Sexual Assault Prevention & Response

My Opportunity To Lead

Wing Commanders' Guide

Executive Summary & Talking Points

Personal Leadership

Eliminating sexual violence is everyone's responsibility, but ultimately your words and actions, or lack thereof, set the deciding tone. As a leader, how will you model and establish zero tolerance of sexual assault or any behaviors that support it?

For Discussion

Ask yourself: How might your biases be impacting prevention and response efforts under your command?

Then consider: Among the top reasons victims choose not to report include that they didn't want superiors to know (48% of women and 34% of men) and they did not trust the reporting process (25% of women and 18% of men).[1]

Commanders' Talking Points

Here is what you can expect from me:

- Zero tolerance of sexual assault or any behaviors that support it.
- Those under my command will be held accountable for their response to this issue.
- Caring support for victims throughout the process.

Climate & Environment

Environmental factors in the military associated with an increased likelihood of sexual assault include:

- Sexual harassment allowed by superiors.
- Unwanted sexual advances or remarks on-duty.
- Environments where superiors engaged in quid pro quo behaviors.

For Discussion

Ask yourself: What is the real impact of a few off-color jokes and a couple of come-ons?

Then consider: Those reporting hostile work environments had approximately six-fold greater odds of rape.

Commanders' Talking Points

Here is what I expect from those under my command:

- Step up and act when you see or hear behaviors that could lead to sexual violence.
- Show respect and support for victims and care of all Wingmen.
- Intimidation or retribution of any kind will not be tolerated.
- Lead by positive example.

Community Leadership

Studies show that a coordinated, multi-disciplinary approach improves a victim's experience as well as offender accountability.

For Discussion

Ask yourself: Does your influence and impact end when you step off the base?

Then consider: Just as members of the Air Force can be victimized by civilians off base, members of the Air Force have perpetrated sexual violence against civilians in the surrounding community. Your role as a bystander in a position to intervene remains as crucial off base as on.

Commanders' Talking Points

Here is what the community can expect from any member of this Wing:

- Behavior showing that we are American, Military and Air Force ambassadors each time we step off this base.
- Proper intervention when circumstances dictate.

Victim Response

• 19% of women and 2% of men were sexually assaulted while serving in the Air Force (the majority of these crimes were committed by fellow Airmen[1]).

• Most sexual assaults are committed by someone known to the victim.

• Research shows reports of sexual assault were found to be false in only 2-10% of the cases.[3]

For Discussion

Ask yourself: When I think about sexual assault, how often do I think only of female victims?

Then consider: In addition to 2,143 women, 1,355 men were sexually assaulted in 2010.

Commanders' Talking Points

Here is what victims can expect:

• Respect and support from professional Sexual Assault Response Team members.

• Direct access to the SARC, caring victim advocates (VAs), and base resources for guidance and support throughout the process.

• Timely and professional investigation and disposition decisions commensurate with the available evidence.

Offender Accountability

Most men who perpetrate sexual violence will do it repeatedly, debunking the myth that most assaults are "an honest misunderstanding between two people who drank too much" or "miscommunication."

For Discussion

Ask yourself: What are my assumptions about sexual assault offenders?

Then consider: Research shows many of these assaults are committed by someone known by or familiar to the victim. Most of these sexual assaults are committed by repeat offenders. Since their behavior is extremely hard to change, the role of the bystander to intervene is vital.

Commanders' Talking Points

Here is what offenders can expect:

• Proper investigation of allegations and an assumption of "innocent until proven guilty."

• Access to base support resources, i.e. counseling.

• Accountability for actions.

"Hurts One. Affects All."

3.4% of women and .5% of men were sexually assaulted during the 12-month period of the 2010 Gallup Survey of Air Force Active Duty Military

19% of women and 2% of men were sexually assaulted while serving in the Air Force[1]

Inspiring our Airmen to be good Wingmen is not just a worthy undertaking...it is a critical mission enabling task that has hope of one day creating an Air Force without sexual assault, making it a benchmark for all the world to emulate."

-- Honorable Michael B. Donley,
Secretary of the Air Force
AF SAPR Leader Summit

"America's Airmen deserve nothing less than our full devotion to eradicating the threatening behavior to their well being... This crime threatens our people and for that reason alone it is intolerable and incompatible with who and what we are. Our Airmen serve in a dangerous world where others would seek to do them harm as enemies. We will not rest until we eradicate all behavior that would similarly do them harm from within our ranks."

- General Norton A. Schwartz,
Chief of Staff of the Air Force, AF SAPR Leader Summit

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Sexual Assault in the Air Force

...involves nonconsensual criminal acts ranging from sexual touching to rape.

Consent IS...
- Freely given words or overt acts indicating agreement to sexual activity.

Consent IS NOT…
- Submission due to force or fear.
- Implied due to dress or previous sexual relationship.
- Possible if someone is substantially impaired due to drugs, alcohol, or unconsciousness.

The following facts are from the 2010 Gallup Survey of Air Force active duty military[1]:

Sexual assault is **OUR** problem.

- 17,539 women and men (estimated projection) currently serving the United States Air Force have experienced sexual assault during their service

Being perpetrated by **OUR** members.

- 87% of military perpetrators of assault against Air Force women were Airmen
- 92% of military perpetrators of assault against Air Force men were Airmen

Being perpetrated on **OUR** installations.

- 51% of assaults against AF women and 41% of assaults against AF men were committed on a military installation

Sexual assault is a national problem.

- 1 in 5 women will be sexually assaulted in their lifetime[2]
- It is the most under-reported crime in America
- Over 10% of all victims of sexual assault, sexual abuse, and rape are male

The Most powerful impact

You, as an Air Force Commander, can make it unequivocally known that this issue is a priority to you. If in both formal and informal contexts, those under your command understand they will be held accountable by you for their response to this issue - the rest will follow.

Core Elements of a Commander's Environment

What am I responsible for?

The diagram below depicts the five key elements of a Wing Commander's responsibility for Sexual Assault Risk Management. The elements encompass both Prevention and Response strategies. Attention paid to these has a positive effect on individuals and overall mission readiness. The remainder of this guide is organized according to these elements.

Personal Leadership

Ask yourself: When you hear about a sexual assault case, how often do you doubt the veracity of the victim's report and instead focus on characteristics of the victim? For example: what the victim was wearing, if the victim had been drinking, if the victim voluntarily invited the alleged offender to his or her room.

Then consider: The tendency to assume the report is false or that the victim is lying is not supported by the data. Victims of sexual assault are far more likely to have been assaulted while never reporting the incident (only 17% of female and 6% of male victims in the Air Force reported their assault[1]) than they are to have never been assaulted and made a false report (false allegations of sexual assault range between 2% and 10%[3]).

Ask yourself: How often are you skeptical of an assault because you feel like you can identify with the alleged perpetrator? "I know this man. He's a good guy. He's a lot like me when I was younger. He's a great Airman."

Then consider: In the Air Force, only 8% of the sexual assaults committed against women and 16% committed against men were by strangers.[1] The majority are known to the victim and are often described as "nice guys," easily indistinguishable from an Airman you may like and respect.

Ask yourself:

How often do you assume that an alleged sexual assault is more likely to be a sexual encounter between well intentioned individuals who simply had too much to drink or had an honest misunderstanding?

Then consider:

Every case stands alone. Studies indicate that many of the sexual assaults committed by someone the victim knew are committed by a few men who are repeat offenders[4]. Common tactics used to commit the assault include: ignoring victims' efforts to communicate, incapacitating them with alcohol or drugs, physical force, or threats. Every case must be thoroughly investigated so that the facts relevant to that case can be determined. Then, and only then, after you thoroughly review the case, can you reach a disposition decision that is fair to both the victim and the subject in that individual case.

Ask yourself:

Based on your responses to the above questions, how might your biases be impacting prevention and response efforts under your command?

Then consider:

Among the top reasons victims choose not to report include that they didn't want superiors to know (48% of women and 34% of men) and they did not trust the reporting process (25% of women and 18% of men).[1]

What messages can you communicate, formally or informally, that could decrease victim blaming, increase scrutiny of repeat offenders, and increase the reporting and help-seeking behaviors of victims?

Eliminating sexual violence is everyone's responsibility, but ultimately your words and actions as the Commander, or lack thereof, set the deciding tone. Identifying potential liabilities in terms of misinformation or biases is a crucial first step.

> "Knowing your own strengths and weaknesses is important to successful leadership. You, the leader, must recognize your personal capabilities and limitations." (Air Force Officer's Guide).

Strategies:

1. Inform yourself and your wing leaders about key aspects of sexual assault.
2. Hold those under your command accountable by directly and personally addressing questionable behaviors.
3. Visibly support your Sexual Assault Response Coordinator .
   - Ensure adequate resources
   - Meet with your SARC biweekly
   - Communicate to others about the SARC's capabilities
   - Support collaboration and cross-communication with The Sexual Assault Response Team (SART)
   - Ensure subordinate commanders establish a working relationship with the SARC
   - Be certain the location of the SARC office is appropriate
   - Give them visible front row seats for important events
   - Make introductions at SARC related programs
4. Actively involve your senior leadership team.
5. Go to conferences. Don't send substitutes.
6. Visibly and consistently express your support for victims and commitment to prevention.
7. Make it personal. Be "real" when discussing this issue.
8. Make sure awareness of the issue extends beyond Sexual Assault Awareness Month. Prompt your leadership with reminders to ensure ongoing attention.
9. Be proactive. Get the message out via multiple venues.
   - Webcast, radio show, or TV Show
   - Facebook
   - Website
   - Newcomer briefings
   - Magnets
   - Commander's Access Channel broadcasts
   - Weekly newspaper
   - Mass and targeted e-mail
   - Commander's calls
   - Daily face-to-face communication
   - Integrate message into existing vehicles
10. Share your best practices with fellow Wing Commanders.

Climate & Environment

Ask yourself:

What is the real impact of a few off-color jokes and a couple of sexual advances to the climate on my base and ultimately my mission readiness?

Then consider:

Environmental factors in the military associated with an increased likelihood of sexual assault include:

- Sexual harassment allowed by superiors
- Unwanted sexual advances or remarks on-duty
- Environments where superiors engaged in quid pro quo behaviors, such as when a superior makes inappropriate demands to a subordinate

A hostile climate decreases the likelihood victims will report, thus diminishing your opportunities to hold offenders accountable.

- 44% of female victims and 31% of male victims stated a reason they did not report was fear of being treated badly.[1]
- 25% of female victims and 15% of male victims stated a reason they did not report was they were afraid of retaliation or a repeat occurrence.[1]

Sexual assault is being perpetrated in our wings.

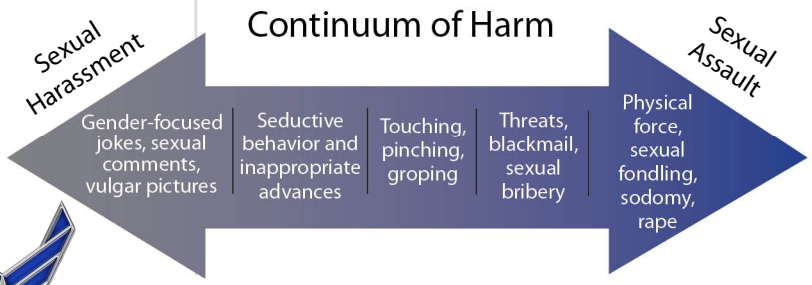
- 51% of assaults against AF women were committed on a military installation.[1]
- 41% of assaults against AF men were committed on a military installation.[1]

"The act of harming another person has no place in our Air Force culture. And make no mistake, stepping outside the line will result in serious consequences."
- Lt Gen Michael Basla, Vice Commander, Air Force Space Command

Ask yourself: What might a potential offender be thinking if s/he notices leadership is silent in the face of a vulgar e-mail or sexist comments?

Then consider: Officer and enlisted leadership is essential.

- The occurrence of the ranking officer initiating or allowing others in the unit to make sexually demeaning comments or gestures in a service woman's presence has been associated with a three- to four-fold increase in the likelihood of rape.[5]
- A study by Sadler (2003) shows "Women reporting hostile work environments had approximately six-fold greater odds of rape…When officers engaged in quid pro quo behaviors, women reported a five-fold increase in rape. Officers allowing or initiating sexually demeaning comments or gestures towards female soldiers was associated with a three to four-fold increase in likelihood of rape."[5]
- While most who laugh at an off-color joke or forward an inappropriate email do not commit sexual assault - those who do commit this violence often mask and justify their behavior within climates where such behavior is condoned or ignored. Just as peers may provide inadvertent cover for offenders, they are also a very effective tool in both the prevention and response arenas. Emphasize the important role Airmen can play as active bystanders. Armed with basic education and training on resources and intervention strategies, they are a force multiplier.



Strategies:

1. In formal and informal settings, set the standard for behavior and communication that you want emulated. Challenge your Airmen to act in the following areas:
   - Address behaviors, conduct and attitudes across the Continuum of Harm (see previous page).
   - Ensure respect for victims and respect for the investigation and disposition process.
   - Discourage intimidation or retribution of any kind after a report has been made.
2. Increase oversight and accountability for behaviors in the day-to-day workplace and living/community areas.
3. Conduct periodic surveys to assess elements of your climate. Work with your leadership team to address the elements of greatest concern.
   - Meet with your SARC to discuss climate and environment issues.
   - Solicit information on climate concerns from groups in unique positions to observe, including the Integrated Delivery System and the Community Action Information Board.
   - Conduct informal "walk around" assessments in a variety of base locations (work areas, family/youth areas, etc.).

     - Talk to people in work areas informally about the climate and environment
     - Integrate practical safety tips into orientation (locking doors in the dorms)
     - Listen for concerns with personnel in family and youth areas
     - Conduct no-notice inspections of dormitories
     - Ensure all are maintaining standards of good order and discipline
     - Be clear about your "boundaries" of behavior
     - Walk the grounds at night
     - Mentor
     - Talk to your supervisors about expectations
     - Talk to a variety of base spouses, including 1st term Airmen spouses

"Sexual assault is absolutely Inconsistent with our core values and it has no place in our Air Force; in a deployed context, at home, or anywhere in between."

- Honorable Michael B. Donley, Secretary of the Air Force AF SAPR Leader Summit

4. Encourage all supervisory-level leadership to make active efforts to stay current and responsive to climate concerns.
    - Get feedback from those teaching Bystander Intervention.
5. Do not tolerate sexually demeaning conduct.
6. Develop a climate within which bystanders feel empowered to act.
    - Support the Bystander Intervention Training program.
    - Encourage Airmen to take action in the face of a potential sexual assault.
    - Have wing leadership introduce key trainings and events pertaining to sexual assault prevention and response.
    - Acknowledge Airmen who intervene or speak up in potentially high-risk situations. Consider Achievement medals for being good Wingmen, and/or citations read at Commander's call.
7. Communicate clearly and often that there is a direct link between achieving your organizational goals and ensuring each Airman feels safe and productive in his or her office.
8. Emphasize the importance of Wingman culture and responsibilities including bystander intervention strategies.
9. Ensure squadron initiation rituals are within acceptable parameters.

"The nation entrusts its daughters & sons, sisters & brothers, mothers & fathers to us--all deserve respect. Even being a bystander who observes unprofessional behavior is--unacceptable."

- Col Rick LoCastro
Commander,
10th Air Base Wing
USAF Academy

COMMUNITY LEADERSHIP

Ask yourself: Does your local community know where you stand on sexual assault?

Then consider: Commander leadership on the issue of sexual assault in the on-and-off base community includes vocal support of a coordinated community response.

Studies show that a coordinated response by the community (multi-disciplinary approach) improves a victim's experience as well as offender accountability.

Though the vast majority of victims do not seek formal help, of those that do:

- 3% of women and 1% of men sought medical care off base.[1]
- 4% of women and 2% of men sought counseling off base.[1]

Just as members of the Air Force can be victimized by civilians off base, members of the Air Force have perpetrated sexual violence against civilians in the surrounding community. Thus, leadership on the issue of sexual assault is an opportunity to show very public support for Airmen and civilians in the community, as well as all first responders both on and off base. Further, it demonstrates to potential perpetrators the seriousness of the AF response.

Strategies:

1. Maximize each opportunity to interface with the community.
    - Build relationships with off-base law enforcement, crisis centers, and health care providers.
    - Offer to speak about your base program.
    - Visit local crisis centers and support clinics.
    - Host joint programs with command partners, and have base representation at local events.
2. Create opportunities for collaboration (e.g., training for first responders, host symposiums, teach a class at a community college, etc.) to showcase what the AF is doing.
3. Support your SARC when there are events. Let it be known you expect leaders in all echelons, both officer and enlisted, to be present and follow up if they are not.
4. Be a role model and lead by example. Be consistent behind closed doors as well as "out front".
    - Remind all that they are American, Military, and Air Force ambassadors home and abroad.
5. Know the resources that surround your base. This is particularly critical for non co-located Reserve and Guard wings who rely on community-based resources (e.g., rape crisis centers, shelters).

Victim Response

Ask yourself: What does a real victim look like?

Then consider: Victims of sexual assault are trauma victims. Trauma affects everyone differently. There are preconceived notions of how a "real" victim of sexual assault should look and act, as well as respond. When a victim does not conform to these expectations, often the veracity of his or her experience is doubted.

Ask yourself: Why is reporting often delayed?

Then consider: A victim may not report right away for a range of reasons, including fear of the perpetrator; public humiliation; a hostile environment for rape victims; fear of being disbelieved or blamed due to collateral misconduct (drinking, substance use); and blaming themselves for the assault.

Ask yourself: Why don't victims fight back?

Then consider: Victims may submit out of fear, to avoid further harm or heightened violence, and/or because of perpetrator threats.

Ask yourself: Aren't most victims hysterical or emotional?

Then consider: There is not one "typical" response for victims of sexual assault.

Ask yourself: Are most victims expected to be able to provide accurate recollections of their trauma?

Then consider: It is well established that memory processing is disrupted during traumatic events. Commonly occurring psychological reactions to trauma may impair a victim's ability to accurately recollect and talk about sexual assault.

Ask yourself: What do you do when you don't really believe the victim?

Then consider: As a Commander, it is essential that you follow the process and maintain objectivity. Each allegation of sexual assault should be considered independent of other allegations of past or present victim misconduct.

Ask yourself: When I think about sexual assault, how often do I think only of female victims?

Then consider: There are additional stereotypes and myths that impact men's ability to face their sexual assault and seek support or services, including:

- Men are immune to victimization.
- Men should be able to fight off attacks.
- Men shouldn't express emotion.
- Men enjoy all sex, so they must have enjoyed the assault.

Ask yourself: Why won't victims just report so we can hold the offenders accountable?

Then consider: This is a question often asked by leadership out of well-intended frustration at feeling helpless to act in the face of an assault. The reality is that 7 of 12 primary reasons victims gave for not reporting include things within a Commander's reach to address.[1] These include:

- Did not want superiors to know
- Fear of being treated badly if they report
- Concern for protecting their identity
- Did not trust the reporting process
- Afraid of retaliation
- Did not know how to report
- Perception that it was not serious enough to report

These reported concerns are well founded, as evidence shows that climate and response systems can be, and often are, extremely hostile to victims. The responsibility for an increase in reporting is yours, not the victim's. Note what is being communicated within your wing that is contributing to barriers to reporting, and address them. An increase in reporting will be unlikely to happen until after the response is strengthened and improved.

What Gallup says about reporting barriers

For some, it's about the act itself and whether they think it is worthy of reporting their experience. For others, it's about protecting identity, not wanting their peers, supervisors, or family to know what happened, or not wanting to cause trouble in their unit.

Strategies:

1. Respect victims' choices about reporting. If a victim chooses restricted reporting, respect that choice and trust your team to work the process.

2. Make sure the SARC works directly for the Vice Wing Commander and has access and support.
   - Hold a monthly meeting with the SARC.
   - Schedule the Commander/Vice Commander to speak at VA training.

3. Ensure adequate attention is paid to the selection, training and oversight of Victim Advocates.

4. Ensure training for first responders is available and effective (medical, OSI, Victim Advocate, SARC, chaplains, JAG).
   - Ensure first responders are collaborating and doing their work effectively on and off base by periodically doing a mock exercise.

5. Ensure resources are available to victims to prevent secondary victimization and reduce risk.

6. Ensure that transfer requests are expeditiously reviewed.

7. For Guard and Reserve without full-time response resources, partner with community-based counterparts.

8. Consider developing a memorandum of understanding on how cases will be handled. This is particularly important at joint bases and overseas. Ensure the process is clearly articulated to the base population.

9. Make certain that your Victim Witness Assistance Program is fully supportive of victims.

Reporting Options:

There are two reporting options available: Unrestricted and Restricted, defined below. Individuals who may make an unrestricted report include: Military members on active duty, Reserve, Guard, retired members, military family members, DoD civilian employees and civilians. Dependent victims under 18 will be referred to Family Advocacy. Individuals who are eligible to make a restricted report include: Air Force members on active duty, members of the Air Force Reserve or Air National Guard performing active or inactive duty training (as defined in 10 USC 101(d)(3)).

Unrestricted Reporting:

A process used by an eligible individual to disclose, without requesting confidentiality or restricted reporting, that he or she is the victim of a sexual assault. Under these circumstances, the victim's report and any details provided to the SARC, Healthcare Personnel, a VA, command authorities, or other persons are reportable to law enforcement and may be used to initiate the official investigation process under AFI 36-6001.

Restricted Reporting:

A process used by an eligible individual to report or disclose that he or she is the victim of a sexual assault to specified officials on a requested confidential basis. Under these circumstances, the victim's report and any details provided to the SARC, Healthcare Personnel, or a VA will not be reported to law enforcement to initiate an official investigation unless the victim consents or an established exception is exercised under AFI 36-6001.

Restricted/Unrestricted Reports

RESTRICTED		UNRESTRICTED
Yes	CONFIDENTIALITY	NO Sensitive/need to know
Active Duty Military and Members of the ARC on Active Status	ELIGIBILITY	All personnel
No	LAW ENFORCEMENT INVESTIGATION	YES
No	COMMAND INVOLVEMENT	YES
Yes	SEXUAL ASSAULT KIT	YES
Available	MEDICAL SERVICES	Available
Available	COUNSELING SERVICES	Available
Available	VICTIM ADVOCATE SERVICES	Available

Why the Restricted Reporting Option Is Critical

The concept of a restricted reporting option has been difficult for many commanders to fully appreciate. The restricted reporting option is a critical tool in the organizational response to sexual assault. It is the option developed specifically to increase mission readiness and increase reporting by addressing the initial needs of a victim -- for more control over their environment including time, privacy, and medical and emotional support. It is best described as a window into information previously unknown. Prior to this reporting option, most victims of sexual assault simply attempted to deal with the trauma on their own and hoped they could still function in their personal and professional lives. As this is a very difficult trauma to successfully self-treat, some struggled on and many others departed the Air Force, often for reasons related to their trauma.

While the goal is to have every restricted report go unrestricted, some victims will never be able to go beyond the restricted reporting step, so a final adjudication of the case will never occur. Others will find themselves able to move their case into the unrestricted realm in due time, and not only get help for themselves but also participate in holding their offender accountable.

Honoring a victim's choice for restricted reporting is critical, in spite of the fact that it delays an investigation into the allegation and your ability as Commander to "take care of your troops."

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Respecting a victim's choice for this option demonstrates that you and the Air Force care about him or her first, and the desire to investigate the crime, at least immediately, second. This is very important as victims strive to adjust to the shock of their circumstances, regain their bearings, and prepare to move forward.

Rest assured that your SARC team is working with victims to help them understand the importance of an immediate SAFE kit to preserve evidence for future use. The SARC is also working to help them understand the importance of moving to an unrestricted reporting process when and if they want.

Initial medical care, both physical and mental, coupled with quality time to work with a SARC and VA creates a safe zone for victims. This tends to translate into a victim being much more willing to work toward successful offender accountability.

Bottom Line: A Restricted Reporting option puts the victim's voice first, ensures they get immediate help, and may eventually give you, as Commander, the ability to pursue an alleged perpetrator on a case converted to unrestricted that may have been otherwise unknown, while helping a victim more quickly return to mission ready status.

Offender Accountability

Ask yourself: What are my assumptions about sexual assault offenders and accountability?

Then consider:

- When the victim was a female, the perpetrator was an acquaintance 28% of the time, a peer 34% of the time, or a friend 20% of the time. When the victim was a male, the perpetrator was an acquaintance 29% of the time, a peer 23% of the time and a friend 18% of the time.[1]

- Most men who perpetrate sexual violence will do it repeatedly, debunking the myth that most assaults are "an honest misunderstanding between two people who drank too much" or "miscommunication." As previously noted, 90% of all assaults are committed by repeat offenders.[5] This finding has strong implications for your investigations and prevention efforts.
  - Researchers suggest that a prevention strategy focused on persuading persons not to commit sexual assault is not effective as a stand-alone strategy. Bystander intervention is viewed as a stronger alternative.

- An unreported allegation is never investigated. Factoring in unreported sexual assaults, only about 6% of potential perpetrators ever serve a day in jail. This means 15 of 16 potential perpetrators can never be held accountable.

- Alcohol is frequently used as a weapon by offenders in order to control their victim and render them helpless. As part of their plan, a perpetrator will encourage the victim to use alcohol, or identify an individual who is already drunk. Alcohol is not a cause of sexual assault; it is only one of the many tools used by people who sexually assault.

Strategies:

1. Express clear expectations about the urgency and priority of case processing.
2. Ensure proper investigation of allegations while also communicating that the accused is "innocent until proven guilty."
3. Ensure that your SARC and multi-disciplinary team members encourage a victim to have a SAFE kit done immediately.
4. Do not put pressure on SARCs to disclose restricted reports. Trust they will encourage victims to move to unrestricted as quickly as possible to ensure adjudication.
5. Ensure a strong Victim Witness Assistance Program.
6. Consider inviting your SARC to periodically attend status of discipline meetings. SARCs have visibility on personnel involved in both restricted and unrestricted cases. At times there is crossover between sexual assault allegations and other disciplinary cases.
7. Ensure your SJA and the AFOSI (or servicing MCIO) are working closely together. This will help avoid unnecessary delays.
8. Remember that complications and delays occur in military and civilian courts. These cases are rarely resolved quickly.
9. Ensure case outcomes are thoroughly reviewed and communicated to each victim by the JA, SARC, and Commander.

"Don't give up on a case until you are satisfied with the result; it doesn't matter how far away it happened, how long ago it was, which service the offender was in, or what the circumstance; get the result legally appropriate for the crime."

- Ronald B. Miller, Brigadier General, USAFR Commander, 301st Fighter Wing

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For More Information

For additional information, including the additional resource documents listed below, please visit the SAPR website: http://www. afpc.af.mil/library/sapr/index.asp.

- Maximizing the Power of Mentorship in Preventing Sexual Assault
- Effectively Engaging Your Wing in Sexual Assault Prevention
- A Broader Understanding of Bystander Intervention
- Secondary Victimization: Implications for Sexual Assault Response
- The Importance of Overseeing the Case Management Process

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Not on my watch…

- After returning from deployment, a female TSgt was asked how the deployment went and whether she was treated with respect. Her response: "I joined the Air Force to fight for my nation and serve my country. I would never have believed when I went into the combat zone, that I would be afraid for my safety with my own comrades. I was more afraid of them than I was of the enemy."
- It is just prior to the Air Force Ball. A female Airman on her first tour is selected as the "youngest Airman" to help the Wing CC cut the cake. That night, a fellow Airman forces her to have sex in her dorm room after prying her door open with a multi-use trade tool.
- An A1C on her first overseas assignment is taken out on a "green bean tour" by her SSgt supervisor. The goal was to "get her drunk to help her overcome jetlag." She is drunk and incoherent. While she is passed out, another Airman sexually assaulted her on her supervisor's couch.
- A male first-term Airman was enjoying a few drinks at a gazebo outside his dorm with several co-workers. He went to his room after a few hours saying, he was not feeling well, and fell asleep. A powerful drug had been slipped into his drink. Later that night, he woke as someone entered his room, but he could not move or speak. Unable to defend himself, he watched as the offender, one of his male co-workers, sexually assaulted him.

"I fully recognize that there are many competing priorities for leaders' resources, time and efforts, but combating sexual assault must remain an undeniable priority for this crime's effect is larger than a negative impact to our mission."

- General Norton A. Schwartz,
Chief of Staff of the Air Force
AF SAPR Leader Summit