

**JUDICIAL PROCEEDINGS PANEL
REQUEST FOR INFORMATION SET # 6**

125. (Update to JPP RFI 19) DoD and Services: Provide all SVC program doctrinal publications (regulations, directives, instructions, manuals, memorandums, training materials or other guidance) that have been developed or issued regarding current SVC practices and procedures (other than the *Report on the Implementation of Section 1716 of the FY14 NDAA*, dated Apr. 4, 2014). Please include those relating to:

a. Formation and structure of the SVC program.

DoD	DoD believes the TJAGS and the SJA to the CMC are best equipped to set standards and establish the appropriate infrastructure of their respective SVC/VLC programs. Having said that, the NDAA for FY 2016, requires the Secretary of Defense, in collaboration with the Secretaries of the Military Departments and the Secretary of Homeland Security, to establish certain “guiding principles” for the SVC/VLC programs, including ensuring SVCs/VLCs are assigned to locations that maximize face-to-face communication between counsel and clients, establishing effective means of communication to permit counsel and client interactions when face-to-face communication is not feasible, developing performance measures and standards that measure the effectiveness of the SVC/VLC programs and client satisfaction, and processes for the Secretaries of the Military Departments and Homeland Security, to evaluate and monitor the SVC/VLC programs using the guiding principles. The DoD Office of General Counsel will lead this collaborative effort with TJAGs and SJA to CMC.
USA	No update.
USAF	<p>The information about the formation of the Air Force SVC Program (AFLOA/CLSV) remains the same as found in the Air Force response to JPP RFI 19. The organizational structure of the Program changed in Fiscal Year 2015. The SVC Program increased to a total of 51 SVC and 26 Special Victim’s Paralegal (SVP) billets. DSAID data and the SVC internal case management system were used to determine the optimal locations for SVC and SVP billets to maximize face-to-face contact with clients. In addition, the Air Force decided where to locate SVPs to maximize support to SVCs and produce a 2:1 SVC to SVP ratio. The Air Force identified 45 SVC locations and, by the end of FY15, had assigned 33 SVCs and 19 SVPs to 31 locations worldwide. In addition, the Air Force had assigned 4 Senior SVCs to fill 6 SSVC billets. By summer 2016, the Air Force will have filled 45 of 51 SVC billets and all 26 SVP billets. The remaining six SVC billets will be filled not later than summer 2017.</p> <p>In 2015, the Air Force expanded the SVC Program and mid-level leadership to include six major/O-4 Senior SVC (SSVC) billets. Five of the SSVCs align with the Air Force’s five judicial circuits – Western, Central, Eastern, Europe, and Pacific. The Circuit SSVCs directly supervise, mentor, train, and manage the SVCs and SVPs within their Circuits. They interface with regional JAG Corps, AFOSI, and SAPR leadership on policy matters and respond to and coordinate various policy requests and high-level inquiries from the White House, Congress, DOD, and Headquarters Air Force. Additionally, the SSVCs represent clients in high-visibility courts-martial and preliminary hearings. In 2015, there were also two additions to the SVC senior leadership team. A lieutenant colonel/O-5 Deputy Chief billet was created to enhance supervision of both the SVCs and SSVCs, manage resource and technological support, and facilitate the day-to-day operational aspects of the Program. Additionally, a</p>

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	<p>lieutenant colonel/O-5 Individual Mobilization Augmentee (IMA) to the colonel/O-6 division chief billet was added. The IMA leads the SVC appellate practice, responds to higher headquarters taskers, and provides reach-back legal support to SVCs in the field.</p>
USN	<p>The Navy Victims' Legal Counsel (VLC) Program was established in August 2013 to provide independent legal counsel to eligible sexual offense victims. The Victims' Legal Counsel Program (VLCP) met initial operational capability on 1 November 2013 and full operational capability on 1 January 2014. The Navy VLCP is currently manned by 29 Navy judge advocates assigned to 24 naval installations around the world. Two additional VLC will be added to the program in FY16: one will be placed in Norfolk and the other in San Diego bringing the total number of VLC "in the field" to 31. In addition to these "field" VLC, the VLCP is led by an O-6 Chief of Staff (COS) and a civilian Executive Director/Deputy Chief of Staff (DCOS) and is supported by ten active duty yeomen assigned to significant case concentration areas. Founding directives and documents related to the Navy VLCP include a Secretary of Defense (SECDEF) Memorandum dated 14 August 2013 (enclosure (4)); a Vice Chief of Naval Operations letter dated 15 August 2013 (enclosure (5)); a "From the Flags" notice executed by the Judge Advocate General and Deputy Judge Advocate General of the Navy (enclosure (6)); and a Naval Message (NAVADMIN) distributed on 15 April 2014 (enclosure (7)). Navy VLC are divided into five regions. VLC within each region report to a more senior supervisory VLC, who in turn reports to the DCOS and COS. Navy VLC are administratively assigned to local Region Legal Service Offices (RLSOs) for administrative purposes. A copy of the VLCP-RLSO Notice establishing division of responsibilities for VLC personnel is attached as enclosure (8).</p> <p>ENCLOSURES:</p> <ol style="list-style-type: none"> 1. Secretary of Defense, Sexual Assault Prevention and Response, dated 14 August 2013 2. Vice Chief of Naval Operations, Establishment of Navy Victim's Counsel Program, dated 15 August 2013 3. From the Flags, Victims' Legal Counsel, dated August 2013 4. Naval Administration Message, Establishment of Navy Victims' Legal Counsel Program, dated 2014 5. VLCP-RLSO Notice Establishing Division of Responsibilities for VLC Personnel
USMC	<p>Chapters V through VIII of the forthcoming USMC VLC Manual will address Eligibility for Services and the Scope of Services, Attorney-Client Relationships, Forming and Terminating the Attorney-Client Relationship, and Conflicts of Interest. As of 31 March 2016, the Manual is pending final review and approval before publication.</p>
USCG	<p>While there is a draft SVC Instruction that covers the structure, goal, and objectives of the Program and the requirements for individual SVCs, it has not been approved through the concurrent clearance process. Accordingly, the primary document still in effect is the United States Coast Guard Special Victims' Counsel Program EOC Concept of Operations. (See Enclosure 5).</p> <p>ENCLOSURE:</p> <p>U.S. Coast Guard SVC Program EOC Concept of Operations</p>

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b. Scope of representation of SVCs.

DoD	DoD believes the TJAGs and the SJA to the CMC are best equipped to set standards and establish the appropriate infrastructure of their respective SVC/VLC programs. Having said that, the NDAA for FY 2016, requires the Secretary of Defense, in collaboration with the Secretaries of the Military Departments and the Secretary of Homeland Security, to establish certain “guiding principles” for the SVC/VLC programs, including ensuring SVCs/VLCs are assigned to locations that maximize face-to-face communication between counsel and clients, establishing effective means of communication to permit counsel and client interactions when face-to-face communication is not feasible, developing performance measures and standards that measure the effectiveness of the SVC/VLC programs and client satisfaction, and processes for the Secretaries of the Military Departments and Homeland Security, to evaluate and monitor the SVC/VLC programs using the guiding principles. The DoD Office of General Counsel will lead this collaborative effort with TJAGs and SJA to CMC.
USA	No update.
USAF	<p>No program doctrinal publication changed the scope of SVC representation during FY15. The scope of representation has been and is determined by statutes, the needs of the client, and the ethical constraints upon the SVC. Notably, FY15 formal and informal training emphasized that the scope of representation should be tailored in each case to the needs of the client (Atch 125.13). Tailoring the Scope of Representation letter is particularly pertinent in two areas. First, the Fiscal Year 2016 National Defense Authorization Act (NDAA) permits SVC representation of DoD civilian employees, which raises significant employment law issues. The SVC program is working closely with the Employment and Labor Law Division, Air Force Legal Operations Agency, to ensure SVCs’ understanding of the appropriate scope of representation in civilian employment situations. Secondly, the FY16 NDAA emphasized the importance of assisting clients with retaliation claims, and the SVC Program has focused on this representational support in informal and formal training to ensure SVCs specifically address this issue with clients. Finally, the SVC Program continues to expand representation in the appellate process. This role expansion prompted the Program to re-evaluate the appropriate timing for termination of the attorney-client relationship. Rule for Courts-Martial 1209 states that an accused’s case is not final until all appellate review is complete. Correspondingly, the Program has extended the SVC attorney-client relationship through the appellate process.</p> <p>ENCLOSURE:</p> <p>Special Victims Counsel Scope of Representation Letter (Sample)</p>
USN	<p>The standardized Navy VLCP Scope of Representation is attached as enclosure (7).</p> <p>ENCLOSURE:</p> <p>Notification and Limitations of Attorney-Client Relationship, dated 19 December 2013</p>
USMC	Paragraph 5005 in Chapter V of the forthcoming VLC Manual will address the scope of detailed representation. As of 31 March 2016, the Manual is pending final review and approval before publication.

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USCG	<p>SVCs scope of representation is set, primarily, through statute and by the SVC’s governing rules of professional responsibility. A sample scope of representation letter is attached. See Special Victims’ Counsel Scope of Representation Letter (See Enclosure 6).</p> <p>ENCLOSURE:</p> <p>Scope of Representation Letter (Sample)</p>
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c. Implementation requirements, goals, objectives of the SVC program.

DoD	<p>DoD believes the TJAGS and the SJA to the CMC are best equipped to set standards and establish the appropriate infrastructure of their respective SVC/VLC programs. Having said that, the NDAA for FY 2016, requires the Secretary of Defense, in collaboration with the Secretaries of the Military Departments and the Secretary of Homeland Security, to establish certain “guiding principles” for the SVC/VLC programs, including ensuring SVCs/VLCs are assigned to locations that maximize face-to-face communication between counsel and clients, establishing effective means of communication to permit counsel and client interactions when face-to-face communication is not feasible, developing performance measures and standards that measure the effectiveness of the SVC/VLC programs and client satisfaction, and processes for the Secretaries of the Military Departments and Homeland Security, to evaluate and monitor the SVC/VLC programs using the guiding principles. The DoD Office of General Counsel will lead this collaborative effort with TJAGs and SJA to CMC.</p>
USA	No update.
USAF	<p>AFI 51-504, <i>Legal Assistance and Special Victims’ Counsel Programs</i>, has been revised and is pending approval by TJAG. It is the doctrinal publication that describes SVC Program procedures and eligibility requirements and outlines SVC representation. The SVC Program advances the Air Force mission by promoting justice, strengthening confidence in the military justice system, and offering legal assistance services through experienced, licensed, and independent legal counsel to alleged victims of sexual assault from the inception of the investigation, during the prosecution, and through the appellate process. SVCs and SVPs provide world-class representation and advocacy for eligible sexual assault victims worldwide.</p>
USN	<p>Implementation requirements, goals, and objectives of the Navy VLCP are outlined in the Navy Victims’ Legal Counsel Program Manual (JAGINST 5810.3 dated 10 July 2015), attached as enclosure (8).</p> <p>REFERENCE:</p> <p>JAG Instruction 5810.3, <i>Navy Victims’ Legal Counsel Program Manual</i>, dated 10 July 2015</p>
USMC	<p>Chapter I of the forthcoming USMC VLC Manual will provide a VLC program overview, to include mission, eligibility, and authority.</p>
USCG	<p>See United States Coast Guard Special Victims’ Counsel Program EOC Concept of Operations. (Enclosure 5)</p>

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	ENCLOSURE: U.S. Coast Guard SVC Program EOC Concept of Operations
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d. Program and performance assessment metrics.

DoD	DoD believes the TJAGS and the SJA to the CMC are best equipped to set standards and establish the appropriate infrastructure of their respective SVC/VLC programs. Having said that, the NDAA for FY 2016, requires the Secretary of Defense, in collaboration with the Secretaries of the Military Departments and the Secretary of Homeland Security, to establish certain “guiding principles” for the SVC/VLC programs, including ensuring SVCs/VLCs are assigned to locations that maximize face-to-face communication between counsel and clients, establishing effective means of communication to permit counsel and client interactions when face-to-face communication is not feasible, developing performance measures and standards that measure the effectiveness of the SVC/VLC programs and client satisfaction, and processes for the Secretaries of the Military Departments and Homeland Security, to evaluate and monitor the SVC/VLC programs using the guiding principles. The DoD Office of General Counsel will lead this collaborative effort with TJAGs and SJA to CMC.
USA	No update.
USAF	<p>Air Force SVC Program data is collected and maintained in a SharePoint database described in the Air Force response to JPP RFI 19. Metrics tracked include 1) number of clients, 2) number of child clients, 3) number of DoD civilian clients, 4) interviews attended (including investigative and pre-trial interviews), 5) Article 32, UCMJ, preliminary hearings attended, 6) courts-martial attended, 7) motions filed and argued, 8) correspondence on behalf of clients, 9) calls or meetings with clients, 10) legal assistance issues addressed, 11) documents drafted, 12) victim satisfaction with SVC representation, 13) advanced training attended by SVCs and SVPs, 14) SVC feedback on courses trained, 15) Extraordinary Circumstances Requests (ECR) made and granted (see below), 16) Extraordinary Writs filed, and 17) Post-trial appellate briefs filed.</p> <p>With regard to ECRs, the SVC Program tracks requests for representation made by crime victims who do not meet the statutory categories of eligibility in 10 U.S.C. Sec. 1044e. The SVC Program evaluates requests made by victims who present exceptional circumstances according to the ECR process is outlined in AFI 51-504, Chapter 3. The Program maintains statistics of those requests denied and granted to ensure consistent application of request criteria and request trends.</p> <p>In Fiscal Year 2015, the SVC Program partnered with AFLOA/JAS (Information Management Directorate) to construct a comprehensive database and retrieval system for records management. As of March 2016, the user interface is nearing completion, and we anticipate a summer 2016 implementation date.</p>
USN	The Navy VLCP is assessed weekly by its program leadership and Commander, Naval Legal Service Command (CNLSC) via completion of weekly reports by each VLC. A sample report is attached in enclosure (11). Additionally, the VLCP COS speaks with CNLSC almost weekly to assess program performance, policy developments and review pending requirements. The Navy VLCP uses a Victim Satisfaction Survey to gauge

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	<p>program success, challenges, and areas for improvement. More detail regarding the survey is provided in the response to question 152 below and a sample Victim Satisfaction Survey is attached as enclosure (12).</p> <p>ENCLOSURES:</p> <ol style="list-style-type: none"> 1. VLCP Victim Weekly Report (Sample) 2. VLCP Satisfaction Survey (Sample)
USMC	<p>Pursuant to the SJA to CMC’s UCMJ Article 6 authority to conduct inspections in the administration of military justice, the OIC, VLCO, is developing an inspection checklist that would be used to inspect VLC offices in order to establish uniform standards in VLCO offices around the world.</p> <p>DoD regularly surveys sexual assault victims from all of the Services. The USMC VLCO has not conducted its own survey while DoD is actively surveying due to a concern for survey fatigue over a traumatic incident. When DoD stops surveying, the USMC VLCO would consider establishing a recurring survey of client satisfaction with the VLC program.</p> <p>The USMC VLCO assesses its program through anecdotal stories of success or concern that are collected on fixed intervals through a weekly report from each of the four Regional Victims’ Legal Counsel. While drafting the USMC VLC Manual, those assessments were incorporated and resulted in detailed programmatic changes based upon the reports of what works well and what did not work well. After publication, the USMC VLCO will continue to collect those assessments and use them to update the Manual approximately one year after publication.</p>
USCG	<p>See Performance Goals: Special Victims’ Counsel (Enclosure 7).</p> <p>While the SVC Program continues to utilize the program and performance goals established in the Program’s founding resource requests, in addition, every 6 months, the SVC Program briefs TJAG on specific program components. This includes the total number of SVC requests (unrestricted and restricted) and total requests divided by client demographics and divided by District for that reporting period. The Program also briefs the SVC utilization rate, the SVC client caseload distribution, and expected challenges facing the SVC Program in the upcoming reporting period.</p> <p>ENCLOSURE:</p> <p>SVC Performance Goals</p>

e. Reporting requirements on program status and metrics.

DoD	<p>DoD believes the TJAGS and the SJA to the CMC are best equipped to set standards and establish the appropriate infrastructure of their respective SVC/VLC programs. Having said that, the NDAA for FY 2016, requires the Secretary of Defense, in collaboration with the Secretaries of the Military Departments and the Secretary of Homeland Security, to establish certain “guiding principles” for the SVC/VLC programs, including ensuring SVCs/VLCs are assigned to locations that maximize face-to-face</p>
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	communication between counsel and clients, establishing effective means of communication to permit counsel and client interactions when face-to-face communication is not feasible, developing performance measures and standards that measure the effectiveness of the SVC/VLC programs and client satisfaction, and processes for the Secretaries of the Military Departments and Homeland Security, to evaluate and monitor the SVC/VLC programs using the guiding principles. The DoD Office of General Counsel will lead this collaborative effort with TJAGs and SJA to CMC.
USA	No update.
USAF	The Air Force SVC Program provides regular reports on the Program and metrics for semi-annual and annual reports for Air Force leadership and upon request for other agencies and organizations, such as the JPP.
USN	The Navy VLCP reports metrics to CNLSC via weekly reports noted in the response to question 125(d) above. Program leadership also provides metrics to various components within the Department of the Navy and Department of Defense addressing VLCP operations, caseloads, manning, and other relevant metrics, as required.
USMC	The USMC VLCO makes a weekly report to the SJA to CMC, enclosure (13), providing him with (1) the average caseloads for an individual VLC broken out by our four regions and (2) anecdotal stories of success or concern that have been collected from the regions. ENCLOSURE: Victims' Legal Counsel Organization Weekly Report to SJA
USCG	Same as d. above. Additionally, on a monthly basis, the SVC Program provides the following metrics to the Deputy Judge Advocate General: (1) the total number of SVC requests for the calendar year; (2) the number and type of SVC requests for the month, i.e., dependent female, active duty male, etc.; (3) the number of Coast Guard Investigative Services (CGIS) interviews SVCs attended over the month; (4) the number of trial or defense counsel interviews SVCs attended during the month; (5) the number of Article 32 hearings SVCs attended during the month; (6) the number of matters, including motions, SVCs submitted to trial counsel and/or the convening authority during the month; (7) the number of expedited transfer requests submitted by SVCs during the month; (8) the number of Military Protective Orders submitted by SVCs during the month; (9) the number of complaints of retaliation SVCs handled during the month; (10) the number of matters referred to Coast Guard legal assistance, and (11), days SVC spent TDY. Also included in this monthly update are the groups to which SVCs provided informational or programmatic briefings during the month, courses attended by SVC during the month, upcoming activities (such as JPP proceedings) for individual SVCs or the Program, and issues of note which are hot topics/important subject matter individual SVCs are facing or the Program as whole is encountering.

f. Program evaluation standards.

DoD	DoD believes the TJAGS and the SJA to the CMC are best equipped to set standards and establish the appropriate infrastructure of their respective SVC/VLC programs. Having said that, the NDAA for FY 2016, requires the Secretary of Defense, in collaboration with the Secretaries of the Military Departments and the Secretary of Homeland
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	<p>Security, to establish certain “guiding principles” for the SVC/VLC programs, including ensuring SVCs/VLCs are assigned to locations that maximize face-to-face communication between counsel and clients, establishing effective means of communication to permit counsel and client interactions when face-to-face communication is not feasible, developing performance measures and standards that measure the effectiveness of the SVC/VLC programs and client satisfaction, and processes for the Secretaries of the Military Departments and Homeland Security, to evaluate and monitor the SVC/VLC programs using the guiding principles. The DoD Office of General Counsel will lead this collaborative effort with TJAGs and SJA to CMC.</p>
USA	<p>No update.</p>
USAF	<p>The Air Force SVC Program maintains the assessment metrics previously described in the response to JPP RFI 19 and continues to use Victim Impact Surveys (VIS). As described in JPP RFI 115, the VIS is the best tool to capture the client’s evaluation of and satisfaction with the SVC’s representation. VIS are reviewed by Program leadership and provided to individual SVCs as appropriate. The feedback from victims represented by an SVC remains overwhelmingly positive. An impressive 86% of victims surveyed indicated they were “extremely satisfied” with their SVC’s representation and 13% were “satisfied,” resulting in an overall 99% satisfaction rate. An astounding 99% of those surveyed would recommend other victims request an SVC; this percentage remains consistent with the levels reported in FY14 and FY15. See also JPP RFI 151. Exercising authority pursuant to Article 6, UCMJ, TJAG evaluates individual SVCs based on inputs from various sources, most importantly, the SVC supervisory chain.</p> <p>In addition to the metrics noted in paragraph d, above, the SVC Program Chief also receives bi-weekly reports from each of the five Circuit SSVCs regarding the case status and highlights of legal assistance provided by each SVC to clients. These reports allow the SSVCs and the Program Chief to evaluate individual SVC caseloads, any representational issues, the advocacy ability and performance of individual SVCs, and areas for training and improvement. The Program also conducts assessments using data including the number of adult victims making an unrestricted report of sexual assault who utilize SVC representation. Pursuant to FY16 NDAA § 535(b), the Service SVC/VLC Program Managers prepared and coordinated a Guiding Principles Memorandum to the Service Secretaries that establishes assessment metrics and standards for all of the Service SVC/VLC Programs. Direction from OSD is forthcoming.</p> <p>The SVC Program has developed a self-inspection checklist that is aligned with the requirements in AFI 51-504 and will be accomplished semi-annually by each SVC office. Once accomplished, the self-inspection checklist will be provided to the Program Chief, through the SSVC, for review by TJAG prior to Article 6, UCMJ, inspections at installations with SVC locations. The self-inspection checklists will be provided along with trip book inputs that are developed by the SSVCs as a report on local SVC operations, including relationships with the installation Staff Judge Advocate, Area Defense Counsel, and SARC.</p>
USN	<p>The Navy VLCP reached full operational capability on 1 January 2014. Because the program was so new, no UCMJ Article 6 Inspection occurred in fiscal year 2014. A VLC program self-assessment guide (attached as enclosure (13)) was drafted in 2015.</p>

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	<p>The VLCP is being formally inspected on the self-assessment guide as part of the UCMJ Article 6 Inspection in 2016.</p> <p>ENCLOSURE:</p> <p>VLC Self-Assessment Guide, undated</p>
USMC	Please see 125.c, above.
USCG	<p>See Performance Goals: Special Victims' Counsel (15 Jul 2013-30 April 2014)(Enclosure 7)</p> <p>Same as d. above. Additionally, the SVC Program has submitted information pertaining to the treatment and utilization of SVCs to USCG JAG leadership for inclusion in TJAGs oversight visits to legal offices across the Coast Guard pursuant to his authority in Article 6, UCMJ.</p> <p>ENCLOSURE:</p> <p>SVC Performance Goals</p>

g. Training requirements for SVCs.

DoD	<p>DoD believes the TJAGS and the SJA to the CMC are best equipped to set standards and establish the appropriate infrastructure of their respective SVC/VLC programs. Having said that, the NDAA for FY 2016, requires the Secretary of Defense, in collaboration with the Secretaries of the Military Departments and the Secretary of Homeland Security, to establish certain “guiding principles” for the SVC/VLC programs, including ensuring SVCs/VLCs are assigned to locations that maximize face-to-face communication between counsel and clients, establishing effective means of communication to permit counsel and client interactions when face-to-face communication is not feasible, developing performance measures and standards that measure the effectiveness of the SVC/VLC programs and client satisfaction, and processes for the Secretaries of the Military Departments and Homeland Security, to evaluate and monitor the SVC/VLC programs using the guiding principles. The DoD Office of General Counsel will lead this collaborative effort with TJAGs and SJA to CMC.</p>
USA	No update.
USAF	<p>At this time, there are no new doctrinal publications regarding SVC training requirements. Training materials are updated regularly, and current information is presented at the SVC Course, ISALC and ASALC, outreach presentations by SVCs, and informal training Webcasts by AFLOA/CLSV. See JPP RFI 133.</p>
USN	<p>All VLC are initially trained as Navy Judge Advocates, and are sworn pursuant to Articles 27(b) and 42(a) of the UCMJ. 31 Judge Advocates were initially selected and vetted by the Judge Advocate General of the Navy for VLC assignment based on demonstrated litigation expertise, professionalism, maturity, judgment, interest, and proven inter-personal skills. These VLC were then trained at specialized Victims' Counsel Training Courses executed by the Navy, Air Force, and Army, focusing on the rights, support, recovery, and advocacy of victims. Each VLC attended one of the week-long courses which combined instruction by military and civilian subject-matter experts</p>

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	<p>with practical exercises to prepare VLC for representation and litigation. Following completion of a certification course, each Navy VLC was officially certified to execute VLC duties by the Judge Advocate General of the Navy (sample certification letter at enclosure (14)). Continuing education is achieved through attendance at specialized sexual assault training courses, intra-VLC communication and collaboration on a collective VLC SharePoint website, and through regularly scheduled group training via video-teleconferencing.</p> <p>ENCLOSURE:</p> <p>Certification of Navy Victims' Legal Counsel, (Sample)</p>
USMC	<p>The USMC has developed the following baseline training requirements for VLC:</p> <p>(1) Once a potential VLC is identified, that name is forwarded to the OIC, VLCO, who screens the counsel for criminal and professional misconduct</p> <p>(2) Before a judge advocate is certified to represent a victim, the judge advocate must complete an SVC/VLC certification course at either the Army or Air Force JAG Schools</p> <p>(3) Approximately 6 months after certification, all VLC attend advanced training at the USMC's Annual VLC Symposium.</p> <p>(4) Approximately 12 months after training, all VLC attend the National Crime Victim Law Institute's (NCVLI) annual Crime Victim Law Conference.</p> <p>(5) During each 12 month period, each of the four Regional VLC will provide training for all VLC in their region.</p>
USCG	<p>Same as a. above.</p>

h. SVC training course guidelines and standards.

DoD	<p>DoD believes the TJAGS and the SJA to the CMC are best equipped to set standards and establish the appropriate infrastructure of their respective SVC/VLC programs. Having said that, the NDAA for FY 2016, requires the Secretary of Defense, in collaboration with the Secretaries of the Military Departments and the Secretary of Homeland Security, to establish certain "guiding principles" for the SVC/VLC programs, including ensuring SVCs/VLCs are assigned to locations that maximize face-to-face communication between counsel and clients, establishing effective means of communication to permit counsel and client interactions when face-to-face communication is not feasible, developing performance measures and standards that measure the effectiveness of the SVC/VLC programs and client satisfaction, and processes for the Secretaries of the Military Departments and Homeland Security, to evaluate and monitor the SVC/VLC programs using the guiding principles. The DoD Office of General Counsel will lead this collaborative effort with TJAGs and SJA to CMC.</p>
USA	<p>Please see attached course schedule and guidelines.</p> <p>ENCLOSURES:</p>

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	<ol style="list-style-type: none"> 1. Info Paper on SVC Program 2. Representing Children Overseas Info Paper 3. SVC Course Presentation 4. SVC Program Overview Hill Engagement 5. SVC Structure Slide
USAF	See JPP RFI 133.
USN	<p>As noted in the response to question 125(g), Navy VLC must complete a specialized training and certification course focused on victim rights, victim advocacy, and special issues affecting sexual offense victims. All Navy VLC attended a certification course executed by the Navy VLCP, Army Special Victims' Counsel (SVC) Program, or Air Force SVC Program. Course schedules for each course are attached in enclosures (15), (16) and (17).</p> <p>ENCLOSURES:</p> <ol style="list-style-type: none"> 1. VLC Certification Course Schedule, January 2014 2. Army SVC Course Curriculum, July 2015 3. Air Force SVC Course Curriculum, January – June 2015
USMC	The USMC does not have a JAG School and sends VLC to certification courses at either the Army or Air Force JAG Schools.
USCG	While the Coast Guard relies on the attendance at training courses offered by the Army and Air Force JAG Schools, it is hosting a conference for USCG SVC, both collateral duty and fulltime, in April 2016. The course will cover Coast Guard specific subject matter, guidelines, instructions and process and will include briefings, small and large group discussions, and moderated panels with guest speakers representing USCG SARC, CGIS, Victim Advocates, Family Advocacy, military judges, the clemency process, military justice office, district staff judge advocates, commanders, trial counsel, physicians, HIPAA experts, and the Civil Rights Division as well as Protect Our Defenders and an expert in secondary trauma. Additionally, SVCs have attended several victim advocacy courses offered by non-DoD entities including the End Violence Against Women International Conference, National Crime Victims Law Conference, and the Crimes Against Children Conference. Finally, SVCs have attended trainings offered by the sister services intended to promote better advocacy and legal assistance for sexual assault victims.

i. Oversight and coordination of the programs within and across the Services.

DoD	DoD believes the TJAGS and the SJA to the CMC are best equipped to set standards and establish the appropriate infrastructure of their respective SVC/VLC programs. Having said that, the NDAA for FY 2016, requires the Secretary of Defense, in collaboration with the Secretaries of the Military Departments and the Secretary of Homeland Security, to establish certain “guiding principles” for the SVC/VLC programs, including ensuring SVCs/VLCs are assigned to locations that maximize face-to-face communication between counsel and clients, establishing effective means of communication to permit counsel and client interactions when face-to-face communication is not feasible, developing performance measures and standards that measure the effectiveness of the SVC/VLC programs and client satisfaction, and
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	<p>processes for the Secretaries of the Military Departments and Homeland Security, to evaluate and monitor the SVC/VLC programs using the guiding principles. The DoD Office of General Counsel will lead this collaborative effort with TJAGs and SJA to CMC.</p>
<p>USA</p>	<p>Every 4-6 weeks the Program Managers from all Services meet to discuss the Program’s policy and strategic objectives. Program Managers collaborate on issues that may involve more than one Service, or to share information that is beneficial for all the Services. The Services collaborate on potential victim appeals and extend opportunities for each program to file amicus briefs in support of a particular issue. On a more formal basis, the Services formed a working group to develop uniform baseline training for SVC. Individual SVC at the installation level routinely collaborate with SVC/VLC from the other Services who also serve within their geographic region. The SVC Program Manager communicates with stakeholders across the Army regarding issues of mutual interest, such as victim interviews and evidence collection, utilization of FAP services and SHARP data collection and survey responses.</p>
<p>USAF</p>	<p>SVC coordination across the Services is conducted regularly through email exchanges and teleconferences between the Service Program Chiefs to discuss responses to issues, comments for legislation, and input for Department- and Service-level policies and regulations. Regularly scheduled meetings are attended by all Services, Coast Guard, and National Guard Program leadership. Program leadership collaborates on training opportunities at military and civilian venues. Collaboration and cross-pollination of students and faculty help the Services develop consistent approaches to interpretation of the law and cross-feed best practices. For example, in FY15, the SVCs and VLCs in the European region conducted a regional training course where they shared pleading templates and discussed strategies and distinctions common to cases in Europe. The training was immensely successful in expanding the knowledge base of the attendees and building the camaraderie between the Services. Finally, the Service Program Chiefs collaborates on possible extraordinary writs or amicus briefs.</p> <p>Within the Air Force, TJAG conducts oversight of the SVC Program pursuant to Article 6, UCMJ and 10 U.S.C. Sec. 1044e(e). Operational oversight of the Program is conducted by the SVC Program Chief with the assistance of the AFLOA/CLSV staff.</p>
<p>USN</p>	<p>Navy VLCP leadership meet frequently with SVC/VLC program managers of the other services to share lessons learned, best practices, program documents, training opportunities, and policy updates. Group discussions and review often spark additional innovations and insight to improve VLC/SVC legal support to all military sexual offense victims. This team-based approach proved particularly useful in establishing the Navy VLCP, accessing available victim-support training, and vetting of initial VLCP policies, including the Scope of Representation Letter and Business Rules regarding expansion of services to child sexual assault victims attached as enclosures (18) and (19).</p> <p>ENCLOSURES:</p> <ol style="list-style-type: none"> 1. Notification and Limitations of Attorney-Client Relationship – Child Victims (Sample) 2. Business Rules for the Provision of VLC Services to Minors and Clients with Diminished Capacity, date 24 June 2014

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USMC	<p>(1) The USMC VLCO is an independent organization that is directed by the OIC, VLCO, who sets the uniform standards within the USMC through the close supervision of all VLC.</p> <p>- Pursuant to statute and regulations, the SJA to CMC is responsible for overseeing and supervising the provision of legal support within the Marine Corps as well as the professional responsibility oversight of individual Marine judge advocates, legal services specialists, and certain civilian legal support providers. The SJA to CMC supervises the OIC, VLCO. This oversight responsibility will be further articulated in the forthcoming USMC VLC Manual.</p> <p>- The SJA to CMC assigned the responsibility for the delivery of victims’ legal services throughout the Marine Corps to the OIC, VLCO. The OIC is the head of the VLCO and responsible for the supervision and operational control of all VLCs as well as all legal services specialists and civilian legal support providers assigned to the VLCO. The OIC directly supervises the four regional VLC. The responsibilities of the OIC will be further articulated in the forthcoming USMC VLC Manual.</p> <p>- Four Regional VLCs directly supervise all of the VLC in their region. The Regional VLC also coordinate informally with those nearby SVC and VLC offices provided by the other Services. The oversight and coordination roles of Regional VLC will be further articulated in the forthcoming USMC VLC Manual.</p> <p>(2) Across the services, the OIC, VLCO, is in constant coordination with the other program managers by meeting regularly with the program managers from the other Services.</p>
USCG	<p>Although no formal guidance has been developed, all of the Service SVC/VLC Program Managers meet regularly.</p>

j. Handbooks or other program references developed by the Services.

DoD	<p>DoD believes the TJAGS and the SJA to the CMC are best equipped to set standards and establish the appropriate infrastructure of their respective SVC/VLC programs. Having said that, the NDAA for FY 2016, requires the Secretary of Defense, in collaboration with the Secretaries of the Military Departments and the Secretary of Homeland Security, to establish certain “guiding principles” for the SVC/VLC programs, including ensuring SVCs/VLCs are assigned to locations that maximize face-to-face communication between counsel and clients, establishing effective means of communication to permit counsel and client interactions when face-to-face communication is not feasible, developing performance measures and standards that measure the effectiveness of the SVC/VLC programs and client satisfaction, and processes for the Secretaries of the Military Departments and Homeland Security, to evaluate and monitor the SVC/VLC programs using the guiding principles. The DoD Office of General Counsel will lead this collaborative effort with TJAGs and SJA to CMC.</p>
USA	<p>See attached Third Edition to the SVC Handbook.</p> <p>ENCLOSURE:</p>

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	Third Edition to the SVC Handbook
USAF	<p>AFI 51-504, <i>Legal Assistance and Special Victims' Counsel Programs</i>, has been revised and is pending approval by TJAG. It is the doctrinal publication that describes SVC Program procedures and eligibility requirements and outlines SVC representation.</p> <p>ENCLOSURES:</p> <ol style="list-style-type: none"> 1. Air Force Special Victims Counsel Division Map (Redacted) 2. Phone Roster 2016 (Redacted) 3. AFI 51-504, Legal Assistance and Special Victims' Counsel Program, Chapter 3 (Draft) 4. ECR Request Example (Redacted) 5. JA History Survey 6. TJAG Report to CAAF – FY 15 7. FY 17 SecAF Posture Kneeboard 8. CLS Legal Week – 6 Nov 15 (Redacted) 9. CLS Legal Week – 4 Dec 15 (Redacted) 10. Bi-weekly Case Report Template 11. Trip Book Report (Redacted) 12. SVC Self-Inspection Checklist 13. Special Victims Counsel Scope of Representation Letter (Sample)
USN	<p>In order to assist child victims of sexual offenses to better understand the military courts-martial system, a VLC Handbook entitled “When Kids Testify at Court-Martial” was adapted to military practice and illustrated by LCDR Ann Lundwall, one of the Navy’s original VLC (attached at enclosure (20)).</p> <p>ENCLOSURE:</p> <p>VLC Handbook: “When Kids Testify at Courts-Martial,” adopted and illustrated by LCDR Ann Lundwall</p>
USMC	As of 31 March 2016, the USMC VLC Manual is pending final review and approval before publication.
USCG	Same as 125a. above.