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MEASURING THE SCOPE OF SEXUAL ASSAULT IN THE MILITARY AND CIVILIAN COMPARISON

| Number | OPR | Task | USMC Status |
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| 2 | Military Departments & Services, SAPRO | Collecting and Comparing Data: Utilize results from the Workplace and Gender Relations Survey of Active Duty Members for its intended purpose | The Marine Corps uses the results of external surveys and focus groups that seek the input of Marine victims of sexual assault, including the Workplace and Gender Relations Survey. Direct victim feedback from this survey helps the Marine Corps focus its target outreach and risk reduction activities, as well as understand which programs are helpful and effective. The results from this survey also reveals areas that need to be improved upon and inform future development of SAPR policy and programs. |
| 3.A | Military Departments & Services, SAPRO, OGC | Collecting and Comparing Data: Direct the Service Secretaries to use a single, standardized methodology to calculate prosecution and conviction rates | Task assigned to DoD GC |
| 5 | Military Departments & Services, SAPRO | Collecting and Comparing Data: Enact legislation to require the Service Secretaries provide the number of "unfounded cases," as well as a synopsis of all other unrestricted reports of sexual assault with a known offender within the military's criminal jurisdiction | Task assigned to USD P&R |
| 10 | Military Departments & Services, SAPRO, DMDC, ODMEO | Independent Evaluation of WGRA Data and Designing Future Surveys: Be alert to the risk of survey fatigue, and DoD SAPRO and Defense Equal Opportunity Management Institute monitor and assess impact of increased survey requirements | The Marine Corps identified survey control and coordination as essential to ensure surveys minimize impact on Marine operational tempo. Manpower & Reserve Affairs implemented the Marine Corps Survey Program (MCO 5300.18). As a result, an additional survey review and approval process is required for all Headquarters Marine Corps (HQMC) studies and research efforts. This control is in place to help combat survey fatigue across all subject matter areas, not just sexual assault. However only studies or research initiated by HQMC require Marine Corps Survey Program review and approval. Installations and Extramural Research Performers, such as DMDC, are exempt from this review. Specific to SAPR, the largest contributors of survey fatigue |

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| | | | originate outside of HQMC. Significant survey efforts from outside entities may limit our ability to successfully conduct survey efforts to glean Marine Corps specific information for use in developing prevention and response initiatives. Increased external survey efforts will further limit our ability to conduct our own surveys and research. |
| 11 | Military Departments & Services | Service Secretaries provide sentencing data, categorized by offense type, particularly for all rape and sexual assault offenses under Article 120 of the UCMJ, forcible sodomy under Article 125 of the UCMJ, or attempts to commit those acts under Article 80 of the UCMJ, into a searchable DoD database, to: (1) conduct periodic assessments, (2) identify sentencing trends, or (3) address other relevant issues. Information should be posted to a website or publicly accessible forum. | This information is found in the Defense Sexual Assault Incident Database for cases falling under the Sexual Assault Prevention and Response program (SAPR). The service data collected and analysis of the data is found in the SAPR Annual Report to Congress. |
| 12 | Military Departments & Services | Services release sentencing outcomes in all cases on a monthly basis to increase transparency and confidence in the military justice system. | The Marine Corps releases this information monthly on the home page of the Marine Corps at http://www.hqmc.marines.mil/Portals/61/Docs/Courtsmartial1501-03.pdf |

ROLE OF THE COMMANDER IN SEXUAL ASSAULT PREVENTION, COMMANDER ACCOUNTABILITY, AND THE COMMANDER AS CONVENING AUTHORITY

| Number | OPR | Task | USMC Status |
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| 13 | Military Departments & Services, SAPRO | Sexual Assault Prevention: Direct DoD SAPRO and the Services to enhance their efforts to prevent and respond to male-on-male sexual assault | <ul style="list-style-type: none"> o <u>Training</u>. Headquarters Marine Corps Sexual Assault Prevention and Response is currently revising "Take A Stand" training for Non-Commissioned Officers (NCOs) and the Commander's Toolkit to introduce additional educational materials and small-group curricula focused on male victimization. o <u>Focus on First-Line Supervisors</u>. Two NCO Summits, which will emphasize the critical role that first-line supervisors have in maintaining good order and discipline, are tentatively scheduled for March and May of 2016. Proposed topics include learning how to talk to victims of sexual assault, to include male victims. o <u>Communications & Outreach</u>. HQMC SAPR's ongoing engagement campaign utilizes social media, print media, and fleet engagements as outreach to male victims. HQMC SAPR continues to develop ways to effectively communicate |

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| | | | <p>facts about male victimization and supportive services, such as public service announcements.</p> <ul style="list-style-type: none"> o <u>Research</u>. HQMC SAPR is initiating a research effort titled “Improving Reporting Rates of Male Victims of Sexual Assault” to explore the perceived barriers and facilitators of reporting. |
| 14 | Military Departments & Services, SAPRO | <p>Sexual Assault Prevention: Ensure commanders focus on effective prevention strategies. Commanders demonstrate leadership of DoD's prevention approach and its principles, and ensure members of their commands are effectively trained by qualified and motivated trainers</p> | <p>While the current order governing the Marine Corps SAPR Program (MCO 1752.5B) requires Commanders to post SAPR policy statements throughout their commands, the updated order (MCO 1752.5C) will provide standardized language that ensures that prevention; protection from retaliation; and advocacy are a main focus. In addition, the rewrite will direct that all Commanders and Commanding Generals establish SOPs that provide guidance on prevention, retaliation, response, training, and advocacy within their AOR. Commanders will implement the prevention strategies provided by HQMC SAPR and will ensure that these strategies are applied at all levels in the command. The updated order is scheduled to release in FY16.</p> <p>Furthermore, in FY15, HQMC SAPR began revamping its Commanders Toolkit, which will be renamed the SAPR Leadership Toolkit. The SAPR Leadership Toolkit will provide leaders at all levels with educational resources aimed at preventing sexual assault through engaged leadership and small group discussions. These materials will address a variety of topics related to sexual assault, including but not limited to healthy relationships, male victims of sexual assault, alcohol misuse, and hazing. Because leaders at all levels are intimately familiar with the climates of their units, they will be able to customize their prevention approaches by selecting the information and tools that are most applicable to and that will most resonate with their Marines.</p> |
| 15 | Military Departments & Services, SAPRO | <p>Sexual Assault Prevention: Direct appropriate DoD authorities to work with researchers to determine how best to implement promising, evidence-based alcohol mitigation strategies; DoD SAPRO to coordinate with the Services to evaluate promising programs</p> | <p>The pending revision of MCO 5300.17 (Substance Abuse Program), expected December 2016, will reflect a correlation between the use of alcohol and sexual assault. The revised order will require all Marines to receive behavioral health training annually, to include substance abuse prevention awareness education. The updated policy will also require each installation to conduct location-specific alcohol misuse prevention planning, which includes a comprehensive marketing plan to combat alcohol misuse.</p> <p>The Marine Corps continues to utilize an evidence-informed program called Marine Awareness and Prevention Integrated Training (MAPIT), which consists of tailored curricula for Entry Level Training, Continuing Education, and annual sustainment training at the unit level. Every Marine receives annual sustainment training,</p> |

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| | | | <p>referred to as Unit Marine Awareness and Prevention Integrated Training (UMAPIT), which raises awareness about common risk factors and warning signs associated with a range of behavioral issues, including substance misuse. It also identifies common protective factors and practices skill-building techniques that can protect against behavioral health issues. It teaches Marines about their responsibility to intervene as well as how to intervene and increases acceptance and practice of help seeking behaviors.</p> <p>The Marine Corps also utilizes the PRIME for Life (PFL) program, which is an early intervention, evidence-based education program. PFL provides Marines with the necessary skills to self-assess high-risk behaviors. PFL is interactive and relies on teaching processes derived from scientific research and best practices in the addiction field. Marine Corps program evaluations indicate PFL significantly alters attitudes, increases awareness of risk, increases abstinence, and reduces high-risk drinking. PFL is posted on the National Registry of Evidence-based Programs and Practices, a service of the Substance Abuse and Mental Health Services Administration. In FY15, 5,342 Marines participated in PFL.</p> |
| 16 | Military Departments & Services, SAPRO | Sexual Assault Prevention: Direct DoD SAPRO to evaluate development of risk-management programs directed toward populations with particular risk and protective factors that are associated with prior victimization | The Marine Corps is awaiting guidance from DOD SAPRO. |
| 18 | Military Departments & Services, SAPRO | Training the Force on Sexual Assault Prevention: Direct DoD SAPRO and the Services, respectively, to review bystander intervention programs to ensure they do not rely upon common misconceptions or | Peer-to-peer bystander intervention is the primary prevention strategy used by the Marine Corps to prevent sexual assaults, a message that is extended to every single Marine through annual training and reinforced through our communications strategy. The Marine Corps is committed to constantly improving the quality of its training efforts and continues to enhance and expand its SAPR training continuum, with tailored courses that are commensurate with the knowledge and duties of target Marine audiences. Released in July 2014, SAPR's newest annual training program for junior Marines (E1 to E3) was fully implemented in FY15 and emphasizes that Marines have an inherent duty to protect each other from the crime of sexual assault. In addition, in FY15, the Marine Corps initiated a revision |

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| | | overgeneralized perceptions | of “Take A Stand” bystander intervention training for NCOs to not only update the content but to enhance its effectiveness; for example, we are incorporating best practices in adult learning theory and instructional design into the revision, and HQMC SAPR is creating additional EDGs for small-group discussions that focus on developing leadership skills as they relate to SAPR. |
| 19 | Military Departments & Services, SAPRO, DOD IG, ODME0 | Training the Force on Sexual Assault Prevention: Direct DoD SAPRO to establish specific training and policies addressing retaliation toward peers who intervene and/or report | <p>Although formal policy regarding retaliation is still being established at the DOD level, the Marine Corps has drafted a fleet training plan to implement the policy once it is finalized. Retaliation information will be included in all curriculums, with the information provided tailored to the rank and responsibility of each Marine audience:</p> <ul style="list-style-type: none"> ○ Junior Marines will be educated on what constitutes retaliation as a whole and the different types of retaliation, as well as the avenues to report it. ○ NCOs and junior officers will be educated on definitions and prevention and response strategies from a first-line supervisor perspective. ○ SNCOs and field grade officers (and above) will be educated on definitions, how retaliation etc. impact the command overall, prevention and response. <p>In the interim, the Marine Corps has taken steps to ensure our Marines know what constitutes the current policies and definitions regarding retaliation, reprisal, ostracism, and maltreatment. Our goal is to openly communicate the anti-retaliatory policies already stated in SECNAV Instruction (SECNAVINST) 5370.7D, so that every Marine thoroughly understands what constitutes retaliation and what protections are available for those who report known violations of the UCMJ and other laws or regulations. In our SAPR Monthly Snapshot, we have featured several articles about retaliation, including metrics that define the issue, guidance as to where retaliation policy is located, and best practices to address retaliation. We also have pushed social media products on official Marine Corps pages that help illustrate what retaliation among peers may look like and that emphasize how retaliation is incompatible with Marine Corps values. Section 1.6 above details both of these communication initiatives, among other approaches to address retaliation.</p> <p>Our revised CMG procedures also ensure that the chain of command appropriately addresses incidents of retaliation. These procedures stipulate that any key stakeholder in attendance at the CMG, from Commanders to SARCs, must report any incident of retaliation experienced by a witness, or first responder in conjunction with a report of sexual assault. Section 1.6 outlines these new procedures.</p> |

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| | | | <p>Marines of all ranks are responsible for understanding what retaliation is and then taking steps to prevent it. In our service-wide campaign to address retaliation, we will continue to provide Marines with the tools needed to accomplish this task as the definitions and policies take shape.</p> |
| 20 | <p>Military Departments & Services, SAPRO, ODMEO</p> | <p>Training the Force on Sexual Assault Prevention: Continue to develop and implement training for all members of the military, including new recruits, with examples of male-on-male sexual assault, including hazing and sexual abuse by groups of men</p> | <p>The Marine Corps efforts to sustain an appropriate culture are being advanced in large part through the implementation of Corps-wide training programs that address not only sexual assault but other high-risk behaviors such as alcohol misuse, hazing, and sexual harassment. Reflecting on the Commander-centric approach to the SAPR Campaign Plan, all Marine Corps SAPR-related training initiatives are built around leadership engagement and emphasize the importance of peer-to-peer bystander intervention. For example, the below mentioned Marine Corps trainings center around bystander intervention:</p> <ul style="list-style-type: none"> ○ Delayed Entry Program (DEP): conducted before recruit training, a formal two-hour ethics package entitled “Whole of Character” was developed for enlistees awaiting travel to recruit training. Designed to introduce young men and women to the Marine Corps ethos, this training addresses the Marine Corps position on sexual assault, hazing, harassment, and alcohol abuse. ○ Recruit Training and Officer Candidate School (OCS): Marine Corps recruits receive SAPR training within the first 14 days of arriving at recruit training and again before graduation. Officer candidates also receive SAPR training within the first 14 days of arrival at OCS. ○ “Step Up” training for Junior Enlisted Marines: in an effort to focus on that critical period of transition between entry-level training and the operating forces, “Step Up” training was specifically designed for the most at-risk demographic and is a 90-minute video-based, interactive program that teaches the principles of bystander intervention. ○ “Take a Stand” training for Non-Commissioned Officers stresses the responsibility of NCOs to one another, as well as to Junior Marines, the most at-risk demographic. Teaching points emphasize defining sexual assault and consent; the importance of actively preventing sexual assault, including bystander intervention; and becoming familiar with victim resources and reporting options. ○ Commanders Course: mandatory for all prospective Commanders and Senior Enlisted Advisors, this training emphasizes the importance of command climate and the central role of leadership in both prevention and response. |
| 21 | <p>Military Departments</p> | <p>Training the Force on Sexual Assault</p> | <p>In the Delayed Entry Program – which is a program run by our Recruiting Stations for all prospective Marines who have signed up but have not yet departed for Boot</p> |

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| | <p>& Services, SAPRO, MPP</p> | <p>Prevention: Direct commanders of military entrance processing stations to determine how to best provide sexual assault prevention information to new recruits immediately upon entry into the Service</p> | <p>Camp – our recruits undergo a two-hour ethics package course of instruction that introduces these young men and women to the Marine Corps ethos of honor, courage, and commitment, while addressing the Marine Corps position on sexual assault, harassment, hazing, and alcohol abuse.</p> <p>Although this values-based training (VBT) has been infused with specific tie-ins to SAPR, sexual harassment, and sexual responsibility, the program was devised to establish a broader perspective on ethical behavior, which is a key to the prevention of sexual assault. The VBT training curriculum was developed based on the need to ensure a proactive and comprehensive sexual assault prevention mindset with the goal to enable military readiness and eliminate sexual assault within our ranks. Group discussions are used to foster an environment where each individual is valued and promote healthy relationships, active bystander intervention, social courage, and core values to establish mutual respect at the grass roots level. Improvement of the program will be realized through sharing of best practices on the unit level during regular curriculum evaluation and leadership forums. In addition, upon initial enlistment, recruits view the “Conduct Awareness” video, which describes inappropriate behavior and how to report misconduct and crimes.</p> <p>SAPR training continues once our prospective Marines arrive at a Recruit Depot or Officer Candidate School. This training occurs on a variety of educational platforms—from classroom lectures to guided small-group discussions to videos—and is delivered by a variety of instructors, from Commanders to Drill Instructors to SAPR VAs. In addition, VBT at the Marine Corps Recruiting Depots includes training on Marine Corps core values (honor, courage, and commitment), SAPR, Ethics, Code of Conduct, Law of Land Warfare (LOW), and Cultural Operations. All subjects are introduced via lecture and are reinforced with practical application exercises, modeling, and guided values discussions led by senior Drill Instructors (DIs), who receive extensive training on the proper facilitation of guided values discussions.</p> |
| <p>22</p> | <p>Military Departments & Services, SAPRO</p> | <p>Training the Force on Sexual Assault Prevention: Continue to develop and implement training for all members of the military, including new recruits, emphasizing that</p> | <p>The Marine Corps efforts to sustain an appropriate culture are being advanced in large part through the implementation of Corps-wide training programs that address not only sexual assault but other high-risk behaviors such as alcohol misuse, hazing, and sexual harassment. Reflecting on the Commander-centric approach to the SAPR Campaign Plan, all Marine Corps SAPR-related training initiatives are built around leadership engagement and emphasize the importance of peer-to-peer bystander intervention. For example, the below mentioned Marine Corps trainings center around bystander intervention:</p> |

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| | | <p>reporting instances of sexual assault is essential for good order and discipline and protects rather than undermines morale</p> | <ul style="list-style-type: none"> ○ Delayed Entry Program (DEP): conducted before recruit training, a formal two-hour ethics package entitled “Whole of Character” was developed for enlistees awaiting travel to recruit training. Designed to introduce young men and women to the Marine Corps ethos, this training addresses the Marine Corps position on sexual assault, hazing, harassment, and alcohol abuse. ○ Recruit Training and Officer Candidate School (OCS): Marine Corps recruits receive SAPR training within the first 14 days of arriving at recruit training and again before graduation. Officer candidates also receive SAPR training within the first 14 days of arrival at OCS. ○ “Step Up” training for Junior Enlisted Marines: in an effort to focus on that critical period of transition between entry-level training and the operating forces, “Step Up” training was specifically designed for the most at-risk demographic and is a 90-minute video-based, interactive program that teaches the principles of bystander intervention. ○ “Take a Stand” training for Non-Commissioned Officers stresses the responsibility of NCOs to one another, as well as to Junior Marines, the most at-risk demographic. Teaching points emphasize defining sexual assault and consent; the importance of actively preventing sexual assault, including bystander intervention; and becoming familiar with victim resources and reporting options. ○ Commanders Course: mandatory for all prospective Commanders and Senior Enlisted Advisors, this training emphasizes the importance of command climate and the central role of leadership in both prevention and response. |
| <p>23</p> | <p>Military Departments & Services, SAPRO, DOD IG, ODMEO</p> | <p>Training the Force on Sexual Assault Prevention: Continue to develop and implement training for all members of the military, including new recruits, that retaliation or harassment by Service members in response to an allegation of sexual assault violates good order and discipline</p> | <p>The Marine Corps efforts to sustain an appropriate culture are being advanced in large part through the implementation of Corps-wide training programs that address not only sexual assault but other high-risk behaviors such as alcohol misuse, hazing, and sexual harassment. Reflecting on the Commander-centric approach to the SAPR Campaign Plan, all Marine Corps SAPR-related training initiatives are built around leadership engagement and emphasize the importance of peer-to-peer bystander intervention. For example, the below mentioned Marine Corps trainings center around bystander intervention:</p> <ul style="list-style-type: none"> ○ Delayed Entry Program (DEP): conducted before recruit training, a formal two-hour ethics package entitled “Whole of Character” was developed for enlistees awaiting travel to recruit training. Designed to introduce young men and women to the Marine Corps ethos, this training addresses the Marine Corps position on sexual assault, hazing, harassment, and alcohol abuse. ○ Recruit Training and Officer Candidate School (OCS): Marine Corps recruits receive SAPR training within the first 14 days of arriving at recruit training and again before graduation. Officer candidates also receive SAPR training within |

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| | | | <p>the first 14 days of arrival at OCS.</p> <ul style="list-style-type: none"> ○ “Step Up” training for Junior Enlisted Marines: in an effort to focus on that critical period of transition between entry-level training and the operating forces, “Step Up” training was specifically designed for the most at-risk demographic and is a 90-minute video-based, interactive program that teaches the principles of bystander intervention. ○ “Take a Stand” training for Non-Commissioned Officers stresses the responsibility of NCOs to one another, as well as to Junior Marines, the most at-risk demographic. Teaching points emphasize defining sexual assault and consent; the importance of actively preventing sexual assault, including bystander intervention; and becoming familiar with victim resources and reporting options. ○ Commanders Course: mandatory for all prospective Commanders and Senior Enlisted Advisors, this training emphasizes the importance of command climate and the central role of leadership in both prevention and response. |
| <p>24</p> | <p>Military Departments & Services, SAPRO, ODME0</p> | <p>Training the Force on Sexual Assault Prevention: Continue to develop and implement training for all members of the military, including new recruits, explaining that implicit or explicit invitations or demands for sex or sexualized interactions from commanders or superiors are not lawful orders, should not be obeyed, violate the code of military conduct, and will be punished</p> | <p>The Marine Corps efforts to sustain an appropriate culture are being advanced in large part through the implementation of Corps-wide training programs that address not only sexual assault but other high-risk behaviors such as alcohol misuse, hazing, and sexual harassment. Reflecting on the Commander-centric approach to the SAPR Campaign Plan, all Marine Corps SAPR-related training initiatives are built around leadership engagement and emphasize the importance of peer-to-peer bystander intervention. For example, the below mentioned Marine Corps trainings center around bystander intervention:</p> <ul style="list-style-type: none"> ○ Delayed Entry Program (DEP): conducted before recruit training, a formal two-hour ethics package entitled “Whole of Character” was developed for enlistees awaiting travel to recruit training. Designed to introduce young men and women to the Marine Corps ethos, this training addresses the Marine Corps position on sexual assault, hazing, harassment, and alcohol abuse. ○ Recruit Training and Officer Candidate School (OCS): Marine Corps recruits receive SAPR training within the first 14 days of arriving at recruit training and again before graduation. Officer candidates also receive SAPR training within the first 14 days of arrival at OCS. ○ “Step Up” training for Junior Enlisted Marines: in an effort to focus on that critical period of transition between entry-level training and the operating forces, “Step Up” training was specifically designed for the most at-risk demographic and is a 90-minute video-based, interactive program that teaches the principles of bystander intervention. ○ “Take a Stand” training for Non-Commissioned Officers stresses the responsibility of NCOs to one another, as well as to Junior Marines, the most at- |

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| | | | <p>risk demographic. Teaching points emphasize defining sexual assault and consent; the importance of actively preventing sexual assault, including bystander intervention; and becoming familiar with victim resources and reporting options.</p> <ul style="list-style-type: none"> ○ Commanders Course: mandatory for all prospective Commanders and Senior Enlisted Advisors, this training emphasizes the importance of command climate and the central role of leadership in both prevention and response. |
| 25 | Military Departments & Services, SAPRO | Training the Force on Sexual Assault Prevention: Not promulgate at this time an additional formal statement of what accountability, rights, and responsibilities a member of the Armed Forces has with regard to matters of sexual assault prevention and response | While operationalizing the 2014-2016 DOD Sexual Assault Prevention Strategy, the Marine Corps recognized the need to establish a framework, specific to the Marine Corps, to reach our goal of eradicating sexual assault from our ranks. This Marine Corps-specific Prevention Strategy, currently under development, will employ a comprehensive, ongoing approach that ties prevention efforts directly to the CDC's Social Ecological Model, as well as to outcomes aimed at changing attitudes and behaviors. With a focus on interoperability and collaboration among multiple disciplines, the Marine Corps Sexual Assault Prevention Strategy will formalize overarching objectives across a variety of prevention practices, including communication, peer-to-peer mentors, leadership involvement, accountability, deterrence, community involvement, promotion incentives, harm reduction, organizational support, and education and training. |
| 26 | Military Departments & Services, SAPRO, DMDC, ODMEO | Organizational Climate Surveys: Ensure survey assessments and other methods for assessing command climate accurately assess and evaluate the effectiveness of subordinate organizational leaders and supervisors in addition to commanders | The Marine Corps uses two command climate surveys to assess perceptions of leadership and unit support as they relate to SAPR. The DEOMI Organizational Climate Survey is a DOD-wide survey that measures organizational climate dimensions. This survey is conducted within 90 days after a Commander assumes command and at least annually thereafter. The DEOMI Survey has included questions that measure the climate associated with SAPR since March 2012. The Marine Corps also fields the CMC Command Climate Survey, which was implemented Corps-wide in July 2013. This survey must be implemented within 30 days of a Commander assuming command and at least annually thereafter. Four questions in the survey specifically relate to SAPR. |
| 27 | Military Departments & Services, SAPRO, ODMEO | Organizational Climate Surveys: Ensure commanders are required to develop action plans following completion of command | Commanders use data from two Command Climate Surveys to reinforce the necessity of a professional environment nonpermissive to sexual assault and to glean insights into how sexual assaults may impact safety and readiness. Both the Defense Equal Opportunity Management Institute (DEOMI) Organization Climate Survey and the CMC's Command Climate Survey include questions that relate to sexual assault. Commanders use the feedback from these surveys as an |

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| | | climate surveys that outline steps the command will take to validate or expand upon survey information and steps the command will take to respond to issues identified through the climate assessment process | opportunity to discuss with their Marines the importance of a climate that does not tolerate sexual assault and that supports victims. For example, commands may observe an increase in sexual assault reports during certain months, allowing them to step up prevention efforts (such as conducting safety stand-downs) prior to and during those months. Information about reporting barriers is also collected at the tactical level when possible. If commands know why victims choose one reporting option over another or why victims were hesitant to report, they can address these issues with their units during trainings, barrack checks, and safety briefs and can also tailor intervention and prevention initiatives accordingly. |
| 28 | Military Departments & Services, SAPRO, DMDC, ODMEIO | Organizational Climate Surveys: Identify and utilize means in addition to surveys to assess and measure institutional and organizational climate for sexual assault prevention and response | The SAPR Monthly Snapshot provides a quarterly analysis of metrics that detail SAPR progress in terms of command climate, including retaliation. Once every three months, the Snapshot tracks quarterly results of the number of Marines agreeing with the following two statements in the DEOMI Command Climate Survey: "Leaders in my unit have made it clear sexual assault is criminally unacceptable behavior" and "My unit provides a safe environment against sexual assault." In addition, the command climate issues of the Monthly Snapshot delve into the top four reasons why Marines believe someone would not report a sexual assault, including fear of maltreatment, ostracism, and negative impact to career or progress. The Monthly Snapshot also monitors Marines perceptions regarding the likelihood of the following two events if someone in their unit reported a sexual assault: 1) Unit members would label that person as a troublemaker and 2) The alleged offender(s) or their associates would retaliate against that person. The SAPR Monthly Snapshot in FY15 also included special features addressing retaliation. For example, the December 2014 issue reminded Marines that retaliation against Service members reporting a sexual assault offense is prohibited, and key findings about retaliation from the 2014 SAPR Progress Report to the President of the United States were published in January 2015. |
| 29 | Military Departments & Services, SAPRO, DMDC, ODMEIO | Organizational Climate Surveys: DoD, the Services, and commanders Identify and utilize other resources to obtain information and feedback on the effectiveness of Sexual Assault Prevention and Response programs and | To further support development and sustainment of sexual assault prevention efforts, the Marine Corps established in FY15 the SARC Advisory Committee (SAC). This committee comprises all MARFOR SARCs and any other SARCs whose participation is deemed necessary to address specific subject matter or due to familiarity with a particular topic or unique AOR. The committee is hosted by HQMC SAPR and provides a forum to facilitate a consistent approach to advocacy, training, policy, and quality assurance. This committee reviews policy and provides feedback from installation and operational commands, and members also collaborate with key stakeholders on sexual assault topics that cannot be addressed solely by the HQMC SAPR Branch and/or the fleet, with the goal of |

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| | | local command climate | developing collaborative solutions and sharing best practices. The MARFOR SARC's communicate the committee findings back to their AOR for dissemination and implementation. |
| 30 | Military Departments & Services, SAPRO, FAP | Organizational Climate Surveys: Not adopt Section 3(d) of the Victim's Protection Act of 2014. Alternatively, direct the formulation of a review process to be applied following each reported instance of sexual assault to determine the non-criminal factors surrounding the event | <p>Training for prospective Commanders and Senior Enlisted Leaders ensures that they understand the risks and circumstances associated with sexual assault incidents, including retaliation, and how to proactively address these and other destructive behaviors. In FY15, new Case Management Group (CMG) procedures were implemented to require Installation Commanders to assess and ensure that reports of retaliation against a victim, witness, or first responder are addressed. These initiatives and more are detailed in Section 1.6. In addition to these ongoing efforts, the pending rewrite of Marine Corps Order (MCO) 1752.5B will direct that all Commanders and Commanding Generals establish Standard Operating Procedures (SOPs) that provide guidance regarding retaliation within their specific AOR.</p> <p>Furthermore, "Lost Honor," which was developed by HQMC JAD and includes interviews with four Marines convicted of sexual assault, recounts the various circumstances and decisions leading up to the incident.</p> |
| 31 | Military Departments & Services, MPP | Commander Evaluation and Accountability: Consider opportunities and methods for effectively factoring accountability metrics into commander performance assessments, including climate survey results, indiscipline trends, sexual assault statistics, and equal opportunity data | <p>Through engaged leadership, the Marine Corps continues to enhance our ability to stop sexual assault from occurring, provide world-class victim care and advocacy, create a positive command climate in which victims feel confident in reporting, and hold offenders appropriately accountable.</p> <p>Because Commanding Officers are charged with setting and enforcing a command climate that is non-permissive to sexual assault and that upholds the spirit and intent of orders and regulations governing the conduct of our duties, the Marine Corps conducts two climate surveys for each Command, both of which are administered within 90 and 30 days, respectively, of a new Commander assuming command and at least yearly thereafter:</p> <ul style="list-style-type: none"> ○ The Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey has included questions that measure the climate associated with SAPR since March 2012. ○ The Commandant of the Marine Corps (CMC) Command Climate Survey was developed and implemented Corps-wide on 1 July 2013. <p>These surveys are designed to assess perceptions in critical areas, including SAPR. Results are reported to the next higher officer in the chain of command.</p> |

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| | | | In addition, to help hold Commanders accountable for their SAPR responsibilities, the revised Performance Evaluation System (PES) Manual, MCO 1610.7, which was approved 13 February 2015, now includes in the "Other Required Directed Comments" section a place to "Evaluate a Commander's ability to set a command climate that is non-permissive of misconduct, especially sexual assault." |
| 32 | Military Departments & Services, MPP | Commander Evaluation and Accountability: Ensure sexual assault prevention and response performance assessment requirements extend below unit commanders to include subordinate leaders, including officers, noncommissioned officers, and civilian supervisors | SAPR has been designated as a Core Functional Area by the IGMC. Through the Unit Inspection Program, the IGMC conducts biennial unit inspections of independent units/activities that are not under the operational or administrative chain of command of a Major Subordinate Commander. Through the Command Inspection Program (CIP) the IGMC assesses the overall effectiveness of Commanding Generals' Inspection Programs as well as the status of commands by assessing core functional areas. HQMC SAPR maintains the Functional Area Checklist (FAC) and provides a SME to augment all IGMC inspections. The inspector will grade the command utilizing the FAC, provide a holistic analysis of the command's implementation of its program, and engage in hands-on training and on-site recommendations to assist the command in areas identified as needing improvement, if necessary. These inspections also provide HQMC with fleet best practices and critical information to facilitate trend analysis on policy implementation and training to positively impact future iterations. |
| 33 | Military Departments & Services, MPP | Commander Evaluation and Accountability: Ensure assessment of commander performance in sexual assault prevention and response incorporates more than results from command climate surveys | SAPR has been designated as a Core Functional Area by the IGMC. Through the Unit Inspection Program, the IGMC conducts biennial unit inspections of independent units/activities that are not under the operational or administrative chain of command of a Major Subordinate Commander. Through the Command Inspection Program (CIP) the IGMC assesses the overall effectiveness of Commanding Generals' Inspection Programs as well as the status of commands by assessing core functional areas. HQMC SAPR maintains the Functional Area Checklist (FAC) and provides a SME to augment all IGMC inspections. The inspector will grade the command utilizing the FAC, provide a holistic analysis of the command's implementation of its program, and engage in hands-on training and on-site recommendations to assist the command in areas identified as needing improvement, if necessary. These inspections also provide HQMC with fleet best practices and critical information to facilitate trend analysis on policy implementation and training to positively impact future iterations. |
| 34 | Military Departments & Services, SAPRO | Commander Evaluation and Accountability: Ensure Sexual Assault Prevention and Response programs and | In June 2012, the CMC launched a SAPR Campaign Plan "to reduce, with a goal to eliminate, incidents of sexual assault through prevention and engaged leadership." This strategic plan explicitly recognizes that sexual assault directly undermines mission readiness, unit cohesion, and morale. Although it predates the 2014-2016 DOD Sexual Assault Prevention Strategy by two years, the CMC's SAPR |

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| | | <p>initiatives are clearly defined and establish objective standards when possible</p> | <p>Campaign Plan states that prevention is “the most critical aspect of our efforts to eliminate sexual assault and represents the foundation for the successful conduct” of this campaign.</p> <p>Phase I of the CMC’s SAPR Campaign Plan, which was completed in November 2012, oversaw the implementation of a large-scale, leader-focused approach to prevention and training, as well as the re-organization of the Marine Corps Legal Community, which created more supervision and training for special victim prosecutors and support personnel. Phase II, which commenced after completion of Phase I, took a “grassroots” approach to prevention and training, with the goal of reaching every single Marine. Phase II also aimed to strengthen SAPR capabilities related to victim care, appropriate offender accountability, and program assessment.</p> <p>In April 2014, when the 2014-2016 DOD Sexual Assault Prevention Strategy was published, the CMC approved an addendum to Phase II of the Marine Corps SAPR Campaign Plan that ensured that the Marine Corps strategic plan flowed from the overarching DOD-wide prevention strategy. The addendum provided a more comprehensive approach to several of the prescribed tasks. As a result, via implementation of the CMC’s SAPR Campaign Plan, the Marine Corps has taken action that addresses the requirements for 14 of the 18 tasks specified in the DOD 2014-2016 Sexual Assault Prevention Strategy. (The remaining four tasks call for action at the DOD level.)</p> <p>The Marine Corps continues to see progress in implementing its strategic plan to eliminate sexual assault. In July 2015, the CMC declared that the Marine Corps had satisfied the conditions required to transition to Phase III of the Campaign Plan. This transition was the result of an objective, comprehensive assessment of not only task progress but also desired measurable outcomes, including a downward trend in prevalence (prevention) and an upward trend in the percentage of Marines who report a positive command climate. In addition, the assessment showed that the Marine Corps has made significant headway in integrating the SAPR Program with other programs (e.g., substance abuse, suicide prevention, and MEO) to develop a holistic, truly sustainable prevention effort.</p> <p>However, the Marine Corps recognizes that progress is not victory. A sustained effort to eliminate sexual assault still requires forward momentum. As a result, HQMC SAPR is currently drafting a prevention strategy specific to the Marine Corps utilizing evidence-based practices that will be used in conjunction with the</p> |
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| | | | CMC Campaign Plan. This plan is expected to be published in FY16. |
| 35 | Military Departments & Services, SAPRO, ODMEO | Commander Evaluation and Accountability: Ensure commanders are trained in methods for monitoring a unit's sexual assault prevention and response climate, and they should ensure commanders are accountable for monitoring their command's sexual assault prevention and response climate outside of the conduct of periodic surveys | Commanders Course, mandatory for all prospective Commanders and Senior Enlisted Advisors, emphasizes the importance of command climate and the central role of leadership in both prevention and response. |
| 38 | Military Departments & Services, | Role of the Commander in the Military Justice System: Ensure all officers preparing to assume senior command positions at the grade of O-6 and above receive dedicated legal training that fully prepares them to exercise authorities assigned to them under the UCMJ | During the SAPR portion of the Commander's Course, Commanders receive an overview of legal information pertaining to sexual assault. The Marine Corps recently increased the focus on legal accountability at the Commander's Course from one hour to four hours to help Commanders understand the nuances of sexual assault cases. More in-depth legal training is conducted by Staff Judge Advocates (SJAs) during a separate period of instruction that includes information on UCMJ Article 120 as well as the Commander's responsibility as the Sexual Assault Initial Disposition Authority (SA-IDA) (O-6 and above). In addition, SJAs provide daily advice and informal training to the Commanders they serve, keeping those Commanders apprised of continuing developments and advising them on military justice matters as issues arise in disciplinary cases. |

STRENGTHENING VICTIM COUNSEL PROGRAM, VICTIM RIGHTS, SUPPORT, AND SERVICES

| Number | OPR | Task | USMC Status |
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| 59 | Military Departments & Services | Victim Rights: Assess the effectiveness of the processes to receive and investigate complaints relating to violations of or failures by military and civilian employees | Addressed in the VWAP DoDI – under review |

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| | | of all the Services to provide the rights guaranteed by Article 6b, UCMJ, and to determine whether a more uniform process is needed | |
| 47 | Military Departments & Services | Implement additional selection criteria for their individual Special Victim Counsel programs to require that counsel have appropriate trial experience, whenever possible, prior to being selected as special victim counsel. | Marine victims' legal counsel must have six months of military justice experience, be in the grade of Captain and preferably have an advanced degree in criminal law. |
| 48 | Military Departments & Services | Service Secretaries survey convening authorities, staff judge advocates, prosecutors, defense counsel, military judges, and investigators to assess the effects of the program on the administration of military justice. | During the commander's course, JAD instructs commanders on military justice and sexual assault and receives their views on these issues. The SJA to CMC regularly communicates with and assesses the legal community during Art 6a inspections and the Marine Corps wide legal community training. The Chief Defense Counsel is a member of the Article 6a inspection team and regularly receives feedback from defense counsel. |
| 50 | Military Departments & Services | Establish and disseminate collaborative methods for special victim counsel between and among the Services, including an inter-Service website where special victim counsel may access resources and training materials, and receive training on best practices including the provision of advice and resources to sexual assault victims for issues related to negative personnel actions encountered as a result of being a victim or seeking treatment. | The service SVC/ VLC organizations regularly meet on a monthly basis to discuss victims' issues, resources and best practices. An inter-service website has not been established; however the VLCO has a SharePoint site for Marine VLC . SVC certification courses are open to SVC/VLC from all services, facilitating common baseline of knowledge |
| 51 | Military Departments & Services, | Develop a standard evaluation mechanism in consultation with an independent evaluator with appropriate metrics to determine the effectiveness of the Special Victim Counsel program in each Service on an annual basis. This includes annually evaluating the effectiveness of | The Marine Corps VLCO uses a Case Management System (CMS) to track every victim intake and victims receiving VLC assistance during the military justice process. The Marine Corps will participate in the Survivor Experience Survey being developed by DOD that will include questions about VLCO services. |

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| | | the organizational structure of the Service Special Victim Counsel programs and assessing the individual Service policies on eligibility requirements for obtaining a special victim counsel. | |
| 57 | Military Departments & Services, SAPRO, OLP | Ensure trial counsel comply with their obligations to afford military crime victims the rights set forth in Article 6b of the UCMJ and DoD policy by, in cases tried by courts-martial, requiring military judges to inquire, on the record, whether trial counsel complied with statutory and policy requirements. | The SJA to CMC issued Practice Advisories 4-14 and 3-15 providing policy guidance on how TCs will implement Art 6b obligations. The Navy-Marine Corps Trial Judiciary issued revised Uniform Rules of Practice in March 2015 that require the TC to consult with VLC prior to agreeing to any session of court, immediately notify VLC of continuance requests, any trial management order, and provide copies of motions that affect the victim's Article 6b rights. |
| 61 | Military Departments & Services, SAPRO, OLP | Reporting: Develop and implement policy and regulations such that sexual assault victims have the right and ability to consult with a special victim counsel before deciding whether to make a restricted or unrestricted report, or no report at all | During its second year in existence, the Marine Corps Victims' Legal Counsel Organization (VLCO) grew and matured as an organization representing victims of sexual assault at all stages in the military justice process from the initial law enforcement interview through appellate litigation. The VLCO's mission is to provide legal advice, legal counseling, and representation to victims of sexual assault and other eligible crimes while ensuring that victims' rights are protected at all stages of the investigation and military justice process. In Marine Corps Order P5800.16A, the Marine Corps Manual for Legal Administration (LEGALADMIN Manual), the Staff Judge Advocate (SJA) to the Commandant of the Marine Corps (CMC) tasked the OIC of the VLCO with establishing SOPs for the delivery of victims' legal services throughout the Marine Corps. During FY15, the OIC of the VLCO drafted the first VLC Manual that is set to be published in FY16. The VLC Manual will establish uniform practices for the provision of services across the 10 VLC offices of the Marine Corps. This will ensure that victims from Camp Lejeune, North Carolina, to Marine Corps Air Station Iwakuni, Japan, receive the same level of service. The Manual may also be shared with SARCs and SAPR VAs so that they may better understand VLC services when recommending that victims request a VLC to represent them. |
| 63 | Military Departments | Reporting: Direct DoD SAPRO, in coordination with the Services and the DoD | The Marine Corps is awaiting guidance from DOD SAPRO. |

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| | <p>& Services, SAPRO, DOD IG</p> | <p>Inspector General, to change restricted reporting policy to allow a victim who has made a restricted report to provide information to a military criminal investigative organization agent, but only when a victim advocate and/or special victim counsel is present, without the report automatically becoming unrestricted and triggering a law enforcement investigation</p> | <p>On 14 Oct 15, the Marine Corps concurred with an 8 Oct 15 version of the DOD plan allowing restricted reporting victims to disclose subject or incident information for the purpose of indentifying serial offenders. Although we have further reviewed a 2 Nov 15 version, this “Catch a Serial Offender” (CATCH) program concept has not been implemented by DOD as of this review date.</p> |
| <p>64</p> | <p>Military Departments & Services, SAPRO, MPP</p> | <p>Reporting: Implement policy that protects victims of sexual assault in the military from suffering damage to their military careers (including but not limited to weakened performance evaluations or lost promotions, security clearances, or personnel reliability certifications)</p> | <p>In FY15, the Marine Corps took steps to further advance a climate of dignity and respect and to prevent retaliation associated with reporting by augmenting all supervisory training to address their role in unit SAPR Programs. This includes training for all junior officers, junior enlisted supervisors, and civilian employees who supervise military members. When completed, the curriculums will emphasize the importance of engaging with subordinates on preventing and responding to sexual assault, recognizing the signs of possible acts of retaliation, and providing the opportunity to practice leadership skills to promote a healthy command climate.</p> <ul style="list-style-type: none"> o <u>Virtual Immersive Training for Field Grade Officers and Staff NCOs (SNCOs)</u>: Funded primarily by the DON SAPR Office, HQMC SAPR will begin development in FY16 of a large-scale SAPR training product that focuses on Marine Corps Field Grade Officers and SNCOs. This annual training requirement will reinforce their respective roles and responsibilities in preventing and responding to sexual assault, as defined in Department of Defense (DOD) Directive 6495.01, DOD Instruction (DODI) 6495.02, and Marine Corps Order (MCO) 1752.5B. This training will enhance the target audiences’ knowledge and skills through an evidence-based approach that positively modifies behavior with respect to their roles and responsibilities in preventing and responding to sexual assault. The training will center on a virtual or gaming-based simulation, requiring participants to identify, prevent, intervene, and/or respond to sexual assault or related incidents or dilemmas. The participants will practice in the safety of a virtual environment to address real-life situations they may encounter |

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| | | | <p>in their roles as Field Grade Officers and SNCOs. The participants will learn the consequences of their decisions and actions in terms of how they could affect a victim, unit, and the Marine Corps. The following topical areas will be included in the training simulations:</p> <ul style="list-style-type: none">- Reporting outside the chain of command.- Addressing false reporting and maintaining a supportive climate for victims.- Contributing to a positive command climate.- Recognizing signs of retaliation.- Initial actions for responding to a sexual assault.- Expedited transfers.- Navy Regulation Article 1137 (Mandatory Reporting).- Sexual assault prevention.- Distinguishing between sexual assault and sexual harassment. <p>Additionally, all other training requirements will be covered in accordance with DODI 6495.02 and the DOD learning objectives and core competencies. Once completed, this training will be announced via MARADMIN and will be incorporated into policy as required.</p> <ul style="list-style-type: none">o <u>Training for Junior Supervisors</u>: Currently, our NCOs in the ranks of Corporal and Sergeant receive annual training called "Take A Stand," which teaches bystander intervention and appeals to their developing sense of leadership. "Take A Stand" is currently being revised to incorporate best practices in adult learning theory and instructional design, to reduce the length from three hours to 90 minutes to be in line with typical annual training requirements, and to create additional material for small-group discussions. This additional material includes an emphasis on first-line supervisor responsibilities and on identifying and addressing retaliation. Once completed, this training will be announced via MARADMIN.o <u>Training for DOD Civilians who Supervise Uniformed</u> |
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| | | | <p><u>Personnel</u>: The Marine Corps requires and provides civilian sexual assault training annually using a program titled “Sexual Assault Prevention: One Team, One Fight,” developed by the DON. This training has several tracks for specific audiences, one of which is for civilian employees who supervise Marines. This training was developed in response to the National Defense Authorization Act (NDAA) 2012 requirement to ensure that SAPR training be provided to members of the Armed Forces and DOD civilian employees. This training is approximately one hour in length and consists of a 30-minute video component and 30 minutes of guided group discussion targeted specifically to applicable audiences. The video includes documentary-style interviews with leaders and SMEs, as well as three dramatic (fictional) scenarios. The scenarios are short video vignettes that portray different sexual assaults and missed opportunities for bystander intervention specifically relevant to both military personnel and civilian employees. The training also covers the following information:</p> <ul style="list-style-type: none"> – Definition of sexual assault. – Explanation that sexual assault is a criminal offense. – Explanation of consent. – Difference between sexual assault and sexual harassment. – Reporting options for Service members and civilian employees, including advantages and limitations of each option. – Resources for Service members and civilian employees. – Prevention strategies, including bystander intervention. – The impact of sexual assault on victims, commands, and mission accomplishment. |
| 65 | Military Departments & Services, SAPRO | Reporting: Direct DoD SAPRO to ensure sexual assault reporting options are clarified to ensure all members of the military, including the most junior personnel, understand their options for making a restricted or unrestricted report | In an effort to maintain transparency and widely disseminate sexual assault information to Service members, eligible dependents and Department of Defense (DOD) civilian personnel, Headquarters Marine Corps (HQMC) Sexual Assault Prevention and Response (SAPR) has developed an internal communication strategy that includes SAPR fleet engagements, a monthly |

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| | | and the channels through which they can make a report | <p>snapshot of SAPR status and reported incidents (the SAPR Monthly Snapshot), and a social media campaign. These communications encompass a range of topics designed to raise awareness of the issue of sexual assault, increase acknowledgement of the issue, and spur behavior change to combat this issue. Our messaging crosses all lines of effort: prevention, response/victim care, investigations, accountability, and assessment.</p> <p>Strategic messaging is inclusive of all Marines, Sailors and DOD civilians assigned to support the Marine Corps. Family Readiness Officers (FROs), SARCs, and SAPR VAs collaborate to ensure the widest dissemination of information about issues facing our families. For example, many of our SARCs attend FRO meetings to provide information about SAPR resources, including reporting options and eligibility for dependents and DOD Safe Helpline marketing materials. In turn, FROs are able to pass this information to the spouses/dependents at meetings and in their outreach e-mails to their command's dependents.</p> |
| 67 | Military Departments & Services, SAPRO, DOD IG | Reporting Data: Direct DoD SAPRO to develop policy and procedures for sexual assault response coordinators to input information into the Defense Sexual Assault Incident Database on alleged sexual assault offenders identified by those victims who opt to make restricted reports | <p>The Marine Corps is awaiting guidance from DOD SAPRO.</p> <p>Using DSAID to document and track alleged sexual assault offenders identified by victims who make a restricted report is the method proposed in the document mentioned in response to number 63 above.</p> |
| 68 | Military Departments & Services, SAPRO | Victim Services: Direct DoD SAPRO to develop and implement a process to provide the installation commander, the first O-6 and first general or flag officer in the victim's chain of command with information on status and services provided to victims filing restricted reports of sexual assault within eight days of a report. No PII will be provided. | <p>The Marine Corps is awaiting policy guidance from DOD SAPRO.</p> <p>As directed in policy, DODI 6495.02, restricted reports are only briefed to Installation Commanders and do not require an 8-day incident report.</p> |
| 69 | Military Departments & Services, | Victim Services: Service Secretaries create a means by which sexual assault victims who file a restricted report may request an | In a 21 Oct 15 memorandum, the Acting USD (P&R) authorized the Services to proceed with an exception to current expedited transfer policy in DODI 6495.02. The Marine Corps does not plan |

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| | SAPRO | expedited transfer without having to make their report unrestricted | <p>to participate due to the follow reasons:</p> <ul style="list-style-type: none"> • <u>Commander Authority</u>. Removes commanders and their senior advisors from the manpower management decision process, impacting readiness. • <u>Victim Care</u>. Decreases the quality and continuity of victim care. • <u>Validation</u>. No credible allegation validation without Military Criminal Investigative Office (MCIO) involvement. • <u>Fewer Prosecutions</u>. Only unrestricted reports provide a bridge to offender accountability. |
| 70 | Military Departments & Services, SAPRO, HA | Victim Services: Training for medical personnel, sexual assault response coordinators, and victim advocates, include the options that a Commander has available to make or affect transfers when an unrestricted report is made | <p>All SAPR training includes information indicating that a commander has the authority to approve an expedited transfer at their discretion if requested by a victim of sexual assault who filed an unrestricted report.</p> <p>Similarly, a commander also has the authority to transfer the alleged offender instead of the victim.</p> <p>All expedited transfers are arranged through the appropriate SARC and HQMC SAPR.</p> |
| 71A | Military Servcies | Victim Services: Service Secretaries set forth clear guidance that the DoD Safe Helpline is the single military 24/7 sexual assault crisis hotline for Service members | <p>The Marine Corps has complied with DOD policy pertaining to use of the DOD SAFE Helpline, publicizing the DOD SAFE Helpline alongside the local 24/7 Sexual Assault Helpline, which is also utilized at all major Marine Corps installations. Marine Corps Order (MCO) 1752.5B on Sexual Assault Prevention and Response requires that the DOD SAFE Helpline be publicized in all units' common areas, in areas of high pedestrian traffic, on command websites, and on Sexual Assault Response Coordinator (SARC) and Uniformed Victim Advocate (UVA) posters. In addition, the Marine Corps initiated its SAPR social media plan in October 2014 with a posting that publicized the DOD SAFE Helpline. This posting received wide dissemination via official Marine Corps Facebook and Twitter accounts. Future planned postings will likewise direct Marines solely to the DOD SAFE Helpline.</p> |
| 72 | Military Departments | Victim Services: Evaluate the availability of, and access to, adequate and consistent | <p>This is a Navy specific task, pending BUMED/HA input for DoN SAPRO response.</p> |

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| | & Services, SAPRO, HA | mental healthcare for victims of sexual assault, and the option of incorporating counselors into the Sexual Assault Prevention and Response program | |
| 74 | Military Departments & Services | Victim Services Personnel: Determine necessary victim advocate staffing for each Service and appropriate caseload for each victim advocate to ensure that victim advocates become and remain proficient in their duties | <p>To establish compliance with NDAA provisions and to ensure care throughout the Operational Forces, the Marine Corps added 22 full-time SARC and 22 full-time SAPR Victim Advocate (VA) billets in FY13. Seven additional full-time SARC and/or VA billets were also approved for FY14.</p> <p>The Marine Corps model places one full-time SARC at each of the Marine Expeditionary Forces, the Marine Logistics Groups, the Marine Divisions, the Marine Aircraft Wings, and select Military Occupational Specialty schools.</p> <p>In addition, full-time civilian VAs are placed at the installation level and are responsible for responding and providing emotional support to victims in crisis, instructing victims of their options and rights, directing victims to appropriate supportive resources, addressing any other immediate needs, and liaising between victims and other responders.</p> <p>A minimum of two UVAs are appointed at every battalion, squadron, and equivalent size command, ensuring full SAPR response capability. UVAs work directly with their Command SARC and Installation SARC to ensure thorough victim response and that all reporting measures are met.</p> |
| 75 | Military Departments & Services, SAPRO | Victim Services Personnel: Direct that the periodic evaluations of training provided for Services' sexual assault response coordinators and victim advocates be conducted and include an assessment as to whether the training and curriculum across the Services is uniform, is effective, and reflects all existing initiatives, programs, and policies | <p>Marine Corps SARCs and SAPR VAs receive continuing education beyond this initial 40-hour training. In order to maintain their D-SAACP credentials, SARCs and SAPRA VAs must complete 16 hours of continuing education annually which totals 32 hours of relevant continuing education every 2 years. To assist our SAPR VAs with this requirement, HQMC SAPR publishes a training guidance and a training catalog of pre-approved external agency courses, many of which provide current information regarding best practices in terms of victim care.</p> <p>The Marine Corps continues to utilize an evidence-informed program called Marine Awareness and Prevention Integrated Training (MAPIT), which consists of tailored curricula for Entry</p> |

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| | | | <p>Level Training, Continuing Education, and annual sustainment training at the unit level. Every Marine receives annual sustainment training, referred to as Unit Marine Awareness and Prevention Integrated Training (UMAPIT), which raises awareness about common risk factors and warning signs associated with a range of behavioral issues, including substance misuse. It also identifies common protective factors and practices skill-building techniques that can protect against behavioral health issues. It teaches Marines about their responsibility to intervene as well as how to intervene and increases acceptance and practice of help seeking behaviors.</p> <p>The Marine Corps also utilizes the PRIME for Life (PFL) program, which is an early intervention, evidence-based education program. PFL provides Marines with the necessary skills to self-assess high-risk behaviors. PFL is interactive and relies on teaching processes derived from scientific research and best practices in the addiction field. Marine Corps program evaluations indicate PFL significantly alters attitudes, increases awareness of risk, increases abstinence, and reduces high-risk drinking. PFL is posted on the National Registry of Evidence-based Programs and Practices, a service of the Substance Abuse and Mental Health Services Administration. In FY15, 5,342 Marines participated in PFL.</p> |
| 77 | Military Departments & Services, SAPRO | Assess Sexual Assault Prevention and Response: Direct DoD SAPRO to evaluate and assess all programs and initiatives dealing with sexual assault and measure the effectiveness of each to determine which programs and initiatives are effective, which should be continued, expanded, and preserved, and how best to allocate funding for the effective programs and initiatives | <p>This is a DOD SAPRO task and they routinely assess programs and initiatives dealing with sexual assault through continuous updates of their Strategic Plan, which incorporates all DOD SAPR tasks.</p> <p>Per a November 2015 Government Accountability Office (GAO) report titled "Actions Needed to Improve DOD's Prevention Strategy and to Help Ensure It Is Effectively Implemented," DOD SAPRO concurred with all recommendations that includes linking "prevention activities with desired outcomes; identify risk and protective factors for all domains; communicate and disseminate its strategy to all program personnel; align service policies with the strategy; and fully develop performance measures."</p> |
| 78 | Military | Assess Sexual Assault Prevention and | The Marine Corps is awaiting additional guidance from DOD |

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| | <p>Departments & Services, SAPRO</p> | <p>Response: Direct periodic and regular evaluations of individual DoD, Service, or local Sexual Assault Prevention and Response programs and performance, to be conducted by independent organizations</p> | <p>SAPRO.</p> <p>With respect to the Marine Corps, this recommendation is carried out on a regular basis by the GAO and DOD SAPRO.</p> <p>GAO has conducted three (Initial Military Training, Review of Male Victims, and the Sexual Assault Prevention Strategy) that required a robust response from HQMC SAPR.</p> <p>DOD SAPRO routinely directs that Strategic Plan tasks be updated on the DOD SharePoint site. The same tasks are briefed to senior leadership at monthly SAPR Integrated Planning Team (IPT) meetings and Executive SAPR IPTs.</p> |
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ENSURING FAIRNES AND DUE PROCESS TO THOSE SUSPECTED OR ACCUSED OF SEXUAL ASSAULT

| Number | OPR | Task | USMC Status |
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| 80 | Military Departments | <p>- Ensure prevention programs address concerns about unlawful command influence. In particular, commanders and leaders must ensure sexual assault prevention and response training programs and other initiatives do not create perceptions among those who may serve as panel members at courts-martial that commanders expect particular findings and/or sentences at trials or compromise an accused Service member's presumption of innocence, right to fair investigation and disposition, and access to witnesses or evidence. Judge advocates with knowledge and expertise in criminal law should review sexual assault prevention training materials to ensure the materials neither taint potential panel members (military jurors) nor present inaccurate legal information.</p> | <p>HQMC SAPR and Judge Advocate Division review SAPR training materials to address concerns about unlawful command influence. JAD reviews SAPR's monthly snap shots, social media posts and other guidance to the fleet for UCI implications. JAD instructs O5 and O6 commanders concerning UCI at the commanders' course.</p> |
| 82 | Military | Ensure military defense counsel organizations | The Defense Service Organization is led by a colonel, four |

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| | Services | are adequately resourced in funding resources and personnel, including defense supervisory personnel with training and experience comparable to their prosecution counterparts, and direct the Services assess whether that is the case. | regional defense counsel (lieutenant colonels or majors), and nine field grade senior defense counsel, all of whom are required to have a specialized LL.M. in criminal law. Additionally the defense has two highly qualified experts with plans to hire a third comparable to their prosecution counterparts. |
| 83 | Military Services | Judge Advocate Generals and the Staff Judge Advocate to the Commandant of the Marine Corps review military defense counsel training for adult sexual assault cases to ensure funding of defense training opportunities is on par with that of trial counsel. | Marine defense counsel have received the funding and training requested. In February 2015, all defense and trial counsel attended TCAP/ DCAP sponsored special victim training and defense counsel receive numerous other training opportunities through the National Association of Criminal Defense Lawyers, the service JAG schools, and other nationally recognized defense training providers. |
| 84 | Military Services | Current training efforts and programs be sustained to ensure that military defense counsel are competent, prepared, and equipped. | Training for defense counsel has increased steadily since 2012. Funding for FY15 will increase over FY14 funding. Marine defense counsel attend both nationally recognized civilian and military courses. DCAP maintains an active SharePoint site to collaborate and share information. |
| 85 | Military Services | JAGs and SJA/CMC permit only counsel with litigation experience to serve as lead counsel, defense counsel in a sexual assault cases as well as set the minimum tour length of defense counsel at two years or more, except when a lesser tour length is approved by the JAG or SJA to CMC or designee, because of exigent circumstance or to specifically enable training of defense counsel under supervision of experience defense counsel. | The Chief Defense Counsel of the Marine Corps is the detailing and individual military counsel determination authority and may delegate this authority to the RDCs ensuring that experienced counsel are detailed to the right case. Experienced reserve DCs continue to support the DSO. |
| 86 | Military Services | JAGs and SJA/CMC permit only counsel with litigation experience to serve as lead counsel, defense counsel in a sexual assault cases as well as set the minimum tour length of defense counsel at two years or more, except when a lesser tour length is approved by the JAG or SJA to CMC or designee, because of exigent circumstance or to specifically enable training | See #85 above. Prior to detailing a DC, factors such as the DC's caseload, case complexity, and DC's training and experience will be considered. The normal DC tour length will be 18 months. RDCs and senior defense counsel normally have advanced degrees in criminal law. |

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| | | of defense counsel under supervision of experience defense counsel. | |
| 87 | Military Services | Services to assess military defense counsels' performance in sexual assault cases similar to performance assessment of prosecutors and identify areas that may need improvement. | The CDC inspects defense services offices as a part of the the SJA to CMC Article 6 inspections. The DSO is organized in a regional model, like trial services to train and mentor counsel. RDCs and SDCs, like RTCs and STCs assess the performance of junior counsel and provide mentorship. |
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IMPROVING MILITARY JUSTICE PROCEDURES

| Number | OPRs | Task Text | USMC Status |
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| 91 | Military Departments | Review of the Services' procedures for approving military criminal investigative organizations agent requests to conduct timely pretext phone calls and text messages and establish a standardized procedure to facilitate and expedite military criminal investigative organizations' use of this investigative technique, in accordance with law | Refer to DoD IG and MCIOs |
| 96 | Military Departments & Services | Sustain and Fund Forensic and Investigative Capabilities: Direct military criminal investigative organization commanders and directors to carefully select and train military investigators assigned as investigators for special victim units, and whenever possible, utilize civilians for specialized investigative oversight to maximize continuity and expertise | Refer to Department of the Navy for policy concerning the Naval Criminal Investigative Service. |
| 97 | Military Departments & Services | Sustain and Fund Forensic and Investigative Capabilities: Direct commanders and directors of the military criminal investigative organizations to continue training of all levels of law enforcement personnel on potential biases and inaccurate perceptions of victim behavior | Complete - Already in IG Policy |
| 98 | Military Departments | Congress appropriate funds for training of sexual assault investigation personnel. The Secretary of | Approved |

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| | | Defense direct the Service Secretaries to program and budget funding, as allowed by law, for the military criminal investigative organizations to provide advanced training on sexual assault investigations to special victim unit investigators. | |
| 100 | Military Departments | Exempt DNA and other examiners at the Defense Forensic Science Center, as well as other critical civilian members of the criminal investigative process, from future furloughs, to the extent allowed by law | Approved |
| 103 | Military Departments & Services, OLP | Special Victim Capability in Sexual Assault Cases: Direct that the Directive-Type Memorandum 14-003, the policy document that addresses the Special Victim Capability, be revised so that definitions of “covered offenses” accurately reflect specific offenses listed in the relevant version(s) of Article 120 of the UCMJ | Task assigned to USD P&R |
| 104 | Military Departments & Services, OLP | Special Victim Capability in Sexual Assault Cases: Develop policy that does not require special victim prosecutors to handle every sexual assault under Article 120 of the UCMJ | Special Victim cases bring together a task-organized combination of prosecutors, victim witness assistance personnel, investigators, administrative support, and paralegal support from across the region to ensure each sexual assault investigation is handled efficiently and effectively. The Special Victim Investigation Prosecution (SVIP) construct results in rapid reporting, robust coordination, and continual accountability between investigators and judge advocates. In Marine Corps Order P5800.16A, the Marine Corps Manual for Legal Administration (LEGALADMIN Manual), the Staff Judge Advocates (SJA) to the Commandant of the Marine Corps (CMC) tasked the Officer In Charge (OIC), Victims Legal Counsel Organization (VLCO), with establishing standard operating procedures for the delivery of victims' legal services throughout the Marine Corps. During FY15, the OIC, VLCO, drafted the first VLC Manual that is set to be published during FY16. The VLC Manual will establish uniform practices for the provision of services across the Marine Corps's 10 VLC offices. This will ensure that victims |

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| | | | <p>from Camp Lejeune, North Carolina, to Marine Corps Air Station Iwakuni, Japan, receive the same level of service. The Manual may also be shared with Sexual Assault Response Coordinators (SARCs) and Victim Advocates so that they may better understand VLC services when recommending that victims request a VLC to represent them.</p> |
| <p>105</p> | <p>Military Departments & Services, OLP</p> | <p>Sustain Special Victim Capability: Continue to fully implement the special victim prosecutor programs within the Special Victim Capability and further develop and sustain the expertise of prosecutors, investigators, victim witness liaisons, and paralegals in large jurisdictions or by regions for complex sexual assault cases</p> | <p>To meet SVIP requirements, special agents, investigators, and prosecutors must attend advanced training in adult sexual assault, child physical and sexual abuse, and domestic violence. Requirements for the training are outlined in DODI 5505.18, "Investigation of Adult Sexual Assault in the Department of Defense," and DODI 5505.19, "Establishment of SVIP Capability Within the Military Criminal Investigative Organizations." Training courses that meet these requirements include the NCIS Advanced Adult Sexual Assault Investigator Training Program (AASAITP) and the NCIS Advanced Family Sexual Violence Training Program (AFSVTP).</p> <p>Along with the Regional Training Counsel (RTC) who provide quarterly training to trial staff in their region, Highly Qualified Experts (HQE) also provide training and experience. The HQE/GS-15 has the primary duty of providing training, mentoring, and case-specific expertise to Trial Counsel (TC) detailed to special victim and other complex cases throughout the region in order to enhance the government's ability to meet its burden of production and proof. The HQE's/GS-15's primary functions are to consult and advise on the prosecution of special victim and other complex cases and to develop and implement training and standing operating procedures for the investigation and prosecution of complex cases. The HQE/GS-15 may perform other related duties, including preparation of reports and analysis of TC performance in courts-martial, as assigned. The HQE's bring a total of approximately 84 years of legal experience and the majority of that experience occurred while prosecutors in civilian practice focusing in the areas of sexual assault, domestic violence, and child</p> |

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| | | | <p>abuse.</p> <p>HQE's review every case of sexual assault and provide training and guidance based on their review of actions during the pendency of cases as well as the disposition of each case. HQE's participate in all areas of trial preparation with Trial Counsel, including collaboration on Prosecutorial Merit Memorandums (PMM), preparing charging documents, interviewing witnesses, preparing government motions and responses to defense motions, determining appropriate experts, and organizing all evidence to present the strongest case to the members. HQE's provide consistent guidance to Trial Counsel and assure continuity throughout the USMC in the disposition of sexual assault cases.</p> |
| 106 | Military Services | Continue to assess and meet the need for well-trained prosecutors to support the Services' special victim capabilities, especially if there is increased reporting of sexual assaults. | The SJA to CMC inspects legal offices across the Marine Corps annually. Leadership at JAD and TCAP frequently discuss court-martial trends, issues, training and policy with heads of the regional offices. CMS tracks special victim cases and counsel assigned to those cases. |
| 108 | Military Departments & Services, OLP | Sustain Special Victim Capability: Require standardization of Special Victim Capability duty titles to reduce confusion and enable comparability of Service programs | Tasked to USD P&R |
| 110 | Military Services | Service Judge Advocate Generals and the Staff Judge Advocate to the Commandant of the Marine Corps 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 personnel rotations within the Services' Judge Advocate General Corps. | Funding to train counsel litigating sexual assault cases more than doubled from FY13 to FY14. Funding will continue to increase for FY15. Counsel attend nationally recognized civilian-run and military-run courses taught at the JAG schools, DCAP/TCAP, or by regional-level counsel. |
| 111 | Military Services | Service Judge Advocate Generals and the Staff Judge Advocate to the Commandant of the Marine Corps sustain and broaden the emphasis on developing and maintaining shared resources, expertise, and experience in prosecuting and defending adult sexual assault crimes. | The Services' chief defense counsels and counsel assistance programs meet on a regular basis to discuss trends and practices. Additionally, the chiefs of military justice of each service meet regularly at the Joint Services Committee to discuss experiences and to implement in policy. |

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| <p>119</p> | <p>Military Services</p> | <p>The Service Judge Advocate Generals and the Staff Judge Advocate to the Commandant of the Marine Corps continue to fund and expand programs that provide a permanent civilian presence in the training structure for both trial and defense counsel. The Services should continue to leverage experienced military Reservists and civilian attorneys for training, expertise and experience.</p> | <p>The Marine Corps will continue to support the hiring of Highly Qualified Experts (HQEs). Presently, the Marine Corps has six HQEs supporting Marine trial counsel and defense counsel and is looking to hire an additional HQE for the defense.</p> |
| <p>120</p> | <p>Military Services</p> | <p>Service Judge Advocate Generals and the Staff Judge Advocate to the Commandant of the Marine Corps continue to fund sufficient training opportunities for military judges and consider more joint and consolidated programs.</p> | <p>All military judges attend a joint initial course at that Army's JAG school in order to be certified. Additionally, all military judges attend an annual joint military justice annual training hosted by either the Navy or the Air Force. Finally, each service hosts annual special training for MJs.</p> |