

Overarching Tenets

(across all LOEs and essential)

Leadership	Communication	Culture and Climate/ Environment	Integration	Resourcing
<ul style="list-style-type: none"> • Preventing sexual assaults is commander business; SAPR is a commander's program and the responsibility of leaders at every level. • Sexual assault prevention, intervention and response starts with every commander who-through personal example-mentors subordinate commanders, leaders and Servicemembers at all levels. • Leaders at every level must remain vigilant to identify environmental risks, predatory and high-risk behaviors and personal vulnerabilities associated with the crime of sexual assault and take steps to mitigate them. 	<ul style="list-style-type: none"> • Effective communication by commanders is imperative to achieving comprehensive sexual assault prevention, intervention and response. • Commanders communicate prevention by establishing a climate/environment based on mutual respect, trust and professional values. • Commanders must promote dialogue that encourages awareness, intervention and removes barriers to reporting sexual assault within the unit. 	<ul style="list-style-type: none"> • A culture of mutual respect, trust and professional values is foundational to establishing command climates/environments free of sexual assaults. • Command climates/environments enriched by appropriate leader oversight, team cohesion, social responsibility, regulated living conditions and responsible alcohol consumption will reduce the risks and vulnerabilities associated with sexual assaults. • An effectively applied military justice system holds offenders accountable, promotes good order and discipline and discourages criminal behavior. 	<ul style="list-style-type: none"> • Establishment of a well-defined joint climate/environment is imperative to promoting Service integration and assuring individual/unit security, health and readiness. • Commanders must actively sponsor and integrate newly arriving Servicemembers into their commands with special emphasis on those transitioning from initial training to their first operational assignment. • Integration of individual Servicemember augmentees is equally important as they transition forward to theaters of operation. 	<ul style="list-style-type: none"> • Effective and efficient resourcing of SAPR Programs supports prevention, investigations, accountability, advocacy and assessments. • Services and Combatant Commanders resource SAPR Programs to provide continuity for supported units from deployment through redeployment. • Commanders provide sufficient oversight, engagement and personnel to achieve the actions/objectives outlined in this document.

Lines of Effort (LOE)

(E) Emphasize; (O) Operationalize

LOE	Actions	Metrics
PREVENTION	<ul style="list-style-type: none"> ➤ (O) Incorporate specific sexual assault prevention and response monitoring, measures and education into normal command training, readiness and safety forums (e.g., quarterly training guidance, unit status reports, safety briefings). <ul style="list-style-type: none"> - Increases command awareness, emphasis, mentoring and standardization at all levels of command. - Promotes and integrates sexual assault prevention and reporting as an inherent part of unit training, operations and readiness. ➤ (O/E) Provide SAPR training and education programs during Professional Military Education (PME) for all Servicemembers. <ul style="list-style-type: none"> - Stratifies sexual assault education/communication at increasing levels of PME. - Strengthens the Profession of Arms-professionalism, culture and core values. - Establishes sexual assault prevention and response as a commander's priority and integrates it within the command climate/environment to improve health, discipline and readiness. ➤ (E) Ensure commanders receive training on sexual assault prevention and response during pre-command courses. <ul style="list-style-type: none"> - Educates commanders on the SAPR Program and command roles/responsibilities. - Promotes ownership and facilitates program integration as a matter of routine unit operations. ➤ (O) Establish transition policy that ensures Servicemember sponsorship, unit integration and immediate assignment into a chain of command. <ul style="list-style-type: none"> - Contributes to a positive command climate/ environment, team cohesion, member safety; accountability and reduces transitional stressors. ➤ (O) Establish clear policy to reduce the impact of high-risk behaviors and personal vulnerabilities to sexual assaults and other crimes against persons (e.g., alcohol consumption, barracks visitation, transition policy). 	<ul style="list-style-type: none"> • Monitor integration of sexual assault prevention and response into training and readiness forums at O3-O6 level commands. • Incorporate sexual assault prevention and response into Service PME at all levels based on Service assessment and determination of training/ contact time. • Incorporate sexual assault prevention and response into Service pre-command courses and monitor/document commander attendance within Service guidelines. • Track command climate surveys within 120 days of assuming command and annually as appropriate.

	<ul style="list-style-type: none"> - Incorporates high-risk behavior and personal vulnerability analysis and mitigation into commander's assessment of environmental and operational risks. - Mitigates identified risk factors that often contribute to sexual assault crimes. ➤ (O) Conduct a command climate survey within the first 120 days of assuming command and annually as appropriate. - Increases communication and candid feedback from unit members regarding organizational culture, command climate/environment, health and discipline. - Informs commanders on focused areas of strength (sustain) and weakness (improve) to refocus efforts to promote a positive climate/environment. ➤ (E) Services partner with OSD <i>Sexual Assault Prevention and Response Office</i> to review and update the 2008 Department of Defense Sexual Assault Prevention Strategy. - Integrates Service lessons, best practices and unique cultural perspectives. - Improves DoD's SAPR Strategy via joint/inter-Service program synchronization and standardization. ➤ (O) Implement DoD's requirement to explain sexual assault policies to all Servicemembers within 14 days of their entrance on active duty. - Educates our newest Servicemembers to ensure they understand our military culture will not tolerate sexual assault and to inform them what to do in the event of an offense. 	
INVESTIGATION	<ul style="list-style-type: none"> ➤ (O) Develop joint doctrine for investigations to incorporate Service interoperability and command independence consistent with authorities of MCIOs in the operational/ institutional environment. - MCIOs remain autonomous from the chain of command and produce independent investigations, free from the perception of undue command influence. - Ensures MCIOs utilize common operating procedures to optimize joint investigative standardization and efficiency. ➤ (O) Establish a quarterly MCIO Council (HQs Quantico) to assess and validate joint investigative technology, best practices and resource 	<ul style="list-style-type: none"> • Publication of joint doctrine for Service investigative interoperability and independence. • Quarterly MCIO Council assessments and findings are incorporated into Service-specific orders and regulatory guidance to promote joint application. • Investigative laboratory support meets mutually agreed MCIO requirements for investigative timeliness, thoroughness and

	<p>efficiencies benched against external law enforcement agencies.</p> <ul style="list-style-type: none"> - Promotes the development of joint interoperability of sexual assault investigations in both the operational and institutional environments. - Improves joint/inter-Service efficiencies including manpower, equipment/technology, timeliness and resources. <p>➤ (E) Assess and coordinate with the United States Army Criminal Investigation Laboratory (USACIL) to improve unique Service investigative support with or without Service liaison to facilitate evidence processing.</p> <ul style="list-style-type: none"> - Improves investigative rigor, resourcing and timeliness. <p>➤ (O/E) Refer all sexual assault crimes to a Service MCIO to establish investigative oversight and coordination.</p> <ul style="list-style-type: none"> - Ensures senior investigative organizations provide requisite oversight of sexual assault criminal investigations. - Aligns sexual assault investigations with SAPR Program resourcing. - Leverages the Services' most experienced investigators in the conduct of sexual assault investigations. <p>➤ (O) Ensure prompt MCIO investigative notification to commanders concurrent with initiating an investigation of a sexual assault crime.</p> <ul style="list-style-type: none"> - Ensures appropriate safeguards are implemented to increase the security and safety of the unit/ community. - Provides appropriate safeguards to mitigate potential risks and self-harm to the alleged offender that may be associated with investigative-induced stress. <p>➤ (E) Incorporate GAO recommendation for [early] coordination between investigators and judge advocates when initiating a sexual assault investigation.</p> <ul style="list-style-type: none"> - Improves the military justice process to ensure more timely, thorough and efficient reporting, investigations and accountability. - Optimizes functional expertise and resource efficiency. 	<p>efficiency.</p> <ul style="list-style-type: none"> • Monitor /assess referral of sexual assault allegations to Service MCIOs. • GAO recommendations have been fully implemented to ensure optimization of resources.
ACCOUNTABILITY	<p>➤ (O) Expand the availability, sequencing and scope of commanders' legal courses across the Services (e.g., range of command legal authorities and options).</p> <ul style="list-style-type: none"> - Emphasizes an understanding of the military justice system in synchronization with the timing of command assignments. 	<ul style="list-style-type: none"> • Services monitor training requirements to ensure the optimal number of commanders, judge advocates and investigators receive appropriate specialized training. • Services monitor and assess the number

	<ul style="list-style-type: none"> - Provides commanders the necessary information to execute their authorities and responsibilities, particularly for adjudicating complex disciplinary actions such as sexual assault crimes. ➤ (E) Ensure judge advocates, investigators and victim-witness assistance personnel receive specialized training for responding to allegations of sexual assault. - Emphasizes the serious, sensitive nature of sexual assault with respect to its effect on the victim, alleged offender and unit personnel. - Instills greater trust and confidence in military justice and accountability. ➤ (O) Implement new OSD policy to withhold initial disposition authority in certain sexual assault cases from all commanders who do not possess at least Special Court Martial Convening Authority (SPCMCA) and who are not in the grade of O6 (i.e., colonel or Navy captain) or higher, with respect to the following alleged offenses: Rape, Sexual Assault, Forcible Sodomy and Attempts to commit such offenses. - This will ensure that cases of sexual assault receive a high level of command attention, given the seriousness of those offenses. 	<p>and type of sexual assault allegations, investigative findings and dispositions in accordance with the "Assessment" LOE.</p> <ul style="list-style-type: none"> • Services have fully implemented the new policy to withhold initial disposition authority in certain sexual assault cases.
<p>ADVOCACY</p>	<ul style="list-style-type: none"> ➤ (E) Commanders must appoint qualified, trained and certified professionals to serve as their Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA). - Establish clear leader and program commitment and priority while standardizing advocacy services across the Joint Force. - Deepens trust with the victim and their Families while improving access to the victim services network and enhancing intervention timeliness and recovery. - Ensures commanders are aware, appropriately advised and implement effective sexual assault prevention and response programs/efforts. ➤ (E) Ensure alleged offenders are given all the due process rights and protections afforded by the Constitution and the UCMJ; provide legal and medical services/counseling to address stress associated with the investigation. - Reduces stress by ensuring access to medical, chaplain and administrative services to support personal and Family affairs. ➤ (O/E) Improve the portability of victim care services to provide expeditionary program capabilities to the joint Force and accessibility/ 	<ul style="list-style-type: none"> • Program and service measures for qualifying, training and certifying SARC and VA service providers (e.g., education, experience, certification and continuity). • Portability measures to ensure continuity/continuum of victim care services for both AC/RC Servicemembers across the joint Force.

	<p>continuity of care within the Reserve Component (RC).</p> <ul style="list-style-type: none"> - Ensures every victim of the Active/Reserve Components have access to the full spectrum of SAPR services and provides continuity of care during contingency deployments and while assigned to the RC in each state and territory. - Improves service standardization across the joint Force to facilitate inter-Service support at remote locations. <p>➤ (O) Allow RC Servicemembers who are victims of sexual assault while on active duty to remain on active duty status to obtain the treatment and support afforded active duty members.</p> <ul style="list-style-type: none"> - Ensures every victim has access to the full spectrum of SAPR services and provides continuity of care during contingency deployments and within the RC. <p>➤ (E) Strengthen service provider participation in an integrated victim services network of care.</p> <ul style="list-style-type: none"> - Improves integration of SAPR support and services including legal, medical and counseling. - Expands network capability and capacity. 	
ASSESSMENT	<p>➤ (O/E) Identify a standard set of sexual assault reporting metrics to be tracked across the Services.</p> <ul style="list-style-type: none"> - Achieves a comparison of qualitative data for use in determining program progress/success. - Establishes well-defined measures for each Service to assess program effectiveness (e.g., sexual assault reduction, sexual assault response). - Fosters jointness through a common expression that enables inter-Service sharing of best practices, interoperability and resource alignment. <p>➤ (O) Explore whether the DoD SAPR Program can "operationalize" reporting in support of commanders at all echelons rather than focusing solely on higher headquarters reporting.</p> <ul style="list-style-type: none"> - Qualitative data enables the development of procedures for commanders to evaluate and improve their command climate/environment. <p>➤ (E) Enhance awareness and maximize utilization of the Defense Sexual Assault Incident Database (DSAID) across the Services.</p>	<ul style="list-style-type: none"> • Develop a standardized set of metrics with common collection, analysis and assessment protocols that can provide a common operating picture across the Joint Force, while preserving unique Service requirements and capabilities. • Metrics will also align alleged offenses with their disposition to clarify the number of offenses as a percentage of the disposition (e.g., Courts Martial, UCMJ, or Administrative Action). This metric breakout is as follows: <ul style="list-style-type: none"> - First stratify sexual assault allegations in accordance with the new Article 120 (June 28, 2012) as: (1) Rape, (2) Sexual Assault, (3) Aggravated Sexual Contact, or (4) Abusive Sexual Contact. Next, - Determine the number of allegations (by

	<ul style="list-style-type: none"> - Provides a 'closed-loop' reporting system for case-level monitoring and information from initial allegation through command disposition, allowing commanders to assess program implementation. - Creates transparency for sexual assault related data and provides a standardized process for data analysis and comparison to inform SAPR policy, processes and resourcing. ➤ (O) Review personnel policies to monitor administrative/legal actions to appropriately address retention of convicted sexual offenders across the Joint Force. - Ensures visibility and promotes consistency across each of the Services. 	<p>Article 120 stratification) that were substantiated by an MCIO investigation; of the number that were substantiated, how many were disposed of by courts martial, UCMJ and/or administrative separation.</p> <ul style="list-style-type: none"> - For example, metrics for "sexual assault" dispositions might be reported as: XX sexual assault allegations; XX were referred to proper civilian authorities; XX were substantiated and disposed; of those disposed: XX% had court martial charges preferred; XX% went to non-judicial punishment; and XX% resulted in adverse administrative action (e.g., administratively separated from the military). • DSAID is fully implemented across the Services and incorporated into future assessments.
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