



**DEPARTMENT OF DEFENSE  
SEXUAL ASSAULT PREVENTION  
AND RESPONSE OFFICE**

# **DoD's Pathway to the Prevention of Sexual Assault**

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# Agenda

- **The Nature of the Problem**
- **DoD's Strategic Approach**
- **Strategic Process and Content**
- **It Takes a Plan to Make a Plan**
- **It Takes a Network**
- **2014-2016 DoD Sexual Assault Prevention Strategy**
- **Leadership is Critical**
- **Conclusions**
- **Questions**

# Nature of the Problem

## “Sexual Assault” Defined

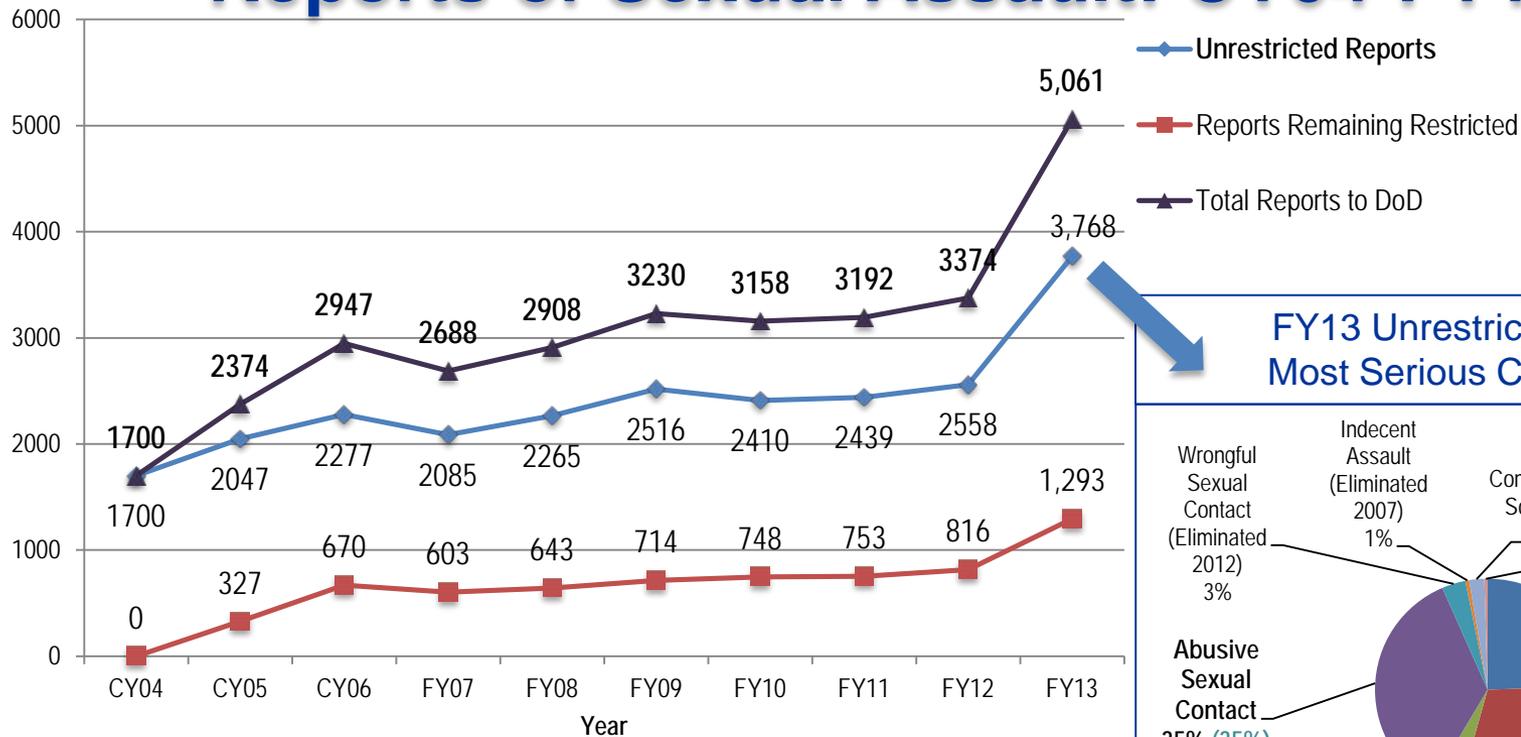
- In the DoD, sexual assault is an overarching term that encompasses a range of contact sexual assault offenses between adults, prohibited by the Uniform Code of Military Justice
- Offenses are charged based on the act perpetrated, the level of force used, and the ability of the victim to consent
- Includes the UCMJ offenses of:
  - Rape (Art 120)
  - Sexual Assault (Art 120)
  - Forcible Sodomy (Art 125)
  - Attempts to Commit (Art 80)
  - Aggravated Sexual Contact (Art 120)
  - Abusive Sexual Contact (Art 120)

“Sexual assault” is not the same as “Military Sexual Trauma” (MST), a term used by Department of Veteran’s Affairs for documenting medical conditions and Service-connected disabilities, which includes experiencing sexual harassment and/or sexual assault at any point during one’s military career.

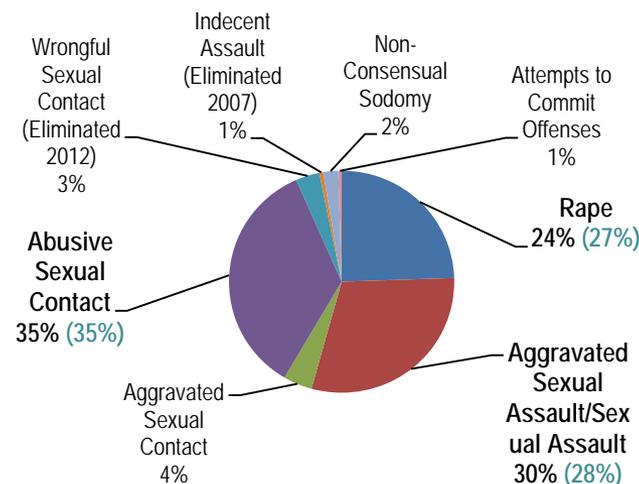
## Nature of the Problem

- In FY13, DoD received 5,061 sexual assault reports (up from 3,374 in FY12), involving at least one service member victim or perpetrator
- In FY12, a scientifically-conducted DoD survey indicated that about 26,000 active duty men and women experienced unwanted sexual contact (ranging from rape to unwanted sexual touching) in the year prior to the survey.
- Underreporting is significant problem due to victim fear, stigma or shame -- which complicates providing care and holding offenders appropriately accountable
- Common incident characteristics: Victims 18-24 yrs old – offenders slightly older than victims; both likely to be military and peer or near peers in rank; non-strangers; tends to occur on the installation; one or both parties using alcohol
- Most female victims feel ostracization or retaliation after reporting – of the women surveyed in FY12 who indicated unwanted sexual contact and made an unrestricted report, 62% perceived some form of social, administrative, and/or professional retaliation, mostly by peers
- Frontline leaders are essential to leading the culture change necessary to empower Service members to prevent sexist behaviors, sexual harassment and assault, and in establishing an environment of dignity, respect, and trust

# Reports of Sexual Assault: CY04-FY13



## FY13 Unrestricted Reports: Most Serious Crime Alleged



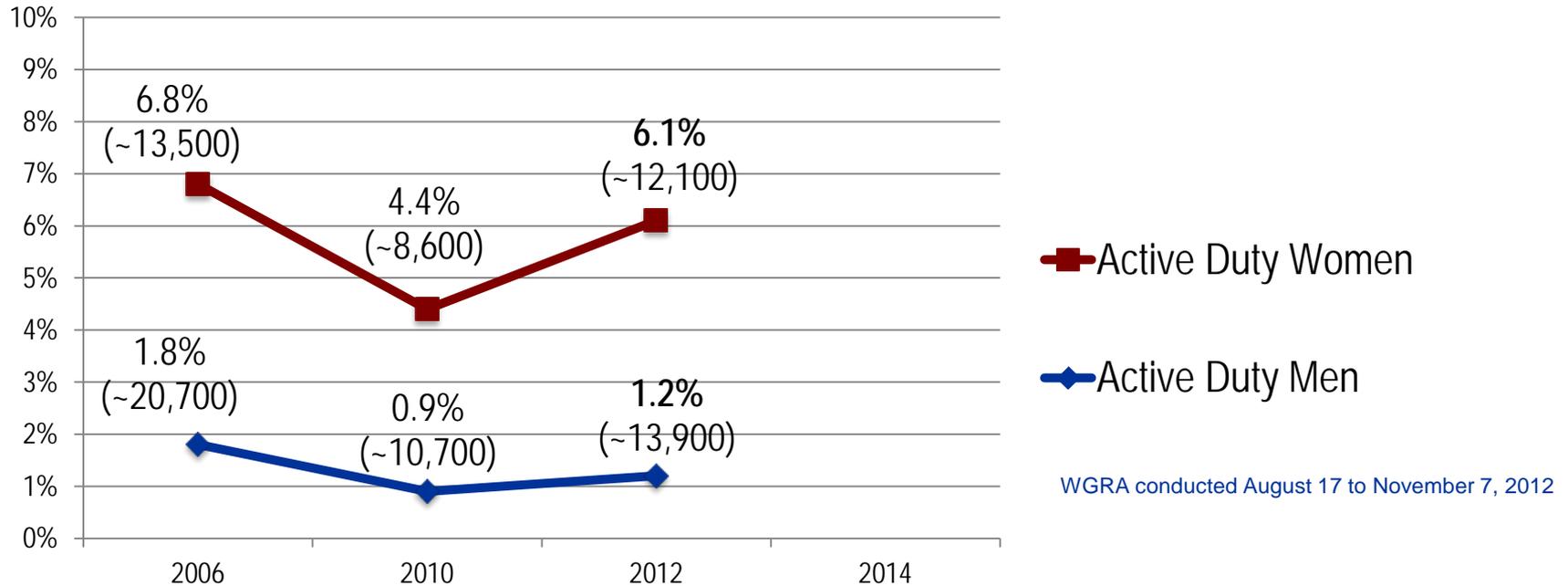
Denotes FY12 Percentages

- Overall reporting increased 50% from FY13
  - Unrestricted Reporting increased by 47%
  - Reports remaining Restricted increased by 58%
- 492 reports were for an incident occurring prior to military service
  - Accounted for 10% of FY13 reporting
  - Prior years' pre-service reports never exceeded 4%

Increased reporting leads to greater opportunities for victim care and accountability.

# Past-Year Prevalence of Unwanted Sexual Contact

## Percent of Active Duty Members, by Gender



### Key Findings:

- In 2012, 6.1% of women and 1.2% of men indicated experiencing USC
- For women, the 2012 percentage is statistically significantly higher than 2010; there are no statistically significant differences for men between 2012 and 2010
- Of the women and men who experienced USC in the past 12 months, 45% of these women and 19% of these men also experienced USC prior to entering the military

# Department of Defense Strategic Approach

## DoD SAPR Program

- Sustain multi-pronged approach – no single “silver bullet” solution
  - Requires sustained progress, persistence, innovation, and multi-disciplinary approach in prevention, investigation, accountability, victim assistance & assessment
- Expand prevention efforts to reinforce cultural imperatives of mutual respect and trust, team commitment, and professional values
- Recognize that sexual harassment is strongly correlated with sexual assault
- Ensure victim focus to help overcome vast underreporting
  - Every victim needs to be treated with respect, dignity, and sensitivity
  - Reporting is an essential bridge to victim care and accountability
- Sustain commitment to holding offenders appropriately accountable – we are improving investigative and accountability efforts through Special Victims Capability, UCMJ Panels, and comprehensive oversight actions
- Continue to educate frontline commanders and leaders at all levels and hold them accountable in establishing a culture of dignity and respect

# SAPR Mission, Lines of Effort 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.

## Lines of Effort

## Objectives

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

**Prevention** - Deliver consistent and effective prevention methods and programs.

**Investigation** - Achieve high competence in the investigation of sexual assault.

**Accountability** - Achieve high competence in holding offenders appropriately accountable.

**Advocacy** – Deliver consistent and effective victim support, response, and reporting options.

**Assessment** – Effectively standardize, measure, analyze, and assess program progress.

Cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated.

Investigative resources yield timely and accurate results.

Perpetrators are held appropriately accountable.

DoD provides high quality services and support to instill confidence, inspire victims to report, and restore resilience.

DoD incorporates responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of SAPR.

## 2013 Prevention Key Tasks

- ✓ Conduct collaborative review to update the 2008 DoD Sexual Assault Prevention Strategy
- ✓ Enhance and integrate SAPR Professional Military Education in accordance with NDAA FY 12 requirements
- ✓ Develop core competencies and learning objectives for all SAPR training to ensure consistency throughout the military and enhance SAPR training
- ✓ Enhance Pre-command and Senior Enlisted SAPR training
- ✓ Develop, conduct, and assess command climate surveys within 120 days of assuming command and annually as appropriate
- ✓ Deploy SAPR innovation and assessment teams to identify and share promising prevention strategies and techniques.
- ✓ Establish collaboration forum with external experts, federal partners, Military Services, advocacy organizations, and education institutions to capture and share prevention best practices and lessons learned.
- ✓ Review nation (e.g. state, university) and coalition (e.g. U.K.) and SAPR programs to identify best practices and lessons learned

# Strategic Process and Content

## Process

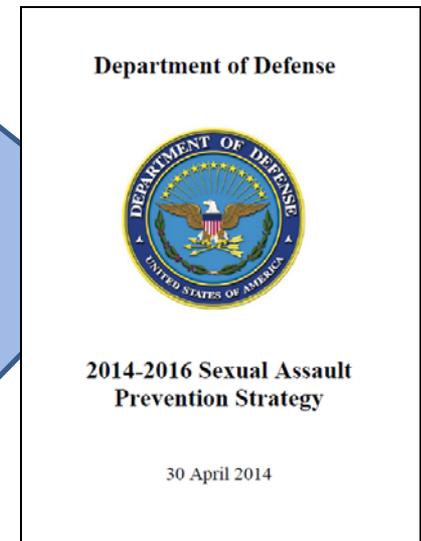
- Understand the Problem & Develop a plan
- Collaborate and develop networks
- Assess prevention programs and initiatives

## Content

- Social-Ecological model
- Vision, Mission and Strategy (“Ends, Ways, Means”)
- Prevention Promising Practices

- Achieve leader and organizational support/“buy in” and continue coordination

**Objective:**  
Publish revised strategy



# **It Takes a Plan to Make a Plan**

## Planning Guidance

- Focus on primary prevention; there are numerous *primary prevention* efforts underway designed to reduce sexual assault incidents within our military, nation, and outside organizations
- No area is off limits for our teams. Explore every avenue available to identify the best prevention methods, lessons learned, and share this information across DoD
- Expand research efforts while ensuring the unique cultures of our military and the individual Services are taken into account when considering the application of prevention methods and strategies.
- To strive for nothing less than the establishment of benchmark prevention programs across the Total Force

# Before the Assault

# After the Assault

## “The Threat”

### Non-Stranger Offender Planning Sequence

Behavior Progression



Perpetrator identifies conducive environment

Perpetrator identifies targets (e.g. new Service members, “trouble makers”)

Perpetrator plans contact points, creates opportunities, exploits chance meetings

Grooming methods and means to overcome resistance or poor climate indicators



Inappropriate behavior, to include harassment, gender focused jokes, sexual comments, vulgar pictures, sex-themed questioning

Seductive behavior and inappropriate advances; invasion of personal space, including social media

Alcohol and drug facilitation, coercion, threats, blackmail, sexual bribery (sexual harassment)

Continuum of Harm

Intervention Opportunities



## Victim Assistance

### Victim Assistance Procedures (Restricted and Unrestricted Reports)

SARC/VA assigned	Medical treatment/ forensic exam	Initiation of safety plan	Legal support; ensure victim can exercise rights	Continued care
Immediate law enforcement response	Criminal investigative procedures	Military and civilian disposition procedures	Military and civilian judicial procedures	Post adjudication procedures

\* Appropriate response by Commanders and first-responders mitigates potential for re-traumatization by response system

### Investigative and Judicial Procedures (Unrestricted Reports)

Investigation

Accountability (Legal)

Prevention (Primary)

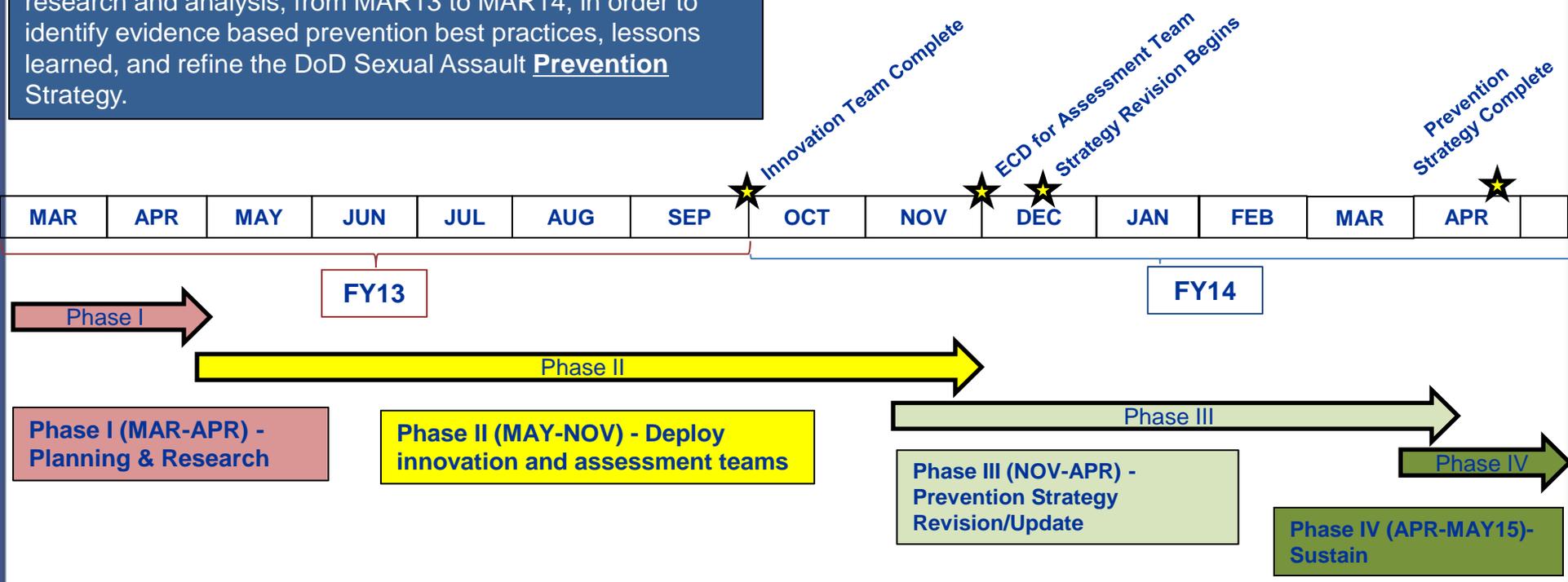
Prevention (Secondary and Tertiary)

Accountability (Commander)

Assessment

# DoD SEXUAL ASSAULT PREVENTION AND RESPONSE OFFICE

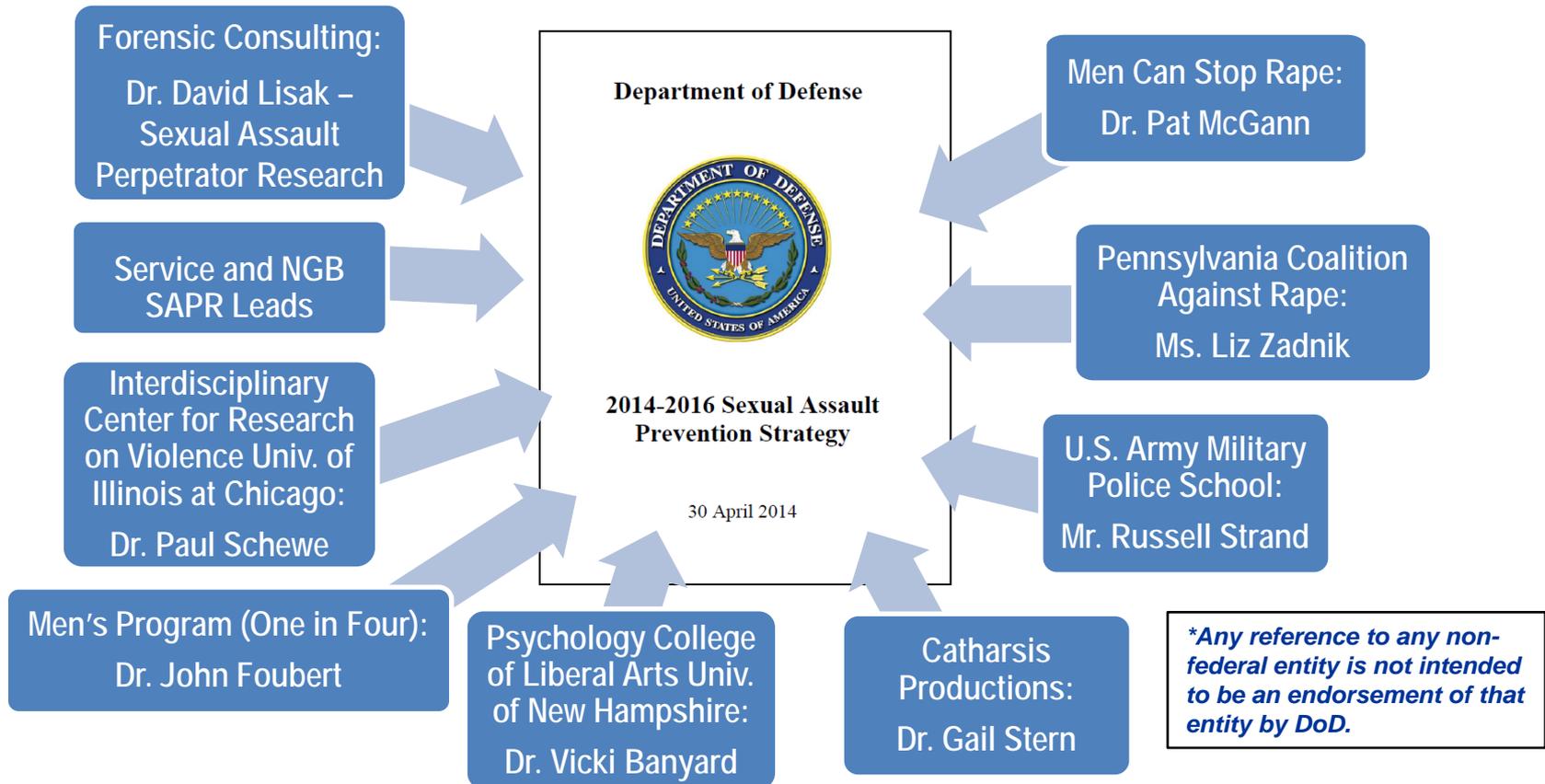
**MISSION:** DoD SAPRO conducts sexual assault prevention research and analysis, from MAR13 to MAR14, in order to identify evidence based prevention best practices, lessons learned, and refine the DoD Sexual Assault Prevention Strategy.



# **It Takes a Network**

# Collaboration

The **SAPRO Prevention Team** held more than 45 sessions with subject matter experts to identify proven and successful prevention practices. Subject matter experts included representatives from sexual assault prevention, victim advocacy, and training organizations; large public universities (e.g., Pennsylvania State University, University of Michigan, the University of Maryland); government agencies (e.g., Federal Bureau of Investigation, The Centers for Disease Control and Prevention); and subject matter experts whom have experience working in the DoD environment.



## Collaboration (cont.)

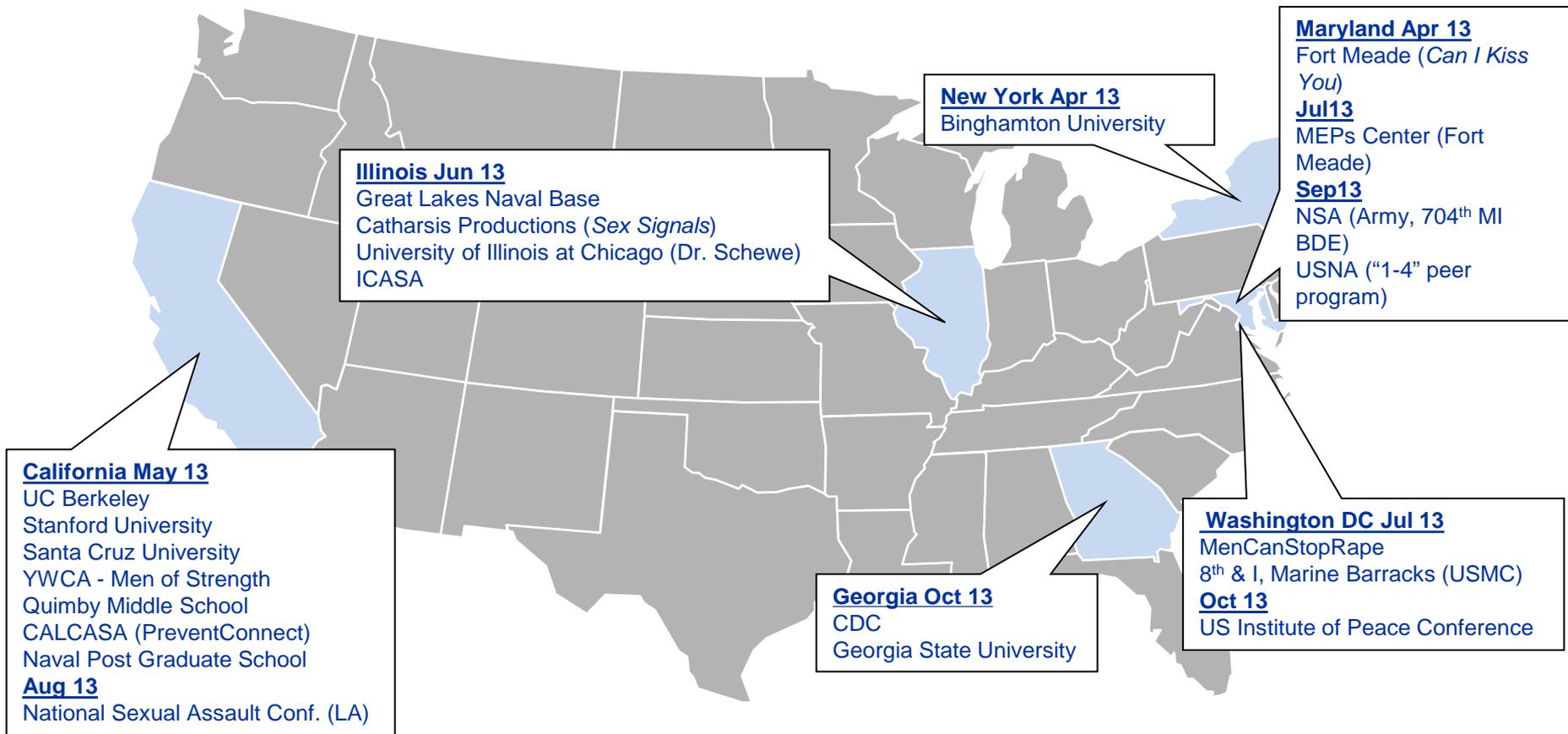
POC	Organization	Month
1. Dr. Edwards*	Greendot	MAY
2. Dr. Albright	Kognito	JUN
3. Mr. Anderson*	Male Survivor	JUL
4. Dr. Segal*	Univ. of MD	JUL
5. Liz Zadnik	PCAR	JUL/SEP
6. Dr. Tharp	CDC	JUL
7. Dr. Katz	MVP	JUL
8. Mr. McNamara*	FBI	JUL
9. Dr. R. Felson	Penn State	JUL

POC	Organization	Month
10. SGT. Moore*	MyBodyMyLife	AUG
11. Ms. Arriaga*	Futures Without Violence	AUG
12. Mr. Helion	Narrow Strait	AUG
13. Dr. Kilmartin	USAF Academy	AUG
14. Dr. Banyard	Univ. Michigan	AUG
15. Dr. Foubert*	Men's Program (1 in 4)	AUG
16. Dr. Felson	Community Oriented Policing	SEP
17. Dr. Berkowitz	Best Practices in Men's Programs	SEP
18. Dr. H. Spivak*	CDC	SEP

POC	Organization	Month
19. Peer-Peer webinar (pilot)	DoD, USNA, Great Lakes, and Binghamton U	OCT
20. Dr. Lisak	Forensic Consulting, 1in6	NOV
21. Ann Schulte*	FAP (Prevention)	DEC
22. Dr. French	Univ. Missouri at Columbia, Cultural Implications	DEC
23. Dr. McWhorter	Naval Research Center	FEB
24. Faculty and Army and Navy ROTC	Penn State	FEB

- (\*) Depicts face to face discussions
- All others were web or tele-conferences

## Assessment Team Visits



# **2014-2016 Sexual Assault Prevention Strategy**

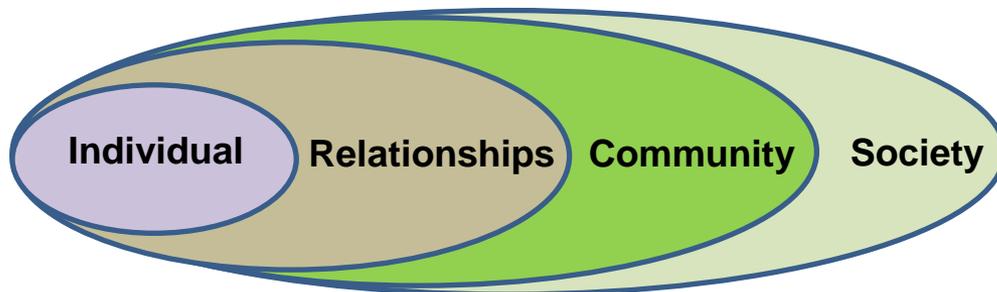
## The Social-Ecological Model

Used by the CDC, the comprehensive model applies multiple levels of interconnected influences across society.

- More likely to have lasting effect leading to institutionalization of sexual assault prevention than any single intervention

### Social-Ecological Model (SEM):

- Provides framework for understanding all the prevention factors, their influences, and their relationship to one another
- Recognizes the interwoven relationships that exist between individual and their environment
- Predominant model for organizing Prevention programs
- Leaders in public health and safety (world-wide) such as Centers for Disease Control employ the Social-Ecological Model to combat HIV-AIDS, tobacco abuse, youth violence, cancer



- Regardless of environment (DoD or civilian community), stopping violence before it begins requires understanding and addressing multiple factors which influence violence
- Success requires attention to both the individual and the environment

## DoD Prevention Vision and Mission

***Vision:*** Our vision is a military environment where:

- Every man and woman serving in the military lives and operates in a climate of mutual respect, free from sexual violence
- Service members are motivated and empowered to intervene against inappropriate behaviors inconsistent with our core values
- Effective sexual assault prevention practices are institutionalized across DoD
- DoD serves as a national leader in preventing sexual violence

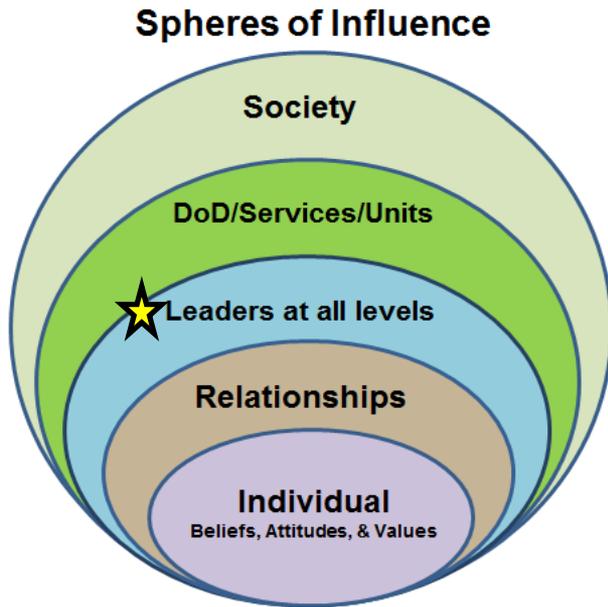
***Mission:*** The DoD executes proactive and comprehensive sexual assault prevention programs in order to enable military readiness and reduce –with a goal to eliminate– sexual assault from the military.

# 2014-2016 DoD Sexual Assault Prevention Strategy

**Objective:** To deliver consistent and effective prevention methods and programs

**End State:** Cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated, condoned, or ignored.

★ Leaders are the “center of gravity” for prevention efforts



**Social-Ecological Model**

<i>Key Means – Resources</i>	<i>Key Ways – Objectives</i>	<i>Supporting End states</i>
DoD Benchmark Prevention Programs and Research	Develop DoD national benchmark prevention program that sets the example for civil society to follow	Acceptance and endorsement of the values shared by DoD
Directives, strategies, and Policies	Institutionalize sexual assault prevention practices and programs throughout Department	Institutionalized culture & values, supported by policies
Leader mentorship and unit climate	Influence personnel values, attitudes, and behaviors	Establishment and maintenance of a culture/climate which supports the prevention of sexual assault
Education, skills building, & training	Promote healthy and supportive relationships between peers, partners, family, and friends	An environment in which Service members’ networks support a culture of sexual assault prevention
Education, skills building, & training	Promote healthy social-emotional relationship skills	Identify, act, and intervene to prevent inappropriate behaviors associated with sexual assault

# 2014-2016 DoD Sexual Assault Prevention Strategy (cont)

Prevention messaging designed to influence, deter, and detect

Spheres of Influence	Means (Resources)	Ways (Methods)	Supporting End states
<b>Society</b>	<ul style="list-style-type: none"> <li>DoD Benchmark Prevention Programs and Research</li> <li>Community Volunteers</li> <li>Collaboration with federal partners, coalitions, and other primary prevention experts</li> </ul>	<ul style="list-style-type: none"> <li>Inform public policies and legislation that support primary prevention of sexual assault</li> <li>Inform and Influence cultural belief system to discourage sexual assault and support victims</li> <li>Develop DoD national benchmark prevention program that sets the example for civil society to follow</li> </ul>	Acceptance and endorsement of the values shared by DoD which seek to prevent sexual assault
<b>DoD/Services/ Units</b>	<ul style="list-style-type: none"> <li>Service Values</li> <li>Directives and Strategies</li> <li>Policies &amp; Guides</li> <li>Military Law (UCMJ)</li> <li>Accountability &amp; Monitoring</li> <li>Prevention Tools</li> <li>Info. sharing &amp; Collaboration Forums</li> </ul>	<ul style="list-style-type: none"> <li>Institutionalize sexual assault prevention practices and programs throughout Department</li> <li>Ensure enduring Department-wide focus and attention to the critical role SAPR issues play in mission accomplishment and readiness</li> <li>Provide support and resources to leaders for preventing and responding to sexual assault</li> </ul>	Institutionalized culture & values, supported by policies, which recognizes and emphasizes the importance of preventing sexual assault
<b>Leaders at all levels</b>	<ul style="list-style-type: none"> <li>Leader mentorship (formal/informal)</li> <li>Unit climate</li> <li>Guidance &amp; local policies</li> <li>Monitoring, deterrence, and accountability measures and strategies</li> <li>Networks</li> </ul>	<ul style="list-style-type: none"> <li>Influence personnel values, attitudes, and behaviors</li> <li>Set and enforce standards for appropriate conduct</li> <li>Integrate sexual assault prevention into unit practices at the strategic, operational, and tactical levels</li> <li>Implement policies to increase protective factors and reduce risk factors</li> <li>Detection, deterrence, and accountability of inappropriate behaviors within the unit</li> </ul>	Establishment and maintenance of a culture/climate which supports the prevention of sexual assault
<b>Relationships</b>	Education, skills building and training on personal responsibility, empathy, healthy relationships, military core values, and bystander intervention	<ul style="list-style-type: none"> <li>Promote healthy and supportive relationships between peers, partners, family, and friends</li> <li>Promote pro-active intervention in inter-personal harassment and violence incidents</li> </ul>	An environment in which Service members' networks support a culture of sexual assault prevention
<b>Individuals</b>	Education, skills building and training on personal responsibility, empathy, healthy relationships, military core values, and bystander intervention	<ul style="list-style-type: none"> <li>Promote healthy social-emotional relationship skills</li> <li>Engage all personnel to address interpersonal violence in their community</li> <li>Promote empathy</li> <li>Acknowledge personal responsibility for acceptable behavior and model conduct</li> </ul>	Identify, act, and intervene to prevent inappropriate behavior of any kind including sexual harassment and assault.

# Successful Military Program Prevention Elements

To address all the spheres of influence and reach the Strategy supporting end states, prevention programs should integrate a variety of practices using a comprehensive approach.

Single-faceted (e.g., Training only or Deterrence only) efforts have not shown long term effectiveness in reducing sexual assault.

DoD SAPRO researched promising practices and developed the following recommended list of elements to include in all sexual assault prevention programs:

- Leadership Involvement at all Levels **\*\* (Center of Gravity) \*\***
- Peer to Peer Mentorship (informal leaders)
- Accountability
- Organizational Support (Resources)
- Community Involvement
- Deterrence
- Communication
- Incentives to Promote Prevention
- Harm Reduction (also called Risk Avoidance and Risk Reduction)
- Education and Training

# DoD SEXUAL ASSAULT PREVENTION AND RESPONSE OFFICE

## 2014-2016 DoD Sexual Assault Prevention Strategy Tasks

Task	Time	Pri.	OPRs
Implement the 2014-2016 DoD Sexual Assault Prevention Strategy.	Short	1	All
Conduct specialized leader sexual assault prevention training.	Short	2	Military Departments & Services, NGB
Develop and expand gender-responsive and culturally competent programs (e.g., mentorship, initial entry) to address healthy relationships and active bystander intervention —with the emphasis that core values should anchor all actions— in order to support the establishment of a culture of mutual respect.	Short	3	Military Departments & Services, NGB
Review and if necessary expand DoD and Service alcohol policies to address factors beyond individual use (e.g., pricing, outlet density, <i>Arizona Safer Bars Alliance</i> ).	Short	4	Military Departments & Services, NGB
Develop a process for command review of information on sex-related offenses in personnel service records of members of the Armed Forces (for purpose of reducing likelihood that repeat offenses will escape notice) in accordance with section 1745 of the National Defense Authorization Act for Fiscal Year 2014.##	Short	5	Military Departments & Services, NGB
Explore the development of (enhancement of existing) sexual assault deterrence measures and messaging (e.g., publishing court-martial results).	Med	6	Military Departments & Services, NGB, SAPRO
Assess, implement core competencies, and continue to update all sexual assault prevention-related training and programs based on latest evidenced based research, practices, and lessons-learned.**+^ ##	Continual	7	Military Departments & Services, SAPRO
Implement policies that appropriately address high-risk situations targeted by offenders.**	Long	8	Military Departments & Services, NGB
Institute recurring senior leadership meetings (e.g., quarterly FO/GO drumbeat, leader summits) to review sexual assault prevention programs (not case management group meeting).	Med	9	Military Departments & Services, NGB
Identify and implement incentives for the prevention of sexual assault and other related behaviors (e.g., alcohol abuse, sexual harassment, hazing).	Long	10	Military Departments & Services, NGB, SAPRO
Develop a military community of practice focused on primary prevention of sexual assault.	Short	11	SAPRO
Establish collaboration forums with external experts, federal partners, Military Services, advocacy organizations, and educational institutions to capture and share prevention best practices and lessons learned in accordance with Federal law and Department regulations.	Continual	12	Military Departments & Services, SAPRO
Develop a prevention guide that outlines promising practices and lessons learned in sexual assault prevention.	Short	13	SAPRO
Review national (e.g., state, university), and coalition (e.g., U.K. and Canada) sexual assault prevention programs to identify best practices and lessons learned.	Continual	14	SAPRO
Develop sexual assault prevention strategies and programs which employ peers, near-peers (i.e., Service member one rank higher or somewhat senior in position of authority), and social influencers.	Continual	15	Military Departments & Services, NGB
Incorporate specific sexual assault monitoring, measures, and education into normal command training, readiness assessments, and safety forums (e.g., SAPR stand downs).**	Continual	16	Military Departments & Services, NGB
Assess transition policies that ensure Service member sponsorship, unit integration, and immediate assignment into a chain of command.**	Continual	17	Military Departments & Services, NGB

# Leadership is Critical

## Secretary of Defense Commitment

*“We must ensure that every Service member understands that sexist behaviors, sexual harassment, and sexual assault are not tolerated, condoned, or ignored.*

*We need enduring culture change where every Service member is treated with dignity and respect; where all allegations of inappropriate behavior are treated with the utmost seriousness; where victims privacy is protected, and they are treated with sensitivity; where bystanders are motivated to intervene; and where offenders know they will be held appropriately accountable.”*



*Secretary Chuck Hagel*

Link to SecDef and SAPRO release of Annual Report and updated Prevention Strategy:  
<http://www.c-span.org/video/?319139-1/defense-dept-sexual-assault-briefing>

## Secretary of Defense's -Directed SAPR Initiatives

1. Implement the Prevention Strategy
2. Advance and Sustain Appropriate Culture
3. Evaluate Commander SAPR Training
4. Review Alcohol Policies
5. Improve Reporting for Male Victims
6. Develop Collaborative Forum for Sexual Assault Prevention Methods
7. Develop Standardized and Voluntary Survey for Victims/Survivors

## DoD Sexual Assault Prevention Program Foundation

- Building effective prevention programs requires strong leadership, coalitions, and networks informed by latest evidenced-based practices
- Complexity of the problem requires initiatives (interventions) at multiple levels to achieve the greatest impact
- Recognizes that “one size does not fit all”; needs targeted messaging and strategies that are gender-responsive and adapted to meet unique Service and unit environments
- Requires a wide range of integrated elements addressing accountability, community involvement, communication, deterrence, incentives, harm reduction, evaluation, training, and education
- Recognizes that sexual harassment is strongly correlated with sexual assault

## Conclusions

- **Leaders at all levels** are central to the DoD strategic approach and a key part of an effective sexual assault prevention program
- **Commanders and leaders** provide a critical prevention capability in the armed forces unlike other environments that must capitalize on coalitions and networks to influence attitudes, beliefs and behaviors of individuals and groups
- **An aggressive, dynamic and responsive approach** to preventing sexual assault at multiple levels is required
- Prevention programs **must be adaptive** to address unit/organizational environment and targeted audiences

**The 2014 DoD Sexual Assault Prevention Strategy provides a roadmap for delivery of consistent and effective prevention strategies and initiatives.**

**Questions?**