United States Air Force Report on Sexual Assault Prevention and Response to the President of the United States: Narrative

Executive Summary

The Air Force has a long legacy of facing challenges head-on. The fight to eliminate sexual assault from our ranks is one such challenge that we will be engaged in until the Air Force is free from sexual assault. This challenge will take bold and persistent leadership, persistent focus, and persistent action to realize our vision of an Air Force free from sexual assault. We have no doubt that our Airmen will achieve this vision because there isn't a challenge that Airmen have accepted and failed to achieve.
One of the keys to successfully addressing sexual assault is to ensure every Airman has the opportunity to live and work in a healthy environment where he or she is treated with dignity and respect. There is no place in that environment for the degradation of individuals through acts of sexual harassment or sexual assault. First and foremost, it is inconsistent with our Core Values: "*Integrity First*", *"Service Before Self",* and *"Excellence in All We Do."* And secondly, it goes against everything our mission espouses when protecting and defending democracy at home or abroad.

The Air Force educates officer, enlisted, and civilian Airmen on the continuum of harm so they can identify and eliminate behaviors that may lead to sexual assault. Starting from first contact with a recruiter and continuing through an Airman's professional military education, the Air Force builds upon established sexual assault prevention and response core competencies and learning objectives for all training. Air Force recruiters initiate this process by briefing new recruits on the definitions of sexual assault, sexual harassment, unprofessional relationships, and the requirement to report misconduct in the recruitment phase. The sexual assault prevention and response education continues at Basic Military Training, where 11.5-hours of core training focus on gender diversity, sexual harassment, and sexual assault. The building block approach strengthens our Airmen's Core Value development at Basic Military Training and is due in large part to the implementation of 43 recommendations from a 2012 review.

For future officers, the Air Force Academy now trains leaders using a sexual assault prevention and response philosophy that throughout the first year, the cadet is a follower; second year a role model; third year a worker/coach; and fourth year a leader. In addition, the Reserve Officer Training Corps and the Officer Training School curriculum includes three-hours of sexual assault prevention and response instruction covering the effects of sexual assault on a unit's trust and cohesion, the importance of victim empathy, and how gender relations and sexism can impact trust.

While every Airman is accountable for the climate where he or she lives and works, commanders have special accountability and authority to ensure good order and discipline in their unit and are held accountable for the climate they create. To help commanders with climate issues, in 2005, the Air Force placed a full-time sexual assault response coordinator at every installation to include deployed locations. Today, each installation now has at least one full-time sexual assault response coordinator and one full-time victim advocate and many installations have several more than two. The Air

Force thoroughly screens candidates using a national agency background check and only selects the highest qualified personnel. Sexual assault response coordinators and sexual assault prevention and response victim advocates are trained to provide commanders advice and counsel on climate issues in their unit and also to provide professional, respectful care to sexual assault victims. These individuals also lead the sexual assault prevention and response education and training at their installation and are skilled at providing programs that meet the needs of each individual installation.

Shortly after hiring its first sexual assault response coordinators, the Air Force stood-up a week-long in-residence course to provide training and education for this very critical position at the tip of the spear. In 2014, this course was revised and almost doubled in length to respond to feedback from sexual assault response coordinators in the field on areas that needed more discussion before a sexual assault response coordinator assumed his or her duties. We published our first sexual assault prevention and response policy document in 2008, which has been revised several times since then to provide current direction to the field. According to multiple studies, sexual assault is one of the most under reported crimes in our nation. Reasons often provided for not reporting include: self-blame or guilt, shame, or desire to keep the assault a private matter, fear of not being believed or of being accused of playing a role in the crime, and lack of trust in the criminal justice system.

To encourage victims to report, our early efforts to eliminate this crime focused on response and becoming experts at taking care of sexual assault victims. Our response efforts fell into three main efforts: taking care of the victims that report the crime, professionally investigating the reported crimes, and then professionally prosecuting the crimes as appropriate. It is well understood that we need experts in every part of the response system to appropriately provide justice to sexual assault victims. To provide this expertise we have systematically identified and provided additional resources and training for our response systems to develop a world-class response capability.

As mentioned above, sexual assault response coordinators offer vital support to commanders and manage a compassionate victim response program. To ensure unrivaled victim advocacy, the Air Force employs 118 nationally certified sexual assault response coordinators, and each one completes the 8-day qualification course and 32 hours of continuing education bi-annually. Our sexual assault response coordinators provide commanders with a unique 24/7 victim response and care capability and are the focal point for assuring services are provided to a sexual assault victim from the initial report through final disposition. Sexual assault response coordinator positions are filled predominately by civilians acting as the lifeblood of the Air Force Sexual Assault Prevention and Response Program, providing us with a highly skilled and stable workforce. Assisting our sexual assault response coordinators are 2,248 military and civilian volunteer victim advocates who comprise our unique Air Force capability to provide compassionate care for sexual assault victims.

Beyond the initial response, comprehensive medical care is critical to supporting victims. For each victim the Air Force Medical system provides and/or coordinates

medical care, mental health support, and completion of a sexual assault forensic examination at the victim's request. The Air Force Medical Service's goal is to support the victim while also ensuring credible evidence collection. To accomplish this goal the Air Force has assigned certified sexual assault forensic examiners at every 24-hour Air Force medical treatment facility. Additionally, at locations not serviced by a 24/7 military treatment facility the Air Force establishes memorandums of understanding with local community resources to ensure victim care and credible evidence collection.

In further pursuit of world-class victim advocacy, the Air Force introduced the Special Victims' Counsel Program in fiscal year 2013, which many consider to be one of the most significant advancements in the area of victim support. This program gives sexual assault victims a voice in the legal process and enables judge advocates to assert their clients' rights both in and out of court. The special victims' counsel is the first of its kind to provide Airmen and their family members who are victims of sexual assault with their own attorney, free of charge. Since the program's inception, special victims' counsel have represented more than 1,000 victims of sexual assault with 91% of victims who competed a survey indicating they were "extremely satisfied" and 8% "satisfied" with the support they received from their special victims' counsel.

The Air Force started focusing on a future free of sexual assault in 2003, stationing 10 DNA trace analysts at the United States Army Criminal Investigations Laboratory in an effort to decrease crime lab processing time. To continue the trend, the Air Force increased its investigative capacity in 2011, adding 24 dedicated sexual assault investigators to the Air Force Office of Special Investigations. These dedicated investigators ensure the highest quality criminal investigations. In support of this initiative and holding perpetrators appropriately accountable, we equipped our investigators with cutting-edge investigative equipment to preserve credibility of both dry and wet forensic evidence. In 2013, the Office of Special Investigations took the lead role in all sexual assault investigation efforts to provide a single point of contact for these cases. The Air Force also created cross-functional training programs between investigators, and judge advocates to foster better understanding and collaboration between these two organizations. This collaboration results in better investigations, which in turn, results in justice for both the victim and the accused.

Over the last three years, we continued to provide a fair and equitable justice system while making vast improvements to both judicial and non-judicial treatment of victims throughout the process. Our system promotes justice and contributes to maintaining good order and discipline within the military establishment. We introduced a special victim capability, comprised of specially trained judge advocates, victim witness assistance personnel, and paralegals who work collaboratively with Air Force Office of Special Investigations agents to ensure effective, timely, responsive worldwide victim support, and the capability to investigate sexual assault offenses in order to hold perpetrators appropriately accountable.

The special victims unit senior trial counsel that are part of the special victim capability are critical to successfully prosecuting sexual assault cases. Special victims unit senior

trial counsel are specially trained, experienced judge advocates responsible for prosecuting sexual assault, domestic violence, child abuse, and child sexual assault offenses. Victim witness assistance program personnel are appointed by staff judge advocates to assist victims during the military justice process.

Although effective investigation and response are important, we do not believe that solely prosecuting the offenders is the most effective way to prevent this crime. In March 2007, we started focusing on prevention by hosting a sexual assault prevention and risk reduction symposium. From this symposium, the Air Force developed a prevention methodology aimed at teaching Airmen how to protect one another from sexual assault. The methodology concentrated on combating the adverse effects of corroding unit trust and integrity resulting from sexual assault. In 2010, the Air Force launched its first bystander intervention training. This training was created by industry experts and aimed at preventing future sexual assaults. We spent two years training the entire force on bystander intervention and have now imbedded this training within our established training infrastructure. This campaign set the tone for the more recent evolution of prevention and response training and we continue our focus on prevention by operationalizing the latest research from the academic community on sexual violence prevention.

The impact of the Air Force's sexual assault prevention and response campaign is reflected in the reporting and estimated prevalence data trends over the last three fiscal years. Since fiscal year 2012, sexual assault reporting increased 61% with a shift to unrestricted reports, which went from 58% of the total reports to 69%. Similarly, the percentage of Airmen who indicated experiencing unwanted sexual contact in the preceding year dropped to its lowest level since 2006, when sexual assault prevalence was first measured. In fiscal year 2012, the prevalence rate among female Airmen was 3.1% and in fiscal year 2014 that rate dropped to 2.28%. A similar trend is shared among male Airmen. In fiscal year 2012, the unwanted sexual contact prevalence rate was 0.5%. In fiscal year 2014 the rate dropped to 0.43%. The decrease in prevalence and increase in reporting resulted in cutting the gap between incidence and reporting in half. In fiscal year 2012 approximately 1 in every 6 Airmen who experienced unwanted sexual contact reported it; in fiscal year 2014 approximately 1 in every 3 Airmen who experienced unwanted sexual contact reported it.

Over the last three years, we have solidified the foundation for executing the Sexual Assault Prevention and Response Program and demonstrated an unwavering commitment to eliminating sexual assault among our ranks. Despite many competing challenges, Air Force leadership remains personally and wholeheartedly engaged in exploring new frontiers and breaking down barriers to solve this complex and sensitive issue. Our Airmen will embrace this challenge and their vision will shape the Air Force's sexual assault prevention and response future. Whether they serve in the skies above or on the ground below, today's Airmen represent the best of America, and they will succeed in creating a future Air Force free of sexual assault.

Introduction

This report documents the work the United States Air Force has accomplished the past three years to eliminate sexual assault from our force. Our strategy to create a force free from sexual assault centers around two primary themes, prevention and response. Prevention stands on its own and reflects policies and programs in place focused on the Airmen who commit this crime and how to pre-empt the crime before it occurs. Response programs can be further broken down into three categories: Investigating sexual assault report allegations, prosecuting these cases, and taking care of the victims who report this crime. Underpinning both our prevention and response efforts is critical assessment of our success towards eliminating this crime. This report contains 2 sections; the first section is narrative with five chapters detailing our prevention, investigation, accountability, advocacy, and assessment efforts in that order. The second section is a statistical analysis on quantitative data analysis collected over the last three fiscal years.

The Air Force's focus on sexual assault took shape in 2005 with the creation of a Sexual Assault Prevention and Response Office that had four dedicated individuals managing the program. This office was organized under the Deputy Chief of Staff for Manpower and Personnel, with civilian oversight provided by the Assistant Secretary of the Air Force for Manpower and Reserve Affairs. In June 2013, the Air Force restructured the Sexual Assault Prevention and Response Office to provide a multi-disciplinary capability lead by a general officer. The Air Force also moved this restructured office directly under the Vice Chief of Staff to provide more direct oversight from the Secretary of the Air Force and the Chief of Staff of the Air Force.

Today, a Major General leads the Sexual Assault Prevention and Response office and is responsible for a multi-disciplinary team comprised of 34-members. Team members represent the legal, medical, investigative, legislative, public affairs, field operations, research, and assessment functional areas. This team gives the Air Force both the manpower and expertise to more adequately assess sexual assault prevention and response plans and programs. While the Air Force has made significant strides in the sexual assault area, it remains committed to a future force free of sexual assault.

Comprehensive Overview by Line of Effort

1. LINE OF EFFORT 1 – PREVENTION

Overview: Since its inception, the Air Force's Sexual Assault Prevention and Response Program has committed to delivering consistent and effective prevention methods and programs. It is critical the entire Air Force community work together to preclude criminal behavior from occurring and respond appropriately to incidents when they occur to prevent future incidents. Sustained emphasis by commanders and first line supervisors is critical to this effort. Continuous engagement is essential to establishing a climate of dignity and respect, as well as instituting environmental indicators to reduce and ultimately eliminate this crime. The United States Air Force builds upon established sexual assault prevention and response core competencies and learning objectives for all training, starting with accessions and continuing through an Airman's professional military education to ensure consistent learning and standardization throughout the force. The Air Force also collaborates with a variety of sexual assault prevention practitioners and researchers to discover the most effective prevention policies and programs. The Air Force desires an environment across the force that reinforces our imperatives of mutual respect and trust, professional values, and team commitment.

Populations Affected: All

Leadership Engagement: The role of effective leadership cannot be overstated. An effective prevention strategy requires Air Force leaders to deliver a persistent and consistent message that sexual assault and related behaviors will not be tolerated. To this end, the Air Force directs commanders to foster climates emphasizing the Air Force Core Values of "*Integrity First*", *"Service Before Self",* and *"Excellence in All We Do."* Airmen who embody Air Force Core Values cultivate an environment of dignity and respect. To achieve this goal, Secretary of the Air Force, Deborah Lee James, Air Force Chief of Staff, General Mark A. Welsh III, and the Chief Master Sergeant of the Air Force, James Cody play an important and active leadership role in preventing sexual assault.

Secretary of the Air Force: Since taking office in late 2013, Secretary James has focused on improvements to the Air Force's prevention programs. In observation of Sexual Assault Awareness Month in April 2014, Secretary James released a video charging all Airmen to join senior leaders and take action against sexual assault. An excerpt follows: "General Welsh, Chief Cody, and I are committed to an Air Force where everyone is valued and treated with dignity and respect. We will continue to work hard on sexual assault prevention and our efforts to eliminate this problem, this terrible crime. Taking care of our people - uniformed and civilian Airmen - is my top priority, and I charge you in doing the same by taking care of each other. Be good wingmen!"

Secretary James travels frequently to bases throughout the world, always meeting with the local sexual assault response coordinator and Airmen to understand their perceptions of sexual assault and their assessment of the Sexual Assault Prevention

and Response Program. While speaking to a class at the Squadron Officer School at Maxwell Air Force Base, Alabama in May 2014, she emphasized individual responsibility to preventing sexual assault by explaining, "Being a good wingman is so important to our culture, but being a good wingman never means standing by and allowing people to (blame victims), so I say to you, please take it personally."

The Secretary takes advantage of opportunities to reach out to Airmen on their responsibilities to create an environment free from sexual assault. For example in her speech to a broad audience of Airmen and the public, at the Air Force Association conference in September 2014, the secretary stated: "Bold leadership from our Airmen means that we must bind ourselves to the common threads of dignity and respect. So let us build toward that future of a more inclusive environment, an environment free from sexual assault, an environment enriched by diversity of thought. Let us stand firm in the face of injustice for today's lieutenants and Airmen are tomorrow's generals and chiefs, and if we get it right now, if we properly develop and cultivate a respectful, diverse, and inclusive work force, one that stands firmly on the shoulders of our bedrock values of integrity, service and excellence, then tomorrow's Air Force will be even better than it is today. Better than it ever has been before."

Chief of Staff of the Air Force: In November 2012, Chief of Staff of the Air Force, General Mark A. Welsh III, brought together Air Force wing commanders, more than 160 senior colonels, and one-star generals for an unprecedented daylong face-to-face conversation about leadership. One of the primary topics he discussed at length was sexual assault prevention and response. This is the first time all wing commanders have met in a single place at a single time with the Chief of Staff of the Air Force on any topic in recent history. It was an extremely candid discussion. The Chief stressed that, as wing commanders and leaders, they must directly engage and aggressively address this issue. His message was clear, all leaders must redouble their efforts to combat sexual assault, and start by ensuring our work environments reflect respect for all Airmen. As part of this meeting, the Chief announced a Health and Welfare Inspection across the Air Force to reinforce expectations for the workplace environment, correct deficiencies, remove inappropriate materials, and deter conditions that may be detrimental to good order and discipline. Stated another way, it was a "reset", to ensure Air Force workplaces are free of offensive materials that might breed a lack of respect among Airmen.

In November 2012, the Secretary of the Air Force, Chief of Staff of the Air Force, and Chief Master Sergeant of the Air Force sent a letter implementing major initiatives in support of the prevention line of effort. The letter sent to all Airmen stated, "there is no place in the Air Force for sexual assault, and every Airman needs to take action and be part of the solution."

Immediately following this letter, the Air Force performed the aforementioned force-wide Health and Welfare Inspection during the first two weeks of December 2012. The intent of the inspection was to reinforce expectations for the workplace environment, correct deficiencies, and deter conditions that may be detrimental to good order and discipline. The inspections empowered every Airman to play a role in eliminating environments

conducive to sexual harassment or unprofessional relationships.

In January 2013, the Chief of Staff of the Air Force issued an inspection follow-up letter to all Airmen. His follow-up letter reinforced that images, songs, stories, or so-called "traditions" that are obscene, vulgar, or that denigrate or fail to show proper respect to all Airmen, are not part of Air Force heritage and will not be accepted as part of Air Force culture. In April 2013, the Chief of Staff and the Chief Master Sergeant of the Air Force released a video message to all Airmen echoing these sentiments. While the Chief of Staff of the Air Force-directed inspections are complete, the effort to promote a climate of dignity and respect for all Airmen continues.

In June 2013, the Air Force realigned oversight responsibilities of the Sexual Assault Prevention and Response Office under the Vice Chief of Staff Office. Vice Chief of Staff, General Larry Spencer, explained to Airmen in an Air Force blog response, "We need each and every one of you to get engaged in addressing this issue, this crime, and it is a crime. We need to know exactly where you feel the issues are, so we can address them with laser focus. I need every one of you helping us find ways to ensure dignity and respect are prevailing qualities in our daily relationships."

In December 2013, the Chief of Staff of the Air Force hosted a Sexual Assault Prevention and Response Summit as part of the Air Force's ongoing effort to provide education and training on the issue of prevention and to discuss the complex leadership concerns sexual assault presents. Co-chair of the House of Representatives Military Sexual Assault Prevention Caucus, Representative Michael Turner, spoke to the Air Force leaders, and reinforced the leadership's message on prevention. All wing commanders, sexual assault response coordinators, and command chiefs were invited to this event to promote a team-based approach to resolving the issue.

In April 2014, the Air Force Chief of Staff hosted a Three Star Summit. Secretary James conducted a special session during the summit and devoted an entire day to sexual assault prevention and response. The Secretary spoke about her effort to speak to local sexual assault response coordinators, special victim counsels and victim advocates during her travels. Experts from several fields, including law enforcement, legal, and behavioral science, gave their insight, and entertained questions. A male and a female survivor each provided moving accounts of their trauma and answered questions about their experiences. Open and candid discussion was the cornerstone of the day. Top Air Force leaders shared with each other the work they have done so far, and their continuing plans to make sexual assault prevention a top priority.

In May 2014, General Welsh thanked the broad spectrum of individuals involved in the special victim's capability. The Air Force worldwide special victim capability is primarily comprised of 24 sexual assault investigators, 28 special victims' counsel, and eight special victim unit senior trial counsel. In a video message to all Airmen: "You are working so hard to do the right things to help us eliminate this scourge (of sexual assault), the results are showing," he said, listing a number of efforts and programs implemented over the last year. General Welsh cautioned Airmen about celebrating

success too early. “There is no victory dance until we have victory," he said. "So when we hit zero sexual assaults for a year, we’ll celebrate. Until then, keep taking care of each other.”

Chief Master Sergeant of the Air Force: The Chief Master Sergeant of the Air Force travels frequently to bases throughout the world, always meeting with the local sexual assault response coordinator and Airmen to understand their perceptions of sexual assault and their assessment of the Sexual Assault Prevention and Response Program. In August 2014, Chief Master Sergeant of the Air Force, James Cody, spoke on the topic of sexual assault at Tinker Air Force Base. He said, “although the Air Force has taken steps to educate and bring awareness to the issue, no one should be satisfied until the crime is eliminated completely. We have made significant strides when you think about our special victim's counsel, the fidelity that we are putting behind the training and how we continue to adapt it in meaningful and purposeful ways. We are not going to allow ourselves to lose sight of the importance of creating an environment built on dignity and respect. We want it to be impossible for this crime to be perpetrated amongst the men and women who serve."

Commanders Prevention Role: On May 8, 2014, The Air Force published Air Force Instruction 1-2, *Commander’s Responsibilities,* establishing broad responsibilities and expectations for commanders. This instruction supports prevention efforts as it provides guidance to commanders to be morally and ethically above reproach and to exemplify Air Force Core Values and standards in their professional and personal lives. It directs commanders to establish and maintain a healthy command climate, which fosters good order and discipline, teamwork, cohesion and trust that ensures members are treated with dignity, respect and inclusion and does not tolerate harassment, assault or unlawful discrimination of any kind.

Air Force Guidance Memorandum Two to Air Force Instruction 36-2406, *Officer and Enlisted Evaluation Systems*, January 1, 2014, defines commanders and non-commissioned officers’ explicit responsibilities for creating climates of dignity and respect in support of sexual assault prevention. The guidance memorandum also sets forth expectations of fair and equal treatment to include an environment free of sexual harassment, unlawful discrimination, and sexual assault. The guidance memorandum charges commanders with the responsibility to create a healthy climate and adhere to Sexual Assault Prevention and Response Program principles. Additionally, every commander is responsible for, and will be held accountable for ensuring their unit has a healthy climate. These new requirements are critical to the prevention line of effort and assist Airmen in understanding their role in creating a healthy culture and environment.

Airmen: The Air Force expects every Airman to take on a key role in preventing sexual assault and provides education and training on bystander intervention and the role of all Airmen in affecting culture change. The Air Force recognizes that it takes all Airmen engaged in a continual collaborative effort to eliminate sexual assault from its ranks.

Sexual Assault Response Coordinators: Sexual assault response coordinators are

the primary point of contact at an installation, major command, or within a geographic area to oversee sexual assault awareness, prevention, and response training. They provide commanders with a 24/7 response capability, coordinate medical treatment and track services provided to a sexual assault victim from the initial report through final disposition. Sexual assault response coordinators ensure victims receive appropriate care, and understand reporting options, and available sexual assault response services. Education, training, awareness, and community involvement make up the foundation of the Sexual Assault Prevention and Response Program's prevention efforts.

Air Force sexual assault response coordinators are the key to full-time prevention endeavors. Coordinators work to create and maintain a positive and proactive prevention presence among Airmen on the installation. Furthermore, sexual assault response coordinators establish and maintain a proactive network in the surrounding community to increase awareness of trends, upcoming events, and potential changes in levels of safety. The sexual assault response coordinator communicates those findings with the installation population through leadership channels and public awareness campaigns. Annually in April, coordinators lead planning efforts to support nationally recognized Sexual Assault Awareness Month.

Sexual assault response coordinators continue educating themselves and others on sexual assault trends, local and national initiatives, and ways to improve support to victims. This information is shared with commanders and key leaders at appropriate venues such as staff meetings, conferences, and commanders' calls. This information is further integrated with the installation's Community Action Information Board or similar coordinating programs. The Community Action Information Board is a commander's tool, which allows the commander to assess the health of the community and to enact positive programs and services to foster resiliency.

Sexual Assault Prevention and Response Victim Advocates: Sexual assault prevention and response victim advocates are Department of the Air Force civilians whom are full-time victim advocates and report directly to a sexual assault response coordinator. They are trusted to provide non-clinical crisis intervention, referral, and ongoing non-clinical support to sexual assault victims. At the request of the victim, a sexual assault prevention and response victim advocate liaises with other organizations for victim care.

For example, a victim advocate may provide direct care during any administrative, medical, investigative, and legal procedure, ensuring a victim understands the processes involved. Victim advocates educate victims to make informed decisions regarding their health and well-being. Additionally, victim advocates establish a link between the local community and victim support agencies. This vital link facilitates cooperation in achieving support for victims of sexual assault and helps to promote the enhancement of the Sexual Assault Prevention and Response Program.

Sexual Assault Prevention and Response Volunteer Victim Advocates: The Air Force encourages military members and Department of the Air Force civilians to volunteer as victim advocates. On a part-time basis, these individuals perform the same duties as sexual assault prevention and response victim advocates and remain in

an on-call status until their services are needed.

Training Enhancements

Bystander Intervention Training: In 2010, as an effort to motivate and mobilize Airmen to intervene when they see or hear inappropriate or unsafe situations conducive to sexual assault, the Air Force Sexual Assault Prevention and Response Office introduced bystander intervention training. This 90-minute, gender-based training focused on helping Airmen recognize their individual responsibility to eliminate sexual assault and to assist victims or potential victims. In 2012, bystander intervention training was updated to use a dynamic, interactive model, moving students from knowledge to taking action. It was a definite improvement over previous PowerPoint-driven training, engaging the audience from the very beginning. The training challenged participants to move out of their comfort zone and required them to explore personal misconceptions and biases by "taking a stand". Additionally, it required small group interaction, separated by gender. Feedback from those who attended bystander intervention training was overall very positive and supported the notion that small discussion-based groups were well received and preferred. Bystander intervention training continues to be an important and reemphasized element within the Air Force's sexual assault prevention and response paradigm.

Sexual Assault Response Coordinator and Victim Advocate Course: From the program's inception in June 2005 through 2013, the Air Force offered a five-day Sexual Assault Prevention and Response Coordinator Course, twice a year. The course provided training to all newly assigned full-time, deputy, and alternate sexual assault response coordinators. The course provided a general overview and understanding of sexual assault response coordinator roles and responsibilities and demonstrated victim care through role-play scenarios. Sexual assault response coordinators were also taught how to recruit, manage, and train victim advocates. Additionally, the sexual assault response coordinators received subject matter expert presentations from the legal, special investigations, family advocacy, and sexual assault nurse examiner fields.

In March 2013, the Air Force initiated extensive review of all sexual assault prevention and response training, which began with a major overhaul of the Air Force Sexual Assault Response Coordinator Course, taught at Air University, Maxwell Air Force Base, Alabama. The revamped training course expanded from five to eight days and is currently offered to sexual assault response coordinators and full-time sexual assault prevention and response victim advocates.

The updated course employs adult learning theory (andragogy) with an emphasis on independent, self-directed, experiential learning, which shifts the focus of instruction to process based learning, through scenarios, role-plays, and group interaction. The entire course includes new learning objectives developed in partnership with the Air University Course Director. The new objectives aim to increase sexual assault response coordinators knowledge, skills, and abilities to effectively advocate for victims, serve as a key advisor to leadership, and strengthen collaboration. This revised course uses a pedagogical approach in modules such as budgeting, self-care, offender

dynamics, ethics, facilitating dynamic presentations, and effective communication with leaders. Breakout sessions are conducted to emphasize the key learning objectives. The course incorporates a pre- and post-assessment to evaluate student knowledge and enable feedback to faculty for course content. A formal Instructional Systems Design model is used to analyze, design, develop, implement, and evaluate instruction for the course, which allows for continued feedback and improvement. In April 2014, representatives from the Office of the Secretary of Defense evaluated the Air Force Sexual Assault Response Coordinator Course and found that indicate it met all Department of Defense core competencies. More importantly, the representatives noted numerous elements of the course as best practices in training sexual assault response coordinators.

Completion of the Sexual Assault Response Coordinators Course provides participants with the required initial training needed for certification. The nationally recognized and required certification allows sexual assault prevention and response personnel to work with victims. Since fiscal year 2012, the Air Force has trained and certified 256 sexual assault response coordinators, and 2,248 victim advocates including those in deployed locations.

Enlisted Recruiting: In April 2013, the Air Force instituted improved protections that begin as soon as an Air Force applicant meets with a recruiter. Recruiters brief new recruits on the definitions of sexual assault, sexual harassment, unprofessional relationships, maltreatment, poor training, and the requirement to report misconduct in the recruitment phase. The recruiter's goal is to ensure applicants understand that the Air Force does not and will not tolerate these negative behaviors. The recruiters also ensure new recruits understand the Air Force Sexual Assault Prevention and Response Program reporting procedures should they happen to be subjected to or witness anyone carrying out these offenses. To guarantee the message is received, the Air Force gives the same briefing again after the recruits arrive at Basic Military Training.

As a means to enhance recruiter quality, the Air Force is screening applicants for duty. As approved by Secretary of Defense in June 2014, with actions on track for implementation no later than January 5, 2015, mandated evaluations for recruiters will also include three screening measures for criminal history information, military records checks, and whole-person assessments by someone in the members' chain of command. Initial screening will be run on all recruiters at time of application/selection for recruiting duty. Additional screens will be accomplished when a recruiter changes duty station or every three years, whichever is less. Maintaining only professional relationships is "The Cardinal Rule" of recruiting and remains the most briefed and trained topic to Air Force recruiters; briefed 5 times in initial recruiting schoolhouse training and approximately 14 times prior to certification."

Enlisted Accessions Training: In September 2012, the Secretary of Defense directed the military services to implement training on preventing sexual assault and other misconduct in initial military training. The Air Force improved and continues to improve training throughout the development of an Airman. In 2013, Air Education and Training Command enacted the "Rights and Duties of an Air Force Trainee" (Attachment Two).

The Air Force emphasizes the "Rights and Duties" starting with the recruiter, continuing at the military entrance processing station, Basic Military Training, and technical training. All new enlisted recruits must acknowledge the principles highlighted in the "Rights and Duties" which include: a community free of unlawful discrimination, harassment, intimidation and threats; professional conduct by leaders at all levels; equal opportunity, professional relationships with all leaders with prohibited activity described in great detail; and a duty to report inappropriate behavior. The enactment of the "Rights and Duties of an Air Force Trainee" was a significant training enhancement as it ensures Airmen within the accessions pipeline understand the Air Force's commitment to sexual assault prevention and response.

Basic Military Training: Basic Military Training is the Air Force's 8.5-week accessions program for every enlisted Airman. In the fall of 2012, a Secretary of Defense directive mandated the services to perform a comprehensive assessment of initial military training. At the same time, an Air Education and Training Command Commander-Directed Investigation was nearing completion. These reviews noted an insufficient focus in the sexual assault prevention and response training area and highlighted the fact that a majority of the training used PowerPoint with very little trainee discussion, crosstalk, or feedback on material presented. In May 2013, to address these deficiencies, the Air Force updated the Basic Military Training Sexual Assault Prevention and Response Curriculum to include scenario-based training and trainee discussion and crosstalk. Additionally, the Air Force mandated sexual assault response coordinators become the primary course instructors for the material, rather than depend on military training instructors. To improve assessment, prevention, and response efforts, the improved curriculum incorporated enhanced assessment mechanisms, such as critique boxes, survey mechanisms, and hotline phones with a direct link to the installation sexual assault response coordinator. Improvements throughout Basic Military Training directly support the prevention strategy efforts of both the Department of Defense and the Air Force.

Since May 2013, the Air Force curriculum now includes 11.5-hours of core training covering topics on gender diversity, sexual harassment, and sexual assault. The training goal is to provide graduates a solid foundation in sexual assault prevention and response and build a culture that embraces dignity and respect where Airmen have complete trust and confidence in one another. The emphasis areas and breakdown of training is shown below.

- Human Relations I. This course provides two and a half training hours dedicated to understanding the Department of Defense and Air Force vision regarding: equal opportunity policy; professional and unprofessional relationships and what constitutes fraternization; building positive relationships; resolving conflicts; and understanding religious diversity and sensitivity with other cultures.

- Human Relations II. This course provides five training hours dedicated to understanding barriers to respectful human relationships such as

stereotyping, prejudice, disparaging terms, discrimination, hazing, and sexual harassment. The course enhances skills to develop positive human relationships, understanding the definition of forbidden relationships and what constitutes unprofessional relationships and why they are inappropriate, how they occur, and how to prevent them. Lastly, it explores sexual predator risk indicators and methods to protect against them.

- Sexual Assault Prevention and Response Course. This course provides four training hours dedicated to defining sexual assault and understanding the definitions of consent and prevention; the Air Force zero tolerance policy; the four common sexual assault roles - perpetrator, facilitator, passive bystander and victim; the culture of responsible choices; the victim response process and victim sensitivity and reporting procedures; and the expedited transfer program.

Commander-Directed Investigation at Basic Military Training: In 2012, the Commander, Air Education and Training Command, directed an investigation in response to misconduct discovered at Basic Military Training and to understand how the problem developed. In November 2012, the team led by Major General Woodward completed the investigation and submitted a report containing 22 findings categorized into five major areas: (1) leadership-insufficient leadership oversight and poor accountability were hindrances to effective deterrence of misconduct; (2) the military training Instructor selection and manning process-the military training instructor corps suffered from a lack of maturity and minimal leadership experience, while at the same time endowing individual military training instructors with excessive power for their positions; (3) the military training instructor training and development process-military training instructor culture and training did not emphasize non-commissioned officer responsibilities adequately; (4) reporting and detection-there are barriers to reporting that exist for both military training instructors and trainees; and (5) policy and guidance-determining the necessary and enduring institutional safeguards. The report identified 46 recommendations to the commander for implementation. Air Education and Training Command took aggressive action to ensure the safety and well-being of the trainees. Implementation is complete on 43 of 46 recommendations with the remaining three culture-related recommendations closing out by mid-2015. We improved physical and technical detection measures including increasing the rank, quality, and experience of officer and senior non-commissioned officer leadership. Additionally, Air Education and Training Command doubled the amount of female military training instructors, increased military training instructor manning by 25 percent, tripled the amount of high-fidelity camera systems, embedded Behavioral Psychologists monitoring for behavioral drift, provided 24/7 sexual assault hotlines, increased trainee access to cell phones, and hired additional sexual assault response coordinators and chaplains. The Air Force also implemented a developmental special duty process increasing the rank, quality factors, and psychological aptitude to perform as an military training instructor. Air Education and Training Command implemented policy mandating strict duties on reporting allegations and reduced military training instructor tour lengths. Furthermore, Air Education and Training Command gained man-power positions and hired additional

trained investigators.

The Basic Military Training investigation revealed deficiencies in training relating to sexual assault, sexual harassment, unprofessional relationships, and the ability for trainees to identify when they are being mistreated. The Air Force increased both the duration and frequency of sexual assault prevention and response training during enlisted accessions and concluded that subject matter experts should provide the training for both trainees and military training instructors. Additionally, the Air Force added scenario-based training to week four with a test administered specifically to assess retention and provide immediate feedback on results.

While addressing the leadership recommendations, the Air Force studied the environment looking for areas where abuse of power was present and subsequently initiated corrective measures to eliminate it. To guard against other misconduct, the Air Force ensured top quality commanders are assigned to serve at Basic Military Training. Additionally the Air Force incorporated additional military training instructor education, reporting requirements, and removal guidelines to dissuade, deter, detect, and hold accountable individuals who engage in unprofessional conduct. Beginning in early 2012, the Air Force took action by placing emphasis on leadership to engage in maintaining an effective, safe, and secure training environment. The Air Force filled squadron commander positions within basic military training with high potential, high-performance officers. The Air Force also increased the number of leadership positions within the squadrons by adding operations officers and flight commanders to the rosters. The Air Force increased the experience level of leaders by upgrading the squadron first sergeant positions from master sergeant to senior master sergeant and the squadron superintendent positions from senior master sergeant to chief master sergeant.

The Air Force also strengthened leadership preparation considerably through an expanded orientation course that places additional emphasis on the potential for abuse of power, sexual assault, unprofessional relationships, and trainee maltreatment or improper training. Finally, the Air Force instituted a series of policy changes to ensure leadership receives timely notification of potential misconduct, that credible allegations of misconduct result in immediate removal from the training environment, and set appropriate thresholds for the temporary or permanent removal of an instructor. The recruiting, education, and training environments present unique challenges in maintaining good order and discipline, particularly in the areas of sexual misconduct, unprofessional relationships, trainee abuse, hazing, and academic integrity. Commanders must be particularly vigilant in order to successfully dissuade, deter, and detect these threats. These additional actions were formally institutionalized in December 2013 when published in Air Education and Training Command Instruction 36-2909, *Recruiting, Education and Training Standards of Conduct*.

In accordance with Secretary of Defense Memorandum, “Withholding Initial Disposition Authority Under the Uniform Code of Military Justice in Certain Sexual Assault Cases,” 20 April 2012, initial disposition authority is withheld from all commanders who do not

possess at least special court-martial convening authority for certain Article 120 and Article 125, Uniform code of Military Justice, offenses.

In the recruiting, education and training environment, initial disposition authority for misconduct allegations is withheld to wing commanders (or equivalent) and group commanders (or equivalent) who report directly to a general court-martial convening authority or higher for the following alleged offenses: (1) unprofessional relationships between faculty, staff, recruiters and applicants, recruits, Recruiter Assistance Program participants, trainees, cadets, students, and entry-level status Airmen; (2) fraternization and (3) any attempts to commit such offenses. This initial disposition authority applies to all other alleged offenses arising from, or relating to, the same incident(s), whether committed by the alleged perpetrator or initiated by the alleged victim. This withholding was initially effected via memorandum dated August 2012, and later published in Air Education and Training Command Instruction 36-2909, dated December 2013.

Additionally, policy requires recruiters, faculty, and staff members with knowledge of an alleged violation, or attempted violation, of this instruction shall immediately report the allegation to an appropriate authority, unless otherwise exempted by operation of law, regulation, or policy. Personnel receiving such reports will forward the report through appropriate channels to the alleged violator's squadron/detachment commander. Failure to observe the provisions of this paragraph and its subparagraphs by military personnel is a violation of Article 92, Uniform Code of Military Justice. Violations by civilian personnel may result in administrative action or other action as appropriate.

Furthermore, policy requires commanders of education, training, and recruiting units to ensure all personnel - including faculty and staff, trainees, cadets, students, entry level status Airmen and recruiters are briefed on the relevant provisions of this instruction upon their arrival, and at least annually thereafter. These actions strengthened the leadership team while ensuring the force has the necessary tools and appropriate attitudes to develop Airmen who understand and live by Air Force Core Values.

To create institutional safeguards the trainees are empowered through additional training, reporting tools, and better access to sexual assault response coordinators and chaplains. These steps improved the effectiveness, safety, and security of the training environment. In July 2012, the Air Force further improved trainee safety with the expansion of the wingman policy, which requires trainees to have a fellow trainee beside them any time they are outside a group setting. Additional safeguards implemented include limiting military training instructor access to trainee private information, improving investigation capabilities, and maintaining a 24/7 hotline.

Furthermore, the culture and environment in which training occurs required improvement. The Air Force chose to reduce the military training instructor duty day which had grown to over the years to as much as 16-hour days, for weeks at a time. To address this issue, the Air Force added instructors to each flight, reducing the instructor work day. In an effort to bring more experience and maturity to the military training instructor corps, the Air Force increased the required grade level for military training

instructor duty from senior Airman to technical sergeant. The Air Force also improved initial instructor qualification and supplemental training through changes to the qualification-training course and the establishment of a deliberate development program.

Finally, the Air Force created assessment mechanisms to measure the implementation of the investigation team's recommendations. This effort formally transitioned on January 5, 2013 when the command established the Recruiting, Education, and Training Oversight Council. In the council's charter, the commander directed the establishment of an oversight council to "review the progress and effectiveness of previously implemented actions, provide an expanded perspective on future actions, and advise the commander on strategic issues affecting Airmen safety, good order, and discipline within the recruiting, education, and training environments." Currently, the commander continually assesses the implementation status and effectiveness of the 46 commander-directed investigation recommendations related to Basic Military Training, examines applicable initiatives in recruiting, technical training, flying training and education environments.

In October 2012, the command commissioned RAND to conduct a Project Air Force initiative to help detect incidents of abuse and sexual misconduct in the training environment and provide metrics to help leaders understand what actions to take to reduce these behaviors. This effort resulted in the development of an integrated survey for Basic Military Training trainees and military training instructors to obtain sophisticated feedback on incidents of misconduct and perceptions about misconduct, leadership attitudes, and culture. The Basic Military Training Survey System was piloted in June 2013 and implemented in October 2013. The survey asks trainees if they experienced, witnessed, or heard about sexual assault or other misconduct from their military training instructors or other trainees, addressing topics such as sexual harassment, unprofessional relationships, and sexual assault. Additionally, the survey asks respondents about their comfort in reporting allegations of sexual assault or misconduct, their familiarity with different sexual assault resources, as well as why they would or would not report a sexual assault or other misconduct. These surveys are the first administered anonymously on the network and provide unfiltered views from our trainees. All trainees are administered this survey in the seventh week of training. This is a critical prevention tool, providing ground truth from the perspectives of our trainees. We measure the engagement of our leaders, conduct trend analysis on access to support services and cross-reference with the RAND survey to make actionable policy changes.

Basic Military Training Capstone Week: The Air Force is developing a transition week at the end of Basic Military Training. The purpose of this new program is to bring the Air Force's newest Airmen together outside the rigorous Basic Military Training environment and reemphasize some of the most critical aspects of the training while also providing for a smooth transition between the basic and technical training environments. During this period, the Airmen will learn to take greater responsibility for their personal behavior by better understanding their true goals in life as Airmen; gain

deeper respect for and skills in working with and caring for all fellow Airmen, regardless of differences; and learn practices to promote their own personal and professional growth as resilient Airmen. The Capstone Week should strengthen the respect and dignity Airmen have in themselves and for others, increase their respect for the diversity we have in the Air Force, and reinforce their commitment to our Air Force core values. The Air Force expects to implement Basic Military Training Capstone Week in 2015.

Technical Training: Technical training adapts enlisted and officer students to military life and provides the Air Force with highly trained, motivated, self-disciplined, and physically fit Airmen with exceptional military bearing. During technical training, Airmen are provided with the technical skills needed to perform their career field specialties. Airmen transition from a strictly controlled Basic Military Training environment into a structured technical training atmosphere of military discipline and academics. Airmen are expected to continue disciplined performance, and appearance. They require continued reinforcement of the standards and are held accountable for their actions. Leaders in the technical training environment continue to emphasize Air Force Core Values as Airmen progress in the profession of arms.

In May 2013, technical training added two-hours of scenario-based, sexual assault response coordinator-led discussions to the initial 2008 sexual assault prevention and response content, bringing total hours of technical training instruction to six. Sexual assault response coordinator-led discussions also include technical training-specific scenarios to generate discussion and crosstalk for situations that Airmen will face while in the community, classroom, dormitory, and elsewhere. Additionally, students are now tested on content and procedures prior to advancing from Initial transition period (limited liberties upon arrival from Basic Military Training to technical training) to advanced transition period with more liberties granted as an advanced student.
During technical training leadership training, the Judge Advocate provides information on analysis of the technical training environment, emphasizes the policies and cases of unprofessional relationships and sexual assault to enhance key leader awareness of the subtleties of the technical training milieu.

Second Air Force also conducted an independent review of sexual assault issues in the technical training environment following the November 2012 Basic Military Training commander-directed inspection report. While sexual assault in technical training were primarily student-on-student, Second Air Force adopted 26 of the Basic Military Training recommendations as applicable to technical training and consolidated them into 10 initiatives. All of the initiatives are complete, with one requiring ongoing monitoring. Second Air Force also provided detailed guidance on regulating instructor and student interaction, currently implemented in Air Education and Training Command Instruction 26-2909 and Second Air Force Guidance Memorandum 36-01. As for student-on-student sexual assault, Second Air Force conducted a qualitative review of this issue which was completed in March 2013. That report developed 24 recommendations in three areas or centers of gravity to address student-on-student assault.

Every trainee must review the Second Air Force Commanders and Command Chiefs

video on their rights and duties of a United States Air Force trainee in Basic Military Training as well as a similar one in technical training.

The Second Air Force Abuse Hotline is also used in technical training along with drop boxes, end of course surveys, and random surveys, similar to Basic Military Training.

First Term Airman Center: Upon arrival at their first duty station, enlisted Airmen attend a course of instruction at the First Term Airman's Center. The course facilitates an Airman's transition from the training environment to their first duty station. At the First Term Airman Center, Airmen learn about a wide variety of installation-specific topics to include the installation's Sexual Assault Prevention and Response Program. Airmen are introduced to the installation sexual assault response coordinator and given his or her contact information and receive a minimum of one-hour of sexual assault prevention and response training. The sexual assault prevention and response training concentrates on specific services offered by the installation, reporting avenues, first responder and local law enforcement contact information, and ongoing awareness campaigns.

Officer Accessions Training: Officers in the United States Air Force join the Air Force through one of three avenues; The United States Air Force Academy, Reserve Officers Training Corps, or Officer Training School.

United States Air Force Academy Preparatory School Training: The Academy Preparatory School focuses on preparing young men and women who are not quite ready academically to enter the United States Air Force Academy as a first-year cadet and has approximately 240 cadet candidates. The United States Air Force Academy Sexual Assault Prevention and Response Office provides prevention education and response to the cadet candidates and prep school permanent party. During week one of basic training, the cadet candidates receive their sexual assault prevention and response training from the sexual assault prevention and response staff and trained facilitators.

The training begins with gender-specific modules taught in small groups of 20 or less, and focuses on effective, respectful communication, healthy relationships, and personal boundaries. These modules form the foundation for subsequent modules that focus on what to do when personal boundaries are violated. A second training course currently under development provides two separate Healthy Communication in Dating and Relationships Seminars, one for males and one for females. Following the seminars is a mock speed dating exercise that allows cadet candidates to practice the respectful, healthy communication strategies they just learned real time. The United States Air Force Academy Preparatory School plans to implement the second training initiative in 2015.

United States Air Force Academy: The Air Force Academy is committed to the advancement of values and behaviors required of military officers. The Air Force Academy is also dedicated to increasing sexual assault prevention and response

education, victim confidence associated with reporting and victim support. The Air Force Academy makes specific efforts to heighten cadets' social sensitivity and respect for human dignity as part of a holistic approach to officer preparation. These efforts deliver training and education experiences to the right audience at the right time to develop a sense of personal responsibility as leaders, followers, and peers.

During the 2012-2013 timeframe, the Superintendent of the Air Force Academy created the position of Director for Culture, Climate, and Diversity. The academy developed the position to chart a strategy that leverages resources and expertise to shape a climate of dignity and respect. The director works directly for the Superintendent and serves as the institutional focal point for today's climate, culture, diversity, and inclusion challenges.

The new director assumed responsibility of the Air Force Academy Sexual Assault Response Coordinator and the Sexual Assault Prevention and Response Program. The Air Force Academy remains committed to eliminating sexual assault and harassment through an inclusive climate that respects human dignity within a diverse fighting force.

To ensure a continuum of sexual assault training throughout the four-year degree program at the academy, the curriculum was enhanced in 2013 with a philosophy that within the first year, the cadet is a follower; second year a role model; third year a worker/coach; and fourth year a leader.

- As a follower, three and a half-hours are dedicated to content focusing on addressing definitions, roles, policies, gender issues, safety measures and bystander intervention.

- As a role model, two and a half-hours are dedicated to address content covering consequences along with verbal and nonverbal communication sexual cues.

- As a worker/coach, four-hours are dedicated to address prevention behaviors, victim psychology, holding peers appropriately accountable, victim empathy, and helping behaviors.

- Finally, as a leader, two and a half-hours are dedicated to focusing on legal implications and leadership roles in preventing sexual assaults.

The academy conducts sexual assault prevention and response training via large group briefings, small group facilitation, and leadership panels along with peer facilitated scenario discussions.

Air University Holm Center: Annually, 80 percent of the Air Force officer accessions come through the Air Force Reserve Officer Training Corps or Officer Training School Program. The Air University Holm Center manages these Air Force Officer Commissioning Programs. The center sets the parameters within which Air Force officers must function for good order and discipline, clearly establishes differences between acceptable and unacceptable behavior, and emphasizes the consequences of

not adhering to stated policies regarding acceptable behavior. Special emphasis is placed on ensuring faculty members and newly commissioned second lieutenants are fully aware and accepting of the Department of Defense standards on sexual assault prevention and response. The Air Force Reserve Officer Training Corps and Officer Training School Programs lay the foundation for sexual assault prevention and response for these officers. The Department of Defense Instruction 6495.02, *Sexual Assault Prevention and Response Program Procedures*, Air Force Instruction 36-2014, *Commissioning Education Program*, and the *Defense Department Sexual Assault Prevention and Response Strategic Plan*, dated April 30, 2013, govern the curriculum content for these accessions programs.

Air Force Reserve Officer Training Corps: This officer accession source is a college program offered at more than 1,100 colleges and universities across the United States. The program recruits, educates, and commissions officer candidates through college campuses based on Air Force requirements. It prepares young men and women to become Air Force officers while earning a college degree.

Freshman and sophomore college students may enroll in the Air Force Reserve Officer Training Corps General Military Course. This initial course focuses on Air Force history and Air Force Core Values. College students who choose to continue in the general military course may compete as officer candidates during their sophomore year to attend a five-week field training encampment. Upon successful field training completion and at the start of their junior year, students enroll in the Air Force Reserve Officer Training Corps Professional Officer Course and commit to a four-year post-graduation service commitment with the Air Force. To ensure a continuum of sexual assault prevention training throughout the Air Force Reserve Officer Training Corps Program, the curriculum was enhanced in 2013 to include the following content in a three-hour block of instruction each semester.

- An explanation of the Sexual Assault Prevention and Response Program to include: definitions of sexual assault, consent, and confidentiality; risks associated with alcohol use; the roles of a perpetrator, facilitator, bystander and victim; the wingman concept; the effects sexual assault can have on a unit's trust and cohesion; the importance of empathy to a victim; and how gender relations and sexism can impact trust and mission accomplishment.

- A case study addressing how to handle a sexual assault from both the victim and leadership standpoints as well as inappropriate relationships among military members.

During a cadet's field training encampment, which occurs between their sophomore and junior year, cadets receive a visit from the Maxwell Air Force Base Sexual Assault Response Coordinator. The sexual assault response coordinator discusses his or her role and responsibilities during the encampment, and a victim advocate's role in supporting a sexual assault victim. The sexual assault response coordinator is available during the encampment to discuss sexual assault reporting options and to

answer cadet questions about the Sexual Assault Prevention and Response Program. In the summer of 2014, the field training encampment Sexual Assault Prevention and Response Curriculum incorporated "Sex Signals", a traveling sexual assault awareness production. The inclusion of this production into field training enables the Air Force to educate future officers on dating, sex, and the core issue of understanding consent, which is vital to Air Force prevention efforts.

Officer Training School: Officer Training School is a rigorous, nine-week program designed to challenge a person both mentally and physically. Its purpose is to develop a person into a world-class officer of character who possesses the American warrior ethos, embodies the Air Force Core Values, and is prepared to lead Airmen. Upon graduation, a candidate is commissioned as a second lieutenant in the United States Air Force.

Similar to the Air Force Reserve Officer Training Corps, Officer Training School candidates receive Air University Holm Center-developed training. Officer candidates receive three hours of dedicated sexual assault prevention and response training, primarily taught during the introductory phase of the course and reemphasized throughout. The sexual assault prevention block of instruction is similar to the Air Force Reserve Officer Training Corps semester training. A summary of the curriculum is shown below.

- The sexual assault response coordinator responsibilities and availability while in training and the role of the victim advocate.

- A visit by the Maxwell Air Force Base Sexual Assault Response Coordinator to further discuss the sexual assault program to include restricted and unrestricted reporting as well as to answer questions.

- An explanation of the Sexual Assault Prevention and Response Program to include definitions of sexual assault; consent; confidentiality; risks associated with alcohol use; the roles of a perpetrator, facilitator, bystander and victim; the wingman concept; the effects sexual assault can have on a unit's trust and cohesion; the importance of empathy to a victim; and how gender relations and sexism can impact trust and mission accomplishment.

- A case study addressing how to handle a sexual assault from both the victim and leadership standpoints as well as inappropriate relationships among military members.

- A student assessment completed at the end of Officer Training School.

Professional Military Education: Professional military education courses reinforce the competencies taught in accessions training while building leadership traits. Three levels of professional military education for both officers and enlisted Airmen build upon each other and prepare them for the next level of leadership in their career. Enlisted

professional military education includes Airman Leadership School, Non-commissioned Officer Academy, and Senior Non-commissioned Officer Academy. Officer professional military education includes Squadron Officer School, Air Command and Staff College, and Air War College. Today's professional military education curriculum includes rank appropriate sexual assault prevention and response education for both commissioned officers and enlisted Airmen.

- Airman Leadership School: The Airman Leadership School is the first level of the enlisted professional military education continuum and prepares senior Airmen to be professional, war-fighting Airmen who can supervise and lead Air Force work teams to support the employment of air, space, and cyberspace power. Currently, there are 68 Airman Leadership School Programs worldwide. Airman Leadership School provides students with 60 minutes of sexual assault prevention and response content focusing on addressing definitions, roles, policies, gender issues, safety measures, and bystander intervention to new supervisors at the senior Airman level.

- Non-commissioned Officer Academy: The Non-commissioned Officer Academy is the second level of enlisted professional military education and prepares technical sergeants to be professional, warfighting Airmen who can manage and lead Air Force units in the employment of air, space, and cyberspace power. Currently, there are 11 Non-commissioned Officer Academies worldwide. The Non-commissioned Officer Academy provides 50 minutes of sexual assault prevention and response content focusing on professional relationships, a professional environment free of sexual assault, offender accountability as appropriate, and victim empathy to junior enlisted leaders at the technical sergeant level.

- Senior Non-commissioned Officer Academy: The Senior Non-commissioned Officer Academy is the third level of enlisted professional military education. The Senior Non-commissioned Officer Academy prepares senior non-commissioned officers to lead the enlisted force in the employment of air, space, and cyberspace power in support of the United States national security objectives. The Senior Non-commissioned Officer Academy is located at the Maxwell-Gunter Annex, Alabama. Senior Non-commissioned Officer Academy provides 60 minutes of sexual assault prevention and response content focusing on fostering an environment of dignity and respect, victim psychology, and the impact of sexual assault on readiness to senior enlisted leaders at the master sergeant level and above.

- Squadron Officer School: Squadron Officer School builds upon knowledge and skills imparted through pre-commissioning and professional experience to provide the Air Force with captains who comprehend and internalize the service's core values and the ethics and principles of officership that are so distinct to the profession of arms and service in the Air Force. The Squadron Officer School produces graduates who are able to: 1) lead at the tactical level employing the

full range of leadership behaviors necessary to achieve success; 2) exercise leadership that reflects the Air Force Core Values and employs concepts of accountability, diversity, and coaching/mentoring to facilitate effective mission execution; 3) employ problem-solving, decision-making, and process improvement tools to meet mission challenges at the tactical level; 4) explain the broad capabilities and roles airpower plays in joint and coalition operations to achieve national objectives; and 5) forge professional relationships to facilitate teamwork at the tactical level.

The Squadron Officer School Program incorporates sexual assault prevention and response content into two "Profession of Arms" lessons that discuss the dimensions of wellness and commanding well. Both lessons are integrated within the broader leadership context that is central to the Squadron Officer School mission. The "Wellness" lesson covers the impact of sexual assault on the individual, the unit, and the Air Force and includes General Welsh's August 2012 video in which he discusses his priorities and focuses specifically on ending sexual assaults. Also discussed in the context of leadership, wellness, and helping victims are the restricted and unrestricted reporting options, and supporting victims of sexual assault as a leader charged with executing an Air Force mission. The "Commanding Well" lesson includes graduated wing/group commanders who provide students a snapshot of how they commanded successfully and then allows students an extended question and answer period. The topic of sexual assault arises in nearly every discussion and panel member responses reflect their command experience with combatting sexual assault. Four more "Profession of Arms" lessons (Officer and the Law, Core Values and Airmanship, Ethical Warrior, and Professional Relations) reinforce the accomplishment of the above objectives by emphasizing the officer's responsibility to protect Airmen and provide freedom from all forms of abuse.

- Air Command And Staff College: Air Command and Staff College is the Air Force's intermediate officer professional military education institution, prepares field-grade officers of all services (primarily majors), international officers, and United States government civilians for positions of higher responsibility within the military and other government arenas. The Air Command and Staff College Program produces graduates who are able to: 1) lead and command in complex, dynamic, and ambiguous operational environments; 2) apply military theory in general and airpower theory in particular to the development of operational-level strategies; 3) plan for the integration and employment of joint forces at the operational level in whole-of-government operations across the spectrum of war and conflict; 4) articulate capabilities and limitations of service and joint organizations in the conduct of war at the operational level; 5) apply research methodologies and critical thinking skills to analyze issues of concern to the war fighter and/or broader defense community; and 6) forge professional relationships that facilitate efficient, effective, and collaborative accomplishment of assigned tasks.

The Air Command and Staff College Program explores the ethical, moral and legal implications of sexual assault prevention and response in its capstone leadership course, the practice of command. For example, mid-career professionals play the role of a squadron commander addressing their squadrons on a variety of real world scenarios including cases of possible sexual harassment in the workplace and alleged date rape in the dormitory. In another lesson, seminars explore the effects of sexual assault prevention and response on good order and discipline and morale in discussions with serving first sergeants from Maxwell and Gunter.

- Air War College: Air War College, the Air Force's senior officer professional military education institution, prepares officers from each United States military service (lieutenant colonels and colonels), senior civilian employees of federal government agencies, and officers from the international community. The Air War College Program produces graduates who are able to: 1) lead successfully at the strategic level in a joint and coalition environment, exhibiting the traits essential to the profession of arms and promoting the proper strategic employment of airpower; 2) develop military strategies that, in concert with other instruments of national power, achieve the goals of national security strategy; 3) analyze complex political-military situations and clearly articulate strategic thought, orally and in writing, from a joint perspective; and 4) capitalize, as senior leaders, upon diverse personal and professional relationships forged from the broader education.

  In Air War College students learn about the latest data regarding sexual assault prevalence, reporting, and convictions. The Air Force has placed an emphasis on the critical need for leaders to understand and take the lead on this problem. In addition, these future leaders are guided through learning materials on the neurobiology of trauma to increase their understanding of victim response and behaviors that may seem to contradict normal expectations of victims (e.g. not fighting back, continuing to date offender, reporting months later, laughing, joking, etc.). The course addresses offender dynamics and cultural indicators of higher risks for sexual assault. The training includes interactive exercises, discussions, and thought provoking videos.

Specialized Leadership Training: Within the Air Force, there are some positions that require specialized training such as commanders, first sergeants, and command chiefs. Commanders, first sergeants, and command chiefs interact with every single Airman through direct leadership and management at all levels throughout the Air Force. In addition to their professional military education, senior leaders accepting these roles and responsibilities receive additional specialized training in preparation for their new assignment.

Command positions come with great authority and responsibility. Therefore, Air Force officers selected to command attend a dedicated course with specialized training focused on a wide variety of areas in which commanders bear responsibility, to include

sexual assault prevention and response. Commanders are charged and held accountable for creating and fostering a culture of dignity and respect along with a climate free of sexual assault.

Commanders' specialized training focuses on sexual assault prevention, supporting victims, and setting the standard for dignity and respect for all. To achieve this goal, commanders receive three and a half hours of sexual assault prevention and response training. They learn about the latest data regarding sexual assault prevalence, reporting, and convictions. Similar to Air War College, these leaders are guided through learning materials on the neurobiology of trauma to increase their understanding of victim response and behaviors that may seem to contradict normal expectations of victims (e.g. not fighting back, continuing to date offender, reporting months later, laughing, joking, etc.). The course addresses offender dynamics and cultural indicators of higher risks to sexual assault. The training includes interactive exercises, discussions, and thought provoking videos. The course incorporates a pre- and post-assessment of learning objectives. The pre-test is scored prior to the class to allow facilitators to emphasize weak areas of required knowledge later in class and it allows for personalization of the content for each class. Since their inception, the assessment of post-test scores has shown an improvement in knowledge for each class and students have indicated an increase in confidence in their ability to lead on sexual assault prevention and response issues.

In 2012, the Air Force added sexual assault prevention and response training to the Command Chief Master Sergeant Orientation Course. Command chief master sergeants are the enlisted liaisons between commanders and enlisted Airmen at the wing, numbered Air Force, and major command levels. Command chiefs constantly assess their respective environments, provide critical advice to senior commanders on trending issues, and recommended improvement strategies. Today, the Command Chief Orientation Course dedicates three-hours of instruction to sexual assault prevention and response education; two from a subject matter expert and one from the Director, Air Force Sexual Assault Prevention and Response. Additionally, in 2014 the course added another three-hour block of instruction on ethics, which incorporates sexual assault prevention and response concepts.

The first sergeant is a commander's enlisted liaison and is critical to readiness, health, morale, welfare, and quality of life at the unit level. In addition to their professional military education, first sergeants get specialized leadership training in a wide variety of areas to include sexual assault prevention and response. In 2014, the Air Force enhanced first sergeants training by ensuring candidates receive a two-hour block of instruction from the installation Sexual Assault Response Coordinator at Maxwell Air Force Base. The comprehensive training at the First Sergeant Academy focuses on prevention, response, investigation, prosecution, and adjudication of sexual assault crimes.

Annual Refresher Training: Initiated in 2012, annual and refresher sexual assault prevention and response training reiterated the definitions of sexual assault and

distinguished between sexual harassment and sexual assault. The prevention curriculum continues to evolve, incorporating adult learning theory and allowing for discussion and personalization of materials. This includes more interactive scenarios and personal stories in order to improve knowledge and understanding of key issues such as consent and communication. The Air Force continues to emphasize bystander intervention in its formal training and small group discussions as an effective prevention strategy that all Airmen can practice. The Air Force also launched mentorship programs designed to provide mentors to Airmen younger than 26 years old to help them understand measures for preventing sexual assault and alcohol-related incidents. This training supports the prevention lines of effort by cultivating a force that is more responsive to victims and dedicated to stopping criminals.

Deployment Training: Since 2012**,** pre-deployment sexual assault prevention and response training has been approximately 30 minutes in duration and accomplished via a computer-based training website. This training reminds Airmen getting ready to deploy of: what constitutes a sexual assault; why sexual assault is a crime; Uniform Code of Military Justice violations; the distinction between sexual assault and sexual harassment; reporting options; and resources and support available to victims. Training also addresses prevention strategies and behaviors that may reduce sexual assault such as bystander intervention, risk reduction, and obtaining affirmative consent.

Since 2012, the Air Force has been conducting post-deployment training by the sexual assault response coordinator in the deployed area via exit briefings that reemphasize support resources available to sexual assault victims upon return to their home installation. This exit briefing informs Airmen on available counseling services, medical services, legal services, and reporting options. This training is accomplished in conjunction with the Equal Opportunity Office and other wing staff agencies. Post-deployment training is approximately 15 to 30 minutes.

Starting in 2013 and 2014, Sexual Assault Prevention and Response Stand Down Days, which had previously only been conducted at home duty stations, were also conducted in the combat area of interest. All six deployed Air Expeditionary Wings completed a temporary stoppage to combat operations to ensure Air Force deployed Airmen continued to receive sexual assault training. Airmen not deployed within the standard Air Force structure received the training by viewing a video produced by, and featuring, the Commander, Air Force Central Command. The video was 15 minutes in length and spoke specifically about being an Airman in the combat environment and continuing to uphold the climate of fairness, dignity, and respect.

Annual Refresher Training: Initiated in 2012, annual and refresher sexual assault prevention and response training reiterates the definitions of sexual assault and distinguishes between sexual harassment and sexual assault. The prevention curriculum continues to evolve, incorporating adult learning theory and allowing for discussion and personalization of materials. The refresher training includes more interactive scenarios and personal stories in order to improve knowledge and understanding of key issues such as consent and communication. The Air Force

continues to emphasize bystander intervention in its formal training and small group discussions as an effective prevention strategy that all Airmen can practice. The Air Force also launched mentorship programs designed to provide mentors to Airmen younger than 26 years old to help them understand measures for preventing sexual assault and alcohol-related incidents. This training supports the prevention lines of effort by cultivating a force that is more responsive to victims and dedicated to stopping criminals.

In August 2014, Major Command and installation sexual assault response coordinators attended Air Force annual refresher training. This training was held in Pittsburgh, Pennsylvania in collaboration with the National Sexual Assault Conference so attendees could participate in both events. The two days of Air Force specific training enabled sexual assault response coordinators to receive key updates to Air Force policies and procedures, while attendance at the conference facilitated continued collaboration with the civilian prevention and victim advocacy communities.

Best practices/innovations specific to the Air Force

Sexual Assault Prevention and Response Stand Down Day: Stand down days occur when Air Force members step away from their daily tasks and take part in activities related specifically to sexual assault education, prevention, and awareness. In December 2012, the Air Force began exploring concepts and developing curriculum to support stand down days focusing on prevention and victim advocacy.

In late spring 2013, the Air Force held its first stand down day that began with a kickoff event, followed by an installation commander's call, a squadron commander seminar, and concluded with small group discussions on sexual assault topics. The stand down day objectives focused on embracing a culture of dignity and respect and disseminating bystander intervention awareness across the force to prevent future sexual assaults. This stand down was successful, creating opportunities for numerous small group discussions and information sharing, enabling Airmen to engage directly with commanders in a non-retribution setting.

In early summer 2014, the Air Force executed a second stand down day, with a new curriculum. Small working groups created the curriculum and were comprised of a civilian subject matter expert, wing-level sexual assault response coordinator, victim advocate, major command program manager, and headquarters training analyst. Training packages complete with a commander guide, slide presentation, train-the-trainer facilitator guide, and small group discussion scenarios provided direction and guidance for the training. The training focused on preparing bystanders to intervene based on a premise that increasing knowledge about offender behaviors and grooming patterns may affect the likelihood of an Airman recognizing a potentially dangerous situation. By recognizing a continuum of behaviors that increase the likelihood of sexual violence, Airmen can potentially intervene before a crime occurs. The training helped to develop a force that is more responsive to potential victims and dedicated to stopping criminals. The curriculum provided an outline for commanders to present data and

known facts about offenders. The stand down day allowed leadership to add their personal message about sexual assault prevention and response. All Airmen transitioned into small groups to discuss offender dynamics. The facilitators for this interactive activity were peers from within each unit ensuring that facilitators had an insider's view of the culture of the respective group members. Facilitators received eight-hours of specialized training before meeting with their small groups. The Air Force piloted a pre- and post-assessment to measure the level of learning attained.

Every Airman Counts Blog: Proactive and constant senior leader engagement is imperative to the prevention campaign. At the request of the Vice Chief of Staff of the Air Force, the Air Force Sexual Assault Prevention and Response Public Affairs team with the help of the Air Force Public Affairs Agency developed and launched the "Every Airman Counts" Campaign. This initiative sought innovative ideas that were the most beneficial to tackling the issue of sexual assault through a public-facing blog. Since its inception in July of 2013, the blog has received more than 156,000 visits and in excess of 1,100 comments. The blog is and will continue to be a key interfacing platform that constantly keeps Airmen engaged on the issue of sexual assault prevention.

To supplement the "Every Airman Counts" Campaign, Sexual Assault Prevention and Response Public Affairs launched senior leader web chats with bases from across the Air Force. Senior leader web chats have been and continue to be personally hosted by the Vice Chief of Staff and allow Airmen of all ranks and their installation sexual assault response coordinators the ability to ask questions and share concerns on sexual assault. During fiscal year 2013, one web chat was conducted with Airmen from Holloman Air Force Base, New Mexico and another with all major commands and installation sexual assault response coordinators. In 2014, the web chats were expanded to include Little Rock Air Force Base, Arkansas, Sheppard Air Force Base, Texas, and Barksdale Air Force Base, Louisiana.

Public Affairs/Strategic Communication: Public Affairs officers have been dedicated to the Air Force Sexual Assault Prevention and Response Office to help ensure that Airmen understand and communicate concise messages on the sexual assault prevention and response vision, mission, initiatives, and efforts aimed at preventing future assaults within the ranks. The Public Affairs officers have created tools to reinforce key senior leader messages and definitions to help shape a culture of dignity and respect that embrace prevention measures.

Chronological Highlights:

- During the last three years, the Air Force has become a thought leader in sexual assault prevention and response through internal research and assessment as well as by consulting outside subject matter experts. Subject matter experts, including Dr. David Lisak, Anne Munch, esquire, and Dr. Rebecca Campbell, have presented to all levels of Air Force leadership, from summits for three-and four-star generals, to courses designed for sexual assault response coordinators and unit commanders. The past and present Director of the Air Force Sexual

Assault Prevention and Response Office have consulted with university professors, the Center for Disease Control, and advocacy group leaders. Frequent engagement with legislators and their staff, the Senate and House Armed Services Committees, and the House Military Sexual Assault Prevention Caucus ensures the Air Force understands the diverse viewpoints and concerns of members of Congress and the constituents they represent. Furthermore, the office has employed a subject matter expert with a background in law enforcement. This expert, Mr. Dave Thomas, uses his background as an award-winning law enforcement leader, special advisor to the Maryland Governor's Office of Crime Control and Prevention, and faculty member at Johns Hopkins University to develop policies, goals, and education material.

- In Fall 2013, to further organize prevention and response efforts across the force, the Vice Chief of Staff established the Sexual Assault Prevention and Response Council. This leadership engagement is chaired by the Undersecretary of the Air Force and the Air Force Vice Chief of Staff, and pairs the major command sexual assault prevention and response program manager with their major command vice commander to discuss Air Force sexual assault prevent and response issues. Normally, 30-60 minutes in length, subjects discussed among senior leaders included: risk reduction, bystander intervention, and prevention techniques.

- In December 2013, the Air Force established an additional 91 civilian full-time victim advocate positions. This initiative ensured the Air Force has at least one full-time sexual assault victim advocate per base, to meet the fiscal year 2012 National Defense Authorization Act requirement. Additionally, some bases are allocated more than one sexual assault prevention and response victim advocate to ensure a seamless 24/7 victim response. These new positions provide oversight for recruiting, training, certification, and assignment of volunteer victim advocates, ensuring victims are provided the most professional level of response and support available.

- In 2014, the Air Force increased the number of full-time sexual assault response coordinator positions from 89 to 121, giving every Airman at the installation level easy access to a sexual assault response coordinator. Futhermore, adding full-time sexual assault response coordinators facilitates the education and training element within the Air Force's prevention line of effort.

- In 2014, training courses for wing commanders, vice wing commanders, group commanders, and senior non-commissioned officers were revamped to reflect an emphasis on a climate of dignity and respect.

- In April 2014, and in support of Sexual Assault Awareness Month, the Air Force Academy athletes in conjunction with the Academy public affairs office developed a video taking a stance against sexual assault. They also used the video to

promote a culture of respect and dignity. The video was played for the whole Academy to see, then was shared with the rest of the Air Force through the Air Force's BlueTube and the Air Force Sexual Assault Prevention and Response website; watch the video here http://www.youtube.com/watch?v=VYzy6gsCqnE.

- In July 2014, the Air Force Sexual Assault Prevention and Response Office developed and implemented a Microsoft SharePoint site for centralized control and sharing of sexual assault prevention and response material. Major commands and installation sexual assault response coordinators and victim advocates now enjoy access and rights to create a sexual assault prevention and response sharing community. As a result, sexual assault response coordinators around the Air Force are sharing information and best practices. Additionally, a wide variety of sexual assault prevention and response material is now available for immediate download.

- In August 2014, the Air Force wrote a performance work statement to hire a highly qualified prevention expert to provide direction for the entire Air Force Sexual Assault Prevention and Response Program. The prevention expert will establish strategies, plans, and policies for continued improvement of the program and maintain oversight of field prevention activities. The office anticipates the position will be filled in early fiscal year 2015.

Outreach: In 2014, the Air Force Sexual Assault Prevention and Response Office teamed up with the United States Department of Agriculture Cooperative Extension Program regarding a collaborative effort to identify and develop an empirically-based intervention program designed to reduce re-victimization of sexual assault victims. The request for applicants interested in conducting this research is ongoing and should be complete in 2015. This is a continuous effort to stay abreast of research trends and ensures the Air Force remains engaged with current prevention strategies. Air Force senior leaders encouraged subordinate commanders to reach out to non-military experts in the sexual assault arena in order to obtain fresh perspectives and a deeper understanding of this issue.

Harmonizing Equal Opportunity and Sexual Assault Prevention and Response Efforts: All Airmen deserve to serve our Nation in an environment free from sexual harassment and sexual assault. While there are distinct legal differences between sexual harassment and sexual assault, the prevention efforts are complementary and reinforce a culture of dignity and respect. Research shows environments conducive to sexual harassment often correlate to higher sexual assault rates; this is referred to as the continuum of harm. A unit that permits inappropriate comments, crude jokes, and sexist behavior is at a higher risk for a sexual assault to occur. In an effort to foster better synergy and provide better service to our Airmen reporting sexual assault and sexual harassment, the Secretary of the Air Force directed new initiatives to harmonize our equal opportunity and sexual assault care for commanders and victims.

In August 2014, the Secretary of the Air Force directed the Air Force Sexual Assault

Prevention and Response and Equal Opportunity Offices to develop a timeline and policies to establish more effective collaborative efforts between these two programs. To foster better synergy and to provide better service to Airmen reporting sexual harassment or sexual assault, commanders were directed to ensure that the Equal Opportunity and Sexual Assault Prevention and Response Offices are located in close proximity to one another, while maintaining the facilities required to provide private victim support.

Second, the equal opportunity and sexual assault prevention and response teams were directed to create and implement plans to begin building a cadre of professionals who have the core competencies required to provide responses in both critical areas. To that end, the equal opportunity and sexual assault prevention and response teams are currently developing a plan to send equal opportunity advisors to the eight-day Sexual Assault Response Coordinator Course taught at Air University, Maxwell Air Force Base, Alabama. The teams are also developing a plan to send some of the sexual assault prevention and response professionals to equal opportunity training at the Department of Defense Equal Opportunity Management Institute, Patrick Air Force Base Florida.

Policy Initiatives: In an effort to prevent future sexual assaults and deter perpetrators, the Air Force has stated sexual assault is incompatible with military service. Amended Air Force Instructions now specifically affirm this fact. In July 2013, the Air Force updated its policy to mandate the initiation of administrative discharge proceedings for Air Force members who commit sexual assault (including contact offenses), sexual assault of a child, or attempt to commit these offenses. A waiver of this requirement is only authorized when certain narrow criteria are met, including a finding that the continued presence of the member in the Air Force is consistent with the Air Force's interest in maintaining proper discipline, good order, leadership, and morale.

To reaffirm the Air Force's commitment to respond and prevent sexual assault, the Under Secretary of the Air Force signed Air Force Policy Directive 90-60, *Sexual Assault Prevention and Response Program*, in September 2014. This directive provided additional policy guidance, assigned responsibility for the prevention and response to sexual assault, and established command relationships, authorities, and responsibilities in support of the policy. The policy applies to all levels of command and all Air Force organizations including Active Duty, Air Force government civilian employees, United States Air Force Academy cadets, Air National Guard, and Air Force Reserve components while in federal service.

Positive trends (qualitative & quantitative)

Positive trends are evident and one of the best examples came in April of 2014 when Secretary James spoke about the challenges she faced during her first 100 days. She explained, "My overall take, after the first 100 days, is that we are making good progress. I think victims are more comfortable nowadays coming forward and making reports, than they were years back. So we are getting there. But we have a ways to go and can't give up our focus. Sexual assault is a crime, less about sex and more about power and control. Where we need to go, is to stop it. We need to eliminate it. That is

the vision and of course, it is a journey to get there. It may be a never-ending journey, but that's where we have to aim and we have to try our best to get as close to that end point as possible."

In July 2014, the Air Force presented the inaugural Sexual Assault Prevention Innovation award to Major Daniel Giannavola and First Lieutenant Poonsak Kajonpong from the 8th Fighter Wing, Kunsan Air Base, Republic of Korea. This duo's innovative yearlong prevention campaign involved the Kunsan Sexual Assault Prevention and Response Office collaborating with the Wing's Public Affairs Office, American Armed Forces Network Pacific, and the Defense Media Activity. The collaboration created a massive media blitz aimed at preventing sexual assault, helping survivors, and promoting reporting within the Department of Defense. At the partnership's conclusion over a dozen commercials were produced and aired throughout the Pacific Rim reaching more than 1.8 million viewers. The fact that Kunsan's Airmen were inspired to undertake proactive and innovative prevention campaign is a proof positive indication that the Air Force's Sexual Assault Prevention and Response Program influences cultural change.

Workplace and Gender Relations Survey (Prevalence Surveys): A key metric for the prevention line of effort is the estimated prevalence of sexual assault in the Air Force. Since fiscal year 2006, the Department of Defense has conducted the Workplace and Gender Relations Survey on Active Duty and Reserve personnel to provide sexual assault prevalence estimates on the level of "unwanted sexual contact" occurring to those populations for Department of Defense leadership. The "unwanted sexual contact" that was measured, approximated, but did not equate to the criminal elements of sexual assault offenses under the Uniform Code of Military Justice. Historically, the Defense Manpower Data Center has administered two versions of this survey. One version sampled the Active Duty military population in fiscal years 2006, 2010, and 2012 with the sample sizes large enough to breakout results for each service. The second version sampled Reserve and Guard military populations in fiscal years 2008 and 2012, once again with break-out results for each service. In fiscal year 2014, the Department of Defense contracted RAND corporation to conduct an updated Military Workplace Study to sample Active Duty, Guard, and Reserve personnel. Some participants responded to questions identical to those in previous surveys regarding unwanted sexual contact. In addition, other respondents were asked questions that more closely relate to the criminal elements of sexual assault as defined in the Uniform Code of Military Justice.

Finally, in 2010 the Air Force contracted the Gallup Corporation to conduct a similar, but more detailed prevalence survey.

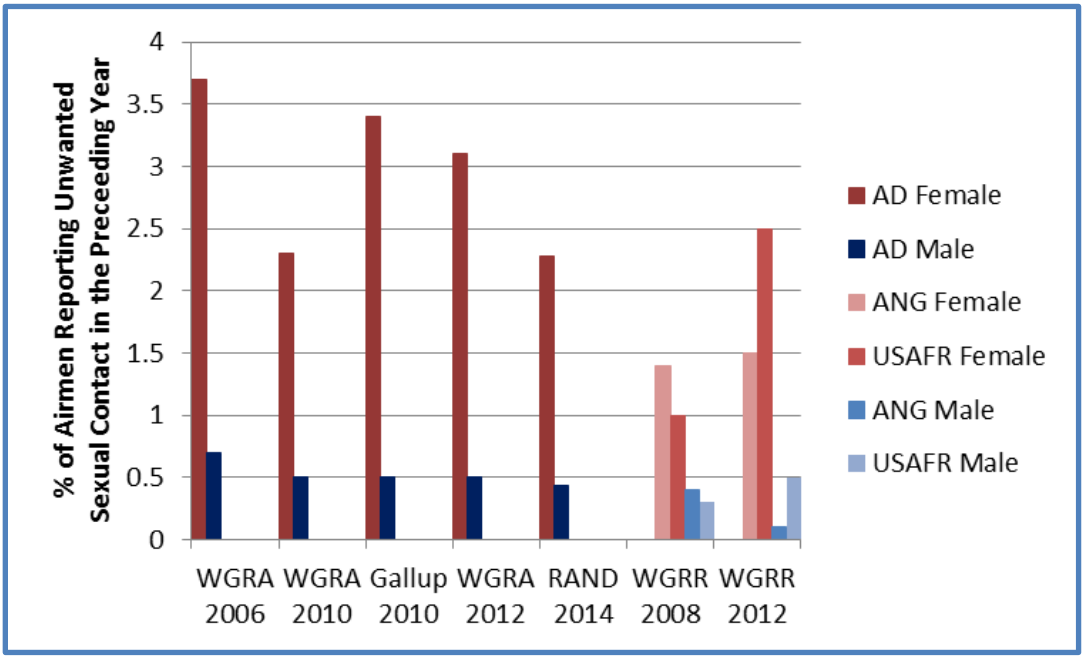

Chart 1.1 – Air Force Active Duty, Guard and Reserve Past Years Estimated Prevalence of Unwanted Sexual Contact

Chart 1.1 provides the estimated Air Force prevalence rates from those surveys. With the exception of the results on the fiscal year 2010 Workplace Gender Relations Survey, which differed slightly from the results on the Gallup Survey done the same year, there had been little significant change in the rate of "unwanted sexual contact" reported by either Active Duty or Reserve members over time through fiscal year 2012.

The fiscal year 2014 RAND Military Workplace Study survey results indicate a slight decrease in the prevalence rate reported for sexual assault within the Air Force. On the 2012 Workplace and Gender Relations Survey 3.1% of Active Duty Air Force women and 0.5% of Active Duty Air Force men reported experiencing unwanted sexual contact. In the 2014 RAND Workplace Study, 2.28% of Active Duty Air Force women and 0.43% of Active Duty Air Force men reported experiencing unwanted sexual contact. This decrease may indicate positive progress for the prevention of sexual assault within the Air Force. However, the Air Force will continue to monitor follow-on data to confirm the trend and will continue to stress all aspects of the sexual assault prevention campaign.

Based upon the Uniform Code of Military Justice-based questions first presented in fiscal year 2014, 2.9% of Active Duty Air Force women and 0.29% of Active Duty Air Force men reported experiencing sexual assault in the past year.

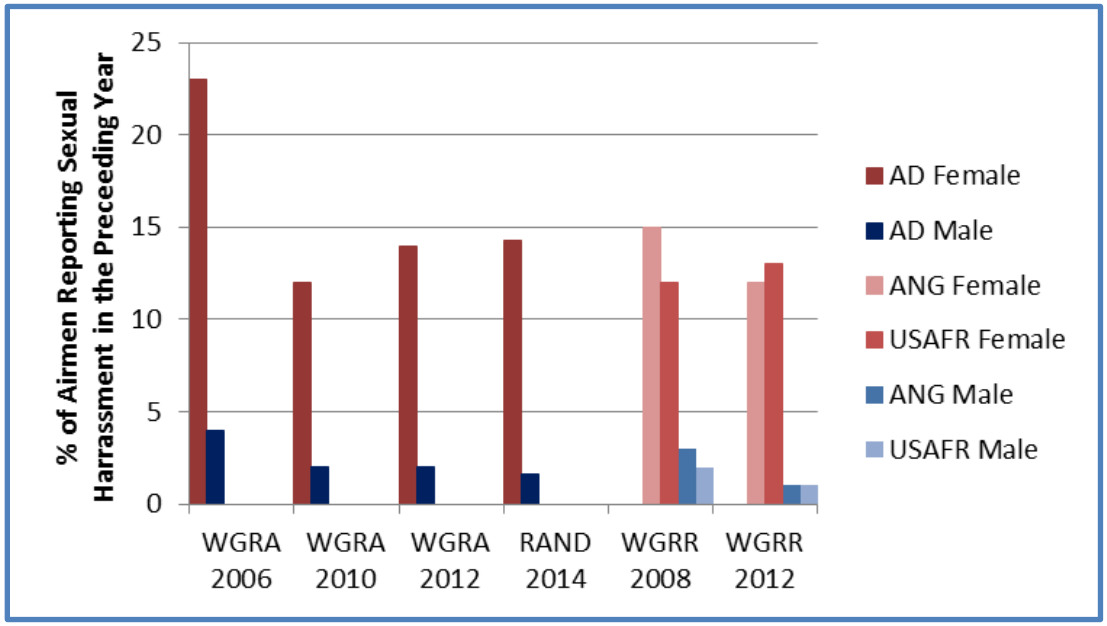

Chart 1.2 – Air Force Active Duty, Guard and Reserve Past Years Estimated Prevalence of Sexual Harassment

Since fiscal year 2006 surveys have also often asked respondents to indicate if they had experienced sexual harassment during the preceding year. Chart 1.2 provides the estimated response rate for Active Duty, Reserve and Guard Airmen. Prevalence rates for sexual harassment for Air Force women fell from a high in fiscal year 2006 of 23% and has remained constant at between 12 and 15% for Air Force Active Duty, Guard and Reserve women since fiscal year 2008. Similarly, in fiscal year 2006 a high of 4% of Active Duty Air Force men reported sexual harassment; since fiscal year 2008 response rates for Air Force Active Duty, Guard and Reserve Airmen have consistently fallen between 1 and 3%.

Defense Equal Opportunity Management Institute Organizational Climate Survey: This survey is designed to measure command climate and the confidence of Airmen in the appropriate execution of the Sexual Assault Prevention and Response Program. Beginning in January 2014, the Air Force mandated the use of the Defense Equal Opportunity Management Institute Organizational Climate Survey. Prior to the use of the Defense Equal Opportunity Management Organizational Climate Survey, the Air Force used a Unit Climate Assessment tool to survey and focus on potential equal opportunity and harassment issues within Air Force organizations. In February 2012, the Air Force added six sexual assault questions to the Air Force Unit Climate Assessment. These questions were added because a work environment and/or a commander that permits sexual harassment could create an environment tolerant of sexual assault. Historically, this survey was administered 180 days or more into a commander's command and then every two to three years thereafter. In 2012, the Air Force updated policy to combat sexual assault and began fielding the survey to unit members within 120 days of a commander assuming command of a new unit and

annually thereafter. The results from these surveys are not only provided to the commander, but also to members under the commander's command and the commander's leadership. Since the surveys are completed annually, commanders are able to identify improvement areas and issues that need to be addressed during their tenure.

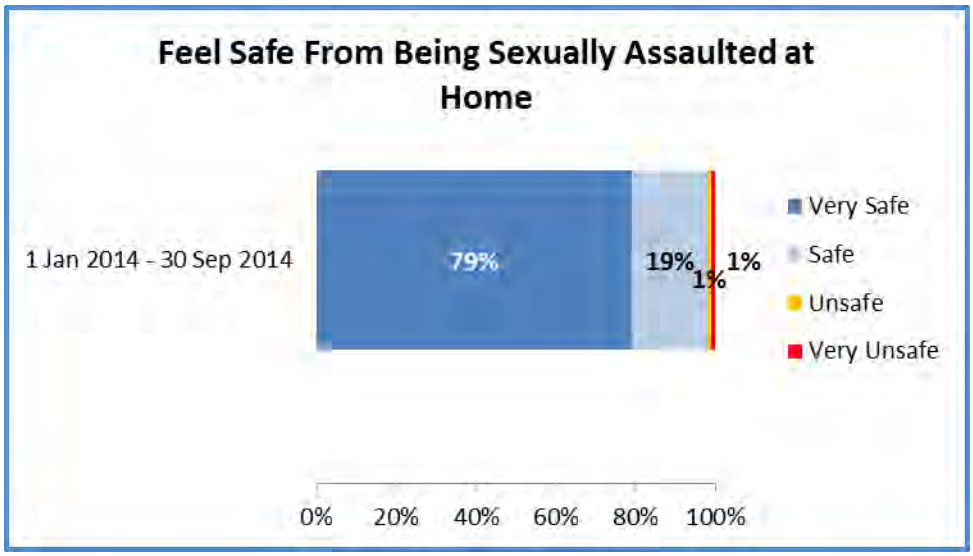

Chart 1.3 – Responses to Home Safety Question

Based upon responses to this question posed on the Defense Equal Opportunity Management Institute Organizational Climate Survey the vast majority of Airmen (98%) indicate that they feel safe from sexual assault at home. The Air Force has established support systems for the small subset of the force (approximately 2%) that feels they are either "unsafe" or "very unsafe" at home or those who may be the target of any type of domestic violence (to include sexual assault). The Air Force remains committed to ensuring that every Airman feels safe and/or knows where to receive support if necessary/required.

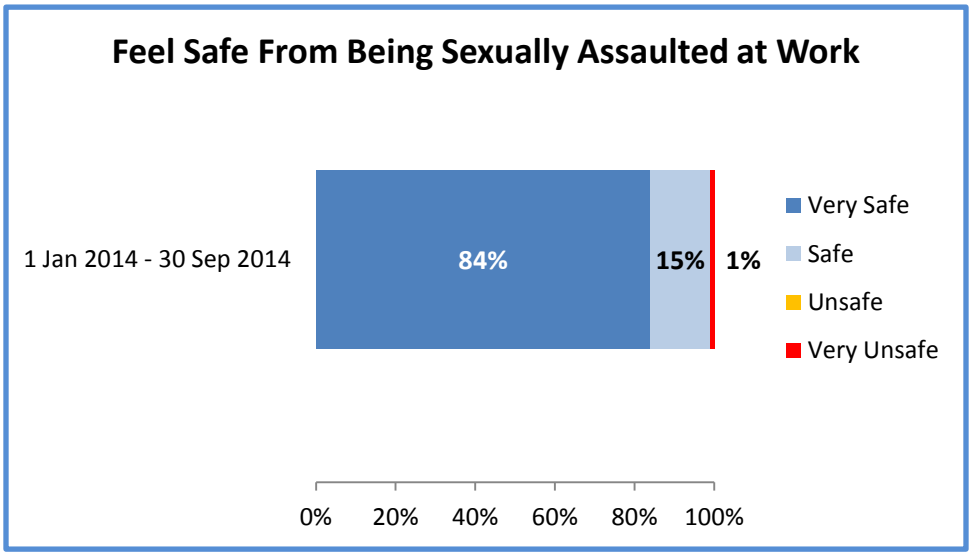

Chart 1.4 – Responses to Work Safety Question

According to responses on the Defense Equal Opportunity Management Institute Organizational Climate Survey, approximately 99% of Airmen are confident that they are safe from any type of sexual assault in their professional work environment. Reportedly, approximately 84% feel they are "very safe," while an average of 15% feel "safe" from being sexually assaulted while at work. While no Airmen have reported they feel "unsafe" from experiencing sexual assault in the work place, approximately 1% (or less) of Airmen have reported that they feel "very unsafe" at work. The data results in Charts 1.4 and 1.5 are similar to the level of prevalence reported on previous Workplace Gender Relations Surveys (Chart 1.1). It is interesting to note that by a small margin more Airmen report feeling safer at work than they do at home.

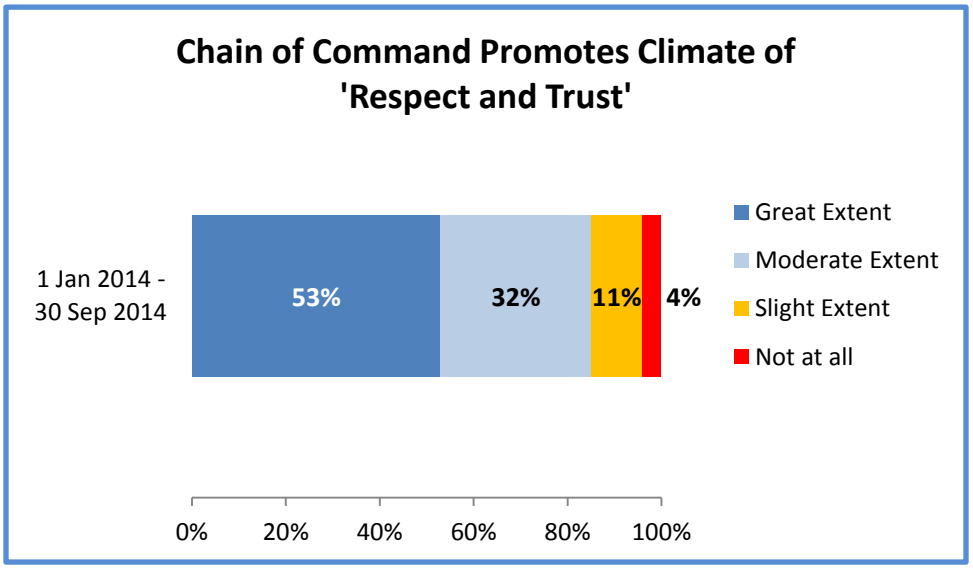

Chart 1.5 – Responses to Command Climate Question

The results of the Defense Equal Opportunity Management Institute Organizational Climate Survey presented in Chart 1.5 indicate that the majority of Airmen believe their chain of command promotes a climate consistent with "respect and trust." Over half (53%) of Airmen feel this is accomplished to a "great extent," while 32% believe it is accomplished at a "moderate extent." From these results, it can be concluded that approximately 85% of the Airmen population believe "respect and trust" are prominent factors in their command climate. 11% of Airmen population believe their command promotes a climate of "respect and trust" to a "slight extent".

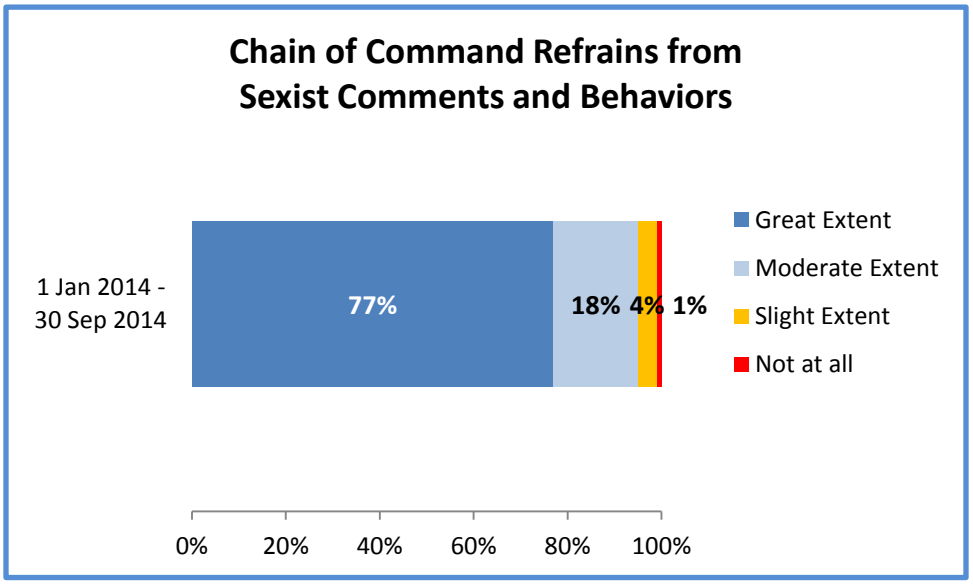

Chart 1.6 – Responses to Chain of Command Refraining from Sexist Comments and Behaviors Question

The above chart reflects that, based upon responses to the Defense Equal Opportunity Management Institute Organizational Climate Survey, approximately 95% of the Airmen believe that their chain of command refrains from sexist comments and behaviors. Another 5% of Airmen believe their chain of command to a "slight extent" or "not at all" refrain from sexist comments and behaviors. Focus group findings have revealed that small pockets of "crude cultures" still do exist. The Air Force is tailoring future communications and training to deliver messages relevant to those subsets of the population that have been resistant to change.

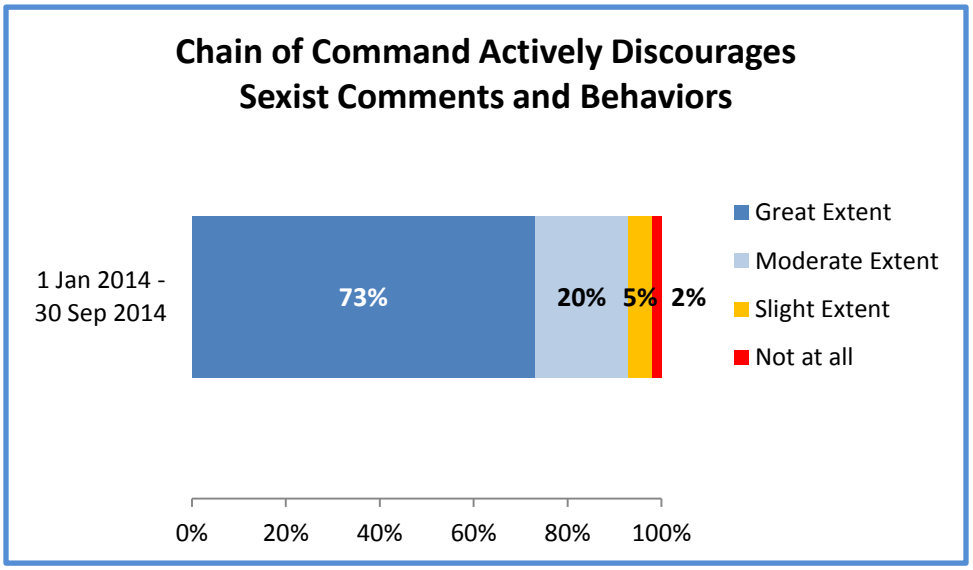

Chart 1.7 – Responses to Chain of Command Actively Discourages Sexist Comments and Behaviors Question

This chart of Defense Equal Opportunity Management Institute Organizational Climate Survey response rates indicates that while a majority of Airmen are confident that their leaders will actively discourage sexist comments and behaviors, the numbers are slightly weaker than those provided in Chart 1.5. 93% believe that the chain of command either to a "great" or "moderate" extent will actively discourage such comments and behaviors. An overall 7% of the Airmen population believes that their chain of command will either "slightly" or "not at all" actively discourage sexist comments and behaviors.

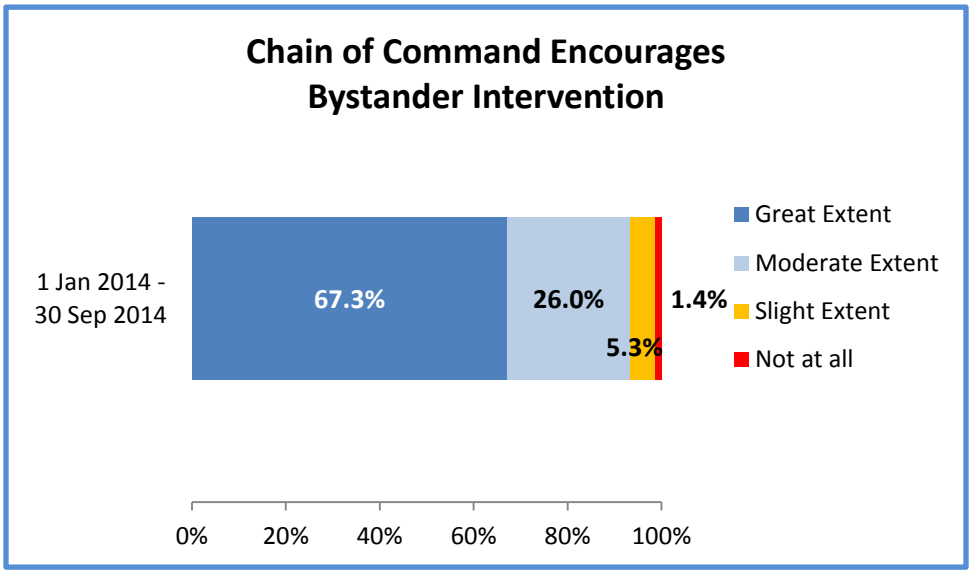

Chart 1.8 – Responses to Chain of Command Encourages Bystander Intervention

In response to this question on the Defense Equal Opportunity Management Institute Organizational Climate Survey a majority of Airmen indicated that their chain of command to either a “great” or “moderate” extent encourage Airmen to participate in bystander Intervention.

2. LINE OF EFFORT 2 – INVESTIGATION

Overview: The Air Force is committed to achieving high competence in every investigation of sexual assault, which begins with an unrestricted report and an independent and professional investigation by the Air Force Office of Special Investigations. The Air Force's investigative resources are structured to yield timely and accurate results based on scientifically informed techniques to maximize the recovery of physical and testimonial evidence while minimizing the potential for victim re-traumatization. The Air Force has developed and implemented specialized investigative capabilities that enable professional, responsive, and accurate investigations that are independent from the chain of command. Understanding the complexity of sex crime cases, the Air Force established a worldwide special victim capability, primarily comprised of 24 sexual assault investigators. The special victim's capability is comprised of a distinct, recognizable group of professionals who collaborate to ensure effective, timely, responsive worldwide victim support, and a capability to investigate and address sexual assault offenses in order to hold perpetrators appropriately accountable.

Populations Affected: Military Law Enforcement Organizations

Air Force Law Enforcement Responsibilities: The Air Force has law enforcement personnel assigned to both Air Force Security Forces and the Air Force Office of Special Investigations, and both units are responsible for investigating crimes committed on assigned federal jurisdictions. Investigations are divided between the two federal law enforcement agencies based on the nature and seriousness of the crime. Anyone may report a sex crime to either Air Force Security Forces or to the Air Force Office of Special Investigations, as two of the many reporting options available to Airmen. The Air Force has directed that the Air Force Office of Special Investigations bear sole responsibility for investigating all sex crimes as defined by the Uniform Code of Military Justice.

Air Force Security Forces: Air Force Security Forces are responsible for protection of personnel, property, and resources at installations both in the continental United States and abroad. Installation Security Forces across the Air Force serve as the primary law enforcement first response agency. As such, they maintain responsibility for the Law Enforcement Desk, which includes the installation emergency response line. As the intake point for emergency and criminal reports, Security Forces may receive a report of sexual assault; however, once received, Security Forces will immediately turn the report over to the Air Force Office of Special Investigations for a complete investigation.

Air Force Office of Special Investigations: The Air Force Office of Special Investigation is a field operating agency under direction and guidance of the Air Force Inspector General. Operating worldwide, the Air Force Office of Special Investigations provides independent criminal investigative, counterintelligence, and protective service operations outside of the traditional military chain of command. One of the primary responsibilities of the Air Force Office of Special Investigations is to identify and investigate serious crimes within their assigned federal jurisdiction. Serious crimes

include all sex crimes as defined by the Uniform Code of Military Justice. Investigations completed by the Air Force Office of Special investigations are free of command influence. In accordance with federal law, the Commander Air Force Office of Special Investigation is given the authority to independently open and conduct criminal investigations. Only the Secretary of the Air Force may direct the closing of an investigation.

Training Enhancements

Air Force Office of Special Investigations recruits receive their entry-level investigative training at the United States Air Force Special Investigations Academy at the Federal Law Enforcement Training Center in Glynco, Georgia. The Air Force Special Investigations Academy is charged with converting Air Force Office of Special Investigations training requirements into fielded capabilities. The Academy's reach encompasses basic agent training and credentialing, as well as advanced investigation and wartime mission training. New Air Force Office of Special Investigations special agent recruits begin training at the Federal Law Enforcement Training Center with an 11.5-week course called the Criminal Investigator Training Program. Trainees attend this course from almost all federal investigative agencies. The Criminal Investigator Training Program provides basic investigative training in law, interviewing, handling informants, evidence processing, search and seizure, arrest techniques, report writing, testifying, and surveillance. These skills are all applicable to conducting sexual assault investigations.

Following the completion of the Criminal Investigator Training Program, Air Force Office of Special Investigations special agent recruits enter seven and half weeks of training in the Air Force Office of Special Investigations-specific Basic Special Investigations Course. Topics of instruction taught in Basic Special Investigations Course include: Air Force Office of Special Investigations organization and mission; ethics; investigative responsibility and jurisdiction; interrogations; military law; crimes against persons (physical and sexual); liaison with other law enforcement agencies; the role of investigative experts; computer crimes; and forensic sciences. Like the Criminal Investigator Training Program, the curriculum taught in Basic Special Investigations Course is the foundation for running all sexual assault investigations. Basic Special Investigations Course has received accreditation from both the Federal Law Enforcement Training Center and the Community College of the Air Force.

Most Air Force Office of Special Investigations sex offense investigations training techniques are taught in five blocks of instruction in the Air Force Office of Special Investigations Basic Special Investigations Course. More than 30 hours of classroom training are provided in these five blocks of instruction that specifically relate to conducting sex offense investigations. Below is a summary of each of the five blocks of instruction and a continuing mock sexual assault case (practical exercise).

- **Characteristics of Evidence (Eight hours: Four-hour lecture and four-hour lab):** This block of instruction provides an overview of the types of evidence and

familiarization with class and individual characteristics identifiable in various types of physical and biological evidences. This information is the basis for developing deductive reasoning skills, as well as a greater appreciation of the probative and perishable nature of physical and biological evidence. It introduces requisite concepts (ex: Locard's Theory of Evidence Transfer) that are later built upon in the crime scene processing block of instruction.

- **Crime Scene Processing (Six hours: Two-hour lecture and four-hour lab):** This course builds upon the basic crime scene skills the students learned during the Federal Law Enforcement Training Center Criminal Investigator Training Program and the Air Force Office of Special Investigations Basic Special Investigations Course, characteristics of evidence block of instruction (above). The instruction familiarizes students with the contents and use of Air Force Office of Special Investigation's crime scene handbook. It also introduces students to the basics of crime scene management and organization.

- **Sexual Assault Investigations (Four and Half hours: Four-hour lecture and 30-minute lab):** This block of instruction identifies various issues encountered when investigating sexual assault in the Air Force. Article 120 of the Uniform Code of Military Justice, which includes the offenses of rape, sexual assault, aggravated sexual contact, and abusive sexual contact, is explained. The Air Force Office of Special Investigation's policies pertaining to other offenses of a sexual nature are covered in detail. Department of Defense definitions and policy for sexual assaults are explained as is the Department of Defense restricted reporting policy and its impact on investigative activity. Students are exposed to the components of a sexual assault forensic examination and are taught the procedures used when collecting evidence from this examination.

- **Difficult Sexual Assault Cases (One-hour lecture):** This training topic addresses the various issues encountered during difficult sexual assault investigations, such as alcohol impairment, drug-facilitated sex offenses, and the special challenges posed by cases involving multiple suspects.

- **Interviews and Interrogations (12 hours: Four-hour lecture and eight-hour lab):** This block of instruction introduces students to the proper methods for preparing for interviews and interrogations. The training teaches students the proper way to provide rights advisements to suspects under Article 31, Uniform Code of Military Justice, and how to develop "themes" in suspect interrogations. It also emphasizes the need to carefully listen to information provided by victims, witnesses and suspects, and presents the procedures for documenting the results of interviews in written statements and investigative reports.

- **Practical Exercise (30 hours):** This is a mock case that is executed for the duration of the course. All aspects of an investigation are used to complete the investigation to include: victim interview(s), crime scene processing, medical staff interviews, consultations with forensic science consultants, consultations

with staff judge advocates, consultation with other members of the special victim capability, working with sexual assault response coordinators, records checks, request for assistance from other agencies, witness interview(s), subject interview(s), briefing military leadership (commanders and first sergeants).

The Air Force Office of Special Investigations established a Basic Extension Program in March 2012 to provide newly credentialed agents with enhanced knowledge and capabilities in core mission areas at the start of their careers by systematically building upon basic skills provided at Criminal Investigator Training Program and Basic Special Investigations Course using fully interactive distance learning courses. The Basic Extension Program is formal on-the-job training that provides recently-credentialed agents with supervised training during their first fifteen months as a new special agent. The curriculum includes 70 hours of training directly related to sexual assault investigations. The Basic Extension Program covers areas related to sexual assault investigations including: interviews, interrogations, evidence, liaison, investigative writing, testifying, and operational planning. The Basic Extension Program has received Federal Law Enforcement Training Center accreditation.

Air Force Office of Special Investigations established sexual assault response refresher training for all agents annually through computer-based training system. This is an on-line web-based refresher-training course developed by Headquarters Air Force Office of Special Investigations specifically for its agents. The course is designed to fulfill the Department of Defense requirement for periodic refresher training related to sexual assaults. Topics covered in the self-paced course include: sexual assault response policies, victimology, understanding sex offenders, crime scene management, interview techniques, investigating difficult cases, recantation and false information, working with victim advocates and sexual assault response coordinators. All Air Force Office of Special Investigations agents are required to complete this course annually.

All Air Force Office of Special Investigations agents receive more than 225 hours of training directly related to conducting sexual assault investigations through the courses outlined above and are in compliance with the training requirements outlined in Section 585 of Public Law 112-81, Department of Defense Instruction 6495.02, *Sexual Assault Prevention and Response Program Procedures*, and Department of Defense Instruction 5505.18, *Investigation of Adult Sexual Assault in the Department of Defense*.

Experienced agents routinely attend a variety of advance courses. The courses pertain to, or contain information specifically related to sex offense investigations and include the following.

Air Force Office of Special Investigations Forensic Science Consultants Training Program: The Forensic Science Consultants Program is a one-year Air Force Institute of Technology Training Program for competitively selected special agents. Between two and four Air Force Office of Special Investigations special agents go through this program each year. Graduates receive a 36-hour Master of Forensic Sciences Degree from The George Washington University. Students also complete a concurrent one-

year fellowship in forensic medicine at the Office of the Armed Forces Medical Examiner. Course work includes extensive training in the recognition and assessment of physical, biological, and medical evidence to resolve complex violent crimes, including sex offenses. Graduates from this program frequently assist field investigators with the forensic science aspects of major crimes of violence, including all rape and serious sexual assault cases. Additionally, they frequently provide training to field investigators on varied topics related to investigating violent crime, including sexual assaults.

Air Force Office of Special Investigations Advanced General Criminal Investigations Course: The Advanced General Criminal Investigations Course is an in-residence two-week course held at the Federal Law Enforcement Training Center that is conducted by Air Force Office of Special Investigation's Academy faculty. It encompasses a wide variety of topics relating to criminal investigations, including interviewing, photographing, and processing crime scenes and sexual assault investigations (victim sensitivity, handling reports with inconsistencies, etc.). The target audience for this course is agents in supervisory positions. Students are provided 49 hours of instruction specifically related to sexual assault investigations.

Special Agent Laboratory Training Course: This is a one-week in-residence course taught at the United States Army Criminal Investigations Laboratory located within the Defense Forensic Science Center at the Gillem Enclave in Forest Park, Georgia. The course is taught by laboratory experts assigned to United States Army Criminal Investigations Laboratory. The course consists of both lecture and hands-on training to acquaint experienced investigators with more advanced topics related to evidence recognition, evidence handling and preservation, as well as the state-of-the-art of the forensic sciences used to analyze physical and biological evidence. Several blocks of instruction pertain specifically to biological and physical evidence encountered with sexual offense investigations, including hair and fibers, blood, semen, sexual assault examinations, etc. The course is held about two times per year, specifically for Air Force Office of Special Investigations' agents who supervise major criminal investigations, and is open to all experienced criminal investigators in the Air Force Office of Special Investigations. The course size is limited to 18 agents.

Sexual Crime Investigations Training Program: In August 2012, the Air Force Office of Special Investigations established a new Sexual Crime Investigations Training Program to train both the Air Force Office of Special Investigations special agents and Air Force prosecutors in advance sexual assault investigation topics and techniques. The Sexual Crime Investigations Training Program serves as a robust platform to develop the cross-disciplinary skills necessary to establish the Air Force special victim capability required by fiscal year 2013 National Defense Authorization Act Section 573. The program is an eight-day, 64-hour course designed to provide advance specialized training for criminal investigators and prosecutors. The advance topics taught at the program include cognitive bias, cognitive interviewing, topics on better understanding and treatment of victims of sexual assault, advanced topics on predatory behaviors of sexual assault perpetrators, advance crime scene processing, special investigative

techniques, domestic violence, and other topics. Investigators who have successfully completed the Sexual Crime Investigations Training Program will be identified in the Air Force personnel system with a special experience identifier designated for special victim capability.

Each Sexual Crime Investigations Training Program class is comprised of 30 students (24 special agents and six judge advocates). The intermixing of agents and judge advocates fosters collaboration, enables students to discuss Air Force-specific policies, procedures and challenges throughout the course, and has proven critical to building the special victim capability across the Air Force. The Air Force Office of Special Investigations and Air Force Office of the Judge Advocate General have conducted eight iterations of their joint Sexual Crimes Investigation Training Program since summer 2012; 204 students (155 agents, 2 Security Forces, and 47 judge advocates) have graduated from the program. The Air Force Office of Special Investigations plans to conduct five iterations of Sexual Crime Investigations Training Program in fiscal year 2015 to provide advanced sexual assault training to an additional 30 Air Force judge advocates and 120 Air Force investigators. The Sexual Crime Investigations Training Program is now in the process of receiving Federal Law Enforcement Training Accreditation. The Sexual Crime Investigations Training Program regularly receives some of the best student critiques of any of the Air Force Office of Special Investigations training course.

An Air Force Office of Special Investigations Operational Psychologist and Sexual Crimes Investigation Consultant provide both classroom instruction and practical training to each Sexual Crime Investigations Training Program class on the cognitive interview technique. This technique is a more open, less direct style of eliciting information, designed to empower victims and improve their ability to provide detailed information. This technique was developed by Dr. Ronald Fisher, a Professor of Psychology at Florida International University, and has proven through years of peer-reviewed scientific research to significantly increase both the quantity and quality of information received from victims and witnesses. Beginning July 2014, the Air Force Office of Special Investigations has incorporated cognitive interviewing into the Basic Special Investigations Course entry-level instruction provided to Air Force Office of Special Investigations agent trainees at the Federal Law Enforcement Training Center in Glynco, Georgia.

Headquarters Air Force Office of Special Investigations staff personnel reviewed the agency's basic and advanced training programs in 2012 to identify opportunities to improve agents' handling of sexual assault cases. The assessment team recommended instructors increase their emphasis on sexual assault investigations in several advanced courses to enhance our investigators' ability to incorporate a variety of advanced skills/techniques in resolving these crimes. The Air Force Office of Special Investigations subsequently expanded the sexual assault-specific blocks of instruction in its Advanced General Crimes Investigation Course from eight to 16 hours. The Advanced General Crimes Investigation Course is a train-the-trainer course for superintendents and criminal investigations branch chiefs. Instruction is geared towards

preparing leaders to supervise investigations and provide on-the-job training to junior agents. This advanced training incorporates the essential task requirements identified in Department of Defense Instruction 5505.18 and incorporates judge advocates, forensic scientists, and clinical psychologists as course instructors. The Air Force Office of Special Investigations also increased the quantity of sexual assault investigations curriculum in its leadership challenge forum for unit leaders.

The Air Force Judge Advocate General's School established the Advanced Sexual Assault Litigation Course in 2013, incorporating course material focused on sexual assault, domestic violence, and child abuse. In order to foster a collaborative approach to special victims' capability investigations and prosecutions, agents and judge advocates jointly attend the Advanced Sexual Assault Litigation Course at The Air Force Judge Advocate General's School. Since the courses inception in 2013, 12 Air Force Office of Special Investigations agents have attended the Advanced Sexual Assault Litigation Course.

Air Force Medical Service Sexual Assault Forensic Exams: The Air Force Medical Service in addition to providing comprehensive medical care to victims also supports them by directly providing or coordinating the completion of a sexual assault forensic examination. In many Air Force locations, highly trained community assets are more readily available. If civilian facilities are used then the Air Force military treatment facility completes a coordinated memorandum of understanding. The minimum initial training requirement for Air Force medical personnel who perform sexual assault forensic exams is attendance at a 40-hour forensic sexual assault examination-training course and five case/mock exams reviewed by a competent sexual assault examiner. To meet annual refresher requirements, personnel who perform sexual assault forensic exams must accurately complete five cases/mock exams a year as reviewed by a competent sexual assault examiner. In addition, Air Force personnel who perform forensic exams must repeat initial training every five years. These high standards in the collection of forensic evidence greatly support the investigatory process. The goal of the Air Force Medical Service is to support the victim while ensuring evidence collection credibility by using the most highly trained available resources, be they in the local community, or through our Air Force trained assets. Trained Sexual Assault Forensic Examiners including Sexual Assault Nurse Examiners are available at all Air Force Emergency Departments.

Process/procedural upgrades and efficiencies

The Air Force Office of Special Investigations is responsible for investigating all rape, sexual assault, non-consensual sodomy, aggravated sexual contact, and abusive sexual contact allegations over which the Air Force has investigative jurisdiction. Numerous changes have been made over the last three years to improve agents' abilities to investigate sexual crimes. The Air Force Office of Special Investigations began leveraging the Department of Defense Inspector General's ability to provide administrative subpoenas in support of criminal cases in 2011. Department of Defense Inspector General subpoenas have since been utilized to obtain evidence in support of multiple sexual assault investigations. Between 2010 and 2013, Headquarters Air

Force Office of Special Investigations purchased and distributed state-of-the-art alternate lighting source equipment to greatly enhance field agents' capabilities to detect the presence of forensic evidence at sexual assault crime scenes, new video cameras and digital single-lens reflex cameras, and crime scene sketching software in support of crime scene processing at 150 units worldwide.

A multitude of improvements were made in 2012. The Air Force Office of Special Investigations' Commander published two notices to Airmen stressing to all agents the importance of conducting thorough and timely investigations into all sexual offense allegations. One of the two notices mandated Air Force Office of Special Investigations seven intermediate headquarters conduct 100% reviews of sex crimes investigations conducted by subordinate units. This requirement was implemented to ensure more attention, planning, and due diligence to sex assault investigations with a focus on urgency and sufficiency. In 2012, Headquarters Air Force Office of Special Investigations began randomly selecting and reviewing between 10 and 15 percent of all criminal investigations closed each month. In 2014, the rate of randomly selected cases was increased to 25 percent. These comprehensive reviews, which include sexual offense investigations, focus on ensuring cases are of high quality. Cases with deficiencies are returned to the appropriate field unit for additional investigative work. Headquarters Air Force Office of Special Investigations' random case review results are briefed monthly to senior Air Force Office of Special Investigations' leaders, including the region commanders responsible for field investigations. Agency senior leaders also receive regular data pertaining to the timeliness of investigations. Case assessment information, together with timeliness data, helps Air Force Office of Special Investigations' commanders maintain the oversight needed to ensure investigations are both high quality and timely.

Headquarters Air Force Office of Special Investigations mandated command-wide use of a newly developed Sexual Assault Investigative Plan Worksheet and Sufficiency Assessment Tool in 2012 to draft written investigative plans. The tool was designed to focus collaboration between agents and military justice judge advocates, as it integrates legal sufficiency (Manual for Courts Martial Articles 120 and 80 elements of proof) with investigative sufficiency (i.e., investigative activities apt to reveal information probative to the elements of the crimes). Headquarters Air Force Office of Special Investigations also increased the number of forensic science consultants/technicians from 14 to 19. The reason for this increase was, in part, to better assist with sexual assault cases. Policy mandates agents contact a forensic science consultant for input on all rape and sexual assault investigations. Headquarters Air Force Office of Special Investigations also developed and fielded new cyber tools in 2012 to enable limited field processing of digital and multimedia evidence. This capability enables agents to image both hard drives and cell phones, quickly collect probative information, and identify additional investigative leads. Once acquired, the Air Force Special Investigations Academy faculty immediately began training entry-level agents on these new cyber tools.

The Air Force Office of Special Investigations established a Forensic Science Consultant position at the United States Army Criminal Investigation Laboratory in 2013 to help facilitate the processing of forensic evidence collected in support of Air Force

investigations. Headquarters Air Force Office of Special Investigations also sought and obtained funding through the Air Staff Installation Support Panel to increase field-level evidence room storage capacity in 2015. This upgrade will enable all units to comply with the National Defense Authorization Act for fiscal year 2012 Section 586 requirement to maintain sexual assault evidence at least five years. The Air Force Office of Special Investigations is purchasing evidence drying chambers in 2014 for 74 field units with significant numbers of sex assault investigations to facilitate the timely and thorough processing of forensic evidence. Drying chambers are used to dry and preserve bloodstained or wet biological evidence.

Best practices/innovations specific to the United States Air Force

The Inspector General, the Judge Advocate General, and the Air Force Office of Special Investigations Commander signed a Memorandum of Agreement in 2009 mandating investigators and trial counsel at every installation work closely on violent crime cases from inception to investigative completion. The requirement to collaborate early and often on all major criminal cases, including sexual assault, domestic violence and child abuse, has since been codified in both Air Force Office of Special Investigations and judge advocate policy instructions. Field units notify their servicing legal office when substantive criminal investigations are initiated. The staff judge advocate then designates an investigative support team as early as practicable in the investigative process. The team is comprised of attorneys, and paralegals when appropriate, who provide legal support to the case agent during the active investigation phase. Staff judge advocates provide initial counsel, coordinate on subject interviews, assist in developing an investigative plan, identify potential criminal offenses for investigation, and compare evidence in the case with the elements of proof for a given offense. The elements of proof are individual facts that must be proven to successfully convict the alleged perpetrator for the crime. The team also reviews and updates the initial proof analysis crafted by trial counsel to address the elements, evidence, anticipated objections, and potential defenses for each specification. The judge advocate assigned to the team will discuss the results of the analysis with the Air Force Office of Special Investigations. As appropriate, investigative support team members or judge advocate staff members attend case review meetings and Air Force Office of Special Investigations personnel attend relevant judge advocate military justice meetings. Within 30 days of the conclusion of trial, the staff judge advocate and members of the trial team conduct case reviews with the Air Force Office of Special Investigations to review lessons learned. Finally, the Sexual Assault Investigations and Operations Consultant and The Judge Advocate General's Corps Special Victims Unit Chief of Policy and Coordination collaborate to help ensure productive integration between the Air Force Office of Special Investigations and judge advocate personnel across the Air Force.

The Air Force has successfully established a worldwide special victim capability over the last three years, primarily comprised of 24 sexual assault investigators and eight special victim unit senior trial counsel. The 24 sexual assault investigators have been stationed at locations with high sexual offense caseloads, where they serve as the Air

Force Office of Special Investigations' primary special victim capability investigators and sexual assault investigation subject-matter experts. To the greatest extent possible, these investigators are the lead agents on sexual assault investigations within their units. All specially designated sexual assault investigators are required to complete the Air Force Office of Special Investigations' Sexual Crime Investigations Training Program within 180 days of assuming their duties.

One of the 24 sexual assault investigator billets has been designated as the Air Force Office of Special Investigations and Operations Consultant Sexual and is located at Joint Base Andrews, Maryland. The individual assigned to this billet is available to provide all Air Force Office of Special Investigations' units with guidance on sexual assault investigation tools, techniques, and best practices. This agent also serves as the command's focal point for special victim capabilities and services and works closely with The Air Force Judge Advocate's Special Victims Unit Chief of Policy and Coordination. This agent may review recently opened, high-interest sexual assault cases to determine whether the owning unit's investigative plan is sufficiently scoped to address all pertinent aspects of the allegation. The agent may also provide detailed advice and on-scene assistance for particularly complicated cases (e.g., those with serial offenders) or especially serious sexual assault allegations. The Air Force Office of Special Investigations has other operational consultants who assist field agents in conducting violent crime investigations, to include sexual assault cases. However, the sexual assault investigation and operations consultant serves as the primary Air Force Office of Special Investigations' subject-matter expert for sexual offenses and focuses his or her field assistance on those investigative activities most likely to result in probative information or evidence for these sexual cases.

Another sexual assault investigator was assigned to the Air Force Special Investigations Academy, Federal Law Enforcement Training Center, and provides both basic and advanced sexual assault investigations training to Air Force Office of Special Investigations and judge advocate personnel. The remaining 22 sexual assault investigators are assigned to units based on the rate of annual sexual assault case openings over the preceding five years, agent manning levels at the supported installations, and investigative timeliness trends at the respective Air Force Office of Special Investigations unit. The installations with assigned sexual assault investigators include Lackland/Randolph AFB, TX (3 agents); Tinker AFB, OK (2 agents); Ramstein AB, Germany (2 agents); Peterson AFB/USAF Academy, CO (2 agents); Eglin AFB/Hurlburt Field, FL (2 agents); Sheppard AFB, TX (1 agent); Keesler AFB, MS (1 agent) Lakenheath AB, United Kingdom (1 agent); Kadena AB, Japan (1 agent); FE Warren AFB, WY (1 agent); Nellis AFB, NV (1 agent); Barksdale AFB, LA (1 agent); Andrews AFB/Bolling AFB/Fort Meade (1 agent); Davis-Monthan AFB, AZ (1 agent); Travis AFB, CA (1 agent) and Minot AFB, ND (1 agent). The locations are adjusted as needed, based upon recent sexual assault case trend. Sexual assault investigators are supported by specialists (psychologists, forensic science consultants, polygraph examiners, criminal analysts, technical services, etc.) assigned to various Air Force Office of Special Investigations specialty centers throughout the world.

The Air Force developed and then became the first service to officially implement the

Joint Sexual Assault Team Concept in 2014. Joint sexual assault teams are a cooperative law enforcement initiative in which special agents and Security Forces investigators serve jointly on adult victim sexual assault investigation teams, working under direct supervision of Air Force Office of Special Investigations agents. These teams are force multipliers when combating sexual assault worldwide. Security Forces investigators assigned to joint sexual assault teams have been attending the Sexual Crime Investigations Training Program. The concept was approved by the Department of Defense Inspector General for adoption by all military services.

Positive trends (qualitative & quantitative)

Headquarters Air Force Office of Special Investigations redoubled its emphasis on the importance of conducting thorough sex crimes investigations to its agents in early 2012. Headquarters Air Force Office of Special Investigations implemented a number of measures to ensure agents met or exceeded both the Department of Defense and the Air Force Office of Special Investigations standards when investigating sexual assault allegations at that time. Specifically, Headquarters Air Force Office of Special Investigations developed a Sexual Assault Investigative Plan Worksheet and Sufficiency Assessment Tool and required its use in all sex crimes investigations, then established the process in the Sexual Crime Investigations Training Program. In addition, Air Force Office of Special Investigations mandated its seven intermediate headquarters conduct 100% reviews of sex crimes investigations conducted by subordinate units, and directed a team at Headquarters Air Force Office of Special Investigations to randomly review between 10% and 15% of the cases closed each month across the command. The focus on investigative thoroughness has paid huge dividends over the last three years.

The Department of Defense Inspector General reviewed a random sample of sexual assault cases closed in 2010 and published a report titled, *Evaluation of the Military Criminal Investigative Organizations Sexual Assault Investigations*, on July 9, 2013. The published report concluded 89% of the investigations reviewed had met or exceeded its investigative standards. In 2013, the Department of Defense Inspector General recently completed a random review of sexual assault cases closed by the Air Force Office of Special Investigations in 2013 but identified none of the cases as having major deficiencies; no cases were returned for additional investigation activity. A direct comparison of the two Department of Defense Inspector General assessments clearly demonstrates an improvement in the quality of the Air Force Office of Special Investigations sexual assault investigations over the last three years. Headquarters Air Force Office of Special Investigations is now emphasizing investigative timeliness without any reduction in the thoroughness and quality of investigations.

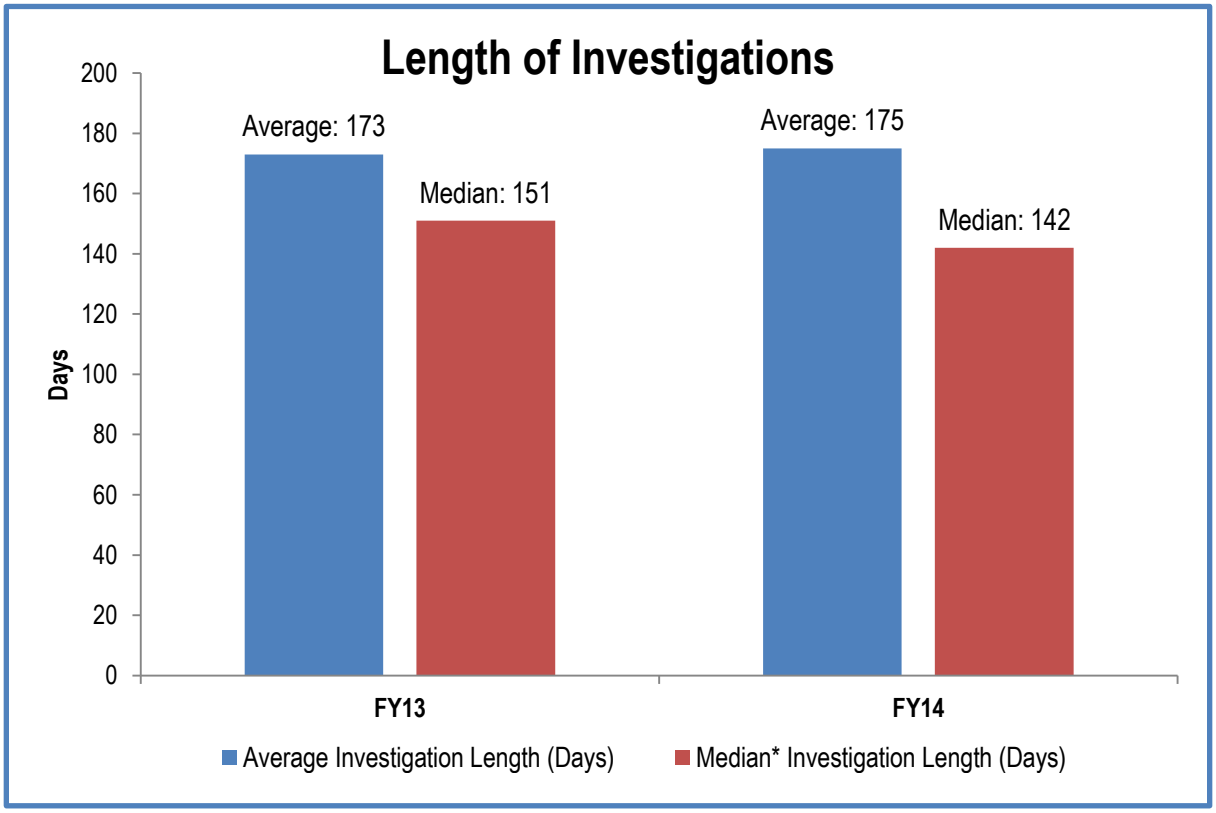

Chart 2.1 – Investigation Length

In 2013, the Air Force began using investigation length to help set expectations for victims of sexual assault. The measurement provides an indication of Air Force resourcing within the response system. It is imperative to note sexual assault investigations are independent and unique from one another, and quality of the investigations remains paramount. However, length of investigation may impact victim participation and command accountability of the accused. Chart 2.1 shows data by fiscal year, which is sourced directly from fiscal year military criminal investigation office reports.

In July 2014, the Commander, Air Force Office of Special Investigations established new expectations and timeliness targets for completing all but the most complex sexual assault cases. These new expectations and targets improved timeliness for adult sex offense investigations to a median of 98 days during September 2014, the first month of measure. This bodes well for fiscal year 2015, a positive indication that future investigations will be both high quality and more timely than in past years.

Defense Equal Opportunity Management Organizational Climate Survey:
This survey is designed to measure command climate and the confidence of Airmen in the appropriate execution of the Sexual Assault Prevention and Response Program. Beginning in January 2014, the Air Force mandated the use of the Defense Equal

Opportunity Management Institute Organizational Climate Survey. Prior to the use of the Defense Equal Opportunity Management Organizational Climate Survey, the Air Force used a Unit Climate Assessment tool to survey and focus on potential equal opportunity and harassment issues within Air Force organizations. In February 2012, the Air Force added six sexual assault questions to the Air Force Unit Climate Assessment. These questions were added because a work environment and/or a commander that permits sexual harassment could create an environment tolerant of sexual assault. Historically, this survey was administered 180 days or more into a commander's command and then every two to three years thereafter. In 2012, the Air Force updated policy to combat sexual assault and began fielding the survey to unit members within 120 days of a commander assuming command of a new unit and annually thereafter. The results from these surveys are not only provided to the commander, but also to members under the commander's command and the commander's leadership. Since the surveys are completed annually, commanders are able to identify improvement areas and issues that need to be addressed during their tenure.

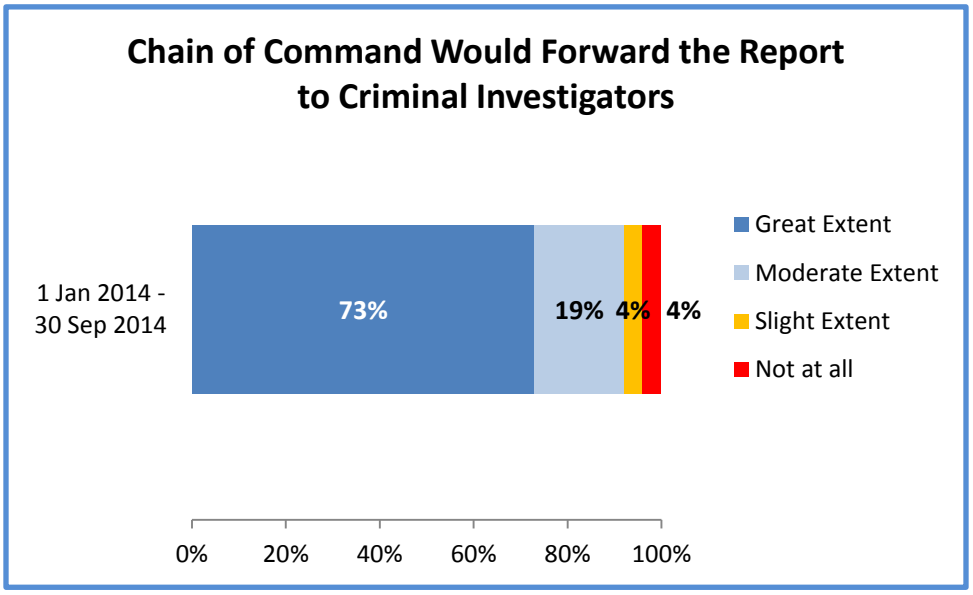

Chart 2.2 – Responses to Chain of Command Would Forward a Sexual Assault Report to Criminal Investigators

The responses to this question on the Defense Equal Opportunity Management Institute Organizational Climate Survey suggest that approximately 92% of Airmen trust that their chain of command would forward sexual assault reports to criminal investigators. 8% of Airmen believed their chain of command would make either a "slight" or "no effort at all" in forwarding reports to criminal investigators. Maintaining this confidence is important in order to give Airmen who wish to make an unrestricted report confidence in the investigation and accountability process.

3. LINE OF EFFORT 3 – ACCOUNTABILITY

Overview: Holding offenders appropriately accountable is the objective in the accountability line of effort. Over the last three years, the Air Force has provided a fair and equitable system of accountability. The system promotes justice, assists in maintaining good order and discipline, and promotes efficiency and effectiveness in the military establishment, thereby strengthening national security. Commanders are a critical part of this justice system. The Air Force innovated enhancements to the capacity within the special victims capability, providing specially trained attorneys, victim witness assistance personnel, domestic abuse and sexual assault victim advocates, and paralegals. The special victim capability is comprised of a distinct, recognizable group of professionals who collaborate to ensure effective, timely, responsive worldwide victim support, and a capability to investigate and address sexual assault offenses in order to hold perpetrators appropriately accountable.

Populations Affected: Commanders, Office of the Judge Advocate General, Special Victim Unit - Senior Trial Counsel, Special Victims' Counsel, Other First Responders

Commanders: Commanders at all levels are responsible for good order and discipline within their units, holding perpetrators appropriately accountable for their actions, and establishing a climate within the unit that does not tolerate sexual harassment and other behaviors that have the potential to give rise to sexual assault.

A subset of commanders is special and general court-martial convening authorities. These are senior commanders who have the authority to convene courts-martial. On June 17, 2013, the acting Secretary of the Air Force directed that special court-martial convening authorities provide their general court-martial convening authority (in the grade of brigadier general or higher) written notice of the initial disposition action taken within 30 days of taking such action in all cases involving rape, sexual assault, forcible sodomy, and attempts thereof under Articles 120(a), 120(b), 125, and 80 respectively of the Uniform Code of Military Justice. This policy ensures general court-martial convening authorities are notified of the initial disposition of these cases by their subordinate commanders.

Office of The Judge Advocate General: The Judge Advocate General of the Air Force is responsible for the legal training and assignment of all judge advocates and paralegals in the Air Force. The Judge Advocate General establishes training programs for sexual assault litigation and prioritizes resources to ensure such training is widely available, as appropriate. In January 2013, the Air Force Special Victims' Counsel Program was established at the Judge Advocate General's direction.

Special Victim Unit – Senior Trial Counsel: Initially established in fiscal year 2012, special victim unit senior trial counsel are specially trained, experienced prosecutors responsible for prosecuting special victim crimes, such as sexual assault, domestic violence offenses, and crimes against children. These judge advocates prosecute or

assist with the prosecution of special victim cases and provide advisory support to Air Force Office of Special Investigations sexual assault investigators.

Special Victims' Counsel: Special victims' counsel are Active Duty judge advocates who provide legal assistance and representation to sexual assault victims who are eligible for military legal assistance. Special victims' counsel represent victims in an attorney-client privileged relationship throughout the investigation and military justice processes.

In January 2013, the Air Force began offering special victims' counsel to adult sexual assault victims who were eligible for military legal assistance. This pilot program was later expanded to the other military services through a Secretary of Defense directive. In June 2014, the Air Force Special Victims' Counsel Program expanded to include representation of child victims of sexual assault who are eligible for military legal assistance.

Other First Responders: The actions of first responders play a vitally important role in the Air Force's ability to hold offenders appropriately accountable. First responders to a sexual assault can be judge advocates, sexual assault response coordinators, victim advocates, healthcare personnel, criminal investigators, Security Forces law enforcement personnel, chaplains, firefighters, emergency medical personnel, Victim Witness Assistance Program personnel, and commanders. First responders receive annual training to ensure they are prepared to act when faced with a sexual assault allegation.

Training Enhancements

Since the inception of the Sexual Assault Prevention and Response Program, the Judge Advocate General's Corps began incorporating sexual assault-based training into the Judge Advocate General's School curriculum. In fiscal year 2012, the school, located at Maxwell Air Force Base, Alabama increased the number and type of training opportunities involving sexual assault litigation. During that period, the training has evolved both in scope and target audience. The school has included sexual-assault case scenarios at the initial training all new Air Force judge advocates receive to ensure they are exposed to sexual-assault litigation issues from the very outset of their military careers. The Judge Advocate General's School has also introduced the Advanced Sexual Assault Litigation Course, which - in conjunction with the Intermediate Sexual Assault Litigation Course - provides judge advocates with opportunities to sharpen their skills in this complex field of practice. The school has also expanded the population it serves by training special victims' counsel - both from the Air Force and sister services - and Air Force Office of Special Investigations investigators. Additionally, fiscal year 2014 saw the introduction of specialized training for Victim Witness Assistance Program personnel and the introduction of specialized, targeted training for special victims' counsel on topics related to representing child victims of sexual assault.

Even prior to fiscal year 2012, The Judge Advocate General made training in the area of

sexual assault litigation a top priority. In addition to the increasing number of in-residence courses, a number of distance education courses and webinars were added in 2014, which were designed to quickly provide information on sexual assault topics and changes in the law to attorneys and paralegals in the field.

Attorney and/or Paralegal Training: For attorneys, the Air Force litigation-training roadmap begins with foundational courses offered by The Judge Advocate General's School and continues with advanced litigation and military justice courses for judge advocates responsible for courtroom litigation. These courses include the ones described below.

Judge Advocate Staff Officer Orientation Course: As they begin their careers in the Air Force, all judge advocates must attend this initial nine-week training course, taught at The Judge Advocate General's School at Maxwell Air Force Base, Alabama. Last year, 152 judge advocates took this course upon their entry into The Judge Advocate General's Corps. The Judge Advocate Staff Officer Orientation Course provides 130 hours of military justice instruction, including a court-martial case scenario based on a sexual assault case. A judge advocate must graduate from the Judge Advocate Staff Officer Orientation Course, serve effectively as a trial counsel, and be recommended by his or her Staff Judge Advocate and a military judge in order to become certified as trial and defense counsel. Judge advocates cannot sit alone or as lead counsel on a general court-martial or serve as defense counsel until they are certified. The Judge Advocate Staff Officer Orientation Course provides new judge advocates trial advocacy experience in realistic courtroom-based exercises.

Trial and Defense Advocacy Course: This is a two-week course taught at The Judge Advocate General's School that allows judge advocates to develop their trial advocacy skills through practical demonstrations and moot court exercises. Experts from both within and outside the Department of Defense teach students how to overcome the challenges of litigating sexual assault cases, to include addressing a case with an intoxicated victim, working with expert witnesses, and cross-examining an accused. In fiscal year 2014, 25 judge advocates received this vital training.

Training by Reservists in Advocacy and Litigation Skills: The Judge Advocate General's School also provides continuing litigation training through its Training by Reservists in Advocacy and Litigation Skills Program, which visits multiple Air Force legal offices each year providing on-site advocacy training. In fiscal year 2014, training was held at 5 bases, honing the skills of 25 judge advocates. The Training by Reservists in Advocacy and Litigation Skills Team is comprised of experienced Reserve judge advocates, The Judge Advocate General's School faculty members, and a sitting military judge. The team offers a two and one half-day intensive advocacy training program using a fact pattern involving a sexual assault case.

Intermediate Sexual Assault Litigation Course: This one-week course is taught several times each year at the Judge Advocate General's School and at various base locations throughout the world. In fiscal year 2014, 33 judge advocates attended this

training. This course provides trial and defense counsel and special victims' counsel updates on: evolving aspects of military trial practice; practical lessons on securing and using evidence and experts; litigating Military Rule of Evidence 412 "rape shield" provisions and exceptions, Military Rule of Evidence 513 psychotherapist-patient privilege, and Military Rule of Evidence 514 victim advocate-victim privilege; and courtroom skills practice for sexual assault cases. A forensic psychologist teaches a block of instruction to prosecutors, and one to defense counsel. Students hear from senior leaders, receive instruction from experienced litigators, and network with other counsel.

Advanced Sexual Assault Litigation Course: This one-week course, initially introduced in fiscal year 2013, is offered to special victims' unit senior trial counsel and senior defense counsel and includes Air Force Office of Special Investigations agents who have been designated to investigate sexual assault cases. This course fosters a collaborative approach to special victims' capability investigations and prosecutions with its joint approach to training. Training focuses on use of expert witnesses at trial, the victim interview process and victim testimony at trial, and overarching concepts related to sexual assault investigations. The Judge Advocate General's School brings in two forensic psychologists for this course and a full day of instruction is dedicated to this topic with students conducting mock direct and cross-examinations of the experts. Similarly, one day of instruction is dedicated to sexual assault nurse examiners, and two forensic sexual assault nurse examiners provide instruction, with students conducting mock direct and cross-examinations of the experts.

This course saw the addition of special victims' counsel as participants in the curriculum, with more participating in fiscal year 2014. In fiscal year 2014, 60 special victims unit senior trial counsel, 54 senior defense counsel, and 50 special victims' counsel attended this training.

Sex Crimes Investigation Training Program: Judge advocates attend the eight-day Sex Crimes Investigation Training Program jointly with Air Force Office of Special Investigations agents at the Federal Law Enforcement Training Center at Glynco, Georgia. This course was originally developed by the Air Force Office of Special Investigations in fiscal year 2012, but has evolved through fiscal years 2013 and 2014 to now include both Air Force Office of Special investigators and judge advocates. This course provides Air Force Office of Special Investigations agents and judge advocates training on cognitive biases in sexual assault cases, the psychology of victims and offenders, advanced victim and suspect interviewing techniques, advanced crime scene processing, information related to drug and alcohol facilitated sexual assaults, working with sexual assault nurse examiners, working with sexual assault response coordinators, and working with special victims' counsel.

In fiscal year 2013, approximately 30 judge advocates attended three Sexual Crimes Investigations Training Program courses. This level of attendance continued in fiscal year 2014. Joint Judge Advocate/Air Force Office of Special Investigations attendance at this course has led to better communication between investigators and judge

advocates.

The Military Justice Administration Course: This one-week course provides training in the management of base legal offices' military justice sections to judge advocates and paralegals who are currently or soon will be the Chief of Military Justice (attorney) or the Non-commissioned Officer in Charge of Military Justice (paralegal). In fiscal year 2014, 149 students learned to manage a base level military justice section, including how to administratively process a case from initial stages of investigation through post-trial. Since at least 2010, the course has included components of sexual assault education including understanding the role of Sexual Assault Prevention and Response, Special Victims' Counsel roles, Article 120 updates and Office of Special Investigations and Judge Advocate coordination.

The Staff Judge Advocate Course: This two-week course provides a refresher in military law and a study of Air Force leadership principles for judge advocates who are newly assigned to staff judge advocate positions. This course is designed to facilitate the transition of judge advocates to the position of staff judge advocate - the senior legal advisor to Air Force commanders, most of whom serve as either special or general court-martial convening authorities.

Other Courses: The Judge Advocate General's School periodically offers webcasts and distance education modules on sexual assault topics available to all judge advocates and paralegals. This technology allows The Judge Advocate General's School to train the entire Judge Advocate General's Corps on changes in the law and updates relevant legal issues almost immediately after the changes are put into effect. Recent training topics offered in 2014 include a special victims' counsel update on child representation, annual response responder training, prosecuting sexual assault cases, expert witnesses, a webcast on navigating Article 120, Uniform Code of Military Justice, and an appellate update.

In addition to the courses discussed above, a number of trial counsel and senior trial counsel take advantage of the advanced training courses offered by the other military departments. Examples include the Navy's Prosecuting Alcohol-Facilitated Sexual Assault Course, and the Army's Special Victims Unit Investigations Course. Additionally, trial counsel at all levels endeavor to take advantage of training offered by non-federal entities such as the National District Attorney's Association Prosecution of Sexual Assault Course. In addition, a few each year attend in-residence and distance-learning courses offered by AEQuitas, which is an organization receiving funding from the U.S. Department of Justice, Office on Violence Against Women. Special victims unit senior trial counsel maximize training costs by cross-pollenating their expertise and providing on-site sexual assault litigation training to junior trial counsel while assisting with prosecution of sexual assault cases at the base level. Special victims' unit senior trial counsel are also available for reach-back support to base level trial counsel.

The Special Victims' Counsel Course is a one-week Judge Advocate Generals' School Course, first offered in fiscal year 2013, which provides training to special victims'

counsel and special victims' paralegals, who are required to successfully complete the course in order to serve in those positions. The course focuses on unique aspects of being a victim's attorney and specialty areas involved in representation of sexual assault victims specifically. Students receive instruction on: the Special Victims' Counsel Rules of Practice and Procedure; professional responsibility; the Sexual Assault Prevention and Response Program; the Victim and Witness Assistance Program; Military Rule of Evidence 412 "rape shield" provisions and exceptions, Military Rule of Evidence 513 psychotherapist-patient privilege, and Military Rule of Evidence 514 victim advocate-victim privilege; access to information; and representing victims facing ancillary disciplinary matters. Two key parts of the curriculum are the advocacy exercises that require special victims' counsel to conduct an intake interview with a mock client and to argue Military Rules of Evidence 412 or 513 motions on behalf of a mock client. Training is provided by The Judge Advocate General's School personnel, as well as outside experts on victims' rights. The latest iteration of the course also included a panel of survivors who had been represented by Special Victims' Counsel. This training at the Air Force Judge Advocate General's School is provided to special victims' counsel from all military services.

The Special Victims' Counsel Program expanded to represent eligible dependent child victims of sexual assault on June 24, 2014. Training for "child-certified" special victims' counsel included a separate two-day in-depth training course at The Judge Advocate General's School taught by experts affiliated with the National Children's Advocacy Center, focusing on child forensic interviewing, using age appropriate communication, an overview of state dependency and neglect process, and resolving ethical conflicts.

In addition to the formal courses discussed above, special victims' counsel training is continuously supplemented through internal training, other formal courses within the Air Force, and with external training opportunities such as the International Conference on Sexual Assault, Domestic Violence, and Trafficking; the Crime Victim Law Conference; the National Sexual Assault Conference; and the National Symposium on Child Abuse.

Victim and Witness Assistance Program Training: Currently judge advocates and paralegals receive Victim and Witness Assistance Program training through their respective military justice courses. In fiscal year 2013, The Judge Advocate General's School began developing a Victim and Witness Assistance Program distance education course due to go online in September 2014. This five-week course focuses on the following: teaching Victim and Witness Assistance Program representatives how to discuss the military justice process with victims; enhances students' understanding of the neurobiology of trauma and counterintuitive behavior; helps students understand their role in the special victim capability; and helps ensure every victim liaison is familiar with Air Force and civilian resources available to crime victims. The training will supplement first responder training, as required by the fiscal year 2012 National Defense Authorization Act. The Victim and Witness Assistance Program distance education course will be offered multiple times a year, enhancing the installation level training and reach-back support for judge advocates and paralegals who serve as victim liaisons in base legal offices so that they will be prepared to support victims throughout

the military justice process. Additionally, the Victim and Witness Assistance Program will work with Sexual Assault Prevention and Response and Family Advocacy Program personnel and special victims' counsel to help ensure victims have access to the support and resources they need as they move through the military justice process and work towards recovery.

First Responder Training: The Judge Advocate General's School provides annual training for judge advocates, Victim and Witness Assistance Program personnel, legal assistance attorneys, and trial counsel. This training is mandatory for all Active Duty and Reserve judge advocates who provide military justice advice, legal assistance, or who serve as trial counsel; Active Duty and Reserve paralegals that provide legal assistance support or directly contribute to a Victim and Witness Assistance Program; and civilian employees who work in military justice, legal assistance, or contribute to a Victim and Witness Assistance Program.

To effectively accomplish this training, The Judge Advocate General's School created a two-part distance learning course. The first part of this course covers reporting options, the roles of the sexual assault response coordinator, victim advocate, special victims' counsel, Case Management Group, Military Rule of Evidence 514, deployment issues, the Victim and Witness Assistance Program, investigations, sex offender registration, and commander actions. The second part covers the prosecution of sexual assault cases and discusses topics such as drug and alcohol facilitated sexual assault, rules of evidence and evolving case law, victim privacy matters, and working with special victims' counsel.

Military Judges' Training: The Army conducts the Military Judge Course. Once selected, military judges from all military services attend the three-week Military Judge Course at The United States Army Judge Advocate General's Legal Center and School, Charlottesville, Virginia. All military judges must complete this course before they can be certified as military judges. Moreover, all Air Force judges returning to the bench from another assignment must take the entire course again. This course covers judicial philosophy, case management, specific case scenarios, and relevant updates to ensure rapid implementation of National Defense Authorization Act and Executive Order requirements. The course includes substantive criminal law and procedure, practical exercises, and scenarios focused on factors to consider in reaching an appropriate sentence. The course emphasizes sexual assault issues and scenarios are designed around a sexual assault case.

Joint Military Judge's Annual Training: This one-week course brings together military trial judges from all military services to review recent developments in military criminal law and discuss the most effective techniques of judicial management. Seminar topics include discussion and analysis of the judge's responsibilities at trial, courtroom procedures, Military Rules of Evidence, and recent court decisions and changes in the law impacting military justice practice.

Other Training of Judge Advocate General Corps Personnel: The Judge Advocate

General conducted a two-day Sexual Assault Prevention and Response Summit in December 2013 at Maxwell-Gunter Annex, Alabama. The training included every staff judge advocate and senior Judge Advocate General's Corps leader in the Air Force, to include the acting Air Force General Counsel and members of his staff. At this summit, experts from the civilian and military sexual assault prevention and response communities educated Judge Advocate General's Corps leaders on victim care, victim legal issues, the neurobiology of trauma, cognitive interviewing biases, the current status of the Air Force Sexual Assault Prevention and Response Program, civilian victim care laws, and policy changes impacting military justice practice and the processing of sexual assault cases.

Process/procedural upgrades and efficiencies

Fiscal year 2012 saw the introduction of two innovations in sexual assault investigations and prosecutions: the passage of Military Rule of Evidence 514 and implementation of the Special Victims' Counsel Program. Military Rule of Evidence 514, the Victim Advocate-Victim Privilege, provided additional protections to victims by granting an evidentiary privilege to confidential communications victims make to their victim advocate. This privilege gives victims the ability to have confidential communications with a victim advocate throughout the investigation and military justice process of a case. Prior to this rule, victim advocates had to tailor their interaction with victims to minimize the chance the victim advocate would be called to testify about things the victim said to the advocate. As a result, victims did not have the ability to have full, candid discussions with victim advocates, resulting in frustration and feelings of isolation on the part of victims. With Military Rule of Evidence 514 in place, victims have an improved support structure, contributing to victim decisions to remain engaged in the legal justice process.

While Air Force judge advocates and Air Force Office of Special Investigations agents had already developed collaborative working relationships prior to fiscal year 2012, the introduction of the special victim capability formalized these relationships to a greater extent, leading to more open communication between The Judge Advocate General's Corps and the Air Force Office of Special Investigations. This capability also focused on identifying and training specialists with expertise in investigating and prosecuting sexual assault cases where appropriate.

In fiscal year 2013, the Air Force introduced the Special Victims' Counsel Program; which many consider to be one of the most significant advancements in the area of victim support. This program, described more in depth below, gives sexual assault victims a voice, and enables judge advocates to assert their clients' rights both in and out of court. This program expanded in fiscal year 2014 to include child victims of sexual assault in accordance with the fiscal year 2014 National Defense Authorization Act.

More recently, the Air Force has increased the ability of the victims to provide input at clemency by providing victim impact statements for convening authority consideration,

required heightened command oversight in sexual assault cases, and ensured commanders understand their responsibility for unit climate

Military Rule of Evidence 514, Victim Advocate-Victim Privilege: In December 2011, the President signed Executive Order 13593, amending the Manual for Courts-Martial to add Military Rule of Evidence 514, Victim Advocate-Victim Privilege, in cases arising under the Uniform Code of Military Justice. This Military Rule of Evidence provides that a victim has a privilege to refuse to disclose and to prevent any other person from disclosing a confidential communication made between the victim and a victim advocate, in a case arising under the Uniform Code of Military Justice, if such communication was made for the purpose of facilitating advice or supportive assistance to the victim. The Air Force teaches a block of instruction on Military Rule of Evidence 514 at the Air Force Sexual Assault Response Coordinator Course, which is required for all new sexual assault response coordinators, deputy/assistant sexual assault response coordinators, and full-time victim advocates. Military Rule of Evidence 514 issues are also taught at judge advocate training courses, as noted in the training enhancements section. The implementation of Military Rule of Evidence 514 facilitated more open discussion between sexual assault victims and their victim advocates. Communications between victims and their Special Victims' Counsel are covered under a different evidentiary privilege, Military Rule of Evidence 502, Lawyer-client privilege.

Special Victim Capability: The Air Force began developing its special victim capability in fiscal year 2012, increasing collaboration between the Air Force Office of Special Investigations and the Judge Advocate General's Corps in the investigation and prosecution of sexual assault cases. In fiscal year 2012, the Air Force Office of Special Investigations and the Judge Advocate General's Corps established a new reach-back capability located at Joint Base Andrews, Maryland, which routinely consults with investigators and judge advocates at the installation level on sexual assault cases. This reach-back capability consists of the Air Force Office of Special Investigations' Sexual Assault Investigations and Operations Consultant and the Special Victims Unit-Senior Trial Counsel Chief of Policy and Coordination and provides assistance on particularly difficult or high interest sexual assault cases.

Special Victims Unit-Senior Trial Counsel: All Air Force judge advocates receive significant trial advocacy training and preparatory moot court experience during the Judge Advocate Staff Officer Course, the initial training course to become judge advocates. To become certified as trial and defense counsel, judge advocates must graduate from the course, serve effectively as trial or assistant trial counsel at courts-martial, and be recommended for certification by his or her supervisory staff judge advocate and by a military judge.

These counsel specialize in prosecuting complex cases and typically serve in the position for a three-year period in which their responsibilities entail assisting local counsel with reviewing evidence and drafting charges, consulting with investigators, and serving as lead counsel in court. There are currently 17 Senior Trial Counsel postured

around the world to provide expert litigation support.

In fiscal year 2012, The Judge Advocate General's Corps established a special victims unit within the senior trial counsel cadre (referred to as special victims unit senior trial counsel). Of 17 senior trial counsel, a team of seven is part of the special victims unit senior trial counsel, specializing in the prosecution of particularly complex cases such as sexual assaults, crimes against children, and homicides. Two of these judge advocates serve additional roles. One acts as a liaison to the Defense Computer Forensics Laboratory, ensuring expeditious analysis of forensic evidence and providing expert consultation to base level trial counsel on issues of digital evidence. The other, the Chief of Policy and Coordination, liaises with Headquarters Office of Special Investigations to improve judge advocate - investigator teaming at the headquarters and base level; provide expert reach-back capability to local judge advocate offices prosecuting cases; and provide training to judge advocates in all aspects of sexual assault prosecution.

The Chief, Government Trial and Appellate Counsel Division makes the final decision as to which senior trial counsel will be designated as a special victims unit senior trial counsel, taking into account completion of one year as either a senior trial or senior defense counsel. Additionally, selection requires attendance at two or more advanced litigation skills-focused courses, specialized training in prosecuting sexual assaults, and demonstrated ability to prosecute a variety of sexual assault and/or complex cases.

Integration of the Air Force Office of Special Investigations and Judge Advocate Capabilities: At the installation level, Air Force Office of Special Investigations investigators and trial counsel work together from the start of a case through completion. Although general requirements for judge advocate and investigator coordination are found in Air Force Instruction 51-201*, Administration of Military Justice*, staff judge advocates at the installation level develop local procedures with their servicing Air Force Office of Special Investigations detachment commander to coordinate with agents as early as possible in the investigative stages of a case. The Air Force Office of Special Investigations notifies the legal office when criminal investigations are initiated. As soon as practicable after being notified of an open investigation, the Staff Judge Advocate designates an investigative support team, composed of an attorney and paralegal, when appropriate, to provide initial counsel to the Air Force Office of Special Investigations case agent on the new investigation. The Air Force Office of Special Investigations briefs the designated judge advocate on initial investigative steps.

The collaborative process continues during the development of an investigative plan and the investigative support team works with the Air Force Office of Special Investigations case agent in identifying potential criminal offenses for investigation and comparing evidence in the case with the elements of proof for a given offense. The judge advocate also coordinates with the Air Force Office of Special Investigations case agent on subject interviews.

As appropriate, investigative support team members or judge advocate staff members attend the Air Force Office of Special Investigations case review meetings and the investigators attend relevant judge advocate military justice meetings. The investigative support team reviews and updates the initial proof analysis crafted by trial counsel to address the elements of suspected offenses, evidence, anticipated objections, and potential defenses for each specification. The judge advocate assigned to the team will discuss the results of the analysis with the Air Force Office of Special Investigations case agents.

Within 30 days of the conclusion of trial, the Staff Judge Advocate and members of the trial team conduct case reviews with the Air Force Office of Special Investigations case agents to review lessons learned. This local process is facilitated by the Air Force special victim reach-back capability located at Joint Base Andrews, Maryland. This team consists of Air Force Office of Special Investigations' Sexual Assault Investigation and Operations Consultant and the Judge Advocate General's Corps Special Victims Unit Chief of Policy and Coordination. These two positions collaborate to ensure productive integration between the Air Force Office of Special Investigations and judge advocate personnel working at the base level. The Air Force Office of Special Investigations and judge advocates use the reach-back capability as needed to access specific expertise.

Paralegal Support Personnel: Air Force special victim capability paralegal support personnel are selected from assigned legal personnel by the local Staff Judge Advocate. Special victim capability paralegals provide support to special victim units and trial counsel in all sexual assault cases arising in their jurisdiction. Paralegals selected for special victim capability duties have completed the nine-week Paralegal Apprentice Course and/or the 11-week Paralegal Craftsman Course at The Judge Advocate General's School. These intensive courses are designed to prepare paralegals to provide military justice support, while providing them additional training in legal research and writing, as well as witness interviewing skills. In addition to these courses' training requirements, paralegals who are selected to serve as a non-commissioned officer in charge of a military justice section in a base legal office will also attend the Military Justice Administration Course offered at The Judge Advocate General's School.

Paralegals may also receive distance education and on-the-job training on topics such as post-traumatic stress disorder, counterintuitive behavior, sex offender registration, expedited transfer, Department of Defense victim service standards, rights of crime victims, victim support agencies, the Sexual Assault Prevention and Response Program, and sexual assault response coordinator and sexual assault prevention and response victim advocate privileges. Paralegals assigned to special victim capability positions are capable of providing a full spectrum of pretrial and trial support for the special victims unit senior trial counsel, including interviewing witnesses, preparing courts-martial documents, drafting charges and specifications, managing military justice actions, providing technical and administrative support, and recording and transcribing judicial and administrative proceedings and investigations, as required. Paralegals also

facilitate witness and court member appearance, and coordinate and provide logistical support for all legal proceedings and hearings.

Victim and Witness Assistance Program Personnel: Each base legal office has a Victim and Witness Assistance Program Coordinator and at least one victim witness liaison appointed by the Staff Judge Advocate to assist victims during the military justice process. The victim liaison assigned to the victim case will be a member of the special victim capability for purposes of that case.

Currently, judge advocates and paralegals receive Victim and Witness Assistance Program training through the respective military justice courses they attend. However, as noted in the training enhancements section, the Air Force Judge Advocate General's School will begin offering a five-week distance education course for Victim and Witness Assistance Program personnel beginning in September 2014. The curriculum for this course includes specialized training in working with victims of sexual assault.

Special Victims' Counsel - Program Development: On January 28, 2013, the Air Force established the federal government's first, large-scale Special Victims' Counsel Program as a pilot program for the Department of Defense to provide independent judge advocates to represent sexual assault victims eligible for legal assistance under 10 United States Code sections 1044 and 1565b, since statutorily required by the fiscal year 2014 National Defense Authorization Act under 10 United States Code section 1044e. The Air Force Judge Advocate General directed the creation of the Special Victims' Counsel Program to provide legal assistance to victims of sexual assault, help them better understand the investigation and legal process, ensure their rights are protected, and their voices heard.

On June 1, 2013, the Special Victims' Counsel Program transitioned from 60 judge advocates serving as part-time special victims' counsel, to 24 judge advocates serving as full-time special victims' counsel under an independent chain of command in the Air Force Legal Operations Agency, Special Victims' Counsel Division.

On August 14, 2013, the Secretary of Defense directed the Secretaries of the Military Departments to "establish a special victim's advocacy program best suited for that Service that provides legal advice and representation to the victim throughout the justice process." The Air Force's Special Victims' Counsel Program was already in full compliance with that directive and had been since its inception in January 2013.

Under the provisions of the fiscal year 2014 National Defense Authorization Act, beginning June 24, 2014, the Special Victims' Counsel Program began representing child victims of sexual assault who are eligible to receive military legal assistance.

As of summer 2014, the Division now includes a headquarters staff with a colonel division chief, a General Schedule-14 associate chief, a Master Sergeant Special Victims' Paralegal Manager; and 28 special victims' counsel and 10 special victims' paralegals at 19 locations worldwide. Since the program's inception, special victims'

counsel have represented more than 1000 eligible victims of sexual assault.

To measure the effectiveness of the Special Victims' Counsel Program, in March 2013 the Air Force began offering clients whose case had concluded an anonymous Victim Impact Survey. Over the 18 months that the survey has been used, the results show that an overwhelming majority (91% of those responding) are "extremely satisfied" with the advice and support of the special victims' counsel during the Article 32 hearing and court-martial process. Of the remainder, eight percent were "satisfied" and one percent was "dissatisfied." Ninety-eight percent of those surveyed would recommend other victims request a special victims' counsel.

Guidance Documents: The Special Victims' Counsel Rules of Practice and Procedure, Charter, and Air Force Guidance Memorandum to Air Force Instruction 51-504, *Legal Assistance, Notary, and Preventive Law Program,* support and guide Special Victims' Counsel Program implementation. Moreover, these documents were updated to reflect fiscal year 2014 National Defense Authorization Act changes covering representation of child victims of sexual assault.

Notifying Victims of the Availability of Special Victims' Counsel Services: The first individual to make contact with the victim, such as a sexual assault response coordinator, victim advocate, family advocacy representative, investigator, Victim Witness Assistance Program liaison or trial counsel, is required to inform the victim of the availability of special victims' counsel services using a modified version of the Department of Defense Form 2701, *Initial Information for Victims/Witnesses of Crime*. Victims may contact a special victims' counsel directly or may request special victims' counsel representation from any of the agencies noted above.

Scope of Special Victims' Counsel Services: Special victims' counsel provide holistic legal representation to victims, ranging from advising victims on all aspects of the military justice process to traditional legal assistance. The special victims' counsel's role includes: advocacy to participants in the military justice process, including commanders and convening authorities; attending interviews with investigators, trial counsel, and defense counsel; providing in-court representation; representing victims on collateral misconduct issues; advocacy to other Air Force and Department of Defense agencies as appropriate; and advocacy to civilian prosecutors and agencies. Special Victims' Counsel may not formally appear civilian court proceedings because although they are licensed attorneys, they are frequently not licensed in the jurisdiction in which they are stationed with the Air Force. However, they may advocate to civilian prosecutors and law enforcement agencies on their clients' behalf.

Eligibility for Special Victims' Counsel Representation: Victims of sexual assault, stalking, and other sexual misconduct are eligible for special victims' counsel representation based on authorization to provide legal assistance under 10 United States Code sections 1044, 1044e, and 1565b.

- Air Force members (Active Duty and Reserve/Guard in Title 10 status at

time of offense) (note: additional eligibility for Reserve component members is being developed).

- Dependents of Air Force members if the alleged perpetrator is a military member subject to the Uniform Code of Military Justice.

- Other service members and their dependents if the alleged perpetrator is a military member subject to the Uniform Code of Military Justice (individuals will be referred to their respective service's special victims' counsel or Victims Legal Counsel Programs).

- Other categories eligible for legal assistance from the Air Force (e.g., retirees and others listed in 10 United States Code section 1044) if the alleged perpetrator is a military member subject to the Uniform Code of Military Justice.

Coordination between the Services: The Special Victims' Counsel Program chiefs/managers of all the military services regularly communicate/coordinate with one another via email, telephone, and face-to-face meetings to discuss special victims' counsel issues, exchange lessons learned, and share best practices. The Air Force provided the other services with lessons learned, subject matter expertise, its rules of practice and procedure, and standard document templates, as they stood up their respective programs. The services' special victims' counsel and victims' legal counsel chiefs/program managers collaborate on potential appellate issues and extend opportunities for each program to file amicus briefs in support of a particular issue. On a more formal basis, the chiefs/program managers meet monthly to address Special Victims' Counsel Program issues of common applicability, to include forming a working group to develop the framework for child representation. Individual special victims' counsel at the installation level routinely collaborate with special victims' counsel/victims' legal counsel from the other services who also serve within their geographic region. The Air Force hosted two Joint Service Special Victims' Counsel/Victims' Legal Counsel Training Courses to train personnel from the Navy, Marine Corps, Army, Air National Guard, and Coast Guard. Air Force special victims' counsels have also provided training at the Army's Special Victims' Counsel Course and shared lessons learned.

Victim Impact Statements in Clemency: On June 6, 2013, Air Force Instruction 51-201, *Administration of Military Justice*, was updated to require that the convening authority's staff judge advocate provide a letter to the victim inviting them to provide input as to whether the convening authority should approve or disapprove court-martial findings and sentence or grant clemency. This requirement has greatly increased the convening authority's visibility on the victim desires on matters of clemency giving the victim a voice in this determination. Congress legislated this requirement as part of the fiscal year 2014 National Defense Authorization Act through an amendment to Article 60, Uniform Code of Military Justice. On June 13, 2014 the President signed Executive

Order 13669 adding a new Rule for Court-Martial 1105A to implement the amendment to Article 60 pertaining to victim impact statements at clemency. Air Force Instruction 51-201, *Administration of Military Justice*, was then further updated on September 25, 2014 to incorporate this change and the slight changes the National Defense Authorization Act and Rule for Court-Martial 1105A made to the year old Air Force policy.

Article 32 Investigating Officers: Since the 1980s, as a matter of custom, the Air Force has exclusively utilized judge advocates as Article 32 Investigating Officers. This custom was formalized in Air Force Guidance Memorandum to Air Force Instruction 51-201, *Administration of Military Justice*, on November 25, 2013, as required by a Secretary of Defense directive dated 14 August 2013. The Guidance Memorandum requires investigating officers to be a designated judge advocate. In practice this does not change who is and will be appointed as an investigating officer as the Air Force was already using judge advocates, but it does formalize the Air Force commitment to ensure convening authorities receive thorough and well-reasoned reports in order to make proper disposition decisions. Additionally, amendments to Article 32, Uniform Code of Military Justice, the fiscal year 2014 National Defense Authorization Act required that a judge advocate serve as the preliminary hearing officer whenever practicable.

Command Oversight of Sexual Assault Cases: On June 17, 2013, the acting Secretary of the Air Force directed that, in all cases involving rape under Article 120(a) of the Uniform Code of Military Justice, sexual assault (Article 120(b)), forcible sodomy (Article 125) and attempts to commit those offenses (Article 80), the special court-martial convening authority is required to provide the general court-martial convening authority (in the grade of brigadier general or higher) written notice of the initial disposition action taken within 30 days of taking such action. This notification increases the visibility of actions taken on sexual assault offenses by ensuring the general court-martial convening authorities are notified of the initial disposition of these cases by their subordinate commanders.

On June 28, 2012, the Air Force implemented the requirement to elevate initial disposition authority for the most serious sexual assault offenses (rape, sexual assault, forcible sodomy, and attempts to commit these offenses) to a special court martial convening authority who is a commander serving at the colonel level or higher. This notification in addition to the notification requirement above greatly increases the visibility of actions taken on sexual assault offenses by ensuring a review of the disposition in sexual assault cases is made at the appropriate level. This additional level of oversight contributes to holding perpetrators appropriately accountable.

Additionally, the acting Secretary of the Air Force also directed on June 17, 2013, that the Air Force Office of Special Investigations may not close out investigative files in cases of sexual assault until the general court-martial convening authority has signed a written memorandum of command action for these cases. This ensures that all sexual assault investigations are appropriately reviewed at all levels. As an enhancement to

command oversight policies already in place at the direction of the Secretary of Defense and Secretary of the Air Force for sexual assault cases, section 1744 of the fiscal year 2014 National Defense Authorization Act required additional high level review by the superior general court-martial convening authority (usually the Air Force Major Command commander) or Secretary of the Air Force in certain sexual assault cases not referred to a court-martial. The Air Force has implemented this change through an Air Force Guidance Memorandum to Air Force Instruction 51-201, *Administration of Military Justice*, webcast training available to all judge advocates and paralegals, and new training included in military justice courses taught at the Judge Advocate General's School.

Administrative Discharge Policy: Section 572 of the fiscal year 2013 National Defense Authorization Act requires administrative discharge processing for anyone convicted, but who did not receive a punitive discharge at trial, under the Uniform Code of Military Justice of rape (Article 120(a)), sexual assault (Article 120(b)), forcible sodomy (Article 125), or attempts to commit these offenses (Article 80). On July 2, 2013, the Air Force adopted a more aggressive discharge policy than that required by the National Defense Authorization Act. Air Force Instruction 36-3206, *Administrative Discharge Procedures for Commissioned Officers*, and Air Force Instruction 36-3208, *Administrative Separation of Airmen*, now both require mandatory discharge processing for any Airman who commits a sexual assault offense, regardless of whether that person was tried by court-martial. Under this change, administrative action or non-judicial punishment for these offenses will trigger automatic discharge processing, and this change will also account for cases prosecuted in civilian courts. Previous policy permitted, but did not require, initiation of administrative separation proceedings for civilian convictions. Additionally, by Air Force policy the range of offenses that will trigger the automatic discharge processing is broader than the four provisions listed in the National Defense Authorization Act, and will include "touching" offenses of aggravated sexual contact and abusive sexual contact.

The fiscal year 2014 National Defense Authorization Act made unprecedented changes to the Uniform Code of Military Justice and military justice practice in the services, which have been implemented or are in the process of implementation through changes to Department of Defense and Air Force regulations and proposals to the President on amendments to the Manual for Courts-Martial.

Victims' Rights: Victims of crime previously had rights provided by Department of Defense and Air Force policy, implemented through the Victim and Witness Assistance Program under Air Force Instruction 51-201, *Administration of Military Justice*. Section 1701 of the fiscal year 2014 National Defense Authorization Act made many of the rights afforded by policy statutory and provided additional rights to victims through Article 6b of the Uniform Code of Military Justice in cases arising under the Uniform Code of Military Justice. The eight substantive rights that victims have under Article 6b are: 1) the right to be reasonably protected from the accused; 2) the right to reasonable, accurate, and timely notice of preliminary hearings, courts-martial, clemency and parole hearings, and release or escape of the accused from confinement;

3) the right not to be excluded from a public hearing or proceeding; 4) the right to be reasonably heard at a pretrial confinement, sentencing, or clemency and parole board hearing; 5) the right to confer with trial counsel; 6) the right to restitution as provided in law; 7) the right to proceedings free from unreasonable delay; and 8) the right to be treated with fairness and respect for their dignity and privacy.

Victim Interviews with Defense Counsel: Another 2014 policy change is the process by which defense counsel interviews with victims are conducted. Since establishment of the Sexual Assault Prevention and Response and Special Victims' Counsel Programs, victims of sexual assault have had the option of requesting their victim advocate or special victims' counsel attend all interviews investigators, trial counsel, and defense counsel with them. Section 1704 of the fiscal year 2014 National Defense Authorization Act amended Article 46 of the Uniform Code of Military Justice to require defense counsel to make requests to interview sexual assault victims (as well as victims of certain other offenses) through trial counsel and, at the request of the victim, requires that either the trial counsel, special victims' counsel, or victim advocate be present during the defense interview. This change is intended to maximize the support victims have from their victim advocate and special victims' counsel during interviews with defense counsel.

The Air Force has implemented both of these changes to the Uniform Code of Military Justice through an Air Force Guidance Memorandum to Air Force Instruction 51-201, *Administration of Military Justice*, webcast training available to all judge advocates and paralegals, and new training included in military justice courses taught at the Judge Advocate General's School.

Commander's Accountability for Unit Culture: On May 8, 2014, The Air Force published Air Force Instruction 1-2, *Commander's Responsibilities,* establishing broad responsibilities and expectations for commanders. This instruction includes guidance to commanders to be morally and ethically above reproach and to exemplify Air Force Core Values and standards in their professional and personal lives. It directs commanders to establish and maintain a healthy command climate which fosters good order and discipline, teamwork, cohesion and trust that ensures members are treated with dignity, respect and inclusion and does not tolerate harassment, assault or unlawful discrimination of any kind.

Air Force Guidance Memorandum Two to Air Force Instruction 36-2406, *Officer and Enlisted Evaluation Systems*, January 1, 2014, defines commanders and non-commissioned officers' explicit responsibilities for creating climates of dignity and respect. The Guidance memorandum sets forth expectations of fair and equal treatment to include an environment free of sexual harassment, unlawful discrimination, and sexual assault. The Guidance Memorandum charges commanders with the responsibility to create a healthy climate and adhere to Sexual Assault Prevention and Response Program principles. Raters are also required to evaluate their subordinates on what the member did to ensure a healthy organizational climate. Air Force Guidance Memorandum Three to the same Air Force Instruction dated July 1, 2014, further

mandate raters to ensure Airmen up the grade of Senior Airman know they are expected to contribute to a healthy organizational climate while all non-commissioned officers and officers are accountable for creating healthy organizational climates. Additionally, every commander is responsible for, and will be held accountable for ensuring their unit has a healthy climate. Raters at every level are required to discuss these areas with Airmen through the new Airman Comprehensive Assessment. This assessment is a conversation, accompanied by a form, between the rater and Airman discussing all aspects of duty performance, career development and personal accountability. These new requirements are critical to ensuring that Airmen understand their role in creating a healthy culture and environment.

Additionally, the Air Force published Air Force Guidance Memorandum Four to Air Force Instruction 36-2406, *Officer and Enlisted Evaluation Systems*, on September 17, 2014. This memorandum requires sexual related offenses to be annotated in officer and enlisted performance reports as required by the fiscal year 2014 National Defense Authorization Act. The National Defense Authorization Act and memorandum also requires a complete commander's review of personnel service records for all members of the unit, regardless of grade. Additionally, a complete records review is required within 30 days of arrival for Airmen reassigned to the unit. These actions ensure offenses are properly documented in officer and enlisted evaluations and given proper consideration during promotion boards and other career opportunities.

Finally, in May 2014, the Air Force completed a thorough review of Air Force Instruction 36-2909, *Professional and Unprofessional Relationships* (May 1, 1999), and its Air Education and Training Command supplement Instruction 36-2909, *Recruiting, Education and Training Standards of Conduct* (December 2, 2013). These instructions define unprofessional relationships, fraternization and are punishable under the Uniformed Code of Military Justice. Air Education and Training Instruction 36-2909 further prescribes negative actions, reporting and consequences of hazing, standards of recruiting and enumerates dozens of specific prohibited acts between faculty, staff, and recruiters and applicants, recruits, trainees, cadets, students, entry-level status airman, and their immediate family members. The Department of Defense's Report on Protections for Prospective and New Members of the Armed Forces During Entry-Level Processing and Training determined that Air Force policy and the Uniform Code of Military Justice have adequate legal tools to address this type of misconduct.

Policy on Preventing Retaliation: Section 1709 of the fiscal year 2014 National Defense Authorization Act required the services to prescribe regulations prohibiting retaliation against any victim or other member of the armed forces who reports a criminal offense and to state that any such retaliation is punishable under Article 92 of the Uniform Code of Military Justice. The regulation must define retaliation to include "taking or threatening to take an adverse personnel action, or withholding or threatening to withhold a favorable personnel action" as well as "ostracism and such acts of maltreatment" committed because the member reported a criminal offense. The Air Force has implemented this provision through an Air Force Guidance Memorandum to Air Force Instruction 36-2909, *Professional and Unprofessional Relationships*. This

policy is intended to remove one of the barriers to reporting sexual assault by providing enhanced protection for victims and their peers from retaliation after making a report.

Best practices/innovations specific to the United States Air Force

Joint Air Force Office of Special Investigations /Judge Advocate Courses: In fiscal year 2012, the Air Force Office of Special Investigations developed the eight-day Sexual Crimes Investigations Training Program, jointly attended by judge advocates and Air Force Office of Special Investigations investigators. In fiscal year 2013, nearly 30 judge advocates attended three Sexual Crimes Investigations Training Program courses. This level of attendance continued in fiscal year 2014.

Special Victims Unit-Senior Trial Counsel: As discussed in the previous section, the Air Force has created two positions within the special victims unit senior trial counsel infrastructure to better leverage the skills and experience of various stakeholders in the process of prosecuting sexual assault cases. With the first position, the Air Force became the only service to dedicate one full-time attorney co-located as a liaison to the Defense Computer Forensics Laboratory. This Defense Computer Forensics Laboratory-Senior Trial Counsel, trained in laboratory procedure and with in-person access to the examiners and leadership of Defense Computer Forensics Laboratory, ensures expeditious analysis of forensic evidence, eliminates the seams in the provision of services between these two entities, and provides expert consultation to local trial counsel on issues of digital evidence. The second billet established a special victims' unit senior trial counsel designated as the Special Victims Unit Chief of Policy and Coordination to serve a multi-purpose role. This attorney, essentially an active-duty highly qualified expert, besides maintaining a litigation portfolio, liaises with Headquarters Air Force Office of Special Investigations to improve Judge Advocate General - Air Force Office of Special Investigations teaming at the headquarters and local level; provides expert reach-back capability to local judge advocate offices; and leads training of judge advocates worldwide in all aspects of sexual assault prosecution.

The Judge Advocate General of the Air Force has encouraged local legal offices solicit the input of this attorney on all sexual-assault cases. The Special Victims' Unit Chief of Policy and Coordination is able to better ensure uniformity in the prosecution of these cases, and provide local, often inexperienced trial counsel, guidance on the prosecution of a sexual assault case from the very earliest of stages, well before preferral of charges and often before the victim is even interviewed by a judge advocate.

Special Victims' Counsel Program: As discussed earlier, in January 2013, the Air Force "piloted" the Special Victims' Counsel Program to expand the availability of legal assistance to victims of sexual assault. This Air Force pilot program led the way for the Department of Defense's requirement that all military services establish similar programs by November 2013.

Continuing into 2014, the Air Force has continued to expand the ground-breaking Special Victims' Counsel Program providing counsel to more than 1,000 (past and

present) victims of sexual assault, including child sexual assault victims. Special victims' counsel have participated in 156 courts-martial, 184 Article 32 hearings; attended 1,546 interviews with investigators, trial counsel, or defense counsel; engaged in 37,329 telephone consultations, written correspondence, or in-person meetings with clients; engaged in 360 representations for collateral misconduct, referral to defense counsel, or discussions regarding immunity; filed 328 motions, answered or argued; requested 120 expedited transfers; and provided 171 items of legal assistance.

Special victims' counsel have developed templates to guide victims through the investigation and military justice processes. Best practices are continuously shared within the Air Force special victims' counsel community via webcast training and the use of a collaborative "cohort" website, and desk book.

The Air Force Special Victims' Counsel Program filed the first appeal of a military judge's ruling that denied a victim standing to have her Special victims' counsel argue in court during evidentiary hearings where a victim has the right to be heard under the Military Rules of Evidence. The case resulted in a seminal ruling from the Court of Appeals of the Armed Forces that recognizes a "reasonable opportunity to be heard at a hearing [under Military Rules of Evidence 412 and 513] includes the right to present facts and legal argument, and that a victim or patient who is represented by counsel can be heard by counsel." *LRM v. Kastenberg*, 72 M.J. 364 (C.A.A.F. July 18, 2013).

Sexual Assault Mock Trials to Educate Airmen: In an effort to teach junior enlisted Airmen about the consequences of sexual assault, a number of Air Force installations are participating in the "Got Consent?" program in which judge advocates team with sexual assault response coordinators to hold mock trials in which first term Airmen participate. The "Got Consent?" program began in fiscal year 2013 and is based on an actual sexual assault fact pattern (while also maintaining anonymity). This program was designed to promote awareness, discussion, and training about ways people communicate and the criminal and human consequences when consent is not given for a sexual encounter. The scenario involves a sexual encounter between a male and female Airman who were close friends living in the base dormitory. After hearing the case and deliberating on the evidence presented, the Airmen reach a verdict and give their opinions about what they would have done if they were in a similar circumstance. The "Got Consent?" program has been used at a number of Air Force installations since 2013 to educate young Airmen about the military justice process and sexual assault by providing a realistic interactive case scenario.

Publication of Trial Results: Beginning in fiscal year 2013, the Air Force began publishing synopses of sexual assault convictions both on a publicly available website (http://www.afjag.af.mil/sexualassaultprosecution/index.asp) and through the Air Force Times on a monthly basis. The synopses identify convicted perpetrators by name and base, providing a deterrent for other Airmen.

Legal Support to the Sexual Assault Prevention and Response Office: Beginning in July 2013, The Judge Advocate General's Corps assigned an Active Duty lieutenant

colonel judge advocate and chief master sergeant paralegal to the Headquarters Sexual Assault Prevention and Response Office. In July 2014, The Judge Advocate General's Corps assigned a lieutenant colonel judge advocate reservist to the office. These additions have enabled the Air Force Sexual Assault Prevention and Response Office to have real-time legal advice on all sexual assault prevention and response related issues. This judge advocate team provides legal counsel to the Director of the Air Force Sexual Assault Prevention and Response Office and also serves as a liaison between the Judge Advocate General and the Sexual Assault Prevention and Response Office, enabling the office to move forward quickly on new initiatives.

Additionally, in July 2014, the Air Force Judge Advocate General's Corps hired a full-time, senior civilian military justice attorney specializing in sexual assault crimes, domestic violence offenses, and crimes against children. This attorney provides expert legal counsel and services to the Air Force judiciary, The Judge Advocate General of the Air Force, and Air Force legal offices worldwide, as well as to the Director of the Air Force Sexual Assault Prevention and Response Office. This attorney is tasked with implementing and coordinating execution of Air Force Judge Advocate General's Corps initiatives and serves as a focal point for coordination between sexual assault prevention and response policy, military justice legal policy, and the Special Victims' Counsel Program.

Judge Advocate and Air Force Office of Special Investigations Sexual Assault Prevention and Response Teaming: In July 2014, The Judge Advocate General of the Air Force, the Commander of Air Force Office of Special Investigations, and the Director of the Air Force Sexual Assault Prevention and Response Office co-signed a memo to the field encouraging the collaboration and sharing of information between their offices at the installation level. The memo establishes a partnership among installation offices and ensures accurate accounting of sexual assault cases in the Defense Sexual Assault Incident Database, the Department of Defense's centralized tool for collecting and maintaining information about reports of sexual assault involving Armed Forces members. This information-sharing policy builds upon the already successful collaboration between Judge Advocate and Air Force Office of Special Investigations providing accurate data regarding sexual assault in the Air Force. The teaming will also enhance the Air Force's ability to analyze trends and issues in the future regarding sexual assault, ultimately ensuring offenders are held appropriately accountable.

Positive trends (qualitative & quantitative)

Program Recognition and Outreach: In April 2014, the Department of Justice awarded the Air Force Special Victims' Counsel Program the Federal Service Award for providing victims with free legal representation and guiding them through the military justice process. In a press release announcing the award Attorney General Eric Holder stated, "Through their courage and critical contributions to assist and empower victims, these individuals and organizations have given hope to countless Americans victimized by crime—even under the most difficult circumstances." Additionally, the Special

Victims' Counsel Program was the only section to receive a "superior team" award during the Air Force Legal Operations Agency Unit Effectiveness Inspection. Colonel Dawn Hankins, Special Victims' Counsel Division Chief, was the first Air Force recipient in the 15-year history of the Burton Award, which is presented to the individual demonstrating the highest degree of professionalism and integrity employed in the executive branch of government.

In 2014, members of the Air Force Special Victims' Counsel Program and Military Justice Division provided presentations at the American Bar Association Mid-Year and Annual Conferences and the National Sexual Assault Conference. Additionally, they provided the opening address at the 2014 National Crime Victims' Law Conference.

Support to Sexual Assault and Military Justice Review Commissions: Since July 2013, The Judge Advocate General's Corps has provided continuous support to several commissions and boards reviewing sexual assault in the military or military justice issues. The Air Force provided two highly experienced judge advocates to serve as staff members to the Congressionally-mandated Response Systems to Adult Sexual Assault Crimes Panel. These judge advocates worked with the nine Response Systems Panel members and subcommittee members to arrange hearings, produce witnesses, and assist in the completion of the final reports for the Response Systems Panel and its subcommittees. Additionally, another judge advocate was appointed as the Air Force liaison to the Response Systems Panel, providing them with a large volume of requested information. The Judge Advocate General's Corps also provided numerous witnesses, to include The Judge Advocate General of the Air Force, to testify at the Response Systems Panel and subcommittee hearings about our military justice program and sexual assault litigation.

In fiscal year 2014, the Air Force Judge Advocate General's Corps is also providing similar support to the Response Systems Panel's follow-on panel, the Judicial Proceedings Panel, and the Military Justice Review Group.

The Judge Advocate General's Sexual Assault Prevention and Response Summit: In December 2013, over 230 Air Force staff judge advocates, law office managers and other senior judge advocates and paralegals gathered together at Maxwell-Gunter Annex, Alabama, for the first Air Force Judge Advocate General's Corps Sexual Assault Prevention and Response Summit. During the two-day summit, experts from civilian and military sexual assault prevention and response communities educated Judge Advocate General's Corps leaders on victim care, victim legal issues, and other important issues, as discussed above in training enhancements. During the summit, speakers emphasized the importance of improving victim "voice and choice," recognizing that victims must feel they have a voice and the ability to choose whether to participate in the military justice process, in order to encourage more reporting.

Department of Defense Action in Sexual Assault Cases Declined by Civilians: In these cases, Air Force commanders with the advice of the Staff Judge Advocate analyze the reasons the civilians declined to take action, speak to witnesses when

required and review evidence to determine if action should be taken by the Air Force. The following case synopses were chosen by the Air Force as anecdotal examples of situations where the military justice process was used to address allegations of sexual assault involving military members, when a civilian or foreign justice process did not or could not fully address the misconduct alleged. These cases were selected by the Service to demonstrate certain aspects of the military justice process and do not reflect the sum total of all such occurrences during fiscal year 2014

1. Victim (an Airman first class training student) reported that she and Subject (also an Airman first class training student) checked into a hotel after a day of shopping in another town. Later, the victim fell asleep in bed with the subject while watching television. She later awoke to discover the subject had sexually assaulted her while she was asleep. Victim reported the sexual assault to the Air Force Office of Special Investigations. She stated neither she nor the subject had consumed alcohol the night of the sexual assault and she had not taken any kind of medication. The subject confessed, in a statement, to performing oral sex on victim and having vaginal intercourse with her while knowing she was asleep. The Air Force Office of Special Investigations provided a copy of their report to the local police department, but the local sheriff did not express an interest in investigating the case. The local district attorney's office was unwilling to discuss jurisdiction of the case as he had not received a police report. The base chief of military justice sent the district attorney's office a fax stating the Air Force was moving forward with the prosecution of the case. Subject was found guilty of sexual assault at a general court-martial. He was sentenced to reduction to E-1, a dishonorable discharge, confinement for three years, and total forfeitures.

2. Victim (civilian) reported to the local police that subject (Airman first class) had digitally penetrated her and orally sodomized her against her will while at a party. Victim reported that she told the subject "no" and struggled to avoid the acts. A witness who attended the party reported that the victim acted normally and did not appear to be intoxicated. The local police department requested investigative assistance from the Air Force Office of Special Investigations. The local prosecutor informed the base chief of military justice that he would make a decision on whether to prosecute the case after interviewing the victim the following week. The prosecutor later notified the chief of military justice that they would not prosecute the case and the Air Force could have jurisdiction. Subject was found guilty of sexual assault at a general court-martial. He was sentenced to reduction to E-1, a bad conduct discharge, confinement for 60 days, and total forfeitures.

3. Subject (Airman first class) volunteered at a Junior ROTC event at a high school camp. Subject played truth or dare with some of the students, kissed a female student, looked down a female student's blouse, and exposed his penis to several students. While the Air Force Office of Special Investigations was assisting with the investigation of this incident, they were notified of two rape allegations against subject. The victim was a 19-year-old civilian who reported to local police that she and subject took a trip together and ended up sleeping in subject's car. The victim woke up to subject sexually assaulting her. When she tried to get away, subject slammed the car door into victim's

head multiple times. Victim said she went camping with a larger group of people, to include subject, a month after this incident. After becoming intoxicated, victim was chased by subject and taken to his car, where he sexually assaulted her. The local district attorney's office declined to prosecute the case and the Air Force asked for and received jurisdiction of the case. Subject was found guilty of abusive sexual contact, indecent exposure, sexual abuse of a child, simple assault, and disorderly conduct at a general court-martial. He was sentenced to reduction to E-1, a dishonorable discharge, confinement for two years, and total forfeitures.

4. Victim 1 (senior Airman) reported to local law enforcement that she, subject (staff sergeant), and two other friends went out to a club and consumed alcohol. She stated that she fell asleep in the car on the way back to base and she awoke to find subject touching her vagina. She immediately jumped into the back seat and told both friends what subject had done to her. Victim 2 (civilian) reported to the base sexual assault response coordinator that while she was dating subject, he sexually assaulted her on several occasions. The local district attorney's office released jurisdiction of the case involving Victim 1 to the Air Force, but has retained jurisdiction of the case involving Victim 2. Subject was found guilty of sexual assault at a general court-martial. He was sentenced to reduction to E-1, a dishonorable discharge, confinement for two years, and total forfeitures.

5. Victim (senior Airman) was in a dating relationship with subject (senior Airman) and went over to his apartment to break up with him. At the apartment, victim and subject began engaging in consensual sexual intercourse. While having sex, victim told subject to stop because he was hurting her. Subject continued to have sex with victim. Victim returned home and asked a friend to drive her to the hospital where she completed a sexual assault nurse examiner kit. The next day, subject sent victim a text message apologizing for hurting victim and for not stopping when she asked him to. The local district attorney's office released jurisdiction to the Air Force, per the Air Force's request. Subject was found guilty of sexual assault at a general court-martial. He was sentenced to reduction to E-1, a dishonorable discharge, confinement for 18 months, and total forfeitures.

6. Victim (civilian) contacted local police to report that subject (staff sergeant) sexually assaulted her. Victim reported that she went to a party at subject's house, where both consumed alcohol. Subject offered to let victim sleep in his room. Victim remained clothed, but subject stripped down to his boxer shorts. Subject attempted to kiss victim, but victim told him "no" and pushed him away. Subject engaged in sexual intercourse with victim even after victim told him to stop. Victim left subject's house and a friend took her to the local police. Per the Air Force's request, the local district attorney's office released jurisdiction to the Air Force and Air Force Office of Special Investigations took over the investigation. Subject was tried for forcible sodomy, rape, abusive sexual contact, and aggravated sexual contact at a general court-martial, but was acquitted of all charges.

7. Victim (civilian) traveled to New York City to meet a former boyfriend and her cousin

at a hotel. During the evening victim went to a club and consumed alcohol before returning to the hotel. She and her former boyfriend engaged in consensual sexual intercourse in the hotel bedroom, while subject (senior Airman), victim's cousin, and another Airman remained in the living room. Victim fell asleep and awoke to someone touching her vaginal area and breasts. She turned around and discovered that subject was in bed, naked, and was the one touching her. She yelled and jumped out of bed. Victim's former boyfriend and a security guard forced subject to leave the hotel. Per the Air Force's request, the local district attorney's office released jurisdiction to the Air Force. Subject was tried for abusive sexual contact at a general court-martial, but was acquitted.

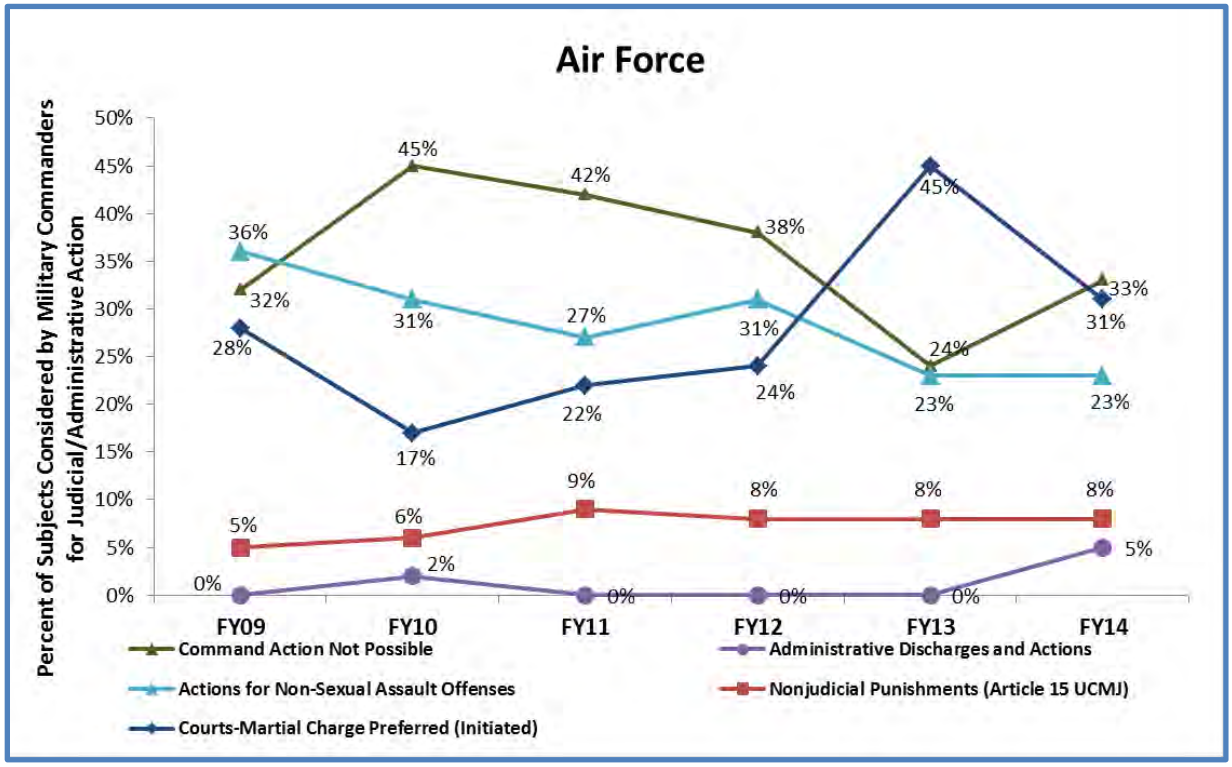

Chart 3.1 – Command Action for Alleged Military Offenders Under Department of Defense Legal Authority

In fiscal year 2014 commanders considered 409 cases. 133 of those cases were precluded from command action. 81 cases were precluded from command action due to lack of evidence or that the allegations were unfounded by command. 52 of the cases were precluded from action due to the victim's decision to not participate in the military justice process. Of the cases presented for command action the percentage of cases receiving non-judicial punishment or administrative action remains consistent with the fiscal year 2013 rates. The rate of cases where court-martial charges were preferred decreased from fiscal year 2013. However when looked at over the whole five year period there has been a steady increase in cases where charges were preferred. There is also an increase in the number of administrative discharge actions for sexual assault offenses. This is likely a direct result of the new mandatory administrative discharge

processing policy for sexual assault offenses. In fiscal year 2014 there were numerous discharges initiated where victims declined to participate in the court-martial process but supported an administrative separation.

It should be noted that the administrative separations portion of this chart only shows those cases where Airmen only received an administrative separation. Cases where an Airman received non-judicial punishment or a court-martial and were then administratively separated are not included in the administrative separation percentage.

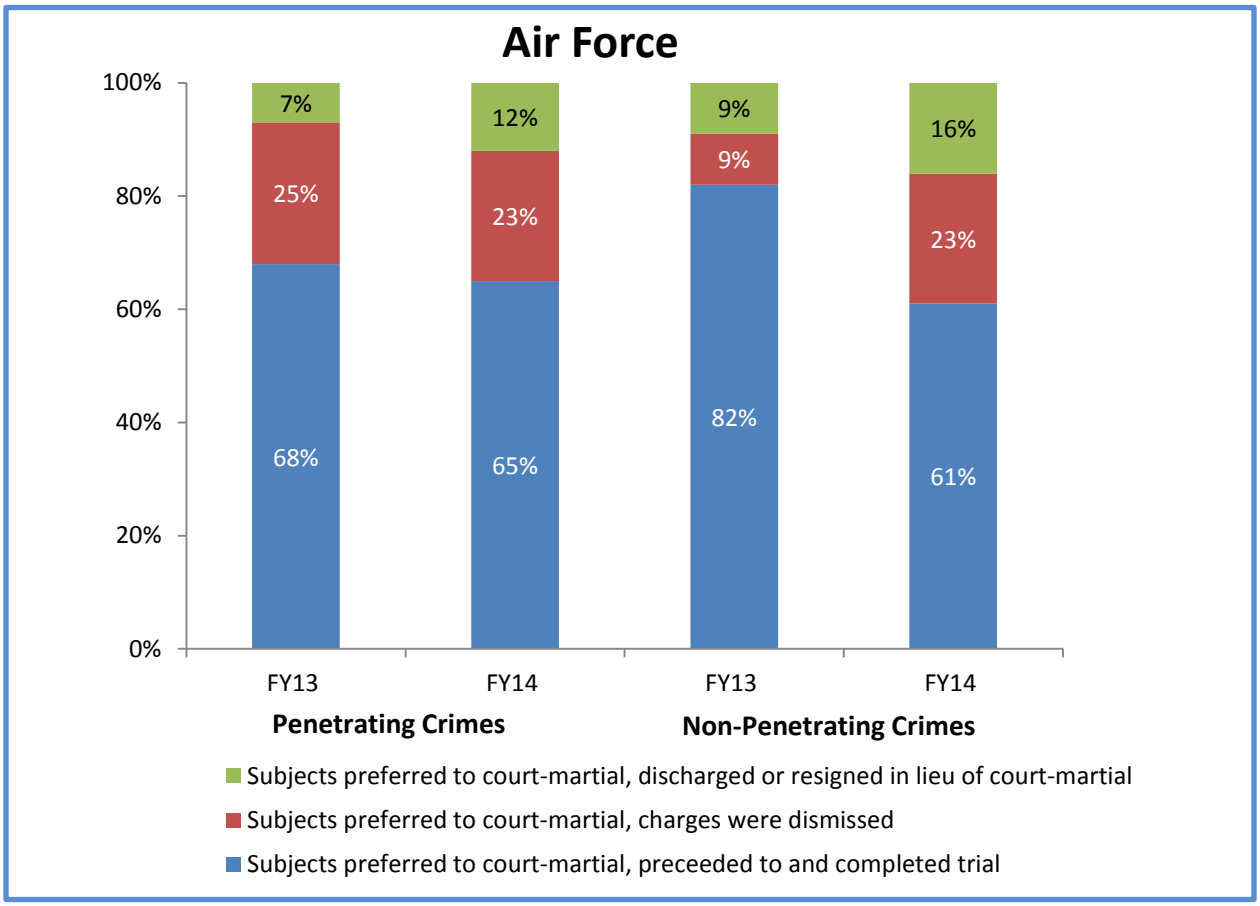

Chart 3.2 – Court-Martial Outcomes for Penetrating vs. Non-Penetrating Crimes

This data shows the percentage of cases where charges were preferred that result in trial by court-martial. Penetrating crimes include rape and sexual assault under Article 120 of the Uniform Code of Military Justice while non-penetrating crimes include abusive sexual contact and aggravated sexual contact under Article 120. After charges were preferred we are seeing an increase in the number of cases where charges were dismissed prior to trial. Slightly over 50% of the cases dismissed were due to the desire of the victim not to continue with the military justice process. Regardless of the government's desire to prosecute these cases, if the victim declines to participate the Air Force will not compel the victim to testify. Often without the victim's testimony there is not sufficient evidence to prosecute the case. In addition, a majority of the cases

were dismissed upon the recommendation of the independent review of the charges by an Article 32 investigating officer. The Article 32 investigating officer is critical in making recommendations regarding legal issues and the strength of the evidence if the case is taken to court-martial.

Defense Equal Opportunity Management Organizational Climate Survey:
This survey is designed to measure command climate and Airmen's confidence in the appropriate execution of the Sexual Assault Prevention and Response Program. Beginning in January 2014, the Air Force mandated the use of the Defense Equal Opportunity Management Institute Organizational Climate Survey. Prior to the use of the Defense Equal Opportunity Management Organizational Climate Survey, the Air Force used a Unit Climate Assessment tool to survey and focus on potential equal opportunity and harassment issues within Air Force organizations. In February 2012, the Air Force added six sexual assault questions to the Air Force Unit Climate Assessment. These questions were added because a work environment and/or a commander that permits sexual harassment creates an environment tolerant of sexual assault. Historically, this survey was administered 180 days or more into command and then every two to three years thereafter. In 2012, the Air Force updated policy to combat sexual assault and began fielding the survey to unit members within 120 days of a commander assuming command of a new unit and annually thereafter. The results from these surveys are not only provided to the commander, but also to the members of the units and the commander's leadership. Since the surveys are completed on an annual basis, it allows commanders to identify improvement areas and issues that need to be addressed during their tenure.

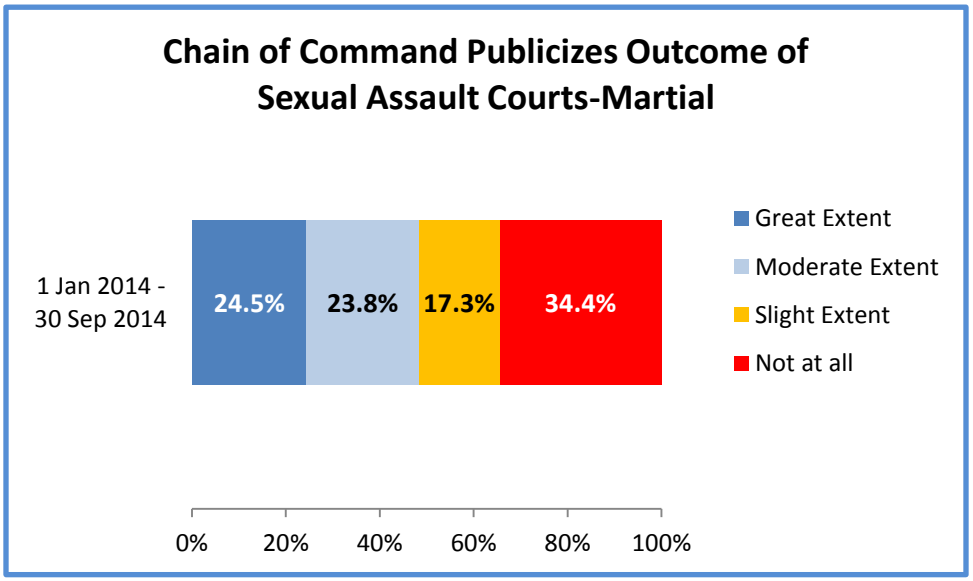

Chart 3.3 – Responses to Chain of Command Publicizes Outcome of Sexual Assault Courts-Martial

Based upon responses to the Defense Equal Opportunity Management Institute Organizational Climate Survey less than half of Airmen indicated that the chain of

command made a moderate or better effort to publicize the outcome of sexual assault courts-martials. While the Air Force has a public website that publishes all outcomes of any court-martial, it is clear that in general, Airmen are not aware and/or informed of its availability. In addition, this chart suggests that leaders should do more in making outcomes of court-martials available so Airmen can understand and gain trust in the military justice system.

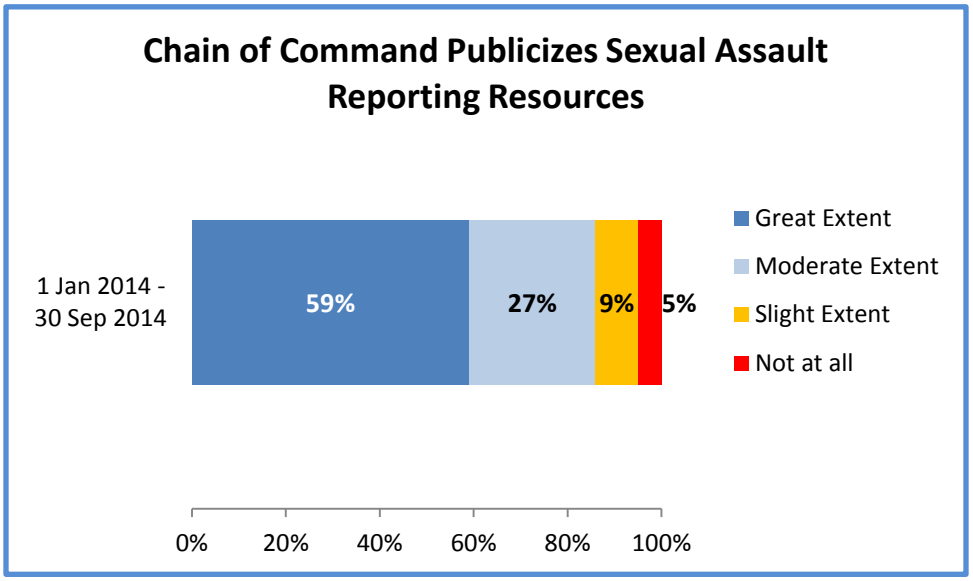

Chart 3.4 – Responses to Chain of Command Publicizes Sexual Assault Reporting Sources

In response to this question on the Defense Equal Opportunity Management Institute Organizational Climate Survey the majority of Airmen indicate that either to a "great" or "moderate" extent their chain of command publicizes sexual assault reporting resources. Improved reporting is a key to increased accountability and therefore it is important for commands to make Airmen aware of the means available for them to make reports of sexual assault.

4. LINE OF EFFORT 4 – ADVOCACY/VICTIM ASSISTANCE

Overview: Over the last three years, the Air Force Sexual Assault Prevention and Response Program delivered effective support, response, and reporting options to Air Force victims. During this period, victim confidence and trust were strengthened; inspiring Airmen to report sexual assaults through either restricted or unrestricted avenues. The Air Force delivered focused, competent, and compassionate care for its victims from the initiation of a sexual assault report through case disposition. When victims report sexual assault, the Air Force provides a safe environment, offers medical care, mental health counseling, legal counsel and victim witness assistance. The Department of Justice and civilian experts believe that sexual assault is one of the most underreported crimes. Reasons often provided for not reporting include; self-blame or guilt, shame, or desire to keep the assault a private matter, fear of not being believed or of being accused of playing a role in the crime, and lack of trust in the criminal justice system. Therefore, the Air Force Sexual Assault Prevention and Response Program aims to cultivate a culture which instills victim's confidence and trust in the response process, creating a necessary bridge to greater victim care and offender accountability. The Air Force sexual assault response coordinators and victim advocates are the critical capability employed to achieve these objectives. The Department of Defense has established, and the Air Force has implemented, a certification program to align their training and qualifications with the National Victim Advocate Certification Program. This ensures a higher level of competence and improves the delivery of victim advocacy and assistance.

In June 2013, as a testament to the Air Force's sustained commitment to Sexual Assault Prevention and Response, the Air Force realigned and restructured the program, designating a major general as the program director. Major General Gina Grosso is the current Director, Sexual Assault Prevention and Response and reports to the Vice Chief of Staff of the Air Force. She leads a 34-person cross-functional team of experts located within the Pentagon, Washington DC, and is responsible for policy, operational guidance, force-wide training, and program development that will result in an Air Force free from sexual assault. This team includes trained and experienced sexual assault response coordinators, curriculum developers, and victim advocates. The Air Force Sexual Assault Prevention and Response Office employs advisors from the Air Force Office of Special Investigations, Surgeon General, Judge Advocate General's Corps, Public Affairs, and Legislative Liaison, as well as a subject matter experts with a civilian law enforcement background. This multi-disciplinary team collaborates on policy and program development to create an Air Force free from sexual assault.

All major commands have a sexual assault prevention and response program manager who acts as a key advisor to command leaders and liaisons with installation level sexual assault prevention and response offices and the Air Force Sexual Assault Prevention and Response Office. Each installation has a full-time sexual assault response coordinator and a sexual assault prevention and response victim advocate. Many installations also have a military deputy sexual assault response coordinator whose role

is crucial to the sexual assault prevention and response mission. These full-time employees are responsible for sexual assault training, prevention, and response. Volunteer victim advocates are critical to the success of the Sexual Assault Prevention and Response Program; they not only take care of victims but they also assist with training and victim support. The volunteer victim advocates are key assets within the sexual assault prevention and response construct as they work within the force as change agents to prevent sexual assault, advocate for victims, and support a culture of dignity and respect.

Populations Affected: Commanders, Victims/Survivor, Sexual Assault Response Coordinator, Victim Advocate, Volunteer Victim Advocate, medical personnel, other responders

Commanders Role in Victim Advocacy: Commanders must not condone sexual assault and they are required to cultivate a command climate that encourages victims of these traumatic crimes to seek care. To codify that requirement, on May 8, 2014, the Air Force published Air Force Instruction 1-2, *Commander's Responsibilities,* establishing broad responsibilities and expectations for commanders. This instruction includes guidance to commanders to be morally and ethically above reproach and to exemplify Air Force Core Values and standards in their professional and personal lives. It directs commanders to establish and maintain a healthy command climate that fosters good order and discipline, teamwork, cohesion and trust that ensures members are treated with dignity, respect and inclusion and does not tolerate harassment, assault or unlawful discrimination of any kind.

Air Force Guidance Memorandum Two to Air Force Instruction 36-2406, *Officer and Enlisted Evaluation Systems*, January 1, 2014, defines commanders and non-commissioned officers' explicit responsibilities for creating climates of dignity and respect. The guidance memorandum sets forth expectations of fair and equal treatment to include an environment free of sexual harassment, unlawful discrimination, and sexual assault. The guidance memorandum charges commanders with the responsibility to create a healthy climate and adhere to Sexual Assault Prevention and Response Program principles. Raters are also required to evaluate their subordinates on what the member did to ensure a healthy organizational climate.

Air Force Guidance Memorandum Three to the same Air Force Instruction dated July 1, 2014, further mandated raters to ensure Airmen up to the grade of senior Airman know they are expected to contribute to a healthy organizational climate while all non-commissioned officers and officers are accountable for creating healthy organizational climates. This memorandum further documented a commander's responsibility for ensuring their unit has a healthy climate. Raters at every level are required to discuss these areas with Airmen through the new Airman comprehensive assessment. This assessment is a formal conversation, accompanied by a form, between the rater and Airman discussing all aspects of duty performance, career development, and personal accountability. These new requirements are critical to ensuring that Airmen understand their role in creating a healthy culture and environment.

Airmen: All Airmen are responsible for eliminating sexual assault and supporting survivors. The Air Force recognizes that it takes all Airmen engaged in a continual collaborative effort to eliminate sexual assault from its ranks.

Victims/Survivor: A critical aspect of advocacy is to provide education and support to victims of sexual assault. Advocates provide information and referrals for critical resources to allow the victim the support necessary to transition from a victim to a survivor. Each person may transition through this process on his or her own timeline, healing physically, emotionally, mentally and spiritually. The healing process can be a life-changing event of empowerment, choice, and self-determination. Sexual assault response initiatives that follow assist Airmen in this process.

Sexual Assault Response Coordinators: Sexual assault response coordinators are the single point of contact at an installation, major command, or within a geographic area to oversee sexual assault awareness, prevention, and response training. They provide commanders with a 24/7 response capability and coordinate medical treatment and track services provided to a sexual assault victim from the initial report through final disposition. Sexual assault response coordinators ensure victims receive appropriate care, understand reporting options, and available sexual assault prevention and response services. Education, training, awareness, and community involvement make up the foundation of the Sexual Assault Prevention and Response Program's prevention efforts.

Air Force sexual assault response coordinators are the key to the full-time prevention endeavors. Coordinators work to create and maintain a positive and proactive presence among Airmen on the installation. This presence consistently conveys the need for Airmen to look out for one another and to intervene in ways that affect the outcome positively.

Furthermore, sexual assault response coordinators establish and maintain a proactive network in the surrounding community to increase awareness of trends, upcoming events, and potential changes in levels of safety. The sexual assault response coordinator communicates those findings with the installation population through leadership channels and public awareness campaigns. Annually in April, coordinators lead planning efforts to support nationally recognized Sexual Assault Awareness Month.

Sexual assault response coordinators continue educating themselves and others on sexual assault trends, local and national initiatives, and ways to improve support to victims. This information is shared with commanders and key leaders at appropriate venues such as staff meetings, conferences, and commander's calls. This information is further integrated with the installation's Community Action Information Board or similar coordinating programs. The Community Action Information Board is a commander's tool, which allows the commander to assess the health of the community and to enact positive programs and services to foster resiliency.

Victim Advocates: Victim advocates provide direct victim care and support, advocacy, liaison, education, and referral services. The full-time victim advocate provides crisis

intervention, safety planning, referral, and ongoing non-clinical support for victims of sexual assault. They also manage and train volunteer victim advocates. Full-time victim advocates provide direct victim care during administrative, medical, investigative, and legal procedures, ensuring that a victim understands the processes involved. Victim advocates educate victims so they are able to make informed decisions regarding their health and wellbeing. Victim advocates also establish a link between the local community and victim support agencies. This helps to gain cooperation in achieving support for victims of sexual assault and enhances the Sexual Assault Prevention and Response Program.

Volunteer Victim Advocates: Volunteer victim advocates provide initial and on-going support to victims of sexual assault. This support includes engaging with victims at the crisis intervention level, accompanying them to medical appointments, escorting them to military investigations (when they elect to make an unrestricted report) linking them to other community resources, and providing advocacy for specific individual needs. Volunteer victim advocates serve as the link between the victim, Sexual Assault Prevention and Response Office and the chain of command. They may also assist with Sexual Assault Prevention and Response Office training, awareness, and prevention initiatives.

Other First Responders: In addition to sexual assault response coordinators and victim advocates, first responders encompass personnel in the following disciplines or positions; healthcare providers, security forces, special investigators, legal professionals, chaplains, firefighters, emergency medical technicians, commanders and Victim Witness Assistance Program personnel. Of these other responders, medical personnel and chaplains maintain confidential privileges; the rest are mandated reporters of sexual assault. They are a vital first point of contact for victims and the sexual assault prevention and response program. First responders must understand victims' needs and protect their privileges.

- Healthcare Personnel: The Air Force focuses on ensuring compassionate, quality care for victims of sexual assault. Comprehensive medical care to victims may begin with initial emergency response and involve completion of a sexual assault forensic examination and mental health services. At many Air Force installations, local community resources may be readily available. When military resources are not available, the Air Force collaborates with civilian agencies to establish memorandums of understanding. The goal of the Air Force Medical System is to support the victim while ensuring evidence collection credibility by using the most highly trained resources.

- Air Force Law Enforcement Personnel: Air Force Law Enforcement actively and aggressively investigates all incidences of sexual assault reported to them. With the implementation of the special victim capability, established in 2012, Air Force Law Enforcement along with the judge advocates work collaboratively in the investigation and prosecution of sexual assault cases. They are a vital link in the response to sexual assault and must understand the need to protect dignity of health of each victim during the investigatory process.

- Chaplain Corps: The Air Force Chaplain Corps plays a significant role in supporting all Airmen. They are a resource for any Airman who is a victim of sexual assault as they provide counseling and spiritual support. Air Force chaplains are trusted counselors, teachers, and confidants. Additionally, their exemption from reporting requirements allows chaplains to maintain absolute victim confidentiality. Chaplains educate victims on their privileges and referral resources, to include the services offered by a sexual assault response coordinator.

Training Enhancements

Sexual Assault Response Coordinator Training: From the program's inception in June 2005 through 2013, the Air Force offered a five-day Sexual Assault Prevention and Response Coordinator Course, twice a year. The course provided training to all newly assigned full-time, deputy, and alternate sexual assault response coordinators. The course provided a general overview and understanding of sexual assault response coordinator roles and responsibilities and demonstrated victim care through role-play scenarios. Sexual assault response coordinators were also taught how to recruit, manage, and train victim advocates. Additionally, the sexual assault response coordinators received subject matter expert presentations from the legal, special investigations, family advocacy, and sexual assault nurse examiner fields.

In March 2013, the Air Force began an extensive review of all sexual assault prevention and response training, which began with a major overhaul of the Air Force Sexual Assault Response Coordinator Course, taught at Air University, Maxwell Air Force Base, Alabama. The revised course incorporated Department of Defense core competencies and learning objectives. The revamped training course expanded from five to eight days and is currently offered to full-time sexual assault prevention and response victim advocates.

The updated course employs adult learning theory with an emphasis on andragogy, independent, self-directed, experiential learning, which shifted the focus of instruction to process based learning, through scenarios, role-plays, and group interaction. The entire course includes new learning objectives developed in partnership with the Air University Course Director. The new objectives increase the knowledge, skills, and abilities of sexual assault response coordinators to effectively advocate for victims, serve as a key advisor to leadership, and strengthen collaboration. This revised course uses a pedagogical approach in modules such as budgeting, self-care, offender dynamics, ethics, facilitating dynamic presentations, and effective communication with leaders. Breakout sessions are conducted to emphasize the key learning objectives. The course incorporates a pre- and post-assessment to evaluate student knowledge and enable feedback to faculty for course content. A formal Instructional Systems Design model is used to analyze, design, develop, implement, and evaluate instruction for the course, which allows for continued feedback and improvement. In April 2014, representatives from the Office of the Secretary of Defense evaluated the Air Force Sexual Assault Response Course and their findings indicate it met all Department of

Defense core competencies. More importantly, the representatives noted numerous elements of the course as best practices in training sexual assault response coordinators.

Completion of the Sexual Assault Response Coordinators Course provides participants with the required initial training needed for certification. The nationally recognized and required certification allows sexual assault prevention and response personnel to work with victims.

Sexual Assault Prevention and Response Victim Advocate Training: Full-time sexual assault prevention and response victim advocates attend the Sexual Assault Response Coordinators Course at Maxwell Air Force Base, Alabama, with separate blocks designed specifically for them. In August 2013, the Air Force established a victim advocate curriculum, outlining education and training to provide students with information specifically related to their responsibilities as advocates. Installation sexual assault response coordinators from across the Air Force and Headquarters Sexual Assault Prevention and Response personnel facilitate the course. Students learn to process new information and apply concepts and skills based upon adult learning theory. The curriculum provides opportunities to practice completing forms, conducting initial victim meetings, completing Defense Sexual Assault Incidence Database entries, and conducting training. The training focuses on developing interpersonal communication and facilitation skills. The curriculum requires students to create and deliver a presentation for critique by course faculty and fellow students. Similar to the sexual assault response coordinator course, maximum student participation is key to successful completion of the course. Adding a full-time sexual assault prevention and response victim advocate has strengthened the prevention, response, and advocacy of the Air Force program. Full-time sexual assault prevention and response victim advocates help to coordinate a 24/7 victim response and maintain a ready list of volunteer victim advocates. They also share the responsibility of raising sexual assault awareness across their installation and assure volunteer victim advocates screening, training, and assignment to victims who choose those services. Since fiscal year 2012, the Air Force has trained and certified 256 sexual assault response coordinators, and 2,248 victim advocates including those in deployed locations.

Volunteer Victim Advocate Training: Air Force installation sexual assault prevention and response offices vigorously pursue recruitment of volunteer victim advocates to support the on-going needs of victims. Volunteer victim advocates must complete 40 hours of training. This training is based on the sexual assault response coordinator course and includes details about the Sexual Assault Prevention and Response Program, victimology, offender dynamics, response services, and best practices in victim advocacy. In October 2014, the Air Force launched a revised volunteer victim advocate course using the Instructional Systems Design model. The Department of Defense Sexual Assault Advocate Certification Program certifies volunteer victim advocates upon completion of the course. An advocate will not work directly with victims until they receive this national certification. Once certified they can be assigned, as appropriate, to work with victims, train installation personnel or su

pport outreach efforts. In addition, they must earn 32 continuing education units every two years and are further required to have undergone a National Agency background check.

Sexual Assault Prevention and Response Stand Down Day: In December 2012, the Air Force began exploring concepts and developing curriculum to support stand down days focusing on prevention and victim advocacy. Sexual assault prevention and response stand-downs are days when the Air Force members step away from their daily tasks and take part in activities related specifically to sexual assault education, prevention, and awareness.

In late spring 2013, the Air Force held its first stand down day that began with a kickoff event, followed by an installation commander's call, a squadron commander seminar, and concluded with small group discussions on sexual assault topics. The stand down day objectives focused on embracing a culture of dignity and respect and disseminating bystander intervention awareness across the force to prevent future sexual assaults. This stand down was successful, creating venues for numerous small group discussions and information sharing, enabling Airmen to engage directly with commanders in a non-retribution setting.

In early summer 2014, the Air Force executed a second stand down day, with a new curriculum. Small working groups comprised of a civilian subject matter expert, wing-level sexual assault response coordinator, victim advocate, major command program manager, and headquarters training analyst created the stand down day curriculum. Training packages complete with a commander guide, slide presentation, train-the-trainer facilitator guide, and small group discussion scenarios provided direction and guidance for the training. The training focused on preparing bystanders to intervene based on a premise that increasing knowledge about offender behaviors and grooming patterns may affect the likelihood of an Airman recognizing a potentially dangerous situation. By recognizing a continuum of behaviors that increase the likelihood of sexual violence, Airmen can potentially intervene before a crime occurs. The training helped to develop a force that is more responsive to potential victims and dedicated to stopping criminals. The stand down day was designed to begin with a commander's call, which also included a video about the importance of victim empathy. The curriculum provided an outline for commanders to present data and known facts about potential offenders. The curriculum further allowed leadership to add their personal message about sexual assault prevention and response. All Airmen transitioned into small groups to discuss offender dynamics. The facilitators for this interactive activity were peers from within each unit ensuring that facilitators had an insider's view of the culture of the respective group members. Facilitators received eight hours of specialized training before meeting with their small groups. The Air Force piloted a pre- and post-assessment to measure the level of learning attained.

Deployment and Victim Advocate Training: All deployed sexual assault response coordinators, as well as their victim advocates, are given additional training prior to deploying. Since the inception of Sexual Assault Prevention and Response Stand

Down Day, Airmen in the deployed locations have received and continue to receive annual sexual assault prevention and response training. Deployed sexual assault response coordinators and volunteer victim advocates provide a wide array of support in the deployed environment. Their responsibilities include data-collection, weekly activity reports, after-action reports, and gathering quarterly statistics while ensuring 24-hour victim response and care in the deployed environment. As resources allow, sexual assault victims in deployed locations receive the same services as victims in the continental United States. As desired, victims continue to receive these services upon return to their home station.

Wing and Group (Colonel) Commanders' Training: In July 2012, pre-command training was revised to include a two-hour instruction block specific to sexual assault and prevention as well as victim advocacy. This mandatory course for all wing and group commanders is conducted at Air University, Maxwell Air Force Base, Alabama. The sexual assault prevention and response instruction block was previously shared with the Office of Special Investigations and the Judge Advocate as co-presenters. However, in June 2013 the training block was expanded to include more interactive, scenario-based curriculum. To meet the intended goals of the course the sexual assault prevention and response-training block increased from two to three and half-hours.

In the training commanders learn about the latest data regarding prevalence, reporting, and convictions. The Air Force has placed emphasis on the critical need for commanders to understand and take the lead on this problem. More significantly, these leaders are guided through learning materials on the neurobiology of trauma to increase their understanding of victim response and behaviors that may seem to contradict normal expectations of victims (e.g. not fighting back, continuing to date offender, reporting months later, laughing, joking, etc.). The course addresses offender dynamics and cultural indicators of higher risks to sexual assault. The training allows for interactive exercises, discussions, and viewing thought provoking videos.

The commanders' course also incorporates a pre- and post-assessment of learning objectives. The pre-test is scored prior to the class to allow facilitators to emphasize weak areas of required knowledge later in class and it allows for personalization of the content for each class. Since their inception, the assessment of post-test scores has shown an improvement in knowledge for each class and students have indicated an increase in confidence in their ability to lead on sexual assault prevention and response issues. The foundation of this course is the role of commanders in supporting victims and setting the standard of dignity and respect for all.

First Responders Training:

- Training for Healthcare Personnel**:** Since fiscal year 2010, the Air Force has provided annual sexual assault training for health care personnel. In July 2013, revisions to the Department of Defense Instruction 6495.02 *Sexual Assault Prevention and Response Program Procedures,* prompted modifications to the existing training which included heightened emphasis on restricted reports, the

role of sexual assault response coordinators, and penalties for violation of patient confidentiality and privacy. The Air Force Medical System partnered with the Air Force Sexual Assault Prevention and Response Office and civilian experts to develop an enhanced computer-based training, complete with small group discussion for mental health staff (providers, technicians, and front desk staff) on the effects of sexual assault, understanding re-victimization, sexual assault biases, and providing compassionate care. Training dissemination across 75 military medical treatment facilities began on October 1, 2014, and became an annual training requirement.

- Chaplain Corps Training: Air Force Chaplain Corps First Responder Training was first launched in 2008 at the Chaplain Service Institute. In 2009, a training presentation was circulated and its viewing was tracked for Chaplain Corps compliance. Since 2012, both initial and refresher training has been delivered through a computer based training module located online. Air Force Chaplain Corps first responder training is accomplished on an annual basis in accordance with Department of Defense Instruction 6495.02, *Sexual Assault Prevention and Response Program Procedures.*

- Air Force Security Forces and Air Force Office of Special Investigations Training: The Air Force has law enforcement personnel assigned to both Air Force Security Forces and to the Air Force Office of Special Investigations. The Headquarters Office Special Investigations and the Security Forces Center both provide annual training to satisfy Sexual Assault Prevention and Response training requirements for all Special Agents and Security Forces' members in accordance with Department of Defense Directive 6495.02, *Sexual Assault Prevention and Response Program procedures*. Security Forces and Special Agents alike receive annual and refresher training at the unit level. The sexual assault prevention and response training was initially developed in 2008 and last updated 2013. The training emphasizes the vital role in communication between the sexual assault response coordinator and instructs the law enforcement team to assure victim awareness and safety.

Process/Procedural upgrades and efficiencies

Expedited Transfer: In December 2011, the Air Force established policies and procedures to allow victims to request a temporary or permanent change of station referred to as an expedited transfer. This move to another location is intended to provide victims another opportunity for additional support. Air Force sexual assault response coordinators will advise victims of the option to request an expedited transfer as part of the reporting process. In February 2014, the Air Force further established expedited transfer policies and procedures as directed by the Secretary of Defense to allow the administrative reassignment or transfer of a member who is accused of committing a sexual assault or related offense, balancing interests of the victim and accused. This policy change has been implemented through an Air Force Guidance Memorandum to Air Force Instruction 36-2110, *Assignments*, to enhance the

protections afforded to victims. Previously commanders had the authority to administratively reassign an accused, but it was not an express requirement that vice commanders consider this option when acting on a victim's expedited transfer request.

Expedited Transfer Rapid Improvement Event: Based on victim and special victims counsel inputs regarding recent experience with the entire expedited transfer process, the Air Force Sexual Assault Prevention and Response Office hosted an Air Force Smart Operations rapid improvement event to streamline the victim transfer process. Particular attention was focused on the process and time period leading up to the commander's decision on an expedited transfer request, and the process and time period after the Air Force Personnel Center receives an approved expedited transfer request. Further decisions addressed standardized out-processing procedures at the base or installation level for continuity and predictability in planning while protecting the privacy and confidentiality aspects of the assignment request. In addition, discussion was initiated to consider this process for restricted reports as well as unrestricted reports, as it applies currently in the Air Force Guidance Memorandum to Instruction 36-6001 *Sexual Assault Prevention and Response Program.* Once codified and approved through policy channels, the results will be incorporated in the new Instruction 90-6001 *Sexual Assault Prevention and Response Program Procedures.*

Expanded Victim Advocacy Services: In June 2013, the Air Force expanded advocacy services to include Department of Defense civilian employees, their family dependents (18 years and older), and Department of Defense contractors in support of overseas contingency operations who are victims of sexual assault. These efforts provide limited emergency care medical services at a medical treatment facility for personnel otherwise not authorized to receive such care. However, all victims of sexual assault in deployed locations are transported as quickly as possible to an appropriate evaluation site, evaluated, treated for injuries (if any), and offered sexual assault response coordinator and victim advocate assistance, along with the option of a sexual assault forensic exam. It is Air Force policy to respond to sexual assault victims not otherwise entitled to care services at a standard equal to that allowed by law in response to any medical emergency.

Sexual Assault Prevention and Response Outreach: During the past three years, sexual assault response coordinators, victim advocates, leaders, and community agencies have launched a number of activities to educate Air Force personnel about sexual assault prevention and available services. Sexual assault response coordinators, victim advocates, and commanders use these outreach and awareness activities as an opportunity to build relationships and couple them with sexual assault prevention and response training. Outreach venues used for raising awareness include manned informational booths, static displays, and on-base health fairs. Wing level sexual assault prevention and response programs also partner with other events to raise awareness (i.e. Breast Cancer Awareness Month, Armed Forces Day, holiday runs), which target junior enlisted and single airman, civilians and dependents. This has not only increased knowledge and awareness but it has also provided leaders with a deeper understanding of the impact of sexual assault on the mission and their critical

role in establishing a climate, which will not tolerate this crime. Some installations established a memorandum of understanding with local rape crisis centers (when available in their communities) to establish links between the Air Force and local agencies. This allows victim advocates to attend local rape crisis center training where they gain the opportunity to volunteer and obtain additional experience and further develop skillsets.

Sexual Assault Prevention and Response Reporting: Over the last three years, the ways in which the Air Force responds to and supports victims of sexual assault has continued to improve. In June 2013, the Department of Defense revised policies to ensure dependents of military members 18 years of age and older are now eligible for treatment in the military healthcare system. This is true at installations worldwide. Adult dependents that are victims of sexual assault perpetrated by someone other than a spouse or intimate partner may make a restricted or unrestricted report. The restricted reporting option allows sexual assault victims to confidentially disclose their assault to specified individuals (i.e., sexual assault response coordinator, sexual assault prevention and response victim advocate, chaplain or healthcare personnel). In doing so, they qualify for medical treatment, including emergency care, counseling, and assignment of a sexual assault response coordinator and sexual assault prevention and response victim advocate, without triggering an official investigation with a few legally based exceptions. If a sexual assault happens within a family, then the victim will be supported by protocols under the Family Advocacy Program.

Air Force Operational Reporting: During 2013, the Air Force revised its operational reporting matrix to include “Alleged Sexual Assault Reports” with specific criteria. An operational report is used to immediately notify higher headquarters of any significant event or incident of sexual assault reporting. When a victim makes a sexual assault report (restricted or unrestricted), the installation commander generates an operational report of the incident within 24 hours (exception: 48 hours for deployed environments). This revision to operational reporting requirements ensures senior leaders have real time insight on when and where sexual assault allegations are made in the Air Force.

Harmonizing Equal Opportunity and Sexual Assault Prevention and Response Efforts: The Secretary of the Air Force recognizes that creating an environment free from sexual harassment and sexual assault will take a collaborative and coordinated effort from the Equal Opportunity and Sexual Assault Prevention and Response Offices to reinforce a culture of dignity and respect for all Airmen. On August 4, 2014, the Secretary of the Air Force signed a memorandum directing the Equal Opportunity and the Sexual Assault Prevention and Response Offices to begin harmonizing operations. Those offices are exploring synchronized options to create a cross-trained cadre of professionals. This complimentary relationship will provide both staff and commanders with additional resources to respond to reports of both sexual assault and harassment.

Healthcare Improvements: Several medical initiatives providing impetus for better victim care and coordination have been codified in Air Force Instruction 44-102, *Medical Care Management*. These initiatives include a memorandum of understanding with civilian victim exam services performed by a registered nurse or healthcare provider

whose training meets the standards in "A National Protocol for Sexual Assault Medical Forensic Examinations, Adults/Adolescents." This training requirement is initially and periodically verified and requires coordination with the installation sexual assault response coordinator to ensure sexual assault prevention and response services and restricted reporting options are made available where possible. Additional changes include the requirement for military treatment facilities to ensure sexual assault medical response plans are gender responsive, culturally sensitive, and recovery oriented. These plans will address the provision, documentation, and follow-up of medical and mental health care for a victim of sexual assault. In addition, military treatment facilities undergo inspection by the Air Force Surgeon General's policy team and require designated executive level oversight. During 2014, several policies in support of sexual assault victim awareness and knowledge of services were added to existing Air Force Instructions. The Air Force Medical Operations Agency, in partnership with the Air Force Sexual Assault Prevention and Response Office, revised Air Force Instruction 44-172, *Mental Health*, updating the patient informed consent document to clearly inform patients about the option of obtaining a second opinion regarding diagnosis or treatment recommendations (this policy already exists in Air Force Instruction 10-203, *Duty Limiting Conditions*). A statement was added further clarifying how mental health records are maintained in an effort to better communicate to sexual assault victims their rights while undergoing care and treatment. In some rare instances, there is a requirement to disclose a mental health record in response to a court order, or other lawful demand, if an exception to the rule of confidentiality applies.

Another initiative that directly supports sexual assault victims is a required higher level review when the conditions are met for an administrative discharge. Policy guidance is scheduled for a November 2014 release.

Since fall 2013, the director of psychological health is a required member at monthly case management group meetings to improve consistency and include psychological health expertise at the base level meeting. The inclusion of mental health into the case management group has improved communication and coordination with the Air Force Surgeon General community and greatly benefits the psychological health care coordination for sexual assault victims.

In fall 2013, the Air Force Family Advocacy Program and Air Force Sexual Assault Prevention and Response Office revised existing 2008 triage guidelines distinguishing the differences between acquaintance, unmarried intimate partner, and spouse sexual assault case. The revised guidelines improved coordination between the Air Force family advocacy and sexual assault prevention and response personnel.

Improvements to victim/survivor services and resources available

Deployments: All deploying Airmen receive 30-minutes of pre-deployment sexual assault prevention and response training, prior to departure. An Air Expeditionary Wing sexual assault response coordinator will meet and brief Airmen upon arrival at their deployed location and provide additional installation-specific training. The Airmen are provided with the sexual assault response coordinator's name, office location, and a

detailed description of care services available at the respective deployed location. Airmen deploying in support of joint operations are provided the same information via email and telephone when they are at locations where the Air Force is not the lead service.

Beginning in fiscal year 2013, the Air Force Medical Service augmented staffing at six remote sites in the Central Command Area of Responsibility with sexual assault forensic examiners, trained to Department of Justice standards. Stationing examiners in deployed environments worldwide improves victim advocacy and expedites care to victims.

Air Force Aid Society: The Air Force Sexual Assault Prevention and Response Office has partnered with the Air Force Aid Society to provide victim support. Since the partnership began in 2013, the Air Force Aid Society has provided financial assistance to 20 victims defraying the travel cost for family members to support victims and replacing items confiscated by investigators (such as phones, laptops, bed linens, and similar items). The Air Force has established a process by which the Air Force Aid Society can provide support to victims through the installation sexual assault response coordinator, allowing the victim to maximize his or her privacy and minimize the dissemination of personally identifying information.

Indicators of victim satisfaction and confidence in the system

Special Victims' Counsel Program Victim Impact Survey: The Air Force, as the first service to implement the Special Victims' Counsel Program, proactively initiated a victim impact survey. The anonymous survey was developed in consultation with several civilian subject matter experts and fielded in March 2013 in order to measure program effectiveness as a whole. The survey measured whether special victims' counsel were effectively assisting their clients with various military justice matters, including assisting victims with understanding the investigative and courts-martial processes, their rights as crime victims, and whether they felt they were able to exercise their rights as crime victims. The survey also measured victims' subjective feelings on whether they felt supported throughout the military justice process. The survey is now provided to all sexual assault victims involved in the military justice process.

Results of the survey after 18 months of operation include:

- 91% "extremely satisfied" with the advice and support the special victims' counsel provided during the Article 32 hearing and court-martial (8% "satisfied"; 1% "dissatisfied");
- 98% would recommend other victims request special victims' counsel;
- 94% indicated their special victims' counsel advocated effectively on their behalf;
- 96% indicated their special victims' counsel helped them understand the investigation and court-martial processes

Survey results are used to shape special victims' counsel policy and training. Additionally, the Air Force Special Victims' Counsel Program regularly shares the responses with Air Force leadership to enable them to assess victims' perception of the support they received throughout the military justice process. Victims have the option of providing their name when they fill out the survey. When victims include their name, their feedback is shared with their special victims' counsel, providing them with a great sense of accomplishment and renewed motivation.

A sample of victim feedback regarding their special victims' counsel:

"I am eternally grateful for Capt XX's representation. Capt XX literally (probably unknowingly) saved my life. He is my hero. During the most stressful, most discouraging, most painful time in my life, Capt XX was there to guide me. I spoke to Capt XX nearly every day, if not weekly, until my case was finally closed. I fully understood and supported all of the decisions made in my case. Capt XX is the epitome of a Special Victim's Counselor. He does not just file the paperwork and make phone calls; he holds you up when everything around you is crumbling down. He always knows the best move to make, and always says things in exactly the right way. This case was an emotional rollercoaster, and it seemed like every day something new and terrible came up. For over a year, I felt like there were only two people I could trust; my husband and Capt XX. I owe him my life and my sanity. Thank you Capt XX."

Best practices/innovations specific to the United States Air Force

Survivor Stories: Since July 17, 2013, the Air Force collaborated with survivors of sexual assault to produce short videos about their experiences. The videos were posted on the "Every Airman Counts" Blog. Some of these survivors also volunteered to speak at leadership summits and other locations throughout the Air Force. The videos, plus survivors' stories sends an empowering message to other victims/survivors encouraging them to come forward to receive the emotional, medical and legal support they may need. Currently the Air Force has three survivor videos and one survivor article posted on the blog. These videos plus the article had 15,304 hits on the day of their release and over 1,200,000 hits since the inception. In one video, a survivor recounts being raped and shares her experience with a message to empower other survivors to come forward and obtain the emotional, medical, and legal support they need. In the other two videos, the survivors' message stressed the importance of educating Airmen on the impact of sexual assault and how to recognize it. A survivor article, written by an anonymous survivor, conveyed the message that regardless of when the assault occurred, recovery and support services are available through the sexual assault prevention and response office.

Focus Groups: The Air Force conducted focus groups during the summer of 2013 and again in fiscal year 2014 to gain feedback on the Sexual Assault Prevention and Response Program. Over the two-year period, twenty-two installations (including overseas locations) were visited to assess attitudes and experiences regarding sexual assault in the Air Force. The focus group teams met with more than 2,000 Airmen from

a broad range of demographics, to include survivors. Focus group members included Active Duty, Reserve component, and civilian Airmen. The process used to select participants was a combination of volunteers or random selection. Survivors had the option to meet in a group, or individually with a focus group facilitator. Meeting with Airmen face-to-face demonstrated the Air Force's high-level of focus and commitment to eliminating the crime of sexual assault. These small group discussions provided a forum to capture attitudes and beliefs surrounding the crime of sexual assault as well as helping to inform Airmen on specific initiatives that strengthen personal resilience and encourage victims' to report.

Leadership Summit: In April 2012, the Air Force leveraged its annual leader summit as an opportunity to reemphasize the role of leaders in sexual assault prevention. The summit included a segment focused on continued prevention through community empowerment and senior leader emphasis. Leading experts in the field of sexual assault prevention and Department of Defense leaders presented information about offender behavior, bullying and hazing, false reporting and consent. Ms. Mary Lauterbach, the mother of a Marine killed by the man who sexually assaulted her, gave a moving speech emphasizing the importance of leaders in supporting and believing victims. The Vice Chief of Staff of the Air Force, the Secretary of the Air Force, and the Director, Department of Defense Sexual Assault Prevention and Response Office spoke with the attendees to emphasize the Air Force's commitment to eliminating sexual assault.

In December 2013, the Air Force conducted a senior leader's summit for wing commanders and command chiefs with a full day dedicated to sexual assault training and discussion. That year, major command and installation sexual assault response coordinators were invited to participate. Leading subject matter experts in the field of sexual assault prevention spoke directly to every Air Force wing commander. The summit provided blocks of instruction that covered topics, such as, victim trauma and recovery, offender behaviors, and offered the victim perspective of this crime. Dr. Leslie Lebowitz, a clinical psychologist who has worked for decades with sexual assault survivors, presented facts about the neurobiology of trauma and how commanders can provide a more informed response to sexual assault victims. Commanders also learned about societal myths that allow potential sex offenders to maneuver effectively among us without suspicion and detection from Mr. David Markel, the U.S. Army Military Police School expert. Ms. Anne Munch, a twenty-seven year criminal prosecutor shared information about grooming behaviors of offenders and discussed how they capitalize on victim vulnerabilities. Attendees also received legal and policy updates from a panel of Air Force attorneys. The summit culminated with two survivors, one male, and one female, sharing their sexual assault stories. They also highlighted the supportive services provided by the sexual assault response office and the benefits of effective leadership engagement. These powerful presentations raised awareness and emphasized the importance of command involvement, empathy, and their ability to recognize the dynamics of offender behaviors. This summit provided clarity and a greater appreciation of this very complex issue and laid the groundwork for future policies and practices that reinforce core values and mutual respect.

Major Command Teleconference: Since June of 2010, the Air Force sexual assault prevention and response leadership has conducted a monthly teleconference with all of the major command sexual assault prevention and response program managers. These teleconferences serve as an open communication forum and enable the Director, Sexual Assault Prevention and Response an opportunity to answer questions and share timely information with program managers. The teleconferences also serve as a communication medium for the Sexual Assault Prevention and Response Office to discuss plans, policies, and future training course dates. Furthermore, the teleconference is a critical feedback venue as it provides an opportunity for major command sexual assault response coordinators to comment on the effectiveness of past initiatives and discuss challenges unique to their installations and respective command. The participants have repeatedly expressed the tremendous value of this teleconference in maintaining situational awareness.

Deployed Sexual Assault Response Coordinator Teleconference: Beginning in spring of 2011, the Air Force Sexual Assault Prevention and Response Operations Branch, working in conjunction with Air Force Central Command, began a monthly teleconference with the seven sexual assault response coordinators deployed at the time in the area of responsibility. The teleconference covered the following topics; medical treatment and the availability of sexual assault nurse examiners, continued enhancement of pre-deployment training, collaboration with the theater's Army Criminal Investigative Division, and alcohol policies unique to the Air Force's Central Command. Similar to the major command teleconference, it provides deployed sexual assault response coordinators a critical communication forum to comment on the effectiveness of initiatives and discuss challenges associated with the deployed environment. By implementing this teleconference, the deployed sexual assault response coordinators' performance and confidence increased significantly. Indirectly, the teleconference enhanced headquarters situational awareness about the challenges associated with sexual assault prevention and response unique to a deployed environment. In May 2013, with increased operations levied on the deployed sexual assault response coordinators, Sexual Assault Prevention and Response Operations increased these teleconferences to once a week with continued appreciation expressed by sexual assault response coordinators deployed to Central Command Area of Responsibility.

Air Force Sexual Assault Prevention and Response Council: During fall 2013, Headquarters Air Force established a monthly Sexual Assault Prevention and Response Council. The council is chaired by the Undersecretary of the Air Force and the Air Force Vice Chief of Staff, and brings in the major command vice commanders with their sexual assault prevention and response program managers to discuss sexual assault prevention and response issues. Normally, 30-60 minutes in length and issues discussed include challenges with civilian volunteer victim advocates, assessing military training instructors and screening process, challenges with states not recognizing restricted reporting for our Airmen and state licensure for medical professionals.

Web Chats: Since October 2013, the Vice Chief of Staff has hosted "senior leader web chats" with Airmen in the field. This real-time, two-way broadcast allows him to not only communicate Air Force vision and initiatives to Airmen, but also take questions from the

field. The Vice Chief of Staff conducts these web chats every two months to gain firsthand knowledge directly from Airmen about their experiences and thoughts regarding sexual assault prevention and response and the Air Force climate. The web chats serve as a critical communication venue in keeping senior leadership constantly aware of evolving Air Force culture and their efforts to promote victim advocacy.

Positive trends (qualitative & quantitative)

Stand Down Day Assessments: In May 2014, the Air Force Sexual Assault Prevention and Response Program administered an online pre- and post-test for its stand down training. 25,446 members took the pre-assessment and 10,732 took the post-assessment. Though this assessment was not scientifically developed lacking checks for reliability and validity, it was the first time an attempt was made across the force to assess advocacy information delivered during sexual assault prevention and response stand down events. Most of the questions tested specific factual knowledge related to offenders and perpetrator behavior that was the focus of the training. The most significant increase in knowledge was the fact that most offenders premeditate their crime; before the test only 78.31% of respondents answered correctly while after the down day 91.59% of respondents answered this fact correctly. Another area of increased knowledge where test scores rose from 83.62% to 92.72% was the fact that most offenders will victimize again. An opinion question asked about the effectiveness of sexual assault prevention and response training. Before the stand down day, 49.99% of respondents stated that sexual assault training was either effective or highly effective. After the stand down day, 65.34% indicated that the training was effective or highly effective. The aforementioned changes in training are now creating “buy-in” from the field and clearly demonstrate a positive trend that the Air Force is succeeding in creating Airmen who understand victim advocacy and embrace a future free of sexual assault.

Installations were given the opportunity to provide qualitative feedback on the Sexual Assault Prevention and Response Stand Down Day. Their reports provided valuable information about the positives and negatives of the training as well as suggestions for improvements. Key findings were that participants preferred the use of small groups because it provided the most effective way to encourage open discussions. Other recommendations for improvements included a need for more varied scenarios, specifically more “gray” area scenarios and information about what happens after a victim makes a report. The Air Force Sexual Assault Prevention and Response Office also sent out teams to observe units conducting sexual assault prevention and response stand down events. These observers reported that there was a great deal of open dialogue and sharing of personal experiences. In addition, they highlighted that the skill set of the facilitators is critical to the success of sexual assault prevention and response training.

Defense Sexual Assault Incident Database: During fiscal year 2014, as the Defense Sexual Assault Incident Database became the database of record the Air Force focused increased resources on the accuracy of that data source. As the main source of information on sexual assaults used by both the Department of Defense and the Air

Force to track sexual assault cases, it is vital that the information in the Defense Sexual Assault Incident Database retain a precise record of each year's activity. As part of the data integrity effort, the Judge Advocate General of the Air Force, the Commander of Air Force Office of Special Investigations, and the Director of the Air Force Sexual Assault Prevention and Response Office co-signed a memorandum in July 2014, encouraging information sharing, and collaboration of the three offices at the installation level.

The Defense Sexual Assault Incident Database is primarily victim-focused. However, for unrestricted reports the database includes subject information along with investigation and disposition information. Based on the July 2014 memorandum, the Headquarters Sexual Assault Prevention and Response Office developed a collaboration process to work with major command and installation sexual assault response coordinators to identify and gather needed subject, investigation, and disposition information. At the installation level, the sexual assault response coordinators reach out to the installation Air Force Office of Special Investigations detachments and legal offices to obtain the remaining information. The Air Force continues to work alongside the other services to provide data for the Department of Defense sexual assault-related metrics, which include reporting, military justice, and investigative process data.

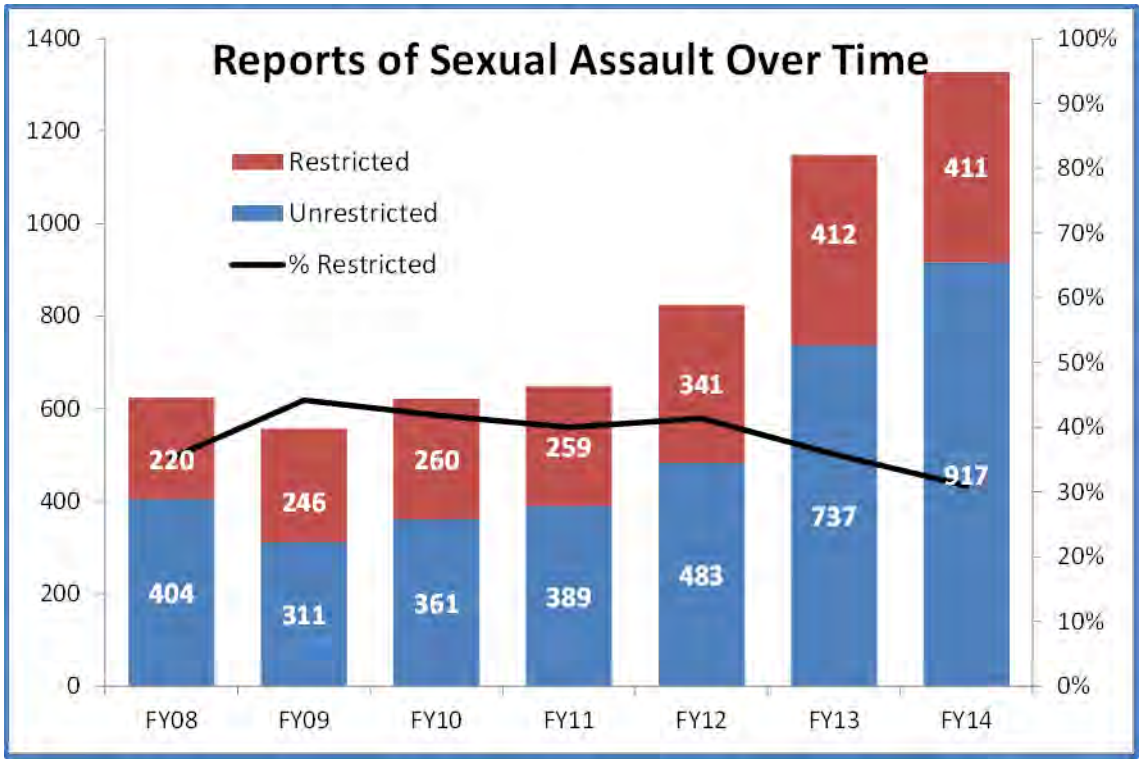

Chart 4.1 – Annual Reports of Sexual Assault

As displayed on Chart 4.1, since fiscal year 2010 the Air Force has experienced a steady increase in the number of reports, both restricted and unrestricted. That trend continued in fiscal year 2014. The Defense Sexual Assault Incident Database showed

an increase in the number of cases reported to the Air Force. The Air Force is cautiously optimistic that this is an indication that members of the Air Force have more trust in the Sexual Assault Prevention and Response Program. Chart 4.1 provides a breakout of the total cases by unrestricted and restricted reports in addition to the ratio of restricted to unrestricted reports. Since fiscal year 2012, the ratio of restricted to unrestricted reports has steadily declined. This is a trend worth following because it may be another indicator of increased victim confidence in the Air Force program.

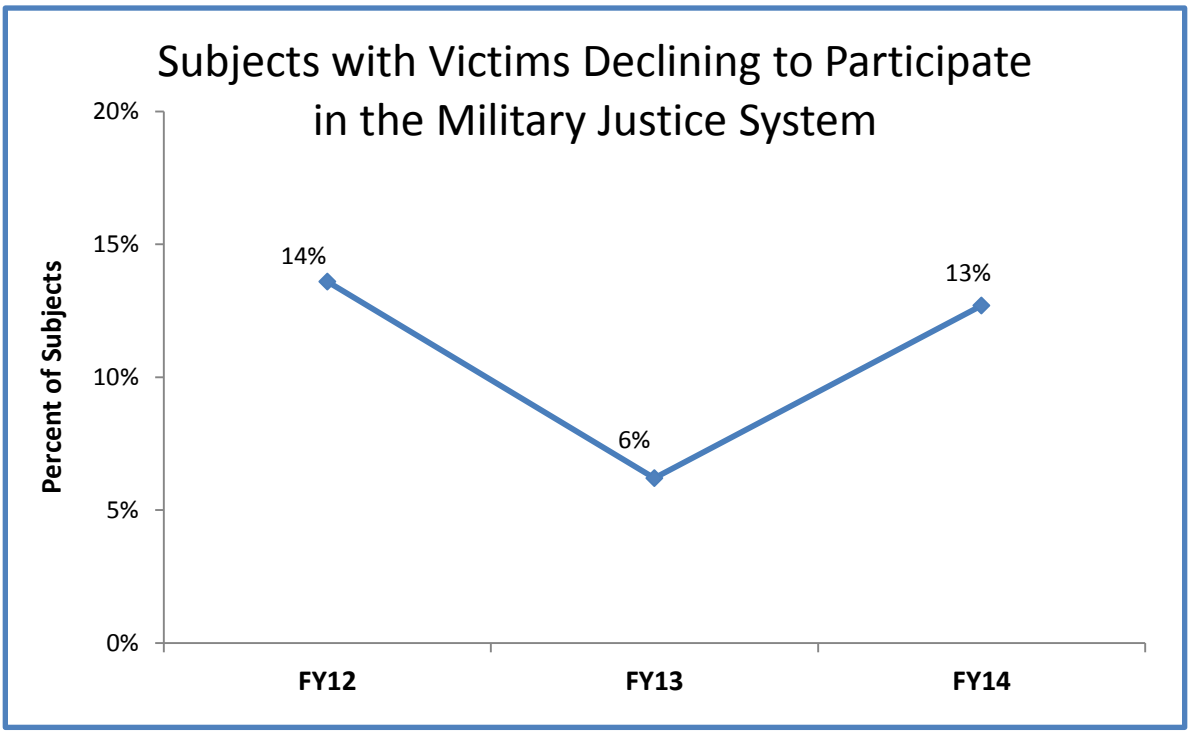

Chart 4.2 - Victims Declining to Participate in the Military Justice Process

The percentage of Air Force victims of sexual assault declining to participate in the military justice process has varied since 2012. Though not all victims who make an unrestricted report of sexual assault want to participate in the investigative and legal process, the Air Force's goal is to support victims in any of the choices they make and reduce any barriers to services provided.

Defense Equal Opportunity Management Organizational Climate Survey:
This survey is designed to measure command climate and Airmen's confidence in the appropriate execution of the Sexual Assault Prevention and Response Program. Beginning in January 2014, the Air Force mandated the use of the Defense Equal Opportunity Management Institute Organizational Climate Survey. Prior to the use of the Defense Equal Opportunity Management Organizational Climate Survey, the Air Force used a Unit Climate Assessment tool to survey and focus on potential equal opportunity and harassment issues within Air Force organizations. In February 2012, the Air Force added six sexual assault questions to the Air Force Unit Climate Assessment. These questions were added because a work environment and/or a

commander that permits sexual harassment creates an environment tolerant of sexual assault. Historically, this survey was administered 180 days or more into command and then every two to three years thereafter. In 2012, the Air Force updated policy to combat sexual assault and began fielding the survey to unit members within 120 days of a commander assuming command of a new unit and annually thereafter. The results from these surveys are not only provided to the commander, but also to the members of the units and the commander's leadership. Since the surveys are completed on an annual basis, it allows commanders to identify improvement areas and issues that need to be addressed during their tenure.

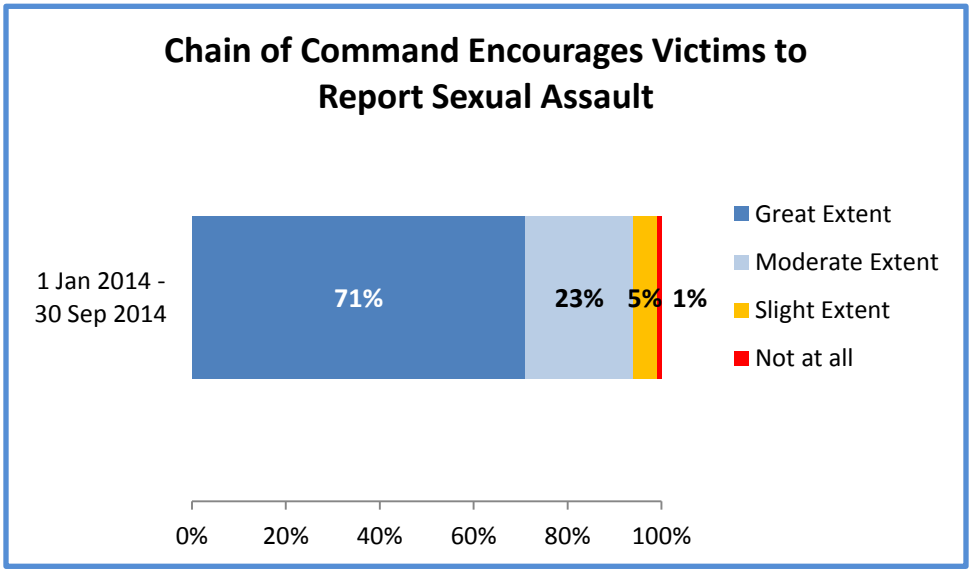

Chart 4.3 – Responses to Chain of Command Encourages Victims to Report Sexual Assault

In response to this question on the Defense Equal Opportunity Management Institute Organizational Climate Survey the majority of Airmen indicate that either to a "great" or "moderate" extent their chain of command encourages victims to report the crime of sexual assault.

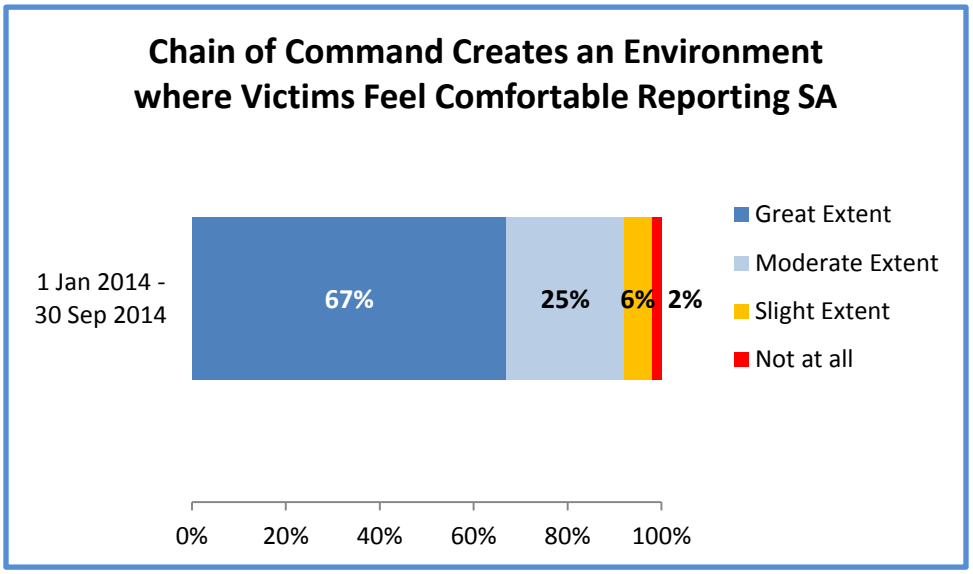

Chart 4.4 – Responses to Chain of Command Encourages Victims to Report Sexual Assault

Based upon responses to the Defense Equal Opportunity Management Institute Organizational Climate Survey most Airmen felt confident that to a "great extent" their chain of command encouraged victims to report a sexual assault. More than 90% of the population stated that their chain of command makes a noticeable effort to create an environment that would support victims coming forward.

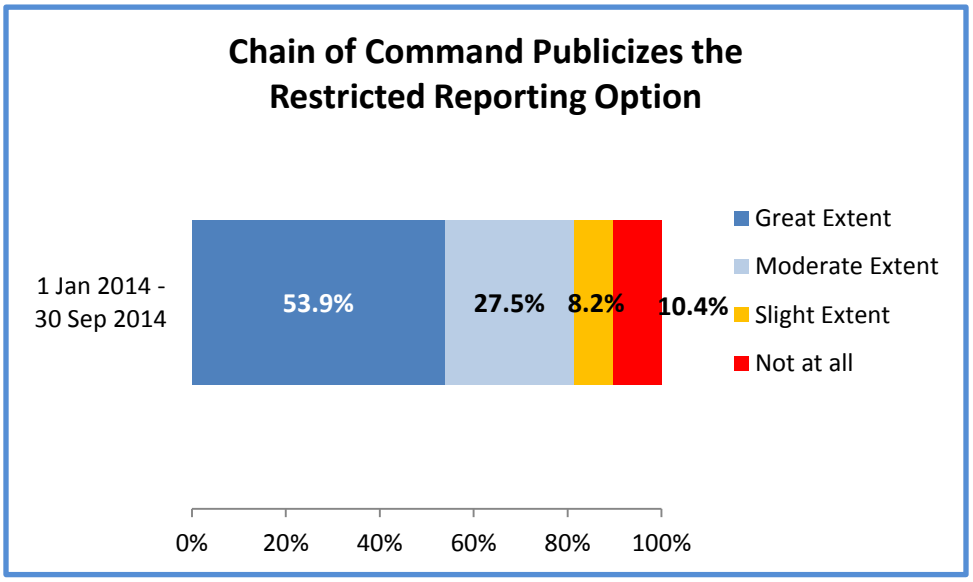

Chart 4.5 – Responses to Chain of Command Publicizes the Restricted Reporting Option

In response to this question on the Defense Equal Opportunity Management Institute Organizational Climate Survey, the majority of Airmen indicate that either to a "great" or "moderate extent" their chain of command publicizes the restricted reporting. Nevertheless, it is clear that there is a need to improve Airmen understanding of the Restricted Reporting Option.

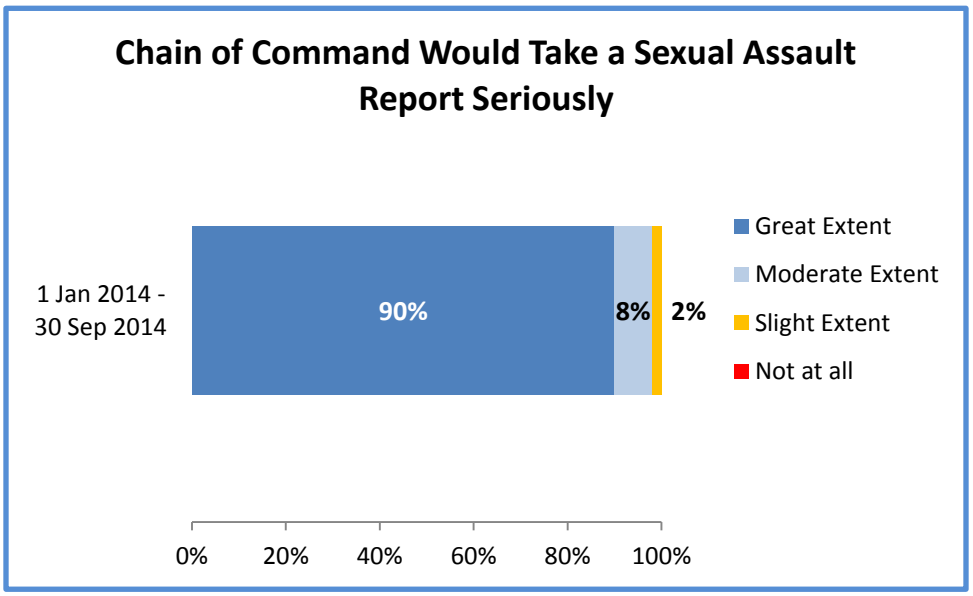

Chart 4.6 – Responses to Chain of Command Would Take a Sexual Assault Report Seriously

This chart of Defense Equal Opportunity Management Institute Organizational Climate

Survey response rates indicate that 90% of the Airman population has absolute confidence that their chain of command to the "greatest" extent would take a sexual assault report seriously.

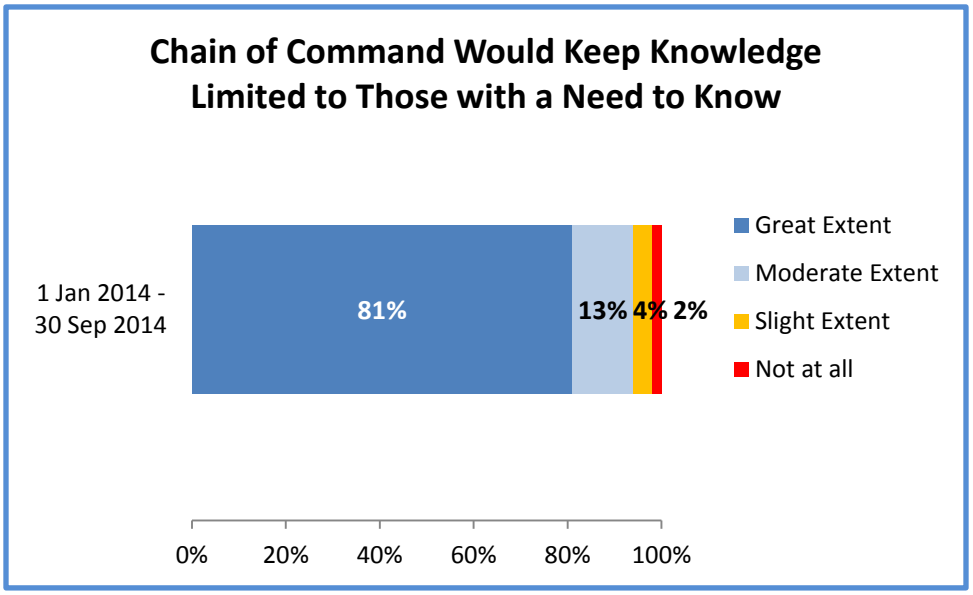

Chart 4.7 – Responses to Chain of Command Would Keep Knowledge Limited to Those with a Need to Know

The response to this question on the Defense Equal Opportunity Management Institute Organizational Climate Survey suggest that Airmen have a resounding trust in their leadership to keep knowledge limited to those with a need to know. This trust is vitally important to convincing victims to come forward to seek care and support accountability.

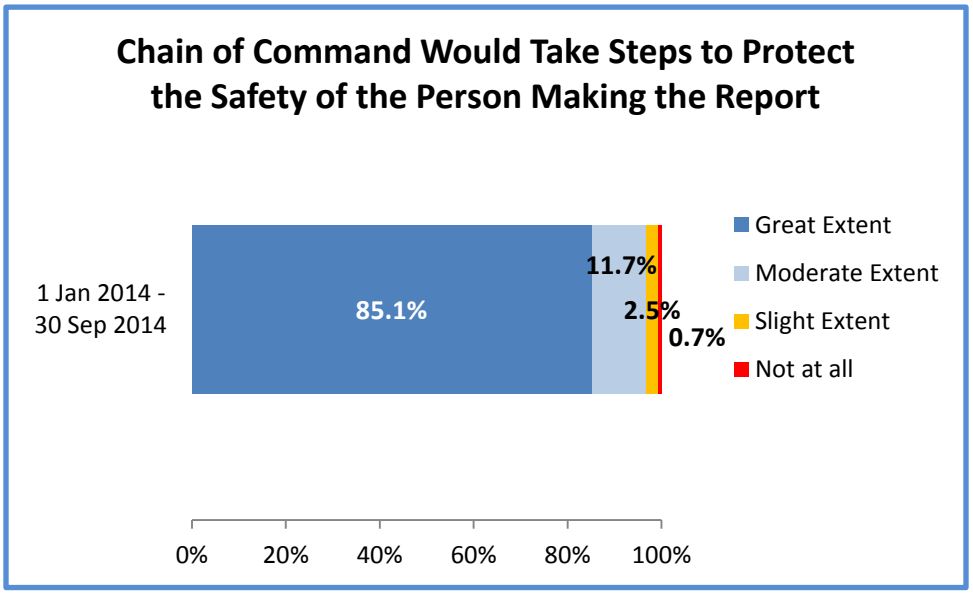

Chart 4.8 – Responses to Chain of Command Would Take Steps to Protect the Safety of the Person Making a Report

Based upon responses to the Defense Equal Opportunity Management Institute Organizational Climate Survey Airmen resoundingly trust their chain of command to take the necessary steps to protect the safety of the person making the report. The Air Force leadership has been very proactive in ensuring a victim of sexual assault is provided the opportunity to remove themselves from any situation that may present potential concern and/or danger. Leadership uses tools such as local permanent change of assignments, assigning victims to new dorms and/or expedited transfers to ensure the safety of any person reporting an allegation of sexual assault.

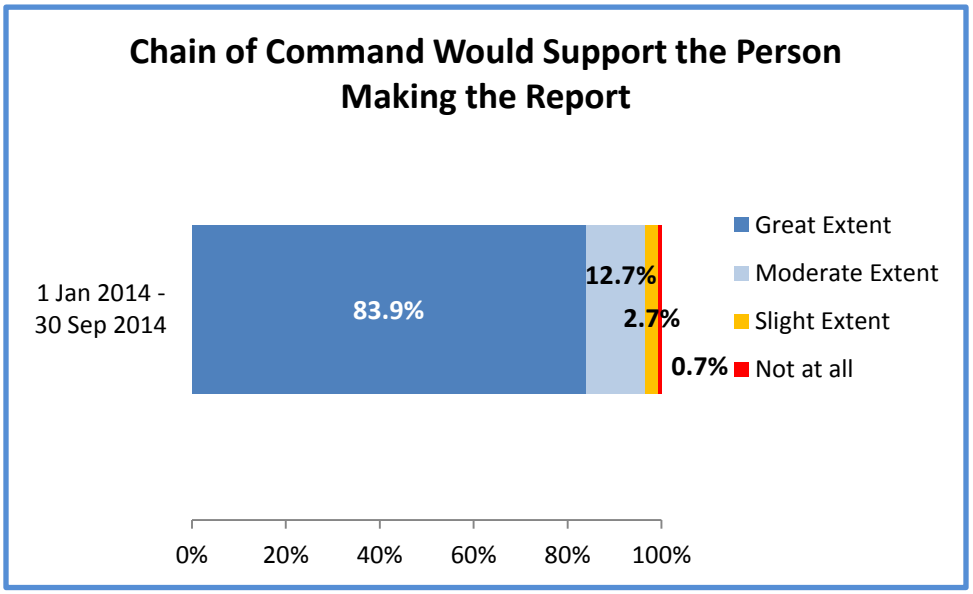

Chart 4.9 – Responses to Chain of Command Would Support the Person Making a Report

The responses to this question on the Defense Equal Opportunity Management Institute Organizational Climate Survey suggest that Airmen trust their chain of command to protect the person making a report. This has been a key point of emphasis in recent training.

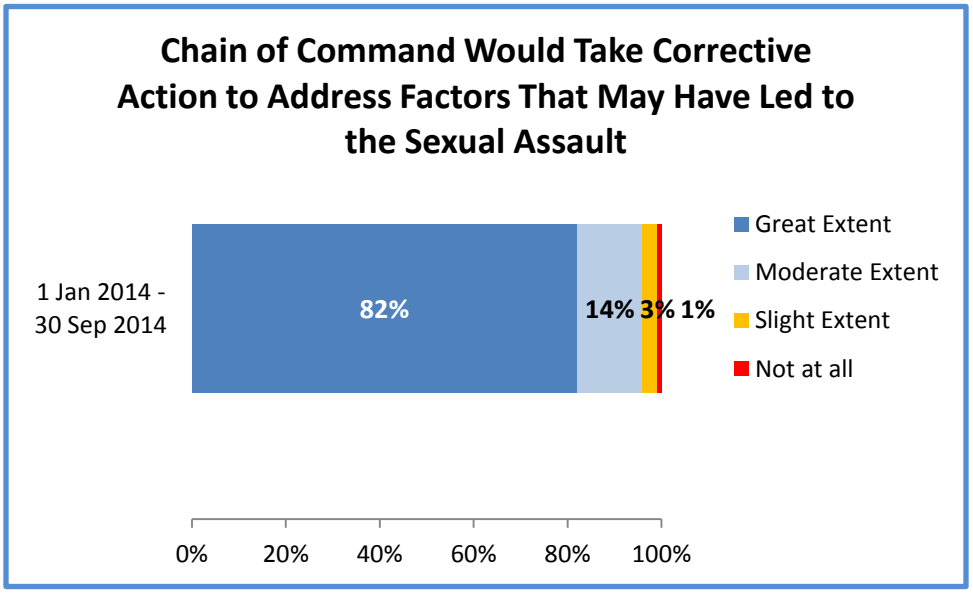

Chart 4.10 – Responses to Chain of Command Would Take the Appropriate Corrective Actions to Address Factors that May have Led to the Sexual Assault

The responses to this question on the Defense Equal Opportunity Management Institute Organizational Climate Survey suggest that more than 95% of Airmen have confidence

that the chain of command would take the appropriate corrective actions to address factors that may have led to the sexual assault. The Air Force has made great efforts to educate and advise commanders on the importance of the appropriate level and timing of corrective actions and/or punishment for misconduct, but specifically that which occurs during a sexual assault report. It is important that leaders create a balance as to be mindful that corrective actions at the inappropriate time can lead to mistrust in the system.

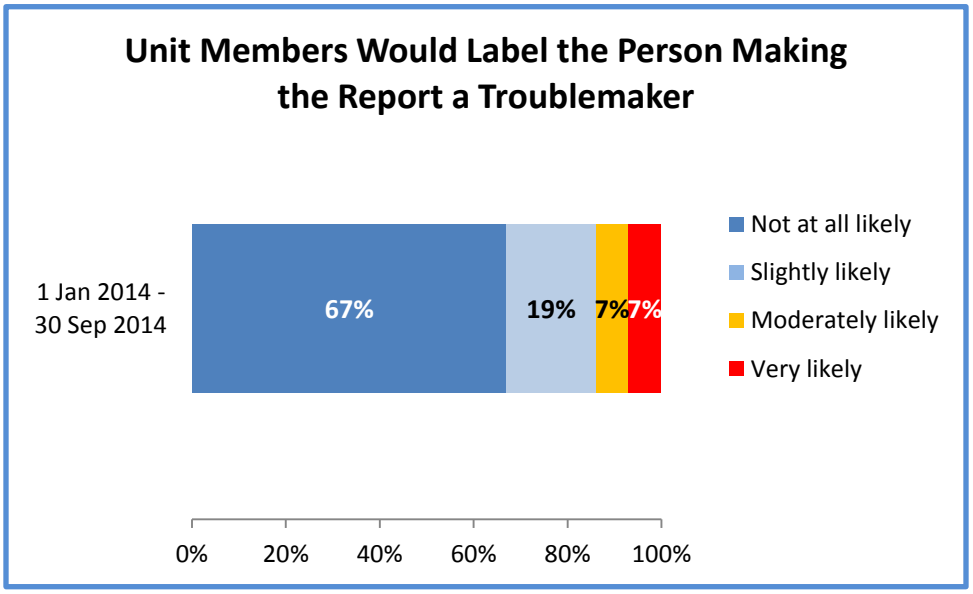

Chart 4.11 – Responses to the Unit Would Label the Person Making the Report a Troublemaker

Based upon responses to the Defense Equal Opportunity Management Institute Organizational Climate Survey two-thirds of Airmen indicated that unit members would not label the person making a report a troublemaker. While 67% of the population believe this is not an issue, the other 33% believe that to a "slight," "moderate," and/or "great" extent unit members would label the person making the report a trouble maker. The Air Force has provided extensive training and education on the effects of victim blaming and how this issue can create barriers to reporting. The Air Force is committed to providing the necessary support to any person coming forward to report a sexual assault.

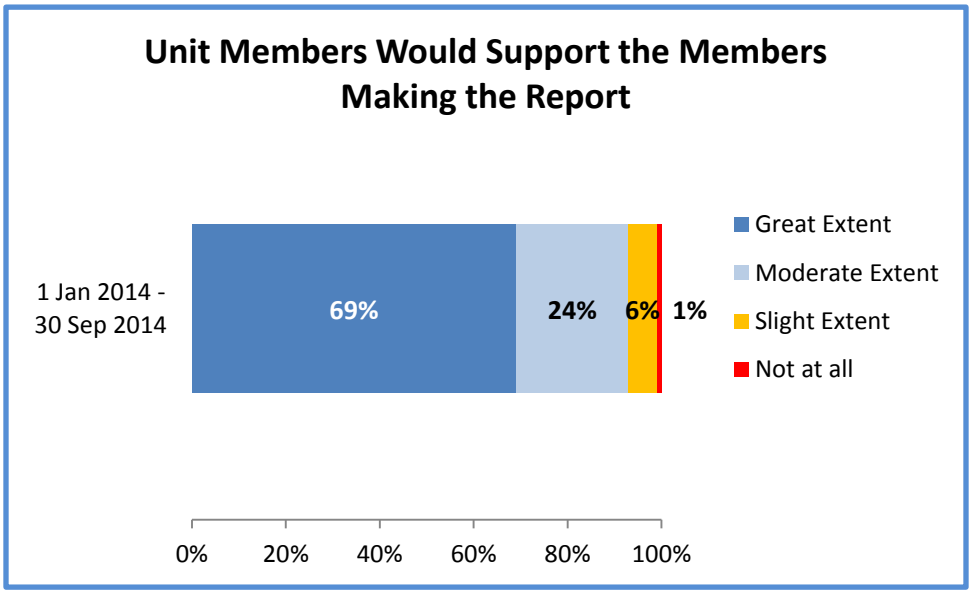

Chart 4.12 – Responses to the Unit Would Support the Members Making the Report

The responses to this question on the Defense Equal Opportunity Management Institute Organizational Climate Survey suggest to a large degree, that most Airmen trust their unit peers and would support victims making a report. While there is approximately 7% of the population that believes unit members would not significantly support individuals who come forward, the Air Force continues to improve training to increase understanding of victims and each Airman's responsibility to ensuring they are helping to create a culture of "dignity and respect."

5. LINE OF EFFORT 5 – ASSESSMENT

Overview: Over the last three years, the Air Force has worked hard to standardize assessment methodologies and to effectively measure, analyze, assess, and report the progress of the Sexual Assault Prevention and Response Program. Assessment is an enduring process of data collection and analytics designed to improve program effectiveness and is embedded within each of the other four lines of effort. This effort includes surveys and verbal feedback from commanders, victims, victim advocates, and Airmen across all echelons within the Air Force. The Air Force incorporates a responsive, meaningful, and accurate measurement and evaluation system to determine its impact on eliminating sexual assault. The Sexual Assault Prevention and Response Office serves as the single point of authority, accountability, and oversight for Air Force Sexual Assault Prevention and Response Program policy. As the program lead, this office uses a variety of tools such as the Defense Sexual Assault Incident Database, focus groups and other survey instruments to assess the Sexual Assault Prevention and Response Program in order to determine the progress we are making in our efforts to eliminate sexual assault in the Air Force.

Populations Affected: All

The Air Force Sexual Assault Prevention and Response Office serves as the principal advisor to the Secretary of the Air Force, Chief of Staff of the Air Force, and members of Congress for the Air Force Sexual Assault Prevention and Response Program. The Air Force Sexual Assault Prevention and Response Office provides both policy and operational oversight for the Air Force Sexual Assault Prevention and Response Program through policy, programs, training, research, and analysis. It maintains functional oversight of Sexual Assault Prevention and Response Program execution and related Air Force sponsored analysis, assessments, and research.

The Air Force Sexual Assault Prevention and Response Program Office is responsible for policies including; service coordination with the Office of Secretary of Defense Sexual Assault Prevention and Response Office; budgeting, manpower, and resources for program execution; Air University Sexual Assault Response Coordinator and Sexual Assault Victim Advocate Course oversight. Other responsibilities include; the Sexual Assault Advocate Certification Program, annual training curriculum development, expedited transfer policy and oversight, Safe Helpline administration, sexual assault response coordinator deployment management, Defense Sexual Assault Incident Database oversight, Sexual Assault Prevention and Response records management guidance and disposition, and sexual assault Congressional reporting.

The Air Force has committed to effectively analyzing and assessing our Sexual Assault Prevention and Response Program's processes and procedures to ensure leaders are provided with tools that create an environment that cultivates a culture of dignity and respect. Since the conception of the Sexual Assault Prevention and Response Program, the Air Force has grown significantly in understanding the complexity of this issue. Recent assessment initiatives have helped commanders and senior leaders

better understand the continuum of harm and how behaviors and/or actions can escalate into events of harassment and assault. The Air Force has generally taken a "response-centric" approach to understanding and solving this issue; however, within recent years, the focus has shifted to improve our understanding of prevention related approaches that eliminate predator and predatory behaviors. For example, in 2010 the Air Force solicited the assistance of Gallup to conduct research and analysis on prevalence as it relates to this crime. Research hypothesis suggested that understanding the characteristics and dynamics of predators would help Airmen at every level become active bystanders while helping leaders establish boundaries and standards by which Airmen could be held appropriately accountable. Over the past three years, assessment methods have increased to provide insights into how the Air Force is accomplishing its goals. The key tools used to assess the impact of progress on the population include, surveys, focus groups, training, and the Defense Sexual Assault Incident Database.

Surveys: Surveys are one of the most effective tools used to provide leaders specific statistical information to tell a story about the health and welfare of a large population or environment. The Air Force uses several surveys to provide commanders and leaders with relevant and necessary information. The following surveys were fielded to expand the understanding of sexual assault prevention and response related issues.

- **Prevalence Surveys:** Since fiscal year 2006, the Department of Defense has conducted Workplace and Gender Relations Surveys on Active Duty and Reserve personnel to provide sexual assault prevalence estimates on the level of "unwanted sexual contact" occurring to those populations for Department of Defense leadership. The activity "unwanted sexual contact" that was measured, approximated, but did not equate to the criminal elements of the sexual assault spectrum as defined by law. Historically the Defense Manpower Data Center has administered two versions of these surveys. One version sampled the Active Duty military population in fiscal years 2006, 2010, and 2012 with the sample sizes large enough to breakout results for each service. The second version sampled Reserve and Guard military populations in fiscal years 2008 and 2012, once again with breakout results for each service. In fiscal year 2014, the Department of Defense contracted RAND corporation to conduct an updated Military Workplace Study to sample Active Duty, Guard and Reserve personnel. The questions used on the RAND Military Workplace study provide more detail on the type of crime occurring within the services.

- In addition, in fiscal year 2010, the Air Force contracted with Gallup to conduct a more detailed prevalence survey.

- **Defense Equal Opportunity Management Organizational Climate Survey:** This survey identifies the climate of organizations related to several different aspects. Beginning in January 2014, six questions pertaining to four dimensions of the sexual assault prevention and response climate factors were included into this survey to provide additional insight into the various aspects of culture and

climate. The climate factors included confidence in the chain of command, willingness to intervene, and work environment safety. Prior to the inclusion of the sexual assault questions, the climate survey focused on potential equal opportunity and harassment issues. The sexual assault questions were added because a work environment and/or a commander that permits sexual harassment is an environment tolerant of sexual assault. Historically, this survey was administered 180 days or more into command and then every two to three years thereafter. In 2012, the Air Force updated policy to combat sexual assault and began fielding the survey to unit members within 120 days of a commander assuming command of a new unit and annually thereafter. The results from these surveys are not only provided to the commander, but also to the members of the units and the commander's leadership. Since the surveys are completed on an annual basis, it allows commanders to identify improvement areas and issues that need to be addressed during their tenure.

- **Internal Communication Assessment Group Sexual Assault Prevention and Response Survey:** The purpose of Internal Communication Assessment Group surveys are to assess the effectiveness of communications to members of the Air Force. The Group Sexual Assault Prevention and Response Survey was updated in 2013 to include questions to assess the communication effectiveness of sexual assault prevention and response training initiatives and communication opportunities.

- **Victim Impact Survey:** Beginning in 2013, this survey was designed to measure a victim's subjective feelings on whether they felt supported throughout the military justice process. The survey is provided to all sexual assault victims involved in the military justice process, and is primarily used to assess effectiveness and shape the future for the Special Victims Counsel Program.

- **Victim Experiences Survey:** This survey, developed in fiscal year 2014, is geared toward understanding the quality of all response services provided to victims. While not yet fielded, it was the genesis of the Defense Department's Survivor Experiences Survey.

- **Pre- and Post-Training Surveys:** These surveys help assess the effectiveness of Air Force Sexual Assault and Prevention Office training efforts. These surveys were administered in fiscal year 2014 at a number of Sexual Assault Prevention and Response Courses with plans for future expansion.

Focus Groups: Since the inception of the Air Force Sexual Assault Prevention and Response Office, focus groups have been a vital link connecting Air Force senior leaders with the force-wide perceptions of the Sexual Assault Prevention and Response Program. The primary benefit of focus groups is to provide qualitative data to corroborate other quantitative assessment products. In the summer of 2013, the Air Force conducted focus groups at 14 bases from across the Air Force discussing sexual assault topics with a wide spectrum of ranks. The primary focus of the focus groups

was to provide insights on the perceptions of sexual assault in the Air Force, on the effectiveness of training, and potential improvements that the Air Force could make in the sexual assault program. Focus groups were again conducted during the summer of 2014. In 2014, focus groups were held at 10 bases across the Air Force. The purpose of the fiscal year 2014 focus groups was to gather feedback on the climate, culture, potential explanation of restricted reporting and training as it relates to sexual assault.

Training Assessments: Providing assessment tools to determine if Air Force training programs deliver the course content effectively is critical to program development. In January 2014, assessments were improved in each course update to monitor the training program progress as part of an ongoing training review.

- **Air Force Stand Down Day:** With the fiscal year 2014 Sexual Assault Prevention and Response Stand Down Day, the Air Force implemented training program pre- and post-assessments. The Air Force conducted Sexual Assault Prevention and Response Stand Down Day training to all Air Force members in May and June 2014. Airmen were provided a link to take a pre-assessment prior to the stand down day. After the Sexual Assault Prevention and Response Stand Down-Day, members were directed to a second link to take a post-assessment. The results of the assessments allowed the Air Force to identify what training objectives were met and potential areas for improvement.

- **Commanders' Training:** All Air Force Wing and Group Commanders must take a Pre-Command Course prior to assumption of command. The course traditionally included a three-hour segment of this course focused on sexual assault prevention and response training. Based on participant feedback, in fiscal year 2014 this was extended to four hours. Airmen assigned to the Air Force Sexual Assault Prevention and Response Office conduct the training to the 70-90 course participants. Starting with the April 2014 Pre-Command Course, the Air Force implemented the pre- and post-assessment process. The pre-assessments are completed by participants the day prior to the sexual assault prevention and response training and informs' facilitators on which portions of the curriculum to emphasize. The post assessments done in 2014 indicate that the intended training and message were well articulated and show increases in knowledge following the required block of training.

- **Sexual Assault Response Coordinator Training:** In fiscal year 2013, pre- and post-tests were administered during the sexual assault response coordinator training. These tests assessed the knowledge of personnel who were selectively chosen to fill this critical billet and the post-tests provided a tangible way to analyze whether or not the training provided was retained.

Training assessment tests allow for the sexual assault prevention and response training to be tailored specifically for each class. The post-assessments are conducted after the training and provide immediate feedback on the training efficacy. The Air Force is expanding the use of these pre- and post-assessments to other sexual assault

prevention and response training courses, such as the Squadron Commander's Course.

Defense Sexual Assault Incident Database: While all of the survey efforts focused on obtaining information from Air Force members, the Air Force also relies on the Defense Sexual Assault Incident Database and the accuracy of its information. As the official source of information on sexual assaults used by the Department of Defense and the military services to track sexual assault cases, the Air Force is committed to maintaining a high level of database accuracy. In August 2014, in order to enhance the accuracy of information the Air Force hired two contract personnel to ensure data quality assurance. This will remain a continuing endeavor to uphold the highest fidelity possible of the Defense Sexual Assault Incident Database information.

Process/procedural upgrades and efficiencies (other than the Department Sexual Assault Incident Database)

Several changes were made to the Air Force Sexual Assault Prevention and Response Program to improve the systematic assessment of sexual assault prevention and response related issues and initiatives. These changes include, the Air Force Sexual Assault Prevention and Response Office reorganization and realignment, Tri-Letter agreement, leadership kneeboard and the creation of a new Sexual Assault Prevention and Response Program inspection checklist

Air Force Sexual Assault Prevention and Response Office Reorganization and Realignment: Assessing Sexual Assault Prevention and Response Programs require manpower and technical expertise. Prior to fiscal year 2013, the Sexual Assault Prevention and Response program was led by a General Schedule-14 program manager with a staff of four personnel, residing within Headquarters Air Force Deputy Chief of Staff for Manpower, Personnel, and Services.

In June 2013, the Air Force restructured the Sexual Assault Prevention and Response Program to ensure key functional expertise in developing policies, programs, and assessments to shape Air Force culture. Today, the Sexual Assault Prevention and Response Program is led by a major general who leads a multi-disciplinary team that reports directly to the Vice Chief of Staff of the Air Force.

The Air Force program grew from a four-person office to a 34-person cross-functional team of experts. The members of this team represent the legal, medical, investigative, legislative, public affairs, operational, research, and analytic functional areas. In addition, there are sexual assault prevention and response experts who develop policy and assist in the operational oversight and assessment of program effectiveness. This team gives the Air Force both the manpower and expertise to more adequately assess plans and programs.

Tri-letter Agreement: One of the historical assessment challenges was the lack of consistent communication between the various organizations involved in sexual assault prevention and response. The available information was inconsistent and disjointed,

making assessment difficult. In July 2014, The Judge Advocate General of the Air Force, the Commander of the Air Force Office of Special Investigations, and the Director of the Air Force Sexual Assault Prevention and Response Office co-signed a memo to the field encouraging collaboration and information sharing between their respective offices at the installation level. This initiative will help to ensure accurate accounting of sexual assault cases, which will increase the fidelity and amount of information on sexual assaults occurring in the Air Force. Based on this memorandum, the Air Force Sexual Assault Prevention and Response Office now provides a listing of unrestricted reports that are missing relevant information relative to subject, investigation, and disposition to the installation sexual assault response coordinators. The sexual assault response coordinators are then asked to coordinate with the installation Air Force Office of Special Investigations and Judge Advocate Offices to obtain the missing information.

Leadership Kneeboard: Following the standup of the Air Force Sexual Assault Prevention and Response Office, kneeboard presentations of the information from the various data sources are created to inform leadership decisions. Furthermore, these kneeboards provide leaders a snapshot of sexual assault prevention and response metrics and trends. This allows the Director, Sexual Assault Prevention and Response to change program initiatives and emphasis as required. Furthermore, this kneeboard provides the Director with near real-time statistics and talking points when interacting with Air Force and Department of Defense senior leaders.

Sexual Assault Prevention and Response Program Inspection Checklist: In 2013, the Air Force Sexual Assault Prevention and Response Office developed a Sexual Assault Prevention and Response Program inspection checklist for incorporation into the newly created Air Force Inspection System. The inspection checklist provides commanders a comprehensive assessment tool to measure installation compliance with Air Force Sexual Assault Prevention and Response Program policies and procedures.

Best Practices/Innovations specific to the United States Air Force

The Air Force is dedicated to continuous research and analysis that aid in process improvement techniques. In fiscal year 2013 and 2014, several initiatives were implemented to ensure commanders and leaders have trustworthy quantitative and qualitative data to manage the morale and welfare of their Airmen.

Prevalence Survey: The Air Force recognized the need to gain a better understanding of sexual assault prevalence and decided to execute the first Air Force specific prevalence survey with Gallup in 2010. Since 2010, the Air Force has undergone major organizational and policy changes that impacted the sexual assault analysis. In prior years, the focus of sexual assault reporting was on how many reports were made, what type of reports were made (restricted versus unrestricted) and whether or not other factors were involved (i.e. alcohol, drugs, etc.). In fiscal year 2013, it became apparent that sexual assault reports were indeed going up, but what was not clear was whether or not it was due to trust in the system or, simply more Airmen being sexually assaulted. Was sexual assault prevalence going up or down? This would provide a clear

understanding of whether or not the Air Force was headed in the right direction in terms of combating this issue. As a result, the Air Force decided to implement a prevalence survey to be conducted biennially to offset the Defense Department's workplace and gender relations survey efforts. The Air Force would have relevant prevalence data every year to support a more consistent trend on how sexual assault is within the Air Force. Due to Department of Defense's decision to complete a prevalence survey in fiscal year 2014, the Air Force cancelled work on a 2014 survey.

Internal Communication Assessment Group: The Secretary of the Air Force Public Affairs, Research and Assessment Branch has conducted surveys for the Sexual Assault Prevention and Response Office via the Internal Communication Assessment Group. This standing survey panel is unique to the Air Force in that it comprises approximately 3,100 Active Duty, Guard, Reserve, and civilian volunteer members of the Air Force, drawn from a variety of occupational specialties. Internal Communication Assessment Group members agree to participate in the survey group for at least a year, to maintain a consistent panel of respondents, enhancing longitudinal analysis. Internal Communication Assessment Group members participate voluntarily in surveys roughly every month, without any prior knowledge of a given survey's topic. In fiscal year 2013, the Internal Communication Assessment Group survey on sexual assault prevention and response yielded a 62% response rate (1,923 respondents), while the fiscal year 2014 Internal Assessment Group sexual assault prevention and response survey yielded a 45% response rate (1,406 respondents). The 2013 survey's goal was to evaluate the effectiveness of the Air Force's communication regarding sexual assault prevention and response outreach and training efforts, and results from this survey provided leaders a baseline understanding of how well the sexual assault message was being taught and received by Airmen. Based on those findings, the survey was repeated in 2014, with some additional, new questions, and focused on examining the messaging and audience comprehension of new training and policy efforts planned by the Air Force Sexual Assault Prevention and Response Office.

Focus Groups: Prior to the re-organization of the Sexual Assault Prevention and Response Office, focus groups were not a primary tool for assessment purposes, due to manpower challenges and limited technical expertise. Following the re-organization in fiscal year 2013, the Air Force Sexual Assault Prevention and Response Office recognized the need and importance of gaining an understanding through the "eyes of Airmen" in order to shape policy and procedures that would have a viable impact to eradicating this crime from the military. As a result, a team of Air Force subject-matter experts conducted focus groups to obtain a better sense of how Airmen felt Sexual Assault Prevention and Response Programs were impacting the community around them. Between 2013 and 2014, the focus group process was improved by developing a standard set of questions with assessment criteria. Facilitators used five questions to target focus group discussion among participants and gather data.

- Do you feel commanders/leaders pressure (or create an environment that pressures) victims to file unrestricted reports? Are you getting the message from Commanders/leaders that victims who file restricted reports are weak/cowardly?

- At this time, who can take a restricted report? What are your thoughts on expanding who can take a restricted report? What are the pros and cons of allowing individuals in one's chain of command to take restricted reports?

- What are your perceptions of sexual assault and sexual harassment? Do you think there is fear of retaliation? Do you think there is a fear of retaliation if you were to seek mental health due to sexual assault?

- What are your perceptions of culture change in the Air Force? Have you seen any change in your unit? In the Air Force as a whole? What are your perceptions of Air Force prevention training? Do you think it's working?

- Do you have any recommendations for the Headquarters Sexual Assault Prevention and Response Office? For the Air Force? Is there anything else you would like to discuss?

The 2013 and 2014 focus group campaigns were successful as Air Force Airmen provided invaluable feedback.

Defense Sexual Assault Incident Database: The Air Force increased its focus on data accuracy within the Defense Sexual Assault Incident Database. As the official information source for sexual assaults and used by the Department of Defense and the military services to track sexual assault cases, it is vital that the information in the Defense Sexual Assault Incident Database maintains a high accuracy level. Sexual assault response coordinators are required to input the victim data. The Air Force Sexual Assault Prevention and Response Office generates a monthly report to verify data fields are accurate. In addition, much like the Tri-letter agreement, in July 2014, the Judge Advocate General of the Air Force, the Commander of the Air Force Office of Special Investigations, and the Director of the Air Force Sexual Assault Prevention and Response Office co-signed a memorandum encouraging the collaboration and sharing of information between their offices in the field.

This memorandum facilitated a partnership between these organizations to create a seamless collaboration in maintaining data integrity captured in Defense Sexual Assault Incident Database. The Defense Sexual Assault Incident Database is primarily victim-focused, and relies on the efforts of the Air Force Office of Special Investigations and Air Force Judge Advocate to maintain accuracy and completeness. For example, unrestricted reports include subject information along with investigation and disposition information. Based on the above-mentioned memorandum, the Air Force Sexual Assault Prevention and Response Office provided a listing of unrestricted reports that were missing relevant subject, investigation, and disposition information along with a tracking sheet of the information required to the installation sexual assault response coordinators. The sexual assault response coordinators were asked to complete the information they had and then coordinate with the installation Air Force Office of Special Investigations and Judge Advocates Offices to obtain the remaining information. The

Air Force continues to work alongside the other services to provide data for the Department of Defense sexual assault-related metrics, which include reporting, military justice, and investigative data.

Victim Experiences Survey: Based on the success of the special victims' counsel survey, in fiscal year 2014, the Air Force constructed a victim experiences survey, for survivors to comment about their interaction with any advocacy services they received. The survey included a variety of questions on service by the sexual assault response coordinator, victim advocate, medical services, special victims' counsel, Air Force Office of Special Investigations, and/or Judge Advocate. The Air Force intended to ask volunteers to provide feedback regarding both the service quality and desired services. However, prior to Air Force implementation, the Department of Defense Sexual Assault Prevention and Response Office decided to use a smaller subset of questions as the survivor experience survey in fiscal year 2014. To avoid excessive surveying of survivors the Air Force agreed to delay the implementation of its survey until fiscal year 2015.

Positive trends (qualitative and quantitative)

As it relates to sexual assault prevention and response, assessment tools are used to identify sexual assault offender prevalence trends; evaluate reporting and military justice process; and to evaluate and the effectiveness of prevention and response programs and initiatives. For this reason, various assessment tools have been incorporated into the positive trends section of each line of effort. For a view of these trends, the reader is directed to those respective sections. Commenting on the positive assessment trends itself is simply identifying the changes that the Air Force made by investing in the resources to gather pertinent information, to effectively and efficiently analyze the data, and to prudently incorporate the findings into future program efforts. In this regard, the main points to identify are the standup of the expanded Air Force Sexual Assault Prevention and Response Office and the expansion of data gathering efforts.

Highlights over the last 3 years

Focus Groups: The improvements made to the Air Force focus group process have increased their value as an assessment tool. Creating standardized questions with assessment criteria provide leadership with a means to learn qualitative information from disparate groups without inhibiting the dialogue of the small group sessions. Airmen stated that they like the focus group format and the Air Force will continue its use in the future. Initial results from the fiscal year 2014 focus groups suggest that Airmen like the bystander intervention training and that they believe the climate and culture are starting to change in a positive direction.

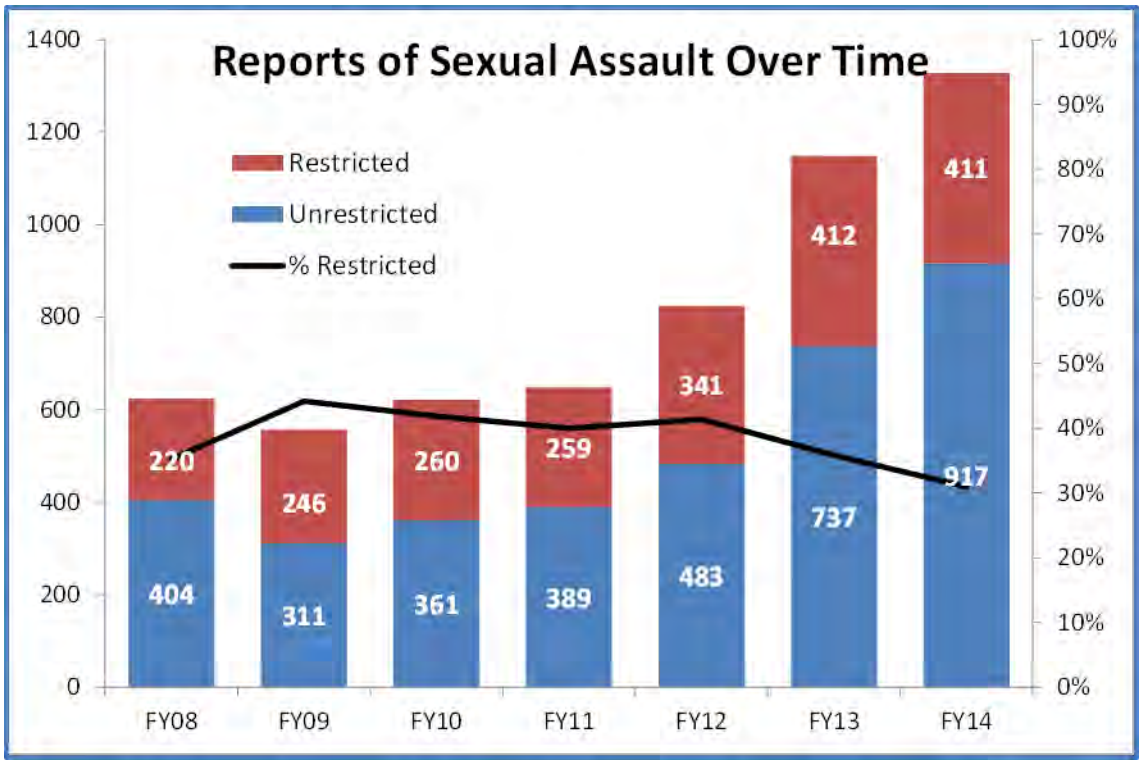

Chart 5.1 – Annual Reports of Sexual Assault

As displayed on Chart 5.1, since fiscal year 2010 the Air Force has experienced a steady increase in the number of reports, both restricted and unrestricted. That trend continued in fiscal year 2014. The Defense Sexual Assault Incident Database showed an increase in the number of cases reported to the Air Force. Based on survey results indicating constant or slightly decreasing rates of sexual assault incidents within the Air Force the increase in reporting suggests that members of the Air Force have more trust in the Sexual Assault Prevention and Response Program. Chart 5.1 provides a breakout of the total cases by unrestricted and restricted reports in addition to the ratio of restricted to unrestricted reports. Since fiscal year 2012, the ratio of restricted to unrestricted reports has steadily declined. This is a trend worth following because it may be another indicator of increased victim confidence in the Air Force program.

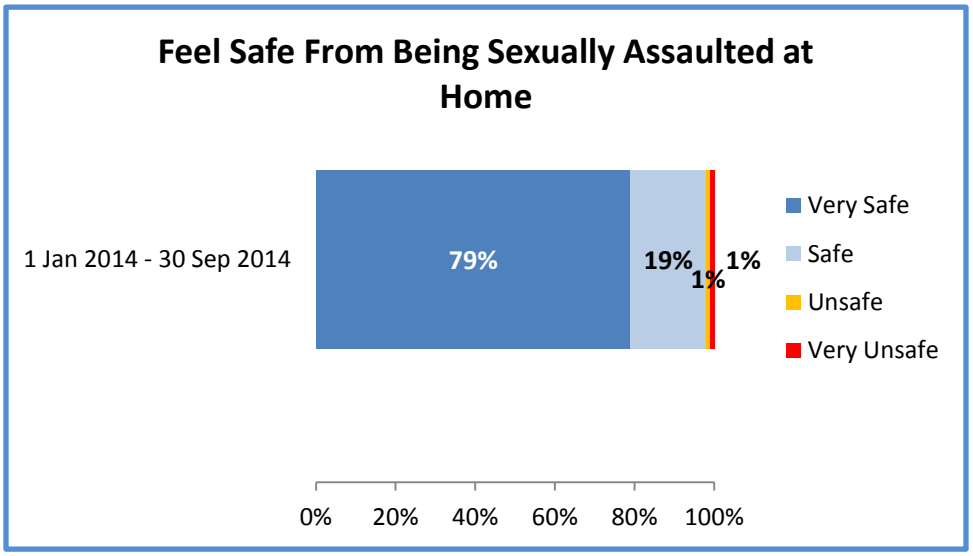

Chart 5.2 – Responses to Home Safety Question

Based upon responses to this question posed on the Defense Equal Opportunity Management Institute Organizational Climate Survey the vast majority of Airmen (98%) indicate that they feel safe from sexual assault at home. The Air Force has established support systems for the small subset of the force (approximately 2%) that feels they are either "unsafe" or "very unsafe" at home or those who may be the target of any type of domestic violence (to include sexual assault). The Air Force remains committed to ensuring that every Airman feels safe and/or knows where to receive support if necessary/required.

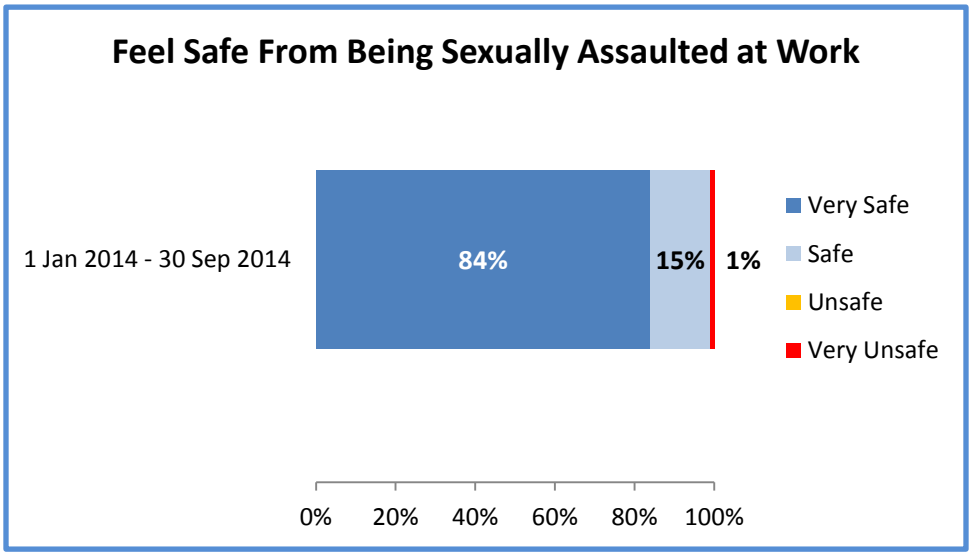

Chart 5.3 – Responses to Work Safety Question

According to responses on the Defense Equal Opportunity Management Institute Organizational Climate Survey, approximately 99% of Airmen are confident that they are safe from any type of sexual assault in their professional work environment. Reportedly, approximately 84% feel they are "very safe," while an average of 15% feel "safe" from being sexually assaulted while at work. While no Airmen have reported they feel "unsafe" from experiencing sexual assault in the work place, approximately 1% (or less) of Airmen have reported that they feel "very unsafe" at work.

Attachment One:
Sexual Assault Response Coordinator and Victim Advocate Laydown
Based Data September 30, 2014 data

MAJOR COMMAND/ DIRECT REPORTING UNIT	[redacted]			
AIR COMBAT COMMAND	INSTALLATIONS	NUMBER OF AUTHORIZED SARC BILLETS	NUMBER AUTHORIZED SAPR VA BILLETS	NUMBER OF VOLUNTEER VAs
	BEALE AFB, CA	1	1	24
	DAVIS-MONTHAN AFB, AZ	2	1	31
	DYESS AFB, TX	1	1	30
	ELLSWORTH AFB, SD	1	1	34
	HOLLOMAN AFB, NM	1	1	25
	JOINT BASE LANGLEY-EUSTIS AFB, VA	2	1	65
	MOODY AFB, GA	1	1	
	MOUNTAIN HOME AFB, ID	1	1	15
	NELLIS AFB, NV	2	1	
	OFFUTT AFB, NE	2	1	28
	SEYMOUR JOHNSON AFB, NC	1	1	33
	SHAW AFB, SC	2	1	31
	TYNDALL AFB, FL	1	1	38
AIR EDUCATION AND TRAINING COMMAND	INSTALLATIONS	NUMBER OF AUTHORIZED SARC BILLETS	NUMBER AUTHORIZED SAPR VA BILLETS	NUMBER OF VOLUNTEER VAs
	ALTUS AFB, OK	1	1	25
	COLUMBUS AFB, MS	1	1	10
	GOODFELLOW AFB, TX	2	2	34
	JOINT BASE SAN ANTONIO, (RANDOLPH, LACKLAND, SAN ANTONIO), TX	3	4	78
	KEESLER AFB, MS	2	1	61
	LAUGHLIN AFB, TX	1	1	24
	LUKE AFB, AZ	1	1	9
	MAXWELL AFB, AL	2	2	42
	PRESIDIO OF MONTEREY, CA	1	1	12

	SHEPPARD AFB, TX	2	2	36
	VANCE AFB, OK	1	1	8
AIR FORCE DISTRICT OF WASHINGTON	**INSTALLATIONS**	**NUMBER OF AUTHORIZED SARC BILLETS**	**NUMBER AUTHORIZED SAPR VA BILLETS**	**NUMBER OF VOLUNTEER VAs**
	JOINT BASE ANDREWS AFB, MD	1	1	24
	JOINT BASE ANACOSTIA-BOLLING, DC	1	1	36
	PENTAGON, WASHINGTON DC	0	1	9
AIR FORCE GLOBAL STRIKE COMMAND	**INSTALLATIONS**	**NUMBER OF AUTHORIZED SARC BILLETS**	**NUMBER AUTHORIZED SAPR VA BILLETS**	**NUMBER OF VOLUNTEER VAs**
	BARKSDALE AFB, LA	2	1	31
	F E WARREN AFB, WY	1	1	7
	MALMSTROM AFB, MT	1	1	41
	MINOT AFB, ND	2	1	40
	WHITEMAN AFB, MO	1	1	21
AIR FORCE INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE AGENCY	**INSTALLATIONS**	**NUMBER OF AUTHORIZED SARC BILLETS**	**NUMBER AUTHORIZED SAPR VA BILLETS**	**NUMBER OF VOLUNTEER VAs**
	FORT MEADE	1	1	60
AIR FORCE MATERIAL COMMAND	**INSTALLATIONS**	**NUMBER OF AUTHORIZED SARC BILLETS**	**NUMBER AUTHORIZED SAPR VA BILLETS**	**NUMBER OF VOLUNTEER VAs**
	EDWARDS AFB, CA	1	1	17
	EGLIN AFB, FL	2	2	45
	HANSCOM AFB, MA	1	1	16
	HILL AFB, UT	2	3	24
	KIRTLAND AFB, NM	1	2	12
	ROBINS AFB, GA	3	2	34
	TINKER AFB, OK	3	2	42
	WRIGHT PATTERSON AFB, OH	2	2	35
AIR FORCE RESERVE COMMAND	**INSTALLATIONS**	**NUMBER OF AUTHORIZED SARC BILLETS**	**NUMBER AUTHORIZED SAPR VA BILLETS**	**NUMBER OF VOLUNTEER VAs**
	DOBBINS ARB, GA	1	0	**3**
	GRISSOM ARB, IN	1	0	**2**
	HOMESTEAD ARB, FL	1	0	**1**
	MARCH ARB, CA	1	1	**2**
	MINNEAPOLIS-ST PAUL, ARS, MN	1	0	**1**
	JOINT RESERVE BASE FORT WORTH, TX	1	0	**2**
	NIAGARA FALL ARS, NY	1	0	**2**

	PITTSBURGH ARS, PA	1	1	**2**
	POPE AFB, NC	1	1	**15**
	WESTOVER ARB, MA	1	0	**2**
	YOUNGSTOWN ARS, OH	1	1	5
AIR FORCE SPECIAL OPERATION COMMAND	**INSTALLATIONS**	**NUMBER OF AUTHORIZED SARC BILLETS**	**NUMBER AUTHORIZED SAPR VA BILLETS**	**NUMBER OF VOLUNTEER VAs**
	CANNON AFB, NM	1	1	24
	HURLBURT FIELD ABS, FL	2	1	41
AIR FORCE SPACE COMMAND	**INSTALLATIONS**	**NUMBER OF AUTHORIZED SARC BILLETS**	**NUMBER AUTHORIZED SAPR VA BILLETS**	**NUMBER OF VOLUNTEER VAs**
	BUCKLEY AFB, CO	1	1	17
	LOS ANGELES AFB, CA	1	1	14
	PATRICK AFB, FL	1	1	6
	PETERSON AFB, CO	2	1	27
	SCHRIEVER AFB, CO	1	1	11
	VANDENBERG AFB, CA	1	2	9
AIR MOBILITY COMMAND	**INSTALLATIONS**	**NUMBER OF AUTHORIZED SARC BILLETS**	**NUMBER AUTHORIZED SAPR VA BILLETS**	**NUMBER OF VOLUNTEER VAs**
	DOVER AFB, DE	1	1	8
	FAIRCHILD AFB, WA	1	1	25
	GRAND FORKS AFB, ND	1	1	6
	JOINT BASE CHARLESTON AFB, SC	1	1	16
	JOINT BASE LEWIS-MCCHORD, WA	1	1	21
	LITTLE ROCK AFB, AR	1	1	26
	MACDILL AFB, FL	2	1	12
	MC CONNELL AFB, KS	1	1	31
	JOINT BASE MCGUIRE-DIX-LAKEHURST AFB, NJ	2	1	21
	SCOTT AFB, IL	2	1	32
	TRAVIS AFB, CA	2	1	59

	INSTALLATIONS	NUMBER OF AUTHORIZED SARC BILLETS	NUMBER AUTHORIZED SAPR VA BILLETS	NUMBER OF VOLUNTEER VAs
UNITED STATES AIR FORCE EUROPEAN COMMAND	ROYAL AIR FORCE ALCONBURY, UNITED KINGDOM	1	1	23
	AVIANO ABS, ITALY	2	1	16
	INCIRLIK ABS, TURKEY	1	1	43
	LAJES FIELD, PORTUGAL	1	1	12
	ROYAL AIR FORCE LAKENHEATH, UNITED KINGDOM	1	1	27
	ROYAL AIR FORCE MILDENHALL, UNITED KINGDOM	1	1	33
	RAMSTEIN ABS, GERMANY	3	1	65
	SPANGDAHLEM ABS, GERMANY	2	1	49
UNITED STATES AIR FORCE PACIFIC COMMAND	**INSTALLATIONS**	**NUMBER OF AUTHORIZED SARC BILLETS**	**NUMBER AUTHORIZED SAPR VA BILLETS**	**NUMBER OF VOLUNTEER VAs**
	ANDERSEN AFB, GUAM	1	1	7
	EIELSON AFB, AK	1	1	13
	JOINT BASE ELMENDORF-RICHARDSON, AK	2	1	6
	JOINT BASE PEARL HARBOR-HICKMAN, HI	2	1	25
	KADENA ABS, JAPAN	2	1	46
	KUNSAN ABS, SKORE	1	1	18
	MISAWA ABS, JAPAN	2	1	10
	OSAN AB ABS, SKORE	1	1	18
	YOKOTA ABS, JAPAN	2	1	27
UNITED STATES AIR FORCE ACADEMY	**INSTALLATIONS**	**NUMBER OF AUTHORIZED SARC BILLETS**	**NUMBER AUTHORIZED SAPR VA BILLETS**	**NUMBER OF VOLUNTEER VAs**
	USAFA	2	2	4

	LOCATION/COUNTRY	NUMBER OF AUTHORIZED SARC BILLETS	NUMBER AUTHORIZED SAPR VA BILLETS	NUMBER OF VOLUNTEER VAs
UNITED STATES AIR FORCE CENTRAL COMMAND	AL DHAFRA, UNITED ARAB EMIRATES	1	0	13
	AL UDEID, QATAR	1	0	18
	ALI AL SALEM, KUWAIT	1	0	10
	BAGRAM, AFGHANISTAN	1	0	10
	MUWAFFAQ SALTI, AZRAQ, ZARQU GOVERNORATE	1	0	4
	466 AIR EXPEDITIONARY GROUP, AL UDEID, QATAR	1	0	7

Attachment Two:
Rights and Duties of a United States Air Force Trainee

As an U.S. Air Force Trainee, you should understand and embrace the following Rights and Responsibilities. The Air Force can only accomplish its mission if the following principles are embraced:	Military Entrance Processing Station	Basic Military Training	Technical Training
Our community must be utterly free of unlawful discrimination, harassment, intimidation, or threats based on race, color, 'religion, national origin, or gender. Any conduct that creates an intimidating, hostile, or offensive environment should be reported – and action will be taken to eliminate the behavior.	Member's Initials:	Member's Initials:	Member's initials:
	Briefer's initials:	Briefer's Initials:	Briefer's initials:
We insist on impartial and professional conduct by leaders at every level. We do not tolerate the use of rank or position to threaten or pressure you or the promise of favorable treatment in return for personal favors. We are determined that your relationship with your leadership be completely and solely professional	Member's initials:	Member's Initials:	Member's Initials:
	Briefer's initials:	Briefer' initials:	Briefer's Initials:
We expect all Airmen to promote the principles of equal opportunity and impartial leadership at home and abroad. Living up to these principles is integral to our core values. We are personally committed to this endeavor, and expect the same commitment from you.	Member's initials:	Member's Initials:	Member's initials:
	Briefer's initials:	Briefer's initials:	Briefer's initials:
As a trainee in the United States Air Force, you will be expected to share these values and to maintain a professional relationship throughout the training process. This is a professional military training environment. You cannot engage or attempt to engage in anything other than a professional relationship with any member of the military training cadre. This includes military training instructors, military training leaders, and any other member of the training squadron staff, civilian or military.	Members initials:	Member's initials:	Member's initials:
	Briefer's Initials:	Briefer's initials:	Briefer's initials:
Air Education and Training Command (AETC} has a set of rules, AETC Instruction 36-2909, that governs professional and unprofessional relationships. Based on this regulation, you may NOT do the following with Department of Defense training personnel (faculty & staff):	Member's Initials:	Member's Initials:	Member's Initials:
	Briefer's Initials:	Briefer's initials :	Briefer's Initials:
Engage in any social contact of a personal nature while in a training environment.	Member's initials:	Member's Initials:	Member's Initials:

	kissing, hand holding, embracing, caressing, and engaging in sexual activities.			
	Social contacts or personal relationships are prohibited whether conducted face-to-face or via cards, letters, emails, telephone calls, instant messages, video, online media such as Facebook, photographs or by any other means.	Member's Initials:	Member's Initials:	Member's Initials:
	Make, seek, or accept sexual advances or favors	Member's Initials:	Member's Initials:	Member's Initials:
	Gamble	Member's Initials:	Member's Initials:	Member's Initials:
	Lend or borrow money	Member's Initials:	Member's Initials:	Member's Initials:
	Establish a common household (share the same living area) unless required by military operations	Member's Initials:	Member's Initials:	Member's Initials:
	Attend social gatherings or frequent clubs, bars, or theaters together	Member's Initials:	Member's Initials:	Member's Initials:
	Accept or consume alcohol	Member's Initials:	Member's Initials:	Member's Initials:
	You should never feel that submission to such conduct is required or a condition of completing your Basic Military Training, Technical Training, or award of your Specialty Code. Immediately report any inappropriate conduct by any Air Force member. The phone numbers to report inappropriate or possibly inappropriate conduct are included on the card you will be provided.	Member's Initials: Briefer's Initials:	Member's Initials: Briefer's Initials:	Member's Initials: Briefer's Initials:

By signing below, I acknowledge that I understand the information in this form.

Sign _____ Print _____

Trainee Name _____ MEPS Briefer _____ Date _____

Upon entering Basic Military Training, I have been re-briefed on the principles above, watched the commander's video, and received an AF abuse hotline card.

Print _____
Sign _____

Trainee Name _____ BMT Briefer _____ Date _____

Upon entering Technical Training, I have been re-briefed on the principles above, watched the commander's video, and received an AF abuse hotline card if I did not have one.

Print _____ Print _____
Sign _____

Trainee Name _____ BMT Briefer _____ Date _____

United States Air Force Report on Sexual Assault Prevention and Response to the President of the United States: Statistical Analysis

1. Analytic Discussion

All fiscal year 2014 data provided in this analytic discussion tabulation are based upon data available in the Defense Sexual Assault Incident Database as of 21 October 2014. Final data for fiscal year 2014 will be provided in the Air Force Annual Report to Congress.

The numbers of restricted and unrestricted reports made to the Air Force for fiscal years 2007 through 2014 are shown in Chart 1.1.

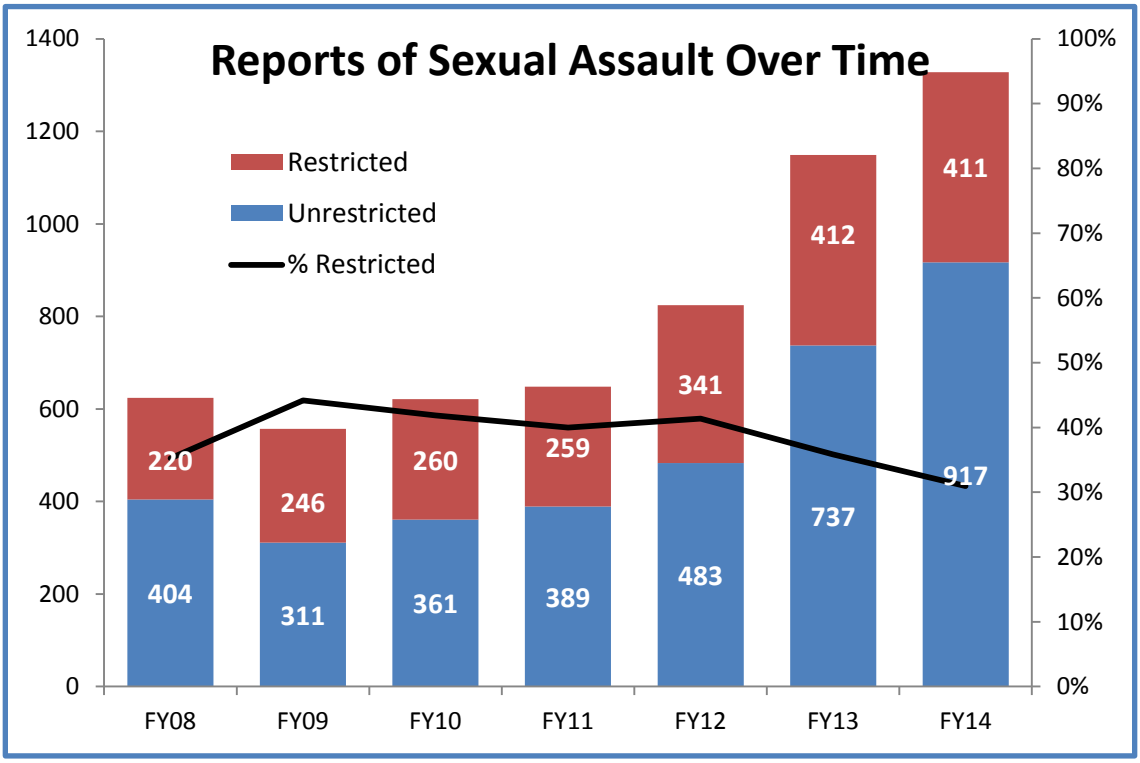

Chart 1.1 – Annual Reports of Sexual Assault

The number of reports made (both restricted and unrestricted) started increasing noticeably in fiscal year 2012. The percentage increases over the previous year for fiscal years 2012, 2013, and 2014 are 27%, 39%, and 16%, respectively. Of further note is the decreased proportion of restricted reporting. The percentage of total reports that are restricted for fiscal years 2012, 2013, and 2014 are 41%, 35%, and 30%, respectively. Although the Air Force fully supports the restricted reporting option, this proportional decrease in restricted reporting may indicate increased confidence in the military justice system and the overall Sexual Assault Prevention and Response Program.

The Air Force believes that the increase in reporting is an indication that a larger

percentage of victims are coming forward to receive victim care and to report the crime so that an investigation can take place and commanders can hold assailants appropriately accountable.

The only way to understand the prevalence of this crime is through surveys because it is so underreported. The past Workplace and Gender Relations Surveys and the fiscal year 2014 RAND Military Workplace Study provides a basis for making an estimate of the number of unwanted sexual contact incidents experienced by active duty Airmen in the year prior to the survey. Chart 1.2 shows the total number of reports represented as a bar graph under the estimated prevalence of the crime based on reporting rates for unwanted sexual contact made on the surveys taken in the same year as the reports for active duty Air Force personnel (Air National Guard and Reserve data were not yet available for fiscal year 2014). It is obvious from this figure that reporting still falls far below the prevalence estimates for this crime.

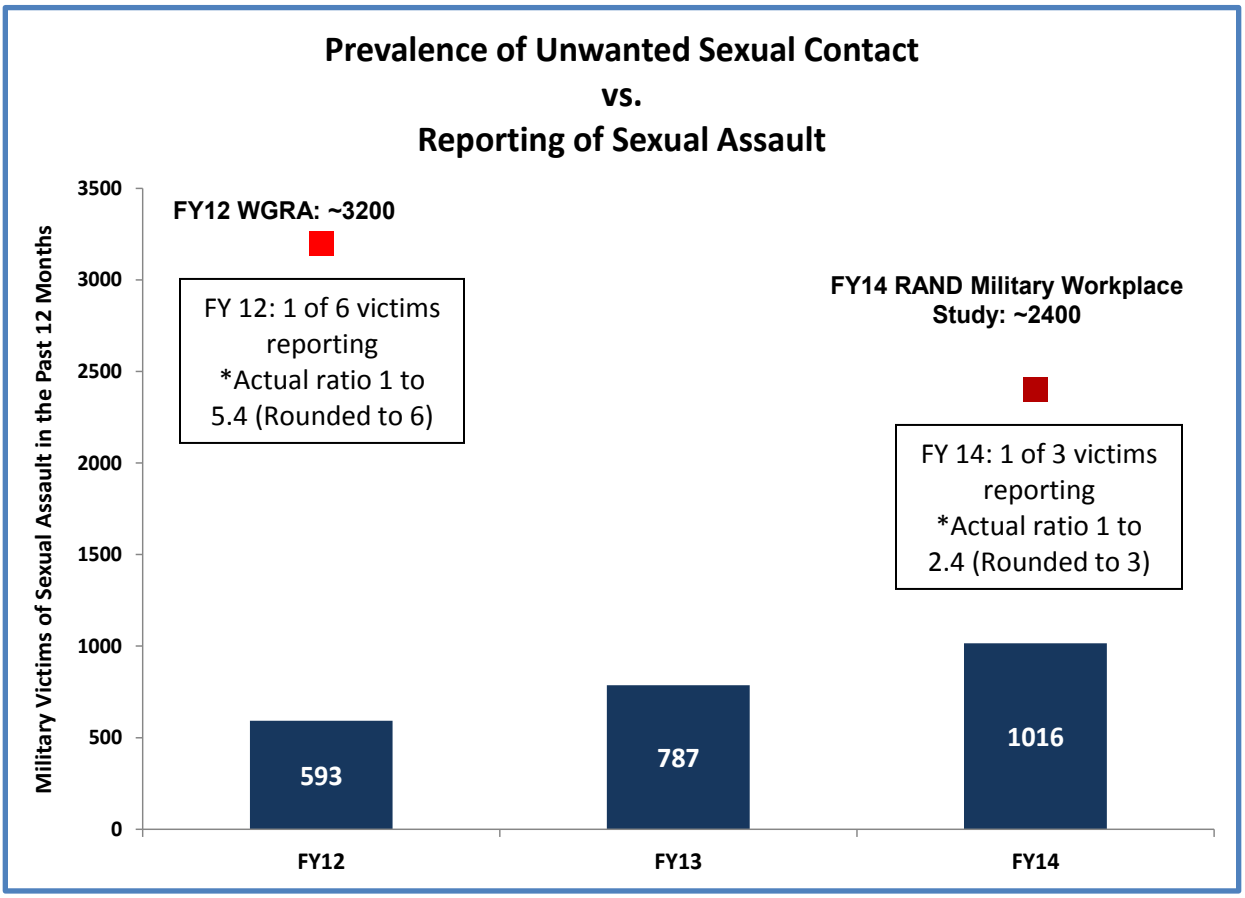

Chart 1.2 – Prevalence vs. Reporting of Sexual Assault

On the 2012 Workplace and Gender Relations Survey 3.1% of Active Duty Air Force women and 0.5% of Active Duty Air Force men reported experiencing unwanted sexual contact. In the 2014 RAND Workplace Study, 2.28% of Active Duty Air Force women and 0.43% of Active Duty Air Force men reported experiencing unwanted sexual

contact. Therefore, based on those reporting rates, the estimated total number of Airmen reporting that they experienced unwanted sexual contact decreased from approximately 3,200 based upon the fiscal year 2012 Workplace Gender Relations Survey to 2,400 based upon the fiscal year 2014 RAND Military Workplace Study Survey. This decrease may indicate positive progress for the prevention of sexual assault within the Air Force. The Air Force will monitor follow-on data to confirm the trend and will continue to stress all aspects of the sexual assault prevention campaign.

On the fiscal year 2014 RAND Military Workplace Study Survey some respondents were asked questions that more closely relate to the criminal elements of sexual assault as defined in the Uniform Code of Military Justice. Based upon those questions first presented in fiscal year 2014, 2.9% of Active Duty Air Force women and 0.29% of Active Duty Air Force men reported experiencing sexual assault in the past year.

Detailed analysis regarding data on various parts of the Sexual Assault Prevention and Response Program are presented in the following sections.

2. Unrestricted Reporting

2.1 Victim Data Discussion and Analysis

This section summarizes statistical data specific to sexual assault victims associated with investigations that completed in the given fiscal year. For example, the number of fiscal year 2013 victims are those associated with fiscal year 2013 reports whose investigations concluded before the end of the year combined with those associated with investigations from previous fiscal years which concluded during fiscal year 2013. The number of investigations completed and the break out by type of offense are shown in Table 2.1.1.

	FY12	%	FY13	%	FY14	%
Total Victims	403	-	521	-	740	-
Type of Offense						
Penetrating Offenses	255	63.3%	298	57.2%	361	48.8%
Contact Offenses	145	36.0%	217	41.7%	320	43.2%
Attempts to Commit Offenses	3	0.7%	6	1.2%	33	4.5%
Unknown Type	0	0.0%	0	0.0%	26	3.5%

Table 2.1.1 – Type of Sexual Assault Offenses for Unrestricted Reports

From fiscal year 2012 to 2014, the percentage of reports associated with penetrating offenses decreased from 63.3% to 48.8%, while the percentage of reports associated with non-penetrating offenses increased. This shift in reporting may indicate that victims are coming forward to report sexual assaults earlier in the continuum of harm.

A demographic breakout of victims in completed investigations is provided in Table 2.1.2.

	FY12	%	FY13	%	FY14	%
Total Victims	403	-	521	-	740	-
Gender						
Male	28	6.9%	65	12.5%	77	10.4%
Female	375	93.1%	456	87.5%	586	79.2%
Unknown	0	0.0%	0	0.0%	77	10.4%
Military Affiliation						
Military	280	69.5%	408	78.3%	565	76.4%
Non-military	123	30.5%	113	21.7%	96	13.0%
Unknown	0	0.0%	0	0.0%	79	10.7%
Duty Status (Military Victims)						
Active Duty	235	83.9%	378	92.6%	541	95.8%
Reserve	18	6.4%	18	4.4%	14	2.5%
National Guard	7	2.5%	12	2.9%	4	0.7%
Cadet/Prep School Student	19	6.8%	0	0.0%	6	1.1%
Unknown	1	0.4%	0	0.0%	0	0.0%
Rank (Military Victims)						
C-1 to C-4 & Prep School	19	6.8%	7	1.7%	6	1.1%
E-1 to E-4	208	74.3%	288	70.6%	429	75.9%
E-5 to E-9	36	12.9%	85	20.8%	97	17.2%
O-1 to O-3	17	6.1%	19	4.7%	27	4.8%
O-4 to O-10	0	0.0%	3	0.7%	6	1.1%
Unknown	0	0.0%	6	1.5%	0	0.0%

Table 2.1.2 – Victim Demographics for Unrestricted Reports

Women consistently represent a disproportionate majority of victims making unrestricted reports of sexual assault during the reporting period. While male victims are still the minority, there may be a slow increase occurring in the proportion of reports coming from male victims since fiscal year 2012. If this trend continues and becomes more pronounced it may suggest that the social barriers for reporting among male victims are beginning to come down. It is a trend that will be monitored. The increase in overall unrestricted reporting among military members is primarily from the active duty component, which grew from 83.9% to 95.8%. The majority of Air Force victims are disproportionately enlisted members, making up roughly 87% - 93%, while the enlisted corps represented approximately 80% of the total force during fiscal years 2012 through 2014.

Victim data for completed investigations occurring in combat areas of interest are summarized in Table 2.1.3.

	FY12	%	FY13	%	FY14	%
Total Victims	8	-	27	-	8	-
Gender						
Male	1	12.5%	8	29.6%	0	0.0%
Female	7	87.5%	19	70.4%	8	100.0%
Unknown	0	0.0%	0	0.0%	0	0.0%

Table 2.1.3 - Victims in Combat Areas of Interest for Unrestricted Reports

During fiscal year 2013, in the combat areas of interest there was a spike in male victim reporting, accounting for 30% of unrestricted reports. However, there are too few unrestricted reports in this population to make any statistically relevant observations.

A summary of military protective orders is provided in Table 2.1.4.

	FY12	%	FY13	%	FY14	%
Military Protective Orders Issued	124	-	14	-	136	-
Military Protective Orders Violated	9	6.8%	12	85.7%	2	1.5%

Table 2.1.4 - Military Protective Orders for Unrestricted Reports

Prior to fiscal year 2014 there was not a consistent mechanism for capturing the number of military protective orders issued and/or violated. Therefore, the values in Table 2.1.4 represent the best data available at the time; however it may not reflect the actual numbers of military protective orders issued and/or violated in those years.

A summary of expedited transfers is provided in Table 2.1.5.

	FY12	%	FY13	%	FY14	%
Expedited Transfer Requested	40	-	118	-	119	-
Expedited Transfer Approved	40	100.0%	109	92.4%	113	95.0%
Expedited Transfer Denied	0	0.0%	9	7.6%	6	5.0%

Table 2.1.5 - Expedited Transfers for Unrestricted Reports

The number of expedited transfer requests grew 195% from fiscal year 2012 to 2013 and remained stable through 2014. In fiscal year 2014 there were a total of 6 requests that were denied. The reasons for these denials are summarized below:

- In three cases, it was determined that the health services available at the local installation were best suited to care for the victim.
- In two cases, the victim was facing a medical evaluation board with the potential for separation.
- In one case, the victim was also a subject in a separate sexual assault case.

A summary of victim participation in the military justice process is provided in Table 2.1.6.

	FY12	%	FY13	%	FY14	%
Victims Eligibile to Participate	177	-	371	-	409	-
Victims Declining to Participate	24	13.6%	23	6.2%	52	12.7%

Table 2.1.6 – Victim Participation in the Military Justice Process

The proportion of subjects where the victim, both represented and unrepresented, that declined to participate in the military justice process increased in fiscal year 2014 to

12.7%.

2.2. Subject Data Discussion and Analysis

This section summarized statistical data specific to the subjects (i.e. assailants) of sexual assault for those cases where investigations occurred. NOTE: The number of subjects is based on the number associated with investigations that completed in the given fiscal year. For example, the number of fiscal year 2013 subjects are those associated with fiscal year 2013 reports whose investigations concluded before the end of the year combined with those associated with investigations from previous fiscal years which concluded during fiscal year 2013. Therefore, the number of subjects will not necessarily match the number of cases reported during a given year. The demographic breakout of subjects in completed investigations is summarized in Table 2.2.1.

	FY12	%	FY13	%	FY14	%
Total Subjects	399	-	521	-	772	-
Gender						
Male	373	93.5%	482	92.5%	652	84.5%
Female	8	2.0%	18	3.5%	36	4.7%
Unknown	18	4.5%	21	4.0%	84	10.9%
Military Affiliation						
Military	348	87.2%	452	86.8%	554	71.8%
Non-military	24	6.0%	34	6.5%	29	3.8%
Unknown	27	6.8%	35	6.7%	189	24.5%
Duty Status (Military Subjects)						
Active Duty	311	89.4%	415	91.8%	520	93.9%
Reserve	13	3.7%	22	4.9%	23	4.2%
National Guard	7	2.0%	15	3.3%	0	0.0%
Cadet/Prep School Student	16	4.6%	0	0.0%	0	0.0%
Unknown	1	0.3%	0	0.0%	11	2.0%
Rank (Military Subjects)						
C-1 to C-4 & Prep School	16	4.6%	6	1.3%	0	0.0%
E-1 to E-4	211	60.6%	245	54.2%	350	63.2%
E-5 to E-9	94	27.0%	159	35.2%	146	26.4%
O-1 to O-3	17	4.9%	24	5.3%	26	4.7%
O-4 to O-6	8	2.3%	13	2.9%	20	3.6%
Unknown	2	0.6%	5	1.1%	12	2.2%

Table 2.2.1 – Subject Demographics for Unrestricted Reports

The majority of subjects were male. During the reporting period, the percentage of military subjects coming from the active duty component grew from 89.4% to 93.9%. Subjects of cases investigated based upon unrestricted reports of sexual assault disproportionately come for the enlisted ranks during the reporting period. Enlisted representation rose from 87.6% in fiscal year 2012 to 89.6% in fiscal year 2014 while enlisted personnel represented roughly 80% of the total force between fiscal years 2012 and 2014.

A summary of subject dispositions is provided in Table 2.2.2. NOTE: The percentages are based on the eligible pool of subjects. For example, the “% Command Action

Initiated" is in reference to those subjects that are subject to military justice.

	FY12	%	FY13	%	FY14	%
Total Subjects	399	-	508	-	763	-
Subject to Military Justice	356	89.2%	411	80.9%	409	53.6%
Command Action Initiated	289	81.2%	322	78.3%	276	67.5%
Command Action Completed	110	38.1%	283	87.9%	276	100.0%
Type of Command Action						
Courts-Martial (Sexual Assault Offense)	42	38.2%	169	59.7%	125	45.3%
Proceeded to Trial	23	54.8%	121	71.6%	80	64.0%
Convicted of any Charge	20	87.0%	74	61.2%	45	56.3%
Received Confinement	16	80.0%	62	83.8%	37	82.2%
Non-Judicial Punishment (Sexual Assault Offense)	14	12.7%	29	10.2%	34	12.3%
Courts-Martial (Non-Sexual Assault Offense)	4	3.6%	2	0.7%	2	0.7%
Proceeded to Trial	3	75.0%	1	50.0%	0	0.0%
Convicted of any Charge	3	100.0%	1	100.0%	0	-
Received Confinement	2	66.7%	1	100.0%	0	-
Non-Judicial Punishment (Non-Sexual Assault Offense)	24	21.8%	36	12.7%	52	18.8%
Other Adverse Administrative Action	26	23.6%	47	16.6%	57	20.7%
Discharged (via any Command Action)	17	15.5%	83	29.3%	71	25.7%

Table 2.2.2 – Subject Disposition for Unrestricted Reports

Subject dispositions for unrestricted reports made in combat areas of interest are summarized in Table 2.2.3. NOTE: Courts-martial outcomes are not available for these cases.

	FY12	%	FY13	%	FY14	%
Total Subjects	8	-	20	-	9	-
Subject to Military Justice	8	100.0%	17	85.0%	9	100.0%
Command Action Initiated	8	100.0%	17	100.0%	7	77.8%
Command Action Completed	6	75.0%	13	76.5%	3	42.9%
Type of Command Action						
Courts-Martial (Sexual Assault Offense)	0	0.0%	5	38.5%	0	0.0%
Non-Judicial Punishment (Sexual Assault Offense)	2	33.3%	4	30.8%	1	33.3%
Courts-Martial (Non-Sexual Assault Offense)	0	0.0%	0	0.0%	0	0.0%
Non-Judicial Punishment (Non-Sexual Assault Offense)	1	16.7%	0	0.0%	0	0.0%
Other Adverse Administrative Action	3	50.0%	4	30.8%	2	66.7%

Table 2.2.3 - Subject Dispositions for Unrestricted Reports in Combat Areas of Interest

Subject dispositions for unrestricted reports made in combat areas of interest show that a smaller percentage of subjects faced courts-martial. However, the small number of subjects in this population make it impossible to draw meaningful statistical conclusions.

2.3. Reporting Data Discussion and Analysis

This section summarizes descriptive information surrounding the incidents involved in ALL unrestricted reports made within each given fiscal year. NOTE: In some cases where investigations have not yet occurred the incident details are based upon the report provided by the victim. Descriptive information about all unrestricted reports is summarized in Table 2.3.1.

	FY12	%	FY13	%	FY14	%
Total Reports	449	-	635	-	917	-
Assault Location						
On-Base	207	46.1%	299	47.1%	461	50.3%
Off-Base	238	53.0%	286	45.0%	391	42.6%
Unidentified	4	0.9%	50	7.9%	65	7.1%
Subject-Victim Service Affiliation						
Member on Member	267	59.5%	416	65.5%	451	49.2%
Member on Non-Member	131	29.2%	144	22.7%	159	17.3%
Non-Member on Member	21	4.7%	36	5.7%	36	3.9%
Unidentified on Member	30	6.7%	39	6.1%	271	29.6%
Unknown	0	0.0%	0	0.0%	0	0.0%
Subject-Victim Gender						
Male on Female	390	86.9%	531	83.6%	575	62.7%
Male on Male	20	4.5%	50	7.9%	57	6.2%
Female on Male	7	1.6%	21	3.3%	16	1.7%
Female on Female	2	0.4%	6	0.9%	7	0.8%
Unknown on Male	2	0.4%	4	0.6%	60	6.5%
Unknown on Female	20	4.5%	18	2.8%	163	17.8%
Mutiple Mixed Gender	8	1.8%	5	0.8%	16	1.7%
Unknown	0	0.0%	0	0.0%	23	2.5%
Reporting Delay						
Within 3 days	163	36.3%	183	28.8%	280	30.5%
4-30 days	115	25.6%	117	18.4%	176	19.2%
31-365 days	115	25.6%	172	27.1%	239	26.1%
> 1 year	55	12.2%	75	11.8%	179	19.5%
Unknown	1	0.2%	88	13.9%	43	4.7%
Occurred Prior to Military Service	11	2.4%	5	0.8%	54	5.9%
Assault Time of Day						
6AM - 6PM	53	11.8%	52	8.2%	153	16.7%
6PM - Midnight	102	22.7%	153	24.1%	243	26.5%
Midnight - 6AM	224	49.9%	178	28.0%	446	48.6%
Unknown	70	15.6%	252	39.7%	75	8.2%
Assault Day of Week						
Weekend (Fri-Sun)	272	60.6%	293	46.1%	499	54.4%
Weekday (Mon-Thur)	134	29.8%	153	24.1%	375	40.9%
Unknown	43	9.6%	189	29.8%	43	4.7%

Table 2.3.1 – Incident Details for Unrestricted Reports

The majority of reported incidents occur between 6PM-6AM. The proportion of assaults reported to have occurred on a weekday increased from 29.8% in fiscal year 2012 to 40.9% in fiscal year 2014. This may coincide with the shift in the types of assaults being reported from penetrating to non-penetrating types of crime.

Descriptive information about unrestricted reports in combat areas of interest is summarized in Table 2.3.2.

	FY12	%	FY13	%	FY14	%
Total Reports	10	-	19	-	25	-
Assault Location						
On-Base	7	70.0%	19	100.0%	20	80.0%
Off-Base	3	30.0%	0	0.0%	5	20.0%
Unidentified	0	0.0%	0	0.0%	0	0.0%
Subject-Victim Military Affiliation						
Member on Member	10	100.0%	16	84.2%	12	48.0%
Member on Non-Member	0	0.0%	0	0.0%	1	4.0%
Non-Member on Member	0	0.0%	2	10.5%	2	8.0%
Unidentified on Member	0	0.0%	1	5.3%	10	40.0%
Unknown	0	0.0%	0	0.0%	0	0.0%
Subject-Victim Gender						
Male on Female	9	90.0%	14	73.7%	15	60.0%
Male on Male	0	0.0%	3	15.8%	2	8.0%
Female on Male	1	10.0%	1	5.3%	0	0.0%
Female on Female	0	0.0%	0	0.0%	0	0.0%
Unknown on Male	0	0.0%	0	0.0%	2	8.0%
Unknown on Female	0	0.0%	0	0.0%	5	20.0%
Mutiple Mixed Gender	0	0.0%	1	5.3%	0	0.0%
Unknown	0	0.0%	0	0.0%	1	4.0%
Reporting Delay						
Within 3 days	3	30.0%	4	21.1%	9	36.0%
4-30 days	1	10.0%	6	31.6%	9	36.0%
31-365 days	5	50.0%	5	26.3%	4	16.0%
> 1 year	1	10.0%	2	10.5%	2	8.0%
Unknown	0	0.0%	2	10.5%	1	4.0%
Occurred Prior to Military Service	0	0.0%	1	5.3%	1	4.0%
Assault Time of Day						
6AM - 6PM	2	20.0%	2	10.5%	10	40.0%
6PM - Midnight	5	50.0%	3	15.8%	5	20.0%
Midnight - 6AM	1	10.0%	2	10.5%	8	32.0%
Unknown	2	20.0%	12	63.2%	2	8.0%
Assault Day of Week						
Weekend (Fri-Sun)	4	40.0%	6	31.6%	15	60.0%
Weekday (Mon-Thur)	5	50.0%	7	36.8%	9	36.0%
Unknown	1	10.0%	6	31.6%	1	4.0%

Table 2.3.2 – Incident Details for Unrestricted Reports in Combat Areas of Interest

Of the unrestricted reports made in combat areas of interest a notable difference from the larger population is in incident location. In combat areas of interest, a larger proportion of sexual assaults occur on-base (between 70-100% in the combat areas of interest vs. 46%-50% for the full population of unrestricted reports). This is not surprising since the amount of time spent off the military installation is limited.

3. Restricted Reporting

3.1. Victim Data Discussion

This section summarizes statistical data specific to the victims of sexual assault who made restricted reports. NOTE: Since there are no investigations with restricted reports, the numbers of victims associated with a given fiscal year are based on the number of reports made in that year. The demographic breakout of victims in restricted reports is summarized in Table 3.1.1.

	FY12	%	FY13	%	FY14	%
Total Victims	399	-	488	-	411	-
Gender						
Male	49	12.3%	60	12.3%	69	16.8%
Female	350	87.7%	407	83.4%	340	82.7%
Unknown	0	0.0%	21	4.3%	2	0.5%
Military Affiliation						
Military	380	95.2%	453	92.8%	399	97.1%
Non-military	19	4.8%	34	7.0%	10	2.4%
Unknown	0	0.0%	1	0.2%	2	0.5%
Duty Status (Military Victims)						
Active Duty	310	81.6%	400	88.3%	362	90.7%
Reserve	21	5.5%	22	4.9%	16	4.0%
National Guard	10	2.6%	4	0.9%	7	1.8%
Cadet/Prep School Student	39	10.3%	24	5.3%	14	3.5%
Unknown	0	0.0%	3	0.7%	0	0.0%
Rank (Military Victims)						
C-1 to C-4 & Prep School	39	10.3%	25	5.6%	14	3.5%
E-1 to E-4	249	65.5%	309	69.3%	255	63.9%
E-5 to E-9	61	16.1%	56	12.6%	95	23.8%
O-1 to O-3	22	5.8%	29	6.5%	32	8.0%
O-4 to O-10	7	1.8%	5	1.1%	3	0.8%
Unknown	2	0.5%	22	4.9%	0	0.0%

Table 3.1.1 – Victim Demographics for Restricted Reports

As with unrestricted reports, women disproportionately compose the majority of victims making restricted reports. Of military victims making restricted reports, the active duty component make up the majority, accounting for a rising 81.6% - 90.7% of reports.

A summary of victims in restricted reports occurring in combat areas of interest is provided in Table 3.1.2.

	FY12	%	FY13	%	FY14	%
Total Victims	14	-	13	-	8	-
Gender						
Male	0	0.0%	5	38.5%	3	37.5%
Female	14	100.0%	8	61.5%	5	62.5%
Unknown	0	0.0%	0	0.0%	0	0.0%

Table 3.1.2 – Victims for Restricted Reports in Combat Areas of Interest

Due to the small number of total victims, statistically relevant conclusions cannot be made.

3.2. Reporting Data Discussion

This section summarizes descriptive information surrounding the incidents involved in restricted reports. NOTE: The numbers associated with incident details are based on the report given by the victim. Therefore, the totals match the number of restricted reports made for each fiscal year. Descriptive information about restricted reports is summarized in Table 3.2.1.

	FY12	%	FY13	%	FY14	%
Total Reports	399	-	488	-	411	-
Incident Location						
On-Base	134	33.6%	141	28.9%	117	28.5%
Off-Base	260	65.2%	275	56.4%	233	56.7%
Unidentified	5	1.3%	72	14.8%	61	14.8%
Subject-Victim Military Affiliation						
Member on Member	252	63.2%	303	62.1%	165	40.3%
Member on Non-Member	19	4.8%	35	7.2%	10	2.4%
Non-Member on Member	126	31.6%	69	14.1%	103	25.2%
Unidentified on Member	2	0.5%	81	16.6%	131	32.0%
Unknown	0	0.0%	0	0.0%	2	0.5%
Reporting Delay						
Within 3 days	127	31.8%	94	19.3%	82	20.0%
4-30 days	78	19.5%	96	19.7%	68	16.5%
31-365 days	92	23.1%	93	19.1%	66	16.1%
> 1 year	89	22.3%	148	30.3%	96	23.4%
Unknown	13	3.3%	57	11.7%	99	24.1%
Occurred Prior to Military Service	66	16.5%	122	25.0%	89	21.7%
Assault Time of Day						
6AM - 6PM	43	10.8%	70	14.3%	56	13.6%
6PM - Midnight	162	40.6%	165	33.8%	123	29.9%
Midnight - 6AM	147	36.8%	162	33.2%	162	39.4%
Unknown	47	11.8%	91	18.6%	70	17.0%
Assault Day of Week						
Weekend (Fri-Sun)	239	59.9%	170	34.8%	201	48.9%
Weekday (Mon-Thur)	108	27.1%	57	11.7%	114	27.7%
Unknown	52	13.0%	261	53.5%	96	23.4%

Table 3.2.1 – Incident Details for Restricted Reports

The incident details show that a larger percentage of victims make restricted reports compared to unrestricted reports when the incident occurred prior to military service (between 16.5 - 25% for restricted reports vs. 0.8 – 5.9% for unrestricted reports from table 2.3.1). This may also explain the increased percentage of reports being made more than one year after the incident (22.3-30.3% for restricted reports vs. 11.8-19.5% for unrestricted reports from table 2.3.1). NOTE: the large number of “unknown” values for reporting delay associated with restricted reports may accentuate this difference.

Descriptive information about restricted reports occurring in combat areas of interest is

summarized in Table 3.2.2.

	FY12	%	FY13	%	FY14	%
Total Reports	14	-	13	-	8	-
Incident Location						
On-Base	12	85.7%	10	76.9%	5	62.5%
Off-Base	2	14.3%	3	23.1%	2	25.0%
Unidentified	0	0.0%	0	0.0%	1	12.5%
Subject-Victim Military Affiliation						
Member on Member	12	85.7%	10	76.9%	4	50.0%
Member on Non-Member	0	0.0%	0	0.0%	0	0.0%
Non-Member on Member	2	14.3%	2	15.4%	3	37.5%
Unidentified on Member	0	0.0%	1	7.7%	1	12.5%
Unknown	0	0.0%	0	0.0%	0	0.0%
Reporting Delay						
Within 3 days	2	14.3%	1	7.7%	1	12.5%
4-30 days	4	28.6%	5	38.5%	2	25.0%
31-365 days	7	50.0%	3	23.1%	1	12.5%
> 1 year	1	7.1%	4	30.8%	1	12.5%
Unknown	0	0.0%	0	0.0%	3	37.5%
Occurred Prior to Military Service	0	0.0%	3	23.1%	0	0.0%
Assault Time of Day						
6AM - 6PM	4	28.6%	2	15.4%	0	0.0%
6PM - Midnight	9	64.3%	5	38.5%	3	37.5%
Midnight - 6AM	1	7.1%	4	30.8%	2	25.0%
Unknown	0	0.0%	2	15.4%	3	37.5%
Assault Day of Week						
Weekend (Fri-Sun)	6	42.9%	1	7.7%	4	50.0%
Weekday (Mon-Thur)	5	35.7%	3	23.1%	1	12.5%
Unknown	3	21.4%	9	69.2%	3	37.5%

Table 3.2.2 – Incident Details for Restricted Reports in Combat Areas of Interest

As with unrestricted reports, experiences in combat areas of interest show that the majority of incidents occurred on-base, which is a notable difference from the larger population. However, the population of victims is too small too small to draw conclusive statistical inferences.

The number of restricted reports that were converted to unrestricted reports are summarized in Table 3.2.3.

	FY12	%	FY13	%	FY14	%
Total Reports	824	-	1,149	-	1,328	-
Initially Restricted	399	48.4%	488	42.5%	502	37.8%
Converted to Unrestricted	58	14.5%	76	15.6%	91	18.1%

Table 3.2.3 – Conversions of Restricted Reports

From fiscal year 2012 to 2014 the percentage of reports that are initiated as restricted reports out of the total number of reports decreased from 48.4% to 37.8%. In addition, the percentage of converted cases out of initially restricted has increased slightly from

14.5% to 18.1%. This results in the ratio of restricted to unrestricted reports decreasing over the reporting period as seen in Chart 1.1. These results may be indicative of growing confidence on the part of victims coming forward to make unrestricted reports.

The number of restricted reports that were converted to unrestricted reports in combat areas of interest are summarized in Table 3.2.4.

	FY12	%	FY13	%	FY14	%
Total Reports	24	-	32	-	33	-
Initially Restricted	14	58.3%	13	40.6%	9	27.3%
Converted to Unrestricted	0	0.0%	2	15.4%	1	11.1%

Table 3.2.4 – Conversions of Restricted Reports in Combat Areas of Interest

With the exception of fiscal year 2012, the conversion rate in combat areas of interest tracks closely with those of the overall population of restricted reports.

4. Service Referrals for Victims of Sexual Assault

This section summarizes data specific to the number and type of referrals given by the Sexual Assault Response Coordinator to the victims of sexual assault. It gives data for: 1) victims in unrestricted reports; 2) victims in restricted reports; and 3) non-military victims. NOTE: A change in counting methods occurred in fiscal year 2014. Prior to this year, every time a victim received a referral to receive services, the tally for that particular service type was increased. However, starting in fiscal year 2014, the tally was based simply on whether or not a victim received a certain type of referral. For example, if a victim received 5 referrals to see a mental health provider, it would have counted as 5 referrals in fiscal year 2013 but only as 1 referral in fiscal year 2014. For this reason, the percentages may be somewhat skewed in the following analysis.

	FY12	%	FY13	%	FY14	%
Total Service Referrals	1,556	-	2,741	-	1,035	-
Type of Service						
Medical	349	22.4%	332	12.1%	92	8.9%
Mental Health	741	47.6%	598	21.8%	258	24.9%
Legal	327	21.0%	460	16.8%	192	18.6%
Chaplain/Spiritual Support	32	2.1%	246	9.0%	138	13.3%
Rape Crisis Center	33	2.1%	139	5.1%	16	1.5%
Victim Advocate	65	4.2%	672	24.5%	206	19.9%
DoD Safe Helpline	4	0.3%	212	7.7%	60	5.8%
Other	5	0.3%	82	3.0%	73	7.1%

Table 4.1 – Service Referrals for Unrestricted Reports

The main service referrals for unrestricted reports during fiscal years 2012 – 2014 were mental health (22%-48%), medical (9% - 22%), victim advocate (4% - 25%), and legal (17% - 21%). The number of service referrals for unrestricted reports are summarized in Table 4.1.

	FY12	%	FY13	%	FY14	%
Total Service Referrals	14	-	92	-	32	-
Type of Service						
Medical	5	35.7%	16	17.4%	1	3.1%
Mental Health	8	57.1%	18	19.6%	6	18.8%
Legal	1	7.1%	12	13.0%	7	21.9%
Chaplain/Spiritual Support	0	0.0%	12	13.0%	4	12.5%
Rape Crisis Center	0	0.0%	6	6.5%	2	6.3%
Victim Advocate	0	0.0%	20	21.7%	7	21.9%
DoD Safe Helpline	0	0.0%	6	6.5%	2	6.3%
Other	0	0.0%	2	2.2%	3	9.4%

Table 4.2 Service Referrals for Unrestricted Reports in Combat Areas of Interest

The main service referrals for unrestricted reports in combat areas of interest during fiscal year 2012 - 2014 were mental health (20% - 57%), medical (3% - 36%), victim advocates (22%), legal (7% - 22%). The number of service referrals for unrestricted reports in combat areas of interest are summarized in Table 4.2.

	FY12	%	FY13	%	FY14	%
Total Service Referrals	940	-	2,741	-	587	-
Type of Service						
Medical	259	27.6%	332	12.1%	51	8.7%
Mental Health	386	41.1%	598	21.8%	179	30.5%
Legal	60	6.4%	460	16.8%	51	8.7%
Chaplain/Spiritual Support	73	7.8%	246	9.0%	121	20.6%
Rape Crisis Center	8	0.9%	139	5.1%	26	4.4%
Victim Advocate	118	12.6%	672	24.5%	92	15.7%
DoD Safe Helpline	24	2.6%	212	7.7%	33	5.6%
Other	12	1.3%	82	3.0%	34	5.8%

Table 4.3 – Service Referrals for Restricted Reports

The main service referrals for restricted reports during fiscal years 2012 - 2014 were mental health (22% - 41%), medical (9% - 28%), legal (6% - 17%), chaplain/spiritual support (8% - 21%), victim advocate (13% - 25%). The number of service referrals for restricted reports are summarized in Table 4.3.

	FY12	%	FY13	%	FY14	%
Total Service Referrals	14	-	18	-	19	-
Type of Service						
Medical	5	35.7%	5	27.8%	2	10.5%
Mental Health	8	57.1%	5	27.8%	9	47.4%
Legal	1	7.1%	1	5.6%	2	10.5%
Chaplain/Spiritual Support	0	0.0%	3	16.7%	2	10.5%
Rape Crisis Center	0	0.0%	0	0.0%	0	0.0%
Victim Advocate	0	0.0%	3	16.7%	4	21.1%
DoD Safe Helpline	0	0.0%	1	5.6%	0	0.0%
Other	0	0.0%	0	0.0%	0	0.0%

Table 4.4 – Service Referrals for Restricted Reports in Combat Areas of Interest

The main service referrals for restricted reports in combat areas of interest during fiscal years 2012 - 2014 were mental health (28% - 57%), medical (11% - 36%), legal (6% - 11%), chaplain/spiritual support (11% - 17%), and victim advocate (17% - 21%). The number of service referrals for restricted reports in combat areas of interest are summarized in Table 4.4.

	FY12	%	FY13	%	FY14	%
Total Service Referrals	705	-	494	-	193	-
Type of Service						
Medical	145	20.6%	96	19.4%	20	10.4%
Mental Health	299	42.4%	89	18.0%	37	19.2%
Legal	122	17.3%	61	12.3%	25	13.0%
Chaplain/Spiritual Support	32	4.5%	52	10.5%	18	9.3%
Rape Crisis Center	33	4.7%	35	7.1%	10	5.2%
Victim Advocate	65	9.2%	123	24.9%	43	22.3%
DoD Safe Helpline	4	0.6%	21	4.3%	8	4.1%
Other	5	0.7%	17	3.4%	32	16.6%

Table 4.5 – Service Referrals for Non-Military Victims

The main service referrals for non-military victims during fiscal years 2012 – 2014 were in mental health (18% - 42%), medical (10% - 21%), victim advocate (9% - 25%). The number of service referrals for non-military victims are summarized in Table 4.5.

	FY12	%	FY13	%	FY14	%
Total Service Referrals	0	-	58	-	2	-
Type of Service						
Medical	0	-	7	12.1%	0	0.0%
Mental Health	0	-	12	20.7%	1	50.0%
Legal	0	-	5	8.6%	0	0.0%
Chaplain/Spiritual Support	0	-	9	15.5%	1	50.0%
Rape Crisis Center	0	-	6	10.3%	0	0.0%
Victim Advocate	0	-	12	20.7%	0	0.0%
DoD Safe Helpline	0	-	6	10.3%	0	0.0%
Other	0	-	1	1.7%	0	0.0%

Table 4.6 – Service Referrals for Non-Military Victims in Combat Areas of Interest

The numbers for the service referrals for non-military victims in combat areas of interest are too low to draw statistical conclusions. The number of service referrals for non-military victims in combat areas of interest are summarized in Table 4.6.

5. Additional Items

5.1. Military Justice Process/Investigative Process Discussion

This section summarizes data associated with the timeline involved in the military justice process. Chart 5.1 shows the time from when a victim makes an unrestricted report (i.e. signs the DD 2910) to the completion of the courts-martial process, sentence or acquittal. NOTE: This measure was first developed in fiscal year 2014 so there is no trend data available to assess. Of the cases that went to courts-martial, the average was 227 days and the median was 218 days from report to court outcome.

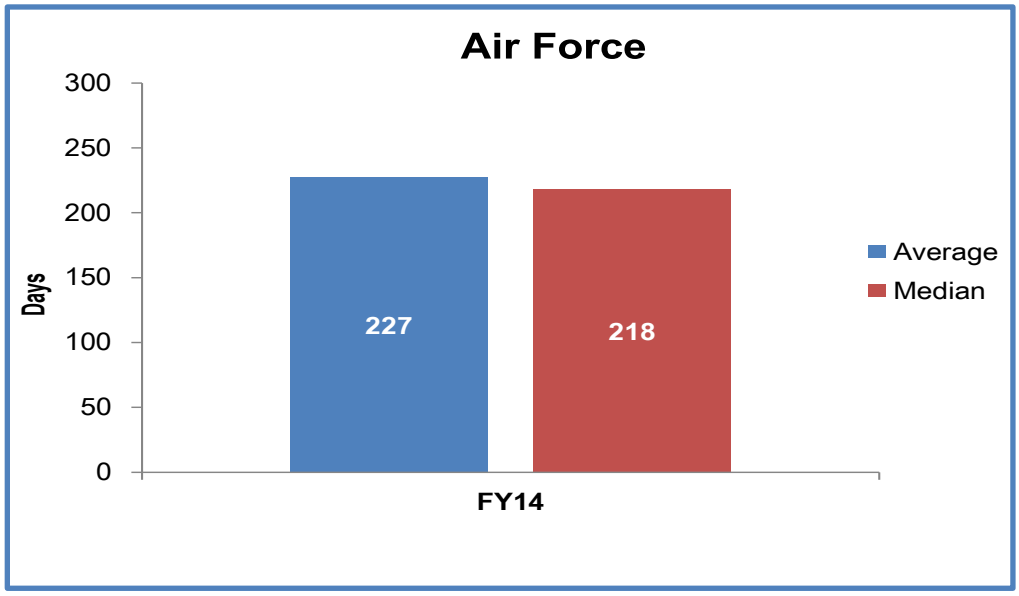

Chart 5.1 – Days from Report to Court Outcome

Chart 5.2 shows the average time period between victim reporting and completion of non-judicial punishment action. NOTE: this was also a new measure for fiscal year 2014.

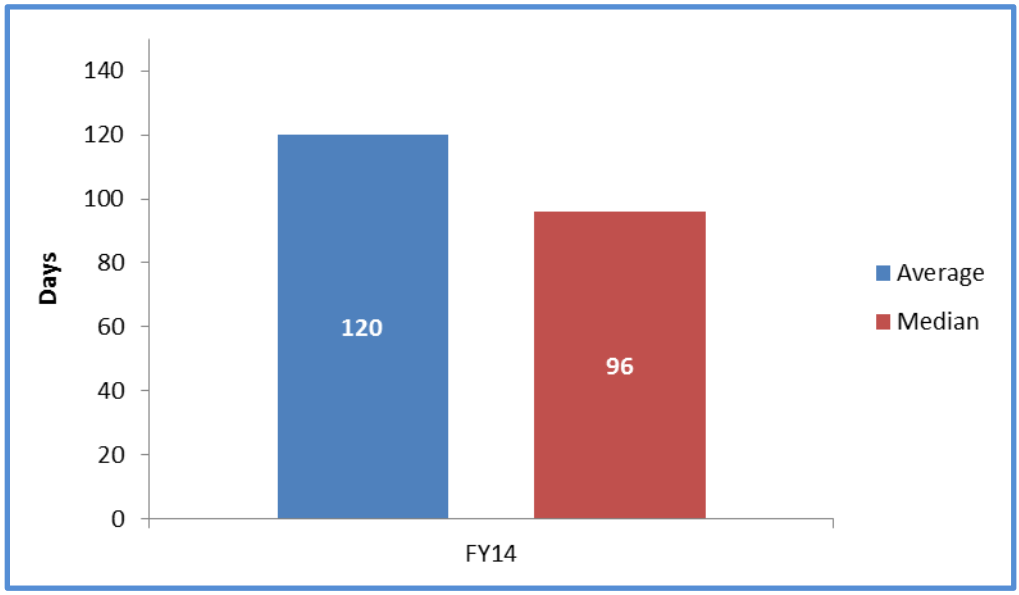

Chart 5.2 – Days from Report to Non-Judicial Punishment Outcome