

APPENDIX G: LINES OF EFFORT

The Department uses this report as an oversight tool to monitor improvement of the Department's SAPR and POSH programs at the MSAs. To that end, the summary of the self-assessments from the MSAs is organized by the lines of effort (LOE) established in the *2013 DoD SAPR Strategic Plan* signed by the Secretary of Defense in May 2013. These LOEs are:

1. Prevention
2. Investigation
3. Accountability
4. Advocacy/Victim Assistance
5. Assessment

Prevention is the first LOE in the *DoD SAPR Strategic Plan*. The objective of the Prevention LOE is to deliver consistent and effective prevention methods and programs that reduce, with a goal to eliminate, the prevalence of sexual assault. The desired end state is to reinforce the cultural imperatives of mutual respect and trust, professional values, and team commitment to create an environment where sexist behaviors, sexual harassment, and sexual assault are not condoned, tolerated, or ignored. Prevention includes developing and sustaining a climate of dignity and respect, training and education, and mitigating criminal threats.

Investigation is the second LOE in the *DoD SAPR Strategic Plan*. The objective of Investigation is to achieve high competence in the investigation of sexual assault. The end state is where investigative resources yield timely and accurate results.

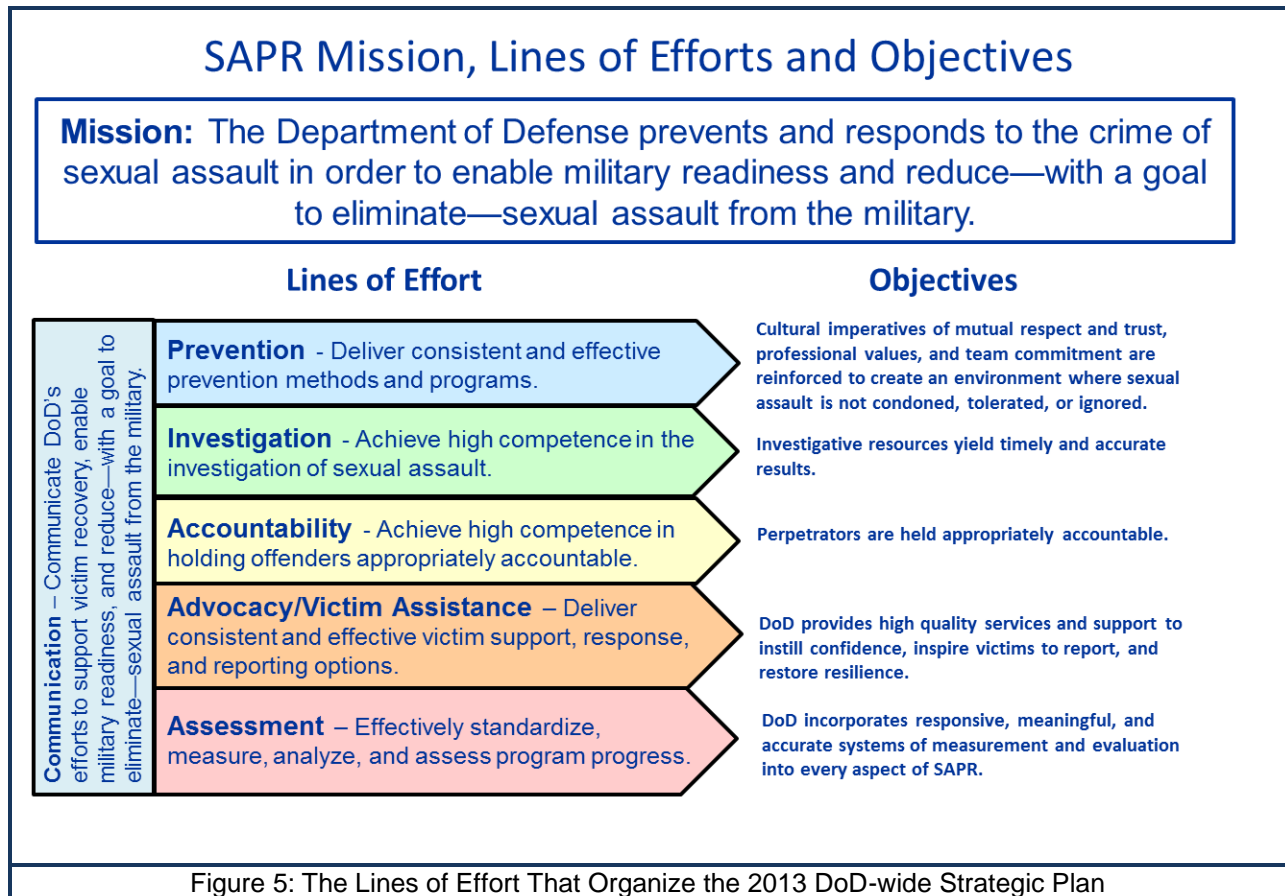
Holding alleged offenders appropriately accountable is the objective of the Accountability LOE. The Department provides a fair and equitable system of accountability that promotes justice and assists in maintaining good order and discipline. Attorneys and commanders are a critical part of this system of accountability and are the center of gravity to the third LOE. Commanders have the responsibility of establishing good order and discipline, holding perpetrators appropriately accountable, and establishing a climate that is intolerant of behaviors that give rise to sexual assault. Staff judge advocates, prosecutors, defense attorneys, and special victims' counsel promote justice through their respective roles in the military justice system—either directly advising a military commander, prosecuting a sexual assault case or other crime under the UCMJ, or representing a victim or defendant.

Advocacy and Victim Assistance is the fourth LOE in the *DoD SAPR Strategic Plan*. The objective is to deliver consistent and effective victim support, response, and reporting options, with the end state of providing high quality services and support to instill confidence and trust, strengthen resilience, and inspire victims to report. Survivors are offered and provided advocacy services, medical care, counseling, legal assistance, victim witness assistance, and chaplain services when requested and in a safe environment that encourages reporting and respects confidentiality. Critical to successful advocacy and victim assistance are trained and knowledgeable

professionals who are known and available to cadets and midshipmen and whose services and programs inspire victim reporting.

The fifth LOE in the *DoD SAPR Strategic Plan* is Assessment. The Department aims to effectively standardize measure, analyze, assess, and report program successes. Assessment is an enduring process of data collection and analysis designed to improve program effectiveness, and is embedded within the four other LOEs. The end state is to incorporate responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of SAPR programs in order to determine their effectiveness.

In January 2014, the Secretary of Defense directed the Service Academy Superintendents to ensure implementation of Academy-focused sexual assault and sexual harassment prevention and response strategic plans, aligned with their respective Department or Service SAPR strategic plans.



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