



Department of Defense

# Sexual Assault Response Workforce Model



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## Background

The Department of Defense (DoD) is implementing historic reforms to fundamentally change how adult sexual assault is addressed in the military. In February 2021, at the direction of President Joseph Biden, Secretary of Defense (SD) Lloyd Austin III launched the Independent Review Commission on Sexual Assault in the Military (IRC-SAM) to recommend new Sexual Assault Prevention and Response (SAPR) approaches. The IRC-SAM published its findings on July 2, 2021, providing 82 recommendations directed to the Department. Following the report's release, in keeping with his intent to accept the IRC-SAM recommendations wherever possible, Secretary Austin directed Deputy Secretary Kathleen Hicks to develop a roadmap implementing actions informed by the work of the IRC-SAM. The SD approved this roadmap on September 22, 2021, which required significant changes to accountability, prevention, climate, and victim care and support.

The DoD roadmap outlined in Table 1, as informed by the IRC-SAM, requires fundamental changes to the structure, staffing, required competencies, and skill proficiency of the DoD Adult Sexual Assault Response Workforce (SARW), which is currently comprised of Sexual Assault Response Coordinators (SARC), Sexual Assault Prevention and Response Victim Advocates (SAPR VA), and SAPR Program Managers (PM). The Sexual Assault Response Workforce Model (SARWM) describes the parameters for the development and deployment of a highly skilled and specialized DoD functional community of practice in furtherance of the Department's vision and requirements for victim assistance in the U.S. military and as described in the 2022 National Defense Strategy.

**Table 1. DOD Roadmap Requirements Related to the SARW**

#	Requirement	Implementation
4.1.a	Move SARCs and SAPR VAs from the command reporting structure <sup>1</sup>	The SARCs and SAPR VAs will be full-time, Defense Sexual Assault Advocate Certification Program (D-SAACP) certified, installation positions with work roles and functions to support all tenant commands within their installation command's area of responsibility (AOR). These personnel will report to a Lead SARC who will operationally report to the local installation commander (OPCON <sup>2</sup> ) and administratively report (ADCON <sup>3</sup> ) to a SAPR PM at the operational installation management command (e.g., Major Command (MAJCOM), Regional

<sup>1</sup> Section 537 of the National Defense Authorization Act for Fiscal Year 2024 requires a study on the feasibility of removing SARCs from the chain of command. This study is in progress, and the SARWM may be impacted by results from the study.

<sup>2</sup> Operational control: The authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission.

<sup>3</sup> Administrative control: Direction or exercise of authority over subordinate or other organizations with respect to administration and support.

		Command, or Marine Corps Installations Command (MCICOM)).
4.1.b	Eliminate collateral duty for SARCs and SAPR VAs, with exceptions for ships, submarines, and isolated installations	Victim assistance and case management will primarily be provided by full-time SARCs and SAPR VAs as uniformly as possible. Authorized personnel levels will sustain current and future workloads. <sup>4</sup> Overall, this will result in a reduction in reliance on collateral duty and part time SARCS and SAPR VAs, wherever feasible. It will also require a change in how the Department supports deployment requirements and hard-to-fill billets in isolated or remote locations around the world.
4.3.a	Implement the “No Wrong Door” approach to sexual harassment, sexual assault, and domestic abuse across the Services and National Guard Bureau (NGB)	SARCs and SAPR VAs will work closely with individuals seeking assistance and other assistance providers outside of the SARW to ensure persons requiring assistance are referred to appropriate support services.
C.2	DoD must undertake a comprehensive approach to professionalizing, strengthening, and resourcing the workforce for SAPR across the board	The Department will use existing authorities to develop a response workforce functional community with specialized technical skills and competencies, focused on providing victim advocacy and related support to assist eligible victims DoD-wide. This requires a standardized approach to employment of SARCs and VAs, using existing pay and hiring authorities which will include a flexible occupational series number that encompasses a variety of professionals with years of applicable experience, including prior work as a uniformed victim advocate. Furthermore, the workforce approach must employ standards for recruiting, hiring, retaining, and professionalizing personnel, including creating a common career path.

**Purpose**

This document describes the DoD plan to develop and implement a standardized SARWM that contains an appropriate workforce mix of civilian and military personnel to enhance the recruitment, retention, compensation, and development of the SARW. The model provides the

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<sup>4</sup> Current requirements in law require assignment of at least one full-time SARC and SAPR VA per Brigade sized unit or equivalent.

framework for a DoD-wide, multi-level, sexual assault response functional community that responds to and advocates for victim needs, advises leaders at all levels on appropriate response strategies for individuals and systems, encourages collaboration with other providers and response system members to support victims throughout the healing and military justice processes, as applicable, to ensure that the response system is functioning as intended. In addition, the framework described here provides guidance to support the structure and creation of new opportunities for promotion and advancement for the SARW. This document does not supersede applicable law, regulations, and other governing authorities.

The SARCs and SAPR VAs will be full-time, D-SAACP certified, installation positions to support all tenant commands within the installation command's AOR. The SARWM standardizes the positions and aligns victim assistance and case management to DoD policy for a supporting installation command and all tenant commands and agencies, including the Defense Agencies and Field Activities (DAFAs), assigned to all installations across the Enterprise as a supported command, to SAPR program services. The SARC and SAPR VAs will be installation assets. Tenant commands and agencies assigned to an installation's AOR, including DAFAs, are precluded from establishing positions that have the same position titles or perform the same work roles or functions as those described in the SARWM.

The Military Departments<sup>5</sup> (MILDEPs) and NGB will implement the SARW framework utilizing a primarily civilian workforce to support those positions that provide or supervise direct victim advocacy and case management for adult sexual assault cases in the DoD. Manpower authorizations designated for performance by military personnel in accordance with DoDI 1100.22 will be filled by Service members who have the skills and competencies required of the functional area of the position. Additionally, Service members, while deployed, will provide advocacy services to personnel in expeditionary environments, as needed.

All SARW personnel who provide direct victim assistance or have access to the Defense Sexual Assault Incident Database (DSAID) will be subject to all applicable SAPRO- related policies, to include Department of Defense Instruction (DoDI) 6495.03 "D-SAACP," as issued by the Department. Specialized education and experience for civilian employees will align with Office of Personnel Management (OPM) qualification standards and Executive Order 13932, "Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates."

Additionally, the MILDEPs, NGB, and Combatant Commands may add additional positions (e.g., administrative, clerical, or training) to support in SARW program areas within the military installation command organizational structure, as needed. However, these additional positions are not a part of the SARW and do not perform victim assistance or case management work roles and functions.

The Department will develop standardized SARW position description language, titles, functions, competencies and/or proficiency for this functional community.<sup>6</sup> Modifications to the

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<sup>5</sup> References to "Military Departments" in this document includes their respective "Military Services" and Reserve Components.

<sup>6</sup> Appropriate designation of SARW positions in military and civilian personnel systems and position descriptions (or equivalent) is the basis for identification of the workforce and analytics and informs workforce strategic human capital and talent management. Appropriate position designation informs prospective applicants and incumbents of job requirements and ensures the education, training, and experience needed for SARW certification are met in a timely manner.

primary sexual assault response work roles and functions that include additional duties that require training, such as sexual harassment response duties,<sup>7</sup> will be coordinated with SARW Functional Community. The MILDEPs and NGB will oversee the SARW within their respective components as uniformly as possible, in accordance with their force management construct.

## SARW Organizational Structure

The SARWM was informed by the work of the IRC-SAM and related DoD civilian and military personnel guidance by applying the levels of analysis framework and the three-tier military installation command organizational structure – strategic, operational, tactical – for comprehensive SARW planning, development, and management. The DoD and the MILDEPs have defined organizational installation management command structures policies and programs for managing their installations<sup>8</sup>. This framework enables the Department to strategically meet current and future workforce needs and ensure the resourcing of a dedicated, highly skilled, and specialized SARW to accomplish the SAPR mission. The Military Departments have overall responsibility and authority for all military installation support programs, which include the SAPR program.

## Building Capacity of Current SARW

Improving victim assistance provided to adult victims of sexual assault requires development of new skills and capabilities within the SARW. The Department must build the capacity of the current workforce through “upskilling” or “reskilling” approaches<sup>9</sup>. Upskilling is the process of teaching new skills or improving existing ones for a current workforce. It primarily helps personnel, and their organizations, evolve to meet new demands and standards. Reskilling is similar to upskilling, but it focuses specifically on learning things that are different from existing skills and functions. This approach is most helpful when personnel assume new or additional responsibilities in a job.

Planning is key to an effective upskilling and reskilling approach to build capacity within an existing workforce. Essential to this process is setting the strategic direction, identifying the skill gaps, conducting workforce analysis, developing and implementing action plans, monitoring and evaluating the performance of the program, and developing and communicating a reskilling/upskilling strategy.

As part of the SARW restructure, OPM’s [Reskilling Toolkit](#) will inform DoD reskilling and upskilling efforts for the civilian employee population. The toolkit assists agencies with meeting the President’s Management Agenda’s goal “Developing a Workforce for the 21<sup>st</sup> Century,” while adhering to the Merit System Principles. It serves as a resource for agency leaders,

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<sup>7</sup> Sexual harassment reporting involves an eligible individual making a complaint of sexual harassment, in accordance with DoDI 1020.03, Harassment Prevention and Response in the Armed Forces and/or DoDI 1350.02, DoD Military Equal Opportunity Program.

<sup>8</sup> <https://crsreports.congress.gov/product/pdf/IF/IF11263/6>

<sup>9</sup> Reskilling is training individuals who have shown they have the aptitude to learn in a completely new occupation. Upskilling is training individuals in the same occupation, but in a new way (i.e., if automation overtakes certain job duties, training that individual in new work). <https://www.opm.gov/policy-data-oversight/workforce-restructuring/reshaping/accelerating-the-gears-of-transformation/executive-playbook-for-workforce-reshaping.pdf>

managers, supervisors, and employees who are involved in planning, implementing, and/or receiving reskilling or upskilling efforts.

## Core Competencies and Certification

The Sexual Assault Prevention and Response Training & Education Center of Excellence (SAPRTEC), within SAPRO, will develop, administer, and oversee a standardized core curriculum of trauma-informed care and victim response trainings for the SARW. This is in accordance with DoDI 6495.02 Vol 2, DoDI 6495.03, and the SD approved IRC-SAM recommendation 4.4, “Re-envision training and research to improve victim care and support.” The standardized core curriculum requirements will provide the necessary foundational training to develop and increase competencies and proficiency for the SARW of the future.

In accordance with Section 1725, the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2014 (Public Law 113-66)<sup>10</sup>, the D-SAACP will continue to serve as the certification program established by the Department to standardize sexual assault response to victims and professionalize victim advocacy roles of specified positions within the SARW. Personnel within the SARW who provide direct victim assistance or have access to victim data through DSAID will be required to obtain and maintain D-SAACP certification as a condition of employment in accordance with DoDI 6495.03.

Eligibility for D-SAACP certification is met after completion of the requisite foundational training requirements, including core occupational and leadership development competencies required by DoD policy, as applicable. Additionally, the SARW also has D-SAACP certification requirements with specific victim assistance core competencies that apply to the full range of sexual assault response, case management, and victim advocacy duties. The D-SAACP will continue to serve as the Department’s designated certification program for standardizing and enhancing the professional competency and proficiency of the SARW through its course and skill-based requirements. The D-SAACP includes four progressive levels of certifications, where the eligibility is based upon established minimum requirements.

After receiving an initial D-SAACP certification, SARW personnel are required to maintain and sustain their certification through DoD-approved ongoing professional development training courses and supervisory oversight that increases and improves their competency and proficiency in providing direct victim services. Requisite training hours will be obtained through a combination of classroom instruction, developmental assignments, and supervision. The degree to which these sexual assault response personnel demonstrate these competencies will vary based on their position. Victim Assistance core competencies include:

- Developing rapport and communicating effectively with victims/survivors.
- Helping victims/survivors to identify appropriate resources.
- Advocating appropriately for individual victims/survivors within the organization and the community.
- Assisting individual victims/survivors in addressing their traumatic responses to victimization.

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<sup>10</sup> Section 1725, the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2014 (Public Law 113-66), requires the Department of Defense (DoD) to establish minimum standards for the qualifications necessary to be selected, trained, and certified for assignment as a Sexual Assault Prevention and Response (SAPR) Program Manager. The Department of Defense (DoD) is committed to providing a high-quality response to sexual assault survivors.

- Using approved non-clinical crisis intervention skills.
- Conducting risk screenings and safety assessments.
- Preparing victims/survivors for participation in investigations and in the military justice process, accessing healthcare as applicable, and other components of the response system.
- Engaging in support and follow-up activities for individual victims/survivors, families, and groups.
- Using specific assistance interventions appropriate to the type of victimization.
- Sufficiently understanding the roles of investigators and military justice personnel and associated processes to assist victims in obtaining representation and other forms of assistance.
- Employing information and technology in a manner that protects the privacy, security, and access to victims/survivors.
- Using self-awareness to monitor and enhance his/her provision of services.
- Responding competently to all adult victim/survivors within the military community.
- Managing job-related stressors through a variety of means including self-care.
- Understanding the impact of sexual assault to the victim, military units, and the National Defense Strategy
- Communicating effectively to DoD stakeholders, as appropriate, to include senior leaders.
- Integrating general knowledge of organizational structure and policy into program practices.
- Adhering to the rules of confidentiality to preserve victim privacy to the greatest extent allowable by law and policy.
- Engaging in general administrative and managerial tasks.
- Monitoring and enhancing program functioning through program evaluation.
- Securing and managing resources to carry out program goals.
- Upholding the highest of ethical standards.

Table 2 details positions in the SARW, and the corresponding minimum D-SAACP certification level and expected grade level.

**Table 2: Model DoD SARW Certification Overview**

Position	Minimum D SAACP Certification & Level	Targeted Pay Grade
Deployable Victim Assistance Specialist/Peer Support Specialist	Provisional	E-6 or above
Collateral Duty SAPR VA	Provisional	E-6 or above
SAPR VA	Provisional	GS-11
Special Assignment SAPR VA	Provisional	E6 or above
SARC	Basic	GS-12
Special Assignment SARC	Basic	E6 or above
Deputy Lead SARC	Intermediate	GS-12/13
Lead SARC	Intermediate	GS-13
Deputy SAPR Program Manager	Advanced	GS-13/14
SAPR Program Manager	Advanced	GS-14
SAPR Program Evaluation Specialist	Advanced	GS-12/13/14



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Victim Assistance Data Management Analyst <sup>11</sup>	Advanced	GS-11/12/13
D-SAACP Management Analyst <sup>11</sup>	Advanced	GS-11/12/13
Victim Assistance Policy Analyst <sup>11</sup>	Advanced	GS-11/12/13

## SARW Three-Tier Command Structure and Levels

The SARWM is implemented in a static three-tier command structure with leadership and supporting elements for the military installations strategic, operational, and tactical levels of authority. The installation command structure is based on authority over each command level rather than geographic location. The scope and focus of competency and proficiency levels vary based on SARWM position and organizational command tiers. Details on these three-tier command structure and levels of authority follow:

- The Military Services' SAPR program headquarters are at the **strategic level**. Service headquarters SAPR Program personnel promulgate DoD SAPR policy, conduct oversight, ensure DSAID data integrity, conduct analyses, develop plans, and carry out their Title 10 authorities to staff, train, equip, and resource SAPR personnel under their authority. Headquarters personnel may also supervise SARW operations, mission scope, related tasks, and resource allocation for the operational level commands, as well as define activities for the supported commands at the tactical level, to achieve the Department's strategic SAPR program objectives.
- Under the guidance of strategic level personnel, **operational level** SAPR program personnel within the SAPR program implement and oversee response policy, programs, data integrity, data analysis, and other activities within their defined areas of responsibility; execute, coordinate, and support SAPR program strategic level goals; and supervise and direct SARW personnel at the tactical level.
  - In accordance with Department of Defense Directive (DoDD) 5100.03, and Department of Defense Instruction (DODI) 4000.19, and DoDI 6495.02, the operational level also includes the activities of the Combatant Commands to plan, resource, and coordinate the SAPR Program within defined AORs during contingencies or wartime. Combatant Commanders are responsible for ensuring MILDEPs are resourced to provide SAPR program advocacy and response to forces in their AOR.
- Under the supervision of operational level SAPR personnel, **tactical level** SAPR Program personnel conduct the day-to-day administration and execution of the SAPR program, assist victims with reporting and recovery, advise military leaders, manage personnel performance, collect and input data into DSAID, arrange logistics, and take other steps to accomplish the operational and strategic level SAPR program goals and objectives and ensure resourcing and availability of SAPR program services to installation commands and tenant units. At the tactical level, SAPR Program personnel include individuals identified to fulfill victim assistance roles while on deployment, as well as those selected for special assignments to staff isolated or remote locations.

### SARWM Modification in Certain Conditions

The SARWM will be applicable to all MILDEPs, including their respective Military Services, and NGB, but will be flexible to accommodate organizational needs. For example, because most

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<sup>11</sup> Grade and Series are at the discretion of the Services based on need and assigned command structure (strategic or operational).

personnel in the Reserve Component (including the NGB) do not operate on a full-time basis, the SARWM will be tailored to permit adjustments appropriate to those circumstances. Nevertheless, only personnel with appropriate D-SAACP certification will serve as SARCs and SAPR VAs. SARCs and SAPR VAs may only perform up to 50 percent of their duties in the prevention mission supporting the Service’s Integrated Primary Prevention Workforce (IPPW) by serving as integrated primary prevention support personnel. Response personnel performing collateral duty prevention roles must hold a DoD Credentialing Program for Prevention Personnel (D-CPPP) Level 2 credential to perform the IPP Support Personnel function as outlined in DoDI 6400.11. IPPW personnel may not perform sexual assault response functions or duties.

Key considerations by the Reserve Component in implementing this SARWM include:

- Interpreting the SARWM three-tier command structure and levels using a unit other than the installation, such as on a regional or state-level basis;
- Applying a larger ratio of full-time equivalents to Reserve/NGB personnel; and
- Utilizing available authorities to meet short-term and long-term staffing needs, as appropriate.

### **Military Personnel**

The IRC-SAM report identified that victim advocacy requires a fully dedicated sexual assault response workforce that has specialized skills, knowledge, and competencies to fulfill the SAPR mission. These positions are vital to the safety, security, and well-being of victims and survivors and are more effectively supported through full-time civilian assets who are highly skilled and proficient in carrying out the essential functions of the position. Although the IRC-SAM recommended that all SAPR VAs must be civilians, the Department recognizes that there may be instances when establishing a full-time civilian asset to support the SAPR mission in a deployed and expeditionary environment is not possible.

Personnel authorizations will be designated for military personnel in accordance with DoDI 1100.22. Service members selected to perform SARW functions in deployed, expeditionary, or hard-to-fill locations will be D-SAACP certified, receive DoD-approved training, and demonstrate the skills and competencies required for equivalent civilian SARW employees outlined in Table 4 of this model.

Under this model, any long-term commitments of forces will be evaluated comprehensively to determine if dedicated, full-time civilian or uniformed victim assistance personnel should be deployed into the operational environment. Table 3 outlines factors the Military Departments and NGB should consider when determining the most appropriate military resource for supporting the SAPR mission in deployed, expeditionary, or hard-to-fill locations.

**Table 3: Special Considerations for Deployed, Expeditionary, or Hard-to-fill Locations**

Location/Environment	Resource
Short-term commitment of forces to remote or isolated locations that do not have established or assigned SAPR resources	Deployable Victim Assistance Specialist /Peer Support Specialist; or,  Collateral Duty SAPR VA

Long-term commitment of forces to remote or isolated locations where a dedicated SAPR resource is not available	Special Assignment SARC Special Assignment SAPR VA
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## Functional Roles and Responsibilities

In accordance with DoDI 1400.25, Volume 250, the Department will establish an Office of the Secretary of Defense (OSD)-level Functional Community for the SARW. A functional community is defined as “a group of one or more occupational series or specialties with common functions, competencies, and career paths to accomplish a specific part of the DoD mission.”

Executive Director (ED), Office of Force Resiliency, is leading the establishment of the functional community management process for the SARW at the Department level and will serve as the OSD-level Functional Community Manager (OFCM). In accordance with responsibilities as defined in DoDI 1400.25, Volume 250, as OFCM, ED will be responsible for working with the MILDEPs and NGB to monitor and track implementation of a workforce community through a Strategic Human Capital Framework, and review and provide input to strategic workforce planning requirements established by the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD(CPP)).

Table 4 provides an overview of the SARW responsibilities and roles at the strategic, operational, and tactical levels.

Positions marked with a (\*) require D-SAACP certification. Unless otherwise noted, the descriptions of these roles and responsibilities are based on the following DoD publications and memoranda:

- Secretary of Defense September 22, 2021 Memorandum, “Commencing DoD Actions and Implementation to Address Sexual Assault and Sexual Harassment in the Military” (i.e., the IRC-SAM Roadmap);
- DoDI 6495.02, Vol 1, 2 and 3: Sexual Assault Prevention and Response Program Procedures;
- DoDI 6495.03: DoD Sexual Assault Advocate Certification Program (D-SAACP); and
- Existing DoD job descriptions for sexual assault response related personnel.

**Table 4: Sexual Assault Response Workforce Roles and Responsibilities by Tier**

SAPR Program Community of Practice Overarching Responsibilities	Roles
<b>MILDEP SAPR Program Strategic Tier</b>	
<ul style="list-style-type: none"> <li>• Promulgate and oversee implementation of DoD sexual assault response policy and programs.</li> <li>• Plan, resource, and account for sexual assault response programs and expenditures.</li> <li>• Ensure SAPR data and documentation integrity and quality across the organization.</li> <li>• Ensure security and appropriate use of DSAID data in Service data visualization tools and/or metrics.</li> <li>• Collaborate with other DoD and Service organizations to ensure availability and access of required victim assistance resources throughout the Service.</li> <li>• Conduct oversight studies and projects to ensure compliance and readiness, identify gaps in sexual assault response capabilities, and improve the efficiency and effectiveness of SAPR programs</li> </ul>	<ul style="list-style-type: none"> <li>• Program Director/Program Head</li> <li>• SAPR Program Evaluation Specialist*</li> <li>• Victim Assistance Management Analyst*</li> <li>• D-SAACP Management Analyst*</li> <li>• Victim Assistance Policy Analyst</li> </ul>

<p>and policies as implemented by the MILDEPs, Combatant Commands, and/or NGB.</p> <ul style="list-style-type: none"> <li>• Adjust policy, programs, and other activities, as appropriate.</li> <li>• Utilize data to gauge sexual assault response efforts and resource needs.</li> <li>• Collaborate with other DoD strategic-level stakeholders.</li> <li>• Advise senior leadership at the headquarters level or higher on SAPR policy, programs, processes, resourcing, and training.</li> <li>• Communicate program evaluation results and key metrics to senior leadership.</li> <li>• Oversee Service education and training programs for sexual assault response personnel.</li> <li>• Ensure Service sexual assault response curricula and learning objectives for general military training and professional military education comply with requirements, meet desired goals, and effectively engage audiences.</li> <li>• Work with the appropriate offices to develop proposed responses to Annual Reporting Requirements, public affairs matters, and legislative inquiries.</li> <li>• Administer processes to ensure appropriate D-SAACP certification of response personnel in their respective organizations.</li> <li>• Manage the overall budget for the SAPR program and advise on resourcing and allocation requirements.</li> <li>• Supervise operational level personnel (optional).</li> </ul>	
<b>Operational Installation Command Tier</b>	
<ul style="list-style-type: none"> <li>• Plan, develop, organize, implement, and direct the activities of the installation (tactical level) SAPR Program and SARW.</li> <li>• Implement and oversee the execution of applicable sexual assault response policies.</li> <li>• Develop and oversee resource allocation, execution, and accountability for their organization.</li> <li>• Ensure SAPR data and documentation integrity and quality across the organization.</li> <li>• Conduct data analyses to identify trends in reporting, response services, workforce strengths and challenges, and needed program modifications.</li> <li>• Collaborate with other internal stakeholders to ensure availability and access to victim assistance resources by DoD victims of sexual assault.</li> <li>• Support headquarters oversight studies to ensure compliance, identify gaps in capabilities, and improve SAPR program and policy.</li> <li>• Provide tools and technical assistance to response workforce professionals at the installation level.</li> <li>• Utilize data to prioritize and gauge sexual assault response efforts and resource needs.</li> <li>• Collaborate with other DoD operational-level stakeholders.</li> <li>• Advise operational-level leadership.</li> <li>• Exercise oversight and supervisory personnel management responsibilities of Lead SARC positions.</li> </ul>	<ul style="list-style-type: none"> <li>• SAPR Program Manager*</li> <li>• Deputy SAPR Program Manager*</li> <li>• Victim Assistance Data Management Analyst*</li> <li>• Victim Assistance Policy Analyst</li> </ul>

<ul style="list-style-type: none"> <li>• Oversee day-to-day operations of tactical-level personnel to ensure delivery of SAPR program support and services.</li> <li>• Track D-SAACP certification progress for operational and tactical-level personnel.</li> </ul>	
<b>Tactical Installation Command Tier</b>	
<ul style="list-style-type: none"> <li>• Direct the activities of the tactical-level SAPR Program and SARW.</li> <li>• Execute applicable sexual assault response policy.</li> <li>• Manage the program budget, execute resources, and advise leadership on appropriate expenditures of response program funding.</li> <li>• Capture and enter DSAID data and documentation according to timelines and quality standards.</li> <li>• Adhere to case management requirements for all sexual assault reports entered into DSAID by SARW personnel.</li> <li>• Identify trends in reporting, response services, workforce strengths and challenges, and opportunities to improve the local response system. Work with installation leadership to ensure all tenant commands and agencies are aware of and can access SAPR program services and resources.</li> <li>• Exercise oversight and supervisory personnel management responsibilities of tactical-level SARW personnel as assigned.</li> <li>• Provide a 24 hours per day, 7 days per week sexual assault response capability, including in deployed areas. May require working other than normal duty hours.</li> <li>• Conduct and co-chair monthly sexual assault case management group (CMG) in accordance with policy.</li> <li>• Ensure that a safety assessment is available to persons eligible for SAPR services, even if the victim is not physically located at the same location.</li> <li>• Respond upon receipt of a report of sexual assault.</li> <li>• Facilitate care and provide referrals and non-clinical support to eligible adult victims of sexual assault.</li> <li>• Collaborate with local community sexual assault service providers, as necessary, to augment or enhance their sexual assault programs as appropriate and in accordance with the law and DoD policies.</li> <li>• Regularly meet with local response system members to improve collaboration, understand local strengths and limitations, and avoid misunderstandings.</li> <li>• Ensure the “No Wrong Door” policy is functioning as intended.</li> <li>• Identify and collaborate with civilian sexual assault victim resources in accordance with the law and regulations of the DoD and the Military Department concerned.</li> <li>• Advise tactical-level leadership.</li> <li>• Facilitate SAPR training as assigned.</li> <li>• Comply with all D-SAACP core competencies and ethical requirements.</li> <li>• Deliver quality victim assistance prescribed in DoD policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead SARC*</li> <li>• Deputy Lead SARC*</li> <li>• SARC*</li> <li>• SAPR Victim Advocate*</li> </ul>
<ul style="list-style-type: none"> <li>• Military personnel E-6 or above.</li> </ul>	Special Assignment SARC/SAPR VA*

<ul style="list-style-type: none"> <li>Assigned to perform SARC or SAPR VA duties as a primary, full-time function for a fixed duration.</li> <li>Maintain the same standards, competencies, proficiencies, and qualifications required for a civilian SARC position.</li> <li>This position may be required to serve in the role of a Lead SARC if no civilian Lead SARC is available to support this location.</li> </ul>	
<ul style="list-style-type: none"> <li>Military personnel E-6 or above.</li> <li>Assigned to perform limited victim assistance duties while deployed until a SARC or SAPR VA is available.</li> <li>While not on deployment, perform peer support duties as a secondary, part-time non-SAPR function.</li> <li>Accept official reports of adult sexual assault as needed, providing referrals, and informing victims of their options while deployed.</li> <li>Assist service members in accessing supportive resources.</li> <li>Maintain the standards, competency, proficiency, and qualifications required to address immediate victim assistance and safety needs while working to connect victims as soon as possible with SARC/SAPR VA.</li> </ul>	Deployable Victim Assistance Specialist/Peer Support Specialist*
<ul style="list-style-type: none"> <li>Military personnel E-6 or above.</li> <li>Perform SAPR VA duties as a secondary, part-time function.</li> <li>Maintain the same standards, competency, proficiency, and qualifications required for a civilian employee SAPR VAs, to the extent applicable under DoD policy, the D-SAACP core competency, and ethical standards.</li> </ul>	Collateral Duty SAPR VA*

**SARW Leadership and Supervision Roles**

SARCs will be responsible to the Lead SARC, or Deputy Lead SARC, for assuring that the work roles and duties of the SAPR VAs and Military personnel designated as Collateral Duty SAPR VAs are accomplished in accordance with policy by performing a range of coordinating and supportive duties and responsibilities. SARCs will utilize a variety of coordinating, coaching, facilitating, consensus-building, and peer conversations to promote practical application of victim assistance skills. These kinds of work methods and knowledge, skills, and abilities (KSAs) are alternatives to traditional supervision which enable the team to deliver improved quality, quantity, and timely victim assistance and advocacy services.

SAPR PMs, Lead SARCs, and Deputy Lead SARCs are responsible for supervision, performance management, and related managerial responsibilities that involve the accomplishment of work through combined technical and administrative direction of their subordinates (i.e., SARCs, SAPR VAs), and must constitute a major duty occupying at least 25 percent of the supervisor’s time. Their supervisory function, at a minimum, includes responsibility for: planning and scheduling work; assigning work to sexual assault response personnel; accepting, amending, or rejecting completed work; assuring that production and accuracy requirements are met; appraising performance and recommending performance standards and ratings; approving leave; and performing administrative and/or disciplinary actions for all personnel under their supervision. Additionally, the SAPR PMs’, Deputy SAPR PMs’, Lead SARCs’, and Deputy Lead SARCs’ supervisory duties will typically include prioritizing and scheduling work and confidently incorporating developmental supervision as an essential component of SARC and SAPR VA ongoing professional and skill development. Skill

development comes from the process of reflection and learning from experience and can be enhanced through motivation, feedback, and monitoring implementation of SARW service delivery.

### Joint Basing and Joint Environments

For joint bases, the relevant Executive Agent will identify the installation Lead SARC. Supported MILDEPs will provide SAPR personnel to support the joint base SAPR organization in accordance with joint base agreements. For joint environments the lead or host MILDEPs of the installation will identify the installation Lead SARC and support all tenant commands on the installation and personnel affiliated in accordance with established policy.

## Appendix A: Proposed SARW D-SAACP Certification Framework

Table 5 displays the D-SAACP certification framework for the SARW.

**Table 5: Future Sexual Assault Response Workforce D-SAACP Certification Framework<sup>12</sup>**

Position	D SAACP Certification	Preparation Required	Responsibilities	Selection Consideration
Deployable Victim Assistance Specialist /Peer Support Specialist (Collateral duty, Military)	Provisional	DoD approved training (e.g., basic level courses), SAPR and Peer Leader Competencies	The Deployable Military Victim Assistance Specialist/Peer Support Specialist is a collateral duty position identified to support and supplement sexual assault response capabilities for deployed or expeditionary commands by providing immediate non-clinical crisis intervention and limited support during deployments and complete a warm handoff to full-time adult sexual assault response personnel as soon as this support is available. Will be directly accountable to the Lead SARC in adult sexual assault cases while performing this function. Once the deployment is complete, personnel will only perform the function of a Peer Support Specialist at the command. Personnel in this function assist others in promoting self-determination, personal responsibility, and the empowerment to achieve personal wellness.	E-6 or above. Experience in victim assistance or advocacy within military or civilian sector is preferred
Special Assignment SAPR VA	Provisional	DoD approved training (e.g., basic level courses), SAPR and	Special Assignment SAPR VAs will serve as full-time VAs in locations with a long-term US military presence where	E-6 or above. Experience in victim assistance or advocacy within military or

<sup>12</sup> While listed in the SARWM, this table does not include the Program Director/Program Head or Victim Assistance Policy Analyst positions as those do not require a D-SAACP certification.



(Full-time, Military)		Leadership Competencies	the Services are unable to fill a VA position with a full-time civilian employee due to the operational environment and infrastructure or where vacancy of the position exceeds six months despite available incentives and ongoing recruiting efforts.	civilian sector is preferred. Must complete a minimum of three months of job shadowing with a civilian employee SARC or SAPR VA and be overseen by the Lead SARC
Collateral Duty SAPR VA (Collateral duty, Military)	Provisional	DoD approved training (e.g., basic level courses), SAPR and Leadership Competencies	Identified to support deployed or expeditionary environments, Collateral Duty SAPR VAs will maintain the same standards, competency, proficiency, and qualifications required of civilian SAPR VAs to the extent applicable. Collateral Duty SAPR VAs' primary career field will align with SAPR responsibilities, wherever feasible, or where conflict of interest is not likely to compromise mission or duty.	E-6 or above. Experience in victim assistance or advocacy within military or civilian sector is preferred. Must complete a minimum of three months of job shadowing with a civilian SARC or SAPR VA and be overseen by the Lead SARC
SAPR VA (Full-time, Civilian)	Provisional	DoD approved training (e.g., basic level courses), SAPR and Leadership Competencies	Performs victim advocacy duties and provides a non-clinical response that is trauma-informed, responsive to need, appropriate to circumstances and recovery-oriented	Experience in victim assistance or advocacy within military or civilian sector is preferred and qualification requirements aligned with the OPM qualification standard for the occupational series
Special Assignment SARC (Full-time, Military)	Basic	DoD approved training (e.g., basic level courses), SAPR and Leadership Competencies	Performs victim advocacy duties and provides a non-clinical response that is trauma-informed, responsive to need, appropriate to circumstances, and recovery-oriented	E-6 or above. Experience in victim assistance or advocacy within military or civilian sector is preferred. Must complete a minimum of three months of job shadowing with a civilian SARC or SAPR VA. If serving in the role of a SARC these personnel

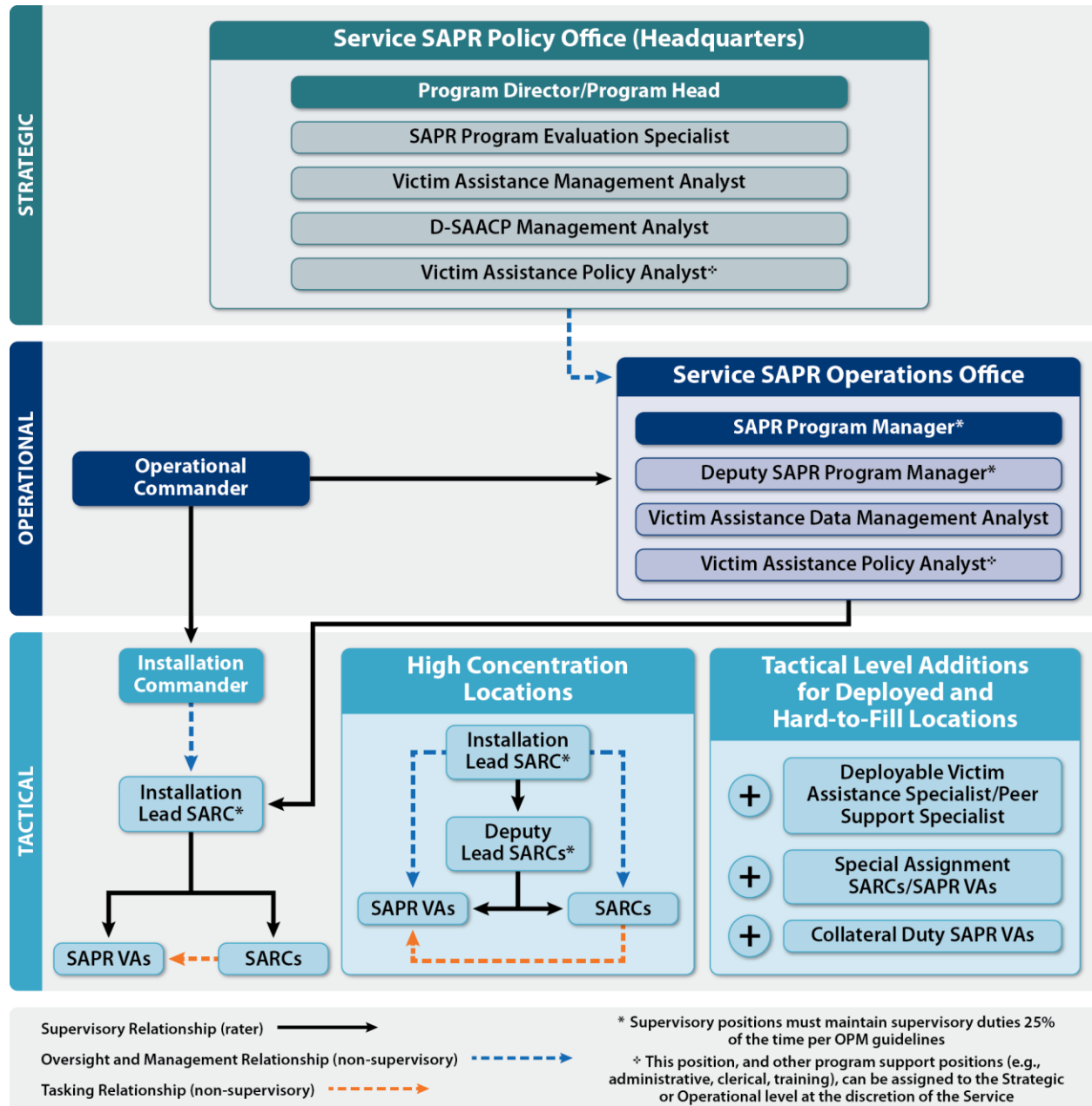
				will be overseen by the installation Lead SARC unless at a location with no civilian Lead SARC. In this case, these personnel will serve as the Lead SARC
SARC (Full-time, Civilian)	Basic	DoD approved training (e.g., basic level courses), SAPR and Leadership Competencies	Performs victim advocacy duties and provides a non-clinical response that is trauma-informed, responsive to need, appropriate to circumstances, and recovery-oriented	Experience in victim assistance or advocacy within military or civilian sector is preferred and qualification requirements aligned with the OPM qualification standard for the occupational series
Deputy Lead SARC (Full-time, Civilian)	Intermediate	DoD approved training (e.g., intermediate level courses), SAPR and Leadership Competencies	Performs job function consistent with requirements for the Lead SARC, supervises and provides oversight of installation SARCs and SAPR VAs in high concentration areas at the tactical level, and serves in a supervisory capacity at high concentration installations for all SARCs and SAPR VAs (at least 25 percent of the time)	Experience in victim assistance or advocacy within military or civilian sector is preferred and qualification requirements aligned with the OPM qualification standard for the occupational series
Lead SARC (Full-time, Civilian)	Intermediate	DoD approved training (e.g., intermediate level courses), SAPR and Leadership Competencies	Serves in a supervisory capacity at the installation for all SARCs and SAPR VAs (at least 25 percent of the time), making a full range of independent personnel decisions, assigning work, establishing performance expectations, and rating/reviewing employee performance	Experience in victim assistance or advocacy within military or civilian sector is preferred and qualification requirements aligned with the OPM qualification standard for the occupational series
Deputy SAPR Program Manager	Advanced	DoD approved training (e.g., advanced level courses), SAPR and	Supports the SAPR Program manager in all duties as required, serves in a supervisory capacity at the operational	Experience in victim assistance or advocacy within military or civilian sector is preferred and

(Full-time, Civilian)		Leadership Competencies	level for tactical level Lead SARCs (at least 25 percent of the time)	qualification requirements aligned with the OPM qualification standard for the occupational series
SAPR Program Manager (Full-time, Civilian)	Advanced	DoD approved training (e.g., advanced level courses), SAPR and Leadership Competencies	Oversees SAPR program administrative policy and requirements for the operational command, manages response workforce requirements, serves in a supervisory capacity at the operational level for tactical level Lead SARCs (at least 25 percent of the time)	Experience in victim assistance or advocacy within military or civilian sector is preferred and qualification requirements aligned with the OPM qualification standard for the occupational series
SAPR Program Evaluation Specialist (Full-time, Civilian)	Advanced	DoD approved training (e.g., advanced level courses), SAPR and Leadership Competencies	Evaluates program activities and operations, and reports on results, collects, analyzes, and interprets data using quantitative or qualitative methods. Conducts assessments of program or activity inputs, activities, outputs and/or outcomes to determine performance and effectiveness	In accordance with qualification requirements aligned with the OPM qualification standard for the occupational series
Victim Assistance Data Management Analyst (Full-time, Civilian)	Advanced	DoD approved training (e.g., advanced level courses), SAPR and Leadership Competencies	Establishes and maintains SAPR data quality standards across the organization, identifies and addresses data discrepancies and recommends solutions to component concerned to address data quality issues	In accordance with qualification requirements aligned with the OPM qualification standard for the occupational series
D-SAACP Management Analyst (Full-time, Civilian)	Advanced	DoD approved training (e.g., advanced level courses), SAPR and Leadership Competencies	Administratively manages and supports D-SAACP certifications, to include one-on-one contact with applicants to answer questions, problem solve, encourage timely submissions of applications, and certification renewal requirements	In accordance with qualification requirements aligned with the OPM qualification standard for the occupational series

## Appendix B: Installation Command Management Organizational Flow Chart

Figure 1 shows the flow chart of the sexual assault response workforce by command organizational tier level.<sup>13</sup>

**Figure 1: SARW Organizational Flow Chart**



<sup>13</sup> This organizational flow chart is for an installation command structure.