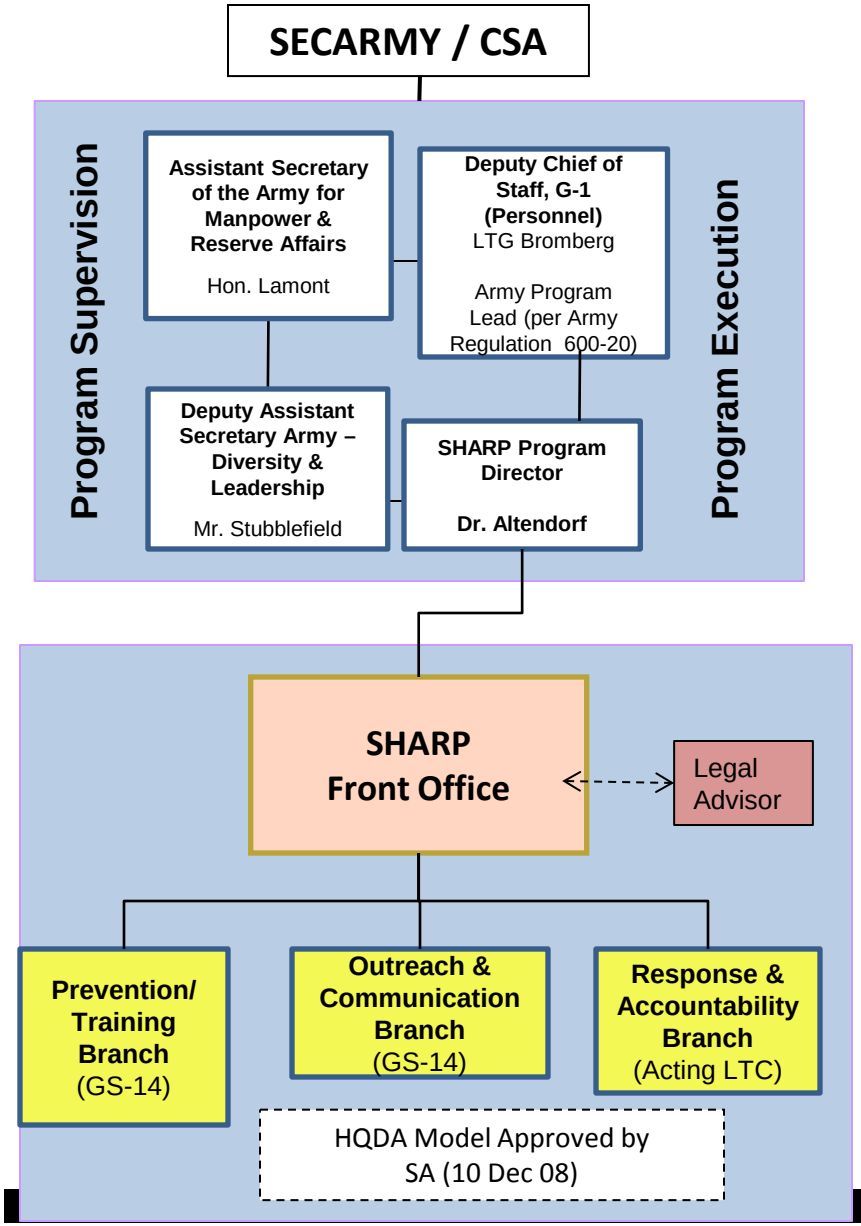
Army Sexual Harassment/Assault Response and Prevention Program

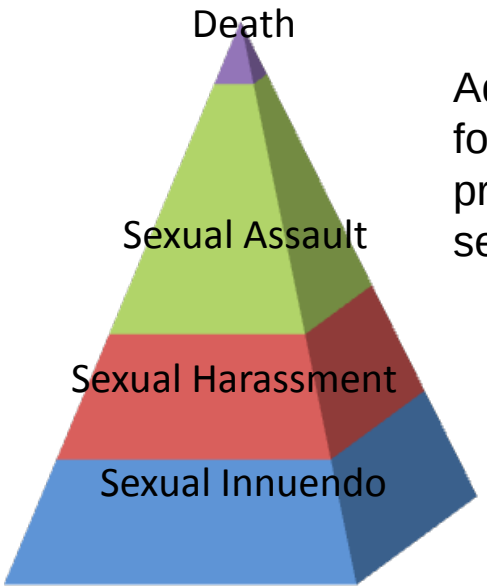
The Defense Advisory Committee on Women in the Services (DACOWITS)

26 September 2013

v4

Army Sexual Harassment/Assault Response & Prevention (SHARP) Program





Addressing the foundation and progression of sexual violence

Integration of SAPR and POSH = SHARP

- Unity of Command
- Integrated Policy/Operational Execution
- Coordinated Planning/Communications
- Consolidated Organizations
- Co-Located Support to Victims and Aggrieved

The Army "I. A.M. Strong" (Intervene, Act, Motivate)

Strategy: Achieving and Embedding Cultural Change

Exit Criteria

Sep 2008

Phase I: Committed Army Leadership

- **Develop Baseline**
- **Start: Propensity to report: 28%**

Aggressive Senior Leader Condemnation

April 2009

Phase II: Army-Wide Conviction

- **Post-Year 2 Propensity to report: 50%**
- **Post-Year 2 Assaults reduced by 15%**

Ownership of Sexual Assault Prevention

April 2011

Reassessment Required

Phase III: Achieve Cultural Change

- **Post-Year 4 Propensity to report: 70%**
- **Post-Year 4 Assaults reduced by 25%**

DoD's Retention Leader

Phase IV: Sustainment, Refinement, and Sharing

- **Post-Year 5 Propensity to report: 90%**
- **Post-Year 5 Assaults reduced by 50%**

Blueprint for the Nation

Current Guidance

CSA 5 Imperatives

SecArmy DTM – SHARP Stand-Down

Pending FY14 NDAA & FY05-13 NDAA for SH/SA

External Assessments (GAO, Defense Task Force on Sexual Assault in the Military)

SecDef SAPR Initiatives

I. A.M. Strong Sexual Harassment/Assault Prevention Campaign

National Security Staff Integrated Project Team (NSS-IPT) – Monthly Reports to POTUS

CJCS SAPR Strategic Direction to Joint Force

DoD Diversity Management and Equal Opportunity (ODMEO)

DoD Sexual Assault Prevention & Response (SAPR) Strategy

Ready & Resilient Campaign

Transitioning Program

CSA Five Imperatives / Top Ten

2013 Army Sexual Harassment/Assault Prevention Summit

In alignment with the Department of Defense Sexual Assault Prevention and Response Strategy, the following five imperatives will drive Army actions:

1. Prevent offenders from committing crimes, provide compassionate care for victims, and protect the rights and privacy of survivors;

2. Report every allegation and ensure it is thoroughly and professionally investigated; take appropriate action based on the investigation;

3. Create a positive climate and an environment of trust and respect in which every person can thrive and achieve their full potential;

4. Hold every individual, every unit and organization, and every Commander appropriately accountable for their behavior, actions and inactions; and

5. The chain of command must remain fully engaged – they are centrally responsible and accountable for solving the problems of sexual assault and harassment within our ranks and for restoring the trust of our Soldiers, Civilians, and Families.

During the Summit, CSA/Leaders collective efforts yielded CSA SHARP Top 10 to further individuals' and leaders' understanding and guide leader actions:

1. Sexual assault and harassment represent an insider threat with the potential to cause significant, irreparable harm to our Army.

2. The Army Profession demands leaders of high competence and high character.

3. Standards and discipline are the cornerstones of a positive unit climate.

4. We must consistently enforce all policies related to sexual assault and harassment.

5. We need to clearly "see" ourselves; leaders must continually assess the command climate and environment within their units or organizations.

6. We must execute prevention policies, training initiatives, and education programs in order to get to the left of any incident.

7. The chain of command is obligated to protect and advocate for victims, beginning with an initial report and until the victim decides he or she no longer requires assistance.

8. We must thoroughly and professionally investigate each report and take appropriate action.

9. Commanders must create and maintain a positive command climate with trust and respect as the foundation.

10. The crimes of sexual assault and harassment can only be solved by a committed chain of command led by dedicated Commanders and Command Sergeants Major.

SHARP Promising Practices

- Building Sexual Assault Prevention Skills*
  - Trains new Soldiers to identify behaviors that may lead to sexual assault; and be motivated to intervene and stop sexual assault before it happens *(Team Bound)*
  - Army SHARP Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) 80-hour Certification course

- U.S. Army Military Police School's 80-hour Special Victims Investigation Course - trains military investigators/prosecutors from all Services*
  - Forensic Experiential Trauma Interview (FETI) technique based on research and collaboration with national SMEs. Mr. Russell Strand, the Army's FETI proponent, recognized with "2012 Visionary Award"

- Encouraged Commanders to use "Invisible War as a bridge for discussions

- Encouraging Reporting/ Reducing Stigma – Army Survey Data indicates Army has increased female Soldiers propensity to report to 41% (all sexual assaults) and to 54% (penetration assaults).

- Fort Meade: Monthly Commander's Care Council and High Risk Assessment Tool

* DoD Recognized Best Practice

SHARP Life-Cycle Training

- Military Institutional, Operational, Self-Study and Leader Training

  - Institutional Training: Professional Military Education (PME): Since Nov 04, 5-6 levels of sequential program training (Revised from SAPR to SHARP Curriculum following 2009 SHARP Model Implementation)

  - Operational Training: Conduct Facilitated - Annual, Installation Orientation, and Pre- and Post-Deployment Training (Soldiers and Civilian) and Self-Study Training

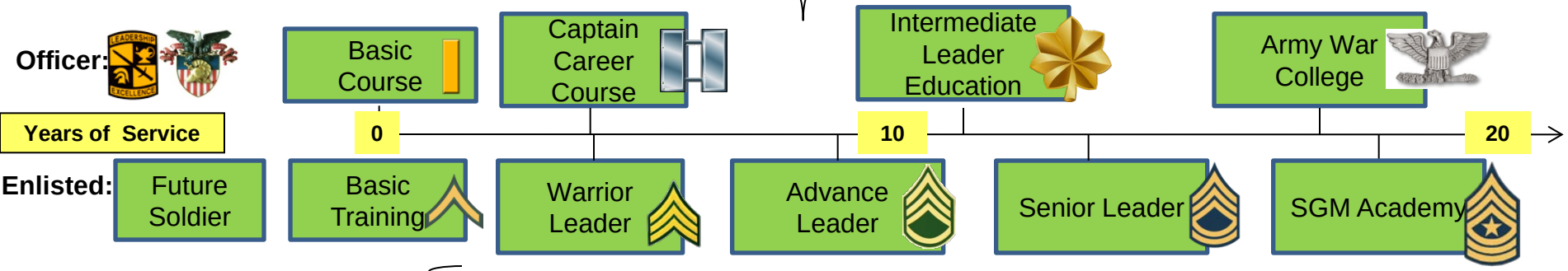
Initial Leader Training

- Advanced Initial Training - Platoon SGT Course
- Cadre Training Course
- Support Cadre Training Course
- Drill SGT Course
- Recruiting and Retention School - Training Course

General Leader Training

- Pre-Command Course
- Company Commander/First SGT Course
- Senior Officer Legal Orientation Course (Limited Capacity)

Military Education:



Operational Training

- Annual Facilitated Training (3.5 hrs) / Annual Self-Study (2 hrs)
- Orientation Training (Unit Integration (1 hr) and Pre- & Post-Deployment Training (2 hrs)

Advocacy Future for Sexual Harassment/Assault

Program Advocacy: Commander Role

Victim Advocacy: The act of pleading or arguing in favor of the victim; active support.

Multi-Disciplinary Team Approach:

- Commander Support (internal/external)
- Victim Advocacy
- Medical Support
- Pastoral Support
- Legal Support
- Investigative Support
- Community Support
- Unit Support
- Others

Military, Civilian or Both

Outside Chain of Command

Quality

Qualifications

Stability

Triage Response Versus Full-Time Support

Command Echelon Manning Level

Deploy ability

Surgeon General SHARP Support

The Army Medical Department offers the following medical services to Sexual Assault Survivors:

- Emergency care
  - Sexually transmitted infections evaluation and treatment
  - Pregnancy risk evaluation and care to include emergency contraception
  - Referral to Behavioral Health
  - Sexual Assault Forensic Exam (or referral to a civilian facility)
- Appointed, specially trained medical staff who coordinate care for the Survivor through all episodes of care related to the assault
- Appointed, specially trained medical staff who provide clinical care for the Survivor from the initial presentation through discharge
- Appointed, specially trained medical staff who perform the sexual assault forensic exam, which includes examination and initial treatment for physical and psychological wounds
- Coordination with other facilities and organizations to offer the most robust system of support to Survivors possible

Special Victim Unit Capability & Training

- Capability to respond to allegations of certain special victim offenses – sexual assaults, child abuse and serious domestic violence

- Hired 22 civilian Sexual Assault Investigators (SAI); 8 more in FY14
  - SAIs co-located with Special Victim Prosecutors

- Hired 35 USACIL civilian laboratory examiners and technicians
  - Positive impact on USACIL capabilities and turnaround times

- USAMPS developed 80-hour SVUIC for sexual assault investigators and prosecutors -- all Services + Coast Guard (475 in FY13)
  - DoD recognized this course as the gold standard for training
  - Incorporates new interview technique (Forensic Experiential Trauma Interview (FETI))

Accountability – Commitment

Special Victim Prosecutors
Special Victim Units
Worldwide - Unique to Army

Structure

- 24 SVP Army-wide
  - Hand-selected for experience/skill
  - Extensive training/OJT with civilian SVU
  - Work every SA/DV case
  - Training Role
- 6 Civilian Experts
  - 2 Prosecution
  - 2 Defense
  - 1 JAG School
  - 1 Chief of Advocacy

Measurable Success

- Commanders taking the hard cases
- Prosecution rates higher than civilian jurisdictions
- Worldwide: Portable system that provides full transparency/immediacy
- Civilian declination cases – reflects commander commitment
- Well-resourced, synchronized training program

Plus…400 well trained prosecutors

Accountability & Assessments

Command Climate Survey:

- Currently, command climate survey requirements are: company level commanders will conduct survey within 30 days (120 days for Army National Guard and U.S. Army Reserve) of assuming command, again at 6 months, and annually thereafter.

- Command Climate Surveys: Revising policy to -
  - Raise survey level from Company level commanders (or equivalent) to battalion level.
  - Require battalion commander to conduct a face to face debrief of their survey results with their respective senior commander (brigade level or equivalent).
  - Provision will be implemented no later than 31 July 2013.

Commander Evaluation: Revising Commander – Officer Evaluation to address SHARP Program. Hold every individual, every unit and organization, and every Commander appropriately accountable for their behavior, actions and inactions;

Measuring Progress: Protect Victims / Provide Care, Professionally Investigate / Take Action, Command Climate, and Chain of command fully engaged

Utilizing 2012 Workplace and Gender Relations Survey report to improve victim response services

"We will shape Army culture based on values, standards, and discipline consistent with the Profession of Arms and ultimately win our campaign while holding accountable those who commit sexual harassment or sexual assaults but also, as important, to those who just allow it to occur." – GEN Raymond T. Odierno, Chief of Staff of the Army

Back-up

SHARP Mission, Vision and Background

Mission: The Army Sexual Harassment/Assault Response and Prevention (SHARP) Division develops and implements Army strategy and policy that promotes an Army culture and command climate that does not tolerate sexual assault, sexual harassment, or sexually offensive language or gestures.

Vision: Plan, develop and execute a Sexual Harassment/Assault Response and Prevention (SHARP) program recognized as a national leader in combating sexual offenses and associated stigmas.

Background:

- **Oct – Dec 08:** SecArmy directs USA to conduct review of Sexual Assault Prevention and Response (SAPR) Program and Prevention of Sexual Harassment (POSH) and the Military Sexual Harassment Complaint Response mission to determine feasibility of integrating efforts.

- **10 Dec 08:** SecArmy approves USA recommendation to incorporate POSH missions (EO-Military and EEO-Civilian) into the SAPR Office, with HQDA implementation NLT 5 Jan 09.

- **Jan 09:** HQ SHARP Office Establish under Deputy Chief of Staff, G-1 (DCS, G-1)
- **2009**: DUSA / DCS, G-1 Working Group developed field implementation plan.

Sexual Harassment/Assault Response & Prevention (SHARP) Program – Drivers and Responsibilities

Lead
Support

Congress

NDAA/Public Laws RE: Sexual Assault (NDAA FY05-13)/ Harassment (Civil Rights Act of 1964, Title VII)

White House

Executive Order: MRE 514 (Victim Privilege)

OSD

USD (PR)
(DoDD 6495.01, DoDI 6495.02, DoDD 1350.2, DoDD 1020.02, DoDD 1440.1, DoDI 1350.3, DTM)

CJCS/JCS
(Co-signed SAPR Strategic Direction Paper)

Army Secretariat

ASA (M&RA)
Oversight, Policy Strategy

SecArmy Directives

ARSTAF

DCS, G-1
(AR 600-20, AR 601-210, AR 600-8-19, AR 601-100, AR 600-8-101, AR 600-8-24, AR 601-280, AR 635-200, AR 614-100, AR 135-18, DA Pam 611-21)

Resourcing (Program/Campaign)
- Prevention/Awareness/Outreach
- SARC/VA Tng/Cert
- PME Training Dev ICW TRADOC
- Reporting (SADMS)

OCCH
(AR 165-11)
- Develop tng ICW Chap Sch
- Monitor annual refresher tng

G-3/5/7
(AR350-1)
- Training policy
- Force Structure

TJAG
(AR27-10)
- Hire HQE
- Fill SVP positions
- Train SVP, Trial and Def Counsel
- Train Cdrs
- Disposition data ICW CID/OPMG

OTSG
(MEDCOM 40-36)
- Healthcare policy oversight

PMG
(AR 190-45, AR 195-2)
- Law enforcement policy
- Hire HQE and Spec Inv
- Unrestricted report data to G1

ACSIM
(AR 420-1, AR 600-8-8)
- Army Facilities Management
- Sponsorship

ACOM/ASCC/DRU ARNG/USAR
- Implement SHARP in units
- Appoint/hire/train SHARP personnel
- Unit training – annual, pre/post deployment
- SPCMCA - Withhold SA case disp.
- SC/Rep chair SARB
- Chaplaincy Services

HRC
- Expedited PCS Transfers
- Sex Offender Coding
- SI and ASI

TRADOC
- Conduct PME Tng ICW G-1
- MP/CID Tng MP School
- Officer/Enlisted Accessions

SJA
- Trial/Def counsel
- Victim Witness Liaison (VWL)
- Annual JAG tng
- Attend SARB

MEDCOM
- Train HCP
- Manage MTF
- SAFE exam
- Behav Health
- SACC/SACP
- Attend SARB

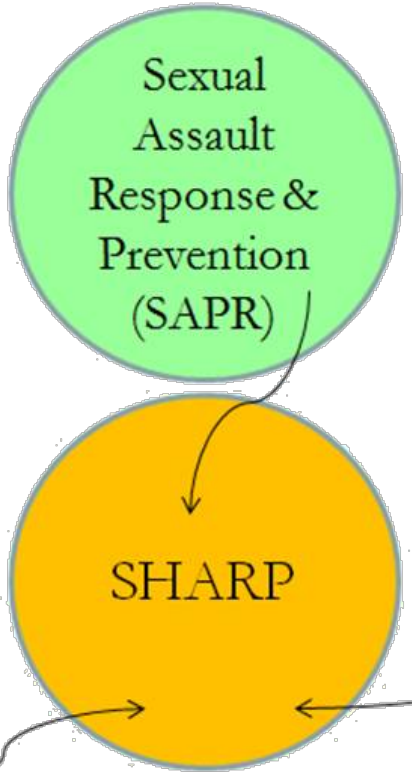
CID
- Investigate UR
- USACIL
- Annual SI tng
- Attend SARB

IMCOM
- Ensure Inst PMO store RR SAFE kits
- Ensure Inst PMO maintains SO list
- SO housing and access policy
- Chaplaincy
- Law Enforcement
- Legal Assistance

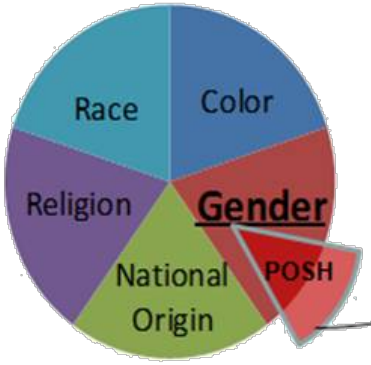
Integrated POSH and SAPR Responsibilities = SHARP

10 Dec 08, SecArmy and CSA directed the HQDA SAPR office to restructure and integrate POSH and SAPR at HQDA and explore field options. Announced in ALARACT 075-2009 (191404Z Mar 09)

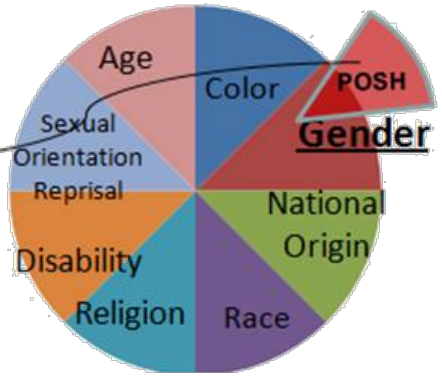
Army G-1 SAPR



Military POSH & SH Complaints (Previously under EO)



Civilian POSH (Previously under EEO)



LEGEND
EEO: Equal Employment Opportunity (Civilian)
EO: Equal Opportunity (Military)
POSH: Prevention of Sexual Harassment

Impact of Sexual Harassment/Assault

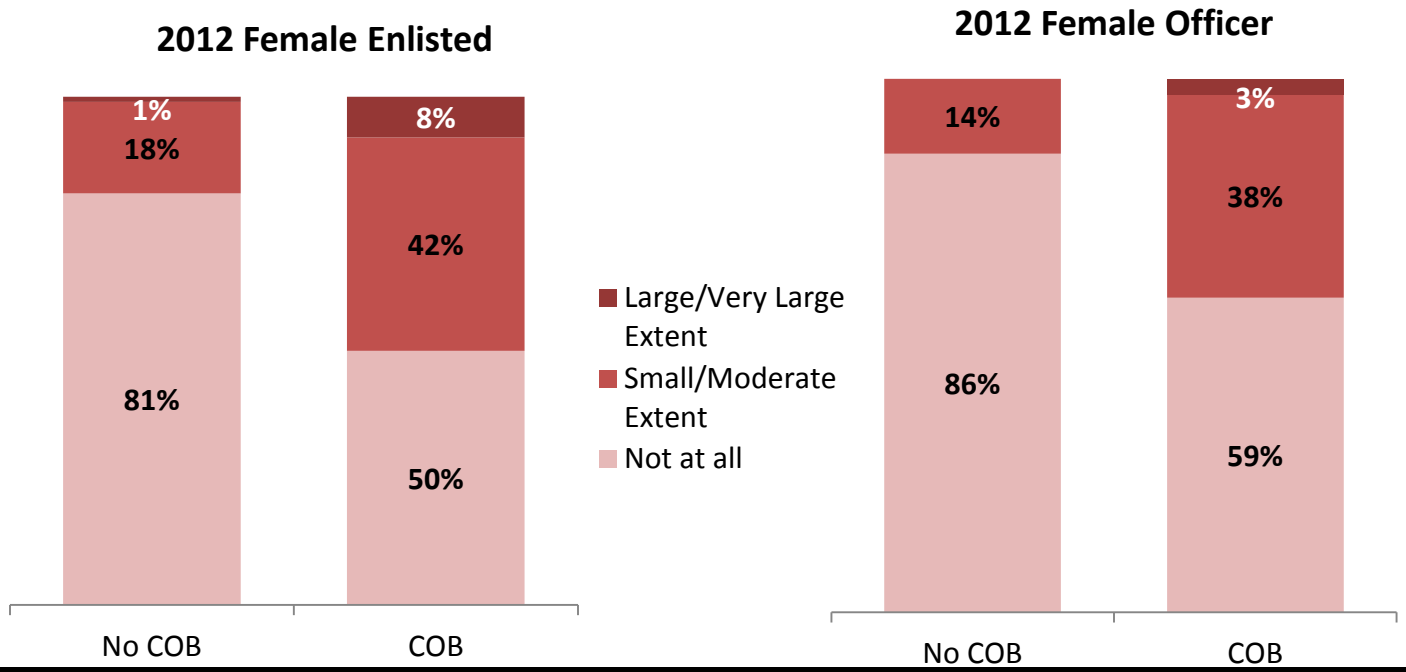
When respondents who experienced a sexual assault were asked about their prior experiences with the offender(s):

- 2 in 10 males and 4 in 10 females said the offender harassed them prior to the sexual assault
- 13% of males and 15% of females said the offender stalked them prior to the incident

Feelings of Vulnerability to Sexual Assault

- Past experience with sexual harassment, crude and offensive behavior (COB), affected feeling vulnerable to sexual assault at their current installation/duty location

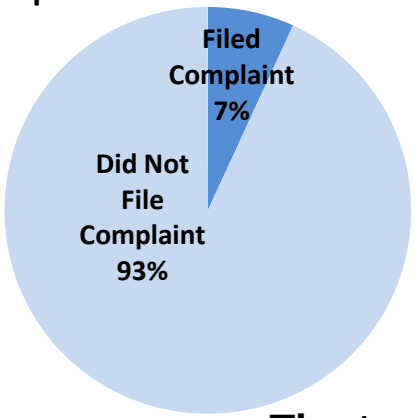
Percent of females who felt vulnerable to sexual assault at their current installation/duty location given their experience with COB



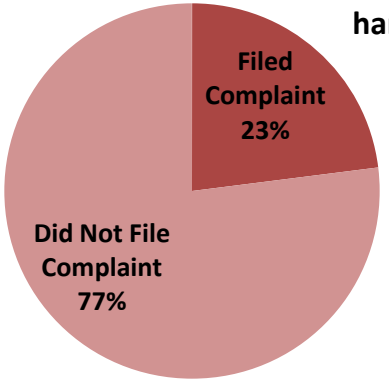
Sexual Harassment Reporting

Overall, 23% of female respondents and 7% of male respondents who experienced sexual harassment filed a complaint

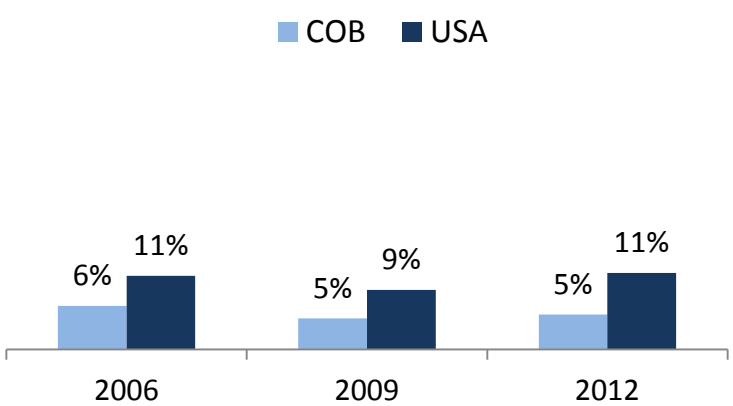
Males who experienced sexual harassment

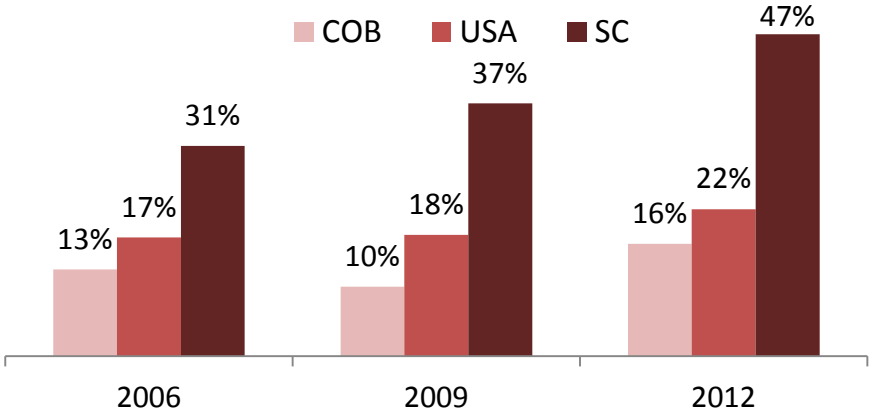


Females who experienced sexual harassment



The type of sexual harassment affected the propensity for respondents to file a complaint

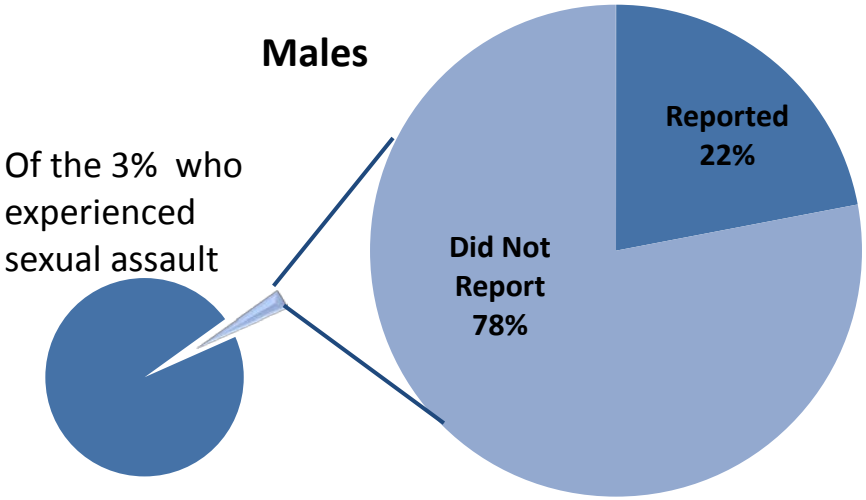


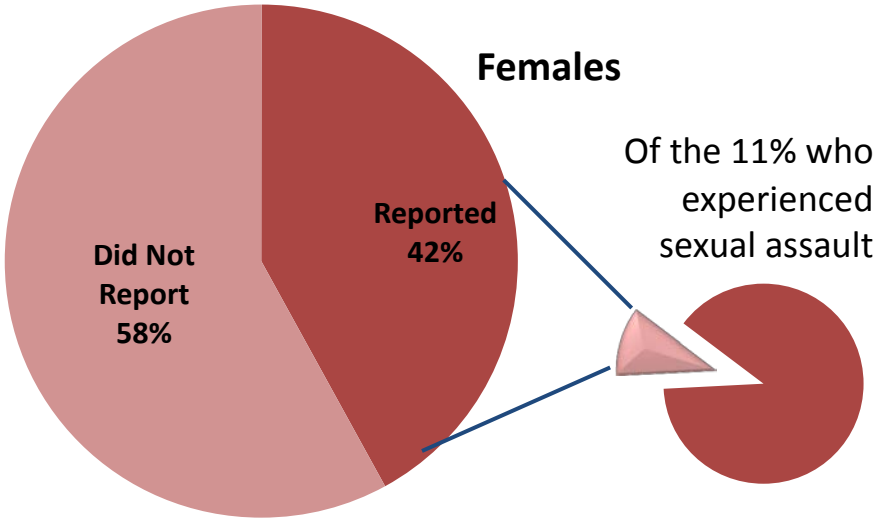


***Sexual Coercion is not included for males due to insufficient sample size**

Sexual Assault Reporting

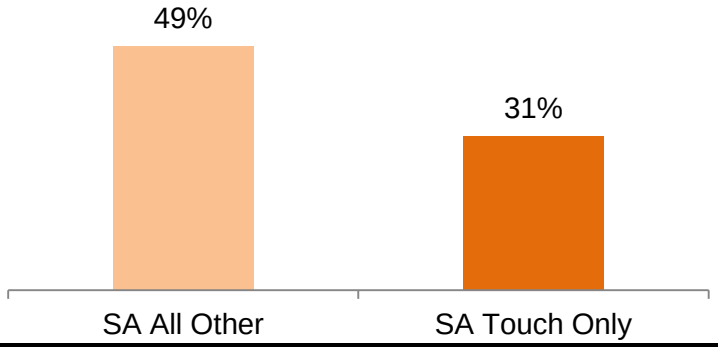
In 2012, 42% of female respondents who experienced sexual assault filed a report (an increase from 28% in 2009)





The type of sexual assault affected the propensity for female respondents to file a report

Propensity to report varied by type of assault, females only



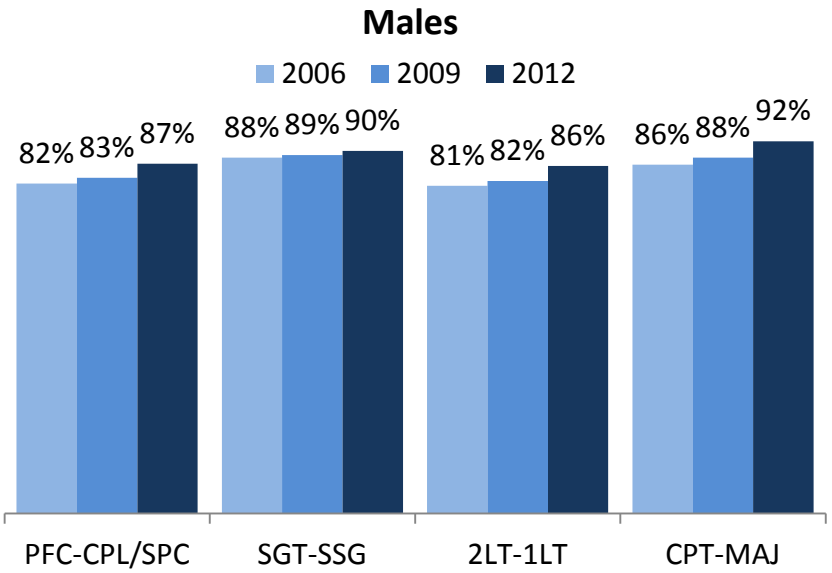
***Can only provide analysis on overall male reporting totals due to small sample size**

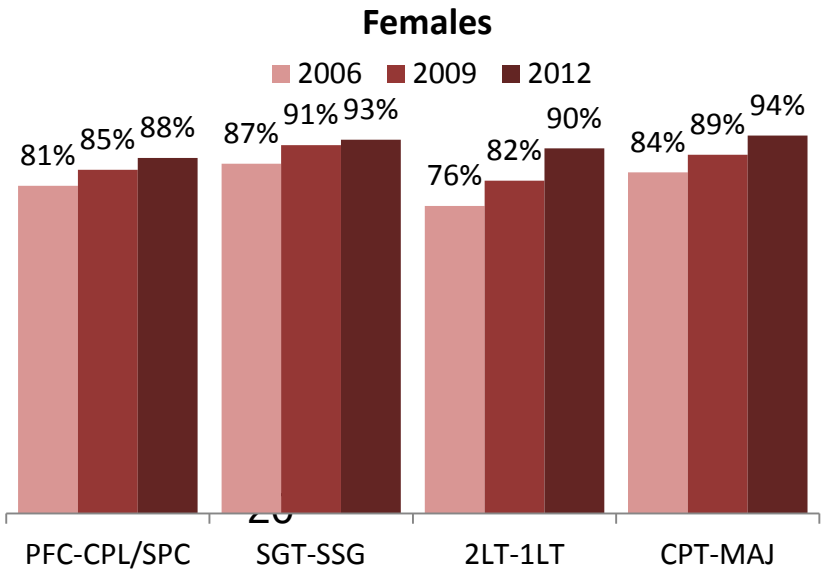
SHARP Training

- More than 85% of respondents said they were informed to a “moderate” or “great extent” about how to report sexual harassment and assault, the difference between the two, the difference between restricted and unrestricted reporting, and how to receive medical treatment following a sexual assault

- All gender and all rank groups overwhelmingly said they feel informed to a “moderate” or “great” extent, with no significant differences between the respective groups

Percent of respondents who feel informed to a moderate or great extent about the difference between restricted and unrestricted reporting





DOD SAPR Mission, Lines of Efforts and Objectives

Mission: The Department of Defense prevents and responds to the crime of sexual assault in order to enable military readiness and reduce—with a goal to eliminate—sexual assault from the military.

Communication – Communicate DoD's efforts to support victim recovery, enable military readiness, and reduce—with a goal to eliminate—sexual assault from the military.

Lines of Effort	Objectives
Prevention - Deliver consistent and effective prevention methods and programs.	**Cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated.**
Investigation - Achieve high competence in the investigation of sexual assault.	**Investigative resources yield timely and accurate results.**
Accountability - Achieve high competence in holding offenders appropriately accountable.	**Perpetrators are held appropriately accountable.**
Advocacy – Deliver consistent and effective victim support, response, and reporting options.	**DoD provides high quality services and support to instill confidence, inspire victims to report, and restore resilience.**
Assessment – Effectively standardize, measure, analyze, and assess program progress.	**DoD incorporates responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of SAPR.**

CSA SHARP Panel

- Purpose:
  - Direct input to identify areas for improvement and increased prevention and responsiveness.
  - Advise senior leadership on a holistic approach to improve the Army's prevention of sexual harassment and assault and response to victims within the military.
- Initial Session (31 July 2013):
  - Gather unfiltered feedback/input from Sexual Assault Response Coordinators, Victim Advocates and former victims/survivors
  - CSA with select staff
- Way-Ahead
  - Meet quarterly
  - Add ARNG, USAR and junior officers
  - Expanded Training Pilot (Professionalizing SARC/VA Training)

Senior Leader – Field Engagements

- **Priority: Senior Leader Engagements**

- **Monthly Pre-Command Training (Brigade and Battalion)**

- **May 13: USA/VCSA: Command Visits & Soldier Sensing Sessions**
  - **US Army Europe**
  - **Theater**

- **Jul 13: CSA: Leader Engagement and Soldier Sensing Sessions**
  - **Fort Bliss**
  - **Joint Base Lewis McCord**

- **Aug 13: VCSA Health of the Force Command Visits and Soldier Sensing Sessions:**
  - **Fort Campbell**
  - **Fort Drum**
  - **Fort Jackson**
  - **Picatinny Arsenal**

Next Steps – SecArmy Directive (24 May 13)

- SARC Appointment: General Officer (07) Level
- VA Appointment: Brigade Commander (06) Level
- Assistant Secretary of the Army (Manpower & Reserve Affairs) (ASA (M&RA) develop policy for record review of current and future SARCs, VAs, Recruiter, Drill SGTs, and AIT Platoon SGTs
- The Surgeon General (TSG) initiate behavioral health interview for identified personnel
- Deputy Chief of Staff, G-1 (DCS, G-1) issue guidance to fulfill all statutory and contractual labor relations obligations
- ASA (M&RA) develop suitable screening tools, processes, and programs for most sensitive programs
- NLT 30 Nov 13, ASA M&RA, DCS, G-1, and TSG develop and present comprehensive proposal for an enhanced background check program
- ASA (M&RA) establish a department wide working group to explore other options or ensuring the qualifications and suitability of and incentivizing service as SARC and VA
  - NLT 15 Jun: Working Group Charter submitted for approval
  - NLT 31 Oct: Working Group recommendations submitted for consideration of approval

Surgeon General SHARP Support

Army Medical Command Emphasis

- OTSG Work Group stood up MAY 2013 to assist the MEDCOM SHARP Program Office
- Driving awareness and prevention into the DNA of the command
- 4 hour notification requirement to MEDCOM Commander for all sexual assault allegations
- 100% requirement to investigate and follow through on all sexual assaults
- Weekly Dashboard reporting format to track and trend unrestricted sexual assault reports across the Medical Command
- New policy to formally allow contractors to report sexual harassment and assault to the command
- Requested exception to policy to perform command climate surveys at the military treatment facility level, not company command
- ALL SHARP related medical personnel exempted from furlough

Special Victim Unit Capability & Training

- Capability to respond to allegations of certain special victim offenses – sexual assaults, child abuse and serious domestic violence

- Hired 22 civilian Sexual Assault Investigators (SAI); 8 more in FY14
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  - Incorporates new interview technique (Forensic Experiential Trauma Interview (FETI))

Army National Guard's (ARNG) Position

"Sexual assault is a crime…a persistent problem that violates everything we stand for. We must do everything we can do to protect our men and women from sexual assault, and those who would attack their dignity and their honor."

General Frank J. Grass, Chief, National Guard Bureau

Ownership

- This is the ARNG's number one priority
- We are committed to changing the culture and climate relating to Sexual Harassment and Sexual Assault

Accountability

- Appropriately hold every individual, unit and Commander accountable for their behavior, actions and inactions

Resources

- As a community based organization, our SARCs are in positions to develop mutually supporting relationships focused on resources to support victim advocacy

Relationships

- ARNG and State leadership must continue to develop and foster relationships with community outreach programs to support our Soldiers; rape crisis centers, local law enforcement rape divisions, state and private psychological health, Sexual Assault Nurse Examiners Association, state coalitions against sexual assault, etc.

ARNG Current Initiatives

Stand Down

- The ARNG will meet all requirements of the Directive and EXORD
  - States are on track to complete SHARP/VA Refresher and Commander/Leader Engagement training by 26 AUG.
  - Established Adverse Action Cell to support screening and suitability requirements

Leader Engagement

- Engage leaders nationally and locally
  - "Invisible War" was presented to all of the TAGs in Fall of 2012 at the Guard Senior Leadership Conference
  - Guard Senior Leadership Conference in June (Dr. Gail Stern trained TAGs and their spouses)
  - CNGB conducted a VTC with Joint Force Headquarters SARCs & Victim Advocates in June
  - Commanders at all levels are completing Leader Engagements with their Soldier – I.A.M. Strong Campaign, individual responsibility and accountability for maintaining a climate of dignity and respect, impact of sexual harassment/assault on our units

Screen/Credential

- Recruit and screen our best Soldiers for positions of trust
  - Screening over 8,399 Soldiers for suitability
  - Credentialing full time JFHQ SARC/VA and collateral duty Brigade and Battalion SHARP/VAs – 92% submission

Investigate

- Use of NGB/JA Office of Complex Investigations
  - Conducted 18 investigations; trained 71 investigators since AUG 12

Workplace Inspections

- Completed Workplace Inspection - this will be an enduring requirement

Manning

- Required to have full time SARC & Victim Advocate per state/territory by 1 OCT 13. Currently have 87 hired.
- Exceeded the requirement of 2 trained SHARP/VAs at the BDE & BN level – required = 1,864. Trained 2,004 Soldiers in the 80-Hour SHARP Course

ARNG SHARP Way Ahead

Accountability

- Instill leadership accountability down to the lowest level
  - Use of senior leader OPD/NCOPD to deliver consistent and standard messaging
- We will increase the use of Climate Surveys to asses the leadership climate in units

Assessment

- Integrate SHARP into Command/ Organizational Inspection Programs to validate program compliance at the state level

Prevention/ Advocacy

- Incorporate Stand Down Leadership Engagements into yearly training
- Continue to dedicate resources to train additional Soldiers in the 80-Hour SHARP Course and recertification requirements

Investigation

- Will continue to use the NBG/JA Office of Complex Investigations to investigate T-32 Sexual Assault cases

Way Ahead

- Adjust Strategy/Policy Program Based on Pending White House, Legislative, OSD and Army Senior Leader Direction and Guidance
- Expand Training Capability and Professionalize Prevention and Advocacy Services
- Enhance Prevention, Investigation, Accountability, Advocacy and Assessment Capabilities
- Obtain Programming and Bridge Funding

"I told my commanders (17 May 13) that combating sexual assault and sexual harassment within our ranks is now the Army's #1 priority." – *GEN Raymond T. Odierno, Chief of Staff of the Army (June 4, 2013* **-** Senate Armed Services Committee, First Session, 113th Congress)