



***National Guard Bureau
Office of Complex Investigations
Report of Assessment of the
Alaska National Guard***

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National Guard Bureau Office of Complex Investigations
Report of Assessment: AK1401

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I. Executive Summary

On 28 February 2014, Alaska Governor Sean Parnell submitted a letter to the Chief of the National Guard Bureau, General Frank J. Grass, requesting that the National Guard Bureau's Office of Complex Investigations (NGB-JA/OCI) investigate "open and closed investigations related to reports of sexual assault, rape, and fraud among members of the Alaska National Guard [(AKNG)]." The request highlighted concerns over reports of sexual assault and allegations of a hostile work environment within the AKNG. The Governor's request also sought an overall assessment of the AKNG's command structure and its responses in cases of sexual assault that were otherwise referred to civilian law enforcement for disposition.

A. Findings

- The AKNG's Sexual Assault Prevention and Response Program is well-organized, but victims do not trust the system due to an overall lack of confidence in the command;
- The AKNG leadership has failed to provide the resources, emphasis, and oversight in the implementation of the AKNG EEO/EO program;
- The AKNG does not have a formal mechanism to facilitate coordination with local law enforcement regarding cases of misconduct committed by members of the AKNG;
- There were several instances of fraud committed by AKNG members and leadership at the facilities level, but that this fraudulent activity did not have an impact on the reporting of sexual assault. Examples of fraud included embezzlement of money from a NG family programs account and misuse of government equipment for personal gain. On 27 August 2014, Governor Parnell requested that the National Guard Bureau conduct a further assessment into the management of federal fiscal resources in the AKNG;

Synopsis

The National Guard Bureau's Office of Complex Investigations conducted a statewide assessment into the Alaska National Guard and made findings and recommendations in the areas of sexual assault, EEO/EO matters, coordination with local law enforcement, Alaska National Guard member misconduct, command climate and the administration of justice.

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- Actual and perceived favoritism, ethical misconduct, and fear of reprisal are eroding trust and confidence in AKNG leadership; and
- The AKNG is not properly administering justice through either the investigation or adjudication of AKNG member misconduct.

B. Recommendations

- The NGB-JA/OCI Team provided seven separate recommendations to improve the management of sexual assault matters within the state;
- The Team provided five separate recommendations to improve the State Equal Employment Opportunity program;
- The Team recommends that allegations of misconduct under investigation by law enforcement be tracked by the AKNG Office of the Staff Judge Advocate or a law enforcement liaison, such as a Provost Marshall Officer;
- The Team recommends that the National Guard Bureau conduct a separate assessment into the management of federal fiscal resources in the AKNG;
- The Team recommends that all levels of command in the AKNG reevaluate their approach to leading soldiers in a positive manner and provided seven recommendations to address the concerns raised during the Team's visit and through the climate survey; and
- The Team identified nine areas that the AKNG and AK legislature may want to consider to improve the administration of justice within the state.

II. Background

On 28 February 2014, Alaska Governor Sean Parnell submitted a letter to the Chief of the National Guard Bureau, General Frank J. Grass, requesting that the National Guard Bureau's Office of Complex Investigations (NGB-JA/OCI) investigate "open and closed investigations related to reports of sexual assault, rape, and fraud among members of the Alaska National Guard." In accordance with CNGBM 0400.01, the Chief Counsel for the National Guard Bureau (NGB) appointed an NGB-JA/OCI Assessment Team, hereinafter referred to as "the Team." The assessment was conducted from 19 March 2014 until 13 June 2014.

On or about 19 March 2014, members of the Team travelled to Anchorage, Alaska to meet with Governor Parnell and obtain his specific guidance on the scope of the assessment. Governor Parnell requested an independent look at the AKNG's training, reporting, investigating, and case disposition practices in the areas of sexual assault, hostile work environment (e.g., sexual harassment), and fraud. Additionally, the Governor requested that the Team review matters that were referred to civilian law enforcement for disposition but never prosecuted and assess the current culture, policies, and personnel practices of the AKNG (Army and Air) to determine their effect on the current command climate.

The Team developed an action plan which included: conducting a statewide command climate survey; collecting identified data requirements; conducting on-site interviews at all major AKNG locations; interviewing all AKNG senior leaders, to include the Adjutant General (TAG), the Assistant Adjutant General for both the Air and Army National Guard, and the Director of the Joint Staff; and coordinating with Army Criminal Investigation Division (CID) and local Alaskan law enforcement officials.

From 1 April through 1 June 2014, a command climate survey was conducted using a DoD-approved survey tool through the Defense Equal Opportunity Management Institute. The Team conducted most of the interviews and reviewed data provided during the timeframe of 28 April through 12 June 2014.

The Team collected volumes of data and travelled over 1,000 miles, visiting Ft. Greely, Eielson Air Force Base (AFB), Clear Air Force Station (AFS), and Joint Base Elmendorf-Richardson (JBER). The Team also conducted over 185 personal interviews. Those interviewed included current, former, and retired

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members of the Alaska Army and Air National Guard; members of the active duty U.S. Air Force; part-time and full-time civilian AKNG employees; civilian state military forces leaders; local, state and federal civilian law enforcement officials; and U.S. Army Alaska (USARAK) Criminal Investigation Division (CID) officials.

The Team reviewed all allegations and issues identified in the initial request for assistance, as well as subsequent allegations identified through various means including e-mail communications, federal and state congressional submissions, anonymous correspondence, recent media reports, and on-site interviews.¹

The Team's directive and goal was not to re-investigate previous allegations of sexual assault, hostile work environment, fraud or other misconduct, but rather to assess the instances of misconduct as a whole, identifying common themes among behavior that was already known to have occurred, further evaluating how those incidents were handled by the command. The Team did this by reviewing each allegation of misconduct and the corresponding investigation through analysis of data provided by the AKNG in response to the Team's data request (Tab C) and thru personal interviews conducted by the Team. In this way, each of the Governor's requests is individually addressed within this report.

¹ The Team reviewed all documentation regarding the foregoing matters, to include assessing the administrative actions taken and the current status of the individuals involved. In some cases, the Team re-interviewed witnesses to collect additional evidence or to clarify prior statements. During the course of these interviews, additional and insightful information regarding the organization, its operating standards, and unique challenges became apparent. In order to limit the scope of the assessment to the directed matters, however, the team explored only those additional allegations that either clarified the initial action of the command or provided factual information not previously identified during the initial inquiry.

III. Action Plan

The Team developed the following action plan to address each of the Governor's area of concern: Sexual Assault; Hostile Work Environment; Fraud, Coordination with Law Enforcement; Misconduct; and Command Climate. Each is addressed more fully below.

A. Sexual Assault

In response to the allegations of sexual assault, the Team focused on four areas: review of reported allegations of sexual assault and the actions taken regarding those reports; interviews with victims of the reported sexual assaults, which included both unrestricted and restricted reports²; review of AKNG sexual assault policies, practices, training and command emphasis; and review of the results of the NGB-JA/OCI command climate survey (specifically, the responses to questions regarding sexual assault).

The AKNG provided a matrix of all reported incidents of sexual assault since the DoD Sexual Assault Prevention and Response (SAPR) program was initiated in 2006. There were 37 reports of sexual assault; of those, 17 were unrestricted and eight identified sexual assault perpetrators. Some of the allegations reported were investigated by the AKNG; however, most of the allegations involved civilian perpetrators and were referred to AK local law enforcement officials for investigation.

B. Hostile Work Environment

A hostile work environment occurs when there is discriminatory or harassing behavior that is so "severe or pervasive as to create a hostile or

² Under DoD policy, the victim, in coordination with their victim advocate (VA), may request that a report of sexual assault be either restricted or unrestricted. Pursuant to DoD Directive 6594.01, the Restricted Reporting option allows sexual assault victims to confidentially disclose the assault to specified individuals (i.e., SARC, SAPR VA, or healthcare personnel), and receive medical treatment, including emergency care, counseling, and assignment of a SARC and SAPR VA, without triggering an official investigation. The victim's report provided to healthcare personnel (including the information acquired from a SAFE Kit), SARCs, or SAPR VAs will NOT be reported to law enforcement or to the command to initiate the official investigative process unless the victim consents or an established exception applies.

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abusive work environment.”³ Consistent with the Governor’s request, the Team focused on three areas: review of all allegations of hostile work environment, including a review of all Equal Employment Opportunity/Equal Opportunity (EEO/EO) complaints and the action taken; interviews with formal complainants and prospective complainants; and the results of the OCI command climate survey (specifically, the responses to questions regarding EEO/EO matters).

The Team requested a roster of all EEO/EO complaints going back 10 years; however, there was no clear record-keeping system available that would provide that information.⁴ The AKNG State Equal Employment Manager (SEEM) provided details regarding three active complaints currently being addressed within AKNG units. Additional concerns and complaints were discovered by the Team during the course of the assessment phase and referred to the SEEM or discussed with responsible commanders, as appropriate with the concurrence of the disclosing interviewees. Finally, information regarding the EEO/EO program was provided in the OCI climate survey.

C. Fraud

In response to allegations of fraudulent activities in the AKNG, the Team focused on three areas: review of reported incidents of fraudulent activities and the action taken regarding such reports; interviews with commanders, investigating officers, internal review officials, and the office of the USPFO; and review of internal audits conducted by the AKNG.

The Team reviewed several minor reported incidents of inappropriate use of the Government Purchase Card, each of which was administratively handled through a letter of reprimand/admonishment. There were two high-profile fraud incidents: one incident involved a senior AKNG officer who misused government equipment for personal use, and the another incident involved a senior AKNG enlisted member who re-directed donated funds for personal gain. While each incident was investigated by agencies outside the AKNG, the Team interviewed several personnel involved in those investigations as well as

³ Burlington v. Ellerth, 118 S. Ct. 2257 (1998).

⁴ When interviewed, the State Equal Employment Manager (SEEM), the individual responsible for State EEO/EO management and oversight, did not have a database which tracked complaints.

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members within the AKNG during the time period when the fraudulent activity occurred. During the course of these interviews, several questions regarding the lawful use of federal funds by state and federal program managers were raised so the Team expanded the scope of fraud to include a review of the AKNG facilities program.

D. Coordination with Law Enforcement

In response to questions regarding the coordination between the AKNG and local law enforcement, the Team focused on three areas: a review of all written agreements between the AKNG and AK law enforcement organizations from 2004-2014; a review of the list of all reported misconduct made by or to law enforcement or any Military Criminal Investigative Organizations (MCIO) involving AKNG full-time and part-time military personnel over the past 10 years; and interviews with AKNG leaders and local law enforcement personnel.

In most cases, AKNG records only went back to approximately 2009-2010, and there was no standardization across lower-level commands within the AKNG with regard to misconduct reporting and tracking. The AKNG provided information regarding 64 cases of misconduct that was reported to local law enforcement over the last 10 years; of those, 56 resulted in disciplinary action. Interviews with local law enforcement officials provided the most detailed information regarding joint efforts in coordination.

E. Misconduct in the AKNG

To assess the AKNG leadership's handling of the reports of misconduct, the Team reviewed a list of all incidents of misconduct that were tracked at the unit level as well as paper and digital copies of all AKNG command policies and procedures from 2004 to 2014 pertaining but not limited to sexual assault and harassment, fraternization, DUI, improper use of government equipment, recruiting and retention, and ethical standards of conduct.

The AKNG provided 494 reports of misconduct over the past 10 years.⁵ The Team reviewed the files and administrative actions taken in response to the reported misconduct, and it conducted interviews with individuals involved in several of the incidents where administrative action followed.

⁵ This number includes the 46 cases that were reported to local law enforcement referenced above and 24 EO cases. Of the total number, 115 cases were designated as general misconduct, 3 were cases of fraud, 265 were cases of urinalyses failures, and 62 were alcohol-related incidents.

F. Command Climate

The Team coordinated with the Defense Equal Opportunity Management Institute (DEOMI) to initiate an NGB-JA/OCI command climate survey targeted at soliciting feedback from all members of the AKNG, to include part-time, full-time support, and federalized members. The survey directly solicited feedback from within the AKNG regarding their leaders' ability to lead, confidence in their leadership, favoritism and respect. Additionally, the team requested copies of any command climate surveys conducted by the AKNG over the preceding five years, as well as all NGB Safety Assessments and NGB Staff Assistance Visit (SAV) reports.

During the period of 1 April to 1 June 2014, approximately 25% of the AKNG participated in the OCI Command Climate Survey. The results of the survey, detailed in Appendix A, confirmed the issues identified by the Team during their onsite interviews and reiterated issues that had been raised in the 22 previous surveys conducted by the AKNG.

IV. Analysis

The Team identified persistent negative themes in the areas of administration and management of legal support and a general lack of confidence and trust in the AKNG leadership at various levels.

Pursuant to its appointment memorandum, the Team focused their efforts primarily on allegations identified in the Action Plan. The Team interviewed over 185 witnesses and reviewed volumes of documents in order to establish an understanding of how each of these areas were managed and addressed within the AKNG, and to note deficiencies, identify any common themes; and, where appropriate, make specific remedial recommendations. The Team's findings and recommendations are detailed in Sections VI through IX below.

The Team concluded that the lack of confidence relating to both the legal support provided to the command and the lack of trust in the AKNG leadership is impeding the organization from reaching its full potential, and this persistent negative theme is contributing to the perception that the AKNG leadership is not addressing the concerns of sexual assault victims.

A. Analysis of Sexual Assault

The Team conducted extensive interviews with victims who had reported sexual assaults, victim advocates, other current and former service members who supported those victims, and the commanders who implement the DoD Sexual Assault and Prevention Response program within their organizations. The Team reviewed the results of its command climate survey, wherein all participants were asked specific questions regarding sexual assault and sexual assault reporting, and the Team concluded there were clear and significant programmatic issues with the AKNG Sexual Assault Prevention and Response program from 2007-2011. These issues included poor execution, oversight, and management, as well as suspected confidentiality breaches.

The Team concluded that there were clear and significant programmatic issues with the AKNG Sexual Assault Prevention and Response program from 2007-2011.

1. Sexual Assault Program Management

Prior to 2012, the AKNG Joint Force Headquarters Sexual Assault Response Coordinator was a contract employee. This was consistent across the lower 48 states as the National Guard Joint Forces Headquarters (NG JFHQ) manning requirements did not initially include a requirement for a Title 32, Non-Dual Status Technician to serve as the Sexual Assault Response Coordinator. Like programs in other states, however, the AKNG's Sexual Assault Prevention and Response program was, in fact, overseen by a military member assigned to Family Programs within the AKNG personnel section (J1).

The contract employee serving as the AKNG Sexual Assault Response Coordinator had been appropriately certified through the National Guard Bureau's training in the management of the Sexual Assault Prevention and Response program. According to witnesses and records that were reviewed, she operated independently within the AKNG J1 with little actual supervision and without adequate oversight. The Team learned that records regarding reports of sexual assault were not properly maintained or tracked, and in some cases were never completed. As a result, victims and leaders were not properly informed regarding the status of their cases, victims were not offered treatment services, and victim information was not adequately treated in a confidential manner as required by DoD Policy.⁶

Prior to 2012 records regarding reports of sexual assault were not properly maintained or tracked, and in some cases were never completed. Victims and leaders were not properly informed regarding the status of their cases, victims were not offered treatment services, and victim information was not adequately treated in a confidential manner.

The AKNG Sexual Assault Response Coordinator contract was managed by the AKNG J1 Director of Family Programs, who, at that time, was not trained in the DoD Sexual Assault Prevention and Response program. During the Team's interview with the Director, she acknowledged being unaware of the contractor's deficiencies and confirmed that she relied on the expertise of the contractor to inform her of the program's requirements and any deficiencies. As a result, the magnitude of the record-keeping problem in the AKNG Sexual Assault Prevention and Response program did not surface until the contractor left the position.

⁶ Additional SAPR guidance is provided in Air Force Policy Directive 36-60 and Army Regulation 600-20.

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A Title 32, non-dual-status technician position was created in 2011. This resulted in the hiring of a trained and qualified Sexual Assault Response Coordinator who was capable of reshaping the AKNG Sexual Assault Prevention and Response program over the past three years. The Team found the current program to be effective, and the current Sexual Assault Response Coordinator to be well-organized, responsive to victims, well-respected, and actively engaged with the AKNG leadership. Her monthly Sexual Assault Review Board meeting is regularly attended by all senior leaders (to include the TAG and the Assistant Adjutants General Air and Army); thereby ensuring these senior leaders are aware of the current program needs and the status of victim's cases. Interviews with victims that have been in contact with the current Sexual Assault Response Coordinator confirmed they were generally satisfied with the support she has provided.

Prior program deficiencies have had a lingering effect, however. The Team noted that, when discussing the program with other first responders (Judge Advocates and Chaplains), they stated they would not recommend that sexual assault victims report their assault to the AKNG's Victim Advocates, citing prior program deficiencies as the primary reason.

The Team identified additional concerns from an organizational standpoint. Several witnesses stated that, in the case of the Air National Guard, the Victim Advocate position is an additional duty for the executive officer, who sits within the very command headquarters suite that many reporting victims want to avoid. The location of this position is creating the unfounded perception among airmen that the executive officers are unable to provide confidential assistance, despite the officers' availability by phone or email to arrange a meeting elsewhere. This issue was unique to the Air National Guard as the Army National Guard Victim Advocates are more distributed throughout the force and within the ranks.

The OCI command climate survey substantiated that AKNG service members believed they were working in an environment that was safe from sexual assault and that they would receive support from the chain of command and the Sexual Assault Prevention and Response program; however, a significant number of respondents perceived substantial barriers to reporting sexual assault, reflecting a possible continuing lack of trust within the command. Interviews with service members revealed that the positive changes in the management of the program since 2011 are not widely known, at least not as well-known as the challenges that existed in the program prior to 2011.

2. Victim Confidentiality

Most of the individuals interviewed stated that they knew who their Victim Advocate was and understood the Sexual Assault Prevention and Response program; nonetheless, most individuals also indicated that they would not report a sexual assault due to concerns over confidentiality. The Team noted that prior to 2012 there had been instances wherein commanders either obtained the names of victims who made restricted reports of sexual assault or distilled that same information from the “sanitized” reports that were made in contradiction to DoD policy.⁷ Additionally, victims reported that in some cases they were ostracized and even abused by fellow service members after making their restricted reports. Such conduct is in violation of DoD policy.

Some victims reported that they were ostracized and even abused by fellow service members after making restricted sexual assault reports.

Several individuals interviewed expressed concern with reporting a sexual assault, questioning the value of the Sexual Assault Prevention and Response program. Several senior AKNG service members interviewed expressed the sentiment that they could not afford to be seen as “a victim” or “weak” in their senior leaders’ eyes and therefore would not report. Such sentiment creates the perception that the program is unnecessary, sending the wrong message to commanders, which in turn impacts reporting and assistance for victims.

Confidentiality continues to remain a challenge for the AKNG Sexual Assault Prevention and Response program.

During the on-site assessment, a victim of sexual assault reported to the Team that she had overheard a fellow service member discussing the details of her own assault while at work. Though she was not individually identified and the individual who was reportedly discussing the information likely did not know her identity as the victim, she was understandably disturbed by the casual manner in which her supposedly confidential information was being maintained and openly discussed.

⁷ DoDD 6495.01 *Sexual Assault Prevention and Response (SAPR) Program*, 23 January 2012.

3. Sexual Assault Case Disposition

The team reviewed 37 cases of sexual assault: 15 were either filed as restricted reports or were not investigated at the request of the victim; 20 were investigated by local law enforcement; and 2 were investigated by MCIOs⁸. Of the 20 investigated by local law enforcement, 4 were still open at the time of the Team's assessment and 16 were closed without further investigations. Many of the 16 closed cases involved the use of alcohol, delayed reporting, or had other evidentiary challenges. As a result, these cases were not prosecuted by local authorities.

Notwithstanding the challenges of criminal prosecution, military commanders have administrative tools available to maintain good order and discipline within military units. Therefore, it is appropriate for commanders to consider administrative action following or pending a decision by local authorities to prosecute a sexual assault case. The Team reviewed only one case where the AKNG leadership decided to pursue administrative action against a perpetrator notwithstanding local law enforcement's decision not to prosecute.

The AKNG leadership from 2009-2013 initiated numerous internal administrative investigations into reported sexual assaults. The Team noted, however, that many of these investigations were led by individuals who lacked the specialized training to conduct sexual assault investigations. As a result, the AKNG administrative investigations were not adequately conducted in some cases.⁹

The AKNG's recent efforts to properly investigate and hold offenders accountable for sexual assaults through coordination with law enforcement and OCI complies with DoD guidance on Sexual Assault Prevention and Response.

⁸ MCIOs initially investigated 5 allegations however 3 were referred to local law enforcement once due to jurisdictional issues. Of the 2 cases remaining 1 case went to Court Martial and resulted in acquittal, the other was closed due to insufficiency of evidence.

⁹ To address the specific concern that state National Guards lacked sufficient investigative resources, the NGB established the NGB Office of Complex Investigations (OCI) in 2012.

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Several investigations conducted in the AKNG since 2013 were conducted either by OCI ¹⁰ or by an officer certified to investigate on OCI's behalf while serving in a state status. Several of these cases were proceeding toward administrative action at the time of the Team's assessment.

Sexual assault investigations within the National Guard require specialized training due to the complex jurisdictional issues presented. Likewise, state codes typically vary from the DoD definition of sexual assault. Accordingly, not all allegations meeting the military's definition of sexual assault will be investigated by local law enforcement or prosecuted under state law.¹¹ A detailed discussion of these jurisdictional issues is provided at Appendix C.

B. Analysis of EEO/EO Matters

The Governor requested that the assessment address behavior that may have created "a hostile environment and culture within portions of the AKNG." To assess whether a work environment is "hostile," the Team had to evaluate whether discriminatory and harassing behavior existed and, if founded, whether such behavior was so "severe or pervasive as to create a hostile or abusive work environment."¹²

To determine whether a hostile work environment existed, the Team reviewed formal and informal EEO/EO complaints. The data request revealed an incomplete record of complaints regarding hostile work environment, discrimination and sexual harassment.¹³ Accordingly, most of the information

¹⁰ Pursuant to CNGBN 0400.01, command investigative options are limited to military criminal investigative organizations, local law enforcement, or the NGB Office of Complex Investigations.

¹¹ The Alaska Revised Statutes Section 11.41.420 definition of sexual assault does not include abuse of authority.

¹² NG PAM 600-22, paragraph 5-6d, provides that when conducting an investigation into allegations of sexual harassment, investigators must document whether or not the harassment was quid pro quo (submission to such conduct is made explicitly or implicitly a term or condition of an individual's employment) or a hostile environment (conduct unreasonably interfering with an individual's job performance or creates an intimidating, hostile, offensive working environment). See also *Burlington v. Ellerth*, 118 S. Ct. 2257 (1998).

¹³ Notwithstanding, the Team did not identify any instances leading to a conclusion of an affirmative withholding of information had occurred, just a general lack of oversight and management.

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reviewed by the Team was collected during interviews with the State Equal Employment Manager (SEEM), the unit Equal Opportunity Advisors (EOAs), individual witnesses, and OCI survey responses. The AKNG EEO/EO Office did not maintain a database to track EEO/EO complaints; however, the AKNG SEEM reported there were three known EO complaints. This is inconsistent with the 200 instances identified in the OCI command climate survey, of which 35 were reported to someone within the service member's organization.¹⁴ Additionally, the Team notes that these survey results were only reflective of the 25% of the AKNG who both participated in the survey and responded to questions regarding discrimination and harassment in the workplace, thus indicating that the "real" number was likely higher.

The Team interviewed several individuals who stated that they were subjected to a hostile work environment characterized by inappropriate sexual comments and disparate treatment based on ethnic/national origin. These witnesses stated during interviews that they were treated disparately and had elevated their concerns through their chain of command without successful resolution. A few stated they have lost faith in their leadership's ability to do the right thing. Many referenced the lack of disciplinary action taken by leadership against members who were known to have engaged in fraternization or inappropriate conduct. A further analysis into the specific areas of sexual harassment, disparate treatment, and reprisal/retaliation is included below.

1. Sexual Harassment

Sexual Harassment occurs when there are unwelcome sexual advances, requests for sexual favors, or other inappropriate verbal or physical conduct of a sexual nature.¹⁵ The Team learned of several examples of inappropriate

¹⁴ See pages 10-11 of both the AKARNG and AKANG OCI Climate Surveys.

¹⁵ Sexual Harassment is defined by National Guard policy as "a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (1) Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; or (2) Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or (3) Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment. Any person in a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay, or job of a military member or civilian employee is engaging in sexual harassment. Similarly, any military member or civilian employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a

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conduct of a sexual nature in its interviews with AKNG personnel, including a report of pictures of male genitalia drawn inside aircraft panels at an ANG Wing, flight instructors having sex with flight students, and senior leaders sending harassing and inappropriate text messages. Witnesses reported that AKNG internal inquiries into their complaints failed to substantiate the harassing behavior and as a result no action was taken. Indeed the information provided by the ANG Wings did not reflect that any administrative action occurred as a result of the complaints made.

The Team also learned that there were recent allegations of sexual harassment that had not been referred to EEO/EO; rather, the AKNG leadership was aware of these allegations, which were handled through internal investigation. Leaders should be directly involved in the EEO/EO program and they should collaborate with EEO/EO personnel to provide appropriate lawful recourse for both the complainant and the subject of the complaint. In several instances leaders attempted resolution without the assistance of EEO/EO personnel, this is not optimal. Service members interviewed by the Team perceived leadership efforts at internal resolution as an attempt to cover up sexual harassment allegations. This perception was reiterated in the OCI climate survey, which highlighted fear of reprisal and lack of support from the chain of command as the primary barriers to reporting discrimination.

2. Disparate Treatment

Disparate Treatment refers to intentional treatment of a person that is different than that provided to others based on one or more protected factors.¹⁶ A large number (50+) of Puerto Rican Army National Guard members moved from Puerto Rico to Alaska to supplement the AKNG Military Police unit at Ft. Greely, AK. Several members discussed disparate treatment towards the Spanish-speaking members of this unit. They related that their leadership told Puerto Rican soldiers that they were not allowed to speak Spanish in the “operational” area, which some consider the entire installation. Under Army Policy, commanders may not require the use of English for personal

sexual nature is also engaging in sexual harassment.” NGR 600-22/ANGI 36-3, at 38 (Glossary).

¹⁶ See NG Pam 600-22, Appendix F-8 (providing a model for analysis of disparate treatment allegations).

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communications that are unrelated to military functions.¹⁷ Command emphasis on the language issue has created a negative environment within the remote location, where members report that some military spouses are even posting derogatory comments about Spanish speaking spouses on social media sites.

There were are also concerns raised about providing medical care for families of service members assigned to Ft. Greely, specifically those with spouses from Puerto Rico. While medical care was a hot topic across the installation, either a lack of information or a lack of command attention created a rift among the former Puerto Rico National Guard members who believed they were receiving diminished medical support for their families because of their national origin. Several individuals interviewed at Ft. Greely stated they were required to provide medical documentation that their families are healthy due to the remoteness of the location, and that these documents were maintained in their personnel files which would impact their tour continuation.¹⁸ They believed this requirement was unique to them based on their national origin, noting that local members of the AKNG were not required to file similar documentation. When the Team inquired with the S1 personnel at Ft Greely about medical documentation, they did not receive a clear response. The S1 himself was confused about the requirement.

Follow-up conversations with the AKNG J1, at JBER, clarified that Army policy requires service members to identify any special needs for family members for which adequate medical care may not be available at certain remote sites.¹⁹ Although this conflicted with the broad requirement implemented at Ft Greely, the Team concluded that the practice was not intended to target certain categories of individuals and may be remedied through additional training.

¹⁷ AR 600-20, paragraph 4-13, provides: "English is the operational language of the Army. Soldiers must maintain sufficient proficiency in English to perform their military duties. Their operational communication must be understood by everyone who has an official need to know their content, and, therefore, must normally be in English. However, commanders may not require Soldiers to use English unless such use is clearly necessary and proper for the performance of military functions."

¹⁸ Tour Continuation Boards are a lifecycle management tool used by the National Guard to manage its congressionally and state-mandated end strength. Members selected for AGR are reviewed for retention or release during their initial 3 year appointment.

¹⁹ See AR 608-75, Exceptional Family Member Program.

3. Reprisal/Retaliation

Reprisal occurs when leaders take or threaten to take unfavorable action or withhold favorable action against a military member for making a protected statement, participating in a protected activity, or preparing a protected disclosure.

In order to prevent reprisal/retaliation from occurring, EEO/EO counselors and commanders are required by NGR 600-22/ANGI 36-3 to provide the complainant and witnesses with a Commander's Reprisal Prevention Plan. This plan outlines what constitutes reprisal, covers the Military Whistleblower Protection Act, and outlines the possible consequences for a reprisal action.²⁰ The plan is to be completed with the assistance of EO professionals and given to the complainant and witnesses involved in EO cases. If used in accordance with regulations, the Reprisal Prevention Plan could eliminate the perception of retaliation and encourage members to come forward with their concerns.

***AKNG commanders
were not developing
a Commander's
Reprisal Prevention
Plan***

The Team was informed by AKNG EEO/EO personnel that commanders were not completing these plans or advising witnesses of their concern regarding reprisal/retaliation with every new reported complaint. This fact may explain why the OCI survey revealed that one of the top reasons personnel do not report incidents of harassment/discrimination is due to fear of reprisal/retaliation.

²⁰ Reprisal is defined as by National Guard policy as "taking (or threatening to take) an unfavorable personnel action, or withholding (or threatening to withhold) a favorable personnel action for having engaged in a protected equal opportunity activity..." NGR 600-22/ANGI 36-3, at 38 (Glossary).

4. EEO/EO Program Management

The AKNG SEEM is performing two roles within the AKNG Human Resources Office (HRO) – AGR Staffing Specialist and Equal Employment

The Team found the failure to track EEO/EO complaints and/or complete the regulatory reporting requirements may be perceived to demonstrate a lack of commitment to the EEO/EO program.

Manager. She shares her office with another officer and has no privacy. She does not directly report to the TAG; rather, she reports issues to the Chief of Human Resources, who accompanies her on all briefings regarding EEO/EO matters provided to the TAG. The AKNG SEEM does not perform site visits on a regular basis to the geographically-separated facilities (i.e., Ft Greely, 168th ARW or Clear AFS). Finally, the Team noted that the AKNG SEEM was behind in completing a mandatory EEO report,²¹ which was due in March 2014.

The Alaska Army National Guard (AKARNG) Equal Opportunity Program is regulated by NGR 600-21, which requires a Human Resource Equal Opportunity Officer (HR/EO) at the JFHQ level and an Equal Opportunity Advisor (EOA) at every O-6 level of command; these individuals attend mandatory training at DEOMI. The AKARNG has had three different HR/EO's assigned in the past three years; the current individual is deployed for one year and has not been to DEOMI training. Per the aforementioned guidance, the AKARNG should have five trained EOAs; however, they currently have three EOAs, one of whom is leaving the service and one is currently deployed. This creates a problem for individuals who seek assistance with complaints of discrimination and for commanders trying to implement an effective program. Commanders simply cannot meet the mandatory EEO/EO training requirements without trained EOAs.

The Alaska Air National Guard (AKANG) Equal Opportunity Program is directed by ANGI 36-7. The Team interviewed an ANG Wing Military Equal Opportunity Officer (MEO) and EO NCOIC. Three informal reports were pending at the time of the Team's assessment. The Team learned that there were hostile climate issues within the AKANG, but that few people had come forward to file complaints. Interviews with members of both Wings reported a

²¹ The Management Directive 715 report is a mandatory annual report to the EEOC that covers the type of discrimination and numbers of minorities in a work place.

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general pattern of inappropriate behavior that was not being addressed by the leadership. Allegations included the public display of nude pictures, sexual innuendo and inappropriate touching occurring within the workplace.

While funding to certify ARNG and ANG EEO/EO representatives through DEOMI or NGB-EO was available, overall support for the program was not evident to the Team at the various echelons of command. Several individuals interviewed expressed concern that the EEO/EO program is getting lost in the mix of the Sexual Assault Prevention and Response program and Inspector General (IG) sensing sessions that were initiated by the AKNG at the request of the TAG to focus on climate issues (EO and SAPR were not participants in the IG sessions). They further believed that personnel are missing the underlying message regarding appropriate conduct in a professional environment.

Additionally witnesses stated that EEO/EO issues brought out during sensing sessions with the TAG and Assistant Adjutant Generals Air and Army are not forwarded to the AKNG SEEM for resolution; and that the SEEM does not review the command climate surveys being conducted and, as a consequence, cannot provide guidance to AKNG leadership on possible solutions to issues raised within these surveys.

C. Analysis of Fraud

The Team reviewed reported incidents of fraud that had occurred over the past 10 years. Most of the incidents involved the improper use of the government travel or purchase card. One incident involved the embezzlement of money from a NG family programs account and another incident involved the misconduct of a senior officer who misused federal equipment and personnel for his own personal gain. In each instance the Team noted that there was a lack of oversight in the AKNG to prevent and detect fraud when it occurred.

The Team learned of recent concerns over program expenditures related to personnel and facilities that became the focus of a July 2013 internal review audit, which was scheduled at the request of the United States Property and Fiscal Officer (USPFO).²² The audit reviewed the operational controls used to

²² DoD previously determined it was unable to provide federal funding directly to a state's Governor/Adjutant General because, as state officials, they could not be held statutorily accountable for the proper use and accounting of federal property and funds. Section 708 of

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administer the federal operations and maintenance agreement and found that those controls were lacking.²³

The audit recommended that the AKNG establish additional compensating controls and realign internal controls to increase federal oversight and control.²⁴ The audit also found that the Alaska Division of Military & Veterans Affairs (DMVA) altered the federal internal controls making AKNG operations reliant on DMVA's internal control system, which violated federal regulatory requirements.²⁵

The internal review found that while the claims for reimbursement under the Cooperative Agreement were valid, the agreement lacked adequate internal controls.

Following the audit Alaska improved their system of accounting for the work performed.²⁶ However, the oversight of the federal program managers and the base civil engineers continues to be an issue. The Team was provided with a number of examples where program oversight was lacking due to the supervisory relationship

Title 32, United States Code, therefore established the position known as the United State Property & Fiscal Officer (USPFO), which can be held statutorily accountable for the proper use and accounting of federal property and funds within the National Guard of a particular state

²³ Under a standard Facilities Operations and Maintenance Activities appendix, the state employees are paid to perform identified jobs and their pay is covered under a cost share relationship between federal and state authorities, and the employees take technical direction from Federal Program Managers for management of priorities, time, and funding accountability. According to the audit, in AK the state employees are managed through a consolidated labor pool. In theory this arrangement could result in cost savings. However, it relies on accurate accounting mechanisms and oversight to ensure that work is being performed and reimbursed which the audit found to be insufficient. The audit noted that the Federal Program Manager was responsible for an activity over which he had limited control noting, "The Federal Program Manager's role has been diminished to an extent that reasonable assurance may not be determined by the Federal Program Manager without additional compensating controls being implemented." AK ANG Audit FY13.

²⁴ The DMVA (State of Alaska) now submits a consolidated labor pool statement for each reimbursement request that shows how personnel costs are being charged and access to the real-time payroll database. This allows the Base Civil Engineer (BCE) and Facilities manager the ability to review input to ensure that personnel are not being charged to other accounts for the same time or service.

²⁵ OMB Cir A-123.

²⁶ The State is now required to submit a consolidated labor pool statement for each reimbursement request that illustrates how personnel costs are being charged; ensuring individuals are not being charged to multiple accounts for the same service.

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between state and federal employees and the centralized employment pool. Examples included the scheduling of leave without coordinating with the base civil engineer which interfered with federal project accomplishment through operational delay. Additionally, in one instance a state employee attempted to lease federal property to a state agency without proper federal coordination. The matter was reported to the federal program manager just in time for them to intervene, but the incident exemplified the lack of oversight in this area. Increased oversight and adequate internal controls are essential to the detection and prevention of fraud in the future.

D. Analysis of Coordination with Law Enforcement

The Team noted the AKNG did not track matters referred to local law enforcement for disposition. When information regarding referred matters was requested by the Team, the information had to be pulled together by personnel familiar with the allegations, or via connections to local law enforcement entities. The resulting civilian dispositions of the referred actions were varied. In some cases no formal charges were made and the conduct which gave rise to the investigation went unaddressed. Had these cases been tracked and the information regarding the misconduct been received by the command, the leadership would have been able to monitor the disposition of the alleged misconduct by local law enforcement and may have been able to take more timely appropriate disciplinary action where a nexus between the conduct and military good order and discipline existed.

The Team met with federal and state local law enforcement personnel in Anchorage to discuss misconduct within the AKNG. Additionally, the Team spoke telephonically with state law enforcement investigators throughout the state.

Improved lines of communication with law enforcement will improve good order and discipline within the AKNG

The Anchorage Police noted they do not inquire whether or not the subject of an investigation is a member of the AKNG as a matter of course, and while service members are nominally required to report to their command if they are arrested, there is no mechanism in place that would ensure this actually occurs. As a result, commanders may be unaware of misconduct committed by some service members outside of military installations.

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The Team discussed with the AK law enforcement personnel the possibility of annotating when military personnel are investigated. It was determined that an additional data field could be added to the standard AK police report, although such action would be a change in their normal business practice.

The Team met with Army CID to discuss prior AKNG allegations that they had investigated. These included investigations of sexual assault, drug sales and trafficking of federal weapons, all of which were closed due to lack of sufficient evidence. Though significant numbers of AKNG personnel in Anchorage perform duties on a federal installation, there is little coordination or information sharing between the Active Component military and the AKNG.

The Team noted that several of the service members interviewed were under investigation by law enforcement, and at least one was serving probation while serving in an active duty status. This creates a perception that the AKNG leadership is either unaware or unconcerned about misconduct that is occurring in the ranks. Several witnesses perceived that while leadership was aware of misconduct, they have allowed members to serve because the operational mission is more important than the quality of the force or because of the wrongdoer's personal connections to the leadership.

E. Analysis of AKNG Misconduct

To assess misconduct within the AKNG, the Team requested copies of all reported misconduct and subsequent disposition (administrative and criminal) for the AKNG full-time and part-time personnel over the past 10 years. In analyzing the information provided by the AKNG, there were 494 reports of misconduct, of which 265 were cases of urinalyses failures, 62 cases were alcohol-related violations (such as DUI), 37 cases involved sexual assault (17 were unrestricted), 64 cases were reported as civilian criminal misconduct (such as assault), 15 cases were designated as general misconduct, 24 cases were EO-related, 3 cases involved fraud, and 27 other cases involved military misconduct. The Team noted there was a lack of consistency in the tracking of various cases that are reported to the command; there is also a lack of consistent punishment for like offenses.

With regard to matters that primarily involved the AKARNG, most allegations of misconduct were investigated pursuant to Army Regulation 15-6. Allegations involving AKANG members were typically investigated by

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Commander-Directed Investigations (CDI) pursuant to the SAF IG CDI Guide.²⁷ With the exception of the alleged embezzlement of funds from the AKNG family programs fund in 2011, specific allegations of fraud were internally reviewed. While several instances of misconduct were investigated by the applicable MCIO or local law enforcement, there was little evidence that the AKNG maintained situational awareness of these matters. At the time of the Team's assessment, some matters were still being reviewed by local law enforcement and/or the Federal Bureau of Investigation and, therefore, were not the subject of substantive review by the Team.

The Team noted a high level of misconduct occurring within the AKNG Recruiting and Retention Command. Several command directed investigations initiated in 2012 found that, during the time period of 2008-2009, several non-commissioned officers within this command were engaged in misuse of government vehicles, fraud, adultery, inappropriate relationships and sexual assault. Several of these cases are pending administrative action.

The Team's interviews conducted with the FBI, CID and local law enforcement revealed that the Recruiting and Retention Command had been the target of multiple investigations for crimes such as weapons smuggling, rape, and drug trafficking; however, none of these investigations resulted in prosecution of the crimes under investigation due to jurisdictional issues or lack of evidence.

The Team noted a high level of misconduct occurring within the Recruiting and Retention Command 2008-2009. Some of this misconduct is now the subject of administrative action.

The Team learned that during the time period investigated, the Recruiting and Retention Command commander reported directly to the AK TAG. This was a deviation from the normal reporting chain of AKNG units in comparison to both his predecessor and successor in command. This arrangement may not be optimal.

Recruiting and retention is strongly emphasized in the AKNG. Successful leaders are measured by their ability to both recruit and retain personnel. In some cases within the AKANG, promotions were tied to recruiting and retention numbers (e.g., unit vacancy promotion could not be utilized unless the Wing

²⁷ Some instances of misconduct are not appropriate for investigation under AR 15-6 or AF CDI, e.g., sexual assaults; General Officer matters; reprisal complaints; and certain other matters.

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was at 95% strength). Additionally, high operational tempo requires the availability of all hands to support ongoing operations in AK. This created a perception that quantity was valued over quality, creating a disincentive to remove problem personnel who were otherwise operationally capable employees. Some Army and Air National Guard witnesses testified that when they approached the leadership regarding misconduct, they were specifically told to stand down.

The Recruiting and Retention commander was reported to be the TAG's friend and neighbor, creating a perception that this commander was invulnerable. This led to questions of the TAG's potential bias and favoritism toward the commander. The Team did not investigate the validity of these allegations.²⁸

The Team reviewed a prior investigation into allegations of inappropriate contact between a recruiting member and a student at local high school involved with the JROTC program. The Team conducted several interviews with high school administrators to evaluate these programs but found no known current deficiencies within the program. The school's administration appeared to be generally satisfied with the JROTC and recruiting programs and was unaware of any misconduct.

F. Command Climate Survey

The Team conducted a Command Climate Survey using DEOCS, a Defense Equal Opportunity Management Institute based survey tool, from 1 April 2014 until 1 June 2014. The AKNG has a total of 3954 assigned personnel; Army - 1913 and Air - 2041. A total of 1011 personnel or 25.5% of the AKNG completed the OCI Command Climate Survey; Army - 541 at 28.2% and Air - 470 at 23.02%. The Team was told by numerous individuals that they had participated in multiple surveys during the past year and that they were suffering from survey fatigue. The Team learned that there were surveys from commanders, the IG, the NGB Diversity Office, major commands and various other organizations.

²⁸According to AR 20-1 paragraph 7-11, commanders or IGs must forward directly to the Department of the Army Inspector General's Investigations Division, through IG channels, any and all allegations of impropriety or misconduct (including criminal allegations) against senior officials—defined as general officers (including ARNGUS, USAR, and retired general officers), promotable colonels, and SES civilians—within 2 working days of receipt.

1. Climate Survey: Sexual Assault and Safe Environments

While the intent of command climate survey is to provide information to commanders that they can use to improve their command, the Team did not intend to share the results of the survey until after the Team's assessment was complete. However the survey was shared with the AKNG leadership as part of DEOMI's normal protocol. Individuals that participated should report any concerns of retaliation as a result of their candid participation in the survey to NGB-JA/OCI.

The OCI climate survey included several questions regarding Sexual Assault, perceptions of safety, and the overall Sexual Assault Prevention and Response program. Within the AKANG, a significant number of respondents perceived barriers to reporting sexual assault, citing social retaliation, lack of confidence in the leadership and military justice, and lack of privacy which reflects a lack of trust within the command (See Table 1-1). Members of the AKARNG also perceived barriers to reporting sexual assaults, citing lack of confidence in their command and lack of confidence in the military justice system (See Tables 1 and 2).

When asked who can or cannot receive a restricted report of sexual assault, more than 25% of respondents answered that Criminal Investigators or Military Police were able to accept a Restricted Report, which is incorrect. This information indicates that, while the Sexual Assault Prevention and Response program is being briefed to soldiers and airmen, there is still confusion when it comes too restricted vs. unrestricted reporting options.

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Perceived Barriers to Reporting Sexual Assault

Perceived Barriers to Reporting Sexual Assault refers to the frequency of barriers to reporting sexual assault individuals perceive within their unit/organization. Members are asked to select all that may apply from eight potential barriers, along with two additional options: “Another reason other than what is provided above” and “There are no barriers that would prevent victims from reporting a sexual assault.”

The table below displays the percentage of members who perceive each barrier to reporting sexual assault.

Table 8. Respondents’ Perceived Barriers to Reporting Sexual Assault

In your current unit/organization, which of the following would be the most likely reasons why a victim of sexual assault would not report the incident?	Selected		Not Selected		Total	
	Number	Percent	Number	Percent	Number	Percent
Negative impact to career or progress.	125	26.60	345	73.40	470	100.00
Loss of privacy/confidentiality.	193	41.06	277	58.94	470	100.00
Fear of professional retaliation for making the report.	99	21.06	371	78.94	470	100.00
Fear of social retaliation for making the report.	143	30.43	327	69.57	470	100.00
Lack of confidence in the military justice system.	135	28.72	335	71.28	470	100.00
Lack of confidence in the chain of command.	115	24.47	355	75.53	470	100.00
Takes too much time and effort to report.	52	11.06	418	88.94	470	100.00
Not knowing how to make a sexual assault report.	49	10.43	421	89.57	470	100.00
Another reason other than what is provided above.	43	9.15	427	90.85	470	100.00
There are no barriers that would prevent victims from reporting a sexual assault.	177	37.66	293	62.34	470	100.00

Table 1. The Air National Guard barriers to reporting sexual assault

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Perceived Barriers to Reporting Sexual Assault

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The table below displays the percentage of members who perceive each barrier to reporting sexual assault.

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In your current unit/organization, which of the following would be the most likely reasons why a victim of sexual assault would not report the incident?	Selected		Not Selected		Total	
	Number	Percent	Number	Percent	Number	Percent
Negative impact to career or progress.	179	33.09	362	66.91	541	100.00
Loss of privacy/confidentiality.	222	41.04	319	58.96	541	100.00
Fear of professional retaliation for making the report.	169	31.24	372	68.76	541	100.00
Fear of social retaliation for making the report.	172	31.79	369	68.21	541	100.00
Lack of confidence in the military justice system.	230	42.51	311	57.49	541	100.00
Lack of confidence in the chain of command.	227	41.96	314	58.04	541	100.00
Takes too much time and effort to report.	73	13.49	468	86.51	541	100.00
Not knowing how to make a sexual assault report.	71	13.12	470	86.88	541	100.00
Another reason other than what is provided above.	55	10.17	486	89.83	541	100.00
There are no barriers that would prevent victims from reporting a sexual assault.	129	23.84	412	76.16	541	100.00

Table 2. The Army National Guard barriers to reporting sexual assault

2. Climate Survey: Perceptions of Discrimination

The climate survey reflects 200 incidents of perceived discrimination or sexual harassment during the past twelve months.²⁹ Discriminatory categories include discrimination based on race/national origin/color, gender (sex), religion, age, disability, equal pay, genetic information, and pregnancy. Retaliation, gender-based (sexual) harassment and discrimination based on national origin were ranked high among the soldiers and airmen who responded. Of the AKARNG respondents faced with the question, “Within the past 12 months, I have personally experienced an incident of discrimination or sexual harassment within my current organization,” 37 said they had been retaliated against, 29 indicated that they had been harassed based on gender and 28 claimed discrimination based on race/national origin.

Although the AKANG numbers were significantly lower overall, the same areas of concern were highlighted; 11 respondents stated they were harassed based on gender (sex), nine perceived retaliation, six respondents reported discrimination based on religion and five respondents reported discrimination based on race/national origin. A total of 26 men and 14 women responded that they were harassed based on gender. When queried “Did you report any of the incidents of discrimination to someone in your organization,” 57 of those that responded did not report the incident to anyone; 35 members stated the barriers to their reporting included “Fear of reprisal,” followed by 27 stating “Lack of support from command.”

Respondents to the OCI Survey revealed 200 incidents of perceived discrimination and sexual harassment during the past twelve months. Discriminatory categories include discrimination based on race/national origin/color, gender (sex), religion, age, disability, equal pay, genetic information, and pregnancy.

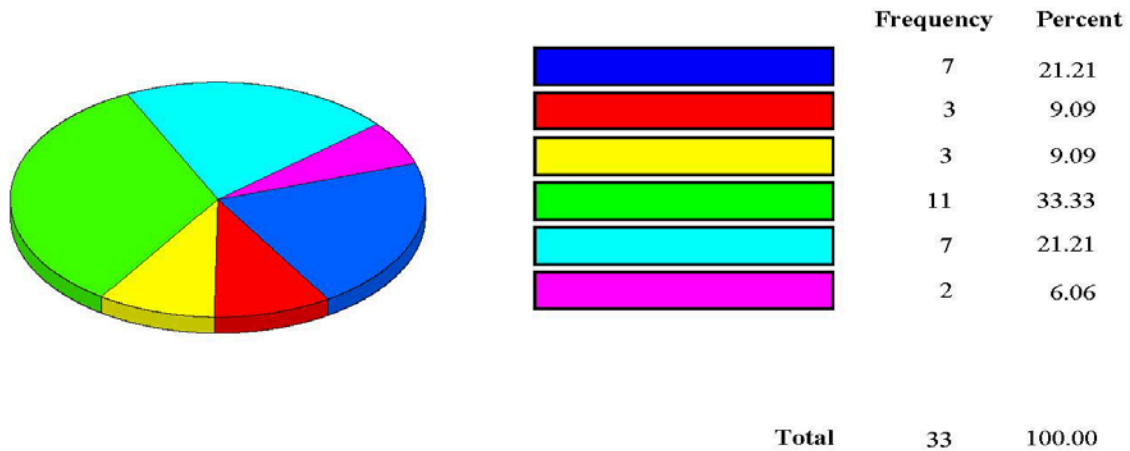
²⁹ See Command Climate Survey, page 7, Appendix 1, Army and Air surveys.

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Perceived Barriers to Reporting Discrimination

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

Figure 3. Barriers to Reporting Discrimination



The incident would not be taken seriously.
The incident would not be believed.
Lack of privacy/confidentiality.
Fear of reprisal.
Lack of support from chain of command.
Other.

“N/A” responses not included.

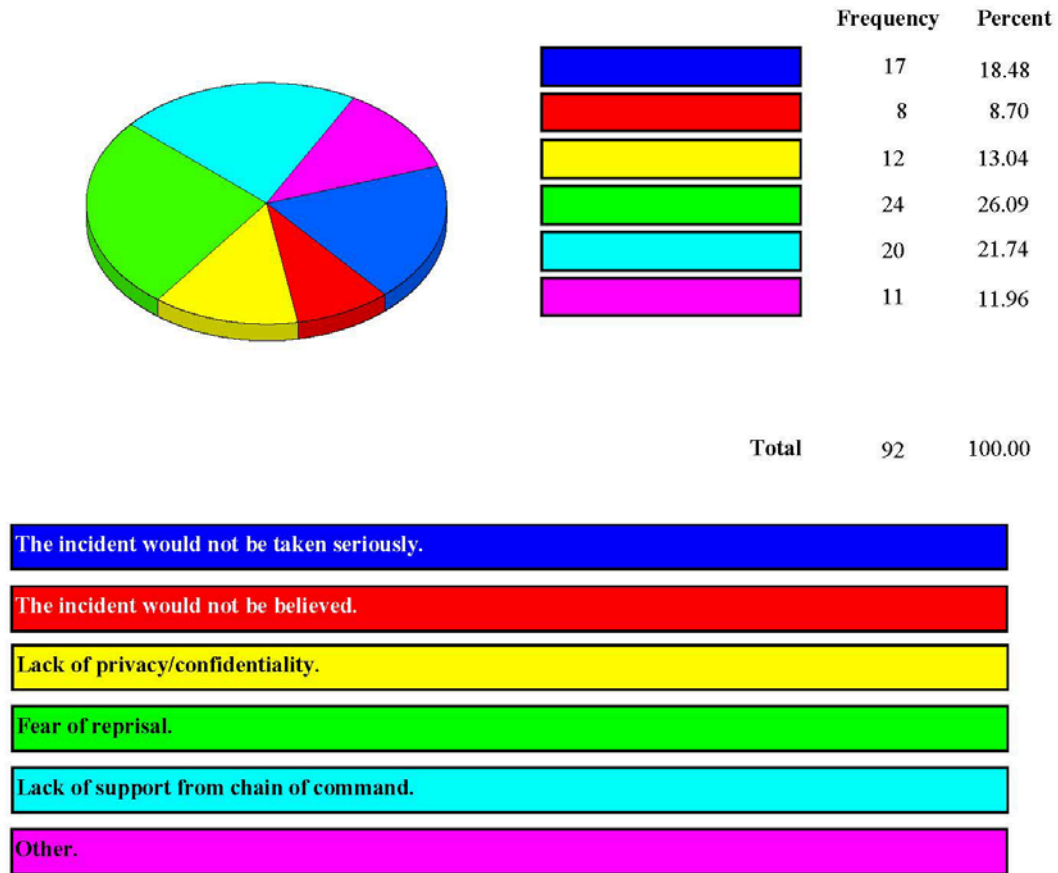
Table 3 ANG Barriers to reporting Discrimination

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Perceived Barriers to Reporting Discrimination

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

Figure 3. Barriers to Reporting Discrimination_



“N/A” responses not included.

Table 4 ARNG Barriers to reporting Discrimination

3. Trusting the Leadership

The survey included several areas designed to evaluate: Organizational Effectiveness, Trust in Leadership, and Unit Cohesion. Ten locally-developed questions were asked to evaluate the different echelons of AKNG command. The survey results indicate a lack of trust within the leadership of the AKNG. The organizational effectiveness factors chart reflects male officers and senior enlisted members of the Air Wings and Units fall behind the national average for trusting leadership to manage their organization. The same chart reflects a lack of trust of leadership at all levels of the AKNG.

Overall, the survey reveals a perception of lack of leadership integrity within all levels of command, to include handling of disciplinary actions, favoritism, and communication as well as issues regarding the results from various selection boards.

There is a perception that individuals who file complaints will be exposed to retaliation; 23% of individuals who participated in the survey stated they had been exposed to this behavior. When asked “What are the Barriers to Reporting Discrimination,” 35% of respondents stated they would not report based on fear of reprisal. The Team interprets this to mean that soldiers and airmen are truly concerned by what they have witnessed in the organization.

35% of Survey respondents stated they would not report discrimination based on fear of reprisal.

The responses to the OCI Command Climate Survey were consistent with the comments made in the 22 other surveys provided to the Team for review. While these surveys were being conducted at the unit level, this indicates that the issues addressed above should not be new to the leadership. When properly utilized, climate surveys assist the commanders in identifying and reinforcing practices where they have succeeded in meeting or exceeding the national average. Issues where the unit falls below the national average, however, should be treated as an organizational concern that should be identified and addressed.

V. Additional Matters

Though not specifically identified in the Governor's request for an assessment, the Team identified the following additional matters in the AKNG that have contributed to the issues that gave rise to this inquiry.

A. Administration and Management of Justice

Most of the AKNG officers and senior enlisted members cited the inaccessibility of adequate military justice advice as a major barrier to effectively addressing misconduct, with the focus resting squarely on the Joint Force Headquarter Staff Judge Advocate (JFHQ SJA) who serves as the senior National Guard attorney and TAG's personal legal advisor for AKNG matters. Witnesses found her confusing and frustrating to deal with. They reported that questions provided to her were either left unanswered or the answers were so convoluted that they were of little value. While no one questioned her intelligence, personal commitment to the AKNG, or dedication to an ethical climate, they often questioned her legal advice; as a result, they reported to the Team that they and others avoided the JFHQ SJA altogether.

The JFHQ SJA had no apparent case tracking system. There was a handwritten log designed to track requests for legal review, but the legal staff did not routinely monitor its use. The log evidenced receipt, but no disposition, of just one administrative discharge action within the preceding four years. Additionally, the JFHQ had no visibility on the Army or Air National Guard legal matters, despite the fact that several of these matters would ultimately involve TAG action. Several witnesses described requests for legal review that often went unanswered. Additionally, the JFHQ SJA does not provide supervision or oversight over Army or Air matters.

The Team learned that the JFHQ SJA recently had coordinated with the State of Washington's SJA office to provide legal review of a number of AKNG Army investigations. Although impartiality was cited as the reason for the request, this further distanced the JFHQ SJA from the performance of actual legal support to AKNG units.

The AKNG operates over a very large geographic area and the limited number of JAs, both Army and Air, is not optimal. Increasing the number of JAs should lead to enhanced good order and discipline.

Notwithstanding the issues within the JFHQ SJA legal office, the quality of the Judge Advocate (JA) team is very high; recently,

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the AKARNG hired a full time, dual status military technician to provide daily legal support. This junior officer is currently managing several high visibility disciplinary boards and is very capable, yet significantly overworked. His military supervisor, the ARNG State SJA (a part-time guardsman), was taking appropriate steps to provide technical oversight; however, he is unable to provide hands-on assistance. In addition, the AKARNG does not participate in the Army National Guard's Trial Defense Counsel Program, and as a result relies on JAs from the lower 48 states to provide defense counsel when administrative action occurs.

The Team noted that, although there was an increase in misconduct that occurred at Ft Greely, there was no local part-time SJA assigned to assist the leadership at that location. While one JA was physically present on Ft Greely in his civilian capacity during weekdays, he commutes several hours to JBER on weekends to serve as a JA. Accordingly, legal support to Ft Greely, provided remotely, was less than optimal.

The Air National Guard JAs function as self-contained Wings at JBER (176 WG) and Eielson AFB (168 ARW). The 168 ARW maintains the Air National Guard component's only geographically separated unit (GSU) – the 213 SWS at Clear Air Force Station (AFS). Despite the fact that both Wings maintain robust 24/7/365 Title 10 and Title 32 operational missions, the Wings only have part-time JA positions authorized. There are two JAs at the 168 ARW neither of which currently practices law outside their Air National Guard positions; as such, they are generally accessible between drills. At the 176th WG the SJA is a highly-qualified but with his civilian employment he has little time between drills to tend to the Wing's operational and administrative demands. A new JA fills the deputy SJA position and, upon return from training, his presence should greatly assist in the swift processing of actions. Other than volume of work, there did not appear to be tracking problems or unique challenges for the JAs within the Air National Guard Wings.

The AKNG members serving in a Title 32 or State Active Duty Status are subject to state criminal law. For an analysis of Justice in the Military see Appendix C. Alaska's Code of Military Justice (ACMJ) expressly withholds jurisdiction for any crime that can be tried by civil authorities.³⁰ Therefore, "common law" crimes such as rape, indecent exposure/touching, and all other assaults cannot be criminally prosecuted under the ACMJ – but must instead be referred to civilian authorities. This leaves only inherently military offenses

³⁰ Codified at AS 26.05.300 through 330

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– such as insubordination, malingering, asleep at post, drunk on duty to be tried by military courts martial under the ACMJ. As a result, AKNG commanders instead rely upon administrative action to address misconduct.

Commanders currently have the ability to administratively separate, demote, and issue reprimands to enlisted members.³¹ There are few administrative measures available to address officers involved in misconduct. The most common tool used in AK was the letter of reprimand with an occasional withdrawal of federal recognition as the only real and immediate consequence for officer misconduct.³² The Team noted a general lack of understanding regarding the permanency of officially filed letters of reprimand; as a result, several letters that had been permanently filed were erroneously removed from officer's personnel files in contradiction to Army and National Guard policy.³³ Meanwhile other locally filed letters of reprimand with an annotated expiration date of 2-3 years should have been removed, but they were still in the service members' personnel files at the time of the assessment.

Administrative Action is the primary tool for commanders to restore order and discipline within their ranks but it must be swift and it must be lawful. As the processing of what appeared to the Team to be routine administrative matters lagged so did the confidence in the State Judge Advocate. The climate survey reflected this concern with 28% of the AKANG and 42% of the AKARNG respondents listing "lack of confidence in the military justice system" as a barrier to reporting sexual assault.

B. Ethical Misconduct

The Team reviewed multiple allegations of ethical misconduct by commissioned and noncommissioned officers in the AKNG. As senior leader ethics continue to be a predominant concern across the Department of

³¹ See AR 135-178/NGR 600-200.

³² See NGR 635-101, Officer Withdrawal of Federal Recognition.

³³ AR 600-37, paragraphs 7-1 and 7-2, provide that appeals and petitions for removal of unfavorable information be directed to the Department of the Army Suitability and Evaluation Board (DASEB) for action, States cannot unilaterally elect to remove information regardless of what the letter states or the officer giving the letter intended. The subject of the letter has the burden to provide evidence of a clear and convincing nature that the allegations are untrue or unjust, in whole or in part, thereby warranting removal. *See also* ARNG-HRZ Memorandum for Military personnel Management Officers of All States DTD 29 July 2013 *Authority for Removal of IPERMs Documents* (PPOM #13-028).

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Defense, the Team examined leadership behavior and met with the Department of the Army Inspector General (DAIG) to review prior investigative findings as they related to the AKNG leadership.

The climate survey and interviews conducted by the Team highlighted a lack of trust of the leadership based on perceived instances of favoritism and bias by the senior leadership when responding to substantiated allegations of inappropriate relationships and fraud.

As one example, the DAIG substantiated violations of federal ethical standards by a former AKNG official. The DAIG found that, over a period of several years, the officer had inappropriately used government vehicles, to include helicopters, for personal use. The Team was also informed that this same official had improperly interrogated a victim of sexual assault and exercised bias in the administration of personnel matters. Many individuals interviewed by the Team blamed the current TAG for failing to take administrative action against the former AKNG official after learning of the DAIG findings against the officer.³⁴

Substantiated complaints made against one officer resulted in no administrative action; the officer retired at his current rank and, upon retirement, was awarded the Legion of Merit.

The Team reviewed three voluminous investigations conducted at Ft. Greely regarding allegations of inappropriate relationships and fraternization.³⁵ At JBER the Team received information that multiple individuals within the JFHQ were engaged in inappropriate relationships, were involved in adulterous

³⁴ Available administrative remedies would have included but not be limited to Withdrawal of Federal Recognition or Grade Determination Board.

³⁵ Air Force Instruction 36-2909, paragraph 5, provides: "Unprofessional relationships between officers and enlisted members have a high potential for damaging morale and discipline and for compromising the standing of officers. Consequently, officers have an ethical and a legal obligation to avoid certain relationships and activities. Officers must not engage in any activity with an enlisted member that reasonably may prejudice good order and discipline, discredit the armed forces or compromise an officer's standing. The custom against fraternization in the Air Force extends beyond organizational and chain of command lines. In short, it extends to all officer/enlisted relationships." Army policy requires Commanders "seek to prevent inappropriate or unprofessional relationships through proper training and Leadership by example." AR 600-20, paragraph 4-14f.) Accordingly, commanders have the authority and the responsibility to maintain good order, discipline and morale within their units.

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affairs, and that some members solicited other members, regardless of position or rank.

Interviews with senior leaders about these allegations revealed they were often aware of the allegations; however, the TAG believed that the AKNG was “not the morality police.” Therefore, allegations of inappropriate conduct were not addressed until the conduct rose to the level that necessitated leadership involvement. Some individuals asserted that leadership only took action when individuals involved fell out of favor with the current leadership. The Team noted that, while commanders and other officers or senior enlisted members had been reprimanded for inappropriate relationships or behavior, they were typically allowed to retire at their current grade or simply relocated within the AKNG for continued service. One officer, who had been reprimanded twice for fraternization and adultery, is currently the subject of a reported sexual assault.

VI. Findings

A. Finding 1: Sexual Assault. The current AKNG's Sexual Assault Prevention and Response Program is well organized but lacks the trust of victims due to their lack of confidence in the command.

1) The Team found there was a clear lapse in appropriate military victim services prior to 2012. There were several instances where victim complaints were not properly documented, victims did not receive accurate information regarding their reporting options, victims were not referred to victim advocates, confidentiality was not provided, and in some cases the victims were ostracized by their leaders, peers and units.

2) The Team found that all of the victims that have reported assault through the AKNG Sexual Assault Prevention and Response program since 2012 appear to have been properly advised as to the availability of services and have been referred, when permitted, to law enforcement entities for investigation. Additionally, medical and counseling services, both military and civilian, have been made available to all documented National Guard victims of sexual assault since 2006.

3) The Team found continued improvement is needed in the following four areas:

a. Protection of victim's confidential information – Victims had reported instances where their confidential information was discussed publically and instances where information regarding their assault was provided in such a manner that they could be, and in some cases were, easily identified as the victims.

b. Offender Accountability – Victims interviewed stated they lacked confidence that their leadership would pursue disciplinary action in their case and reviews of disciplinary actions supported their conclusion.

c. Leadership understanding of Sexual Assault Prevention and Response program and investigative options - Victims that had worked with the current Sexual Assault Response Coordinator were generally satisfied with

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the support they were receiving from the program, but many were concerned about reprisal from their command and described instances where their command over reached, re-victimizing them in the process.

d. Knowledge of sexual assault reporting options - Individuals that participated in the OCI Command Climate Survey demonstrated an overall positive knowledge of the Sexual Assault Prevention and Response program; however, they did not understand the restricted reporting process.

Finding 2: EEO/EO Programs. The AKNG Leadership failed to provide the resources, emphasis, and oversight in the implementation of the AKNG EEO/EO program

1) The Team found that the lack of senior leadership support weakened the AKNG understanding of the EEO/EO policies and resulted in the inconsistent handling of EEO/EO complaints by leaders across the AKNG, which has contributed to the perception that leaders do not support EEO/EO policies and may engage in reprisal. Command emphasis is critical to provide a forum to address complaints and develop preventative programs to prevent future complaints from occurring.

2) This finding is broken down further as follows:

a. The Senior Leadership is not providing sufficient support for the EEO/EO program. State National Guard EEO/EO programs must include a well trained and accessible State Equal Employment Manager with strong leadership emphasis and support. The Team noted that the EEO/EO program within the organization was not well integrated within their units. Many of the EEO/EO offices were located in areas that were not easily accessible or lacked confidentiality and lacked appropriate contact information when unavailable, thereby inhibiting complaints.³⁶

b. The State Equal Employment Manager was not actively managing the EEO/EO program and was not providing oversight as required by NGB policy. The Team noted that the State Equal Employment Manager did not have direct access to the TAG and other levels of command, which resulted in missed

³⁶ The Team noted that the 176th MEO Office was hard to find, there were no posters directing personnel, and due to its location inside an old commissary building with the ANG LRS unit it provided little confidentiality for the few that sought EO assistance.

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opportunities to foster regular discussion of and attention to EEO/EO matters within the workplace.

(i) Pursuant to NGR 600-22, the State Equal Employment Manager is the custodian of record for discrimination complaint files and related records. The AKNG State Equal Employment Manager appeared to be unaware of most of the complaints that had been made across the state. The OCI Command Climate Survey revealed that, of the 200 incidents wherein respondents reported they had been the subject of harassment/discrimination in the past year, only 35 actually made a report of harassment or discrimination and the State Equal Employment Manager only had documentation for three of these incidents.

(ii) The Team received multiple reports during their onsite interviews of sexual harassment and discrimination that had not been reported to EEO/EO program managers. In some cases the leadership was familiar with the issues but, as no formal complaints had been filed, they were not seeking resolution or prioritizing efforts to address the overall climate. As a result, the issues persisted without leadership intervention.

(iii) Without active monitoring, emphasis, and oversight the EEO/EO managers were unable to gain leadership support for training and resources and the State Equal Employment Manager was unable to identify any trends or problems that required leadership attention.

c. The AKNG EEO/EO program does not have sufficient number of personnel to meet the requirements for the program as established under current policy.

(i) Pursuant to NGB 600-21, the ARNG must have one Human Resources Employment Officer (HR EO) who runs the ARNG program on the part-time state side and one Equal Opportunity Advisor per 0-6 level of command; all of which must be Defense Equal Opportunity Management Institute trained. There was a great deal of turnover in the HR EO position and the current HR EO, who lacks requisite DEOMI training, is currently deployed. In the ARNG there are five 0-6 level commands, however only three EOAs are assigned, one of which is currently pending adverse administrative action.

(ii) Pursuant to Air Force Instruction 36-2706, each Air National Guard Wing is required to have an Equal Opportunity Director (officer) and a NCOIC with support provided to the geographically separated units.

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Additionally, Military Employment Opportunity (MEO) program managers should not be assigned additional duties that interfere with their MEO responsibilities. In the AKNG there are two Air National Guard Wings and one geographically isolated unit. The Team found that while they met the staffing requirement, the Wings were not supporting their geographically isolated unit. Additionally, the MEO at one Wing was commuting quarterly from Virginia; and prior to that, from Korea making her inaccessible to service members during standard drill periods, when a complainant would have the opportunity to make their complaint or seek assistance.

d. Finally, AKNG Service members do not trust that their leadership will properly address EEO/EO complaints. OCI command climate survey respondents and witnesses interviewed communicated this to the Team during interviews. Thirty five Survey respondents had not filed a complaint due to “fear of reprisal” and twenty seven respondents stated “lack of support from command” as the primary barriers to reporting. When interviewed, the EEO/EO program managers admitted they did not enforce the requirement that leadership complete the Command Reprisal Prevention Plan as required by NGB policy and did not discuss actions that could be considered reprisal with the unit commander.

C. Finding 3: Coordination with Law Enforcement. The AKNG does not have a formal mechanism to facilitate the coordination of AKNG service member misconduct with local law enforcement.

1) Without an established coordination relationship, commanders do not have information regarding new and ongoing cases of criminal misconduct. In some cases this lack of knowledge allowed service members to remain on full time operational orders while they were under criminal investigation by local law enforcement. This reinforced the perception that the AKNG leadership was unconcerned with the misconduct, and as a result fewer reports of misconduct were made.

2) Interviews revealed that commanders either relied on information provided to them by the offender or scanned open source materials such as Alaska Court System CourtView online, a web based record of AK court matters, to gather updated information about their service members. This is not an adequate substitute for coordination with local law enforcement.

D. Finding 4: Fraud. The AKNG had several instances where fraud had occurred as well as a perception of fraud occurring at the facilities level; however, this fraud was not found to have impacted the reporting of sexual assault.

1) The Team notes that fraudulent and unethical behavior leads to a lack of confidence and trust in senior leadership, and this is a key component to victim reporting behavior. There were two specific instances where well-known fraudulent activity had occurred, neither of which were connected to sexual misconduct. The issues were investigated by organizations outside of the AKNG, and some level of administrative action and or criminal prosecution had occurred. In both instances, there was a perception that senior leaders either endorsed or neglected actions that allowed the fraud to occur. The Team notes, however, that the AKNG has demonstrated an improved emphasis to target fraud which was evident in their active internal review program which detects and prevents fraudulent activity.

2) The Team also found there is currently a concern over the management of state employees under the cooperative agreement's Facilities Operations and Maintenance Agreement (FOMA) and a perception that the lack of federal oversight violated federal law and policy. The Team reviewed the internal review that was conducted on the Alaska Air National Guard in 2013 which specifically addressed the above areas as issues that needed to be corrected and called for "attributable" controls to be put in place. Interviews with the USPFO revealed that the recommendations have been largely implemented and that the current accounting system is now auditable. However, the Team lacked the subject matter expertise to ensure that these changes are being implemented.

E. Finding 5: Command Climate. The climate survey highlighted the fact that actual and perceived favoritism, ethical misconduct, and fear of reprisal are eroding the trust and confidence in the leadership of the AKNG.

1) The Team found that some of the AKNG senior leadership lacked a true open door policy.³⁷ An open door policy is meant to encourage subordinate members to raise issues or concerns they have which they believe they cannot address within their current chain of command. The open door policy is generally published and available for members in the unit to view. The Team noted that in some instances the open door policy required the service member to schedule the meeting through their current leadership, or it provided that once scheduled the meeting would include their current leadership. While each commander sets his own open door policies, this practice was counterproductive as members reported they were dissuaded from raising issues they believed they could not resolve within the command. Additionally, as is traditionally the case, the senior leader's policy will inform the junior leader's policy which has had a cascading effect upon the force in Alaska.

2) The Team found that the AKNG does not have a strong mentoring program. Junior commanders stated they did not receive senior level guidance or mentoring and that there was no venue available that would encourage the sharing of ideas and information and to discuss challenges with personnel, mission and equipment. This was also true within the different support organizations such as personnel, legal, and EEO/EO.

3) The Team found there was a perception that the members of the Recruiting and Retention Command received preferential treatment. There was a history of reports of criminal misconduct coming from the Recruiting and Retention Command which was not timely investigated creating an impression for several witnesses of favoritism, bias, complacency, or delay of justice. The AKNG leadership had received complaints in 2010 of criminal activity that included inappropriate relationships, fraudulent use of government equipment, adultery and sexual assault. These allegations were not investigated by the AKNG until December 2012. Individuals involved in this misconduct are currently the subject of several disciplinary boards. Though many individuals interviewed were aware of the recent disciplinary boards, witnesses expressed

³⁷ See Army Regulation 600-20, Army Command Policy.

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doubt that the TAG will approve results that recommend unfavorable action against members of this command.

4) The Team also found there is a lack of transparency in the personnel management system. Members interviewed were confused about the various promotion requirements and roles of various senior leaders in the process. Additionally, there was no structured mentoring program or regular command/special branch meetings that would provide a venue to discuss misconduct, EO/EEO, promotions, appropriate ethical conduct, etc. In the absence of such a venue, junior leaders and advisors are not receiving the leadership emphasis needed for personnel programs (such as EEO\EO) and are not benefiting from the experience of their leaders which has adversely impacted the perceptions of junior and senior leaders. Many interviewees perceived that favoritism was occurring, when in many cases appropriate and thoughtful personnel decisions were being made.

5) The Team found there was a perception that the AKNG leadership, to include the TAG, were engaged in ethical and moral misconduct and therefore they lacked the moral high ground to take appropriate action when disciplinary matters arose. This perception was articulated during personal interviews and documented in the OCI Command Climate Survey. The Team, however, does not have the authority to investigate misconduct by senior government officials (O-6 promotable and general officers) as such, all allegations were referred to the appropriate service investigative body. While the Team did not investigate these allegations, the Team found the allegations pervasive; as a result, whether the allegations are accurate or not, this perception must be addressed in order to restore faith and confidence in the AKNG leadership.

6) The "Overall Unit Summary" in the OCI Command Climate Survey shows the AKNG falls at or below the National Guard average in most of the categories assessed. Notwithstanding these numbers, the survey does not reflect a broken AKNG, merely one that needs administrative and "corporate culture" improvement while maintaining its current high level of operational capability. Issues remain regarding fear of reprisal, lack of accountability and lack of confidence in the AKNG leadership based on the interviews conducted and documentation collected by the Team.

7) The Team found that AKNG commanders are not providing consistent support to victims of discrimination and sexual assault. Several victims of sexual assault and sexual harassment stated they were ostracized by their unit after reporting their experience. Many of these victims continue to receive

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counseling because of the reprisal they believe they experienced. The failure to properly train and document reprisal, noted previously in the findings related to EO/EEO, greatly undermined the effective response of commanders.

VII. Additional Findings Regarding the Administration of Justice

The Team finds the AKNG is not properly administering justice through either the investigation or adjudication of AKNG member misconduct. While the administration of justice and personnel management is a command responsibility, several of the delays involved in the processing of administrative actions were directly attributed to AKNG management of legal support.

Due to challenges associated with the prosecution of offenses under the Alaska Code of Military Justice (ACMJ), commanders rely solely on administrative measures or tools to maintain order and discipline within their force.³⁸ In the AKNG, all of these tools appear to be used more or less appropriately, with two exceptions: removal from the AGR program and administrative discharges. The Team noted long delays and reluctance to use both AGR removal and administrative discharge processes.

The Team assessed each of the following as contributing to these problems: weak discipline imposed upon the force; a forgiving command climate; overly cautious and inexperienced commanders; a lack of experience in processing actions by subordinate commanders; and a lack of available legal counsel to advise commanders and investigating officers (IOs) or to conduct timely legal reviews for approval and imposition. Additionally there was a lack of an adequate action-tracking mechanism.³⁹

Justice is both a senior leader and a SJA issue. Many of the delays the Team found seemed to be attributable to the office of the SJA and the chronic lack of staff with the mission of supporting what is in many regards an operational full-time force. Dating back to 2006, the Team found several examples of substandard members who were properly processed for administrative discharge, only to have discharge actions delayed indefinitely,

³⁸ These tools generally include: informal counseling; a written letter of counseling (LOC) or reprimand (LOR); annotating misconduct on a member's evaluation/performance report; withholding or delaying (or modifying) promotions; change in duty assignments, shift assignments or transfers; administrative demotion; removing active guard/reserve (AGR) members from their full-time orders; and, finally, administrative separation from the National Guard.

³⁹ The Director of the Joint Staff recently developed a tracking system and was holding monthly boards to gain better oversight increased awareness along these lines will improve her efforts.

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unexecuted, re-characterized or re-examined by senior leadership. While senior leaders have the authority to take final action, which includes modifying final dispositions when they deem appropriate, there appeared to be a lack of transparency in these decisions, thereby undermining the integrity of the process.

Much of the delay in administrative discharge processing appears to be intertwined with state-imposed requirements which impede the processing of early termination of AGR orders.⁴⁰ When a National Guard member is recommended for removal from the AGR program, the member is entitled to due process. In many of the other states the member is given just a few days to respond – specifically, seven days in the ANG component and fifteen days in the ARNG component. If the member responds to contest the proposed removal, TAG decides whether or not removal/curtailment is appropriate. In the Air components, the member may appeal (again, to TAG), but the separation proceeds.

The AKNG's inability to utilize this force management tool is directly attributed to the Alaska Supreme Court case of *State v. Bowen*, 953 P.2d 888 (Alaska 1998). As a result of this case, the JFHQ SJA has advised commanders and unit-level judge advocates that whenever a member's misconduct is of sufficient severity that discharge is also warranted, a single, combined "adversarial hearing" should be held. This level of process requires lengthy delays to convene a hearing, during which time the member continues receiving a federal paycheck. As a consequence, these members, accused of misconduct, continue to perform duties, often with little more than "make-work" or "do-nothing" assignments. The Team heard very clearly from a number of interviewees that this perceived inability to remove full-time AGR members is hurting morale within the AKNG, creating a toxic work environment.

The team reviewed this case and recommends that the AK Attorney General's Office render an opinion, in coordination with the NGB Office of the

⁴⁰ Under both Army National Guard regulation (NGR 600-5) and Air National Guard instruction (ANGI 36-101), probationary AGR members (generally those with fewer than six years' AGR service and less than 18 years total active federal military service, or TAFMS) are more easily removed than career AGR members (six or more years AGR or more than 18 years TAFMS); but career members may nonetheless be involuntary removed for cause whenever the facts and circumstances of their misconduct warrant removal.

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Chief Counsel, pertaining to the applicability of *State v. Bowen* to AGR tour curtailment.

VIII. Recommendations

The Team makes recommendations to address the specific findings that have been addressed. Additionally, the Team makes separate recommendations for the administration of justice in the AKNG.

A. Recommendation 1: Sexual Assault. The Team has seven separate recommendations to improve the management of sexual assault matters within the AKNG.

The AKNG leadership needs to:

- 1) Continue the education of AKNG service members on the Sexual Assault Prevention and Response program, to include the availability of resources, advocates, counsel and information regarding confidential reporting options,
- 2) Improve the reporting process to ensure victims' information is kept confidential.
- 3) Ensure action taken in each of the cases investigated is shared with the victim through the VA program. Specific guidance is outlined and required by DoDI 6495.02.
- 4) Develop ways to provide transparent and informed justice regarding sexual assault matters, as well as other misconduct, to shift the culture from acceptance to accountability.
- 5) Reinforce leadership education on the Sexual Assault Prevention and Response program and investigative resources available to the command.
- 6) Set the tone for sexual assault and harassment awareness by strengthening the policies that are meant to educate soldiers and airmen about respect and responsibility for one another.

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7) The AKNG Sexual Assault Response Coordinator needs to reinforce training on reporting options with special emphasis on who can take a restricted report. Individuals that participated in the Team survey demonstrated an overall positive knowledge of the SAPR program; however, they did not understand the restricted reporting process.

B. Recommendation 2: EO Programs. The Team has five separate recommendations to improve the AKNG Equal Employment Opportunity program

The AKNG leadership needs to:

1) Reinforce the AKNG EEO/EO program to ensure individuals understand options in regards to privileged communications and protection from retaliation; visibly increasing leadership support is paramount.

2) Ensure their AKNG EEO/EO program includes well-trained and accessible EO Program participants. The SEEM must have direct access to TAG or the other levels of command in order to facilitate a discussion regarding EO within the workplace. Additionally, the EEO/EO program must be incorporated into leadership discussions such as the monthly Sexual Assault Review Board (SARB) in order to facilitate the exchange of information relevant to combating sexual assault and harassment.

3) Ensure the AKNG EEO/EO program meets or exceeds the personnel requirements for the program as established under current policy and that all EEO/EO personnel are trained and certified in accordance with Service guidelines. The Team further recommends that an EOA position be formally established at Ft Greely. Although Ft Greely is not an O-6 level command which would require a separate EOA, due to their remote location and the issues identified by the Team as highlighted in the analysis regarding disparate treatment, continued EO representation at that location is warranted.

4) The AKNG State Equal Employment Manager needs to receive additional training on her roles and responsibilities in order to improve current program oversight and case tracking.

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5) The AKNG State Equal Employment Manager needs to conduct additional training on EEO/EO complaints management for senior leaders that includes training on creating a Command Reprisal Prevention Plan.

C. Recommendation 3. Coordination with Law Enforcement.

The Team recommends that all allegations of misconduct under investigation by local law enforcement be tracked by the Office of the Staff Judge Advocate or a law enforcement liaison, such as a Provost Marshall Officer. Additionally when appropriate, the Staff Judge Advocate should make recommendations for administrative action pending the finding of local law enforcement officials, to include removal from the AGR program.

D. Recommendation 4: Fraud.

The Team recommends that the National Guard Bureau conduct a further assessment into the management of federal fiscal resources in the AKNG. Regarding the theft and misuse of federal resources by service members, the Team recommends that the AKNG continue its efforts to combat fraud through its current Internal Review program.

E. Recommendation 5: Climate. The Team has seven recommendations to address the concerns raised during the Team's assessment and through the OCI Command Climate Survey.

The AKNG Leadership needs to:

1) Review their open door policies across the command to ensure they are sending the right message that encourages reporting that provides a venue for members at all levels to raise issues and recommendations to the leadership in a way that is free of reprisal. The Team noted that the Leadership's open door policy was not truly open door.

2) Improve its mentoring program of officers across the state. Command update briefs provide a venue for the leadership to share their vision and for commanders to discuss challenges with personnel, mission and equipment. Therefore the Team recommends that the AKNG hold quarterly leader

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meetings. These meetings would be centered on areas of emphasis such as, commanders, personnel, EO, Legal, and Facilities Management, and these meetings would be joint between with both Army and Air National Guard participation. The meetings need not be in person; VTC and telephone bridges could be used so long as all members are provided the opportunity to openly discuss issues and educate each other regarding issues and challenges.

3) Reinforce, train, and educate on reprisal and retaliation policy. The Department of the Army recently issued guidance to the Army which prohibits retaliation for reporting a criminal offense and directs that investigations following the allegation occur either by the IG or within the command.⁴¹ Such guidance should be reviewed and implemented by the AKNG.

4) Develop a level of transparency to reinforce the concept that justice is being pursued, specifically regarding actions that involve promotion and discipline.

5) Address the validity of claims of ethical and moral misconduct.

6) The AKNG senior leadership and second tier commands need to review the results of the OCI Command Climate Survey, specifically the recommendations for additional changes that can be made within their organizations. A break down for the individual sections surveyed is available upon request.

7) Focus on protecting victims of discrimination and sexual assault from being re-victimized and protect their identity.

⁴¹ See Secretary of the Army Directive 2014-20, Prohibition of Retaliation Against Soldiers for Reporting Criminal Offense. Retaliation is defined as taking or threatening to take adverse or unfavorable personnel action, ostracism, which includes excluding from social acceptance privilege or friendship, and acts of cruelty, oppression and maltreatment.

IX. Additional Recommendations Regarding Military Justice

Recognizing the Team does not include members of the AK Bar, the Team identified eight areas that the AKNG and AK legislature may want to consider to improve the role of military justice within the state.

1) Review current military legal support to determine whether or not it is optimal to meet the needs of the AKNG.

2) Appoint an AKNG military judge and have one or more trained and certified at all times.

3) Participate in the Army National Guard Trial Defense program in order to meet the demands of defense support.

4) Enhance AKNG participation in the NG Special Victim Counsel Program in order to meet the needs of sexual assault victims through individual legal representation; consider requesting a full time NG SVC located within AK.

5) Coordinate with the State Attorney General on the proper interpretation of *Bowen* as it relates to the AKNG AGR removal process so as to enable commanders to swiftly remove members involved in misconduct from the full-time force.⁴² Until the AKNG develops a process regarding AGR removal, the AKNG might consider holding a pre-termination hearing immediately as a precursor to convening an administrative discharge board.

6) Review and improve training for Commander Directed Investigations. Develop a smart book that will assist in advising investigators how to conduct investigations. Multiple Army Regulation 15-6 investigations at Ft. Greely did not uncover all the issues that started to surface at that installation; as a result, leadership was not able to obtain a full picture of the problems in time to interdict, train, and educate.

⁴² It should be noted that removal from the AGR program is a force management tool but that removal itself does not provide “bad paper” and that the leadership must still follow the removal with appropriate adverse administrative action when warranted.

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7) Create an action tracking system to improve oversight of all adverse administrative actions. This system (whether paper or electronic, centralized or decentralized) should include: the date of misconduct; the date it became known to leadership; the date an inquiry or investigation began, was completed and received a legal review (if an inquiry/investigation was necessary); the date the adverse administrative action was initiated; the date the documents and notice of adverse action are provided to the service member; the date an action arrives at the Joint Forces Headquarters (JFHQ) for processing; the date the action receives a legal review by the JFHQ SJA; and the date the action arrives at the Assistant Adjutant Generals Air and Army or TAG's desk for action, execution or appellate consideration.

8) Conduct a thorough review of AKNG personnel files to reinstate documents that were erroneously removed from official military personnel files and to remove locally filed letters which have exceeded their expiration date.

9) Review the existing Alaska state code to determine if it is optimally crafted to serve state needs regarding the AKNG.

X. Additional Allegations

Throughout the assessment, the Team received information regarding allegations of past misconduct that witnesses felt were unaddressed or improperly addressed by the leadership. In each case where specific information was provided, the Team sought any and all information related to the allegation and conducted personal interviews to ensure thoroughness in our review. When appropriate, these matters were brought to the direct attention of AKNG leadership for action. The Team noted that this misconduct was similar to the misconduct identified in the prior allegations, including allegations of fraud, adultery, sexual assault and reprisal occurring within other sections of the AKNG. While evidence pertaining to these additional allegations was not material to the Team's assessment, it provided context for the Team as we evaluated the veracity of the information that was collected as part of the main assessment. The recommendations enumerated above would also serve to address these new allegations as well as future misconduct. Finally, senior leader allegations of misconduct were referred to the applicable service IG.

XI. Investigator's Comments

The AKNG has been the subject of multiple inquiries and assessments, and as a result, the organization may be “over sensed.” Commanders and junior members interviewed scoffed at the surveys, stating that initially they thought leadership wanted to know what the issues were, but after the members reported discontent on numerous assessments without any apparent change in the system, they gave up.

Guard members largely viewed the surveys and IG sensing sessions as ineffective and unproductive. However, the AKNG leadership believes these tools are providing them vital information needed to address AKNG needs. This has led to a misperception, whereby they AKNG leadership believe they are addressing soldier and airmen needs, but soldiers and airmen believe their leadership just does not care. This attitude is reflected in the relatively low number of respondents who elected to provide feedback in the Team's Climate Survey (i.e., AKARNG 28.2% response and AKANG 23.02% response).

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NATIONAL GUARD BUREAU
111 SOUTH GEORGE MASON DRIVE, AH2
ARLINGTON, VA 22204-1373

MEMORANDUM FOR Members of the Alaska National Guard

Subject: Command Climate Survey

1. Thank you for your participation in the National Guard Bureau's Office of Complex Investigation (NGB OCI) Climate Survey and Assessment of the Alaska National Guard. Both the interviews and the survey responses yielded important information for the Assessment Team which assisted us in identifying areas within the Alaska National Guard that can be strengthened or improved upon. All information collected was considered by the Assessment Team.

2. Some of the information provided by you in either the interviews or through your written survey responses could result in your identification. Therefore, if you have any concerns regarding your participation in any part of the Assessment please contact the AKNG IG, David R. Wille, Colonel, USAF at (907)428-6060 or via email at david.r.wille.mil@mail.mil or to NGB OCI at: ng.ncr.arng.mbx.ngb-ja-oi@mail.mil in the subject line please include "AK1401." Additionally, if you have been a victim of sexual assault or have questions about the AKNG Sexual Assault Prevention and Response Program contact Ms. Octavia Thompson at (907) 428-6219 or via email at octavia.l.thompson2.civ@mail.mil.

3. Commanders who receive a complaint relating to their participation must forward that complaint to the State IG who will bring the matter to NGB OCI's attention.

National Guard Bureau
Office of Complex Investigation

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DEPARTMENT OF DEFENSE

DEOMI Organizational Climate Survey (DEOCS) Report

Organization: NGB-JA/OCI

Commander/Director: BG Obrien

Admin Number: 1448038

Tuesday, June 03, 2014

**Defense Equal Opportunity Management Institute
Directorate of Research
Patrick AFB, FL**

RCS: DD-P&R (AR) 2338

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Commander/Director Eyes Only**

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It is important to review all sections contained in this report. Compare the information presented in Section III, Perceptions of Discrimination, Section V, Climate Factor Subgroup Comparison, along with Appendix, Written Comments from Your Organization. Doing so can sometimes help to validate potential areas of concern.

I. HOW TO INTERPRET YOUR DEOCS RESULTS

1. Start by looking at the demographic breakout in Part II, which shows who completed the survey. The charts provide a visual display of respondents by their demographic features. Survey respondents can select any option when completing the demographic portion of the survey, so numbers may not match the personnel assigned. Determine if the participants represent the overall assigned population.
2. Review section III, Perceptions of Discrimination. This shows perceptions of these incidents in the workplace during the past 12 months, actions taken to address them, and members' satisfaction with issue resolution.
3. Review section IV, Sexual Assault Prevention and Response (SAPR). This covers perceptions of leadership support, knowledge of sexual assault reporting options, perceived barriers to reporting sexual assault, and bystander intervention climate.
4. Review section V, which provides climate factor results broken out by demographic subgroup, facilitating direct comparison between complementary groups. Higher averages reflect more positive ratings. Results are displayed using a green, blue, and red coding scheme, respectively reflecting above average, average, and below average.
5. Review section VI, Overall Unit Summary. This provides a comparative analysis for each of the factor areas, comparing your unit's current average with its parent Service branch. Results are displayed using the same color coding scheme.
6. Review section VII, which shows responses to the individual climate factor questions
7. Review section VIII, which shows provides interpretation and recommendations for the DEOCS report.
8. Review responses to Locally Developed Questions (if you chose to include these in your survey).
9. Review responses to Short Answer Questions (if you chose to include these in your survey).
10. Review written comments and look for trends. Determine whether the comments support the numerical data.
11. If needed, conduct interviews to further characterize organizational issues and strengths, and opportunities for improvement.
12. If needed, review the organization's written records and reports to determine validity of perceptions revealed by the survey and interviews.

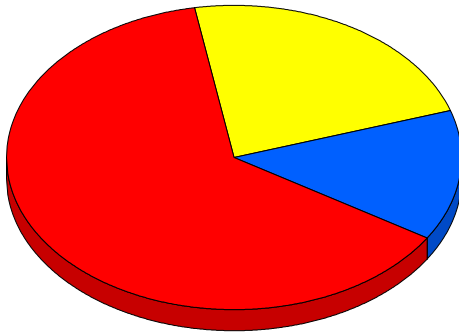
MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

If you or your staff requires assistance, do not hesitate to contact the DEOCS Support Team at DSN 854-2675/4217 or commercial (321) 494-2675/4217.

II. DEMOGRAPHIC BREAKOUT

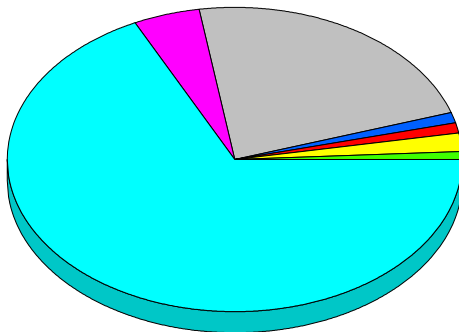
MINORITY vs MAJORITY



	Frequency	Percent
Minority	65	13.83
Majority	298	63.40
Declined	107	22.77
Total	470	100.00

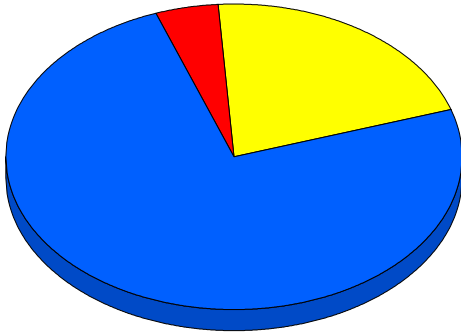
For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as “White,” and their ethnicity as “not Hispanic.” All other respondents are included in the minority subgroup.

RACE



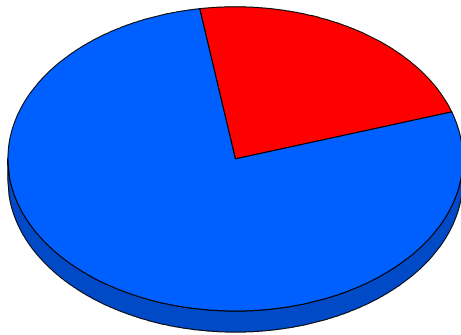
	Frequency	Percent
American Indian	5	1.06
Asian	6	1.28
Black	8	1.70
Native Hawaiian	5	1.06
White	318	67.66
Two or More	22	4.68
Declined	106	22.55
Total	470	100.00

ETHNICITY



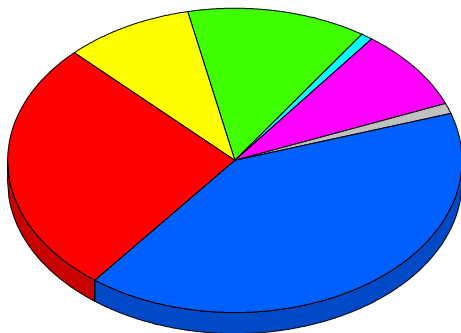
	Frequency	Percent
Not Hispanic	350	74.47
Hispanic	21	4.47
Declined	99	21.06
Total	470	100.00

GENDER



	Frequency	Percent
Men	364	77.45
Women	106	22.55
Total	470	100.00

CATEGORY

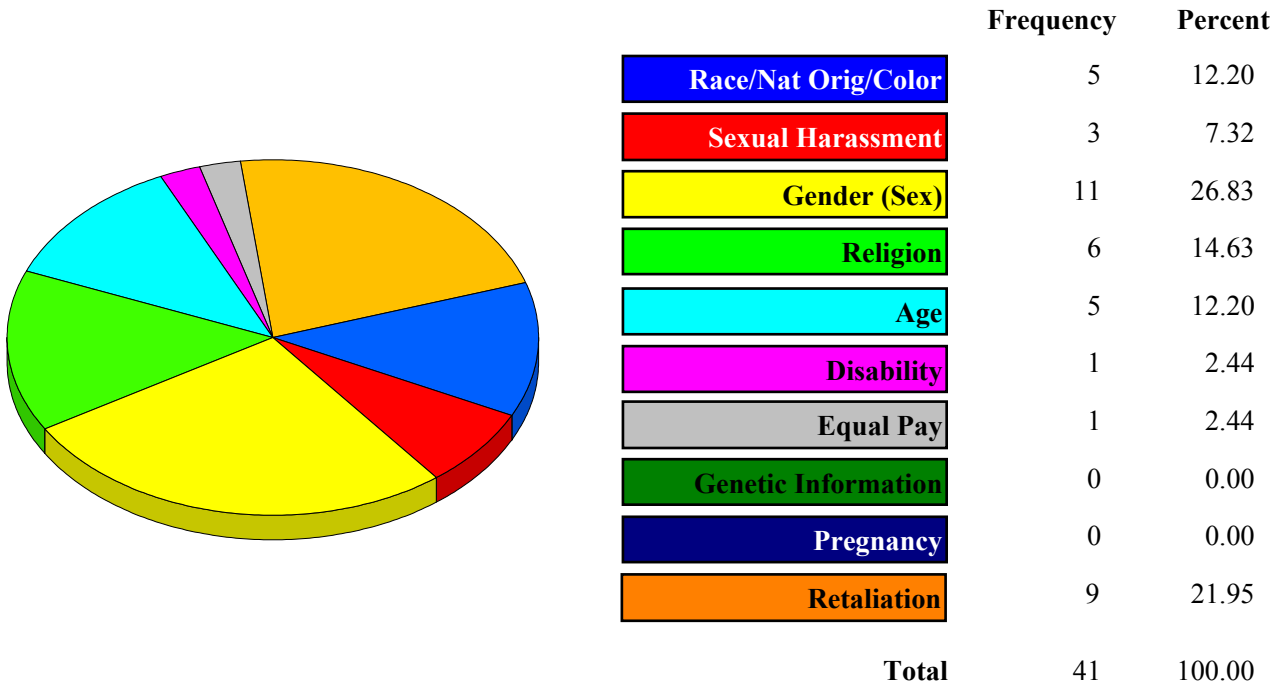


	Frequency	Percent
Junior Enlisted	190	40.43
Senior Enlisted	127	27.02
Junior Officer	43	9.15
Senior Officer	60	12.77
Junior Civilian	4	0.85
Senior Civilian	41	8.72
Other	5	1.06
Total	470	100.00

III. PERCEPTION OF DISCRIMINATION

This section addresses whether members of the organization experienced discrimination and sexual harassment, directed from members of the organization, during the last 12 months; whether they reported the incident; and their satisfaction with how the reported incident was resolved.

Within the past 12 months, I have personally experienced an incident of discrimination or sexual harassment within my current organization (**Mark all that apply**):

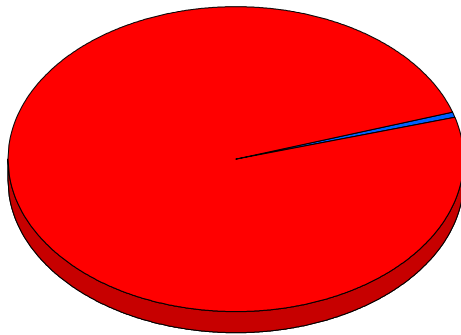


NOTE: Respondents can select multiple bases of discrimination, which accounts for any disparities in totals. Information specific to Sexual Harassment begins on page 14.

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

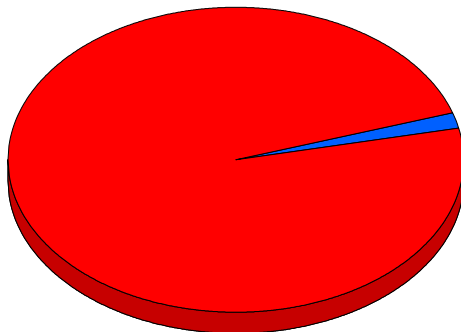
NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

MAJORITY



	Frequency	Percent
YES	2	0.67
NO	296	99.33
Total	298	100.00

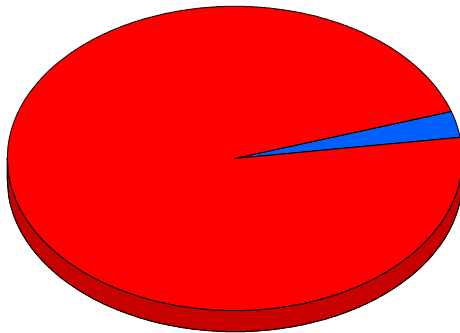
MINORITY



	Frequency	Percent
YES	1	1.54
NO	64	98.46
Total	65	100.00

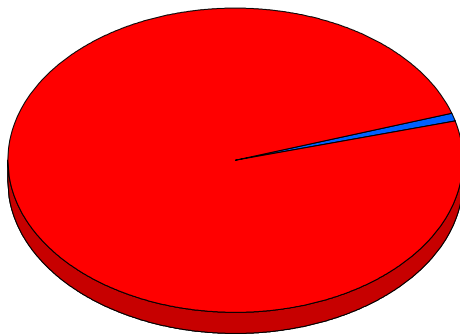
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	10	2.75
NO	354	97.25
Total	364	100.00

WOMEN

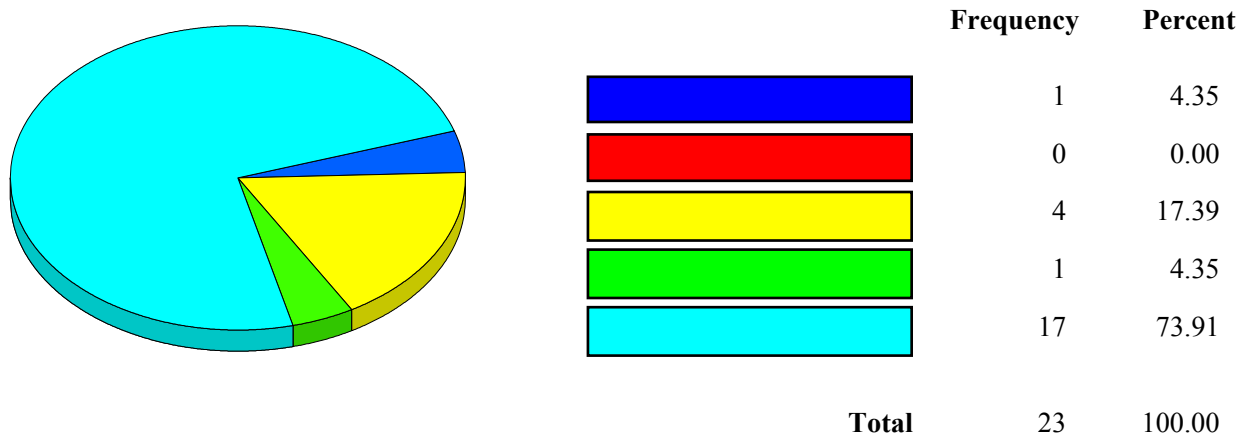


	Frequency	Percent
YES	1	0.94
NO	105	99.06
Total	106	100.00

Actions Taken Following Incident of Discrimination

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

Did you report any of the incidents of discrimination to someone in your organization?



Filed formal complaint through EO/EEO representative.

Reported incident through EO/EEO representative.

Reported incident to supervisor/superior.

Confronted individual.

Did not report the incident to anyone.

"N/A" responses not included.

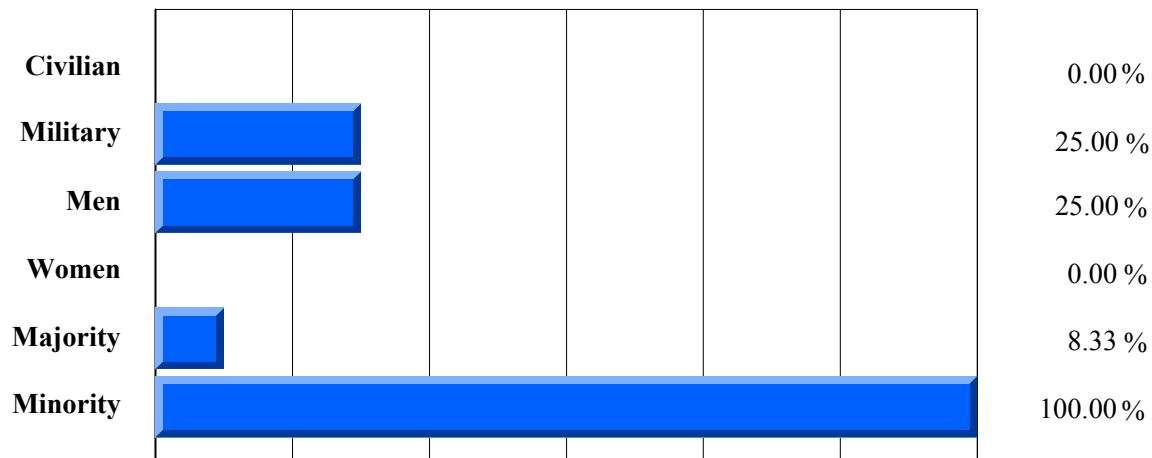
**Reported Incident of Discrimination to Formal Complaint, EO/EEO or Supervisor:
Demographic Breakout**

NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

Table 1. Reported Incident of Discrimination by Demographic Breakout

Reported Incident of Discrimination	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	0	0.00	2	100.00	2	100.00
Military	5	25.00	15	75.00	20	100.00
Men	5	25.00	15	75.00	20	100.00
Women	0	0.00	2	100.00	2	100.00
Majority	1	8.33	11	91.67	12	100.00
Minority	1	100.00	0	0.00	1	100.00

Figure 1. Reported Incident of Discrimination by Demographic Subgroups

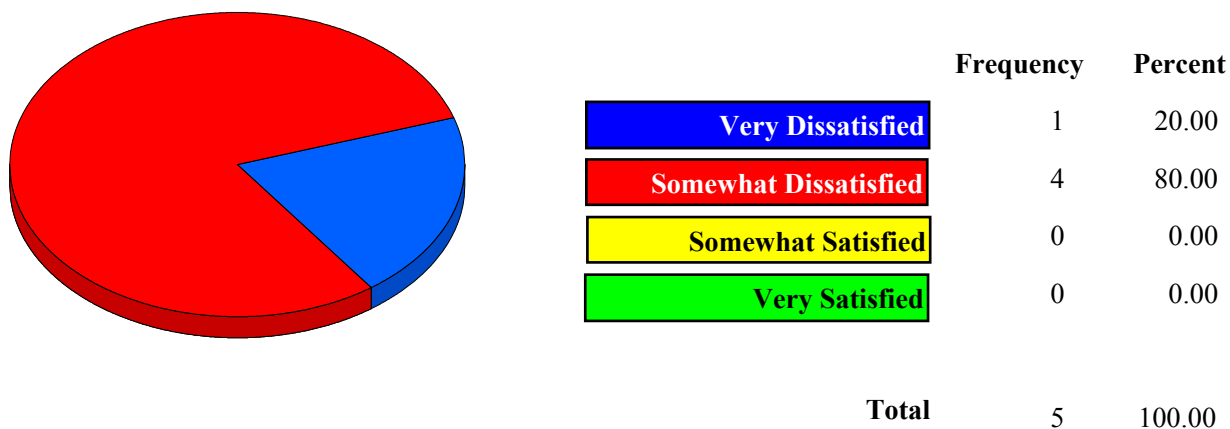


"N/A" responses not included.

Satisfaction with Discrimination Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor

Figure 2. How satisfied are you with how your issue was (or is being) resolved?

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

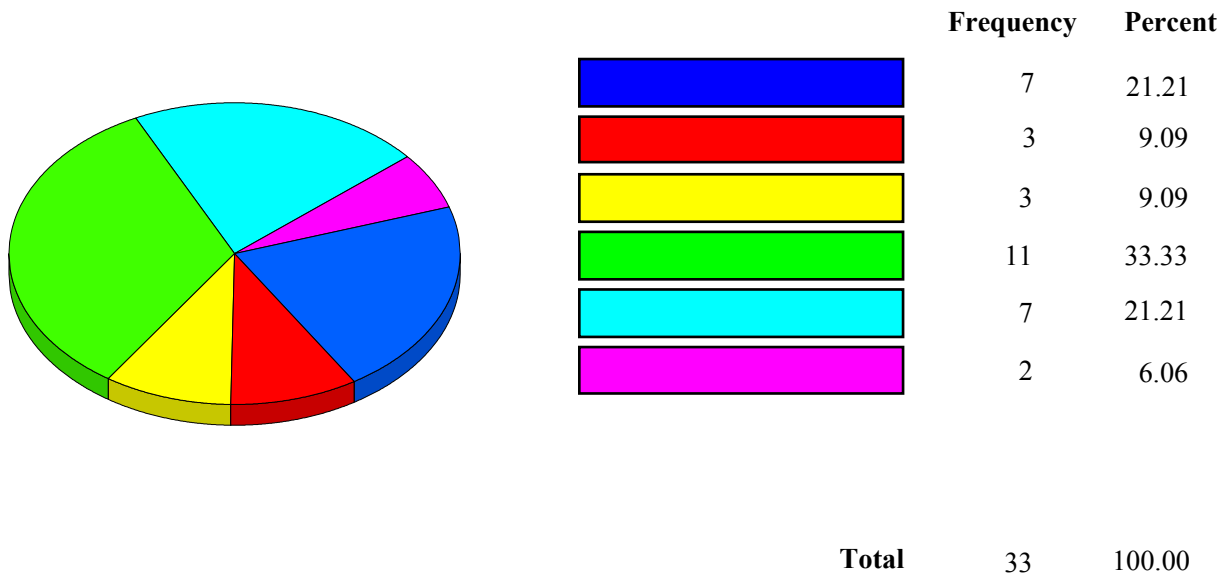


“N/A” responses not included.

Perceived Barriers to Reporting Discrimination

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

Figure 3. Barriers to Reporting Discrimination_



The incident would not be taken seriously.

The incident would not be believed.

Lack of privacy/confidentiality.

Fear of reprisal.

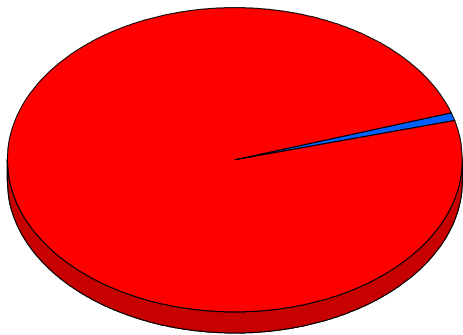
Lack of support from chain of command.

Other.

“N/A” responses not included.

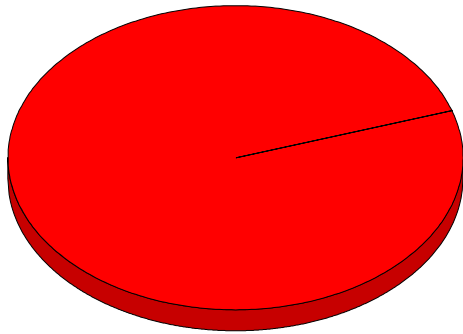
Experiences of Sexual Harassment

MEN



	Frequency	Percent
YES	3	0.82
NO	361	99.18
Total	364	100.00

WOMEN

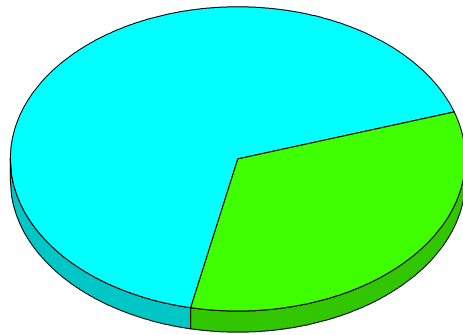


	Frequency	Percent
YES	0	0.00
NO	106	100.00
Total	106	100.00

Actions Taken Following Incident of Sexual Harassment

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

Did you report any of the incidents of sexual harassment to someone in your organization?



	Frequency	Percent
	0	0.00
	0	0.00
	0	0.00
	1	33.33
	2	66.67
Total	3	100.00

Filed formal complaint through EO/EEO representative.

Reported incident through EO/EEO representative.

Reported incident to supervisor/superior.

Confronted individual.

Did not report the incident to anyone.

“N/A” responses not included.

**Members who Filed Formal Complaint or Reported Incident of Sexual Harassment to EO/EEO or
Supervisor: Demographic Breakout**

NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

Table 2. Reported Incident of Sexual Harassment by Demographic Breakout

Reported Incident of Sexual Harassment	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	0	0.00	1	100.00	1	100.00
Military	0	0.00	1	100.00	1	100.00
Men	0	0.00	2	100.00	2	100.00
Women	0	0.00	0	0.00	0	100.00
Majority	0	0.00	2	100.00	2	100.00
Minority	0	0.00	0	0.00	0	100.00

Figure 4. Reported Incident of Sexual Harassment by Demographic Subgroups

Civilian						0.00 %
Military						0.00 %
Men						0.00 %
Women						0.00 %
Majority						0.00 %
Minority						0.00 %

“N/A” responses not included.

Satisfaction with Sexual Harassment Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor

Figure 5. How satisfied are you with how your issue was (or is being) resolved?

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

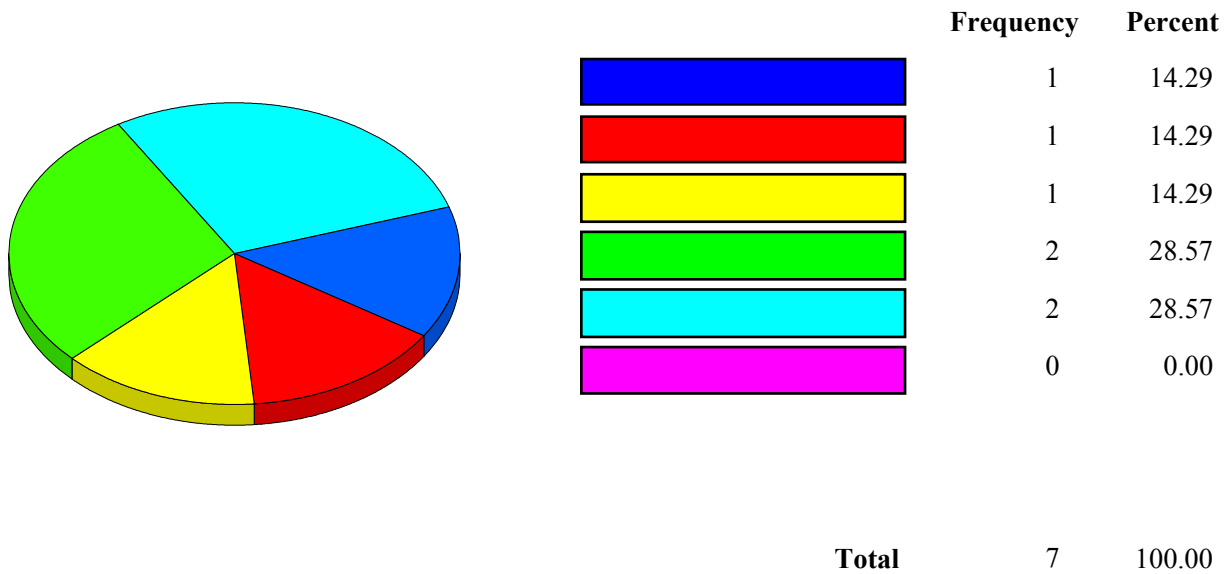
	Frequency	Percent
Very Dissatisfied	0	0.00
Somewhat Dissatisfied	0	0.00
Somewhat Satisfied	0	0.00
Very Satisfied	0	0.00
Total	0	100.00

“N/A” responses not included.

Perceived Barriers to Reporting Sexual Harassment

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

Figure 6. Barriers to Reporting Sexual Harassment



The incident would not be taken seriously.

The incident would not be believed.

Lack of privacy/confidentiality.

Fear of reprisal.

Lack of support from chain of command.

Other.

“N/A” responses not included.

IV. SEXUAL ASSAULT PREVENTION AND RESPONSE

This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

- 1) *Perceptions of Safety*
- 2) *Chain of Command Support*
- 3) *Publicity of SAPR Information*
- 4) *Unit Reporting Climate*
- 5) *Perceived Barriers to Reporting Sexual Assault*
- 6) *Unit Prevention Climate*
- 7) *Restricted Reporting Knowledge*

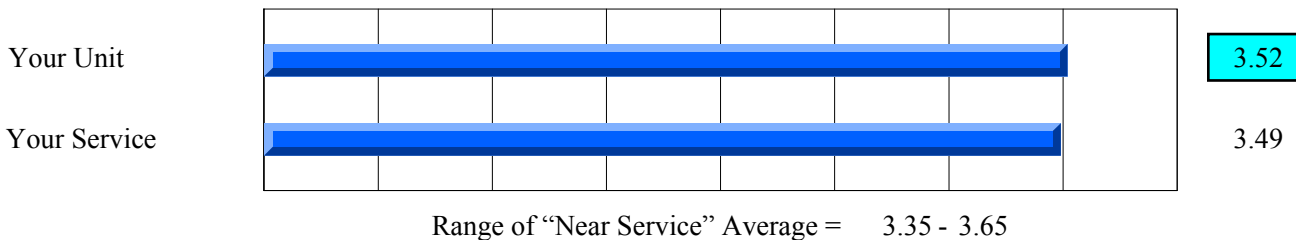
Below you will find the overall unit summary information pertaining to the SAPR climate within your organization, compared to the DEOMI database for your Service. Results display above average, average, and below average using a green, blue, and red coding scheme, respectively. Above average indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. Average indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. Below average indicates that the perceptions of your members are markedly less favorable than those held across your Service. Your organization's average is displayed along with its respective Service branch average.



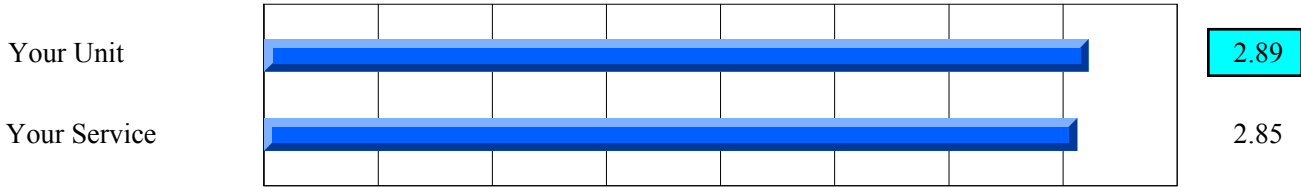
Perceptions of Safety



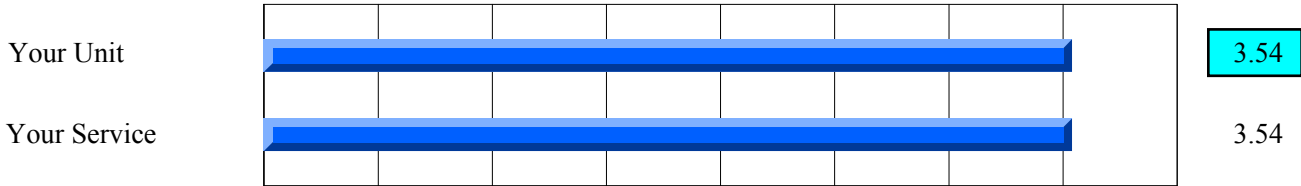
Chain of Command Support



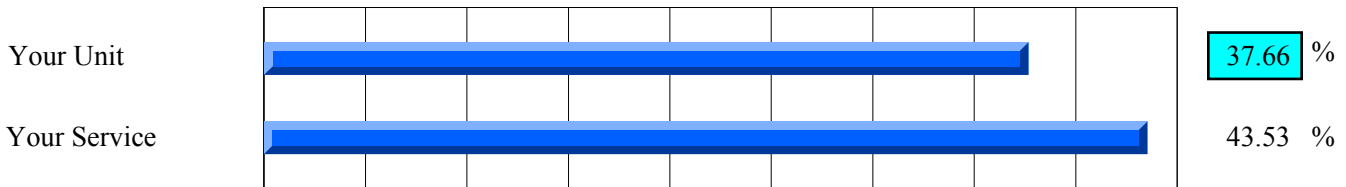
Publicity of SAPR Information



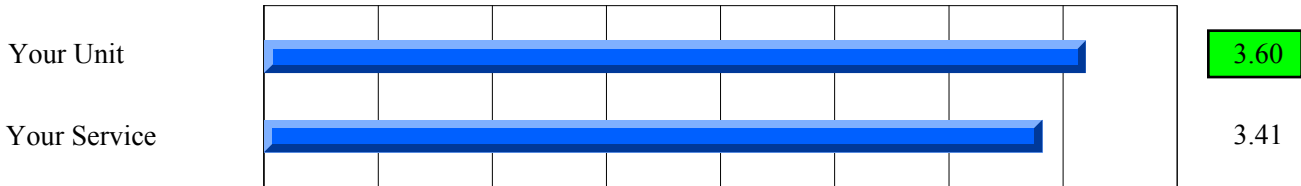
Unit Reporting Climate



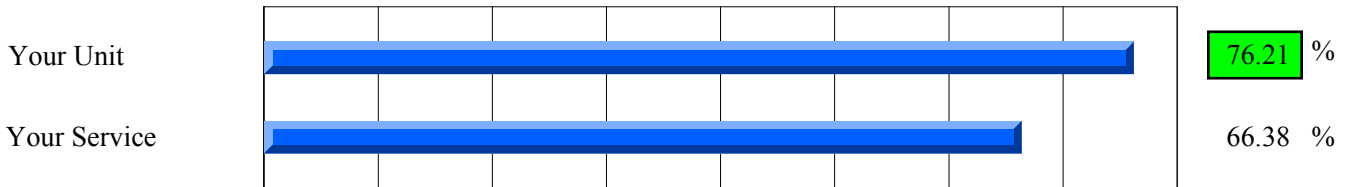
Zero Perceived Barriers to Reporting Sexual Assault



Unit Prevention Climate



Restricted Reporting Knowledge



Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Perceptions of Safety

Perceptions of Safety refers to members' feelings of safety from being sexually assaulted where they currently live and perform their work/duties. Two questions measure *Perceptions of Safety*; each item is measured on a four-point scale, where respondents may select *very unsafe*, *unsafe*, *safe*, or *very safe*.

Table 3 displays *Perceptions of Safety* where individuals live, subdivided by residence and respondents' perceptions of safety where they work. The table displays the percentage of members who indicated they feel *safe* or *very safe* combined into "Safe" and displays the percentages of members who indicate they feel *unsafe* or *very unsafe* combined into "Unsafe." In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Table 3. Respondents' Perceptions of Safety

To what extent do you feel safe from being sexually assaulted where you currently <u>live</u> :	Safe		Unsafe		Total	
	Number	Percent	Number	Percent	Number	Percent
On-base/post/station	27	100.00	0	0.00	27	100.00
Off-base/post/station	437	98.65	6	1.35	443	100.00
To what extent do you feel safe from being sexually assaulted where you <u>perform your work/duties</u> :	460	97.87	10	2.13	470	100.00

Figure 7 displays the percentage of respondents who feel “Safe” where they live by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 7. Respondents’ Perceptions of Safety where they Live by Demographic Subgroups

To what extent do you feel safe from being sexually assaulted where you currently live?



Figure 8 displays the percentage of respondents who feel “Safe” where they work by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 8. Respondents’ Perceptions of Safety at Work by Demographic Subgroups

To what extent do you feel safe from being sexually assaulted where you perform your work/duties?



Recommendations:

While *Perceptions of Safety* may not necessarily reflect the actual level of risk faced by an individual or group, the reasoning behind such perceptions may yield valuable information about a number of environmental risks that pertain not only to sexual assault, but also to domestic violence, substance abuse, disruptive conditions in living quarters, and other problems that require command attention. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by residence and by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Foster and encourage first-line supervisor involvement in the detection of potential threats and risks within your unit. About 80% of the sexual assaults within the Department of Defense occur between people that know each other. Consequently, standard physical security measures may not always address the factors that give rise to sexual assaults between co-workers, friends, and acquaintances. Well-trained and empowered first-line supervisors are likely the first to become aware of behaviors that contribute to increased risk for sexual assault and other disruptive behaviors within the unit.
- As appropriate, encourage your unit leaders to regularly visit military living quarters - especially during evenings and weekends.
- Consider contacting base law enforcement and criminal investigators to obtain local threat information, for both on- and off- base housing areas.
- Review and modify as appropriate "party" and alcohol use policies in on-base living quarters. Many interactions that lead to sexual assault begin in social settings and often involve alcohol. Such policies should promote responsible alcohol use, encourage all involved to be on the lookout for situations at risk for sexual assault, and outline how to safely address inappropriate behavior.
- Encourage professional workplace behavior and intervention against those who do not behave respectfully. Research has found that the presence of unchecked sexual harassment within a unit increases the likelihood of sexual assault within that unit. Unit leadership must not only enforce these standards but also set the example.

Chain of Command Support

Chain of Command Support refers to members' perceptions of the extent to which command behaviors are targeted towards preventing sexual assault and creating an environment where members would feel comfortable reporting a sexual assault. Seven questions measure *Chain of Command Support*; each item is measured on a four-point scale assessing extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

Table 5 displays the percentage of individuals who perceive a favorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive command behaviors to a *moderate extent* or a *great extent*. Additionally, this table displays the percentage of individuals who perceive an unfavorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive behaviors to a *slight extent* or *not at all*.

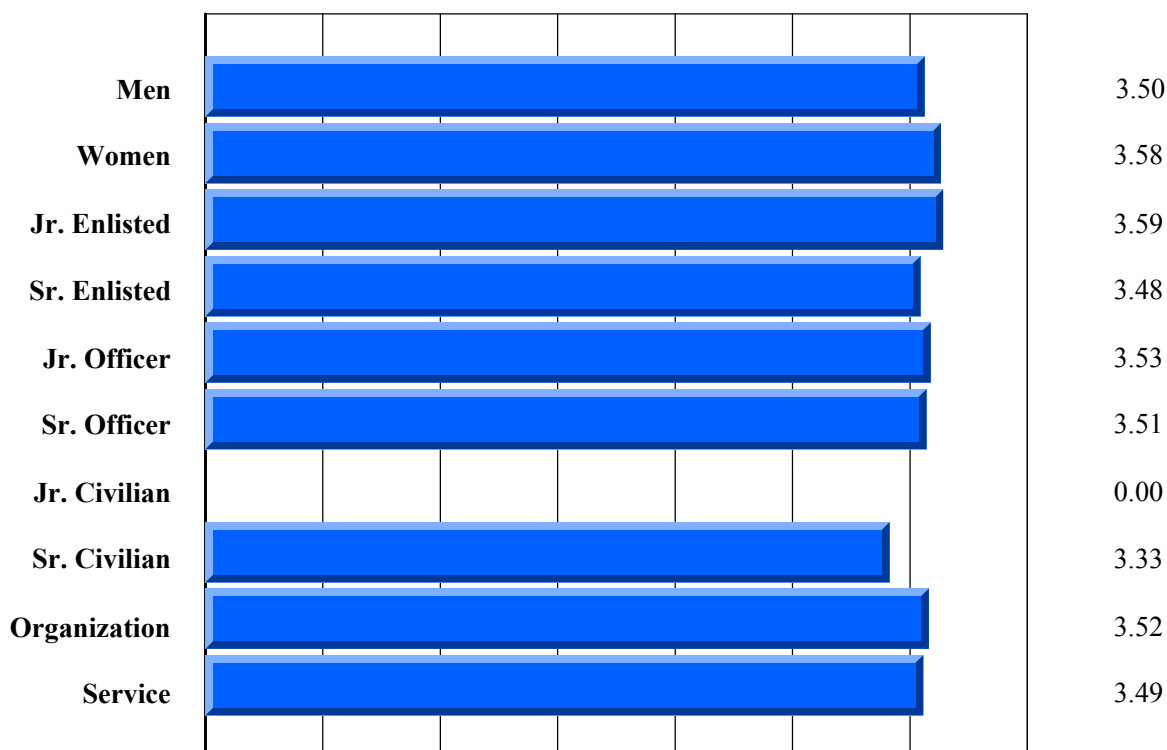
Table 5. Respondents' Perceptions of Chain of Command Support

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Promote a unit climate based on “respect and trust”	389	82.77	81	17.23	470	100.00
Refrain from sexist comments and behaviors	447	95.11	23	4.89	470	100.00
Actively discourage sexist comments and behaviors	441	93.83	29	6.17	470	100.00
Provide sexual assault prevention and response training that interests and engages you	399	84.89	71	15.11	470	100.00
Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior	437	92.98	33	7.02	470	100.00
Encourage victims to report sexual assault	434	92.34	36	7.66	470	100.00
Create an environment where victims feel comfortable reporting sexual assault	419	89.15	51	10.85	470	100.00

Analyzing Responses based on Demographic Subgroups:

The *Chain of Command Support* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the seven *Chain of Command Support* questions. Figure 9 displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable *Chain of Command Support*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 9. Respondents’ Perceptions of Chain of Command Support by Demographic Subgroups



Recommendations:

The *Chain Of Command Support* index provides insight into how unit members perceive leadership's behaviors related to preventing sexual assault and creating an environment where victims would feel comfortable reporting sexual assault. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on those items that get a less favorable rating. For example, if the chain of command is not seen as actively discouraging sexist comments and behaviors, clearly set your expectations with your unit leaders and consider inviting an installation resource in to help improve their skill set. Some sexist comments and behaviors may be so common practice that they escape scrutiny by those using them. Capturing a wide variety of perspectives from people within and outside your leadership chain can help you identify problem areas. Unchecked sexist comments and behaviors communicate to offenders that the unit is a place that tolerates treating someone unfairly because of their gender. This kind of climate may act as a "green light" for those who perpetrate sexual assault.
- Emphasize the importance of reporting sexual assault and getting needed assistance.
- Refrain from using the phrase "zero tolerance" on an individual unit-level. While no one should ever tolerate, condone or accept sexual assault, use of this term may have the unintended effect of keeping victims from reporting; no service member wants to be the person that shatters the commander's expectation that "zero" sexual assaults will occur in the unit. Rather, emphasize that sexual assault has no place in your unit - but if it does occur, encourage those impacted to choose one of the reporting options and get care.
- Adjust supervision policies to allow unit members to engage care and other resources without intrusive questioning. An environment that is conducive to reporting also allows victims a reasonable amount of flexibility to schedule and attend appointments for care and assistance. While personnel accountability is important, victim feedback indicates that supervisors often ask such intrusive questions about the nature of care appointments that victims sometimes forego reporting the crime and getting care so as to not attract negative attention.
- Seek out training opportunities that encourage small group discussion and active participation. "One size fits all" training rarely imparts lasting changes in knowledge, skills, and behavior. Members between the ages of 18 to 25 may be most at risk for sexual assault, but many at this age see themselves as impervious to this and other harms. Small group discussions with a mentor can help overcome such resistance and impart lasting change. Contact your servicing Sexual Assault Response Coordinator for meaningful and impactful training formats and opportunities.

Additional Resources:

Training materials and discussion guides that can be used in smaller groups are available at www.sapr.mil. Also, follow links on sapr.mil to your Service webpage for additional materials.

Consider attending DEOMI's Leadership Team Awareness Seminar (LTAS). Target audience for LTAS is senior officers (commanders and key staff/department heads O-3/O-6) and senior enlisted advisors (E-7/E-9) as well as civilians including legal officers, chaplains, and inspector general personnel in leadership positions. Duration of the course is 5 Days (40 hours). For more information contact: Student Management Division for enrollment into LTAS, Commercial (321)494-5653/7543 (DSN 854).

Publicity of SAPR Information

Publicity of SAPR Information refers to the extent to which members' perceive that SAPR-related information and resources is publicly displayed and openly communicated. There are three questions measuring *Publicity of SAPR Information*; each item is measured on a four-point scale measuring extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

The following table displays the percentage of individuals who perceive there to be a favorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *moderate extent* or a *great extent*. This table also displays the percentage of individuals who perceive there is an unfavorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *slight extent* or *not at all*.

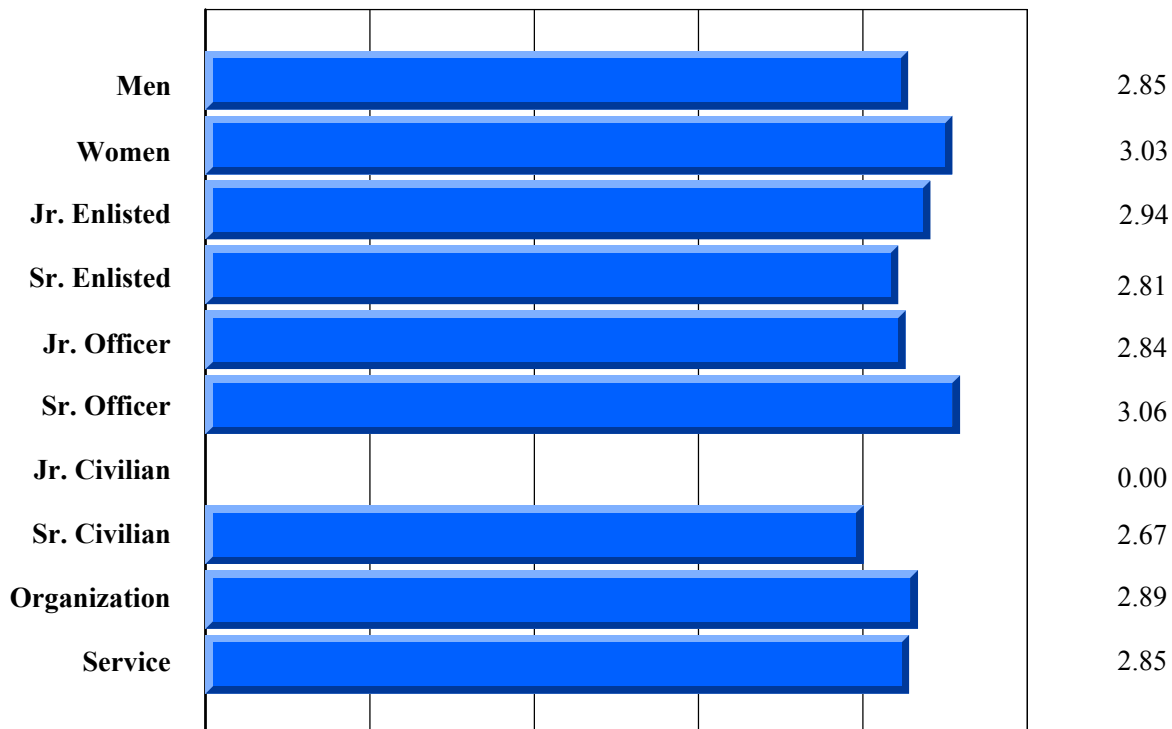
Table 6. Respondents' Perceptions of Publicity of SAPR Information

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Publicize the outcomes of sexual assault cases	162	34.47	308	65.53	470	100.00
Publicize sexual assault reporting resources (e.g., Sexual Assault Response Coordinator contact information; Victim Advocate contact information; awareness posters; sexual assault hotline phone number)	413	87.87	57	12.13	470	100.00
Publicize the Restricted (confidential) Reporting option for sexual assault	374	79.57	96	20.43	470	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 10 provides results of the *Publicity of SAPR Information* index by demographic subgroups. The *Publicity of SAPR Information* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the three publicity questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable perceptions of *Publicity of SAPR Information*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00..

Figure 10. Respondents’ Perceptions of Publicity of SAPR Information by Demographic Subgroups



Recommendations:

The *Publicity of SAPR Information* index can provide insight about the availability of SAPR-related information and resources. Publically discussing issues surrounding sexual assault and displaying SAPR resources is an important step in decreasing the stigma associated with this crime. Communicating openly with members of your organization about sexual assault will also help to raise awareness of the issue. Use the results as a guide for developing a plan of action for leadership within your unit to increase the availability of these resources and information. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Publicize SAPR information to prevent sexual assaults in your unit:
 - Empower your command team to publically display SAPR information by guiding them to resources that they can utilize (see Additional Resources section below).
 - Integrate SAPR messaging into existing communication plans and publications (e.g., town halls, all hands, commander's call, newsletter, etc.).
 - Feature sexual assault related resources in unit common areas. Publicize the DoD sexual assault hotline (www.safehelpline.org) as an anonymous, free, and available worldwide 24 hours a day resource.
 - Disseminate policy letters against sexism, sexual harassment, and sexual assault.
- Publicize SAPR information in response to a sexual assault allegation made in your unit:
 - Take the opportunity to discuss the SAPR program, the support resources available to both victims and accused members, and prevention topics.
 - Actively discourage rumors and speculation about the allegation.
 - Consider appropriate releases of information to keep unit members informed and derail rumors. The release must consider the privacy of the victim, the accused, and the sensitivity of the matters involved. Work with your local criminal investigators and staff judge advocate to determine what can be said, when it is released, and how to communicate such information.
 - To the extent legally permissible, discuss the outcomes and disciplinary actions, if any, of sexual assault allegations.

Additional Resources:

Nationally, Sexual Assault Awareness Month (SAAM) occurs in April and commits to raising awareness and promoting the prevention of sexual violence through use of special events and public education. SAAM provides commands/installations an annual opportunity to highlight DoD and Service policies addressing sexual assault prevention and response. Visit www.sapr.mil for Sexual Assault Awareness Month Campaign materials.

Stay up-to-date on SAPR policies by visiting www.sapr.mil and sign up to receive the SAPRO's quarterly newsletter (SAPR Source).

Visit www.safehelpline.org for outreach materials.

Visit www.deomi.org for sexual assault awareness observance posters.

Unit Reporting Climate

Unit Reporting Climate measures the extent to which members perceive that the chain of command would take appropriate actions to address an Unrestricted Report of sexual assault and that there would be minimal social and professional retaliation if a sexual assault was reported. Ten questions measure *Unit Reporting Climate*, where respondents may select *not at all likely*, *slightly likely*, *moderately likely*, or *very likely*.

Table 7 below displays the percentage of individuals who perceive a favorable *Unit Reporting Climate*, meaning that they perceive individuals within the unit (chain of command or members) are *moderately likely* or *very likely* to engage in the positive *Unit Reporting Climate* behavior. The table also displays the percentage of individuals who perceive an unfavorable *Unit Reporting Climate*, meaning that they believe the individuals within the unit are *slightly likely* or *not at all likely* to engage in the positive reporting climate behavior. Within this scale, there are three questions that ask about the extent of negative behavior and are therefore reverse scored to remain consistent with a higher score being more favorable (indicated with an asterisk).

Table 7. Respondents' Perceptions of Unit Reporting Climate

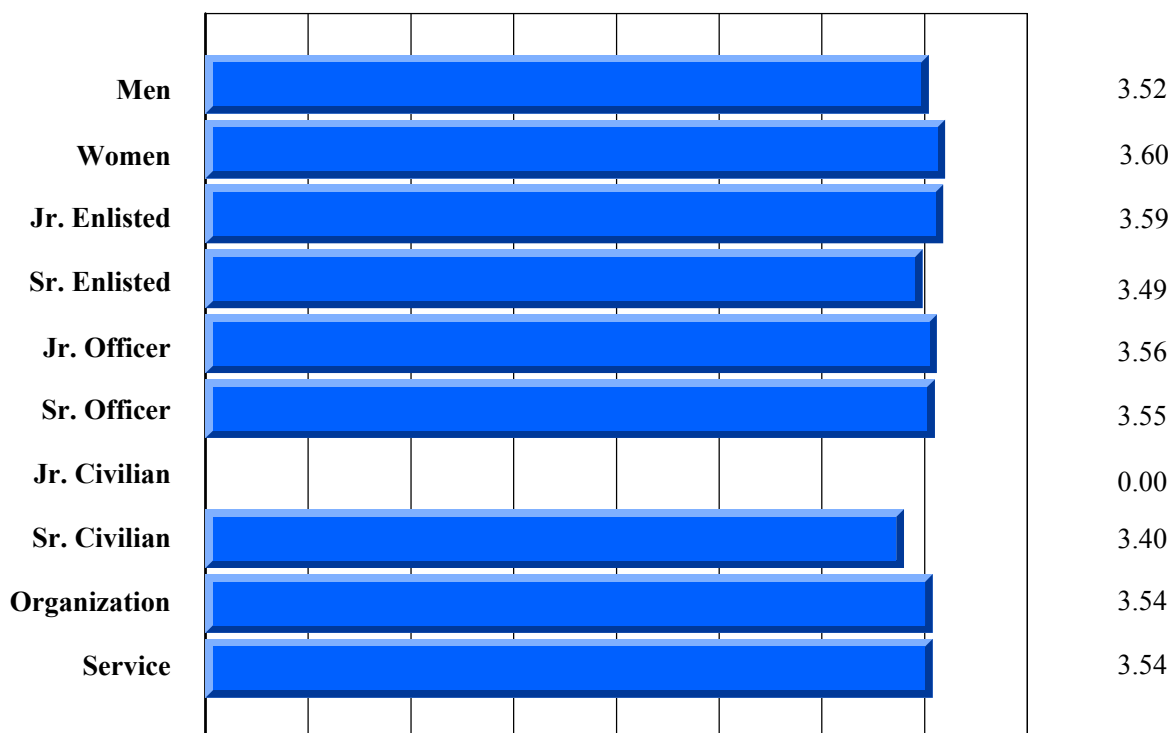
If someone were to report a sexual assault to your current chain of command, how likely is it that:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
The chain of command would take the report seriously.	450	95.74	20	4.26	470	100.00
The chain of command would keep knowledge of the report limited to those with a need to know.	432	91.91	38	8.09	470	100.00
The chain of command would forward the report outside the unit to criminal investigators.	412	87.66	58	12.34	470	100.00
The chain of command would take steps to protect the safety of the person making the report.	440	93.62	30	6.38	470	100.00
The chain of command would support the person making the report.	437	92.98	33	7.02	470	100.00
The chain of command would take corrective action to address factors that may have led to the sexual assault.	428	91.06	42	8.94	470	100.00

Unit members would label the person making the report a troublemaker (*).	405	86.17	65	13.83	470	100.00
Unit members would support the person making the report.	427	90.85	43	9.15	470	100.00
The offender(s) or their associates would retaliate against the person making the report (*).	386	82.13	84	17.87	470	100.00
The career of the person making the report would suffer (*).	401	85.32	69	14.68	470	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 11 provides the results of the *Unit Reporting Climate* index by demographic subgroups, with higher scores indicating more favorable responses. The *Unit Reporting Climate* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all likely*, “2” equals *slightly likely*, “3” equals *moderately likely*, and “4” equals *very likely*, and then computing individuals’ mean responses to the 10 *Unit Reporting Climate* questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting a more favorable *Unit Reporting Climate*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 11. Respondents’ Perceptions of Unit Reporting Climate by Demographic Subgroups



Recommendations:

The *Unit Reporting Climate* index can provide insight into how members perceive a report of sexual assault would be handled by the chain of command and unit members. These perceptions are important as they will likely influence members' willingness to report a sexual assault. Use the favorable and unfavorable ratings on the survey items as a guide for developing a plan of action for leadership within your unit to improve *Unit Reporting Climate* perceptions. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Optimize *Unit Reporting Climate* to prevent sexual assault in your unit:
 - Encourage your command team to take action on those items that receive a less favorable rating. For instance, if unit members perceive that the chain of command does not take sexual assault reports seriously, follow up with unit leaders to ensure that this responsibility is not taken lightly. Service members perceive that sexual assault reports are not taken seriously when allegations are ignored, leadership at any level encourages victims to drop their report, and victims are scrutinized and blamed for getting victimized.
 - Ensure DoD and Service requirements are met with regard to case progress and updates to victims. DoD Instruction 6495.02 requires the establishment of a multi-disciplinary case management group (CMG), co-chaired by the Deputy Installation Commander and the SARC. While each Service may refer to this group by a different name (i.e., Sexual Assault Review Board, etc.), the CMG should meet monthly to review individual cases, improve reporting, facilitate monthly victim updates, and to discuss process improvements to ensure system accountability and victim access to quality services. As a commander, you must attend the monthly CMG until final disposition has been taken in the case. You are also responsible for providing monthly updates to victims of sexual assault on their case.
- Maintain a favorable *Unit Reporting Climate* in response to a sexual assault allegation made in your unit:
 - All sexual assault allegations that come to the chain of command's attention must be referred to a military criminal investigative organization (CID, NCIS or AFOSI). Commanders may not conduct their own internal or preliminary investigation (e.g., commander's inquiry, "15-6 investigations", etc.). Once the investigation is complete, you or a more senior commander must review the criminal investigation, evaluate the evidence with the assistance of a judge advocate, and determine any appropriate disciplinary action to be taken. If the victim and the accused are both within your unit, it is important that you should remain objective (fair and impartial) and take appropriate action based on the evidence.
 - Discourage members from participating in "barracks gossip" or grapevine speculation about the case or investigation. Remind everyone to wait until all the facts are known and final disposition of the allegation has occurred before reaching conclusions. While victims must see their allegations are taken seriously, the alleged offender is presumed innocent until proven guilty. Remind members that discussion of a possible sexual assault incident might compromise an ongoing investigation.
 - Emphasize the importance of balance in the justice system. "Choosing sides" is never fair to the parties involved, and can rip a unit apart. Supporting the victim and the accused through the military justice process does not require anyone to take a side. Rather, as a commander, you have a duty to ensure both parties (if both are under your command) are connected with appropriate services and support.

- o Advise those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.
- o Consider some form of targeted unit refresher training; or have an outside expert address the unit regarding preventive measures, as well as some of the emotional or psychological feelings that may manifest themselves, affect the unit, and require the unit's response during the course of the investigation. It is important that unit members not see "refresher training" as a group punishment because someone reported a sexual assault. Rather, small group discussions led by knowledgeable leaders are often the most helpful.
- o Continuously monitor the unit's overall climate to ensure neither the victim and/or the alleged offender is being ostracized. Prevent organizational splintering by communicating your expectations with first-line supervisors; encourage supervisors to stop rumors, monitor the formation of cliques, and communicate observed ostracism upwards. Keep in mind that sexual assault is not solely an individual-level issue; it requires a sustained systemic response because it is influenced by a wide-range of individual-, organizational-, and societal-level variables.
- o Make victims aware of the option to request an expedited temporary or permanent transfer from their assigned command or base, or to a different location within their assigned command or base. Also keep in mind that alleged offenders may alternatively be moved.

Perceived Barriers to Reporting Sexual Assault

Perceived Barriers to Reporting Sexual Assault refers to the frequency of barriers to reporting sexual assault individuals perceive within their unit/organization. Members are asked to select all that may apply from eight potential barriers, along with two additional options: “Another reason other than what is provided above” and “There are no barriers that would prevent victims from reporting a sexual assault.”

The table below displays the percentage of members who perceive each barrier to reporting sexual assault.

Table 8. Respondents’ Perceived Barriers to Reporting Sexual Assault

In your current unit/organization, which of the following would be the most likely reasons why a victim of sexual assault would not report the incident?	Selected		Not Selected		Total	
	Number	Percent	Number	Percent	Number	Percent
Negative impact to career or progress.	125	26.60	345	73.40	470	100.00
Loss of privacy/confidentiality.	193	41.06	277	58.94	470	100.00
Fear of professional retaliation for making the report.	99	21.06	371	78.94	470	100.00
Fear of social retaliation for making the report.	143	30.43	327	69.57	470	100.00
Lack of confidence in the military justice system.	135	28.72	335	71.28	470	100.00
Lack of confidence in the chain of command.	115	24.47	355	75.53	470	100.00
Takes too much time and effort to report.	52	11.06	418	88.94	470	100.00
Not knowing how to make a sexual assault report.	49	10.43	421	89.57	470	100.00
Another reason other than what is provided above.	43	9.15	427	90.85	470	100.00
There are no barriers that would prevent victims from reporting a sexual assault.	177	37.66	293	62.34	470	100.00

Analyzing Responses based on Demographic Subgroups:

The figures on the following pages provide results of the *Perceived Barriers to Reporting Sexual Assault* questions by demographic subgroups. The figures display the percentage of members that perceive zero barriers to reporting sexual assault (Figure 12), one to two barriers to reporting sexual assault (Figure 13), and three or more barriers to reporting sexual assault (Figure 14) by demographic subgroups. Taken together, these three figures represent the total group members who responded to the survey. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 12. Percentage of Respondents who Perceived Zero Barriers to Reporting Sexual Assault by Demographic Subgroups

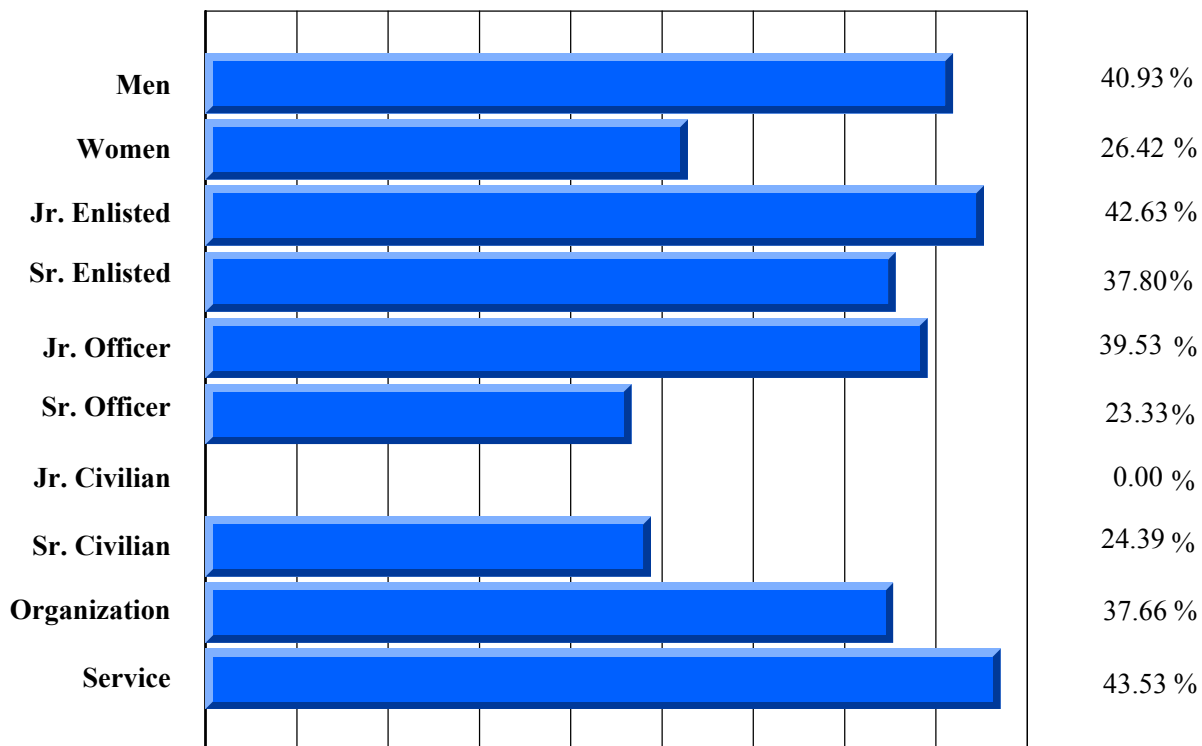


Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups

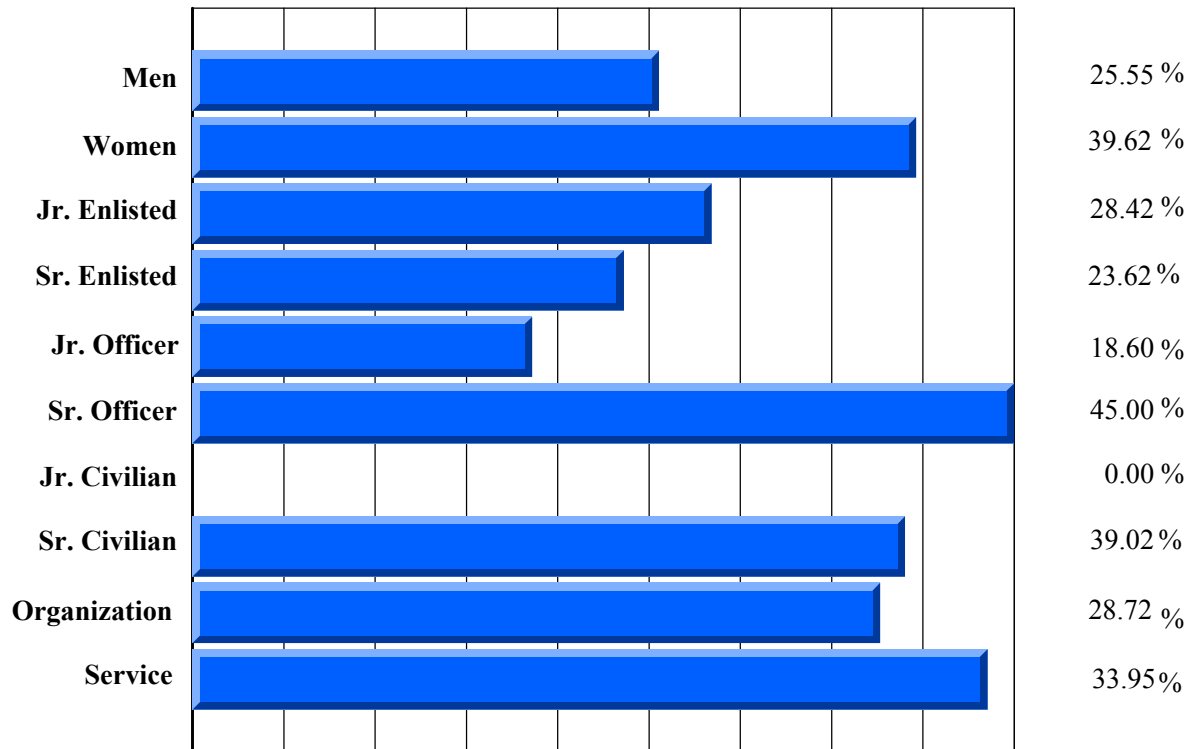
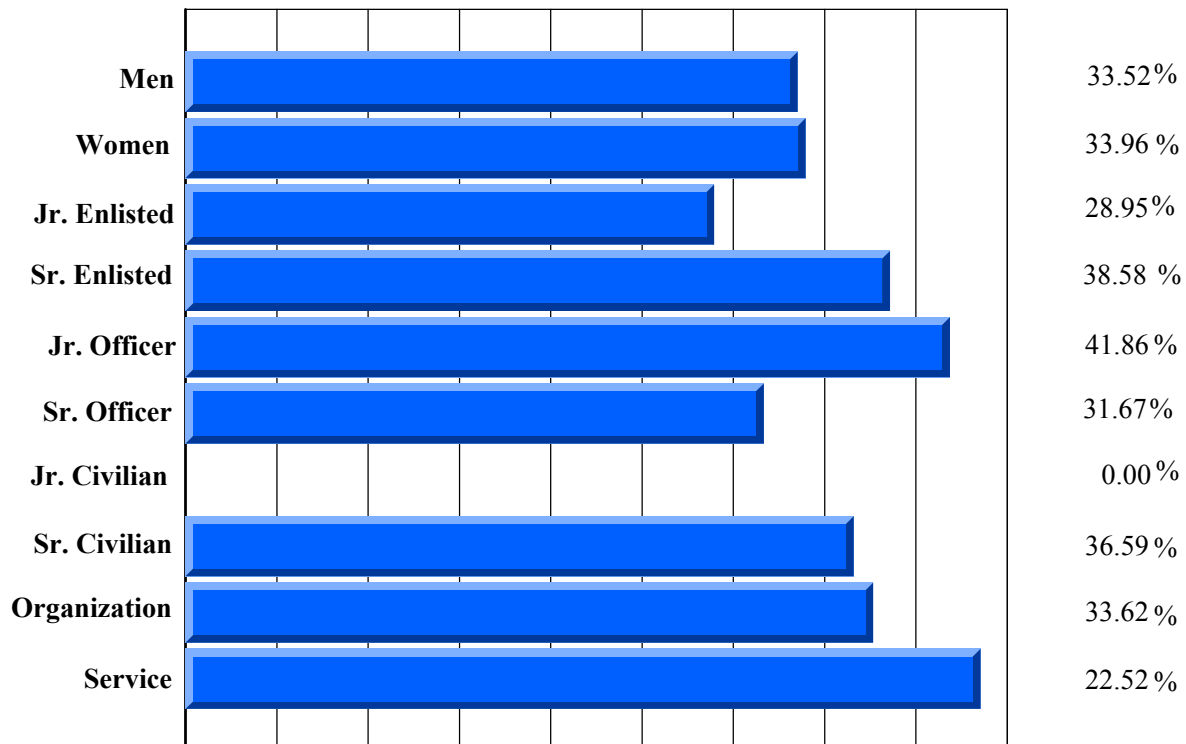


Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups



Recommendations:

Due to the nature of sexual assault crimes, victims often do not feel comfortable reporting or talking about their experience. There are steps leadership can take to reduce or eliminate these barriers which would increase the likelihood of a sexual assault being reported. The *Perceived Barriers to Reporting Sexual Assault* question can provide insight into why members within your organization may not feel comfortable reporting a sexual assault. Use these results as a guide to help develop a plan of action to eliminate perceived barriers within your organization. Compare the percentage of perceived barriers within your organization to the results of your respective service. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to eliminate perceived barriers to reporting sexual assault. While you may never be able to eliminate all barriers to reporting, your work to address these concerns sends a powerful, positive message to victims.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards eliminating that barrier. For example, if members perceive "negative impact to career or progress" to be a barrier to reporting sexual assault within your unit, ask members why this perception exists. Inquire further about this perception and communicate procedures in place to safeguard against negative impact on career. Follow through by addressing this with your CMG to ensure members' careers and progression are not, in fact, affected by reporting a sexual assault.
- As a commander, you must carefully communicate two messages. First, sexual assault is a crime and has no place in your unit. Second, if sexual assault does occur, encourage victims to pick one of the two reporting options and seek assistance. Keep in mind that these messages must be balanced.
- Avoid statements like "zero tolerance" on an individual unit level. While this sounds effective, it actually sends a message to victims that you do not want them to come forward to report: No member wants to be the one to tell their commander that the number of known sexual assaults in the unit is no longer "zero."
- Ensure victims feel comfortable coming forward to report sexual assaults by encouraging them to do so to the Sexual Assault Response Coordinator (SARC). Stress to your members that you do not have access to identifying information about victims making Restricted Reports; this will build members' trust in your unit's SARC and Victim Advocate (VA).
- As a commander, you can strengthen member's trust in the reporting process by recommending the most qualified and trained professional to serve in critical advocacy positions.

Unit Prevention Climate (Bystander Intervention)

Unit Prevention Climate, also known as *Bystander Intervention Climate*, refers to individuals' intentions to act if they were to observe a situation that may lead to a sexual assault. *Unit Prevention Climate* is measured with two questions; one item is situation based and asks respondents to indicate which *action* they would take if in a given situation. One item presents respondents with a scenario and asks at *which point they would most likely intervene* if they witnessed the escalating situation. A summary of the responses collected within your organization are displayed in Figure 15 through Figure 17.

Figure 15. Responses to Bystander Intervention *Action* Question

Suppose you see someone secretly putting something in another person's drink. You're unsure what it was. Which of the following are you most likely to do in this kind of situation?

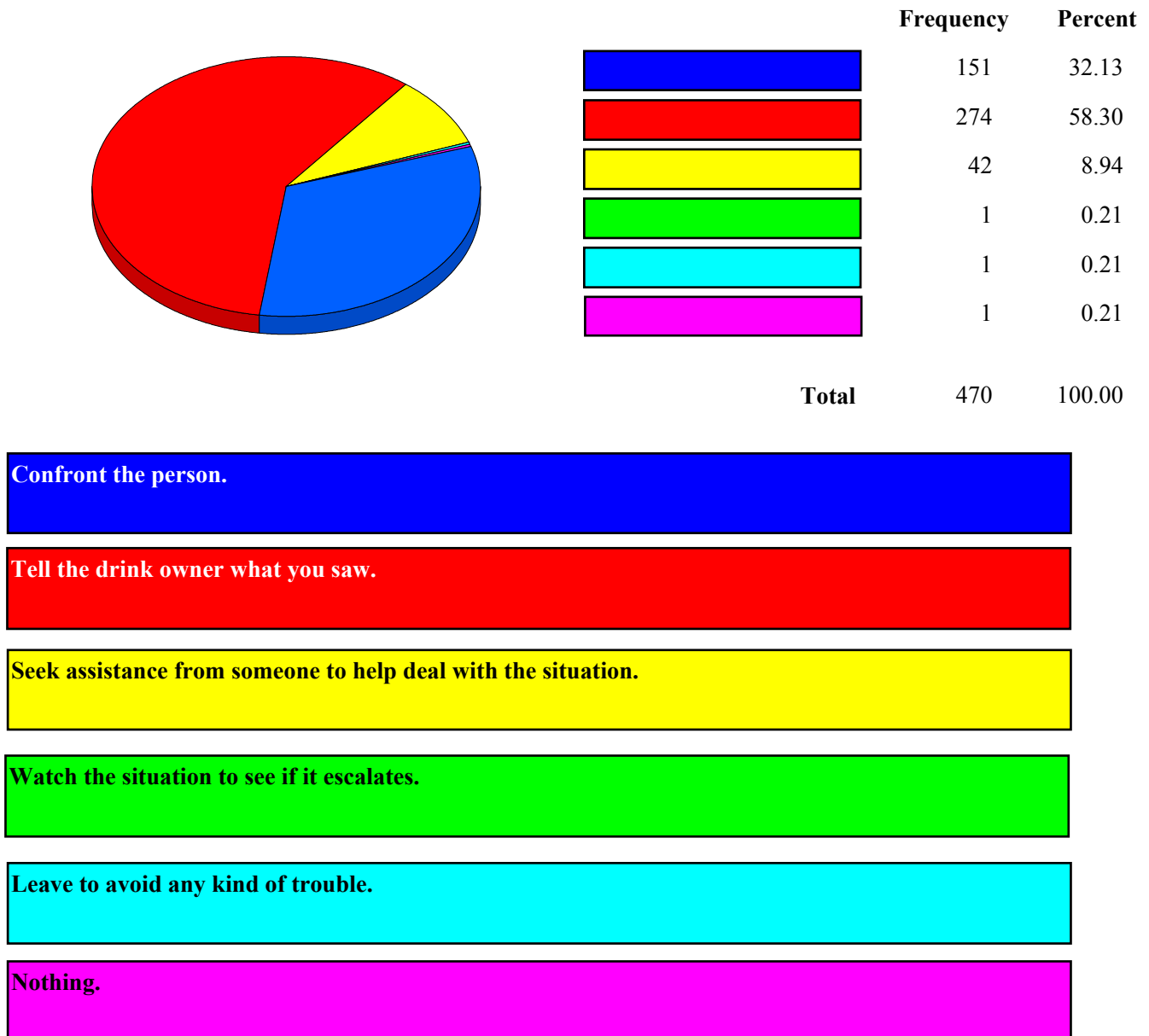
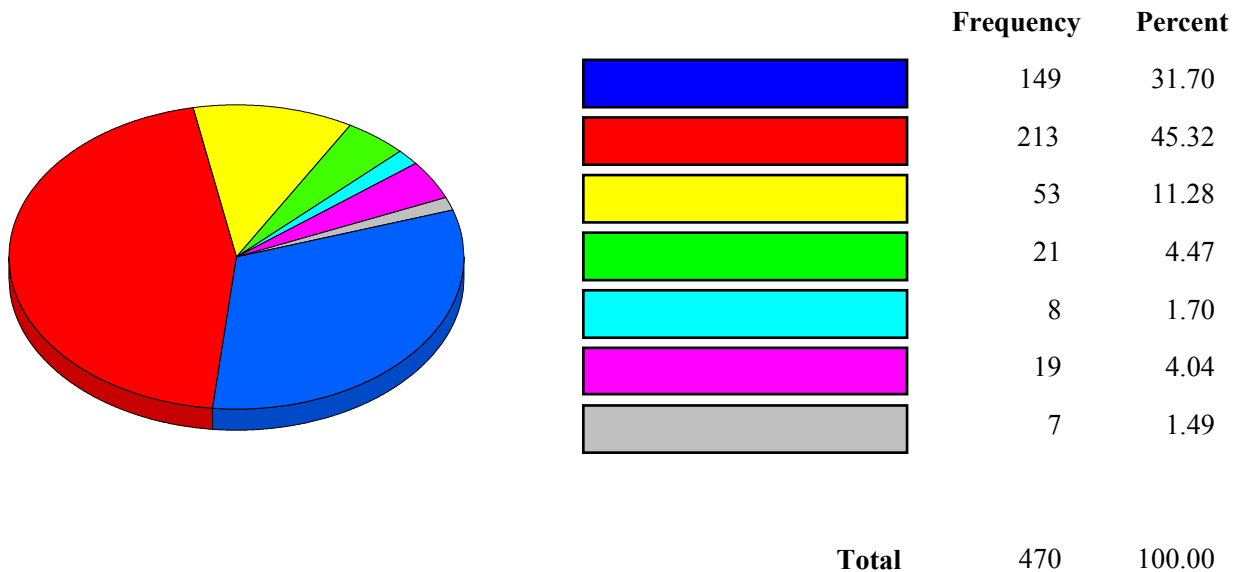


Figure 16. Responses to Bystander Intervention *Point of Intervention* Question

Imagine you go on temporary duty for some training. The first night you go to a restaurant/bar with a large group of colleagues, whom you just met. At what point would you intervene in the following escalating situation?



A senior leader buys a drink for a person in the group and tells him/her a drink cannot be refused, as doing so would go against tradition.

The senior leader buys a second and third drink for the same person despite his/her repeated objections.

The person appears intoxicated and disoriented, and continues to be the senior leader's main focus of attention.

The senior leader repeatedly hugs the person, rubs his/her shoulders, and offers to walk him/her back to quarters.

You see the senior leader quietly escorting the intoxicated person out of the bar.

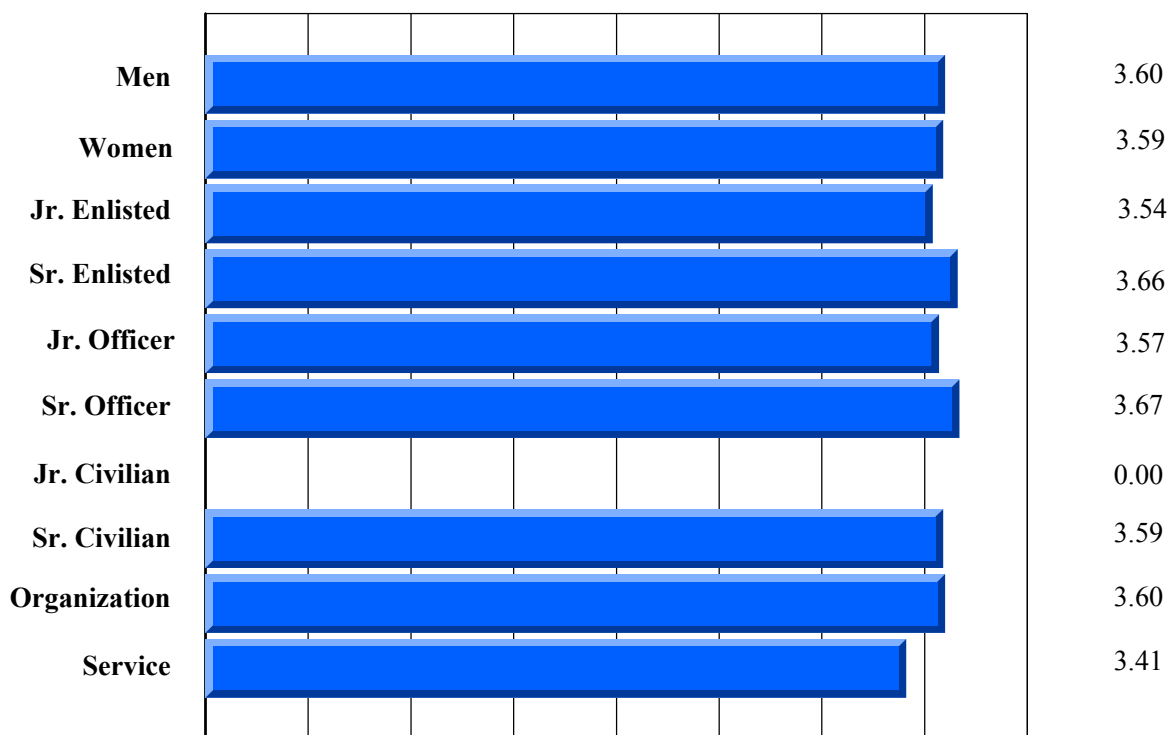
As they leave, the person resists the senior leader and says, "No."

In this scenario, I would not intervene at any point.

Analyzing Responses based on Demographic Subgroups:

The *Unit Prevention Climate* index is the numeric composite of the two bystander intervention climate questions. Figure 17 provides the results of the *Unit Prevention Climate* index by demographic subgroups, with higher scores indicating more favorable responses. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 17. Unit Prevention Climate Index by Demographic Subgroups

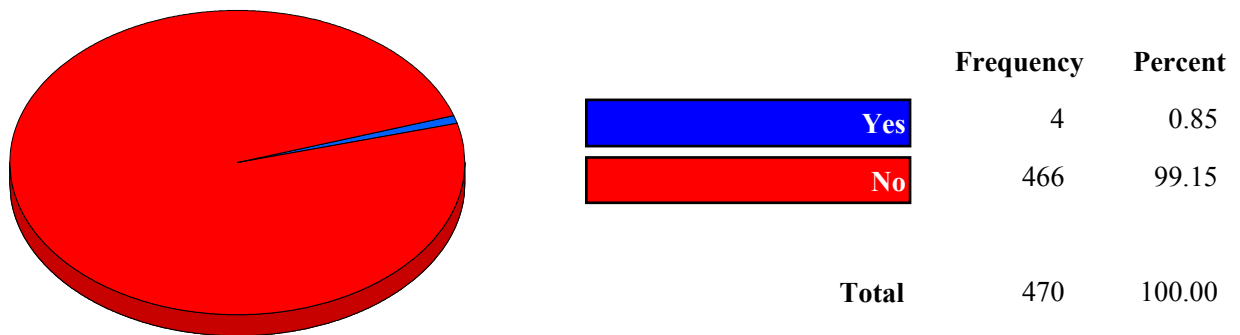


Prevalence of Respondents Observing High Risk Situations and Responses

Respondents were asked if they have observed a situation they believed could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 18.

Figure 18. Percentage of Respondents who Observed a High Risk Situation

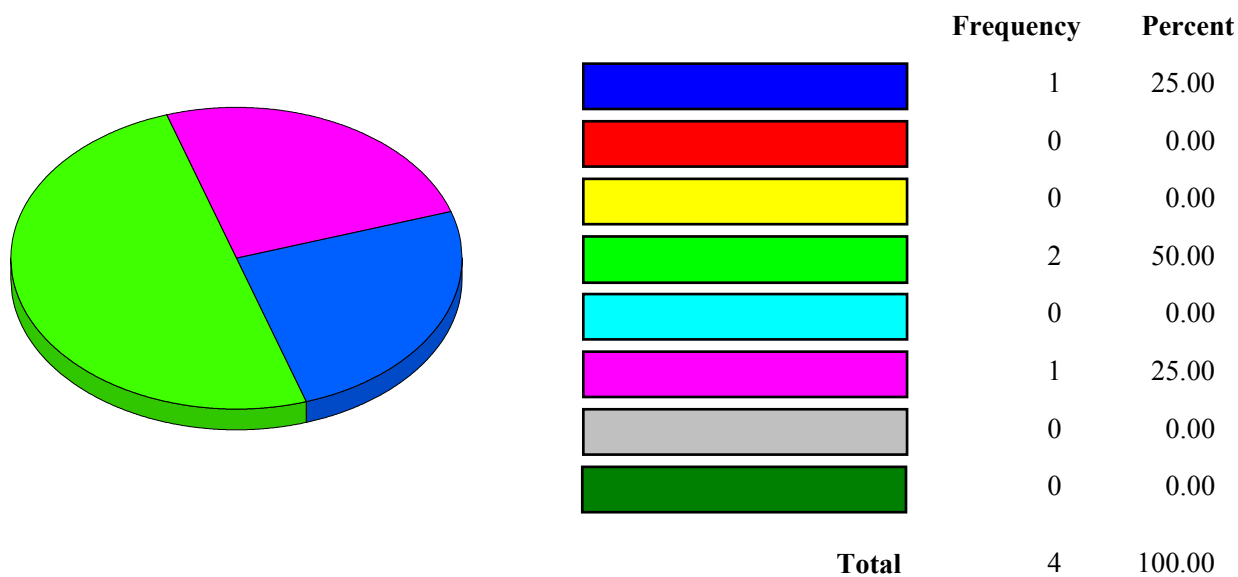
In the past 12 months, I observed a situation that I believe was, or could have led to, a sexual assault.



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Figure 19 displays the responses of those who completed the question across your organization.

Figure 19. Respondents' Reported Actions Taken Following High Risk Situation

If yes, in response to this situation, select the response that most closely resembles your actions:



I stepped in and separated the people involved in the situation.

I asked the person who appeared to be at risk if they needed help.

I confronted the person who appeared to be causing the situation.

I created a distraction to cause one or more of the people to disengage from the situation.

I asked others to step in as a group and diffuse the situation.

I told someone in a position of authority about the situation.

I considered intervening in the situation, but I could not safely take any action.

I decided to not take action.

Recommendations:

The *Unit Prevention Climate* index can provide insight into members' intentions to act if they observe a situation that may lead to a sexual assault. Use these results as a guide to help develop a plan of action to increase bystander intervention within your organization. Look at the frequency of responses to the hypothetical scenario questions and the prevalence of respondents observing a high risk situation question to gain an understanding of how respondents within your organization plan to intervene as well as how they have intervened in the past. Set the expectation that your people must look out for each other, both on and off the battlefield. Encourage safely stepping in to de-escalate the situation when someone looks to be at risk for sexual assault or about to perpetrate a crime. Employ training that relies on scenarios to demonstrate application of bystander prevention concepts and drive small group discussions.

Use *Unit Prevention Climate* index displayed by demographic subgroups to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic subgroups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to increase bystander intervention within your organization.

Here are additional recommendations and information to consider when developing your plan of action:

- Promote bystander intervention by “practicing what you preach.” Be an active bystander by calling out sexist remarks and sexually harassing behaviors if they are observed. When appropriate, demonstrate acceptable alternative behaviors as part of the corrective process. This will help provide the motivation and confidence necessary for members within your organization to act.
- It takes some practice and courage to intervene and discourage or stop unacceptable behavior. Teach bystander intervention strategies to motivate and empower your people to watch for questionable behavior or risky choices, take safe action to de-escalate situations, and help ensure personal safety. One approach involves emphasizing the “ABCs” of Bystander Intervention:
 - o **Assess for safety.** Ensure that all parties are safe, and whether the situation requires calling authorities. When deciding to intervene, your personal safety should be the #1 priority. When in doubt, call for help.
 - o **Be with others.** If it is safe to intervene, you are likely to have a greater influence on the parties involved when you work together with someone or several people. Your safety is increased when you stay with a group of friends that you know well.
 - o **Care for the person.** Ask if the target of the unwanted sexual advance, attention, or behavior is okay. Does he or she need medical care? Does he or she want to talk to a Victim Advocate about reporting the matter? Ask if someone they trust can help them get home safely.
- Encourage your members to be receptive to messages from others indicating their behavior is not acceptable.
- Recognizing the rewarding positive personnel behavior can also be an effective strategy to increase and reinforce appropriate bystander behavior.

Additional Resources:

Visit www.sapr.mil for Active Bystander Training material.

Restricted Reporting Knowledge

Knowledge of the Restricted Reporting option is assessed with one question. The item reads, “All of the following people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and Military Police Officer” are incorrect answers. These persons cannot take a Restricted Report. Table 9 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

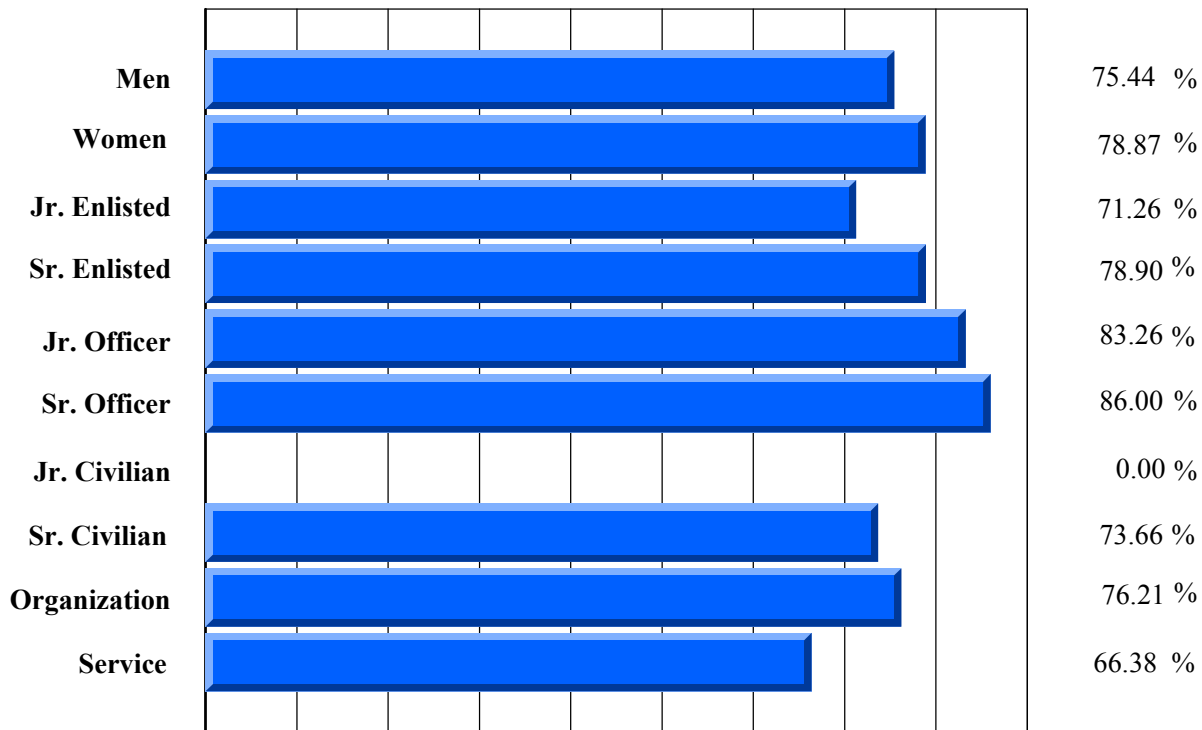
Table 9. Respondents’ Restricted Reporting Knowledge

Identify which of following types of people can and cannot take a Restricted Report:	Correct		Incorrect		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexual Assault Response Coordinator	434	92.34	36	7.66	470	100.00
Victim Advocate	367	78.09	103	21.91	470	100.00
Military Service Healthcare Personnel	320	68.09	150	31.91	470	100.00
Anyone in my chain of command	369	78.51	101	21.49	470	100.00
Criminal investigator and Military Police Officer	301	64.04	169	35.96	470	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 20 displays the average percentage of members who responded correctly, displayed by demographic subgroup, on the *Restricted Reporting Knowledge* question. The question is scored by averaging the percentage correct across the five response options of the types of people who can and cannot take a Restricted Report. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 20. Respondents' Restricted Reporting Knowledge by Demographic Subgroups



Recommendations:

The Department of Defense is committed to ensuring victims of sexual assault are protected; treated with dignity and respect; and provided support, advocacy, and care. The DoD also strongly supports applicable law enforcement and criminal justice procedures that enable persons to be held accountable for sexual assault offenses and criminal dispositions, as appropriate. To achieve these dual objectives, the Department's preference is for complete Unrestricted Reporting of sexual assaults to allow for the provision of victims' services and to pursue accountability. However, Unrestricted Reporting may represent a barrier for victims to access services, when the victim desires no command or law enforcement involvement. Consequently, the DoD recognizes a fundamental need to provide a confidential disclosure vehicle via the Restricted Reporting option.

A Restricted Report allows victims to experience the services and support available to them and receive information about the investigative and military justice process in a means that preserves their confidentiality. Every year, a percentage of victims convert from a Restricted Report to an Unrestricted Report to participate in the justice process. As a result, the Department makes available the Restricted Reporting as a means for victims to become knowledgeable about their legal options. As of January 2014, all Services have specially-trained attorneys to represent victims of sexual assault, regardless of which reporting option is selected. This ability to confer confidentially with an attorney about their case may also encourage more victims to participate in the military justice system.

The *Restricted Reporting Knowledge* score can provide insight into members' knowledge of the reporting options of sexual assault. Use the correct and incorrect responses as a guide for developing a plan of action to increase awareness and knowledge of the reporting options. Use the responses displayed by demographic subgroup to identify any differences between groups. Use this information to enhance the education and training of your personnel.

Here are additional recommendations and information to consider when developing your plan of action:

- Periodically take the opportunity to remind everyone of how to make an Unrestricted or Restricted Report. Be sure to include how to contact the Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) that service your unit or the installation.
- Emphasize that command has a legal responsibility to follow up on all allegations of sexual assault. Individuals desiring a Restricted Report should contact a SARC, VA, or medical/mental health care provider.
- Publicize that victims of sexual assault may now have an attorney represent them during the military justice process. These attorneys are assigned at the victim's request, regardless of whether a victim makes either a Restricted or Unrestricted Report. SARCs connect victims with these specialized attorneys.
- Training is an important element in sexual assault prevention and response. Provide annual training and encourage members to take this training seriously. A short slide-based training once a year is NOT sufficient to make a lasting impression on your personnel - mostly because none of them expect to become a victim of sexual assault. Contact your servicing SARC for more meaningful and impactful training formats and opportunities.
- Incorporate specific sexual assault prevention and response monitoring, measures and education into normal command training, readiness, and safety forums (e.g., quarterly training guidance, unit status reports, and safety briefings).
- Discuss your unit's DEOCS results with your installation's SARC and request that he/she conduct additional training or speak at commanders' calls.

Additional Resources:

Visit www.sapr.mil for SAPR training material, webcasts, research, DoD regulations and policies, and more.

V. CLIMATE FACTOR SUBGROUP COMPARISONS

Sexual Assault Prevention and Response Climate Overview

The following chart provides a demographic summary of the **SAPR Climate variables**. Results display *above average*, *average*, and *below average* using a green, blue, and red coding scheme, respectively. *Above average* indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. *Average* indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. *Below average* indicates that the perceptions of your members are markedly less favorable than those held across your Service. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup; this helps maintain respondent anonymity.

	Perceptions of Safety	Chain of Command Support	Publicity of SAPR Information	Unit Reporting Climate	Zero Perceived Barriers to Reporting	Unit Prevention Climate	Restricted Reporting Knowledge
Minority	3.64	3.64	3.06	3.63	36.92	3.54	70.77
Majority	3.80	3.52	2.85	3.56	37.58	3.60	77.45
Women	3.64	3.58	3.03	3.60	26.42	3.59	78.87
Men	3.78	3.50	2.85	3.52	40.93	3.60	75.44
Officer	3.77	3.52	2.97	3.55	30.10	3.63	84.85
Enlisted	3.75	3.55	2.89	3.55	40.69	3.59	74.32
Junior Enlisted	3.80	3.59	2.94	3.59	42.63	3.54	71.26
Senior Enlisted	3.67	3.48	2.81	3.49	37.80	3.66	78.90
Junior Officer	3.74	3.53	2.84	3.56	39.53	3.57	83.26
Senior Officer	3.79	3.51	3.06	3.55	23.33	3.67	86.00
Military	3.75	3.54	2.91	3.55	38.10	3.60	76.90
Civilian	3.72	3.36	2.69	3.41	26.67	3.61	71.11
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	3.74	3.33	2.67	3.40	24.39	3.59	73.66

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Organizational Effectiveness Factors

The following chart provides a demographic summary of the **Organizational Effectiveness Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Org Commit	Trust in Leader	Org Perform	Org Cohesion	Leader Cohesion	Job Satisfact	Org Process	Diversity Mgt	Help Seeking	Exhaust
Minority	3.18	2.91	3.10	3.08	2.89	3.20	2.90	2.99	3.10	2.79
Majority	3.09	2.82	3.00	3.01	2.74	3.05	2.83	2.90	3.03	2.77
Women	3.14	2.88	3.10	2.99	2.76	3.18	2.79	2.90	3.08	2.81
Men	3.04	2.74	2.93	2.97	2.69	2.96	2.78	2.87	3.01	2.68
Officer	3.08	2.80	2.96	3.03	2.61	3.08	2.82	2.86	3.03	2.71
Enlisted	3.10	2.81	3.03	3.01	2.79	3.02	2.81	2.91	3.04	2.73
Junior Enlisted	3.12	2.89	3.07	3.08	2.93	3.07	2.91	2.95	3.11	2.86
Senior Enlisted	3.07	2.69	2.96	2.89	2.59	2.95	2.67	2.84	2.94	2.54
Junior Officer	3.00	2.84	2.88	2.93	2.65	3.04	2.78	2.80	3.00	2.75
Senior Officer	3.14	2.78	3.01	3.10	2.59	3.11	2.84	2.90	3.05	2.68
Military	3.09	2.81	3.01	3.01	2.75	3.04	2.81	2.90	3.04	2.72
Civilian	2.81	2.44	2.66	2.68	2.32	2.80	2.52	2.71	2.93	2.59
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	2.77	2.38	2.62	2.64	2.26	2.77	2.48	2.66	2.89	2.55

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Equal Opportunity / Equal Employment Opportunity / Fair Treatment Factors

The following chart provides a demographic summary of the **EO/EEO, Fair Treatment Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Sexist Behavior	Sexual Harass	Sex Discrim	Racist Behavior	Disabil Discrim	Racial Discrim	Age Discrim	Religious Discrim	Demean Behavior	Hazing Behavior
Minority	3.18	3.31	3.18	3.25	2.73	3.21	2.53	3.34	3.13	3.48
Majority	3.24	3.31	3.32	3.33	2.78	3.37	3.09	3.36	3.21	3.52
Women	3.23	3.31	3.23	3.36	0.00	3.31	0.00	3.34	3.22	3.64
Men	3.21	3.30	3.30	3.30	2.69	3.34	2.99	3.35	3.17	3.45
Officer	3.34	3.34	3.41	3.39	0.00	3.39	0.00	3.37	3.34	3.61
Enlisted	3.23	3.32	3.28	3.33	0.00	3.34	0.00	3.36	3.16	3.48
Junior Enlisted	3.22	3.32	3.27	3.33	0.00	3.34	0.00	3.35	3.17	3.45
Senior Enlisted	3.23	3.30	3.29	3.34	0.00	3.34	0.00	3.37	3.14	3.52
Junior Officer	3.26	3.23	3.25	3.32	0.00	3.25	0.00	3.28	3.27	3.51
Senior Officer	3.39	3.41	3.52	3.44	0.00	3.49	0.00	3.43	3.39	3.69
Military	3.25	3.32	3.31	3.35	0.00	3.35	0.00	3.36	3.20	3.51
Civilian	2.89	3.14	3.10	3.04	2.72	3.24	3.04	3.30	3.02	3.36
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	2.88	3.13	3.11	3.02	2.72	3.27	3.09	3.32	3.02	3.39

Red = Below Service Average

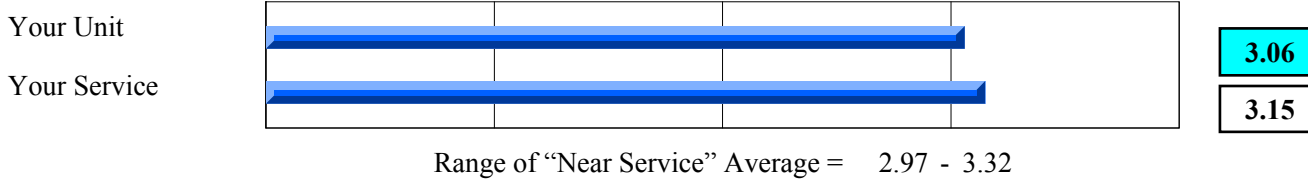
Blue = Near Service Average

Green = Above Service Average

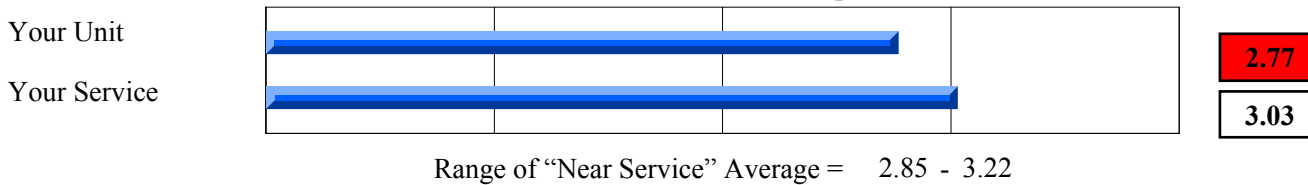
VI. OVERALL UNIT SUMMARY

The figures below compare your organization's average for each climate factor against your Service's average. The box to the right of each figure containing your organization's average will be color-coded blue, red, or green. Blue indicates your organization's average falls within the Range of "Near Service Average" values shown below each figure. Unit averages below this range are color coded red, while averages above this range are color coded green. Service averages are recalculated on a fiscal year semi-annual basis.

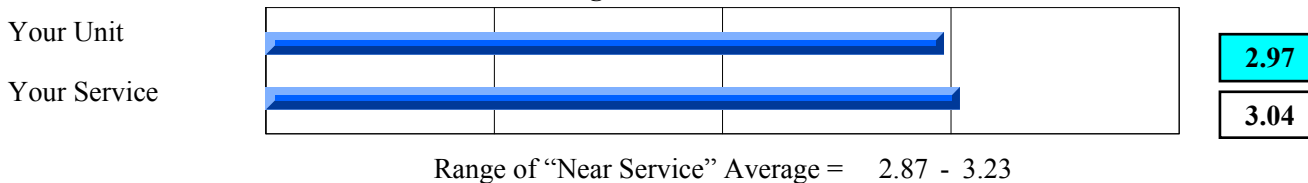
Organizational Commitment



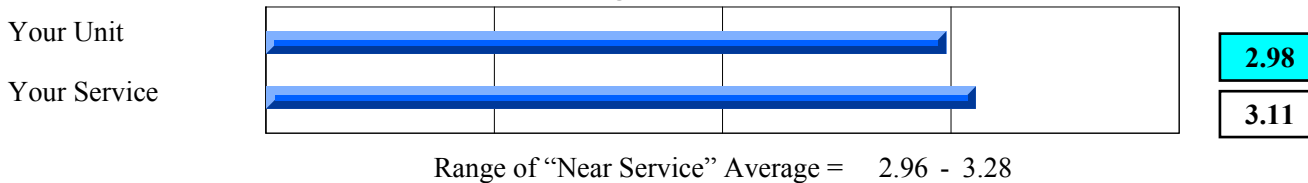
Trust in Leadership



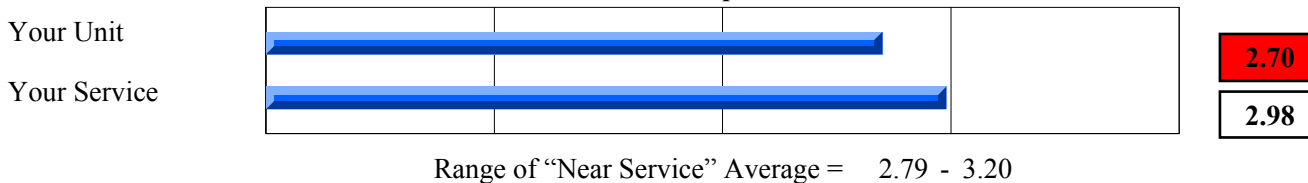
Organizational Performance



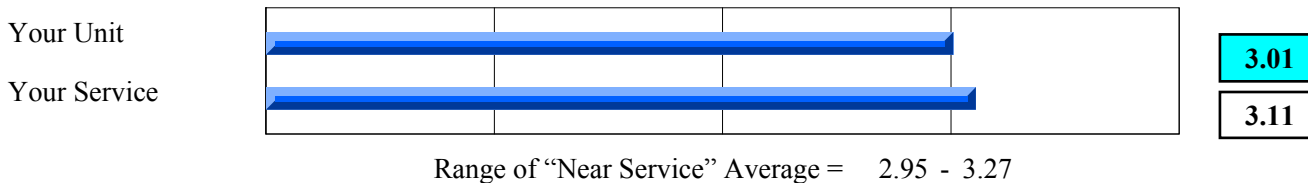
Organizational Cohesion



Leadership Cohesion



Job Satisfaction



Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Organizational Processes



Range of "Near Service" Average = 2.84 - 3.17

Diversity Management



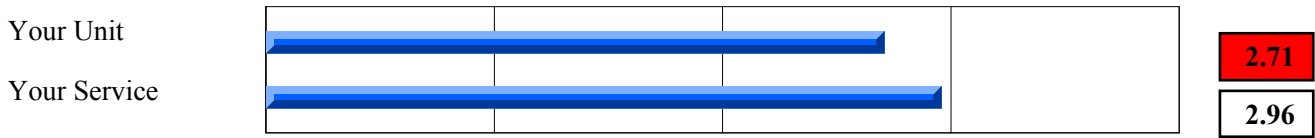
Range of "Near Service" Average = 2.87 - 3.19

Help Seeking Behaviors



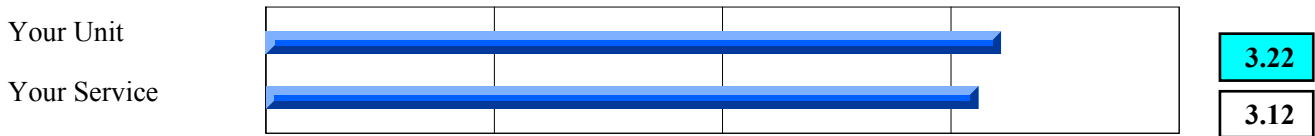
Range of "Near Service" Average = 3.04 - 3.26

Exhaustion



Range of "Near Service" Average = 2.80 - 3.12

Sexist Behaviors



Range of "Near Service" Average = 2.98 - 3.27

Sexual Harassment



Range of "Near Service" Average = 3.16 - 3.41

Sex Discrimination



Range of "Near Service" Average = 3.14 - 3.40

Red = Below Service Average

Blue = Near Service Average

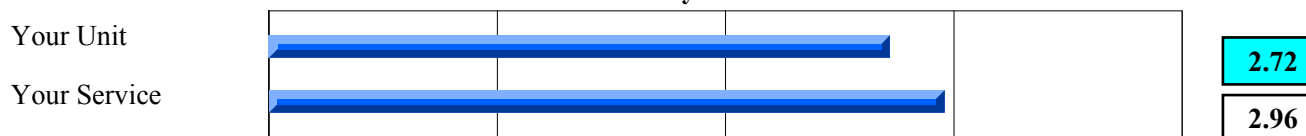
Green = Above Service Average

Racist Behaviors



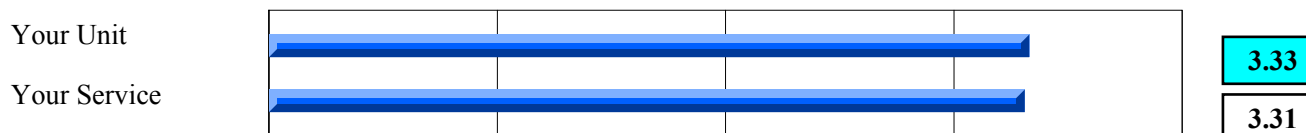
Range of "Near Service" Average = 3.10 - 3.39

Disability Discrimination



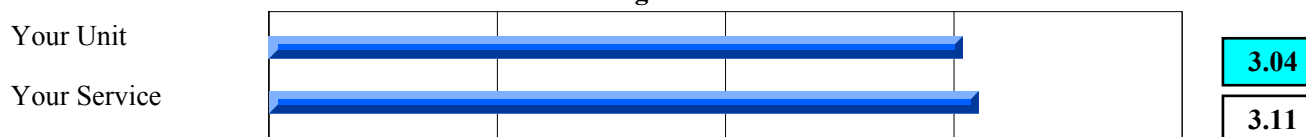
Range of "Near Service" Average = 2.50 - 3.33

Racial Discrimination



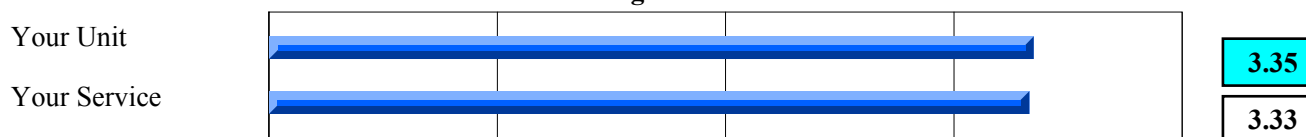
Range of "Near Service" Average = 3.17 - 3.44

Age Discrimination



Range of "Near Service" Average = 2.83 - 3.50

Religious Discrimination



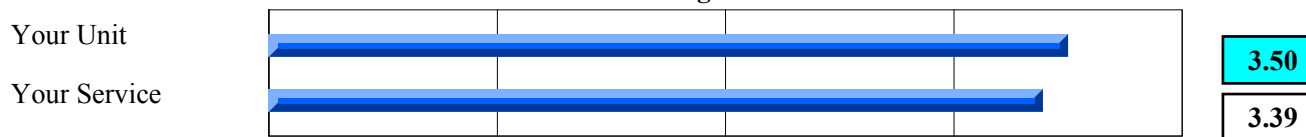
Range of "Near Service" Average = 3.23 - 3.42

Demeaning Behaviors



Range of "Near Service" Average = 2.99 - 3.28

Hazing Behaviors



Range of "Near Service" Average = 3.25 - 3.53

Red = Below Service Average

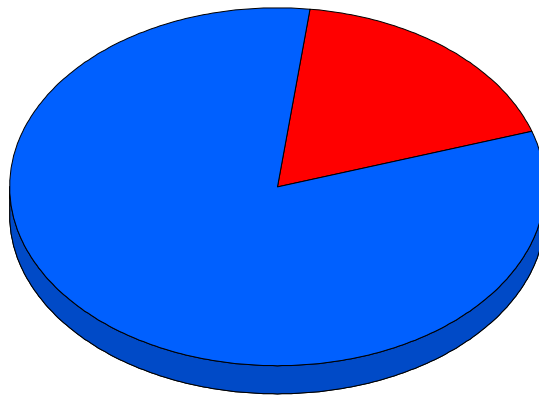
Blue = Near Service Average

Green = Above Service Average

VII. DEOCS SUMMARY OF SURVEY ITEM RESULTS

Organizational Commitment

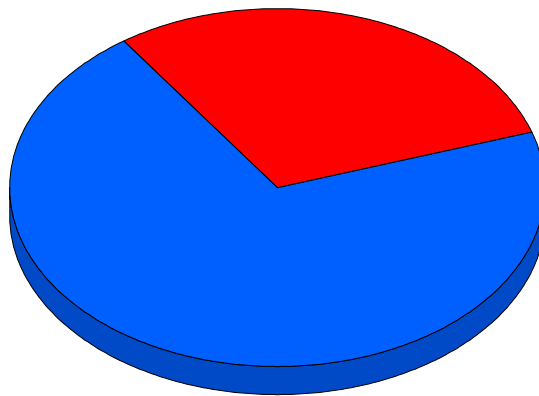
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel motivated to give my best efforts to the mission of my organization.	395	84.04	75	15.96	470	100.00
I feel a strong sense of belonging to this organization.	357	75.96	113	24.04	470	100.00
I am proud to tell others that I belong to this organization.	403	85.74	67	14.26	470	100.00
Overall Average	1,155	81.91	255	18.09	1,410	100.00



Favorable	81.91
Unfavorable	18.09

Trust in Leadership

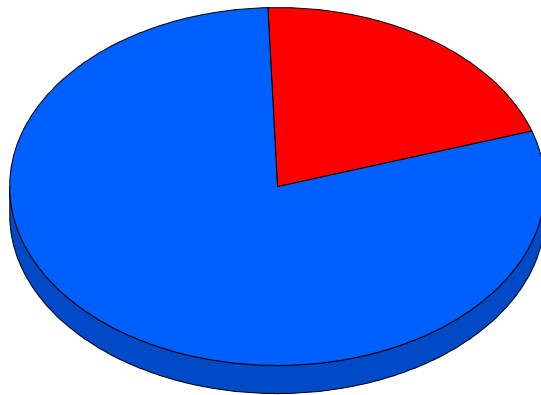
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I trust that my organization's leadership will treat me fairly.	345	73.40	125	26.60	470	100.00
I trust that my organization's leadership will represent my best interests.	311	66.17	159	33.83	470	100.00
I trust that my organization's leadership will support my career advancement.	334	71.06	136	28.94	470	100.00
Overall Average	990	70.21	420	29.79	1,410	100.00



Favorable	70.21
Unfavorable	29.79

Organizational Performance

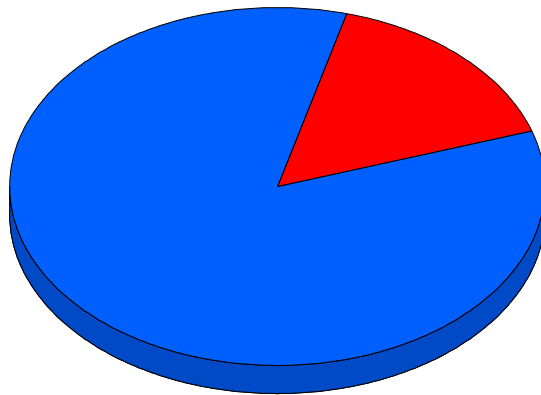
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	394	83.83	76	16.17	470	100.00
My organization's performance, compared to similar organizations, is high.	397	84.47	73	15.53	470	100.00
My organization makes good use of available resources to accomplish its mission.	389	82.77	81	17.23	470	100.00
All members of my organization make valuable contributions to completing tasks.	313	66.60	157	33.40	470	100.00
Overall	1,493	79.41	387	20.59	1,880	100.00



Favorable	79.41
Unfavorable	20.59

Organizational Cohesion

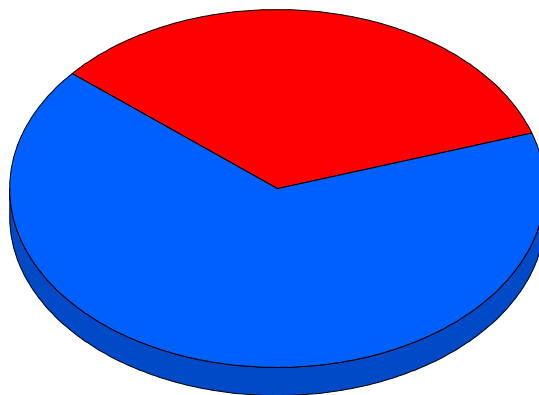
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members trust each other.	353	75.11	117	24.89	470	100.00
Members support each other to get the job done.	417	88.72	53	11.28	470	100.00
Members work well together as a team.	407	86.60	63	13.40	470	100.00
Members look out for each other's welfare.	407	86.60	63	13.40	470	100.00
Overall	1,584	84.26	296	15.74	1,880	100.00



Favorable	84.26
Unfavorable	15.74

Leadership Cohesion

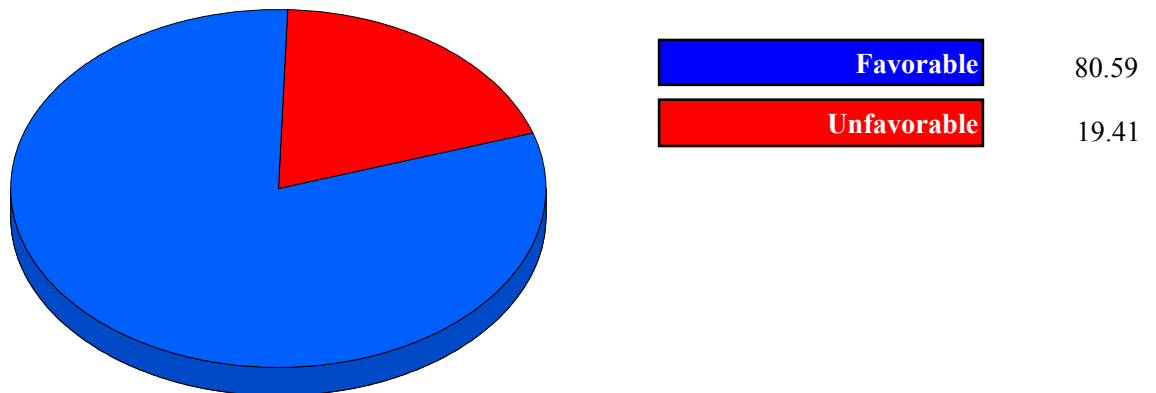
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders in my organization work well together as a team.	315	67.02	155	32.98	470	100.00
Leaders in my organization communicate well with each other.	293	62.34	177	37.66	470	100.00
Leaders in my organization support each other to get the job done.	332	70.64	138	29.36	470	100.00
Leaders in my organization are consistent in enforcing policies.	304	64.68	166	35.32	470	100.00
Overall	1,244	66.17	636	33.83	1,880	100.00



Favorable	66.17
Unfavorable	33.83

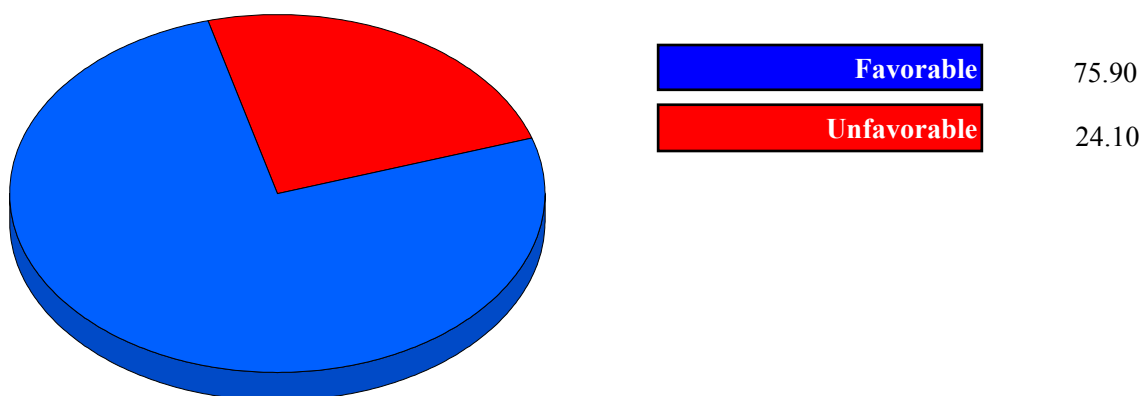
Job Satisfaction

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I like my job.	407	86.60	63	13.40	470	100.00
Most days I am enthusiastic about my work.	372	79.15	98	20.85	470	100.00
I feel satisfied with my present job.	367	78.09	103	21.91	470	100.00
I find real enjoyment in my work.	369	78.51	101	21.49	470	100.00
Overall	1,515	80.59	365	19.41	1,880	100.00



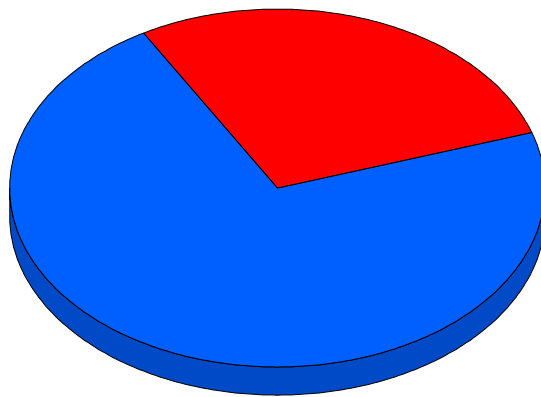
Diversity Management

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are encouraged to perform to their fullest potential, regardless of their background.	406	86.38	64	13.62	470	100.00
Members have access to a mentoring program.	304	64.68	166	35.32	470	100.00
Members' skills and other attributes are taken into account when assigning tasks.	366	77.87	104	22.13	470	100.00
Efforts are made to make everyone feel like part of the team.	351	74.68	119	25.32	470	100.00
Overall	1,427	75.90	453	24.10	1,880	100.00



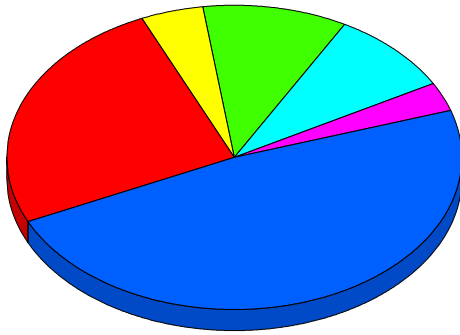
Organizational Processes

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Discipline is administered fairly.	318	67.66	152	32.34	470	100.00
Programs are in place to address members' concerns.	375	79.79	95	20.21	470	100.00
Decisions are made after reviewing relevant information.	340	72.34	130	27.66	470	100.00
Relevant job information is shared among members.	352	74.89	118	25.11	470	100.00
Personnel are accountable for their behavior.	300	63.83	170	36.17	470	100.00
Overall	1,685	71.70	665	28.30	2,350	100.00



Favorable	71.70
Unfavorable	28.30

What best describes your career intentions?

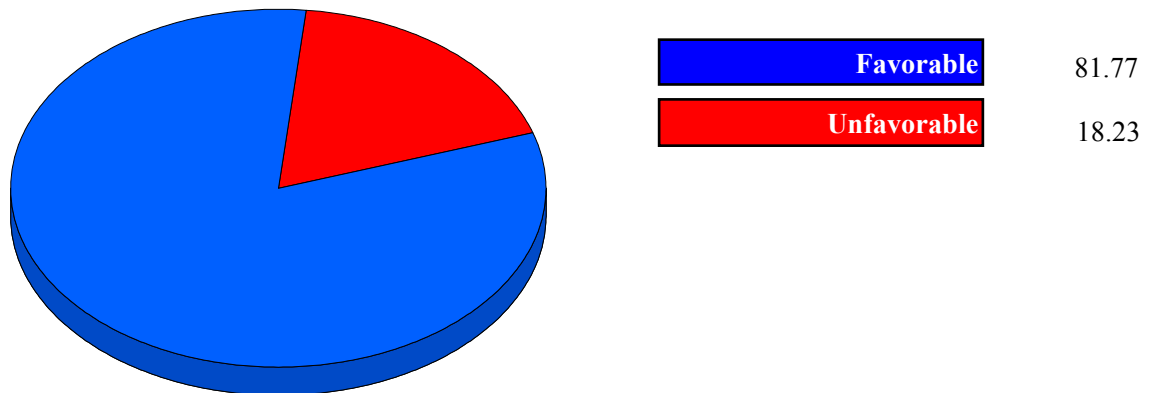


	Frequency	Percent
	226	48.09
	119	25.32
	21	4.47
	48	10.21
	42	8.94
	14	2.98
Total	470	100.00

Definitely stay.
Probably stay.
Stay next several years.
Probably leave after current obligation.
Definitely leave after completion of current obligation.
N/A.

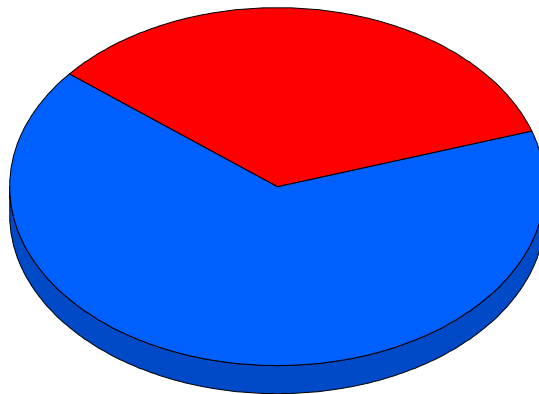
Help Seeking Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are well trained to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).	393	83.62	77	16.38	470	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.	424	90.21	46	9.79	470	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.	336	71.49	134	28.51	470	100.00
Overall	1,153	81.77	257	18.23	1,410	100.00



Exhaustion

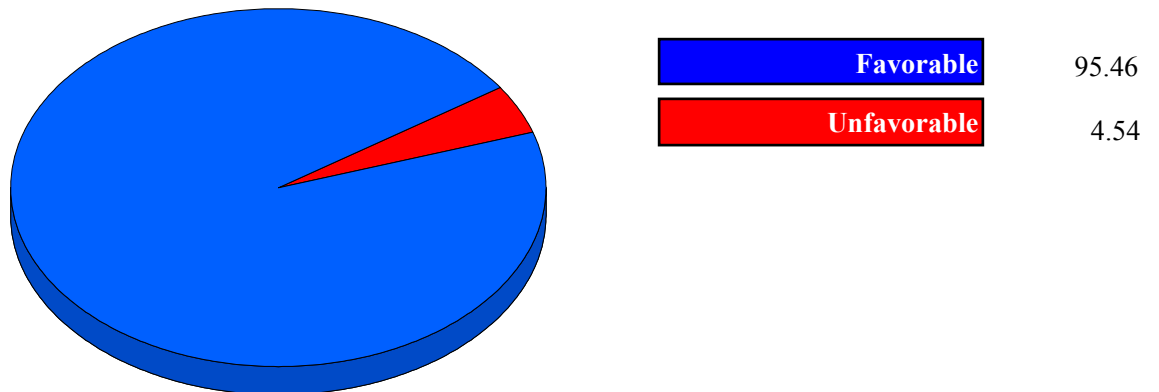
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel mentally worn out.	275	58.51	195	41.49	470	100.00
I feel physically worn out.	323	68.72	147	31.28	470	100.00
I feel emotionally worn out.	329	70.00	141	30.00	470	100.00
Overall	927	65.74	483	34.26	1,410	100.00



Favorable	65.74
Unfavorable	34.26

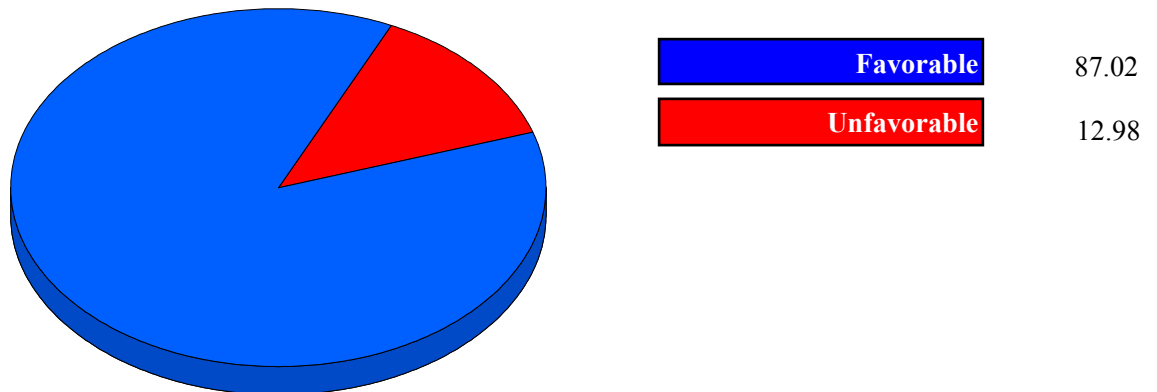
Hazing Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Newcomers in this organization are pressured to engage in potentially harmful activities that are not related to the mission.	450	95.74	20	4.26	470	100.00
Newcomers are harassed and humiliated prior to being accepted into the organization.	445	94.68	25	5.32	470	100.00
To be accepted in this organization, members must participate in potentially dangerous activities that are not related to the mission.	451	95.96	19	4.04	470	100.00
Overall Average	1,346	95.46	64	4.54	1,410	100.00

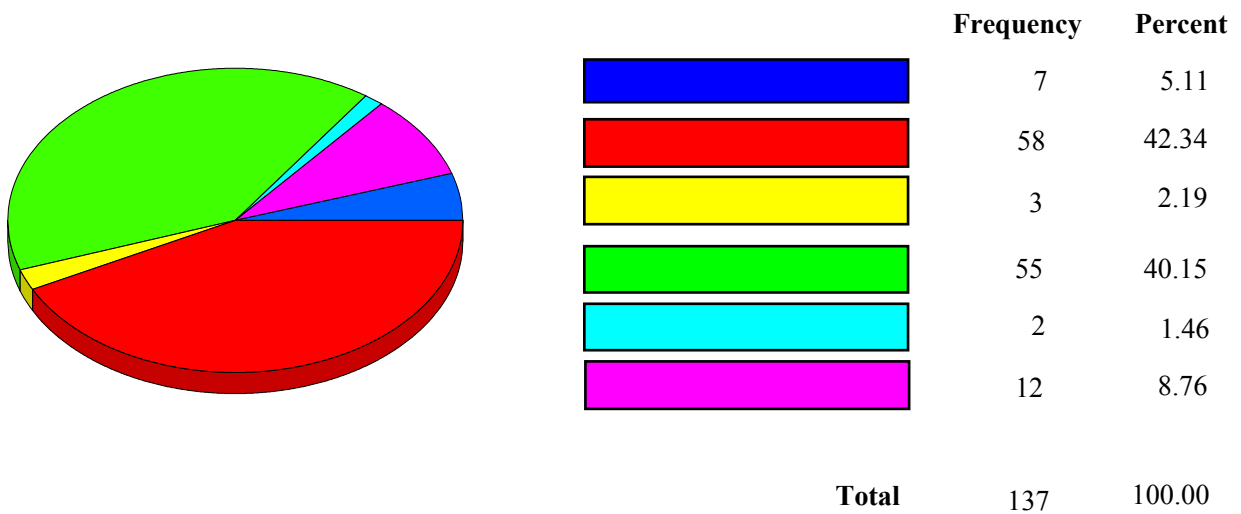


Demeaning Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Certain members are purposely excluded from social work group activities.	405	86.17	65	13.83	470	100.00
Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them.	385	81.91	85	18.09	470	100.00
Certain members are excessively teased to the point where they are unable to defend themselves.	437	92.98	33	7.02	470	100.00
Overall	1,227	87.02	183	12.98	1,410	100.00

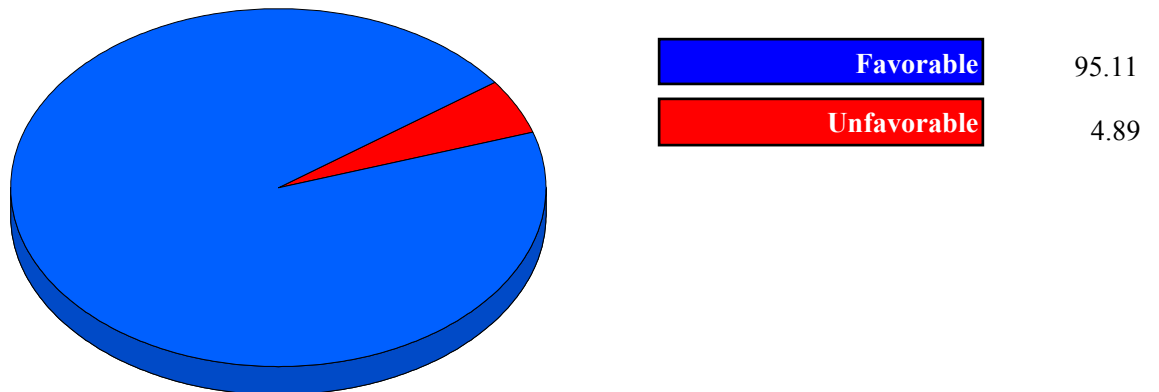


In what way or ways do you perceive favoritism is being displayed?



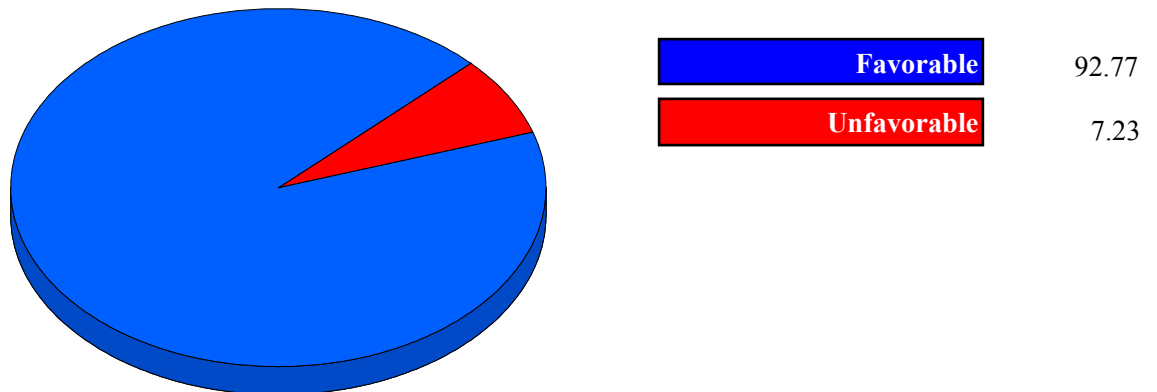
Racial Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel of all races/ethnicities can expect similar job assignments.	437	92.98	33	7.02	470	100.00
People of all races/ethnicities can expect to be treated with the same level of professionalism.	451	95.96	19	4.04	470	100.00
Qualified personnel of all races/ethnicities can expect the same training opportunities.	453	96.38	17	3.62	470	100.00
Overall	1,341	95.11	69	4.89	1,410	100.00



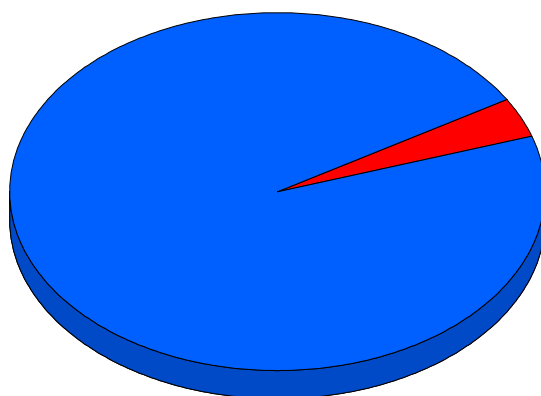
Sex Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified members of both genders can expect to be treated with the same level of professionalism.	434	92.34	36	7.66	470	100.00
Qualified members of both genders can expect similar job assignments.	432	91.91	38	8.09	470	100.00
Qualified members of both genders can expect the same training opportunities.	442	94.04	28	5.96	470	100.00
Overall	1,308	92.77	102	7.23	1,410	100.00



Religious Discrimination

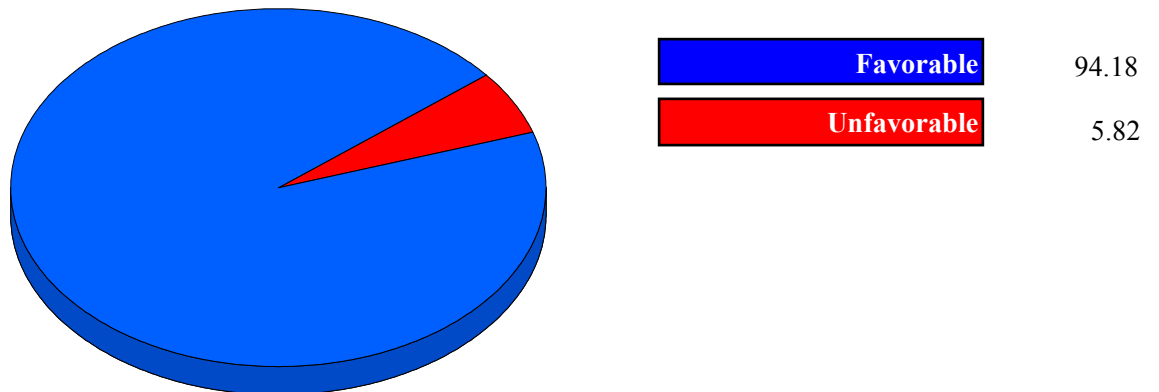
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified people of all religions can expect similar job assignments.	454	96.60	16	3.40	470	100.00
Leaders do not publicly endorse a particular religion.	448	95.32	22	4.68	470	100.00
Qualified personnel of all religions can expect the same training opportunities.	459	97.66	11	2.34	470	100.00
Overall	1,361	96.52	49	3.48	1,410	100.00



Favorable	96.52
Unfavorable	3.48

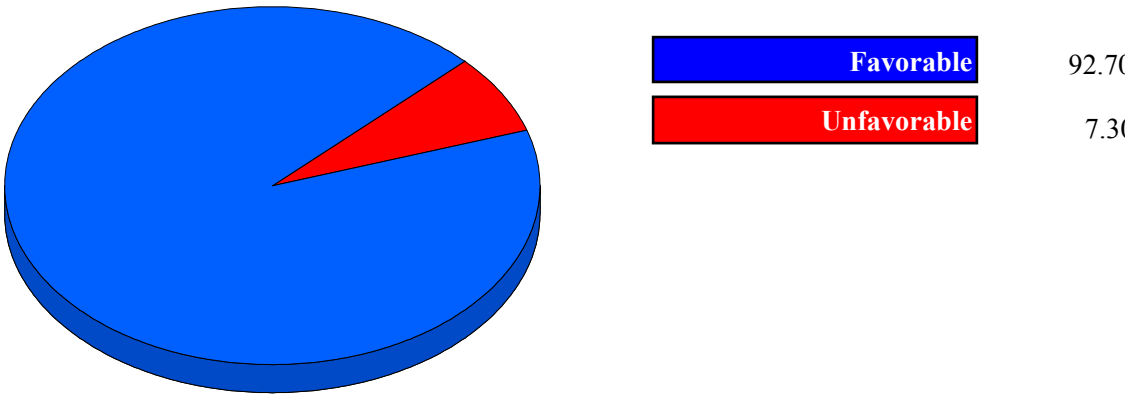
Sexual Harassment

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders play an active role in the prevention of sexual harassment.	440	93.62	30	6.38	470	100.00
Leaders in my organization adequately respond to allegations of sexual harassment.	436	92.77	34	7.23	470	100.00
Sexual harassment does not occur in my work area.	452	96.17	18	3.83	470	100.00
Overall	1,328	94.18	82	5.82	1,410	100.00



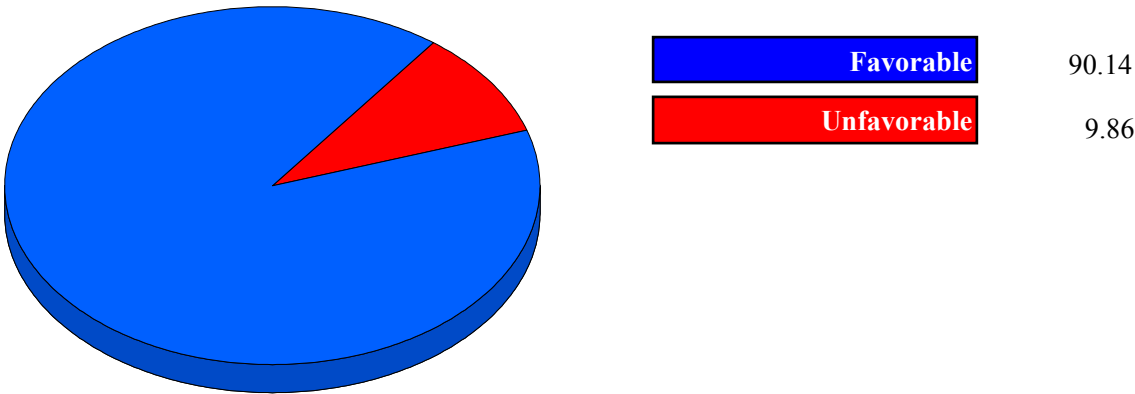
Racist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Racial comments are not used in my work area.	434	92.34	36	7.66	470	100.00
Racial slurs are not used in my work area.	441	93.83	29	6.17	470	100.00
Racial jokes are not used in my work area.	432	91.91	38	8.09	470	100.00
Overall	1,307	92.70	103	7.30	1,410	100.00



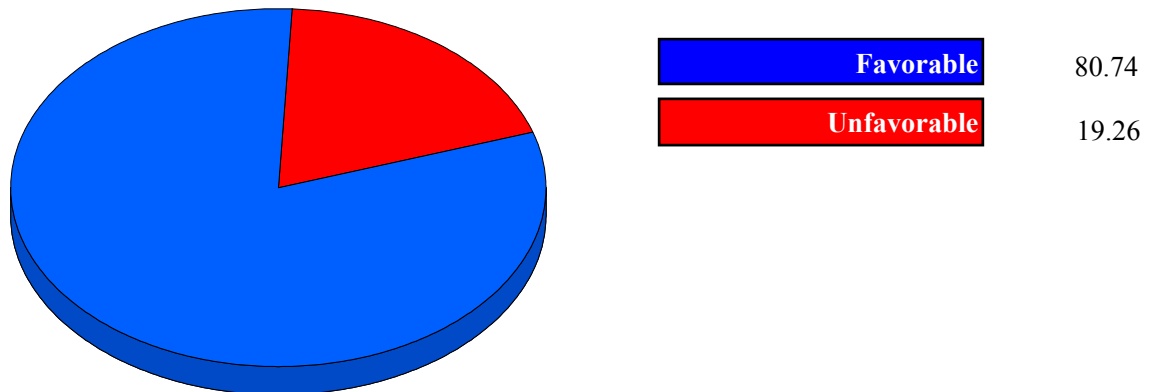
Sexist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexist slurs are not used in my work area.	423	90.00	47	10.00	470	100.00
Sexist jokes are not used in my work area.	418	88.94	52	11.06	470	100.00
Sexist comments are not used in my work area.	430	91.49	40	8.51	470	100.00
Overall	1,271	90.14	139	9.86	1,410	100.00



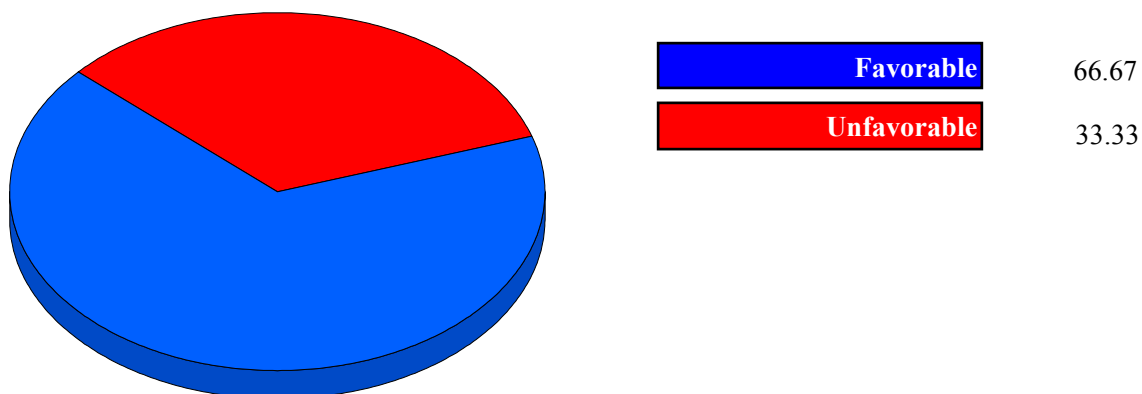
Age Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel over 40 years old can expect similar job assignments as younger personnel.	36	80.00	9	20.00	45	100.00
Qualified personnel over 40 years old can expect the same training opportunities as younger personnel.	37	82.22	8	17.78	45	100.00
Qualified personnel over 40 years old can expect the same career enhancing opportunities as younger personnel.	36	80.00	9	20.00	45	100.00
Overall	109	80.74	26	19.26	135	100.00



Disability Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel who are disabled can expect similar job assignments as non-disabled personnel.	25	55.56	20	44.44	45	100.00
Qualified personnel who are disabled can expect the same training opportunities as non-disabled personnel.	32	71.11	13	28.89	45	100.00
Qualified personnel who are disabled can expect the same career enhancing opportunities as non-disabled personnel.	33	73.33	12	26.67	45	100.00
Overall	90	66.67	45	33.33	135	100.00



VIII. RECOMMENDATIONS

The following section provides interpretation and recommendations for the DEOCS report. Based on the data obtained, the DEOCS results for your organization may vary between organizational strengths and concerns. It is important to not only review section VII, DEOCS Summary, but to contrast that information with section V, Climate Factor Subgroup Comparison. Appendix on Written Comments, may also help to validate some areas of concerns within sections VII and V, please ensure you review that area to determine if there are comments that speak directly to any areas of concern.

This section also seeks to provide guidance for additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Share positive results with the organization's members. Compare subgroups to determine whether diminished perceptions of climate factors are prevalent among specific groups, and the sources of those perceptions.

Above Average/Average

Seek to identify-and reinforce-those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

Below Average

It is important to note that some or all of the three lowest averages may actually be comparable to your respective Service averages, and not necessarily represent a negative finding. If any of these averages appear appreciably lower than your Service average, they should be treated as an organizational concern. In cases where low averages, compare the demographic subgroups to determine whether diminished perceptions are more obvious among specific groups.

After identifying the specific climate factors with low averages and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews. Conducting focus groups and interviews can help determine the source and extent of specific perceptions.

Develop an action plan and socialize the plan with members. Set a timeline for the action items designed to address each specific validated concern, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions when possible.

We trust these recommendations for interpretation will prove useful. DEOMI believes the DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

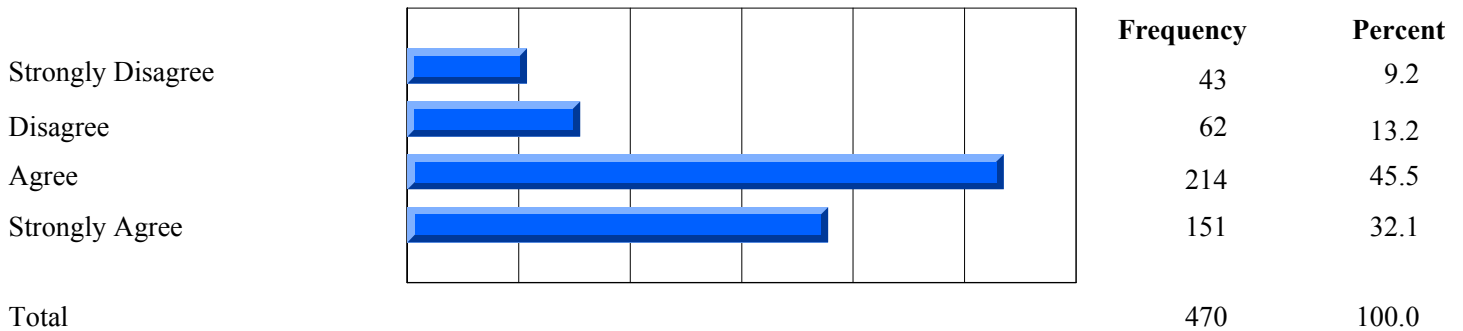
Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:
<http://www.deomi.org/DRN/AssessToSolutions/index.html>

The DEOCS Support Team is available to assist you and can be contacted at:
321-494-2675/4217/2538
DSN: 854-2675/4217/2538
support@deocs.net

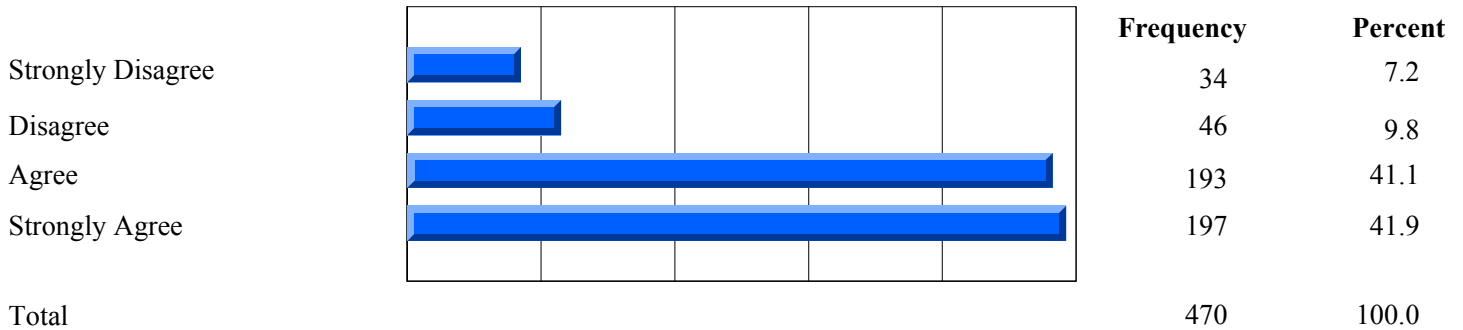
Appendix A: Your Locally Developed Questions

If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.

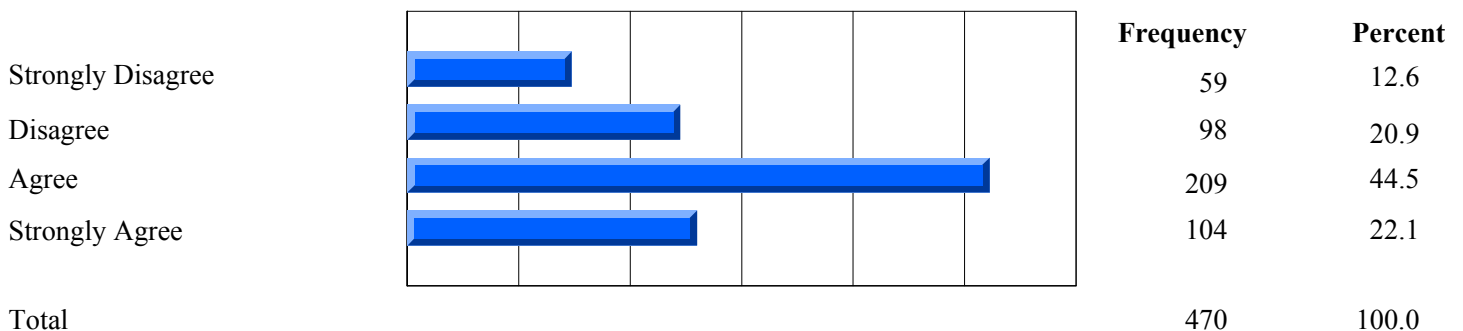
1. I am comfortable approaching unit leadership with any issues or requests.



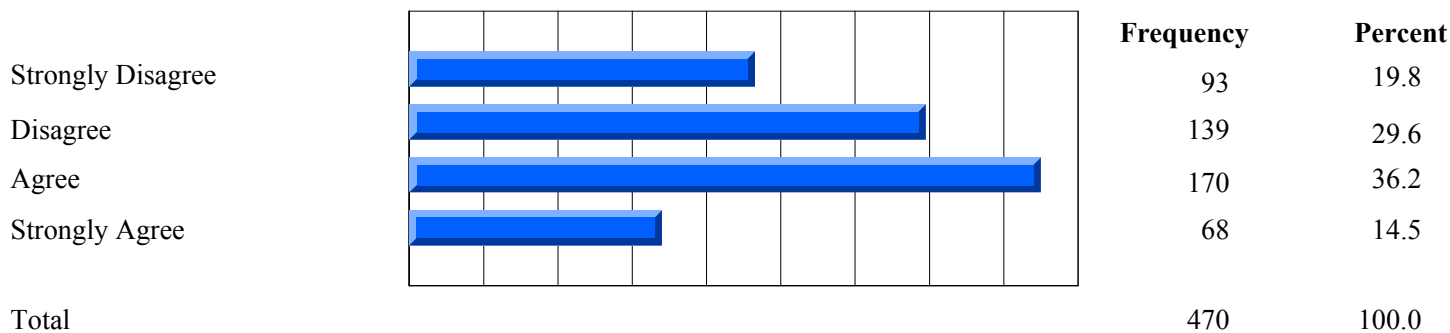
2. My immediate supervisor sets the right example by his or her actions.



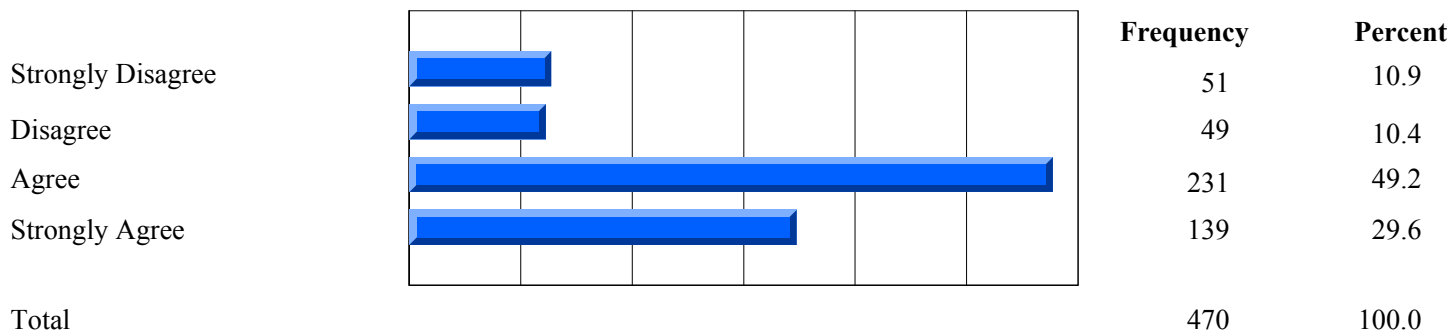
3. Disciplinary action is equitable among all members.



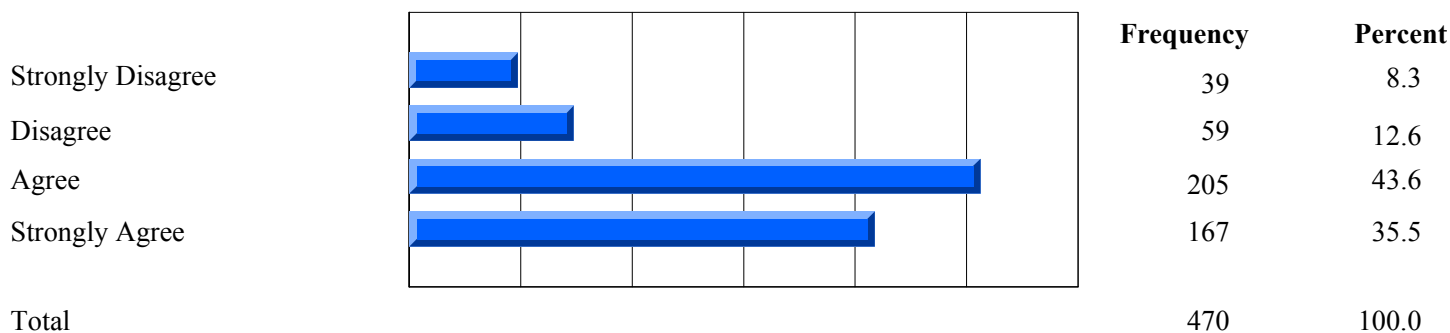
4. Favoritism is not apparent within the AKNG.



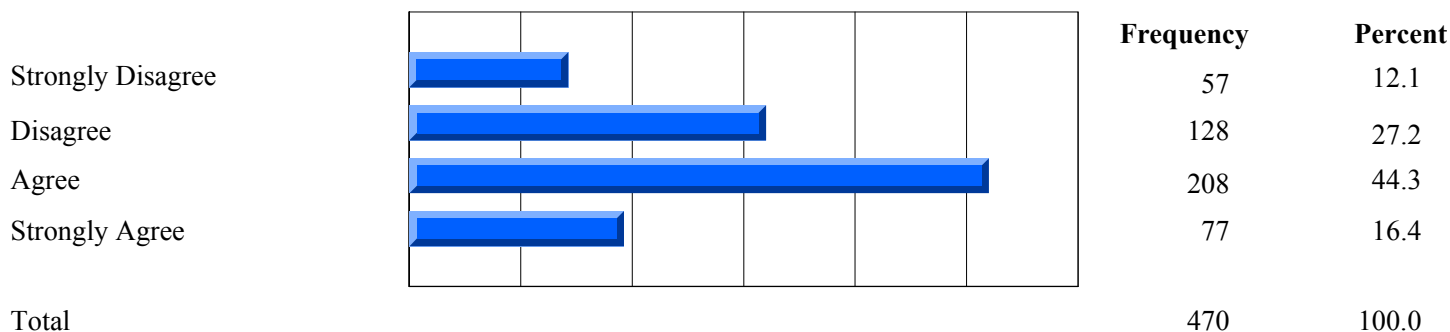
5. I respect the senior Leadership (TAG, ATAG, State CSM, State Command Chief) within the State.



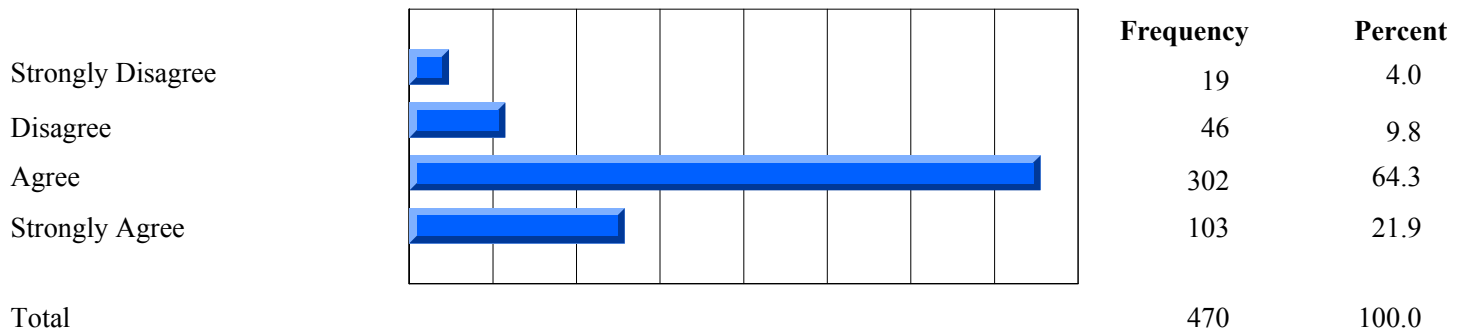
6. I have confidence in the senior leaders at my level/unit.



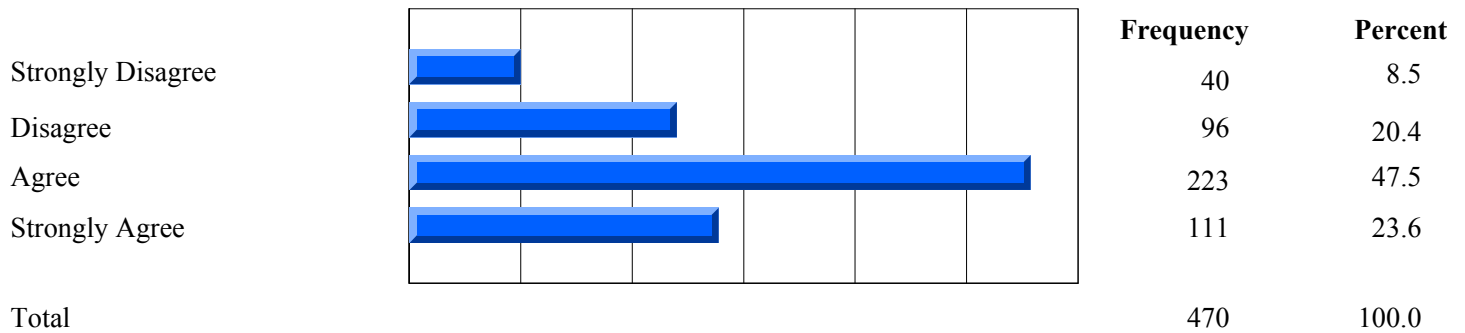
7. Communication flows freely from senior leadership to all levels of the organization.



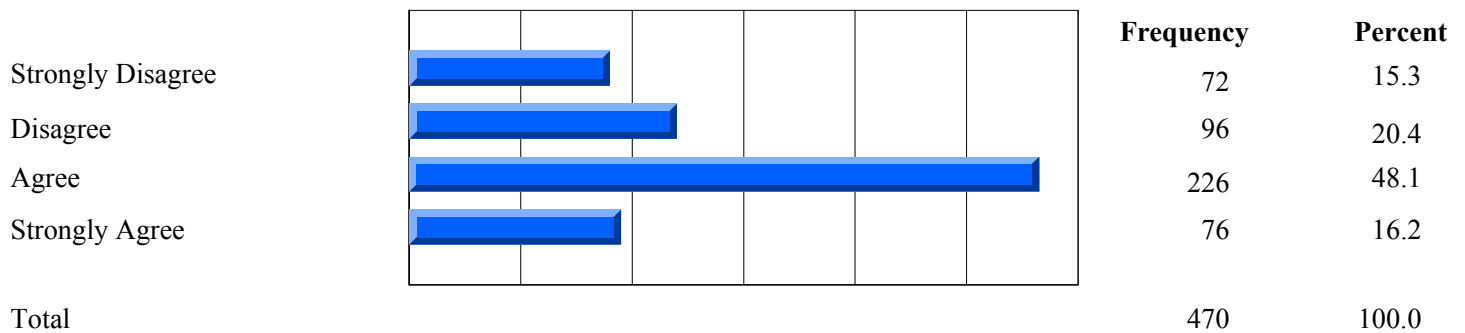
8. Personnel in my unit exhibit professional behavior on and off duty.



9. All unit personnel receive the same level of respect from leadership.



10. The AKNG selection board process (for promotion and retention) is fair.



FOR OFFICIAL USE ONLY

DEPARTMENT OF DEFENSE

DEOMI Organizational Climate Survey (DEOCS) Report

Organization: NGB-JA/OCI

Commander/Director: BG Bridges

Admin Number: 1448037

Tuesday, June 03, 2014

Defense Equal Opportunity Management Institute

Directorate of Research

Patrick AFB, FL

RCS: DD-P&R (AR) 2338

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Commander/Director Eyes Only**

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It is important to review all sections contained in this report. Compare the information presented in Section III, Perceptions of Discrimination, Section V, Climate Factor Subgroup Comparison, along with Appendix, Written Comments from Your Organization. Doing so can sometimes help to validate potential areas of concern.

I. HOW TO INTERPRET YOUR DEOCS RESULTS

1. Start by looking at the demographic breakout in Part II, which shows who completed the survey. The charts provide a visual display of respondents by their demographic features. Survey respondents can select any option when completing the demographic portion of the survey, so numbers may not match the personnel assigned. Determine if the participants represent the overall assigned population.
2. Review section III, Perceptions of Discrimination. This shows perceptions of these incidents in the workplace during the past 12 months, actions taken to address them, and members' satisfaction with issue resolution.
3. Review section IV, Sexual Assault Prevention and Response (SAPR). This covers perceptions of leadership support, knowledge of sexual assault reporting options, perceived barriers to reporting sexual assault, and bystander intervention climate.
4. Review section V, which provides climate factor results broken out by demographic subgroup, facilitating direct comparison between complementary groups. Higher averages reflect more positive ratings. Results are displayed using a green, blue, and red coding scheme, respectively reflecting above average, average, and below average.
5. Review section VI, Overall Unit Summary. This provides a comparative analysis for each of the factor areas, comparing your unit's current average with its parent Service branch. Results are displayed using the same color coding scheme.
6. Review section VII, which shows responses to the individual climate factor questions
7. Review section VIII, which shows provides interpretation and recommendations for the DEOCS report.
8. Review responses to Locally Developed Questions (if you chose to include these in your survey).
9. Review responses to Short Answer Questions (if you chose to include these in your survey).
10. Review written comments and look for trends. Determine whether the comments support the numerical data.
11. If needed, conduct interviews to further characterize organizational issues and strengths, and opportunities for improvement.
12. If needed, review the organization's written records and reports to determine validity of perceptions revealed by the survey and interviews.

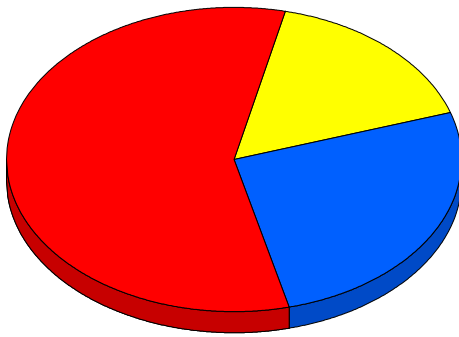
MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

If you or your staff requires assistance, do not hesitate to contact the DEOCS Support Team at DSN 854-2675/4217 or commercial (321) 494-2675/4217.

II. DEMOGRAPHIC BREAKOUT

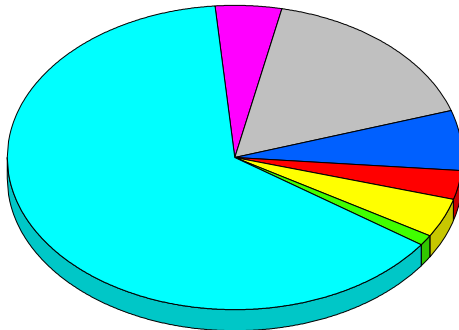
MINORITY vs MAJORITY



	Frequency	Percent
Minority	142	26.25
Majority	311	57.49
Declined	88	16.27
Total	541	100.00

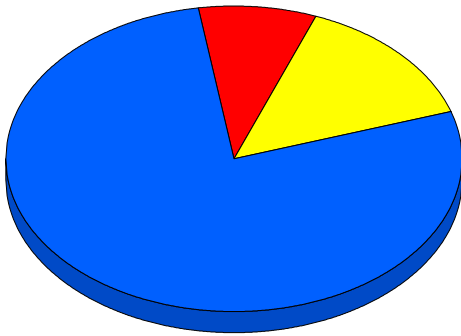
For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as “White,” and their ethnicity as “not Hispanic.” All other respondents are included in the minority subgroup.

RACE



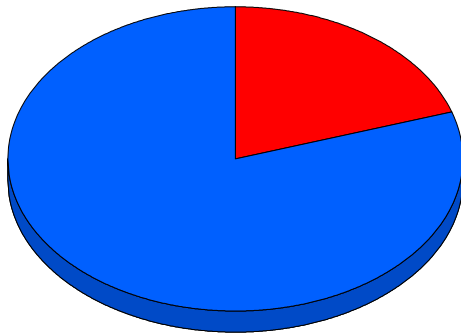
	Frequency	Percent
American Indian	34	6.28
Asian	17	3.14
Black	22	4.07
Native Hawaiian	7	1.29
White	346	63.96
Two or More	25	4.62
Declined	90	16.64
Total	541	100.00

ETHNICITY



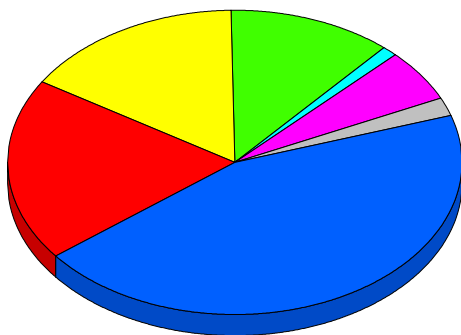
	Frequency	Percent
Not Hispanic	420	77.63
Hispanic	45	8.32
Declined	76	14.05
Total	541	100.00

GENDER



	Frequency	Percent
Men	433	80.04
Women	108	19.96
Total	541	100.00

CATEGORY

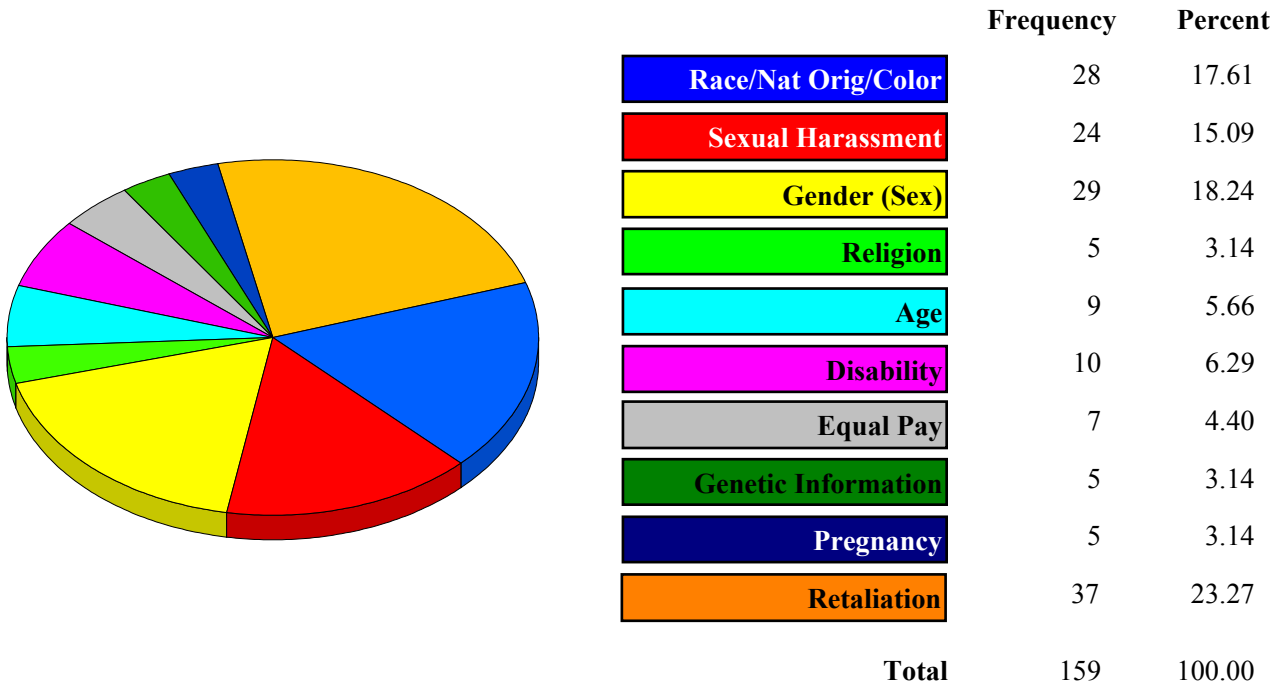


	Frequency	Percent
Junior Enlisted	240	44.36
Senior Enlisted	105	19.41
Junior Officer	87	16.08
Senior Officer	62	11.46
Junior Civilian	6	1.11
Senior Civilian	31	5.73
Other	10	1.85
Total	541	100.00

III. PERCEPTION OF DISCRIMINATION

This section addresses whether members of the organization experienced discrimination and sexual harassment, directed from members of the organization, during the last 12 months; whether they reported the incident; and their satisfaction with how the reported incident was resolved.

Within the past 12 months, I have personally experienced an incident of discrimination or sexual harassment within my current organization (**Mark all that apply**):

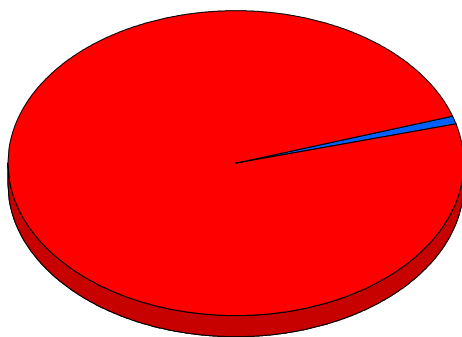


NOTE: Respondents can select multiple bases of discrimination, which accounts for any disparities in totals. Information specific to Sexual Harassment begins on page 14.

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

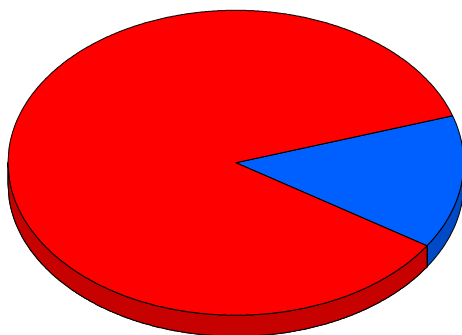
NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

MAJORITY



	Frequency	Percent
YES	3	0.96
NO	308	99.04
Total	311	100.00

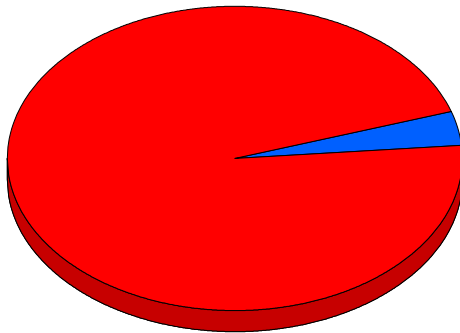
MINORITY



	Frequency	Percent
YES	20	14.08
NO	122	85.92
Total	142	100.00

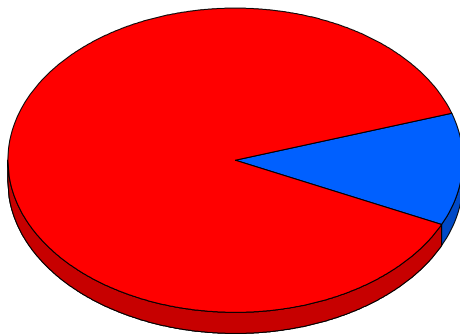
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	16	3.70
NO	417	96.30
Total	433	100.00

WOMEN

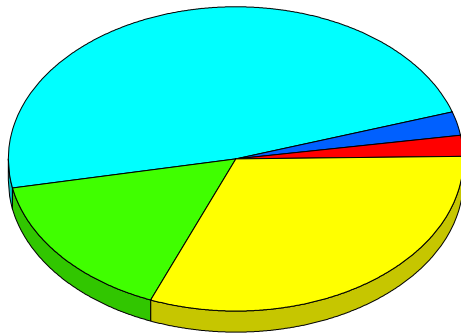


	Frequency	Percent
YES	13	12.04
NO	95	87.96
Total	108	100.00

Actions Taken Following Incident of Discrimination

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

Did you report any of the incidents of discrimination to someone in your organization?



Frequency	Percent
2	2.41
2	2.41
26	31.33
13	15.66
40	48.19
Total	83
	100.00

Filed formal complaint through EO/EEO representative.

Reported incident through EO/EEO representative.

Reported incident to supervisor/superior.

Confronted individual.

Did not report the incident to anyone.

"N/A" responses not included.

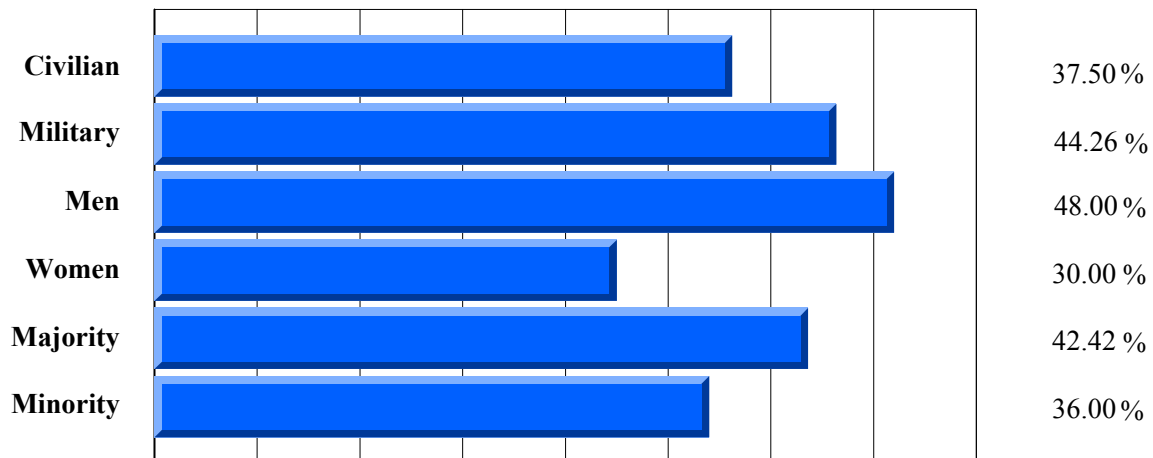
**Reported Incident of Discrimination to Formal Complaint, EO/EEO or Supervisor:
Demographic Breakout**

NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

Table 1. Reported Incident of Discrimination by Demographic Breakout

Reported Incident of Discrimination	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	3	37.50	5	62.50	8	100.00
Military	27	44.26	34	55.74	61	100.00
Men	24	48.00	26	52.00	50	100.00
Women	6	30.00	14	70.00	20	100.00
Majority	14	42.42	19	57.58	33	100.00
Minority	9	36.00	16	64.00	25	100.00

Figure 1. Reported Incident of Discrimination by Demographic Subgroups

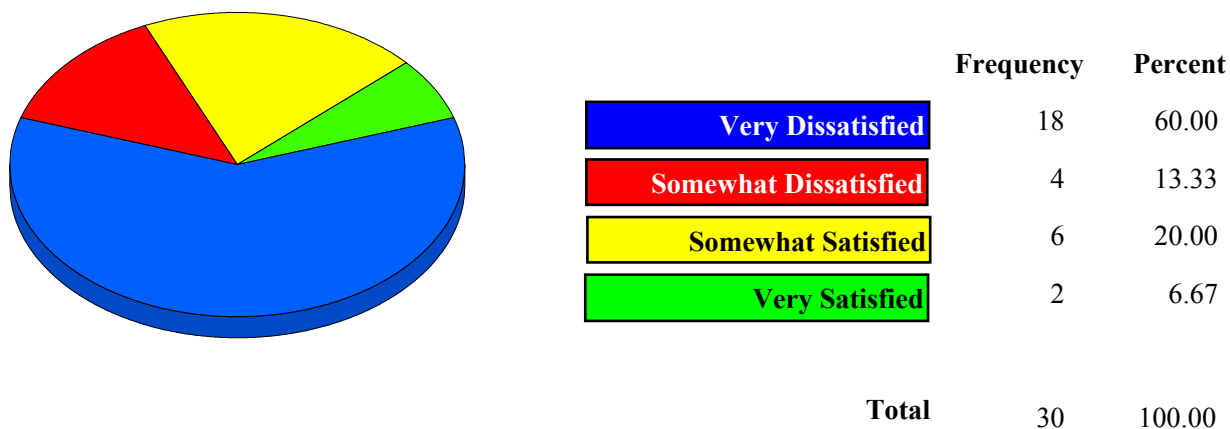


"N/A" responses not included.

Satisfaction with Discrimination Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor

Figure 2. How satisfied are you with how your issue was (or is being) resolved?

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

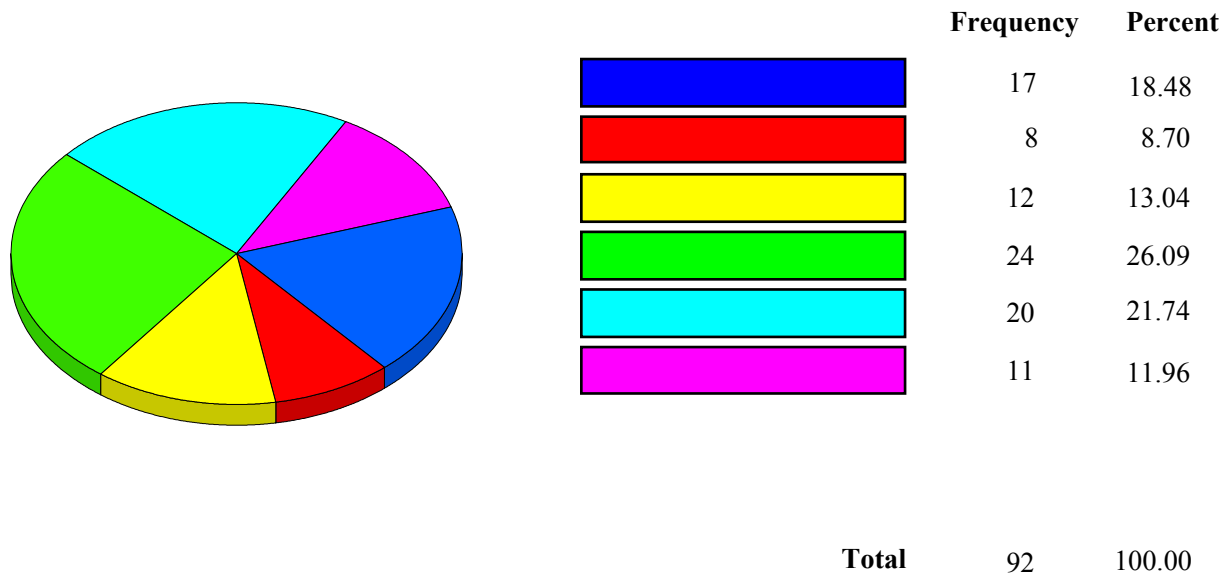


“N/A” responses not included.

Perceived Barriers to Reporting Discrimination

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

Figure 3. Barriers to Reporting Discrimination_

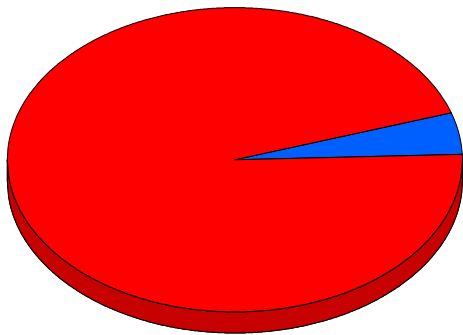


The incident would not be taken seriously.
The incident would not be believed.
Lack of privacy/confidentiality.
Fear of reprisal.
Lack of support from chain of command.
Other.

“N/A” responses not included.

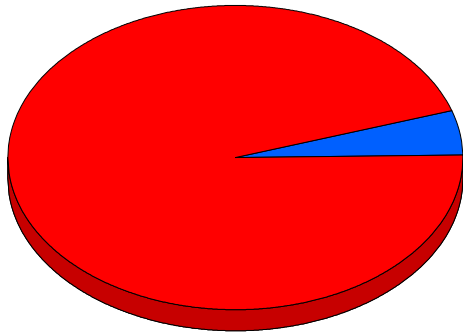
Experiences of Sexual Harassment

MEN



	Frequency	Percent
YES	19	4.39
NO	414	95.61
Total	433	100.00

WOMEN

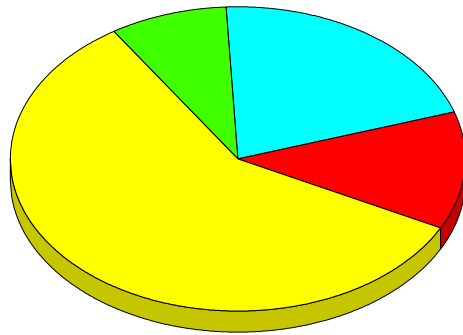


	Frequency	Percent
YES	5	4.63
NO	103	95.37
Total	108	100.00

Actions Taken Following Incident of Sexual Harassment

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

Did you report any of the incidents of sexual harassment to someone in your organization?



Frequency Percent



0 0.00

3 12.50

14 58.33

2 8.33

5 20.83

Total 24 100.00

Filed formal complaint through EO/EEO representative.

Reported incident through EO/EEO representative.

Reported incident to supervisor/superior.

Confronted individual.

Did not report the incident to anyone.

“N/A” responses not included.

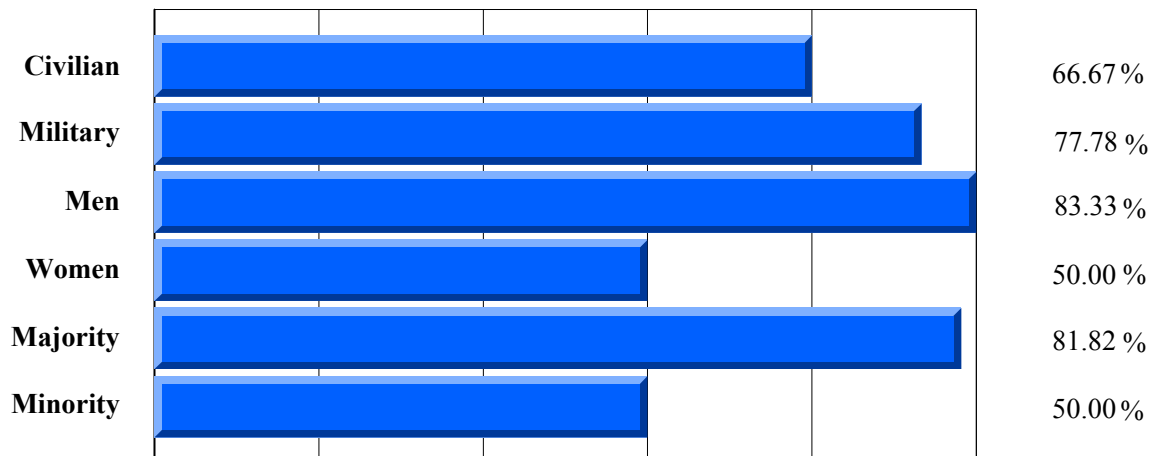
**Members who Filed Formal Complaint or Reported Incident of Sexual Harassment to EO/EEO or
Supervisor: Demographic Breakout**

NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

Table 2. Reported Incident of Sexual Harassment by Demographic Breakout

Reported Incident of Sexual Harassment	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	2	66.67	1	33.33	3	100.00
Military	14	77.78	4	22.22	18	100.00
Men	15	83.33	3	16.67	18	100.00
Women	2	50.00	2	50.00	4	100.00
Majority	9	81.82	2	18.18	11	100.00
Minority	2	50.00	2	50.00	4	100.00

Figure 4. Reported Incident of Sexual Harassment by Demographic Subgroups

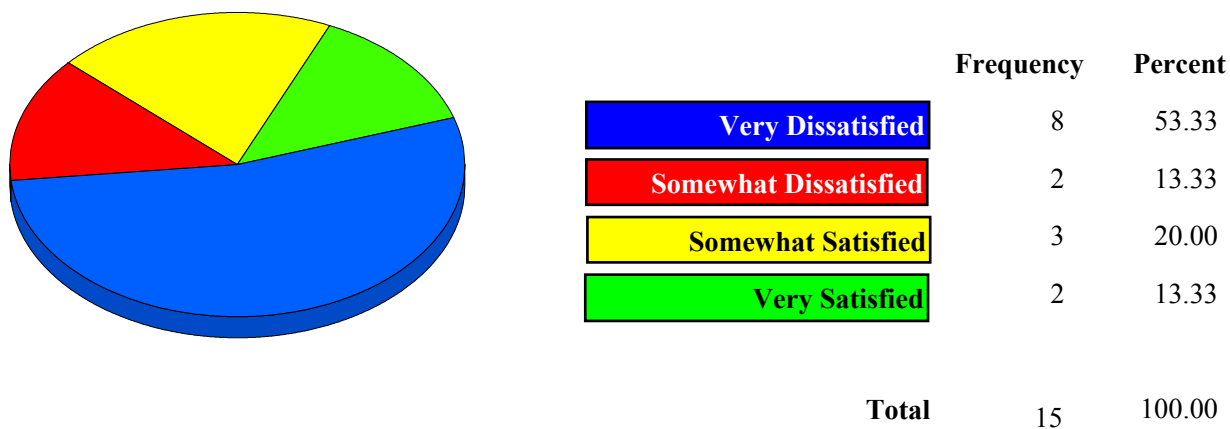


“N/A” responses not included.

Satisfaction with Sexual Harassment Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor

Figure 5. How satisfied are you with how your issue was (or is being) resolved?

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

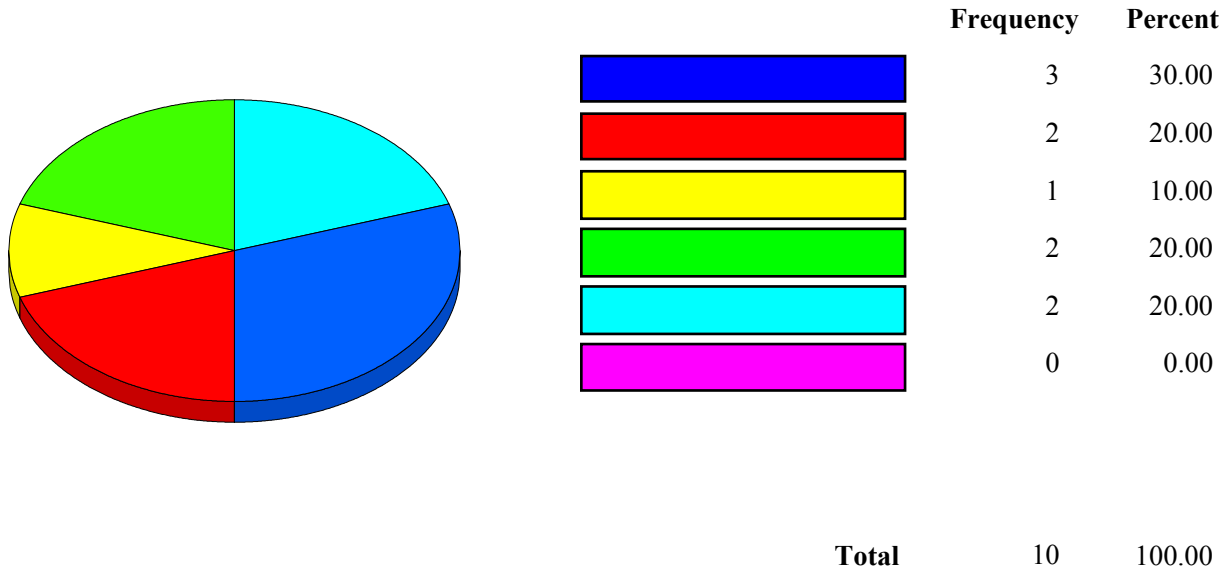


“N/A” responses not included.

Perceived Barriers to Reporting Sexual Harassment

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

Figure 6. Barriers to Reporting Sexual Harassment



The incident would not be taken seriously.

The incident would not be believed.

Lack of privacy/confidentiality.

Fear of reprisal.

Lack of support from chain of command.

Other.

“N/A” responses not included.

IV. SEXUAL ASSAULT PREVENTION AND RESPONSE

This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

- 1) *Perceptions of Safety*
- 2) *Chain of Command Support*
- 3) *Publicity of SAPR Information*
- 4) *Unit Reporting Climate*
- 5) *Perceived Barriers to Reporting Sexual Assault*
- 6) *Unit Prevention Climate*
- 7) *Restricted Reporting Knowledge*

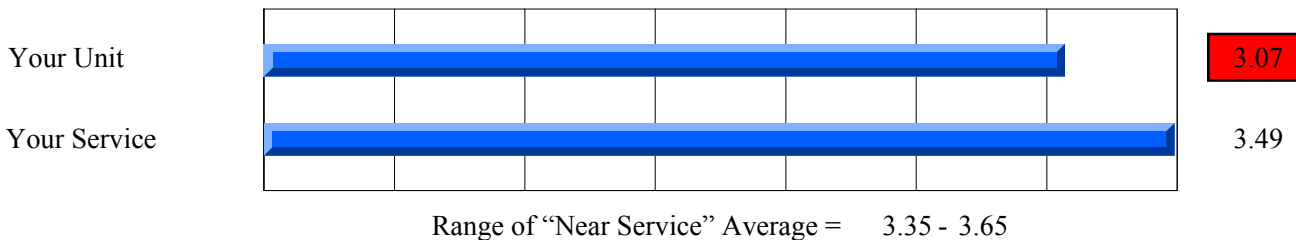
Below you will find the overall unit summary information pertaining to the SAPR climate within your organization, compared to the DEOMI database for your Service. Results display above average, average, and below average using a green, blue, and red coding scheme, respectively. Above average indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. Average indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. Below average indicates that the perceptions of your members are markedly less favorable than those held across your Service. Your organization's average is displayed along with its respective Service branch average.



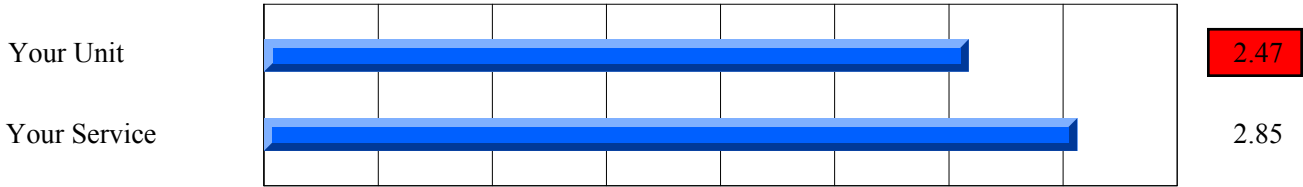
Perceptions of Safety



Chain of Command Support

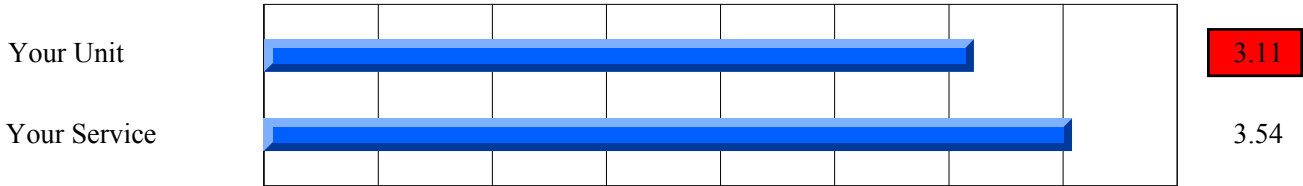


Publicity of SAPR Information



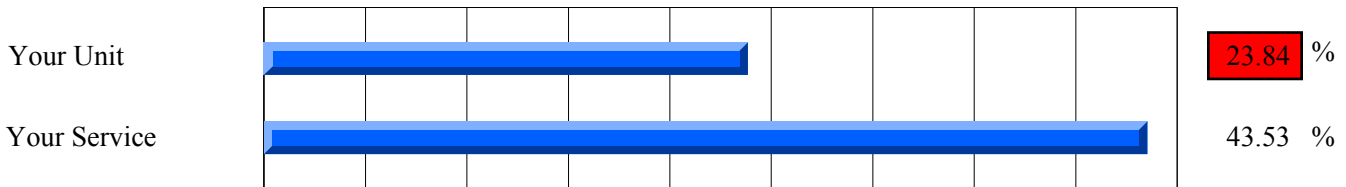
Range of "Near Service" Average = 2.69 - 3.04

Unit Reporting Climate



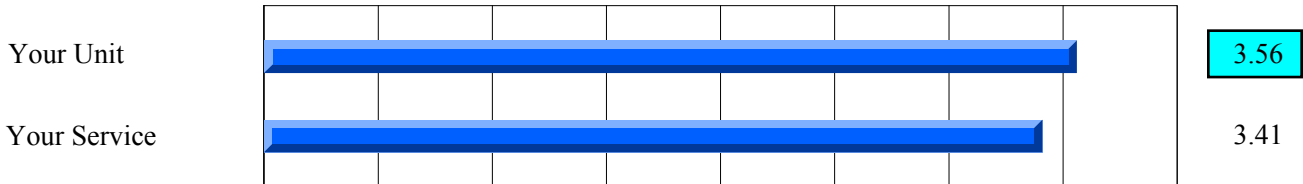
Range of "Near Service" Average = 3.42 - 3.69

Zero Perceived Barriers to Reporting Sexual Assault



Range of "Near Service" Average = 31.88 - 54.66

Unit Prevention Climate



Range of "Near Service" Average = 3.23 - 3.58

Restricted Reporting Knowledge



Range of "Near Service" Average = 61.61 - 71.43

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Perceptions of Safety

Perceptions of Safety refers to members' feelings of safety from being sexually assaulted where they currently live and perform their work/duties. Two questions measure *Perceptions of Safety*; each item is measured on a four-point scale, where respondents may select *very unsafe*, *unsafe*, *safe*, or *very safe*.

Table 3 displays *Perceptions of Safety* where individuals live, subdivided by residence and respondents' perceptions of safety where they work. The table displays the percentage of members who indicated they feel *safe* or *very safe* combined into "Safe" and displays the percentages of members who indicate they feel *unsafe* or *very unsafe* combined into "Unsafe." In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Table 3. Respondents' Perceptions of Safety

To what extent do you feel safe from being sexually assaulted where you currently <u>live</u> :	Safe		Unsafe		Total	
	Number	Percent	Number	Percent	Number	Percent
On-base/post/station	36	100.00	0	0.00	36	100.00
Off-base/post/station	495	98.02	10	1.98	505	100.00
To what extent do you feel safe from being sexually assaulted where you <u>perform your work/duties</u> :	522	96.49	19	3.51	541	100.00

Figure 7 displays the percentage of respondents who feel “Safe” where they live by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 7. Respondents’ Perceptions of Safety where they Live by Demographic Subgroups

To what extent do you feel safe from being sexually assaulted where you currently live?

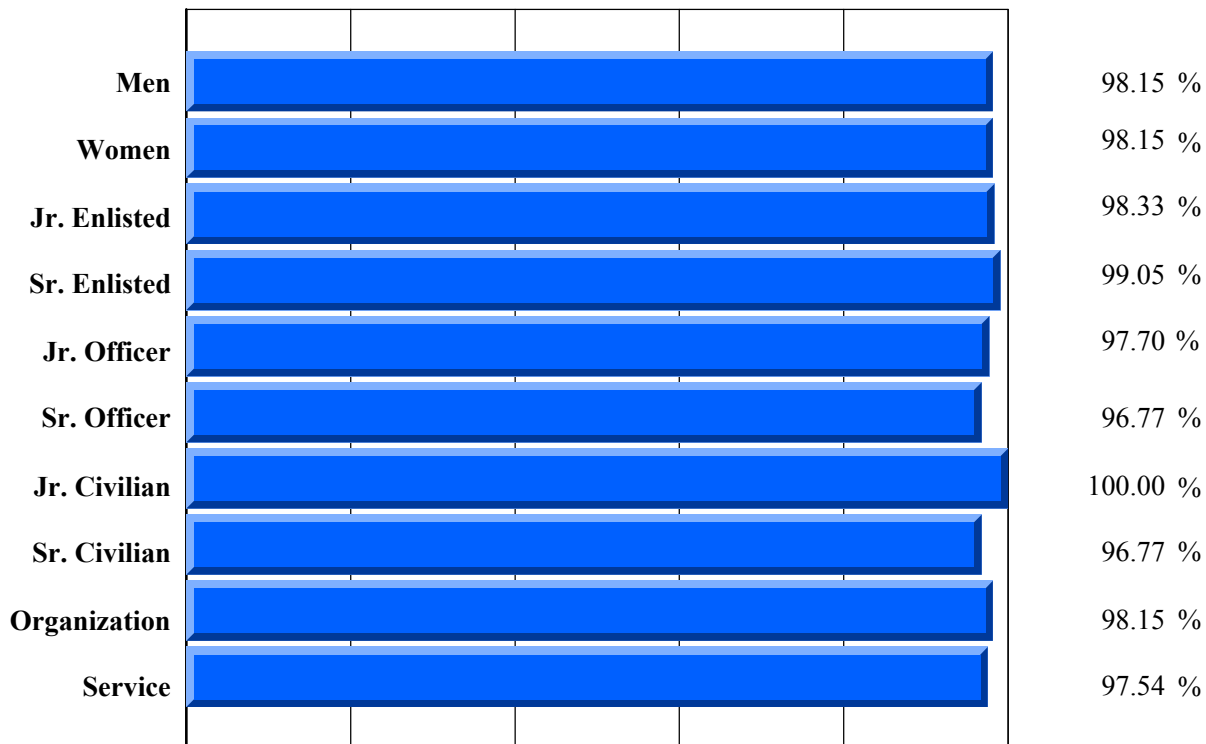
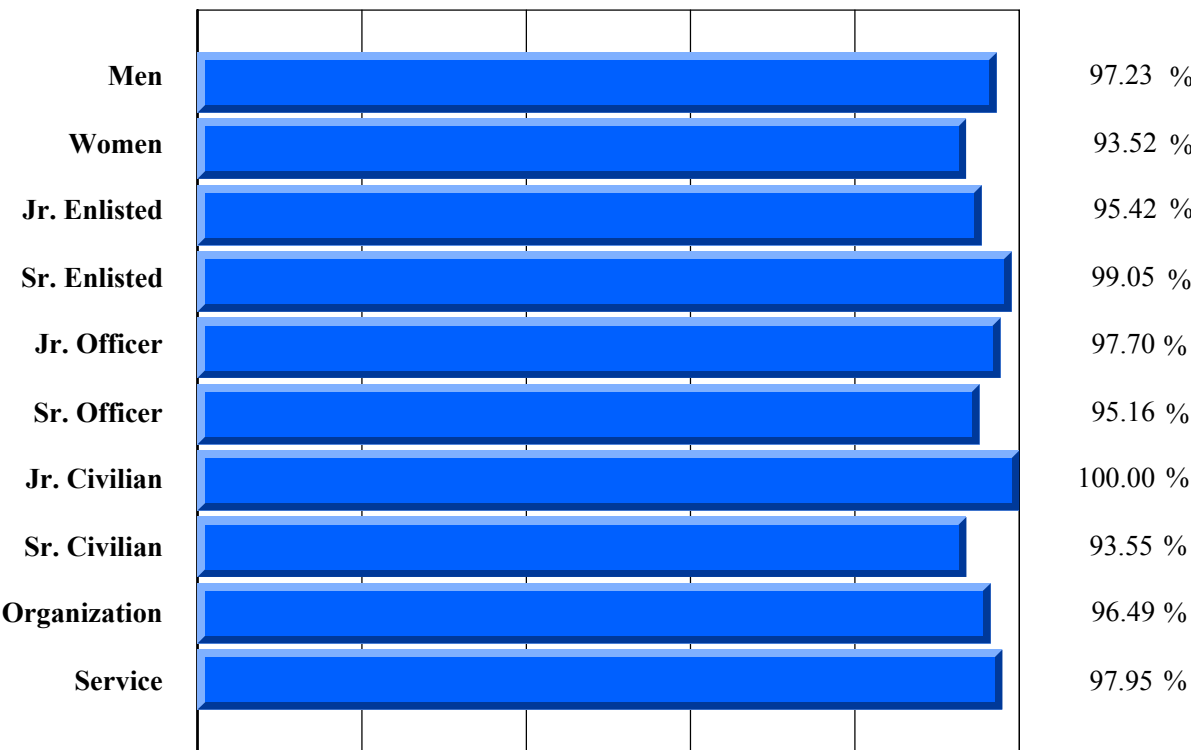


Figure 8 displays the percentage of respondents who feel “Safe” where they work by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 8. Respondents’ Perceptions of Safety at Work by Demographic Subgroups

To what extent do you feel safe from being sexually assaulted where you perform your work/duties?



Recommendations:

While *Perceptions of Safety* may not necessarily reflect the actual level of risk faced by an individual or group, the reasoning behind such perceptions may yield valuable information about a number of environmental risks that pertain not only to sexual assault, but also to domestic violence, substance abuse, disruptive conditions in living quarters, and other problems that require command attention. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by residence and by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Foster and encourage first-line supervisor involvement in the detection of potential threats and risks within your unit. About 80% of the sexual assaults within the Department of Defense occur between people that know each other. Consequently, standard physical security measures may not always address the factors that give rise to sexual assaults between co-workers, friends, and acquaintances. Well-trained and empowered first-line supervisors are likely the first to become aware of behaviors that contribute to increased risk for sexual assault and other disruptive behaviors within the unit.
- As appropriate, encourage your unit leaders to regularly visit military living quarters - especially during evenings and weekends.
- Consider contacting base law enforcement and criminal investigators to obtain local threat information, for both on- and off- base housing areas.
- Review and modify as appropriate "party" and alcohol use policies in on-base living quarters. Many interactions that lead to sexual assault begin in social settings and often involve alcohol. Such policies should promote responsible alcohol use, encourage all involved to be on the lookout for situations at risk for sexual assault, and outline how to safely address inappropriate behavior.
- Encourage professional workplace behavior and intervention against those who do not behave respectfully. Research has found that the presence of unchecked sexual harassment within a unit increases the likelihood of sexual assault within that unit. Unit leadership must not only enforce these standards but also set the example.

Chain of Command Support

Chain of Command Support refers to members' perceptions of the extent to which command behaviors are targeted towards preventing sexual assault and creating an environment where members would feel comfortable reporting a sexual assault. Seven questions measure *Chain of Command Support*; each item is measured on a four-point scale assessing extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

Table 5 displays the percentage of individuals who perceive a favorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive command behaviors to a *moderate extent* or a *great extent*. Additionally, this table displays the percentage of individuals who perceive an unfavorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive behaviors to a *slight extent* or *not at all*.

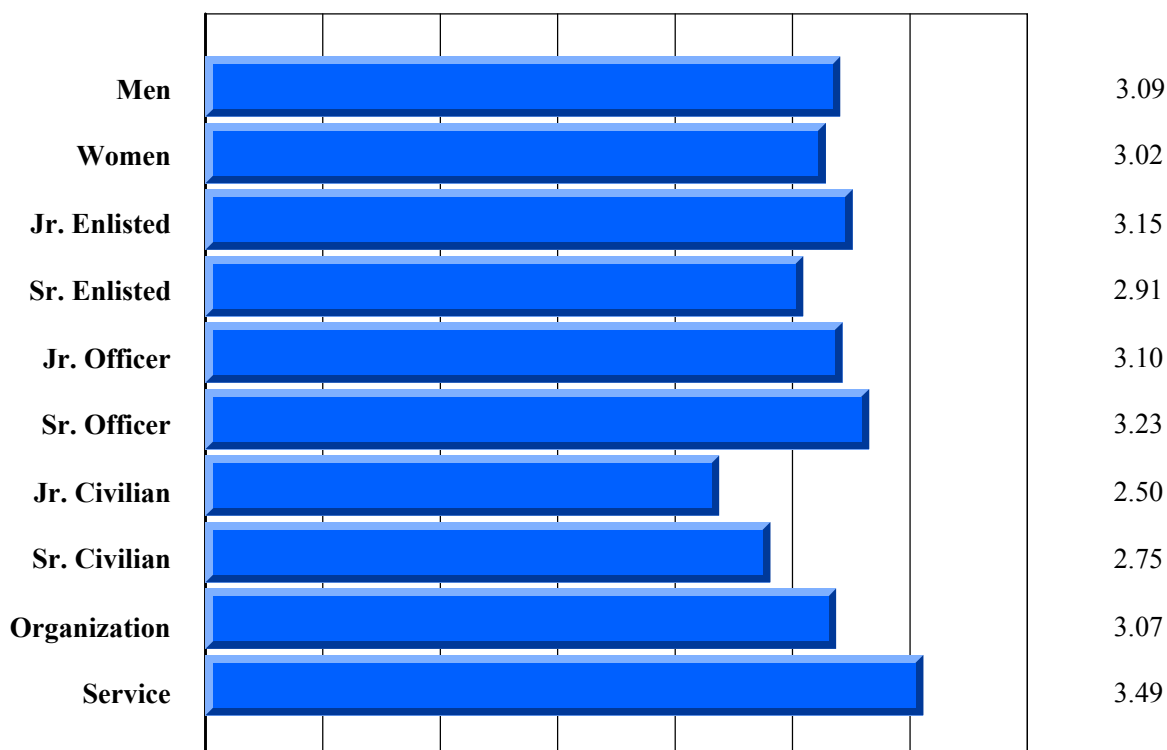
Table 5. Respondents' Perceptions of Chain of Command Support

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Promote a unit climate based on “respect and trust”	364	67.41	176	32.59	540	100.00
Refrain from sexist comments and behaviors	442	81.85	98	18.15	540	100.00
Actively discourage sexist comments and behaviors	431	79.81	109	20.19	540	100.00
Provide sexual assault prevention and response training that interests and engages you	399	73.89	141	26.11	540	100.00
Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior	414	76.67	126	23.33	540	100.00
Encourage victims to report sexual assault	422	78.15	118	21.85	540	100.00
Create an environment where victims feel comfortable reporting sexual assault	379	70.19	161	29.81	540	100.00

Analyzing Responses based on Demographic Subgroups:

The *Chain of Command Support* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the seven *Chain of Command Support* questions. Figure 9 displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable *Chain of Command Support*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 9. Respondents’ Perceptions of Chain of Command Support by Demographic Subgroups



Recommendations:

The *Chain Of Command Support* index provides insight into how unit members perceive leadership's behaviors related to preventing sexual assault and creating an environment where victims would feel comfortable reporting sexual assault. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on those items that get a less favorable rating. For example, if the chain of command is not seen as actively discouraging sexist comments and behaviors, clearly set your expectations with your unit leaders and consider inviting an installation resource in to help improve their skill set. Some sexist comments and behaviors may be so common practice that they escape scrutiny by those using them. Capturing a wide variety of perspectives from people within and outside your leadership chain can help you identify problem areas. Unchecked sexist comments and behaviors communicate to offenders that the unit is a place that tolerates treating someone unfairly because of their gender. This kind of climate may act as a "green light" for those who perpetrate sexual assault.
- Emphasize the importance of reporting sexual assault and getting needed assistance.
- Refrain from using the phrase "zero tolerance" on an individual unit-level. While no one should ever tolerate, condone or accept sexual assault, use of this term may have the unintended effect of keeping victims from reporting; no service member wants to be the person that shatters the commander's expectation that "zero" sexual assaults will occur in the unit. Rather, emphasize that sexual assault has no place in your unit - but if it does occur, encourage those impacted to choose one of the reporting options and get care.
- Adjust supervision policies to allow unit members to engage care and other resources without intrusive questioning. An environment that is conducive to reporting also allows victims a reasonable amount of flexibility to schedule and attend appointments for care and assistance. While personnel accountability is important, victim feedback indicates that supervisors often ask such intrusive questions about the nature of care appointments that victims sometimes forego reporting the crime and getting care so as to not attract negative attention.
- Seek out training opportunities that encourage small group discussion and active participation. "One size fits all" training rarely imparts lasting changes in knowledge, skills, and behavior. Members between the ages of 18 to 25 may be most at risk for sexual assault, but many at this age see themselves as impervious to this and other harms. Small group discussions with a mentor can help overcome such resistance and impart lasting change. Contact your servicing Sexual Assault Response Coordinator for meaningful and impactful training formats and opportunities.

Additional Resources:

Training materials and discussion guides that can be used in smaller groups are available at www.sapr.mil. Also, follow links on sapr.mil to your Service webpage for additional materials.

Consider attending DEOMI's Leadership Team Awareness Seminar (LTAS). Target audience for LTAS is senior officers (commanders and key staff/department heads O-3/O-6) and senior enlisted advisors (E-7/E-9) as well as civilians including legal officers, chaplains, and inspector general personnel in leadership positions. Duration of the course is 5 Days (40 hours). For more information contact: Student Management Division for enrollment into LTAS, Commercial (321)494-5653/7543 (DSN 854).

Publicity of SAPR Information

Publicity of SAPR Information refers to the extent to which members' perceive that SAPR-related information and resources is publicly displayed and openly communicated. There are three questions measuring *Publicity of SAPR Information*; each item is measured on a four-point scale measuring extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

The following table displays the percentage of individuals who perceive there to be a favorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *moderate extent* or a *great extent*. This table also displays the percentage of individuals who perceive there is an unfavorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *slight extent* or *not at all*.

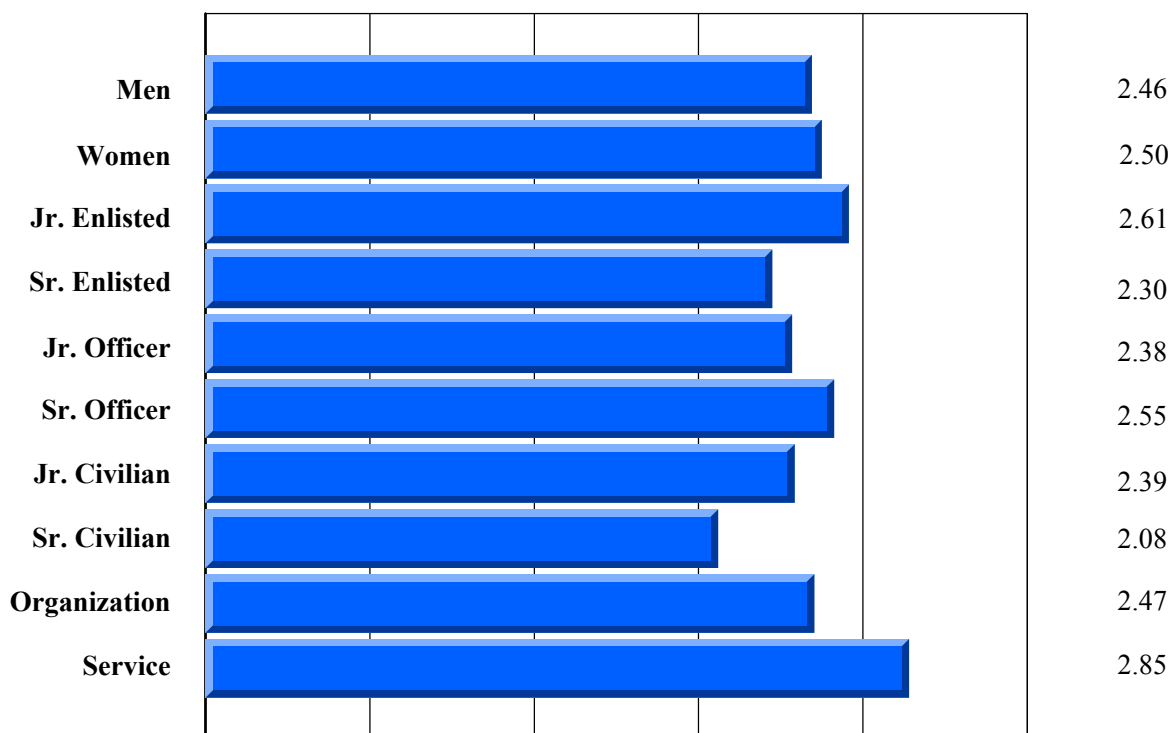
Table 6. Respondents' Perceptions of Publicity of SAPR Information

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Publicize the outcomes of sexual assault cases	156	28.89	384	71.11	540	100.00
Publicize sexual assault reporting resources (e.g., Sexual Assault Response Coordinator contact information; Victim Advocate contact information; awareness posters; sexual assault hotline phone number)	385	71.30	155	28.70	540	100.00
Publicize the Restricted (confidential) Reporting option for sexual assault	310	57.41	230	42.59	540	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 10 provides results of the *Publicity of SAPR Information* index by demographic subgroups. The *Publicity of SAPR Information* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the three publicity questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable perceptions of *Publicity of SAPR Information*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00..

Figure 10. Respondents’ Perceptions of Publicity of SAPR Information by Demographic Subgroups



Recommendations:

The *Publicity of SAPR Information* index can provide insight about the availability of SAPR-related information and resources. Publically discussing issues surrounding sexual assault and displaying SAPR resources is an important step in decreasing the stigma associated with this crime. Communicating openly with members of your organization about sexual assault will also help to raise awareness of the issue. Use the results as a guide for developing a plan of action for leadership within your unit to increase the availability of these resources and information. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Publicize SAPR information to prevent sexual assaults in your unit:
 - Empower your command team to publically display SAPR information by guiding them to resources that they can utilize (see Additional Resources section below).
 - Integrate SAPR messaging into existing communication plans and publications (e.g., town halls, all hands, commander's call, newsletter, etc.).
 - Feature sexual assault related resources in unit common areas. Publicize the DoD sexual assault hotline (www.safehelpline.org) as an anonymous, free, and available worldwide 24 hours a day resource.
 - Disseminate policy letters against sexism, sexual harassment, and sexual assault.
- Publicize SAPR information in response to a sexual assault allegation made in your unit:
 - Take the opportunity to discuss the SAPR program, the support resources available to both victims and accused members, and prevention topics.
 - Actively discourage rumors and speculation about the allegation.
 - Consider appropriate releases of information to keep unit members informed and derail rumors. The release must consider the privacy of the victim, the accused, and the sensitivity of the matters involved. Work with your local criminal investigators and staff judge advocate to determine what can be said, when it is released, and how to communicate such information.
 - To the extent legally permissible, discuss the outcomes and disciplinary actions, if any, of sexual assault allegations.

Additional Resources:

Nationally, Sexual Assault Awareness Month (SAAM) occurs in April and commits to raising awareness and promoting the prevention of sexual violence through use of special events and public education. SAAM provides commands/installations an annual opportunity to highlight DoD and Service policies addressing sexual assault prevention and response. Visit www.sapr.mil for Sexual Assault Awareness Month Campaign materials.

Stay up-to-date on SAPR policies by visiting www.sapr.mil and sign up to receive the SAPRO's quarterly newsletter (SAPR Source).

Visit www.safeline.org for outreach materials.

Visit www.deomi.org for sexual assault awareness observance posters.

Unit Reporting Climate

Unit Reporting Climate measures the extent to which members perceive that the chain of command would take appropriate actions to address an Unrestricted Report of sexual assault and that there would be minimal social and professional retaliation if a sexual assault was reported. Ten questions measure *Unit Reporting Climate*, where respondents may select *not at all likely*, *slightly likely*, *moderately likely*, or *very likely*.

Table 7 below displays the percentage of individuals who perceive a favorable *Unit Reporting Climate*, meaning that they perceive individuals within the unit (chain of command or members) are *moderately likely* or *very likely* to engage in the positive *Unit Reporting Climate* behavior. The table also displays the percentage of individuals who perceive an unfavorable *Unit Reporting Climate*, meaning that they believe the individuals within the unit are *slightly likely* or *not at all likely* to engage in the positive reporting climate behavior. Within this scale, there are three questions that ask about the extent of negative behavior and are therefore reverse scored to remain consistent with a higher score being more favorable (indicated with an asterisk).

Table 7. Respondents' Perceptions of Unit Reporting Climate

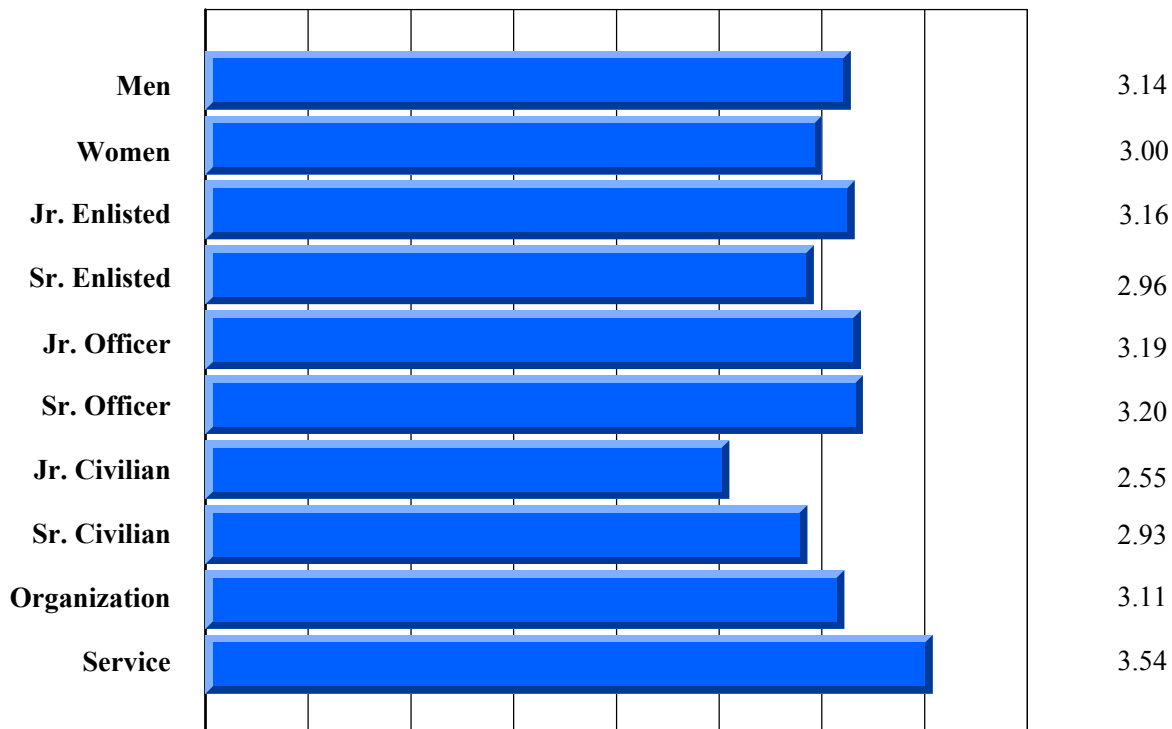
If someone were to report a sexual assault to your current chain of command, how likely is it that:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
The chain of command would take the report seriously.	437	80.78	104	19.22	541	100.00
The chain of command would keep knowledge of the report limited to those with a need to know.	422	78.00	119	22.00	541	100.00
The chain of command would forward the report outside the unit to criminal investigators.	373	68.95	168	31.05	541	100.00
The chain of command would take steps to protect the safety of the person making the report.	410	75.79	131	24.21	541	100.00
The chain of command would support the person making the report.	405	74.86	136	25.14	541	100.00
The chain of command would take corrective action to address factors that may have led to the sexual assault.	390	72.09	151	27.91	541	100.00

Unit members would label the person making the report a troublemaker (*).	412	76.16	129	23.84	541	100.00
Unit members would support the person making the report.	410	75.79	131	24.21	541	100.00
The offender(s) or their associates would retaliate against the person making the report (*).	379	70.06	162	29.94	541	100.00
The career of the person making the report would suffer (*).	397	73.38	144	26.62	541	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 11 provides the results of the *Unit Reporting Climate* index by demographic subgroups, with higher scores indicating more favorable responses. The *Unit Reporting Climate* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all likely*, “2” equals *slightly likely*, “3” equals *moderately likely*, and “4” equals *very likely*, and then computing individuals’ mean responses to the 10 *Unit Reporting Climate* questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting a more favorable *Unit Reporting Climate*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 11. Respondents’ Perceptions of Unit Reporting Climate by Demographic Subgroups



Recommendations:

The *Unit Reporting Climate* index can provide insight into how members perceive a report of sexual assault would be handled by the chain of command and unit members. These perceptions are important as they will likely influence members' willingness to report a sexual assault. Use the favorable and unfavorable ratings on the survey items as a guide for developing a plan of action for leadership within your unit to improve *Unit Reporting Climate* perceptions. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Optimize *Unit Reporting Climate* to prevent sexual assault in your unit:
 - Encourage your command team to take action on those items that receive a less favorable rating. For instance, if unit members perceive that the chain of command does not take sexual assault reports seriously, follow up with unit leaders to ensure that this responsibility is not taken lightly. Service members perceive that sexual assault reports are not taken seriously when allegations are ignored, leadership at any level encourages victims to drop their report, and victims are scrutinized and blamed for getting victimized.
 - Ensure DoD and Service requirements are met with regard to case progress and updates to victims. DoD Instruction 6495.02 requires the establishment of a multi-disciplinary case management group (CMG), co-chaired by the Deputy Installation Commander and the SARC. While each Service may refer to this group by a different name (i.e., Sexual Assault Review Board, etc.), the CMG should meet monthly to review individual cases, improve reporting, facilitate monthly victim updates, and to discuss process improvements to ensure system accountability and victim access to quality services. As a commander, you must attend the monthly CMG until final disposition has been taken in the case. You are also responsible for providing monthly updates to victims of sexual assault on their case.
- Maintain a favorable *Unit Reporting Climate* in response to a sexual assault allegation made in your unit:
 - All sexual assault allegations that come to the chain of command's attention must be referred to a military criminal investigative organization (CID, NCIS or AFOSI). Commanders may not conduct their own internal or preliminary investigation (e.g., commander's inquiry, "15-6 investigations", etc.). Once the investigation is complete, you or a more senior commander must review the criminal investigation, evaluate the evidence with the assistance of a judge advocate, and determine any appropriate disciplinary action to be taken. If the victim and the accused are both within your unit, it is important that you should remain objective (fair and impartial) and take appropriate action based on the evidence.
 - Discourage members from participating in "barracks gossip" or grapevine speculation about the case or investigation. Remind everyone to wait until all the facts are known and final disposition of the allegation has occurred before reaching conclusions. While victims must see their allegations are taken seriously, the alleged offender is presumed innocent until proven guilty. Remind members that discussion of a possible sexual assault incident might compromise an ongoing investigation.
 - Emphasize the importance of balance in the justice system. "Choosing sides" is never fair to the parties involved, and can rip a unit apart. Supporting the victim and the accused through the military justice process does not require anyone to take a side. Rather, as a commander, you have a duty to ensure both parties (if both are under your command) are connected with appropriate services and support.

- o Advise those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.
- o Consider some form of targeted unit refresher training; or have an outside expert address the unit regarding preventive measures, as well as some of the emotional or psychological feelings that may manifest themselves, affect the unit, and require the unit's response during the course of the investigation. It is important that unit members not see "refresher training" as a group punishment because someone reported a sexual assault. Rather, small group discussions led by knowledgeable leaders are often the most helpful.
- o Continuously monitor the unit's overall climate to ensure neither the victim and/or the alleged offender is being ostracized. Prevent organizational splintering by communicating your expectations with first-line supervisors; encourage supervisors to stop rumors, monitor the formation of cliques, and communicate observed ostracism upwards. Keep in mind that sexual assault is not solely an individual-level issue; it requires a sustained systemic response because it is influenced by a wide-range of individual-, organizational-, and societal-level variables.
- o Make victims aware of the option to request an expedited temporary or permanent transfer from their assigned command or base, or to a different location within their assigned command or base. Also keep in mind that alleged offenders may alternatively be moved.

Perceived Barriers to Reporting Sexual Assault

Perceived Barriers to Reporting Sexual Assault refers to the frequency of barriers to reporting sexual assault individuals perceive within their unit/organization. Members are asked to select all that may apply from eight potential barriers, along with two additional options: “Another reason other than what is provided above” and “There are no barriers that would prevent victims from reporting a sexual assault.”

The table below displays the percentage of members who perceive each barrier to reporting sexual assault.

Table 8. Respondents’ Perceived Barriers to Reporting Sexual Assault

In your current unit/organization, which of the following would be the most likely reasons why a victim of sexual assault would not report the incident?	Selected		Not Selected		Total	
	Number	Percent	Number	Percent	Number	Percent
Negative impact to career or progress.	179	33.09	362	66.91	541	100.00
Loss of privacy/confidentiality.	222	41.04	319	58.96	541	100.00
Fear of professional retaliation for making the report.	169	31.24	372	68.76	541	100.00
Fear of social retaliation for making the report.	172	31.79	369	68.21	541	100.00
Lack of confidence in the military justice system.	230	42.51	311	57.49	541	100.00
Lack of confidence in the chain of command.	227	41.96	314	58.04	541	100.00
Takes too much time and effort to report.	73	13.49	468	86.51	541	100.00
Not knowing how to make a sexual assault report.	71	13.12	470	86.88	541	100.00
Another reason other than what is provided above.	55	10.17	486	89.83	541	100.00
There are no barriers that would prevent victims from reporting a sexual assault.	129	23.84	412	76.16	541	100.00

Analyzing Responses based on Demographic Subgroups:

The figures on the following pages provide results of the *Perceived Barriers to Reporting Sexual Assault* questions by demographic subgroups. The figures display the percentage of members that perceive zero barriers to reporting sexual assault (Figure 12), one to two barriers to reporting sexual assault (Figure 13), and three or more barriers to reporting sexual assault (Figure 14) by demographic subgroups. Taken together, these three figures represent the total group members who responded to the survey. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 12. Percentage of Respondents who Perceived Zero Barriers to Reporting Sexual Assault by Demographic Subgroups

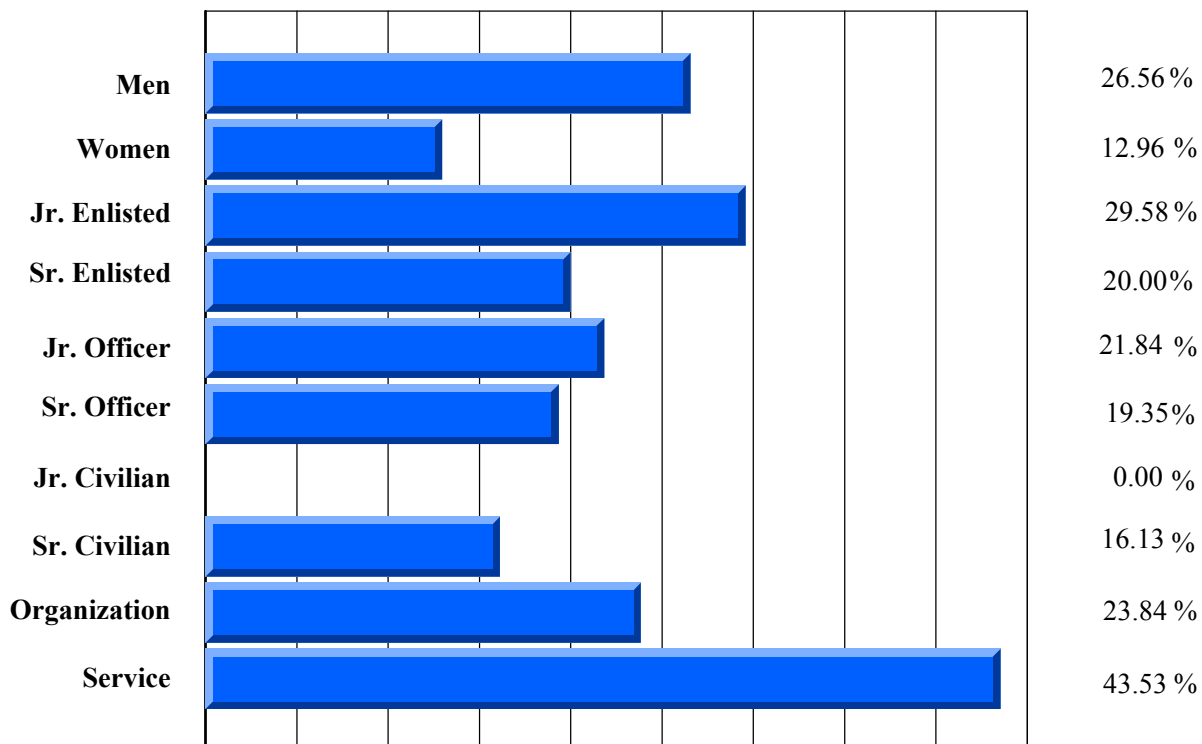


Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups

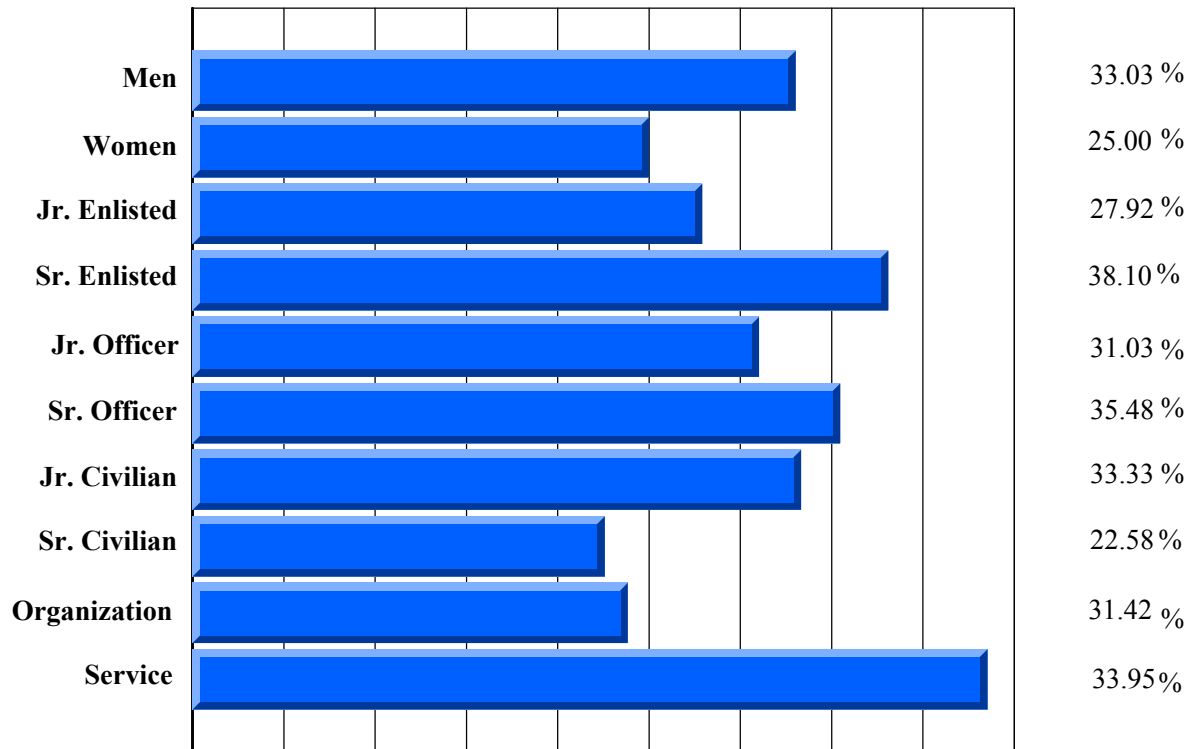
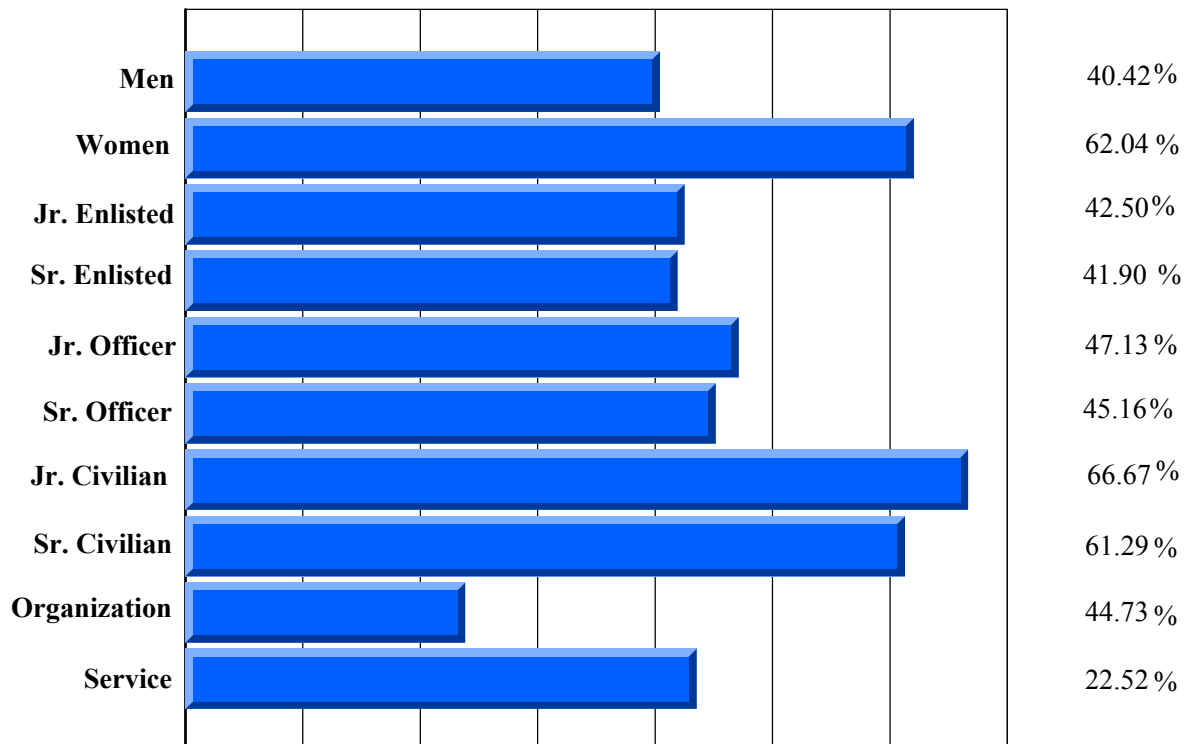


Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups



Recommendations:

Due to the nature of sexual assault crimes, victims often do not feel comfortable reporting or talking about their experience. There are steps leadership can take to reduce or eliminate these barriers which would increase the likelihood of a sexual assault being reported. The *Perceived Barriers to Reporting Sexual Assault* question can provide insight into why members within your organization may not feel comfortable reporting a sexual assault. Use these results as a guide to help develop a plan of action to eliminate perceived barriers within your organization. Compare the percentage of perceived barriers within your organization to the results of your respective service. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to eliminate perceived barriers to reporting sexual assault. While you may never be able to eliminate all barriers to reporting, your work to address these concerns sends a powerful, positive message to victims.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards eliminating that barrier. For example, if members perceive "negative impact to career or progress" to be a barrier to reporting sexual assault within your unit, ask members why this perception exists. Inquire further about this perception and communicate procedures in place to safeguard against negative impact on career. Follow through by addressing this with your CMG to ensure members' careers and progression are not, in fact, affected by reporting a sexual assault.
- As a commander, you must carefully communicate two messages. First, sexual assault is a crime and has no place in your unit. Second, if sexual assault does occur, encourage victims to pick one of the two reporting options and seek assistance. Keep in mind that these messages must be balanced.
- Avoid statements like "zero tolerance" on an individual unit level. While this sounds effective, it actually sends a message to victims that you do not want them to come forward to report: No member wants to be the one to tell their commander that the number of known sexual assaults in the unit is no longer "zero."
- Ensure victims feel comfortable coming forward to report sexual assaults by encouraging them to do so to the Sexual Assault Response Coordinator (SARC). Stress to your members that you do not have access to identifying information about victims making Restricted Reports; this will build members' trust in your unit's SARC and Victim Advocate (VA).
- As a commander, you can strengthen member's trust in the reporting process by recommending the most qualified and trained professional to serve in critical advocacy positions.

Unit Prevention Climate (Bystander Intervention)

Unit Prevention Climate, also known as *Bystander Intervention Climate*, refers to individuals' intentions to act if they were to observe a situation that may lead to a sexual assault. *Unit Prevention Climate* is measured with two questions; one item is situation based and asks respondents to indicate which *action* they would take if in a given situation. One item presents respondents with a scenario and asks at *which point they would most likely intervene* if they witnessed the escalating situation. A summary of the responses collected within your organization are displayed in Figure 15 through Figure 17.

Figure 15. Responses to Bystander Intervention *Action* Question

Suppose you see someone secretly putting something in another person's drink. You're unsure what it was. Which of the following are you most likely to do in this kind of situation?

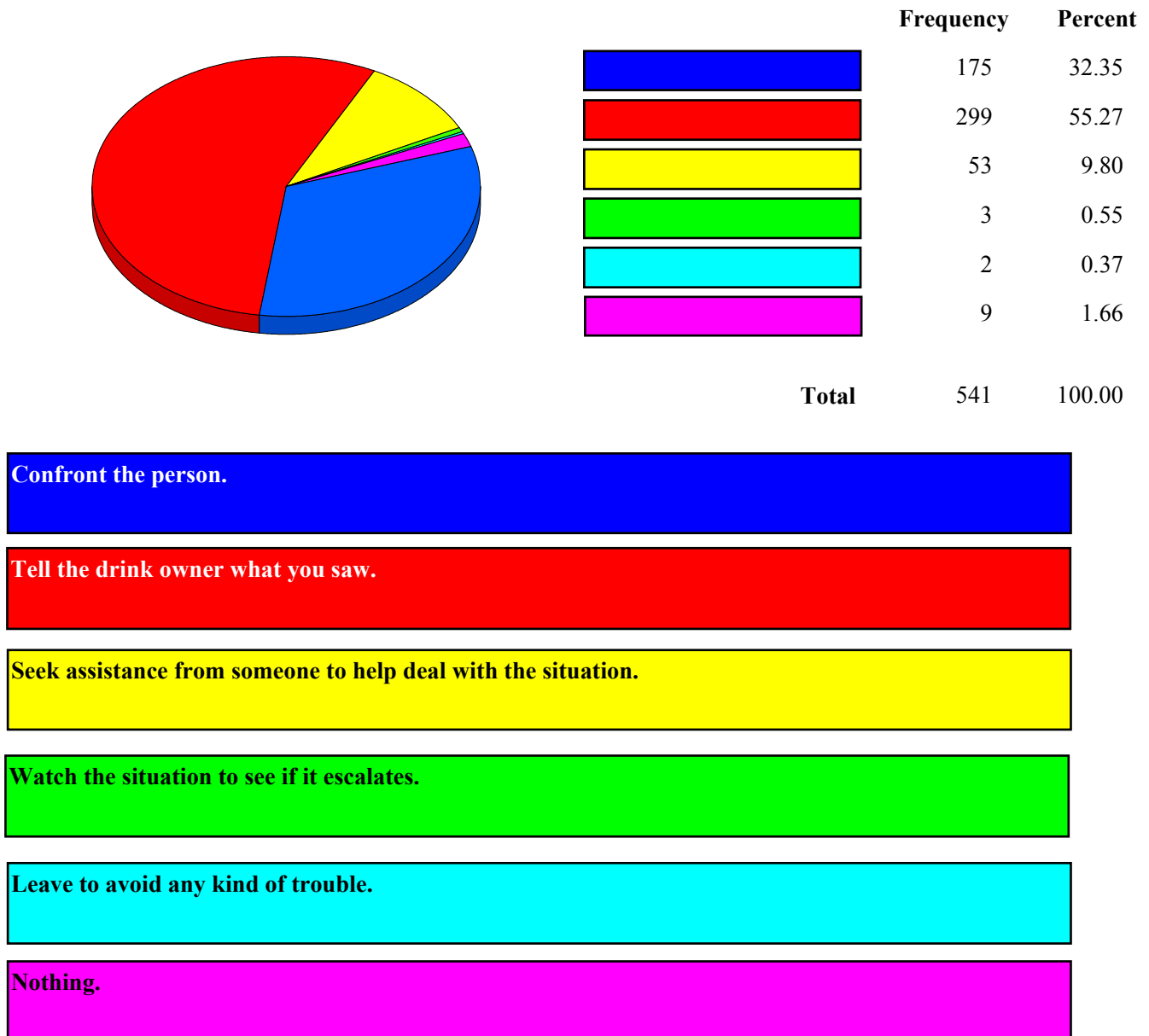
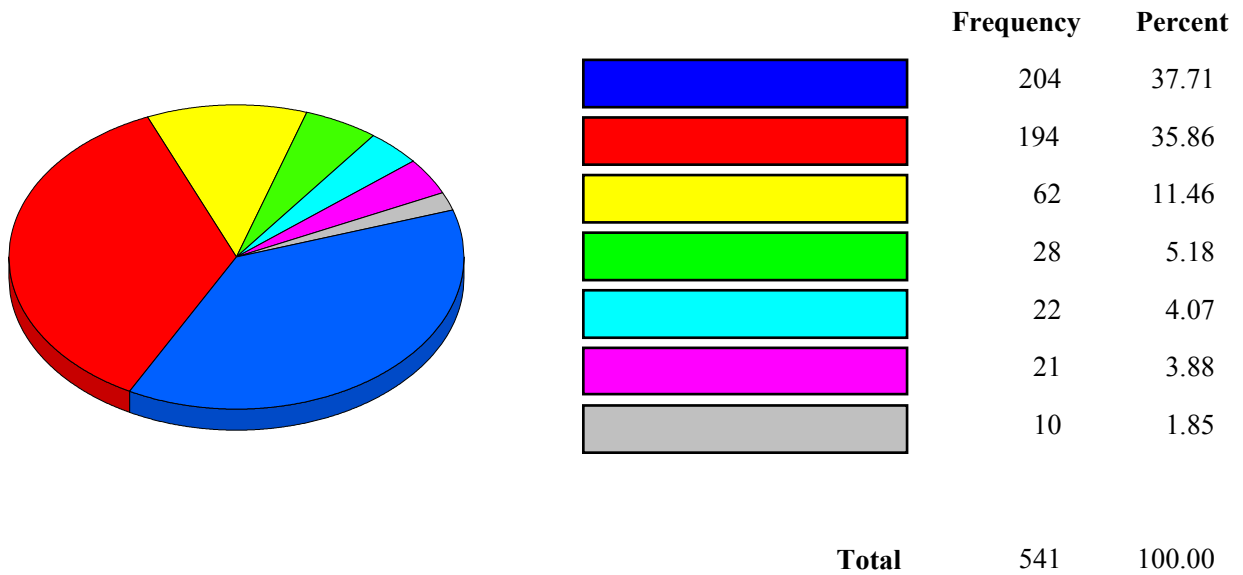


Figure 16. Responses to Bystander Intervention *Point of Intervention* Question

Imagine you go on temporary duty for some training. The first night you go to a restaurant/bar with a large group of colleagues, whom you just met. At what point would you intervene in the following escalating situation?



A senior leader buys a drink for a person in the group and tells him/her a drink cannot be refused, as doing so would go against tradition.

The senior leader buys a second and third drink for the same person despite his/her repeated objections.

The person appears intoxicated and disoriented, and continues to be the senior leader's main focus of attention.

The senior leader repeatedly hugs the person, rubs his/her shoulders, and offers to walk him/her back to quarters.

You see the senior leader quietly escorting the intoxicated person out of the bar.

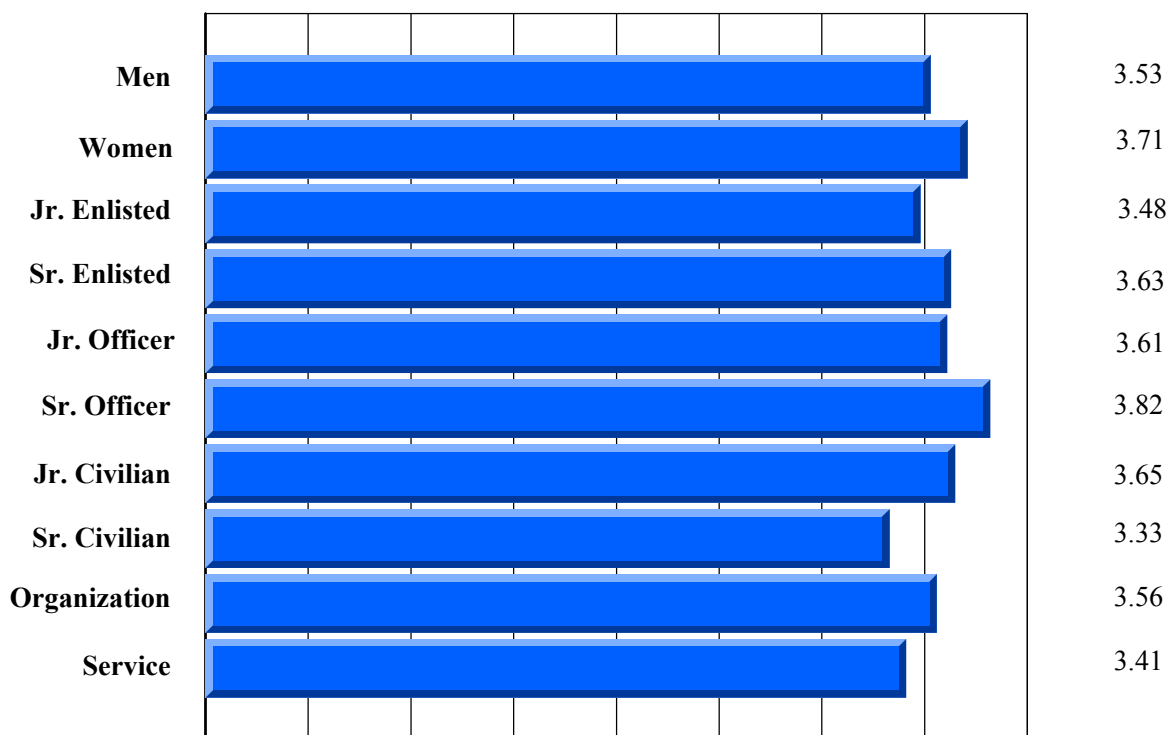
As they leave, the person resists the senior leader and says, "No."

In this scenario, I would not intervene at any point.

Analyzing Responses based on Demographic Subgroups:

The *Unit Prevention Climate* index is the numeric composite of the two bystander intervention climate questions. Figure 17 provides the results of the *Unit Prevention Climate* index by demographic subgroups, with higher scores indicating more favorable responses. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 17. Unit Prevention Climate Index by Demographic Subgroups

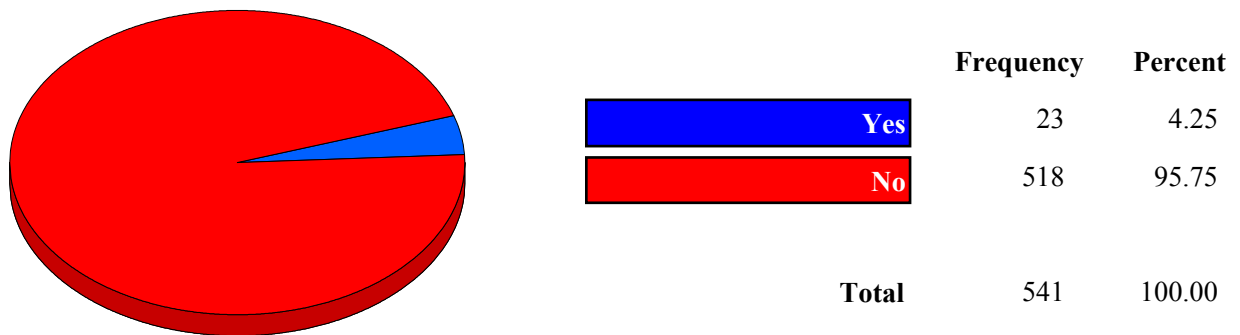


Prevalence of Respondents Observing High Risk Situations and Responses

Respondents were asked if they have observed a situation they believed could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 18.

Figure 18. Percentage of Respondents who Observed a High Risk Situation

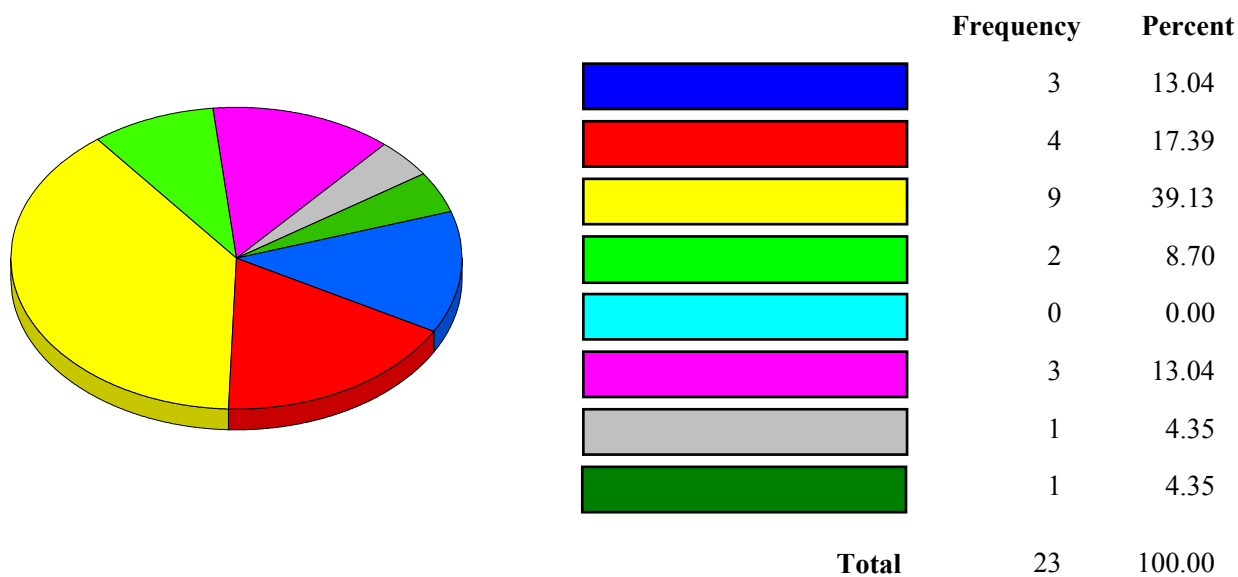
In the past 12 months, I observed a situation that I believe was, or could have led to, a sexual assault.



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Figure 19 displays the responses of those who completed the question across your organization.

Figure 19. Respondents' Reported Actions Taken Following High Risk Situation

If yes, in response to this situation, select the response that most closely resembles your actions:



I stepped in and separated the people involved in the situation.

I asked the person who appeared to be at risk if they needed help.

I confronted the person who appeared to be causing the situation.

I created a distraction to cause one or more of the people to disengage from the situation.

I asked others to step in as a group and diffuse the situation.

I told someone in a position of authority about the situation.

I considered intervening in the situation, but I could not safely take any action.

I decided to not take action.

Recommendations:

The *Unit Prevention Climate* index can provide insight into members' intentions to act if they observe a situation that may lead to a sexual assault. Use these results as a guide to help develop a plan of action to increase bystander intervention within your organization. Look at the frequency of responses to the hypothetical scenario questions and the prevalence of respondents observing a high risk situation question to gain an understanding of how respondents within your organization plan to intervene as well as how they have intervened in the past. Set the expectation that your people must look out for each other, both on and off the battlefield. Encourage safely stepping in to de-escalate the situation when someone looks to be at risk for sexual assault or about to perpetrate a crime. Employ training that relies on scenarios to demonstrate application of bystander prevention concepts and drive small group discussions.

Use *Unit Prevention Climate* index displayed by demographic subgroups to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic subgroups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to increase bystander intervention within your organization.

Here are additional recommendations and information to consider when developing your plan of action:

- Promote bystander intervention by “practicing what you preach.” Be an active bystander by calling out sexist remarks and sexually harassing behaviors if they are observed. When appropriate, demonstrate acceptable alternative behaviors as part of the corrective process. This will help provide the motivation and confidence necessary for members within your organization to act.
- It takes some practice and courage to intervene and discourage or stop unacceptable behavior. Teach bystander intervention strategies to motivate and empower your people to watch for questionable behavior or risky choices, take safe action to de-escalate situations, and help ensure personal safety. One approach involves emphasizing the “ABCs” of Bystander Intervention:
 - o **Assess for safety.** Ensure that all parties are safe, and whether the situation requires calling authorities. When deciding to intervene, your personal safety should be the #1 priority. When in doubt, call for help.
 - o **Be with others.** If it is safe to intervene, you are likely to have a greater influence on the parties involved when you work together with someone or several people. Your safety is increased when you stay with a group of friends that you know well.
 - o **Care for the person.** Ask if the target of the unwanted sexual advance, attention, or behavior is okay. Does he or she need medical care? Does he or she want to talk to a Victim Advocate about reporting the matter? Ask if someone they trust can help them get home safely.
- Encourage your members to be receptive to messages from others indicating their behavior is not acceptable.
- Recognizing the rewarding positive personnel behavior can also be an effective strategy to increase and reinforce appropriate bystander behavior.

Additional Resources:

Visit www.sapr.mil for Active Bystander Training material.

Restricted Reporting Knowledge

Knowledge of the Restricted Reporting option is assessed with one question. The item reads, “All of the following people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and Military Police Officer” are incorrect answers. These persons cannot take a Restricted Report. Table 9 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

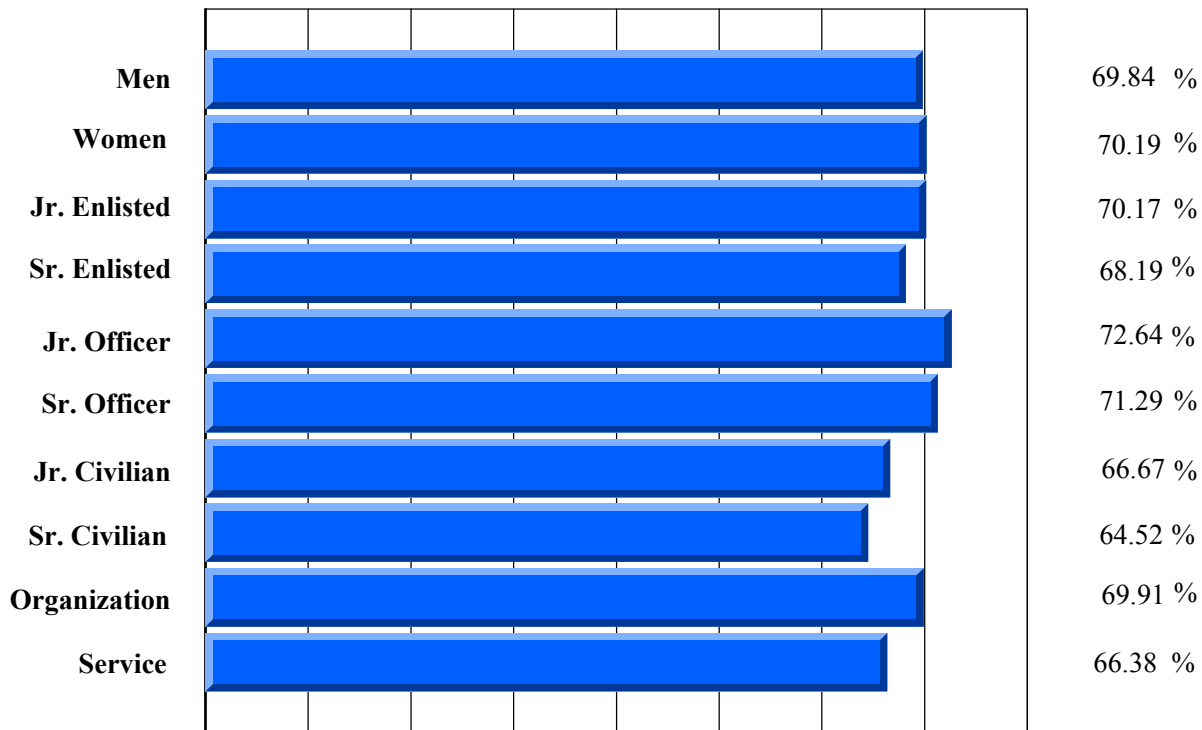
Table 9. Respondents’ Restricted Reporting Knowledge

Identify which of following types of people can and cannot take a Restricted Report:	Correct		Incorrect		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexual Assault Response Coordinator	484	89.63	56	10.37	540	100.00
Victim Advocate	398	73.70	142	26.30	540	100.00
Military Service Healthcare Personnel	415	76.85	125	23.15	540	100.00
Anyone in my chain of command	382	70.74	158	29.26	540	100.00
Criminal investigator and Military Police Officer	212	39.26	328	60.74	540	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 20 displays the average percentage of members who responded correctly, displayed by demographic subgroup, on the *Restricted Reporting Knowledge* question. The question is scored by averaging the percentage correct across the five response options of the types of people who can and cannot take a Restricted Report. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 20. Respondents' Restricted Reporting Knowledge by Demographic Subgroups



Recommendations:

The Department of Defense is committed to ensuring victims of sexual assault are protected; treated with dignity and respect; and provided support, advocacy, and care. The DoD also strongly supports applicable law enforcement and criminal justice procedures that enable persons to be held accountable for sexual assault offenses and criminal dispositions, as appropriate. To achieve these dual objectives, the Department's preference is for complete Unrestricted Reporting of sexual assaults to allow for the provision of victims' services and to pursue accountability. However, Unrestricted Reporting may represent a barrier for victims to access services, when the victim desires no command or law enforcement involvement. Consequently, the DoD recognizes a fundamental need to provide a confidential disclosure vehicle via the Restricted Reporting option.

A Restricted Report allows victims to experience the services and support available to them and receive information about the investigative and military justice process in a means that preserves their confidentiality. Every year, a percentage of victims convert from a Restricted Report to an Unrestricted Report to participate in the justice process. As a result, the Department makes available the Restricted Reporting as a means for victims to become knowledgeable about their legal options. As of January 2014, all Services have specially-trained attorneys to represent victims of sexual assault, regardless of which reporting option is selected. This ability to confer confidentially with an attorney about their case may also encourage more victims to participate in the military justice system.

The *Restricted Reporting Knowledge* score can provide insight into members' knowledge of the reporting options of sexual assault. Use the correct and incorrect responses as a guide for developing a plan of action to increase awareness and knowledge of the reporting options. Use the responses displayed by demographic subgroup to identify any differences between groups. Use this information to enhance the education and training of your personnel.

Here are additional recommendations and information to consider when developing your plan of action:

- Periodically take the opportunity to remind everyone of how to make an Unrestricted or Restricted Report. Be sure to include how to contact the Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) that service your unit or the installation.
- Emphasize that command has a legal responsibility to follow up on all allegations of sexual assault. Individuals desiring a Restricted Report should contact a SARC, VA, or medical/mental health care provider.
- Publicize that victims of sexual assault may now have an attorney represent them during the military justice process. These attorneys are assigned at the victim's request, regardless of whether a victim makes either a Restricted or Unrestricted Report. SARCs connect victims with these specialized attorneys.
- Training is an important element in sexual assault prevention and response. Provide annual training and encourage members to take this training seriously. A short slide-based training once a year is NOT sufficient to make a lasting impression on your personnel - mostly because none of them expect to become a victim of sexual assault. Contact your servicing SARC for more meaningful and impactful training formats and opportunities.
- Incorporate specific sexual assault prevention and response monitoring, measures and education into normal command training, readiness, and safety forums (e.g., quarterly training guidance, unit status reports, and safety briefings).
- Discuss your unit's DEOCS results with your installation's SARC and request that he/she conduct additional training or speak at commanders' calls.

Additional Resources:

Visit www.sapr.mil for SAPR training material, webcasts, research, DoD regulations and policies, and more.

V. CLIMATE FACTOR SUBGROUP COMPARISONS

Sexual Assault Prevention and Response Climate Overview

The following chart provides a demographic summary of the **SAPR Climate variables**. Results display *above average*, *average*, and *below average* using a green, blue, and red coding scheme, respectively. *Above average* indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. *Average* indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. *Below average* indicates that the perceptions of your members are markedly less favorable than those held across your Service. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup; this helps maintain respondent anonymity.

	Perceptions of Safety	Chain of Command Support	Publicity of SAPR Information	Unit Reporting Climate	Zero Perceived Barriers to Reporting	Unit Prevention Climate	Restricted Reporting Knowledge
Minority	3.55	3.12	2.55	3.14	25.35	3.50	69.30
Majority	3.68	3.10	2.45	3.15	24.44	3.57	70.29
Women	3.43	3.02	2.50	3.00	12.96	3.71	70.19
Men	3.67	3.09	2.46	3.14	26.56	3.53	69.84
Officer	3.70	3.16	2.45	3.20	20.81	3.70	72.08
Enlisted	3.60	3.08	2.51	3.10	26.67	3.53	69.57
Junior Enlisted	3.59	3.15	2.61	3.16	29.58	3.48	70.17
Senior Enlisted	3.63	2.91	2.30	2.96	20.00	3.63	68.19
Junior Officer	3.72	3.10	2.38	3.19	21.84	3.61	72.64
Senior Officer	3.68	3.23	2.55	3.20	19.35	3.82	71.29
Military	3.63	3.10	2.49	3.13	24.90	3.58	70.32
Civilian	3.54	2.71	2.13	2.87	13.51	3.38	64.86
Junior Civilian	3.75	2.50	2.39	2.55	0.00	3.65	66.67
Senior Civilian	3.50	2.75	2.08	2.93	16.13	3.33	64.52

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Organizational Effectiveness Factors

The following chart provides a demographic summary of the **Organizational Effectiveness Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Org Commit	Trust in Leader	Org Perform	Org Cohesion	Leader Cohesion	Job Satisfact	Org Process	Diversity Mgt	Help Seeking	Exhaust
Minority	2.92	2.65	2.70	2.72	2.58	3.11	2.63	2.73	2.93	2.90
Majority	2.86	2.52	2.67	2.74	2.42	3.02	2.51	2.65	2.98	2.67
Women	2.82	2.43	2.63	2.60	2.38	2.94	2.41	2.60	2.91	2.72
Men	2.85	2.52	2.66	2.73	2.44	3.03	2.52	2.63	2.95	2.72
Officer	2.90	2.41	2.61	2.71	2.31	3.12	2.44	2.55	2.99	2.72
Enlisted	2.83	2.55	2.68	2.72	2.49	2.97	2.54	2.67	2.93	2.73
Junior Enlisted	2.85	2.62	2.74	2.77	2.57	2.95	2.62	2.74	2.96	2.74
Senior Enlisted	2.77	2.38	2.53	2.58	2.30	3.00	2.36	2.52	2.86	2.70
Junior Officer	2.89	2.43	2.62	2.71	2.34	3.07	2.42	2.57	2.98	2.74
Senior Officer	2.92	2.38	2.60	2.71	2.27	3.19	2.46	2.52	3.01	2.70
Military	2.85	2.51	2.66	2.71	2.44	3.01	2.51	2.63	2.95	2.72
Civilian	2.84	2.35	2.59	2.59	2.28	3.01	2.38	2.55	2.80	2.67
Junior Civilian	2.61	2.39	2.50	2.67	2.29	2.83	2.40	2.63	3.17	2.56
Senior Civilian	2.88	2.34	2.61	2.58	2.28	3.05	2.37	2.54	2.73	2.69

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Equal Opportunity / Equal Employment Opportunity / Fair Treatment Factors

The following chart provides a demographic summary of the **EO/EEO, Fair Treatment Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Sexist Behavior	Sexual Harass	Sex Discrim	Racist Behavior	Disabil Discrim	Racial Discrim	Age Discrim	Religious Discrim	Demean Behavior	Hazing Behavior
Minority	2.77	2.88	2.89	2.84	2.75	2.93	2.83	3.08	2.82	3.27
Majority	2.95	2.91	3.01	3.09	2.84	3.10	3.01	3.19	2.93	3.30
Women	2.83	2.81	2.77	2.95	2.67	2.96	2.88	3.12	2.88	3.27
Men	2.90	2.88	2.98	3.02	2.72	3.03	2.95	3.14	2.87	3.26
Officer	3.12	2.93	3.02	3.23	0.00	3.10	0.00	3.22	3.01	3.38
Enlisted	2.79	2.85	2.93	2.92	0.00	2.99	0.00	3.11	2.84	3.23
Junior Enlisted	2.79	2.93	2.96	2.92	0.00	3.01	0.00	3.13	2.85	3.22
Senior Enlisted	2.80	2.68	2.86	2.94	0.00	2.93	0.00	3.07	2.84	3.28
Junior Officer	2.95	2.89	3.00	3.09	0.00	3.09	0.00	3.15	3.00	3.36
Senior Officer	3.37	2.98	3.06	3.42	0.00	3.12	0.00	3.32	3.03	3.40
Military	2.89	2.88	2.96	3.01	0.00	3.02	0.00	3.15	2.90	3.28
Civilian	2.76	2.62	2.68	2.82	2.70	2.86	2.93	3.05	2.61	3.08
Junior Civilian	2.89	2.56	2.61	3.00	2.89	2.89	2.94	3.11	2.67	3.17
Senior Civilian	2.73	2.63	2.70	2.78	2.67	2.85	2.92	3.04	2.60	3.06

Red = Below Service Average

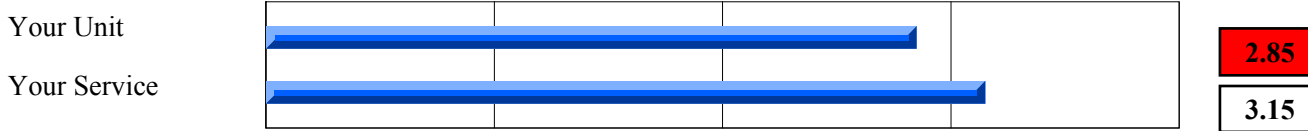
Blue = Near Service Average

Green = Above Service Average

VI. OVERALL UNIT SUMMARY

The figures below compare your organization's average for each climate factor against your Service's average. The box to the right of each figure containing your organization's average will be color-coded blue, red, or green. Blue indicates your organization's average falls within the Range of "Near Service Average" values shown below each figure. Unit averages below this range are color coded red, while averages above this range are color coded green. Service averages are recalculated on a fiscal year semi-annual basis.

Organizational Commitment



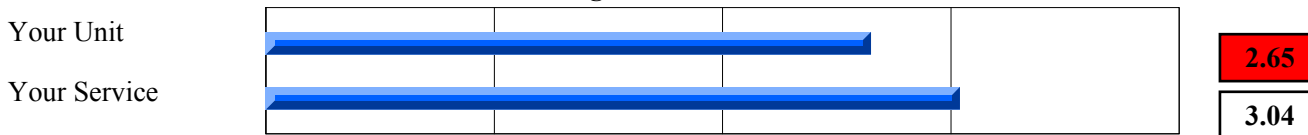
Range of "Near Service" Average = 2.97 - 3.32

Trust in Leadership



Range of "Near Service" Average = 2.85 - 3.22

Organizational Performance



Range of "Near Service" Average = 2.87 - 3.23

Organizational Cohesion



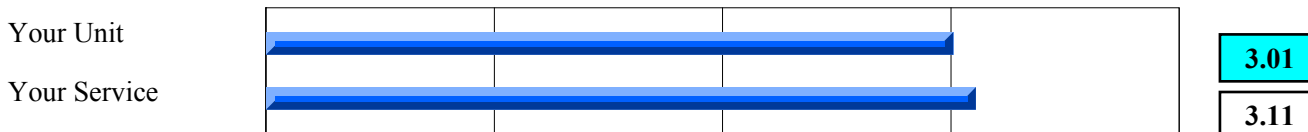
Range of "Near Service" Average = 2.96 - 3.28

Leadership Cohesion



Range of "Near Service" Average = 2.79 - 3.20

Job Satisfaction



Range of "Near Service" Average = 2.95 - 3.27

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Organizational Processes



Range of "Near Service" Average = 2.84 - 3.17

Diversity Management



Range of "Near Service" Average = 2.87 - 3.19

Help Seeking Behaviors



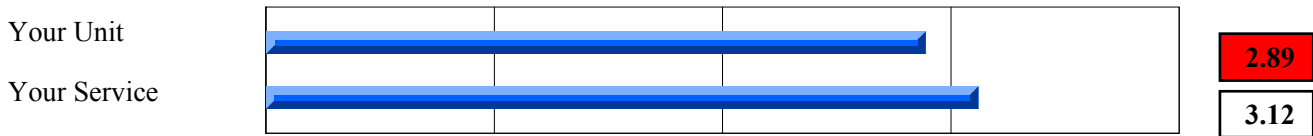
Range of "Near Service" Average = 3.04 - 3.26

Exhaustion



Range of "Near Service" Average = 2.80 - 3.12

Sexist Behaviors



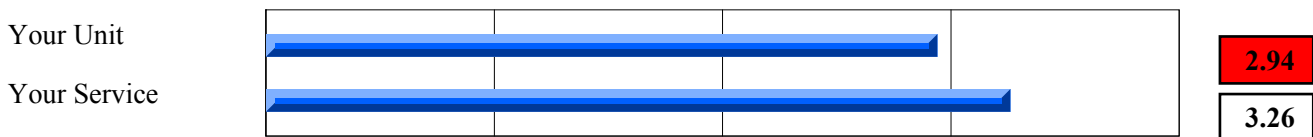
Range of "Near Service" Average = 2.98 - 3.27

Sexual Harassment



Range of "Near Service" Average = 3.16 - 3.41

Sex Discrimination



Range of "Near Service" Average = 3.14 - 3.40

Red = Below Service Average

Blue = Near Service Average

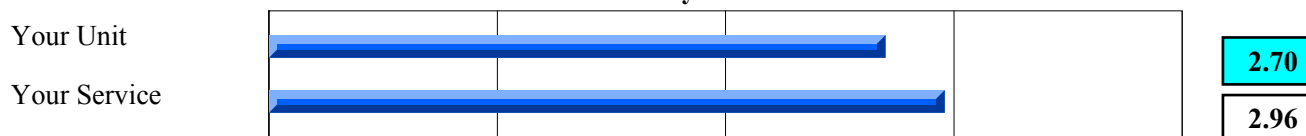
Green = Above Service Average

Racist Behaviors



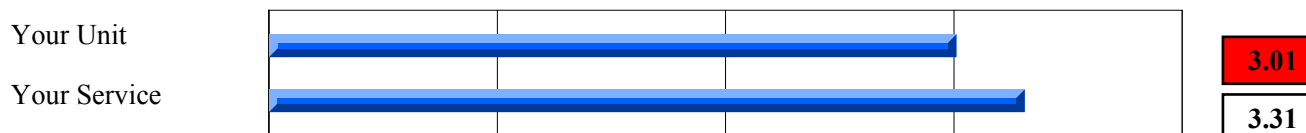
Range of "Near Service" Average = 3.10 - 3.39

Disability Discrimination



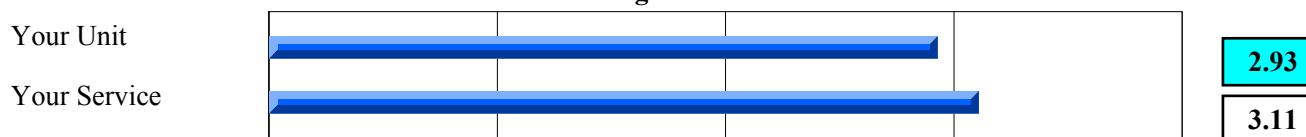
Range of "Near Service" Average = 2.50 - 3.33

Racial Discrimination



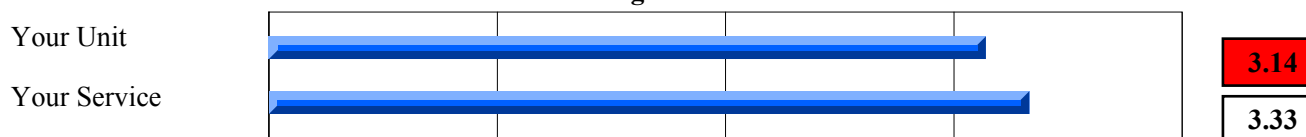
Range of "Near Service" Average = 3.17 - 3.44

Age Discrimination



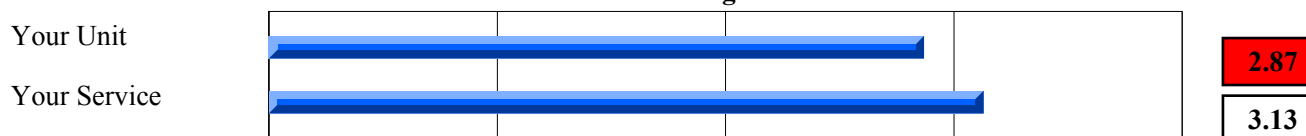
Range of "Near Service" Average = 2.83 - 3.50

Religious Discrimination



Range of "Near Service" Average = 3.23 - 3.42

Demeaning Behaviors



Range of "Near Service" Average = 2.99 - 3.28

Hazing Behaviors



Range of "Near Service" Average = 3.25 - 3.53

Red = Below Service Average

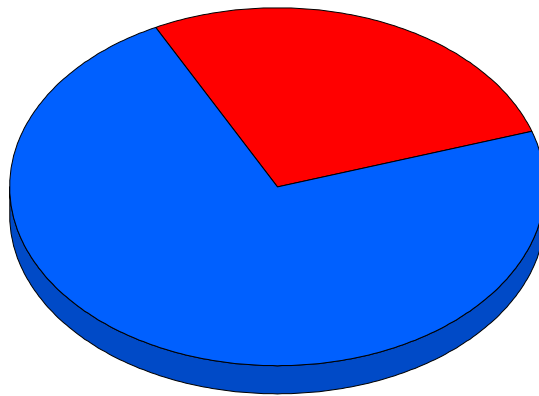
Blue = Near Service Average

Green = Above Service Average

VII. DEOCS SUMMARY OF SURVEY ITEM RESULTS

Organizational Commitment

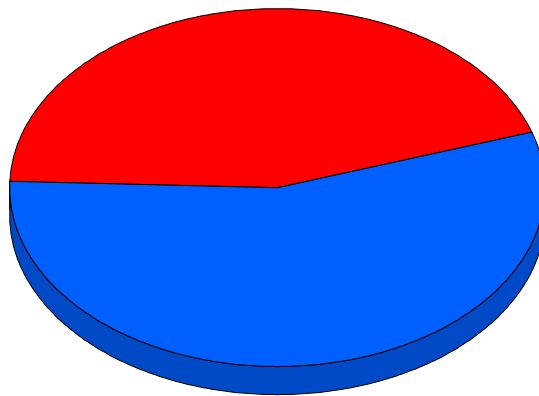
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel motivated to give my best efforts to the mission of my organization.	442	81.70	99	18.30	541	100.00
I feel a strong sense of belonging to this organization.	354	65.43	187	34.57	541	100.00
I am proud to tell others that I belong to this organization.	380	70.24	161	29.76	541	100.00
Overall Average	1,176	72.46	447	27.54	1,623	100.00



Favorable	72.46
Unfavorable	27.54

Trust in Leadership

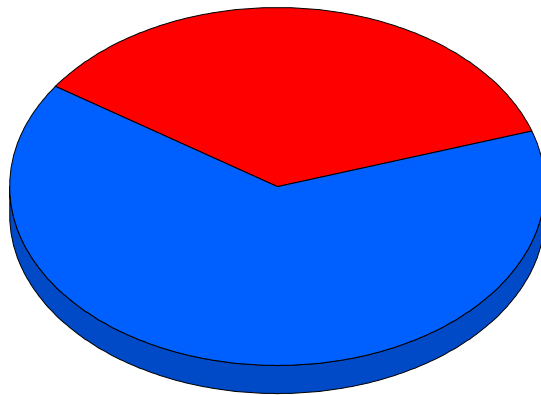
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I trust that my organization's leadership will treat me fairly.	313	57.86	228	42.14	541	100.00
I trust that my organization's leadership will represent my best interests.	283	52.31	258	47.69	541	100.00
I trust that my organization's leadership will support my career advancement.	307	56.75	234	43.25	541	100.00
Overall Average	903	55.64	720	44.36	1,623	100.00



Favorable	55.64
Unfavorable	44.36

Organizational Performance

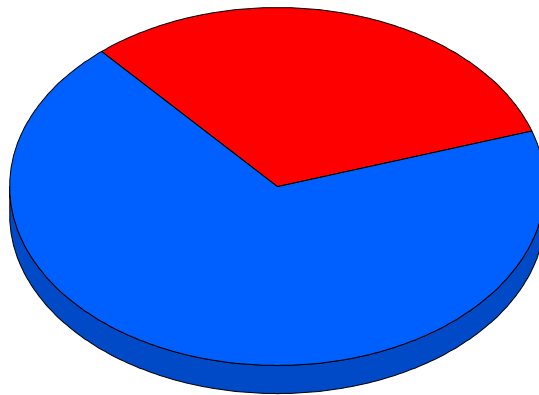
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	395	73.01	146	26.99	541	100.00
My organization's performance, compared to similar organizations, is high.	340	62.85	201	37.15	541	100.00
My organization makes good use of available resources to accomplish its mission.	380	70.24	161	29.76	541	100.00
All members of my organization make valuable contributions to completing tasks.	277	51.20	264	48.80	541	100.00
Overall	1,392	64.33	772	35.67	2,164	100.00



Favorable	64.33
Unfavorable	35.67

Organizational Cohesion

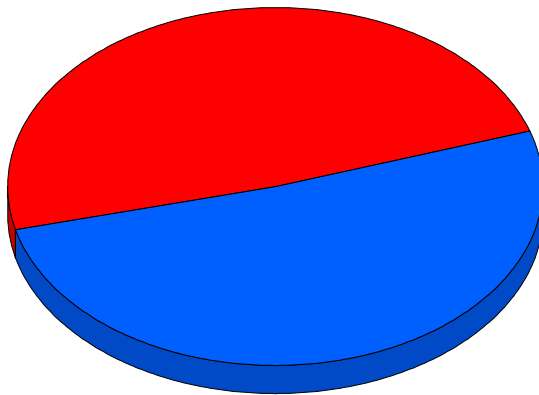
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members trust each other.	276	51.02	265	48.98	541	100.00
Members support each other to get the job done.	418	77.26	123	22.74	541	100.00
Members work well together as a team.	404	74.68	137	25.32	541	100.00
Members look out for each other's welfare.	389	71.90	152	28.10	541	100.00
Overall	1,487	68.72	677	31.28	2,164	100.00



Favorable	68.72
Unfavorable	31.28

Leadership Cohesion

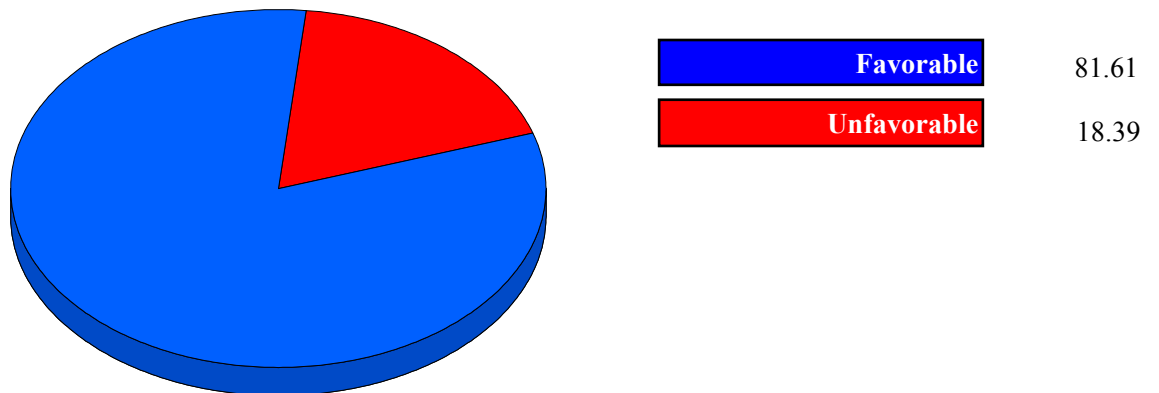
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders in my organization work well together as a team.	284	52.50	257	47.50	541	100.00
Leaders in my organization communicate well with each other.	250	46.21	291	53.79	541	100.00
Leaders in my organization support each other to get the job done.	324	59.89	217	40.11	541	100.00
Leaders in my organization are consistent in enforcing policies.	246	45.47	295	54.53	541	100.00
Overall	1,104	51.02	1,060	48.98	2,164	100.00



Favorable	51.02
Unfavorable	48.98

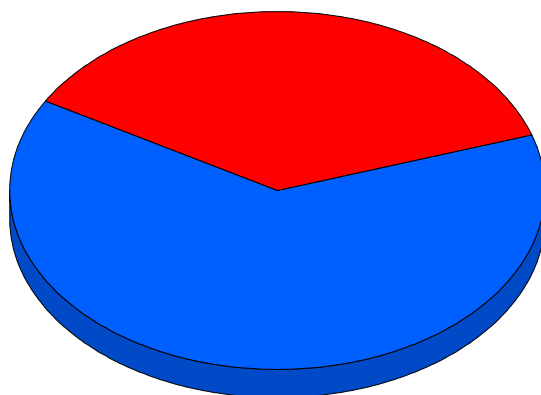
Job Satisfaction

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I like my job.	474	87.62	67	12.38	541	100.00
Most days I am enthusiastic about my work.	434	80.22	107	19.78	541	100.00
I feel satisfied with my present job.	429	79.30	112	20.70	541	100.00
I find real enjoyment in my work.	429	79.30	112	20.70	541	100.00
Overall	1,766	81.61	398	18.39	2,164	100.00



Diversity Management

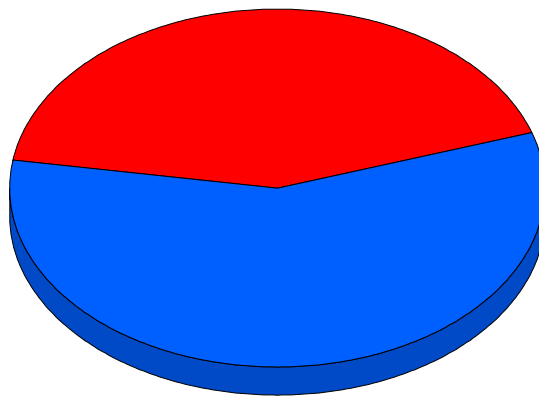
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are encouraged to perform to their fullest potential, regardless of their background.	403	74.49	138	25.51	541	100.00
Members have access to a mentoring program.	294	54.34	247	45.66	541	100.00
Members' skills and other attributes are taken into account when assigning tasks.	357	65.99	184	34.01	541	100.00
Efforts are made to make everyone feel like part of the team.	315	58.23	226	41.77	541	100.00
Overall	1,369	63.26	795	36.74	2,164	100.00



Favorable	63.26
Unfavorable	36.74

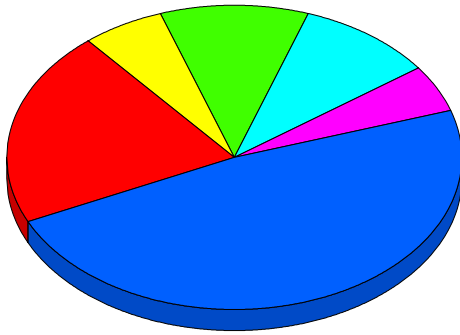
Organizational Processes

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Discipline is administered fairly.	258	47.69	283	52.31	541	100.00
Programs are in place to address members' concerns.	374	69.13	167	30.87	541	100.00
Decisions are made after reviewing relevant information.	329	60.81	212	39.19	541	100.00
Relevant job information is shared among members.	333	61.55	208	38.45	541	100.00
Personnel are accountable for their behavior.	259	47.87	282	52.13	541	100.00
Overall	1,553	57.41	1,152	42.59	2,705	100.00



Favorable	57.41
Unfavorable	42.59

What best describes your career intentions?

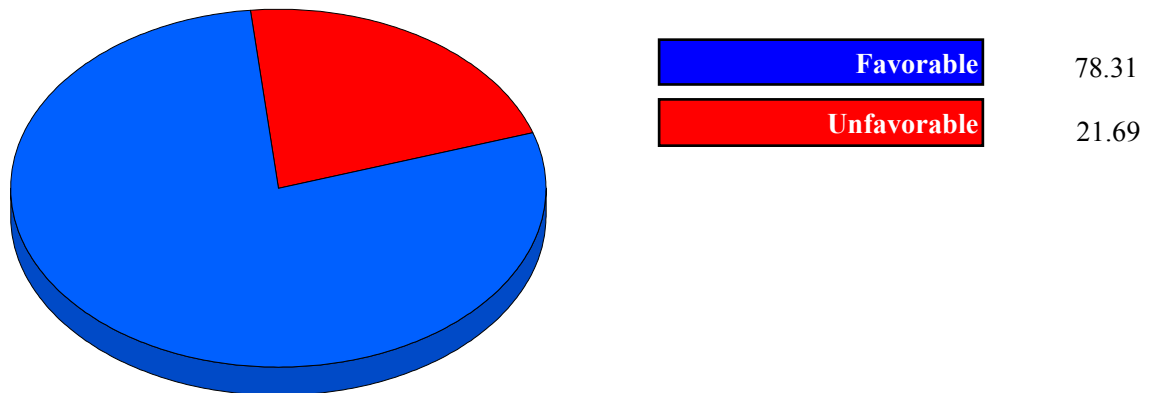


	Frequency	Percent
	260	48.06
	113	20.89
	31	5.73
	57	10.54
	53	9.80
	27	4.99
Total	541	100.00



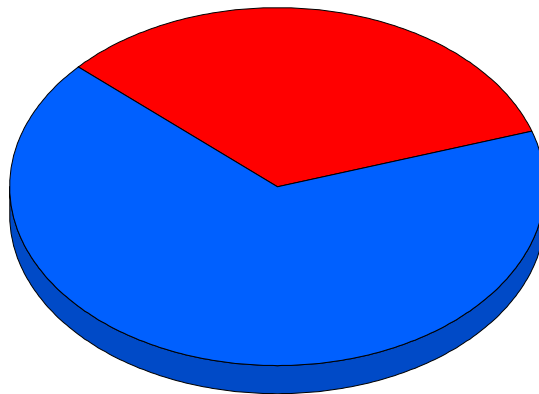
Help Seeking Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are well trained to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).	387	71.53	154	28.47	541	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.	489	90.39	52	9.61	541	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.	395	73.01	146	26.99	541	100.00
Overall	1,271	78.31	352	21.69	1,623	100.00



Exhaustion

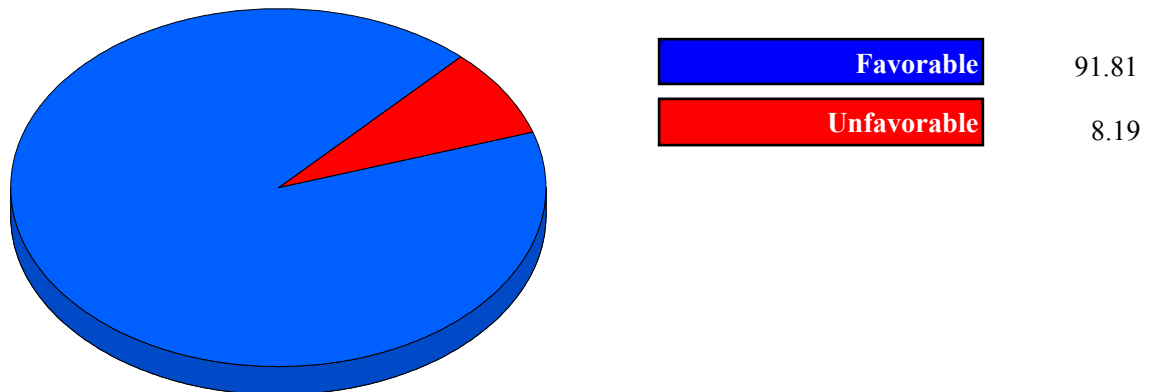
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel mentally worn out.	323	59.70	218	40.30	541	100.00
I feel physically worn out.	386	71.35	155	28.65	541	100.00
I feel emotionally worn out.	372	68.76	169	31.24	541	100.00
Overall	1,081	66.61	542	33.39	1,623	100.00



Favorable	66.61
Unfavorable	33.39

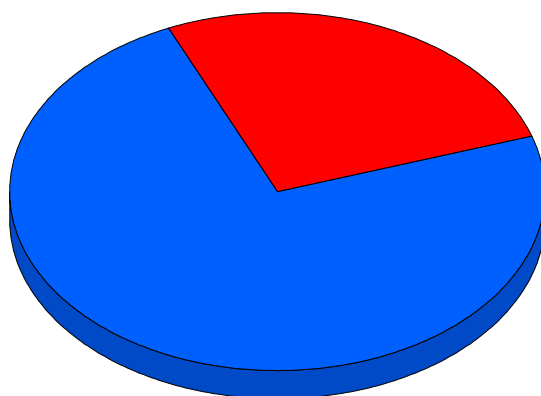
Hazing Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Newcomers in this organization are pressured to engage in potentially harmful activities that are not related to the mission.	496	91.68	45	8.32	541	100.00
Newcomers are harassed and humiliated prior to being accepted into the organization.	494	91.31	47	8.69	541	100.00
To be accepted in this organization, members must participate in potentially dangerous activities that are not related to the mission.	500	92.42	41	7.58	541	100.00
Overall Average	1,490	91.81	133	8.19	1,623	100.00



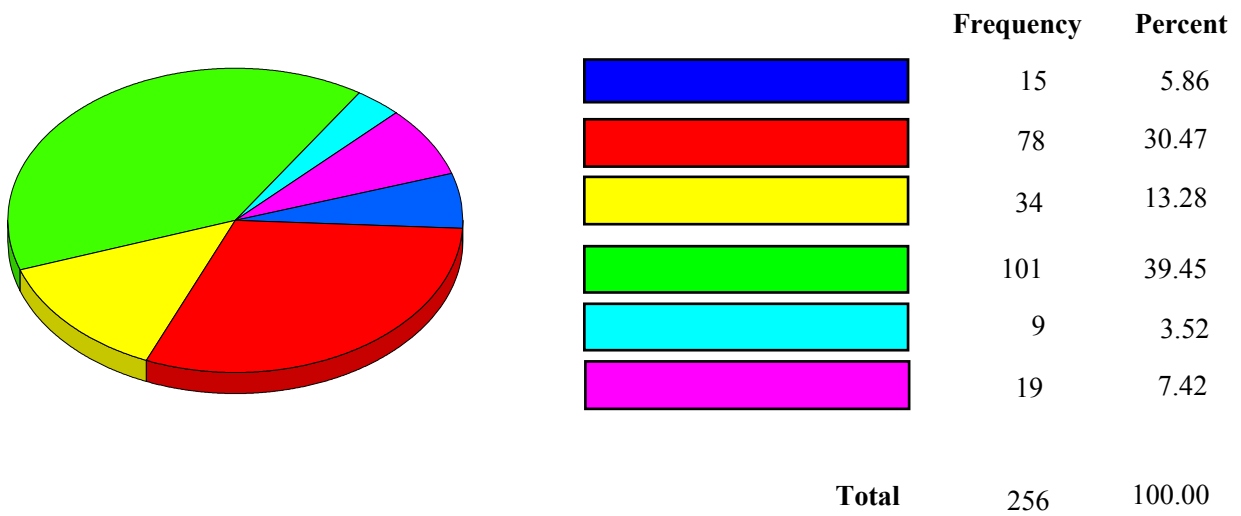
Demeaning Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Certain members are purposely excluded from social work group activities.	390	72.09	151	27.91	541	100.00
Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them.	357	65.99	184	34.01	541	100.00
Certain members are excessively teased to the point where they are unable to defend themselves.	442	81.70	99	18.30	541	100.00
Overall	1,189	73.26	434	26.74	1,623	100.00



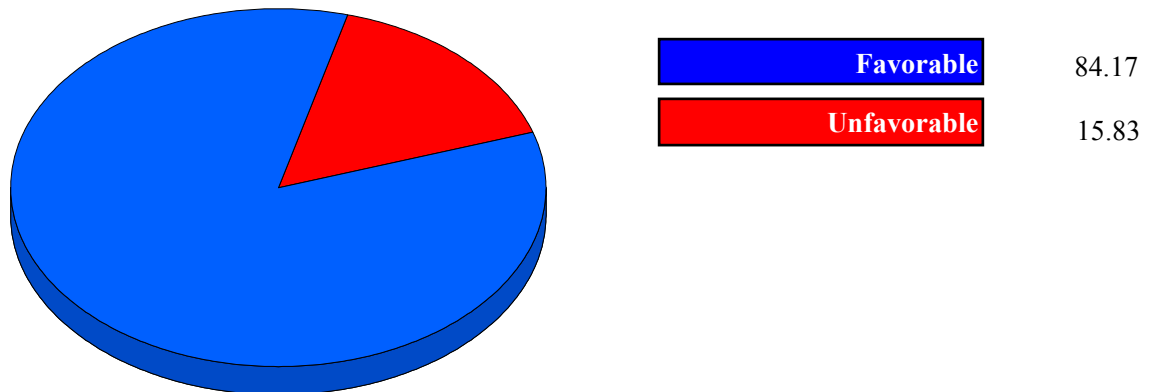
Favorable	73.26
Unfavorable	26.74

In what way or ways do you perceive favoritism is being displayed?



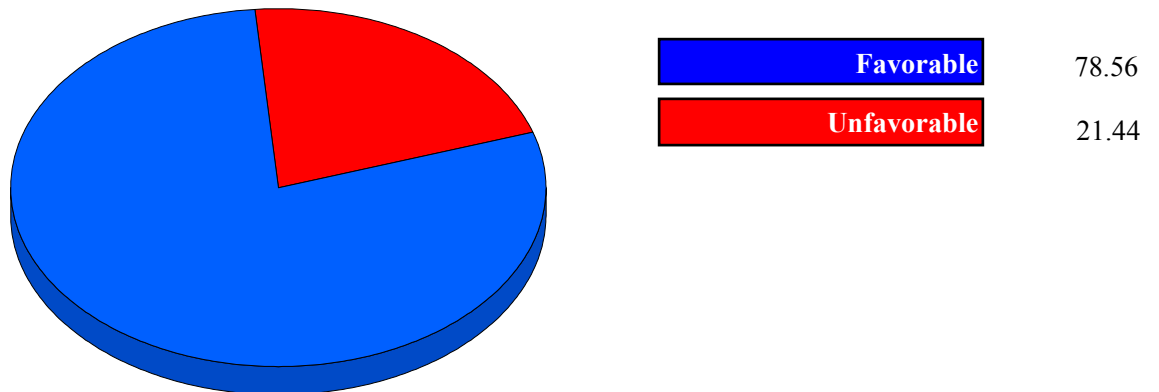
Racial Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel of all races/ethnicities can expect similar job assignments.	429	79.30	112	20.70	541	100.00
People of all races/ethnicities can expect to be treated with the same level of professionalism.	457	84.47	84	15.53	541	100.00
Qualified personnel of all races/ethnicities can expect the same training opportunities.	480	88.72	61	11.28	541	100.00
Overall	1,366	84.17	257	15.83	1,623	100.00



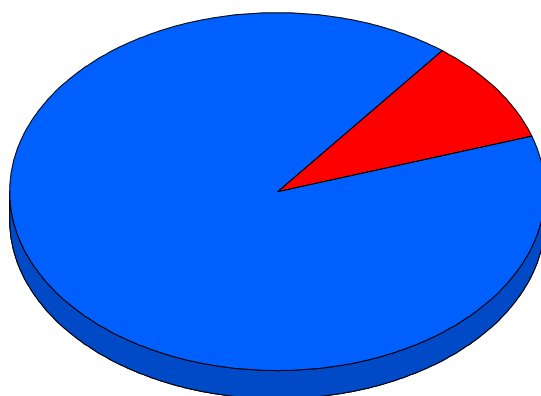
Sex Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified members of both genders can expect to be treated with the same level of professionalism.	409	75.60	132	24.40	541	100.00
Qualified members of both genders can expect similar job assignments.	430	79.48	111	20.52	541	100.00
Qualified members of both genders can expect the same training opportunities.	436	80.59	105	19.41	541	100.00
Overall	1,275	78.56	348	21.44	1,623	100.00



Religious Discrimination

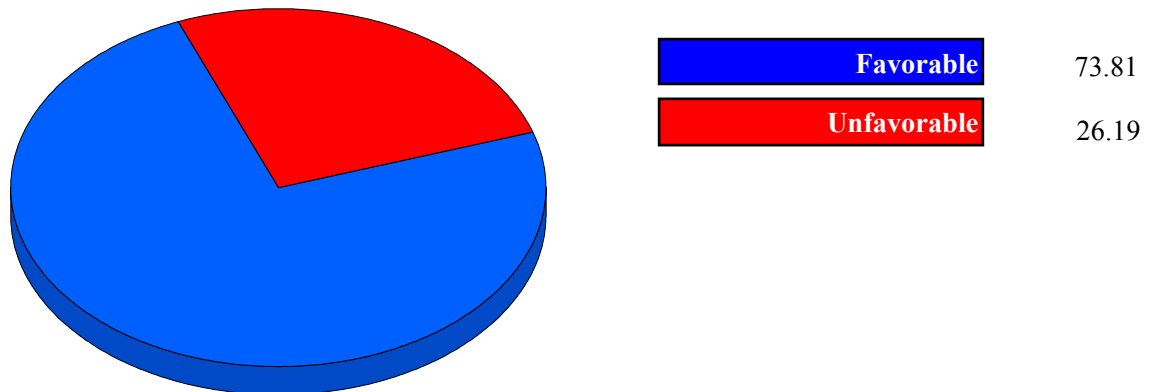
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified people of all religions can expect similar job assignments.	488	90.20	53	9.80	541	100.00
Leaders do not publicly endorse a particular religion.	480	88.72	61	11.28	541	100.00
Qualified personnel of all religions can expect the same training opportunities.	501	92.61	40	7.39	541	100.00
Overall	1,469	90.51	154	9.49	1,623	100.00



Favorable	90.51
Unfavorable	9.49

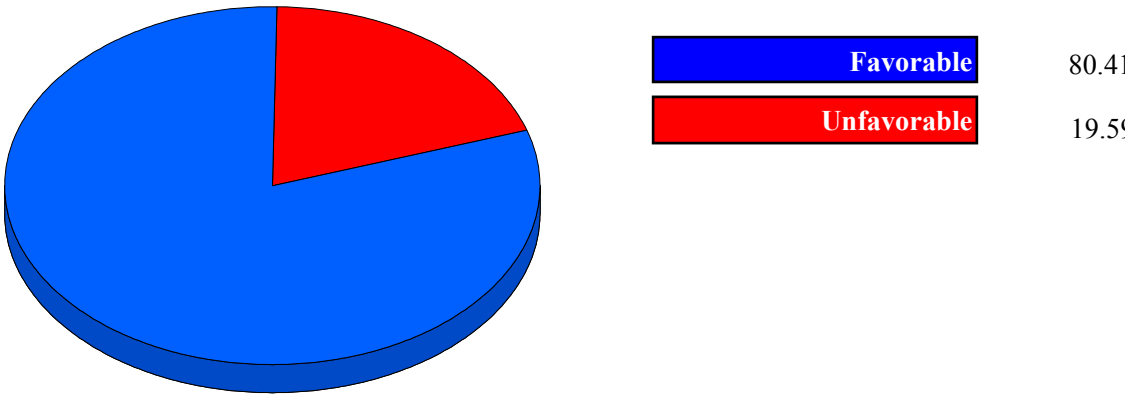
Sexual Harassment

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders play an active role in the prevention of sexual harassment.	400	73.94	141	26.06	541	100.00
Leaders in my organization adequately respond to allegations of sexual harassment.	361	66.73	180	33.27	541	100.00
Sexual harassment does not occur in my work area.	437	80.78	104	19.22	541	100.00
Overall	1,198	73.81	425	26.19	1,623	100.00



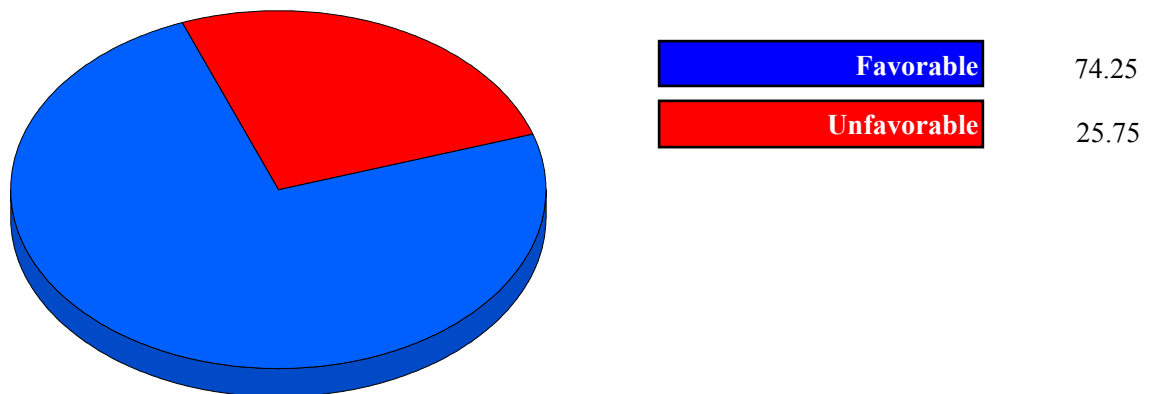
Racist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Racial comments are not used in my work area.	427	78.93	114	21.07	541	100.00
Racial slurs are not used in my work area.	445	82.26	96	17.74	541	100.00
Racial jokes are not used in my work area.	433	80.04	108	19.96	541	100.00
Overall	1,305	80.41	318	19.59	1,623	100.00



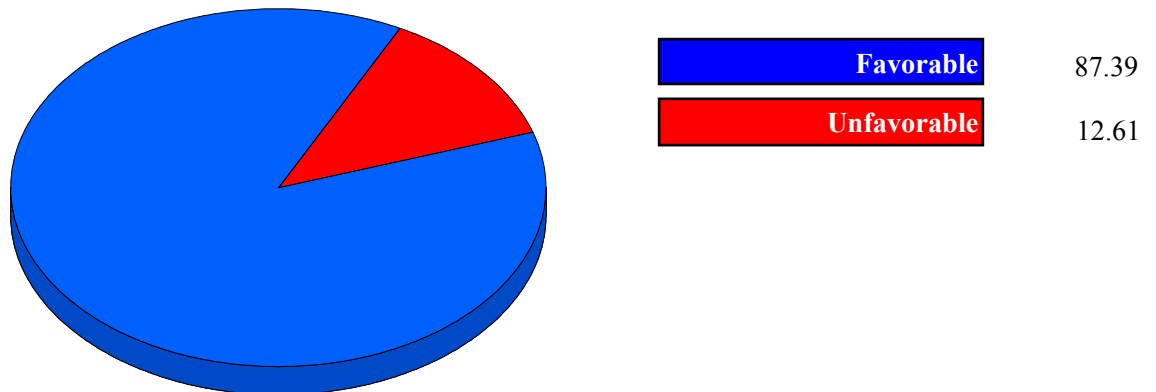
Sexist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexist slurs are not used in my work area.	407	75.23	134	24.77	541	100.00
Sexist jokes are not used in my work area.	386	71.35	155	28.65	541	100.00
Sexist comments are not used in my work area.	412	76.16	129	23.84	541	100.00
Overall	1,205	74.25	418	25.75	1,623	100.00



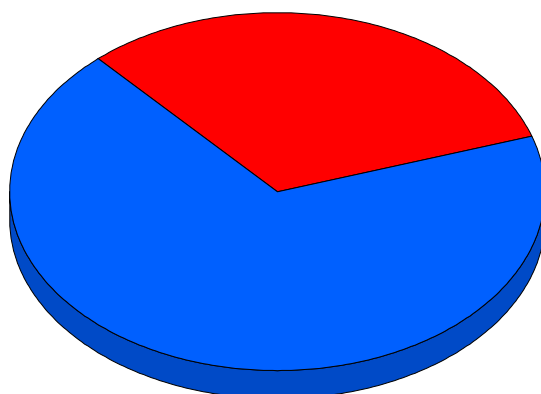
Age Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel over 40 years old can expect similar job assignments as younger personnel.	32	86.49	5	13.51	37	100.00
Qualified personnel over 40 years old can expect the same training opportunities as younger personnel.	31	83.78	6	16.22	37	100.00
Qualified personnel over 40 years old can expect the same career enhancing opportunities as younger personnel.	34	91.89	3	8.11	37	100.00
Overall	97	87.39	14	12.61	111	100.00



Disability Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel who are disabled can expect similar job assignments as non-disabled personnel.	21	56.76	16	43.24	37	100.00
Qualified personnel who are disabled can expect the same training opportunities as non-disabled personnel.	28	75.68	9	24.32	37	100.00
Qualified personnel who are disabled can expect the same career enhancing opportunities as non-disabled personnel.	27	72.97	10	27.03	37	100.00
Overall	76	68.47	35	31.53	111	100.00



Favorable	68.47
Unfavorable	31.53

VIII. RECOMMENDATIONS

The following section provides interpretation and recommendations for the DEOCS report. Based on the data obtained, the DEOCS results for your organization may vary between organizational strengths and concerns. It is important to not only review section VII, DEOCS Summary, but to contrast that information with section V, Climate Factor Subgroup Comparison. Appendix on Written Comments, may also help to validate some areas of concerns within sections VII and V, please ensure you review that area to determine if there are comments that speak directly to any areas of concern.

This section also seeks to provide guidance for additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Share positive results with the organization's members. Compare subgroups to determine whether diminished perceptions of climate factors are prevalent among specific groups, and the sources of those perceptions.

Above Average/Average

Seek to identify-and reinforce-those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

Below Average

It is important to note that some or all of the three lowest averages may actually be comparable to your respective Service averages, and not necessarily represent a negative finding. If any of these averages appear appreciably lower than your Service average, they should be treated as an organizational concern. In cases where low averages, compare the demographic subgroups to determine whether diminished perceptions are more obvious among specific groups.

After identifying the specific climate factors with low averages and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews. Conducting focus groups and interviews can help determine the source and extent of specific perceptions.

Develop an action plan and socialize the plan with members. Set a timeline for the action items designed to address each specific validated concern, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions when possible.

We trust these recommendations for interpretation will prove useful. DEOMI believes the DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

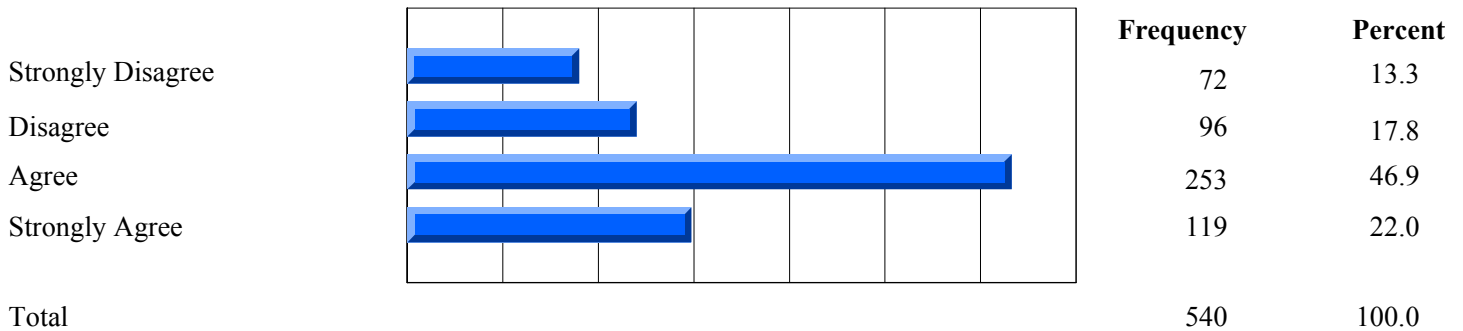
Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:
<http://www.deomi.org/DRN/AssessToSolutions/index.html>

The DEOCS Support Team is available to assist you and can be contacted at:
321-494-2675/4217/2538
DSN: 854-2675/4217/2538
support@deocs.net

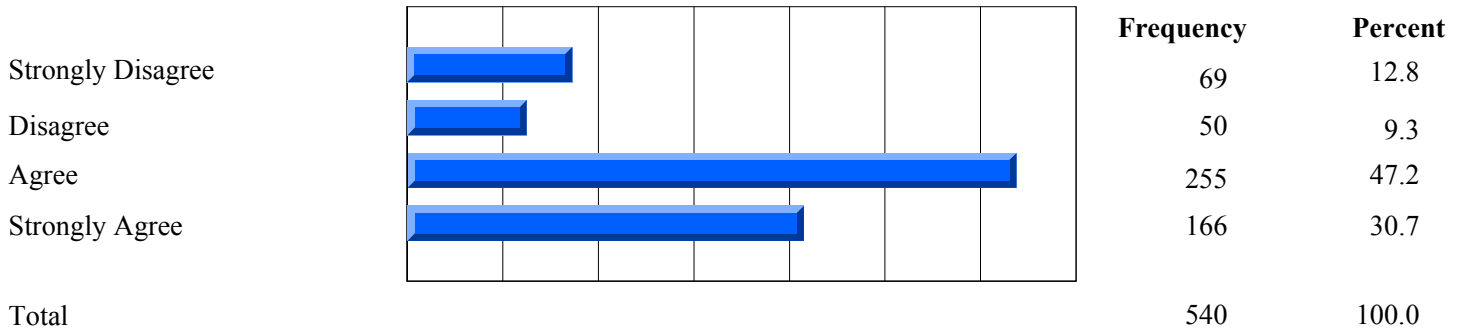
Appendix A: Your Locally Developed Questions

If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.

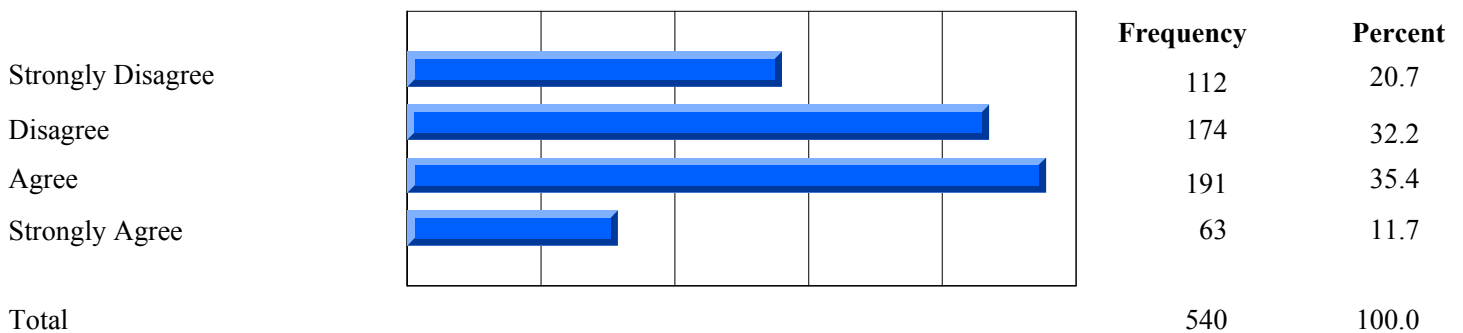
1. I am comfortable approaching unit leadership with any issues or requests.



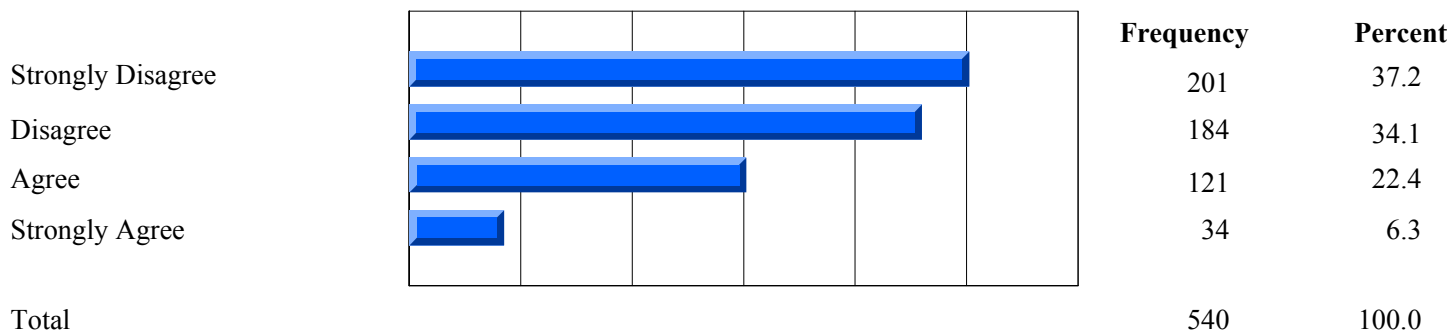
2. My immediate supervisor sets the right example by his or her actions.



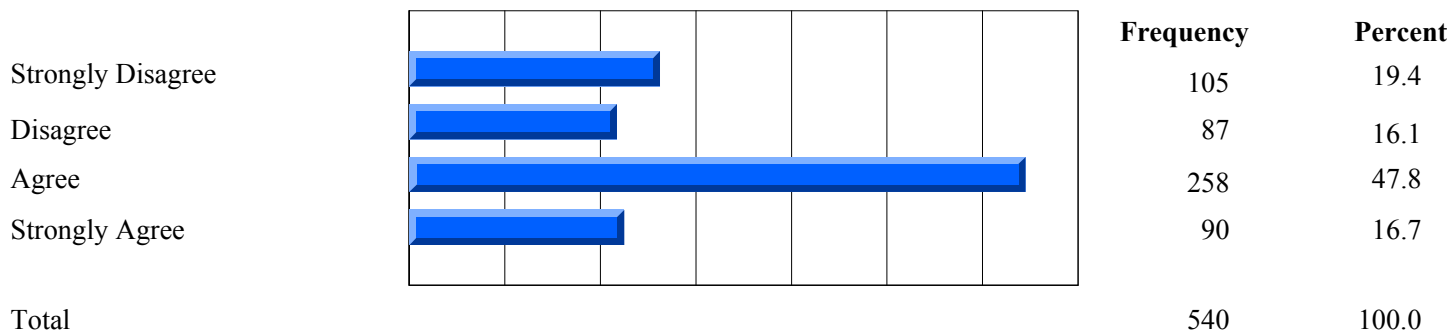
3. Disciplinary action is equitable among all members.



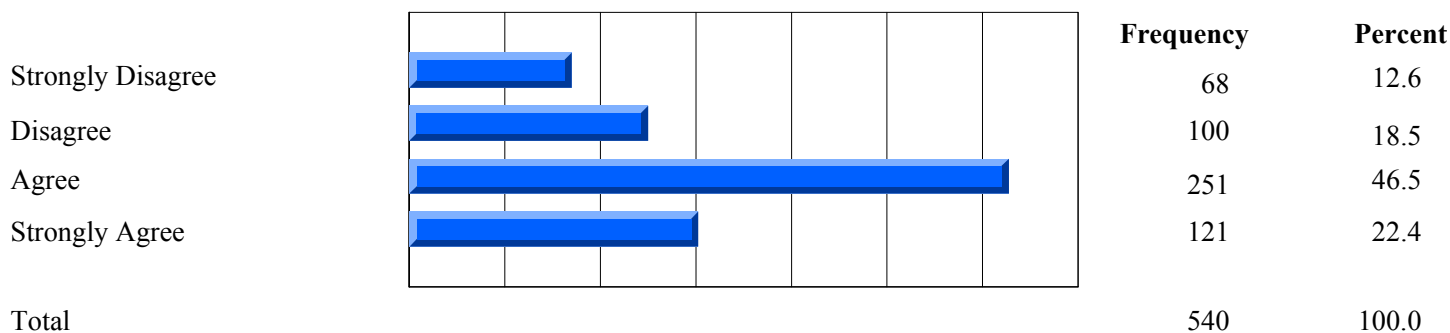
4. Favoritism is not apparent within the AKNG.



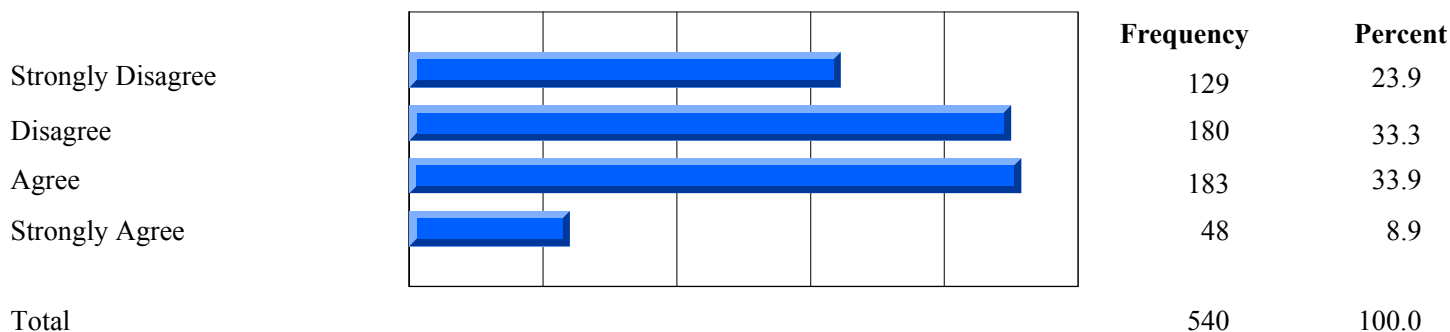
5. I respect the senior Leadership (TAG, ATAG, State CSM, State Command Chief) within the State.



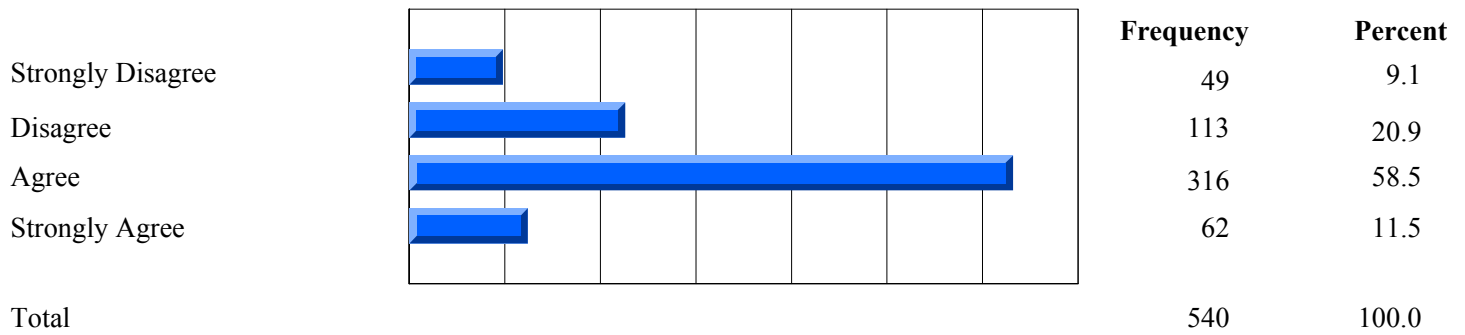
6. I have confidence in the senior leaders at my level/unit.



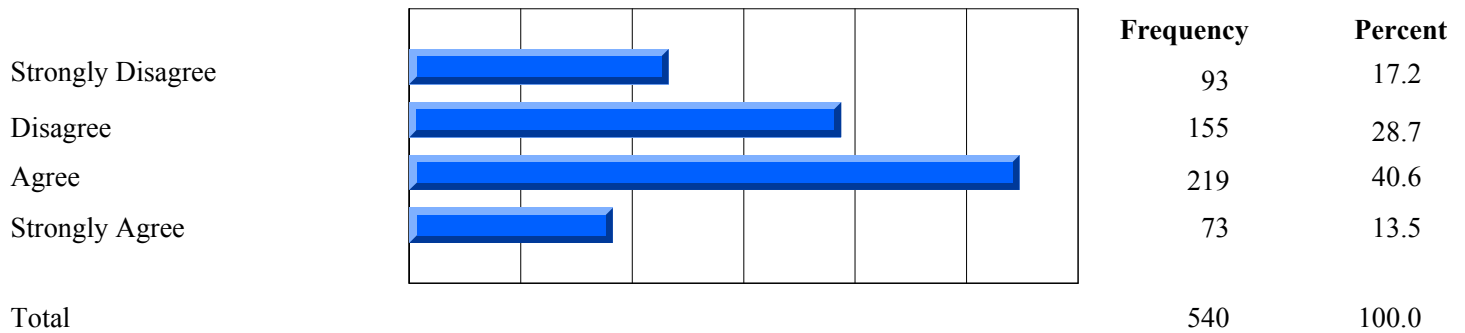
7. Communication flows freely from senior leadership to all levels of the organization.



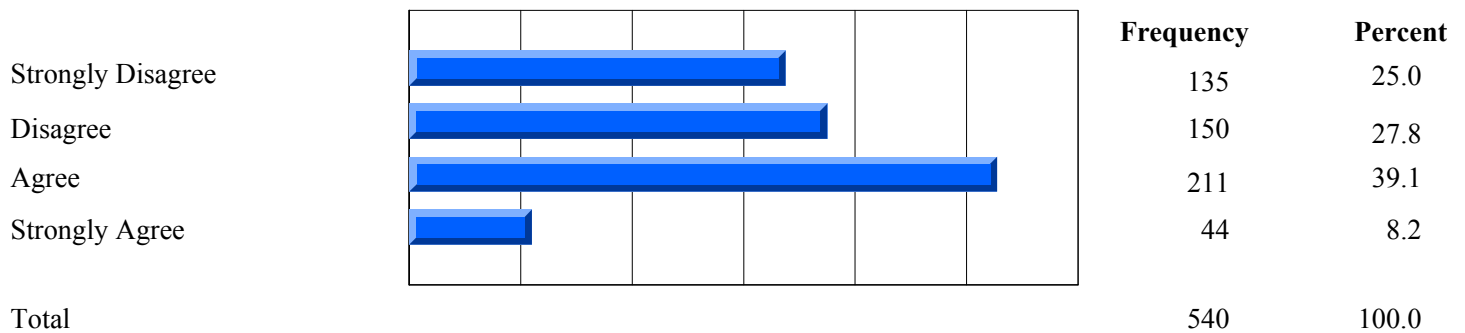
8. Personnel in my unit exhibit professional behavior on and off duty.



9. All unit personnel receive the same level of respect from leadership.



10. The AKNG selection board process (for promotion and retention) is fair.



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Appendix B. Investigation of Sexual Assault

As was noted in the Analysis of Sexual Assault in the AKNG above, investigation and differences in terminology have impeded the prosecution of sexual assault matters.

A. Investigation:

The active military services have, as a component of their force, military criminal investigative organizations (MCIOs) such as the Army Criminal Investigative Division and the Air Force Office of Special Investigations which are required by DoD policy to investigate all allegations of sexual assault involving federal forces.¹ These MCIOs, however, lack jurisdiction to investigate crimes which involve the National Guard when those crimes occur by members serving in a non-federal status, *e.g.*, state active duty (SAD) or Title 32 status.

As a result of the above jurisdictional issues, sexual assault allegations against members of the National Guard not serving in a federal status are referred to local law enforcement. By DoD policy military commanders are not permitted to administratively investigate the facts and a circumstance surrounding a sexual assault until all law enforcement investigative work has concluded or coordination for inquiry has been made.²

In Alaska this meant most of the unrestricted reports were referred to Alaska state law enforcement entities.³ More recently, the National Guard Bureau's Office of Complex Investigations has investigated allegations of sexual assault.

B. Sexual Assault Defined:

¹ A February 2014 update to DoD Instruction 6495.02 (dated 28 March 2013) states: "A unit commander who receives an Unrestricted Report of an incident of sexual assault shall immediately refer the matter to the appropriate military criminal investigation organization (MCIO).

² DoD 6495.02 states that "a unit commander shall not conduct internal command directed investigations on sexual assault or delay immediately contacting the MCIOs while attempting to assess the credibility of the report." Prior to this change, commanders were not expressly prohibited from directing a commander's inquiry into allegations of a sexual assault. Pursuant to CNGBN 0400.01 Command Investigative options are limited to military criminal investigative organizations, local law enforcement, or the NGB Office of Complex Investigations.

³ Of the 37 reported cases of sexual assault 19 were unrestricted cases of which 3 fell under the jurisdiction of MCIOs due to the status of the offender at the time of the assault.

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Not all military allegations of sexual assault arise to the level of a sexual assault under state law. DoD Directive 6495.01, *Sexual Assault Prevention and Response (SAPR) Program*, defines “sexual assault” as: “Intentional sexual contact characterized by use of force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. Sexual contact is defined to include “Any touching, or causing another person to touch, either directly or through the clothing, any body part of any person, if done with intent to arouse or gratify the sexual desire of any person.”⁴

The Alaska Revised Statutes defines sexual assault as including both sexual penetration or sexual contact where the victim did not consent or was incapacitated, mentally incapable, or unaware. Sexual contact includes “knowingly touching, directly or through clothing, the victim's genitals, anus, or female breast; or knowingly causing the victim to touch, directly or through clothing, the defendant's or victim's genitals, anus, or female breast.”⁵

The distinction between any part of the body and specific parts of the body, as well as the absence of assault based on abuse of authority, are two specific areas where the DoD definition and Alaska’s state law differ.

⁴ Uniform Code of Military Justice, Article 120(g)(2)(B).

⁵ Alaska Revised Statutes Section 11.81.900.

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Appendix C: Justice in the Alaska National Guard

Justice in the non-federalized National Guard is at times challenging. The Uniform Code of Military Justice (UCMJ) applies to all service members in a federal military status under Title 10 of the United States Code. However, a state's National Guard members typically perform their daily military duties in a non-federalized status under Title 32 (T-32) ¹ of the United States Code, and consequently they are not usually subject to the federal UCMJ.

The TAG, like any commander, exercises discretionary command authority over military personnel within his command. When issues of good order and discipline come before TAG, he has a wide range of actions available based on what he decides is the appropriate course of action. These discretionary actions range from doing nothing; to judicial disciplinary actions pursuant to the state code of military justice; or to adverse administrative actions, including counseling, reprimands, relief from command/position, reassignment and separation. The chosen action is within the discretion of each TAG based upon his exercise of command authority which flows through all levels of state command to the TAG and to the Governor. Federal authorities, to include the National Guard Bureau, do not have command authority over the members of the ARNG and ANG when in a non-federalized status.

Many states have adopted state codes of military justice to address misconduct committed by military personnel serving within the state in a non-federalized status. Alaska has such a code, the ACMJ, but it lacks "teeth." More specifically, the applicability of the ACMJ is more restrictive than that of most state military justice codes in that it expressly withholds jurisdiction for any crime which can be tried by civil authorities.² Therefore, "common law" crimes such as rape, indecent exposure/touching, and all other assaults cannot be criminally prosecuted under the ACMJ, but must instead be referred to civilian authorities such as the Anchorage Police Department (APD) or, for

¹ There are a few missions performed by the NG in a T10 status they include the Homeland Defense Missions such as the Space warning and missile defense mission currently being performed at Clear AFB and Ft Greely. Operators actually sit "crew" on shift; or when a fighter pilot sits runway alert or launches for air defense under the NORAD bilateral treaty or for Operation Noble Eagle

² See Alaska Statute 26.05.300, which provides that "An offense committed by a member of the militia, organized or unorganized, shall be tried in civil courts and prosecuted by civil authorities except offenses of a purely military nature."

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most of the AKNG's dispersed units, the Alaska State Troopers (AST). This leaves only inherently military offenses – such as insubordination, malingering, asleep at post, drunk on duty – to be tried by military courts martial under the ACMJ. This is not optimal.

Convening a General or Special Court-Martial under a state's code of military justice takes considerable effort and expense. Accordingly, the authority to convene courts martial is uniformly withheld throughout the several states to those cases involving severe misconduct. In Alaska, the Team found no record of an ACMJ court martial since passage of the original ACMJ in 1955. In fact, the leadership across the AKNG was largely under the impression no ACMJ even existed. However, the ACMJ is in force, and it was supplemented in 1992 by a Governor's executive order published as Alaska ARNG Regulation 27-10 and ANG Regulation 111-9.^{3 4}

A Special Court Martial may be convened under the ACMJ by commanders as low as Battalion or Group level for enlisted members, and the Special Court may impose the same potential punishments as a General Court Martial, except the maximum fine is \$100.⁵

A Summary Court martial may be convened under the ACMJ by any commander for enlisted members only and may assess a mere \$25 fine and forfeiture of one month's pay. There is, however, no provision for a Summary Court Martial under the Governor's order/implementing regulations, leading us to question whether or not a Summary Court is, in practice, still available under Alaska law.

³ The ACMJ also applies to the State Defense Force and Alaska Naval Militia and is published under their regulations as well.

⁴ Under the ACMJ and its implementing regulations, the most severe punishment for even the most severe "inherently military crime" (e.g. mutiny and sedition) on conviction by a General Court Martial convened by the Governor himself, is a \$200 fine, forfeiture of two months' pay & allowances, a reprimand, and 60 days' confinement (reduction in rank to the lowest grade is limited to noncommissioned officers, meaning that neither officers nor junior enlisted members may be reduced). While a General Court Martial may impose a Dishonorable Discharge (in actuality, a "separation") from the Alaska military forces, such a service characterization will apply only to the member's National Guard service – and not to their federal "Reserve of the Army" or "Reserve of the Air Force" service, limiting the effectiveness of such action.

⁵ The regulation purports to permit 6 months' forfeiture, but this is at odds with the statute which permits only equivalent punishments for this lesser forum; the service characterization for a State discharge, only, is capped at a Bad Conduct Discharge.

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Like the UCMJ, the ACMJ incorporates a Non-Judicial Punishment (NJP) provision, under which a commander may offer a member suspected of a crime the opportunity to have guilt or innocence decided by the commander in a comparatively informal setting, with available punishment capped at a substantially lower level than typically permitted by courts martial. But NJP has absolutely no utility if a commander is not willing to proceed to a court martial if the offer of NJP is rejected, as it would be likely under the ACMJ owing to the infrequency of trials and the minimal maximum punishments. Such a scenario would also undermine good order and discipline within a unit.

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