

United States Air Force Fiscal Year 2014 Report on Sexual Assault Prevention and Response: 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 is not a challenge that Airmen have accepted and failed to achieve.

A key element in 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 freedom at home or abroad.

To encourage victims to report sexual assault, the Air Force has diligently worked to educate commanders on removing barriers to reporting and has provided enhanced protection for victims and their peers from retaliation after making a report. The Air Force places great trust in commanders and their ability to lead the force as the center of gravity in solving this complex and sensitive issue.

In 2014, the Air Force continued educating officer, enlisted, and civilian Airmen on the continuum of harm so they can better identify and eliminate behaviors that may lead to sexual assault. Starting from their first contact with a recruiter and continuing throughout an Airman’s career, the Air Force builds upon established sexual assault prevention and response core competencies and learning objectives in all professional military education and 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 understanding of our Core Values and how to live by them 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 where 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.

The impact of the Air Force's sexual assault prevention and response campaign is reflected in the reporting and estimated prevalence data trends. Since fiscal year 2013, sexual assault reporting increased 17% with a shift to unrestricted reports, which went from 64% of the total reports to 70%. 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.

As we look to the future, the Air Force will continue its focus on providing a world-class response capability and will also take a deeper look at prevention and how to accelerate our progress towards an Air Force free from sexual assault. In January 2015, the Air Force will host a Sexual Assault Prevention Summit targeting the development of future prevention measures and programs. The 2015 Sexual Assault Prevention Summit will be the first event since 2007 dedicated directly to sexual assault prevention. In 2007, the Air Force's Sexual Assault Prevention and Risk Reduction Symposium developed bystander intervention, which is still an active prevention measure instilled in Airman today. Unlike the 2007 event, our Sexual Assault Prevention Summit will pair 150 Airmen with industries' leading prevention experts. The Air Force is hopeful this Summit will operationalize the latest research from the academic community on sexual violence prevention into enduring prevention measures.

Over the last year, 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. 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 during fiscal year 2014 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 preempt 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 eight sections detailing our prevention, investigation, accountability, advocacy, assessment efforts, communication tenets, Secretary of Defense Initiatives and a Secretary of the Air Force Oversight item in that order. The second section is a statistical analysis on quantitative data analysis collected over the last fiscal year.

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

1.1 Summarize your efforts to achieve the Prevention Endstate: “cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault or sexual harassment is not tolerated, condoned, or ignored.”

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.

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, Vice Chief of Staff, General Larry O. Spencer, 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 prevent 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 April 2014, Chief of Staff of the Air Force, General Mark A. Welsh III, 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 victims' counsel 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 investigation and prosecution capability. The Air Force worldwide special victim's investigation and prosecution capability is primarily comprised of 24 sexual assault investigators, 28 special victims' counsel, and nine special victims' 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."

- Vice Chief of Staff of the Air Force: In July 2013, Vice Chief of Staff of the Air Force, General Larry O. Spencer, launched an “Every Airman Counts” Campaign seeking innovative ideas on how best to tackle the issue of sexual assault through an Airman-focused blog. The blog initiative kicked off on July 16, 2013, receiving more than 76,891 visits and roughly 300 comments by the end of Fiscal Year 2014.

The Vice Chief of Staff initiated Senior Leader Web Chats making senior leaders and experts in the field of sexual assault prevention and response available to discuss sexual assault issues. The leaders and experts allowed Airmen of all ranks and their sexual assault response coordinators to ask questions and share concerns on sexual assault with one of the Air Force's top leaders. During fiscal year 2014, web chats were conducted with Little Rock Air Force Base, Sheppard Air Force Base and Barksdale Air Force Base.

- 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 victims’ 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.”

Air Force Sexual Assault Prevention and Response Council: During fall 2013, Headquarters Air Force established a monthly Sexual Assault Prevention and Response Council to address key sensitive topics highlighted by Presidential and Congressional Inquiries, Secretary of Defense, Secretary of the Air Force, and/or the Chief and Vice Chiefs of Staff of the Air Force. The council is chaired by the Under Secretary of the Air Force, the Air Force Vice Chief of Staff and the Director, Air Force Sexual Assault Prevention and Response Program. Other stakeholders in attendance of this council include the major commands’ vice commanders, command chiefs and their sexual assault prevention and response program managers. The intent of the council is to discuss sexual assault prevention and response issues while engaging senior leaders in strategic problem solving and prevention efforts to combat sexual assault crimes.

The Sexual Assault Prevention and Response Council is a critical venue for achieving the prevention end state where “cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault or sexual harassment is not tolerated, condoned, or ignored.” In 2014, the Air Force Vice Chief of Staff and the Undersecretary of the Air Force hosted 12 sessions in support of the prevention end state and requested major commands vice commanders

address various sexual assault prevention issues unique to their command structure and areas of expertise. Normally, the council is 30 to 60 minutes in length and issues discussed include (but are not limited to) the following: civilian volunteer victim advocates, states not recognizing restricted reporting for our Airmen and state licensure for medical professionals, assessment of military training instructors and screening processes, evaluation of potential “best practices” for Air Force implementation and understanding, and effective prevention initiatives Air Force-wide.

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*, published 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 the 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.

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.

Air Force Sexual Assault Prevention Expert: 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 aimed at establishing the prevention end state. The office anticipates the position will be filled in fiscal year 2015.

Sexual Assault Prevention Innovation Award: During June 2014, the Department of Defense Sexual Assault Prevention and Response Office announced the first Sexual Assault Prevention Innovation Award. This award recognizes a group or an individual (military or civilian) from each military service/component who contributed or developed an innovative idea, concept, methodology, or approach to positively impact the Sexual Assault Prevention and Response Program either at an installation, deployed environment, or in a Reserve Component.

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 a proactive and innovative prevention campaign is positive proof that the Air Force's Sexual Assault Prevention and Response Program influences cultural change.

To achieve our prevention end state, it is paramount that Air Force leadership at every level to include senior leaders, commanders, first-line supervisors, and Airmen continue their persistent and consistent message that sexual assault and related behaviors will not be tolerated. The Air Force's message is clear to all Air Force members that the Air Force is no place for an environment that allows for the degradation of individuals through acts of sexual harassment or sexual assault. Our message about sexual assault and harassment is that they are inconsistent with our Core Values: "*Integrity First*," "*Service Before Self*," and "*Excellence in All We Do*."

1.2 Describe your progress in enhancing and integrating Sexual Assault Prevention and Response Professional Military Education in accordance with National Defense Authorization Act fiscal year 2012 requirements.

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 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. Civilians also have the option to complete officer professional military education.

- 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, 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 employ 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 the 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 and 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 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 Air Force Base and Gunter Annex, Alabama.

- 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 senior 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.

1.3 Describe your progress in implementing core competencies and learning objectives for all sexual assault prevention and response training to ensure consistency throughout the military. If already implemented, describe how you are monitoring and assessing outcomes.

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.

Sexual Assault Prevention and Response Office Training Reviews: The Air Force Sexual Assault Prevention and Response Office continually evaluates sexual assault prevention and response learning objectives and training materials. During 2014, the Sexual Assault Prevention and Response Office completed a review of Air Force enlisted professional military education and found that all core competencies are addressed and learning objectives are met (reference question 1.2 for specific details on enlisted professional military education). Additionally, the office is in the process of conducting similar reviews on accessions training and officer professional military education (reference question 1.2 for specific details on officer professional military education).

During 2015, all training and education materials will be reviewed with plans to synchronize content to ensure the materials build upon each other and reduce content repetitiveness. Content will also be evaluated to ensure that it is appropriate for the Airman's rank. Finally, assessments are incorporated in every course to evaluate students' learning and skills development.

Sexual Assault Prevention and Response Course Revision: In March 2013, to ensure consistent learning and standardization throughout the force, the Air Force began an extensive review to monitor and assess outcomes for all sexual assault prevention and response training. This effort 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 and expanded from five to eight training days. The course is currently offered to both sexual assault response coordinators and 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 key learning objectives.

Assessments are used in the Air Force Sexual Assault Response Coordinator Course to evaluate both content knowledge and process skills. A pre-test and post-test are conducted via computer and allow students and faculty to assess content knowledge as a result of attending the course. All courses in 2014 resulted in a positive shift in the class average as well as an improvement in every student's score. Throughout the course, small group sessions allow faculty members to appraise students' skills by practicing scenarios and presentations. Additionally, peer and faculty feedback allow students to improve their victim response repertoire.

In April 2014, representatives from the Office of the Secretary of Defense evaluated the Air Force Sexual Assault Response Coordinator Course and determined 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 and recommended other Services use the Air Force's course as a model in developing their own Service specific courses.

Pre-Command Course Revision: In 2014, the Air Force also evaluated and revamped the Pre-Command Course taught at Air University. Prior to taking command, wing and group commanders attend this course and receive three hours of sexual assault prevention and response training. The training consists of presentations about sexual assault prevalence and reporting data, the neurobiology of trauma, sexual assault prevention, and offender dynamics. The course also provides commanders with recommendations of what they can implement at their base to lead sexual assault prevention efforts. Additionally, a pre-test is administered to prospective students to determine a commanders' baseline sexual assault prevention knowledge. The pre-test results are used to customize and individualize course content to meet the course's knowledge and training objectives. At the conclusion of the course, post-assessments are administered to determine how effectively commanders grasp the material. In 2014, the results showed an improvement in overall class score and correct answers given for each question, and an increase in leaders' self-assessment of their confidence to address sexual assault prevention and response in their units.

1.4 Describe your progress in ensuring commanders receive training on sexual assault prevention and response during pre-command courses.

Command positions come with great authority and responsibility. Therefore, Air Force wing and group commanders 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 traditionally receive three hours of sexual assault prevention and response training. In fiscal year 2014, Airmen assigned to the Air Force Sexual Assault Prevention

and Response Office conducted the training to 375 participants.

During the course, future commanders 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.

Beginning in April 2014, the course incorporated a pre- and post-assessment of learning objectives. The pre-test was scored prior to the class and allowed facilitators to emphasize areas where students scored poorly. Additionally, the pre-assessment results enabled facilitators to customize and personalize 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 fiscal year 2015, the Air Force Sexual Assault and Prevention Office will incorporate the following updates into the curriculum for the commanders' course: primary prevention measures, specific roles of squadron commanders in case management groups, and professional and social retaliation.

1.5 Describe your progress in incorporating specific sexual assault prevention and response monitoring, measures, and education into readiness and safety forums (e.g., quarterly training guidance, unit status reports, safety briefings).

Every sexual assault prevention and response training course addresses prevention and response as essential to mission readiness. Unit training managers use the Advanced Distributed Learning System to track completion of annual and pre-deployment training for Airmen. In addition to annual training, many Airmen attend sexual assault prevention and response seminars during the first term Airmen training, Right Start for Newcomer's Orientation Program, key spouses events, post deployment training, and commander's calls as part of readiness and safety measures.

Deployed Training: During 2014, Sexual Assault Prevention and Response Stand Down Days were introduced in the combat area of interest. All six deployed Air Expeditionary Wings completed a temporary stoppage of combat operations to ensure deployed Airmen continued to receive sexual assault training. Deployed Airmen outside the standard Air Force structure received the training through a video, produced by and featuring the Commander, United States Air Forces Central Command. The video is fifteen minutes in length and spoke solely about the responsibility of Airman to uphold the climate of fairness, dignity, and respect while deployed in a combat environment.

Monitoring Measures: The sexual assault prevention and response submission was introduced into the Senior Leader Dashboard metrics in fiscal year 2014. The purpose of the sexual assault prevention and response submission was to inform Air Force senior leaders on major sexual assault issues and concerns during the reporting and legal

process along with program process improvements. Major initiatives of the Senior Leader Dashboard include creating Air Force sexual assault prevention and response strategy; producing the President of the United States Report; creating accession screening tools; reviewing and synchronizing sexual assault prevention and response training; and creating better synergy and collaboration with equal opportunity.

1.6 Describe your progress in exploring expansion of sexual assault prevention and response training to include Recruit Sustainment Programs, Student Flight Programs, and for National Guard prior to arrival at Basic Training.

Recruit Sustainment Programs: 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 screens 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.

Student Flight Programs: At Air Education and Training Command installations, nineteen sexual assault response coordinators provide an array of expanded sexual assault prevention and response training, in addition to the basics provided in Newcomer's Orientation Programs, annual training, and stand down days. The trainings include monthly student briefings and discussions beginning on the first day of official training, monthly sexual assault case mock trials, quarterly transition student briefings for students awaiting training for an extended period of time, and a panel discussion with senior officers on response to sexual assault victims.

National Guard: The National Guard plans to discuss their progress in expanding their sexual assault prevention and response training in their annual report submission to include the following:

- Recruiters are included in all education and awareness programs and allowed to participate in victim advocate or recruiting specific trainings.
- Every month sexual assault response coordinators hold training at their Newcomer's Orientation and Student Flight focusing on available reporting options, the role of sexual assault coordinators, and the zero tolerance policy for sexual assault within the military.
- New recruits meet with a sexual assault response coordinator or alternate sexual assault response coordinator as part of their Basic Military Training Course's out-processing requirement reiterating sexual assault prevention and response training.

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

In 2014, Air Force Instruction 36-2002, *Regular Air Force and Special Category Accessions*, was updated along with Air Force Recruiting Service Instruction Guidance stating that members convicted of an offense or an attempt to commit an offense as described above are not authorized a waiver for commissioning or enlistment in any branch of the Armed Forces. Measures have been in place to screen for these offenses for over 18 years.

1.8 Describe your progress in establishing a transition policy that ensures Service member sponsorship, unit integration, and immediate assignment into a chain of command. If already established, describe findings and recommendations.

The Airman and Family Readiness Center Relocation Assistance Program's goal is to ease the personal and family stressors associated with a permanent change of station by providing assistance, counseling, sponsorship training and education. Services provided are in accordance with Public Laws, Department of Defense Instructions, and Air Force Instructions.

Air Force Instruction 36-3009, *Airman and Family Readiness Centers*, requires pre-departure and post-arrival services to members' families on a variety of topics. Special emphasis will be provided for personnel with less than four years of service or overseas assignments.

The Air Force is the only service that mandates the use of a virtual sponsorship program called eSponsorship Training. Unit leaders are appointed by unit commanders and trained by the Airman and Family Readiness Center relocation expert. Unit leaders assign and train sponsors to assist inbound personnel.

Air Force Instructions 36-2102, *Base Level Relocation Procedures*, and 36-2103,

Individualized Newcomer Treatment and Orientation Program, address the eSponsorship Program as a tool used to ensure service members obtain personal assistance through sponsorship. The purpose of sponsorship includes welcoming and assisting newly arrived Airmen and their families and helps to reduce stress and anxiety as they integrate into the organization. Our initial military training curriculums have incorporated an understanding of sexual assault and resources available to our Airmen during the vulnerable transition from a training environment to a permanent location.

The base Individualized Newcomer Treatment and Orientation Program partners with the Airman and Family Readiness Center to design and run a base newcomer orientation program for civilians, military, and their family members. The program covers an introduction to the wing, unit missions, base resources, safety, health, substance abuse, equal opportunity and sexual harassment policy, security, and safeguarding of military information.

1.9 Describe your progress in ensuring commanders conduct an organizational climate assessment within 120 days of assuming command and annually thereafter. Include policy for providing results to the next level in the chain of command.

In December 2013, the Headquarters Air Force Manpower, Personnel and Services published a memorandum directing Equal Opportunity Offices to ensure each commander or director at the major commands, numbered Air Forces, wings, groups, and units receive or initiate an organizational climate assessment within 120 days after assumption of command and every 12 months thereafter. Once the survey is complete, the Department of Defense Equal Opportunity Management Institute generates a report and forwards the results to the local Equal Opportunity Office and the requesting commander or director, or the next higher superior in the chain of command. In the memorandum dated December 2013, the requesting commander or director is responsible for briefing the survey results to the higher superior in her or his chain of command within 30 days and to unit members within 60 days. In fiscal year 2014, the Air Force administered 78,817 surveys to Airmen across the force.

1.10 Describe your progress in establishing a clear policy to reduce the impact of high-risk behaviors and personal vulnerabilities to sexual assaults and other crimes against persons (e.g., alcohol consumption, barracks visitation, transition policy). Include efforts to collaborate with law enforcement, alcohol and substance abuse officers, and etc.

In May 2014, the Secretary of Defense published a memorandum directing the Secretaries of the Military Departments, in conjunction with the Chiefs of the Military Services and the National Guard Bureau, to update, integrate and expand gender-responsive and culturally competent programs for leaders and service members. The memorandum's aim was to address healthy relationships, active bystander intervention, and social courage, with the emphasis that the Core Values should anchor all actions in order to support the establishment of a culture of mutual respect. This produced a number of summary products relating to the current request associated with sexual

assault and other related behaviors.

An extensive review was conducted on Air Force policies relating to cultural factors contributing to sexual assault prevention and response. A comprehensive look at other critical areas were also reviewed: training, education and development, Basic Military Training, surveys and assessments, and many support programs to gain insight on the complex nature of this issue of cultural elements and how to reduce impact of high-risk behaviors and personal vulnerabilities. Efforts across the Air Force are designed to enhance and sustain a healthy culture of respect and dignity for all Airmen.

Simultaneously, Headquarters Air Force Manpower, Personnel and Services led a working group consisting of members from the following agencies: Army and Air Force Exchange Service, security forces, public affairs, sexual assault prevention and response, judge advocate, community action integration board and the surgeon general. The working group reviewed the existing Air Force Alcohol Beverage Policy and developed a communications plan with key messages for commanders to interact with squadron commanders, base populace, and local community leaders.

Air Force Instruction 34-219, *Alcoholic Beverage Policy*, was revised to deglamorize behavior associated with excessive drinking, foster a culture of professionalism and avoid inappropriate conduct to ensure Airmen are not vulnerable to an unprofessional work environment. Additionally, it also included bystander intervention training for alcohol servers and highlighted responsible sales practices to include the following:

1. Bystander intervention training for all alcohol servers
2. Establishing standard hours for alcohol sales on every Air Force installation
3. Requiring the installation commander to work with community partners on responsible alcohol sales practices and bystander invention training for alcohol servers

Additionally, the cross-functional Total Force Professionalism Working Group is working to infuse content across the Air Force in a number of key formal and informal developmental "touchpoints" to enhance professionalism, ethical decision-making and the development of trust-based leadership competencies. This content is designed to promote respect, professional behaviors, and promote healthy environments of trust and commitment for all service members with the intent to reducing undesirable behaviors.

1.11 Describe your progress in implementing the 2014 Department of Defense Sexual Assault Prevention Strategy.

During fiscal year 2014, the Air Force began to synchronize its prevention strategy and tasks in accordance with the Department of Defense 2014-2016 Sexual Assault Prevention Strategy released in May 2014. The Air Force Sexual Assault Prevention Summit is planned for January 2015 to generate updates to the Air Force's 2010 Sexual Assault Prevention and Response Strategic Roadmap and to provide prevention tools for commanders and supervisors.

The letter distributed to the Department of Defense, titled 2014-2016 Sexual Assault Prevention Strategy, contained three immediate tasks for the Air Force. During August and September 2014, cross-functional teams accomplished two of the three immediate tasks that were delivered with the strategy. Those teams identified measures to further strengthen our approach to advancing and sustaining appropriate culture and conducted a review of Air Force alcohol policies. The teams identified opportunities in the areas of education, training, force development, assessment and support programs where enhancements are being made to advance and sustain the Air Force culture. The review of alcohol related policies identified the need for five new policy updates that are in staffing. In response to the third immediate task, which is due in January 2015, another team is currently investigating options for improving reporting for male victims.

The Department of Defense 2014-2016 Sexual Assault Prevention Strategy contained 14 tasks of varying length that applied to the Air Force. Of the applicable tasks, five of the tasks are continual tasks, five are expected to be complete within one year, two are expected to be complete within two years and two are expected to be complete within three years. The Air Force has programs consistent with each of the continual tasks already in place and is on track to complete all of the remaining tasks.

At the end of fiscal year 2014 the Air Force status for the five applicable continuous tasks was as follows:

- **Assess, implement core competencies, and continue to update all sexual assault prevention-related training and programs based on latest evidenced based research, practices, and lessons learned.** Air Force sexual assault prevention and response training programs are under constant review. During fiscal year 2014 updates were completed for the Sexual Assault Response Coordinator, Wing and Group Commander Courses. In addition, the material used for force-wide annual training took advantage of the latest learning methods and sexual assault prevention information available. Updates are underway on training for squadron commanders and volunteer victim advocates.
- **Establish collaboration forums with external experts, federal partners, Military Services, advocacy organizations, and educational institutions to capture and share prevention best practices and lessons learned in accordance with Federal law and Department regulations:** During August 2014, the Air Force conducted its annual sexual assault response coordinator training in conjunction with the National Sexual Assault Conference in Pittsburgh, Pennsylvania. This venue allowed Air Force sexual assault response coordinators to interact with leaders in the sexual assault prevention and response field. In addition, Air Force sexual assault prevention and response leadership, at the invitation of the Office of the Secretary of Defense Sexual Assault Prevention and Response Office, met with leaders from the Centers for Disease Control Prevention Office to discuss how the Air Force can adapt their prevention model. A leading expert from that office has been hired to assist with the Air Force Sexual Assault Prevention Summit planned for January 2015.

- Develop sexual assault prevention strategies and programs which employ peers, near-peers (i.e., Service member one rank higher or somewhat senior in position of authority), and social influencers:** The Air Force-wide Sexual Assault Prevention and Response Stand Down Day that was conducted during the summer of fiscal year 2014 included a 2-hour small group session led by peer leaders. The Air Force Sexual Assault Prevention and Response Office developed training materials used by installation sexual assault response coordinators to train the peer leaders prior to the stand down. In addition, the peer leaders were provided with training materials to standardize the information delivered. The success of this effort has led the Air Force to include peer-led discussion modules as part of its training to be delivered in fiscal year 2015.
- Incorporate specific sexual assault monitoring, measures, and education into normal command training, readiness assessments, and safety forums (e.g., sexual assault prevention and response stand downs):** During fiscal years 2013 and 2014 the Air Force conducted sexual assault prevention and response stand downs. In addition, sexual assault prevention and response has been incorporated into every level of command training. The Wing and Group Commander Course was updated in fiscal year 2014. The Air Force Squadron Commander Course was under update as the year closed.
- Assess transition policies that ensure Service member sponsorship, unit integration, and immediate assignment into a chain of command:** Air Force Instruction 36-2102, *Base Level Relocation Procedures* and Air Force Instruction 36-2103, *Individualized Newcomer Treatment and Orientation Program* address the eSponsorship Program as a tool used to ensure service members obtain personal assistance through sponsorship. The purpose of sponsorship includes welcoming and assisting newly arrived Airmen and their families and helps to reduce stress and anxiety as they integrate into the organization. Our initial military training curriculums have incorporated an understanding of sexual assault and resources available (24/7 Safe Helpline) to our Airmen during this vulnerable transition time from a training environment to permanent installation.

At the end of fiscal year 2014 the Air Force status for the five applicable tasks due for completion by May 2015 are as follows:

- Implement the 2014-2016 Department of Defense Sexual Assault Prevention Strategy:** This work is ongoing as described above and below and is expected to be complete in the timelines specified.
- Conduct specialized leader sexual assault prevention training:** All Air Force leadership courses have sexual assault prevention and response specific training. During fiscal year 2014, the Air Force Sexual Assault Prevention and Response Office began a review of all sexual assault prevention and response training curriculum. By the end of the year both the Wing and Group Commander Courses were updated and work had begun on the Squadron Commander Course. During fiscal year 2015, the Squadron Commander Course will be updated along with first

line supervisor training.

- **Develop and expand gender-responsive and culturally competent programs (e.g., mentorship, initial entry) to address healthy relationships and active bystander intervention —with the emphasis that the Core Values should anchor all actions— in order to support the establishment of a culture of mutual respect:** In August and September 2014, an informal working group developed a plan for creating and implementing these programs. The working group reviewed Air Force policies and made adjustments as appropriate in areas that can advance the development of healthy cultures. In addition, the team identified a number of methods and approaches for training, education and development, assessment, and support programs specifically designed to strengthen processes and competencies consistent with social courage, adherence to standards, ethical decision-making, empathy, and healthy relationships, all grounded in our Core Values.
- **Review and if necessary expand Department of Defense and Service alcohol policies to address factors beyond individual use (e.g., pricing, outlet density, *Arizona Safer Bars Alliance*):** During late summer 2014, a cross-functional working group reviewed existing Air Force alcoholic beverage related policies to determine if there were updates required. The group found that although the Air Force has had a long-standing alcohol de-glamorization program in place, there were areas for improvement. The working group identified and began work on five areas where the existing program policies required revision. First, the latest research-based findings on reducing alcohol-related violence will be provided to commanders to better inform local policy development. Bystander intervention training will be required for alcohol servers on every Air Force installation. Standard hours will be established for the sale of alcohol on every Air Force installation. Installation commanders will be required to work with community partners on responsible alcohol sales practices and bystander intervention training for alcohol servers off installation. Finally, the authority for lowering drinking age on installations where the host nation has a lower drinking age than the United States will be elevated to the Major Command Commander (4-star General Officer).
- **Develop a process for command review of information on sex-related offenses in personnel service records of members of the Armed Forces (for purpose of reducing likelihood that repeat offenses will escape notice) in accordance with section 1745 of the National Defense Authorization Act for fiscal year 2014:** On September 17, 2014, an update to Air Force Instruction 36-2406, *Officer and Enlisted Evaluation Systems*, was published. This update mandated that commanders will ensure complaints of sex-related offenses against the Airman assigned to their command, regardless of grade, resulting in conviction by court-martial, non-judicial punishment or punitive administrative action (for purposes of this guidance memorandum a punitive administrative action is defined as a letter of reprimand) are annotated in the Airman's evaluation, specifically, on the enlisted performance report, officer performance report or permanent training

report which will be filed in the Airman's personnel service record. It also mandated that the commander of a unit will review the personnel record of every Airman, regardless of grade, assigned and/or transferred into his or her command to ensure knowledge of and familiarization with the Airman's history of sex-related offenses in order to reduce the likelihood that repeat offenses will escape the notice of subsequent and higher level commanders. This responsibility will be conducted by the immediate commander of the Airman at the lowest unit level. These responsibilities may not be delegated.

At the end of fiscal year 2014 the Air Force status for the two applicable tasks due for completion by May 2016 was as follows:

- **Explore the development of (enhancement of existing) sexual assault deterrence measures and messaging (e.g., publishing court-martial results):** Air Force significant sexual assault trial results from 2010 through November 2014 have been posted on the Air Force Judge Advocate General's website. The Air Force Sexual Assault Prevention and Response Office also provides the link to the sexual assault prosecutions on their website. For fiscal year 2015, the Air Force Sexual Assault Prevention and Response Office intends to deliver this information to Airmen through other venues such as training.
- **Institute recurring senior leadership meetings (e.g., quarterly field officer/general officer drumbeat, leader summits) to review sexual assault prevention programs (not case management group meeting):** The Under Secretary of the Air Force and the Vice Chief of Staff of the Air Force host a monthly Sexual Assault Prevention and Response Council attended by representatives from every Air Force major command that addresses current topics, shares best practices, and addresses issues from the field.

At the end of fiscal year 2014 the Air Force status for the two applicable tasks due for completion in May 2017 was as follows:

- **Implement policies that appropriately address high-risk situations targeted by potential offenders:** Late in fiscal year 2014, planning began for an Air Force Sexual Assault Prevention Summit to be held during fiscal year 2015. Airmen from across the Air Force will come together with experts in sexual assault prevention to develop tools to address prevention and offender dynamics. As appropriate, policies will be updated based upon that dialogue to address high-risk situations targeted by potential offenders.
- **Identify and implement incentives for the prevention of sexual assault and other related behaviors (e.g., alcohol abuse, sexual harassment, hazing):** Upon completion of the Air Force Sexual Assault Prevention Summit in January 2015 the Air Force will update and then execute an improved sexual assault prevention strategy. As noted, alcohol policies will be updated to limit availability and make sure that servers have been trained on bystander intervention. To improve the way leaders approach the spectrum of harm the Air Force will begin

cross-training equal opportunity and sexual assault prevention and response professionals to improve the commander's ability to identify emerging climate issues earlier. Finally, during fiscal year 2015, the Air Force annual training will include blocks on victim empathy and interaction to improve the way Airmen treat each other.

The Air Force is on track to complete the tasks laid out in the Department of Defense 2014-2016 Sexual Assault Prevention Strategy within the timelines provided.

1.12 Describe your efforts to increase collaboration with civilian organizations to improve interoperability.

In August 2014, the Director, Air Force Sexual Assault Prevention and Response Office and members of her staff attended an Office of the Secretary Defense hosted visit to the Centers for Disease Control in Atlanta, Georgia. The purpose of the visit was to meet with members of the Centers for Disease Control Prevention Division to discuss sexual assault prevention measures.

During this visit, the Centers for Disease Control provided the sexual assault prevention and response leaders an overview of sexual violence prevention. The overview included a discussion of alcohol policies and an overview of the military portion of the *Prevalence of Intimate Partner Violence, Stalking, and Sexual Violence Among Active Duty Women and Wives of Active Duty Men* study. The Centers for Disease Control educated the team on prevention and delivered presentations on bystander intervention strategies and an overview of the Center for Disease Control's Rape Prevention and Education Program. These briefings included a discussion on shifting efforts to a more robust focus on prevention, recommending qualities of a prevention expert, and how to apply a prevention strategy. The trip concluded with an informative discussion on a way ahead and future collaboration with the Centers for Disease Control. The trip afforded valuable insight on required qualities for a highly qualified expert and advice on developing our own prevention roadmap.

The information and lessons learned from this visit are instrumental in furthering the Air Force's development of its own prevention strategy and in conducting our first Air Force Sexual Assault Prevention Summit in January 2015.

In August 2014, the Air Force Sexual Assault Response Coordinator Course was held in conjunction with the National Sexual Assault Conference in Pittsburgh, Pennsylvania. During the first two days of the combined course and conference Air Force personnel instructed candidates on ethics and Defense Sexual Assault Incident Database training. The final three days were spent at the National Sexual Assault Conference. This conference is one of the finest learning opportunities for our sexual assault response coordinators to gain the continuing education credits that are necessary to maintain credentials and learn from some of the leading presenters regarding sexual assault in the country.

1.13 Describe your future plans for delivering consistent and effective prevention methods and programs, including how these efforts will help your Service plan, resource and make progress in your Sexual Assault Prevention and Response Program.

In January 2015, the Director, Air Force Sexual Assault Prevention and Response Office will host a Sexual Assault Prevention Summit targeting the development of future prevention measures and programs. The 2015 Sexual Assault Prevention Summit will be the first event since 2007 dedicated directly to sexual assault prevention. In 2007, the Air Force's Sexual Assault Prevention and Risk Reduction Symposium developed bystander intervention training, which is still an active prevention measure instilled in Airman today. Unlike the 2007 event, our Sexual Assault Prevention Summit will pair 150 Airmen with industries' leading prevention experts. The Air Force is hopeful that this Summit will operationalize the latest research from the academic community on sexual violence prevention into enduring prevention measures.

Upon completion of the summit, the Air Force Sexual Assault Prevention and Response Office will translate the information and education into an updated 2015 Air Force Sexual Assault Prevention Strategy. The 2015 Air Force Sexual Assault Prevention Strategy will become the foundational guidance in developing consistent and effective prevention training for implementation throughout the Air Force.

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

2.1 Summarize your efforts to achieve the Investigation Endstate: “investigative resources yield timely and accurate results.”

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. Reference questions 2.2 and 2.4 for an outline of this new capability. Understanding the complexity of sex crime cases, the Air Force established a worldwide special victim’s investigation and prosecution capability, primarily comprised of 24 sexual assault investigators. The special victim’s investigation and prosecution 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.

The Air Force Office of Special Investigations bears sole responsibility for investigating all allegations of rape, sexual assault, non-consensual sodomy, aggravated sexual contact, and abusive sexual contact allegations over which the Air Force has investigative jurisdiction. The Air Force Office of Special Investigations is committed to achieving high competence in every investigation of sexual assault and conducts these investigations free of command influence. In accordance with federal law, the Commander Air Force Office of Special Investigations is given the authority to independently open and conduct criminal investigations. Only the Secretary of the Air Force may direct the Air Force Office of Special Investigations to terminate an investigation not being conducted at the request of the Department of Defense Inspector General, and only the Department of Defense Inspector General may direct the Air Force Office of Special Investigations to terminate an investigation conducted at the direction of the Department of Defense Inspector General.

Air Force Office of Special Investigations’ agents use a Sexual Assault Investigative Plan Worksheet and Sufficiency Assessment Tool to draft written investigative plans. The tool was designed to focus collaboration between agents and military justice judge advocates. It allows them to integrate 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). Forensic science consultants, agents with a master’s degree in forensic science, assist on all rape and sexual assault investigations. Agents leveraged the Department of Defense Inspector General’s ability to provide administrative subpoenas to obtain evidence in support of multiple sexual assault investigations in fiscal year 2014.

Headquarters Air Force Office of Special Investigations has armed its field units with

cutting-edge investigative tools. These new resources include 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 236 units worldwide. Agents assigned to Air Force Office of Special Investigations' field units also now employ cyber tools to conduct limited field processing of digital and multimedia evidence. This capability enables agents to image both hard drives and cell phones in order to quickly collect probative information and identify additional investigative leads. The Air Force Office of Special Investigations purchased evidence drying chambers in 2014 for 60 field units to facilitate the timely and thorough processing of forensic evidence to support sexual assault investigations. Drying chambers are used to dry and preserve bloodstained or wet biological evidence.

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*. The published report concluded 89% of the investigations reviewed had met or exceeded its investigative standards. During 2014, the Department of Defense Inspector General reported on a new random review of sexual assault cases closed by the Air Force Office of Special Investigations conducted in 2013, which found 100% of the investigations met or exceeded its investigative standards; 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.

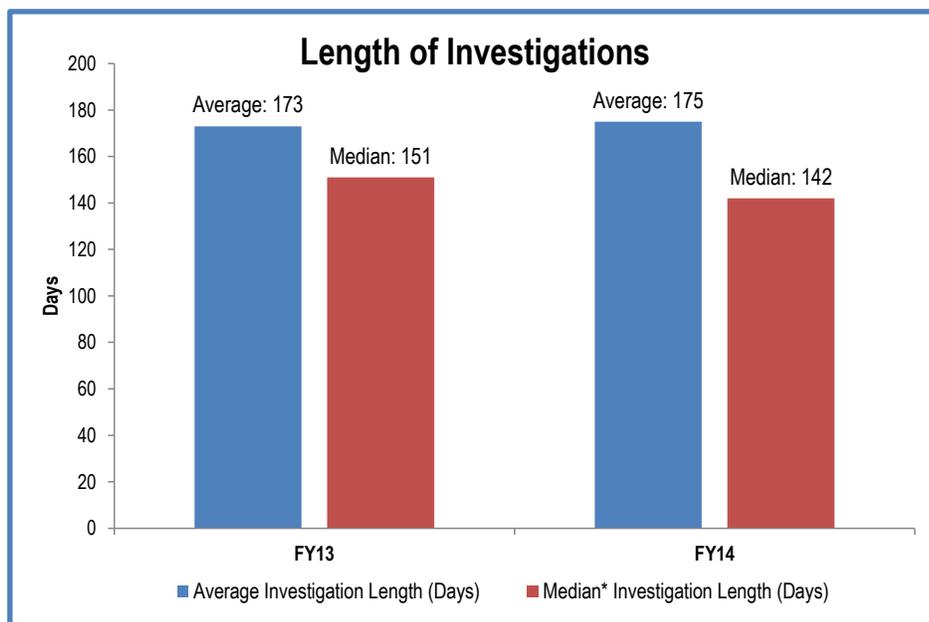


Chart 2.1- Investigation Length

In July 2014, the Air Force Office of Special Investigations Commander established new expectations and timeliness targets for completing all but the most complex sexual

assault cases. It is imperative to note sexual assault investigations are independent and unique from one another, and ensuring agents conduct high quality investigations remains paramount. The chart above portrays the average and median length of adult sexual offense investigations closed by the Air Force Office of Special Investigations in fiscal years 2013 and 2014. The commander's new expectations and targets had driven the median length of adult sex offense investigations down to 88 days and the average length down to 128 days for cases closed during the last two months of fiscal year 2014. This bodes well for fiscal year 2015 and is a positive indication that future investigations will be both high quality and more timely than in past years.

2.2 Describe your progress in implementing Special Victim's Investigation and Prosecution Capability for Military Criminal Investigation Offices.

Understanding the complexity of sexual crime cases, the Air Force established a worldwide special victim's investigation and prosecution capability, 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. This Air Force worldwide special victim's investigation and prosecution capability is primarily comprised of 24 sexual assault investigators and nine special victims' unit senior trial counsel. The 24 sexual assault investigators have been stationed at locations with the highest sexual offense caseloads, where they serve as the Air Force Office of Special Investigations' primary special victim's investigation and prosecution 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' Sexual Assault Investigations and Operations Consultant 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's investigation and prosecution capabilities 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, complex evidentiary issues, etc.). The Air Force Office of Special Investigations has other investigations and operations consultants who assist field agents in conducting violent crime investigations, to include sexual assault cases. However, the sexual assault investigations 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 sexual assault cases.

Another sexual assault investigator was assigned to the United States Air Force Special Investigations Academy at the Federal Law Enforcement Training Center, and provides both basic and advanced sexual assault investigations training to Air Force Office of Special Investigations and Air Force 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 currently include Joint Base San Antonio, Texas (3 agents); Tinker Air Force Base, Oklahoma (2 agents); Ramstein Air Base, Germany (2 agents); Peterson Air Force Base/United States Air Force Academy, Colorado (2 agents); Eglin Air Force Base/Hurlburt Field, Florida (2 agents); Sheppard Air Force Base, Texas (1 agent); Keesler Air Force Base, Mississippi (1 agent); Lakenheath Air Base, United Kingdom (1 agent); Kadena Air Base, Japan (1 agent); Francis E. Warren Air Force Base, Wyoming (1 agent); Nellis Air Force Base, Nevada (1 agent); Barksdale Air Force Base, Louisiana (1 agent); Joint Base Andrews, MD (1 agent); Davis-Monthan Air Force Base, Arizona (1 agent); Travis Air Force Base, California (1 agent) and Minot Air Force Base, North Dakota (1 agent). The locations are adjusted as needed, based upon recent sexual assault case trends. 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 around the world.

2.3 Describe your progress in implementing special victim's investigation and prosecution capability case assessment protocol for open and closed sexual assault, child abuse, and serious domestic violence cases.

All open investigations are regularly reviewed by experienced Air Force Office of Special Investigations' agents both within the owning unit and at the intermediate headquarters level. Lead investigators are provided feedback throughout the investigation based on these reviews. The Air Force Office of Special Investigations' Sexual Assault Investigations and Operations Consultant randomly reviews open sexual assault investigations and provides suggestions to investigators as appropriate. Finally, experienced agents assigned to the Investigations, Operations and Collections Nexus, a direct reporting unit to the Air Force Office of Special Investigations and a Center of Excellence providing operational support to units, selectively review cases based on their complexity, potential for generating interest outside Air Force Office of Special Investigations' channels or upon request. The Investigations, Operations and Collections Nexus has the authority to direct field units to take actions based on their review.

In addition, 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 offenses, child abuse and serious domestic violence 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.

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*. The published report concluded 89% of the investigations reviewed had met or exceeded in efforts to achieve the investigation endstate: "investigative resources yield timely and accurate results." 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 and 100% met or exceeded its investigative standards; 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.

2.4 Describe your progress in enhancing training for investigators of sexual violence. Include efforts to establish common criteria, core competencies, and measures of effectiveness, and to leverage training resources and expertise.

Criminal Investigator Training Program/Basic Special Investigations Course: 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 United States 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 from almost all federal investigative agencies attend this course. 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 the Basic Special Investigations Course include: Air Force Office of Special Investigations' organization and mission; ethics; investigative responsibility and jurisdiction; cognitive interviewing technique; interrogations; military law; crimes against persons (physical and sexual); liaison with other law enforcement

agencies; the role of investigative experts; computer crimes; forensic sciences and cognitive biases. Like the Criminal Investigator Training Program, the curriculum taught in the Basic Special Investigations Course is the foundation for running all sexual assault investigations. The Basic Special Investigations Course has received accreditation from both the Federal Law Enforcement Training Center and the Community College of the Air Force. During fiscal year 2014, there were 158 graduates of the Criminal Investigator Training Program and Basic Special Investigations Course.

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 as well as the course's 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 (e.g., 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 Investigations' crime scene handbook. It also introduces students to the basics of crime scene management and organization.
- Sexual Assault Investigations (Four and a 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 Investigations' 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 sexual assault investigation that is conducted for the duration of the course. All aspects of an investigation are incorporated 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’s investigation and prosecution 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 the 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.

The Air Force Office of Special Investigations provides sexual assault response refresher training to all agents annually through its 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, and 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 advanced 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. FG graduates receive a Master of Forensic Sciences Degree from The George Mason University or the University of Florida. Students also complete a concurrent one-year fellowship in forensic medicine at the US Army Criminal Investigations Laboratory. 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. During fiscal year 2014, 16 agents graduated from the training program.

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, 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. The course had 36 graduates in fiscal year 2014.

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 state-of-the-art forensic science protocols used to analyze physical and biological evidence. Several blocks of instruction pertain specifically to biological and physical evidence encountered in sexual offense investigations, including hair and fibers, blood, semen, sexual assault

examinations, etc. The course is normally held two times each year and is open to all experienced criminal investigators in the Air Force Office of Special Investigations. However, Air Force Office of Special Investigations' agents who supervise major criminal investigations are most frequently selected to attend. The course size is limited to 18 agents. Two Air Force agents graduated from the course during fiscal year 2014.

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 advanced 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's investigation and prosecution capability required by the National Defense Authorization Act for fiscal year 2013, Section 573. The program is an eight-day, 64-hour course designed to provide advanced specialized training for criminal investigators and prosecutors. The advanced 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, advanced 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 through the Air Force Office of Special Investigations' Learning Management System. This will enable Headquarters Air Force Office of Special Investigations to identify investigators who may serve within the special victim's investigation and prosecution capability.

Each Sexual Crime Investigations Training Program class is comprised of 30 students (18 special agents, six Security Forces Joint Sexual Assault Team members and six judge advocates). The intermixing of agents, security forces 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's investigation and prosecution capability across the Air Force. In fiscal year 2014, 83 people graduated from the Sexual Crime Investigations Training 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 regularly receives some of the best student critiques of any of the Air Force Office of Special Investigations' training courses. The Federal Law Enforcement Training Accreditation Board granted initial accreditation status to the Air Force Office of Special Investigations' Sexual Crime Investigations Training Program at a November 18-21, 2014 meeting in Glynnco, Georgia. The board is the accrediting body for all federal law enforcement training and support programs. To achieve accreditation, agencies submit to an independent review of their academy and program to ensure compliance with the Federal Law Enforcement Training Accreditation standards and procedures in the areas of: program administration, training staff, training development, and training delivery, with an additional 20 standards for academies. Accreditation is a cyclical process occurring every five years. Each year, agencies must submit annual reports in preparation for reaccreditation, which is a new and independent

review of the academy and its program.

An Air Force Office of Special Investigations' Operational Psychologist and experienced Sexual Crimes Investigator 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 in July 2014, the Air Force Office of Special Investigations has also 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.

Advanced Sexual Assault Litigation Course: 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 victim's investigation and prosecution 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 course's inception in 2013, 12 Air Force Office of Special Investigations' agents have attended the Advanced Sexual Assault Litigation Course.

2.5 Describe your progress in developing joint doctrine for investigations to incorporate Service interoperability and command independence consistent with authorities of Military Criminal Investigation Officers in the operational/institutional environment.

The Air Force Office of Special Investigations, Naval Criminal Investigative Service and Army Criminal Investigation Command meet regularly in the Russell Knox Building in Quantico, Virginia to discuss ways for our organizations to share expertise and collaborate on issues of mutual concern, including sexual assault.

2.6 Describe your progress in sustaining the Defense Enterprise Working Group of Military Criminal Investigation Organizations and Defense Criminal Investigative Service to assess and validate joint investigative technology, best practices, and resource efficiencies benched against external law enforcement agencies.

The Air Force Office of Special Investigations' Forensics Program Manager is the chair of the requirements working group for several technology initiatives under development at the Department of Defense level, as well as an active member of the Defense Forensic Enterprise Research, Development, Test and Evaluation working groups. In fiscal year 2014, the Military Criminal Investigation Organizations collaborated on the development of a Department of Defense Evidence Management System, Major Case Response Teams

and a Joint School House training program. Air Force Office of Special Investigations has also partnered with the Federal Bureau of Investigations to look at possible solutions to technology requirements within the Department of Defense.

2.7 Describe your progress in assessing and coordinating with the United States Army Criminal Investigation Laboratory to improve investigative support and facilitate evidence processing.

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. The Air Force also continues to fund nine DNA/trace-evidence analysts to focus solely on Air Force cases. This investment has driven the time required for DNA analysis down from 180 days in 2004 to 46 days in 2014.

2.8 Describe your progress in ensuring that all sexual assault crimes are immediately reported to Military Criminal Investigation Offices to establish investigative oversight and coordination.

Air Force commanders are required by Air Force Instruction 36-6001, *Sexual Assault, Prevention and Response Program*, paragraph 6.1.1, to take immediate steps to notify Air Force Office of Special Investigations or the appropriate criminal investigative agency when they are notified of an alleged rape, sexual assault, aggravated sexual contact, abusive sexual contact, forcible sodomy, or attempts to commit any of these offenses. Paragraph 2.12 of the Air Force Instruction states that “any Air Force military member or civilian employee (other than those authorized to receive confidential communications) who receives a report of a sexual assault incident about a subordinate in the individual’s supervisory chain, shall, as soon as possible, report the matter to the Air Force Office of Special Investigations.” A violation of this provision may be punishable under the Uniform Code of Military Justice (Article 92, failure to obey a lawful order) for military members or by administrative disciplinary action for civilian members.

Per Air Force Instruction 71-101, *Special Investigations*, Volume 1, paragraph 1.5, “Commanders/Directors at all levels shall ensure that criminal allegations or suspected criminal allegations involving persons affiliated with the Department of Defense or any property or programs under their control or authority are referred to the appropriate Military Criminal Investigative Organization or law enforcement organization. Action authorities, or designees, will not order or permit any type of commander directed investigation or inquiry when there is an ongoing investigation without coordinating with Air Force Office of Special Investigations and the servicing Staff Judge Advocate.”

The Defense Equal Opportunity Management Organizational Climate 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 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 to the commander’s leadership. Since the surveys are completed annually, commanders are able to identify areas for improvement and issues that need to be addressed during their tenure. Airmen are asked through the survey whether they believe their chain of command would report a sexual assault allegation to criminal investigators.

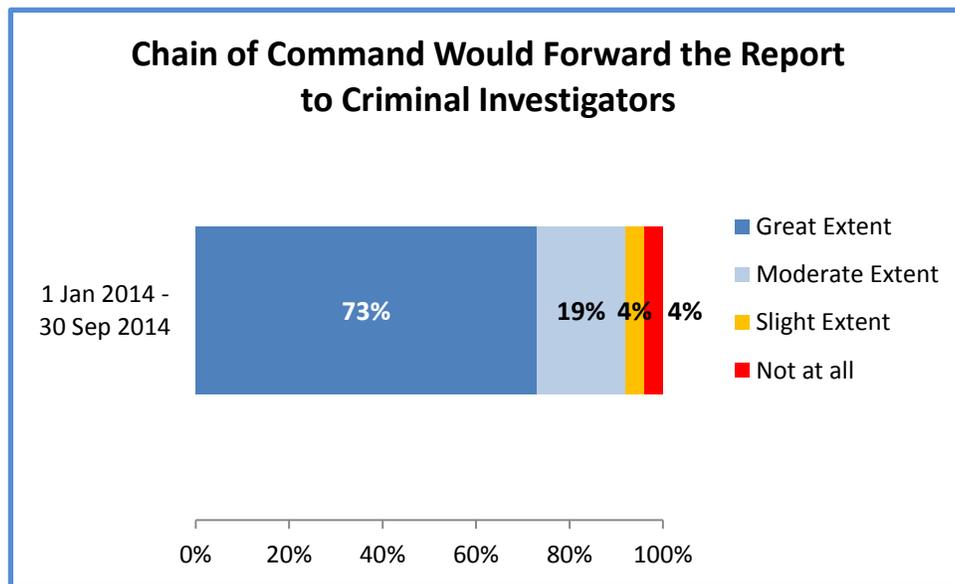


Chart 2.2 – Responses to Chain of Command Would Forward a Sexual Assault Report to Criminal Investigators

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 a high level of confidence is important to ensuring Airmen who wish to make an unrestricted report have confidence in the investigation and accountability process.

2.9 Describe your progress in ensuring prompt military criminal investigation office investigative notification to commanders and sexual assault response coordinators concurrent with initiating an investigation of a sexual assault crime.

Air Force Office of Special Investigations’ agents are required by policy to notify the commander when a member of his or her unit is identified as the subject of an

investigation. Agents are also required by policy to notify the sexual assault response coordinator as soon as possible once they have initiated a sexual assault investigation.

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 memorandum 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.

2.10 Describe your continuing efforts to foster early coordination between investigators and judge advocates when initiating a sexual assault investigation.

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.

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.

The Judge Advocate General's Corps Chief Senior Trial Counsel and Special Victims' Unit Chief of Policy and Coordination both teach at the introductory sexual assault investigation course for Air Force Office of Special Investigations' investigators held five times each year at the Federal Law Enforcement Training Center in Glynco, Georgia. These lessons always include an emphasis on early and continuous coordination between base prosecutors and investigators.

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 Special Victims' Unit Chief of Policy and Coordination regularly discusses investigative policies and potential reforms with the Air Force Office of Special Investigations' Sexual Assault Investigation and Operations Consultant. The Air Force Office of Special Investigations and judge advocates use the reach-back capability as needed to access specific expertise. This interaction has extended to include collaboration in revising investigative approaches informed by the most recent trends and concerns in Air Force sexual assault investigations, but also fosters early engagement between investigators and judge advocates at all levels. Finally, the Sexual Assault Investigations and Operations Consultant and 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.

2.11 For Unrestricted and Restricted Reports, describe your efforts to ensure sexual assault documentation (Department of Defense Forms 2910 and 2911) is retained for 50 years in accordance with Section 1723 of the National Defense Authorization Act for fiscal year 2014.

Headquarters Air Force Office of Special Investigations has published policy requiring retention of Department of Defense Forms 2911, *Sexual Assault Forensic Examination*

Report, in investigative case files and the retention of those files for 50 years for all sexual crimes investigated by Air Force Office of Special Investigations' agents. Specifically, Air Force Office of Special Investigations Manual 71-122, *Criminal Investigations*, Volume 1, paragraph 4.3.3.9. mandates agents "file hardcopies of the Department of Defense Form 2910, *Victim Reporting Preference Statement*, and Department of Defense Form 2911 in the Air Force Form 3986, *Case File Documents Outer Envelope*, of the case file, and attach electronic copies of the Department of Defense Forms 2910, *Victim Reporting Preference Statement*, and 2911 in the Air Force Office of Special Investigations' electronic investigative information management system." In addition, Air Force Office of Special Investigations Manual 71-121, *Processing and Reporting Investigative Matters*, paragraph 3.1.9.7 directs "all adult sexual assault investigative reports will be retained for a period of 50 years." Air Force Office of Special Investigations is in full compliance with Section 1723 of the National Defense Authorization Act.

The Air Force Sexual Assault Prevention and Response Office is revising Air Force Instruction 90-6001, *Sexual Assault Prevention and Response Program*. The revised instruction will direct sexual assault response coordinators to enter Department of Defense Forms 2910 into the Defense Sexual Assault Incident Database for all unrestricted reports of sexual assault, where they will be retained 50 years. Sexual assault response coordinators will also be directed to retain hard copies of all Department of Defense Forms 2910 associated with restricted reports of sexual assault for 50 years, consistent with Department of Defense guidance for the storage of personally identifiable information. The 50 year time frame for retention of Department of Defense Forms 2910 will start from the date the victim signs the form.

2.12 Describe your efforts to increase collaboration with civilian organizations to improve interoperability.

Agents assigned to Air Force Office of Special Investigations' units worldwide liaison regularly with federal, state, local and military law enforcement agencies in their local vicinity. These meetings are conducted for the purpose of sharing criminal intelligence, requesting assistance in open investigations and providing updates on investigations run jointly with other law enforcement agencies.

2.13 Describe your future plans for the achievement of high competence in the investigation of sexual assault.

The Air Force Office of Special Investigations will continue to use random quality case reviews and increase the number of investigators with advanced sexual assault investigations training. Headquarters Air Force Office of Special Investigations now randomly selects and thoroughly reviews 25 percent of all criminal investigations closed each month. The case review results are reported to senior headquarters and field leaders on a monthly basis.

Air Force Office of Special Investigations will continue to provide advanced sexual assault training through its Sexual Crimes Investigations Training Program discussed above in section 2.4. Five additional courses will be conducted in fiscal year 2015 to train 120

more investigators and 30 additional military prosecutors. The course has continually received excellent end-of-course reviews and is one of Air Force Office of Special Investigations' most sought-after in-residence training courses.

Finally, 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. The concept has been approved for implementation at 55 installations throughout the Air Force. Security forces investigators assigned to joint sexual assault teams will attend the Sexual Crime Investigations Training Program. This concept has been approved by the Department of Defense Inspector General for adoption by all military services.

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

3.1 Summarize your efforts to achieve the Accountability Endstate: “perpetrators are held appropriately accountable.”

The Air Force provides 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 our justice system within the special victim’s investigation and prosecution capability, providing specially trained attorneys, victim witness assistance personnel, domestic abuse and sexual assault victim advocates, and paralegals. The special victim’s investigation and prosecution 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.

In addition, within its cadre of seasoned senior trial counsel, the Air Force stood up a special victim’s unit consisting of several senior prosecutors who have in-depth training and experience in the prosecution of sexual assault crimes. These special victim’s unit prosecutors participate in approximately 80% of sexual assault trials Air Force-wide. In addition to prosecuting sexual assault cases, these prosecutors are also heavily involved in the training of local trial counsel in the nuances of sexual assault litigation.

The National Defense Authorization Act for fiscal year 2013 requires administrative discharge processing for those convicted of, but who did not receive a punitive discharge for, rape, sexual assault, and forcible sodomy under Article 120 of the Uniform Code of Military Justice, and attempts to commit these offenses, under Article 80 of the Uniform Code of Military Justice. In response, in July 2013, the Air Force adopted a substantially broader and more stringent policy by publishing Interim Change 7 to both Air Force Instruction 36-3206, *Administrative Discharge Procedures for Commissioned Officers*, and Air Force Instruction 36-3208, *Administrative Separation of Airmen*. Implemented throughout fiscal year 2014, these instructions now require mandatory discharge processing for any Airman who commits a sexual assault-type offense, regardless of whether that person was tried by court-martial. Since implementation, this process has proven to be an effective tool in holding perpetrators of sexual assault appropriately accountable. The fiscal year 2014 National Defense Authorization, section 1705, amended the Uniform Code of Military Justice to require a dismissal or dishonorable discharge for a court-martial conviction involving rape, sexual assault, rape or sexual assault of a child, forcible sodomy, or attempts of these offenses. Although a court-martial discharge is now required, administrative separations will still be processed for those Airmen with substantiated allegations that are disposed of outside a courts-martial or in cases that did not proceed to trial.

3.2 Describe your progress in implementing a special victims’ advocacy/counsel for victims.

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 Title 10 United States Code sections 1044, *Legal Assistance*, and 1565b, *Victims of Sexual Assault: Access to Legal Assistance and Services of Sexual Assault Response Coordinators and Sexual Assault Victim Advocates*. 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.

Representation of all sexual assault victims by special victims' counsel was codified by the National Defense Authorization Act for fiscal year 2014 under Title 10 United States Code Section 1044e, *Special Victims' Counsel for Victims of Sex-Related Offenses*. Under these provisions, beginning June 24, 2014, the Special Victims' Counsel Program began representing child victims of sexual assault and stalking victims who are eligible to receive military legal assistance.

As of September 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. The number of special victims' counsel will continue to expand throughout fiscal year 2015. By January 2015, the total number of special victims' counsel will reach 33, and by summer of 2015 will expand to 40. As the number of special victims' counsel grows, the need for mid-level senior special victims' counsel to handle complex cases, assist in program administration and provide first-level supervision has become clear. Consequently, in January 2015, three senior special victims' counsel in the rank of major will join the program and they will be located at Joint Base San Antonio, Texas; Joint Base Andrews, Maryland; and Nellis Air Force Base, Nevada. Since the program's inception, special victims' counsel have represented more than 1,100 eligible victims of sexual assault, to include 18 child victims.

3.3 Describe your progress in ensuring those who are affiliated with the special victim's investigation and prosecution capability program (paralegals, Judge Advocates, Judges, special victims' counsel/victim legal counsel, and victim-witness assistance personnel) receive specialized sexual assault prevention and response training for responding to allegations of sexual assault.

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. The training has evolved both in scope and target audience. The school has included sexual assault case scenarios at the initial training for all new Air Force judge advocates 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.

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 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 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 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 or special victims' counsel until they are certified. The Judge Advocate Staff Officer Course provides new judge advocates trial advocacy experience in realistic courtroom-based exercises.

Trial and Defense Advocacy Course: This is a two-week course, offered twice per fiscal year, 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, 61 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 Course, which visits multiple Air Force legal offices each year providing on-site advocacy training. In fiscal year 2014, training was held at 12 bases world-wide, honing the skills of 149 judge advocates. The Training by Reservists in Advocacy and Litigation Skills team is comprised of experienced Reserve Component 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 course is always paired with the Training by Reservists in Advocacy and Litigation Skills Course and is taught five times each year at The Judge Advocate General's School and at various base locations throughout the world. In fiscal year 2014, 150 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 instruction on litigating sexual assault cases. Pairing this course with the Training by Reservists in Advocacy and Litigation Skills Course enables immediate application of this classroom instruction with courtroom skills practice. A forensic psychologist teaches a block of instruction to prosecutors and 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 sexual assault 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. In fiscal year 2014, 6 special victims' unit senior trial counsel and 6 senior defense 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 in 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 Investigations' 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 2014, approximately 18 judge advocates attended three Sexual Crimes Investigations Training Program courses. Joint Judge Advocate/Air Force Office of Special Investigations' attendance at this course has led to better communication between investigators and judge advocates.

Advanced Trial Advocacy Course: This course provides education in advanced trial techniques to experienced trial and defense counsel to prepare them to try major, complex courts-martial, including sexual assault trials. In fiscal year 2014, 24 attorneys graduated from this advanced litigation training course.

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, 148 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 Air Force 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 who serve as either special or general court-martial convening authorities. In fiscal year 2014, there were 60 students.

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 on 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 first 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-pollinating 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: This one-week Judge Advocate General's School Course, first offered in fiscal year 2013, 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, 513, and 615 motions on behalf of a mock client. Training is provided by The Judge Advocate General's School personnel, as well as outside experts on victim's rights. The latest iteration of the course also included a panel of survivors who had been represented by a special victims' Counsel. This training at The 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 processes, and resolving ethical conflicts. The Judge Advocate General's School incorporated the child training into the Special Victims' Counsel Course in order to ensure all special victims' counsel are appropriately trained to meet the expanded eligibility requirements.

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: Judge advocates and paralegals have traditionally received Victim and Witness Assistance Program training through their respective military justice courses. However, in fiscal year 2014, The Judge Advocate General's School began offering a Victim and Witness Assistance Program distance education course. This five-week course focuses on the following: teaching Victim and Witness Assistance Program representatives how to discuss the military justice process with victims; enhancing students' understanding of the neurobiology of trauma and counterintuitive behavior; understanding the Victim and Witness Assistance Program's role in the special victim's investigation and prosecution capability; and ensuring 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 National Defense Authorization Act for fiscal year 2012. The Victim and Witness Assistance Program distance education course will be offered twice per 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.

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. The second portion of the training – the prosecution of sexual assault cases was presented by two of our most experienced Air Force special victims' unit prosecutors.

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 that 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, 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.

3.4 Describe your progress in ensuring that if a service member is convicted by court-martial or receives a non-judicial punishment or punitive administrative action for a sex-related offense, a notation to that effect shall be placed in the service personnel record.

Section 572 of the National Defense Authorization Act for fiscal year 2013 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 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 amended Air Force Instruction 36-2406 and requires sexual related offenses to be annotated in officer and enlisted performance reports as required by the National Defense Authorization Act for fiscal year 2014. The National Defense Authorization Act and memorandum also require a complete commander's review of personnel service records for all members of the unit, regardless of grade. These actions ensure offenses are properly documented in officer and enlisted evaluations and given proper consideration during promotion boards and other career opportunities.

The Administrative Law Directorate provides explication and guidance to the field on implementation of the new requirement to ensure accurate implementation.

3.5 Describe your progress to expand the availability, sequencing, and scope of commanders' legal courses (e.g., range of command legal authorities and options). Include how you are assessing course outcomes.

Commanders receive legal training at a variety of courses to include the Wing Commanders Course, Group Commanders Course, and Squadron Commanders Course. They also receive informal training and briefings from their staff judge advocate and servicing legal office throughout their time as a commander. Professional military education, to include Squadron Officer School as a junior officer, Staff College as a mid-grade officer and War College as a senior officer, provides training and discussions on personnel and command issues.

Commanders receive a briefing from a Judge Advocate General's Corps representative during their major command initial orientation course. Commanders also attend quarterly status of discipline and other meetings with training. Issues discussed at status of discipline meetings, in accordance with Air Force Instruction 51- 201, *Administration of Military Justice*, include courts-martial and non-judicial punishment processing times, types of offenses, and demographic data for closed cases. The status of discipline meetings provide an opportunity for commanders to hear how their fellow commanders handled cases, and it is an opportunity for the staff judge advocate to provide lessons learned and training as necessary.

The Judge Advocate General's School, pursuant to the recommendation of the response system panel, is developing curriculum and assessment tools for a new Senior Officer Legal Orientation Course designed for new wing and group commanders. This will ensure commanders at the wing and group level throughout the Air Force receive consistent legal training prior to taking command.

3.6 Describe your effort to ensure the withholding of initial disposition authority in certain sexual assault cases from all commanders who do not possess at least Special Court Martial Convening Authority and who are not in the grade of O-6 or higher.

In accordance with Secretary of Defense Memorandum, "Withholding Initial Disposition Authority Under the Uniform Code of Military Justice in Certain Sexual Assault Cases," April 20, 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.

On April 12, 2012, 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. That implementation is now memorialized in Air Force Guidance Memorandum to Air Force Instruction 51-201, *Administration of Military Justice*, dated September 25, 2014, paragraph 4.13. This action, 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 will 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 the cases. This ensures that every sexual assault investigation is 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 National Defense Authorization Act for fiscal year 2014 required additional high level review by the superior general court-martial convening authority (usually an 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*, dated September, 25 2014, adding webcast training availability for all judge advocates and paralegals and new training to be included in the military justice courses taught at The Judge Advocate General's School.

Additionally, some major commands have adopted a policy wherein initial disposition authority is withheld for all Article 120, Uniform Code of Military Justice offenses, beyond those identified in the Secretary of Defense memorandum.

3.7 Describe your efforts to ensure sexual assault prevention and response first responder knowledge of Military Rule of Evidence 514 (Victim Advocate-Victim Privilege).

The Judge Advocate General's School created a two part distance learning course for first responders. The first part of this course covers reporting options, the roles of the sexual assault response coordinator, victim advocate, special victims' counsel, and Military Rule of Evidence 514, among other topics. Additionally, The Judge Advocate General's School expanded its instruction at the Judge Advocate Staff Officer Course ensuring all new judge advocates receive first responder training.

Additionally, 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, such as the Sexual Assault Litigation Course and Special Victims' Advocate Course. The implementation of Military Rule of Evidence 514 facilitated more open discussion between sexual assault victims and their victim advocates.

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

All Department of Defense confinement facilities offer treatment and rehabilitation programs. A majority of Air Force inmates convicted of sexual assault are confined at the Disciplinary Barracks, operated by the United States Army, or one of the three Navy facilities. As part of an inter-service memorandum of understanding, the Air Force provides clinical psychologists to operate the various rehabilitation treatment programs at the Naval Consolidated Brig at Miramar and the Disciplinary Barracks. Every inmate has access to the programs, regardless of service.

All convicted sex offenders must attend the Sex Offender Education Course, which is a ten week program. During these sessions, inmates are provided information at educational seminars about the dynamics of sexual perpetration and preparation for treatment. Inmates are informed of programs available at the facility, and may be screened for participation in future programs.

The Sex Offender Treatment Program is provided to individuals who accept responsibility for their confining offenses, and have a sentence of at least 36 months so they can complete the entire program, which is 24 months. Treatment includes cognitive restructuring, victim awareness, sexuality, cognitive and behavioral arousal reduction techniques, relationship skills and relapse prevention training. Psychiatric consultation is also available. Sex Offender Treatment Program seminars are also available, and they consist of psycho-educational seminars on relapse prevention, victim awareness, sexuality, relationship skills, and cognitive restructuring. These seminars are 16 weeks.

Throughout the Sex Offender Treatment Program, inmates participate in conferences with the providers where they receive feedback about their participation and progress, as well as problem-solving techniques and goal setting. Once their program is complete, inmates are entered into the maintenance group which meets until the end of their sentence. The purpose of this group is to maintain program progress and to continue to develop and modify relapse prevention plans until released from confinement.

As part of the initial screening process, inmates are provided referrals to substance abuse programs and treatment as well as anger management classes. General mental health services are also offered to inmates and dialectical behavioral therapy is provided by referral. Dialectical behavioral therapy focuses on maintenance of emotional regulation, interpersonal effectiveness, distress tolerance and mindfulness skills. Before inmates are released, they consult with the Community Transition Program personnel. This program is designed to assist prisoners' transition from confinement to the civilian community by identifying resources that would enhance Clinical Services treatment programs and their overall well-being. This program assists prisoners who need resources to treatment facilities for mental health, sex offender, substance abuse and domestic violence.

3.9 National Guard Bureau, describe how you are ensuring that all investigations are being referred to the National Guard Bureau-Judge Advocate/Office of Complex Investigations.

The National Guard Bureau published a revision to their Chief National Guard Bureau Instruction in April 2014 implementing Department of Defense Sexual Assault Prevention and Response policy and procedures for National Guard members on duty pursuant to Title 32, United States Code. This interim revision directs commanders to refer all unrestricted reports of sexual assault to the appropriate Military Criminal Investigative Organization, civilian law enforcement, or to the National Guard Bureau Office of Complex Administrative Investigation.

3.10 Describe your efforts to increase collaboration with civilian organizations to improve interoperability.

The Military Justice Division has an ongoing working relationship with the Department of Justice, Office of Victims of Crime. The Military Justice Division executes an Interagency Agreement between the Air Force and Office of Victims of Crime to provide training and technical assistance to the Air Force Victim and Witness Assistance Program. The Chief, Policy for Victims and Witnesses participates in a Federal Partners Meeting, held twice a year with representatives from all federal agencies that work with the Office of Victims of Crime. This forum provides an opportunity for the Air Force to collaborate with victim service coordinators in other federal agencies. The Chief, Policy for Victims and Witnesses has also participated for the last two years in a collaboration between the Department of Defense and the Office of Victims of Crime, the "Strengthening Military-Civilian Community Partnerships to Respond to Sexual Assault" Program, serving as an instructor for training provided through this program at the 2013 and 2014 National Sexual Assault Conferences. The Military Justice Division also has ongoing informal collaborative relationships with organizations such as the National Crime Victim Law

Institute and the Victim Rights Law Center in order to facilitate referrals to civilian support organizations, participate in training opportunities, and learn from best practices to support victims that have been implemented in civilian criminal justice systems.

Air Force special victims' counsel continually reach out to civilian organizations, such as the National Crime Victim Law Institute, the Maryland Crime Victims' Resource Center, and the American Bar Association for training and program development assistance. In the past, the National Crime Victim Law Institute provided speakers for the Air Force Special Victims' Counsel Course to assist in training new counsel on developments in the law relating to crime victims. Additionally, special victims' counsel have presented briefings at several conferences, such as the Crime Victim Law Conference, the American Bar Association Annual Meeting, the National Sexual Assault Conference, and the International Conference on Sexual Assault, Domestic Violence and Stalking, to name a few. Finally, special victims' counsel coordinate regularly with local, state and federal organizations and agencies when assisting clients. For instance, a special victims' counsel recently reached out to several state and local child victim support organizations to gain funding to move a child victim from an abusive home.

Finally, the Government Trial and Appellate Counsel Division recently visited the Sexual Assault/Domestic Violence unit of the Boulder, Colorado, District Attorney's Office. The purpose of the visit was to determine whether the Air Force could incorporate any of the Boulder District Attorney's practices and procedures into our military justice system to better prosecute sexual assault cases. After this visit, the Government Trial and Appellate Counsel Division brought the Boulder District Attorney's Chief of Sexual Assault/Domestic Violence to the Intermediate Sexual Assault Litigation Course where she presented to Air Force judge advocates on various sexual assault prosecution topics.

3.11 Describe your future plans for the achievement of high competence in holding offenders appropriately accountable.

In addition to the training efforts discussed in question 3.3, which will assist in holding offenders appropriately accountable, the Government Trial and Appellate Counsel Division provides reach back assistance to local trial counsel before the referral of charges. This assistance includes comprehensive evidence review, and assistance from the Special Victims' Unit Chief of Policy and Coordination with drafting appropriate charges. All bases are encouraged to request senior trial counsel support as soon as a sexual assault investigation begins. Once those requests are received, a senior trial counsel is detailed to support pretrial preparations; this support includes early engagement with investigators to help develop the evidence with an understanding of the latest case developments and investigative policies, as well as extensive work with the base prosecutor to prepare the case for trial.

Additionally, as discussed in question 3.6, effective June 28, 2012, the Secretary of Defense withheld initial disposition authority from all commanders within the Department of Defense who do not possess at least special court-martial convening authority and who are not in the grade of colonel or higher, with respect to rape, sexual assault, forcible sodomy, or attempts to commit these offenses.

Furthermore, effective June 17, 2013, the Secretary of the Air Force directed that the special court-martial convening authority is required to provide the general court-martial convening authority in the grade of brigadier general or above written notice of the initial disposition action under Rule for Courts-Martial 306 within 30 days following the date of the initial disposition decision, with respect to the aforementioned crimes.

In addition, after charges and specifications which include those listed above have been preferred and the general court-martial convening authority's Staff Judge Advocate offers a recommendation to the general court-martial convening authority under Article 34, Uniform Code of Military Justice, on whether the case should be referred to trial, review of certain specifications subsequently not referred to court-martial are subject to further review. If the Staff Judge Advocate recommends specifications be referred and the general court-martial convening authority decides against referral, the case must be reviewed by the Secretary of the Air Force. If the Staff Judge Advocate recommends not referring specifications to trial and the general court-martial convening authority agrees, the case must be forwarded to the next superior general court-martial convening authority for review. The Air Force has implemented these changes through an Air Force Guidance Memorandum to Air Force Instruction 51-201, *Administration of Military Justice*, dated September 25, 2014, adding webcast training availability for all judge advocates and paralegals, and new training to be included in the military justice courses taught at The Judge Advocate General's School. These requirements and efforts effect greater responsibility and accountability in sexual assault cases and have inspired greater confidence in the military justice system.

The Air Force Judiciary plans to consolidate trial practitioners from 17 separate locations throughout the continental United States to a smaller number of trial circuits. While the plan is not yet final, the end result of co-locating military judges, senior trial counsel, senior defense counsel, and senior special victims' counsel will be a greater collaboration within each community of practitioners. With regard to senior trial counsel, this co-location will improve peer-to-peer as well as supervisor-to-peer mentorship, cross-flow of information thereby enhancing training, and add leadership opportunities for the most seasoned counsel to continue providing their expertise in a litigation role.

Finally, the Air Force intends to continue publishing synopses of sexual assault convictions both on publicly available websites, as well as in *Air Force Times*, on a monthly basis.

3.12 Percentage of special victim's investigation and prosecution capability cases preferred, compared to overall number of courts martial preferred in fiscal year 2014.

Charges were preferred in 636 cases under the Uniform Code of Military Justice in fiscal year 2014. Of these 636 cases, charges were preferred in 125 special victim's investigation and prosecution capability cases. The percentage of special victim's investigation and prosecution capability cases preferred compared to the overall number of courts-martial preferred is 20%. The special investigations and prosecution capability

handles a variety of cases to include cases involving children and spouse/intimate partner sexual assault. For purposes of this report, those cases were not counted. The 125 preferrals refers to cases that would be included in the sexual assault prevention and response data.

3.13 Percentage of special victim offense courts-martial tried by, or with the direct advice and assistance of a specially trained prosecutor.

Approximately 85% of special victim offense courts-martial were tried by or with the direct advice and assistance of a special prosecutor, known in the Air Force as senior trial counsel, during calendar year 2014. The Judge Advocate General tracks senior trial counsel participation in sexual assault cases involving child and adult victims. The number also includes spouse and intimate partner cases which are counted as part of the Family Advocacy Program. During calendar year 2013, senior trial counsel prosecuted a total of 203 cases of which 122 were sexual assault cases. For calendar year 2014, senior trial counsel prosecuted 200 total cases of which 128 were sexual assault cases. Additionally, senior trial counsel also provide advice, guidance, and assistance on the vast majority of Air Force sexual assault cases through reach-back capability. A dedicated senior trial counsel stationed at Joint Base Andrews (the Special Victims Unit Chief of Policy & Coordination) is responsible for providing an initial review of all sexual assault cases and consultation with base legal offices on all sexual assault cases submitted for action, even if these cases are not prosecuted with the direct on-the-ground assistance of a senior trial counsel. Judge Advocate General Corps leadership encourages every base legal office to forward every allegation of sexual assault for review through this reach back capability.

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

4.1 Summarize your efforts to achieve the Advocacy/Victim Assistance Endstate: “high quality services and support to instill confidence and trust, strengthen resilience, and inspire victims to report.”

Overview: Since the inception of the Sexual Assault Prevention and Response Program in 2005, the Air Force has focused on providing unrivaled victim care and follow-on support. In fiscal year 2014, 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. When victims report sexual assault, the Air Force provides a safe environment, offers medical care, mental health counseling, specialized legal counsel for victims 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 one of the critical capabilities 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. The key victim service providers are sexual assault response coordinators, sexual assault victim advocates, volunteer victim advocates and other first responders.

- **Sexual Assault Response Coordinators:** Sexual assault response coordinators are the focal point for victim care and a single point of contact at an installation, major command, or within a geographic area. Additionally, sexual assault response coordinators 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. While the primary duty of a sexual assault response coordinator is to serve as a program manager, they assist as a commander’s voice for installation level response to sexual assault. Sexual assault response coordinators ensure victims receive appropriate care, understand reporting options, and available sexual assault prevention and response services.

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 these findings with the installation population

through leadership channels and public awareness campaigns. Annually in April, coordinators lead planning efforts to support the nationally recognized Sexual Assault Awareness and Prevention Month.

Sexual assault response coordinators educate their team and installation community 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.

Sexual assault response coordinators are responsible for entering important data regarding a victims' traumatic experience into the Defense Sexual Assault Incident Database.

- 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 well-being. 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 capabilities of the Sexual Assault Prevention and Response Program.
- Volunteer Victim Advocates: Volunteer victim advocates provide initial and ongoing 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. Question 4.13 further explains the roles of the first responders.

Leadership Summit: 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. For that event, 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 were also taught by Mr. David Markel, United States Army Military Police School expert, about societal myths that allow potential sex offenders to maneuver effectively among us without suspicion and detection. 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 prevention and 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.

Commanders' Role in Victim Advocacy: Commanders are required to cultivate a command climate that encourages sexual assault victims 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.

Victims/Survivor: A critical aspect of advocacy is to provide education and support to sexual assault victims. Advocates provide information and referrals for resources to provide the victim the services necessary to transition from a victim to a survivor. Each person will 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.

Expedited Transfer: In December 2011, the Air Force established policies and procedures to allow victims to request a temporary or permanent change of assignment or a permanent change of station referred to as an expedited transfer. This move to another unit or location is intended to provide victims another opportunity for additional support and to protect the victim from any potential retaliation for reporting the assault. Air Force sexual assault response coordinators will advise victims of the option to request an expedited transfer as part of the initial 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. The number of expedited transfers requested during fiscal year 2014 was 125 and 117 were approved. Unfortunately, one victim was denied her expedited transfer request because the Family Advocacy Program (FAP) took control of the case under the unofficial Air Force FAP expanded definition of "intimate partner." The case would not have been considered a FAP case under the published Air Force Instruction criteria. The Air Force is working to establish clear and consistent policy regarding the cases that will be managed under FAP and the availability of Expedited Transfer for victims.

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.

Reports of Sexual Assault Over Time: A key gauge to understanding victim confidence in program is reports of sexual assault over time. Reporting data displayed in chart 4.1 suggests that victim confidence and trust has continued to strengthen in fiscal year 2014 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.

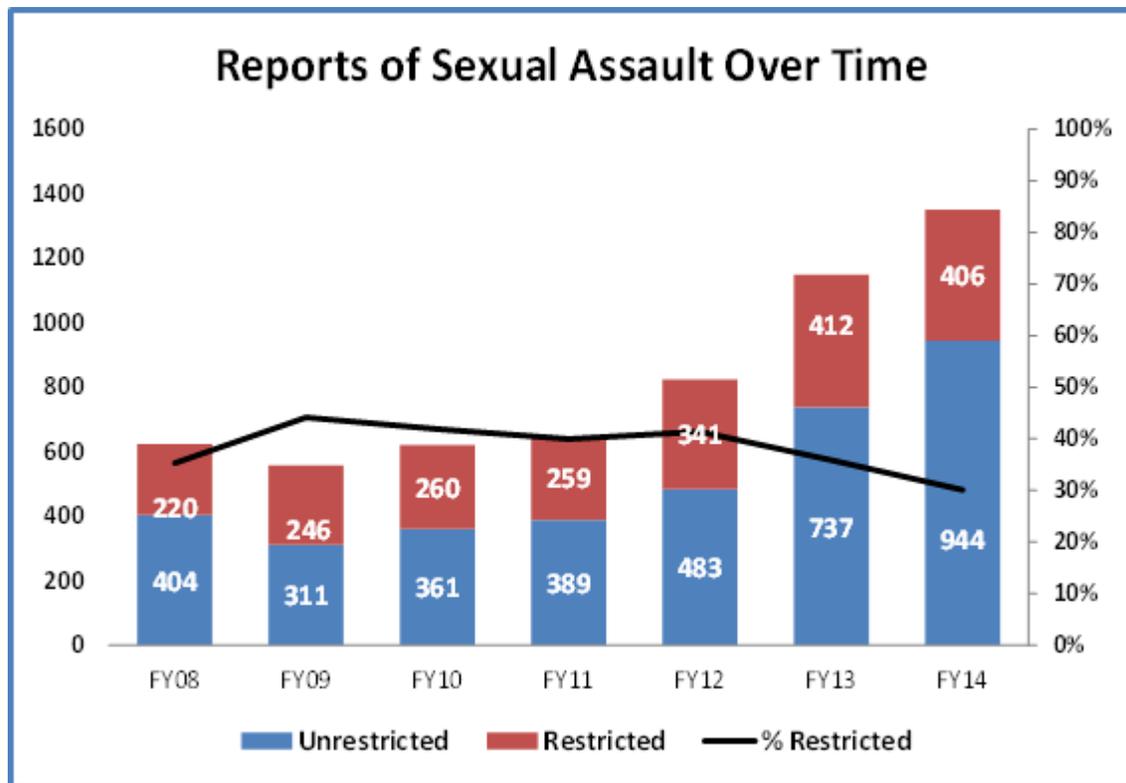


Chart 4.1 – Annual Reports of Sexual Assault

The trend of increased reporting continued in fiscal year 2014. The percentage increases from fiscal year 2012 to 2014 is 46%. Of further note is the decreased proportion of restricted reporting. The percentage of total reports that are restricted for fiscal year 2014 is 30%. 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 the increase in reporting is an indication that a larger percentage of victims are coming forward to receive victim care and are reporting this crime so an investigation can take place and commanders can hold assailants appropriately accountable.

Defense Equal Opportunity Management Institute 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 Institute 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 years thereafter. In 2013, 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 (reference question 1.9 for more information).

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. Results suggest that Air Force commanders are actively supporting the Sexual Assault Prevention and Response Program and victim reporting as shown in the following charts.

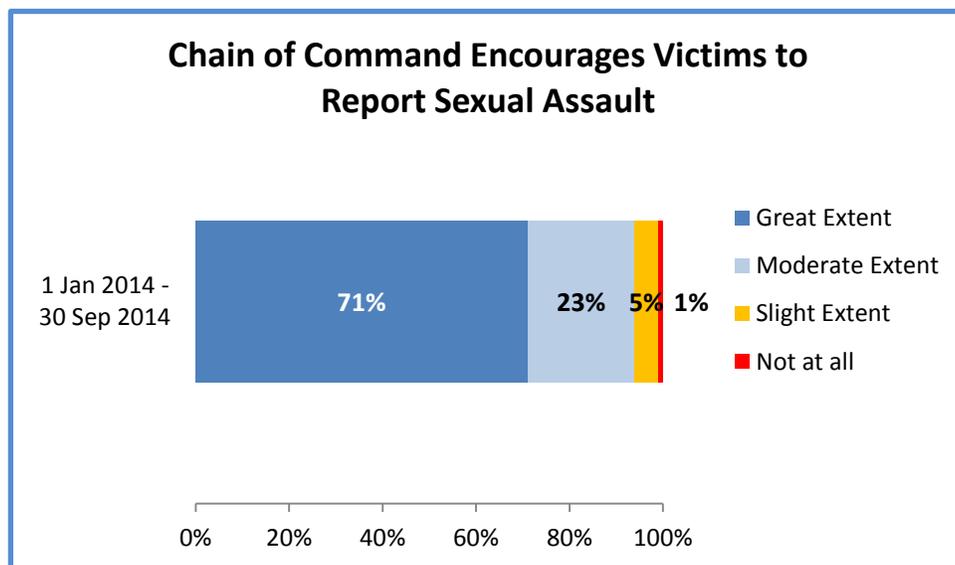


Chart 4.2 – Responses to Chain of Command Encourages Victims to Report Sexual Assault

In response to this question on the Defense Equal Opportunity Management Institute Organizational Climate Survey, 94% of Airmen indicate that either to a “great” or “moderate” extent their chain of command encourages victims to report the crime of sexual assault.

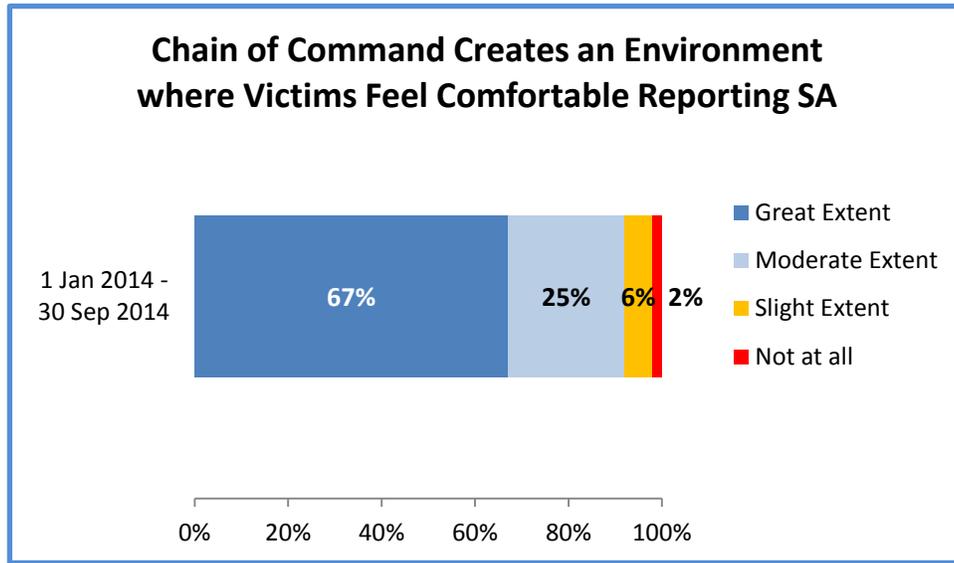


Chart 4.3 – Responses to Chain of Command Creates an Environment where Victims Feel Comfortable Reporting SA

Most Airmen felt confident that to a “great extent” their chain of command encouraged victims to report a sexual assault. 92% of Airmen stated that their chain of command makes a noticeable effort to create an environment that would support victims coming forward.

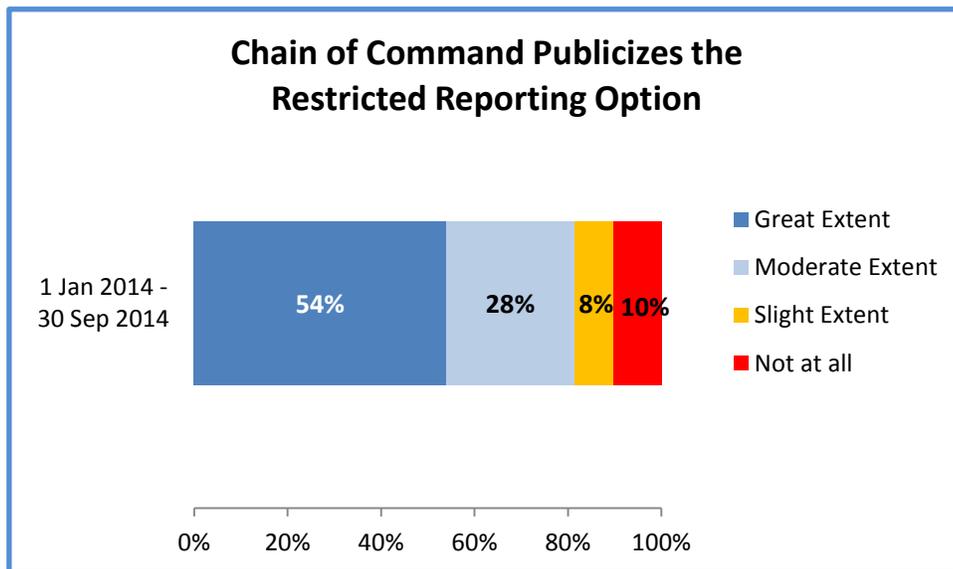


Chart 4.4 – Responses to Chain of Command Publicizes the Restricted Reporting Option

82% 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.

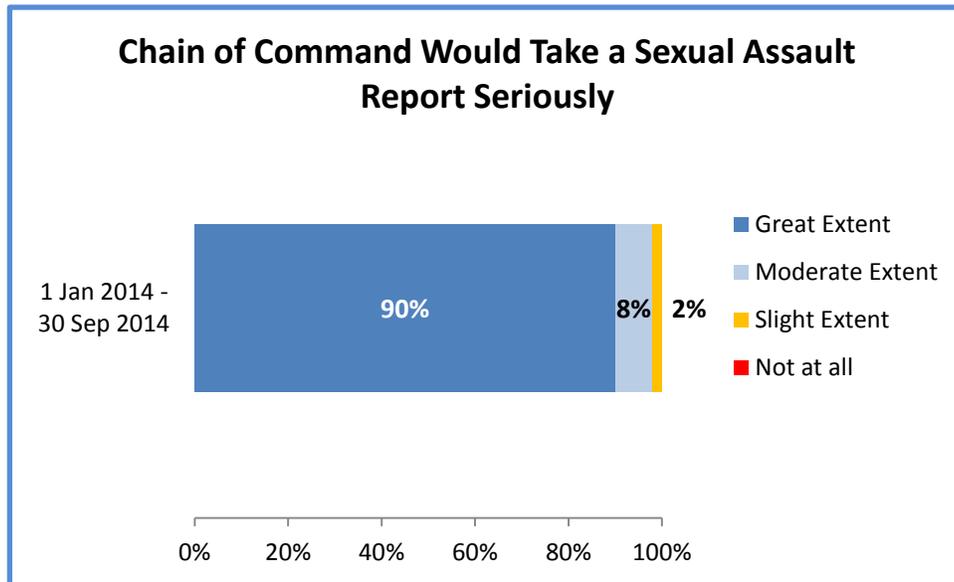


Chart 4.5 – Responses to Chain of Command Would Take a Sexual Assault Report Seriously

Response rates indicate that 98% of the Airman population has confidence that their chain of command would take a sexual assault report seriously to a “moderate” or “great” extent.

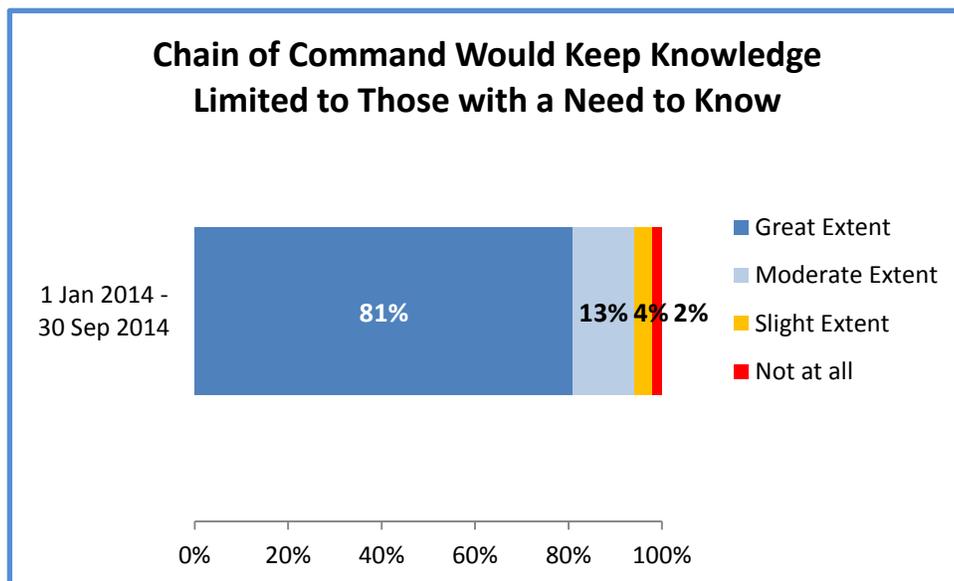


Chart 4.6 – Responses to Chain of Command Would Keep Knowledge Limited to Those with a Need to Know

94% of Airmen trust 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.

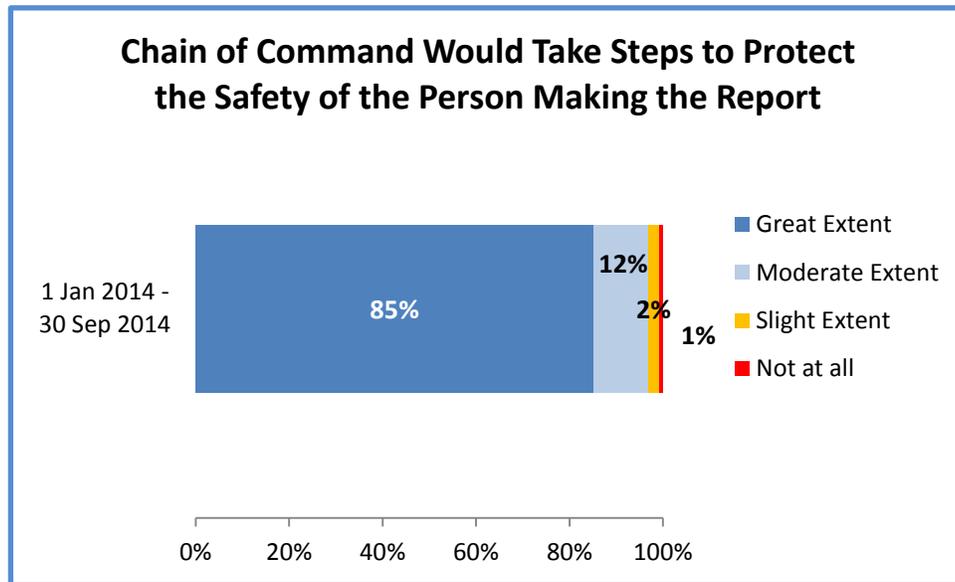


Chart 4.7 – Responses to Chain of Command Would Take Steps to Protect the Safety of the Person Making a Report

97% of Airmen 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.

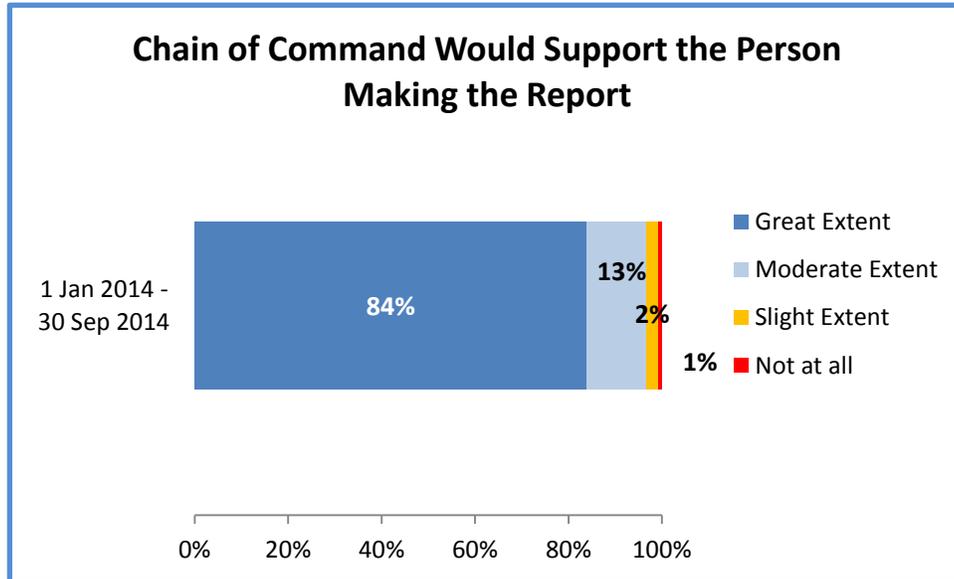


Chart 4.8 – Responses to Chain of Command Would Support the Person Making a Report

97% of Airmen trust their chain of command to protect the person making a report. This has been a key point of emphasis in recent training.

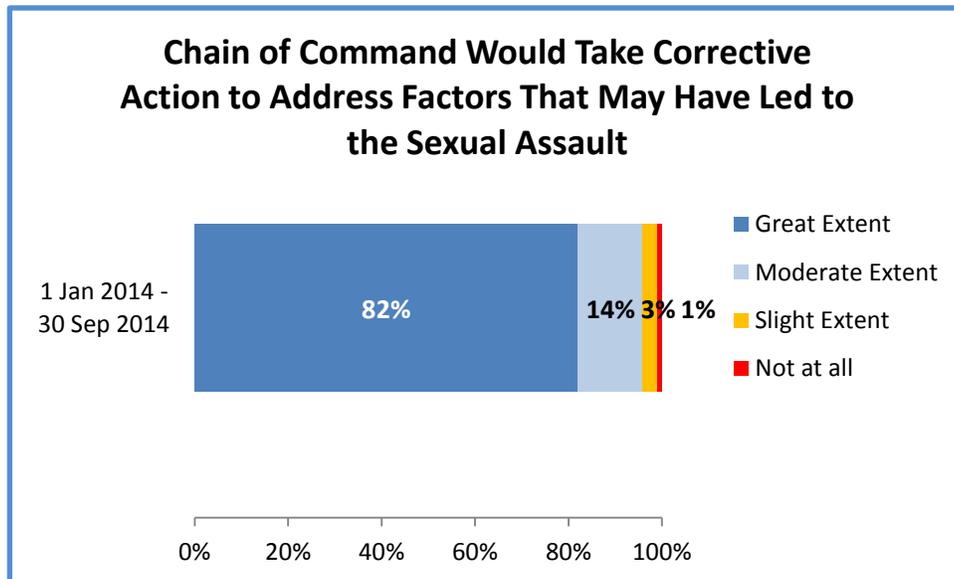


Chart 4.9 – Responses to Chain of Command Would Take the Appropriate Corrective Actions to Address Factors that May have Led to the Sexual Assault

Survey results suggest that 96% 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.

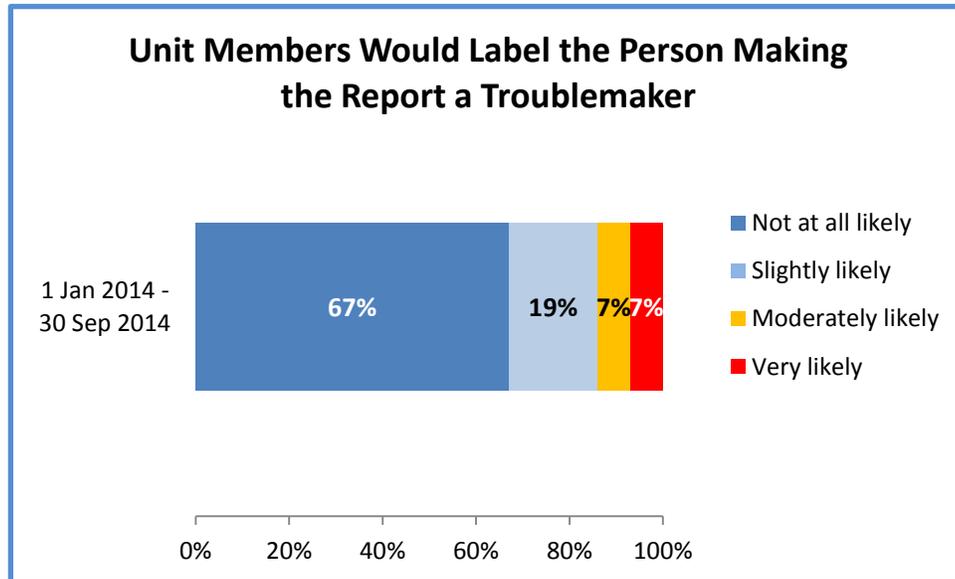


Chart 4.10 – Responses to the Unit Would Label the Person Making the Report a Troublemaker

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 “very likely” 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 and to continue to educate and train the force that this is unacceptable behavior.

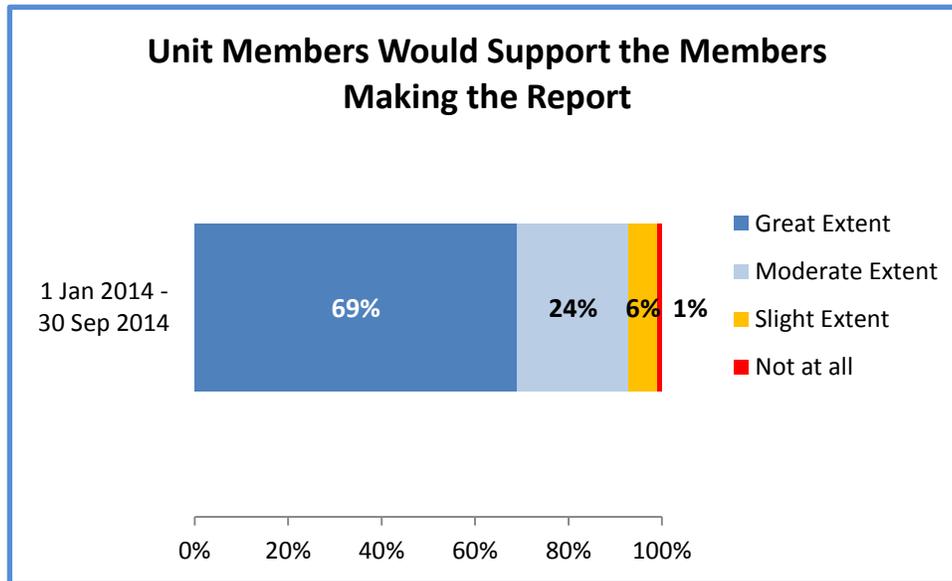


Chart 4.11 – Responses to the Unit Would Support the Members Making the Report

The responses suggest that 93% of 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 victim empathy and each Airman’s responsibility to ensure they are creating a culture of “dignity and respect.”

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 for fiscal year 2014 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.

The data collected in fiscal year 2014 suggests that the Air Force is on track toward achieving the Advocacy/Victim Assistance Endstate: "high quality services and support to instill confidence and trust, strengthen resilience, and inspire victims to report". Nevertheless, we must remain vigilant to ensure that every victim who comes forward receives the very best care available.

4.2 Describe your progress in allowing Reserve Component Service members who are victims of sexual assault while on active duty to remain on active duty status to obtain the treatment and support afforded active duty members.

In August 2012, the Air Force Reserve and Air National Guard collaborated to issue the Reserve Component medical continuation policy, which extended entitlements to all Reserve Component sexual assault victims serving in Title 10 status. Prior to this policy, Reserve Component sexual assault victims were allowed to remain on active duty on a case by case basis to obtain treatment and support. To determine a Reserve Component member's eligibility, commanders used a variety of factors to include: line of duty determination, orders, and commander's discretion at the time the sexual assault report is made.

In addition to extending services and entitlements, the policy also created the Reserve Component Case Management Division located at the Total Force Service Center, Joint Base San Antonio, Texas. The Case Management Division was established in April 2013 to serve ill and injured Reserve Component Airmen. The division handles a variety of issues and is the focal point for coordinating the extension of services for Reserve Component sexual assault victims. In fiscal year 2014, a total of 14 Reserve Component sexual assault victims were assisted by the Case Management Division.

On the policy front, the soon to be released Air Force Instruction 36-2910, *Line of Duty Determination*, will codify the aforementioned medical continuation policy. Furthermore, the revamped Air Force Instruction will have specific sections and chapters devoted to Reserve Component line of duty determination, medical continuation responsibilities, and incapacitation pay processing and entitlements for sexual assault victims.

4.3 Describe your progress in ensuring that a member of the Reserve Components who is a victim of sexual assault by another member of the Reserve

Components has timely access to a Sexual Assault Response Coordinator.

To facilitate a timely response to sexual assault victims, Reserve Component units provide 24/7 access to a sexual assault response coordinator and use the Department of Defense Safe Helpline. The Safe Helpline serves as central communication mode in linking victims with not only a sexual assault response coordinator, but also a range of healthcare and emergency response services worldwide should they be required. Air National Guard and reserve wings also promote and distribute a contact card that Airmen may use to directly contact a sexual assault response coordinator or healthcare provider.

Additional measures to support victim response include the Reserve Component's support and participation in the Department of Defense Safe Helpline and SharePoint sites. These communication mediums direct sexual assault victims to healthcare providers and sexual assault response coordinators to expedite care. Finally, the Reserve Component provides pre- and post- deployment training and annual sexual assault prevention and response training to all its' Airmen as a continuous education process. These critical training seminars stress the vital services provided by sexual assault response coordinators and sexual assault prevention and response victim advocates should a Reserve Component Airman need their respective assistance at home or abroad.

The Reserve Component typically handles sexual assault cases based on the victim's home station of assignment. In cases where the victim is deployed or in a temporary duty assignment, the installation sexual assault response coordinator at the deployed or temporary duty assignment location will assume responsibility of the victim until either the member is transferred back to their home unit (if required) or their tour of duty is complete. The Air National Guard and reserve units aim to create a seamless transition in victim services throughout the entire process for a sexual assault victim. The intent behind this initiative is to ensure Reserve Component Airmen understand they are never out of sight or out of mind while serving regardless of their status at the time of an assault.

4.4 List the total number of full-time sexual assault response coordinators/sexual assault response victim advocates serving at brigade or equivalent level. If not at 100%, describe your efforts to achieve 100% fill.

Military:

- Number of certified (Department of Defense Sexual Assault Advocate Certification Program) full-time sexual assault response coordinators – 35
- Number of victim advocates – not applicable (no military authorizations for full-time victim advocate positions)

Civilian:

- Number of certified (Department of Defense Sexual Assault Advocate Certification Program) full-time sexual assault response coordinators - 83
- Number of victim advocates – 79

Totals:

- Sexual assault response coordinators - 118
- Sexual assault prevention and response victim advocates – 79

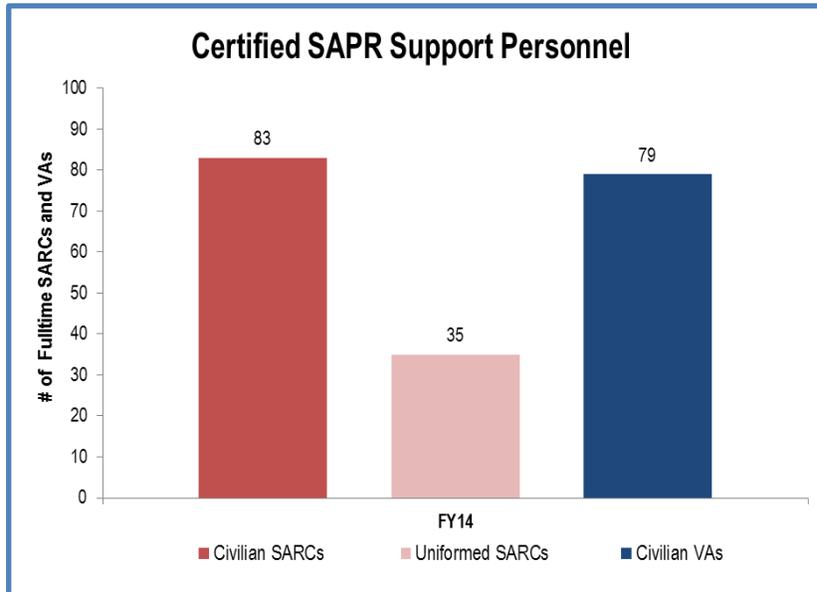


Chart 4.12 – Certified Sexual Assault Prevention and Response Personnel

The Air Force has more capability to respond than is required by law and as of September 30, 2014, the Air Force has 8 unfilled uniformed sexual assault response coordinator positions. Four of the eight slots will be filled in fiscal year 2015 and the remaining vacancies are awaiting matches. Additionally, there are 3 uniformed sexual assault response coordinators who are trained in positions and awaiting certification. Furthermore, there are five unfilled sexual assault prevention and response victim advocate civil service positions. Currently, four of the five positions have selected an applicant; however, the Air Force is awaiting certification training to complete the necessary hiring requirements. In addition, the Air Force has one sexual assault response coordinator civil service position that is unfilled due to a retirement and is actively advertising the position to fill it early in fiscal year 2015.

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

Sexual Assault Response Coordinators: Since the inception of the Sexual Assault Prevention and Response Program in 2005, the Air Force has trained sexual assault response coordinators to inform victims that they may request a military protective order. This was codified in Air Force Instruction 36-6001, *Sexual Assault Prevention and Response Program*, dated September 2008. Sexual assault victims are informed about military protective orders when first making a sexual assault report. Sexual assault

response coordinators, using block 1.b (3) on the Department of Defense Form 2910, *Victim Reporting Preference Statement*, must inform every victim that they may request a military protective order. Commanders are also educated in key personnel briefings and when faced with an incident in their unit to consider if a military protective order is required for each sexual assault report.

Office of Special Investigations: The Air Force Office of Special Investigations investigates all allegations of rape, sexual assault, non-consensual sodomy, aggravated sexual contact, and abusive sexual contact over which the Air Force has investigative jurisdiction. The Headquarters Air Force Office of Special Investigations requires that agents document information regarding civilian and military protective orders in their electronic investigative information management system. This requirement also applies to protective orders associated with reserve component personnel in Title 10 status when the person is a subject or victim of an Air Force Office of Special Investigations' case.

Security Forces: Air Force Security Forces provides first-response military policing and law enforcement capability on Air Force installations worldwide. Military protective order violations that require a police response on an Air Force installation will normally be handled by security forces personnel. When commanders provide a copy of the order, security forces personnel have the ability to document a military protective order in a National Crime Information Center Protective Order File if the order has been issued against a member of the armed forces and an individual involved in the order does not reside on a military installation throughout the duration of the order. The inclusion of military protective orders in the National Crime Information Center helps ensure violations committed off the installation are reported to security forces by local law enforcement officials. Security forces personnel will, in turn, report the violation to the subject's commander.

4.6 Describe your efforts to establish processes for reviewing credentials, qualifications, and refresher training for victim-sensitive personnel positions. Describe your Service's process to address inappropriate behavior demonstrated by those in victim-sensitive personnel positions. Include process for revocation of certification if appropriate.

Standards for victim assistance personnel are set forth in Department of Defense Instruction 6400.07, *Standards for Victim Assistance Services in the Military Community*, November 25, 2013. The standards include ethical benchmarks designed to ensure proper interaction between victim assistance personnel and those they assist. Victim assistance personnel will immediately lose their position to undergo an investigation on their merits if they engage in misconduct proscribed by these ethical benchmarks. Such considerations are focused primarily on continual, professional, and competent provision of services to victims and upon the best interests of the Air Force.

Describe your efforts to establish processes for reviewing credentials, qualifications, and refresher training for victim-sensitive personnel positions

Sexual Assault Response Coordinators Credentialing: Air Force sexual assault

response coordinators and sexual assault victim advocates are screened prior to being hired into the position. Sexual assault response coordinator positions are filled by either a military officer or general schedule civilian. Civilians undergo a background and qualification screening prior to starting work for the Air Force. The initial screening is conducted by the Air Force Personnel Center through the civilian hiring process as outlined by the Office of Personnel Management. Military sexual assault response coordinators must be in the grade of first lieutenant or higher. Interested military officers must apply and interview with either an installation or major command sexual assault response coordinator in order to be selected as a sexual assault response coordinator.

Once selected for a full-time sexual assault response coordinator or victim advocate position, the individual must complete the 64-hour Air Force Sexual Assault Response Course taught at Air University. Volunteer victim advocates complete a 40-hour course taught by the installation sexual assault response coordinator at their assigned location.

Sexual assault prevention and response personnel apply for Defense Sexual Assault Advocate Certification by completing the Department of Defense Form 2950, *Defense Sexual Assault Advocate Certification Application Packet*. As outlined in the application packet, an applicant's commander must review and sign the application stating that all criteria established within Defense Sexual Assault Advocate Certification Program have been met.

Judge Advocate General Corps Credentialing: As of August 2014, The Judge Advocate General Corps implemented a formalized screening process for nominating the "best qualified" judge advocates for special victims' counsel and senior special victims' counsel. This screening process was used to nominate the latest cadre of special victims' counsel and senior special victims' counsel for projected January 2015 assignments and July 2015 assignments.

The Judge Advocate General approves all judge advocate assignments, including special victims' counsel and senior special victims' counsel. The Air Force Judge Advocate General Corps assignments officer recommends to The Judge Advocate General who should be assigned as special victims' counsel and senior special victims' counsel, as well as their assignment location. From the outset, the assignments officer has access to every judge advocate's accession file and complete duty history, to include officer performance reports, awards and decorations, assignment history, and any instances/allegations of misconduct. Special victims' counsel and senior special victims' counsel candidates are then vetted through the following process.

The Director of the Professional Development Branch sends a call for nominations to every major command staff judge advocate and director to solicit input for "best qualified" personnel using the following criteria:

- **Trial Experience:** Candidates are analyzed on their courts-martial experience to include, the number of courts-martial tried, a breakdown of litigated, partially litigated, and guilty plea trials, an examination of the types of offenses tried, and the extent of the candidate's participation in the trial (ex. opening statement, voir

dire, etc.). A candidate must also be certified by The Judge Advocate General as a trial and defense counsel through the rigorous field certification program. In that program, judge advocates must have served effectively as a trial or assistant trial counsel on a number of courts-martial, demonstrated comprehension of fundamental principles of military criminal law, procedure, and evidence, and demonstrated competence in fundamental litigation skills including case preparation, motions practice, voir dire, opening statement, direct and cross examination, making objections, and closing and sentencing arguments. Finally, candidates must be recommended by both their supervisory Staff Judge Advocate and by a military judge to be trial certified. Judge advocates are not trial and defense certified directly out of the basic judge advocate training course.

- Witness/Victim Interactions: Based on inputs from a candidate's direct supervisor (e.g., staff judge advocate) and other sources, to include inputs from senior trial counsel, the candidate's interactions with witnesses and victims are analyzed to ensure each candidate possesses the proper disposition to handle the sensitive nature of these duties.
- Officership/Leadership/Work Ethic: In addition to the workload and subject matter, special victims' counsel and senior special victims' counsel must run their own office with minimal supervision. Candidates are analyzed for their officership, ability to work autonomously, organization and time-management skills, specialized training, maturity, and responsibility, to ensure they have the skills and work ethic needed for such a position.
- Supervisor/Major Command Recommendation: The candidate's supervisor (e.g., staff judge advocate) completes an assessment regarding the candidate's fitness for the position, which is then coordinated through the chain of command to the major command staff judge advocate for final concurrence/non-concurrence.
- Special Victims' Counsel Chief Coordination: Once a candidate goes through the above vetting process, the assignments officer coordinates all nominations with the Chief, Special Victims' Counsel Division, to ensure each candidate meets the demands and expectations of the Special Victims' Counsel Program's leadership.

The Judge Advocate General does not select a candidate to become a special victims' counsel or senior special victims' counsel until after the vetting process above is complete and the candidate's supervisor and chain of command, the Special Victims' Counsel Chief, and the Professional Development Directorate all concur that a candidate is a viable special victims' counsel.

In addition to the increasing number of formal, in-residence courses, a number of distance education courses and webinars were added in 2014 to enhance refresher training options, designed to quickly provide information on changes in the law to attorneys and paralegals in the field. Finally, the Special Victims' Counsel Program has facilitated collaboration within the special victims' counsel community by utilizing resources available through the Air Force Judge Advocate Corps e-learning system. The Special Victims'

Counsel Deskbook (restricted to special victims' counsel and special victims' paralegals) includes resources such as templates for basic practice, recordings of webcasts from programs by other Federal agencies (Department of Justice, Office of Victims of Crime) and universities, templates for motion practice, and Department of Defense, and civilian resources. The Special Victims' Counsel Cohort (also restricted to special victims' counsel and special victims' paralegals) allows for special victims' counsel to share current experiences, strategies, responses and resources in a collaborative manner that supports one another's practice, even while special victims' counsel are geographically separated.

Medical Personnel Credentialing: The processes for reviewing credentials, qualifications and training for medical providers in victim-sensitive personnel positions is codified in Air Force Instruction 44-119, *Medical Quality Operations, August 16, 2011*. These processes implement the requirements of the Department of Defense Memorandum 6025.13, Medical Quality Assurance and Clinical Quality Management in the Military Health System and civilian accrediting agencies.

The processes ensure providers meet established criteria of professional competence, moral character, ethical conduct and screens for potential mental health and substance abuse that could impact the provision of safe patient care. Information on the required credentials, to include primary source verification of the credentials, is maintained in the Department of Defense Centralized Credential Quality Assurance System.

Once granted permission to practice, providers within a facility undergo an initial and on-going comprehensive peer review process in accordance with Air Force Instruction 44-119, *Medical Quality Operations*. This instruction outlines actions in response to a threat or potential threat to patient safety/staff or to the integrity of the Air Force Medical Service related to clinical incompetence, professional misconduct, or impairment. In addition, providers are held accountable to the Air Force Clinical Code of Conduct for unprofessional and disruptive behaviors that threaten the provision of safe, high quality care.

Describe your Service's process to address inappropriate behavior demonstrated by those in victim-sensitive personnel positions. Include process for revocation of certification if appropriate.

Sexual Assault Response Coordinators Revocation: There may be a time when an individual comes under investigation for a violation of the professional code of ethics established within the Defense Sexual Assault Advocate Certification Program. Under these circumstances, the commander conducts a command directed investigation (if the allegation is a sexual assault, Air Force Office of Special Investigations conducts the investigation). The individual is informed that they are under investigation and that during the investigation their certification is suspended. During the suspension, this individual is not permitted to provide any victim services. Once the investigation is complete and a determination has been provided, the commander can elect to either reinstate or revoke the individual's certification. The process is the same for our sexual assault prevention and response victim advocates as well.

Upon determining that a certification must be revoked, the commander has three duty days to provide the Air Force Sexual Assault Prevention and Response Office with a written description of the misconduct and the determination from the investigation. The Air Force Sexual Assault Prevention and Response Office retains the written revocation notification and the contacts Defense Sexual Assault Advocate Certification Program office along with Office of the Secretary of Defense Sexual Assault Prevention and Response Office to revoke the individual's certification.

Judge Advocate General Corps Revocation: Any allegation of misconduct committed by an attorney or paralegal in a victim-sensitive personnel position is immediately reported to the Commander, Air Force Legal Operations Agency, for investigation by appropriate authorities. Based on the nature of the allegation, the commander will make an initial determination as to the attorney's or paralegal's fitness for duty in the victim-sensitive position. Upon completion of the investigation, a determination will be made by the commander to determine whether personnel, administrative or military justice action should be taken against the attorney or paralegal. If good cause exists to revoke a judge advocate's certification, the revocation process outlined in Air Force Instruction 51-103, *Judge Advocate Professional Development*, will be followed. Reasons for revocation of certification include, when an officer fails to maintain professional licensing standards, an officer fails to maintain ethical or professional responsibility standards, an officer violates the Uniform Code of Military Justice, an officer violates a state or federal criminal statute(s), or The Judge Advocate General determines that withdrawal is in the best interest of the Air Force.

Medical Personnel Revocation: In accordance with the Air Force Instruction, the Air Force Surgeon General may direct reporting to the National Practitioner Data Bank, state(s) of licensure, and other certifying bodies when a provider's practice has been adversely impacted due to clinical incompetence, professional misconduct, or impairment. Non-privileged providers are also expected to maintain high levels of professionalism, integrity, and standards of conduct when assisting victims of domestic abuse or assault. Breaches in professional behavior are initially addressed by the supervisor, commander, and contract representative in the case of contractors. Initial efforts focus on correcting the inappropriate behavior. If education and re-training efforts fail, or if individual actions are of such nature to discredit the individual's ability to effectively perform the designated duties, removal or termination from the position remains an option. Active duty or government civilians may be reassigned, while contract staff members are more commonly terminated.

4.7 Describe your progress in ensuring all sexual assault response coordinators and sexual assault prevention and response victim advocates are Department of Defense Sexual Assault Advocate Certified prior to performing the duties of a sexual assault response coordinator and sexual assault prevention and response victim advocate.

As of January 2014, sexual assault response coordinators and full-time victim advocates must complete 64 hours of initial training by attending the Air Force Sexual Assault

Response Course taught at Air University for initial certification. Volunteer victim advocates must complete a 40-hour course taught by the installation sexual assault response coordinator or sexual assault prevention and response victim advocate at their assigned installation for initial certification. The Department of Defense Sexual Assault Advocate Certification Program certifies sexual assault response coordinators and volunteer victim advocates upon completion of the course by completing the Department of Defense Form 2950, *Department of Defense Sexual Assault Advocate Certification Program Application Packet*. The application packet includes a memorandum outlining experience, signed Code of Professional Ethics, and two signed letters of recommendation.

Air Force sexual assault response coordinators and victim advocates cannot work directly with victims until they have received this national certification. This is documented in their training record and reviewed in the certification agency's bi-weekly reports. Once certified they can be assigned, as appropriate, to work with victims, train installation personnel, and support outreach efforts. In addition, they must receive annual responder training, earn thirty-two hours of continuing education units every two years and undergo an initial National Agency Background Check.

The Air Force Sexual Assault Prevention and Response Office tracks sexual assault response coordinators and victim advocates personnel data on a monthly basis. Major command sexual assault response coordinators provide monthly updates on the identities and credentials of their sexual assault response coordinators and victim advocates. In addition, they report the number of sexual assault response coordinators and victim advocates billets authorized and occupied at the installation level. For information regarding Air Force staffing levels for full time sexual assault response coordinators and sexual assault prevention and response victim advocates reference question 4.4.

4.8 Describe your continued efforts to ensure that the 24/7 Department of Defense Safe Helpline has accurate contact information for on-base sexual assault prevention and response resources (i.e., Chaplains, sexual assault response coordinators, Military Police, Medical Personnel).

Safe Helpline: Air Force procedures for supporting the Department of Defense Safe Helpline contain specific guidelines via a memorandum of understanding with each Service Sexual Assault Prevention and Response Office. Each installation is required to provide the Safe Helpline with current information for the following first responders: sexual assault response coordinators, legal representatives, medical support, chaplains, and law enforcement personnel. This contact information allows Safe Helpline agents to efficiently and effectively provide timely referrals and response to victim care, feedback, and to publicize referral resources to service members, civilians, and their families. In order to maintain accurate information in the website's database, the Department of Defense's Sexual Assault Prevention and Response Office executes a semi-annual audit to verify contact numbers listed in the Safe Helpline database are correct and properly aligned with the listed base, installation, unit, and organization. The Rape, Abuse and Incest National Network Organization conducts this audit semi-annually through a contractual agreement with the Department of Defense.

Prior to the audit conducted by the Department of Defense, the Air Force Sexual Assault Prevention and Response Office tasked the major command program managers to conduct their own self-inspection audit with their installation sexual assault prevention and response teams. Updates and/or deletions are required to be reported back to Headquarters Air Force for reconciliation. All personnel inputs are then updated via the Responder Administration Website. Upon completion of the audit, a report is generated on the “success rate” based on positive and/or confirmed contact with an organization. Discrepancies from the Audit are reconciled by the Air Force Sexual Assault Prevention and Response Office and the Safe Helpline is updated accordingly. The final audit report reflects phone verifications and reconciliation results.

The final verification results from the September 2014 audit are shown below:

- Sexual assault response coordinators and sexual assault prevention and response victim advocates - 114 contacts/114 attempts = 100% success rate
- First Responders (Chaplains, legal assistance, medical resources, and military police) - 389 contacts/437 attempts = 89% success rate
- Air Force Overall - 503 contacts/551 attempts = 91% success rate

Headquarters Air Force recognizes the importance of accurate and up-to-date information as part of the response capability of its program and has identified the need for significant improvement in keeping the website properly updated. In its effort to provide the most reliable information possible, the Air Force Sexual Assault Prevention and Response Office conducts quarterly Safe Helpline audits to ensure continued and appropriate victim response and support capabilities are available. They have solicited the assistance of the medical advisor for a solution to standardize contact information for the medical responders listed on the Safe Helpline. The pro-active initiative will increase should increase our “success rate” during the bi-annual audits.

4.9 Describe your efforts to publicize various sexual assault prevention and response resources, such as Department of Defense Safe Helpline, to all Service Members.

Sexual assault prevention and response continues to be a top priority for Air Force leaders. In early fiscal year 2014, Air Force leaders recognized the need for a more robust headquarters structure for the mission of sexual assault prevention and response in order to synchronize efforts across the service and effect change on this critical issue. The Air Force Sexual Assault Prevention and Response Office remains steadfast in its efforts to provide the community with effective tools to help address sexual assault concerns. In November 2013, the Air Force Sexual Assault Prevention and Response Office directed each installation via public affairs guidance to establish and maintain an installation public website displaying and promoting sexual assault prevention and response features that are visibly accessible on every installation public webpage.

This guidance established Headquarters Air Force would be responsible for maintaining an Air Force-level sexual assault prevention and response website containing up-to-date training and tools for installations to use and reference. Installations were mandated to

use push down tabs to link their installation websites to the Headquarters Air Force website. In addition, the guidance established that Headquarters Air Force would create a link on their website to connect to the Air Force Judge Advocate General's Corps website where individuals could view a list of sexual assault convictions across the Air Force.

For each installation, the public affairs guidance required sexual assault prevention and response websites to be linked from the installations homepage and "easy to find." Information maintained on the webpage includes, but is not limited to, definitions, education material, special victims' counsel information, and links to the Judge Advocate's webpage, the Department of Defense Sexual Assault Prevention and Response Office webpage and the Department of Defense Safe Helpline response webpage.

In addition, the Air Force Sexual Assault Prevention and Response Office mailed banners for the Safe Helpline to all major command program managers for distribution to their installations. The banners are used as part of the sexual assault response coordinator's awareness campaigns to promote knowledge and awareness of this resource to all installation service members, civilians, and family members.

4.10 Describe your progress in ensuring victims are afforded their legal rights, protections, and services.

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*, previously outlined the rights given to victims of crime. Section 1701 of the National Defense Authorization Act for fiscal year 2014 made many rights previously 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:

- The right to be reasonably protected from the accused
- 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
- The right not to be excluded from a public hearing or proceeding
- The right to be reasonably heard at a pretrial confinement, sentencing, or clemency and parole board hearing
- The right to confer with trial counsel
- The right to restitution as provided in law
- The right to proceedings free from unreasonable delay

- The right to be treated with fairness and respect for their dignity and privacy

Victims are informed of these rights through the Victim and Witness Assistance Program, by trial counsel, and by special victims' counsel.

Additionally, 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 National Defense Authorization Act for fiscal year 2014 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.

The Air Force Special Victims' Counsel Program filed the first appeal of a military judge's ruling that denied a special victims' counsel standing to argue in court and obtained 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 Rule of Evidences 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 through counsel." *LRM v. Kastenber*, 72 M.J. 364 (C.A.A.F. July 18, 2013). Over the life of the program, special victims' counsel have ensured victims are afforded their rights by attending approximately 1,800 interviews with them, representing them in over 200 Article 32 hearings and in 175 courts-martial. In the Victim Impact Survey responses, 82% indicated that their special victims' counsel advocated a privacy right on their behalf. Furthermore, special victims' counsel provide holistic representation and work daily to ensure protections, such as expedited transfers, and services, such as obtaining transitional compensation.

In June 2014, Air Force sexual assault response coordinators and sexual assault prevention and response victim advocates began using the revised Department of Defense Form 2910, *Victim Reporting Preference Statement*. The revised form incorporated additional legal rights, protections, and services not covered in the previous edition. Now, prior to electing a reporting option, eligible victims are additionally informed about the opportunity to be assigned special victims' counsel, to request an expedited transfer, military or civilian protective order, and representation by defense counsel regarding collateral misconduct. Victims are also informed they must provide consent to transfer case documents to another sexual assault response coordinator and if they experience coercion, retaliation, reprisal, or ostracism from supervisors or peers, they can report it to their sexual assault response coordinator, special victims' counsel, commander, Victim Witness Assistance Program personnel or their Service Inspector General. Additionally, in Uniform Code of Military Justice cases, the victim is provided a

Department of Defense Form 2701, *Initial Information for Victims and Witnesses of Crime*, which contains important information about their rights as a victim, from law enforcement or a Military Criminal Investigation Organization.

In accordance with Department of Defense Instruction 6495.02, *Sexual Assault Prevention and Response Program Procedures*, the Air Force conducts monthly Case Management Group meetings to review unrestricted and restricted cases of sexual assault. These meetings provide cohesive emotional, physical, and spiritual care of a victim in a collaborative environment with the collective goal of facilitating the survivor's well-being and recovery. For restricted reports, the group membership is limited to the sexual assault response coordinator, victim advocate, and healthcare provider in order to maintain the protections of a restricted report.

The Air Force appointed a representative from the Sexual Assault Prevention and Response Office to serve on the Department of Defense Victim Assistance Leadership Council. This Council advises the Secretary of Defense on policies and practices related to the provision of victim assistance across the Department of Defense. These victim assistance services focus on response, protection, and care for victims starting with the initial report and continuing through offense disposition or until the victim no longer requires services. We meet the competency, ethical, and foundational levels as prescribed in the Department of Defense Instruction 6400.07, *Standards for Victim Assistance Services in the Military Community*.

4.11 Describe your progress to improve the victim care services at Joint Bases, in Joint Environments, and for the Reserve Components.

The Air Force provides victim care at Joint Bases, in Joint Environments, and at Reserve Component installations using a multi-faceted approach employing sexual assault response coordinators and sexual assault prevention and response victim advocates. The sexual assault prevention and response staff, regardless of Service affiliation, collaborate on prevention, outreach, and training efforts at their installations. For a detailed description of their roles and the progress made to improve victim care, please reference question 4.1.

Active Component: Currently, there are twelve Joint Bases across the Department of Defense: Six are Air Force led: (Joint Base Charleston, Joint Base McGuire – Dix – Lakehurst, Joint Base Andrews, Joint Base Elmendorf-Richardson, Joint Base San Antonio, Joint Base Langley-Eustis); four are Navy led (Joint Base Anacostia-Bolling, Joint Base Pearl Harbor-Hickam, Joint Base Guam, Joint Base Norfolk); and two are Army led: (Joint Base Lewis-McChord, Joint Base Myer-Henderson Hall).

Joint Bases are similar to Air Force installations in the sense that at Airmen at Joint Bases are trained to receive sexual assault prevention and response services and annual sexual assault prevention and response training from their Service. However, in accordance with Department of Defense policy, regardless of affiliation a service member can access sexual assault prevention and response services from any branch of service.

During the most recent Base Closure and Realignment Commission, medical supplements were required at each Joint Base location. A medical supplement directs in detail the coordination and provision of services and care to medical beneficiaries at each Base Closure and Realignment Commission location. Additionally, the Assistant Secretary of Defense for Health Affairs has oversight of the services and, therefore, the military treatment facilities on each installation. Medical support and response to victims of sexual assault include: emergency services, primary care services, mental health services, the alcohol/drug abuse prevention and treatment services, and family advocacy program services. Over 55 Air Force military treatment facilities have memorandums of understanding with civilian centers of excellence for emergency services to ensure sexual assault victims are provided the highest quality care.

Reserve Component: To facilitate victim care the Air Force has a full-time civilian sexual assault response coordinator and a dedicated reserve officer victim advocate assigned to each of its 11 host installations (Dobbins Air Reserve Base, Grissom Air Reserve Base, Homestead Air Reserve Base, March Air Reserve Base, Minneapolis-St. Paul International Air Port Air Reserve Station, Naval Air Station Joint Reserve Base Fort Worth (formally known as Carswell), Niagara Falls International Air Port Air Reserve Station, Pittsburgh International Air Port Air Reserve Station, Pope Army Airfield, Westover Air Reserve Base, and Youngstown Air Reserve Station). At each of these locations, Air Force Reserve Command assigns a traditional reserve officer in the rank of major to the installation sexual assault prevention and response office with the job title of sexual assault prevention and response victim advocate.

The Reserve Component facilitates care for its Airmen by referring sexual assault victims to medical and mental health treatment centers. To expedite care and meet a victim's needs, reserve victims are generally referred to the nearest medical treatment facility or Veterans Administration facility. Coordinating care with Veteran's Affairs enables the Reserve Component to meet a victim's needs when they are geographically separated from a military treatment center.

The Air National Guard discusses their progress in improving victim care services at Joint Bases, and in Joint Environments in their annual report. Please reference question 4.11 within the National Guard Bureau Submission for more detailed information.

4.12 Describe your progress in strengthening participation in an integrated victim services network of care.

Policy Updates: Several policy documents regarding victim care underwent revisions in fiscal year 2014, which required dedicated collaboration from various organizations. Air Force Instruction 44-102, *Medical Care Management*, Chapter 11 (*Medical Response to Sexual Assault Victims*) underwent a major revision and integrated inputs from the Air Force Sexual Assault Prevention and Response Office, the Air Force Office of Special Investigations and the Judge Advocate General's Corps. In addition, the Air Force Surgeon General collaborated with the Air Force Sexual Assault Prevention and Response Office to draft the forthcoming Air Force Instruction 90-6001, *Sexual Assault Prevention and Response Program*.

Family Advocacy: Headquarters Air Force Family Advocacy Program and the Air Force Sexual Assault Prevention and Response Office collaborated on multiple fronts in fiscal year 2014. First, both organizations led efforts to review *Triage Guidelines for Domestic Abuse/Sexual Assault Cases* and clarify instructions to minimize the potential risk for violence in unmarried intimate partner sexual assault cases. Additionally, the Family Advocacy Program and Sexual Assault Prevention and Response Office worked together to support various awareness campaigns (Dating Violence Awareness in February, Child Abuse/Sexual Assault Prevention (April) and Domestic Violence Awareness (October) to educate the populace about where to go for help and support.

Sexual Assault Response Coordinator Course Audit: In addition, the Air Force Surgeon General's office partnered with the Air Force Sexual Assault Prevention and Response Office in an audit/evaluation of the current Air Force Sexual Assault Response Coordinator Course. The intended goal of the audit is to ensure medical and mental health training content regarding victim care and support is accurate. The Air Force Sexual Assault Prevention and Response Office is currently evaluating the results of the audit and will incorporate any necessary updates regarding medical and mental health content to the Sexual Assault Response Coordinator Course in fiscal year 2015.

Sexual Assault Case Management Group: The Sexual Assault Case Management Group is the primary forum for facilitating and strengthening integrated victim services. The installation commander or host commander has program oversight for the Case Management Group and chairs this multi-disciplinary team on a monthly basis. The Case Management Group accomplishes monthly reviews on individual cases for unrestricted reports and provides commanders with victim updates. Additionally, the group ensures victims have access to and are encouraged to seek out quality services. Commanders are required to attend the case management meeting and update the victim on the status of their case.

Safe Helpline: The Department of Defense Safe Helpline also offers a number of opportunities to strengthen participation in victim services network of care. The Safe Helpline provides an integrated victim crisis support service for members of the Department of Defense community who may be affected by sexual assault. Safe Helpline delivers live, one-on-one support and information to the worldwide Department of Defense community. The service is confidential, anonymous, secure, and available worldwide, 24/7 by click, call or text — providing victims with the help they need anytime, anywhere. This provision is especially vital for service members who serve out of country, or in remote locations.

4.13 Describe your efforts to increase collaboration with civilian victim response organizations to improve interoperability.

Many members of the sexual assault prevention and response team interact with civilian victim response organizations. The following is a synopsis of each of those interactions:

- **Sexual Assault Response Coordinator Collaboration:** Major command sexual

assault response coordinators are responsible for administering the Sexual Assault Prevention and Response Program within their respective commands and providing functional oversight and guidance for installation sexual assault response coordinators to ensure compliance. During July 2014, the Air Force Sexual Assault Prevention and Response Office hosted the first major command Sexual Assault Response Coordinator Orientation. This training was designed to enhance knowledge, skills and the ability to assist installation-level sexual assault response coordinators with the execution of the Sexual Assault Prevention and Response Program.

As part of the training, attendees conducted a site visit to the Rape, Abuse and Incest National Network to discuss response measures, share ideas, and collaborate on future initiatives. Additionally, the orientation group was provided a detailed overview on the Department of Defense Safe Helpline. The Safe Helpline provides live, one-on-one advice, support, and information to the worldwide Department of Defense community.

- Healthcare Personnel: The Air Force focuses on ensuring compassionate, quality care that is gender-responsive, culturally competent and recovery oriented 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 Service is to support the victim while ensuring evidence collection credibility by using the most highly trained healthcare personnel.
- Chaplain Corps: The Air Force Chaplain Corps plays a significant role in supporting all Airmen. They are a spiritual and counseling resource for all Airmen. Air Force chaplains are trusted counselors, teachers, and confidants. Chaplains educate victims on their privileges and referral resources, to include the services offered by a sexual assault response coordinator. All Chaplain Corps teams worldwide are encouraged to coordinate with local organizations to ensure that the members have increased awareness of civilian victim response organizations for referral purposes. The Chaplain Corps uses local organizations in consultation with sexual assault response coordinators to collaborate on victim care and support. Victims are referred to institutions such as religious organizations, safe houses, and other non-government organizations. Local sexual assault victim resources vary at each military installation.

Additionally, the Chaplain Corps is developing a plan to utilize \$230,000 to fund localized sexual assault prevention and response training. The focus of the training will include sexual assault response, victim care, and developing collaboration with civilian victim response organizations. Civilian sexual assault victim response organizations will develop and conduct the training for the local chapel teams. The Headquarters Air Force Chief of Chaplains Office believes this

training will increase Chaplain Corps member's skill sets and interoperability with civilian victim response organizations.

Finally, the Chaplain Corps has partnered with the Military Family Learning Network to leverage their "webinars" to provide training resources to Chaplain Corps members on a variety of caregiver subjects. These webinars are developed and hosted by local universities. The Chaplain Corps can view regularly scheduled webinars or request specific webinars be developed to provide more specific training, such as dealing with sexual assault as a caregiver, victim care post trauma, and collaborating with local civilian institutions in victim care. The regularly scheduled webinars are posted on the Chaplain Corps secure website and there are no costs to the Chaplain Corps for development or production of the additional webinars.

- Security Forces, Fire, Rescue and Emergency Medical: Air Force Security Forces, Fire, Rescue and Emergency Medical personnel provide a vital first point of contact for victims and the sexual assault prevention and response program. As first responders, they work jointly with Department of the Air Force and Department of Defense civilian police, firefighters, and emergency medical technicians as well as non-Department of Defense affiliated civilian counterparts. Collaboration and partnership with these agencies is strengthened through mutual-aid agreements, joint training and integrated exercises. These first responders also rely on the relationships cultivated by the Air Force Office of Special Investigations, the Air Force lead agency for investigating sexual assault cases, and the installation sexual assault response coordinator with civilian response organizations to enhance their skills and knowledge in assisting victims. As mandated reporters, these first responders collect critical information and notify Air Force Office of Special Investigations.

To further law enforcement collaboration and interoperability, in fiscal year 2014, Air Force Office of Special Investigations and Air Force Security Forces developed the capability to field base-level joint sexual assault investigative teams. In addition to their role as first responders and mandated reporters, Security Forces Airmen partner with Air Force Office of Special Investigations as members of local joint sexual assault investigative teams. In this cooperative initiative, they work alongside Air Force Office of Special Investigations and civilian law enforcement organizations to investigate sexual assaults, gather evidence, and support base level staff judge advocates in prosecuting sexual assault perpetrators. Joint sexual assault investigative teams can also work proactively to educate Airmen about sexual assault impacts and prevention strategies.

Finally, it is common for installation level sexual assault response coordinators to collaborate with their local rape crisis centers, sexual assault prevention coalitions, colleges and universities, victim advocacy organizations, and health organizations.

4.14 Provide an assessment of the implementation of your expedited victim transfer request policy. Include measures taken to ensure victims are informed in

a timely manner of their right to request an expedited transfer, and challenges to the implementation of the policy.

This year the Air Force initiated a rapid improvement event for expedited transfers, providing an in-depth assessment of the entire process. The event started in June 2014 and reviewed the timeliness of the process, obstacles for the victim, process improvements, and program efficiencies. The group consisted of Air Force sexual assault prevention and response staff in policy and operations, a wing vice commander, several sexual assault response coordinators, a victim, Air Force Personnel Center staff in humanitarian and assignments, Headquarters Air Force Pentagon Personnel staff, and both guard and reserve headquarters sexual assault response coordinators. The event lasted several months and reviewed the initial education of the victim through the final step of a permanent change of station from the installation. During this event, the review team discovered several process improvements that should be implemented. These improvements included a standard education and training campaign explaining the entire process for sexual assault response coordinators, commanders, and special victims' counsel to ensure that consistent messaging and information is provided to the victim. Data collection and review is also part of the improvements to ensure that target timelines for approval requests and victim moves are met.

The review team identified and submitted a requirement to update the automated application system for expedited transfer requests. This change will create a separate and easily identifiable expedited transfer designator for victims to select. Currently, the Air Force uses the humanitarian process which has caused confusion for victims applying for an expedited transfer and as a result, delayed the process.

The team addressed the timeframes associated with the expedited transfer process and modified the weekly major command expedited transfer tracker submitted to the Air Force Sexual Assault Prevention and Response Office. The tracker enables the Air Force Sexual Assault Prevention and Response Office to maintain oversight over expedited transfer process and track the timelines for approved requests. The team also worked with the Air Force Personnel Center to address the medical evaluation board assignment waiver. Now, Air Force Personnel Center will process an expedited transfer for a victim within 30 days of a medical evaluation board decision to avoid delaying an application awaiting this decision which can take several months to complete.

The rapid improvement event identified a challenge associated with extending expedited transfers to sexual assaults involving intimate partners. These cases may involve separating children from one parent without their consent or moving dependents without the entitled active duty member. These challenging cases have the option to request a move under the Humanitarian or Threatened Persons Programs, but involve more coordination with additional agencies. This extra coordination extends the processing time for these moves and is not conducive to an expedited transfer.

4.14.1 Pertaining to temporary and/or permanent unit/duty expedited transfers (does NOT involve a permanent change of station), provide:

- The number requested

<ul style="list-style-type: none"> - The number approved as the victim requested - The number approved different than the victim requested - The number denied and a summary of why - The number moved within 30 days of approval - The number moved after 30 days of approval
<ul style="list-style-type: none"> - The number requested: 3 - The number denied as the victim requested: 0 - The number approved as the victim requested: 3 - The number approved different than the victim requested: No - A summary of the reasons for denied requests. - The number moved within 30 days of approval and the number moved after 30 days of approval: There is no requirement for conducting expedited transfer within 30 days. There are many factors that impact the ability of a victim to move expeditiously, most of which are controlled by the member themselves.
<p>4.14.2 Pertaining to permanent requested installation expedited transfers (does involve a permanent change of station move), provide:</p> <ul style="list-style-type: none"> - The number requested - The number approved as the victim requested - The number approved different than the victim requested - The number denied and a summary of why - The number moved within 30 days of approval - The number moved after 30 days of approval
<ul style="list-style-type: none"> - The number requested: 122 - The number denied as the victim requested: 8 - The number approved as the victim requested: 114 - The number approved different than the victim requested: Yes - A summary of the reasons for denied requests: 8 In three cases, it was determined that the health services available at the local installation were best suited to care for the victim. In four 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. - The number moved within 30 days of approval and the number moved after 30 days of approval: Data not available. There is no requirement for conducting expedited transfer within 30 days. There are many factors that impact the ability of a victim to move expeditiously, most of which are controlled by the member themselves.
<p>4.15 Describe your efforts to implement and enhance first responder training (e.g. sexual assault healthcare providers).</p>
<p>Sexual Assault Response Coordinator Training: In March 2013, the Air Force began an extensive review of all sexual assault prevention and response training, which began</p>

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 all sexual assault response coordinators and 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.

In fiscal year 2014, the Air Force has trained and certified 65 sexual assault response coordinators, and 49 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 advocacy 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 support 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.

Training for Healthcare Personnel: Since fiscal year 2010, the Air Force has provided annual sexual assault training for healthcare 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. Since that time Air Force Instruction 44-102, *Medical Care Management*, expanded training to all Healthcare Personnel to meet the most current requirements of Department of Defense Instruction 6495.02, which defines Healthcare Personnel as “persons assisting or otherwise supporting healthcare providers in providing health services” (e.g. administrative personnel assigned to a military treatment facility) and healthcare providers. Expanding this requirement ensures all healthcare personnel are prepared to provide initial assistance to a victim who walks into a Military Treatment Facility.

The Air Force Medical Service 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 Air Force 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.

4.16 List the number of victims, if any, whose care was hindered due to lack of Sexual Assault Forensic Examination kits or timely access to appropriate laboratory testing resources and describe the measure you took to remedy the situation.

There were no known victims whose care was hindered due to lack of Sexual Assault Forensic Examination kits or timely access to appropriate laboratory testing resources.

4.17 Provide the following information about coverage for sexual assault forensic examinations for all military treatment facilities:

- **A list of military treatment facilities with the number and hours of emergency room coverage**
- **The number of full-time sexual assault nurse examiners assigned at each military treatment facilities under your respective jurisdiction that operates an emergency room 24 hours per day**
- **A list of the number of qualified sexual assault forensic examiners by military treatment facility, listed separately by employees and contractors, if any**
- **The number and types of providers (i.e. registered nurse, advanced practice registered nurse, medical doctor, physician assistant, independent duty corpsman)**
- **The dates of Service-certification to perform these exams (and/or national certification date) by provider**
- **The number of full-time equivalents assigned for sexual assault**

examiner response per facility and the types of providers assigned to those full-time equivalent

- **A listing of all memorandums of understanding/memorandums of agreement to provide sexual assault forensic examination services, with the location, distance from the facility, and execution and termination dates for each agreement**
- **How many sexual assault forensic exam kits were processed and results used to inform command action**

Military Treatment Facilities with Emergency Room Coverage:

Outlined below are the ten military treatment facilities with 24-hour emergency room coverage along with information about their sexual assault forensic examiner staffs. Reference Attachment 2 for a full list of military treatment facilities and more detailed information regarding existing memorandums of understanding/memorandums of agreement, organizations performing sexual assault forensic exams for each military treatment facility, and distance in miles and time from military treatment facilities.

- Andrews Air Force Base, Maryland: 4 sexual assault nurse examiners (registered nurses)
 - 1 certified sexual assault nurse examiner, no exams in house, memorandum of understanding with Prince George's County Hospital
- Eglin Air Force Base, Florida: 16 sexual assault nurse examiners (registered nurses)
 - 3 certified sexual assault nurse examiners
- Joint Base Elmendorf-Richardson, Alaska: 1 sexual assault nurse examiner (registered nurse)
 - 1 certified sexual assault nurse examiner, no exams in house, memorandums of understanding with Forensic Nursing Services of Providence
- Keesler Air Force Base, Mississippi: 2 sexual assault nurse examiners (registered nurses)
 - 2 trained sexual assault nurse examiners, no exams in house, memorandum of understanding with Gulf-Port Memorial, Biloxi Regional and Singing River
- Lakenheath Air Base, United Kingdom: 1 sexual assault forensic examiner (nurse practitioner) and 3 sexual assault nurse examiners (registered nurses)
 - 4 certified examiners (3 sexual assault nurse examiners and 1 sexual assault forensic examiner)
- Joint Base Langley-Eustis: 1 sexual assault nurse examiner (registered nurse)
 - 1 trained sexual assault nurse examiner, no exams in house, memorandum of understanding with Riverside Medical Center and Sentara Care Plex Hospital
- Nellis Air Force Base, Nevada: 1 sexual assault nurse examiner (registered nurse)
 - 1 trained sexual assault nurse examiner, no exams in house, memorandum of understanding with University Medical Center
- Osan Air Base, South Korea: 1 sexual assault forensic examiner (Medical

Doctors/Doctor of Osteopathy), 1 sexual assault forensic examiner (physician assistant), 1 sexual assault forensic examiner (nurse practitioner), and 2 sexual assault nurse examiners (registered nurses)

- 5 certified sexual assault forensic/nurse examiners
- Travis Air Force Base, California: 1 sexual assault nurse examiner (registered nurse)
 - 1 trained sexual assault nurse examiner, memorandum of understanding with Solano and Napa
- Wright-Patterson Air Force Base, Ohio: 1 sexual assault nurse examiner (registered nurse)
 - 1 trained sexual assault nurse examiner, memorandum of understanding with Butler County

How many sexual assault forensic examination kits were processed and results used to inform command action:

The Defense Sexual Assault Incident Database tracks the number of victims offered a sexual assault forensic examination and the number of victims who elect to complete the examination. 415 victims were offered a forensic examination and 141 chose to complete the examination in fiscal year 2014. According to the Defense Sexual Assault Incident Database, 1,350 adult men and women reported they were victims of a sexual offense during this same timeframe. The database does not track either the number of kits processed by a laboratory or whether the laboratory results were used to inform command action.

Air Force Office of Special Investigations' agents log all sexual assault forensic examination kits associated with their investigations into the electronic investigative information management system as evidence. This system does not provide the capability to track the total number of adult sexual assault forensic examination kits processed by the laboratory. Air Force Office of Special Investigations' agents always report laboratory results to commanders in the final report of investigation. However, the Air Force does not track which evidence is utilized by the commander to inform his or her disposition decision.

4.18 Provide information about any problems or challenges that have been encountered with military treatment facilities during the previous year and the actions taken to improve the program or services.

Availability of Sexual Assault Nurse Examiner: The National Defense Authorization Act for fiscal year 2014, Section 1725 mandated Secretaries of the Military Departments ensure at least one full-time sexual assault nurse examiner at each military treatment facility with a 24-hour emergency department. In the event a military treatment facility does not have a 24-hour emergency treatment center, a sexual assault nurse examiner will "be made available" to a victim. The deadline for compliance with the National Defense Authorization Act for fiscal year 2014 is December 2014.

Currently, all 75 military treatment facilities have at least one trained sexual assault nurse

examiner serving as a central point of contact and coordination point for sexual assault response. These sexual assault nurse examiners are supplemented by sexual assault forensic examiners and backed up by a comprehensive network of memorandums of understanding and/or memorandums of agreement with civilian medical facilities. By coordinating with civilian facilities and having these memorandums in place, the victim is more likely to have a seamless and quality experience with improved linkage to base resources.

Training: Healthcare personnel training was updated based on changes to Department of Defense guidance. Implementation of that training reached the majority of healthcare personnel, but some facilities were confused by the definition of "healthcare personnel." This update requires all personnel working in a military treatment facility to receive the training. This change in training requirements will accomplish two goals: 1) simplify the identification and tracking process of those trained, and 2) it will insure that all individuals in the military treatment facility have the same basic knowledge regarding sexual assault response in the event they provide the initial response. By the end of fiscal year 2014, 39,552 of 42,032 healthcare personnel had completed required training.

4.19 Describe your future plans for delivering consistent and effective victim support, response, and reporting options.

Sexual Assault Prevention and Response Outreach: In fiscal year 2014, 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. In fiscal year 2015, wing level sexual assault prevention and response programs will 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. These partnerships will increase knowledge and awareness and provide 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 establish 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.

Advanced Sexual Assault Response Coordinator Course: At the end of fiscal year 2014, the Air Force Sexual Assault Prevention and Response Office began the planning process for an Advanced Sexual Assault Response Coordinator Course. This course will be offered in fiscal year 2015 to sexual assault response coordinators who graduated from the course prior to the March 2013 course update. The Advanced Sexual Assault Response Coordinator Course will serve as a refresher course, incorporating recent updates and changes to the program. Please see question 4.15 for further information

about the sexual assault response coordinator training course.

Annual Refresher Training: All sexual assault response coordinators and sexual assault prevention and response victim advocates will attend annual refresher training in 2015. This will be the first time that the annual refresher training is provided to sexual assault prevention and response victim advocates. The training will be conducted by the Air Force Sexual Assault Prevention and Response Office and will include updates to new policies and procedures.

Training will be adult learning centered and research based. The training will focus on job specific information and victim quality care. Attendance at refresher training allows sexual assault prevention and response personnel to maintain consistent and effective victim support and response. Remaining current in best practices ensures delivery of quality services for victims. Currently, one refresher class is planned for fiscal year 2015.

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. Additionally, challenges associated with expedited transfers were addressed, as discussed in question 4.14. The team also identified a requirement to develop a standardized out-processing checklist that can be executed at the installation level to ensure continuity and predictability in planning, while protecting the privacy and confidentiality aspects of the assignment request. In addition, the team initiated discussions to consider allowing sexual assault victims who make a restricted report the opportunity to request an expedited transfer similar to the process currently available to sexual assault victims who make an unrestricted report.

4.20 Compliance with Department of Defense Victim/Witness Assistance Program reporting requirements to ensure victims are consulted with and regularly updated by SVIP legal personnel.

In accordance with Air Force Instruction 51-201, *Administration of Military Justice*, Sections 7E, Notifications, Forms Processing, and Miscellaneous Information, and 7G, Reporting Requirements, The Judge Advocate General shall submit an annual report using the Department of Defense Form 2706, *Annual Report on Victim and Witness Assistance*, to the Under Secretary of Defense for Personnel and Readiness, Attention Legal Policy Office. The report must be submitted by March 15 for the preceding calendar year quantifying the assistance provided to victims and witnesses of crime. In fiscal year 2013, 11,751 victims and 8,108 witnesses were notified of their right to assistance under the Victim Witness Assistance Program.

4.21 Percentage of specially trained prosecutors and other legal support personnel having received additional and advanced training in special victim's investigation

and prosecution capability topical areas.

There are currently 18 Senior Trial Counsel postured around the world to provide expert litigation support. Of those 18 senior trial counsel, a team of 9 is part of the special victims' unit senior trial counsel, specializing in the prosecution of particularly complex cases such as sexual assault, crimes against children, and homicides. This team has the highest level of advanced training specializing in prosecuting sexual assault and other complex cases.

4.22 Provide status of developing and implementation of regulation that prohibits retaliation against a victim or other member of the Armed Forces who reports a criminal offense in accordance with Fiscal Year 2014 National Defense Authorization Act. Include measures to ensure Service members receive education and training pertaining to reprisal prevention and detections; policies and procedures for filing a complaint of retaliation.

The Air Force has three instructions that address retaliation or reprisal complaints that result from an Airman reporting a sexual assault: Air Force Instruction 90-301, *Inspector General Complaints Resolution*, Air Force Instruction 36-2909, *Professional and Unprofessional Relationship*, and Air Force Instruction 90-6001, *Sexual Assault Prevention and Response Program*. AFI 90-301 identifies specific rights, protections and complaint processing when an Airman communicates violations of law, regulation or policy. Allegations of sexual assault would typically constitute a protected communication. In those instances where the Airman is then subjected to an unfavorable personnel action(s), the Inspector General is charged with investigating the allegation(s). AFI 90-301 is a mature document that has been in existence for quite some time. It is updated on a recurring cycle in accordance with Air Force guidance.

Furthermore, command is responsible for complying with additional guidance as contained in Air Force Instruction 36-2009 which codifies the prohibition on retaliation stating that, "Military members shall not retaliate against an alleged victim or other military member who reports a criminal offense," and members that violate this prohibition can be prosecuted under either Article 92 or Article 134 of the Uniform Code of Military Justice, or both.

Additionally, the rewrite of Air Force Instruction 36-6001 will place a duty on commanders to protect sexual assault victims, witnesses, bystanders, responders or other parties to the incident from coercion, ostracism, maltreatment, discrimination, reprisal, and retaliation. This instruction will further require, any complaints received from a victim concerning coercion, retaliation, ostracism, maltreatment, or reprisal will be included on the monthly Case Management Review meeting agenda until the concern has been resolved.

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

5.1 Summarize your efforts to achieve the Assessment Endstate: “Responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of the Sexual Assault Prevention and Response Program.”

Overview: Over the past year, the Air Force has made substantial changes in its efforts 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 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 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 efforts to eliminate sexual assault.

The Air Force Sexual Assault Prevention and Response Office remains steadfast in its efforts to provide senior leaders and commanders with effective tools to help manage their climates and personnel. The following initiatives assist the Air Force in managing climates and establishing the assessment endstate: commander’s kneeboards, surveys, focus groups, inspection checklists, and training assessments.

Commander Kneeboards: The intent of kneeboards is to provide commanders critical information about sexual assault incidents in a snapshot view. Kneeboards provide metrics on various factors that include (but are not limited to): the total number of reports, type of report made (restricted or unrestricted), gender, status of victim and subject, type of offense being investigated, use of alcohol, and length of time until report was made. These factors help leaders identify and evaluate areas of concern to aid in local policy changes, awareness and/or prevention and response adjustments that may be necessary to support their efforts in maintaining dignity and respect of all Airmen within their units.

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 Survey:** The Department of Defense conducts Workplace and Gender Relations Surveys every other year on Active Duty, Reserve and Guard personnel to provide sexual assault prevalence estimates on the level of “unwanted sexual contact” occurring within these populations for Department of Defense leadership.

The activity of “unwanted sexual contact” that was measured, approximated, but did not equate to the criminal elements of the sexual assault spectrum as defined by law. As a result, in fiscal year 2014, the Department of Defense contracted RAND Corporation to conduct an updated Military Workplace Study to sample Active Duty, Reserve and Guard personnel. The survey instrument differs from previous Workplace and Gender Relations Surveys in the respect that previous models were built on the “public health” premise of crime, while this year’s survey instrument was modeled after the “crime victimization” model as used by the Department of Justice. The questions used in the RAND Military Workplace Study provide more detail on the type of crime occurring within the services. This survey platform will be used every other year to measure the prevalence within the services as it relates to sexual assault reports.

- 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 in 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. Inclusion of the sexual assault questions support the notion that a work environment and/or a commander that permits sexual harassment creates an environment tolerant of sexual assault. This survey is fielded to unit members within 120 days of a commander assuming command of a new unit and then annually thereafter. In fiscal year 2014, the Air Force established a policy that requires results of the climate survey to be briefed up the chain to the commander’s leadership as well as to the members of the unit. This provides leadership and Airmen at every level to be engaged in ensuring issues and/or areas for improvement are addressed during their commander’s tenure. In addition, it ensures that commanders are held accountable for maintaining good order and discipline within their unit.

The following charts provide the results from the 2014 Defense Equal Opportunity Management Organizational Climate Survey on sexual assault prevention and response factors. The factors provide the overall Airmen’s perspective on how commanders are positively or negatively impacting the unit culture and climate.

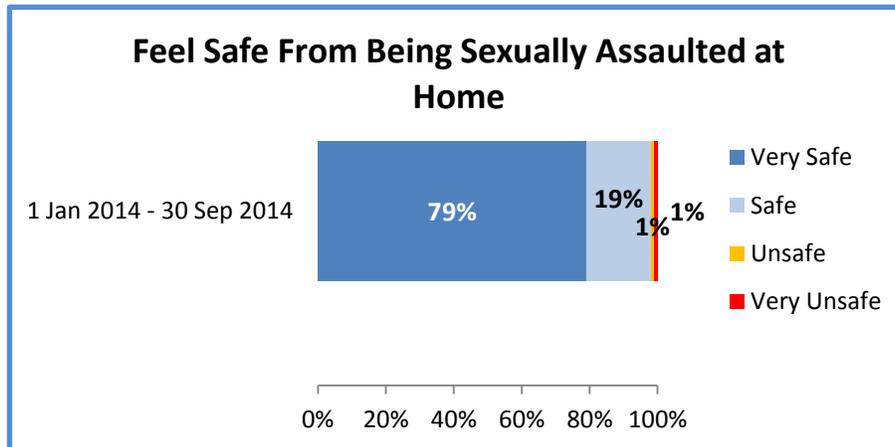


Chart 5.1: Commander’s Climate; Sexual Assault at Home

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.

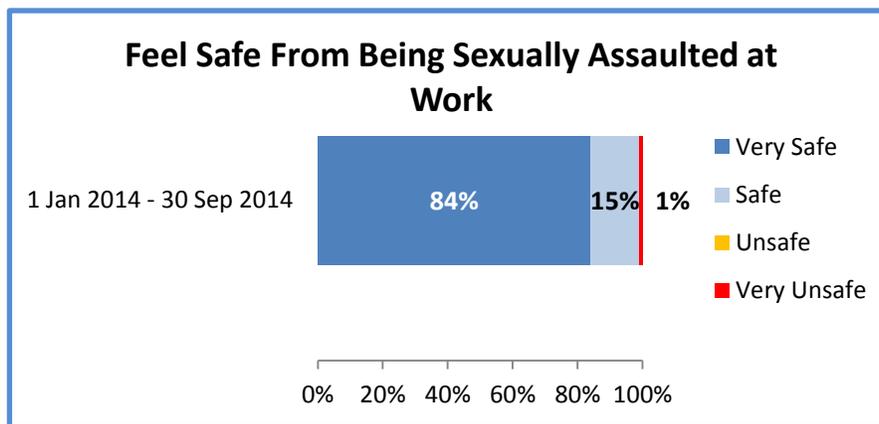


Chart 5.2: Commander’s Climate; Sexual Assault at Work

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.

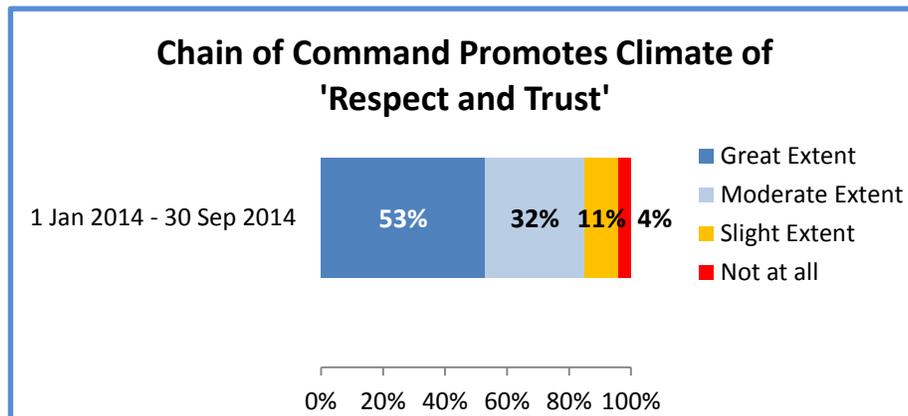


Chart 5.3: Responses to Command Climate

The results of the Defense Equal Opportunity Management Institute Organizational Climate Survey presented in Chart 5.3 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”.

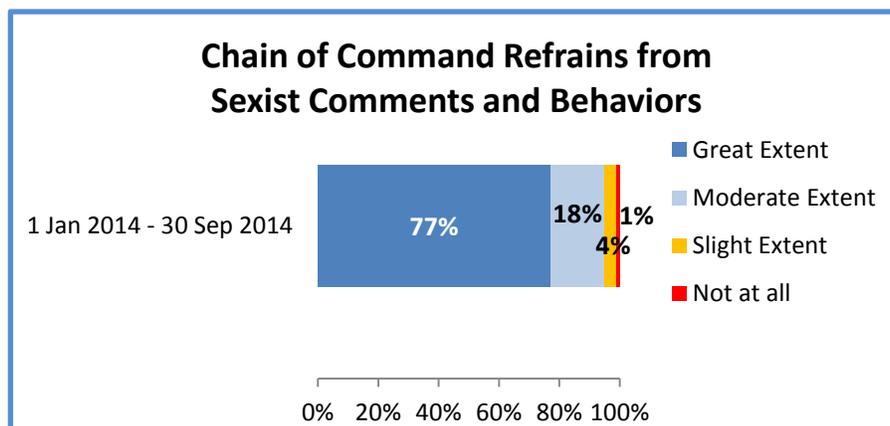


Chart 5.4: Chain of Command Refrains from Sexist Comments & Behaviors

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.

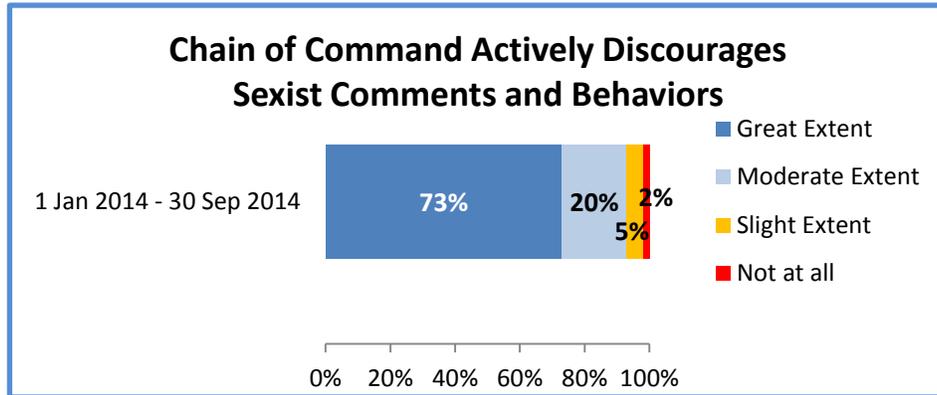


Chart 5.5: Chain of Command Actively Discourages Sexist Comments & Behaviors

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 5.3. 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.

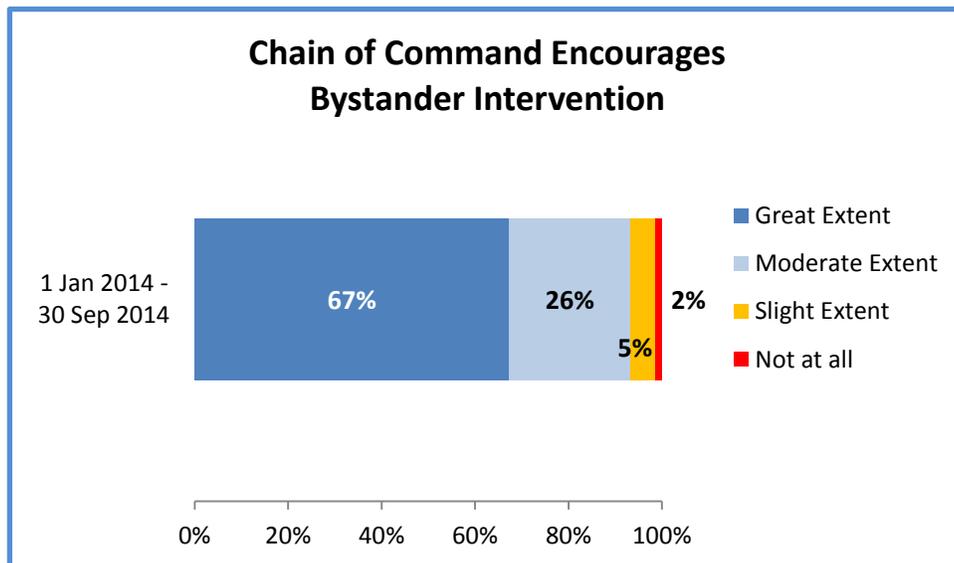


Chart 5.6: Chain of Command Encourages Bystander Intervention

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. The Air Force continues to train and educate its Airmen on bystander intervention and will continue to make it a part of the annual training requirement.

Sexual Assault Prevention and Response Program Inspection Checklist: In fiscal year 2014, 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.

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. The headquarters sexual assault prevention and response staff was composed of four personnel, 1 civilian and 3 military members, to support the entire Air Force. Since the re-organization, the headquarters staff has grown exponentially from 4 to 34 personnel ranging in array of different skills and expertise to better evaluate and assess sexual assault crime in a more holistic approach. 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. In fiscal year 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?

During the past fiscal year, the Air Force visited a total of 10 installations and spoke to more than 1,000 Airmen about their views and experiences as they relate to sexual assault prevention and response at their locations. The findings of these sessions revealed 2 main strengths:

- 1) Generally, climate and culture are perceived to be changing in a positive direction.
- 2) Bystander intervention training from the past and this year's annual training was very well received. Small group discussions and facilitation help promote more engagement and a better understanding of this complex and sensitive issue.

In addition to the strengths identified, there are 3 areas of concern that the Air Force is continuing to monitor and evaluate:

- 1) **Training:** While most Airmen believe training is making a difference, they are becoming overwhelmed with the training requirements and deadlines, thus, starting to experience training fatigue. The Air Force Sexual Assault Prevention and Response Office continues to focus on a variety of current, realistic, relatable and balanced training options to alleviate "oversaturation." The goal is for every Airman to migrate from the concept or idea of a Sexual Assault Prevention and Response "Stand Down Day" into the mindset that Sexual Assault Prevention and Response is "every day." Training is currently being refined to provide leaders and supervisors with "modules" that can be used within their everyday mission to train and talk with Airmen in order to build and maintain a culture of dignity and respect. By doing this, Airmen will understand their role and responsibility in what it means to uphold the integrity of the Air Force's Core Values by being a responsible, supportive, and committed wingman.
- 2) **Reporting:** For the most part, Airmen are satisfied with their reporting options; however, the focus groups did reveal mixed reviews among Airmen on expanding restricted reporting to someone in the chain of command. Junior Airmen and officers seem to be more in favor of expanding restricted reporting to someone in the chain of command because it is someone they know and trust already. Senior-level Airmen and officers believe this option is "too risky" for the Air Force because it inhibits their ability to lead and could jeopardize their authority and position to maintain good order and discipline. The pros and cons of expanding restricted reporting are under review for potential policy changes that might have a positive impact on reporting. Bottom line, while Airmen are satisfied with their reporting options, there are still stigmas and/or fears associated with reporting. The most prevalent highlighted by the focus groups was the fear of peer isolation and/or retaliation.
- 3) **Air Force Climate and Culture:** Most Airmen expressed that they believe the Air Force climate and culture has changed in a positive manner. During the focus groups, it was highlighted that there are still a few pockets of resistance that are difficult to break through. These "pockets" create environments where there is no

perceived balance and people seem to be either “too sensitive” or “not sensitive enough.” As a result, some Airmen believe they are experiencing “hypersensitive” and/or “desensitized” environments which make it hard to address concerns or issues as it relates to sexual assault. The thought is that Airmen believe they have to “go along to get along” to prevent creating any situation that may “label” them as “black sheep.”

Focus groups will continue to be a part of the Air Force Sexual Assault Prevention and Response Office efforts to evaluate processes, procedures and policies. Overall, the focus group campaigns have proven to be a successful and effective assessment tool and Airmen express appreciation for the opportunity to provide invaluable feedback.

Training Assessments: Starting with the April 2014 Pre-Command Course, the Air Force implemented the pre- and post- course assessment process. The pre- course assessments are completed by participants the day prior to the sexual assault prevention and response training and inform facilitators on portions of the curriculum to emphasize. The post- course assessments completed in 2014 indicate the intended training and messages were well articulated and show increases in retained knowledge.

The Air Force Sexual Assault Prevention and Response Program administered an online pre- and post- training test for its stand down training. 25,446 members took the pre-assessment and 10,732 took the post-assessment. This was the first attempt across the force to assess advocacy information delivered during sexual assault prevention and response stand down events. Unfortunately, this assessment was not scientifically developed and lacked checks for reliability and validity.

Most of the questions tested specific factual knowledge related to the focus of the training, offenders and perpetrator behavior. The knowledge element showed the most significant increase in comprehension 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 creating an understanding among Airmen about victim advocacy and the need to embrace a future free of sexual assault.

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. 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 Course.

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. Specifically, over the past year, the Air Force has placed more emphasis on understanding and educating all Airmen on the characteristics and dynamics of predators in an effort to help Airmen at every level become active bystanders, while helping leaders establish boundaries and standards by which Airmen can be held accountable.

5.2 Describe your oversight activities that assess the Sexual Assault Prevention and Response Program effectiveness. Include frequency, methods used, findings and recommendations, corrective action taken (e.g., program management review and Inspector General inspections), and other activities.

Air Force Audit of Sexual Assault Response Coordinators: During the period of August 2013 through 30 September 2013, the Air Force Audit Agency completed an audit for the Air Force Sexual Assault Prevention and Response community and provided a summary of findings and recommendations in an April 2014 report. The total number of sexual assault prevention and response personnel records reviewed in this audit were 306 sexual assault response coordinators/alternates; 2,132 victim advocates and 2,056 recruiters.

The primary objective of the audit was to determine whether Air Force sexual assault prevention and response personnel met qualification and training requirements. The audit assessed compliance in four ways.

- Background Investigations and Security Clearances
- Training
- Statements of Understanding
- Personnel progress towards Department of Defense Sexual Assault Advocate Certification

The report findings indicated that the Air Force Sexual Assault Prevention and Response Program was not in full compliance with personnel requirements. To perform the audit, the Air Force Audit Agency performed a review of training documentation, commander statements of understanding, victim advocate statements of understanding, volunteer victim advocate application and background investigation documentation. However, the methodology used to evaluate these four areas was flawed, because at the time of the audit, both a background check and security clearance were not mandated in policy for

sexual assault response personnel. The Air Force Audit Agency conducts this audit on an annual basis and the next scheduled report should be released in spring 2015.

What Caused the Discrepancies: The review requested was overly broad; the Air Force's Sexual Assault Prevention and Response Program only has 121 active sexual assault response coordinator billets and 91 sexual assault prevention and response victim advocate billets. Although the Department of Defense Sexual Assault Advocate Certification Program shows the Air Force carrying more "certified" sexual assault response coordinators, those personnel are not in assigned billets and are not supporting victims. Some are personnel that were in sexual assault response coordinator billets that have moved on to other assignments, but may be available to support deployed locations if needed.

The review also represented a snapshot in time; certification of sexual assault response coordinators and victim advocates are contingent on a complete package being submitted and during the audit many of the submissions noted were in various stages of completion. In some cases, the absence of a current statement of understanding may be due to the permanent change of station or permanent change of assignment of a sexual assault response coordinator, sexual assault prevention and response victim advocate, or volunteer victim advocate from one unit to another.

Due to fiscal constraints and furloughs, some refresher training scheduled to be completed by October 1, 2013 did not occur until January 2014.

Finally, there was no guidance directing these items to be audited and at the time of the review there was no formal guidance requiring sexual assault response coordinators to secure a security clearance and/or a background check. Furthermore, it's imperative to note, the certification board (contracted by Department of Defense) that certifies sexual assault response coordinators and victim advocates only convenes four times a year, so many of the packages were in various stages of completion.

What Has Been Done to Correct Discrepancies: The Air Force Sexual Assault Prevention and Response Office tracks sexual assault response coordinator and sexual assault prevention and response victim advocate manning on a monthly basis. Each month the major command sexual assault response coordinators are required to provide an update on the identities and credentials of the sexual assault response coordinator and sexual assault prevention and response victim advocate personnel manning the billets assigned at the installation level. Volunteer victim advocate credentials are also tracked on a monthly basis at the installation level.

- Credentialing: Department of Defense Sexual Assault Advocate Certification Program credentialing was completed on time by the October 1, 2013 deadline. The Sexual Assault Response Coordinator Course is synchronized to coincide with boards that convene to review the certification packages to minimize time between training and certification.
- Security Clearances and Background Investigations: As indicated previously, there

is no formal guidance directing security clearances for sexual assault response coordinators. Since the audit, the Air Force sexual assault prevention and response community has determined that both security clearances and background checks will be required for sexual assault response coordinators. Additionally, once Department of Defense policy is released, sexual assault prevention and response victim advocates will also require both a security clearance (per update of the position description) and a current Access National Agency Check with Inquiries or a National Agency Check with Local Agency Check and Credit as a condition of employment. Furthermore, the National Agency Background Check will be re-accomplished every five years. While security clearances are not required for volunteer victim advocates, they are required to submit to a background check. Many volunteer victim advocates, however, do have security clearances as a large number of them are military and it is required for their primary jobs.

The last page of the Department of Defense Sexual Assault Advocate Certification Program application also requires the commander/ supervisor to verify with law enforcement officials that this person is not currently under investigation, that requisite background checks have been, and that they do not have a conviction for a sexual offense or a requirement to register as a sex offender.

- Air Force Implemented Initial and Refresher Training: Training addresses documentation and continuing education units for Department of Defense Sexual Assault Advocate Certification Program. Department of Defense Sexual Assault Advocate Certification Program applications require completion of initial training before submission. Annual training is conducted throughout the year in conjunction with the minimum 32 continuing education units' hours. This is required every two years for Department of Defense Sexual Assault Advocate Certification Program re-certification. This year, Air Force sexual assault prevention and response personnel are on target for completion of refresher training. The refresher requirement uses the calendar year for tracking purposes so in some cases the sexual assault response coordinator/sexual assault prevention and response victim advocates/volunteer victim advocates will schedule the training for later in the year. Even though only 2 sexual assault response coordinators and 145 sexual assault prevention and response victim advocates/volunteer victim advocates were not able to complete the annual refresher training, this requirement does not put them in an inactive status.
- Statement of Understanding: Department of Defense 2909, *Victim Advocate and Supervisor Statement of Understanding*, requires a signature by the most current commander/supervisor who provides permission for the alternate sexual assault response coordinator and volunteer victim advocate to perform the duty. Major command sexual assault response coordinators work with their respective wing sexual assault response coordinators to correct discrepancies. All sexual assault response coordinators and active victim advocates have a current statement of understanding on file.

SEXUAL ASSAULT PREVENTION AND RESPONSE POSITION	POPULATION	PERCENTAGE WITH A DISCREPANCY	SAPR PERSONNEL WITH DEFICIENCIES	SECURITY CLEARANCE	BACKGROUND INVESTIGATION	INITIAL TRAINING	REFRESHER TRAINING	STATEMENTS OF UNDERSTANDING
Sexual Assault Response Coordinators	93	6%	6	4	0	0	2	0
Deputy	26	0%	0	0	0	0	0	0
Alternate	49	0%	0	0	0	0	0	0
Sexual Assault Prevention and Response Victim Advocates	88	1%	1	1	0	0	0	0
Volunteer Victim Advocates	1911	12%	234	89	0	0	145	0
TOTALS:	2167	11%	241	94	0	0	147	0

Table 5.1 – Updated Deficiencies September 2014

What Remains to be Done: Table 5.1 displays the audit after cleanup of many of the deficiencies noted earlier in this section. After cleanup, only one in 10 of the total sexual assault prevention and response positions are deficient, due to refresher training and security clearances. To facilitate further resolution, the Air Force Sexual Assault Prevention and Response Office SharePoint created an online sharing community for all major command sexual assault response coordinators, installation sexual assault response coordinators, and sexual assault prevention and response victim advocates to update rosters used to monitor training, certification and other personnel requirements on a monthly basis. These rosters range from current sexual assault response coordinators and sexual assault prevention and response victim advocate contact information to numbers of active volunteer victim advocates. This ensures that Air Force Sexual Assault Prevention and Response Office monitors and has broad awareness of program activities.

Management Internal Control Toolset: In fiscal year 2014, the Air Force Sexual Assault Prevention and Response Office developed a Management Internal Control Toolset checklist to assess Sexual Assault Prevention and Response Program compliance within the Air Force Inspection System. The sexual assault prevention and response self-assessment checklist is used at the installation and major command level in support of the commander's inspection program. The commander's inspection program is designed around continuous compliance aimed at improving readiness, effectiveness, and reducing risk of undetected non-compliance. 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.

To meet the continuous compliance requirement set forth in Air Force Instruction 90-201, *The Air Force Inspection System*, the sexual assault prevention and response checklist is available 24/7 within the management internal control toolset. Headquarters level policy makers influence change in the Sexual Assault Prevention and Response Program by

reviewing discrepancies and resolution plans uploaded into the checklist. Finally, Air Force Installations normally receive a base level inspection every two years to include compliance with the Sexual Assault Prevention and Response Program directives.

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

Sexual assault response coordinators are required to enter all adult sexual assault cases (other than those cases tracked by Family Advocacy Program) into the Defense Sexual Assault Incident Database within 48 hours of a report in non-deployed locations and 96 hours in deployed settings. Only those sexual assault response coordinators who are nationally credentialed, with a cleared background check, and have completed an online Defense Sexual Assault Incident Database training are authorized access to the system.

The Air Force has also taken additional steps to ensure the quality of the data entered into the Defense Sexual Assault Incident Database. The Department of Defense Sexual Assault Prevention and Response Office conducted a 2 hour block of training with all of the Air Force sexual assault response coordinators at the Air Force Leadership Summit in December 2012. The concentration of the briefing was on collecting and ensuring data completeness. The Air Force Sexual Assault and Prevention Office also conducted a second 2 hour block of Defense Sexual Assault Incident Database training during Air Force Annual Training held in August 2012.

The Air Force Sexual Assault and Prevention Office made the Defense Sexual Assault Incident Database a permanent agenda item during its monthly major command teleconference meeting. This 60-90 minute meeting allows the Air Force Sexual Assault Prevention and Response Office to conduct training, relay information, and ensure the Air Force sexual assault prevention and response community is informed.

The Air Force solicited a new position from the Air Force Reserve in May 2014 and contracted for two new Defense Sexual Assault Incident Database customer service representatives in August 2014 to create a help desk to assist with data collection and data integrity. Our reservist and contractors completed the Navy New Sexual Assault Response Coordinator Training and the Defense Sexual Assault Incident Database Training online courses to gain access to the system. This team is responsible for providing matrices on the status of the Sexual Assault Prevention and Response Program and conducting advanced queries to identify areas that require data cleansing. They also work to verify the data integrity and ensure the investigative information in the Defense Sexual Assault Incident Database matches the data available in the Investigative Information Management System. The database manager suggests improvements to the system at a monthly Defense Sexual Assault Incident Database Change Control Board meeting.

Defense Sexual Assault Incident Database Integrity Scrubs: In an effort to capitalize on collaborative synergy, the Air Force Sexual Assault Prevention and Response Office has identified the need to initiate quarterly data scrubs with the major command program managers in coordination with their installation sexual assault response coordinators. At

the close of each quarter, a quarterly report is published for each program manager to reconcile any discrepancies. This quarterly data scrub aids in data integrity and ensures input into the Defense Sexual Assault Incident Database stays current and accurate. This new process provides senior leadership and commanders with a true “sight picture” of sexual assault incidents within their command and Air Force.

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 helps 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.

5.4 Provide a summary of your research and data collection activities conducted in fiscal year 2014.

Research is a pivotal facet in the sexual assault prevention and response operational framework. The Air Force Sexual Assault Prevention and Response Office has revamped its focus in fiscal year 2014 to gather additional data to support a broader range of concerns as it relates to sexual assault. These concerns include (but are not limited to): reporting stigmas, training deficiencies, offender dynamics and characteristics, command support, peer isolation and culture and climate. Several research initiatives are planned in fiscal years 2014 through 2015.

- **Focus Groups:** The Air Force conducted focus groups during fiscal years 2013 and 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. Sessions were held in gender specific groups (male and female) among junior Airmen, non-commissioned officers and company grade officers. Mix gender sessions were held for all senior non-commissioned officer and field grade officer ranks. 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. In addition, the small group discussions and facilitation proved to promote more engagement and better understanding on this complex topic and the effectiveness of policies and programs in place.

Defense Equal Opportunity Climate Survey: Reference question 5.1 for a full description and further information and results of this survey.

Science Advisory Board: The Air Force Sexual Assault Prevention and Response Office partnered with the Air Force Scientific Advisory Board to study sexual assault in the Air Force. The Air Force Scientific Advisory Board conducts studies assigned by the Secretary of the Air Force and the Chief of Staff of the Air Force providing independent technical advice to Air Force leadership. In January 2014, the Air Force Scientific Advisory Board launched the *Combatting Sexual Assault Study*. The nine scientists from the Combatting Sexual Assault Study team evaluated the problem of sexual assault within the Air Force from four perspectives: prevention, detection, reporting, and treatment. The Combatting Sexual Assault Study team made 27 recommendations to the Secretary of the Air Force, and these recommendations will be reviewed for action once the final report is completed and released by the Air Force Scientific Advisory Board.

5.5 Describe your efforts to explore the feasibility of a sexual assault response coordinator military occupational specialty or restructuring of military table of organization; addition of skill identifiers.

The Air Force explored the feasibility of creating a sexual assault response coordinator Air Force specialty code and settled on a special experience identifier code assignable to any career field. Since the inception of the Sexual Assault Prevention and Response Program, the Air Force used a combination of full-time military officers and full-time civilian employees as sexual assault response coordinators. Military sexual assault response coordinators responsibilities are part of the 38P (Force Support) core competencies.

Both Active Duty military and civilian sexual assault response coordinators receive a training code of —QBX upon completion of formal training. Additionally, special experience identifiers are assigned to all trained military sexual assault response coordinators and sexual assault prevention and response victim advocates. Military sexual assault response coordinators have their personnel record updated to reflect proper special experience identifier code of Y0Y. Following successful completion of training, military sexual assault prevention and response victim advocates have their personnel record updated to reflect the proper special experience identifiers, 0V for officers or 003 for enlisted. Due to the by-law requirement for sexual assault response coordinators and sexual assault prevention and response victim advocates to be trained and credentialed prior to providing advocacy services, special experience identifiers for military members provide tracking after training is completed and credentials are received.

5.6 Describe your efforts to assess the feasibility of incorporating sexual assault prevention training in Family Readiness, Family Advocacy Program, and Substance Abuse Programs to enhance the Family Advocacy Program and Sexual Assault Prevention and Response collaboration and training.

The feasibility of incorporating sexual assault prevention training was assessed in three meetings held with Air Force Family Readiness, Air Force Family Advocacy Program, and Air Force Alcohol and Drug Abuse Prevention and Program leaders. Current training requirements from these programs vary in degree and scope, but none currently incorporate bystander intervention training or sexual assault prevention and response specific messaging.

5.7 Describe your plans for fiscal year 2015 that pertain to synchronizing and standardizing the Sexual Assault Prevention and Response Program across the Joint Force (from Joint/Service basing to forward stationed and deployed units worldwide).

To further synchronize and alleviate confusion at joint bases, the Air Force is drafting policy language into the draft Air Force Instruction 90-6001, *Sexual Assault Prevention and Response Program*. A chapter in the instruction will be dedicated to joint basing to ensure that our Airmen receive training, appropriate sexual assault prevention and response coverage and reporting requirements. Additionally, the instruction will provide guidance on how the joint base programs interface with our sister service programs in executing their responsibilities. The Air Force expects to publish the new Sexual Assault Prevention and Response Program Instruction in summer 2015.

5.8 Describe your efforts to increase collaboration with civilian organizations to improve interoperability.

United States Department of Agriculture Cooperative Extension Program: 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.

Air Force Awareness and Prevention Assessment Survey: This assessment tool was designed to randomly survey 100,000 Airmen on victim care, programs, tools, policies, education, and training throughout the Air Force. The Air Force Awareness and Prevention Assessment Survey was cancelled due to the Workplace Gender Relations Survey – Active Duty being given to Airmen during fiscal year 2014.

5.9 Describe your future plans for effectively standardizing, measuring, analyzing,

assessing, and reporting program progress.

The Air Force is working hard to standardize assessment methodologies and to effectively measure, analyze, assess, and report the progress of the Sexual Assault Prevention and Response Program. The future of Air Force assessments will include research efforts on understanding and defining useful prevention tactics, identifying high risk population areas, identifying the types of assaults that are more prevalent as well as identifying common characteristics of perpetrators. The Air Force believes that understanding these facets of sexual assault will aid in creating a more robust and effective program to combat this crime.

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 were created to inform leadership decisions. These kneeboards provide leaders a snapshot of sexual assault prevention and response metrics and trends which include information such as the number of reports, alcohol involvement, victim and subject demographics and the type of offense being investigated. This information helps commanders maintain and/or manage a culture of dignity and respect by helping them make informed decisions regarding local guidance and/or policies. 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. We will continue to improve this tool to make it available and useful for a wider set of Air Force leadership.

Sexual Assault Prevention and Response Program Inspection Checklist: In fiscal year 2014, 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. With incorporation in fiscal year 2015, Headquarters Air Force is planning to execute base level inspections starting in fiscal year 2016 to provide installations and/or Major Command program managers an opportunity to conduct their own self-inspection.

Defense Sexual Assault Incident Database Integrity Scrubs: On October 1, 2013, the Defense Sexual Assault Incident Database became the centralized database for all sexual assaults within the Department of Defense with the exception of Family Advocacy Program cases. It is vital the information in the database maintains a high level of accuracy. Therefore, sexual assault response coordinators are required to input victim data while the Air Force Office of Special Investigations' inputs the subject information. In July 2014, The Judge Advocate General of the Air Force, the Commander of the 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 to maintain accurate data.

In an effort to continue to capitalize on this collaborative synergy, the Air Force Sexual Assault Prevention and Response Office has identified the need to initiate monthly reviews in addition to quarterly data scrubs with the major command program managers.

As a continuing monitoring process, we plan to distribute monthly reports to each program manager to reconcile any discrepancies. This monthly data scrub will aid in ensuring the information input into the Defense Sexual Assault Incident Database stays current and accurate, and in turn, provide senior leadership and commanders with a true “sight picture” of sexual assault incidents within their command and Air Force.

5.10 Victim feedback received on the effectiveness of SVIP prosecution and legal support services and recommendations for possible improvements; participation by victims will be voluntary and provide for confidentiality, feedback mechanisms will be coordinated and standardized within each Military Service so victims do not have to unnecessarily complete multiple questionnaires, and these mechanisms will be used to gain a greater understanding of the reasons a victim elected or declined to participate at trial and whether SVIP prosecution and legal support services had any positive impact on this decision.

The Air Force Victim Impact Survey is provided to all victims who make a sexual assault allegation, regardless of whether an Article 120, 125, or 80, Uniform Code of Military Justice, offense is charged. Participation in the survey is voluntary. The survey is provided to the victim when the victim’s involvement in the investigation and/or prosecution is winding down meaning: victim declines to participate in the investigation and/or prosecution; commander makes decision to take no action, administrative action, or non-judicial punishment; commander dismisses charges following an Article 32 hearing; or court-martial results in conviction or acquittal. The victim may fill out the form anonymously or they can provide their name and contact information. The information provided is encrypted so that it is secure and the victim’s internet protocol address is not stored in the survey results. The survey gives the victim the opportunity to make comments regarding their experience, which often includes why they elected or declined to participate at trial and whether special victim’s investigation and prosecution capability and legal support services had a positive impact on this decision. Victims are asked specific questions regarding their satisfaction with investigators, trial counsel, defense counsel, judge, sexual assault response coordinator, victim advocate, Victim and Witness Assistance Program, and special victims’ counsel. In fiscal year 2014, 111 victims completed the Air Force Victim Impact Survey. The results of the survey are summarized below in Table 5.2.

	1 (extremely satisfied)	2 (satisfied)	3 (dissatisfied)	4 (extremely dissatisfied)	N/A	Total
Investigators	23.36% 25	45.79% 49	9.35% 10	16.82% 18	4.67% 5	107
Trial Counsel	24.30% 26	18.69% 20	7.48% 8	5.61% 6	43.93% 47	107
Defense Counsel	12.38% 13	20.00% 21	13.33% 14	12.38% 13	41.90% 44	105
Judge	21.15% 22	10.58% 11	9.62% 10	2.88% 3	55.77% 58	104
SARC	62.62% 67	24.30% 26	6.54% 7	1.87% 2	4.67% 5	107
Victim Advocate	51.40% 55	21.50% 23	6.54% 7	1.87% 2	18.69% 20	107

Victim Liaison (VWAP)	23.30% 24	13.59% 14	1.94% 2	1.94% 2	59.22% 61	103
Special Victims' Counsel	90.65% 97	4.67% 5	0.93% 1	0.00% 0	3.74% 4	107

Table 5.2 – Results from the Air Force Victim Impact Survey in Fiscal Year 2014

6. Overarching Tenet: Communication and Policy

6.1 Describe your efforts to post and widely disseminate sexual assault information (e.g., Safe Helpline, hotline phone numbers and internet websites) to Service members, eligible dependents, and civilian personnel of the Department of Defense.

In fiscal year 2014, the Air Force Sexual Assault Prevention and Response Office through collaboration with Air Force Public Affairs, took the lead on many communications fronts to include national media engagements, social media, and internal information.

The Air Force Public Affairs team developed its external media campaign to promote new initiatives laid out by the Air Force Sexual Assault Prevention and Response Office. Air Force Sexual Assault Prevention and Response Office subject matter experts conducted interviews with the *Air Force Times*, Air Force Public Affairs Agency, *Air Force Magazine*, *Stars and Stripes*, *Christian Science Monitor*, and the office's internal public affairs teams. Those articles were posted on the Air Force website and in each of the articles there was a "for more information" contact line so readers had a place to find additional information. Additionally, stories were published in the *Air Force Times* and on the Air Force's website outlining Air Force efforts on tackling this complex and sensitive issue for the Service. The *Christian Science Monitor* published a lengthy story on our efforts to understand the perpetrator and how eliminating the perpetrator is the first goal in stopping sexual assault. There have been smaller, subsequent stories that continue to highlight the great success of that program.

In November 2013, the Air Force Sexual Assault Prevention and Response Office directed each installation via Public Affairs Guidance to establish and maintain an installation public website displaying and promoting sexual assault prevention and response features that must be visibly accessible on every installation public webpage. This guidance established that Headquarters Air Force would be responsible for maintaining an Air Force-level sexual assault prevention and response website containing up-to-date training and tools for installations to use and reference. Installations were mandated to use push down tabs to link its installation websites to the Headquarters Air Force website. In addition, the guidance established that Headquarters Air Force would create a link on its website to connect to the Air Force Judge Advocate General's Corps website where individuals could view a list of sexual assault convictions across the Air Force.

The Air Force Sexual Assault Prevention and Response Program first published the Air Force's Sexual Assault Prevention and Response website in April 2014. The website features sexual assault prevention and response news stories from around the Air Force highlighting innovative ideas and programs at the base level. The website also provides a forum for senior leaders to post sexual assault prevention and response related videos as well as share survivor stories. The website also includes a link to the special victims' counsel and a running log of all sexual assault cases completed by the Air Force Judge Advocate General's Corps. On the website viewers can find links to resources to include, but not limited to, the Safe Helpline, definitions, education material, reporting options, and contact information for local sexual assault response coordinators. Air Force Public

Affairs team also directed all Air Force maintained websites to build a sexual assault prevention and response webpage on each of its more than 150 sites. This effort provides local information on the Sexual Assault Prevention and Response Programs at respective units and easy access to resources all of which link directly to the Air Force Sexual Assault Prevention and Response website. Since April 2014, the Air Force Sexual Assault Prevention and Response website has had 64,326 visits and more than 373,052 pages viewed.

Sexual assault response coordinators and sexual assault prevention and response victim advocates routinely use various briefings as opportunities to educate Airmen on sexual assault prevention and response contact numbers, reporting options, and eligibility information. Fliers, pamphlets and posters are distributed across installations with contact information and eligibility information. Briefings include annual training, commander's calls, base newcomers orientations and other venues as requested by installation leaders. Additionally, sexual assault prevention and response programs at the base level routinely distribute promotional items that have contact information.

6.2 Provide updates on your development and implementation of specialized medical and mental healthcare policy for sexual assault victims. If applicable, provide a copy of your updated implementation plan in the appendix.

Policies were updated during fiscal year 2014 pertaining to the specialized medical and mental healthcare for sexual assault victims. First, the Air Force Instruction 44-102, *Medical Care Management*, was updated to include a memorandum of understanding with registered nurses and healthcare providers detailing the need to meet the standards outlined by the Department of Justice in "A National Protocol for Sexual Assault Medical Forensic Examinations, Adults/Adolescents." The credentials for registered nurses and healthcare providers delivering services are reviewed every two years. The Air Force Instruction discusses the requirement for military treatment facilities to provide gender responsive, culturally sensitive, and recovery oriented services to victims of sexual assault when addressing provision, documentation, and follow-up medical and mental health services. In addition, military treatment facilities undergo inspection by the Air Force Surgeon General's policy team and now require designated executive level oversight for programs and services for sexual assault survivors.

Second, the Air Force Medical Operations Agency, in partnership with the Air Force Sexual Assault Prevention and Response Office, revised the patient informed consent document within Air Force Instruction 44-172, *Mental Health*, to clearly inform patients about the option to obtain a second opinion regarding diagnosis or treatment recommendations. A second update notifies sexual assault survivors choosing to be seen by a mental health provider that in some rare instance, a healthcare provider may disclose a mental health record in response to a court order, or other lawful demand, if an exception to the rule of confidentiality applies.

Third, 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 February 2015 release.

6.3 Describe your ongoing efforts to review, revise, update, and issue policy pertaining to:

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

Unrestricted Reports Disposition: Unrestricted reports of sexual assault include a signed Defense Department Form 2910, *Victim Reporting Preference Statement*, and in some instance, a Defense Department Form 2911, *Sexual Assault Forensic Examination Report*. The Air Force retains the signed Defense Department Form 2910, *Victim Reporting Preference Statement*, in the Defense Sexual Assault Incident Database and retains the Defense Department Form 2911, *Sexual Assault Forensic Examination Report*, with the Air Force Office of Special Investigations' case file for 50 years. Currently, the Air Force Sexual Assault Prevention and Response Office and Air Force Office of Special Investigations' regulations reflect this disposition schedule. The Air Force Sexual Assault Prevention and Response Office is working to update the Air Force Records Disposition Schedule on all forms.

Air Force Records Correction and Retaliation: The Air Force procedure for correcting military records is established in Air Force Instruction 36-2603, *Air Force Board For Correction of Military Records*, and Air Force Instruction 90-301, *Inspector General Complaints Resolution*. A revision to Air Force Instruction 90-301, *Inspector General Complaints Resolution*, is being coordinated and will incorporate language for Title 10 United States Code 1034, *Military Whistleblower Protection Act*, from the National Defense Authorization Act for fiscal year 2014 regarding protected communications pertaining to sexual assaults and victims experiencing retaliation. To educate the force on records correction and retaliation, the Air Force provided a recommendation for the updated Defense Department 2910, *Victim Reporting Preference Statement*, to the Office of Secretary of Defense Sexual Assault Prevention and Response Office. This included an additional line item ensuring victims are briefed on the ability to engage with the Inspector General if they believe they are also a victim of retaliation.

6.4 Provide an update on your progress in modifying policy provisions for general education campaign for correction.

This question has been deleted, reference amendment data call memorandum January 2, 2015.

6.5 Describe your efforts to sustain policy for General or Flag officer review of and concurrence in adverse administrative actions and separation of victims making an Unrestricted Report of sexual assault in fiscal year 2014.

Air Force Instruction 36-6001, *Sexual Assault Prevention and Response Program*, paragraph 6.5.2, states that a commander who is aware, or is made aware by the Airman or others, that the Airman is alleged to have been the victim of a sexual assault must notify the separation authority that the discharge proceeding involves the victim of a sexual assault. Pursuant to this guidance, Air Force Instruction 36-3206, *Administrative*

Separation of Airmen, was updated on July 2, 2013 to add a paragraph on the special processing procedures for Airmen who have made an unrestricted report of a sexual assault.

In the recommendation for discharge memorandum, the commander recommending discharge must provide sufficient information to the separation authority concerning the alleged assault and the respondent's status to ensure a full and fair consideration of the member's military service and particular situation. As necessary, include information by reference with corresponding attachments. The Air Force instructs commanders to consult with the Air Force Office of Special Investigations and the servicing staff judge advocate for guidance on the level of information that may be applicable. Additionally, Airmen who have made an unrestricted report of sexual assault within the last year have the right to request review and approval by the general court-martial convening authority of their proposed discharge where the Airman asserts the discharge is in retaliation for a sexual assault report.

7. Secretary of Defense Initiatives

7.1 Enhancing Commander Accountability—Describe your progress in developing methods of assessing commander effectiveness in establishing command climates of dignity and respect. Include efforts made by your Service to incorporate Sexual Assault Prevention and Response Program and victim care principles in their commands, and efforts made to hold them accountable.

Commanders' 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 mandates raters 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. 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 National Defense Authorization Act for fiscal year 2014. The National Defense Authorization Act and memorandum also require 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 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.

7.2 Ensuring Safety—Describe your efforts, policies, and/or programmatic changes undertaken to improve sexual assault prevention and response training for members of the military serving in recruiting organizations, Military Entrance Processing Stations, and the Reserve Officer Training Corps. Include measures taken by your Service to select, train, and oversee recruiters, disseminate Sexual Assault Prevention and Response Program information to potential and actual recruits, and how your Service has incorporated Sexual Assault Prevention and Response Program information in Reserved Officer training Corps environments and curricula.

Air Force Recruiting Service: To improve sexual assault prevention and response training for members of the military serving in recruiting organizations and military entrance processing stations, Air Force Recruiting Service trained two to three members in every squadron throughout the command using Air Force guidance to facilitate mandated training. Air Force Recruiting Service conducted additional Defense Connect Online training sessions to facilitate and ensure completion. The command managed and tracked the progress of their squadrons along with the military entrance processing stations and reported when they were 100% complete.

Applicant Training: The continued use of the Professional Airman's Development Guide trains and prepares applicants on professional relationships. Air Force Recruiting Service is working to further the development of applicants at delayed entrance processing commander's calls, where topics such as leadership and the Core Values are discussed.

Additionally, applicants receive extensive inspire, deter, detect, dissuade and accountability training, which is one of the very first types of training the applicant is given after they begin working with their recruiter. The training goes over how an applicant should expect to be treated, and explains that any type of unprofessional relationship between applicants and recruiters is not allowed. It also covers how an applicant may report an unprofessional relationship, attempted unprofessional relationship, or sexual misconduct by an applicant. The Air Force Recruiting Service provides guidance to units on how Sexual Assault Prevention and Response Program information or training should

be provided to potential and actual recruits.

Recruiter Screening: All candidates' records are pre-screened and reviewed before assignment to recruiter duties. The in-depth review addresses quality and risk factors related to performance evaluations, physical fitness, mental health, and substance abuse related incidents. An outline of the entire screening process is described below.

- Candidates are nominated by their current squadron commander for developmental special duties in accordance with the personnel services delivery memorandum.
- Candidate names are submitted through wings to major commands and forwarded to Air Force Personnel Center.
- The Air Force Personnel Center runs a screen on quality indicators in military personnel data system (e.g., unfavorable information files codes and assignment availability codes).
- Air Force Personnel Center provides a list to Air Education and Training Command Manpower, Personnel and Services of tentatively qualified candidates.
- Air Education and Training Command pulls single unit retrieval formats and physical fitness test history and eliminates any disqualified candidates on these indicators.
- Air Education and Training Command provides a pre-screened candidate list and action is initiated on anything found in the Air Force Recruiting Service screening process.
- Any unqualified candidate is returned to Air Education and Training Command for disposition.
- The Department of Defense requirements to conduct additional civilian background checks will be implemented in fiscal year 2015.

School House Training: New recruiters receive considerable instruction on professional conduct and the Inspire, Deter, Detect, Dissuade and Accountability Program, in hopes of dissuading, deterring, and detecting any type of sexual misconduct between a recruiter and an applicant. New recruiters are trained on what a professional relationship with an applicant is at least 14 times before they are certified as a recruiter, to include a 2-hour legal briefing.

Enlisted Recruiting: In April 2013, the Air Force instituted improved protections that begin as soon as an Air Force applicant meets with a recruiter. Continuing in 2014, 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.

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 One). In fiscal year 2014, the Air Force continued to emphasize 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.

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 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 2014 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, Alabama 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.

7.3 Evaluate Commander Sexual Assault Prevention and Response Training— Describe your progress in developing core competencies and learning objectives for Pre-Command and Senior Enlisted Leader sexual assault prevention training. If your Service has completed an assessment of newly established core competencies and learning objectives, explain findings and recommendations.

Pre-Command Course: In 2014, the Air Force evaluated and revamped the Pre-Command Course taught at Air University. Prior to taking command, wing and group commanders attend this course and receive sexual assault prevention and response training. Airmen assigned to the Air Force Sexual Assault Prevention and Response Office conducted the training for 375 participants in fiscal year 2014.

In 2014, the sexual assault prevention and response training portion of the Pre-Command Course was extended from two to three hours based on past participants' feedback. The training consists of presentations about sexual assault prevalence and reporting data, the neurobiology of trauma, sexual assault prevention, and offender dynamics. The course also provides commanders with recommendations of what they can implement at their base to lead sexual assault prevention efforts.

Additionally, a pre-test is administered to prospective students to determine a commanders' baseline sexual assault prevention knowledge. The pre-test results are used to customize and individualize course content to meet the course's knowledge and training objectives. At the conclusion of the course, post-assessments are administered to determine how effectively commanders grasp the material. In 2014, the results showed an improvement in overall class score and correct answers given for each question, and an increase in leaders' self-assessment of their confidence to address sexual assault prevention and response in their units.

In fiscal year 2015, the Air Force Sexual Assault and Prevention Office will incorporate the following updates into the curriculum for the Squadron Commanders' Course: primary prevention measures, specific roles of squadron commanders in case management groups, and professional and social retaliation.

Senior Non-commissioned Officer Academy: The Senior Non-commissioned Officer Academy is the third level of enlisted professional military education. The 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. It is located at Maxwell-Gunter Annex, Alabama. The 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. During fiscal year 2014, a course material review assessed and validated that the Senior Non-commissioned Officer Academy was meeting all of the Department of Defense core competencies and learning objectives.

7.4 Develop Collaborative Forum for Sexual Assault Prevention Methods— Describe your implementation plan and methods for establishing a community of practice and collaboration forum to share best and promising practices and lessons learned with external experts, federal partners, Military Services, National Guard Bureau advocacy organizations, and educational institutions.

National Sexual Assault Conference: In August 2014, the Air Force Sexual Assault Response Coordinator Course was held in conjunction with the National Sexual Assault Conference in Pittsburgh, Pennsylvania. During the first two days of the conference Air Force personnel instructed attendees on the Air Force Sexual Assault Prevention and Response Program, professional ethics, and performed Defense Sexual Assault Incident Database training. The final three days were dedicated to attending the National Sexual Assault Conference, which was a valuable opportunity for Air Force experts to collaborate and share information with Sister Service representatives, clinical experts, and industry leaders. This conference was one of the finest learning opportunities for our sexual assault response coordinators to gain continuing education credits, to maintain credentials, and learn from nationally accredited experts regarding sexual assault.

Sexual Assault Prevention Summit: In January 2015, the Director, Air Force Sexual Assault Prevention and Response Office will host a Sexual Assault Prevention Summit. External experts, partners, and educators will present proven prevention methods to a cross-section of the Air Force population. This collaborative forum will allow the Air Force to gain the information and education necessary to update its Sexual Assault Prevention Strategy and develop new prevention measures to be launched force wide.

The Air Force invited sexual assault prevention experts, federal partners, members of academia, and Air National Guard members to both the National Sexual Assault Conference and the Sexual Assault Prevention Summit. These events strengthen collaboration and interoperability among the total force and support our efforts to create an enduring prevention community of practice. In fiscal year 2015, the Air Force plans to use the prevention community to discuss prevention measures and lessons learned among Services to further refine future sexual assault prevention and response initiatives.

7.5 Improving Response & Victim Treatment—Describe your efforts to improve overall victim care and trust in the chain of command. Include updates or

initiatives undertaken by your Service to reduce the possibility of ostracizing victims, to increase reporting, and measures your Service has taken to account for victim input in these efforts.

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. Please reference question 7.1 for more information regarding a commander's role in fostering a healthy climate, unit accountability, and victim advocacy.

Policy on Preventing Retaliation: Section 1709 of the National Defense Authorization Act for fiscal year 2014 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.

2014 Focus Groups: The Sexual Assault Prevention and Response Office provides every opportunity to hear from victims and survivors on their stories and experiences. This special opportunity is used to receive feedback and input on how we can better help or support victims who decide to come forward. During the 2014 focus groups, sessions were reserved for one-on-one communication with any victim or survivor who desired to personally share any input from their perspective with headquarters personnel. Based on the feedback or input received, it helps shape future policies and/or guidance as we are wholeheartedly committed to constantly evolve and improve the sexual assault prevention and response capability to better suit those in need.

During the 2014 focus group tour, each group was asked – Do you think victims are afraid of retaliation or other negative treatment if they file a report? In general, Airmen across the force felt retaliation was not an accurate word; however they did feel social stigma and isolation, whether real or imagined. To address this concern, the Air Force will conduct a training module dedicated entirely to educating the force on professional and social retaliation in fiscal year 2015. Additionally, the training module will educate Airmen on Air

Force Inspector General reporting channels.

7.6 Enhancing Protections—Describe your efforts to update policies allowing for the administrative reassignment or expedited transfer of a member who is accused of committing a sexual assault or related offense. Include your Service’s efforts to account for both the interests of the victim and the accused.

In February 2014, the Air Force made changes to the Air Force's December 2011 expedited transfer policies and procedures by implementing an Air Force Guidance Memorandum to Air Force Instruction 36-2110, *Assignments*, allowing reassignment or expedited transfer of a member who is accused of committing a sexual assault or related offense. Previously commanders had the authority to administratively reassign an accused, but it was not an express requirement that commanders consider this option when acting on a victim’s expedited transfer request.

Per policy, to enhance protection for the sexual assault victim, potential reassignment of the alleged offender/accused may also be considered by the vice wing commander or equivalent, balancing the interests of the victim and the alleged offender. The vice wing commander or equivalent must consult with the servicing staff judge advocate and military criminal investigation organization in making this decision when there is an open investigation. Reassignment options include a temporary or permanent change of assignment or permanent change of station to a location determined by Air Force needs.

The Air Force attempts to account for the interests of the victim and the accused by offering both the same opportunities to submit location preferences. Additionally, they may submit documentation of family member’s enrollment in the Exceptional Family Member Program, as well as any other circumstances relating to the reassignment that he or she desires to bring for the vice wing commander’s (or equivalent) consideration. Assignment availability codes, assignment limitation codes and medical limitation codes must also be addressed prior to reassignment. Both the victim and the accused have access to legal representation if desired throughout the expedited transfer process. For the victim, the permanent change of assignment or permanent change of station will assist with the immediate and future welfare of the victim, while also allowing victims to move to a location that will offer additional support to assist with healing, recovery, and the rehabilitation process. If the best location for the victim is the current location and having the accused and the victim at the same location is not feasible for various reasons, the commander may consider moving the accused. The goal when transferring the victim and the accused is a timely reassignment with minimal disruption to an Airman’s career and family.

7.7 Improving Victim Legal Support—Describe your efforts to establish a special victim’s advocacy program that provides legal advice and representation for victims of sexual assault. Include your Service’s measures of effectiveness for this program, as well as efforts made to collaborate and share best practices with other services.

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 Title 10 United States Code sections 1044, *Legal Assistance*, and 1565b, *Victims of Sexual Assault: Access to Legal Assistance and Services of Sexual Assault Response Coordinators and Sexual Assault Victim Advocates*, since statutorily required by the National Defense Authorization Act for fiscal year 2014 under Title 10 United States Code section 1044e, *Special Victims' Counsel for Victims of Sex-Related Offenses*. 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 National Defense Authorization Act for fiscal year 2014, 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 September 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. The number of special victims' counsel will continue to expand in 2015, reaching 40 by summer 2015. Additionally, three senior special victims' counsel in the rank of major will be added to the program to provide supervisory assistance. Since the program's inception, special victims' counsels have represented more than 1,100 eligible victims of sexual assault.

Measure of Effectiveness: 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. During fiscal year 2014, 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. These survey results perform several functions: The results are reviewed by Special Victims' Counsel Program leadership to determine trends or address concerns raised, results are shared throughout Department

of Defense and Air Force leadership on a weekly basis and provided to the special victims' counsel, when the special victims' counsel is identified, in order to facilitate the communication of appreciation a victim has for the 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. Last year, these documents were updated to reflect National Defense Authorization Act for fiscal year 2014 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 roles include: 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 in 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 Title 10 United States Code sections 1044, *Legal Assistance*, 1044e, *Special Victims' Counsel for Victims of Sex-Related Offenses*, and 1565b, *Victims of Sexual Assault: Access to Legal Assistance and Services of Sexual Assault Response Coordinators and Sexual Assault Victim Advocates*.

- 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 perpetrator is a military member subject to the Uniform Code of Military Justice.

- Other service members and their dependents if the 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 Title 10 United States Code section 1044, *Legal Assistance*) if the 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.

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. The former 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.

In fiscal year 2014, the Special Victims' Counsel Program contributed to the knowledge base regarding advocacy on behalf of sexual assault victims throughout the civilian and military legal communities. Special victims' counsel program Chiefs have testified at the Response Systems to Adult Sexual Assault Crimes Panel, the Military Justice Review Group, and, soon, the Judicial Proceedings Panel. Air Force Special Victims' Counsel Program leaders, possessing some of the most current, broadest and successful experience in representing sexual assault victims, have informed military policy at the highest levels, paving the way for the development of similar Federal and state crime victims' policy and representation.

7.8 Develop Standardized and Voluntary Survey for Victims and Survivors— Describe your progress in developing and participating in a standardized victim survey. List efforts made jointly with other Services and Departments to regularly administer the standardized victim survey in such a way that protects victim privacy and does not adversely impact victim legal and health status.

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 developed or fielded to expand the understanding of sexual assault prevention and response related issues.

Special Victims' Counsel Program Victim Impact Survey: The Air Force, as the first service to implement the Special Victims' Counsel Program, proactively initiated a Special Victims' Counsel Program 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 measures whether special victims' counsel are 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 feel they are able to exercise their rights as crime victims. The survey also measures victims' subjective feelings on whether they feel supported throughout the military justice process. The survey is now provided to all sexual assault victims involved in the military justice process.

During fiscal year 2014, the results showed 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." 98% of those surveyed would recommend other victims request a special victims' counsel.

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.

Victim Experiences Survey: Based on the success of the Special Victims' Counsel Victim Impact 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 from 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.

Survivor Experience Survey: The 2014 Survivor Experience Survey is an anonymous survey that was created by the Department of Defense Sexual Assault Prevention and Response Office and the Services to assess satisfaction with the services and resources survivors of sexual assault have recently received or used. The survey was distributed between June 4, 2014 and August 3, 2014 to victims of sexual assault. It was designed by the Defense Manpower Data Center and the Department of Defense Sexual Assault Prevention and Response Office in response to the Secretary of Defense's tasking to the Department to improve the services provided to survivors of sexual assault. The Secretary of Defense's Directive requires that a standardized and voluntary survey for survivors be developed and regularly administered to "provide the sexual assault victim/survivor the opportunity to assess and provide feedback on their experiences with sexual assault prevention and response victim assistance, the military health system, the military justice process, and other areas of support." This survey was divided into the following topic areas for evaluation; background knowledge/information, awareness of resources, the reporting process, the reporting experience and overall general experience.

8 Amendment Item

8.1 In September 2014, the Government Accountability Office published its report, “Department of Defense needs to Take Further Action to Prevent Sexual Assault during Initial Military Training.” This report examined the extent to which the Air Force implemented the 46 recommendations in the Commander’s report to better prevent, investigate, and respond to sexual assault during basic training and evaluated the effectiveness of actions taken.

In the report, Government Accountability Office recommended that the Secretary of the Air Force establish an oversight framework to evaluate the effectiveness of actions taken in response to the recommendations in the Commander’s report. This oversight framework would include identifying time frames for completion of its efforts to develop and implement performance goals and measures for evaluating the progress made as a result of implementing its actions.

Provide the results, or preliminary results, of this evaluation as item 8 at the end of your fiscal year 2014 Annual Report.

As a result of the Basic Military Training misconduct investigated through a commander directed investigation in 2012, a series of corrective actions were identified and implemented to improve the Basic Military Training environment. The Director, The Chief of Air Force Safety, Major General Margaret H. Woodward, was commissioned by the Air Education and Training Command Commander to complete an evaluation of that environment. This formal commander directed investigation resulted in 46 specific action items for change, which in turn created the need for a vehicle to ensure sustained institutional efforts at implementation and continuing oversight. After countless hours of informal oversight, the Air Education and Training Command Commander directed the establishment of a formal 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 Airman safety, good order, and discipline within the recruiting, education, and training environments. This resulted in the January 5, 2013 establishment of the Recruiting, Education and Training Oversight Council, chaired by the Air Education and Training Command Commander with membership from across the command. This oversight body does not replace the role of commanders and leaders at all levels that bear first-line responsibility for oversight and action to ensure a safe environment for recruits, trainees and students within their organizations. However, this oversight council ensures command-wide awareness of issues, broad collaboration to support commanders, and long-term continuity to safeguard actions to ensure the security of the recruiting, education and training environments.

The Recruiting, Education and Training Oversight Council’s strategic goals are linked to the Command’s Strategic Plan, the Air Force Strategy, the Department of Defense Sexual Assault Prevention and Response Strategic Plan and the Quadrennial Defense Review.

Strategic Guidance	Alignment
<p>2014 Quadrennial Defense Review</p>	<p>The United States underwrites global security by exercising leadership in support of four core national interests: The security of the United States, its citizens, and U.S. allies and partners; A strong, innovative, and growing U.S. economy in an open international economic system that promotes opportunity and prosperity; Respect for universal values at home and around the world; and An international order advanced by U.S. leadership that promotes peace, security, and opportunity through stronger cooperation to meet global challenges.</p>
<p>2014-2016 DOD Sexual Assault Prevention and Response Strategy</p>	<p>Prevention Line of Effort Objective: Deliver consistent and effective prevention methods and programs. End state: Cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated, condoned, or ignored.</p>
<p>2014 Air Force Strategy</p>	<p>Focus Area: Strengthen the Air Force culture “The Air Force culture that embraces diversity will also fiercely protect character and leadership as its foundational attributes. They will keep us on course in an uncertain and dynamic environment. We will vigorously develop and reinforce these attributes, emphasizing our Core Values, the importance of dignity and respect in the workplace, and a true appreciation of the contributions of all Airmen to our mission. “</p>
<p>2014 Air Education and Training Command Strategic Plan</p>	<p>Focus Area 3.1. Infuse Air Force core values and heritage into everything we do Measure of Success 3.1.1. Air Education and Training Command teaches, reinforces, and practices Air Force Core Values Measure of Success 3.1.2. Heritage is an integral part of our daily business Focus Area 3.2. Ensure an ethical culture with accountability at all levels Measure of Success 3.2.1. Accountability is a recognized component of Air Education and Training Command culture Measure of Success 3.2.2. Organizations reinforce a positive work environment where an ethical culture can thrive</p>
<p>The Recruiting, Education and Training Oversight Council charter articulated the following objectives for the Council:</p>	

Recruiting, Education and Training Oversight Council Objectives	Goal Narrative
R1.	Monitor the health of the Air Education and Training Command recruiting, education, and training (basic training, technical training, and flying training) environments to ensure appropriate behavior by leadership and cadre towards recruits, students, and trainees.
R2.	Identify and eliminate gaps in policy, oversight, or resourcing where appropriate.
R3.	Facilitate Air Education and Training commanders' accountability tracking for documented leadership failures by staff/cadre towards recruits, students, and trainees.
R4.	Establish reliable and meaningful metrics to enable effective oversight of the recruiting, education, and training environments.
R5.	Facilitate information sharing, problem identification, and solution development within the recruiting, education, and training environments.
R6.	Develop and implement strategies to ensure the long-term sustainment of corrective actions and/or improvements to the recruiting, education, and training environments.

Air Education and Training Command developed a battle rhythm comprised of weekly on-line interactive web-based meetings with representatives from all key stakeholders in all the command's mission areas. Monthly, the Air Education and Training Command Commander conducts an in-person meeting that deliberately assesses progress toward implementation of the commander directed inspection recommendations and focuses on the effectiveness of actions taken. Structured in accordance with the Government Performance and Results Modernization Act of 2011, which provides guidance to implement results oriented government performance management systems, the Recruiting, Education and Training Oversight Council ensures the continuous monitoring and reporting of accomplishments toward its goals and objectives. Measures include process, output, and outcome measures to meet the goals of the Recruiting, Education and Training Oversight Council charter. The oversight framework identified focus areas and clear goals, and measured and analyzed performance in order to deliver world class professionalism with frequent, data-driven reviews.

The Air Force made four commitments as a result of the misconduct discovered in 2012 and the subsequent review. They are as follows:

- Thoroughly investigate all allegations of misconduct.
- Care for the victims of the misconduct, regardless of their consent to the activity.

- Hold perpetrators of misconduct accountable for their actions while protecting due process.
- Identify and correct the underlying problems that permitted the misconduct to occur.

Major General Woodward's commander directed investigation produced 46 recommendations categorized into five major areas:

- Leadership, where deterrence was found to be hindered by insufficient leadership oversight.
- Military training instructor selection and manning, where members of the Military Training Instructor Corps had minimal leadership experience and too much power resided in a single instructor.
- Military training instructor training and development, where the military training instructor culture and training did not adequately emphasize non-commissioned officer responsibilities.
- Reporting and detection, addressing barriers that exist for reporting by military training instructors, trainees and students.
- Policy and guidance, where enduring institutional safeguards are necessary.

KEY ACTIONS TAKEN:

- Fully implemented 43/46 commander directed investigation's recommendations; 2/46 implemented, but require additional time to achieve full completion; and one recommendation not implemented as written, but being fully addressed through a Capstone Week initiative.

Fourteen actions strengthened Basic Military Training Leadership.

- Bolstered Basic Military Training squadron commander quality across all career fields.
- Upgraded rank structure from major to lieutenant colonel in October 2012.
- Revised Air Force policy with deliberate focus on vectoring top quality officers from developmental teams and ensuring that Air Education and Training Command is the first hiring authority. Summer 2015 completes third cycle of this process.
- Added seven operations officers and 26 flight commanders to squadron staffs to improve leadership oversight.
- Developed formal training using scientifically developed sexual assault, sexual

harassment, unprofessional relationship, maltreatment, and mal-training indicators and lessons learned from training environment veterans. Implemented this training for leadership, faculty, and staff prior to their arrival at Basic Military Training.

- Developed a clear policy requiring that wing commanders be informed immediately of all allegations of sexual assault, sexual harassment, unprofessional relationships, maltreatment, and mal-training.
- Required wing commander notification of all allegations of sexual assault, sexual harassment, unprofessional relationships, maltreatment, and mal-training reported in the end-of-course surveys and anonymous critique boxes.
- Required squadron commander consultation with the local legal office, prior to taking administrative or disciplinary action, upon discovering allegations of sexual assault, sexual harassment, unprofessional relationships, maltreatment, and mal-training.
- Implemented a quarterly trend report on implementation of leadership recommendations to the chain of command.
- Overhauled policy on trainee abuse.
- Ensure that every Basic Military Training squadron has a chief master sergeant superintendent and a diamond-wearing first sergeant with at least one year of experience as a first sergeant.
- Elevated grade of superintendents from senior master sergeant to chief master sergeant.
- Elevated grade of squadron first sergeants from master sergeant to senior master sergeant.
- If the allegation against a military training instructor involves maltreatment or mal-training, military training instructors are immediately removed from the training environment.
- Overhauled military training instructors retraining for maltreatment.
- Decertified and mandated remedial training prior to recertification and reinstatement for all instructors found to have been engaged in maltreatment or mal-training.
- Required squadron commanders to review and sign documentation ensuring that remedial training was accomplished.
- Mandated documentation of the incident and remedial training in both the member's training records and personnel information file to ensure proper tracking of personnel with disciplinary issues.

- Expanded Air Education and Training Command Instruction 36-2909, *Unprofessional Relationships, to Recruiting, Education and Training Standards of Conduct*, to clarify expectations across all Air Education and Training Command environments.
- Ensured commander awareness of misconduct and provided consistent standards and accountability relating to sexual assault, unprofessional relationships, and related issues.
- Specified a duty for recruiters, faculty and staff to report alleged violations of Air Education and Training Command Instruction 36-2909 to appropriate authorities.
- Added specifications on annual training requirements, definitions, prohibitions, initial disposition authorities, as well as new procedures for gathering, reporting, and storing derogatory personnel information.
- Codified trainee abuse, hazing and misconduct related to maltreatment and mal-training.
- 2d AF/CC implemented a guidance memorandum withholding disposition authority to higher levels and directed reporting timelines be within 24 hours
- Mandated duty for recruiters, faculty, and staff members with knowledge of an alleged violation, or attempted violation to immediately report allegations to squadron commander.
- Withheld initial disposition authority.
- Initial disposition authority for all alleged violations of Articles 120, 120a, 120b, 120c, and 125, Uniformed Code of Military Justice, not otherwise withheld under the Secretary of Defense Withholding Memorandum, including any attempts to commit such offenses, is withheld to wing commanders (or equivalent) and group commanders (or equivalent) who report directly to a general court martial convening authority (direct-report group commanders), or higher.
- Commanders now immediately remove a military training instructor from the training environment when an allegation of sexual assault, sexual harassment, or an unprofessional relationship involving a trainee or student is received
- Established decertification/remedial training process for military training instructors when such allegations are substantiated.
- Mandated 24/7 leadership presence that is monitored and tracked by 37th Training Wing and 737th Training Group senior leadership.

Twelve actions strengthened effectiveness, experience and professionalism of the Military Training Instructor Corps.

- Upgraded military training instructor selection process ensuring only the highest qualified non-commissioned officers are selected.
- Instituted Air Force-wide developmental special duty nominative process for military training instructors.
- Eligibility for military training instructor duty now restricted to experienced noncommissioned officers in grade of technical sergeant who are nominated by commanders with a sustained record of performance, and no record of misconduct or derogatory information.
- Additionally, Air Education and Training Command has eliminated approximately 30% of the nominated candidates due to the stringent nature of ensuring the right selection.
- Interview required with waiver approval by the Basic Military Training group commander.
- Extensive pre-screening required for selection.
- Conducted thorough manning assessment leading to fills of all authorized positions, 96% (535/559) will be filled as of January 15, 2015 (Estimated completion date: June 2015).
- Ensured appropriate military training instructor/training/gender ratio by assigning two military training instructors per flight and ensured one in four military training instructors will be female.
- Increased total military training instructor authorized manning levels by 22% (414 to 504).
- Increased number of assigned female military training instructors by 164% (52 to 137).
- Increased line female military training instructor ratio from 16% to 29%.
- Engaged mental health professionals on several fronts, including collaborating with recruiting personnel to identify an appropriate personality fit.
- Continue to develop, resource, and institutionalize military training instructor development programs that promote a culture of mutual respect and correctly balance both instructor proficiency and non-commissioned officer professionalism.
- Revised the spouse portion of the military training instructor screening process.
- Dramatically reduced military training instructor duty day from 16 hour norm to 10 hour maximum for line military training instructors.

- Shortened the military training instructor tour length from 48 to 42 months; as for military training instructors on 48-month tours, replacements are assigned for 42 months (estimated completion date: December 2016).
- Implemented policy requiring minimum of four years between eligibility for military training instructor duty.
- Promotes mobile military training instructor culture increases quality candidates from all career fields.
- Preserved top rate of special duty pay for military training instructors despite major reductions across the Air Force.

Nineteen actions strengthened Basic Military Training institutional safeguards to effectively inspire, dissuade, deter and detect unprofessional conduct and to hold those who have violated standards accountable.

- Implemented a briefing for recruits at the military entrance processing station on sexual assault/harassment, unprofessional relationships, and maltreatment/mal-training; briefing also informs recruits on how to file a report at Basic Military Training, if needed.
- Institutionalized wingman procedures into policy.
- Reassured trainees via 2d Air Force and Air Force Recruiting Service commander videos.
- Developed anonymous surveys in partnership with the RAND Corporation for trainees and military training instructors.
- Trainee survey implemented October 2013 and administered weekly to each Basic Military Training class.
- Military training instructor survey to be implemented in December 2014 and will be administered semi-annually.
- Surveys measure multiple domains and provide anonymity by requiring no respondent identifying information.
- Behavioral scientists report quarterly results to Headquarters Air Education and Training Command.
- Built consolidated tracking tool to capture Military training instructor allegations of misconduct and disciplinary actions, adding scenario-based training to the Basic Military Training curriculum.
- Increased chaplain availability from one chaplain per two squadrons to one

chaplain per squadron (with offices in squadrons) and doubled chaplain assistant presence.

- Surveys now indicate chaplain recognition among trainees is second only to military training instructors.
- Added three sexual assault response coordinators dedicated to the Basic Military Training mission with a total of five on the installation.
- Ensured trained sexual assault response coordinators teach the full sexual assault prevention and response curriculum to both military training instructors and trainees.
- Reduced detection weaknesses through a variety of technical and physical means to deter and detect misconduct.
- Implemented 24/7 hot-line phone in all dormitories to access sexual assault response coordinators counselors, 2d Air Force Sexual Assault Hot Line, and chaplain counselors.
- Prescribed mandatory allowance for cell phone access/phone calls prescribed throughout the program (upon arrival, within 72 hours of arrival, and in the 4th and 7th weeks of training).
- Increased Basic Military Training closed caption television surveillance cameras by 300% to 118 per Airman training complex and 75 per dining-classroom-facility; reduced secluded area.
- Image recognition fidelity is now court admissible with tamper-proof three year off-site server storage vice previous system with limited recognition and only 45 days storage.
- Expanded “basic” camera coverage in older recruit housing and training facilities by installing 40 additional cameras to cover administrative areas and exterior entrances to reduce gaps until the last recruit housing and training facility is replaced by a new Airman training complex in 2021.
- Airman training complex facilities installed windows in all common area rooms (janitor closets, break rooms, storage rooms and Military Training Instructor offices); solid doors retained for latrines, locker rooms and dormitory sleeping areas to provide privacy when changing clothes.
- Removed closet doors to eliminate secluded area gaps.
- Ensured 24/7 squadron coverage by minimum of two staff personnel.
- Implemented strict key controls preventing master key access.

- Prohibited military training instructors from accessing a trainee's private information by prohibiting social media contact, restricting control of trainees' cell phones, and restricting tattoo inspection.
- Ensured training regarding how to report military training instructor misconduct reassures trainees that there will be no negative training or career consequences for reporting allegations of sexual assault, sexual harassment, unprofessional relationships, maltreatment, or mal-training.
- Ensured trained Air Force Office of Special Investigations' sexual assault investigators who understand the challenges of investigating sexual offenses in the training environment; applied benchmark investigative procedures and lessons learned from successful investigations across the Air Force.
- Implemented secure processes to track and analyze Basic Military Training comment box critiques.
- Dedicated security forces investigative personnel commensurate with overall population at Joint Base San Antonio-Lackland, Texas; trainee population not previously included when determining security forces manpower.
- Archived data collected from disciplinary actions, performance reports, and termination actions to ensure that non-commissioned officers will not be eligible for return for another special duty assignment (i.e. military training instructor, military training leaders, or technical training instructors).
- One commander directed investigation recommendation (shorten Basic Military Training to 7.5 weeks) not implemented as written; but being fully addressed through a new Capstone Week initiative (estimated completion date: second quarter, fiscal year 2015).
- Existing Basic Military Training curriculum consolidated into 7.5 weeks to accommodate Capstone Week.
- Capstone Week: Final Basic Military Training week composed of an interactive environment focused on the application of Air Force Core Values and Air Force heritage; built around the Airman's Creed.
- Overhauled the military training instructor psychological evaluation initial/annual screening, multi-dimension assessment and recurring training.
- Promoted culture and skills for health, coping and resiliency through military training instructor duty.
- Increased training and consultation to help prevent unwanted behavioral drift
- Hold accountable - commander involvement.

- Since completion of the commander directed investigation and subsequent analysis of leadership accountability in October 2012, we have received no evidence of leaders mishandling military training instructor misconduct allegations; therefore, we have taken no further leadership accountability actions.

KEY SUSTAINMENT MEASURES

Air Education and Training Command utilizes both qualitative and quantitative data collection and analysis methods, including the Department of Defense’s only anonymous end of course survey on the network, randomized surveys throughout the period of instruction, and initiatives implemented from the commander directed investigation in order to evaluate the effectiveness of the command’s initiatives. Air Education and Training Command assesses its metrics quarterly via a quarterly presentation to the commander and provides comments in the Department of Defense’s Sexual Assault Prevention and Response Office’s *Annual Report on Sexual Assault*. The council identified several key near term, intermediary and long term measures of effectiveness to assess the Recruiting, Education and Training Oversight Council’s efforts. These metrics emerge from a variety of physical and electronic data sources including surveys, focus groups, alleged misconduct reports and inspections.

Most notably, Air Education and Training Command’s partnership with the RAND Corporation developed an integrated survey system to address abuse and misconduct toward trainees in the Basic Military Training environment. The trainee survey provides data to help leaders understand what actions to take to reduce abuse and misconduct and to improve its response when incidents do happen. The Basic Military Training trainee survey provides a framework for assessing the prevalence and reporting of abuse and misconduct associated with trainee bullying, maltreatment and mal-training by military training instructors, unprofessional relationships with military training instructors, and sexual harassment and unwanted sexual experiences perpetrated by anyone at Basic Military Training.

Pillar	Objective	Metric	Target	Status
Leadership	Fully Implement Commander-Directed Investigation Recommendations	% Recommendations Implemented	100% by fiscal year 2016	On Track
Leadership	Select the Right Candidate	% military training instructors selected without waiver	100% by fiscal year 2014	Complete
Leadership	Select the Right Candidate	% candidates receive MD360 screening	100% by fiscal year 2014	Complete
Culture	Enhance Development Training	# military training instructors training courses	7 by fiscal year 2014	Complete
Culture	Provide Development	% military training	100% by	Complete

	Training	instructors receive training	fiscal year 2014	
Culture	Create Basic Military Training Capstone Week	Implement	1 st quarter current year 2015	On Track
Institutional Safeguards	Assess Military Training Instructor Effectiveness	% Positive Critiques	70%	Exceed Target
Culture	View of Training Environment	% Trainees Reporting Positive on RAND Survey	90%	Exceed Target
Institutional Safeguards	Implement Formalized Controls	% Formal Controls implemented	100%	Met Target
Leadership	Optimize Military Training Instructors Manning	% Authorized quotas filled	100% by fiscal year 2015	On Target
Culture	Ensure Military Training Instructors Staff Rotations	% military training instructors who transition from line duty within 24 months	100% by fiscal year 2014	Met Target
Institutional Safeguards	Conduct Compliance Checks In Accordance With policy	% Compliance Checks Conducted In Accordance With policy timelines	90% by fiscal year 2014	Met Target
Institutional Safeguards	Ensure reporting mechanisms	% hotlines, critiques and surveys available to trainees	100% by 3 rd quarter fiscal year 2014	Complete
Institutional Safeguards	Enable Increased Chaplain Access	# counseling contacts by priority	Develop Baseline with target by fiscal year 2015	On Target
Culture	Trainee attitude toward reporting channels	% Strongly Agree on willingness to use/report on RAND Trainee Survey	85%	Exceeds Target
Leadership	Reduce incidence of maltreatment/mal-training	Alleged misconduct reports per trainee	Establish by fiscal year 2015	On Target
Leadership	Disposition of alleged misconduct reports	% substantiated misconduct reports adjudicated	100% by fiscal year 2014	Meets Target
Leadership	Increase Leadership Oversight	% leadership engagement requirements met	90% goal by fiscal year 2014	Met Target

Culture	Strengthen Military Training Instructor culture	% flights meeting 2:1 coverage	100% by fiscal year 2015	On Target
Culture	Strengthen Military Training Instructor culture	% female line military training instructors	25% by fiscal year 2014	Exceeds Target

Air Education and Training Command has made great strides toward increasing its monitoring of the Basic Military Training environment and implementing reforms to improve its ability to inspire, dissuade, deter, detect, and hold accountable those responsible for abuse and misconduct. The survey system developed by RAND provides a way for trainees and military training instructors to report abuse and misconduct toward trainees confidentially and without the fear of embarrassment or reprisal. It makes a unique contribution to the leadership feedback system that grows as data are accumulated. By institutionalizing this survey, the command has ensured that leaders will be alerted in a timely manner to abuse and misconduct long after the subject has disappeared from the headlines.

Engagement and involvement by leaders at each echelon of the command remains critical to avoid the development of divergent communities conducive to systemic issues of trainee abuse. While Air Education and Training Command has no intention to declare victory, we believe the foundation for our long-term campaign to provide safe, secure, and effective training has been well-established.

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

<p>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:</p>	<p>Military Entrance Processing Station</p>	<p>Basic Military Training</p>	<p>Technical Training</p>	
<p>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.</p>	<p>Member's Initials:</p>	<p>Member's Initials:</p>	<p>Member's initials:</p>	
	<p>Briefer's initials:</p>	<p>Briefer's Initials:</p>	<p>Briefer's initials:</p>	
<p>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</p>	<p>Member's initials:</p>	<p>Member's Initials:</p>	<p>Member's Initials:</p>	
	<p>Briefer's initials:</p>	<p>Briefer's initials:</p>	<p>Briefer's Initials:</p>	
<p>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.</p>	<p>Member's initials:</p>	<p>Member's Initials:</p>	<p>Member's initials:</p>	
	<p>Briefer's initials:</p>	<p>Briefer's initials:</p>	<p>Briefer's initials:</p>	
<p>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.</p>	<p>Members initials:</p>	<p>Member's initials:</p>	<p>Member's initials:</p>	
	<p>Briefer's Initials:</p>	<p>Briefer's initials:</p>	<p>Briefer's initials:</p>	
<p>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):</p>	<p>Member's Initials:</p>	<p>Member's Initials:</p>	<p>Member's Initials:</p>	
	<p>Briefer's Initials:</p>	<p>Briefer's initials :</p>	<p>Briefer's Initials:</p>	
	<p>Engage in any social contact of a personal nature while in a training environment.</p>	<p>Member's initials:</p>	<p>Member's Initials:</p>	<p>Member's Initials:</p>

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 Sign

Trainee Name BMT Briefer Date

Attachment Two: Medical Treatment Facilities

MEDICAL TREATMENT FACILITIES	Hours of Emergency Room Coverage	Memorandum of Understanding/Memorandum of Agreement Date	ORGANIZATION(S) PERFORMING Sexual Assault Forensic Exam/Sexual Assault Nurse Examiner FOR LISTED Military Treatment Facility	Mileage	Minutes Away
Altus Air Force Base, Oklahoma	0	Yes/July 2011	Jackson County Memorial Hospital	3 miles	10 minutes
Andersen Air Force Base, Guam	0	Yes/May 2012	United States Naval Hospital Guam	21 miles	35 minutes
Andrews Air Force Base, Maryland	24	Yes/May 2013	Prince George's County Hospital	9.5 miles	14.9 minutes
Aviano Air Base, Italy	0	Not Applicable	In-House sexual assault nurse examiners	Not Applicable	Not Applicable
Barksdale Air Base, Louisiana	0	Yes /December 2013	University Health/Overton Brooks Department of Veterans Affairs Medical Center/ Brentwood Hospital	4-6 miles	10-15 minutes
Beale Air Force Base, California	0	Yes/April 2013	Fremont-Rideout Hospital, Marysville, California	17 miles	25 minutes
Buckley Air Force Base, Colorado	0	Yes/June 2014	Aurora South HealthOne	9.2 miles	19 minutes
Cannon Air Force Base, New Mexico	0	Yes/March 1, 2012 (expires March 1, 2017)	Plains Regional	7.4 miles	12 minutes
Columbus Air Force Base, Mississippi	0	Yes/January 2013	Okitbbaha County Hospital Regional Medical Center	35 miles	43 minutes
Davis-Monthan Air Force Base, Arizona	0	Yes/May 2010	Southern Arizona Center Against Sexual Assault	8 miles	15 minutes
Dover Air Force Base, Delaware	0	Yes/Memorandum of Understanding updated 2014	Bayhealth Medical Center of Dover, Delaware	5 miles	8 minutes
Dyess Air Force Base, Texas	0	Yes/August 2013	Hendrick Medical Center	10 miles	16 minutes
Edwards Air Force Base, California	0	Yes/February 2014	Antelope Valley Hospital (A Facility of Antelope Valley Healthcare District)	30 miles	35 minutes
Eglin Air Force Base, Florida	24	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Eielson Air Force Base, Alaska	0	Yes/November 2011	Fairbanks Memorial Hospital	23.4 miles	30 minutes
Ellsworth Air Force Base, South Dakota	0	Yes/ May 2013	Rapid City Regional Hospital	14 miles	20 minutes

Fairchild Air Force Base, Washington	0	Yes/May 2013	Providence Sacred Heart Medical Center & Children's Hospital, Spokane, Washington	14 miles	23 minutes
Fort Bragg, North Carolina	0	Uses other Department of Defense Facility	Womack Army Medical Center, Fort Bragg with 13 sexual assault nurse examiners	7.5 miles	17 minutes
Francis E. Warren Air Force Base, Wyoming	0	Yes/July 2010	Cheyenne Regional Medical Center	2 miles	6 minutes
Geilenkirchen North Atlantic Treaty Organization Air Base, Germany	0	Utilizes other Department of Defense Military Treatment Facility	Landstuhl Regional Medical Center	Not Applicable	Not Applicable
Goodfellow Air Force Base, Texas	0	Yes/October 2010	Shannon Medical Center	8 miles	15 minutes
Grand Forks Air Force Base, North Dakota	0	Yes/May 2012	Altru Health Systems	2.5 miles	6 minutes
Hanscom Air Force Base, Massachusetts	0	Yes/August 2014	Identified Newton Wellesly Hospital as receptive party for new memorandum of understanding. Currently maintain memorandum of understanding with local Veterans Affairs. Commonwealth of Massachusetts offers sexual assault nurse examiner services statewide for all beneficiaries to include a restricted reporting option.	11.9 miles	18 minutes
Hill Air Force Base, Utah	0	Yes/August 2013	Northern Utah Sexual Assault Nurse Examiners	10 miles	20 minutes
Holloman Air Force Base, New Mexico	0	Yes/March 2013	Gerald Champion Regional Medical Center	15 miles	20 minutes
Hurlburt Field, Florida	0	Utilizes other Air Force Military Treatment Facility	Eglin Air Force Base	10 miles	20 minutes
Incirlik Air Base, Turkey	0	Not Applicable	In-House sexual assault nurse examiners	Not Applicable	Not Applicable

Joint Base Anacostia-Bolling, Washington DC	0	Yes/May 2013	Prince George County Hospital	9.5 miles	14.9 minutes
Joint Base Charleston, South Carolina	0	Yes/June 2014	Medical University of South Carolina	16 miles	25 minutes
Joint Base Elmendorf-Richardson, Alaska	24	Yes/May12	Memorandum of Understanding Forensic Nursing Services of Providence	12.9 miles	25 minutes
Joint Base Langley-Eustis, Virginia	24	Yes/September 2011/next update in 2016	Riverside Medical Center/Sentara CarePlex Hospital	10 miles/4 miles	20 minutes /13 minutes
Joint Base McGuire-Dix-Lakehurst, New Jersey	0	Yes/June 2014	Burlington County Victims' Services	15.7 miles	20 minutes
Joint Base San Antonio, Texas	0	Yes/January 2014	Memorandum of Understanding with Methodist covers Joint Base San Antonio.	12 miles/19 miles	18 minutes /28 minutes
Kadena Air Base, Japan	0	Not Applicable	United States Naval Hospital Okinawa (All examiners are United States Naval Hospital Okinawa Staff)	Not Applicable	Not Applicable
Keesler Air Force Base, Mississippi	24	Yes/September 2006 (last reviewed December 2011)	Memorial Hospital at Gulfport, Biloxi Regional, Singing River	14 miles	22 minutes
Kirtland Air Force Base, New Mexico	0	Yes/April 2013	Albuquerque sexual assault nurse examiner collaborative	7.1 miles	13 minutes
Kunsan Air Base, South Korea	0	Not Applicable	In-House sexual assault nurse examiners	Not Applicable	Not Applicable
Lajes Field, Portugal	0	Not Applicable	In-House sexual assault nurse examiners	Not Applicable	Not Applicable
Laughlin Air Force Base, Texas	0	Yes/September 2012	Val Verde Regional Medical Center	7 miles	11 minutes
Little Rock Air Force Base, Arkansas	0	Yes/June 2014	In-House sexual assault nurse examiner. After clinic hours go to Emergency Department at University of Arkansas, Arkansas Children's Hospital, and University of Arkansas Medical School	18.7 miles /21 miles	22 minutes/26 minutes
Los Angeles Air Force Base, California	0	Yes/June 2009	Santa Monica University of California Los Angeles Rape Treatment Center	13.9 miles	22 minutes
Luke Air Force Base, Arizona	0	Yes/August 2008	Scottsdale Medical Center	37 miles	45 minutes

MacDill Air Force Base, Florida	0	Yes/November 2012	Crisis Center of Tampa Bay	19 miles	27 minutes
Malmstrom Air Force Base, Montana	0	Yes/May 28, 2013	Benefis Health System	5 miles	13 minutes
Maxwell-Gunter Air Force Base, Alabama	0	Yes/Sep 2011	Standing Together Against Rape	3.71 miles	9 minutes
McConnell Air Force Base, Kansas	0	Yes/September 2013/October 2013	Via Christi Medical Center, St Joseph Campus, Wesley Medical Center	7.0 miles/7.6 miles	11 minutes /11 minutes
Minot Air Force Base, North Dakota	0	No/Estimated Completion Date 30 June 30, 2014 (95% complete)	Process in place with Trinity Hospital memorandum of understanding w/ Chief Executive Officer of Trinity (Nov 14)	15 miles	21 minutes
Misawa Air Base, Japan	0	Not Applicable	In-House sexual assault nurse examiners	Not Applicable	Not Applicable
Moody Air Force Base, Georgia	0	Yes/January 2013	Haven Rape Crisis Center	27.5 miles	40 minutes
Mountain Home Air Force Base, Idaho	0	Yes/April 2012/November 2009	St Lukes/St Alphonsus (both in Boise)	50 miles	47 minutes
Nellis Air Force Base, Nevada	24	Yes/April 2013	University Medical Center (all Department of Defense sexual assault related cases are medically evaluated for acute injury at 99 Medical Development Group. However, all forensic care is accomplished at University Medical Center.)	10.3 miles	16 minutes
Offutt Air Force Base, Nebraska	0	Yes/February 2014	Methodist Hospital	15 miles	21 minutes
Osan Air Base, South Korea	24	Not Applicable	In-House sexual assault nurse examiner/sexual assault forensic exam	Not Applicable	Not Applicable
Patrick Air Force, Florida	0	Yes/June 2012	Women's Center for Victim Advocacy Services	10.4 miles	15 minutes
Peterson Air Force Base, Colorado/Schriever Air Force Base, Colorado	0	Yes/November 2012 & December 2012	Memorial Hospital for both Peterson and Schriever	7 miles /17.4 miles	14 minutes /24 minutes
Ramstein Air Force Base, Germany	0	Utilizes other Department of Defense Military Treatment Facility	Landstuhl Regional Medical Center	Not Applicable	Not Applicable

Robins Air Force Base, Georgia	0	Yes/December 2011	Houston Medical Center (also known as Houston HealthCare)	3.4 miles	9 minutes
Royal Air Force Alconbury, United Kingdom	0	Utilizes other Department of Defense Military Treatment Facility	Royal Air Force Lakenheath	Not Applicable	Not Applicable
Royal Air Force Croughton, United Kingdom	0	Utilizes other Department of Defense Military Treatment Facility	Royal Air Force Lakenheath	Not Applicable	Not Applicable
Royal Air Force Lakenheath, United Kingdom	24	Not Applicable	In-House sexual assault nurse examiners	Not Applicable	Not Applicable
Royal Air Force Menwith Hill, United Kingdom	0	Utilizes other Department of Defense Military Treatment Facility	Royal Air Force Lakenheath	Not Applicable	Not Applicable
Scott Air Force Base, Illinois	0	Yes/March 2013	Memorial Medical Center	13.3 miles	22 minutes /26 minutes
Seymour Johnson AFB	0	Yes/November 2014	Wayne Memorial Hospital	6.3 miles	11 minutes
Shaw Air Force Base, South Carolina	0	Yes/September 2012 (Last reviewed February 2013, currently under annual review).	Tuomey Regional Medical Center	13.4 miles	20 minutes
Sheppard Air Force Base, Texas	0	Yes/April 2012	United Regional Healthcare System	6 miles	13 minutes
Spangdahlem Air Force Base, Germany	0	Utilizes other Department of Defense Military Treatment Facility	Landstuhl Regional Medical Center	Not Applicable	Not Applicable
Tinker Air Force Base, Oklahoma	0	Yes/January 2011	YWCA of Oklahoma City	18.2 miles	22 minutes
Travis Air Force Base, California	24	Civilian Sexual Assault Nurse Examiners perform exams in David Grant Medical Center Emergency Room through a county sexual assault nurse examiner program	Civilian sexual assault nurse examiners perform exams in David Grant Medical Center Emergency Room through a county sexual assault nurse examiner program, memorandum of understanding with Solano and Napa	Not Applicable	Not Applicable
Tyndall Air Force Base, Florida	0	Yes/August 2013	Gulf Coast Medical Center/Bay Medical Center Sacred Heart	12 miles/8 miles	20 minutes /17/minutes

United States Air Force Academy, Colorado	0	Yes/November 2014	Memorial Hospital (Peterson & Shriver)	20 miles	26 minutes
Vance Air Force Base, Oklahoma	0	Yes/June 2013/January 2014	Stillwater Medical Center, Stillwater Oklahoma/YWCA, Enid, Oklahoma	65 miles/5 miles	1 hr 8 minutes / 10 minutes
Vandenberg Air Force Base, California	0	Yes/August 2013	North County Rape Crisis Center (Note: exams are performed in "safe houses" versus traditional emergency rooms as a victim protective measure)	14.1 miles	25 minutes
Whiteman Air Force Base, Missouri	0	Yes/October 2012-- memorandum of understanding is between the 509 Bomb Wing sexual assault prevention and response and the Western Missouri Medical Center.	Western Missouri Medical Center & Bothwell Regional Medical Center	4.7 miles /23.7 miles	10 minutes /31 minutes
Wright-Patterson Air Force Base, Ohio	24	Not Applicable	Memorandum of understanding with Butler County	Not Applicable	Not Applicable
Yokota Air Base, Japan	0	Not Applicable	In-House sexual assault nurse examiners	Not Applicable	Not Applicable