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Enclosure 4: National Guard Bureau





NATIONAL GUARD BUREAU

1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MAR 27 2016

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND
READINESS

SUBJECT: National Guard Sexual Assault Prevention and Response Program, 2015 Review

The National Guard Sexual Assault Prevention and Response Program review is attached for inclusion in the Department of Defense Annual Report to Congress on Sexual Assault in the Military.

The report details National Guard efforts to enhance the SAPR Program along the five lines of effort that include the Secretary of Defense's Initiatives for Title 32 service members.

The Point of contact for this action is Brigadier General Ivan E. Denton; Director of Manpower and Personnel, National Guard Joint Staff, at 703-604-9540.

A handwritten signature in black ink, appearing to read "Frank J. Grass", is positioned above the typed name.

Frank J. Grass
General, USA
Chief, National Guard Bureau

Attachment:
As stated

FY15 Annual Report on Sexual Assault in the Military Executive Summary: National Guard Bureau (NGB)

As members of the Armed Forces and the communities in each state, the Commonwealth of Puerto Rico, the District of Columbia, Guam, and the Virgin Islands (hereinafter referred to as “states”), National Guard (NG) soldiers and airmen continue to support the goal of eliminating sexual assault within our Services and our communities. No longer focused primarily on supporting the sexual assault victim, the NG SAPR program has embraced the complexity of investigation, prevention, and assessment surrounding sexual assault. In response to Congressional mandates, Secretary of Defense initiatives, and in support of the DoD Sexual Assault Prevention and Response Office (SAPRO) strategic five lines of effort (LOEs), the NG increased the intensity of its involvement from all fronts. The Chief of the National Guard Bureau (CNGB) consistently conveys new mandates, initiatives and requirements to the NG leadership for their action using publications, memorandums, leadership conferences, and additional opportunities. In response, members of the NG at all levels helped to realize the following improvements and additions to the NG SAPR program during Fiscal Year 2015 (FY15).

- **Advance and Sustain Appropriate Culture.** The NG SAPR office reviewed and revised the NGB Sexual Assault Response Coordinator (SARC) and SAPR Victim Advocate (SAPR VA) initial training course to include gender-responsive education and training blocks on healthy relationships and healthy sexuality involving mutual consent, equality, respect, commitment and open communication. Continuing that theme of advancing and sustaining an appropriate culture, the NG Diversity leadership and Challenge programs also focused on promoting social courage and core values.
- **Male Victimization.** Several steps were taken to help improve male victim reporting within the NG. The male victimization training module was enhanced in the NGB SARC and SAPR VA initial training course. Also, the NGB-J1-SAPR Office developed special video message scripts concentrated on male reporting, and distributed them to all the SARCs within the states for use during Sexual Assault Awareness and Prevention Month (SAAPM). Several states collaborated with their state public affairs office (PAO) to develop these scripts into videos and posted them on their state NG website, YouTube, and other appropriate sites. The NGB-J1-SAPR office also posted access to the videos on the Guard Knowledge Online (GKO) NGB SAPR Web site and were distributed to senior leadership to share within the states. The Sexual Assault Prevention and Response Advisory Council (SAPRAC) representing the SAPR programs in the field, promoted a state-wide public service announcement (PSA) campaign to increase visibility of male survivors to encourage other male victims to disclose victimization. As a result, the NG experienced a shift in overall support of and response to all victims of sexual assault. For the first

time, the NG had two male survivors participate in the DoD Survivor Summit.

- **Enhancing Protection Efforts.** The NGB-J1-SAPR Office reviewed and updated the NGB SAPR module for the NGB Technician Personnel Management Course. The training and discussion points focused on enhancing both knowledge and skills of the supervisor on differentiating between sexual assault and sexual harassment, their responsibilities in supporting the SAPR program, the responsibilities of the state SAPR Program, and the impact a sexual assault may have on many.
- **Retaliation Awareness.** To affirm that incidents of retaliation based on a sexual assault report are inconsistent with the Guard's values, the following efforts were made: the case management group (CMG) agenda was revised to discuss any reports of retaliation; guidance was provided to senior leaders during the Guard Senior Leader Conferences (GSLC); messages on retaliation were integrated into discussions, briefings, and other activities as appropriate. As a special note, the minutes of all CMG meetings are posted on the restricted access GKO web site to allow for NGB assessment and tracking. During the Annual SARC refresher training, a special block of instruction was included on preventing, addressing, and reporting incidents of retaliation, coercion, ostracism, maltreatment, or reprisals to the CMG chair.
- **Feedback to the Force.** The findings of the December 2014 Sexual Assault Report to the President of the United States were reported to Guard members through a number of avenues, including a briefing of the results titled "*SAPR Feedback to the Force.*" The document was posted on the GKO web site, and the findings were provided to The Adjutants General (TAGs) of the states and the Commanding General of the District of Columbia NG (hereinafter referred to as TAGs), and Directors of the ARNG (DARNG) and ANG (DANG) during the February 2015 GSLC. The DARNG and DANG developed various methods and avenues to disseminate the information to their commanders and noncommissioned officers and to the soldiers and airmen. The report was also released through the NGB-PAO and NG websites.
- **Compliance and Accountability.** One of the most significant additions to the program was the designation of a single point of contact within the NGB-J1-SAPR office to validate compliance and accountability measures of unrestricted sexual assault reports. The requirements are defined as validating referral of all Unrestricted Reports of sexual assault to the appropriate investigative agency, confirmation of documentation of the referral in the Defense Sexual Assault Incident Database (DSAID), tracking the progress of case referrals through the investigation process, making frequent contact with appropriate state and NGB agents for visibility of case

progress throughout the investigation process, and documentation of any administrative or criminal final disposition in DSAID prior to case closure.

The NG, as the only Reserve Component (RC) to execute its own stand-alone SAPR program, navigates through a complex structure to ensure appropriate policies and procedures are developed under 32 United States Code (U.S.C.), the individual state codes of military justice, civilian law enforcement, and civilian judicial systems; and as guided by 10 U.S.C. and Service-specific regulations as applicable to non-federalized NG members. This NG unique organizational structure underscores the multifaceted administration of the NG SAPR Program.

Authorizing publications

In coordination with DoD SAPRO and TAGs, the following CNGB SAPR policies and procedures were established and implemented for non-federalized NG members:

- CNGB Instruction 0400.01, 30 July 2012, "*Chief, National Guard Bureau Office of Complex Administrative Investigations*"
- CNGB Manual 0400.01, 08 November 2012, "*Chief, National Guard Bureau Office of Complex Administrative Investigations*"
- CNGB Memorandum, 19 November 2013, "*National Guard Command Climate Assessment Policy*"
- CNGB Memorandum, 27 November 2013, "*Implementation of the Joint National Guard Special Victims' Counsel (NGSVC) Program*"
- CNGB Instruction 6400.01, 14 November 2013, "*Use of Defense Sexual Assault Incident Database (DSAID)*"
- CNGB Instruction 1303.01A, 06 August 2014, "*Expedited Transfer, Reassignment, or Removal of National Guard Members Due to an Unrestricted Report of Sexual Assault*"
- CNGB Information Memorandum, 02 September 2014, "*National Guard Implementation of 2014-2016 Sexual Assault Prevention Strategy*"
- CNGB Instruction 0401.01, 06 January 2015, "*National Guard Special Victims' Counsel Program*"
- CNGB Notice 1304, 17 July 2015, "*National Guard Implementation of Sexual Assault Incident Response Oversight (SAIRO) Report*"

Publications currently in the final stages of the staffing process include:

- CNGB Instruction, "*Sexual Assault Prevention and Response Program*"
- CNGB Manual, "*Department of Defense Sexual Assault Advocate Certification Program*"

- CNGB Guidance, “*National Guard Sexual Assault Prevention Strategic Blueprint*”

General organizational structure of the NG SAPR program and personnel

- **State Level.** The Governors of the states serve as the commanders-in-chief of the NG in their respective state with TAGs serving as the senior commanders. Each TAG may establish policies and regulations in compliance with its state Code of Military Justice (CMJ) and as directed by the Governor. As the senior commander for the non-federalized NG members within his or her state, each TAG establishes a SAPR program. Although this results in 54 separate SAPR programs, each program is based on the same federal policies and directives, as well as CNGB policies, procedures and guidance for the non-federalized or Title 32 (T32) Guard members. At each Joint Force Headquarters-State (JFHQ-State) is a full-time (FT) General Schedule (GS)-12 or Active Guard Reserve (AGR) SARC, who serves as the state SAPR Program Manager (PM) and is responsible for reporting all ARNG and ANG sexual assault reports within the state to TAG. A FT GS-9 or AGR JFHQ-State Victim Advocate Coordinator (VAC) is authorized in each state to assist the JFHQ-State SARC in the implementation of TAG’s SAPR program. These positions fulfill the National Defense Authorization Act (NDAA) FY12 requirement for the assignment of at least one FT SARC and FT SAPR VA at the brigade or equivalent unit level, as it applies to the NG structure. A collateral duty SARC and one Sexual Harassment/Assault Response and Prevention (SHARP)/SAPR VA are located at each ARNG brigade; and two SHARP/SAPR VAs are located at battalion level command. At each wing, the ANG maintains a FT technician, whose position description includes SARC duties. This Wing SARC reports to the Wing Commander (WG/CC) or Vice Commander and is supported by a minimum of two volunteer SAPR VAs. ANG recently received Air Force (AF) funding to support one dedicated FT SARC at each Wing. These positions will be filled in Fiscal Year 2016 (FY16).
- **Service Directorate Level.** The DARNG and DANG are responsible to assist TAGs in implementing SAPR programs within each state for non-federalized Guard members in compliance with applicable Service-specific policies and directives, and appropriate NGB policy and procedures, to include training of NG personnel in sexual assault policy and related matters. The NGB-ARNG has a SHARP program office located within the Human Resources Directorate under the Solider and Family Readiness Division. The NGB/ANG has a SAPR program office located within Manpower, Personnel and Services Directorate under Services.
- **CNGB Level.** The CNGB is responsible for establishing and implementing SAPR policy and procedures, and developing and directing the execution of the dedicated SAPR training requirements for NG members on duty pursuant to

T32, U.S.C. an NGB SAPR program office exists within the Manpower and Personnel Directorate, National Guard Joint Staff.

SAPR program implementation and management is assumed by the Active Component (AC) when Guard units and members are federalized for over 30 days. If the JFHQ-State SARC deploys, the state may hire a temporary technician, or utilize the JFHQ-State VAC to backfill the position, until the SARC returns.

To offer the best support available within the Guard structure, the NG SAPR program established collaborative working relationships with the Chief Counsel's (NGB-JA) office for assistance from the Office of Complex Administrative Investigations (NGB-JA/OCI) and Special Victims Counsel program office (NGB-JA/SVC), NG Family Programs, Office of Equal Opportunity (EO), Director of Psychological Health and Well-Being (DPH), Joint Surgeon, Joint Chaplain and Public Affairs. Counteracting the absence of services, support and resources inherent in the AC, each of the 54 state SAPR programs capitalize on its ability to build partnerships with various organizations outside the Guard. Leveraging the Guard's unique position as a community-based organization, the state SAPR programs were able to forge relationships at the state and local levels to assist in helping the victim, as well as advancing the mission to educate, heighten awareness, and empower individuals to take action.

In order to establish a culture free of sexual assault in the military, five lines of effort (Prevention, Investigations, Accountability, Advocacy and Assessment) were established to enhance the safety and well-being of all persons. The NG's SAPR program has made tremendous progress in these areas and addresses the five lines of effort as follows:

1. Line of Effort (LOE) 1—Prevention—The objective of prevention is to “deliver consistent and effective prevention methods and programs.” Based on the 2014-2016 DoD Sexual Assault Prevention Strategy, implementation of prevention efforts across DoD should be spread across a collection of 10 program elements. To aid in assessing DoD-wide progress in operationalizing the Prevention Strategy, please provide responses connected back to these program elements.

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 is not tolerated, condoned, or ignored.”

Preventing sexual assault depends on leadership and the efforts carried out to support the core values of the military departments. Leadership is not just exhibited by the senior leaders within the NGB, or the senior leaders within the states. Leadership is exhibited at all levels, from the most junior member to the most senior member of the Guard, regardless of rank. It takes the efforts of a community to affect change. The messages presented within the Guard epitomize this philosophy.

The quarterly GSLCs and monthly Guard Senior Leadership Updates (GSLUs) hosted by the CNGB continued to play an important role in disseminating the latest SAPR initiatives and strategies to TAGs, and the DARNG and DANG. During FY15, this forum was used to discuss the NG SAPR Progress Report to the President of the United States (POTUS) and provide the field with a “*Feedback to the Force*” briefing on the POTUS report. Also discussed was the NG Prevention Strategic Blueprint, as well as updates on retaliation, compliance and accountability of sexual assault reporting, and initiatives to enhance first line supervisor skills and knowledge of the many facets of understanding the complexities of sexual assault trauma.

FY15 Sexual Assault Awareness and Prevention Month (SAAPM): *Eliminate Sexual Assault: Know Your Part. Do Your Part.*

In a unified effort, the CNGB, DARNG and DANG signed and distributed the NGB letter announcing the NG’s support of SAAPM and its theme, “*Eliminate Sexual Assault: Know Your Part. Do your Part.*” The special emphasis in FY15 was on encouraging the male survivor to disclose a sexual assault and creating a safe space for the male survivor to feel confident enough to request assistance.

- The ARNG hosted a SAAPM kick-off ceremony in April 2015 at the ARNG Readiness Center. This event included two presentations by guest speakers. Officer Robert Icolari, an Armed Forces Veteran from the Arlington County Police Department Special Victims Unit, spoke about civilian law enforcement procedures for sexual assault victims and offenders. The second presentation included three “members” of the Wisconsin National Guard. The JFHQ-State SARC and JFHQ-State VAC provided a discussion and demonstration of their innovative program to assist victims of sexual assault suffering from post-traumatic stress disorder using their service dog.
- The NGB SAPR staff members, civilians and military members, participated in National Capital Region SAAPM activities and Joint Military coordinated events held at the Pentagon. Activities included Service and NGB table displays on initiatives and an awareness walk around the Pentagon Courtyard to highlight the number of reported sexual assaults during the past fiscal year.
- Other activities, events, and initiatives conducted during SAAPM included displaying SAAPM information on building monitors and integrating special SAAPM messaging on desk top screen savers. This messaging was to display information and raise public awareness about sexual violence and to educate communities and individuals on how to prevent sexual violence. Through a combined effort, the ARNG and ANG conducted joint events to promote SAAPM and the DoD Safe Helpline. Many unit members used the DoD Safe Helpline logo as screensavers throughout March and April.

Throughout the states, events and activities were conducted in cooperation with local community agencies and organizations.

ARNG Specific Efforts

Since 2011, the ARNG leadership and Soldiers have been committed to achieving cultural change to stop incidents of sexual assault through the I. A.M. (Intervene, Act, Motivate) Strong Campaign, which supports LOE 1 by addressing three areas of prevention: Primary, Secondary and Tertiary. This campaign emphasizes it's everyone's responsibility to stop sexual harassment and assault within the Army by intervening when a threat is recognized, taking action, and being motivated to prevent sexual assault. It also reinforces the Army's Core Values, Warrior Creed and standards of conduct and in establishing an environment of trust, dignity, and respect for every Soldier, DA Civilian, and family member.

- In February 2015, the DARNG and TAGs from Illinois, Massachusetts and Ohio participated in a SHARP Forum hosted by the Chief of Staff of the Army (CSA). This forum was designed for general officers and Command Sergeants Major (CSM) to discuss prevention and elimination of sexual assault by changing the culture in the Army, and supporting victims of sexual assault. The Massachusetts TAG briefed on best practices, innovative ideas, initiatives, and challenges for the NG. Expert panels of leaders, survivors, and subject matter experts used this forum to provide lessons learned and best practices from personal experiences and educational research.
- During FY15, the ARNG CSM supported Sergeant Major of the Army's (SMA) new campaign, "Not in my Squad," to empower non-commissioned officers (NCOs) and first line leaders to fight sexual harassment and sexual assault in their ranks. "Not in my Squad" is a bottom-up approach meant to reinforce a climate of dignity and respect founded on good order and discipline. This campaign also emphasizes the ethical commitment each member of the total Army family must adopt to ensure every Soldier, Department of the Army (DA) Civilian, and their family members are treated with dignity and respect. In June 2015, four ARNG NCO's attended the "Not in my Squad" event in Washington D.C. arranged by the ARNG CSM to discuss solutions and recommendations on sexual harassment and assault prevention efforts by NCOs and first line leaders to assist Soldiers in their ranks.
- In August 2015, the ARNG SHARP PM attended the SHARP Improvement Forum hosted the Army SHARP Program Director. The forum participants included over 20 PMs from various commands. This forum provided an excellent opportunity to discuss improving prevention and response to sexual assault, and conversations on culture change, male victimization, and retaliation. The PMs developed recommendations for SHARP improvement

issues, such as ARNG and United States Army Reserve (USAR) challenges, Annual SHARP Refresher training, SARC and SAPR VA training, expedited transfers, male victimization, retaliation response, and more. The ARNG and USAR SHARP PMs were provided an opportunity to brief the CSA and other senior leaders on challenges with manning, training, advocacy resources, and other subjects from a reserve component perspective.

Training & Awareness Engagements

- ARNG Senior Leaders and Commanders periodically conducted interactive, small group, in-depth discussions during organizational gatherings and drill weekends. The discussions focused on roles and responsibilities in preventing sexual assaults, prevention methods, command policies and commitment to eliminating sexual assaults, holding offenders accountable, and investigation options, including the NGB-JA/OCI.
- ARNG Commanders facilitated Unit Annual Refresher SHARP Training, a requirement for all Soldiers, and used subject matter experts to discuss the difference between sexual harassment and assault, prevention methods, reporting options, and the commander's "no tolerance" policy of sexual harassment and sexual assault.

ANG Specific Efforts

Early in FY15, the DANG hosted a Wing Commander Fly In and dedicated a day to convey the importance of SAPR. Lieutenant General (Lt Gen) Stanley Clarke III, DANG, started the day by providing opening remarks and shared his vision to the ANG WG/CCs to emphasize the importance of the SAPR program. The DANG was followed by Lt Gen Gina Grosso, Director of SAPR, Office of the Vice Chief of Staff of the AF, Headquarters, AF (HAF), who briefed on AF SAPR Policy and expectations for WG/CCs. Lt Gen Grosso helped educate commanders on culture and climate and compared estimated prevalence rates to actual reporting. Mr. Dave Thomas, SAPR Office, Pentagon, highlighted Predator Identification/False Reporting, while Dr. Kimberly Dickman, Chief of Training and Development Branch, SAPR, HAF, taught a class on Neurobiology and how trauma affects SAPR victims. Additionally, she enlightened the Commanders on prevention efforts and the roles they play at the wing. Also on the docket was Major General Cassie Strom, ANG Assistant to the Judge Advocate General (JAG), HAF and NGB-JA, who briefed on the OCI and SVC programs. Wrapping up the day, Chief Master Sergeant Tony Whitehead, Command Chief, ANG Readiness Center and General Frank Grass, CNGB, gave their comments on leadership and the national level efforts that are being implemented throughout the states. All the training was recorded and sent to every wing so that all commanders had the opportunity to revisit the topics presented.

The ANG established a robust program dedicated to training the full time and traditional force on the 2015 Annual AF SAPR curriculum. Some of the activities and initiatives conducted by the ANG included the following:

- Across the country, Wings actively participated in countless events in support of SAAPM during the month of April. Airmen participated in 5K runs, clothing drives for donations to the Rape Crisis Centers, and celebrated Denim Day by wearing jeans and SAPR t-shirts. Blue pin wheels were displayed to remember past victims of sexual assault and to highlight the historical estimated prevalence of sexual assault in the AF. Multiple articles were printed and placed on display tables along with SAPR related giveaways.
- Wings utilized multiple social media outlets to send out SAAPM messages. SAPR personnel hung banners and posters to increase the education footprint. Local PSAs were created. Sexual assault facts and myths were placed in military boots with teal-colored laces to provide a visual emphasis on preventing sexual assault within the military and displayed in buildings across base.
- Other SAAPM activities included multiple screenings of “The Invisible War” and presentations by guest speakers. These speakers included Russell Strand, creator of the Forensic Experiential Trauma Interview; Anne Munch, Esq, an expert on prosecution of offenders and the role victim blaming attitudes have on jurors, featured in the video “Jack” – a reenacted adaption of “Jacks Story” originally published in the Manhattan Spirit, New York; and Mr. Mike Domitrz’s “May I Kiss You?” project. A more physically challenging event was the SAAPM obstacle course. Participants at this event included General Officers and Senior Leadership, who not only tested their skills of strength and agility on the obstacle course, but spoke about achieving the prevention endstate through training safe bystander intervention techniques and greater awareness across the ANG.

Training & Awareness Engagements

- Newcomers Training was updated to include the Commander’s Zero Tolerance message.
- Wings used SharePoint and briefings as platforms for sharing SAPR messages.
- The FY15 AF Annual Training (AT) – “Respect the Red Line” was conducted, as well as small group training sessions on topics such as Male Victimization, “*How to Talk to a Survivor*,” and Commanders Choice. During AT, the ANG reinforced respect, trust, values and commitment to all personnel.

Show of Cooperation and Collaboration

- Using the Integrated Delivery System to provide wing trend analysis, members of the Community Action Information Board (CAIB) developed courses of action for consideration based on the identified trends.
- SAPR offices teamed up with the EO offices to highlight the devastating impact and damage sexual harassment and assault can have on a victim and unit if these types of behaviors are tolerated, condoned or ignored. Wings work closely and collaboratively with the EO office and substance abuse prevention programs to enculturate mutual respect and trust, professional values, and team commitment to reinforce a positive environment where sexual assault is not acceptable.
- Some Wings established close working relationship with Local Rape Crisis Centers and memoranda of understanding (MOUs) with local hospitals.
- In conjunction with unit climate assessments, some wings conducted a two-hour commanders training session, which focused on highlighting the commander's responsibilities, discussing how to communicate with their members and to create an environment of mutual respect, and providing information on the NGB-JA/SVC and NGB-JA/OCI programs.

1.2 Communications and Engagement: Describe your progress in incorporating specific SAPR monitoring, measures, and education into readiness and safety forums (e.g., quarterly training guidance, unit status reports, safety briefings, etc.).

As mentioned in section 1.1, the Quarterly GSLCs and monthly GLSUs are used by the CNGB to provide policy and procedural updates, initiatives, and relevant SAPR messages to TAGs, DARNG and DANG. This information is then disseminated by the senior leaders at various venues within their organization.

Examples of activities used by NG leaders to incorporate specific SAPR monitoring, measures, and education into readiness and safety forums included:

- All newcomer briefs and pre-deployment briefings had SAPR training integrated into the agenda.
- Student flight and recruit sustainment programs included SAPR training provided by SARCs specifically geared for new recruits to inform them on available resources, procedures for reporting a sexual assault, and who to contact for safety concerns.
- Many unit events included SAPR talking points followed by discussions.
- Staff meetings and commander's call are regularly used to brief SAPR updates and general information.

- Unit events and media sources were used to distribute articles, brochures, pamphlets and other sources of SAPR information to Guard members.
- Annual Wingman day included participation by SARCs and motivational speakers who shared a holistic prevention strategy.
- Programs such as Suicide Prevention and Yellow Ribbon Reintegration events often included SAPR discussion, education, and resources.
- Following Key Leadership Training at various unit events, SARCs often participated in question and answer sessions along with the Judge Advocate and Special Victims Counsel (SVC).

ARNG Specific Efforts

Weekly/Bi-Weekly

- The DARNG conducted weekly Director's Situational Update meetings, to include SHARP information on upcoming events, trained ARNG SHARP personnel, full-time vacancies and sexual assault reported numbers.
- The ARNG Deputy Director conducted bi-weekly meetings, Deputy-Daily Update Briefing to include SHARP updates on upcoming events, and trained ARNG SHARP personnel.

Quarterly

- The DARNNG hosted four quarterly Community Health Promotion Council (CHPC) meetings via video with the states (approximately 10-13 states per meeting) in FY15. This platform is in accordance with the implementation of Ready and Resilient Council (R2C) held by the Vice Chief of Staff of the Army per AR 600-63 and DA PAM 600-24. The CHPC provided an opportunity to discuss initiatives, best practices, higher headquarters assistance request and the state commanders concerns with the R2C components, which includes SHARP. Some Commanders shared their SHARP training and initiatives with participants from other states. Subsequently, each TAG chaired the state CHPC council on a quarterly basis.
- Florida TAG shared the state collaborative training initiative, which combines Resilience, SAPR program, and EO programs' information about targeting work centers that are disrupted by workplace incidents of sexual harassment and sexual assault or an event that causes the work environment to become toxic.

ANG Specific Efforts

Weekly

- ANG SAPR provided weekly emails to the SARCs. These emails contained pertinent program manager information regarding upcoming Initial and Refresher Training, data calls, and important program updates. ANG SAPR team provided updated program sexual assault data to ANG Leadership, via quad-slide.

Monthly

- The ANG SAPR office hosted an ANG SARC telecommunication (telecom) session at two different time periods to accommodate time zones. During the telecons, the SAPR program office relayed updated program information regarding: training (annual, initial, refresher), budget, database management, DoD SAPRO credentialing requirements, policy, and case reporting. Although the telecom was hosted for ANG Wing SARCs, the JFHQ-State SARCs were encouraged to attend.
- Also on a monthly basis, a newsletter to detail program highlights was disseminated and all information was uploaded SharePoint. Monthly data recalls included updating SAPR Personnel training and credentials requirement into the ANG SAPR Database for tracking and monitoring of each wing.

Quarterly

- Initial training courses for new SARCs were conducted on a quarterly basis, as well as refresher training for all current SARCs. This training increased SARCs knowledge of AF and NGB policies and processes. All annual training efforts were tracked by each wing in ARCnet.

Highlights of state ANG SAPR programs include:

- At Whiteman Air Force Base, a joint-service installation in Missouri, Team Whiteman's SAPR program integrated their messages at all levels. Some specific examples include the active duty's "*Right Start Briefing*," ANG Newcomer's Orientation, First Term Airmen's Course, deployment reintegration briefings, professional military education courses, commanders' calls throughout the state, and at key spouse events and meetings.
- The Kentucky ANG developed and produced a training video utilizing the training guidance published by the AF. The video was shown on the base closed circuit television every hour on the hour during drill weekends for Commanders and Airmen to utilize as part of their annual SAPR training.

1.3 Communications and Engagement: Describe your efforts to increase collaboration with civilian organizations to improve interoperability and the sharing of promising practices.

As an embedded organization within the community, the NG engages with governmental and non-governmental organizations, educational institutions, and other coalitions at the local, regional and state level as a matter of routine. With wings and armories in every state and in over 3,000 communities, the NG has established innumerable relationships to help raise sexual assault awareness and its prevention, and in garnering support for sexual assault victims. In many cases, the NG and the organizations have formalized their relationships with MOUs and memorandums of agreement (MOAs). As members of the community, many Guard soldiers and airmen are also members of local or state organizations and agencies with a nexus of sexual assault or sexual violence. Identified below is a sampling of the types of relationships the NG builds with our community partners.

- In support of SAAPM, the ARNG SHARP office advanced the NG's interactions with the DoD Safe Helpline and the Rape, Abuse, Incest National Network (RAINN), manager of the DoD Safe Helpline. The Safe Helpline personnel set up a booth in ARNG Readiness Center throughout the month of April. Additionally, a speaker from the Arlington County Police Department Special Victims Unit provided a speaker at the kick-off event for SAAPM.
- The Kentucky National Guard (KYNG) Sexual Assault Response Team (SART) Advisory Committee partnered with numerous agencies such as the Kentucky Association of Sexual Assault Programs, Kentucky State Police, Kentucky Board of Nursing, Kentucky State Police Crime Lab, Chief Medical Examiner, Department of Community Based Services, Victim's Advocacy Division of the Office of the Attorney General, and many others. The KYNG also established MOUs with universities and colleges statewide.
- Oregon NG partnered with the Center for Hope and Safety and Willamette University. Center for Hope offers a safe refuge and support to victims and survivors of domestic violence, sexual assault, stalking and human trafficking.
- The Vermont JFHQ-State VAC completed the state Victim Assistance Academy hosted by the Center for Crime Victim Services. The Vermont NG established an MOU with Vermont State Police, Special Investigative Units and State Wide Network Against Sexual and Domestic Violence.
- Rhode Island NG (RING) continued many of its well established relationships, such as with Rhode Island Day One. This collaboration resulted in adding a training segment on the NG's SAPR program into all Law Enforcement

Advocate In-Service Training classes. This training provides community advocates with an awareness of the NG SAPR program. The RING also coordinated with the Family Service Rhode Island to allow the RING SARC and several SAPR VAs to participate in their 48-hour Rhode Island Victim Assistance Academy.

- The 175th Wing from the Maryland NG brought in the Maryland Coalition Against Sexual Assault to provide a 32-hour refresher training for SAPR VAs at no cost to the government. The class consisted of 40 members, a mix of District of Columbia NG members, AF active duty (AD) members, Army AD members, and civilians. This effort allowed interaction among students from different military backgrounds, who were able to share their varied experiences in a learning environment. The estimated cost savings was \$80,000.
- SARCS across the country developed relationships with Rape Crisis Centers, state Coalitions Against Sexual Assault, and state and regional SARTs. Some of these relationships helped to open doors and further cooperative efforts with Sexual Assault Nurse Examiners (SANE), law enforcement, District and State Attorney General offices, Victim Witness Specialists and victim advocates.
- Other valuable relationships built within the communities included local TRICARE-friendly hospitals with a SANE program, Veterans' Centers, and other clinics or centers that offer sexual assault examinations.

1.4 Peer-to-Peer Mentorship and Support: 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.

Each unit in the NG is composed primarily of individuals from the same regional area and are representative of that community. Quite often, generations of the same family enlist in the same unit, which may help to create a stronger "Guard Family" quality within the units the AD may not experience. As new members join the unit, whether transferring from another unit or as a recent accession into the Guard, it is inherent within the Guard to ensure they become a member of the "Family." Both the ARNG and ANG have specific measures in place to provide sponsorship to newly arriving members to the unit and to ensure they are fully integrated into the organization and introduced to their chain of command. These sponsorship programs play an important role in establishing a secure and safe environment for the new member and helps to reduce potential situations of vulnerability sometimes experienced when joining a new organization.

ARNG Specific Efforts.

- Indiana National Guard developed a Ready and Resilient Council 16-hr Peer to Peer training curriculum for E4 and below and within the Recruit Sustainment Program. This curriculum includes a one-hour block sexual assault training and discussion.

ANG Specific Efforts

- Some Wings reinvigorated and revamped their local student flight program, which included assigning a sponsor to new recruits to provide assistance during in-processing which helps to create a positive first impression of the squadron. Wings also have an Embedded Peer Mentor who works to establish peer groups. The program furnishes the new member with a person with whom they can feel comfortable approaching with questions. The relationship is fostered from initial enlistment, and continues through basic military training and into the member's career. All new unit members are briefed by the SARC and introduced to SAPR VAs within their new unit.
- Sexual assault victims transferring to a new unit through a warm hand-off from AD or another ANG wing are also considered in this transition process. Key to the successful integration into the unit is the SARC-to-SARC coordination leading up to the transfer and the partnerships developed with the AD or other ANG Wing SAPR personnel. A flow of communication is established quickly with the victim and commander, if desired by the victim. The goal is to provide a safe environment for all members of the unit. Changes in organizational behavior identified as potentially harmful are addressed immediately as are allegations of retaliation and ostracism, and workplace safety issues.

1.5 Peer-to-Peer Mentorship and Support: Describe your training and education approach that addresses appropriate, professional peer response to a victim and an alleged offender when a sexual assault is reported in a unit.

The DoD-Sexual Assault Advocate Credentialing Program (D-SAACP) evaluated and approved NGB 40-hour SARC and SAPR VA initial training contains lessons, discussions, and exercises that describe the appropriate manner in which to respond to a sexual assault victim and alleged offender. Although this information is provided to SAPR personnel, SARCs play an integral role in educating senior leaders and commanders on topics for discussion with their forces. SARCs are typically present at all SAPR training and available to provide additional information on various topics. Victim focused lessons emphasize the effect comments, attitudes and behaviors exhibited to a victim may have on their recovery effort. One specific lesson defines empathy and the attributes of seeing the world as others may see it, being non-judgmental, understanding another's feelings, and communicating an understanding of another person's feelings.

Newly assigned commanders are provided a SAPR resource book during the initial

meeting with their SARC. Among the items in this book are commander's checklists, which includes specific guidance for commanders of victims and alleged offenders. This information along with thorough discussion on the SAPR program processes offers the commander a clear picture on the importance of establishing a command climate of dignity, respect and understanding. Commanders use a variety of techniques during opportune moments to share this information with their unit members.

ARNG Specific Efforts

- ARNG Senior Leaders Training is an interactive, small group led discussion on roles and responsibilities for senior leaders and commanders. The primary focus is to discuss plans to prevent sexual assault and appropriate responses to a sexual assaulted victim, who has made an unrestricted report. This platform provided an opportunity for senior leaders to promote a positive climate throughout the organization. Subject matter experts, such as the SARC, EO Advisor, Legal, Law Enforcement, NGB-JA/OCI trained investigators, and health care personnel, participated in the training to advise and assist with questions or concerns.

ANG Specific Efforts

- In the Key Leadership annual training conducted in FY15, the topic of how to engage peers who are victims or alleged offenders was addressed. The training was then provided to Airmen using both large and small group training venues to meet the annual AF SAPR training requirement. Small group seminars were delivered by SARCs and SAPR VAs to afford maximum opportunities for Wing members to attend trainings. This training includes discussing scenarios and real life example stories of sexual assaults and the effects on the victim, alleged subject, family and unit members.

1.6 Leadership Involvement: Describe improvements to Service SAPR programs (on both prevention and response) based on the feedback from command climate assessments.

Any significant changes made to the SAPR program, based on feedback received from command climate assessments, are done at the unit or state program where the climate assessments are conducted. Many SARCs report that they are often requested by state senior leaders to provide additional training and support to specific units when the results shown on the climate assessment indicate a problem may exist.

The overall NG command climate assessments are briefed to the CNGB on a quarterly basis and results on a national level are often shared with the TAGs at senior level events or conferences.

1.7 Leadership Involvement: Summarize your efforts to track and monitor the execution and integration of the 2014-2016 DoD Sexual Assault Prevention Strategy in order to advance and sustain an appropriate culture where leaders and influencers are engaged to prevent sexual assaults and victim retaliation.

In FY15, efforts made by the NG to track and monitor the execution and integration of the 2014 – 2016 DoD Sexual Assault Prevention Strategy lacked the desired consistency to assess the level of NG leader engagement. The primary source of information used to measure leader's involvement was gleaned from the discussions that occurred during the CMG monthly meetings. These meeting minutes were placed on the secure GKO SAPR web site as an official record of the CMG, and were reviewed by the NGB-J1-SAPR office to identify effective and successful practices, as well as areas or procedures needing improvement.

The SARCs and SAPR VAs helped to expand the leaders' knowledge of and insight into current trends, and successful policies, activities or procedures during the meeting. As part of their continuing education requirements to maintain their D-SAACP credentials, these state SAPR personnel attended the NGB-J1-SAPR annual refresher training and participated regularly in webinars that addressed prevention strategies, among other topics. This information, along with concepts obtained through their participation on the DoD SAPR Connect on MilSuite, was transferred to the leadership during the CMGs and other senior-leader events.

The NGB-J1-SAPR office, having recognized the need to improve NGB's ability to assess leader involvement, is making it a priority in FY16 to devise specific efforts to track and monitor the execution and integration of the 2014-2016 DoD Sexual Assault Prevention Strategy.

1.8 Accountability: Describe your efforts to publicize the punishments for misconduct or criminal offenses consistent with law and Department of Defense regulations.

Although a position was created in the NGB-J1-SAPR office to track sexual assault incidents through the entire process, to include the subject's outcome, there has been no direct initiative at the NGB level to publicize the punishments for misconduct or criminal offenses. Publicizing the punishments of a convicted offender is determined by each of the states.

- Vermont NG (VTNG) TAG is exploring options for publicizing dispositions for offenses that fit this description within the VTNG.
- KYNG JFHQ provides the Army and Air Force's publicized courts-martial results to the unit commanders to post on their unit bulletin boards.
- The Arkansas NG posts the courts-martial results at all NG facilities for 30

days. All disciplinary actions for the entire state are published in the Human Resource Office newsletter.

- The Illinois NG JAG office created a memorandum that is sent to each unit quarterly with details of non-judicial punishment actions that have taken place as a result of a sexual assault incidents. Each unit displays the memorandum on their unit's orderly room or bulletin board for their Soldiers to read.
- All ANG commanders, chiefs and first sergeants are briefed on the disciplinary action, as well as how to answer questions from subordinates concerning the matter. Wings publish these actions as approved by JAG and PAO.

1.9 Accountability: Describe how you are incorporating SAPR monitoring into readiness assessments (e.g., quarterly training briefings, operational readiness assessments, inspections, etc.) to ensure program implementation and compliance.

The primary meter for a TAG on the implementation of their state SAPR program is the monthly CMG and SAPR Dashboard on GKO. In addition to discussing the sexual assault cases reported within the state, the meeting is used to discuss program guidance and implementation, SAPR manning requirements and compliance, SAPR personnel certification compliance, as well as other issues which would have an effect on operational readiness.

ARNG Specific Efforts

- Arkansas NG established a unit SAPR training requirements binder. SARC's and JFHQ-State VACs conduct armory assistance visits to review training execution and to discuss SAPR issues or concerns with the commander, full-time staff and SHARP/SAPR VA based on time and funding constraints.
- VTNG conducts an Organization Inspection Program that includes a checklist of 29 items for monitoring the implementation of the SAPR/SHARP program at the unit level.

ANG Specific Efforts

- SAPR statistics are briefed in weekly Wing meetings and at staff meetings. This information is used by Group Commanders to ensure the members of their groups attend the required SAPR training.
- Wing commanders used metrics from Attached Resource Computer network (ARCnet), assessments obtained from management internal

control toolset (MICT), and Inspector General inspections of the SAPR program to evaluate compliance of their SAPR program implementation.

1.10 Deterrence: Describe your progress in developing and/or enhancing sexual assault deterrence measures and messaging and outline how this is being extended to Service members.

The CNGB and NG J1, Director of Manpower and Personnel engaged with senior leaders during the monthly GLSUs and quarterly GSLCs and through memorandums on deterrence measures such as alcohol policy review and revision, developing and enhancing programs to advance and sustain appropriate culture, implementation of the 2014 – 2016 DoD Sexual Assault prevention Strategy, and enhancing first line supervisors knowledge on SAPR. Some of the more notable measures and messaging developed are identified in more detail below.

- In response to the DoD 2014 – 2016 Sexual Assault Prevention Strategy, CNGB dedicated an NGB-level SAPR staff member to review and update the Guard's Sexual Assault Prevention Strategy to align the Guard's prevention approach with the DoD Prevention Strategy. The NG Sexual Assault Prevention Strategic Blueprint, pending publication, will serve as a roadmap for implementing research-based practices, and to identify leaders and supervisors at every level as the center of gravity in the prevention of sexual assault in the NG. A major initiative developed in conjunction with this strategic blueprint is a strategy referred to as the "Guardian Project." This project was designed to provide a multi-faceted, science-based, and interactive approach to achieving perpetual progress in reducing and eradicating sexual violence from the NG. This project is being reviewed for approval and implementation based upon availability of funds.
- To improve NG investigations and accountability, Guard specific investigation metrics were developed to provide state-level visibility on offender accountability with the intent to deter the occurrence of incidents through tracking of appropriate, due process, and accountability actions. This effort was coordinated through TAGs, key state leaders, NGB JA staffs, and state Staff Judge Advocate (SJA) to capture the outcomes of sexual assault cases involving Guard members. The publication of these outcomes is determined at the state-level in accordance with state law and policy.
- Increased dissemination of NG "best prevention practices" across the states using the SAPRAC and the GKO SAPR website to share prevention practices.
- Implemented deterrence measures in harmony with the 2015 AF SAPR "Respect the Red Line" and small group discussion training with quarterly training in compliance with TAG and wing policies.

- During training events, SARCs and trainers emphasized the effects a sexual assault may have on the victim and the consequences it may have on the offender. Some wing training incorporated law enforcement agencies into each brief to discuss Unrestricted Reports, the investigation process, and potential administrative or criminal outcomes, if found guilty.

1.11 Community Involvement: Describe your efforts to engage with community leaders and organizations to develop collaborative programs, to include efforts to reduce the misuse of alcohol and sexual assaults, and ensure Service members are aware of local sexual assault support resources.

The NG has engaged community leaders, agencies, organizations, and institutes of higher learning to help raise awareness of local sexual assault support resources as well as developing a cooperative effort in deterring sexual assault.

- The Mississippi NG SAPR office partnered with the Mississippi Department of Health, Mississippi State University, University of Mississippi Medical Center and Forrest General hospital to conduct training sessions discussing the effects of alcohol and how it relates to the alleged offender.
- The New Mexico NG (NMNG) SAPR program partnered with Kirtland & Cannon AFB to provide Soldiers with a Designated Driver for Memorial Day weekend, Labor Day weekend, and Thanksgiving weekend. Kirtland AFB also established Kirtland against Drunk Driving, which provided free rides home for intoxicated military members and civilians assigned to Kirtland AFB. The NMNG SAPR program leveraged these local resources, along with additional local safe ride programs, to ensure NM ARNG Soldiers had a safe driving option year round.
- The Nebraska ARNG provided Strong Choices guidelines to educate Soldiers, Veterans and families about making low-risk choices. The Command Sergeant Major for Nebraska NG led the effort with the Enlisted Association of the National Guard of the United States to ensure prevention and treatment is available for alcohol use, misuse and abuse.
- The KYNG SAPR Office worked with other community partners of the Kentucky SART Advisory Committee to develop a SART Toolkit (resources for SARTs). This toolkit, designed to help communities around the state to establish SARTs, and for sexual assault interagency councils to standardize and improve responses and services when a sexual assault is reported in their community, was published in FY15.
- Wings work with multiple Joint Base community action information boards to meet with civilian victim advocates, and gain access to guest speakers from outside communities during SAAPM. Some programs reach went beyond

the military community into the local community to include universities, local centers, students, and various other organizations.

- Wings collaborated with various local resource centers for sexual assault survivors, local law enforcement organizations, and Coalition against Domestic Violence. SAPR personnel attended training conducted by these organizations and their personnel reciprocated by attending the ANG training classes. Applicable civilian agencies were utilized and referenced when conducting awareness of local sexual assault support services.

1.12 Incentives to Promote Prevention: Describe your efforts to promote and encourage leadership recognition of Service member driven prevention efforts.

NGB fully supports the DoD Sexual Assault Prevention Innovation Award and the Exceptional SARC of the Year award presented annually. NGB-J1-SAPR office disseminates the information to the states for their submissions and encourages the promotion of these types of activities. The CNGB participated in a video teleconferencing exchange with the state award recipients and TAG to recognize them and their families, and to present the CNGB coin to the winners. Additional recognition of these accomplishments was provided through NG website articles announcing the winners.

- The Arkansas National Guard's CSM provides awards and coins to individuals who volunteer for or provide additional training opportunities and those personnel who have intervened to prevent a sexual assault incident. This often comes as a private acknowledgment unless multiple individuals are recognized.
- The KYNG's leadership recognized a KYNG Guard member for an innovative idea to utilize vehicle wraps to advertise the DoD Safe Helpline on the Government Services Administration vehicle fleet in the KYNG. This idea was submitted and accepted for the FY15 DoD Innovative Program Award. The CNGB awarded the Guard member with a coin and a certificate.
- Wing SARCs authored AF Achievement Medals and Commendation Medals for SAPR VAs and small group facilitators in recognition of their special efforts. SAPR leaders and SAPR VAs were recognized and thanked by Wing leadership during Wing training meetings.

1.13 Harm Reduction: Describe your efforts 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, etc.). Include efforts to collaborate with law enforcement, alcohol and substance abuse officers, and any community involvement efforts that expand DoD and Service policies beyond individual use.

With the prevalence of alcohol use identified in the occurrence of sexual assault incidents, the NG conducted a review of policies and implemented responsible alcohol sales practices and intervention strategies. Some of these efforts included:

- Training alcohol servers in bystander intervention techniques.
- Reducing opportunities for alcohol consumption on base by limiting consumption to non-duty hours, prohibiting alcohol storage in on-base refrigerators.
- Requiring approval for alcohol consumption at special unit events.
- Implementing “designated driver,” “taxi card,” and “last resort” programs that offered non-attribution free rides to Guard members too intoxicated to drive.
- Partnering with local Rape Crisis Centers to train bartenders at local establishments on identifying perpetrator behavior and safely intervening.
- Enhancing efforts to provide training on bystander intervention techniques, tactics and procedures to all Guard members.

ARNG Specific Effort

Under the R2C, each state Adjutant General chairs a CHPC in accordance with AR 600-63 and DA PAM 600-24. The purpose of the council is to integrate garrison, medical and mission efforts in support of the synchronization of health promotion and risk reduction in their state NG. The subject matter experts include, but are not limited to, local law enforcement, alcohol substance abuse officers, and other civilian local agencies to help identify high risk behaviors and personal vulnerabilities among ARNG Soldiers.

ANG Specific Effort

Teaching bystander intervention techniques and sharing awareness information were primary efforts by the joint SAPR team to help achieve the prevention endstate particularly as it related to sexual assault facilitated by excessive alcohol use. The SARC proactively engaged airmen and armed them with information prior to entering into an environment with potential high risk behaviors. Wing leadership was proactive in investigating and punishing high-risk behaviors, such as excessive alcohol consumption, by closing clubs and reducing hours. All alcohol related situations were addressed and handled in a manner to show other members it is not tolerated. Reduction methods were discussed and education about the danger in the use of substances was offered during training.

Prior to approval of any party or celebration on or off base, some wings required a complete list of names of those volunteering to be designated drivers to be on-call. Wing designated drivers were briefed and trained to respond to high-risk behaviors. Training was also required for anyone on base that served alcohol.

1.14 Organizational Support: Describe your progress in developing and implementing a Service-specific strategic plan which flows from the overarching DoD-wide prevention strategic plan.

The NG developed the National Guard Sexual Assault Strategic Blueprint based on the DoD Prevention Strategy. It is currently in the final stages of the staffing process prior to its publication and implementation.

1.15 Organizational Support: Describe your progress in ensuring that appropriate resources and personnel are in place – within the SAPR Program Office as well as in the field – to support development and sustainment of sexual assault prevention efforts. Include your approach to relay the importance of this organization support to all levels of your Service.

NGB leadership fully supports the SAPR program and is briefed on a regular basis on all aspects of the program and specific initiatives as appropriate. The current configuration of the organization is maintained as required through appropriate Technician or AGR hiring processes. Inherent in these processes is the selection of personnel to fill the positions based on their skills, knowledge, and abilities to assume the role and responsibilities of that specific position. The ARNG and ANG directorates have the responsibility to verify their positions are filled with qualified personnel to perform their roles and responsibilities also. If the component is utilizing a technician resource to hire an individual to fill a vacancy, the selection and hire of the individual must meet all qualification requirements set by for staffing the technician vacancy per Human Resource Office requirements. This will include both D-SAACP certification requirements plus specific Military Occupational Skill (MOS) or Air Force specialty code (AFSC) requirements set in the position description to correspond to unit or wing manning documents. Additionally, all background screenings must be favorably completed.

The positions of JFHQ-State SARC, JFHQ-State VAC and Wing SARCs are advertised as vacancies occur. These positions are part of the metrics updated quarterly on the GKO SAPR Dashboard. TAGs have visibility of this Dashboard and are accountable for deficiencies or “red” zone indicators. The certification of the SAPR personnel is also included in the metrics.

ARNG Specific Effort

- **Personnel Accreditation and Selection Screening.** The ARNG created and launched the Personnel Accreditation and Selection Screening, an innovative database used to automate, track and manage personnel

selected or serving in the Positions of Significant Trust and Authority in accordance with the DoD, and Secretary of the Army, Screening of Sexual Harassment/ Assault Response and Prevention Program Personnel and Others in Identified Positions of Significant Trust and Authority, Headquarters, Department of Army (HQDA) EXORD 193-14. This database provides a single, secure location for screenings, CAC authenticated system on Strength Maintenance Management System environment (Pentagon server), and to ensure the ARNG supports the effort to have qualified personnel as SARCs and SAPR VAs.

ANG Specific Efforts

- During FY15, the ANG coordinated with AF and NGB technician branch for the development of a position description for a full-time Wing SARC. At present, the Wing Executive Support Officer fulfills the responsibility of the wing SARC as part of their duties. With the approval of the position description and grade determination, the implementation of the full-time Wing SARC will greatly enhance the program and serve as a valuable resource. Once a full-time SARC is hired, the current SARC will remain in the program as the alternate to bolster continuity. SARCs carry a 24/7 phone to respond to victims and units try to maintain the required staff requirement of SAPR personnel.
- Updates related to the NG SAPR program distributed by NGB were immediately disseminated by the Wing SARC to the WG/CC and Wing members through training events, staff meetings, and e-mail. The WG/CC supported and approved the Wing SARC & SAPR VAs to attend training events throughout the year. Updated SAPR guidance was posted on unit awareness boards and reinforced by the SAPR team, who served as ambassadors of the program and maintained highly visible across the wings with the help of posters and SharePoint pages identifying who they were.

1.16 Education and Training: Describe efforts to revise SAPR training programs, including new recruit training, to more comprehensively and directly address the incidence of male service members being sexually assaulted and how certain behavior and activities, like hazing, can lead to a sexual assault.

NG does not revise any ARNG or ANG training that is issued for Service-specific training from the Army or AF. However, the NG will augment the training program with lessons that focus on T32-specific unique requirements and characteristics. NG does not conduct initial entry training except for training that is delivered to some new Guard members at the Recruit Sustainment Program or Student Flight program prior to going to their Service initial entry level, or basic training.

ARNG Specific Effort

- Although the ARNG does not conduct initial entry training, the ARNG Recruit Sustainment Program is required to provide initial SHARP training within the first 60 days of being assigned into the program. The training provides knowledge and skills on sexual harassment and sexual assault, reporting options, prevention techniques, bystander intervention, expedited transfers and other victim assistance options; training focuses on both male and female victims of sexual assault. In addition, new recruits receive SHARP at basic training on Army AD Military Bases; this training provides information on male victimization.

ANG Specific Effort

- Each recruit was briefed by the SARC before departing for Basic Military Training and was given the SARC's contact card. The training provided by the SARC included bystander intervention training, reporting procedures, male victimization awareness and resources, and hazing behaviors. Some SARCs utilized their funding budget to procure male sexual assault awareness and understanding pamphlets and made specific videos from Flip the Script available to Force Support Squadron to show during Student Flight forums.

1.17 Education and Training: Describe your efforts to implement and update core competencies and learning objectives for all SAPR training to ensure consistency throughout the military. Describe how you are monitoring and assessing outcomes.

The NGB-J1-SAPR office reviewed and updated its DoD SAPRO evaluated and approved NGB 40-hour initial SARC/SAPR VA training program in FY15. This training was based on the DoD developed core competencies and learning objectives used since FY12 to train all NG SARCs and SAPR VAs. This training program was most recently evaluated and approved by DoD SAPRO for use in the D-SAACP certification process in FY14. The NGB-J1-SAPR office was responsible for conducting the training with additional subject matter experts from NGB-JA/OCI, NGB-JA/SVC, and SANEs.

At the close of FY14, the decision was made to assign the Service directorates the responsibility for training execution for NG SARCs. Both the ARNG and ANG have begun to use their Service's SAPR training program to certify their SAPR personnel. To ensure the T32 equities and unique requirements are addressed, the NGB-J1-SAPR office recently identified and extracted the T32-specific lessons and developed a training package to augment the Service's training program. NGB-J1-SAPR office has the responsibility to observe and ensure the training is conducted to include all required core competencies for D-SAACP standards. Pre and post assessment surveys and tests are used to monitor knowledge levels.

ARNG Specific Effort

- The ARNG published SHARP Program Fiscal Year Training Guidance in FY15, to outline command requirements for the ARNG SHARP Program, as well as provide updates and clarification on DoD and DA training guidance. Adherence to DoD and D-SAACP core competencies was completed by the AC's training command.

ANG Specific Efforts

- The ANG SAPR program followed the published AF SAPR training guidance for unit level annual requirements. During FY15, the wings conducted Part 1 and Part 2 of the SAPR Training. The training was monitored and tracked through ARCnet, while quarterly updates were provided to NGB via GKO for assessment and tracking metrics on the NGB SAPR Dashboard.
- Core competencies were met by using the AF training materials designed by HAF for all unit level curricula. ANG SARCs and unit facilitators were well versed on unique resources or differences between AC and the T32 force and included that information while training the specific training curriculum. These unit facilitators were utilized to provide training to allow a peer to peer conversation rather than being hindered by rank or position. The AF-specific "Respect the Red Lines" training was provided on a regular basis to ensure the base population had adequate time and access to the training.
- The best measuring tool to gauge the success of the program was the annual climate survey. SARCs took feedback from the surveys and implemented constructive changes and recommendations to wing leadership to target areas for improvement and make plans to move forward.

1.18 Education and Training: Describe how you are conducting and monitoring the requirement that commanders and senior enlisted receive appropriate training on sexual assault prevention and response during leadership development courses to include Pre-command and Professional Military Education.

NG Commanders and senior enlisted members received their Service's Pre-command and Professional Military Education (PME). To ensure the commanders and senior enlisted members are provided with the T32 equities and unique requirements pertaining to sexual assault, the NGB SAPR office is in the process of developing a T32-specific training package to augment the Services' pre-command and PME courses.

SAPR training executed during the ARNG Pre-Command and PME trainings during leadership development courses was tracked by the Training Non-Commissioned Officer at the Regional Training Institutes and uploaded into the Digital Training

Management System (DTMS). The ARNG SHARP office monitored and retrieved SHARP Training reports quarterly for the states from the DTMS in accordance with AR 350-1, Army Training and Leader Development.

All Commanders and Senior Enlisted attended their unit level mandatory SAPR training. New commanders also attended initial SAPR training, which included information on statistics, data trends, and the proper procedures as specified on the commander's checklist to follow in the event of a sexual assault. At this training, the regional SVCs engaged the target audience about best practices, lessons learned, and services they can offer to senior leaders. In separate meetings or training sessions, SAPR awareness was routinely emphasized to the attendees.

New and present commanders and superintendents were systematically tracked and scheduled with the SARC for individualized training. The training included a step-by-step approach on the appropriate manner to respond to an unrestricted report, to transfer a member, and to shape their command message regarding sexual assault prevention. It also included a list of the local resources available to them in conjunction with annual leadership training in partnership with the JAG. All training was documented in ARCNet, the system used to track and train leadership.

1.19 Education and Training: Describe efforts to align SAPR training programs in pre-commissioning programs and the Military Service Academies.

N/A – Pre-commissioning programs and the Military Service Academies are outside the scope of the NG responsibilities.

1.20 Education and Training: Describe your training plan to ensure service members know what constitutes retaliation, reprisal, ostracism, and maltreatment in accordance with Service regulations and Military Whistleblower Protections. Include your guidance on what actions the chain of command, both officer and enlisted, should take when they become aware of these complaints.

- The state Adjutants General or general officer designee, and the JFHQ SARC conducted CMGs within each of the states. They discussed updates on sexual assault cases, victims care, address retaliation and develop trends and positive solutions. Each CMG meeting included the full time state SJA as an active member of the group. The SJA served to educate and advise the group on proper legal procedures for handling and reporting investigations of allegations on actions that constitute retaliation, reprisal, or other alleged acts after reporting a sexual assault.
- All TAGs, and SARCs were provided detailed guidance during March 2015 on required procedures to discuss possible retaliation allegations per the DoDI 6495.02 Change 2 reissuance.

- All states received an updated CMG template for holding monthly meetings that included retaliation, and reprisal reports. The template included definitions to clarify how to recognize these acts.
- Unit and squadron level informational training included understanding the risk of different degrees of retaliation and what constitutes these acts.
- New recruits and newcomers to a unit were briefed and provided reporting resources and procedures on retaliation, and informed of the Inspector General's (IG) Office, which handles reports that fall to Whistleblower Protection Act standards.
- Additional training and briefings were provided at individual ARNG and ANG commanders' trainings.
- Guard members were advised to contact the SAPR office, the JAG, or the IG when they believe they were retaliated against or needed assistance in handling concerns to determine the best way forward with the situation.
- SAPR VAs were instructed to ask their assigned members every month whether or not the victim felt they had experienced any acts of retaliation or needed assistance or referrals.

1.21 Future Efforts: 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 SAPR program.

As part of the responsibilities assigned to the CNGB in DoDD 6495.01 "*Sexual Assault Prevention and Response (SAPR) Program*," the CNGB will continue to align the policies, procedures and strategy for the NG's SAPR program with those of DoD as it applies to non-federalized Guard members. Early in 2016, the anticipated publication of the CNGB Instruction, "*Sexual Assault Prevention and Response (SAPR) Program*" and the "*NG Sexual Assault Prevention Strategy Blueprint*" will serve as the cornerstone for the NG SAPR program implementation. Development of the CNGB Manual to consolidate existing procedural publications and to formalize established practices is well underway and once published, this manual will also serve as a foundation for the NG SAPR program.

The NG's unique structure as a joint-service organization necessitates consideration of Service requirements as it pertains to non-federalized Guard members, as well as state governance of the NG. To assist in advising NG leadership on the strategic and programmatic direction of the NG SAPR program, a NGSAPR General Officer Advisory Council (GOAC) was established in FY15. The membership of the NGSAPR GOAC includes representatives from the states, NGB Service Directorates, and NG Joint Staff. The purpose of the GOAC is to enable effective and efficient implementation of the NG SAPR program requirements, and facilitate the prevention

of sexual assault in the NG. As a result of the GOAC's collaborative efforts and consideration of the diverse facets effecting the NG SAPR program, the NG will receive an integrated, consistent message to use for planning, resourcing, and making progress in the SAPR program.

The CNGB will continue to use the GSLC and GSLU to disseminate SAPR program information and to engage in discussion on strategies to further the eradication of sexual assault from the NG. Additional efforts include:

- Reviewing the initial training programs used for NG SAPR personnel to verify the unique characteristics of the non-federalized Guard are properly integrated into the training to support the cross-service joint response capability within each state.
- Design and implement specific “train the trainer” programming for SARCs and SAPR VAs within their own states to improve quality and availability of expertise of those who deliver SAPR training at the unit and state levels.
- Improving the implementation of SHARP training and education, specifically as it applies to male victimization, first-line supervisor responsibilities, the retaliation reporting process and applicability to the non-federalized force.
- Utilizing the ARNG Mobile training teams to conduct classes throughout the states.
- Creating and updating ARNG and ANG policies after publication of an overall CNGBI on SAPRO, to address component-specific differences in compliance with the Army or AF Service SAPR policies to ensure applicability to non-federalized Guard members and CNGB polices.
- Utilizing the AF SAPR training program on prevention of sexual assault to conduct effective and interactive training for the ANG Service members.

2. LOE 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.”

Under 32 U.S.C., the NG is under the command and control of the governor, and therefore, does not operate a military criminal investigative organization (MCIO). However, the Office of Complex Administrative Investigations under the NGB Chief Counsel serves as an investigatory resource for TAGs. To meet the need for specialized investigation capability of sexual assault reports, TAGs will request the assistance of NGB-JA/OCI to investigate an incident when:

- Jurisdiction of the sexual assault falls outside the MCIO and civilian law

enforcement (CLE) declines to investigate the sexual assault, or

- The sexual assault was not sufficiently investigated by the CLE.

In FY15, NGB-JA/OCI received 77 requests for investigation. Of the cases in FY15, 45 were completed, while 32 are still under investigation. The NGB-JA/OCI teams conduct investigations at the request of The Adjutant General of a state (TAG). The teams ascertain the facts and circumstances surrounding an unrestricted report of sexual assault, provide an analysis of those facts and circumstances, and determine whether the allegation is substantiated or unsubstantiated based upon the administrative/civil standard of preponderance of the evidence ("More likely than not"). The report of investigation (ROI) goes through multiple levels of internal review before being finalized and sent back to TAG, who then determines what action, if any, they will take based on the findings.

Of the cases investigated in FY15, 58% of cases were substantiated, while 42% were unsubstantiated. The average number of days from the date the state requested an investigation to the date the team traveled to the state was 78 days. The average number of days from the date the team traveled to completion of the ROI was 107 days.

2.2 Describe your progress in implementing Special Victim Investigation and Prosecution Capability for MCIOs.

N/A – Under 32 U.S.C., NG members are under the command and control of the governor; and typically do not fall under the jurisdiction of an MCIO.

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

Most of the sexual assaults occurring within the NG fall under the jurisdiction of civilian law enforcement and judicial entities. To help provide Guard members with the same capacity as the AC, the NG capitalized on its community-based organization stature and relied heavily on establishing MOUs or MOAs with state, county and local resources, such as civilian law enforcement, state attorney generals, and other investigative or judicial entities to solidify the relationship. Additionally, SARCs maintained a close working relationship with the state SJA to assist in monitoring an investigation conducted by CLE or by an MCIO.

When an investigation was requested by a TAG and the case was assigned to the investigative team, an NGB-JA/OCI team chief immediately contacted the state SJA and the SVC to coordinate with the SARC to involve the victim's and witnesses' participation in the investigation.

2.4 Describe your progress in enhancing training focusing on special techniques for victim interviewing for investigators of sexual violence. Include

efforts to establish common criteria, core competencies, and measures of effectiveness, and to leverage training resources and expertise.

Upon assignment to NGB-JA/OCI, the investigators had to undergo new employee training, which covered investigative procedures, and the report writing process. Prior to being assigned a case, all NGB-JA/OCI investigators had to first complete the Army Criminal Investigative Division (CID) Special Victims Capability Course. Additionally, all active investigators had to complete annual continuing education training.

The effectiveness of the training was partially measured during the multiple levels of review the reports went through before being issued. Areas of concern raised during this process were addressed directly with the investigators. NGB-JA/OCI continued to leverage the expertise inherent in the NG by recruiting investigators who already had relevant legal backgrounds (including civilian prosecutors and defense counsel) and those with investigative experience (including police and detectives). Metrics, such as time required for each step of the process, and investigator efficiency and accuracy, were also used to measure effectiveness.

2.5 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 benchmarked against external law enforcement agencies.

N/A - As a T32 entity under the command and control of the governor and therefore do not have MCIOs, the NG has no experience with the Defense Enterprise Working Group of Military Criminal Investigation Organizations and Defense Criminal Investigative Services.

2.6 Describe your progress in assessing and coordinating with the United States Army Criminal Investigation Laboratory and Armed Forces Institute of Pathology to improve investigative support and facilitate evidence processing (i.e., turnaround time for processing of SAFE kits).

N/A – The collection of forensic evidence of a sexual assault using a Sexual Assault Forensic Exam Kit, if available, is typically completed at a civilian medical facility, rape crises center, or other civilian medical asset. The laboratory processing the evidence will vary from state-to-state. Each state NG SAPR program attempts to develop MOUs or MOAs with agencies and organizations, who may serve as a resource as a result of a sexual assault of a Guard member.

2.7 Describe your efforts to increase collaboration with civilian law enforcement organizations to improve interoperability and assume receipt of civilian case dispositions.

Reiterating on a previous statement, as a community-based organization, the NG routinely uses MOUs and MOAs to establish relationships with civilian and military resources for specific purposes. The MOUs and MOAs are always thoroughly reviewed for legal sufficiency by the state SJA during the establishment process. For sexual assault related matters, the MOUs and MOAs may be initiated by the SARC, state SJA, medical personnel, JFHQ-State VAC, or other SAPR related personnel to establish a relationship between the NG and a specific organization.

For investigations conducted by NGB-JA/OCI, the investigators collaborated with civilian law enforcement in each case to obtain the CLE investigative reports and to consult with CLE officers as needed. On occasion, the NGB-JA/OCI investigators may uncover evidence that could impact how law enforcement might view the case. Based on the new evidence or on NGB-JA/OCI's report, CLE have reopened cases.

2.8 Describe your procedures to ensure that military commanders, through their installation law enforcement agency, place an active MPO in the National Crime Information Center (NCIC) for the duration of the order.

Although a military protective order (MPO) may be issued to non-federalized NG members, the authority is determined by each state's Code of Military Justice. The commander pursuing the use of an MPO coordinates with the state SJA on the legal possibility. Depending on the location of the unit, the commander, with assistance from the SJA, reports the issuance of the MPO to the law enforcement agency with jurisdiction.

Due to the community based nature of the non-federalized NG, the most prevalent protective order issued is through the civilian law enforcement agency. Civilian law enforcement do not have the authority to enforce an MPO.

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

NGB-JA/OCI is continually working towards establishing this resource as the investigative program of record for the NG. The end goal is to ensure it is staffed with permanent full time positions and resourced with fully qualified investigators to meet the needs of the sexual assault victims. The FY 2016 NDAA provided the following:

“Establishes the Office of Complex Investigations under the authority, direction and control of the Chief of the National Guard Bureau. The office shall be organized, trained, equipped and managed to conduct administrative investigations in order to assist the states in the organization, maintenance and operations of the Guard regarding allegations of sexual assault in the NG, in circumstances in which other law enforcement agencies within the DOD do not have, or have limited jurisdiction or authority to investigate and in other circumstances

involving members of the NG as the CNGB directs.”

Additionally, NGB-JA/OCI will continue with the following requirements:

- NGB-JA/OCI investigators must complete the Army CID Special Victims Capability Course before being assigned to a case.
- Upon assignment to NGB-JA/OCI, the investigators undergo new employee training, which covers investigative procedures, and the report writing process.
- All active investigators must complete annual refresher training.
- Reports must go through multiple levels of review before being issued.
- Tracking multiple metrics such as time required for each step of the process, and investigator efficiency and accuracy.

3. LOE 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 NG uses a holistic approach to integrate sexual assault awareness and promotion of dignity and respect throughout the Guard at all levels as the primary effort to hold offenders appropriately accountable. Both the ARNG and ANG have developed strategies such as commander-led small group discussions to achieve this objective. The purpose is to instill trust and confidence among the members of the Guard, where a victim can feel safe and secure enough to report a sexual assault using the unrestricted reporting option. This then allows more confidence in the investigation of the sexual assault incident.

As stated earlier, the non-federalized NG does not possess MCIOs and must rely mostly on the CLE to investigate sexual assault incidents not otherwise under taken by civilian law enforcement. The SARCs assist the command to ensure the appropriate law enforcement agency is notified of unrestricted reports. NGB-JA/OCI was created to address the investigative and jurisdictional hurdles that occasionally presented themselves and ensure the incident is thoroughly and properly investigated. As mandated by CNGB Instruction 0400.01 and CNGB Notice 0400, TAGs will notify NGB-JA/OCI of all unrestricted reports of sexual assault that were declined for investigation by the law enforcement agency having initial jurisdiction. The report provided by NGB-JA/OCI, following a thorough investigation of a sexual assault, provides the state senior leaders with the information necessary to initiate administrative action to hold the offender appropriately accountable, when any investigation substantiates the report.

An additional unique challenge for the NG is the lack of a unifying CMJ applicable to

all states. Unlike the AC, which falls under the Uniform Code of Military Justice (UCMJ), each of the states has its own CMJ and existing state criminal statutes, which detail the adjudication process for the non-federalized Guard member. These codes and statutes may vary considerably from state-to-state. Many SARCs, through a coordinated effort with their state SJA and state legislative liaison staff, have been instrumental in the examination of actions or legal issues related to sexual assault within the legislation. In some cases, legislation was revised or a more extensive review was mandated.

For example, a bill that applies a uniform code of military justice to the Alaska NG is anticipated to make the floor in 2016 that clearly defines criminal activity perpetrated by Guardsmen, such as sexual assault, retaliation, and theft. Iowa is proposing a law that includes the verbatim Article 120 UCMJ as a base, to include civilian courts. The proposal is designed to cover both Guard and Reserve while on Title 10 (T10), T32 and/or state active duty orders. There is an opt-out provision for the NG to revert to the previous law. The purpose of the law is to include the wider range of sexual assault offenses that Iowa law currently does not cover.

The Compliance and Accountability officer position was created within the NGB-J1-SAPR office to serve as the single point of contact to validate the compliance and accountability requirements in the following areas:

- Referral of all Unrestricted Reports of sexual assault to the appropriate investigatory agency.
- Confirmation of documentation of the referral in DSAID.
- Tracking the progress of case referrals throughout the investigation process and reporting on case outcomes for all Unrestricted Reports of sexual assault within the states.

To obtain this information, the Compliance and Accountability Officer makes frequent contact with appropriate state and NGB agents for visibility of case progress throughout the investigation process, and ensures the final disposition is documented in DSAID prior to case closure. This officer is also responsible for planning, developing, organizing, implementing, and directing the activities of the Accountability Line of Effort for the NGB-J1-SAPR Program to demonstrate compliance with the NDAA and the DoD SAPR Strategic Plan.

The measurable results inform CNGB, VCNGB, DARNG, DANG, and TAGs on the progress in achieving accountability data for all Unrestricted Reports of sexual assault. This officer is also responsible for maintaining program surveillance to identify any emergent high-risk trends for accountability lapses (unintentional or negligence), and provides early warning to NGB leadership.

3.2 Describe your efforts to sustain or increase training of judge advocates to

maintain the expertise necessary to litigate adult sexual assault cases in spite of the turnover created by judge advocate personnel rotations. Include efforts to keep judge advocates informed of changes to the military justice system, specifically in the area of sexual assault.

N/A – In a T32 status, NG SJA does not have jurisdiction over the NG member to litigate adult sexual assault cases. Any judicial actions taken are by the civilian judicial system. If supported, the senior command can take administrative action per the state CMJ.

3.3 Describe your progress in ensuring those who are affiliated with the Special Victim Investigation and Prosecution capability program (paralegals, trial counsel, special victims' counsel / victims' legal counsel, and victim-witness assistance personnel) receive specialized SAPR training for responding to allegations of sexual assault.

The applicable NG programs that fall within this category consist primarily of the NGB-JA/OCI and SVC Program. The specialized training requirements for OCI were identified in sections 2.4 and 2.9.

Regional SVCs attend initial certification and child advocacy trainings provided by the Service SVC Programs. During the initial months of assuming their duties, Regional SVCs may participate in the NGB 40-hour initial training for SARCs and SAPR VAs, to become fluent with DoD and NGB SAPR policies, programs, and resources. Furthermore, Regional SVCs will attend legal assistance training at the Army Judge Advocate General's Legal Center and School. Regional SVCs are also provided with opportunities and funding to attend legal trainings conducted by state NG judge advocates, SARCs and SAPR VAs, and regional trial defense counsels.

The NG SVC Program further provides Regional SVCs with a three-day, intensive legal training focusing on legal issues that are unique to NG members. The legal training sessions are led by military and civilian victim attorneys who are subject matter experts in the area of federal and state criminal and administrative disposition of sexual assault cases. Regional SVCs also participate in weekly conference calls with NG SVC program staff and SMEs to discuss challenging legal issues, professional responsibilities, best practices and lesson learned. Regional SVCs routinely receive policy guidance on the provision of SVC services and professional consultation from NG SVC program staff.

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 is placed in the service member's personnel record and separation action is initiated (for court-martial convictions).

In cases where a Guard member is convicted by courts-marital or receives a non-

judicial punishment or punitive administrative action for a sex-related offense, the ARNG and ANG Directorates are responsible for adhering to their Service policies and procedures for annotating the Guard member's personnel record and separation action.

3.5 Describe your efforts to ensure SARC, VA, MCIO and commander knowledge of MRE 514 (Victim Advocate-Victim Privilege).

N/A – In T32 status, Guard members are not under the jurisdiction of the Military Departments and are afforded the privilege as specified under MRE 514. Guard members fall under the authority of their state manual for courts martial and state code of military justice. For those states who may have a corollary privilege for SAPR VAs under individual state statutes or included as part of the state CMJ, SARCs have the responsibility to train the SAPR VAs, as necessary.

3.6 NGB, describe your efforts to ensure that all Unrestricted Reports of sexual assault (both Title 10 and 32 status) are referred to the appropriate Military Criminal Investigative Organization (MCIO), civilian law enforcement, or to the National Guard Bureau Office of Complex Administrative Investigation (NGB-JA/OCI).

A module that addresses the roles and responsibilities of the SARC and SAPR VA is included within the T32 initial SARC/SAPR VA training package. It is designed to address the T32 equities and unique characteristics of the SAPR program. There is interactive discussion and a graphic to assist the SAPR personnel in the decision-making process for referring sexual assaults to the appropriate law enforcement agency. Also included in the training package is a handout "Understanding the Guard's Duty Status" to highlight the different statuses in which a Guard member may operate and the authority. This information is reinforced in the training module covering the Office of Complex Administrative Investigation procedures. This module is presented by a NGB-JA/OCI trained investigator, who provides clear information on the different law enforcement agencies who would have investigative jurisdiction under varying circumstances. The T32 initial SARC/SAPR VA training package is required for all SAPR personnel and is designed to augment the initial training that may have been received through their Service's SAPR or SHARP training program.

NGB-JA/OCI also coordinates with state SJAs to ensure that they are aware of the sexual assault investigative referral requirements. NGB-JA/OCI also sends speakers to SJA, Trial Defense Service and SVC conferences to brief on the NGB-JA/OCI program. Finally, NGB-JA/OCI has sent 137 state NG personnel to the CID Special Victims Capability Course.

As discussed in section 3.1, the Compliance and Accountability officer within the NGB SAPR office serves as the single point of contact to validate the compliance and accountability requirements for the referral of all Unrestricted Reports of sexual assault to the appropriate investigatory agency. The data gathered and analyzed

provides a measure of compliance to the process and serves to reinforce making the accurate determination.

In the CNGB Instruction SAPR program currently in the final review process, TAGs are responsible for ensuring all Unrestricted Reports are referred to the appropriate investigatory agency IAW CNGB Series 0400.01, "*Chief, National Guard Bureau Office of Complex Administrative Investigations.*"

3.7 Describe your efforts to develop policy to ensure alleged offenders are provided due process rights.

The CNGB Instruction 1303.01A, "*Expedited Transfer, Reassignment, or Removal of National Guard Members Due to an Unrestricted Report of Sexual Assault,*" was published 06 Aug 2014. This instruction updated the previous version to include "implementing the statutory authority permitting an appropriate commanding officer (CO) to temporarily and administratively reassign or remove a T32 Guard member who is accused of committing a sexual assault or related offense IAW Public Law 113-66, Subtitle B, § 1713." These options enhance the protection and balance the interests of both the victim of sexual assault and subject of the associated investigation for the purpose of maintaining good order and discipline.

Several policy items to protect the alleged offender's rights are included in the draft SAPR Program CNGB Instruction currently in the final review process. The first policy is to ensure commanders are held responsible for developing and implementing policy that prohibits coercion, retaliation, ostracism, maltreatment, and reprisal against victims of sexual assault, the subjects, SAPR personnel, witnesses, and intervening bystanders. The second item is the commander's responsibility to safeguard the subject's rights and to preserve the integrity of a full and complete investigation, to include limitations on any inquiries by personnel other than those with an official need-to know.

Additionally, in the draft SAPR Program CNGB Manual is a checklist for the commander of an alleged subject. The purpose of the checklist is to verify the alleged subject receives due process, and to monitor the well-being of the subject.

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

At the NGB level, the Compliance and Accountability officer within the NGB SAPR office will continue to serve as the single point of contact to validate the compliance and accountability requirements as described in section 3.1.

With this data collection also comes a heightened awareness of the accountability responsibility TAGs, SJA, and state senior leaders have regarding the investigation and judicial proceedings related to sexual assault. Specifically, this includes verifying that the appropriate investigatory agency conducts the investigation and provides the

report to the state legal authorities.

In the future, NGB-JA/OCI will continue the specialized training of their investigators and will provide state SJA with training to enhance their understanding of the program. Additionally, NGB-JA/OCI will continue to present briefings at the GSLCs and GSLUs to ensure TAGs are knowledgeable of the program and the requirement to request an investigation by the OCI investigators when CLE declines to investigate or when the investigation fails to lead to a clear finding of substantiation or innocence. The ROI of this investigation may provide additional information that would enable the commander to take administrative action rather than simply closing the case based on the CLE investigation closure.

Another measure being taken to highlight the importance of tracking the investigation and accountability process for a sexual assault is the inclusion of an additional data point on the GKO SAPR metrics dashboard. Under accountability, it will also include actions taken as a result of an investigation.

Each TAG follows established DoD, Service (as applicable to T32), and CNGB policy, as well as state laws, which include clear direction on offender accountability. In many states, the SAPR personnel and state SJA receive briefings on the precedents set by the convictions of sexual assault offenders or the administrative actions taken upon them based on the state CMJ.

The strong emphasis from senior leaders to ensure sexual assault offenders are held appropriately accountable for their actions, demonstrates the importance of working closely with the investigators, whether military or civilian, throughout the judicial process. Using the CMG effectively to manage each report of sexual assault is critical to the success of the SAPR program. The CMG meeting minutes are captured on the restricted NG SAPR GKO website.

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

4.1 Summarize your 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.” Include how competency, ethical, and foundational standards established in DoDI 6400.07, enclosure 2, are met.

The NG community is focused on providing victims of sexual assault with the support and assistance they need to heal and move forward with their recovery from the trauma of the assault. Although primary prevention of sexual assault garnered tremendous traction over the past year, as long as sexual assaults occur within the military, training victim advocates to provide assistance and support as needed remains a priority.

A constant within the NG SAPR programs is the selection of highly regarded, motivated, passionate and resourceful individuals to fill the positions of SARCs, JFHQ-State VACS, and SAPR VAs. These SAPR personnel play a number of essential roles, which include providing victim advocacy, training, and assistance to state senior leaders in briefing the forces in a manner that is open and direct. The professional manner in which they perform their roles and responsibilities is critical in helping to instill confidence and establish trust not only in their ability to offer high quality assistance, but in the leadership to support a command climate of dignity and mutual respect.

One of the changes made to the NG SAPR program in FY15 was divesting the responsibility for executing training for SARCs, JFHQ-State VACs, and SAPR VAs from the NGB-J1-SAPR office to the Service Directorate SAPR PMs. The D-SAACP approved NGB 40-hour minimum SARC and SAPR VA initial training program was reviewed and updated per DoD recommendations and continues to be an option for training NG SAPR personnel. The NGB SARC and SAPR VA initial training development was based on the DoD SAPRO core competencies and address the standards for victim assistance personnel in DoDI 6400.07, Enclosure 2. The advocacy modules most applicable to ensuring our SAPR personnel provide the appropriate level of victim advocacy include: Impact of Sexual Assault; Phenomenology of Sexual Assault exercise; Empathy, Boundaries, and Confidentialities exercise; Forced Choices exercise; Male victims; and How to Support a Victim of Sexual Assault exercise. Other modules specifically designed to help the SAPR VA include Investigative Techniques, Sexual Assault Forensic Examination, Special Victims Counsel, Legal Procedures, Value Clarification, Realities of Sexual Assault, Roles and Responsibilities, Critical Advocacy Skills, Safety Planning and High Risk Response Team, Crisis Intervention, and the completion of a case study.

The Service-specific SAPR training programs are also an option to provide the SAPR personnel with basic and Service-specific information. In the event the Service's training program is used, the trainers also deliver the specific T32 SAPR training modules extracted from the NGB 40-hour approved course to provide the SAPR personnel with invaluable information for providing advocacy and assistance to non-federalized Guard victims.

In addition to the training and education provided to Guard SAPR personnel, our commanders, senior leaders, OCI investigators, SVCs, Chaplains, and medical personnel are also provided with the information and tools necessary to help our military victims through the myriad processes following a sexual assault. These processes include initial response, follow-on support and resources, investigation and accountability. One specific tool for commanders is the Commander's Checklist for Unrestricted Reports of sexual assault. This checklist was reviewed and revised during this past year to verify T32 unique equities, acts of retaliation and ostracism experienced by the victim, and the incident report required within eight days were appropriately addressed.

Collaboration with local, regional and state resources is common among all the state SAPR programs, which serves as another tremendous benefit in demonstrating the Guard's determination to offer the best resources available to the victims of sexual assault. These relationships also provide advocates from all agencies and organizations an opportunity to share in the various continuing education training events and may be utilized by SARCs to assist the state in providing specialized continuing education on victim advocacy skills.

ARNG Specific Efforts

- To ensure victims receive quality services, ARNG commanders, with the assistance of the SARCs, instill trust and confidence in the program by giving quality training to their units.
- Using their Master Resilience Trainers, the ARNG provides training to help soldiers develop 14 resiliency skills. This training helps the individual build an internal strength that enables him or her to focus and react to situations more clearly with positive results. The training is designed to help the individual learn how to control his or her thoughts and emotions, enabling them to better manage personal and professional relationships. This program, which includes physical, psychological, social and spiritual training, helps the Soldier develop the tools to cope with the mental and emotional stressors they face on a daily basis.
- Yearly refresher training for SARCs and SAPR VA's was provided through a collaborative effort between the SAPR personnel of the states and the NGB SAPR Program Offices.

ANG Specific Efforts

- At Whiteman Air Force Base, the joint-service home to several diverse units including Air Force active and reserve components, and Army and Navy, the Wing SARCs championed efforts to retain their title as the Air Force Global Strike Command's SAPR program of the year. One of the initiatives developed this past FY was the Air Force Global Strike Command's first victim serenity room. This room provides Airmen with a safe and reclusive area and creates a less stressful and victim-friendly interview room for use by the Air Force Office of Special Investigation. Another major initiative was obtaining a therapy dog to help set a relaxed atmosphere for the victims. This program took approximately six months to come to fruition. The process involved drafting a meticulous operating instruction that was vetted extensively through legal and command channels.
- An additional effort to help instill trust in the program was gaining commander buy-in for SAPR VAs to wear teal morale T-shirts to emphasize

the SAPR program members on base.

4.2 Describe your efforts to establish processes for reviewing credentials, qualifications, and continuing education 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.

With the implementation of DoD Instruction 6495.03, 10 September 2015, “*Defense Sexual Assault Advocate Certification Program (D-SAACP)*,” the NGB-J1-SAPR office reviewed and updated its existing D-SAACP CNGB publication. It is presently in the final review stages prior to signature and publication. This CNGB Manual describes the procedures for both initial and renewing certification.

A new process for gaining DoD SAPRO pre-approval for continuing education training (CET) will be implemented in FY16. The agendas of all refresher training and potential CET training will be forwarded through the Service Directorate PMs to the NGB-J1-SAPR office. After reviewing the training agenda for appropriateness, NGB-J1-SAPR office will forward the agendas to DoD SAPRO for pre-approval.

An additional measure taken to assess compliance with the D-SAACP process is a metric on the GKO Dashboard that requires verification of the number of SARCs who are certified, credentialed and have DSAID access. Much of this data is derived from the D-SAACP roster provided by NOVA on a weekly basis to the NGB-J1-SAPR office. This roster includes the status of every application, initial and renewing, of all NG SAPR personnel within the states. The program analyst within the NGB-J1-SAPR office forwards this report to the Service Directorates program analysts for their review, reconciliation, and action.

All NG D-SAACP applicants are required to send their application packets to their Service Directorate’s program analyst for review prior to sending the packet forward to NOVA for processing. This added layer of quality control has reduced the number of incomplete or incorrect packets being submitted to NOVA, thereby reducing the overall processing time.

NGB Procedures for Suspending And Revoking Certification

1. Before revoking certification, a commander, defined as the first O6-level officer in the SARC, JFHQ-State VAC, or SAPR VA chain of command; or supervisor at the grade of GS-15, for SARCs, JFHQ-State VACs, or SAPR VAs in technician status, must meet these NG standards:

a. Upon receipt of information that a SARC, JFHQ-State VAC, or SAPR VA is alleged to have committed or attempted to commit a sexual assault or any other punitive offense identified in Articles 80, 880, 120, 120a, 120b, 120c, 125 of the Uniform Code of Military Justice, disqualifying conditions, regardless of when the

alleged offense occurred, the responsible commander, director, or civilian counterpart:

(1) Reports any and all allegations of sexual assault, including attempts, against a SARC, JFHQ-State VAC, or SAPR VA to the appropriate Military Criminal Investigative Organization (MCIO) or civilian law enforcement agency.

(a) Informs TAG of all Unrestricted Reports declined by the MCIO or local law enforcement for considered referral to the NGB Office of Complex Investigations (NGB-JA/OCI).

(b) Abstains from conducting internal command-directed investigations on sexual assault, specifically referrals to appointed command investigators or inquiry officers, or delaying immediate contact of the responsible law enforcement agency while attempting to assess the credibility of the report.

(2) Files an 8-day report.

(3) Notifies the SARC, JFHQ-State VAC, or SAPR VA immediately in writing that a complaint has been received, an inquiry has been initiated, and his or her authority to perform SARC, JFHQ-State VAC, and SAPR VA duties is suspended pending the investigation outcome and reinstatement by the responsible commander.

b. Upon receipt of any other complaint that is not a sexual misconduct allegation, the responsible commander or appropriate approving authority:

(1) Notifies the SARC, JFHQ-State VAC, or SAPR VA immediately in writing that a complaint has been received, an inquiry has been initiated, and his or her authority to perform SARC, JFHQ-State VAC, and SAPR VA duties is suspended pending the investigation outcome and reinstatement by the responsible commander or appropriate approving authority.

(a) Complaints Made Against Technicians. Consult the Human Resources Officer (HRO) and Staff Judge Advocate (SJA) to ensure additional procedural requirements, if any, are appropriately addressed before issuing the notification.

(b) Complaints Made Against Non-technicians. Consult the SJA before notifying the SARC, JFHQ-State VAC, or SAPR VA to ensure procedural requirements are appropriately addressed before and during the inquiry.

(2) Notifies appropriate stakeholders.

(a) Inquiries Involving SARCs. Notify the ARNG SHARP or ANG SAPR PM, who in turn notifies NG-J1-SAPR.

(b) Inquiries Involving JFHQ-State VACs or SAPR VAs. Notify the supervisory SARC; the SARC then notifies the ARNG SHARP or ANG SAPR PM, who in turn, notifies NG-J1-SAPR.

(3) Verifies a timely and comprehensive inquiry is conducted.

(4) The inquiry process follows established NG adverse action, administrative inquiry, or investigative procedures. NGB-JA/OCI or command-directed investigation is used for non-sexual misconduct allegations, and technician inquiries are conducted IAW NG Technician Personnel Regulation 752, 27 August 2010, "*Discipline and Adverse Action.*" The inquiry process is used to determine whether the D-SAACP certified SARC, JFHQ-State VAC, or SAPR VA has done one or more of the following:

(a) Violated the D-SAACP code of professional ethics provided on the DD Form 2950 or 2950-1.

(b) Presented a danger of immediate or serious harm to victims of sexual assault or to the general public.

(c) Intentionally made a false statement in the application for certification or renewal on the DD Form 2950 or 2950-1.

(d) Used a controlled substance or alcoholic beverage while serving on-call that impaired his or her ability to perform SARC, JFHQ-State VAC, or SAPR VA duties properly.

(e) Charged, arrested, or convicted of any criminal activity.

(f) Charged, arrested, or convicted of domestic violence; child abuse; violent crimes; and any felony offense determined by the commander or the appropriate appointing authority to be inconsistent with the SARC, JFHQ-State VAC, or SAPR VA core duties.

(g) Convicted at court-martial of an offense under the UCMJ carrying with it a maximum sentence of confinement for greater than 1 year or punitive discharge from the Military Service or of a felony criminal offense in state or federal courts.

(h) Engaged in or solicited sexual relations with a sexual assault victim currently under the SARC, JFHQ-State VAC, or SAPR VA's care, or a victim known to be currently under care of any SARC, JFHQ-State VAC, or SAPR VA.

(i) Failed to maintain the privacy of victims before, during, and after the professional relationship IAW applicable federal, DoD, Service, and state privacy laws and regulations.

(j) Intentionally provided false or misleading guidance or advice to a victim.

(k) Demonstrated a lack of competency or ability that jeopardized the delivery of professional victim advocacy.

c. If the commander or other appropriate appointing authority finds, in consultation with the HRO and SJA, a preponderance of evidence to support the allegation, the commander determines whether to suspend or revoke the D-SAACP certification.

d. The commander or other appropriate appointing authority immediately notifies the SARC, JFHQ-State VAC, or SAPR VA in writing when suspending or revoking a D-SAACP certification, and provides a copy of the notification to the ARNG SHARP or ANG SAPR PM. This letter must include the following:

(1) The effective date of suspension or revocation of certification.

(2) Grounds for suspension or revocation, including the specific misconduct, ethical violation, substandard performance, professional or personal impairment, or the reason the commander or appropriate appointing authority lost faith and confidence in the SARC, JFHQ-State VAC, or SAPR VA's ability to perform his or her assigned duties.

(3) Direction for the SARC, JFHQ-State VAC, or SAPR VA to surrender his or her D-SAACP certificate and wallet identification card to the first person in the chain of command or supervisor within 24 hours of receipt of the letter.

(4) Notification of the SARC, JFHQ-State VAC, or SAPR VA's right to appeal the decision to suspend or revoke certification IAW NG appeals procedures in paragraph 4 of this enclosure.

e. Upon receiving the commander's or appropriate appointing authority's notification letter, the ARNG SHARP or ANG SAPR PM immediately forwards a copy to NG-J1-SAPR.

f. The commander or appropriate appointing authority provides a written report to the applicable ARNG SHARP or ANG SAPR PM within three business days of concluding an inquiry. The report must document:

(1) Complaint received.

(2) Facts surrounding the complaint.

(3) Findings made during the inquiry process to include the grounds for

the action taken, the specific action of the individual, or reason the commander or appropriate appointing authority lost faith and confidence in the SARC, JFHQ-State VAC, or SAPR VA to perform assigned duties.

(4) Decision to suspend or revoke the SARC, JFHQ-State VAC, or SAPR VA's D-SAACP certification.

(5) Signature of the SARC, JFHQ-State VAC, SAPR VA acknowledging the suspension or revocation.

g. Upon receiving the commander's written report, the respective ARNG SHARP or ANG SAPR PM immediately forwards a copy of it to NG-J1-SAPR with a request to suspend or revoke the SARC, JFHQ-State VAC, or SAPR VA's D-SAACP certification.

h. Upon receiving the SAPR PM's request, NG-J1-SAPR immediately:

(1) Provides DoD SAPRO with written notification and the commander's or appropriate appointing authority's written report within five business days of receiving the commander's notification to take appropriate action to suspend or revoke the D-SAACP certification.

(2) Takes action to suspend or revoke access to the Defense Sexual Assault Incident Database (DSAID).

i. NG-J1-SAPR must coordinate with TAG to initiate or continue the revocation process when the commander fails to seek revocation once a violation is identified. If necessary, TAG may request NGB-JA/OCI investigate.

j. If the complaint is unfounded, the SARC, JFHQ-State VAC, or SAPR VA may be reinstated.

2. Non-Punitive Certification Closure. A SARC, JFHQ-State VAC, or SAPR VA certification may be closed in a non-punitive manner by command when the SARC, JFHQ-State VAC, or SAPR VA:

a. Submits a written request for closure.

b. No longer serves in the role of SARC, JFHQ-State VAC, or SAPR VA.

3. SARC, JFHQ-State VAC, and SAPR VA Self-Reporting. NG personnel performing the duties of a SARC, JFHQ-State VAC, or SAPR VA immediately self-report if they are involved in an incident that would invalidate their current national agency check status, Service suitability standing, or commander or supervisor recommendation.

a. SARCs. SARCs report to their respective:

(1) TAG or Wing Commander.

(2) ARNG SHARP or ANG SAPR PM.

b. JFHQ-State VACs and SAPR VAs. JFHQ-State VACs and SAPR VAs report to their respective:

(1) Appointing commander.

(2) SARC.

4. Appeal of D-SAACP Certification Revocation. SARCs, JFHQ-State VACs, and SAPR VAs have the right to appeal a decision to revoke their D-SAACP certification.

a. The appeal request is submitted in writing to the next level in the revocation authority's chain of command. The appeal authority must be a minimum rank of colonel.

b. The appeal authority will review all documentation, interview pertinent personnel as applicable, and render a decision within 30 days of appeal request submission.

c. The appeal authority's decision is final and not subject to further review.

4.3 Describe your progress in ensuring all SARC and SAPR VAs are D-SAACP certified prior to performing their duties.

As stated in section 4.2, NOVA forwards a report on a weekly basis to NGB-J1-SAPR office D-SAACP program analyst. This report contains the status of all Guard members who submitted an initial or renewing D-SAACP application packet to NOVA for approval. This report is forwarded to the Service Directorate PMs for their review, reconciliation and action. This report clearly states whose application is approved or not. Subsequently, the PMs are able to manage whether the SAPR personnel meets the requirement to begin performing their duties.

4.4 Describe your Service efforts to encourage SARCs and SAPR VAs to renew their certification at a higher level in order to increase the quality of victim assistance providers.

The Service Directorate PMs maintain primary oversight for the SAPR personnel located within the states. Their monthly teleconferences with the SARCs are used to discuss pending renewals, to include the requirements for renewing their certification at a higher level. Recommended courses of action are provided to encourage the SARCs to take advantage of volunteer opportunities to increase the number of hours of performing victim advocacy and to enhance their current level of proficiency and

knowledge on victim advocacy.

Unlike the AC, the majority of the SARCs and SAPR VAs within the NG are volunteers and serve in these positions as a collateral duty. This presents a challenge for them to attain a higher level of certification. Efforts to obtain the necessary hours of specialized experience and meet the requirement for the observation of three or more sexual assault case responses in the last two years would have to be conducted on the SARC or SAPR VAs personal, off-duty time.

4.5 Describe any challenges that SARCs and SAPR VAs may be having in obtaining continuing education in advance of emerging issues and victim-focused trauma-informed care.

NG SARCs, JFHQ-State VACs and SAPR VAs use all available means to obtain their required CET. This includes collaborating with civilian organizations at local, regional, and state levels. However, the NG faces challenges in obtaining the appropriate training for renewing SAPR personnel as described below.

ARNG Specific Issue

- In the case of the ARNG, the majority of their SARCs and SAPR VAs serve in collateral duty positions on drill status duty only. These personnel often will rely on webinars and training provided by civilian agencies. Additionally, the state JFHQ SARC establishes on-going continuing education opportunities for the collateral duty SHARP/SAPR VAs and SARCs on an as-needed basis during drill weekends or during annual training timeframes.

ANG Specific Issues

- During FY15, the Wing SARC responsibilities were included as part of the responsibilities in a multiple position description for the Wing Administrative/ Wing Executive Support Officer. As a result, time was not always available to allow the Wing SARC to take advantage of CET opportunities due to the Wing's full-time training mission and other position description priorities. This problem should be resolved in FY16 with the opportunity to hire FT dedicated SARCs at each ANG Wing.
- Traditional Guard members, who serve in volunteer or part-time SAPR VA duties, lack the available funding to attend civilian conferences and trainings to receive the continuing education training required for renewal.

4.6 Describe your continued efforts to ensure that the 24/7 DoD Safe Helpline has accurate contact information for on-base SAPR resources (i.e., Chaplains, SARCs, Military Police, and Medical Personnel).

NGB-J1-SAPR staff is responsible for verifying and updating accurate NG SAPR resource contact information displayed on the 24/7 DoD Safe Helpline web site. This information is updated on a regular basis or as necessary when contact information changes.

The JFHQ-State SARC is responsible for maintaining accurate contact information for the state. Changes to this information are relayed to the NGB-J1-SAPR staff through the ARNG SAPR PM or JFHQ SARC and JFHQ VAC.

ARNG Special Effort

- The ARNG conducts monthly telephone audits of the states DoD Safe Helpline contact information.

ANG Special Effort

- Wing SARCs keep all SAPR Team information current in the ANG NGB database.

4.7 Describe your efforts to publicize various SAPR resources, such as DoD Safe Helpline – to include recent revisions related to privileged communication (Executive Order 13696), to all Service members.

Various methods are used to help publicize and disseminate information on SAPR resources available to Guard members. The SAPR communication plan developed through a cooperative effort between NGB-J1-SAPR and NGB-PAO established standardized SAPR messaging and methods in which to distribute the information. Some of these methods included public service announcements broadcast on the NGB's "On Every Front" available on the National Guard's official website and the Pentagon Channel, twitter feeds, Facebook, and on various SAPR web sites associated at the NGB and state level. The Guard Experience Magazine, "GX" was also used to help advertise the DoD Safe Helpline.

ARNG Specific Efforts

- The ARNG advertises the DoD Safe Helpline on its website, and throughout the ARNG Readiness Center to reach all personnel in the building. The ARNG also has a pop up banner that is displayed in high visibility areas.

ANG Specific Efforts

- Many Wings include SAPR information within all training materials and handouts distributed to the Airmen. Banners are often displayed at the entrance of the dining facility or at the entrances to major facilities in the state.

- The DoD Safe Helpline numbers are posted on bulletin boards of every building. Additionally, the DoD Safe Helpline is disseminated through giveaways, such as magnets, post-it pads, and reprint artwork on business cards. Newsletters, flyers, pamphlets, posters, and other advertisement methods are used to publicize SAPR resources, all of which contained the DoD Safe Helpline information on them.

States Specific Efforts

- The states use pamphlets, posters, and building monitors to advertise the SAPR/SHARP program. In some buildings, SAPR/SHARP posters and DoD Safe Helpline information are placed inside the stalls of the male and female latrines. Additionally, at special SAAPM events, some states have invited participation and materials for distribution from DoD Safe Helpline representatives to publicize resources during April activities.

4.8 Describe your efforts to institutionalize the solicitation of both male and female victim input into the development of Service SAPR policy.

The SARCs and SAPR VAs within the states play a critical role in gathering input from victims to help influence SAPR policy development in the NG. Feedback is also received from the survivors, SARCs, and SAPR VAs selected to participate in the DoD SAPRO Director's Survivor's Summit/Forum held biannually. Other methods for collecting this information is by meeting with survivors individually, reviewing DoD Safe Helpline referrals to SARCs in the states and DoD Safe Helpline inquiries from Military Feedback Form, and input from the Special Victims Counsel's Office.

The NGB-J1-SAPR office is establishing a SAPR working group (WG) in FY16 with the primary purpose of discussing and developing solutions to move SAPR GOAC directed issues forward. In addition to the specific issues directed by the SAPR GOAC, the WG will be used to help gather information and gain consensus on developing, reviewing and revising SAPR policy and procedures. Representatives from the NGB-J1-SAPR office, ARNG and ANG SAPR offices, and SAPR personnel from the states, to include SARCS and JFHQ-State VACs, will form the basis of this group. Additional representatives from NGB-JA/OCI, NGB-JA/SVC, or other office or organization will be invited to participate on an as needed basis.

Using this forum will increase opportunities for capturing invaluable information, recommendations and comments from the field, to include input from the victims through the SARCs. NGB-J1-SAPR, with input from the representatives will develop an updated and improved standard procedures for developing policy, procedures, and other publications pertaining to the NG SAPR program.

4.9 Describe your efforts to improve response to male victims, to include implementing and monitoring methods to improve reporting of male sexual

assault.

The NG placed a tremendous effort on advancing awareness of male victimization and emphasizing the importance of creating a safe environment for males to report sexual assault during FY15 by implementing a number of initiatives. During the month of April for SAAPM, the NGB-J1-SAPR office prepared video scripts, primarily focusing on male victimization, for use by the states. The videos were prepared by a number of the states and shared with all the states through the SARCs and on the GKO SAPR Website. During both initial and refresher SAPR personnel training, a block of instruction was provided on male victimization to help raise awareness. This training also included discussion on the importance of recognizing and considering the different effects a male may experience after being sexually assaulted. The NGB-J1-SAPR team also uses the Survivor Forum recruitment process to engage with the selected survivors and garner feedback and input. That interaction allowed for a candid and open dialogue.

State Specific Efforts

- The Connecticut NG partnered with Navy and Air Force, creating a mandatory training titled, “Flip the Script,” which focuses on male victimization and victimology to include scenarios of female-on-male and male-on- male sexual assault. This training was integrated into Connecticut NG units, especially the infantry, to address the hyper masculinity culture. Also, the JFHQ-State SARC and the Military EO office collaborate to conduct sensitivity training, bullying, hazing, sexual harassment/assault training.
- The Virginia NG hosted a speaker from the Virginia Department of Health, Community Outreach Specialist Sexual and Domestic Violence Prevention Division of Prevention & Health Promotion for SAAPM. The presentation focused on male stereotypes contributing to the lack of reporting by men why men don't report sexual assault.

The training module on male victimology and the opportunities to discuss the appropriate responses to male sexual assault victims helped SAPR personnel recognize the different approaches that could be taken. In addition to the previous initiatives identified, many states invite key note speakers to address sexual violence against males.

- NG commander led efforts to improve the response to male victims included making sure that both male and female SARCs and SAPR VAs are credentialed and available to respond to both male and female victims.
- The KYNG partnered with the University of Louisville's Prevention Education Advance on Campus Community (PEACC) to combat sexual violence against men. The KYNG and PEACC established a partnership, through an MOU, to provide education on preventing sexual violence. This

MOU is extremely important since 95% of PEACC members are KYNG members attending the University of Louisville.

- The Delaware NG partnered with Delaware Men’s Education Network organization. This organization consists of communities who work together to engage men to aid in efforts to prevent sexual violence.

Part of the data captured for the GKO SAPR Dashboard are the numbers of sexual assaults by gender. By comparing the data from quarter to quarter and over past years, it is possible to identify potential trends in improving male sexual assault victim reporting. Based on the analysis of these data, additional measures may be developed and implemented to identify more specific information on why males do or do not report a sexual assault incident. Using the information collected from the additional measures, modifications to current practices or of new practices would be developed and implemented to help create improve male reporting.

4.10 Describe your progress in developing and issuing guidance for facilitating requests from sexual assault victims for accommodations (such as an alternate setting) in accomplishing mandatory SAPR training requirements to ensure confidentiality for victims who filed Restricted Reports.

The NGB 40-hour Initial SARC and SAPR VA training teaches SARCs to use a disclaimer or content warning prior to the start of any unit-level SAPR training. An introductory lesson within this training program provides a sample of the warning or disclaimer that can be used and instructions for providing the participants options for completing the mandatory training in a different setting. The typical scenario for NG SAPR training is as follows:

- At the beginning of all training, the disclaimer or content warning is read. This is followed by a short break to allow any participant, who feels he or she may be adversely impacted by the subject matter, the opportunity to leave the room discretely and to provide his or her contact information to the instructor or assistant instructor. After the training event, the SARC will contact the individual to arrange for a safe alternative setting to deliver the required SAPR training. The safety and well-being of any participant of SAPR training always comes first.
- SARCs also take a proactive approach with sexual assault victims by contacting them prior to the training event to arrange for one-on-one training sessions. By giving the survivor the option to accomplish the training in an alternate setting in advance helps to maintain the confidentiality of the survivor.

4.11 Describe your progress to improve victim care services at Joint Bases, in Joint Environments, and for the Reserve Components. For the Reserve Components, describe Service actions to promote timely access to Sexual

Assault Response Coordinators by members of the National Guard and Reserves. Describe any recurring challenges (if any) your Service may have in this area.

The Joint-Service structure of the NG provides the operational basis of the state SAPR programs. Although the states operate a SAPR program based on DoD, CNGB and Service publications as it pertains to the non-federalized Guard, each state may take different approaches in establishing a cross-service joint response capability. However, the SARCs, JFHQ-State VACs, and NG SAPR VAs are united in their efforts to provide sexual assault victims with timely access to support, services and resources. Several states have developed locator maps, which include the home location of all ARNG and ANG SAPR personnel within the state. This map is then used to help assign the closest victim advocate to a sexual assault victim, unless the victim makes a specific request. For units that are geographically isolated, it can be more challenging for the SARC or SAPR VA to respond promptly. With some Wing SARCs serving as the sole, on-call 24/7 resource within the wing, victims will receive a response as quickly as possible in coordination with the joint resource combination with the ARNG.

Sexual assault victims assigned to Guard units co-located on Joint Bases are offered victim advocates as determined by the agreements and relationships built among the SAPR programs on the installation. At some Joint Bases, all the SARCs and SAPR VAs work together to deliver a consistent standardized level of response to all sexual assault victims. For NG members, particularly in a non-federalized status, prior coordination with the AC SAPR personnel is critical to ensure Guard members are afforded the appropriate level of response, investigatory process, and line of duty processing. A lack of understanding of the authorized level of support and services for non-Federalized Guard members could result in a delay for the victim in receiving the appropriate healthcare services and support or referrals. For Guard members or units as tenants on a Joint Base, communication and prior coordination is critical in educating all SAPR personnel and medical personnel on the unique requirements and procedures that must be followed for appropriate victim advocacy.

4.12 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. Documentation should be included as an appendix.

CNGB Instruction, "*Expedited Transfer, Reassignment, or Removal of National Guard Members due to an Unrestricted Report of Sexual Assault*" provides the procedures for implementing the NG expedited transfer program.

The NGB 40-hour Initial SARC and SAPR VA training provides information on offering victim assistance to include completing the appropriate form. All NG SAPR personnel are thoroughly briefed to discuss the option of requesting an expedited transfer with

the sexual assault victim when assisting the victim.

A potential challenge for a Guard member requesting an expedited transfer is the limited number of available positions in the appropriate occupational concentration within a state. Another concern is the limited number of units within a geographical area which could offer the victim a safe environment free from potential contact with the alleged subject. Since the NG is a state-based militia, expedited transfers out of state are not possible without the victim's resignation from the state Guard membership.

4.12.1 Pertaining to temporary and/or permanent unit/duty expedited transfers (NOT involving a PCS), provide:

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

ARNG and ANG – 0

4.12.2 Pertaining to permanent requested installation expedited transfers (involving a PCS), provide:

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

Permanent installation expedited transfers involving a PCS requested:	ARNG	ANG
The number requested.	0	1
The number approved as the victim requested.	0	1
The number approved different than the victim requested.	0	0
The number denied and a summary of why.	0	0
The number moved within 30 days of approval.	0	1
The number moved after 30 days of approval.	0	0

4.13 In consultation with your SARCs, list the number of victims, if any, whose care was hindered due to lack of Sexual Assault Forensic Examination (SAFE) kits or timely access to appropriate laboratory testing resources and describe the measure(s) you took to remedy the situation.

No known Guard member's care was hindered by the lack of SAFE kits or timely access to appropriate laboratory testing resources.

4.14 Provide information about any problems or challenges you have encountered with assigning SAPR personnel to handle Unrestricted or Anonymous reports of sexual assaults made by prisoners in a Military Confinement Facility and establishing your Prison Rape Elimination Act (PREA) Anonymous Reporting Hotlines in the DoD Safe Helpline Responder database.

N/A within the National Guard.

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

The NG will continue to conduct assessments on the various aspects of the NG SAPR program to ensure they are operating effectively. Courses of action will be developed using an integrated approach for any area identified as needing improvement. The goal of the NG SAPR program is to deliver consistent, reliable, effective, timely and competent support and resources to the sexual assault victim across the joint-service organization.

Essential for the success of the NG SAPR program is the publication of the CNGB Instruction, "*Sexual Assault Prevention and Response Program*" and CNGB Manual "*Sexual Assault Prevention and Response Program*" in FY16. These two publications will establish the NG SAPR policies, roles and responsibilities, and standardize the existing SAPR program procedures. Publication of the "*NG Sexual Assault Prevention Blueprint*," also expected in FY16, will offer a framework for each state SAPR program to develop a strategy to prevent sexual assault with the NG.

ARNG Specific Effort

- The ARNG will add the specific T32 modules to the 80-hour SHARP training to educate the NG SAPR personnel on how to support a victim on T10 and T32 duty status.

ANG Specific Effort

- In FY15, a position description for a full-time SARC position was approved by the NGB Technician Branch. This full-time position located at each Wing will eliminate current challenges within the Wings to implement the SAPR program without the division of responsibilities that exist now.

- Future plans within the ANG include maintaining the quality and quantity of current qualified SARCs and SAPR VAs within the Wing, and continuing to work with our JAG, Chaplains, Medical Professionals, and Wing DPHs to provide solid care and response efforts.

5. LOE—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 SAPR program.”

The NG employs a number of measures at various levels to help monitor and assess the NG SAPR programs’ effectiveness and compliance with DoD and CNGB publications. Some of the initiatives taken to assist NG senior leaders in managing the variety of aspects of the SAPR program include the following:

GKO SAPR Dashboard. The NGB-J1-SAPR office continues to provide the SAPR Dashboard located on the GKO web site to assist TAGs, Assistant TAGs, Chiefs of Staff, JFHQ-State SARCs, JFHQ-State VACs, and Wing SARCs in identifying the health and effectiveness of their own SAPR program. The series of joint metrics and measurements were first implemented in 2013 and were developed along DoD SAPRO’s five LOEs as applicable to the NG through a collaborative effort with the Service Directorates. The ARNG SHARP and ANG SAPR PMs, in cooperation with the SAPR personnel within the states, use the following systems to help provide some of the data to address the metrics on the SAPR Dashboard:

- **Personnel Accreditation and Selection Screening Database** – Army system that tracks, and manages the background screenings for SARCs and VAs working in the “Positions of Significant Trust and Authority” in the JFHQ SARC positions.
- **Digital Training Management System** – ARNG system that tracks and records required training of soldiers and leaders.
- **ARCNet** – ANG web-based tool used to monitor training, review leadership training sign-in rosters, planning, scheduling and tracking SAPR activities.
- **DoD Sexual Assault Incident Database** – Maintenance of information regarding sexual assaults involving persons covered by this part. DSAID will include information, if available, about the nature of the assault, the victim, services offered to the victim, the offender, and the disposition of the reports associated with the assault.
- **DoD Sexual Assault Advocate Certification Program** – Mandated by NDAA FY12, Section 584 required the DoD to establish a training and certification

program for SARCs and SAPR VAs. D-SAACP meets this requirement to standardize sexual assault response to victims and professionalize victim advocacy roles. The program consists of three prongs: a credentialing infrastructure for SARCs and SAPR VAs; a competencies framework; and the evaluation and oversight of SARC and SAPR VA training. The implementation of these three components enhances the quality of support victims receive and builds confidence in the Department's ability to respond to military sexual assault victims.

NG Compliance and Accountability Measures. The NGB-J1-SAPR office employed an officer in FY15 to serve as the single point of contact for monitoring the compliance and accountability measures for appropriate investigation referrals, case documentation, and reporting of case outcomes for all Unrestricted Reports of sexual assault within the States. This responsibility includes; validating referrals of all Unrestricted Reports of sexual assault to the appropriate investigation; confirming documentation of the referral in the DSAID; tracking the progress of case referrals through the investigation process; and confirming documentation of final disposition in DSAID prior to case closure.

DSAID Daily Quality Review. The NGB-J1-SAPR office monitors entries on DSAID on a daily basis for the purpose of identifying input which lacks data or are improperly annotated.

Staff Assistance Visits (SAVs). NGB-J1-SAPR office continues to offer the SAV program to assist state level SAPR programs improve the overall effectiveness of their program. SAVs are conducted by NGB-J1-SAPR office staff by invitation from state leadership. These visits are not viewed as inspections, compulsory, or punitive in nature. The purpose of the visit is to help identify and address areas which may need improvement and to help develop implementation plans to use best practices.

Sexual Assault Prevention and Advisory Council. Established in September 2008, the primary purpose of the SAPRAC is to promote and serve as a channel of communication among the stakeholders in the states, and between the NGB-J1-SAPR offices. The SAPRAC consists of two elements, the Regional and National SAPRAC. Regional members consist of all the SARCs and JFHQ-State VACs within each of the seven designated regions; while the National SAPRAC is composed of 21 elected members from the Regional SAPRACs and five designated members from NGB SAPR programs. The National SAPRAC conducts a monthly tele-conference to discuss and share both positive practices and challenges experienced during the course of executing their state and wing SAPR programs.

Case Management Group meetings. Each state conducts a monthly CMG meeting chaired by TAG or designated representative. The CMG provides executive oversight for the procedural guidance and feedback concerning the state's overall joint SAPR program and serves as the responsible group for oversight to ensure incidents were referred to the appropriate investigative or reporting authority to address any

allegation reports of retaliation by victims of sexual assault.

Studies and Surveys. Members of the NG participate in studies and surveys such as the 2014 RAND Military Workplace Study (RMWS), FY15 DMDC Workplace and Gender Relations Survey Reserve Component (WGRR), and the Defense Equal Opportunity Management Institute Equal Opportunity Climate Survey (DEOCS).

- **2014 RMWS.** An independent assessment of the rates of sexual assault, sexual harassment, and gender discrimination in the military focused primarily on the AC, but included a small sample of RC members.
- **WGRR.** Members of the ARNG and ANG were invited to participate in the WGRR survey conducted during 2015. Weekly response progress reports were provided to NGB Senior Leaders and TAGs to encourage support and participation in the survey.
- **DEOCS.** New NG commanders are required to conduct this survey within 120 days after assuming command of their units to assess the climate and identify damaging attitudes and behaviors. This tool is used to help determine the specific needs of the units and assisted the commanders in developing the strategies to address those needs. Assessment and analysis reports are sent monthly to NGB-J1-SAPR leadership. Those reports are then shared with NGB leadership.

ARMY SHARP Government Accountability Office (GAO) Audit. The GAO began an assessment of the ARNG and Army Reserve SHARP program in September 2015. Assessment results will be available in FY16.

After Action Reports. Commanders and SARCs play a role in evaluating their SAPR program by developing after action reports on SAPR training events and other SAPR program activities developed to raise awareness and interaction.

5.2 Describe your oversight activities that assess the SAPR program effectiveness. Include frequency, methods/metrics used, findings and recommendations, corrective action taken (e.g., program management review and Inspector General compliance inspections), and other activities.

GKO SAPR Dashboard. One of the primary oversight systems used is the GKO SAPR Dashboard. Using the information generated at the state level and submitted to NGB-J1-SAPR office as discussed in 5.1, the GKO SAPR Dashboard is updated quarterly and used to help identify areas of improvement and those areas which may need additional focus or assistance from the NGB-J1-SAPR office or PMs to help. The NGB-J1-SAPR Office and ARNG and ANG PMs review each individual state or dashboard.

For each of the individual metrics, red and green thresholds are identified along with

the actual data itself and a point scale. This information supports the graphic which serves as a quick indicator on the status of that particular metric.

LOE 1 – Prevention. Tracks the following data:

- Percentage of NG members trained.
 - Annual unit level SHARP and SAPR training for ARNG and ANG respectively.
- Percentage of NG leaders trained (commanders and supervisors).
 - ARNG annual leadership training is entered into DTMS, while ANG Wings provide training data to the ANG SAPR PM through GKO website submission.

LOE 2 – Investigation. Tracks the number of investigators who completed the Sexual Assault Special Criminal Investigators training.

- The following data points are tracked by NGB-JA/OCI, but not included on the state dashboard:
 - Number of investigators on orders with OCI to conduct sexual assault investigations.
 - Number of OCI investigations conducted.
 - Number of cases vetted by OCI for investigation.
 - Timeline for investigations to be initiated.
 - Timeline for investigative report to be sent to the requesting state following collection of all evidence.

LOE 3 – Accountability. Tracks the following data based on SARCs' entry in DSAID, whether a referral to an investigative agency was or was not made for an unrestricted report:

- Percentage of unrestricted cases investigated.
 - Referral to investigative agency entered in DSAID by the SARC.
- Percentage of unrestricted cases NOT investigated.
 - No referral to investigative agency entered in DSAID by SARC.

LOE 4 – Advocacy. Tracks the following data:

- Percentage of certified JFHQ-State SARCs and SAPR VAs.
- Percentage of certified Wing SARCs and SAPR VAs.
- Percentage of certified ARNG SARC/SHARP Specialists.

LOE 5 – Assessment. Tracks the following data:

- Number of D-SAACP certified JFHQ-State SARCs with DSAID access.
- Percentage of D-SAACP certified Wing SARCs with DSAID access.
- Number of D-SAACP certified JFHQ-State SAPR VAs .
- Percentage of unrestricted cases entered correctly in DSAID with all available elements completed.
- Number of JFHQ-State monthly CMGs conducted.
 - CMG agenda and minutes are prepared in the proper format and

uploaded into GKO portal by the 15th of each month.

- Majority of states conduct joint CMG meetings at the state JFHQ.
- Tracking discussion of retaliation allegations at each CMG for DoD data
 - First data snapshot showed 13 perceived retaliation allegations discussed.
 - Command actions were taken in three cases; two cases were referred to the IG; seven were pending action; and, one was referred to CID because it was 10 years old.

SAVs. The objective behind an SAV is twofold: Assist the state to improve its SAPR program's compliance with DoD, Service, and CNGB policies and guidelines to improve its ability to prevent sexual assault, make sure allegations are investigated properly, hold offenders appropriately accountable, provide access to available recovery oriented resources to the victim, and assess the effectiveness of their state SAPR program; and Improve the relationship between the NGB SAPR staff and the state leadership and its SAPR staff with the ultimate goal of providing the Soldiers and Airmen with a safe environment, free from sexual assault. The Service Directorate PMs are invited to participate in as many SAVs as possible.

The following criteria are used to help identify SAPR programs who would benefit from a SAV:

- **SAPR Personnel Vacancy.**
 - Any state with a JFHQ-State SARC position vacant more than two months.
 - Adverse SAPR incidents involving the JFHQ-State SARC or key SAPR personnel.
 - Any state not meeting the minimum requirements for SARC or VA appointments for more than three months.
- **SAPR Metrics Targets.**
 - States that are red in seven or more NGB-J1-SAPR Dashboard measurements will be assessed for a SAV. The minimum activity will consist of the SAV pre-site protocol.
 - States that are scoring below expectations on two or more of the DoD SAPR metrics will initiate SAV pre-site protocol.
- **Program Manager Initiated.** The Service Directorate's PM may request the assistance of NGB-J1-SAPR to conduct an SAV of a state or command. The PM making the request must identify the areas of distress or dysfunction that have been identified and expectations for the visit.
- **State Requests.**
 - Any TAG may request an SAV from NGB-J1-SAPR. The length of the visit is determined by the issues identified.
 - The JFHQ-State SARC may request support from the NGB-J1-SAPR,

but cannot initiate a SAV request. The state leadership must be aware of, and in full support of, the onsite activities of the SAV team.

- Wing SARCs should work through the ANG SAPR PM in order to request an SAV for the Wing. The PM will work with the SARC and the Wing leadership before initiating a request to NGB-J1-SAPR. Wing leadership must be in full support of the SAV.

NG Compliance and Accountability Measures. The Compliance and Accountability Officer within the NGB-J1-SAPR office plans, develops, organizes, implements, and directs the activities of the Accountability LOE for the NG SAPR Program. In addition to the validating efforts identified in 5.1, the measures taken demonstrate compliance with the NDAA and DoD SAPR program instructions. To obtain the data, frequent contact is made with appropriate state and NGB agents for visibility of case progress throughout the investigation process until final disposition, and case closure. The information gathered produces measurable results to inform CNGB, VCNGB, DARNG, DANG, and TAGs on progress in achieving accountability data for all Unrestricted Reports of sexual assault. Under this program, surveillance is continuously maintained to establish any emergent high-risk trends for accountability lapses (unintentional or negligence), and provide early warning to NGB leadership.

Sexual Assault Prevention and Response Advisory Council. During their monthly meetings, the members of the SAPRAC offer a tremendous amount of insight into the how well the SAPR programs are able to comply with DoD, Service and CNGB policies and procedures. The Regional SAPRAC monthly meetings are primarily used to identify topics for discussion and provide suggestions for real-time resolutions for inhibitors to the effective delivery and execution of the NG SAPR program, and to share promising practices, gather and disseminate information, and provide program recommendations to NGB SAPR offices. The National SAPRAC monthly meeting agenda is based on the information gleaned from the regional meetings. This forum is to assist in developing possible resolutions for issues raised at the regional level, as well as elevating concerns or unresolved issues to the NGB SAPR offices. This forum is designed to help serve as a channel of communication among all stakeholders, with the goal to help eradicate sexual assault with the Guard and to provide a safe, dignified place in which to work.

ARNG Oversight Activities. In addition to the activities identified in 5.1, the NGB-ARNG SHARP program:

- Conducts a monthly teleconference with required attendance by all 54 JFHQ-State SARCs.
- Conducts 100% monthly call audits to all JFHQ-State SARCs. Results are reported to HQDA no later than the 15th of every month.
- Provides the data as requested to populate the quarterly GKO SAPR

Dashboard.

- Provides a bi-weekly report to the DARNG, which includes the number of sexual assault cases reported to the ARNG, summary of types of sexual assaults being reported, latency report between incident and reporting date of the sexual assault.
- Provides a monthly state-of-the-state briefing for the DARNG to discuss all ARNG issues within a state.
- In FY15, the DARNG hosted four quarterly Community Health Promotion Council meetings via video with the 54 states (approximately 10-13 states per meeting). The CHPC provided an opportunity to discuss initiatives, best practices, higher headquarters assistance request and the state commanders concerns with the R2C components, to include SHARP. Some commanders shared their SHARP training and initiatives with other states; however, in compliance with the DoD guidance of official need to know rule, details on sexual assault reports were not discussed. Each state's TAG or ARNG senior commander chairs the council on a quarterly basis.

ANG Oversight Activities. In addition to the activities identified in 5.1, the ANG SAPR program:

- Brief commanders twice a month (a week before and week after drill) on the metrics established for the GKO SAPR Dashboard from the ANG SAPR database.
- Complete checklists, such as the MICT checklist, which are frequently reviewed, monitored and updated as required, as well as inspected annually by the inspection team and during the capstone Unit Effectiveness Inspection.
- Conduct unit climate assessments, and Air Force Inspection Systems inspections semi-annually.

5.3 Describe your efforts to employ comparative civilian research in metrics reporting in support of commanders.

Exploring comparative civilian research in metrics reporting is very applicable to the NG as a community based organization. One of the hallmarks of Guard units is that they are representative of the community in which they reside. The NGB SAPR program offices and SARCs within the states routinely review sexual assault related statistics at the national, state, and local levels.

Statistics from some of the following organizations are used to provide a comparison

with those extrapolated from NG data: RAINN, National Sexual Assault Violence Resource Center, National Alliance to End Sexual Violence and the National Organization of Victim Advocacy. The information gleaned from these organizations, as well as many others, may include demographic data, analyses of various training and awareness venues, and reviews of strategic initiatives to prevent sexual assault, reduce high-risk behaviors, and other studies.

This information is used to brief commanders at all levels, identify possible trends, develop new strategies or initiatives, and raise an overall awareness of the similarities and differences encountered between the military and civilian communities as it relates to sexual assault. In addition to being provided to commanders, this information is also discussed during monthly CMG meetings, ANG CAIB, and at the SAPRAC meetings.

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

The first level of effort to ensure integrity of data collected in DSAID is by restricting its access. Within the states, only full time, properly certified JFHQ-State SARCS and VACs are granted access to enter data on ARNG reports of sexual assault and only properly certified Wing SARCS are granted access to enter data on ANG reports of sexual assault. The ARNG and ANG program managers execute oversight of the certification process. To request DSAID access, the SARCS and VACs must first successfully complete all requirements to obtain and maintain D-SAACP certification. After which, the applicant must complete the on-line training, gain Personally Identifiable Information and Information Assurance certification, and meet all background screening requirements prior to requesting access to DSAID. Once these requirements are met, the applicant may request access to DSAID through the DSAID system manager located within the NGB-J1-SAPR office. The DSAID system manager provides oversight for the NG use of the database and approves requests for DSAID access.

Case entries from the field are closely monitored for accuracy, completeness, and data entry timeliness by the ARNG and ANG program managers. Issues regarding DSAID entries are coordinated with the entering SARC or JFHQ-State VAC for correction. In addition to the Service directorate program managers, the NGB-J1-SAPR office DSAID system manager also exercises quality control oversight and monitors NG DSAID input on a daily basis. As necessary, coordination is made with the ARNG and ANG program managers to address inconsistencies or inaccuracies identified in the database.

Although most case entries into the NG DSAID are made for non-federalized Guard members, in the event a sexual assault occurs while the Guard member is on T10 status, but is not reported until the victim is back on T32 status, the SARC still enters the case into DSAID. In these cases, the ARNG and ANG program managers keep HQDA and HAF informed, refer all unrestricted cases to the appropriate MCIO, and

work closely with the Services to ensure the case is appropriately and accurately tracked.

5.5 Provide a summary of your research and data collection activities conducted in FY15. Include documentation in the appendix.

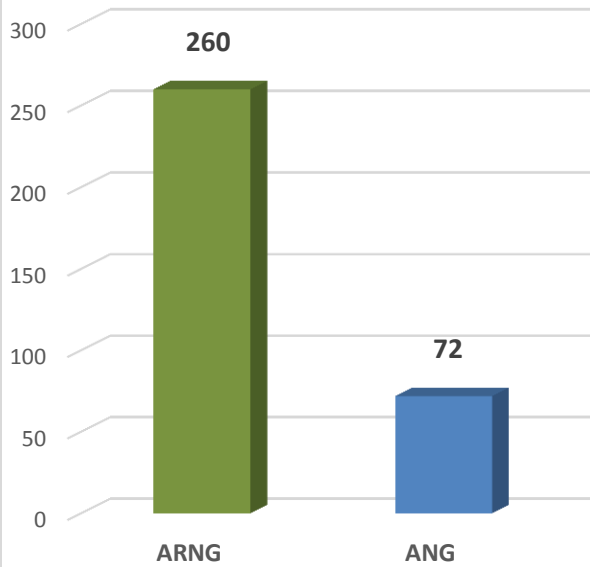
The primary data collected for use as metrics to help assess the NG SAPR program effectiveness are those captured and reported in the NG quarterly SAPR report on the GKO SAPR Dashboard.

Other data collection is based on DSAID case entries. To help in identifying trends, patterns, or special areas of concern, the following sexual assault victim demographic charts are updated periodically and provided to NG leadership.

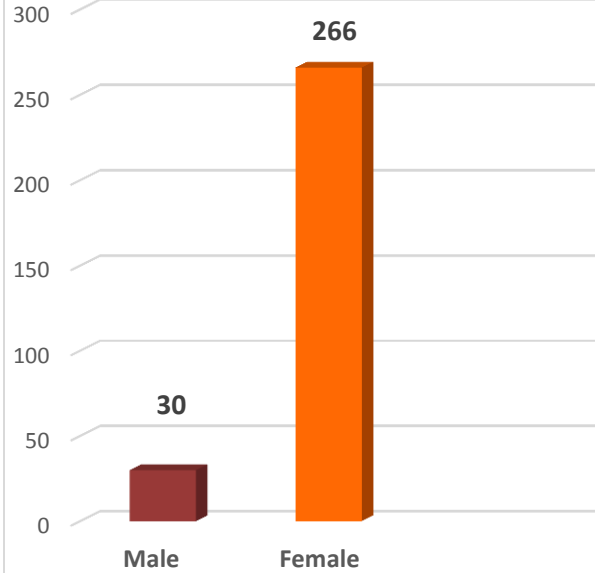
NG Sexual Assault Victim Demographics. The charts that follow depict the following demographics of the victims of sexual assault reported to the NG leadership in FY15:

- Sexual Assault Reports by Service.
- Sexual Assault Reports by Victim Gender.
- Victim Age at Time of Incident.
- Victim's Race.
- Victim Rank by Service at Time of Incident.
- Duty Status by Service at Time of Incident.
- Latency of Report by Service.
- Report Type by Service.

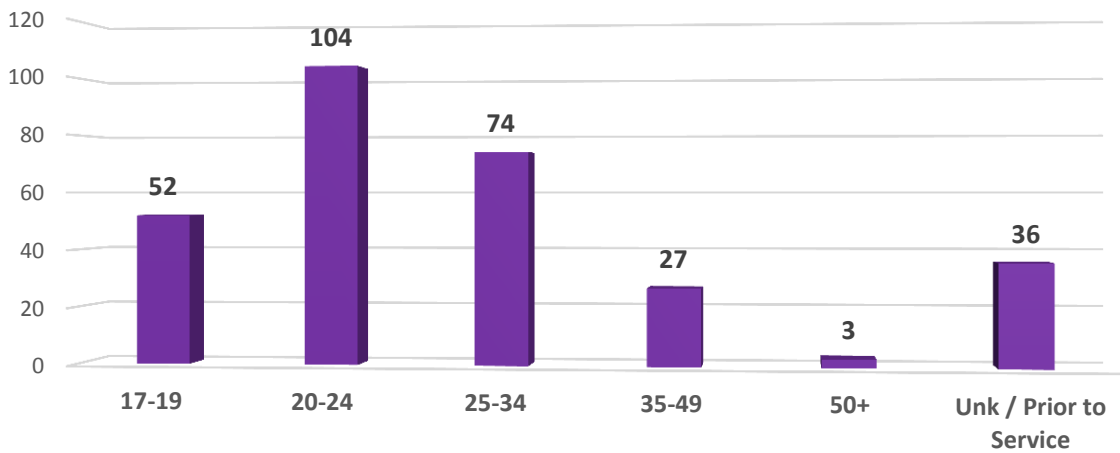
Sexual Assault Reports by Service in FY15 (332 cases)



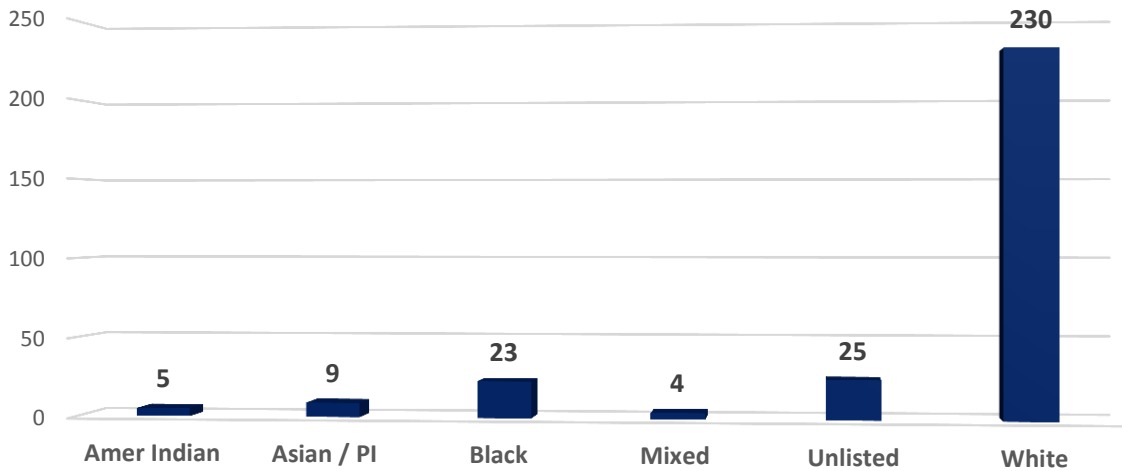
Sexual Assault by Victim Gender in FY15 (296 military members)



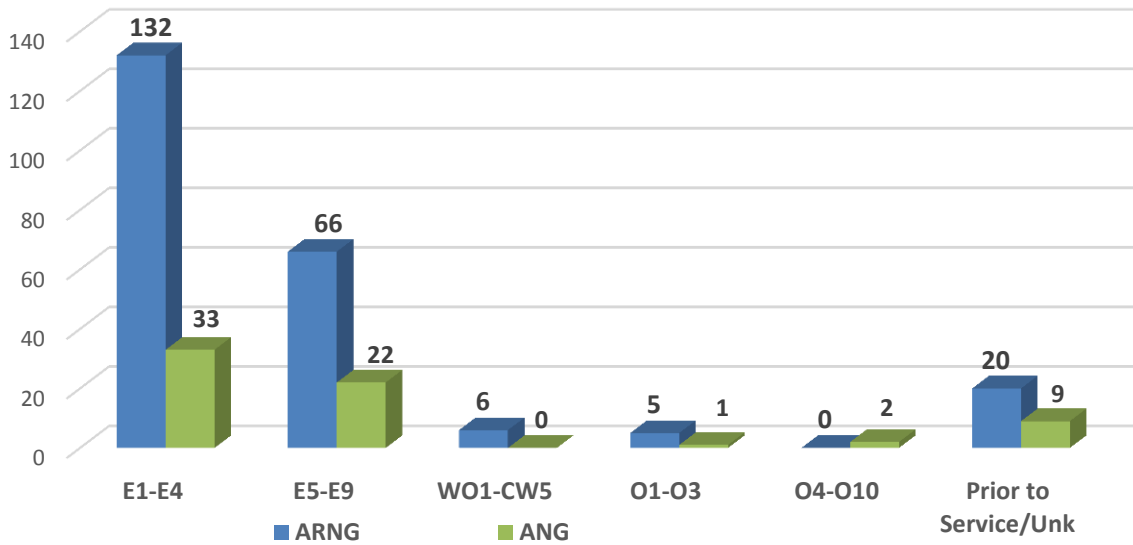
Age at the Time of the Incident for Reports in FY15 (296 Military Members)



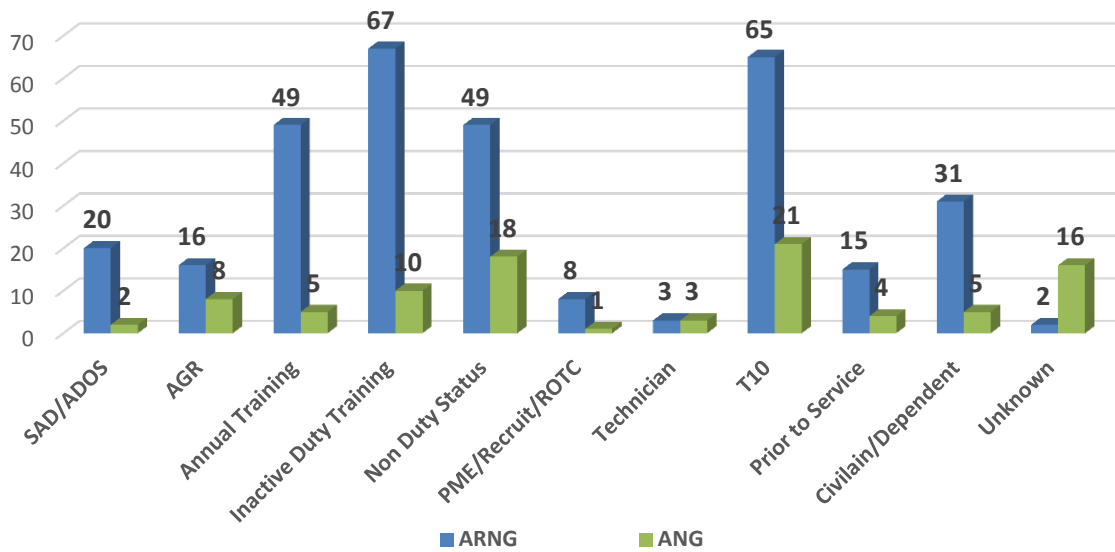
**Reports of Sexual Assault by Race in FY15
(296 Military Members)**



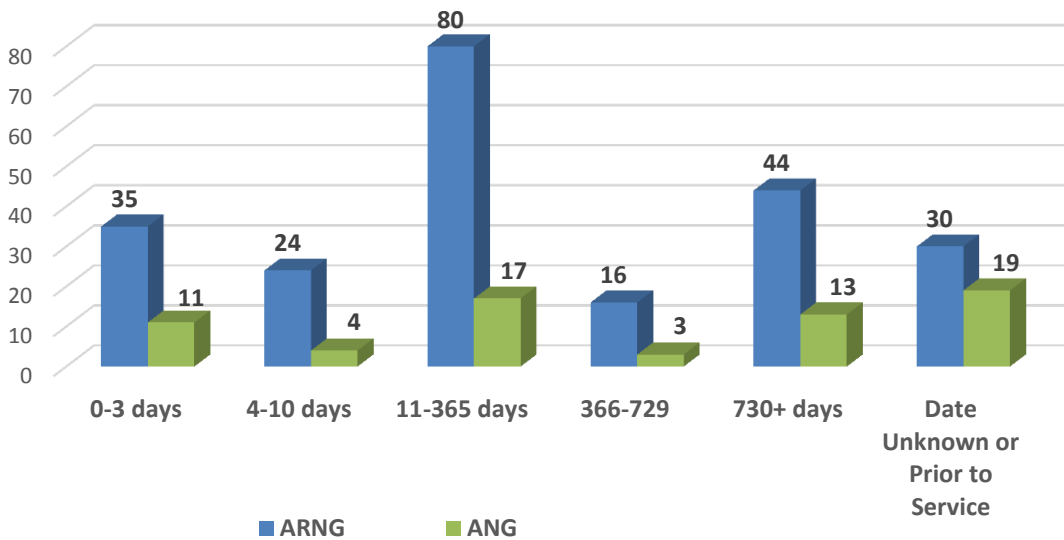
**Victim Rank at Time of Incident by Service in FY15
(296 Military Members)**

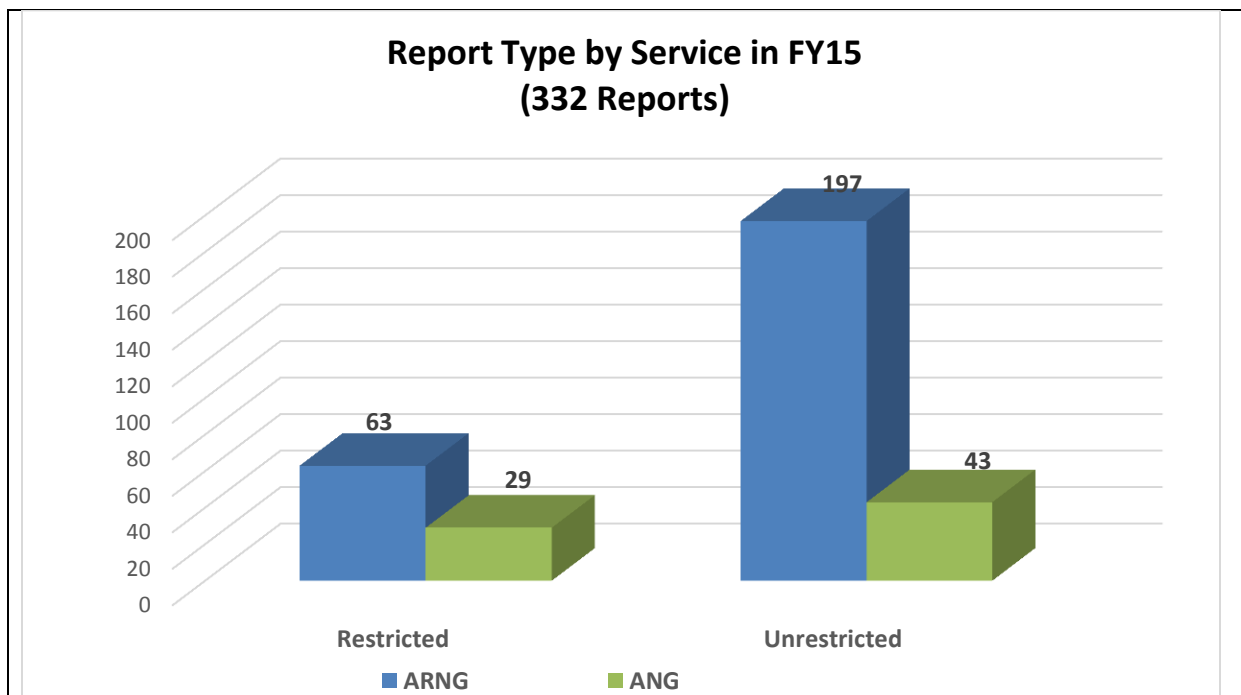


**Duty Status by Service at Time of Incident in FY15
(418 Total Reports)**



**Latency of Report by Service in FY15
(296 Military Members)**





5.6 Describe your efforts to explore the feasibility of a SARC Military Occupational Specialty (MOS) / Additional Skill Identifier (ASI) or restructuring of military table of organization.

N/A - Personnel actions of this nature are Service specific and not applicable or feasible within the NG. Members of the ARNG and ANG follow their Service's MOS/AFSC guidance. The PMs take the appropriate measures to ensure their SAPR personnel within their program, who meet the requirements, are awarded the ASI, Skill Identifier, or Special Experience Identifier, as appropriate.

5.7 Describe your plans for FY16 that pertain to synchronizing and standardizing the SAPR program across the Joint Force (from Joint/Service basing to forward stationed and deployed units worldwide).

The basis for the established NG SAPR program policy, procedures, training, and strategy is directly related to the DoD guiding publications and requirements. As a joint service organization, the NG SAPR program inherently provides cross-service joint response capabilities within the states. Operating primarily under the control of the governor and state jurisdiction, the state Adjutants General SAPR program encompasses all the SAPR related policies, procedures, strategies, and programs that effect all non-federalized NG members within the state. Each state SAPR program is executed in compliance with state policy and guidelines, as well as DoD, Service, and CNGB policies and directives, as applicable to non-federalized NG.

Playing an important role in accomplishing this objective is the impending publication

of the CNGB Instruction, which will provide CNGB policy and responsibilities for the SAPR program as a joint cross-service capability, and the anticipated publication of the CNGB Manual, which will define the basic NG SAPR program procedures for joint response capabilities.

Within several states, some NG JFHQs or units operate on a Joint/Service base. Examples include Hanscom Air Force Base in Massachusetts, Buckley Air Force Base in Colorado, and McGuire AFB/Fort Dix in New Jersey. In these instances, the NG SAPR personnel have worked to create or enhance the existing working relationship with the other SAPR personnel located on the base. As a result, the response to sexual assault victims was standardized, which improved the management and facilitated the coordination of care process for at-risk Guard members.

5.8 Describe your efforts to develop and implement a survey, or leverage existing military training surveys, that will provide more comprehensive and detailed information to decision makers about sexual assault and other sexual misconduct that occurs during initial military training, including basic and subsequent career-specific military training.

The NG has not developed, implemented or leveraged any surveys that would provide information about sexual assault and other sexual misconduct that occurs during initial military training. The training identified, basic and subsequent career-specific military training, is a Service-specific requirement.

However, in the interest of newly enlisted NG members about to enter these training venues, the NGB-J1-SAPR office will engage with the ARNG and ANG program managers to explore the development of a survey for new recruits upon completion of their basic training program and career-specific military training.

5.9 Describe progress in sustaining the Council on Recruit Basic Training (CORBT). Include how your Service is collaborating with other Services and sharing lessons learned for better prevention, investigation, and response to sexual assault and misconduct during initial military training and subsequent career-specific training. Identify your Service's key stakeholders who are participating in the forum.

N/A – As the NG does not conduct recruit basic training, the NG does not participant in the Council on Recruit Basic Training.

5.10 Describe your progress in assessing healthcare provider training effectiveness. Include actions taken to implement training enhancements.

Although NG healthcare providers receive basic SAPR related training, as non-federalized Guard members, they do not possess the privileges to conduct SAPR healthcare procedures or play an integral role in the care of sexual assault victims.

Most healthcare for sexual assault victims is referred to civilian medical and mental health resources.

5.11 Describe your future plans for effectively standardizing, measuring, analyzing, assessing, and reporting program progress.

The NG will continue to develop, revise, and publish CNGB instructions, manuals, strategies, and initiatives based on DoD directives, instructions and strategic plans; applicable Service initiatives as applicable to the NG SAPR joint service program for non-federalized Guard members, and other SAPR professional organizations strategies and efforts.

The SAPR GOAC, newly established in FY15, will play a greater role in establishing a synergy of efforts and actions between the NGB, NG of the states, and DoD SAPRO. It will also assist in communicating the CNGB's NG SAPR message to all NG levels, the American public and the program's stakeholders. The SAPR GOAC will meet at least once a quarter, or as requested by the council chair.

NGB-J1-SAPR Office will continue to review the existing metrics as established for the NG SAPR Dashboard and will modify and augment as needed to capture information on new initiatives or programs.

The SAPRAC will also continue to play an extremely important role in providing information on the status of the state programs within the regions. This information provides a quick monitor on the health of the state programs and identifies current trends, both positive and negative. It is also the perfect venue to share ideas for best practices and challenges of their programs. This exchange of information between the regions that is shared with the ARNG and ANG PMs and the NGB-J1-SAPR Office representative is critical in see a snapshot of the health of the SAPR programs.

6. Overarching Tenet: Communication and Policy

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

At the NGB level, there are a number of methods used to disseminate information about the NG SAPR program. Several web sites are used to offer resources pertaining to the NG SAPR program. For example, all NGB SAPR related publications are available on a general public web site. Other websites used to help disseminate information include:

NG Joint Services Support. <https://www.jointservicesupport.org/default.aspx>. The NGB's Joint Services Support web site, designed for Service and family members, serves as a gateway to resources, support and assistance in a number of programs to include diversity, psychological health, yellow ribbon integration, EO,

joining community services, transition assistance, family programs and sexual assault prevention and response. Although Service family members may generate a user name and password, much of the information is readily available to anyone who accesses the site. This information includes contact information for SARCs located with all states. This website also provides information for the sexual assault victim on what steps to follow. It provides the DoD Safe Helpline toll free telephone number. It offers a section on frequently asked questions. The site also offers links to additional resources and organizations which can help provide additional information in the following categories:

- Military Resources.
- National Helplines and hotlines.
- Sexual assault organizations.
- Domestic Violence organizations.
- Law enforcement organizations.
- Legal action and prosecution.
- Government offices.
- Policies and regulations.
- Research, tools and articles
- Training and consulting

NG SAPR Program.

<http://www.nationalguard.mil/Leadership/JointStaff/J1/SAPR.aspx>

NGB also has a separate SAPR web site operated by the public affairs office. It also includes the Safe Helpline toll free telephone number, a list of policy documents and external links to resources pertaining to sexual assault. Information on the ARNG SHARP program is also available on the ARNG G1 Personnel Gateway. This site also provides access to the Safe Helpline and links to outside resources.

GKO secure website. <https://gkoportal.ng.mil/joint/J1/SAPR/Pages/Home.aspx> and <https://gkoportal.ng.mil/arng/G1/D01/B5/SitePages/Home.aspx>.

This website offers information on the NG SAPR program, as well as the ARNG SHARP program.

Each state uses a variety of methods to distribute, post or otherwise disseminate sexual assault information. Some of the more common methods used by virtually all JFHQs-State, Wings and units include:

- Maintaining a SAPR program information page on the post, base or unit website.
- Posting contact information on the unit or public bulletin board.
- Placing posters in prominent areas within the workplace.
- Using various social media venues to distribute SAPR related messaging.
- Information booths at various different venues to include SAAPM, community day, etc. where business cards and giveaways and other promotional items are made available which provide the Safe Helpline

- number or similar resource information.
- Commander briefs during family day or other sponsored event.
- Brochures, hand-outs, newsletters, and other media are made available.
- JFHQ-State or unit SAPR Facebook pages.

6.2 Provide updates on your development and implementation of new certification standards for sexual assault forensic examiners.

N/A – the NG does not utilize military sexual assault forensic examiners when in a non-federalized status. When activated, any examiners would meet their Service requirements for certification standards.

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

- **Expedited transfers**
- **Sexual Assault Incident Report Oversight (SAIRO) Report**
- **Safety Assessments**
- **High-Risk Response Teams**

The NGB-J1-SAPR office continually reviews and analyzes all changes to policy, procedures, directives, or strategies published by DoD as it relates to SAPR. All changes which apply to non-federalized Guard members are incorporated into existing CNGB publications as a change or developed into a new publication.

Recently updated or issued publications include the following:

- CNGB Instruction 1303.01A, 06 August 2014, “*Expedited Transfer, Reassignment, or Removal of National Guard Members Due to an Unrestricted Report of Sexual Assault.*”
- CNGB Notice 1304, 17 July 2015, “*National Guard Implementation of Sexual Assault Incident Response Oversight (SAIRO) Report.*”

Presently the CNGB Instruction establishing SAPR program policy is undergoing final review and is anticipated for publication within the 2015 calendar year. This publication includes policy governing safety assessments and high-risk response teams.

Currently under development is the CNGB Manual on SAPR procedures. This manual will include additional guidance to TAGs on the implementation of safety assessments and high-risk response teams.

6.4 Describe your methods for effectively factoring accountability metrics into commander performance assessments.

The NG GKO SAPR Dashboard offers information relevant to the status of the SAPR

program within each state. This information is provided to TAGs for their action.

ARNG and ANG follow their Service-specific regulations, guidance and directives as it pertains to performance assessments.

DEOCS results go to the next higher command level to provide awareness to state leaders on the climate within units to assist in assessments.

6.5 Describe your policies for ensuring sexual assault prevention and response performance assessment extends below unit commanders to include subordinate leaders.

ARNG and ANG follow their Service-specific regulations, guidance and directives as it pertains to performance assessments.

7. Secretary of Defense Initiatives

7.1 Develop Collaborative Forum for Sexual Assault Prevention Methods: Provide an update on your 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, NGB advocacy organizations, and educational institutions.

Information on promising practices and lessons learned gathered by the NGB SAPR staff through meetings, forums, conferences, training, and other venues is disseminated to the field through the ARNG and ANG PMs. These messages are also shared by NGB SAPR staff when asked to provide briefings or training at venues or to participate in countless activities where an exchange of information with SAPR personnel from various organizations and agencies is encouraged. NGB-J1-SAPR office also provides a host of information on the GKO SAPR website and at the annual SARC Refresher Course, which often includes presentations by SAPR professional from outside the Guard.

The forum used by the state level SAPR personnel to share information, discuss new practices or ideas, address areas of concern is the SAPRAC. Using the two levels of the SAPRAC, regional and national, NG SARCs are able to gather and share information across the entire NG SAPR community in the states. Also participating in the SAPRAC meetings at the National level are the ARNG and ANG PMs and NGB SAPR representatives.

An initiative implemented by the ARNG in FY15 was the CHPC quarterly video meetings hosted by the DARNG within the states. Approximately 10 to 13 states participated each meeting. This platform complies with the implementation of R2C held by the Vice Chief of Staff of the Army. The CHPC provided an opportunity to discuss initiatives, best practices, higher headquarters assistance request and the state commanders concerns with the R2C components, which include the SHARP program. Some commanders shared their SHARP training and initiatives with the

other states; however, details on sexual assault reports were not discussed in order to keep the confidentiality of the victim. Additionally, each TAG chairs the state CHPC council on a quarterly basis.

Additionally, both the ARNG SHARP and ANG SAPR program offices continue to conduct monthly teleconferences with their SARCS in the field to update them on new initiatives, instructions and procedures, as well as, best practices and lessons learned.

7.2 Improving Response and Victim Treatment: Provide an update on 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.

Efforts within the NG to improve response and victim treatment include the following:

- **Increased retaliation monitoring.** NGB-J1-SAPR revised the CMG agenda to include capturing potential incidents of retaliation toward the victim, attending SAPR personnel, or bystanders. NGB-J1-SAPR monitors the monthly posting of their CMG agenda and meeting minutes and reviews the reports to identify any discussion on retaliation.
- **Increased accountability awareness.** The increased focus on compliance and accountability.
- **Developed specific SAAPM messaging.** NGB-J1-SAPR office developed and disseminated seven scripts to assist the states in developing videos or other.
- **Service-specific directives.** ARNG and ANG execute the specific directives set by HQDA and HAF and implement program initiatives designed to improve the response to the victim and victim treatment.
- The ARNG continued to train to de-stigmatize reporting, so victims felt comfortable in reaching out to their battle buddy for help and that battle buddies provided support.

7.3 Improving Victim Legal Support: Provide an update on the special victim's advocacy program that affords legal advice and representation for victims of sexual assault. Include your Service's metrics for measuring the success of the program, as well as efforts made to collaborate and share best practices with other Services.

The NGB-JA/SVC program has experienced a tremendous increase in use since its inception. This increase is, in part, due to an improvement in the notification process

used to inform sexual assault victims of the SVC services available. During the initial meeting with the sexual assault victim, the SARC or SAPR VA discussed the services available and provides him or her at that time to request. The services currently available from the NG SVC program includes the following:

- Legal representation and advocacy on issues related to the criminal or administrative disposition of the sexual assault (e.g., attending interviews with military investigators and military trial/defense counsels, drafting victim impact statement, etc.).
- Referral to Trial Defense Service or Area Defense Counsel for collateral misconduct, if necessary.
- Advice to client on personal civil legal affairs that have a direct nexus to the sexual assault.
- Assisting client in filing an expedited transfer request, military/civilian protection order and obtaining records related to the sexual assault investigation or case disposition.
- Traditional legal assistance services.

The SVC program is divided into eight regions across the states, each with its own primary point of contact. The scope of an SVC's representation is bound by state, federal, and Service ethical rules and professional responsibilities, and the CNGB Instruction. In accordance with the instruction, commanders at all levels must employ reasonable effort to ensure effective SVC legal representation and victim advocacy. This includes but is not limited to:

- Encouraging access to commanders, Judge Advocates, and key personnel involved in sexual assault prevention and response.
- Providing secure and safe locations for victim and client interviews.
- Addressing requests for expedited transfers and protective orders.
- Deterring coercion, reprisal, and retaliation against anyone reporting or cooperating with an investigation of sexual assault.

The NG participates in monthly program manager meetings with each of the Services to ensure continuity and shares its best practices with each service. The NG additionally compiles, assesses, and provides information on client feedback to, and across, the Services.

7.4 Enhance First Line Supervisor Skills and Knowledge: Describe your first line supervisor training for all junior officers, enlisted supervisors, and civilian

employees who supervise military members that advances a climate of dignity and respect and supports the prevention of potential retaliation associated with reporting. Address the frequency of the training; new policy updates in support of the training; and, how the curriculum emphasizes to first line supervisors the importance of engaging subordinates on sexual assault prevention and response; instructs them on recognizing the signs of possible acts of retaliation; and, provides an opportunity to practice leadership skills to promote a healthy command climate.

The unique structure of the NGB does not include the function for developing curriculum for first line supervisors of junior officers, or enlisted supervisors in the states. However, the NG developed training in 2008 for technician supervisors who require training on various subject areas before supervising dual and non-dual status technicians. The NG updated the block of training on SAPR in 2015 to enhance first-line supervisors' knowledge and understanding of how to assist victims of sexual assault and refer allegations of retaliation to the SARC and appropriate EO/EEO and IG authorities.

- Where applicable, TAGs, Wing and unit commanders revised all supervisory training to include a module on how to deter, recognize, respond to, and resolve retaliation and other maltreatment of members who report a sexual assault.
- NGB SAPR office developed a standard presentation and message for NGB Senior Enlisted Advisor, Command Sergeant Major of the ARNG, and Command Chief of the ANG to address and engage non-commissioned and junior commissioned supervisors on this issue in frequently held forums.
- NGB-J1-SAPR office and the Technician Personnel Division reviewed and updated the SAPR module in the NGB Technician Personnel Management Course for supervisors of military technicians. Training focuses on understanding the SAPR program resources and reporting options, referring allegations of retaliation, and dispelling myths about sexual assault.
- Through social media, the NGB-PAO, NGB-J1-SAPR office, and ARNG SHARP and ANG SAPR offices increased supervisory awareness of their roles in recognizing the signs and preventing possible acts of retaliation associated with reporting a sexual assault.

The ARNG and ANG followed the training implementation plan developed by the HQDA and HAF and participated, as requested, in their Service curriculum-development process.

- The ARNG's CSM supported the SMA's new campaign, "Not in my Squad," to empower Non-Commissioned Officers and first line supervisors to fight sexual harassment and sexual assault in their ranks. "Not in my Squad" is

a bottom-up approach meant to reinforce a climate of dignity and respect founded on good order and discipline. This campaign also emphasizes the ethical commitment each member of the Total Army Family must adopt to ensure every Soldier, Department of the Army Civilian, and their family members are treated with dignity and respect. In June 2015, four ARNG NCO's attended the SMA's "Not in my Squad" event arranged by the ARNG CSM. During the event, participants discussed solutions and recommendations on sexual harassment and assault for NCOs and first-line supervisors to assist Soldiers in their ranks.

- As a matter of routine, ARNG SARC's forward updates and best practice suggestions to ARNG SHARP Office, which are distributed via email and posted on the ARNG SHARP GKO webpage. Many of the states also have the capability to post best-practices to their webpage. The ARNG SHARP office schedules a monthly teleconference with the states.
- Many Wings provided their own training for their commanders and supervisors to ensure they were properly informed. Wing SARC's published SAPR flyers, handouts, and numerous forms of information and marketing materials throughout the year. Monthly meetings with all commanders present was another avenue used to discuss SAPR related topics and highlight trends.

7.5 Engage Command to Prevent Retaliation: Describe your policies and procedures requiring installation commanders who serve as the Sexual Assault Prevention and Response Case Management Group Chairs to regularly assess, and refer for appropriate corrective action, all reports from a victim, witness, or first responder of retaliation, ostracism, maltreatment, or reprisal in conjunction with a report of sexual assault.

The JFHQ-State CMG monthly meetings and ANG Wings that hold separate CMG meetings served as the forum to assess all reports of retaliation, ostracism, maltreatment, or reprisal by a victim, witness, or first responder in conjunction with a report of sexual assault. To assist this process, NGB-J1-SAPR office modified the CNGB agenda checklist to stimulate discussion of reports of retaliatory incidents. It also provided the venue to discuss the appropriate actions to take throughout the process until the retaliatory incident is resolved. Items on the checklist included:

- Initial date the retaliatory allegation was introduced to the CMG.
- Name of the individual reporting the retaliatory allegation and his or her relationship to the report of sexual assault, such as "victim," "witness," or "first responder."
- Name of the offender and the type retaliation alleged, such as "social" or "professional."

- Date the retaliatory allegation is referred to concerned commander for appropriate action.
- Name and position of the person responsible for resolving the retaliatory allegation(s).
- Corrective actions taken to resolve the incidents of retaliation allegations and the results.
- Date resolved.

The JFHQ-State SARC posts a copy of the monthly JFHQ-State CMG agenda and minutes on the GKO secure website. SARCs of ANG Wings that host a CMG submit monthly meetings to each JFHQ-State SARC to post in his or her respective state folder on GKO. The NGB-J1-SAPR office audits the CMG minutes monthly to affirm efforts to prevent retaliation are addressed.

Senior leaders received direction and guidance through the Guard Senior Leadership Updates and Guard Senior Leadership Conferences to inform and broaden leaders' understanding of the problem. These forums facilitates discussion and interaction to gather recommended procedures for assessing and addressing corrective actions for reported incidents of professional or social retaliation.

Commanders integrated messaging as appropriate to affirm their intolerance for incidents of retaliation and other maltreatment behaviors toward individuals associated with a report of sexual assault. Messaging was also used to inform Guard members of the adverse impact that these behaviors have on organizational climate.

During the FY15 NGB SARC Annual Refresher training, all NG SARCs received a specific block of instruction on preventing, addressing, and reporting incidents of retaliation, coercion, ostracism, maltreatment, or reprisals to the CMG co-chair.

7.6 Provide Feedback to the Force: Describe your progress for providing the results of the POTUS Report to all Service members in an interactive manner.

Some of the initiatives undertaken to provide feedback to the force on the results of the POTUS Report to all Guard members are identified below.

- TAGs received a NG-recommended standardized outline to use when discussing the POTUS Report findings with all Guard members.
- TAGs, the DANG and DARNG were provided the report findings during a GSLC.
- The DARNG and DANG used a variety of methods to provide the report

findings to their commanders and senior non-commissioned officers (NCOs).

- Commanders and senior NCOs used available interactive methods, such as question-and-answer periods, discussion, exercises, and different public affairs tactics, to disseminate the report findings to all Guard members at the Wing and unit-level training assemblies.
- In collaboration with NGB-PAO, the NGB-J1-SAPR office developed a communication strategy to implement a timeline for releasing the report findings. Concurrently at the state level, SARC's joined forces with their state PAO to publicize comparable content.
- All Guard members were sent a copy of the report through email distribution.

7.7 Improve Organizational Culture to Address Sexual Harassment, Sexual Assault and Retaliation Associated with Reporting: Describe how your Service incorporated insights derived from the “2014 RAND Military Workplace Study” into prevention training for sexual harassment, sexual assault, and reporting-related retaliation.

The states' commanders conduct their Service's SHARP and SAPR training programs accordingly.

Additionally, the state's SARC's work in collaboration with the JFHQ-State and Wing Inspector General, as applicable, on complaints of reprisal. They also work with the state Equal Employment Manager or Office of EO on sexual harassment on how best to deliver messages to the commander, newcomers, leadership, key personnel and base or installation populace.