



## Appendix A: SAPR Strategic Plan Highlights



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This Appendix details program and policy advances the Department completed during Fiscal Year (FY) 2018 in addition to those discussed in the Upfront Report. The activities noted are organized by the Sexual Assault Prevention and Response (SAPR) goals outlined in the *Department of Defense (DoD) SAPR Strategic Plan 2017-2021*, as shown in Table 1.

**Table 1. DoD SAPR Strategic Plan Goals**

Goal	Description
Goal 1: Prevention	Deliver consistent and effective prevention methods and programs.
Goal 2: Victim Assistance and Advocacy	Deliver consistent and effective victim support, response, and reporting options.
Goal 3: Investigation	Achieve high competence in the investigation of sexual assault.
Goal 4: Accountability	Achieve high competence in holding offenders appropriately accountable.
Goal 5: Assessment	Effectively standardize, measure, analyze, assess, and report program progress.

Each goal within the *DoD SAPR Strategic Plan 2017-2021* has supporting tasks in a sequential process to allow leaders to plan accordingly. This list of tasks is the result of the collaboration and collective efforts of the DoD SAPR community, including the Military Services and National Guard Bureau (NGB), to capture the most targeted and relevant tasks performed.

DoD Sexual Assault Prevention and Response Office (SAPRO) monitors and documents progress on these tasks. As of FY18, 26 tasks within the *DoD SAPR Strategic Plan 2017-2021* were completed and 39 remain open. The Department has initiated the remaining 39 tasks, and is on track to complete efforts by FY21. The following sections highlight tasks conducted by SAPRO in FY18.

## Goal 1: Prevention

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The Department, Military Services, and external stakeholders continue to collaborate to advance primary prevention efforts. In addition to the prevention efforts discussed in the Upfront Report, the following section includes other SAPRO activities in this field.

### Promoted Stakeholder Outreach and Best Practices

SAPR Connect is the only platform in DoD that provides individuals the opportunity to share prevention policies, programs, and practices. Membership grew to a record level of more than 3,000 members, representing the Military Services and installations around the world. SAPRO began efforts in FY18 to identify best practices in other virtual settings in order to foster greater stakeholder involvement and information sharing. This work led to the development of an upgraded online SAPR Connect portal.

SAPRO continued to collaborate with Service prevention personnel by hosting the quarterly Sexual Assault Prevention Roundtable with representatives from the Military Services, Coast Guard, NGB, and the Military Service Academies. In FY18, attendees shared Service-

specific prevention updates and collaborated on the development of a Sexual Assault Awareness and Prevention Month (SAAPM) planning resource. This resource was widely used across the Services to create primary prevention-focused activities under the SAAPM theme of “Protecting our People Protects our Mission.” Military Service Subject Matter Experts (SME) in prevention also exchanged updates and discussed ways to collaborate and share prevention research. This SME collaboration will continue into FY19 to promote expanded use of evidence-based prevention efforts.

SAPRO participated in the Council on Recruit Basic Training (CORBT) Annual Executive Session at Great Lakes Naval Base, Illinois, with senior leaders responsible for Recruit Basic Military Training across all Services. The Council convenes annually to share ideas, lessons learned, and procedures, including SAPR-related statistics and Service and DoD-wide initiatives tied to this training population. This year, SAPRO facilitated discussions on key SAPR-related issues and challenges pertaining to each Service’s initial military training mission. These discussions highlighted ways to improve training, DoD policy updates and gaps, and research-based best practices to consider related to the specific Service populations.

### **Collaborated with the DoD on Sexual Assault Awareness and Prevention Month**

SAPRO facilitated the Department-wide SAAPM observance, supporting events in the Washington, D.C. area to advocate for survivors and promote prevention. SAPRO shared ideas with the Services’ SAAPM planners on using the 2018 theme to create messaging and activities emphasizing that, regardless of rank, grade, or job specialty, everyone can take action to “protect our people.” The theme also supported DoD priorities to enhance readiness and lethality. Given the Department’s interest in advancing prevention, SAPRO provided the Services resources and guidance to help reframe activities and messaging from awareness and knowledge-based campaigns, to also include action-oriented, skill-building activities.

In April 2018, then-Secretary of Defense James Mattis released a message to the Force in support of SAAPM stating, “I expect every member of the Department to use their initiative and courage to model ethical and legal behavior in the workplace, at home, and online. My objective is that we communicate and behave in a way that reflects positively on America’s military and builds trust daily in our chain of command, and I am directing a re-doubled effort from our most senior to most junior on insisting on an assault free military.” He also stated, “Self-discipline, alert Non-Commissioned Officers, and attuned chains of command are essential if we are to set standards that strengthen our military readiness to fight well and increase our ability to recruit and retain the finest all-volunteer force this world has ever known.” Secretary Mattis described his expectations and highlighted the Department’s commitment to assertively prevent and swiftly and appropriately respond to sexual assault in the military. Secretary Mattis’ involvement, and that of other senior Department leaders, resulted in prevention activities across each Service and around the world.

### **Goal 2: Victim Assistance and Advocacy**

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The Department provides assistance to, and advocacy for, members of the Armed Forces and their adult dependents who report an experience of sexual assault. In addition to the victim assistance and advocacy activities discussed in the Upfront Report, the following section includes other efforts by SAPRO in this field.

## Responded to Victim-Related Inquiries

The Department's Safe Helpline (SHL) is an important bridge to victim assistance, reporting, and recovery. FY18 SHL post-session user feedback data shows that the average user ratings of services were above 4.0 on five-point scale on all domains, including ease of use, satisfaction with staffer knowledge, satisfaction with service, likelihood to recommend the resource, and intent to use resources provided. The SHL team supported outreach efforts at installations, with 51 events and increased online outreach. The increased outreach continued to promote awareness of the helpline as a unique resource for victims, their family and friends, and SAPR personnel in the field. SHL also serves as a hotline for individuals sexually assaulted in military correctional facilities as well, playing a key role in the DoD's implementation of the Prison Rape Elimination Act requirements. Additional information on SHL can be found in Appendix E.

## Goals 3 and 4: Accountability and Investigation

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All Unrestricted Reports of sexual assault are referred for investigation. The Department holds alleged offenders appropriately accountable in every case where there is sufficient evidence to do so. Investigation of sexual assault is accomplished by the Military Criminal Investigative Organizations (MCIO), including the Army Criminal Investigations Division, Naval Criminal Investigative Service, and Air Force Office of Special Investigations. These organizations operate under the oversight of the DoD Inspector General (DoD IG). Accountability actions fall under the responsibilities of the Judge Advocates General of the Military Departments.

## Appropriations to Special Victim Programs

Federal law requires the Department to field a Special Victims Investigative and Prosecution Capability. In addition, the Department provides victims of sexual assault with legal representation by Special Victims' Counsel or Victims' Legal Counsel. Congress appropriated funds to support these efforts within the Military Departments and NGB. In FY18, the Department distributed \$35,000,000 in appropriated funding to support these programs.

## Continued Development of the Catch a Serial Offender Program

The Catch a Serial Offender (CATCH) Program will allow sexual assault victims making Restricted Reports to confidentially provide the Department with information about their incident and/or alleged offender. Individuals will be notified if their information results in a "match" with other information in the CATCH system. With this knowledge, a person can decide whether to convert his or her Restricted Report to an Unrestricted Report to initiate an investigation. Participation in the program will be voluntary. A Restricted Report cannot be converted without permission, and there will be no adverse consequences if a person declines to participate.

The Office of the Under Secretary of Defense for Personnel and Readiness oversees the CATCH Program execution, with the Secretary of the Navy designated as the Executive Agent for the implementation of the program. The Naval Criminal Investigative Service (NCIS) is developing the program's website, which will be sequestered from unauthorized users in order to protect the integrity of the data. SAPRO is working with the Services, NCIS, DoD IG,



and the DoD Office of General Counsel to develop corresponding guidance on this program for SARCs and SAPR Victim Advocates (VAs).

## **Support to Special Victims Counsel Training Course**

SAPRO leadership facilitated training in May 2018 to over 200 newly appointed Special Victims' Counsel, Victims' Legal Counsel, and support personnel at the Air Force Special Victims' Counsel Course at Maxwell Air Force Base, Alabama. Attendees represented all Military Services. SAPRO provided expertise on the impact of trauma, human sexual development, and the types of resources available to counsel.

## **Goal 5: Assessment**

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The Department assessed elements of the SAPR program through the following efforts.

### **Improved the Defense Sexual Assault Incident Database**

The Department developed the Defense Sexual Assault Incident Database (DSAID) to meet requirements set forth in the FY09 National Defense Authorization Act (NDAA). SAPRO has used DSAID to record information on reports of sexual assault since 2012. Manual and automated data entry processes funnel information into DSAID, and include victim and referral support information, investigative and incident information, and case outcomes. SARCs originate DSAID cases based on an official report of sexual assault made by a victim to a SARC, SAPR VA, or MCIO investigator. SAPRO operates DSAID and works collaboratively with the Services to implement and sustain the system. SARCs use the program to provide comprehensive and standardized victim case management. Additionally, the Department uses the program to conduct oversight, inform SAPR program planning and analysis, and meet Congressional reporting requirements. In FY18, DSAID had 1,118 users, including 1050 SARCs, 39 program managers, 11 SAPRO analysts, and 18 military service legal officers.

In the past year, the United States Government Accountability Office (GAO) assessed the Department's efforts to implement DSAID including steps taken to standardize the program, address technical challenges, and incorporate a change management process. GAO found that DSAID is fully implemented and in use across the Services, and had no recommendations for improvement. GAO's report is available at <https://www.gao.gov/assets/690/681999.pdf>.

#### *Updates to DSAID*

SAPRO continues to manage formal processes to update DSAID features and usability via its Change Control Board (CCB). The CCB manages requests for updates or modifications to the system, and includes representation from each of the Military Services. In FY18, the CCB continued efforts to update DSAID and approved several enhancements to address technical challenges identified by users. The Department began efforts to optimize the database by upgrading system servers to reduce latency, increase user efficiency, and maximize security. In FY18, the Department conducted four platform upgrades for improved system capabilities, and developed and deployed 13 system initiatives to enhance victim case management, support comprehensive reporting, and enrich data quality. Lastly, the Department approved 19 change requests for continuous improvement to sexual assault data quality.

### *Conducted DSAID Trainings*

The Department requires DSAID users to undergo training in-person or online prior to accessing the system. In FY18, 786 users completed the web-based, self-guided training which includes simulations demonstrating program capabilities. SAPRO hosted a variety of trainings on DSAID to further enhance data quality and collection, including:

- Six in-person training sessions for program managers and legal officers
- Two webinars with over 156 participants on policy, new releases, and program updates
- Ten information sessions reaching over a thousand individuals in five countries

### *Way Forward on DSAID*

In FY19, the Department will upgrade system servers to reduce latency, increase user efficiency, and maximize security. Three major system change initiatives include:

- Improve documentation of retaliation allegations and outcomes associated with sexual assault reports
- Store relevant forms for future availability by victims of sexual assault
- Enhance alignment and cross-system coordination to improve quality and use of data

SAPRO will complete a major update of the web-based, self-guided training package that includes simulations of common DSAID functions. SAPRO will also conduct user feedback assessments and desk-side audits to inform continued improvement of the system.

## **Coordinated with the Defense Equal Opportunity Management Institute**

### *Leadership Team Awareness Seminar*

SAPRO's leadership facilitated discussions at the Leadership Team Awareness Seminar, training 135 senior military and civilian leaders in FY18. These leaders will impact the planning and execution of their organization's SAPR program. Defense Equal Opportunity Management Institute (DEOMI) and SAPRO presented SAPR lessons to 636 students at DEOMI courses throughout the year.

### *Assessment to Solutions*

SAPRO continued to work closely with DEOMI to update SAPR issue papers, briefings, and other materials on the Assessment to Solution (A2S) website. A2S is designed to provide commanders with assistance in addressing issues identified during the unit climate assessment process. The SAPR portion of the website provides commanders with strategies to address sexual assault prevention, response, and retaliation, as well as Service member knowledge of reporting options and bystander intervention techniques. In FY18, 6,682 users viewed the SAPR portion of the website and 5,826 SAPR products were downloaded. Compared to FY17, this represents increases of 25 percent in user views and 220 percent in downloaded products.

## Implementation Status of National Authorization Act (NDAA) Sections Pertaining to SAPR

The Department implements requirements from the FY14-17 NDAA pertaining to sexual assault and sexual misconduct. While most legislative changes are fully implemented, two sections listed below are in progress.

**FY15 NDAA:** All sections are complete.

**FY16 NDAA:** All sections are complete.

**FY17 NDAA:** Section 542, “Effective prosecution and Defense in Courts-Martial and Pilot Programs on Professional Military Justice Development for Judge Advocates” is in progress. The duration of the pilot program development is five years, moving the projected completion date for this action as late as FY22.

**FY18 NDAA:** The following sections pertain to the Service Boards of Correction and Discharge Review Boards.

- Section 520 – Consideration of additional medical evidence by boards for the correction of military records and liberal consideration of evidence related to posttraumatic stress disorder or traumatic brain injury is in progress.
- Section 521 – Public availability of information linked to disposition of claims related to discharge or release of members of the Armed Forces when claims involve sexual assault is in progress.
- Section 522 – Confidential review of characterization of terms of discharge of members who are victims of sex-related offenses is in progress.
- Section 523 – Training requirements for members of boards for the correction of military records and personnel who investigate claims of retaliation is in progress.
- Section 524 – Pilot program on uses of video teleconferencing technology by boards of correction of military records and Discharge Review Boards is in progress. Each of the Boards are addressing implementation based on existing policy and practice, and available resources.