

**ENCLOSURE 5:**  
**NATIONAL GUARD BUREAU**





## NATIONAL GUARD BUREAU

1636 DEFENSE PENTAGON  
WASHINGTON DC 20301-1636

07 MAR 2014

### MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS

SUBJECT: 2013 National Guard Sexual Assault Prevention and Response (SAPR) Program  
Review for Department of Defense (DoD) SAPR Office Annual Report to Congress

As requested, the attached National Guard SAPR program review is provided for inclusion in the DoD Annual Report on Sexual Assault in the Military. The Fiscal Year (FY) 2013 SAPR program review details National Guard efforts to address the five Lines of Effort and the Secretary of Defense Initiatives for Title 32 Service members.

The National Guard remains committed to pursuing a multidisciplinary approach to reducing incidents of sexual assault, with the ultimate goal of eliminating all sexual assault. Prevention and response achievements—enhanced legal assistance, improved victim advocacy and support, sustained senior leader engagement, targeted training to raise awareness, enhanced program evaluation through targeted measures—have significantly strengthened our SAPR program's range and increased stakeholder confidence.

The National Guard Bureau Office of Complex Administrative Investigations (NGB-JA/OCI) is a vital resource for investigating reports of sexual assault involving Title 32 Service members when Military Criminal Investigative Organization or civilian law enforcement declines to investigate. The NGB-JA/OCI investigators receive training at the Military Police Investigator School, which equips them with specialized skills to conduct SA investigations. NGB-JA/OCI investigators use of military best practices makes possible their ability to provide state leaders with valuable information essential to determine appropriate case outcome.

SAPR personnel in the States, Territories, and the District of Columbia have expanded their partnerships with civilian organizations, resulting in innovative and inspirational initiatives. The Wisconsin National Guard (WING) collaborated with the Custom Canines Service Dog Academy to secure the first National Guard SAPR service dog, "Falcon," to assist victims of sexual assault. Falcon accompanies his handler, a WING Victim Advocate Coordinator, during unit visits and is used in almost every facet of outreach and advocacy. His presence has increased Service members' comfort levels by reducing anxiety and stress during their interactions with SAPR personnel. Similarly, the Illinois National Guard built partnerships in this state, which have led to the coordination and hosting of a series of Military Sexual Trauma (MST) 101 workshops for behavioral health providers. These are but a few examples of the tremendous work being done as a result of military and community efforts. Lastly, the National Guard Bureau is in the final stages of standing up its Special Victims' Counsel Program to provide legal assistance to sexual assault victims.

National Guard senior leaders, throughout FY 2013, received pertinent presentations at Guard Senior Leadership Conferences led by nationally recognized subject matter experts. Our

leaders were briefed on offender behavior, victimization, and victim-blaming, and advised on the importance of increasing confidence in reporting systems. These opportunities for spirited discussion increased awareness and encouraged leadership to use all available options for holding offenders appropriately accountable. Our leaders are resolved to protect the dignity and respect of our members.

Unique to the National Guard is our 40-hour Sexual Assault Response Coordinator (SARC) and SAPR Victim Advocate (VA) Initial Training Course, designed for executing program requirements for members in Title 32 status. We have developed interactive methods to deliver core competencies and learning objectives, and recently expanded the training to include a block on male victimization. The National Guard was cited by the DoD SAPR Office as the only Component to address the subject of male victimization in its initial VA training; this was presented to other Services as a “best practice.”

Our National Guard Metrics Dashboard, aligned with the five Lines of Effort, serves as the basis for improving prevention and response metrics in the National Guard. These 32 dashboard measures help State leaders maintain oversight of their execution of program requirements. They are instrumental in reviewing and evaluating guiding programmatic elements.

We will continue to build on the successes we have made and capitalize on those from others. You have my assurance that we will employ every means available to create and sustain a climate where all of our members reject behavior that falls short of the high standards set for the U.S. Armed Forces.

Your point of contact is Brigadier General Ivan E. Denton, Director of Manpower and Personnel, National Guard Joint Staff, at (703) 604-9540.



Frank J. Grass  
General, U.S. Army  
Chief, National Guard Bureau

Attachment:  
As stated

## Fiscal Year (FY) 2013 Sexual Assault Prevention and Response (SAPR) Program Review: National Guard Bureau (NGB)

### Executive Summary

The following Executive Summary Template should be used to capture a summary of your Service or Component FY13 SAPR Program Review. This overview should include information such as:

- Authorizing regulations and/or instructions and dates of publication.
- General organizational structure of your SAPR program and personnel (e.g., Brigade, Installation, Regional, and/or Major Command Sexual Assault Response Coordinator [SARC] and SAPR Victim Advocate [VA] structure, mid-level program management [if any], and program management) as well as a brief description of how this structure changes in deployed and joint environments.
- Other personnel involved and their respective roles in your SAPR program.
- A summary of the progress made and principal challenges confronted by your SAPR program in FY13.

The National Guard (NG) SAPR program is designed to aid in the prevention of and response to sexual assault (SA) incidents for NG members in Title 32 (T32) status under the authority of the governors and mayor of District of Columbia (DC) (hereinafter referred to as “the governors of the several states”); and, The Adjutants General (TAGs) and commanding general of DC (hereinafter referred to as “TAGs”). The NG SAPR Program is premised on Department of Defense (DoD) Directive (DoDD) 6495.01 (23 Jan 12), DOD Instruction (DoDI) 6495.02 (28 Mar 13), and Secretary of Defense (SecDef) Memoranda to the extent applicable to NG members under T32 United States Code (U.S.C.). In accordance with (IAW) DoDI 6495.02, Enclosure 2, paragraph 7, Chief, National Guard Bureau (CNGB), in coordination with DoD SAPR Office (SAPRO) and TAGs, established and implemented these SAPR policies and procedures, which address unique issues for NG members of the 54 states, territories and DC (hereinafter referred to as “the states”) on T32 duty and include:

- CNGB Instruction (CNGBI) 1303.01, “*Expedited Transfer of Military Service Members Who File Unrestricted Reports of Sexual Assault*” (6 Aug 12)
- CNGBI 0400.01, “*Chief, National Guard Bureau Office of Complex Administrative Investigations*” (30 Jul 12)
- CNGB Manual (CNGBM) 0400.01, “*Chief, National Guard Bureau Office of Complex Administrative Investigations*” (8 Nov 12)

The Army National Guard (ARNG) executes its Sexual Harassment/Assault Response and Prevention (SHARP) program IAW U.S. Army Regulation (AR) 600-20, Chapter 8 (20 Sep 12), applicable All Army Activities (ALARACT) messages, and Headquarters Executive Orders (HQ EXORD). The Air National Guard (ANG), implements its SAPR program utilizing U.S. Air Force Instruction (AFI) 36-6001 (14 Oct 10); Air Force Policy Directive (AFPD) 36-60 (28 Mar 08); and, other applicable AF policies.

The NG SAPR program organizational structure includes the NG-J1-SAPR office led by the NG-J1-SAPR Chief, who serves as the principle advisor to CNGB, J1 Director, and other key NG leaders on all SAPR related issues. This office is divided into four functional areas: Strategy and Policy; Prevention and Outreach; Data Collection and System Management; and, Accountability and Assessment.

The ARNG-G1 SHARP and ANG/A1 SAPR offices are located at the ARNG and ANG Directorates, respectively, and are responsible for their Service specific program execution, and response to issues within their Service. The ARNG-G1 SHARP office consists of the Branch Chief, Resilience, Reduction and Suicide Prevention Soldier and Family Support; SAPR/SHARP Program Manager (PM); Incident Coordinator; Program Analyst; SHARP Non-Commissioned Officer in Charge (NCOIC); and, SHARP Data Management Specialist. The ANG/A1 SAPR office consists of the Chief, Services Division; Branch Chief, SAPR program; and, SAPR Program Assistant.

The states possess the bulk of the SAPR program staff. The ANG SAPR program consists of 92 Wing SARCs, and 487 SAPR VAs. Since 2008, the states have met the National Defense Authorization Act (NDAA) FY12 requirement for a full-time (FT) SARC at the Joint Force Headquarters (JFHQ), and are aggressively working to hire a FT JFHQ-State Victim Advocate Coordinator (VAC). The JFHQ-State SARC serves as the SAPR PM for the state, and is responsible for reporting all ARNG/ANG SA reports within the state to TAG. The ARNG meets the requirement for a trained collateral duty SARC and SAPR VA at each brigade level command, and two trained collateral duty SAPR VAs in each battalion level command.

SAPR program implementation and management is assumed by the Active Component (AC) for NG members deployed for over 30 days. Incumbent SAPR personnel within deploying units continue to perform their duties consistent with Title 10 (T10) requirements. If the JFHQ-State SARC deploys, the state may hire a temporary technician, or utilize the JFHQ-State VAC to backfill the position until the SARC returns.

NGB SAPR Joint Planning Team (JPT) serves in an advisory role and is comprised of The Special Assistant (TSA) to CNGB, NG-J1 Director, NGB Chief Counsel, NGB-Judge Advocate (JA)/Office of Complex Administrative Investigation (OI), NGB Legislative Liaison, Joint Surgeon General, NGB Director of Psychological Health & Resiliency Program, Joint Chaplain, Counter Drug (Prevention, Treatment, and Outreach), NGB Inspector General, and NG Public Affairs. The Vice Chief, NGB (VCNGB) serves as the NG representative to address SA issues at the DoD, SecDef, and White House levels.

***FY13 Program progresses:***

- Increase to NG SAPR Office manning, creation of organizational structure, and defined roles and responsibilities
- Development of NG SAPR program metrics and Guard Knowledge Online (GKO) dashboard, measuring over 30 data points for the states
- NG SAPR participation in DoD Metrics Working Group, DoD SAPRO Prevention

Roundtable, DoD Sexual Assault Advocate Certification Program (D-SAACP) Military Advisory Group, and SAPRO Online Training SME Meeting

- SMEs contracted for TAG leadership trainings and engagements at Guard Senior Leader Conferences (GSLC) and briefings for Updates (GSLU)
- NG's implementation of Defense Sexual Assault Incident Database (DSAID) for all reported incidents of SA
- Approval of NG T32 specific SARC/SAPR VA training by DoD and National Organization for Victim Assistance (NOVA); segment on male victimization cited as a "best practice"
- Increased visibility and participation at SAPR focused DoD TANKs, and White House Health of Force Working/Coordinating Group meetings
- Chaplain core competency requirements briefings
- Augmenting state SAPR staff with a JFHQ-State VAC
- Execution of all SecDef initiatives to the fullest extent possible despite time limitations associated with "traditional" status NG members

***FY13 principle challenges:***

- Ability to meet all DoD requirements prior to increase in staffing
- Incompatibility between Department of the Army (DA) Incident Case Reporting System (ICRS) and DSAID during SA case transfer
- Short suspense/implementation time to accomplish SecDef mandated Stand Down
- Manning and productivity shortfall due to fiscal uncertainty, furlough, NDAA mandate prohibiting contractors from working as SARCs, and no increase to technician manning
- Ensuring sexual harassment (SH) complaints by ARNG members are appropriately coordinated between State Equal Employment Manager (SEEM) and SHARP/SARC
- Complying with NDAA FY12 due to use of collateral duty personnel (e.g. Wing Executive Support Officer (WESO)) and volunteers as wing SARCs and SAPR VAs

**1. Line of Effort (LOE) 1—Prevention—The objective of prevention is to “deliver consistent and effective prevention methods and programs.”**

**1.1 Summarize your Service or Component’s efforts to achieve the Prevention Endstate: “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.”**

The NG fulfilled the requirements of the SAPR initiatives directed by the SecDef memoranda “*Sexual Assault Prevention and Response*,” dated May 6, 2013 and Aug 14, 2013. These initiatives were designed to strengthen the SAPR program with the goal of reducing, and eventually eliminating sexual assault within DoD. IAW the May 6, 2013 SecDef memorandum, to aid in creating a climate of dignity and respect, the ARNG successfully conducted a visual inspection of 241 armories, camps and posts, to ensure all workplaces were free from materials that created a degrading or offensive

work environment. All inspections were conducted by a colonel (O6), GS15, or above. Prior to this SecDef directive, the AF included the ANG in the FY13 AF Health and Wellness visual inspection. The AF inspections were conducted by First Sergeants or commanders and included facilities at 89 ANG wings and geographically separated units. The ARNG and ANG ordered all flagged items removed from the workplace and counseled the identified owner of the expectations going forward. All NG leaders have committed to making workplace inspections an on-going requirement, as this activity is essential to good order and discipline.

All NG units/organizations successfully completed the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS). Survey results were forwarded to the first general officer in the chain of command. The ARNG and ANG also conducted a records review of all recruiters, Active Guard Reserves (AGR), and collateral duty SAPR personnel to ensure each met the suitability requirements. The ARNG conducted initial and broadened screenings for over 2,839 full-time and collateral duty SARC/SAPR VAs. A review of T32 civilian technician personnel was also conducted following completion of all legal and labor relations requirements. All FT JFHQ-State SARCs and collateral duty Wing SARCs received ethics and responsibility Refresher Training, June 11–13 2013. This training culminated with the CNGB addressing the SARCs via teleconference on Jun 13, 2013. While outlining the NGB SAPR strategy for the Stand Down, he emphasized their importance to the overall success of the program. The ANG Readiness Center Commander held a teleconference on 3 Jul 13 for Wing, Vice Wing Commanders, and SARCs to provide them with the necessary tools to deliver ethics training to their SAPR personnel.

On May 23, 2013, the CNGB directed the ARNG and ANG to implement the SAPR Stand Down directives mandated by the SecDef. Emphasis was placed on ensuring all NG members understood the SAPR principles and their responsibility to uphold them. At a GSLC on Jun 20, 2013, the CNGB engaged with TAGs on SAPR issues, the Stand Down directives, and their responsibilities for implementation. TAGs also received training from Dr. Gail Stern, a subject matter expert on sexual assault in the military, on “Moral Development Education: Sexual Assault Prevention in the Military, Leadership and Response.” The key message conveyed to TAGs was the criticality for each of them to extend the SAPR message to their state/territory/DC leadership and the importance of their senior leaders to train subordinate leaders down to the flight or company level.

In addition to completing all required SHARP Stand Down training, to include Commander and SAPR VA Refresher training, the ARNG also conducted Commander/Unit Leader Engagement Training. This engagement training was not the required annual SHARP training, but was used to ensure soldiers were not only educated on SHARP, but that they understood CNGB’s message. “Sexual assault is a crime...a persistent problem that violates everything we stand for. We must do everything we can to protect our men and women from sexual assault, and those who would attack their dignity and their honor.” This engagement training used a holistic approach which encouraged commanders to engage soldiers, and openly discuss

issues, and concerns surrounding the prevention of sexual harassment/assault. Also discussed was the Soldiers' individual responsibility for maintaining a climate of dignity and respect. The ARNG will continue to implement the Stand Down model as part of its overall SHARP training strategy. Over the course of FY13, the ARNG trained an additional 1,175 Soldiers in the 80-Hour SHARP course. The ARNG continued to utilize the three-tiered annual SHARP Refresher Unit Training model, which included Leader, Individual, and Interactive Team Bound Training Modules. The NG encourages the JFHQ-State SARC to conduct their own state SAPR VA training with NG SAPR program office support and oversight. Lastly, the ARNG submitted 2,351 certification packets for NOVA/D-SAACP certification, exceeding the minimum requirement of 1,864. Of these, 1,878 received certification.

The ANG implemented the following additional measures to meet the goal of preventing sexual assault:

- The ANG submitted 184 ANG SARC and 434 ANG SAPR VA NOVA/D-SAACP certifications in FY13
- Continued to assess the sexual assault response process from the moment the SARC received notification of a sexual assault through the initial meeting with the victim. The assessment focused on ensuring the processes were followed correctly, and the victim received priority of care and privacy
  - Initiated a marketing campaign, which included posting SAPR information throughout work and community areas on the installation, and use of social media to increase program awareness
    - Incorporated small group interaction for SAPR discussion, reinforcing cultural and climate changes consistent with a lack of tolerance for sexual harassment/assault
    - Trained all levels of leadership to identify, act and take responsibility for creating an environment where sexual assault is not tolerated, condoned or ignored
    - Conducted Commander's and Officer's calls to set the tone and establish a positive climate

NGB-JA/OCI under the Office of the Chief Counsel of NGB (NGB-JA) conducted Sexual Assault Investigator Refresher Training for its investigators on 20-21 August, 2013, to provide training on essential tasks IAW DoD and Service requirements. The training session provided best practices on sexual assault investigation techniques and experiences to give investigators an understanding of the administrative processes involved in preparing, conducting, and completing investigations. The desired endstate is to increase efficiency of the process, and quality of the final report. During FY13, 89 investigators received this training.

## **1.2 Identify the ways you are changing organizational prevention-based practices.**

The NGB increased its emphasis on senior leader involvement in SAPR efforts. During FY13, the CNGB, VCNGB, Directors of the ARNG and ANG (DARNG and DANG), TSA to the CNGB, and Director, Domestic Operations and Force Development were briefed regularly on the progress of unit level sexual assault prevention and response training, and the completion of relevant initiatives directed by the SecDef. The quarterly GSLC



and bi-weekly GSLU provided the forum for the deliverance of three SAPR presentations by nationally recognized subject matter experts, and emphasizing the influence TAGs and senior leaders have on the effectiveness of the state's SAPR program. The compelling messages aided in strengthening TAG and senior leader overall knowledge base. As a tool to help TAGs and JFHQ-State SARC's stay informed on all aspects of their SAPR program, the NG SAPR dashboard was developed and housed on GKO. This information is available to TAGs, Chiefs of Staff, JFHQ-State SARC's, JFHQ-State VAC's and Wing SARC's, to keep them apprised of their state's status as it relates to NG SAPR metrics. The NG's measures are aligned with the Joint Chiefs of Staff (JCS) Five Lines of Efforts - prevention, investigation, accountability, assessment, and advocacy. The dashboard is updated quarterly and serves as a quick indicator of the overall health of each state's SAPR program, a snapshot of areas where improvements were made, and identifies areas in need of improvement.

As the basis for its training program, the ARNG continued to use the three-tiered SHARP Annual Refresher Training, and incorporated bystander intervention as a standard training module. However, a significant change is to encourage a more holistic practice by unit leadership to engage their Service members in conversations, and discuss the issues and concerns most important to them as it relates to sexual assault prevention and response. Additionally, the ARNG exceeded the minimum state requirement for full-time and collateral duty SARC's and SAPR VAs.

The ANG continued to educate and train its members with an emphasis on risk reduction and increased bystander intervention. In addition to the standard training programs, the ANG began regularly submitting articles and advertising resources, and SAPR processes through social media and base newspapers, including articles on the ramifications of committing sexual assault with a focus on prosecution and/or administrative consequences. This helped to ensure leaders were informed on local trends in the military and media related incidents. Another technique ANG used to engage its members was through holding small group discussions in offices with personnel without supervisor presence. To keep the lines of communication open regarding sexual assault prevention, the ANG SAPR program worked with organizations like the Chief's Council, Top-3, and Non-Commissioned Officer (NCO) and Airmen organizations, soliciting valuable feedback and reinforcing Wingman and other safety-driven concepts. Lastly, individual Wing SARC's utilized AF produced video recordings in their program to help raise awareness of sexual assault prevention.

In July 2013, NG-J1 conducted the Annual First Responder training for medical personnel, which included military, civilian, and contractors. A total of 234 personnel attended the training. A breakdown of the personnel included: five Medical Administrators; 37 Case Managers; 29 RN Case Managers; 67 Directors of Psychological Health; 14 Deputy State Surgeons; six Medical Personnel; and, 76 unspecified positions/titles.

**1.3 Describe your efforts to comply with DoD SAPR core competencies for all SAPR training to ensure consistency. Include Professional Military Education,**

**Pre-Command, and Senior Enlisted training.**

During FY12, the NG finalized the D-SAACP 40-hour initial SARC, SAPR VA, and JFHQ-State VAC Training Certification Course that incorporated NG specific issues. This course was designed to meet DoD SAPRO and DoD D-SAACP standards for initial training of SARCs, SAPR VAs, and JFHQ-State VACs. In FY13, this curriculum was observed and reviewed by a DoD SAPRO team and certified as meeting all core competency standards. This course is a requirement for all newly identified SARCs, SAPR VAs and JFHQ-State VACs within the NG prior to assuming their new role within the state SAPR program. In addition to the training identified above, all ARNG SARCs, SAPR VAs, and JFHQ-State VACs must complete the 80-hour SHARP course as a part of their certification process. In FY13, this training was conducted by Army contracted mobile training teams; 40-hours of the training focused on SH and 40-hours on SAPR. In turn, JFHQ-State SARCs and SAPR VAs support annual unit and leader refresher training requirements. The 80-hour course also supports SAPR/SHARP training in Army Professional Military Education (PME), Pre-Command, and Senior Enlisted training and courses.

The ANG utilizes the Headquarters Air Force (HAF) standardized annual SAPR training for all Airmen. The new Senior Leader course was piloted in February 2013, and the new SARC course will be piloted in November. Other AF SAPR-related training includes annual refresher, pre-deployment, PME specific, post-deployment, military recruiter, and first responder training.

**1.4 Describe your progress in implementing the findings and recommendations from the SAPR Initial Military Training reviews. Include your efforts to enhance accession training by including SAPR policies and implementation of SAPR training within 14 days of entrance to active duty.**

IAW NG SAPR program policy guidance, new recruits receive initial SAPR training while in the Recruit Sustainment Programs or Student Flight Programs. Additional SAPR training requirements upon entry onto active duty to complete accession training are accomplished by the respective Service.

**1.5 Identify specific SAPR monitoring, measures, and education that impart individual skills associated with bystander intervention and appropriate risk reduction that does not blame victims.**

The NG 40-hour initial SARC/SAPR VA training course specifically addresses bystander intervention and emphatically stresses the commander's responsibility to reduce the risk for opportunities by the subject to commit sexual assault through assessment of command climate and safety concerns. The curriculum provides SARC/SAPR VA with tools and skills to empower victims in the recovery process and move away from self-blame. Additionally, as part of annual SHARP training, the ARNG incorporates individual and unit level training that focuses on individual bystander intervention techniques and reducing stigma that may interfere with victims reporting sexual harassment and sexual assault.

In order to raise awareness, the ANG incorporated subject matter expert videos into

training that described “victim blaming.” The Wing SARCs also collaborated with local treatment centers to educate on the “rule of three” message of “if you see something/say something/do something” in regards to bystander intervention, and encouraged training attendees to complete class evaluations. The ANG’s Training and Awareness campaigns reinforced a Wingman’s responsibility in high risk situations, provided intervention options, and furnished techniques for assessing inappropriate behavior.

**1.6 Describe your efforts to establish policies that create and sustain safe environments free of sexual assault. Include policies and practices that address alcohol consumption and barracks/dormitories visitation.**

TAGs are responsible for the policies governing the NG members within their state. These policies include, but are not limited to, the following areas that have relevance in creating and sustaining a safe environment free from sexual assault: Drug and Alcohol Abuse Policy; Alcohol Consumption; Equal Opportunity; Prevention of Sexual Harassment; and, Prevention of Workplace Violence. Many TAGs have incorporated special messages regarding their SH and SA policies on state NG websites to ensure that all NG members and employees understand that sexual harassment and sexual assault are not condoned or tolerated. Commanders are responsible for establishing policies relating to the conduct of their unit members during Unit Training Assemblies (UTAs), and Annual Training (AT).

Since the ARNG or ANG do not have NG members residing in billets or dormitories on a routine basis, policies only exist for those special circumstances during AT or UTAs. At NG training facilities, such as the Professional Education Center (PEC), ANG Training and Education Center (TEC), and, Regional Training Institutes (RTIs), policies exist that address the expected conduct of NG members while at a training facility. Some of these policies include requirements for doors to be kept open when visitors are present, and not permitting guests to spend the night.

During the ARNG SHARP Program Stand Down messaging in FY13, the DARNG reinforced SHARP implementation guidance, focusing on behaviors such as limiting the use of alcohol, confronting inappropriate behavior, and other activities geared toward helping create and sustain a safe environment.

The ANG also utilized SAPR videos, training, and community resources during the ANG SAPR Stand Down trainings to impart techniques on creating and sustaining a safe environment, such as minimizing alcohol consumption.

**1.7 Describe progress, assessment, efforts, and/or approved plans for requiring commanders to conduct an organizational climate assessment within 120 days of assuming command and annually thereafter. Include policy for providing results to the next level in the chain of command.**

The ARNG will implement and support commander/unit climate assessments IAW the SecDef 6 May 2013 SAPR memo and AR 600-20, “Army Command Policy” (20 Sep 12).

Upon receiving new HAF guidance based on the following proposed guidance pursuant to FY13 NDAA, the ANG will implement as directed:

- Ensure commanders of each military command and commanders of subordinate units of 50 or more persons conduct a climate assessment within 120 days after assumption of command, and annually thereafter while retaining command. Organizations or units of less than 50 Service members shall be surveyed with a larger unit in the command to ensure anonymity and to provide the opportunity for all military personnel to participate in the climate assessment process
- Ensure climate assessments provide an opportunity for Service members to express their opinions regarding the manner and the extent to which their leaders, including commanders, respond to reports of sexual assault and complaints of sexual harassment
- Provide the results and analysis of annual climate surveys to the commander requesting the survey, and to the commander at the next level in the chain of command as soon as possible, but no later than 30 days after receiving the survey results
- The Equal Opportunity (EO) Office will continue to partner with the JFHQ-State SARC to brief the commander on the results of the climate assessment. SAPR survey data will remain with the JFHQ-State SARC, and be briefed by the JFHQ-State SARC, while EO survey results will be briefed by the EO Practitioner

**1.8 Describe collaboration efforts concerning prevention with external experts, federal partners (e.g. NATO), advocacy organizations, and educational institutions, to include prevention subject matter experts. Describe results and/or implementations of lessons learned from collaboration efforts.**

With its members being part of the civilian workforce, the NG is in a unique position to reach out and collaborate with subject matter experts (SMEs) from a host of organizations, agencies and institutions as a result of its community based structure, These relationships have been of benefit to the NG SAPR program and serves to improve the number and quality of services to our NG communities. Due to a lack of first-hand knowledge of the NG SAPR program, the positive relationships developed through open communication between military and civilian resource providers helped dispel many misconceptions. This improved understanding of the NG SAPR program has elevated the level of interest, and the desire of these organizations, agencies, and institutions to engage in a partnership.

The JFHQ and Wing SAPR programs have established partnerships with many local and regional Rape Crisis Centers, Departments of Veteran Affairs, Police Departments, Domestic Violence Centers, Academic Institutions, Department of Homeland Security Anti-Trafficking programs, Law Enforcement, and Child Advocacy Victim Advocates. A specific example in Kentucky (KY) was the establishment of a 40-hour training course, recognized by NOVA, through a collaborative effort between the JFHQ-State SAPR office and the KY Victim's Assistance Academy Steering Committee and Western Kentucky University. The first course was conducted in May 2013 for victim advocates

from across the state at no cost to the attendees. All expenses for each attendee were paid by a scholarship made available through a grant. Successful completion of this course can be used toward certification through the National Advocate Credentialing Program (NACP). One of the strongest partnerships built in KY is with the Kentucky Association of Sexual Assault Programs (KASAP), which consists of 13 different agencies. This partnership opened the door to services available at all 13 Regional Rape Crisis Centers throughout the state. During Sexual Assault Awareness Month (SAAM), the KY JFHQ-State SAPR office provided a guest speaker for a KASAP sponsored awareness effort. This event has led to numerous requests from civilian organizations and agencies for training at various venues and locations. Increasing awareness and understanding of the NG program has provided greater opportunity for NG members to obtain the training, support and services needed for those who assist victims, as well as the sexual assault victims themselves. The state SAPR programs also invited renowned SAPR SMEs, such as representatives of "Men Can Stop Rape (MCSR)", to awareness events and to conduct training. Numerous state SAPR teams participated in webinars and lent support to training events with local sexual assault treatment centers, and state organizations against sexual assault.

These partnerships are not limited to the state level. At the NGB level, there was a consolidated effort to engage participation by National SMEs to make presentations at the FY13 GSLC. Prominent SMEs have made significant contributions to military SAPR programs, including Dr. Gail Stern, Anne Munch, and Russell Strand.

**1.9 Describe your efforts to establish and implement policies that prevent individuals convicted of a Federal or State offense of rape, sexual abuse, sexual assault, incest, or other sexual offenses, from being provided a waiver for commissioning or enlistment in the Armed Forces.**

Army Directive 2013-21 (*Initiating Separation Proceedings and Prohibiting Overseas Assignment for Soldiers Convicted of Sex Offenses*) was released in November 2013. The ARNG is developing its own policy to ensure that individuals with a substantiated conviction of sexual assault are not provided a waiver for commissioning or enlistment in the ARNG.

Per ARNG Accession Options Criteria (AOC) – FY13/14, First Edition, 22 Apr 13, if an ARNG applicant has been charged with any type of sex crime, regardless of its final disposition, their application requires a suitability review by the ARNG National Security Manager. IAW AR 601-210 paragraph 4-22v, if that disposition is determined to be of an adverse nature, the individual is not permitted to enlist. Additionally, all misconduct waivers of a sexual nature are covered under the suspension policy, Strength Management Office Memorandum (SMOM) 12-080. This SMOM states: "In July 2009, the Office of the Under Secretary of Defense (OUSD) issued guidance prohibiting the enlistment or commissioning of individuals with felony convictions for sexual assault. In an effort to reinforce and ensure compliance to this policy, enlistment or commissioning of any individual with a conviction or adverse adjudication for a felony or misdemeanor sexual offense is prohibited and no waivers are authorized."

The ARNG has established an Adverse Action Cell within the G1-Human Resources

Personnel (HRP) Division that has the responsibility to screen for derogatory information for full-time and collateral duty SARC/SAPR VAs, and Recruiting & Retention personnel.

ANG Recruiters follow AFI 36-2002 and ANGI 36-2002, which specifically prohibit individuals convicted of a federal or state offense of rape, sexual abuse, sexual assault, incest, or other sexual offenses, from being provided a waiver for commissioning or enlistment in the Air Force or the Air National Guard. ANG recruiters adhere to this policy and will not process the enlistment for potential recruits who are disqualified due to these offenses.

**1.10 Describe your plans for FY14 that pertain to delivering consistent and effective prevention methods and programs, including how these efforts will help your Service plan, resource, and make progress in your SAPR program.**

The ARNG will continue to support and resource unit level SHARP Annual Refresher Training and to send Soldiers to the 80-Hour SHARP course to become trained SARC/SAPR VAs in FY14. In doing so, the ARNG will increase the number of SAPR VAs within each of the states to support prevention, and provide advocacy services to Soldiers and victims of sexual assault. Through command led refresher training, and growing the number of trained collateral duty SARC/SAPR VAs, the ARNG will maximize unit level prevention.

Designed to ensure consistent, effective prevention methods and programs are delivered to all ANG Service members, the following efforts will be executed in FY14:

- Implement suggestions from evaluations and display specific data through social media
- Incorporate more training from local SAPR resource providers
- Establish sexual violence prevention training and awareness programs to educate Service members, civilian employees, and family members
- Provide sensitive and comprehensive advocacy to restore victims' health and well-being
- Ensure leaders understand their roles and responsibilities regarding response to sexual violence, and take appropriate administrative and disciplinary action as determined by investigative outcome and SJA recommendations

**2. LOE 2—Investigation—The objective of investigation is to “achieve high competence in the investigation of sexual assault.”**

**2.1 Summarize your Service or Component’s efforts to achieve the Investigation Endstate: “investigative resources yield timely and accurate results.”**

The NG faced unique challenges to ensure the availability of investigative resources for sexual assault reports involving NG members in T32 status. Military Criminal Investigative Organizations (MCIO) do not have jurisdiction to investigate T32 sexual assault crimes when the Uniform Code of Military Justice (UCMJ) is not applicable. Civilian law enforcement, under whose jurisdiction the offense falls, may decline to investigate if criminality is not clear or supported by the civilian criminal codes, or if

significant time has passed since the sexual assault was committed. IAW JCS and DoD guidance, sexual assault investigations must be conducted by trained investigators. However, for many NG localities, specialized sexual assault investigators are not available or do not exist within the NG. To counter this insufficiency, CNGB directed NGB-JA to stand up the NGB-JA/OCI to assist TAGs in investigating sexual assaults.

The NGB-JA/OCI is a NGB centrally managed cadre of Military Police Investigator School trained investigators, whose specialized training includes investigation of reports of sexual assault. Although located in the National Capital Region (NCR), this resource is available to respond nationally. In the event a sexual assault is reported and MCIO or civilian law enforcement elects not to investigate, at TAG request, the NGB-JA/OCI can provide fully funded investigative capability to perform investigations. This process is discussed with the State Staff Judge Advocate (SJA) to determine whether a sufficient NG nexus exists to initiate the investigation or whether the matter should be addressed through the Inspector General (IG), Military (EO) or EEO channels. If a NG nexus is determined, investigators are assigned to conduct the investigation. Following the investigation, a memorandum, executive summary, and investigative file are prepared and reviewed by the Chief of NGB-JA/OCI. If approved, the file is forwarded to the State SJA, who then provides a recommendation to TAG using the information from the investigation memorandum and file. The first two teams were sent out in August 2012 with an average of 60 – 70 days needed to complete the investigations. Based on lessons learned, NGB-JA/OCI has developed a number of initiatives to ensure investigations are conducted in the highest standard, and as expeditiously as possible. In FY13, 82 NG members were specially trained to conduct investigations of sexual assault reports; the NGB will continue to provide resources to support additional training.

**2.2 Describe your Service or Component’s implementation plan for the establishment of a Special Victim Capability (SVC), comprised of specially trained investigators, judge advocates, administrative paralegal support, and victim-witness assistance personnel.**

CNGB has directed the Chief Counsel, NGB to establish a joint-service Special Victim Counsel (SVC) Program to provide legal representation to sexual assault victims who at the time of the incident were in a non-federalized duty status. For the initial phase of program implementation, specially-trained SVCs will be strategically positioned in geographical regions. As program implementation continues, the client-demand will drive the addition of trained SVCs.

**2.3 Describe your efforts to enhance training and/or plans for enhanced training for investigators of sexual violence. Include your measures of effectiveness or means by which you are measuring enhancements.**

In August of 2012, NGB established the NGB-JA/OCI to provide investigative resources to the states for reports of sexual assault occurring in a non-federal status. As of 6 Nov 13, NGB-JA/OCI has 82 NG members trained to conduct investigations. All NGB-JA/OCI investigators completed the Special Victims Unit Course (SVUC) at the U.S. Army Military Police school at Fort Leonard Wood, MO. This is the same course U.S.

Army and Marine Criminal Investigative Division (CID) agents, Navy Criminal Investigative Services (NCIS) agents, and Coast Guard Investigative Services (CGIS) agents attend. In August 2013, NGB-JA/OCI conducted refresher training for its investigators at the ARNG Readiness Center in Arlington, VA and the Pentagon.

- 48 of the states have at least one trained investigator through the OCI initiative
- To date, 24 investigations were conducted; 18 are complete, and 6 are on-going, including 5 pending investigations
- NGB-JA/OCI provided assistance on 46 occasions to TAGs, Judge Advocate Generals (JAGs), and SARCs: included investigative analysis, coordination with civilian prosecutors and law enforcement, and education on NGB-JA/OCI processes

**2.4 Describe your Service's efforts to participate in Defense Enterprise Working Group of Military Criminal Investigation Organizations and Defense Criminal Investigative Services to assess and validate joint investigative technology, best practices, and resource efficiencies benchmarked against external law enforcement agencies.**

NGB-JA/OCI is not an MCIO, as the investigations it conducts are not criminal investigations. In a non-federal status, DoD has no criminal jurisdiction over members of the various state militias. All criminal jurisdictions reside with the states, typically with civilian law enforcement. At the request of TAG, NGB-JA/OCI conducts administrative investigations and provides information to address reports of sexual assault occurring in a non-federal status when civilian law enforcement declined or did not fully investigate the case. NGB-JA/OCI has a close relationship with the instructors at the U.S. Army SVU course which permits them to remain informed on best practices and new investigative techniques. NGB-JA/OCI sends a representative to each SVU course conducted at Fort Leonard Wood, MO to facilitate role-playing exercises. The Ft. Leonard Wood/Army SVU Co-Course Director provided instruction at the NGB-JA/OCI refresher training in August 2013.

**2.5 Describe your Military Criminal Investigative Organization's (MCIO) progress on establishment of a Working Group to review initial baseline, periodic refresher, and advanced sexual assault investigation training in order to establish common criteria, measures of effectiveness, and leverage training resources and expertise. If already in progress or completed, briefly describe recommendations, results, and ongoing efforts.**

N/A

**2.6 Describe and provide documentation of your Service or Component's implementation of policy for retention of sexual assault documentation (e.g. DD Forms 2910 and 2911). Documentation should be included as an appendix.**

The NG fully complies with the DoD retention of sexual assault documentation policy as specified IAW DoD Instruction 6495.02. "*Sexual Assault Prevention and Response (SAPR) Program Procedures*," dated March 28, 2013. Full implementing instructions for the retention of sexual assault documentation are defined in the CNGB Instruction,



“*Sexual Assault Prevention and Response Procedures*,” currently under development and scheduled for release in calendar year 2014. In the interim, newly designated SARCs, JFHQ-State VACs, and SAPR VAs receive instruction on the document retention policy and the requirement to maintain records of sexual assault victims (DD Form 2910 and DD Form 2911) for both restricted and unrestricted reporting options during their initial NG SAPR 40-hour course.

**2.7 Describe your efforts to review and implement policies and procedures that ensure all Unrestricted Reports of sexual assault (and attempts) against adults will be immediately reported to the MCIO, regardless of the severity of the allegation.**

As discussed in paragraph 2.1, sexual assaults that occur while NG members are in a T32 status do not fall under the jurisdiction of MCIO. The responsibility for notifying civilian law enforcement in the event of a sexual assault on a member of the NG in a T32 status resides with the SARC/Commander, depending on who receives the initial report, and the desires of the victim. In the event law enforcement decline to investigate, TAGs have the option to request an investigation through the NGB-JA/OCI. This Office provides a centrally managed cadre of investigators specially trained to investigate sexual assault reports. They are distributed across the states and are available to TAGs for investigations of reports of sexual assault. This information is reinforced in the SAPR initial training and further defined in the CNGBI, “*Sexual Assault Prevention and Response Program Procedures*,” currently under development.

**2.8 Describe efforts, policies, and/or programmatic changes undertaken to improve Service member confidence and/or victim participation in the investigative and military justice process, as well as how you are addressing the number of victims declining to participate. Include rate of conversion from Restricted to Unrestricted reporting.**

NGB continues to develop policies and programs in support of the victims of sexual assault to ensure their safety and well-being. With that as the primary program objective, NGB expects increased confidence and victim participation in the investigative and civilian justice process when that authority takes priority. FY12 publication of the CNGBI Instruction (CNGBI) 1303.01, “*Expedited Transfer of Military Service Members Who File Unrestricted Reports of Sexual Assault*” (6 Aug 12), establishes policy which permits a NG member to request an expedited transfer, and therefore increases options and raises victim confidence in the system. The creation of the NGB-JA/OCI provides the victim with assurance that every effort will be taken to hold subjects accountable within T32 authority. Currently under development is the Special Victim’s Counsel program, which is expected to increase the level of trust and confidence in the NG’s efforts to ensure the victims of sexual assault are treated with dignity and provided proper care and support.

Through various training and outreach programs, both the ANG and ARNG continue to encourage victims of sexual assault to support investigations, which will enhance the ability to hold subjects appropriately accountability. Specific events sponsored included, but are not limited to commander’s calls, SAPR annual training, and additional training

on the value and purpose of the SAPR program--stressing confidentiality.

To emphasize the importance of victim participation in the investigative process, the ANG held a panel consisting of flight, squadron, and group commanders in a group discussion to help break down communication challenges and reporting barriers.

On 11 Apr 13, the CNGB sent an "Open Letter to The Adjutants General and the Commanding General of the District of Columbia," (hereinafter referred to as the "Open Letter") stressing the need to engage their governors of the several states on exploring all state legal avenues to hold sexual assault subjects accountable for committing military sexual assault. This letter was circulated and published across the NG with the intent of increasing victim confidence to participate in available investigative and legal processes. The letter included information about the new resource for investigations from the NGB-JA/OCI.

The rate of conversion from Restricted to Unrestricted reporting for FY13 was 7%.

## **2.9 Describe your plans for FY14 that pertain to the achievement of high competence in the investigation of sexual assault.**

To provide its investigative teams with experienced Lead Investigators, NGB-JA/OCI currently has two investigators on long-term and one on short-term Active Duty Operational Support (ADOS) orders, with plans to bring two additional investigators on long-term orders. NGB-JA/OCI has a close relationship with the instructors at the U.S. Army SVUI course which allows them to remain informed on best practices and new investigative techniques. NGB-JA/OCI sends a representative to each SVU course conducted at Fort Leonard Wood, MO to facilitate role-playing exercises. NGB-JA/OCI will utilize best practice updates, and the most current and available SMEs from the field to conduct refresher training for its investigators in the Summer of 2014.

## **3. LOE 3—Accountability—The objective of accountability is to “achieve high competence in holding offenders appropriately accountable.”**

### **3.1 Summarize your Service or Component’s efforts to achieve the Accountability Endstate: “perpetrators are held appropriately accountable.”**

The NG is committed to eliminating sexual assault incidents and to holding subjects appropriately accountable. To achieve this endstate, the NG acknowledges that several lines of effort must work in concert. To ensure all NG members understand and recognize what behaviors constitute sexual assault, and raise awareness of sexual assault misconducts, the NG introduced various training methods, such as video training, small group discussion through social and print media. To assist commanders with the tools to create a climate where the victim feels confident and safe enough to report the sexual assault, the NG developed training tailored for NG leadership. This training included on-going education on victim behavior and the current status of sexual assault cases/disposition in the command unit, and increased coordination among leadership and individuals equipped with the special victims capabilities.

To measure the effectiveness of the training and education process, the NG fully

supported all DoD and Service requirements on the use of DEOCS to evaluate a command's climate. The oversight and review of the command climate surveys reinforces the responsibility of the commander to establish and maintain a professional, respectful and trust-promoting environment. Success in this process encourages more sexual assault victims to come forward and elect the unrestricted reporting process, which leads to the investigation of the incident and subsequent accountability of the subject. As a result of education and training, commanders are now aware that unrestricted reports must be referred to civilian law enforcement for investigation. If the civilian law enforcement declined to investigate, TAG may request an investigation be conducted by NGB-JA/OCI. This NGB resource helps ensure sexual assaults are investigated by specially trained personnel who are selected and assigned by the NGB-JA at no cost to the state.

The final element required to achieve this objective is the determination by TAGs, commanders, and supervisors at all levels, to exhaust all available avenues to investigate sexual assaults. To emphasize the importance of this position, on 11 Apr 13, CNGB sent his "Open Letter," encouraging TAGs to utilize available resources provided by civilian law enforcement or the NGB-JA/OCI to investigate their sexual assault cases. The letter reiterated the importance of a properly-conducted investigation by specially-trained investigators, such as those provided by the NGB-JA/OCI, for investigating sexual assault crimes and its subsequent, positive effect on preventing sexual assaults.

**3.2 Describe your efforts to enhance training and/or plans for enhanced SAPR training for attorneys and military judges. Include your efforts to monitor training requirements to ensure the optimal number receive enhanced SAPR training and your measures of effectiveness.**

To meet SAPR training requirements, NG JAs received training from their respective Services. Additionally, NGB-JA will coordinate efforts with the NG SAPR Office, and the Services to provide specific, NGB-JA SAPR training. Monitoring of training requirements will be completed at the JFHQ JA offices. NGB-JA will measure the effectiveness of the training through feedback from the sexual assault victim via the JFHQ-State SARC and State NG leadership on the adequacy of legal access and support during the disposition of the sexual assault case.

**3.3 Describe your Service's efforts to conduct an assessment of DoD Pilot Program for Special Victims Counsel. If an assessment has been completed, explain findings and recommendations.**

The NG assessed the AC SVC programs and found that it's training, scope of presentation, and eligibility for receiving services do not sufficiently address the unique needs of NG members. Recognizing victims of sexual assault in the NG should receive the same level of representation provided by the AC, CNGB directed the NGB-JA to establish a SVC Program to provide comparable services to NG members.

**3.4 Describe your efforts to expand the availability, sequencing, and scope of commander's legal courses. Include your measures of effectiveness.**

N/A

**3.5 Describe your efforts to assess the effectiveness of the policy to elevate initial disposition authority to a Special Court Martial Convening Authority in the grade of O-6 or higher. Provide documentation in the appendix. If assessment complete, briefly describe results and recommendations.**

N/A

**3.6 Describe any treatment or rehabilitation programs implemented by your Service or Component for those members who have been convicted of a sexual assault. Include any pertinent referrals such as drug and alcohol counseling, or other types of counseling or intervention.**

N/A

**3.7 List updates or efforts to update policies requiring the processing for administrative separation of any member convicted of a sexual assault. Include documentation in the appendix.**

The ARNG and ANG comply with Army and Air Force policies and procedures for processing the administrative separation of any member convicted of a sexual assault.

**3.8 Describe your plans for FY14 that pertain to the achievement of high competence in holding offenders appropriately accountable.**

As expressed in paragraph 3.1, CNGB encouraged TAGs to engage with the governors of the several states on the issue of prosecuting sexual assault subjects pursuant to state laws. As a measure to increase the options for investigation of sexual assaults, and to hold subjects appropriately accountable, the use of NGB-JA/OCI is strongly encouraged. TAGs are also asked to have their state SJAs review their state military code for potential gaps in the ability to hold sexual assault subjects appropriately accountable under state statutes.

**4. LOE 4—Advocacy/Victim Assistance--The objective of advocacy/victim assistance is to “deliver consistent and effective victim support, response, and reporting options.”**

**4.1 Summarize your Service or Component’s efforts to achieve the Advocacy/Victim Assistance Endstate: “DoD provides high quality services and support to instill confidence and trust, strengthen resilience, and inspire victims to report.”**

Victims gain confidence and trust in their SAPR VAs and the SAPR program when the NG is able to successfully deliver high quality assistance. Through community partnerships and collaborations, the NG is able to deliver diverse and consistent SAPR support. This support enables victims to heal, become more resilient, and find strength to participate in investigative, administrative, and judicial processes that makes it possible for leadership to hold subjects appropriately accountable.

Strong community ties provide NG SAPR VAs with tremendous resources to meet the goal of providing the best services possible for supporting our citizen Soldiers and

Airmen. NG members live in every zip code of the United States and the SAPR program personnel collaborate and network with civilian resources within their own communities to ensure all avenues are available to members whether the member is sexually assaulted while in civilian or military status. Collaboration by the KY JFHQ-State SAPR program with the KASAP is an example of this type of partnership. This program consists of 13 Regional Rape Crisis Centers that provide training and briefings to increase awareness of services available and counseling services to all sexual assault victims in KY at no cost. By partnering with the KY Division of Behavioral Health (DBH), the KY JFHQ-State SAPR program enables NG sexual assault victims' timely access to counselors and service providers at a location most convenient to the victims. Conversely, victims may access DBH educational and awareness materials via the KY JFHQ-State SAPR program. There are a variety of offices and agencies within each state to assist the JFHQ-State SAPR staff in utilizing a multi-disciplinary approach to providing improved services to victims of sexual assault.

Illinois (IL) NG JFHQ-State SARC participated in six sessions of Military Sexual Trauma (MST) 101 workshops for Behavioral Health Providers (BHPs). These workshops were organized by the ILNG DPH. At least one workshop was hosted through a partnership between the Dominican University Graduate School of Social Work and Lake-McHenry Veterans and Family Services. Other presenters at these workshops included the Department of Veterans Affairs (VA) Behavioral Health staff, ILNG military chaplain, and community agencies serving Veterans. Following the briefings, the workshops culminated with a showing of "The Invisible War," the Academy Award nominated documentary on MST, and an ensuing discussion. These workshops demonstrated how the relationship between Military SAPR and civilian agencies can be a source of advocacy and support for victims.

Equally important is the oversight of services and support offered to the victims of sexual assault. The SAPR Advisory Council (SAPRAC), Case Management Groups (CMGs), DoD audit of case activities as reported by SARCs, and NGB Staff Assistance Visits (SAVs) are avenues to oversee the services offered to victims of sexual assault, and to provide additional support to the SARCs.

The SAPRAC is a NGB chartered organization under the authority of CNGB and delegated to the J1 for execution. The purpose of the council is to advise and assist NG SAPR, NGB, ARNG, and ANG in the execution of its NG SAPR mission. The SAPRAC provides recommendations to the leadership of the NG for promoting a cultural change leading to an environment free of sexual assault by focusing on a dynamic, victim-centered process for facilitating information flow through the NG. The National SAPRAC is composed of permanent members (NG SAPR Chief, ARNG SAPR/SHARP PM, ANG SAPR PM, and NG J1, ARNG G1 and ANG A1), and JFHQ-State SARCs elected to represent seven regional areas based on the Human Resources Advisory Council (HRAC) regions. These representatives serve as a channel of communication among the SAPR stakeholders to identify problems and issues, gather information, develop solutions and help resolve issues at the lowest level; convey unresolved issues and information affecting the joint functions of the NG; and, review information /issues

from SAPR councils, committees, working groups and SMEs to verify functions, resources, and compliances with all regulatory guidance. The National SAPRAC meets on a monthly basis via teleconferencing. Two additional meetings are held in person or by Defense Connect Online (DCO).

Through extensive training, the NG is heavily invested in producing high quality SAPR services, and is set to provide its NG members with well-equipped SAPR personnel. The ARNG requires each JFHQ-State SARC, JFHQ-State VAC, and SAPR VA to complete the Army 80-hour SHARP course, and the NG 40-Hour SAPR course as their initial training, followed by the required annual refresher training. All collateral duty SARC/SAPR VAs must complete the Army 80-hour SHARP course, and a 24-hour annual refresher training. Additionally, each SARC and SAPR VA is required to obtain NOVA/D-SAACP certification, and be fully screened for suitability standards prior to assuming their duty position. During annual refresher training, the importance of confidential reporting of sexual assaults is again emphasized to commanders and unit SAPR personnel to ensure such training practicum becomes second nature for the SAPR personnel in providing services to victims of sexual assault.

The ANG also offers extensive training for Wing SARCs, and SAPR VAs to best assist and support the victim from the time the initial report of sexual assault is made throughout all phases of the healing process. Wing SARCs and SAPR VAs also assist the victim in obtaining referrals from the Medical Group and Director of Psychological Health (DPH) for supportive services.

IAW D-SAACP certification requirements, all SARCs and SAPR VAs must show proof of 32 hours of Continuing Education (CE) training for certification renewal every two years. The ARNG and ANG will adhere to the policies and procedures regarding this training as specified by their Service. In the interim, NG SAPR has encouraged its SARCs and SAPR VAs to adhere to the D-SAACP Continuing Education training guidelines to ensure they maintain their credentials and employability.

In summation, collaboration and partnership with community organizations, investment in training SAPR personnel, and overseeing and sustaining their efforts in providing high quality of services will instill confidence and trust, strengthen resilience, and inspire victims to report.

**4.2 List the total number of full-time SARC/SAPR VAs serving at brigade or equivalent level. If not at 100%, describe your efforts to achieve 100% fill.**

Each state has one FT JFHQ-State SARC and one SAPR VA. To date, 46 states have hired a FT JFHQ-State VAC.

The ANG currently has 92 primary Wing SARCs and an additional 92 alternates for a total of 184 SARCs. The primary Wing SARCs fill their SARC duty as one of eight assigned responsibilities in their position description as the WESO. Each wing has a minimum of two SAPR VAs. The ANG currently has 434 SAPR VAs.

**4.3 List the total number SARCs and SAPR VAs certified in FY13. If not at 100%, describe your efforts to achieve 100% certified.**

The ARNG achieved 100% NOVA/D-SAACP certification for the FT SARC/SAPR VAs. Additionally, the ARNG successfully certified 1,878 collateral duty SARCs and SAPR VAs in FY13. The ANG also reached 100% NOVA/D-SAACP certification in FY13 with a total of 184 ANG SARCs and 434 ANG SAPR VAs certified.

NGB FY13 Initial 40-hour and refresher trainings included:

- SARCs = 77 initial and 115 refresher
- JFHQ-State VACs = 9 initial
- SAPR VAs = 37 initial

NGB FY13 Sexual Assault Advocate Certification Program

- SARCs = 316
- SAPR VAs = 2,312

**4.4 Describe your efforts to develop victim continuity of care protocol in collaboration with the Department of Veterans Affairs and external Veterans Service Organizations.**

The NG does not currently have a specific protocol for executing continuity of care for the sexual assault victim with the VA and/or external Veterans Service Organizations (VSOs).

However, as a best practice, NG SAPR encourages each of the states to utilize the Army and Air Force Wounded Warrior programs and to establish relationships and Memorandums of Agreement (MOA) or Memorandums of Understanding (MOU) with organizations and agencies to ensure the sexual assault victim is given proper care. Many NG SAPR personnel have developed relationships with local community organizations that support victim advocacy and continuity of care to include VA, Veteran Centers, and other organizations that support veterans.

Another strong relationship built by many NG SAPR personnel is with the NG Transition Assistance Advisor (TAA), who serves as a point of contact in each of the states to offer direction and guidance to veterans in accessing their benefits. The TAA builds strong partnerships and coalitions with organizations such as the DoD (TRICARE), Department of Labor (DOL-VETS), VA, state Departments of VA, and VSOs, as well as with organizations within the NG State JFHQ: Family Program Office, chaplains, licensed social workers, and Employer Support of the Guard and Reserve (ESGR).

**4.5 Describe your efforts to improve the portability and availability of victim services in deployed environments, ensuring continuity of victim care. Include a description of the steps taken during that year to ensure that trained personnel, appropriate supplies, and transportation resources are accessible to deployed units in order to provide an appropriate and timely response in any case of reported sexual assault in a deployed unit, location, or environment.**

Upon deployment in a T10 status, NG members fall under the purview of their Service,

which is responsible for the efforts identified above.

**4.6 Describe revised policies and/or procedures developed that allow Reserve Component Service members 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. Include documentation in the appendix.**

The AC is developing policies and procedures to allow RC Service members 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.

At the victims request, the ARNG and ANG coordinate with their respective Service, and follow the policies and procedures as specified to ensure NG members who are victims of sexual assault while on active duty are afforded the opportunity to remain on active duty orders to receive the appropriate treatment and support.

**4.7 Describe your efforts to enhance sexual assault training for health care providers. Include requirements that ensure training conforms to "A National Protocol for Sexual Assault Medical Forensic Examinations, Adults/Adolescents"; how to handle a Restricted Report; and how to conduct the SAFE exam.**

In July 2013, the NG-J1 conducted the Annual First Responder training for military, civilian, and contractor mental health and medical professionals. A total of 234 personnel attended the training. A breakdown of the personnel who attended include five Medical Administrators; 37 Case Managers; 29 RN Case Managers; 67 DPH; 14 Deputy State Surgeons; six Medical Personnel; and, 76 in unspecified positions. This training provided an overview on the SAPR program and included information on the following topics: reporting options, regulations, process and structure in the NG, working with SARCs and SAPR VAs, and resources available. There was also a discussion on states with a mandatory reporting requirement for sexual assault incidents. The exact requirements of who has a duty to report and the specific statutes that require reporting are determined by each state.

Since the NG does not possess Medical Treatment Facilities (MTFs) that conduct the SAFE, the Annual First Responder training does not include training on how to conduct this examination. Instead, through advance coordination and MOU or MOA, the NG partners with civilian medical facilities meeting the specific training and SAFE capabilities to conduct the SAFE for NG members who were victims of a sexual assault.

**4.8 Describe sexual assault related health care initiatives undertaken by your Service in FY13. Include mental health treatment programs and follow-up procedures that are gender-responsive, culturally competent, and recovery-oriented.**

In concert with the DPH located in each of the states, the JFHQ-State SARC, JFHQ-State VAC and SAPR VAs aggressively pursue relationships with outside agencies and organizations that can help establish a continuum of care for the NG sexual assault victim from the initial health care response through the recovery period. These organizations and agencies are vetted to ensure each one is professional, gender-



responsive, culturally competent, recovery oriented, and considered one of the best resources available to assist the NG sexual assault victim in their recovery. Although each state will have its own unique organizations and agencies available, they will also have many in common, such as the VA, Veteran Centers, state and territory coalitions against sexual assault, and crisis centers.

As stated previously, the NG is in a unique position to reach out to both military and civilian organizations/agencies alike due to its constitutionally based structure. Although each of the states has established relationships to aid the NG sexual assault victim, select states are identified below to illustrate some of the specific partnerships developed. The state of Illinois is a prime example to demonstrate the collaborative partnerships established between the NG and various organizations/agencies geared toward assisting the sexual assault victim in the recovery process. These include, but are not limited to, the following:

- Michael Reese Health Trust
- Health & Disability Advocates (HDA)
- Illinois Coalition Against Sexual Assault and its subsidiaries
- Transitional Living Services (TLS) Veterans
- Lindenwood University (Belleville), Education and Counseling Division
- The Chicago School of Professional Psychology
- Illinois Family Violence Coordinating Council
- St Louis Veterans Affairs Medical Center (VAMC) (Suicide Prevention Coordinator, OIF/OEF Coordinator, MST Coordinator)
- Hines VAMC (Suicide Prevention Coordinator, Operation Iraqi Freedom(OIF)/Operation Enduring Freedom (OEF) Coordinator)
- Marion VAMC (Suicide Prevention Coordinator, OIF/OEF Coordinator, MST Coordinator)
- Captain James A. Lowell FHCC (Suicide Prevention Coordinator, MST Coordinator)
- E. St. Louis, Springfield, Chicago, and Peoria Vet centers
- United States Army, Air Force, and Marine Corps
- NGB Psychological Health Program
- Illinois Connections for Families of the Fallen (ICFF)
- Braveheart Therapeutic Riding Center Lake and McHenry Veterans and Family Services
- McHenry County Mental Health Board
- National Able in Chicago
- Children Home + Aid in Granite City
- Chestnut Health Systems in Granite City

In Wisconsin (WI), in addition to partnering with sexual assault coalitions, the JFHQ-State VAC made a special effort to focus on partnerships that offer sexual assault victims access to special “therapists” of the four legged persuasion. The WI JFHQ-State SAPR office developed a relationship with the Veteran’s Equine Therapy Service,

who offers veterans with Post Traumatic Stress Disorder (PTSD) and MST, a link to equine therapy at no cost to the individual. Custom Canines Service Dog Academy also stepped forward in a big way by placing Falcon, a 2 year-old black lab, trained as a PTSD service dog with the JFHQ-State VAC for its potential use within the outreach and education program upon approval of TAG.

The Montana (MT) JFHQ-State SARC recently began working with the VA MT Healthcare System by attending a monthly meeting of the MST Task Force. One of the initiatives discussed at a recent monthly MST Task Force meeting is to conduct mini-summits in collaboration with the NG's Reintegration Program Outreach. A primary goal for these partnering efforts is to provide veterans who experienced MST with greater access to the VA MST and mental health services available and empowering them to develop techniques and relationships which will aid in their recovery. The MT JFHQ-State SARC also joined the Helena Domestic Violence/Sexual Assault Working Group that meets on a monthly basis.

The Delaware (DE) JFHQ-State SAPR program office collaborates with NG units, local state crisis centers and Dover Air Force Base on initial victim advocate training. They also partner with the Sexual Assault Network of DE council, a group of multi-disciplinary professionals which includes law enforcement, medical professionals, educators, leaders, sexual assault specialists, domestic violence specialists, mental health professionals, and sexual assault survivors from local, state, and private organizations. This council raises awareness of the problem of sexual assault. During Sexual Assault Awareness Month (SAAM), the DE JFHQ-State SAPR office also partners with organizations, schools, and other agencies to promote awareness throughout the state.

Other examples where NG State SAPR staffs have engaged with outside programs to enhance the understanding of the issues encountered by a NG sexual assault victim, and increase the sharing of information and resources available to the NG through partnerships and collaborative efforts include:

- Guam (GU) NG SAPR staff works closely with the GU Coalition Against Sexual Assault and Family Violence, The Healing Hearts Crisis Center, the GU Sexual Assault and Abuse Resource center, Victims Advocate Reaching Out and their AC counterparts at the Naval Base Guam and Andersen Air Force Base.

- Iowa (IA) NG SAPR staff works in collaboration with the Iowa Coalition Against Sexual Assault (ICASA) resulting in working relationships with all six regional centers, and the development of a manual to help ICASA understand military processes to help them best accommodate the needs of the military sexual assault survivor.

- California (CA) NG SAPR staff established an alliance with the CA CASA and Women Escaping a Violent Environment (WEAVE), a private 501(c) 3 nonprofit organization and the primary provider of crisis intervention services for survivors of domestic violence and sexual assault in Sacramento County.

This is a small representation of the agencies and organizations with which state NG SAPR programs have forged collaborative relationships, which facilitated or will facilitate greater access and utilization of available health care services and support programs to sexual assault victims.

**4.9 List the number of victims, if any, whose care was hindered due to lack of SAFE kits or timely access to appropriate laboratory testing resources and describe the measures you took to remedy the situation.**

The NG did not track the number of NG sexual assault victims whose care was hindered due to a lack of SAFE kits or timely access to appropriate laboratory testing resources. The NG must rely on civilian medical facilities to perform the SAFE and the laboratory tests. JFHQ-State SAPR staff makes every effort to establish a MOU or MOA with civilian medical facilities with the specially trained personnel and SAFE kits to ensure NG sexual assault victim receives appropriate care and support. However, all local civilian medical facilities do not possess the same capabilities and do not offer the same level of specialized services and support.

**4.10 List initiatives and programs implemented to reduce the stigma and overcome barriers associated with reporting sexual assault.**

The NG SAPR program proposes to reduce stigma and overcome the barriers associated with reporting sexual assaults through by training. This training will be provided to all NG members and will be interactive, personal, and based on real life scenarios.

The NG annual unit level, wing, and SAPR Stand Down activities conducted during FY13 were designed to involve commanders, SARCs, and NG members in discussions on recognizing and reducing victim blaming, and understanding member responsibilities to intervene and possibly prevent a potential sexual assault incident. Additionally, the NG SAPR program implemented various discussion forums and training opportunities, such as small group training, pre-deployment interactive trainings, newcomer briefings, and educational and promotional materials to help reduce the stigma and barriers previously associated with reporting sexual assault. Many states have on-going collaborative programs with the civilian community to promote awareness and resources breaking down barriers associated with reporting sexual assault in the military.

An increase in reporting of sexual assaults after SAPR Stand Down activities may suggest the awareness training served to reduce barriers and created greater confidence in victims coming forward to report prior sexual assaults.

**4.11 Describe what measures have been taken by your Service to ensure that Service members are informed in a timely manner of the member's option to request a Military Protective Order (MPO) from the command of assignment. Include documentation that requires law enforcement agents to document MPOs in their investigative case files, to include documentation for Reserve Component personnel in title 10 status.**

It is routine for the SAPR VA to inform the victim of their option to request a protective order when discussing services available with each reporting option.

**4.12 Describe and provide documentation of your Service or Component's expedited victim transfer request policy, including measures taken to ensure victims are informed in a timely manner of their right to request an expedited transfer. Documentation should be included as an appendix.**

To ensure victims are informed of their right to request an expedited transfer in a timely manner, the CNGB has provided policy guidance via the CNGBI 1303.01, "*Expedited Transfer of Military Service Members Who File Unrestricted Reports of Sexual Assault*" (6 Aug 12). This guidance solidifies a NG member's entitlement to request an expedited transfer from their assigned command, to a different location within their unit of assignment, or IDT location. Expedited transfers are limited to members who file unrestricted reports and limited to sexual offenses defined in DoDD 6459.01(23 Jan 12), Title 10, U.S.C., Chapter 47, UCMJ, and applicable state criminal code. The ARNG and ANG follow the CNGBI 1303.01 expedited transfer guidance when in Title 32 status. When the NG is on active duty orders, they follow their Service specific expedited transfer policies.

At the time the NG T32 member files an Unrestricted Report of sexual assault, the SARC or SAPR VA will inform the victim of the option to request a temporary or permanent transfer from their assigned command, or to a different location within their unit of assignment or IDT location. Certified NG Special Victims' Counsels have also received training on legal issues and client advocacy concerning an expedited transfer request, and when appropriate, inform their clients of the option to request an expedited transfer.

SARCs, SAPR VAs, or the Special Victims' Counsels will assist NG members who elect this option, in initiating, and submitting the transfer request to their commander in writing. Such support may include assisting the victim in stating concerns in a manner that would aid the commander in understanding their needs. This supporting document is critical to the company commander's decision to grant or deny the transfer request. SARCs, SAPR VAs, or the Special Victims' Counsels may also assist by directly advocating for the victim's concerns and needs.

As stated in CNGBI 1303.01, paragraph c., a presumption shall be established in favor of transferring a Service member who initiates a transfer request following a credible report of sexual assault. Upon receipt of a transfer request, the commander will document the date and time the request was received. In considering the request for transfer, every reasonable effort will be made to minimize disruption of the normal career progression of the NG member seeking a transfer based on a credible report that he or she was the victim of sexual assault. The commander will counsel the NG member on the potential impact of the transfer or reassignment on the investigation and case disposition, initiation of other adverse action against the subject, and other possible consequences.

With respect to recouping any paid bonuses or special pay for a period of enlistment under a written agreement, every effort will be made to not require repayment of the unearned portion of that pay or benefit. Such determination will take into consideration personnel policy or management objective, equity or good conscience, or whether recoument is in the best interest of the United States.

If the NG member is T32 Active Guard Reserve (AGR), the commander must approve or disapprove the request within 72-hours of receipt. The decision is then forwarded to the designated activity that processes permanent change of station, permanent change of assignment or unit transfers.

If the commander disapproves a request for transfer, the member has the opportunity to request review by the first general officer in the NG member's chain of command. The decision to approve or disapprove the request must be made within 72-hours of submission.

All expedited transfer requests and their approval or disapproval are required to be documented by the SARC in DSAID as part of that case report's permanent file.

**4.12.1 Pertaining to temporary and/or permanent local expedited transfers (a different location within their assigned command or installation), provide:**

- **The number requested**
- **The number approved as the victim requested**
- **The number approved different than the victim requested**
- **The number denied and a summary of why**
- **The number moved within 30 days of approval**

**The number moved after 30 days of approval**

ARNG reports:

- The number requested = 10
- The number approved as the victim requested = 9
- The number approved different than the victim requested = 0
- The number denied and a summary of why = 1 denied due to death of subject
- The number moved within 30 days approval = 9
- The number moved after 30 days of approval = 0

ANG did not receive any temporary and/or permanent local expedited transfer requests.

**4.12.2 Pertaining to permanent requested expedited transfers (from their assigned command or installation), provide:**

- **The number requested**
- **The number approved as the victim requested**
- **The number approved different than the victim requested**
- **The number denied and a summary of why**
- **The number moved within 30 days of approval**

**The number moved after 30 days of approval**

The ARNG and ANG did not receive any requests for permanent expedited transfer.

**4.13 Describe your plans for FY14 that pertain to delivering consistent and effective victim support, response, and reporting options.**

FY14 plans include continued review and assessment of initial training materials and delivery of the NG SARC and SAPR VA training curriculum. DoD SAPRO attended a entire 40-hour NG SARC/SAPR VA training during FY13 to assess the quality and accuracy of all core competency elements required to meet D-SAACP certification approval. With on-going SecDef and congressional requirements, and initiatives to provide competent and sensitive victim assistance, the NG plans include periodic assessment requests for review by DoD SAPRO.

To ensure quality and delivery of consistent and effective victim support, response, and training about reporting options, the NG SAPR trainer is available to state JFHQ-State SARCs who provide their own 40-hour in state SAPR VA training.

**5. LOE 5—Assessment—The objective of assessment is to “effectively standardize, measure, analyze, assess, and report program progress.”**

**5.1 Summarize your Service or Component’s efforts to achieve the Assessment Endstate: “DoD incorporates responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of the SAPR program.”**

In order to maintain visibility of every aspect of the NG SAPR program, the NG SAPR office Data Collection & System Management Section monitors DSAID on a daily basis. The data garnered from this system is utilized to identify trends, conduct statistical analyses, and ensure NG SARCs are properly reporting, updating and maintaining the information IAW with established guidelines. This information is further analyzed to help determine and develop efforts on all applicable aspects of the program from improving SARC data entry to recommending the need for additional training in a specific area.

On a quarterly basis, information is gathered from the ARNG and ANG PMs to populate the assessment metrics developed from the J1- SAPR strategic plan. This information is then used to create a SAPR dashboard for each individual state, and is located on GKO. The dashboard provides TAGs and JFHQ-State SARCs an overall status of their state’s SAPR program progress relative to the Joint Chiefs of Staff (JCS) five lines of effort: prevention, investigation, accountability, advocacy, and assessment. Updated on a quarterly basis, this information is used to create the Quarterly Reports available to each TAG and instrumental in identifying trends within the program. The NG SAPR Monthly Dashboard Requirements include:

LOE- Prevention

- Annual SAPR/SHARP Training, and Annual SAPR Training for wings
- Annual Leadership Training
  - All training data for the ARNG is uploaded into The Digital Training Management System (DTMS), and ANG wings provide training data to ANG PM

LOE – Investigation

- Investigators trained to conduct SA investigations
  - Number of investigators who completed special sexual assault investigator training at Ft. Leonard Wood, Mo

LOE – Accountability

- Unrestricted Cases Investigated
  - Referral to Investigative Agency entered in DSAID
- Unrestricted Cases Not Investigated
  - No referral to investigative Agency entered in DSAID

LOE – Advocacy

- All SARCs and SAPR VAs Certified
  - All SARCs/SAPR VAs have applied for D-SAACP. PMs responsible for sorting NOVA listing by state

LOE – Assessment

- JFHQ-State SARC, JFHQ-State VAC, and ANG Wing/Alternate Wing SARC Compliant
  - Position hired or assigned
  - Attended initial NG SARC Training
  - Granted DSAID Access following NG-J1-SAPR receiving clearance documentation from security manager and copy of DSAID web training certificate
- Unrestricted Cases entered correctly in DSAID
  - Cases entered within 48 hours of report in the appropriate tabs
    - Victim Demographics included date of birth, gender, race, affiliation, duty status, pay grade, and whether the victim was in the military at time of assault
    - Subject Data included gender, subject type, and affiliation
    - Incident detail complete with the exception of type of offense investigated
- JFHQ-State SARC conducted monthly CMG
  - CMG Agenda and minutes are prepared in the proper format and uploaded into GKO Portal by 15<sup>nd</sup> of each month

Other important assessment activities include the regular monitoring of the D-SAACP certification requirements, the number of SAPR personnel assigned, and positions that are vacant due to deployments or turnover.

The ARNG will continue to receive, analyze, and provide reports relating to the SHARP program. The DTMS will be used as the primary database to track unit and commander annual training requirements, Director's Personnel Readiness Overview (DPRO) to provide up-to-date assigned and available strength numbers, and DSAID to document and track reported cases of sexual assault. These three databases along with weekly

and monthly reports from the states will provide metrics and data analysis on the overall success of the ARNG SHARP Program.

**5.2 Describe oversight activities during FY13 that assess the SAPR program effectiveness. Include frequency, methods used, findings and recommendations, corrective action taken (e.g., program management review and Inspector General inspections), and other activities. Include documentation of published reports in appendix.**

In FY13, the NG developed the series of metrics and measurements listed above to monitor and assess the NG SAPR program effectiveness. Collaborative work with the service directorates produced a dashboard of SAPR metrics with targeted thresholds and performance minimums. By analyzing the dashboard data NG is able to determine the states that are performing at optimal levels. NGB is able to share the information with the state leadership and support TAG efforts to have an effective program. Criteria are being developed to determine what remedial and corrective action will occur based on the degree of program dysfunction determined. Staff Assistance Visits (SAVs), additional training, or leadership engagement may be possible remedies.

In response to the 6 May 13 Secretary of Defense directive to conduct or Command Climate assessment, and a comprehensive visual inspection of all DoD workplaces, the ARNG and ANG, as directed by their respective Service, and implementation guidance from CNGB, accomplished these requirements. The results of the Command Climate assessment are published in the *“DEOCS Rollup Report Results; National Guard Bureau FY 2013”*, is attached as Appendix A. The information memorandum verifying NG completion of the visual inspection of the workplace is attached as Appendix B. As noted in this memorandum, the ANG accomplished this inspection as directed by HAF in the FY13 AF Health and Wellness visual inspection.

In response to the 17 May 13 Secretary of Defense directed review of Sexual Assault Prevention and Response personnel qualifications and training, the ARNG and ANG as directed by their respective Service, and implementation guidance from CNGB, accomplished this requirement. The results of this Stand Down are attached as Appendix C.

**5.3 Describe any and all implementations of Government Accountability Office (GAO) and Defense Task Force-Sexual Assault in the Military Services (DTF-SAMS) recommendations. Include any assessments of implementation.**

Recommendations provided by GAO did not include the NG. The Specific Task Force Review of the Reserve Components did not occur in FY13.

**5.4 Describe your efforts to ensure integrity of data collected in the Defense Sexual Assault Incident Database.**

The NG-J1-SAPR office provides oversight, and monitors DSAID on a daily basis. Access to DSAID is limited to SARCs who have successfully completed the training, background checks, and certification requirement; a process closely monitored by the NG-J1-SAPR office. Issues regarding DSAID are coordinated primarily with the ARNG



and ANG program managers.

Updates to DSAID were provided on a weekly/monthly basis. The ARNG SHARP PM worked with both the state/territory, NG SAPR and DA SHARP PM to resolve discrepancies as a result of the data push of sexual assault reports from the previous T10 Army system of case records found within the database.

The ARNG SHARP program manager works closely with each JFHQ-State SARC to ensure cases are entered into DSAID accurately and in a timely manner. JFHQ-State SARCs are trained to input both T10 and T32 cases into DSAID. Further coordination has been established with NG-J1-SAPR and DA-G1 SHARP Program Office to ensure cases of sexual assault are being reported and recorded accurately.

The ANG PM maintains a close working relationship with the Wing SARC to ensure all cases are entered into DSAID accurately, in a timely manner and reported up to the JFHQ-State SARC. The ANG PM also coordinates with NG-J1-SAPR and HAF-A1 SAPR Program Office to ensure cases of sexual assault are reported and recorded accurately.

**5.5 Describe any measures your Service or Component has established to assess and manage your SAPR program. If you have begun assessing your program based on these measures, describe your findings thus far and actions taken.**

As stated in paragraph 5.1, NG SAPR office developed dashboard metrics for use by TAGs, SARCs and other key state leaders. Individual state actions by TAGs as the result of the metrics are internal to each state; however, after the release of each quarterly report on state metrics, TAGs or their designee often follow up with NG-J1, ARNG, or ANG program management to request guidance on what is need to show improvement for program measures. When states have consistently performed below the targeted thresholds, TAGs can request a NGB SAV to assist with evaluating program deficits, and make recommendations for program development.

In FY13 the ARNG and ANG program managers, in coordination with NG SAPR, developed metrics to identify the following:

- Number of personnel trained in the 80-hour SHARP Program = 1,175 personnel
- Number of JFHQ-State SARCs/ANG Wing SARCs/ SAPR VAs/ JFHQ-State VACs hired and fully trained = 191 of 257 required
- Number of SARCs/ JFHQ-State VACs/SAPR VAs that received D-SAACP certification
  - Total submitted = 2,969; Total Approved = 2,496
- Number of unrestricted cases entered into DSAID correctly = 84 of 203 total cases in DSAID

- Number of JFHQ-State SARC monthly meetings conducted = 450 meetings of 648 required

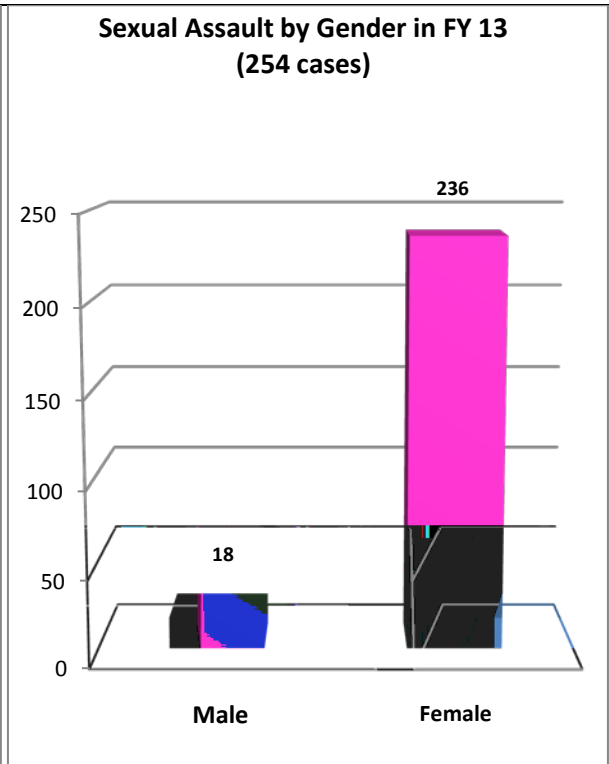
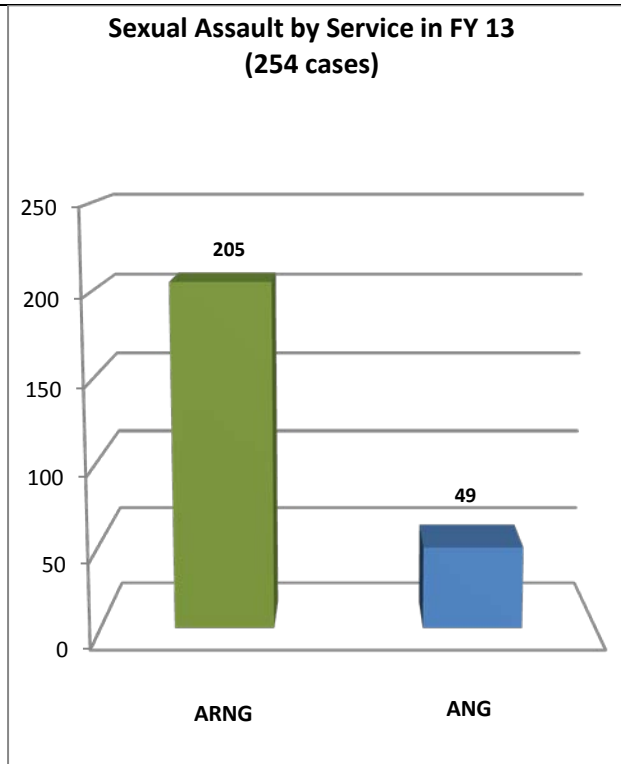
**5.6 Provide a summary of your research and data collection activities conducted in FY13. Include documentation in the appendix.**

The NG did not engage in any SAPR related research during FY13.

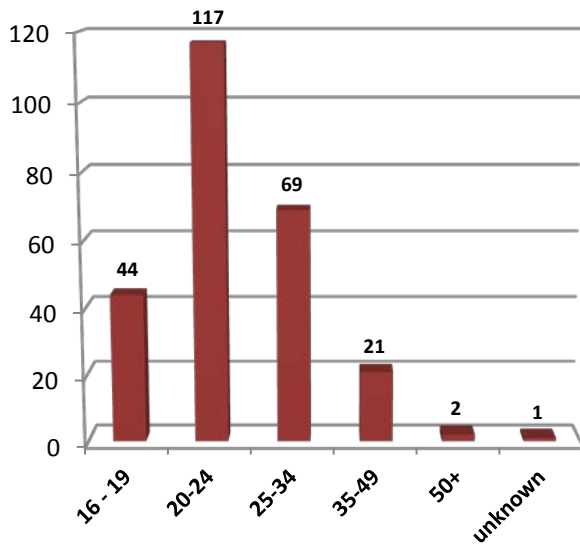
NG SAPR office data collection included tracking and reporting demographic data of sexual assaults reported while on T32 status to JFHQ-State and Wing SARCs.

The following are the demographics depicted in the charts that follow: charts depict the demographics of victims of sexual assault reported to NG leadership in FY 13.

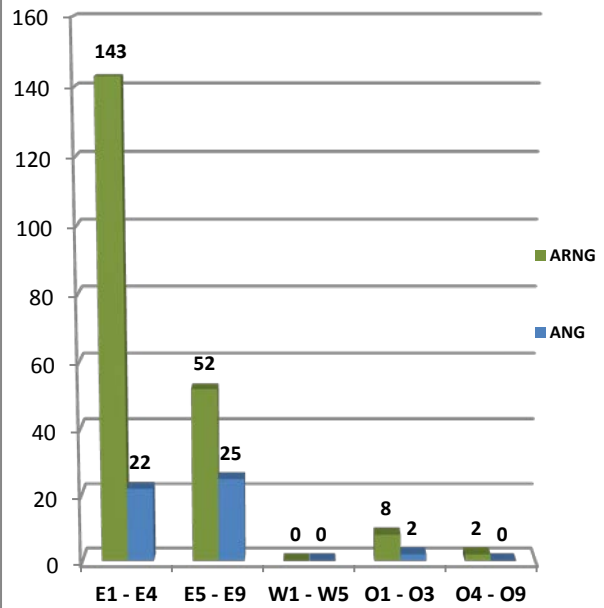
- Sexual Assault by Service
- Sexual Assault by Gender
- Victim Age at Time of Incident
- Victim's Rank at Time if Incident
- Restricted and Unrestricted by Service
- Duty Status by Service at Time of incident
- Victim's Race
- Date of Reported Incident



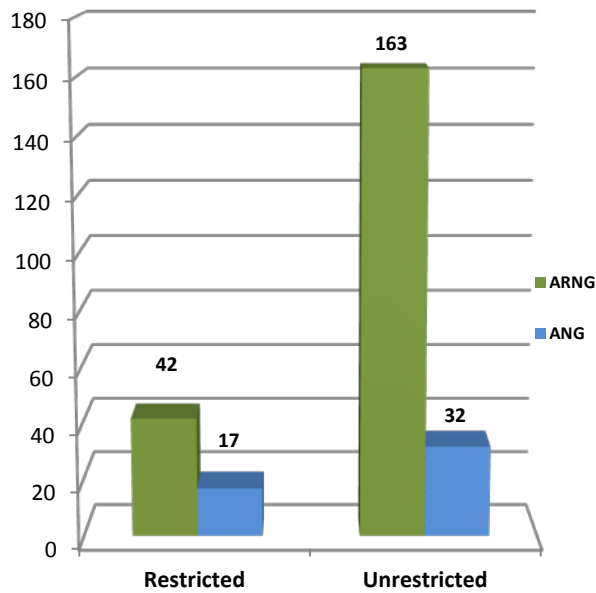
**Victim Age at Time of Incident in FY 13  
(254 Cases)**



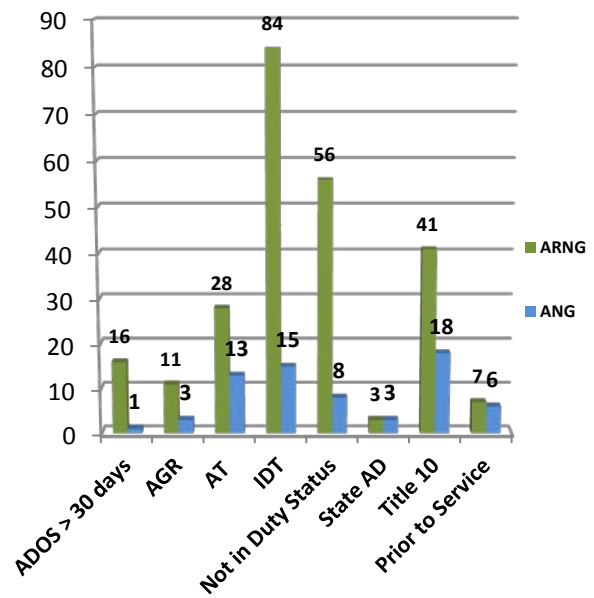
**Victim's Rank at Time of Incident in FY 13  
(254 Cases)**

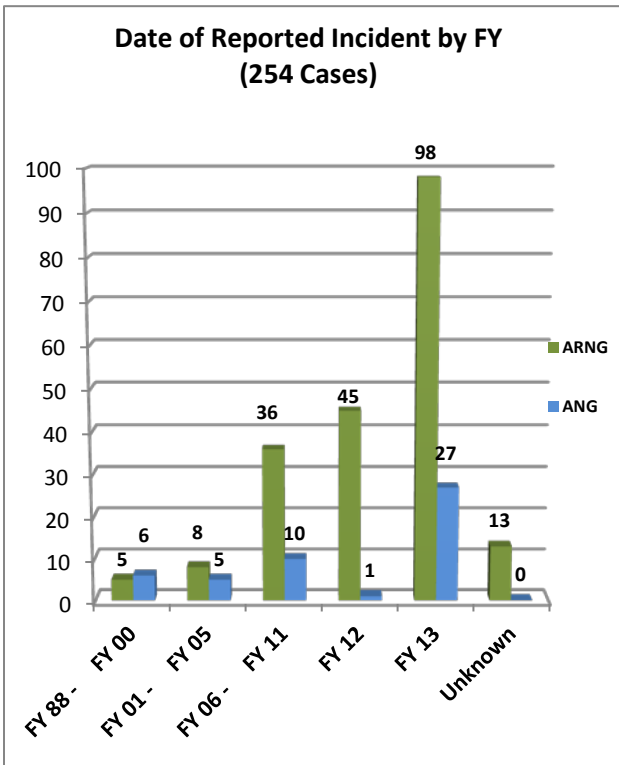
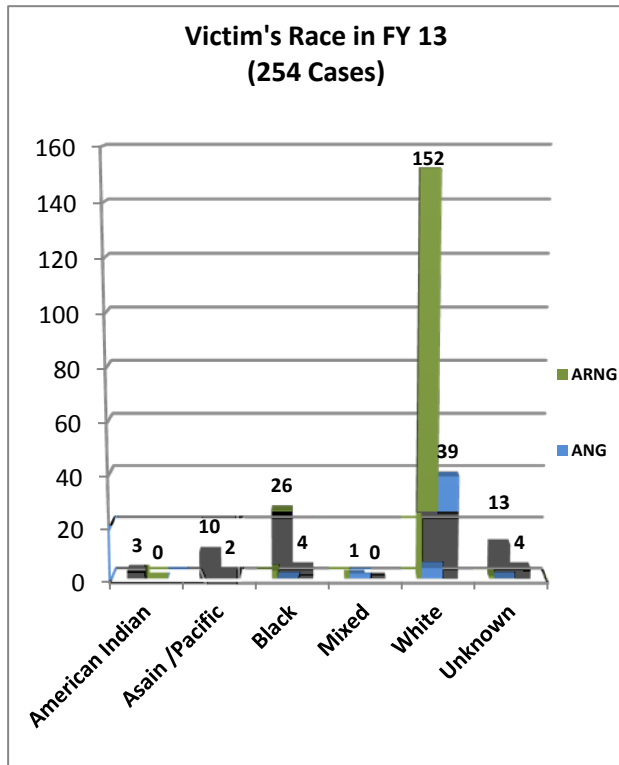


**Restricted and Unrestricted by Service in FY 13  
(254 Cases)**



**Duty Status by Service at Time of Incident in FY 13  
(313 Cases)**





**5.6.1 Describe your efforts to develop and harmonize sexual assault focused survey efforts to align with DoD and other Services.**

The DEOMI recently created a DEOCS roll-up report for NGB, covering all reports completed during FY13. The DEOCS poses questions to gauge the incidents of discrimination and sexual harassment in the workplace during the past 12 months, assess equal opportunity and organizational effectiveness climate factors, and characterize the organization's sexual assault prevention and response climate. A total of 49,387 NG personnel completed the survey during this period

The NGB did not administer any specific NG-wide surveys on sexual assault during FY13.

**5.7 Describe your plans for FY14 that pertain to effectively standardizing, measuring, analyzing, assessing, and reporting program progress.**

The NG SAPR office is in the process of developing the CNGBI, "SAPR Procedures" to ensure standardization of the NG SAPR program specifically applicable to T32 status NG members. The NG SAPR office will continue to assess the SAPR program progress of each state using metrics relative to T32 program implementation. Results and reports regularly briefed to NG senior leadership highlight progress, challenges, and status of number of reports of sexual assault.

ARNG will develop a state inspection program. The program will be designed to identify areas of strengths, and areas that need to be improved with the SHARP program. Lastly, the ARNG is developing a 80-Hour SHARP course that will standardize training for RC Soldiers, and address unique challenges and issues not experienced on AC installations.

The ANG SAPR program office will provide input to HAF on policy applicability and implementation as it applies to ANG operations while in T32 status. ANG SAPR will work closely with ARNG SHARP and NG SAPR to continuously track and monitor SAPR activities and trend analysis.

## **6. Overarching Tenet: Communication and Policy**

### **6.1 Summarize your Service or Component's efforts to synchronize and standardize the SAPR program across the Joint Force (from Joint/Service basing to forward stationed deployed units worldwide).**

The very nature of the NG's unique federal and state missions requires synchronization with all active and reserve Joint Forces in both active and T32 status.

The NG SAPR program requirements are standardized through compliance with DoDI 6495.02 requirements as it applies to NG members on an active duty status, and to the extent applicable to NG members on FT NG duty for training, and IDT. The NG adheres to the DoD requirements to ensure both prevention of and response to sexual assault is always available when a NG member is serving and wearing the uniform. Individual Service program implementation of SAPR policies can add to, or require more of their members, but as part of the Joint Force, and as a Joint Force of ARNG and ANG under the TAG's command, the NG works to synchronize and standardize the SAPR program to ensure SAPR-service interoperability regardless of the title status or location of NG members.

Although the ARNG and ANG adhere to the policies and procedures set forth by their respective Services, the NG SAPR program strategic initiatives, and T32 policy implementation and requirements ensure that all NG members are aware of program standards and expectations, whether serving on federal, state, or state active duty missions in a joint environment.

This synchronization and standardization requirement is met by the NG's participation, and inclusion in all policy development or initiatives from the CNGB's seat on the JCS to NG's general officer membership on the DoD SAPRO Integrated Product Team (IPT), which is composed of senior level program representatives from all of the Services. All working groups for integrated product teams (WIPTs) include NG program staff to ensure projects, initiatives, and actions include T32 equities and input as part of the Joint Force.

The NG also utilizes the DSAID system of record for documenting and tracking reported sexual assaults in an effort to ensure ease of case transfer and synchronization between Services, whether the sexual assault incident happened when the Service

member is deployed, or participating in a response to a national disaster in another state.

During FY13, the NGB initiated a JPT as part of a strategic plan initiative to ensure all stakeholders in the sexual assault program synchronization across the NG Joint Force were included in meetings and plans to ensure collaboration and communication in efforts to eliminate sexual assaults within the T32 joint force. By requiring NG involvement at all opportunities from the JCS, DoD, Service, and Joint Force levels, we can work across-Services to standardize response to sexual assault incidents.

**6.2 Describe your efforts to post and widely disseminate sexual assault information (e.g., hotline phone numbers and internet websites) to Service members, eligible dependents, and civilian personnel of the DoD.**

The NG SAPR program office has consistently worked with the NGB and state Public Affairs Office (PAO) to post and disseminate sexual assault prevention and response information across the NG entities and NGB for both ARNG and ANG. Additionally, extensive efforts occur at the state and Service-specific levels to ensure local and Service awareness and access to information needed for immediate response. The JFHQ-State SARC and ANG Wing SARCs are required to standardize email and voicemail messaging for their contact information. As a best practice, the DoD Safe Helpline is the standard referral on all voice mail messages. The states have also developed their own internal websites and help-lines where NG members may turn to for local response in a time of crisis. Many of the partnerships created within the communities offer tremendous opportunities to post information and to provide briefings on the services provided and resources available within the JFHQ-State SAPR program.

Some additional avenues used to distribute information on individual Service and other available resources at the local level have been:

- SAPR marketing items, handouts, educational pamphlets, Public Service Announcements (PSAs)
- SAPR posters, flyers, newsletters, information boards
- SAPR business cards, wing wallet cards
- Social media, SAPR websites, articles in local newspapers
- SharePoint
- Posting the DoD SafeHelp Line 24/7 and embedding SAPR website pages on their State's NG website

Due to funding constraints, the state SAPR programs pursued all available avenues within their "community" to help increase the awareness of the SAPR program purpose and resources.

At the national level, NG SAPR developed the public and restricted SAPR JSS website for SA personnel, and updated the NG SAPR website on the program, related policies, instructions, and guidances. The site has hyperlinks to prevention education, bystander

intervention, victim advocacy, and related SAPR websites. The sites can be found at the following URLs:

- <https://www.jointservicessupport.org/SAPR/Default.aspx>, and <http://www.nationalguard.mil/jointstaff/j1/sapr/>

Efforts are underway to develop responses to “frequently asked questions.”

**6.3 Describe your development and implementation of specialized medical and mental health care policy for sexual assault victims. Include a copy of your implementation plan in the appendix.**

IAW the NG Psychological Health Program Policies and Procedures Manual, the DPH are required to provide appropriate care referrals and follow-up for sexual assault victims. Specialized mental health care policy for sexual assault victims is currently being explored by the Behavioral Health Subcommittee within the NG Joint Surgeon’s Office.

**6.4 Describe your efforts to review, revise, update, and issue policy pertaining to:**

- **The record of dispositions of unrestricted reports.**
- **General education for correction of military records when victims experience retaliation.**

**Provide documentation in the appendix.**

The ARNG and ANG follow their Service specific guidance, and directives as they relate to the above listed actions. To ensure T32 unique aspects related to these two issues are appropriately addressed, the NG SAPR office is in the process of reviewing the Services’ guidance, and is including appropriate SAPR procedures in a CNGBI.

**6.5 Describe your efforts to establish policy for General or Flag officer review of and concurrence in adverse administrative actions and separation of victims making an Unrestricted Report of sexual assault in FY13.**

The NG has not yet established policy for this item.

**6.6 Describe your plans for FY14 that pertain to synchronizing and standardizing the SAPR program across the Joint Force (from Joint/Service basing to forward stationed and deployed units worldwide).**

NGB-Public Affairs Office (PAO) and NG SAPR program office, with ARNG and ANG program representatives are creating a fluid communication plan to provide an engagement strategy and consistent messages for use across the states and at the NGB level for the NG SAPR program. The communication plan addresses five themes which match the five Lines of Effort key messages, notable CNGB quotes related to sexual assault, and identifies primary and secondary public and assessment tactics and activities.

Additionally, NG SAPR is developing a marketing plan that utilizes social media, the features available through the JSS website, and other means to disperse information. This plan includes using blogs, best practice newsletters, and informational memoranda

for SAPR staff as well as NG members in general. With increased information, the goal is to ensure all NG members know where to seek help or information related to sexual assault and that the SAPR staff is knowledgeable of best practices to provide consistent, effective support and response to the victim.

With a continued effort for consistent messaging from the national, state, and Joint Service levels, the NG will provide a coordinated and standardized message on SAPR resources and programs across the Joint Force basing to forward stationed and deployed units worldwide. The NG SAPR program leadership will continue to actively engage at the DoD SAPRO IPT to ensure understanding and coordination with all Services regarding the NG Title 32 challenges and accomplishments to implement the best program possible.

## **7. Secretary of Defense Initiatives**

### **7.1 Enhancing Commander Accountability—Describe your efforts thus far to develop methods to assess the performance of military commanders in establishing command climates of dignity and respect and incorporating SAPR prevention and victim care principles in their commands, and hold them accountable.**

On 11 Apr 13, CNGB sent his “Open Letter” to TAGs relating to the problem of sexual assault within the ranks of the NG. Highlights of the concerns expressed in this letter included:

- Some NG military leaders must learn to create a climate that promotes victim trust instead of a sense of victimization and undue influence in failing to hold subjects appropriately accountable
- The NG must make improvements in its investigative process based on an examination of case disposition data for sexual assaults over a two year period
- Sexual Assaults must be investigated by specially trained investigators
- Special investigators from the NGB Office of Complex Administrative Investigations may be requested in the event that civilian law enforcement decline to investigate a sexual assault case
- Encouraged TAGs to engage their Governors and state leaders in discussion about their States’ capability to hold all NG subjects appropriately accountable for their actions
- As state Senior Commanders, TAGs ultimately have the overall responsibility for creating a climate where all military member and civilian employee feel welcome and safe

To reinforce the importance of these issues, CNGB has utilized the GSLU and the quarterly GSLC to maintain NG leadership focus on the progress and challenges of the NG SAPR program.

The ARNG is providing guidance on the new Army Directive 2013-20, “*Assessing Officers and Noncommissioned Officers and Fostering Climates of Dignity and Respect and on Adhering to the SHARP Program.*” This directive enhances the Evaluation



Reporting System to assess how officers and NCOs are meeting their commitments, and to hold them appropriately accountable. All officers and NCOs will include goals and objectives on eliminating sexual harassment and assault and to foster climates of dignity and respect in their units on their Officer Evaluation Report (OER) Support Form and Non-Commissioned Officer Evaluation Report (NCOER) Counseling and Support Form, respectively. Raters will assess how well the rated officer or NCO met their goals, and objectives and adherence to the SHARP program.

Based on Army Directive “*Army Command Climate Assessments*,” the ARNG is developing its own guidance on Command Climate assessments. These assessments will require all ARNG commanders, regardless of echelon, to conduct an initial command climate assessment within 120 days of assuming command, followed by an assessment twelve months after assuming command, and annually thereafter while retaining command.

The ANG will follow Air Force guidance, “*Enhancing Commander Assessment and Accountability, Improving Response and Victim Treatment*,” which indicates the modification of feedback and evaluation forms for every Airman to ensure organizational climate is discussed during performance feedback sessions. Language was added to AFI 36-2406, “*Officer and Enlisted Evaluation Systems*”, to define the term “organizational climate”, and holds all Airmen responsible for contributing to a healthy unit climate, and NCO and officer responsibility to not only contribute to, but to create a healthy unit climate. Language was added specifically addressing commanders’ special responsibility and authority to ensure their command has a healthy climate that includes sexual assault prevention and victim care.

Requirements for climate assessments to be administered within the first 120 days of assuming command, and annually thereafter, and commanders to brief their immediate supervisor on climate assessment results were implemented July, 2013. Requirement of commanders to brief unit members on the results of climate assessments will become effective in January, 2014. Lastly, to assess to what degree commanders have established a command climate of dignity and respect, and to what degree sexual assault prevention and victim care principles have been implemented in their command, a Special Interest Item (SII) for the Inspector General’s new Unit Effectiveness Inspection system was established, and will also become effective in January, 2014.

**7.2 Improving Response and Victim Treatment—Describe your efforts thus far to implement and monitor methods to improve victim treatment by their peers, co-workers, and chains of command.**

As stated in paragraph 7.1, CNGB is utilizing an “Open Letter” to TAGs to encourage increased engagement with the governors of the several states to ensure the appropriate level of emphasis is placed on the sexual assault program and initiatives. CNGB further emphasizes these efforts through his GSLUs and quarterly GSLCs.

The primary method to ensure all victims of sexual assault are treated with dignity, and provided the support needed is through the information gathered from the victim

advocate, and shared at the monthly CMG meetings. The purpose of the CMG is to consider and implement immediate, short-term, and long term measures to help facilitate and assure the victim's well-being and recovery from the sexual assault. Input from the participants on not only the status of the case, but also of the well being of the victim will provide insight into how well the command is monitoring the ramifications of the assault on the victim, and the unit.

Commanders and senior leaders will continue to conduct refresher training and emphasize that SH and SA are in contradiction to the NG's core values and Warrior Ethos. As a critical requirement, leaders will continue to provide updates to resources available to NG members like NGB-JA/OCI, and expedited transfer process. ARNG will stress the importance of taking a victim centered approach towards training, resulting in better ways in which we support and treat our victims of SH and SA.

Commanders and leaders alike will continue to enforce standards and emphasize the importance of reducing SH and SA through counseling, holding Soldiers and Airmen who do not support the program accountable.

The ARNG will employ a campaign similar to suicide awareness where SH and SA is de-stigmatized, and victims feel comfortable in reaching out to their battle buddy for help; and that battle buddies provide support.

To enhance victim care and trust in the chain of command, the AF directed the enhancement of sensitivity training for peers, co-workers, and chains of commands at all training venues, to include professional military education, semi-annual sexual assault prevention stand downs, and professional development venues such as First Term Airmen's Course, and Pre-Command Course throughout the Air Force. An evaluation of training effectiveness will be solicited at every training venue.

**7.3 Ensuring Safety—Describe your efforts to improve the effectiveness of SAPR programs in recruiting organizations, Military Entrance Processing Stations, and the Reserve Officer Training Corps. These assessments will include: 1) the selection, SAPR training, and oversight of recruiters; 2) the dissemination of SAPR program information to potential and actual recruits; and 3) the prevention and education programs in ROTC environments and curricula.**

The NG is committed to ensuring the safety of all prospects, applicants, cadets, Soldiers, and Airmen throughout their careers, and especially during the initial phases of joining our organization. The selection, training, and leadership of recruiters is of paramount importance. The NG recruiting commands elicit stringent screening and selection processes to obtain the most qualified and professional recruiters. Recruiters must meet the same annual SAPR training requirement, as all other Soldiers and Airmen.

Measures taken by the ARNG include the development of SAPR posters and creation of "Recruiting Smart Cards." The card will contain the following highlights:

- The ARNG is a values-based organization committed to the seven Army Core values (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage)
- The ARNG pledges to ensure a safe and proper environment for all applicants throughout the enlistment process
- Applicants shall never be left alone with staff of the opposite sex; at least one additional person must be present at all times
- ARNG personnel and applicants alike shall report improper treatment in a confidential and timely manner
- Information on who a Soldier could contact if they were pressured/harassed or sexually harassed/assaulted by any Military member or civilian representing the ARNG (Hotline & website contact information will be listed on the cards)

The ANG adopted and amended the Air Force's D3 Initiative – “Deter, Dissuade, and Detect” and released guidance for ANG recruiting staff to take active role to “Deter” by decreasing the likelihood to engage in behavior by increasing risk-to-reward calculus, “Dissuade” by sustaining an environment that eliminates any conduct that is not conducive to professional behavior and relationships, and “Detect” by finding and dealing with violators.

Recruiters are required to brief each applicant on ethical recruiter-applicant relationships using the “*ANG Statement of Conduct Form.*” At the conclusion of the ethics brief, the recruiter will provide the applicant with the “Recruiter Reporting Card”, and explain if any unethical behavior occurs between them and the recruiter, the applicant should call the toll free national number identified on the card, and report it without fear of reprisal. Both the recruit and recruiter must sign the form. Prior to out-processing for Basic Military Training (BMT) and/or Technical Training School (TTS), recruiters are required to utilize the “*Rights and Duties of an ANG Trainee Form*”, to brief all non-prior service trainees on trainee expectations.

**7.4 Ensuring Appropriate Command Climate—Describe your efforts to ensure DoD facilities promote an environment of dignity and respect and are free from materials that create a degrading or offensive work environment. Include findings and actions taken from regular visual inspections.**

The ARNG and ANG will continue to execute mandatory Health and Wellness inspections throughout all work environments and common areas to ensure they are free from materials that create a degrading or offensive work place. Results of these inspections will be provided to NG SAPR Program Manager.

# APPENDIX A

# DEOCS Rollup Report Results National Guard Bureau FY 2013



DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE  
DIRECTORATE OF RESEARCH DEVELOPMENT AND STRATEGIC INITIATIVES

Directed by Dr. Daniel P. McDonald, Executive Director  
366 Tuskegee Airmen Drive Patrick AFB, FL 32925

**DEOMI Special Analysis Technical Report No. 116-13**



FOR ADDITIONAL ASSISTANCE CONTACT:  
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**DEOMI CLIMATE SURVEY (DEOCS) ROLLUP REPORT RESULTS  
NGB FY 2013**

The Defense Equal Opportunity Management Institute (DEOMI) recently created a DEOMI Organizational Climate Survey (DEOCS) rollup report for NGB, covering all reports completed during FY13. The DEOCS poses questions to gauge the incidence of discrimination and sexual harassment in the workplace during the past 12 months, assess equal opportunity and organizational effectiveness climate factors, and characterize the organization's sexual assault prevention and response climate. A total of 49,387 NGB personnel completed the survey during this period. Missing responses account for disparities in totals shown in the tables below.

**FINDINGS**

*Demographic Breakout.* The following table summarizes the participation rates among various demographic groups.

DEMOGRAPHICS	Number	Percent
Minority	12,951	27.2%
Majority	34,723	72.8%
A/NA	811	1.8%
Asian	998	2.2%
Black	4,845	10.5%
NH/PI	279	0.6%
White	37,854	82.2%
Multiple Race	1,250	2.7%
Hispanic	5,576	11.4%
Not Hispanic	43,400	88.6%
Women	7,810	15.9%
Men	41,366	84.1%

*Discrimination.* The following table displays frequencies of reported workplace discrimination during the past 12 months.

DISCRIMINATION	Number	Percent
Race/Natl Orig/Color	1,515	20.3%
Gender	1,911	25.6%
Age	1,287	17.2%
Disability	599	8.0%
Religion	766	10.2%
Two or more	1,401	18.7%
Experienced Discrimination	7,479	15.1%
Did Not Experience Discrimination	41,908	84.9%

*Sexual Harassment.* The following table displays frequencies of reported workplace sexual harassment during the past 12 months.

SEXUAL HARASSMENT	Number	Percent
Men	1,676	4.1%
Women	809	10.4%

*Action Taken Following Discrimination or Sexual Harassment.* The following table shows actions taken by members who reported experiencing workplace discrimination or sexual harassment.

ACTION TAKEN	Number	Percent
Filed Formal Complaint	445	12.9%
Reported to EO/EEO	494	14.4%
Reported to Supervisor	1,217	35.4%
Confronted Individual	1,286	37.4%
Took Action	3,442	51.9%
Did Not Take Action	3,186	48.1%

*Satisfaction with Issue Resolution.* The following table shows satisfaction rates for individual who filed a formal complaint or reported the incident to an EO/EEO representative or supervisor (data for individuals who confronted the offender are not included in DEOCS analyses).

SATISFACTION	Number	Percent
Very Satisfied	349	17.8%
Moderately Satisfied	554	28.2%
Moderately Dissatisfied	521	26.5%
Very Dissatisfied	542	27.6%
Total Satisfied	903	45.9%
Total Dissatisfied	1,063	54.1%

*Sexual Assault Prevention and Response.* The table below shows the number and percentage of members correctly and incorrectly identifying the Restricted Report option for reporting a sexual assault.

RESTRICTED REPORT OPTION KNOWLEDGE		
	Number	Percent
Answered Correctly	20,345	82.9%
Answered Incorrectly	4,188	17.1%

The table below shows the respective prevalence of perceived barriers to reporting a sexual assault for both genders.

PERCEIVED BARRIERS TO REPORTING SEXUAL ASSAULT				
	All Respondents	Male Respondents	Female Respondents	DoD Average
One or More Barriers	61.7%	58.6%	76.3%	62.3%
No Barriers	38.3%	41.4%	23.7%	37.7%

The three most commonly-cited barriers to reporting a sexual assault by men and women are shown in the table below.

PERCEIVED BARRIERS TO REPORTING SEXUAL ASSAULT		
Men	Stigma, shame, fear	43.2%
	Not thinking anything would be done	31.2%
	Fear of being reduced in the eyes of the commander or colleagues	30.5%
Women	Stigma, shame, fear	59.3%
	Not thinking anything would be done	47.5%
	Fear of being reduced in the eyes of the commander or colleagues	44.9%

*Overall Climate Factor Ratings.* The table below shows the three highest (i.e., best) and three lowest (i.e., worst) climate factor averages.

OVERALL AVERAGES		
HIGHEST 3 AVERAGES	Differential Command Behaviors	4.63
	Religious Discrimination	4.58
	Disability Discrimination	4.53
LOWEST 3 AVERAGES	Organizational Commitment	3.73
	Trust in the Organization	3.75
	Leadership Cohesion	3.81

*Subgroup Comparisons.* The DEOCS also compares complementary subgroups (e.g., Men/Women, Minority/Majority, Military/Civilian, etc.) *when at least five members of each group complete the survey.* The DEOCS plots the lower average of complementary subgroups against the Disparity Index (DI), a statistically-derived value that illustrates the degree groups differ in their ratings. Large disparities between groups suggest the potential for polarization in the event a controversial issue emerges or untoward event occurs. The subgroup comparison analysis, graphically shown below,

National Guard Bureau Q4 FY13															
	Disc/ Sexual Harass	Diff CO Behav	Pos EO Behav	Racist Behav	Age Disc	Relig Discrim	Disabil Discrim	Organiz Commit	Trust in Organiz	Work Group Effect	Work Group Cohes	Leader Cohes	Job Satis	SAPR Leader Support	SAPR Bystand Climate
Minority vs Majority															
Women vs Men															
Officer vs Enlisted															
Junior Enlisted vs Senior Enlisted															
Junior Officer vs Senior Officer															
Military vs Civilian															
Junior Civilian vs Senior Civilian												*			
Other Civilian vs Federal Civilian															
TOTAL ORG CONCERNS	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
SUBGROUP COMPARISONS	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
PERCENT	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	13%	0%	0%	0%
	Number	Percent	* Respective group average < 3.5												
Organizational Strengths	119	99.2%													
Organizational Concerns:	1	0.8%													
Mild	1	0.8%													
Moderate	0	0.0%													
High	0	0.0%													



obtained a total of 120 subgroup comparisons (i.e., eight sets of subgroups compared across 15 climate factors). Among these, 119 (99.2%) reflected organizational strengths, while the single exception (0.8%) suggests one organizational concern.

Asterisks that appear at the top and/or bottom of a block indicate the respective average lower than 3.5 for the subgroup listed in the left column. For example, the asterisk appearing at the bottom of the yellow color-coded block reflects an average below 3.5 for senior civilians.

### CONCLUSIONS/IMPLICATIONS:

While legal policies against discrimination and sexual harassment are clearly written—and prohibitions against retribution are unequivocal—failing to act following such an incident may reflect a reluctance to report it, based on fear of retribution, lack of faith in the command's willingness to effectively represent complainants, or the belief that a complaint will not be effectively resolved. Dissatisfaction by the aggrieved with how an issue is resolved may reflect an unwillingness or inability on the part of those responsible for handling such cases.

More than 15% of the respondents reported experiencing some form of discrimination in the workplace during the past 12 months. Experiences of workplace sexual harassment during the same period were reported by 1,676 (4.1%) of the men and by 809 (10.4%) of the women. The relatively high rates of sexual harassment among women suggest that prohibitions against these behaviors are not being effectively enforced, and zero incidents should remain NGB's goal. Also, more than 48% of respondents who reported experiencing discrimination and/or sexual harassment in the workplace failed to take positive steps to resolve the issue. Moreover, among the 1,968 individuals who filed a formal complaint or reported the incident to an EO/EEO representative or supervisor, 1,063 (54.1%) were dissatisfied with how the issue was resolved.

In the Sexual Assault Prevention and Response (SAPR) section of the report, 82.9% correctly identified the Restricted Report option for reporting a sexual assault. While this is a somewhat positive finding, it still begs the question as to why one in six respondents failed to correctly answer this question. All members of NGB—military and civilian alike—should clearly understand the distinction between the Restricted and Unrestricted reporting options. More importantly, they need to understand that a sexual assault case can retain Restricted Report status only if those who are informed of the assault are Sexual Assault Response Coordinators, members of the Clergy, medical providers, or Victim Advocates; sharing this information with anyone else automatically establishes Unrestricted Report status.

Women were more likely to perceive barriers to reporting sexual assault; men were 75% more likely to select "None of the above, sexual assaults would be reported." At the same time, it is interesting to note that both groups shared the same three perceived barriers the most often (i.e., "Stigma, shame, fear," "Not thinking anything would be done," and "Fear of being reduced in the eyes of the commander or colleagues.") This suggests that future training needs to emphasize that leadership will staunchly support and protect victims of sexual assault throughout and following incident investigations.

The SAPR climate factor data from this DEOCS rollup suggest that leadership supports a healthy SAPR climate, and that members are likely to intervene in situations perceived as likely to escalate into a sexual assault. Both these positive findings should be reinforced; leaders must be the outspoken advocates of a safe workplace environment. Moreover, leaders should enable and encourage all members to effectively intervene whenever they witness behaviors that they believe

may jeopardize a fellow member's safety. In doing so, leaders help ensure that sexual assault bystander intervention empowerment is firmly planted—borrowing an Army term—in every NGB staff member's "lane."

The numerical results from this DEOCS rollup suggest a healthy equal opportunity climate. Moreover, higher averages for most of the organizational effectiveness factors were also seen. These measures of organizational effectiveness serve to indicate whether members harbor sentiments that encourage their "lining up" behind leadership to support the organization's mission.

Securing maximum loyalty and productivity relies on leadership ensuring the entire membership is treated fairly. Moreover, members need to feel their contributions are valued, thereby enhancing their esteem for the job and the organization. This practice helps engender trust in—and loyalty to—the organization and its mission. Thus, leadership should consistently strive to create an environment where: individuals feel safe from discrimination and unwanted attention and behaviors; standards of performance and conduct are uniformly applied; and contributions to mission are readily recognized.

# APPENDIX B



## NATIONAL GUARD BUREAU

1636 DEFENSE PENTAGON  
WASHINGTON DC 20301-1636

AUG 01 2013

### INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: General Frank Grass, Chief of the National Guard Bureau 

SUBJECT: Visual Workplace Inspection for Offensive or Inappropriate Material

- The National Guard conducted workplace environment inspections to ensure that all facilities are free from materials creating degrading or offensive environments, to ensure a climate of dignity and respect. The Army National Guard (ARNG) conducted an inspection during June and July 2013. The Air Force (AF) included the Air National Guard (ANG) in the Fiscal Year 2013 AF Health and Wellness visual inspection with results included below.
- ARNG completed an inspection of 241 ARNG facilities that included armories, camps, and posts. ARNG followed Army's direction and inspections were conducted by O-6s, GS-15s, and higher ranks. AF conducted inspections of its wings in December 2012 and included the ANG component in that inspection. The AF inspection included facilities at 90 ANG wings and groups as well as all geographically separated units that belong to the wings. The inspection was conducted by First Sergeants and commanders.
- The ARNG inspection results were divided into seven categories ranging from "Nothing Found" to "Sexually Explicit Material Observed." At some facilities, inspectors did not find any inappropriate or offensive items. At other facilities, inspectors found sexually explicit, offensive, or inappropriate items; to include calendars, posters, or magazines with sexually oriented images. Other findings were cartoons, DVDs, computer screen savers, and graffiti deemed either profane or sexually oriented. The ANG inspection divided material into "Pornographic," "Unprofessional," and "Inappropriate" categories.
- All flagged items were ordered removed from the workplace. When the materials created a degrading or offensive work environment, Service members received counseling.
- All National Guard leaders are aware that inspections are an ongoing activity to ensure appropriate command climate. Lessons learned indicate that inspectors could benefit from more specific guidance on what constitutes improper material to result in more uniform inspections across Department of Defense facilities.

COORDINATION: NONE.

Prepared by: Kevin J. Crowley, Deputy Director of Manpower and Personnel, (703) 607-3652.

# APPENDIX C

# NATIONAL GUARD SEXUAL ASSAULT PREVENTION AND RESPONSE COMPREHENSIVE STAND-DOWN REPORT

## OBJECTIVE #1

**TASK:** Sexual Assault Response Coordinators (SARC)/Victim Advocates (VA)/Recruiters Validation.

**OBJECTIVE #1:** Active review of credentials and qualifications of currently-serving SARCs, VAs, and Recruiters to ensure they meet applicable selection criteria and standards of conduct.

**DATE COMPLETED:** Per Army National Guard (ARNG) EXORD Phase I (26 Sep 13), Phase II (15 Oct 13); Per Air National Guard (ANG) (CONOPS) Phase I (28 Jun 13), Phase II (date not indicated by Air Force Audit Agency).

### STANDARDS:

- In Phase I, States/Territories and ARNG human resource personnel conducted full, broadened screening (included all screening methods used in Phase I and Phase II) for Army Joint Force Headquarters-State (JFHQ) SARCs and VAs and initial suitability screenings for collateral duty SARCs/VAs and Recruiters per Headquarters, Department of the Army EXORD 161-13 Annex A. Phase I initial suitability screening requirements included National Sex Offender Registry, Local Police Records, and Appointment Orders check, and National Organization for Victims Assistance (NOVA) credentialing. Phase II included Official Military Personnel File - Restricted Fiche, Army Substance Abuse Program, Department of the Army Inspector General, and Criminal Investigation Division screening.
- Regular Air Force tasked the Air Force Audit Agency (AFAA) to screen SARCs, VAs, and Recruiters for both Air Force and ANG. Phase I screenings determined if personnel had current security and background investigations, and if personnel completed initial and refresher training, statements of understanding, VA applications, and Department of Defense (DoD) Sexual Assault Advocate Certificate Program credentialing applications. Phase II audits began August 2013 and involve validation of the completeness of SARC and VA lists provided during the preliminary phase and evaluation of internal controls and procedures relating to Sexual Assault Prevention and Response (SAPR) personnel qualification and training requirements. Four (4) ANG wings were visited (113th Wing, Joint Base Andrews, Md.; 116th Air Control Wing, Robins Air Force Base, Ga.; 140th Wing, Buckley Air Force Base, Colo.; and 154th Wing, Joint Base Pearl Harbor-Hickam, Hawaii).

**ANALYSIS:** Initial conducted screenings were based on requirements set by Army and Air Force. To date, no DoD or Service guidance has been disseminated to direct courses of action for negative findings as a result of these screenings.

# NATIONAL GUARD SEXUAL ASSAULT PREVENTION AND RESPONSE COMPREHENSIVE STAND-DOWN REPORT

## OBJECTIVE #1 (continued)

### POPULATION:

#### Total # SARCs

	Number Screened	% Screened	% Meeting Screening Standards	% Not Meeting Screening Standards
ARNG	39	100%	TBD	TBD
ARNG	228	100%	43%	TBD
ANG	86	100%	86%	14%

- 39 of the 54 JFHQ SARCs are ARNG personnel; 10 are ANG personnel; and five (5) are Non-Dual Status (NDS) personnel. Nineteen (19) of the 27 JFHQ VAs are ARNG personnel; seven (7) are ANG personnel; and one (1) is NDS personnel. Each service screened their personnel. Limiting factors (LIMFAC) for NDS personnel are outlined below.
- 100% (228 of 228) of the ARNG collateral duty SARCs have been screened in accordance with Service Phase I requirements. Due to the level of screenings required and the use of outside agencies, validation is still underway.
- **LIMFAC.** The majority of the full-time JFHQ SARCs and VAs are military technicians, either dual status or non-dual status employees, and are represented by unions. Until such time that union impact and implementation requirements for civilian background screenings are resolved, the National Guard will be delayed in executing this requirement. Civilian employees fall into two categories: 1) Dual status technicians whose military records and review are permitted as part of the background screening; and 2) NDS technicians who are civilian employees in the state. Military background checks on dual status technicians are completed. However, at this time, civilian background checks on civilian employees and dual-status technicians are on hold until union and legal requirements are met.
- **Corrective actions.** Preliminary audit information was provided to each ANG wing commander (WG/CC) to correct identified screening deficiencies. Wings are to provide a status report to ANG Manpower and Personnel/Support (NGB/A1S) no later than (NLT) 30 Sep 13.
- Evaluation of ARNG full-time SARCs screenings are to be completed NLT 30 Sep 13, at which time, preliminary findings will be forwarded to ARNG Human Resource Directorate (G1) for review.

**NATIONAL GUARD SEXUAL ASSAULT PREVENTION AND RESPONSE  
COMPREHENSIVE STAND-DOWN REPORT**

**OBJECTIVE #1 (continued)**

- Both ARNG and ANG are awaiting guidance on recommended courses of action for negative findings as a result of Service-directed screenings.

**Total # ARNG Sexual Assault Prevention and Response Program (SHARP)/VAs and ANG VAs**

	Number Screened	% Screened	% Meeting Screening Standards	% Not Meeting Screening Standards
ARNG	19	100%	TBD	TBD
ARNG	1,737	100%	76%	24%
ANG	438	100%	86%	14%

- There are 2,572 ARNG SHARP/VAs; of that number, 1,737 are considered “qualified” since they have completed the 80-hour SHARP and refresher training. The remaining 835 personnel are in the process of being vetted at the State level to qualify to serve as VAs.
- 100% (1,737) of the ARNG collateral duty VAs have been screened in accordance with Service Phase I requirements. Due to the level of screenings required and the use of outside agencies, validation is still underway.
- **Corrective actions.** Preliminary audit information was provided to each ANG WG/CC to correct identified screening deficiencies. Wings are to provide a status report to NGB/A1S NLT 30 Sep 13.
- Evaluation of ARNG full-time VAs screenings are to be completed NLT 30 Sep 13, at which time preliminary findings will be forwarded to G1 for review.
- Both ARNG and ANG are awaiting guidance on recommended courses of action for negative findings as a result of Service-directed screenings.

**Total # Recruiters**

	Number Screened	% Screened	% Meeting Screening Standards	% Not Meeting Screening Standards
ARNG	5560	100%	TBD	TBD
ANG	588	100%	99%	1%



# NATIONAL GUARD SEXUAL ASSAULT PREVENTION AND RESPONSE COMPREHENSIVE STAND-DOWN REPORT

## OBJECTIVE #1 (continued)

- **Corrective actions:** Preliminary audit information was provided to each ANG WG/CC to correct identified screening deficiencies. WG/CCs and Directors of Staff (DoS) will evaluate records of recruiters found to have areas of concern. Following an investigation, WG/CC and DoS will provide a Memorandum For Record to ANG Manpower and Personnel/Recruiting citing corrective actions and/or a recommendation to retain or remove the recruiter's Special Duty Identifier.
- Evaluation of ARNG initial screenings are to be completed NLT 30 Sep 2013, at which time preliminary findings will be forwarded to G1 for review.
- Both ARNG and ANG are awaiting guidance on recommended courses of action for negative findings as a result of Service-directed screenings.

## BEST PRACTICES TO SHARE:

- ARNG rapidly stood up an Adverse Action Cell to support the broadened screening requirements, and will continue to sustain it as these cells will become enduring requirements.
- ANG has engaged with Headquarters, Department of the Air Force SAPR and National Guard Bureau SAPR to establish guidelines for a standardized process related to requirement for document retention and SAPR internal controls.

## FEEDBACK FROM STAND-DOWN:

- Given the time constraints, States/Territories were proud that they met the requirement to conduct initial screening for their full-time JFHQ SARCs/VAs, Recruiters and collateral duty SARCs/VAs.
- SAPR field personnel request a Chief of the National Guard Bureau Instruction (CNGBI) that would establish program expectations for day-to-day program execution throughout the year.

## FOLLOW-UP/SUSTAINMENT PLAN:

- ARNG will implement screening requirements for full time and collateral duty SARC/VAs, Recruiters, Recruit Sustainment Program (RSP) Cadre, and Recruit Support Staff that must be completed prior to appointment, and is working to develop a database to track suitability requirements.
- ANG wings are to provide a status report to NGB/A1S NLT 30 September 2013 on their efforts to correct identified deficiencies.

**NATIONAL GUARD SEXUAL ASSAULT PREVENTION AND RESPONSE  
COMPREHENSIVE STAND-DOWN REPORT**

**OBJECTIVE #1 (continued)**

**COMMANDER'S COMMENTS:**

- Commanders applied necessary resources to expedite corrective actions identified by the AFAA in their preliminary audit.
- ARNG commanders will focus on efforts to ensure they appoint the most qualified individual to the SAPR positions. To avoid automatically eliminating a candidate based on past consequential behaviors, they plan to take a holistic approach when evaluating a Soldier's suitability to serve in this role.

**NATIONAL GUARD SEXUAL ASSAULT PREVENTION AND RESPONSE  
COMPREHENSIVE STAND-DOWN REPORT**

**OBJECTIVE #2**

**TASK:** SARCs/VAs/Recruiters Training.

**OBJECTIVE #2:** Refresher training for SARCs, VAs, and Recruiters on professional ethics, their critical responsibilities and standards, and the impact on mission readiness for violations of standards.

**DATE COMPLETED:** Per ARNG EXORD (26 Aug 13); Per ANG CONOPS (21 Aug 13).

**STANDARDS:**

- ARNG conducted interactive commander-led refresher training for all SARCs, VAs, Recruiters, RSP Cadre, and Recruiting Support Staff. At a minimum, the commanders covered the duties and responsibilities for SARCs, VAs, Recruiters, RSP Cadre and Recruiting Support Staff; professional ethics; warrior ethos; Army values and how they relate to the subject of sexual harassment and assault; and how sexual harassment and assault affect the readiness of the Army.
- The Commander, Air National Guard Readiness Center (ANGRC/CC) conducted a teleconference with WG/CCs and/or vice commanders and wing SARCs in which he emphasized the Stand-Down requirements, professional ethics, individual responsibility, and the impact of sexual assaults on mission readiness. Wing SARCs in turn reiterated the ANGR/CC's message and provided the required training to their alternate wing SARCs.

**ANALYSIS:** Training for both the ARNG and ANG involved commander-led, face-to-face interactive engagement with Soldiers and Airmen. ANG noted the use of PowerPoint slides to supplement portions of the training. Additionally, wings with numerous geographically separated units utilized video conferencing and PowerPoint slides with VA engagement.

**POPULATION:**

**Total # SARCs**

	Number Trained	% Trained	% Not Trained
ARNG	267	100%	0%
ANG	167	100%	0%

- 54 of the 267 ARNG SARCS are full-time JFHQ SARCS. The JFHQ SARCS (50 ARNG and four (4) ANG) were separated from the remaining 213 SARCS reported in Objective 1 since a full, broadened screening was conducted on the 50 ARNG JFHQ SARCS. The ANG JFHQ SARCS were included in the ANG audit.

**NATIONAL GUARD SEXUAL ASSAULT PREVENTION AND RESPONSE  
COMPREHENSIVE STAND-DOWN REPORT**

**OBJECTIVE #2 (continued)**

- 19 of the 267 ARNG SHARP/VAs are full-time JFHQ VAs and were separated from the remaining 148 VAs reported in Objective 1 since a full, broadened screening was conducted on the 19 ARNG SHARP/VAs.

**Total # ARNG SHARP/VAs and ANG VAs**

	Number Screened	% Trained	% Not Trained
ARNG	1,737	100%	0%
ANG	417	100%	0%

- Of the 2,572 ARNG SHARP/VAs, 1,737 have attended the mandated 80-hour training, received refresher training, and are performing the roles and responsibilities of the SHARP/VA.
- It is noted that ANG personnel numbers for Objective 2 are lower than Objective 1. Objective 1 captures VAs as of 3 Jun 2013. Since this time, 21 VAs have been assigned different responsibilities.

**Total # Recruiter**

	Number Screened	% Trained	% Not Trained
ARNG	5,560	100%	0%
ANG	588	100%	0%

**BEST PRACTICES TO SHARE:**

- ARNG provided SHARP reference material and talking points which allowed commanders the flexibility to develop their training. Additionally, the use of talking points was an effective training method to stimulate interaction.

**FEEDBACK FROM STAND-DOWN:**

- ARNG personnel felt the methods required for this training were an effective way to increase senior leadership awareness of the program because it placed the responsibility for training personnel on the commander.
- Training for ANG generated questions related to full-time Equal Opportunity personnel at the wings, and efforts to screen military applicants in an effort to keep perpetrators out of the military. It was reiterated, how creating a culture/climate where inappropriate behaviors and acts are addressed at the onset will have an impact on prevention.

**NATIONAL GUARD SEXUAL ASSAULT PREVENTION AND RESPONSE  
COMPREHENSIVE STAND-DOWN REPORT**

**OBJECTIVE #2 (continued)**

**FOLLOW-UP/SUSTAINMENT PLAN:**

- ARNG will continue to include leadership engagement as a part of the annual/yearly refresher training for the ARNG personnel.
- The additional requirement for two-hours of ethics training and 30-hours of additional victim care related refresher training every two years per the NOVA credentialing standards will likely take precedence over ANG personnel recommendation to include an additional make-up refresher training in the future.

**COMMANDER'S COMMENTS:**

- ARNG commanders felt the Stand-Down gave them the opportunity to discuss the critical roles and responsibilities of the collateral duty SARC/VAs, and conduct face-to-face meetings and interviews with the SARC/VAs to evaluate their suitability for continued service in their respective positions.
- ANG commanders reported positive SARC/VA/Recruiter discussions and identified focus areas to improve the Air Force culture moving forward

# NATIONAL GUARD SEXUAL ASSAULT PREVENTION AND RESPONSE COMPREHENSIVE STAND-DOWN REPORT

## OBJECTIVE #3

**TASK:** Leadership Engagement.

**OBJECTIVE #3:** Purposeful and direct commander and leader engagements with their Service members and civilian employees on SAPR/SHARP principles and the climate of dignity and respect necessary in every work place across the DoD.

**DATE COMPLETED:** Per ARNG EXORD (26 Aug 13); Per ANG CONOPS (NLT 1 Sept 13).

### STANDARDS:

- ARNG and ANG conducted leader engagements across the force with all Soldiers, Airmen, and civilians. Leadership engagements were discussion-based versus large group briefings.
- ARNG engagements covered the SHARP program and the I.A.M. Strong Campaign; individual responsibility for maintaining a climate of dignity and respect; and Army values, and how they relate to sexual harassment, sexual assault, and Army readiness.
- ANG WG/CCs were given the latitude to determine which notional sequence outlined in the Air Force CONOPS best fit their wing. If the CONOPS was executed as an outline, wings were permitted to use the Stand-Down activities to fulfill their annual SAPR training requirements. ANG Sexual Assault Prevention and Response created a website that housed all of the Stand-Down training materials including PowerPoint presentations, templates, and videos.

**ANALYSIS:** ARNG conducted commander-led training down to the lowest level in small groups of Soldiers. Most ANG WG/CCs began the Stand-Down activities with a Commander's Call; the group was then split into smaller groups for interactive training.

### POPULATION:

- ARNG has trained 99% of their population. One state (Alabama) has been granted an extension to complete Stand-Down training requirements NLT 30 Sep 2013.
- ANG has trained 95% of their population. Six wings have been granted an extension to complete Stand-Down training requirements NLT 30 Sep 2013 (103rd Airlift Wing, Bradley Air National Guard Base, Conn.; 113th Wing, Joint Base Andrews, Md.; 122nd Fighter Wing, Fort Wayne Air National Guard Station, Ind.; 133rd Airlift Wing, Minneapolis–Saint Paul Joint Air Reserve Station, Minn.; 148th Fighter Wing, Duluth Air National Guard Base, Minn.; and 153rd Airlift Wing, Cheyenne Air National Guard Base, Wyo.).

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## OBJECTIVE #3 (continued)

- Both ARNG and ANG extensions were granted due to units/wings not having a Unit Training Assembly (UTA) scheduled in July or August; recent demobilization; scheduled exercises; Service-directed evaluations; or domestic support missions. Service Program Managers continue to engage with units/wing contacts to ensure 100% completion of the Stand-Down training NLT than 30 Sep 2013.

### BEST PRACTICES TO SHARE:

- The Stand-Down allowed commanders to develop their own training while being provided SHARP reference material. The use of talking points was an effective training method used to facilitate meaningful discussions and was a factor in the overall success of the Stand-Down.
- Some wings required ANG Group and Squadron Commanders and Chief Master Sergeants were mandated to attend a one-hour pre-UTA SAPR brief. Other activities such as a 5K Run, *Invisible War* screening, exercises, and Q&A small group discussions were incorporated into the mandated Stand-Down activities. Skype was used to give deployed personnel insight into the Stand-Down.

### FEEDBACK FROM STAND-DOWN:

- Feedback from States/Territories was very positive. Having ARNG commanders present the topics directly to the Soldiers in small group settings versus using briefing slides set the stage for more interaction. This setting granted Soldiers the ability to ask questions directly of their commanders. Commanders could then address Soldier's concerns related to the climate and culture in their unit.
- During the Stand-Down discussions, ANG personnel asked for trend data on Airmen who committed sexual assaults. There were requests to place more focus on the acquaintance rapist rather than the stranger/predator rapist, tips on how to help a victim, prevention from a potential victim standpoint, and requests for access to training materials. The majority of the feedback revealed a call for action on the part of participants. Many shared how the Stand-Down sparked a desire to discuss their childhood abuse issues with a professional and talk to their kids about sexual assaults. Some felt the Man Box video was "anti-male and very offensive." The use of resource videos, Dr. Katz *TED Talk* video, and the *Justice Denied* video, were
- praised. Positive comment abounded: "Education helped me rethink my role," "I liked the use of multiple presentation media," "Glad it was in person and not another CBT(Computer Based Training)." The Stand-Down training was described as, "Best SAPR training so far!"

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**OBJECTIVE #3 (continued)**

**FOLLOW-UP/SUSTAINMENT PLAN:**

- ARNG recommends incorporating the Leader Engagement training concept in Fiscal Year 2014 training requirements.
- ANG recommend SAPR team stay engaged with wing members through facility visits, briefings at Newcomer's Orientation, and briefings to senior leaders at various venues.

**COMMANDER'S COMMENTS:**

- ARNG commanders advocate for addressing more Reserve Component issues in the annual SHARP refresher training. Moreover, many express the need for a rapid revision of current training materials and resources. Additionally, they recommend a review of the number of refresher training hours required by DoD and DA for collateral duty SARCs/VAs.
- ANG commanders reiterated their commitment to holding those under their command accountable for their actions as it relates to sexual harassment and sexual assaults, renewed their commitment to not tolerating intimidation or retribution of ANY kind, and confirmed their charge to lead by example.