate.	Medium	Military Departments & Services, NGB, SAPRO
2.1	5	Promote timely access to Sexual Assault Response Coordinators by members of the National Guard and Reserves.	Medium	Military Departments & Services, NGB, OSD RA
2.1	6	Implement criteria, standards, and certification of sensitive positions in support of Service members.	Medium	Secretaries of the Military Depts., NGB, SAPRO, HA, MPP, DMDC, DoD IG
2.1	7	Develop indicators for measuring SARCs and SAPR VAs 'quality response' in support of D-SAAPC.	Medium	Military Departments & Services, NGB, SAPRO
2.1	8	Collaborate to develop an evaluation tool to verify that training participants have mastered the D- SAACP core competencies framework and the 2013 SARC and SAPR VA learning objectives. The Services and NGB may augment the core questions with specific questions.	Long	SAPRO, Services, & NGB
2.1	9	Strengthen service provider participation in an integrated victim services network of care. Effectively integrate SAPR support and victim services (e.g., legal, health, investigations, SARC, SAPR VAs, Victim Witness Assistance Programs, IG).	Long	Military Departments & Services, NGB, SAPRO, OLP, HA
2.1	10	Collaborate with Department of Veterans Affairs to develop a protocol that captures how the Services inform Service members and sexual assault victims of their resources and benefits through the Department of Veterans Affairs	Long	Military Departments & Services, NGB, SAPRO
2.2	1	Publicize DoD Safe Helpline services to include recently added Follow-Up Support and Safe Help Room services, option to report retaliation, and the new tools addressing prior victimization to SAPR	Continual	Military Departments & Services, NGB, SAPRO, HA

Objective	Number	Task	Time	OPR
		personnel, chain-of-command, counselors, medical personnel, chaplains and Judge Advocates.		
2.3	1	Improve Response for Male Victims: Implement and monitor The DoD Plan to Prevent and Respond to Sexual Assault of Military Men.	Long	Secretaries of the Military Departments, NGB, SAPRO

Goal 3 - Investigation Tasks

Objective	Number	Task	Time	OPR
3.1	1	Enhance training for investigators of sexual violence.	Medium	Military Departments & Services
3.2	1	Sustain Defense Enterprise Working Group of Military Criminal Investigation Organizations and Defense Criminal Investigative Service to assess and validate joint investigative technology, best practices, and resource efficiencies benchmarked against external law enforcement agencies.	Continual	Military Departments & Services
3.2	2	Conduct training on the DoDI 5505.18 and DoDI 5505.19 policy requirements at Service MCIO courses.	Short	Military Departments & Services

Goal 4 - Accountability Tasks

Objective	Number	Task	Time	OPR
4.1	1	Ensure paralegals and victim-witness assistance personnel receive specialized SAPR training for responding to allegations of sexual assault.	Continual	Military Departments & Services
4.2	1	Support congressionally-conducted independent reviews and assessments of UCMJ provisions relating to sexual assault and judicial proceedings in sexual assault cases	Long	OGC

Goal 5 - Assessment Tasks

Objective	Number	Task	Time	OPR
5.1	1	Analyze and assess variances in Restricted/Unrestricted Reporting across the Services.	Continual	SAPRO
5.1	2	Conduct SAPR program compliance inspections.	Continual	Military Departments & Services, NGB
5.1	3	Analyze SAPR data to identify positive and negative case disposition trends from the DoD Annual Report on Sexual Assault in the Military.	Continual	SAPRO
5.1	4	Assess SARC/SAPR VA training effectiveness and, as needed, implement training enhancements.	Continual	Military Departments & Services, NGB, SAPRO
5.1	5	Assess healthcare provider training effectiveness and, as needed, implement training enhancements.	Continual	Military Departments & Services, HA
5.1	6	Oversee implementation of Government Accountability Office (GAO) and other congressionally appointed bodies' recommendations.	Continual	Military Departments & Services, DoD IG, HA, OGC
5.1	7	Employ comparative civilian research in metrics reporting in support of commanders.	Continual	Military Departments & Services, SAPRO
5.1	8	Assess transition policies that ensure Service member sponsorship, unit integration, and immediate assignment into a chain of command.	Continual	Military Departments & Services, NGB
5.1	9	Assess effectiveness of SAPR core competencies and learning objectives across select SAPR training environments.	Continual	Secretaries of the Military Depts., NGB, SAPRO
5.1	10	Assess the extent to which sexual assault monitoring, measures, and education have been incorporated into command training, readiness assessments, and other command forums.	Continual	Military Departments & Services, NGB
5.1	11	Improving Sexual Assault Reporting: Assess MSA climates and develop plan to promote greater reporting by cadets and	Short	Military Departments & Services, SAPRO

		midshipmen.		
5.1	12	Evaluate Gender-Focused Treatment Capabilities and Provider Training: Assess clinical interventions that address the specific needs of men and women who are seeking treatment for sexual assault.	Short	HA
5.1	13	Review ODMEQ role in sexual harassment cases - Identify how ODMEQ works with SAPRO to address sexual harassment.	Medium	ODMEQ
5.1	14	Implement SARC/SAPR VA Training enhancements, once determined from the assessment in Obj. 5.1, Task 4.	Medium	Military Departments & Services, NGB, SAPRO
5.1	15	Implement healthcare provider training enhancements, once determined from the assessment in Obj 5.1, Task 5.	Medium	Military Departments & Services, NGB, SAPRO
5.1	16	Conduct SAPR review and assessment of Joint Environments.	Long	SAPRO, JCS
5.1	17	Assess feasibility of a SARC Military Occupational Specialty (MOS) or restructuring of military table of organization; addition of skill identifiers.	Long	Military Departments & Services
5.1	28	Assess feasibility of incorporating sexual assault prevention training in Family Readiness, Family Advocacy Program (FAP), and Substance Abuse programs to enhance FAP and SAPR collaboration and training.	Long	Military Departments & Services
5.1	29	Develop procedures for transfer of Restricted Report DD Forms 2910 and 2911 into a secure electronic File Locker (NDAA FY14, Section 1723).	Long	DoD IG, SAPRO
5.1	20	Review Armed Forces Reserve Component Sexual Assault Prevention and Response Program.	Long	Military Departments & Services, SAPRO, OSD RA
5.1	21	Monitor the implementation of sexual assault prevention and response programs as well as military justice and jurisdiction issues at joint basing locations.	Long	Military Departments & Services, SAPRO, JCS, OSD-Joint Basing

Core Function – Communications Tasks

Number	Task	Time	OPR
1	Draft, implement, and assess SAPR Communications Strategic Plan.	Continual	Military Departments & Services, NGB SAPRO, OSD PA
2	Maintain Congressional relations.	Continual	Military Departments & Services, NGB, SAPRO, OSD LA
3	Develop Department wide themes, guidance, and execute DoD level Sexual Assault Awareness and Prevention Month (SAAPM) plan.	Continual	Military Departments & Services, NGB, SAPRO, OSD PA
4	Develop and implement federal partner and Military/Veteran Service Organization (MSO/VSO) Outreach.	Continual	SAPRO, OSD PA
5	Sustain White House relations to include the White House Violence Against Women Liaison.	Continual	SAPRO
6	Support SecDef SAPR Program Update meetings, as requested.	Continual	SAPRO
7	Strategic Dialogue: Host a senior summit each academic year with MSA Leadership to facilitate exchange of SAPR best practices.	Continual	Military Departments & Services, SAPRO

Core Function – Policy Tasks

Number	Task	Time	OPR
1	Develop policy in support of sensitive positions screening to identify criteria, standards, and certification.	Medium	Secretaries of the Military Depts., NGB, SAPRO, HA, MPP, DMDC, DoD IG