

U.S. Department of
Homeland Security

United States
Coast Guard



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August 27, 2014
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Greetings:

Enclosed, please find the U.S. Coast Guard's 2013 Sexual Assault Prevention Council Annual Report, originally promulgated in April of this year. The Coast Guard established this Council in January 2013 to coordinate efforts to eliminate sexual assault from the Coast Guard. During the period of this report, the Council developed and followed the U.S. Coast Guard Sexual Assault Prevention and Response Strategic Plan for Fiscal Years 2013-2017.

One of my first actions as Commandant was the issuance of my Direction for the Service, and in this Direction, I stress as a Guiding Principle the importance of **Duty to People**. The first priority I set out under this Guiding Principle is a commitment to driving sexual assault from our ranks. This requires continued emphasis and effort, building upon the Council's efforts documented in this report.

This report documents the dedicated work of this Council in addressing the problem of sexual assault across four cross-cutting themes, as laid out in the Strategic Plan. By tackling this challenge along the lines of Climate, Prevention, Response, and Accountability, the Council developed a collective understanding of the Service's culture, and thus, provided a focused set of activities and milestones to guide both near- and long-term efforts to eliminate sexual assault. The Coast Guard continues to take substantial steps to improve the timeliness of the investigation and adjudication process for these criminal acts.

This Council and the Coast Guard achieved significant progress over this short period of time. However, more work lies ahead and we will remain stalwart in demonstrating the moral courage required to commit to a safe, inclusive and respectful workplace. Our Core Values of **Honor**, **Respect**, and **Devotion to Duty** demand this of us.

Sincerely,

A handwritten signature in blue ink that reads "P. F. Zukunft".

Paul F. Zukunft
Admiral, U.S. Coast Guard
Commandant

Enclosure: U.S. Coast Guard's 2013 Sexual Assault Prevention Council Annual Report



United States Coast Guard
Sexual Assault Prevention Council

Annual Report
2013



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Executive Summary



Over the last several years, the Coast Guard has dedicated significant resources to eliminate sexual assault from the Service. While external oversight bodies and the media have recently focused significant attention on the problem of sexual assault in the military, the Coast Guard has long recognized the importance of a strong Sexual Assault Prevention and Response Program, and has taken direct actions—such as hiring a dedicated Program Manager and chartering a Task Force to examine sexual assault training, policy, investigations, communications, and culture — to address the problem. In January 2013, these efforts culminated with the Coast Guard’s establishment of the Sexual Assault Prevention Council as a cross directorate Council comprised of shareholders in the Sexual Assault Prevention and Response Program and processes.

In its first year, the Council made significant progress to increase the Coast Guard leadership's collective understanding of the current climate, drive positive cultural change, increase the availability and quality of response support for sexual assault victims, improve investigative and prosecution processes, and empower leadership to take action to prevent and respond to incidents of sexual assault. As its first order of business, the Council developed and published the *U.S. Coast Guard Sexual Assault Prevention and Response Strategic Plan for Fiscal Years 2013-2017*. The Plan outlines the following four strategic goals around which the Coast Guard will focus its efforts during fiscal years 2013-2017:

Strategic Goals

➤ Goal 1 (Climate):

Create a culture intolerant of sexual assault or behaviors that enable it.

➤ Goal 3 (Response):

Improve the availability and quality of response support for sexual assault victims. Increase victim confidence and lessen the stigma associated with reporting.

➤ Goal 2 (Prevention):

Eliminate sexual assault in the Coast Guard through the foundation of a strong preventative culture.

➤ Goal 4 (Accountability):

Ensure those who commit sexual assault in the Coast Guard are held accountable. Improve capability and capacity for the reporting, investigation, and prosecution of sexual assault; and elevate leadership engagement in response to sexual assault.

In alignment with these goals, the Sexual Assault Prevention Council identified and took action on a focused set of activities and milestones to drive the Coast Guard's near-term efforts to eliminate sexual assault from the Service. The Council's 2013 accomplishments are described below:

Accomplishments by Strategic Goals

➤ Goal 1 (Climate):

Assessed the current sexual assault prevention and response climate and culture, improved training programs, and issued and planned targeted communications. Specific efforts included sponsoring a Junior Council and a Sexual Assault Prevention and Response Summit; improving unit indoctrination, standardized, and recruit training; planning events for the 2013 Sexual Assault Awareness Month; and issuing public affairs guidance and a blog series.

➤ Goal 3 (Response):

Increased sexual assault response resources, developed and instituted Sexual Assault Response Coordinator and Victim Advocate certification requirements, enhanced the Victim Advocate screening process, and established a Special Victims' Counsel Program to ensure victims understand the military justice process.

➤ Goal 2 (Prevention):

Raised leadership awareness of sexual assault issues and improved bystander intervention training through developing leadership training tools and incorporating bystander intervention training in several forums attended by a broad cross section of Coast Guard personnel.

➤ Goal 4 (Accountability):

Evaluated and improved the investigative and prosecution processes and equipped Coast Guard leaders with the necessary tools to enable them to fully engage in response activities. Specific activities included a review of disposition determinations, development of a Sexual Assault Incident Report and an accompanying Commanding Officers/Officers-in-Charge Quick Reference Guide, and recommendations to the Vice Commandant to establish a Case Review Board Pilot, Sexual Assault Response Teams, and Crisis Intervention Teams.

In its first year, the Council made significant progress toward to goals of the *Strategic Plan*. These efforts have both created and set the foundation for improvements in training, policy, investigation and prosecution, communications, and workplace climate and culture. While these accomplishments are significant, the Council's work is not over, and throughout 2014 and beyond, the Council plans to continue efforts to implement the *Strategic Plan*, develop sustainable processes and systems for legacy and new sexual assault prevention and response efforts, and, in collaboration with the White House and Department of Defense, define and institute metrics to measure the effectiveness of activities over time.

“The well-being of our people is critical to the success of our Service. The Coast Guard relies on cutters, boats, and aircraft to operate in the maritime environment, but it is our people who deliver truly unique capabilities to the Nation. We are committed to upholding values which advance a professional working environment today and cultivate the workforce of tomorrow.”

— Admiral Paul F. Zukunft
Commandant
U.S. Coast Guard

Within the Coast Guard, sexual assault is a crime that destroys discipline, erodes command cohesiveness, and degrades readiness. Although sexual assault in the military is an issue that has recently received significant attention from external oversight bodies and the media, the issue has been at the forefront of the Commandant’s priorities for many years. Since 2008, the Coast Guard has dedicated significant resources and taken direct actions—such as hiring a dedicated Program Manager and chartering a Task Force to examine sexual assault training, policy, investigations, communications, and culture—to address sexual assault (see Figure 1). In October 2013, these actions culminated in the issuance of the Sexual Assault Prevention and Response Task Force’s Report. In its Report, the Task Force recommended that the Coast Guard create a Sexual Assault Prevention Council to manage implementation of the Task Force recommendations and coordinate Service-wide efforts to eliminate sexual assault by and upon Coast Guard personnel.

In direct response to the Task Force Report, the Deputy Commandant for Mission Support signed the Sexual Assault Prevention Council Charter on 31 January 2013. The newly formed Council held its kick-off meeting on 27 February 2013. Since then, the Council met one to two times a month and drove measured progress in all areas addressed in the Task Force Report: training, policy, investigation and prosecution, communications, and workplace climate and culture. This document provides an overview of the Sexual Assault Prevention Council, its accomplishments in its first year, and its priorities for 2014.

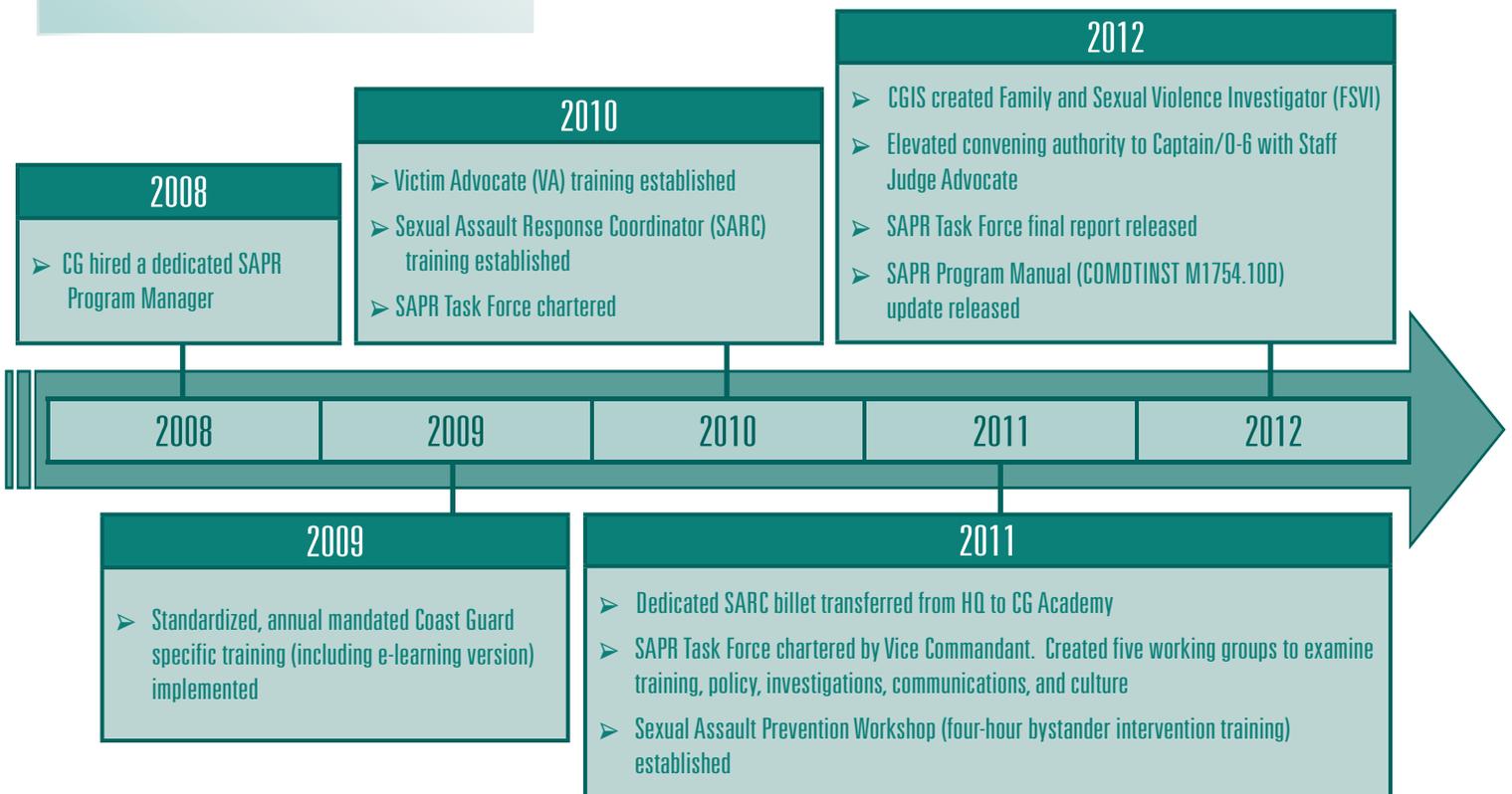


Figure 1: Sexual Assault Prevention and Response Background Timeline

2

Sexual Assault Prevention Council Overview



“Our leaders have made it clear to my peers and I that they are serious

about sexual assault. The fact that they care enough to ask us our opinions on how to fix the problem in our service, then take our feedback for action, is testimony to their commitment.”

— AMT2 Darrell Linders,
Junior Council Liaison

Eliminating sexual assault from the Coast Guard requires fundamental changes to many facets of the organization, including culture and workplace climate; human resources policies and processes; training programs; accountability mechanisms; and renewed leadership engagement and commitment. For that reason, the Deputy Commandant for Mission Support chartered the Sexual Assault Prevention Council as a cross-directorate council comprised of senior leadership from the Coast Guard Areas, Force Readiness Command, Academy, and Headquarters entities that are shareholders in the Sexual Assault Prevention and Response Program and processes, including:

- Deputy Commandant for Mission Support (Chair)
- Master Chief Petty Officer of the Coast Guard
- Pacific Area Deputy Commander
- Atlantic Area Deputy Commander
- Director of the Office of Civil Right
- Director of Governmental and Public Affairs
- Judge Advocate General and Chief Council
- Assistant Commandant for Human Resources
- Director of Health, Safety, and Work-Life
- Director of Coast Guard Investigative Services
- Superintendent of the Coast Guard Academy
- Commander of Force Readiness Command

Collectively, this diverse and senior group of leaders provides the Coast Guard, for the first-time, with a governance body that has the necessary authority and leadership to effectively drive Service-wide organizational and cultural change associated with how the Coast Guard prevents and responds to incidents of sexual assault.

To achieve its mission, the Sexual Assault Prevention Council is chaired by the Deputy Commandant for Mission Support and works in close collaboration with the Program Office, which is responsible for day to day management of sexual assault prevention and response activities, and the Sexual Assault Prevention and Response Military Campaign Office. In May 2013, the Council established the Military Campaign Office as a two-year campaign to coordinate the Service’s efforts to rapidly operationalize and implement near-term strategies that will create the processes, training regiments, measurements, and support system integrity that will best position the Coast Guard to eradicate sexual assault. The Military Campaign Office also serves as the temporary Executive Secretariat for the Sexual Assault Prevention Council and is responsible for managing the day-to-day operations of the Council. **Figure 2**, below, illustrates the Council’s relationship with the Deputy Commandant for Mission Support, the Program Office, and the Military Campaign Office.

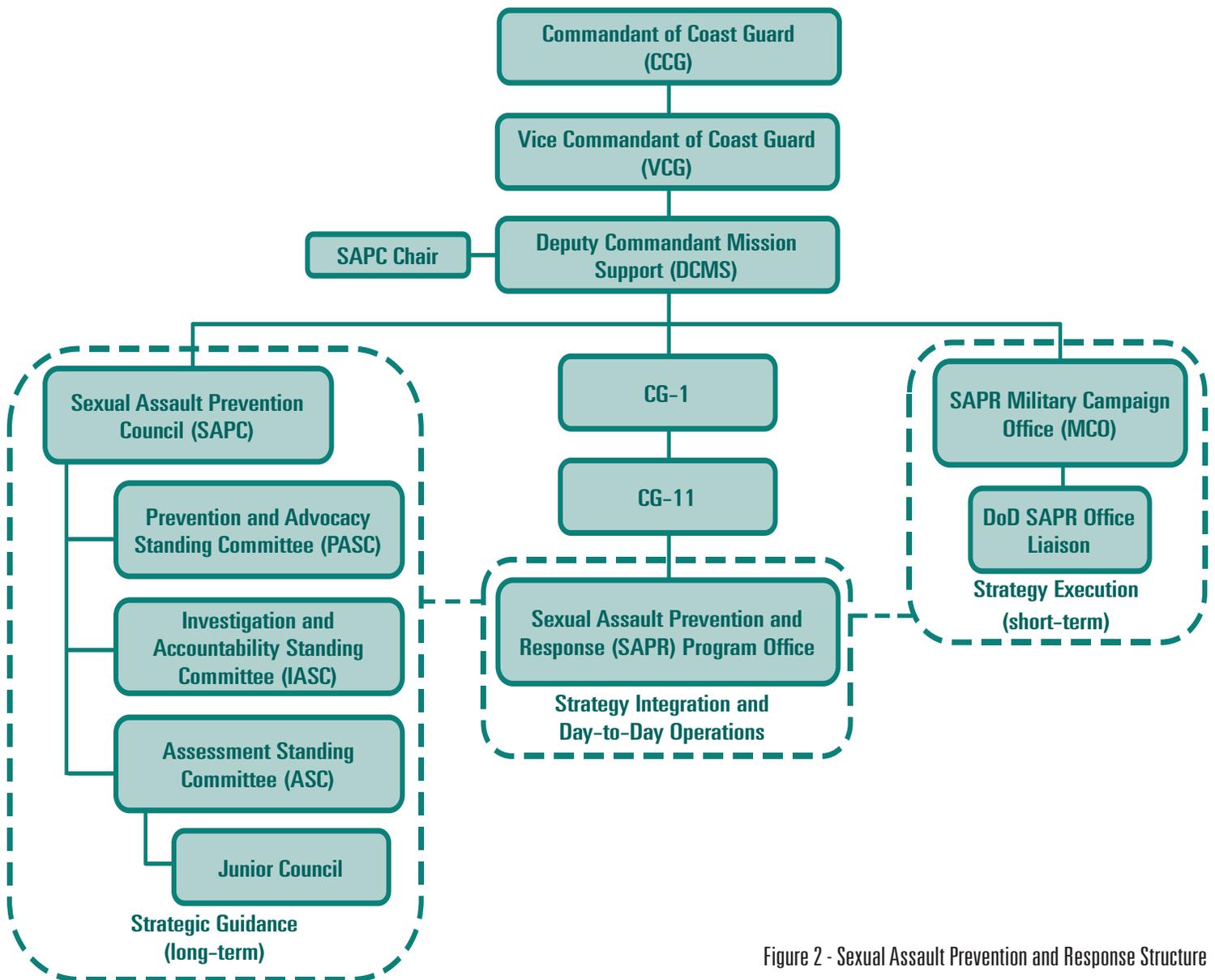


Figure 2 - Sexual Assault Prevention and Response Structure



As its first order of business, the Council reviewed the recommendations of the Task Force and, based on those recommendations, developed the *U.S. Coast Guard Sexual Assault Prevention and Response Strategic Plan for Fiscal Years 2013-2017*. The *Strategic Plan*, which was signed by the Commandant in April 2013, describes the Coast Guard's approach to eliminate sexual assault—by building both a culture intolerant of assault and harassment and the infrastructure and systems required to support victims, foster an environment of intimidation-free reporting, ensure fair and impartial investigations when incidents do occur, and ensure accountability. Specifically, the Plan outlines the following four strategic goals around which the Coast Guard will focus its efforts during fiscal years 2013-2017:

Strategic Goals

➤ Goal 1 (Climate):

Create a culture intolerant of sexual assault or behaviors that enable it.

➤ Goal 3 (Response):

Improve the availability and quality of response support for sexual assault victims. Increase victim confidence and lessen the stigma associated with reporting.

➤ Goal 2 (Prevention):

Eliminate sexual assault in the Coast Guard through the foundation of a strong preventative culture.

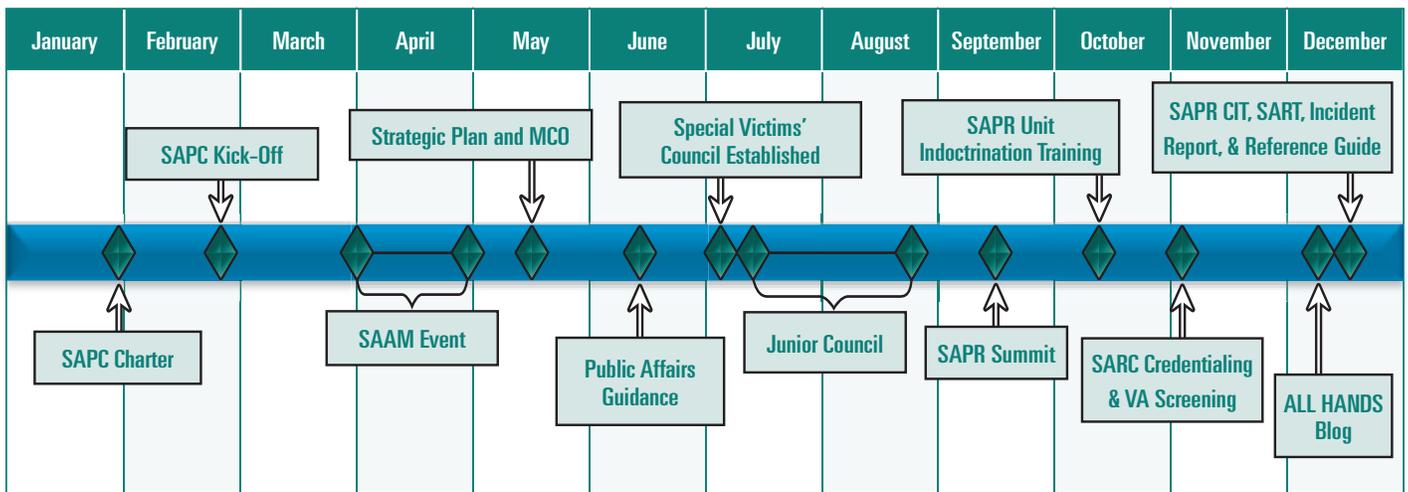
➤ Goal 4 (Accountability):

Ensure those who commit sexual assault in the Coast Guard are held accountable. Improve capability and capacity for the reporting, investigation, and prosecution of sexual assault; and elevate leadership engagement in response to sexual assault.

To address these goals, the Council chartered three standing committees (Prevention and Advocacy Standing Committee, Investigation and Accountability Standing Committee, and Assessment Standing Committee) and created a Plan of Actions and Milestones detailing each task the Council will complete to operationalize the *Strategic Plan* (Appendix A). Recognizing the interconnectedness between each of these goals, the standing committees worked in close collaboration to eliminate redundancies and ensure consistency across efforts.

Following this approach, in its first year, the Council increased the Coast Guard leadership’s collective understanding of the current climate, provided tools to drive positive cultural change, formulated and implemented tactics to increase the availability and quality of response support for sexual assault victims, devised strategies to evaluate and improve investigative and prosecution processes, and empowered leadership to take action to prevent and respond to sexual assault.

The following sections detail specific Sexual Assault Prevention Council accomplishments aligned with each goal of the *U.S. Coast Guard Sexual Assault Prevention and Response Strategic Plan for 2013-2017*. Figure 3 below provides a high-level summary of the Council’s key events and milestones in 2013.



Month	Key Event or Milestone
January	➤ Sexual Assault Prevention Council (SAPC) Charter Signed on 31 January 2013
February	➤ Sexual Assault Prevention Council (SAPC) Kick-Off Meeting Held on 27 February 2013
April	➤ Sexual Assault Assessment Month (SAAM) Event (individual unit all-hands discussions) Held
May	➤ <i>U.S. Coast Guard SAPR Strategic Plan for Fiscal Years 2013-2017</i> Released ➤ Sexual Assault Prevention and Response Military Campaign Office (MCO) Established
June	➤ Sexual Assault Prevention and Response Public Affairs Guidance Issued
July — August	➤ Special Victims’ Counsel Established ➤ Junior Council Focus Groups Convened
September	➤ Sexual Assault Prevention and Response Summit held at USCG Headquarters on 16-17 September 2013
October	➤ Sexual Assault Prevention and Response Training Added to Existing Unit Indoctrination Programs
November	➤ Sexual Assault Response Coordinator Credentialing Completed ➤ Victim Advocate Screening Completed
December	➤ First Sexual Assault Prevention and Response ALL HANDS Blog Posted ➤ SAPR Crisis Intervention Team and Sexual Assault Response Team Approved ➤ Sexual Assault Incident Report and Command Quick Reference Guide Approved

Figure 3 - Sexual Assault Prevention Council 2013 Key Events and Milestones

3.1

GOAL 1 : Climate



Create a culture intolerant of sexual assault or behaviors that enable it.

“As a victim advocate I talk to our members about watching out for each other and how important it is to really take care during deployments as well as when they return home. One of the things that I share with my unit is that if you take care of your shipmates they will do the same for you.”



— YN1 Ligouri Daubenschmidt, Victim Advocate

As input to its report, the Sexual Assault Prevention and Response Task Force conducted an initial analysis of the Coast Guard culture and found, among other things, that:

- Biases and myths concerning sexual assault exist within the Coast Guard;
- Overindulgence in alcohol continues to occur within the Coast Guard although it is widely recognized that there is a strong correlation between sexual assault and the overindulgence in alcohol;
- Coast Guard personnel do not feel empowered or understand how to take action against sexual assault;
- Coast Guard personnel are confused concerning the difference between sexual assault and sexual harassment; and
- The Coast Guard members in command have a perception that reporting a sexual assault could reflect negatively on their ability to be in command.

In an effort to address these issues, the Council took immediate action to further understand and assess the current climate and culture, improve training programs, and issue and plan targeted communications. The Council’s initial efforts have provided Coast Guard leadership with an improved understanding of the current climate and some initial tools to affect change. Related efforts are described in the following sections.

3.1.1 Assessed Current Climate and Culture

To further understand the current climate, the Council directly engaged with all levels of Coast Guard Service members. Specific activities include:

➤ Junior Council Focus Groups.

Throughout July and August of 2013, the Council convened focus groups—at ten locations—of junior Coast Guard members (E1-E4, O1-O3) to solicit input on the current culture. Through this effort, the Council validated some of the findings of the Task Force and discovered several additional observations about the current climate. Specifically, the council noted that junior members are confused about the difference between sexual assault and harassment; believe that the Coast Guard does not always appropriately address sexual assault at the outset and responses are inconsistent across the Coast Guard; do not trust the chain of command to appropriately handle a report; and unless someone has personal knowledge of a sexual assault, junior members generally do not realize that sexual assault is a problem in the Coast Guard. These findings informed discussions at the 2013 Sexual Assault Prevention and Response Summit (see below), provided leadership with deeper insight into the climate challenges at the deckplate level, and better enabled the Coast Guard to develop relevant and effective training and communications strategies.

➤ Sexual Assault Prevention and Response Summit.

On 16-17 September 2013, the Council convened a summit including approximately 150 randomly selected Coast Guard members representing a large variety of units and holding a range of ranks from the most junior to the most senior. The Summit's theme was "One Team, One Fight – Empowering People, Building Trust, Changing Culture." The purpose of the Summit was to provide training, frame the issues, receive feedback, and demonstrate leadership commitment for sexual assault prevention and response efforts.

During the Summit, participants noted, among other things, that (1) sexual assault issues are not openly discussed at the deckplate level; (2) many leaders do not take an active

role in demonstrating their intolerance of inappropriate behavior; (3) there are few mentors that members can trust to maintain confidentiality; (4) leadership responses to reports of sexual harassment and assault are not consistent; (5) the 'boys will be boys' culture is pervasive and needs to change; and (6) not all Coast Guard members are aware that there is a problem with sexual assault. These findings validated earlier findings and provided leadership with additional insight into the climate challenges throughout the Coast Guard ranks. To collect additional feedback, the Council has initiated planning to make mini-summits available across the Coast Guard.

➤ Cultural Assessment.

The Council supported efforts led by the Master Chief Petty Officer of the Coast Guard to plan for and conduct a series of cultural assessments with leaders in six locations across the Coast Guard in January-February 2014. The assessment team engaged Commanding Officers, Officers in Charge, Command Master Chiefs, senior supervising civilians, and representatives from local leadership and diversity advisory councils in Seattle, Washington; Miami, Florida; Portsmouth, Virginia; New Orleans, Louisiana; Alameda, California; and Petaluma, California. The assessment results will provide leadership with input to develop a current state baseline and desired organizational state.

➤ Atlantic Area Surveys.

The Atlantic Area Command created and conducted a Leadership and Diversity Climate Survey that included questions to better understand the climate for preventing and reporting sexual assault. This survey was open to all members of the Atlantic Area and addressed issues such as member trust in supervisors and the Coast Guard as a whole. The survey included specific questions on gender differences related to feelings of safety and fair treatment for reporting sexual assault. The Atlantic Area Command shared survey results with the Military Campaign Office and the Sexual Assault Response Coordinators.



"We want every shipmate to be able to identify sexual assault. We want you to know how and when to intervene to prevent sexual assaults and other misconduct. We also want you to know how to compassionately respond when an assault occurs."

— Ms. Kristin Cox,
Sexual Assault Response Coordinator

3.1.2 Improved Training

The Task Force found that to effectively address climate challenges the Coast Guard needs to expand its sexual assault education and training to include specific leadership training and improved accession point training. To address these needs, the Council led and provided input to efforts to develop training tools and lesson plans and establish an enhanced system to effectively implement new training programs. Collectively, these efforts have set the foundation for the Coast Guard to fully implement an improved training program in 2014. Specific activities include:

➤ Unit Indoctrination Training and Toolkit.

The Council developed tailored training and a Unit Indoctrination Toolkit for inclusion into unit indoctrination programs. The Toolkit includes (1) Commanding Officer/Officer-in-Charge talking points defining sexual assault and harassment and linking the individual's role in prevention and response to the Coast Guard's core values, and (2) a wallet card for the new member that provides key information on the unit's sexual assault prevention and response resources. Together, the training and toolkit provide command leaders with the necessary guidance to communicate the Coast Guard's position on and address commonly asked questions related to sexual assault with members starting on their first day at a unit. The training was incorporated into unit indoctrination programs in October 2013.

➤ Standardized Training.

The Council developed standardized two-hour lesson plans for integration into existing leadership, accessions, command cadre, and healthcare provider training courses and provided the lessons for implementation by the spring of 2014. Once implemented, Coast Guard leaders will have a common understanding of sexual assault prevention and response policy and issues and the tools necessary to lead efforts within their commands to eliminate sexual assault.

➤ Recruit Training.

Beginning in June 2013, the Training Center Cape May conducted a proactive self-assessment of measures to prevent sexual assault and respond effectively to potential incidents involving staff members and/or trainees as well as prepare accession program graduates to prevent and respond to sexual assault in the fleet. Changes focused on increasing recruits' awareness of their rights, increasing trainees' access to senior staff members throughout training, and increasing trainees' understanding of the importance of bystander intervention and confidence to intervene. These changes included the addition of printed materials and briefings about recruit rights, face-to-face debriefs, targeted survey questions to foster reporting, and the Navy bystander intervention video *Take the Helm*. Additionally,

Cape May augmented training for Recruiters and Company Commanders with the standardized lesson plan. As a result of these efforts, new recruits have an improved understanding of sexual assault prevention and response issues.

➤ Culture of Respect Integrated Process Team.

The Council provided input and guidance to the Force Readiness Command for the development of a Culture of Respect Integrated Process Team tasked with developing innovative multi level organizational training and performance support solutions to improve the culture of respect, especially with regard to sexual assault. Once complete, the Integrated Process Team's efforts will provide the Coast Guard with an improved holistic training program targeting leadership, accessions, and command cadre training with an intent to drive cultural change at all levels of the Coast Guard.

➤ Atlantic Area Indoctrination Process.

The Atlantic Area Command directed all subordinate commands to incorporate a new check-in form that requires new members to acknowledge the command's zero tolerance for sexual assault, harassment, hazing, and bullying as well as the Service's policy on bystanders. As part of this requirement, new members are required to review the policy prior to their in-brief with the command cadre. During the in-brief, the command representative discusses the policy in detail with the new member to instill in the member the Command's absolute commitment to eliminating sexual harassment and assault. The session is also designed to reiterate that the Command takes even seemingly small infractions seriously. All current members are required to read and sign the form affirming their understanding of the policy.

➤ Pacific Area Outreach and Education.

The Pacific Area collaborated with universities and colleges in the Bay Area to share best practices and initiatives to improve outreach and education. The Pacific Area will continue these efforts in 2014.

3.1.3 Planned and Issued Targeted Communication

The Task Force found that to effectively address climate challenges, the Coast Guard needs to adopt and implement a more forceful and proactive communication posture, including managed messaging and regular outreach to Coast Guard civilian and military personnel. To address these needs, the Council coordinated with the Office of Governmental and Public Affairs to develop sexual assault prevention and response communication guidance, plan awareness activities, launch a blog series, and initiate development of a holistic approach to Coast Guard-wide communication. Specific activities include:

➤ Sexual Assault Awareness Month.

The Council supported the first-ever coordinated and integrated Coast Guard sexual assault awareness campaign during the Sexual Assault Awareness Month in 2013. In support of the campaign, all units were directed to conduct an “all-hands” workshop during the month of April and were provided with a command tool-kit, including videos featuring personal messages from the Commandant and Master Chief Petty Officer of the Coast Guard, scripted discussion questions, and a training film. The event included open and frank discussion within commands about sexual assault prevention and response and was designed to raise awareness among all Coast Guard civilian and military personnel regarding the nature and magnitude of the problem of sexual assault in the Coast Guard, the importance of bystander intervention, and available resources and reporting options. *Coast Guard Compass* continued a three-year tradition of raising awareness on the Service’s efforts with first person accounts of Coast Guard men and women taking a stand against sexual assault and the Chief’s Mess sponsored a Service Dress Blue day—the optional wearing of the Coast Guard’s more formal uniform—to demonstrate solidarity.

➤ Public Affairs Guidance.

The Council provided input to Public Affairs for the development of Coast Guard-wide Public Affairs Guidance designed to ensure coordinated messaging related to sexual assault prevention and response issues. Issued in June 2013, the guidance mandates that any locally developed materials (posters, communications plans, training materials, handouts, blog posts, social media content, news releases, etc.) be coordinated through the Military Campaign Office Public Affairs Officer prior to release and includes key messages, talking points, and answers to frequently asked questions. This guidance will better enable the Coast Guard to provide clear and consistent messaging related to sexual assault prevention and response.

➤ Court Martial Review.

As part of the campaign to eliminate sexual assault in the Coast Guard and maintain the confidence of our workforce, elected officials and the public, the Coast Guard implemented a communication strategy aimed directly at the need for greater transparency in the Coast Guard’s handling of sexual assault. Uniform Code of Military Justice cases require deft handling, and the release of information regarding ongoing cases must balance the rights of the accused, victims and the ethical obligations of the persons involved in ensuring that justice is done. The Coast Guard has adopted a posture

that favors the release of information about Uniform Code of Military Justice cases involving charges of sexual assault. When possible, the Coast Guard will issue news releases after consultation with the servicing staff judge advocate, the sexual assault survivor, and approval of the convening authority.

The proactive release of information at specific points in the Uniform Code of Military Justice process helps to improve transparency and demonstrates the fair and objective administration of justice and application of due process in the military justice system. In addition, we believe an open discussion of how the Coast Guard handles military justice cases involving sexual assault acknowledges the trust and confidence the public places in the Coast Guard and helps empower victims to report assaults and bystanders to intervene.

➤ Blog Series.

The Council provided guidance and input to Public Affairs for a series of Coast Guard ALL HANDS blogs that include factual details taken directly from sexual assault trial proceedings. The blog posts are available to all members and provide a tool to facilitate open and frank discussions, among Service members, related to the realities of sexual assault in the Coast Guard.

➤ Communication Working Group.

The Council established a Communication Working Group to identify gaps in communication efforts and develop a strategic communication plan for sexual assault prevention and response communication to (1) junior personnel; (2) command level personnel; and (3) senior leadership. The Communication Working Group is expected to complete its efforts in 2014.

➤ Pacific Area Public Service Announcement.

The Pacific Area Commander and Gold Badge issued a public service announcement providing guidance and direction on eliminating sexual assault.

➤ Atlantic Area Sexual Assault Prevention and Response Council Network.

The Atlantic Area directed subordinate commands to establish Sexual Assault Prevention and Response Councils as subcommittees to the Area’s Leadership and Diversity Advisory Council network. These Councils provide a mechanism to coordinate actions required by higher authority, address specific issues within the command, and coordinate and oversee local training, discussion groups, and annual observances.

3.2

GOAL 2 : Prevention



Eliminate sexual assault in the Coast Guard through the foundation of a strong preventive culture.



“By aligning our personal values with that of the Coast Guard’s core values we can ensure we carry ourselves with pride and protect each other from predators. This is my Coast Guard. These are my shipmates. These are my core values. We will not stop until there is no sexual assault in our service.”

— OS1 Monica Speece,
Company Commander,
Training Center Cape May

The Sexual Assault Prevention and Response Task Force found that, within the existing Coast Guard culture, some change is needed to better nurture a prevention program that will effectively eliminate sexual assault from the Coast Guard ranks. Specifically, the Coast Guard needs to establish a culture in which the leadership takes a strong stance against sexual assault, military and civilian personnel feel empowered and understand how to take action, and members understand the correlation between alcohol misuse and sexual assault. As a first step to address the prevention challenge, the Council took immediate action to raise leadership awareness of sexual assault issues and improve bystander intervention training. The Council’s initial efforts have resulted in tools to equip leaders with the information they need to drive positive cultural change and to enhance bystander intervention training efforts. Related efforts are described in the following sections.

3.2.1 Raised Leadership Awareness

Commanding Officers, Officers-in-Charge, and the Chiefs Mess are the Center of Gravity for addressing the crime of sexual assault in the Coast Guard. Their actions are critical as they directly impact the climate and culture of our organization. Recognizing that every leader has a responsibility to lead by example and mentor subordinate commanders, leaders, and personnel at all levels, the Council members headed efforts to raise awareness of sexual assault issues among their peers and leaders throughout the Coast Guard ranks. Specific activities include:

➤ Senior Executive Leadership Conference.

To educate all Flag Officers and Senior Executive Service members on sexual assault issues, the Council facilitated incorporation of sexual assault prevention and response discussions into all Senior Executive Leadership meetings conducted in 2013. The discussions provided leaders with increased context associated with the issues and enabled them to more effectively communicate the issues with their subordinates.

➤ Leadership Training.

As described in Section 3.1, the Council led numerous efforts to improve sexual assault prevention and response training for leaders, including the issuance of Commanding Officer/Officer in Charge talking points defining sexual assault and harassment and linking the individual's role in prevention to the Coast Guard's core values; development of standardized two-hour lesson plans—on policies and procedures—for integration into existing leadership training courses; and support for the establishment of a Culture of Respect Integrated Process Team to develop an improved leadership training program to drive cultural change. These efforts have set the foundation for improved sexual assault prevention and response leadership training.

3.2.2 Improved Bystander Intervention Training

The Task Force found that active bystander intervention is critical to eliminate sexual assault as this type of training can empower Coast Guard members to safely take action. The Coast Guard already teaches bystander intervention strategies in Sexual Assault Response Coordinator, Victim Advocate, mandated, and Coast Guard Academy trainings. However, there is a need for continued improvement in Service-wide training. To improve existing training and expand the base of individuals trained on bystander intervention, the Council completed the following activities:

➤ Sexual Assault Prevention and Response Summit.

As described in Section 3.1.1, on 16-17 September 2013, the Council convened a summit including approximately 150 randomly selected Coast Guard members representing a large variety of units and holding a range of ranks from the most junior to the most senior. During this session, the participants received bystander intervention training that was discussion-based and focused on the prevention of sexual assault. This event expanded the base of individuals with knowledge of bystander intervention strategies.

➤ Review of Bystander Intervention Training.

The Council initiated efforts to assess the effectiveness of bystander intervention training, and developed a process for participants in Sexual Assault Prevention Workshops to provide feedback electronically. The Office of Health, Safety and Work-Life is compiling the data and will analyze the results. The first findings from 2014 should provide leadership with critical insight on areas for improvement.

➤ Sexual Assault Prevention Workshops.

Throughout 2013, the Council supported Sexual Assault Prevention Workshops focused on bystander intervention. Led by the Sexual Assault Response Coordinators, with assistance from Coast Guard Investigative Services and the staff judge advocate's office, these four-hour workshops are held at the unit-level, are discussion based, and include gender-separated breakouts. These workshops provide a forum for candid dialogue among Service members on the extent of the sexual assault problem and what actions they can take to prevent future assaults. Through workshops, the Pacific Area Command reached approximately 4,500 shipmates and provided information to dispel myths, influence decision making behaviors, and ensure participants are aware of available resources.

➤ Atlantic Area Unit and Individual Safety Improvements.

The Atlantic Area Command directed all units to institute a number of sexual assault prevention initiatives based on type and location of the unit. These measures range from visual inspection of lighting in parking areas to engagement with local medical providers to ensure they are aware of the special needs of Coast Guard members in their community. All members of Atlantic Area have been directed to review the Command's policies on actions they can take to reduce their vulnerability to sexual assault, how they can determine if a person is capable of consent, and how to intervene in situations that may be the precursor to an assault.

3.3

GOAL 3 : Response



Improve the availability and quality of response support for sexual assault victims. Increase victim confidence and lessen the stigma associated with reporting



“The most important part of my job as a Special Victim’s Counsel is to provide choices and voices to victims of sexual assault. As an SVC, I

have the ability to interact with investigators, commands, attorneys and the court to protect the victim’s right to make choices about their role in an investigation and to serve as the victim’s voice to the various parties involved in a sexual assault response.”

— Lt. Kismet Wunder,
Special Victim’s Counsel

While the Coast Guard has robust response programs in place—including those provided by the Sexual Assault Response Coordinators, Victim Advocates, Health Services, Legal, and Coast Guard Investigative Services—the Task Force recommended that the Coast Guard review these programs and make improvements to ensure they meet victim needs today and in the future and that all victims have access to well trained and credentialed support personnel. Specifically, the Task Force recommended that the Coast Guard continue—and regularly evaluate—existing first responder training, ensure that all responders have completed required training and meet common screening standards, ensure accessibility to Victim Advocates for all Service members, and ensure victims understand the military justice process. Accordingly, the Council supported activities led by the Program and Legal to increase sexual assault prevention and response resources, improve the accessibility of Victim Advocates, develop and institute Sexual Assault Response Coordinator and Victim Advocate certification requirements, enhance the Victim Advocate screening process, and establish a Special Victims’ Counsel Program. Specific activities are described in the following sections.

3.3.1 Increased Sexual Assault Prevention and Response Resources

The Task Force evaluated Sexual Assault Prevention and Response Program staffing, which includes a Sex Crime Program Manager at the Coast Guard Investigative Service (since 2006), the Program Manager (since September 2008), the Employee Assistance Program Coordinators in the Health, Safety and Work-Life Regional Practices who fulfill the role of Sexual Assault Response Coordinator as a secondary responsibility (since 2008), and one dedicated Sexual Assault Response Coordinator billet at the Coast Guard Academy (since May 2011). The Task Force found that the Coast Guard needs to fund 12 additional regional Coordinators, annual sexual assault training for all field personnel working as Coordinators, and annual training for newly designated Family Sexual Violence Investigators in the Coast Guard Investigative Service. Accordingly, the Council facilitated approval of over \$5 million in annual funding for the addition of 32 military and civilian positions to support sexual assault prevention and response efforts. The Program expects to staff the new positions in 2014. Once the positions are filled, the victims will benefit from the support of fully dedicated Coordinators and additional response personnel.

3.3.2 Enhanced the Sexual Assault Response Coordinator Program

To ensure that the Coast Guard's Sexual Assault Response Coordinator program is best positioned to care for victims of sexual assault, the Council led efforts to standardize the credentialing process and increase resources. Specifically, the Council completed the following activities:

➤ Sexual Assault Response Coordinator Resources.

As described above, the Council facilitated approval to fund an additional 12 regional Sexual Assault Response Coordinators—one for each Health, Safety, and Work-Life Regional Practice. Once these positions are filled, each region will have access to both a fully dedicated Sexual Assault Response Coordinator and an Employee Assistance Program Coordinator who will fill the role of secondary Sexual Assault Response Coordinator or Family Advocate Specialist. The Program has posted the vacancies and expects to fill the new positions in 2014.

➤ Sexual Assault Response Coordinator Credentialing.

The Council supported the Program's activities to work

with the National Office of Victim Assistance to complete provisional credentialing of Sexual Assault Response Coordinators during the October 2013 review, and all Coordinators received their credentialing certificate in November 2013. In addition, the Program created a new competency code to better track which Coordinators have completed training requirements. In 2014, an all Coast Guard message will be released mandating that moving forward all Coordinators receive their credentials through the National Advocate Credentialing Program offered by the National Office of Victim Assistance in addition to the other requirements. The new credentialing process enables the Coast Guard to ensure that all Coordinators have met appropriate training requirements and have the tools to successfully fulfill their critical responsibilities.

3.3.3 Enhanced the Victim Advocate Program

Recognizing the essential role of the Coast Guard's Victim Advocates in providing first hand support and care to victims, the Council led efforts to evaluate the Victim Advocate program and drive changes to ensure that not only are Victim Advocates effectively positioned in the field, but also that the most qualified and trained personnel serve in this demanding and critical role. Specifically, the Council completed the following activities:

➤ Victim Advocate Screening Process.

The Council supported the Program's efforts to develop an improved screening process to prevent assigning offenders as Victim Advocates. The new process includes enhanced criteria that align with those used by the Department of Defense and provides a framework to assess the availability and quality of response support for sexual assault victims. The process includes a background check to determine if, in the last five years, the individual was involved in a substantiated alcohol related incident, minor assault, larceny or theft below \$100, or removal of good conduct status. The Office of Health, Safety and Work-Life implemented the new process and, in November 2013, removed 76 active-duty personnel from their roles as Victim Advocates.

➤ Victim Advocate Credentialing.

The Council supported the Program's efforts to coordinate with the National Office of Victim Assistance to initiate credentialing of Victim Advocates and created a competency code to reflect credentialing. In 2014, an all Coast Guard message will be released specifying requirements for military personnel currently serving, or planning to volunteer to become Victim Advocates and the requirements for successful completion of the Victim Advocate credentialing process, including annual training. The National Office of Victim Assistance is expected to complete Victim Advocate credentialing by the end of calendar year 2014. Once complete, the Coast Guard will have an established process to ensure all Victim Advocates have met training requirements and have the tools to successfully fulfill their critical responsibilities.

➤ **Victim Advocate Mandate.**

The Council supported the Program's activities to develop a Mandate that will dictate Service-wide Victim Advocate distribution using a geographic location based model. Once implemented, the Mandate will provide guidance and direction to the field to ensure that Victim Advocates are accessible to victims throughout the workforce, regardless of location. The Mandate is expected to be released in 2014 via an all Coast Guard message.

➤ **Pacific Area People Plan.**

The Pacific Area issued their annual people plan, which includes a mandate on the minimum number of Victim Advocates at all units. This proactive direction ensures units have the resources available during operational periods for reporting.

3.3.4 Established the Special Victims' Counsel Program

Recognizing that a key element of victim support following a reported assault is the provision of legal services to assist victims in understanding the military justice process and effectively participating in a trial as a witness, the Sexual Assault Prevention Council supported the Coast Guard Judge Advocate General's efforts to establish a Special Victims' Counsel Program. The new program, which the Coast Guard formally announced in a Service-wide message on 15 July 2013, provides victims access to a designated Coast Guard judge advocate who has also been trained and designated as a Victim Advocate and is equipped to provide legal assistance to victims in a confidential manner throughout the investigation and any related proceedings. The Special Victims' Counsel works closely with the victim to ensure that he/she understands and exercises their rights from the time they report the assault through the investigation, prosecution, and sentencing. In support of this program, the Sexual Assault Prevention Council completed the following activities:

➤ **Special Victims' Counsel Credentialing.**

The Council coordinated efforts to provide specialized Victim Advocate training to and verify the Judge Advocate General credentials of all individuals fulfilling Special Victims' Counsel responsibilities. The Council plans to also leverage best practices of the other Services to provide additional victim-focused training, including specialized legal and investigative training, to individuals in the Special Victims' Counsel Program in the future. This credentialing process ensures that only qualified individuals fulfill the role of Special Victims' Counsel.

➤ **Special Victims' Counsel Mandate.**

The Council issued a Mandate requiring that all individuals serving in the capacity of Special Victims' Counsel establish an attorney client relationship with victims of sex-related offenses and assist them in negotiating the military justice process. Specifically, the Mandate requires that the Special Victims' Counsel provide guidance regarding civil legal issues, collateral misconduct issues, the right to seek defense counsel, victim witness rights, Sexual Assault Response Coordinator and Victim Advocate issues, the military justice process, civil litigation issues, medical and mental health issues, military protective orders, civilian protective orders, veteran's benefits, and transitional compensation. This Mandate ensures that victims have access to all the information they need to make the right decisions.

➤ **Special Victims' Counsel Near-Term Resources.**

Recognizing the need to implement this initiative immediately, the Sexual Assault Prevention Council obtained resources to develop and manage the program until the Coast Guard is able to secure permanent resources. The Council obtained funding for a full-time reserve O-6 judge advocate to administer the program supported by an O-3 Special Victims' Counsel Coordinator and seventeen collateral-duty judge advocates located at Coast Guard Headquarters and in Coast Guard units across the continental United States. These resources have enabled the Special Victims' Counsel Program to begin providing support to victims while it works to obtain permanent resources.

➤ **Special Victims' Counsel Permanent Resources.**

Recognizing the long term needs of the program, the Sexual Assault Prevention Council submitted to the Vice Commandant a request to obtain two civilian billets and seven new active duty full-time Special Victims' Counsel billets consisting of a GS-15 attorney, an O-4 and five O-3 judge advocates, an enlisted yeoman, and a GS-8 administrative assistant. These billets align with the program's approved permanent organizational structure. Based on the approved structure, the Special Victim's Counsel Program will be located in the Member Advocacy Division of the Office of Member Advocacy and Legal Assistance. A satellite office staffed with three judge advocates will be collocated with Coast Guard activities in Alameda, California. The Special Victims' Counsel will begin operating under this structure in 2014, with judge advocates scheduled to be assigned to these billets in the summer of 2014, recruiting for the civilian leadership position expected to commence in the spring of 2014, and program implementation documentation in development.

3.4

GOAL 4 : Accountability



Ensure those who commit sexual assault in the Coast Guard are held accountable. Improve capability and capacity for the reporting, investigation, and prosecution of sexual assault; and elevate leadership engagement in response to sexual assault.

“Investigating and prosecuting offenders is just one of the ways Coast Guard Investigative Service Special Agents contribute to a culture in which this crime is unacceptable and every member lives by the service’s core values. That’s why we are passionate about being part of the Coast Guard’s sexual assault prevention and response program.”

— Special Agent Barry Buck
Coast Guard Investigative Service

While the Task Force found that the Coast Guard’s existing reporting mechanisms (Unrestricted and Restricted) for sexual assault victims are acceptable, the Council took action to evaluate and improve the investigative and prosecution processes and equip Coast Guard leaders with the necessary tools to enable them to fully engage in response activities. As a result, the Coast Guard will be better prepared to provide timely, well-coordinated, and thorough investigative and prosecution support following a report of assault. In addition, leadership will be better informed of potential incidents and know what action to take when an incident is reported. Specific activities are described in the following sections.

3.4.1 Evaluated and Improved Investigative and Legal Processes

Recognizing the importance of timely, thorough, and efficient investigative and legal processes, the Council identified near-term solutions to improve current procedures and established mechanisms to further evaluate the effectiveness of the Coast Guard's investigative and legal processes for sexual assault cases. Specifically, the Council completed the following activities:

► Waterfall Analysis.

The Council coordinated with the Coast Guard Office of Military Justice to measure disposition determinations and final actions to ensure all cases have been disposed of at the appropriate level. The Office of Military Justice leveraged the Department of Defense's Annual Report on Sexual Assault in the Military as a framework to collect, organize, and analyze sexual assault allegation data from FY09-FY13. The Office of Military Justice then reviewed Coast Guard Investigative Service sexual assault data to identify victims and subjects, determined the ultimate disposition of each victim's allegation, and identified what action (if any) was taken against each subject. Where additional information was required to effectively determine the outcome of a case, they reviewed Coast Guard Investigative Service case files, Military Justice files, Records of Trial, and the Coast Guard's Law Manager Database, as necessary.

► Crisis Intervention Teams.

The Council submitted a recommendation to the Vice Commandant to establish Sexual Assault Prevention and Response Crisis Intervention Teams to improve collaboration and response immediately following an unrestricted report of sexual assault. Per the recommendation, for every unrestricted report, a crisis intervention team—comprised of the responding Sexual Assault Response Coordinator, assigned Coast Guard Investigative Service special agent, a judge advocate from the servicing legal office, a medical officer, representatives from the victim and subject's commands, and other entities as necessary and appropriate—would convene within 24 hours to provide primary coordination for incident response. The Vice Commandant approved the recommendation on 24 December 2013, and the Council expects the concept to be implemented in 2014. Once established, the Sexual Assault Prevention and Response Crisis Intervention Teams will enable close coordination and appropriate communications between responding entities to ensure victim care and support, a thorough and detailed investigation, and decisive command actions that support both the victim and the integrity of the investigation.

► Sexual Assault Response Teams.

In conjunction with the crisis intervention team

recommendation, the Council also submitted a recommendation to the Vice Commandant to establish Sexual Assault Response Teams to coordinate ongoing regional prevention and response efforts that are not case specific. Per the recommendation, each region would implement a response team, as resources permit. At a minimum, the response team would convene at least quarterly to discuss local trends in sexual assault reports, prevention and training initiatives, and measures to improve response and victim services. As additional resources are added, the response teams may also conduct audits of response activities. Each Sexual Assault Response Team would consist of the local Sexual Assault Response Coordinator, a Coast Guard Investigative Service special agent, a judge advocate from the servicing legal offices of all local units, a health care professional from the Coast Guard's regional practice, and representatives from local commands. The Vice Commandant approved the recommendation on 24 December 2013, and the Council expects the concept to be implemented in 2014. Once implemented, the program will enable the Coast Guard to assess, on an ongoing basis, the quality of each region's prevention and response efforts.

► Case Review Board Pilot.

The Task Force recommended that the Coast Guard implement a one year pilot program to assess the efficacy of policies related to unrestricted reports of sexual assault. Accordingly, the Council developed a draft Charter for the Case Review Board Pilot to evaluate closed sexual assault cases to improve climate, prevention, response, and accountability, and inform a future decision on whether to proceed with a permanent case review process. The pilot will not be a comprehensive and exhaustive process to fully evaluate every aspect of every case considered. Instead, it will include two selected cases from the time of initial report through final disposition. The Council expects to approve the Charter in 2014 and conduct the pilot over a three month timeframe shortly thereafter. Once complete, the pilot will provide Coast Guard leadership with initial insight into gaps in initial response and investigation of sexual misconduct and areas where revisions to sexual assault prevention and response policy, procedures, and/or training may be required.

3.4.2 Empowered Leaders to Engage in Response Efforts

To elevate leadership engagement in response to incidents of sexual assault, the Council developed response tools for command leadership and facilitated alternate means for leaders to identify incidents of assault within their command. Specific activities include:

➤ Sexual Assault Incident Reports and Commanding Officers/Officers in Charge Quick Reference Guide.

The Council submitted a recommendation to the Vice Commandant for a Sexual Assault Incident Report and an accompanying Commanding Officers/Officers in Charge Quick Reference Guide with easy-to-use instructions for the steps the command leadership in charge of both the subject and victim need to take within 72 hours of an unrestricted report. These items will provide clarity to command leadership regarding those actions they must take immediately following an unrestricted report of sexual assault within their command. The Vice Commandant approved the Sexual Assault Incident Report and Quick Reference Guide on 24 December 2013 and the Council expects command leadership to begin using these tools in 2014.

➤ DEOCS Survey Data.

The Council conducted a survey of field legal offices to determine whether known sexual assault cases are being elevated to the Initial Disposition Authority as outlined in all Coast Guard message 308/12, and if there is any appreciable distinction in disposition for those offenses that originated at a unit with Initial Disposition Authority versus those that did not. This informal survey revealed that all offenses reported to Coast Guard Investigative Service or legal are being processed per existing policy and the disposition decisions are being made at the appropriate level. However, the survey did not help identify sexual assault cases that may have been ignored, mischaracterized (treated as sexual harassment instead of sexual assault), or not reported at all, and the Council determined

that the only certain way to accurately detect whether these types of cases are being handled per existing policy is to ask everyone in the Service whether they are aware of cases that were handled inappropriately. Accordingly, the Council developed a policy to require sharing of the sexual harassment and sexual assault survey data from DEOCS in order to raise awareness of climate within the chain of command. The Council expects to approve and issue the associated all Coast Guard message in 2014.

➤ Defense Sexual Assault Incident Database.

The Council reached agreement with the Department of Defense Sexual Assault Prevention and Response Office for the Coast Guard to join the other Defense services in using their database to capture Coast Guard sexual assault case information. Once Coast Guard data is entered into the database, the Program will be able to provide non-sensitive metrics and statistics for Coast Guard. The Coast Guard is expected to implement the use of Defense database in 2014.

➤ Atlantic Area Initiatives.

The Atlantic Area Command published the results of their Leadership and Diversity Climate Survey on their website where the results are visible to all members. In addition, the Command posted sexual assault prevention and response specific responses from the survey on the Command's Sexual Assault Prevention and Response website, which also includes a Common Operating Picture for tracking completion of initiatives across the theater. The Atlantic Area Command plans to track future responses to identify trends and target future training. The data provides leaders with easily accessible information on the climate within their command.



“With sexual assaults still occurring and the detrimental impact an incident can have on a shipmate, the crew and the mission readiness, I ensure prevention and how we respond are top priority. We use our all-hands meetings on a regular basis to raise awareness by discussing statistics and the fact many incidents have bystanders.”

— Master Chief Devin Spencer,
Officer-in-Charge

4

Conclusion and Way Forward



In its first year, the Sexual Assault Prevention Council made significant progress to not only address the recommendations of the Sexual Assault Prevention and Response Task Force, but to also further evaluate the state of Coast Guard activities and take proactive measures to drive change, where necessary. These efforts have both created and set the foundation for improvements in training, policy, investigation and prosecution, communications, and workplace climate and culture. While these accomplishments are significant, the Council's work is not complete, and throughout 2014 and beyond, the Council plans to continue efforts to implement the *Strategic Plan*, develop sustainable processes and systems for legacy and new efforts, and, in collaboration with the Department of Defense, define and institute metrics to measure the effectiveness of activities over time. The following sections highlight some of the Council's planned efforts in each of these areas.

4.1.1 Continue to Implement the Strategic Plan

Throughout 2014, the Council intends to complete many of the initiatives it began in 2013 and kick-off any remaining tasks to operationalize the four goals of the *Strategic Plan*—culture, prevention, response, and accountability. Specific planned actions include:

➤ Culture.

Continue to lead cultural change at all levels within the Coast Guard through—among other things—completing the cultural assessment and using the results to capitalize on the strengths and address the gaps, sponsoring planned events during the 2014 Sexual Assault Awareness Month, and developing targeted strategies for sexual assault prevention and response related communications directed to junior personnel, command level leaders, and senior leadership.

➤ Response.

Oversee the completion of the efforts initiated in 2013 to enhance the Coast Guard's response programs through ensuring new positions are filled, issuing Sexual Assault Response Coordinator and Victim Advocate credentialing policies, releasing a mandate on Service-wide Victim Advocate distribution, and further evaluating long-term victim care.

➤ Prevention.

Continue to refine the Coast Guard's understanding of the key elements of a strong prevention culture and what activities the Coast Guard must pursue to build a strong prevention culture. Planned efforts include assessing the effectiveness of bystander intervention training, implementing promising new ideas validated by research, and promoting ongoing frank discussions on risky drinking behavior and sexual assault as well as how alcohol is used as a weapon in sexual assault.

➤ Accountability.

Advance accountability mechanisms through sponsoring and evaluating the findings and recommendations of the Case Review Board Pilot, continuing to coordinate with the Department of Defense to join Defense Sexual Assault Incident Database, and publishing guidance for the use of DEOCS data.

These efforts build upon the Sexual Assault Prevention Council's work in its first year and are critical to the Coast Guard's vision to create an environment where all members live and work in climate of trust, respect, and dignity; where all members are leaders who take prompt action to correct any activity counter to this climate; and where no member ever needs to fear the crime of sexual assault from a shipmate.

4.1.2 Develop Sustainable Processes and Systems

Many of the Council's efforts have and will result in policy and programmatic changes for which success will depend on implementation actions to be taken by personnel across the Coast Guard for many years into the future. While the Military Campaign Office is responsible for operationalizing and implementing near-term strategies to eliminate sexual assault, the Military Campaign is only a two year effort and will cease to exist in the summer of 2015. Therefore, it is critical that the Coast Guard have clear sustainment plans in place to ensure the Coast Guard continues to take action on the Council's recommendations in the future and the Sexual Assault Prevention and Response Program has sufficient resources to support these efforts after the Military Campaign Office has ceased operations. To address this need, the Council intends to develop sustainment plans for all relevant activities.

4.1.3 Define and Implement Measures of Effectiveness

On 20 December 2013, the President directed the Secretary of Defense to define clear benchmarks and metrics that measure the Department's efforts to prevent and respond to sexual assault and assess the effectiveness of those efforts. The Coast Guard is contributing to Department of Defense's activities to define these benchmarks and metrics, and the Sexual Assault Prevention Council plans to develop a set of separate Coast Guard metrics that closely align to those defined by the Department of Defense. These efforts will continue into 2014. Initial ideas include: use of the Special Victims Council, Junior Council Focus Group results, initial increase in incident reports, decrease in incident reports over times, and DEOCS survey results. Once defined, the metrics will enable Coast Guard leadership to evaluate progress over time and provide direction for any course changes, as necessary.

Sexual Assault Prevention Program Plan of Actions And Milestones

The Sexual Assault Prevention Council developed the below Plan of Actions and Milestones to detail and guide each task the Coast Guard intends to complete as part of the Sexual Assault Prevention and Response campaign. The Plan of Actions and Milestones is derived from the recommendations of the Task Force Report.

Goal 1: Climate				
Task ID	Task name	Task Status	% Complete	Finish Date
1	Develop training programs for leaders at all levels or add modules to existing leadership programs to incorporate SAPR policy and awareness. (Ref. ID #4, 23, 24, 25)	In Progress	46%	4/24/15
2	Incorporate sexual assault prevention and response monitoring, measures and education into routine command training, readiness and safety forums. (Ref. ID #3)	Migrated to #3	---	---
3	Incorporate SAPR training into existing unit indoctrination programs.	Complete	100%	10/25/13
4	Conduct leadership/climate assessments to identify deficient areas and determine best way to incorporate into personnel evaluation system. (Ref. ID #7, 37)	In Progress	0%	7/7/14
5	Evaluate existing command climate surveys, develop new surveys as appropriate, and provide recommendations for improvement based on findings. (Ref. ID #6)	Migrated to #6	---	---
6	Assess adequacy of personnel assignment policies in providing peer resources.	Migrated to #6	---	---
7	Support and encourage participation at all levels in Service and external sexual assault awareness activities. (year round).	In Progress	100%	3/31/14
8	Analyze training curricula and command reports of investigation to ensure correct classification of incidents (sexual assault vs. harassment). [Review reports of investigation, Revise Civil Rights Manual, Cross-train CRSPs and SARCs] (Ref. ID #50.1)	Migrated to #50	---	---
9	Develop a qualitative tool to analyze and track attitudes toward reporting sexual assault.	In Progress	80%	3/31/14
10	Assess policy and practice for reassignment of sexual assault perpetrators and victims.	In Progress	20%	3/31/14
11	Determine the Chief's role in SAPR prevention and obtain their buy in.	Complete	100%	5/22/13
12	Develop tools to share best practices amongst leaders and SAPR service providers.	Complete	100%	12/12/13
13	Create forums to promote effective relationships/ communication between commanders, service providers, and Service members.	Complete	100%	3/31/14

Goal 2: Prevention

Task ID	Task name	Task Status	% Complete	Finish Date
14	Establish Sexual Assault Prevention and Response Task Force and develop report.	Complete	100%	10/31/12
15	Develop Sexual Assault Prevention Workshop.	Complete	100%	8/31/12
16	Release revised Sexual Assault Prevention and Response Policy Documentation.	Complete	100%	4/30/12
17	Develop Sexual Assault Prevention and Response Strategic Plan.	Complete	100%	5/2/13
18	Establish a Flag-level Sexual Assault Prevention Council (SAPC) to advise the Commandant and oversee Service-wide SAPR efforts.	Complete	100%	2/27/13
19	Focus on SAPR during upcoming senior leadership conferences.	Complete	100%	6/18/13
20	Establish standard operating procedures applicable to all training centers. [SOPs that standardize execution of SAPR training at TRACENS.] (Ref. ID #3)	Migrated to #3	---	---
21	Develop training programs for leaders at all levels or add modules to existing leadership programs to incorporate SAPR policy and awareness. (Ref. ID #3)	Migrated to #3	---	---
22	Measure compliance with and evaluate the effectiveness of all required SAPR training; adjust as appropriate. (Ref. ID #3)	Migrated to #3	---	---
23	Assess effectiveness of bystander intervention training through climate training and case reviews. (Ref. ID #50.1)	Migrated to #50	---	---
24	Analyze sexual assault incidents to better quantify the use of alcohol as a contributing factor.	In Progress	80%	3/31/14
25	Partner with other Services and external organizations to enhance alcohol awareness efforts.	Complete	100%	12/12/13

Goal 3: Response

Task ID	Task name	Task Status	% Complete	Finish Date
26	SARC billet transferred from HQ to CG Academy.	Complete	100%	9/30/11
27	Increase the availability of trained VAs by establishing a VA Mandate and standards of accessibility tailored to unit type. (Ref. ID #33)	In Progress	94%	3/30/15
28	Establish USCG certification program for SARCs and VAs [Documented process]	In Progress	93%	5/30/14
29	Track competency codes for trained VAs. Track VA workload to identify trends or resource needs.	In Progress	100%	1/8/14
30	Develop an improved screening process for Victim Advocates (VAs) to prevent assigning offenders as VAs.	In Progress	71%	3/31/14
31	Track special victim capability training for attorneys and CGIS special agents.	Complete	100%	8/2/13
32	Separately track Coast Guard-specific training for SARCs, VAs, medical personnel, Chaplains, Reservists and Auxiliarists to ensure refresher training is completed.	In Progress	80%	3/31/14

33	Assess member confidence in reporting systems through new or existing surveys. (Ref. ID #6)	Migrated to #6	---	---
34	Enforce mandated training to ensure that Coast Guard personnel have completed SAPR training within the prescribed time frame.	Complete	100%	8/2/13
35	Evaluate the Air Force Special Victim Counsel pilot program and assess building similar capability in the Coast Guard.	Complete	100%	7/22/13
36	Track and analyze cases reported to ensure system integrity. (Ref. ID #50)	Migrated to #50	---	---
37	Reach out to the Department of Veteran's Affairs for support and work with them assist interested service members, who have experienced a sexual assault, when transitioning civilian life.	Complete	100%	12/12/13
38	Define victim response and recovery care (VRRC) and develop a VRRC program.	In Progress	20%	10/3/14

Goal 4: Accountability

Task ID	Task name	Task Status	% Complete	Finish Date
39	Create Family and Sexual Violence Investigator (FSVI).	Complete	100%	3/30/12
40	Promote familiarity with CGIS investigatory process in both leadership and general training.	Migrated to #3	---	---
41	Establish and review processes for pre-trial confinement.	In Progress	50%	3/31/15
42	Limit authority to Captain/O-6 (possessing at least special court martial convening authority, with an assigned staff judge advocate) for initial disposition of sexual assault cases.	Complete	100%	7/2/12
43	Ensure early coordination between investigators and judge advocates to improve timely, thorough and efficient reporting, investigations and accountability.	In Progress	78%	3/31/15
44	Assess SAPR Program resource needs and provide resources.	Complete	100%	10/31/14
45	Develop customized reporting tools to allow each unit to obtain non-sensitive SAPR metrics and statistics for their individual location.	In Progress	80%	3/31/14
46	Review case files to verify compliance. (Ref. ID #40)	In Progress	80%	3/31/15
47	Measure disposition determinations and final actions to ensure all cases are disposed of at the appropriate level. Provide means to detect if cases are not being handled per policy. (Ref. ID #50.1)	In Progress	88%	11/15/13
48	Monitor and assess trends in UCMJ dispositions, as well as length of time from initial report to resolution.	In Progress	64%	3/28/14
49	Perform quality assurance visits of SARCs to ensure compliance with SAPR Program policy.	In Progress	20%	3/31/15
50	Identify a standard set of sexual assault reporting metrics to be used Service-wide and with DoD Services.	On Hold	N/A	N/A

