



## Appendix A: FY16 Line of Effort Highlights



# Appendix A: Fiscal Year 2016 Lines of Effort Highlights

This Appendix details additional program and policy advances that the Department completed last year. The Department uses the structure of the *2015 DoD SAPR Strategic Plan* to organize the FY16 highlights by five lines of effort (LOEs). The *Strategic Plan* employs a multidisciplinary approach with initiatives in each LOE. This promotes unity of effort throughout the Department.

## Prevention

### Enhanced ROTC Outreach Efforts

The Department expanded efforts to promote SAPR training to Reserve Officer Training Corps (ROTC) cadets and midshipmen. The Military Services commission approximately 35 percent of incoming officers through ROTC. The training emphasized the critical role a healthy climate plays in the active force. In FY16, DoD SAPRO visited multiple universities and spoke with ROTC cadets, cadre, veteran students, student government officials, and Title IX Coordinators. The outreach events highlighted DoD's lessons learned over the past ten years, broadened strategic

relationships with academia, and explored ways for ROTC to lead efforts to strengthen campus prevention activities.

### Expanded DoD SAPR Connect Outreach Efforts

*DoD SAPR Connect* is the Department's sexual assault Community of Practice prevention collaboration and information sharing forum. *DoD SAPR Connect* leverages face-to-face meetings, virtual resources, webinars, and a community toolkit to strengthen prevention efforts and support personnel working the SAPR program. More than 2,000 *DoD SAPR Connect* members access the online portal to share information on prevention initiatives to include videos, new research, policy documents, briefings, and campaign plans.

### Quarterly Webinars

*DoD SAPR Connect* quarterly webinars further expand current information-sharing efforts. The Department continued hosting webinars with SAPR personnel and other Service members from around the world. SAPRO designs these virtual meetings to emphasize key components of the Department's prevention strategy. In FY16, SAPRO featured webinars that addressed strategy program elements such as employing effective communications and engaging leadership support. Webinar participants earn Continuing Education Units (CEUs) toward their re-certification as SARCs or SAPR VAs. As of FY16, SAPRO has held 18 webinars involving nearly 2,500 Service members and has awarded more than 2,400 CEUs.

In FY16, the National Guard Bureau (NGB) asked DoD SAPRO to conduct a customized series for its Sexual Assault Response Coordinators (SARC). The

DoD SAPR Strategic Plan LOEs	
LOE	Objectives
<b>LOE 1:</b> Prevention	Deliver consistent and effective prevention methods and programs.
<b>LOE 2:</b> Investigation	Achieve high competence in the investigation of sexual assault.
<b>LOE3:</b> Accountability	Achieve high competence in holding offenders appropriately accountable.
<b>LOE 4:</b> Advocacy/ Victim Assistance	Deliver consistent and effective victim support, response, and reporting options.
<b>LOE 5:</b> Assessment	Effectively standardize, measure, analyze, assess, and report program progress.

sessions focused on providing NGB SARCs an overview of the DoD Prevention Strategy. SAPRO personnel then facilitated discussions on how participants might apply prevention principles in NGB environment.

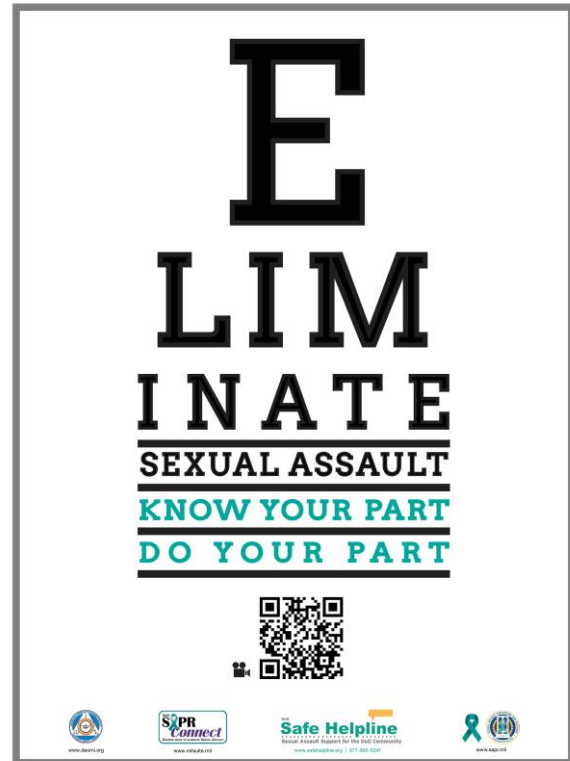
### *The Prevention Roundtable*

DoD SAPR Connect also features activities outside of the virtual world. The Prevention Roundtable serves as its face-to-face component, acting as a communications forum for representatives from the Military Services, NGB, and the Coast Guard (USCG). In FY16, the Roundtable expanded participation to include representatives from the Military Service Academies and ROTC Cadet Commands.

Attendees share emerging practices and prevention updates from the Military Services, NGB, and USCG and hear presentations from Subject Matter Experts. Quarterly meeting discussions address challenges to prevention program implementation and institutionalization.

### **Coordinated DoD-wide SAAPM Efforts**

DoD SAPRO facilitated the Department-wide Sexual Assault Awareness and Prevention Month (SAAPM) observance in April 2016. DoD SAPRO supported many of the Military Services' events in the Washington D.C. area throughout the month to show support for survivors and promote prevention. The Department encouraged all leadership within DoD to promote the SAAPM 2016 theme: "Eliminate Sexual Assault. Know Your Part. Do Your Part."



In April, the Secretary of Defense hosted the 2016 Exceptional SARC Award ceremony. The Secretary honored six SARCs whose work has been particularly noteworthy, and who showed outstanding service and innovation in carrying out their duties for Service members. At the event, Secretary Ash Carter also had the opportunity to announce the release of the *DoD Retaliation Prevention and Response Strategy*. He described the measures the Department is taking to prevent and respond to retaliation resulting from reporting an incident of sexual assault or sexual harassment. This ceremony capped off SAAPM and recognized the ongoing work being done across the Total Force.



Defense Secretary Ash Carter poses with the SARCs of the Year during a ceremony at the Pentagon on April 28, 2016. The recipients are, from left, Army Master Sgt. Melinda Heikkinen, Coast Guard civilian Simone Hall, Air Force Capt. Elizabeth Belleau, Army Sgt. 1<sup>st</sup> Class Raquel Mendoza, Marine Corps civilian Jacqueline Maxwell, and Navy civilian Deborah Drucker. DoD photo by Army Sgt. 1<sup>st</sup> Class Clydell Kinchen. *Source: Defense.gov*

### **Presented Sexual Assault Prevention Innovation Award**

The Department initiated the annual Sexual Assault Prevention Innovation Award in 2014 to recognize Service members and DoD civilians who contributed to or developed an innovative idea, concept, or approach that positively affected prevention efforts. The Military Services, NGB, and USCG each nominate an individual or group for the award each year. The awardees for FY16 helped improve command climate by creating an interactive skit aimed at bystander intervention; designing an interaction model that promoted “consent first” practices; and developed targeted training for the most at-risk populations.

### **Collaborated with DEOMI on Assessment to Solutions**

The Defense Equal Opportunity Management Institute (DEOMI) assists commanders and Equal Opportunity program professionals through Assessment to Solutions, a website housing tools and products to address the mission-impacting issues identified during the climate assessment process. DoD SAPRO collaborated with DEOMI to update the

information on the site to promote improved sexual assault reporting climate, prevention, and knowledge about the SAPR program.

## **Investigation**

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### **Collaborated with DoD IG Reprisal Office**

DoD SAPRO cooperated with the DoD IG to support its newly established Whistleblower Reprisal Directorate, which is responsible for investigating sexual assault victims' reports of reprisal. DoD SAPRO provided specialized training to IG Investigators that focused on sexual assault reporting options, best practices for working with sexual assault survivors, and DoD Safe Helpline resources. The training focused on how the DoD Safe Helpline is an additional resource for Service members who believe they have experienced retaliation. Survivors may securely report their experience to either DoD SAPRO or to the DoD Inspector General (IG), using a secure form on the DoD Safe Helpline website ([www.safehelpline.org](http://www.safehelpline.org)). Users may remain anonymous or provide contact information on the form, which is subsequently shared with the DoD IG Hotline. The Safe Helpline website also has a link that takes users directly to the DoD IG Hotline web form to report an allegation of retaliation.

## **Accountability**

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### **Designed a Program to Receive Incident and Suspect Information from Restricted Reporters**

Section 543 of the National Defense Authorization Act (NDAA) for FY 2015 required the Department to develop a plan to allow an individual who files a Restricted Report to disclose confidentially an alleged suspect or incident information. In response to this requirement, the Department developed the “Catch a Serial Offender” (CATCH) Plan in FY16. Once implemented, the CATCH program will allow a victim to participate by anonymously filling out an electronic MCIO “form” with information about the incident without compromising the nature

of the restricted report. Should additional information someday be submitted by another victim about one of the alleged offenders in the system, SAPR personnel will contact the survivor(s) to assess their willingness to change their restricted report to unrestricted and participate in an investigation and the military justice process. The Department of the Navy is acting as the Executive Agent for this program and will develop the information system required to store and retrieve information.

## **Advocacy/Victim Assistance**

### **Convened the Victim Assistance Leadership Council**

The Department established the Victim Assistance Leadership Council in accordance with DoDI 6400.07, *DoD Victim Assistance Standards for Military Services*, in September 2014. The Council advises the Secretary of Defense on policies and practices related to victim assistance across four programs: sexual assault prevention and response, family advocacy, victim-witness assistance, and sexual harassment. The Council also provides a forum for senior leaders within each of the four program areas to exchange information and collaborate on issues affecting victims of crime and harassment. Additionally, the Council works to promote efficiencies, coordinate victim assistance-related policies, and assess the implementation of victim assistance standards.

The FY16 Council's second meeting worked to identify and address policy gaps. The VALC decided to establish a high-level working group to develop metrics regarding Victim Assistance Standards.

### **Launched the D-SAACP Advanced Advocacy Course**

The DoD Sexual Assault Advocate Certification Program (D-SAACP) Advanced Advocacy Course is a unique distance-learning opportunity presented through a

contract with the National Organization for Victims Assistance and modeled after its Victim Assistance Academy. The course is interactive and brings the classroom directly to participants wherever they are located. The course includes specialized sexual assault training for new and experienced SARCs and SAPR VAs within the DoD community to enhance core competencies and improve the quality of assistance provided to military survivors. The 20-hour course focuses on victim advocacy and includes a separate module on Outreach to Men.<sup>i</sup> Approved for continuing education unit requirements, the course augments the Military Services' initial victim advocacy training.

DoD SAPRO launched the first course session with over 60 SARCs, SAPR VAs, and SAPR Program Managers. Over 1,000 participants have now attended the course. Trainees include SAPR program personnel from the Services and National Guard.

### **Enhanced the D-SAACP Advanced Military Sexual Assault Advocate Training On-Line**

DoD SAPRO enhanced its advanced victim advocacy online course through a collaborative effort with the Office for Victims of Crime (OVC).<sup>ii</sup> The course aims to improve the quality of victim support and enhance SARC and SAPR VA job skills. OVC hosts the interactive, scenario-based course on its website. The 20-hour course counts toward D-SAACP continuing education credits.

Learning objectives include: the understanding of post-traumatic reactions; advocating for victims from the outset of a report through case conclusion; providing crisis management support in complex, highly publicized, or particularly sensitive cases; and understanding the ethical implications of the advocacy role. This course augments the Military Services' entry-level SAPR training programs.

## Strengthened Military and Civilian Partnerships to Respond to Victims of Sexual Assault

The Department assisted OVC to develop the “Strengthening Military-Civilian Community Partnerships to Respond to Sexual Assault” training program in 2008. SAPRO personnel this year continued to support this collaborative education effort. The program is an interactive, one-day training for civilian community advocates and other responders to better respond to the needs of military sexual assault victims seeking assistance outside of installations. Topics cover the military’s SAPR program, military culture, military victims’ unique needs, on-base resources, the military justice system, and assistance between military and civilian communities.

## Provided Subject Matter Expertise to Field Operations

SAPRO subject matter experts provided training and consultation support to a variety of Department operations this year, including:

- Army Special Victims’ Counsel Program
- Air Force Special Victims’ Counsel Program
- DEOMI Leadership Training Awareness Seminar
- Service SARC and SAPR VA Training Courses

## Assessment

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### Enhanced DSAID

The Defense Sexual Assault Incident Database (DSAID) captures sexual assault case information input by the Military Services, National Guard Bureau, and Coast Guard for Restricted and Unrestricted

Reports. DSAID also facilitates SARCs’ victim case management, enables legal officers to input and validate case disposition data, and supports Service SAPR program management. It further provides improved oversight of the management of sexual assault cases and offers the Department the capability to meet reporting requirements, validate data, and standardize information collection.

DSAID enhancements or program accomplishments in FY16 include:

- Using DSAID to generate sexual assault data sets for the *FY16 Annual Report on Sexual Assault in the Military* and the *Annual Report on Sexual Harassment and Violence at the Military Service Academies for Academic Program Year 2015-2016*;
- Conducting two DSAID webinars to answer SARCs and SAPR Program Managers questions and review recent DSAID updates, the DSAID Case Management Group meeting minutes function, and information elements coming from the investigative agency interfaces;
- Upgrading from Oracle to Oracle Enterprise with Advanced Security for increased cybersecurity controls to protect sexual assault data;
- Leading monthly DSAID Change Control Board meetings with Military Service, NGB, and USCG representatives to discuss program updates and change requests;
- Deploying seven total releases enhancing DSAID’s case management, interfaces, reports, security, and user functionality;
- Utilizing the quality assurance tool assists the Department and the Military Services to identify missing data and conduct data validation.

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<sup>i</sup> Topics include Crisis Response Skills, Communication Skills for Victim Advocates, Other Crimes as They Relate to Sexual Assault, Drug-facilitated Sexual Assault, Trauma and Resilience, Cultural Competency, Vicarious Trauma & Self-Care; Comparison of Military and Civilian Criminal Justice System; LGBTQ Issues in Victim Advocacy; Victims Compensation; Program Management; Outreach to Male Survivors; Ethics and Confidentiality in Victim Services and Prevention Effort: Best Practices.

<sup>ii</sup> Department of Justice, Office of Justice Programs, Office for Victims of Crime