

COMMANDER'S SMART PACK



SEXUAL ASSAULT PREVENTION AND RESPONSE

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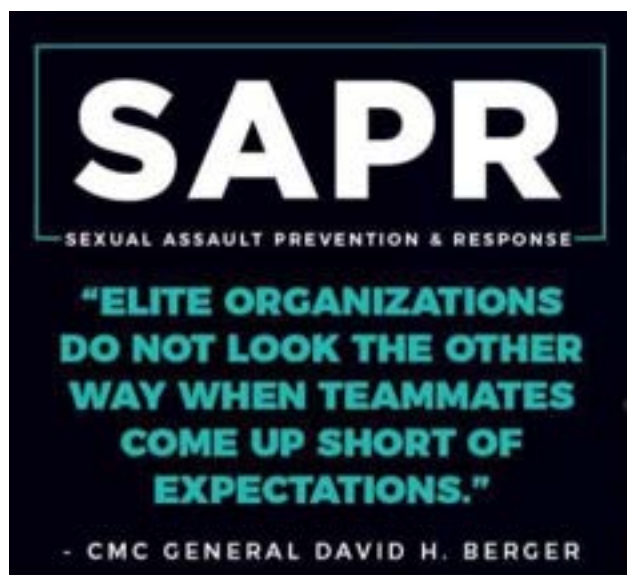
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Purpose

This Smart Pack provides Marine Corps leaders easy access to key Sexual Assault Prevention and Response (SAPR) processes and resources in one simple format. This Smart Pack is a tool, but is not all encompassing.

This Smart Pack includes information and resources for leaders when managing a sexual assault in their area of responsibility (AOR), including introducing the team who will provide services to people who report sexual assault and reported offenders.

For additional examples, situations, or questions, consult the appointed Sexual Assault Response Coordinator (SARC). SARCs are the subject matter experts (SMEs) and main points of contact (POCs) to support commanders on SAPR policies and procedures. The SARC's AOR does not include sexual harassment (see Equal Employment Opportunity (EEO)), child abuse, or intimate partner violence (see Family Advocacy Program (FAP)). SARCs will provide warm handoffs to the most appropriate service when people come to SAPR to report sexual harassment or child or domestic abuse incidents.



Commander's Responsibilities

If there is a sexual assault in the unit, leadership must respond swiftly, appropriately, and sensitively to protect the Marine and maintain a positive and cohesive command climate. It is equally important for leaders to engage in efforts to do as much as possible to prevent a sexual assault from occurring within their ranks.

- Foster a command environment that encourages the prevention of sexual assaults and reporting of sexual assaults without fear of retaliation, reprisal, ostracism, or maltreatment.
- Appoint at least two SAPR VAs for each battalion, squadron, or equivalent level command. Commanders are encouraged to appoint more than two SAPR VAs (see selection criteria on page 11 of this guide).
- Include SAPR VAs on the check-in/check-out sheet and the unit's new-join brief (if applicable). A SARC can support if the SAPR VA is unavailable.
- Publish an Order/Standard Operating Procedure (SOP) for SAPR functions within your AOR.
- Publish a Command Policy Statement, **within 90 days of assuming command**, that supports SAPR program objectives and post it in common and high traffic areas.
- Ensure maintenance of a current copy of SARC/SAPR VA appointment letters, training certifications and credentialing and signed DD form 2950 and DD form 2950-1.
- Evaluate SARC performance of SAPR procedures and program implementation, in accordance with HQMC SAPR guidance.
- The appointing commander, at a minimum, shall be the reviewer on all performance evaluations for civilian SARCs.
- Follow procedural guidelines to manage suspensions and revocations of SAPR personnel and ensure a contingency plan is outlined within the unit's SAPR SOP.
- Provide staffing and logistical support, including reimbursement of incidental expenses, for civilian SARCs and SAPR VAs to provide advocacy services required for SAPR program.
- In deployed site planning and set-up, consider sexual assault prevention and risk reduction measures (e.g., camp layout, lighting, billeting, noise, etc.).
- Ensure all required SAPR Annual Training is completed using the corresponding training per appropriate rank and provided by a credential SAPR VA and/or SARC.

SAPR Resources and Links

Policies

- DoDD 6495.01, Sexual Assault Prevention and Response Program
- DoDI 6495.02, Vol 1, Sexual Assault Prevention and Response Program Procedures
- DoDI 6495.02, Vol 2, Sexual Assault Prevention and Response Education and Training
- DoDI 6495.03, Defense Sexual Assault Advocate Certification Program (D-SAACP)
- MCO 1752.5C, Sexual Assault Prevention and Response Program
- NAVMC 1752.5, Sexual Assault Prevention And Response Procedures

SAPR Gear Locker Page

- Includes links to the SAPR 8-Day Incident portal, FAQs, and other resources
- <https://hqmcportal.hqi.usmc.mil/sites/family/mfb/SitePages/Home.aspx>
- Follow directions on the right side of the screen under Create a new account

SAPR Leadership Toolkit

- Includes all of the most up-to-date SAPR policies, templates, forms, and resources
- <https://hqmcportal.hqi.usmc.mil/sites/family/mfb/SAPR/SitePages/LeadershipToolkitCommand.aspx>

HQMC Email Contact Address

- SMB.Manpower.SAPR@usmc.mil

Inspector General of the Marine Corps (IGMC) Inspections Division Resources

- Includes links to the updated Functional Area Checklists (including SAPR), key findings, and best practices
- <https://www.hqmc.marines.mil/igmc/Units/Inspections-Division/>

Sexual Assault Resources

- Department of Defense (DoD) SAPR: www.sapr.mil
- Installation 24/7 Sexual Assault Support Line: _____
- DoD Safe Helpline: 1-877-995-5247 and <https://safehelpline.org>
- Rape, Abuse & Incest National Network (RAINN): www.rainn.org
- National Organization for Victims Assistance (NOVA): www.trynova.org

Resources for Males who Report a Sexual Assault

- 1 in 6: <https://1in6.org>
- Hope for Healing: www.hopeforhealing.org/male.html
- Male Survivor: www.malesurvivor.org

Local Resource List

Installation 24/7 Phone Line: _____

Position/Office	Point of Contact	Office Location	Phone Number(s)
Command Sexual Assault Response Coordinator (SARC)			
Installation Sexual Assault Response Coordinator (SARC)			
Family Advocacy Program (FAP)			
Community Counseling Program (CCP)			
Substance Abuse Program (SAP)			
Military Treatment Facility (MTF)			
Local Emergency Room			
Provost Marshal Office (PMO)			
Military Criminal Investigative Organization (MCIO)			
Victim's Legal Counsel (VLC)			
Chaplain			
Local Civilian Rape Crisis Center			

Definitions

Sexual Assault, DoDI 6495.01, Vol 1

Intentional sexual contact characterized by the use of force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. As used in this Instruction, the term includes a broad category of sexual offenses consisting of the following specific UCMJ offenses: rape, sexual assault, aggravated sexual contact, abusive sexual contact, forcible sodomy (forced oral or anal sex), or attempts to commit these offenses.

Consent, Uniformed Code of Military Justice

The term “consent” means a freely given agreement to the conduct at issue by a competent person. An expression of lack of consent through words or conduct means there is no consent. Lack of verbal or physical resistance does not constitute consent. Submission resulting from the use of force, threat of force, or placing another person in fear also does not constitute consent. A current or previous dating or social or sexual relationship by itself or the manner of dress of the person involved with the accused in the conduct at issue does not constitute consent. A sleeping, unconscious, or incompetent person cannot consent. A person cannot consent to force causing or likely to cause death or grievous bodily harm or to being rendered unconscious. A person cannot consent while under threat or in fear. All the surrounding circumstances are to be considered in determining whether a person gave consent.

Sexual Harassment, MCO 5354.1F

Knowing, reckless, or intentional conduct with a nexus to military service that:

- Involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when:
- Submission to such conduct is made either explicitly or implicitly a term or condition of a person’s job, pay, or career;
- Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creates an intimidating, hostile, or offensive working environment; or,
- Is so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the work environment as hostile or offensive.

Any knowing, reckless, or intentional use or condonation, by any person in a supervisory or command position, of any form of sexual behavior to control, influence, or affect the career, pay, or job of a Service member or DoD employee.

Any conduct whereby a Service member or DoD employee knowingly, recklessly, or intentionally and without proper authority but with a nexus to military service makes deliberate or repeated unwelcome verbal comments or gestures of a sexual nature.

There is no requirement for concrete psychological harm to the complainant for behavior to constitute sexual harassment. Behavior is sufficient to constitute sexual harassment if it is so severe or pervasive that a reasonable person would perceive, and the complainant does perceive, the environment as intimidating or offensive.

SAPR Personnel

Sexual Assault Prevention & Response Victim Advocate (SAPR VA)

Civilian billet at the installation level and commander-appointed collateral duty billet (E-5 and above) at the command/unit level

- Provides 24/7 victim advocacy and non-clinical support to those who report a sexual assault
- Facilitates annual training, command team trainings, pre- and post-deployment briefs, and new hire briefs and check ins/outs. May provide status updates at the monthly Case Management Meeting (CMG).

Command SARC

Civilian or commander-appointed collateral duty billet (Maj O4/CWO3 and above) at the O-6 and General Officer level

- Serves as SAPR SME and POC for commander, subordinate units, and SAPR VAs in AOR.
- Provides case status updates at the monthly CMG.
- Maintains oversight of SAPR program, victim care, reporting requirements, prevention, and training.
- Monitors data, identifies systemic issues, and ensures policy compliance.
- Maintains appointment letters and D-SAACP certifications for AOR.

Installation SARC

Civilian subject matter expert

- Provides SAPR guidance and support to the installation commander, tenant commanders, and command SARCs.
- Facilitates and co-chairs the monthly CMG that reviews unrestricted cases at the installation and the quarterly CMG SART.
- Manages the installation 24/7 Sexual Assault Support Line.
- Monitors data and recommends appropriate actions to mitigate risks and improve services.
- Provides supervision/guidance to all civilian SAPR VAs at the installation.
- Maintains appointment letters and D-SAACP certifications for AOR.

Marine Corps Forces (MARFOR) SARC

Civilian or commander-appointed collateral duty billet (Maj O4/CWO3 and above) at the O-6 and General Officer level

- SAPR SME who provides guidance and acts as a conduit of information between Headquarters Marine Corps (HQMC) SAPR, installations, and Marine Expeditionary Forces and Major Subordinate Commands.
- Monitors data, identifies systemic issues and best practices, develops appropriate corrective actions, ensures compliance with policy, and conducts routine audits.
- Maintains appointment letters and D-SAACP certifications for AOR.

SAPR VA and SARC Selection Criteria

In order for a SAPR program to be effective, it is imperative that the right people are selected to fulfill the roles of a SAPR VA or SARC. Leaders are encouraged to engage in the selection process to select people who are passionate about the SAPR program and display the skills necessary to provide advocacy, conduct SAPR Training, have tough conversations, and be a representative of the SAPR program beyond the minimum requirements. The following pages provide selection requirements, qualities to look for in a potential SAPR personnel candidate, and recommended interview questions to assist in the selection process.

Commanders must complete the required eligibility screening of prospective for SAPR VAs and SARCs:

1. Candidate must have a complete background investigation.
2. Check the National Sex Offender Search prior to recommending a candidate for selection at: <http://www.nsopw.gov/en/Search/Verification>. Registered sex offenders are automatically disqualified.
3. Review results of a background check from the local Provost Marshal's Office (PMO) to ensure candidate is qualified to proceed with certification. The candidate must not have any of the disqualifiers outlined in DoDI 6495.03.
4. Complete the Commander's Checklist (located in Leadership Toolkit, example on next page <https://hqmportal.hqi.usmc.mil/sites/family/mfb/SAPR/SitePages/LeadershipToolkitCommand.aspx>).
5. Ensure the individual obtained a T3/Secret Clearance.

Prospective SAPR VAs and SARCs need to:

1. Obtain the close date of current T3/Secret Clearance from the local Security Manager.
2. Request a background check from the local Provost Marshal's Office (PMO).
3. Complete the initial 40-hour SAPR VA training.
4. Obtain D-SAACP Certification by submitting the DD form 2950 and all supporting documentation.

SAPR VA & SARC Selection Checklist

Collateral-duty personnel selected to serve in the capacity of SAPR VA or SARC should exhibit the following character qualities:

- Epitomize Core Values of Honor, Courage, and Commitment
- Ability to work with all ranks
- Strong communication skills
- Approachable, to include but not limited to, ability to listen to all persons regardless of race, sex, sexual orientation, national origin, religion, gender identity, or rank/position
- Ability to gain and maintain rapport, be an empathetic listener
- Ability to discuss and train SAPR topics
- Ability to be discreet and maintain confidentiality
- Ability to manage high stress situations
- Ability to consistently exercise good judgment
- Ability to work within established policies
- Ability to conduct training for unit personnel

Criteria for collateral-duty personnel that **cannot be waived**:

- No record of courts-martial
- No record of retaliatory behavior
- No adverse Fitness Reports, Nonjudicial Punishments (NJPs), or adverse page 11 entries (i.e., Marine Corps Separations Manual para 6105 counseling) in the last three years
- Not currently assigned as Executive Officer (XO), Sergeant Major (Sgt.Maj.), Company Commander, First Sergeant (1stSgt), legal officer/SJA, Equal Opportunity Representative (EOR) or Equal Opportunity Advisor (EOA), Suicide Prevention Program Coordinator (SPPC), Suicide Prevent Program Officer (SPPO), non-administrative law enforcement personnel, Substance Abuse Control Officer (SACO), Deployment Readiness Coordinator, Recruiting Readiness Coordinator, Reserve Recruiting Readiness Coordinator, Victim/Witness Assistance Council (VWAC), or chaplain

The following criteria represent lessons learned from successful tenures as collateral-duty SAPR VAs or SARCs. Ensure the candidate:

- Has at least 12 months left before PCS or end of active service (EAS)
- Has a flexible schedule and ability to be available 24/7
- Meets rank requirement for billet

These are applicable to collateral-duty uniformed candidates and full-time civilian candidates. Commanders should work with the supporting Human Resources Office (HRO) and MARFOR SARC when starting a hiring action for a SAPR VA or SARC.

Interview Questions for SAPR Personnel

The following questions can help to determine if someone is a good fit to serve in the role of a SARC or SAPR VA. These questions can also be part of an interview for civilian billets.

- Why are you interested in serving as a SAPR VA or SARC?
- This position requires you to attend the mandatory 40 hours of initial SAPR training and obtain 32 hours of continuing education training every 2 years. What concerns or barriers do you foresee in meeting this requirement?
- This position requires you to be on call periodically (including during late night and early morning hours, as well as weekends) to respond to sexual assault victims. What concerns or barriers do you have in executing this part of the job?
- Based upon your understanding of the role of the SAPR VA or SARC, what do you perceive will be most challenging to you in fulfilling this role?
- What is your experience in conducting training?
- How comfortable are you discussing and providing training on sexual assault?
- How would you handle a situation where someone reports a sexual assault and you do not share the individual's beliefs or agree with the person's decisions following the sexual assault? For example: Someone becomes pregnant as a result of the sexual assault and does not want to get an abortion but would rather have the baby adopted after birth. You do not agree with this decision.
- Do you have experience in this field?
- How do you think we as a unit should prevent sexual assault?
- How would you respond to a commander who oversteps or proposes actions that are outside of policy for someone who is sexually assaulted?
- How will you recognize others' efforts in supporting the SAPR program through advocacy and prevention?

SAPR Personnel Suspension & Revocation

If a certified SAPR VA or SARC is the subject of an investigation, an alleged violation, or named in a complaint, execute the following actions **within 24 hours**:

- Initiate an investigation or inquiry into the incident, along with the servicing legal office, the supporting SARC, and the HRO, as applicable.
- Report any allegations of sexual assault against a SARC or SAPR VA to the appropriate Military Criminal Investigative Organization (MCIO) and complete a Commander's Critical Information Requirements (CCIR) report.
- Notify named SAPR personnel in writing of the allegation, investigation, or inquiry and suspend their authority to perform SAPR duties pending the outcome of the investigation.
- Once the SAPR VA or SARC is suspended, collect the D-SAACP certification, ID card, and command-issued, SAPR program cell phone(s).
- Do not use the SAPR VA/SARC in a SAPR role while they are suspended/revoked.
- Remove the individual's information from internal, external, and public facing media.
- Notify HQMC SAPR of the contingency plan and identified SAPR personnel to cover the suspended individual's AOR.

Within 72 hours of receiving the results from the investigation or inquiry:

- Notify the suspended individual in writing of the investigation outcome. Include your decision to recommend reinstatement, maintain suspension, or to revoke certification and SAPR credentials.
- To reinstate the individual's D-SAACP certification, send reinstatement recommendation letter to HQMC SAPR via email to SMB.manpower.SAPR@usmc.mil. HQMC SAPR will route appropriately to the DoD certifying authority for decision.
- If reinstated by the DoD certifying authority, commanders will return D-SAACP certification and ID card and authorize the individual to return to duties by signing a new appointment letter.
- If the commander's decision is to recommend maintaining suspension or to revoke certification and SAPR credentials, notify HQMC SAPR. Submit a copy of the notification letter to HQMC SAPR via email to SMB.manpower.SAPR@usmc.mil.

Procedures and templates are located in NAVMC 1752.5 and in Leadership Toolkit on Gear Locker.

Eligibility for SAPR Services

The SAPR program offers services to Service members and eligible adult dependents who have been sexually assaulted. If a minor under the age of 18 or intimate partner is sexually assaulted, they are eligible for services with the Family Advocacy Program. All SAPR personnel are trained to provide a warm handoff to the appropriate program in cases where someone is not eligible for SAPR services.

- Active duty Service members, National Guard (NG) members, and Reserve Component (RC) members are eligible to receive SAPR advocacy services from a SAPR VA or SARC, regardless of whether the assault took place while on active duty, prior to enlistment or commissioning, or while performing inactive duty training. All are eligible to file either a Restricted or Unrestricted Report.
- Commanders can assist the NG or RC member in requesting contractual active duty status (or be brought onto active duty status) to complete a Line of Duty (LOD) in order to assure continuity of healthcare.
- Military dependents, 18 years of age and older, are eligible for treatment in the Military Health System (MHS) if they were sexually assaulted by someone *other than* a spouse or intimate partner and may file Unrestricted or Restricted Reports of sexual assault.
- Non-military individuals who report a sexual assault are only eligible for limited emergency care medical services at military treatment facilities, unless they are former Service members or TRICARE beneficiaries of the MHS to receive treatment in military treatment facilities, at no cost. At this time, these individuals are only eligible for the Unrestricted Reporting option.
- Additionally, non-military individuals may receive **limited** SAPR services, defined as the assistance of a SAPR VA or SARC, while undergoing emergency care outside the continental United States (OCONUS). This includes:
 - ⇒ DoD civilian employees and their family dependents 18 years of age and older when they are stationed or performing duties OCONUS and eligible for treatment in the MHS at OCONUS military installations or facilities.
 - ⇒ U.S. citizen DoD contractor personnel, when they are authorized to accompany the Armed Forces in a contingency operation OCONUS. DoD contractor personnel only have the Unrestricted Reporting option. DoDI 3020.41 (reference (q)) outlines available medical services for DoD contractor personnel OCONUS.

Restricted Reports

Restricted Reports allow people who were sexually assaulted to **confidentially** disclose the assault to specified individuals (i.e., SARC, SAPR VA, or healthcare personnel), receive medical treatment (including emergency care), counseling, and assignment of a SARC and SAPR VA.

With a **Restricted Report**, there **will not be an official investigation of the crime** or additional protective measures, like military protective orders (MPOs), civilian protective orders (CPOs) or requests for an Expedited Transfer (ET). A Safety Assessment will be conducted by the SARC.

People who elect to file a **Restricted Report** can speak confidentially with a Special Victim's Counsel (VLC), legal assistance attorney, or chaplain about the sexual assault without triggering a report, command notification or an investigation. However, please note that the VLC, legal assistance attorney, or chaplain cannot take an official **Restricted Report** of sexual assault. Official **Restricted Reports** can be taken only by specified SAPR or healthcare personnel noted above.

Commander will NOT:

- Be notified of a Restricted Report.
- Take action on a Restricted Report.

SARC will:

- Notify installation commander of a Restricted Report with no PII regardless of service affiliation.
- Offer services and referrals (no MPO or ET unless converted to Unrestricted Report).
- Conduct a safety assessment.

Installation commander will NOT:

- Release Serious Incident Report (SIR).
- Notify MCIO.
- Submit an 8-Day report.
- Convene a CMG.

Changing a Restricted Report to an Unrestricted Report

- Individuals who reported a sexual assault can elect to convert their report at any time.
- SARC will notify the commander if a report is converted to Unrestricted.

Expanded Eligibility to File Restricted Reports

Individuals are eligible to file a Restricted Report, providing they did not personally report the sexual assault incident to law enforcement, to include MCIOs, and they did not previously elect to make an Unrestricted Report by signing a DD Form 2910, with a SARC or SAPR VA on the same sexual assault incident.

Individuals are eligible to file Restricted Reports **even** in the following cases:

- They disclosed the sexual assault incident to their **commander** or to **personnel in the chain of command**.
- There is an ongoing MCIO investigation into the sexual assault incident initiated by a third party and not due to the victim's disclosure to law enforcement.
- The MCIO investigation into the sexual assault incident has been closed.

This does not negate the commander's responsibility to immediately report all allegations of sexual assault to the Naval Criminal Investigative Service (NCIS) or the appropriate MCIO/ law enforcement agency as well as follow proper administrative protocols for a third-party report.

- (SIR/OPREP-3 and 8-Day) *Reminder: This is the standard reporting requirement for any allegation of sexual assault. The victim's reporting choice (RR or UR) is not a required data point for these notifications. See MCO 3504.2A for more information and a template.*

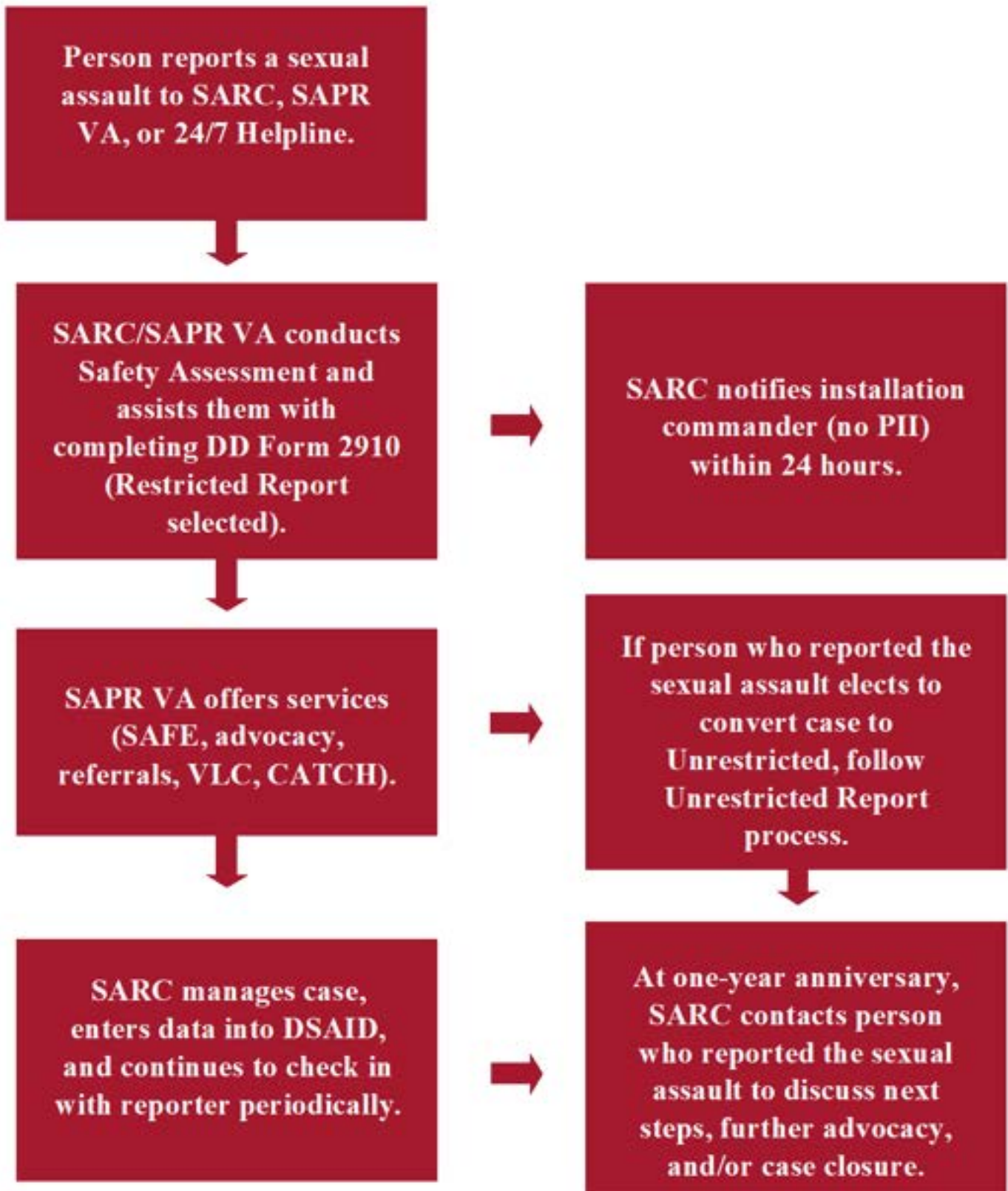
If the victim's discloses to the commander that they have filed a **Restricted Report** the commander **shall not** ask the SARC any details nor shall they speak to the victim regarding the sexual assault.

- All third party reports will be heard at **Case Management Group (CMG)**
- Updates will come from the **MCIO** regarding the status of the case.
- The victim has the right to receive the **72-hour notification** via the CO, SARC/VLC, or may decline to receive updates.
- The SARC will notify the **commander and CMG members** of the victim's choice.
- If the victim decides to receive the 72-hour notification from the commander, **only case updates, victim's safety and referrals** will be discussed, no details regarding the incident shall be discussed.

Changing a Restricted Report to an Unrestricted Report

- Individuals who reported a sexual assault can elect to convert their report at any time.
- SARC will notify the commander if a report is converted to Unrestricted.

Restricted Report Process



Unrestricted Reports

Unrestricted Reporting is a method for a person to report a sexual assault **AND initiate an official investigation**. A person can request additional protective and support measures like military protective orders (MPOs) or requests for an Expedited Transfer (ET) with an **Unrestricted Report**.

Commander's **immediate** requirements:

- Ensure the person who reported the sexual assault is safe.
- Commander will chair the High-Risk Response Team (HRRT), if required.
- Ensure that the person who reported the sexual assault receives timely access to comprehensive medical and psychological treatment, including emergency care treatment, and a Sexual Assault Forensics Exam (SAFE), unless they decline those services.
- Notify the SARC **immediately** and ensure that the SAPR VA or SARC makes contact with the person who reported the sexual assault as soon as possible.
- Notify the MCIO.
- Consult with SJA for assistance.
- Ensure person who reported the sexual assault has access to support personnel: VLC, Community Counseling Program, and chaplain.
- Execute MPOs if the person who reported the sexual assault desires or is assigned to the same unit, duty location or living quarters as the reported offender.

Commander's Requirements within **6 Hours**:

- Submit Operations Event/Incident Report (OPREP-3)/Serious Incident Report (SIR).

Commander's Requirements within **8 Calendar Days**:

- Prepare and submit SAPR 8-Day Incident Report to the HQMC portal (Gear Locker). *

Commander's Requirements within **30 Calendar Days**:

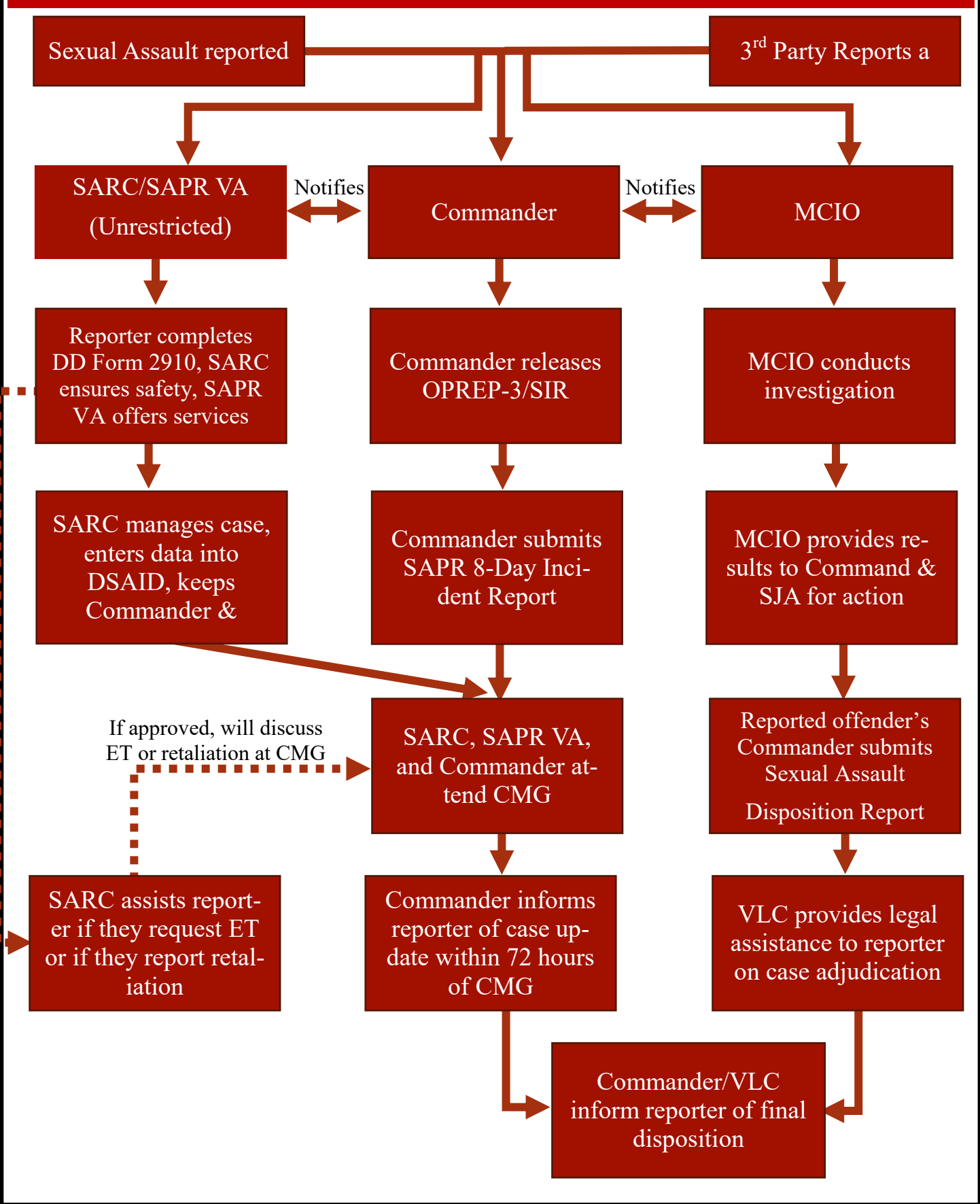
- Attend the CMG every 30 days while the case is open. Contact the SARC for information about the CMG.*
- Provide monthly report and investigation status updates to the person who reported the sexual assault with within 72 hours after each CMG.*

* **NON-DELEGABLE** command requirements

Ongoing

- Support the person who reported the sexual assault.
- Protect the person who reported the sexual assault, SARC, SAPR VA, and any other witnesses or bystanders from coercion, ostracism, discrimination, or reprisals.
- **DO NOT** conduct any internal command- directed investigation of the sexual assault.

Unrestricted Report Process



Case Management Group

The CMG is a monthly meeting to review all official **Unrestricted Reports** (signed DD Form 2910s), and/or cases of sexual assault an MCIO is investigating, and retaliation reports from uniformed sexual assault complainants.

The purpose of the CMG is to ensure the person who reported the sexual assault has access to all services available in a timely manner, address all safety concerns and **focus on:**

- **Victim safety:** Ensuring that personnel designated to conduct safety assessments have specialized training to include assessment of suicidal ideation and risk to harm and ensuring the re-administration of safety assessment monthly or when a new safety concerns arises or an existing safety concern escalates; victim files a compliant of retaliation; or when the victim request a Military or Civilian Protective Order.
- **Victim services and retaliation reporter referrals:** Ensuring that the victim/reporter has access to restorative services and if they experience any barriers to accessing services that a course of action to overcome the barrier is discussed and implemented. SAPR system coordination and accountability-includes tracking the number of days between the date of approval for an expedited transfer to the date that the victim physically departs the losing station via PCS/PCA. All expedited transfers that take longer than 30 calendar days must be reported to the CMG Chair who will review the circumstances of the delay and have the circumstance documented within the CMG minutes. If the delay increases the risk of harm to the victim the CMG will direct a High Risk Response Team (HRRT) be initiated.
- Ensuring that retaliation allegations follow a set process during CMG and through coordination with CIG. Tenant commanders are required to adhere to the CMG/Retaliation policy.

COs of Service members within their command who file an Unrestricted Report:

- Must attend monthly CMG meetings until the case has reached a final disposition and the person who reported the sexual assault no longer requires SAPR services.*
- Must update the person who reported the sexual assault of the current case status within 72 hours of each CMG meeting.*
- Track the timeframe for Expedited Transfers
- May stand up an High Risk Response Team (HRRT) if there is a high-risk situation.
- May invite their Senior Enlisted Advisor to attend with, but not in lieu of, the CO.

* **Non-delegable requirements**

The Sexual Assault Response Team (SART)

The Sexual Assault Response Team (SART) is a quarterly, multidisciplinary team meeting, in addition to the CMG, that works collaboratively to make system-wide improvements in response to sexual assault reports and retaliation complaints (with a nexus to sexual assault). The goals of the SART include:

- Provide a joint, effective, and thoughtful approach to people who have reported a sexual assault and retaliation complaints.
- Increase victim and complainant endurance for seeing the applicable process through to completion by providing sustained support, while reducing re-victimization.
- Identify deficiencies or barriers in services or processes and facilitate timely resolution.
- Support first responders, providing a collaborative approach toward efficient investigative practices, forensic evidence collection, and victim advocacy and care.
- Promote consistency and coordination by and between command, law enforcement, advocates, forensic examiners, prosecutors, and other stakeholders.
- Provide a forum for problem-solving and development and implementation of comprehensive best practices.
- Assist communities in the creation, evaluation, and development of coherent and effective protocols, processes, and policy related to care for military victims of sexual assault.
- Identify issues having a significant impact on the SAPR program aboard the installation and facilitate an effective resolution.
- This meets the intent of the CMG quarterly meeting outlined in DoDI 6495.02 vol 1, Enclosure 9.

High Risk Response Team

Following a report of sexual assault, the SAPR VA/SARC completes a Safety Assessment to determine safety concerns. In a high-risk situation, the SARC notifies the respective CO who **immediately convenes and chairs** an HRRT. (Not required if SARC becomes aware of the situation when the reporter is under the care of a behavioral health or medical provider or command is engaged with the reporter concerning the high-risk situation).

- HRRT, at a minimum, shall include the reported offender's immediate commander; the respective SARC and SAPR VA; the MCIO; SJA and the VWAP/VLC assigned to the case; and the victim's healthcare provider or mental health and counseling services provider.
- The SARC documents the HRRT meetings in Defense Sexual Assault Incident Database (DSAID).
- The HRRT makes initial report to the installation commander and SARC **within 24 hours** of activation, and provides updates at least weekly while the situation is high-risk.

The HRRT assessment of the victim includes, but is not limited to, the evaluation of the following:

- (1) Victim's safety concerns.
- (2) Alleged offender's access to the victim or whether the alleged offender is stalking or has stalked the victim.
- (3) Previous or existing relationship or friendship between the victim and the alleged offender, spouses or dependents.
- (4) Whether the alleged offender (or someone acting on behalf of the offender, e.g., friends, family, etc.) has destroyed victim's property; threatened or attacked the victim; threatened, attempted, or has a plan to harm or kill the victim or the victim's family members; or intimidated the victim to withdraw participation in the investigation or prosecution.
- (5) Whether the victim or alleged offender has threatened, attempted, or has a plan for harm, suicide, or homicide.
- (6) Whether the alleged offender has used a weapon, threatened to use a weapon, or has access to a weapon that may be used against the victim.
- (7) Whether the victim has sustained serious injury during the sexual assault incident.
- (8) Whether there has been a violation of the civilian protective order (CPO) or military protective order (MPO).
- (9) The following may be evaluated as the situation warrants:
 - (a) History of drug or alcohol abuse by either the victim or the alleged offender.
 - (b) Whether the alleged offender has begun to exhibit erratic or obsessive behavior, rage, agitation, or instability.
 - (c) Whether the alleged offender has a history of law enforcement involvement regarding domestic abuse, assault, or other criminal behavior.
 - (d) Whether the alleged offender is a flight risk.

HRRT provides a final report to the CMG chair and co-chair once it is determined that the person who reported the sexual assault is no longer in a high-risk status. The final report will include details of actions taken to mitigate or eliminate the identified risk(s).

8-Day Incident Report

Commanders are **required** to submit an 8-Day Incident Report within eight calendar days for **all Unrestricted Reports** of adult sexual assault. The report focuses on victim care and command response and is available on the SAPR Gear Locker: <https://hqmcportal.hqi.usmc.mil/sites/family/mfb/SitePages/Home.aspx>.

Incident	Is 8-Day Incident Report Required?
SARC formally notifies commander of a signed Unrestricted Report (DD 2910).	Yes
MCIO informs commander of an opened sexual assault case. (This includes active duty and prior-to-service cases, and cases involving civilian adults).	Yes, if adult sexual assault. Yes, if Marine is now an adult and is reporting a prior-to-service sexual assault. No, if child sexual assault (Marine accused of sexual assault on a civilian when both were minors at the time of incident). No, if person reporting the sexual assault is a minor. SARC's shall not input minor's cases into the Defense Sexual Assault Incident Database (DSAID).
Command receives a third-party report of sexual assault (another Marine, friend, family member, letter, etc.).	Yes, if the command is responsible for the person who was sexually assaulted (i.e., member of their command). (Person may elect or not elect to sign DD 2910) and there is a criminal case number (CCN), the investigative case number assigned by a MCIO.
Command receives information that a sexual assault occurred while a Marine (person who reported sexual assault or reported offender) is on leave or is making a permanent change of station (PCS) move and has not checked into the next command.	Yes, if the command received the initial report with a signed DD 2910 or MCIO assigned a CCN.
Marine accused of sexual assault against spouse.	No, this is not a SAPR case. Refer this case to FAP.

This is not all encompassing. For additional examples, clarification, or questions, please consult your appointed SARC.

8-Day Incident Report Quick Facts

- The SAPR 8-Day Incident Report is on the SAPR Gear Locker: <https://hqmportal.hqi.usmc.mil/sites/family/mfb/SitePages/Home.aspx>
- Submit an 8-Day Incident Report when there is an open, **Unrestricted Report** case of adult sexual assault involving a military Service member in DSAID or an investigation initiated by a MCIO and assigned a criminal case number (CCN).
- If the person who reported the sexual assault is a Service member, their **immediate commander** prepares and submits an 8-Day Incident Report.
- If the person who reported the sexual assault is a non-Service member, the **reported offender's immediate commander** prepares and submits an abbreviated 8-Day Incident Report.
- 8-Day Incident Report Helpful Hints:
 - ⇒ The 8-Day Incident Report can be saved to input additional information at a later time. Clicking "*Save/Submit Form*" will save the report. The submitter can continue to update the report inside of the 8-day window. HQMC will not process the 8-Day Incident Report inside of the 8-day window. When the "*Save/Submit Form*" button is selected, a copy of the updated report is forwarded to both the SARC and the CO, provided their respective contact information is correct in the "General Information" section.
 - ⇒ In order to provide an electronic copy of the report to the installation commander, the first O6, and the first GO in the chain of command, in the "General Information" section, enter the email address of the installation commander, the first O6, and the first GO in the person who reported the sexual assault or subject's chain of command. You must click "*Submit Form & Email Form to First O6/First GO/Installation CO*" in order to complete the action. "Save/Submit" will only send the report to the CO.
- For additional support, please contact HQMC SAPR at SMB.manpower.SAPR@usmc.mil.

Serious Incident Reports

Report **all Unrestricted Reports**/incidents of actual, suspected, or reported sexual assault in an OPREP-3 SIR. (Do not submit an OPREP-3 for Restricted Reports.)

BLUF: Upon notification of an Unrestricted Report of sexual assault, command submits an OPREP-3 SIR. Template for OPREP-3 SIR is in MCO 3504.2A.

- This does not distinguish between Service members and civilians.
- This does not distinguish between active duty service and prior to service.
- This does not distinguish between SAPR and FAP.
- The SIR is not dependent upon person who reported the sexual assault participation.
- This applies when information comes to the commander’s knowledge via MCIO, directly disclosed by the person who reported the sexual assault, formal notification from the SARC, or third party.

Please ensure that the OPREP-3 **does not contain:**

- PII violations: Names or more than one of the following: rank, unit, ethnicity. This is for both victim and subject.
- Restricted to Unrestricted conversion in the synopsis, as the installation commander is the only commander authorized to receive the notification of a Restricted Report and therefore this information is not required for the unit commander.
- Details of the sexual assault (e.g., victim was penetrated, victim was orally assaulted and beaten).

Incident	Action
SARC formally notifies commander of a signed Unrestricted Report (DD 2910/VRPS).	Submit OPREP-3 SIR.
MCIO informs commander of an opened sexual assault case. This includes active duty and prior to service cases.	Submit OPREP-3 SIR.
Person who reported the sexual assault directly discloses incident to commander. This includes active duty and prior to service cases.	Submit OPREP-3 SIR.
Command receives a 3rd party report of sexual assault (another Marine, friend, family member, letter, etc.).	Submit OPREP-3 SIR.
Command receives information that a sexual assault occurred while a Marine (accused or person who reported the sexual assault) is on leave or is in route PCSing and has not checked -into the next command.	Submit OPREP-3 SIR.
Marine accused of sexual assault against spouse.	Submit OPREP-3 SIR. SARC will inform HQ SAPR this is a FAP case.

Expedited Transfers

UNRESTRICTED REPORTS ONLY

- Expedited Transfers (ET) address situations where the person who reported the sexual assault feels safe, but *uncomfortable*, and to assist the person's recovery by moving the person to a new location. Concerns of safety necessitate a safety move, not ET.
- A Marine requests an ET via the SARC. No one can request an ET on behalf of the Marine.
- Military adult dependents are eligible for an Expedited Transfer.
- SARC will submit request to the CO as soon as possible.
- CO has **five calendar days** after receipt of the ET to approve/ disapprove.
- CO should consult with supporting SJA and consider the following:
 - ⇒ Nature and circumstances of the offense
 - ⇒ If a temporary transfer would meet the Marine's needs and operational needs of the unit
 - ⇒ Training status of the Marine requesting the transfer
 - ⇒ Parent command input, if attached (e.g., Temporary Assigned Duty (TAD), Fleet Assistance Program (FAP))
 - ⇒ Status of the investigation, potential impact on the investigation, and future disposition of the offense based on consultation with the investigating MCIO
 - ⇒ Location of the alleged offender
- When CO approves ET:
 - ⇒ **DO NOT** contact Manpower Management.
 - ⇒ Assign personnel within the command whenever possible to assist with any out-processing requirements.
 - ⇒ Ensure Service member receives detaching evaluation, fitness report, or other evaluation IAW Service policy.
 - ⇒ Advise of the requirement of an intake meeting with the gaining commander if the victim seeks continued advocacy, legal, or healthcare services at the new location.
 - ⇒ Advise of the requirement of an intake meeting with the new SARC to determine if the victim wants to continue advocacy services.
 - ⇒ Sign ET and send it back to the SARC (template in Leadership Toolkit <https://hqmportal.hqi.usmc.mil/sites/family/mfb/SAPR/SitePages/LeadershipToolkitCommand.aspx>).
 - ⇒ SARC will forward approved request to HQMC SAPR personnel.
 - ⇒ HQMC SAPR will liaise with Manpower Management.

Expedited Transfers

UNRESTRICTED REPORTS ONLY

When CO does not approve ET:

- Use template on Leadership Toolkit to communicate disapproval to the person who reported the sexual assault and SARC.
- Marine can request in writing a review by the first GO in the chain of command.
 - ⇒ The GO must either approve or disapprove within five calendar days.
 - ⇒ The SARC forwards the ET package to HQMC SAPR.

Readjusting After a Sexual Assault

Readjusting after a sexual assault is an important part of healing for the person who reported the sexual assault, others in the unit, and for the leadership team. Consider these tips following a sexual assault report:

- Monitor the safety of person who reported the sexual assault.
- Allow those with knowledge of the incident to cooperate with an investigation in accordance with the policy, regulations, and standards of the Marine Corps and the UCMJ.
- Know that people who were sexually assaulted are *not required* to participate in an investigation.
- Remember that trauma responses look different for everyone so their paths to healing will also look different.
 - ⇒ Healing may look like time for yoga, acupuncture, meditation, or seeing the chaplain, not just counseling or medical. Recent research shows yoga can be very effective for healing trauma.
 - ⇒ Ensure the immediate chain of command for the person who was sexually assaulted and alleged offender support them in engaging services while protecting their privacy.
 - ⇒ Trauma is not a one-time occurrence, significant dates, events, or even sights or smells can trigger a trauma response.
 - ⇒ Talk to your SARC about particular dates (following a court martial, anniversary dates, after a forensic exam) and consider adjusting the Marine's workload or schedule during those times to allow for time away from work or to engage in services.
- Remind your Marines:
 - ⇒ The reported offender is presumed innocent until proven guilty.
 - ⇒ Each report is considered credible until proven otherwise.
 - ⇒ Retaliation is not tolerated within the unit against the person who reported the sexual assault, reported offender, and bystanders (SARC, SAPR VA, VLC, etc.).
 - ⇒ Everyone should wait before reaching conclusions.
 - ⇒ Gossip will not be tolerated and investigations should not be discussed with others.
- Monitor for incidents of coercion, ostracism, discrimination, or reprisals against the person who reported the sexual assault.
- Review for conditions that may have contributed or influenced circumstances leading to the sexual assault:
 - ⇒ Past unit climate assessments
 - ⇒ Unit policies
 - ⇒ Personnel practices
 - ⇒ Reduce risk factors and increase protective factors
- Work with experts (SAPR, EO, SJA, and NCIS) regarding training, prevention, and response measures.

Talking to Someone After a Sexual Assault

Knowing what to say after individuals have disclosed a sexual assault can be difficult. While there is no one “right” thing to say, an empathetic response to their disclosure is crucial. Listen, be there, and communicate without judgment. **Be patient.** Remember, there is no timetable for recovering from trauma.

Avoid putting pressure on them to engage in activities they aren’t ready to do yet.

- Understand that there will be good days and setbacks.
- Encourage them to practice good self-care during this difficult time, and remember to take care of yourself as well so you can be there for them.

Here are some phrases to show support:

- **“I’m sorry this happened to you.”** Showing empathy can build rapport.
- **“I’m here to help you get support.”** They trusted you and shared what happened to them. Let them know that you are there to ensure their safety and will respect their privacy.
- **“How can I help?”** Let them know that you are there for them. Ask how you can help put decisions into their hands and help them feel more in control about what is happening.

Encourage them to get support and information from professional resources, but realize that only they can make the decision to get help. You can also contact DoD Safe Helpline yourself to talk directly with staff to get suggestions and information on how to support individuals who have reported a sexual assault.

Phrases to AVOID:

- **Why/What/How questions.** Avoid questioning what they are telling you happened. Avoid questioning aspects of the event. Don’t ask “What were you doing out so late?” or “How were you dressed?” It is never their fault. Leave the fact finding for the MCIO.
- **“It wasn’t the reported offender’s fault.”** The reported offender’s actions are inexcusable.
- Excuses for the reported offender are detrimental to the person who reported the sexual assault’s long-term mental health and can compromise building trust in command leadership.
- **“You have to report/go to the hospital/etc.”** Empower them. Do not tell them what they must do. Never make them feel responsible for the alleged offender’s future actions. (“You have to report this if you don’t want him/her to do this to anyone else”). You can suggest what course of action they can take, if they ask for your advice.
- **“It could have been worse”** or **“At least _____ didn’t happen.”** There is no hierarchy of pain. Remember that one kind sexual assault isn’t more or less legitimate than another. The ways in which sexual assault violence will affect a people differently, and one type of trauma is not more or less than another.

Tips to Respond to Misconceptions

Often times leaders hear others talk about sexual assault in a way they know is wrong, but may not know how to respond or the right information to say instead. The table below pulls together talking points, data, and research to help leaders dispel misconceptions about sexual assault.

If you hear...	Consider this...
Frequent use of the word “victim.”	<p>Research shows that many Marines who have experienced sexual assault do not want to be called a “victim.”</p> <p>When talking about a specific person or situation, use “Marine” instead of “victim.”</p>
Exclusive use of “she/her” when discussing a hypothetical scenario of sexual assault.	Not everyone who is sexually assaulted is a woman and not all offenders are men. When using hypothetical scenarios, make a conscious effort to include men and women.
Exclusive use of “she/her” pronouns when discussing SAPR VAs.	What do you think your SAPR VAs will look like? Are they men or women? Race or ethnicity? MOS? The most important things to consider when selecting a potential SAPR VA is if the Marine is a good fit for the job based on policy requirements, their desire to be a SAPR VA, and ability to do the job. Consider selecting Marines inclusive of different ranks, races, genders, and backgrounds in the event that a Marine who is sexually assaulted would like to switch to another SAPR VA with whom they feel more comfortable.
“They should have fought more,” “The Marine knows MCMAP,” or “I would have fought back.”	The body responds to trauma in different ways: fight, flight, and freeze, or any combination thereof. This response is automatic and beyond the person’s conscious control. It may be true that a Marine’s training may make them less likely to freeze or flee during trauma. However Marines do not train under conditions like sexual assault, and they are not trained to view a fellow Marine, friend, or coworker as an enemy.
“What about the Sgt’s career?” or “But if the Sgt is a good Marine, it can’t be true” or “The Cpl is lying.”	NCIS investigates all allegations of sexual assault and reports their findings to the command. The Sexual Assault Initial Disposition Authority (SA-IDA) determines the validity of the report.
“He just wants an expedited transfer” or “He’s just trying to get out of a CFT with that expedited transfer” or “He’s just trying to avoid PT.”	<p>HQMC SAPR data indicates the expedited transfer process is not abused in the Marine Corps. In FY20, the Marine Corps processed 80 ET requests; 91% of these were approved by either the victim’s immediate Commander or following a General Officer review.</p> <p>An Expedited Transfer does not exclude a Marine from any fitness or unit readiness requirements.</p>

Tips to Respond to Misconceptions

<p>“If Marines just wouldn’t drink, there wouldn’t be any sexual assault.”</p>	<p>Report data tells us that there is a relationship between alcohol use and sexual assault, but we cannot determine if there is a causation effect. Regardless if alcohol is involved, no one asks for or deserves to be sexually assaulted. The responsibility is on the offender.</p>
<p>“(Real) men can’t be sexually assaulted.” or “Sexual assault doesn’t affect men.”</p>	<p>Any person can be sexually assaulted, regardless of their gender or that of the offender. Sexual contact/sexual act without consent is sexual assault. It is estimated that half of all sexual assault victims in the military are men, yet men constitute about 25% of Marine Corps SAPR reports.</p>
<p>“He’s gay.” or “Maybe he’s homosexual.” or “He was probably flirting with the offender.”</p>	<p>Sexual orientation of either the person who is sexually assaulted or the offender is not a factor in the commission of sexual assault. Most sexual assaults are about power and control, not sexual pleasure.</p>
<p>“What was he doing there in the first place?” “She must have asked for it,” or “He must have been leading that Sgt on.” “If the person became aroused, he obviously wanted it.”</p>	<p>It is never the fault of the person who was sexually assaulted. No one asks to be sexually assaulted. A current or previous dating or social or sexual relationship by itself or the manner or dress of a person does not constitute consent. A person’s previous sexual acts, experience, and/or history does not constitute consent. Sexual arousal is a physiological response to which the victim has little/no control, and does not indicate consent.</p>
<p>“If the offender isn’t in the Command, why does the victim need to leave?”</p>	<p>It’s not always about getting away from the offender. Some people may choose to request an Expedited Transfer to be closer to family or a stronger support system, or others in his/her unit may know about the assault and have made it uncomfortable for the Marine.</p>
<p>“If the Marine asks for an Expedited Transfer, it’s a failure on my part as a commander.”</p>	<p>A Marine may request an Expedited Transfer for a number of reasons: desiring geographic distance from the offender or location where the sexual assault occurred; or a wish to move closer to a support system.</p>

Facts About Sexual Assault Perpetrated Against Men

- **Military men experience sexual assault perpetrated by men and women.** Perpetrators of sexual assault are most often men. However, in a 2016 force-wide survey, about a third of military men indicated that a woman was involved as a perpetrator of their sexual assault.
- **Men are more likely than women to experience sexual assault in the form of hazing or bullying.** According to a 2016 force-wide survey, when compared to military women, military men are more likely to characterize their sexual assault as hazing or bullying, indicate the incident occurred at work during duty hours, and experience multiple incidents in the past year.
- **Men of all sexual orientations are victims of sexual assaults.** Men of all sexual orientations may experience sexual assault. However, evidence indicates that anti-gay violence leads some perpetrators to target other men, even if those targets aren't necessarily gay.
- **Men can have unexpected reactions during traumatic events.** Anyone who experiences a traumatic event can encounter unexpected and surprising physiological and psychological reactions. Men can experience erections or even ejaculate in response to unwanted physical stimuli, including sexual assault. None of these physical reactions is an indication of consent.
- **Men and women alike can experience difficulties after a sexual assault.** As a consequence of sexual assault, both men and women may experience depression, intimacy issues, anxiety, post-traumatic stress disorder, substance abuse, anger, shame, embarrassment, and guilt. Men also face unique challenges reconciling their masculine identity after a sexual assault.
- **Men are less likely than women to report sexual assault.** According to prevalence estimates in the FY18 WGRA (Workplace and Gender Relations Survey of the Active Duty), 43% of female Marines and 15% of male Marines reported their sexual assault. Furthermore, when military men reported their sexual assault, they indicated experiencing less satisfaction than women with the services they received and their leadership's response.

See page 5 for resources for men who are sexually assaulted.

Managing an Alleged Offender in the Unit

Based on current sexual assault data, it is highly likely the alleged offender and person who reports a sexual assault will be in the same unit. There are several things for leaders to consider in these situations including ensuring the welfare of the alleged offender. The SAPR program is the go-to resource for taking care of the person who reported the sexual assault. All questions or concerns about the alleged offender should be brought to SJA.

- Notify the appropriate MCIO immediately after receiving a report of sexual assault by someone in your unit.
- Ensure the alleged offender's safety:
 - ⇒ Monitor the well-being of the alleged offender, particularly for any indications of suicidal ideation or unhealthy attempts to cope with stress.
 - ⇒ Consult with medical and mental health providers for assistance and appropriate courses of action, as needed.
 - ⇒ Monitor the alleged offender for erratic or violent behavior that may endanger the safety of the person who reported the sexual assault, or others.
 - ⇒ Participate in any convened HRRT.
 - ⇒ Determine the need for a MPO (DD Form 2873) with assistance from the SARC, SAPR VA, legal, and/or MCIO.
- Monitor for incidents of coercion, ostracism, discrimination, or reprisals against the reported offender in person, in the unit/workplace, or through email, text, phone, or social media.
- Upon disposition of a sexual assault allegation, the command must submit the Sexual Assault Disposition Report (SADR) within **two business days**.
- **DO NOT conduct an internal command-directed investigation**, delay immediate contact with the MCIO, or attempt to access the credibility of the report, avoid questioning the alleged offender about the sexual assault allegation.
- Strictly limit information pertinent to an investigation to those with an official need-to-know.
- Ensure procedures are in place to inform the reported offender about the investigative, legal, and command processes and defense legal services that may be involved.
- As appropriate, refer the alleged offender to available counseling, groups, or other services. Verify via the SARC that the person who reported the sexual assault and alleged offender are not in the same counseling groups, classes, or other gatherings.

Retaliation

Retaliation has significant ramifications on people who report a sexual assault, first responders who support people who are sexually assaulted, and the health of an entire command. Emphasize that acts of retaliation are not tolerated and the person(s) who commits any of these acts are subject to disciplinary action in accordance with the UCMJ. For all questions or concerns on retaliation, contact SJA.

Retaliation includes:

- Maltreatment
- Ostracism
- Reprisal
- Restriction

Retaliation can occur against:

- Person who reported the sexual assault
- Reported Offender
- Witnesses
- Bystanders
- First Responders (to include SARC/SAPR VA)

Incidents can occur:

- In person
- In the unit or workplace
- Through electronic communications
- On social media

If retaliation occurs, notify:

- Inspector General
- Military Equal Opportunity
- NCIS
- SJA

CMG Chair will:

- Ask at every CMG meeting during each case review if the person who reported the sexual assault, witnesses, bystanders (who intervened), SARCs and SAPR VAs, responders, or other parties to the incident have experienced any retaliation incidents.
- Develop a plan to immediately address the issue of reported incidents.
- Monitor for status updates at the CMG until the case of the person who reported the sexual assault is closed.

Prevention

Sexual assault prevention starts with you as a leader. Protective factors are attitudes, beliefs, and behaviors associated with positive outcomes for the organization. These 10 characteristics from DECOS are indicators of a healthy command and reduce the likelihood of sexual harassment, sexual assault, or a suicide related incident:

- Cohesion
- Connectedness
- Engagement and commitment
- Fairness
- Inclusion
- Leadership support
- Morale
- Transformational leadership
- Work-life balance
- Safe storage for lethal means

These elements are deeply embedded within Marine Corps leadership and all within your ability to influence. There are many programs within the Marine Corps staffed with personnel and programs equipped to assist you in each of these categories.

- Embedded Preventive Behavioral Health Capability
- Family Advocacy Program– Prevention & Education
- Substance Abuse Program– Prime for Life
- Military Life Counselors
- Unit Marine Awareness and Prevention Integration Training
- Operational Stress Control and Readiness
- Semper Fit– Health Promotions, community fitness, unit recreation
- Single Marine CProgram
- Family Readiness Program (LINKS, LifeSkills)
- Chaplains
- Marine for Life
- Voluntary Education
- Leadership Scholar Program
- Skillbridge

It is also helpful to identify and address harmful behaviors that can lead to a higher likelihood of a sexual assault occurring in a unit. Knowing these behaviors can allow leaders to address them early before they escalate. The Preventing Sexual Violence Risk and Protective Factors Report and the Department of the Navy's Watch List are both useful tools to identify harmful behaviors in individual Marines and a unit's climate.

Preventing Sexual Violence

Risk and Protective Factors Annual Research Report—2021

PURPOSE

Based on a review of academic and professional research, this document identifies risk and protective factors that have routinely been shown to be associated with sexual assault and other forms of sexual violence. Risk and protective factors for both victimization and perpetration are provided.

RISK FACTORS

The risk factors identified below were selected because they are potentially modifiable or are factors that can be used to identify groups to target for sexual violence prevention. No single risk factor is sufficient to predict the occurrence of sexual violence. This list is not exhaustive but includes the most common risk factors associated with sexual violence.

The following are associated with an increased risk of perpetration of sexual violence:

Individual:

- Strong adherence to traditional gender norms
- Aggressiveness/Acceptance of violence
- Alcohol and drug use
- Coercive sexual fantasies
- Exposure to sexually explicit media
- Hostility towards women
- Hyper-masculinity
- Prior sexual victimization or perpetration
- Lack of empathy
- Sexual risk-taking

Relationship/Family:

- Association with sexually aggressive and hyper-masculine peers
- Childhood history of physical, sexual, or emotional abuse
- Family environment characterized by physical violence and conflict
- Involvement in a violent or abusive intimate relationship

Community/Society:

- Norms that support male superiority and sexual entitlement
- Norms that support sexual violence



EFFECTS OF A PANDEMIC

Emerging evidence suggests that the social and economic realities associated with the ongoing global COVID-19 pandemic may be contributing to an increase in sexual violence. Travel restrictions and social distancing measures designed to combat the spread of COVID-19 have also brought increased social isolation and economic anxiety.

Factors associated with COVID-19 measures that might increase risk of sexual violence include:

- Less contact with family and friends
- Loss of employment
- Increased social isolation
- Economic insecurity
- Disruption of support and response capabilities

RISK FACTORS (CONT.)

The following are associated with an *increased risk of sexual violence victimization*:

Individual:

- Alcohol and drug use
- Being a woman
- Being young
- Maltreatment in childhood
- Previous victimization

Community/Society:

- Norms that support male superiority and sexual entitlement
- Norms that support sexual violence

PROTECTIVE FACTORS

Research on protective factors related to sexual violence continues to emerge and develop, but at present remains understudied when compared to risk factors. The protective factors identified below were selected because they are potentially modifiable or are factors that can be used to identify groups to target for sexual violence prevention. This list is not exhaustive but includes the most common protective factors associated with sexual violence.

The following are associated with a *decreased risk of perpetration of sexual violence*:

Individual:

- Emotional health and connectedness
- Empathy and concern for how one's actions affect others

Relationship/Family:

- Parental use of reasoning to resolve family conflict

The following are associated with a *decreased risk of sexual violence victimization*:

Relationship/Family:

- Social connectedness

Community:

- Coordination among community agencies

PREVENTION STRATEGIES

No one specific risk factor is the cause of sexual violence. Similarly, no one specific protective factor can prevent sexual violence. Any prevention strategy must take a multifaceted approach.

- Build community support (e.g., leadership support, community unity, community resources)
- Encourage norms and behaviors that create protective environments
- Educate community members on how to identify what to do in high-risk situations

COVID-19 CONSIDERATIONS

Cultivating social connections during periods of isolation and stress is key to maintaining healthy communities. Work with the community to reduce the impacts of social isolation. Make sure that resources (hotline numbers, telehealth outlets, shelters, crisis centers, and counseling) are available and known to the community.

RESEARCH AND PROGRAM EVALUATION

Please contact us at behavioral.programs.research@usmc.mil with any questions. This report is also on the Gear Locker: <https://hqmportal.hqi.usmc.mil/sites/family/mfc/BHINT/researchana/default.aspx>.

THE WATCH LIST

Analysis of the 2018 Workplace and Gender Relations Survey of Active Duty Members revealed the "Top Five Signals" identifying when Marines may be at higher risk of sexual assault. Many of these same areas can be assessed using the Defense Organizational Climate Survey (DEOCS). If a Marine experiences one of the measured behaviors below, their risk for sexual assault may increase.

When it comes to the safety of our teammates, we all have the Watch.

Top 5 Signals of Risk for Sexual Assault

If Marines Experience...

A Marine is at higher risk of sexual assault when a coworker does any of the following:

SEXUAL HARASSMENT

risk of Sexual Assault increases

8x for Women
51x for Men

- Repeatedly tells sexual "jokes"
- Embarrasses, angers or upsets the Marine by repeatedly suggesting they don't act like their gender is supposed to
- Displays, shows or sends sexually explicit materials (e.g., pictures, video)
- Repeatedly asks questions about their sex life or sexual interests that makes them uncomfortable, angry or upset
- Repeatedly makes sexual comments about their appearance, body
- Takes or shares suggestive pictures or videos of them when they don't want to
- Repeatedly attempts to establish unwanted romantic or sexual relationship
- Intentionally touches them in sexual way when they do not want them to
- Makes them feel they would be punished/treated unfairly for not doing a sexual act

GENDER DISCRIMINATION

risk of Sexual Assault increases

3x for Women
18x for Men

A Marine is at higher risk of sexual assault, if a Marine's career is hurt as coworkers:

- Mistreat, ignore, exclude, or insult them because of their gender

LACK OF RESPONSIBILITY & INTERVENTION

risk of Sexual Assault increases

3x for Women
8x for Men

A Marine is at higher risk of sexual assault, when the Marine's unit:

- Does not make it clear that sexual assault has no place in the military
- Does not promote a unit climate based on mutual respect and trust
- Does not lead by example by refraining from sexist comments and behaviors
- Does not recognize and immediately correct incidents of sexual harassment
- Does not encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behaviors
- Leaders did not publicize sexual assault report resources
- Marines did not encourage victims to report sexual assault

WORKPLACE HOSTILITY

risk of Sexual Assault increases

3x for Women
7x for Men

A Marine is at higher risk of sexual assault, when the Marine's coworkers:

- Intentionally interfere with their work performance
- Do not provide information or assistance when they need it
- Take credit for their work or ideas
- Gossip/talk about them
- Use insults, sarcasm or gestures to humiliate them
- Yell when angry at them

LACK OF RESPECT & COHESION

risk of Sexual Assault increases

3x for Women
6x for Men

A Marine is at higher risk of sexual assault, when the Marine's unit is:

- Low in unit cohesion
- Low in respect from or for Chain of Command
- Low in respect for others from diverse backgrounds
- Low in ability to deal effectively with adversity or conflict when it occurs
- Low in gender respect: Women and men treat each other poorly
- Low in support: Marines do not provide help to one another when personal problems arise

THE WATCH LIST

Top Ten Tips for Commanding Officers

- 1. CLIMATE BRIEFS:** From All-Hands to small discussion groups, commit to having routine, ongoing conversations about command climate. Active listening increases your understanding of team concerns and empowers you to adapt as needed.
- 2. WALK THE DECK:** Daily engagement builds rapport, trust and confidence between leaders and Marines. You are more likely to learn about potential harmful behaviors when you take part in direct conversations with your Marines in real time. These personal interactions show that you respect your Marines and care about how they are doing.
- 3. IF YOU SEE SOMETHING, SAY SOMETHING:** If you see or hear inappropriate conduct in public, respond immediately. On the spot corrections communicate standards of professional and appropriate conduct for all Marines and dispel any confusion about unacceptable behavior.
- 4. ONE SIZE DOES NOT FIT ALL:** A single set response to every command climate issue is unlikely to work. In a learning institution, mistakes can be opportunities to learn and grow, and not all comments made are intended to be malicious. As a positive leader with your finger on the pulse of command climate, you can improve morale and esprit de corps by taking all reports seriously and addressing them in a swift manner.
- 5. DO NOT WAIT UNTIL IT ESCALATES:** Early intervention is important. Watch List behaviors are indicators of eroding good order and discipline within your command. Stopping these behaviors early and consistently can prevent more serious destructive behaviors from occurring over time.
- 6. TAKE ALL SEXUAL HARASSMENT COMPLAINTS SERIOUSLY:** Trust your Marines when they report sexual harassment, as they are trusting you to uphold the standards. Studies show most people have tried everything they can to resolve the situation before making a sexual harassment complaint.
- 7. LOOK BENEATH THE SURFACE:** Complaints about Watch List behaviors may indicate deeper issues. Use additional assessment tools such as a command climate survey to better understand how your Marines are experiencing the climate. Action what you know. Remain flexible and ready to pivot as climate information comes to your attention.
- 8. DEVELOP A REPORTING CULTURE:** Cultivate a command climate where Marines have confidence to report without fear of reprisal. A firm, fair and consistent approach to reporting wrongdoing builds confidence in the systems that support Marines. Trivializing Watch List behaviors could lead to a more permissive command climate.
- 9. WHEN IN DOUBT, CALL IN THE EXPERTS:** Most of the Watch List behaviors are violations of Marine Corps instructions and the Uniform Code of Military Justice. Routinely check in with a Judge Advocate officer or other relevant subject matter experts if you are unsure about how to respond to a potential issue.
- 10. DO NOT DELEGATE IT. OWN IT:** Make sure everyone understands your goal is to help and protect those under your command. Hold yourself accountable. If health and welfare are at risk, then you absolutely want to be informed and involved.

