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DRAFT

ON-SITE INTERVIEW QUESTIONS

Background

RAND's National Defense Research Institute has been asked to support the Office of Force Resiliency in their assessment of prevention infrastructure DoD sites with high and low scores on the recent climate and command survey (DEOCS). As part of that assessment, we will be holding discussions with key stakeholders on site. This document includes interview questions to guide those discussions. Although the interviews will be documented, there should be no discussion of open cases so to respect the privacy of individuals who experienced sexual assault and alleged offenders. These discussions will also inform the Prevention Working Group and the Independent Review Commission for Countering Sexual Assault report, which will be provided to Congress in October 2021.

DRAFT

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DRAFT

Commander

Person Interviewed:

Date/Time:

Location:

Interviewed By:

Recorder:

Actions to Address Memo

On 23 Mar 20, Mr. Hicks, Performing the Duties of the Under Secretary of Defense for Personnel and Readiness, signed a memo directing the establishment of an Independent Review Committee to address areas needing immediate attention across the Department of Defense. Those areas were: Promote Accountability; Reinvigorate Prevention; Enhance a Climate and Culture of Respect; and Improve Victime Care and Support.

1. Can you provide insight into what [your site] is doing specifically to address each of these areas?
2. In your opinion, are [your site]'s actions having an impact on each of these areas? Why or why not?

Climate and Culture of Respect

1. What trainings or policies have you found to be the most beneficial/helpful when dealing with sexual assault and sexual harassment issues?
2. What training or policies have you found to be least helpful?
3. What is done to promote an environment that encourages reporting?
 - a. What messages have you heard that encourage service members to report?
 - b. Has there been a specific focus on educating service members about **male** service members who have experienced a sexual assault? How about getting men to report?
4. Regarding the Service Academy or Workplace Gender Relations Survey (SAGR) and DEOMI Organizational Climate Survey (DEOCS)...
 - a. Were you provided with a summary DEOCS survey report for your [your site]?
 - i. How does the [your site] use the results of the DEOCS?
 - ii. How have CO/AOC/TAC and their Senior Enlisted Advisor been prepared to support the climate assessment process?
 - iii. How are you encouraging/holding CO/AOC/TAC and their Senior Enlisted Advisor accountable for addressing matters of climate?
 - b. What could we do to make this climate assessment process more effective?
5. How have command polices, programs, or practices been adjusted based on feedback from the DEOCS or SAGR/WAGR surveys?

Hazing, Bullying, and Retaliation

1. First, what changes have been made since we last visited two years ago to [your site] policies/programs/practices that address:
 - a. Retaliation for reporting sexual assault/sexual harassment?
 - b. Hazing?
 - c. Bullying?
2. How are CO/AOC/TAC and their Senior Enlisted Advisor prepared to deal with these problems?
3. If you are on the Case Management Group (CMG), can you give us some insight into how the [your site]'s CMG addresses retaliation complaints? (example probes below)
 - a. Do SARCs indicate they are regularly asking victims about experiences with retaliatory behavior?
 - b. Are retaliation allegations addressed or discussed at every CMG meeting?

- c. How are retaliation allegations referred or followed by the CMG?
- d. How are safety concerns addressed?
- e. Has victim safety been an issue in any retaliation allegations discussed at the CMG?

Social Media Policy

1. What guidance is given to Service members on the usage of social media?
 - a. When and how is that guidance given?
 - b. How is the social media policy overseen and enforced?
2. Are social media policy matters incorporated into the onboarding of new and current CO/TAC/AOCs and their Senior Enlisted Advisors?
 - a. If so, how and what is addressed?
3. How has the [your site] addressed social media problems in the recent past?
 - a. What steps are you taking to address retaliatory behavior via social media?
 - b. Have you taken any steps to see if any "Marines United" types of behavior are ongoing at the [your site]?
 - c. Have Service members ever been held accountable for inappropriate behavior on social media (e.g., Snapchat, Instagram, Jodel, Yik Yak, Facebook)?
 - d. Have permanent party, faculty, or staff been held accountable for inappropriate behavior on social media?
 - e. What else could we do to drive desirable social media use?

Sexual Assault Prevention

Before we get started, I want to be clear that I'd like to talk about something other than Sexual Assault Prevention and Response Training or military justice. I want to talk about things the [your site] employs that are intended to prevent the occurrence of sexual assault. These are things that stop or reduce the chances that the crime will occur. This is not how we respond to victims who make reports, support their recovery, or hold offenders appropriately accountable. Any questions about that?

1. From your viewpoint, tell me about what you see as your [your site]'s approach to sexual assault prevention.
 - a. What are the policies you've enacted?
 - b. What are the "things" or practices you're doing?
 - c. What are you planning to do that hasn't been done yet?
2. Alcohol factors into a significant portion of both reported and unreported sexual assaults (e.g., endorsed on the survey).
 - a. What are you doing to change attitudes and behaviors related to alcohol use, as well as change the context in which alcohol use occurs?

Sexual harassment and gender discrimination have a strong positive correlation to sexual assault. Women and men who have experienced sexual harassment are much more likely to also experience sexual assault.

1. What are the [your site]'s plans to address/prevent sexual harassment?
2. We often look for ways to demonstrate that we're making progress. What is your [your site] doing to assess the effectiveness of your prevention efforts?
 - a. What else do you think we could do to demonstrate progress in prevention?
3. Tell me about the sexual assault prevention programming at [your site].
 - a. Who is implementing it?
 - b. How are you training implementers?
 - c. Who is the target population?

- d. How are you evaluating it?
- e. What is working well? What is not?

Sexual Assault Response

We understand that logistically an expedited transfer to another [your site] is very difficult.

1. What is being done instead to comply with the spirit of the requirement?

Specifically, please describe the types of approved transfers for victims (change of sleeping quarters, change of class schedule, change of assignment, leave of absence, academic turnback, etc.).

1. What is being done to address the possibility of moving the accused?
2. How often do you get to meet with the SARC or the Victim Advocates?
 - a. Is this frequency about right?
 - b. Is there anything you'd like the SARC or VAs to do differently?

Sexual assault victims often require multiple sources of support to ensure they stay on track, overcome personal challenges, and graduate.

1. What formal support is provided? (SARC, VA, SVC/VLC)
2. Does the [your site] have any informal sources of support given to victims for mentoring or keeping them on-track to graduate? Please describe.

Some sexual assault victims are unable to recover and are separated for mental health reasons, poor academic performance, or subsequent misconduct

1. What else could be done to improve the chances that a sexual assault victim graduates?

Closing

1. What is the one thing that you would change to improve the effectiveness or outcomes associated with the Sexual Assault Prevention and Response Program (e.g., prevention, response, investigation, healthcare, prosecution/defense/SVC, or anything related to a sexual assault)?
2. What should we NOT change about the program?
3. What do you currently find helpful about the annual DoD SAPRO-supported assessment process?
4. What do you currently find least helpful about the annual DoD SAPRO-supported assessment process?

Unit Leader: Enlisted Advisor

Person Interviewed:

Date/Time:

Location:

Interviewed By:

Recorder:

Climate

1. What preparation or experience have you found to be the most beneficial/helpful when dealing with sexual assault and sexual harassment issues?
2. What preparation or experience has not been helpful?
3. What is done to promote an environment that encourages reporting?
 - a. What messages have you heard that encourage Service members to report?
 - b. Has there been a specific focus on educating Service members about male Service members who have experienced a sexual assault? How about getting men to report?
4. Regarding the Service Academy or Workplace Gender Relations Survey (SAGR) and DEOMI Organizational Climate Survey (DEOCS)...
 - a. Were you provided with a summary DEOCS survey report for your unit and [your site]?
 - i. How does the [your site] use the results of the DEOCS?
 - ii. How have you and your CO/AOC/TAC been prepared to support the climate assessment process?
 - iii. How are you and your CO/AOC/TAC held accountable for accountable for addressing matters of climate?
 - b. How have command policies, programs, or practices been adjusted based on feedback from the DEOCS or SAGR surveys?

Best Practices

1. What do you currently see as your role as it pertains to the sexual assault prevention and response program?
 - a. Does the [your site] do anything to help prepare you for this role?
 - b. Some victims prefer anonymous or off-post resources for help. Do you feel confident Service members would be supported well by sexual assault resources within the local civilian community (e.g., SA advocacy and support groups (Orange County [USMA], Anne Arundel County [USNA], TESSA [USAFA], rape crises centers, Planned Parenthood, etc.
 - c. How or why not?
2. How would you describe Service members confidence in the Sexual Assault Response Coordinator/Victim Advocates here?
3. Is it your unit's practice to publicly recognize those Service members who may have intervened to prevent sexual assault or harassment?
 - a. Is that kind of recognition done by anyone at the [your site]?
4. How often do you and the unit leader (CO/AOC/TAC) meet to discuss your unit climate? By climate we mean the way in which Service members treat each other – and what kind of experience people have as members of that unit.
 - a. What kinds of climate problems are the most common?
 - b. What is your role in addressing climate problems?
 - c. What kind of preparation have you had in being able to address unit climate?

Sexual Assault Prevention

I want to talk about things the [your site] employs that are intended to prevent the occurrence of

sexual assault. These are things that stop or reduce the chances that the crime will occur. This is not how we respond to victims who make reports, support their recovery, or hold offenders appropriately accountable. Any questions about that?

1. From your viewpoint, tell me about what you see as your [your site]'s approach to sexual assault prevention.
 - a. What are the policies that have been enacted?
 - b. What are the "things" or practices you're doing?
 - c. Is there anything that you are planning to do that hasn't been done yet?
2. Alcohol factors into a significant portion of both reported and unreported sexual assaults (e.g., endorsed on the survey).
 - a. What is your unit doing to change attitudes and behaviors related to alcohol use, as well as change the context in which alcohol use occurs?

Sexual harassment and gender discrimination have a strong positive correlation to sexual assault. Women and men who have experienced sexual harassment are much more likely to also experience sexual assault.

1. From your viewpoint, tell me about what you see as your [your site]'s plans to address/prevent sexual harassment?
2. We often look for ways to demonstrate that we're making progress. What is your unit doing to assess the effectiveness of your prevention efforts?
 - a. What else do you think we could do to demonstrate progress in prevention?
3. Tell me about the sexual assault prevention programming at [your site].
 - a. Who is implementing it?
 - b. How are you training implementers?
 - c. Who is the target population?
 - d. How are you evaluating it?
 - e. What is working well? What is not?

Sexual Assault Response

We understand that logistically an expedited transfer to another [your site] is very difficult.

1. Have you been involved in transferring (or receiving) a service member to (or from) another unit (due to a sexual assault report) to assist them in getting a fresh start? Do you feel it had a positive impact on the service member?

Specifically, please describe the types of approved transfers for victims (change of sleeping quarters, change of class schedule, change of assignment, leave of absence, academic turnback, etc.).

1. Was the possibility of moving the accused discussed versus moving the victim?
2. How often do you get to meet with the SARC or the Victim Advocates?
 - c. Is this frequency about right?
 - d. Is there anything you'd like the SARC or VAs to do differently?

Sexual assault victims often require multiple sources of support to ensure they stay on track, overcome personal challenges, and graduate.

1. Are you aware of what formal support can be provided? (SARC, VA, SVC/VLC)
2. Do you know if the [your site] has any informal sources of support given to victims for mentoring or keeping them on-track to graduate? Please describe.

Some sexual assault victims are unable to recover and are separated for mental health reasons, poor academic performance, or subsequent misconduct

1. Do you have an opinion on what can be done to improve the chances that a sexual

assault victim graduates?

Social Media Policy

1. How often is appropriate use of social media discussed in your unit with the Service members?
2. Do you or anyone in your unit monitor Service members social media to detect or deter problems?
 - a. What kinds of issues come up?
 - b. Are you aware of anyone using social media to retaliate against someone for making a report of sexual assault? What happened?
3. Is there any [your site]-wide or unit effort to encourage Service members to police themselves on social media?
4. How has the [your site] addressed social media problems in the recent past?
 - a. What steps are you taking to address retaliatory behavior via social media?
 - b. Have you taken any steps to see if any "Marines United" types of behavior are ongoing at the [your site]?
 - c. Have Service members ever been held accountable for inappropriate behavior on social media (e.g., Snapchat, Instagram, Jodel, Yik Yak, Facebook)?
 - d. Have permanent party, faculty, or staff been held accountable for inappropriate behavior on social media?
5. What else could we do to drive desirable social media use?

Hazing, Bullying, & Retaliation

There are wide ranges of behavior that are part of initiation rites or horseplay that involve contact with the genitalia. Some examples this are "tea bagging," buttocks slapping/grabbing, and "cock/nut checks." As you know, depending on the circumstances, these behaviors can sometimes be in violation of military law. Recently, Service members were discovered collecting and sharing private or sexually explicit photos/videos without consent of those photographed, and ranking others based on their appearance. These latter behaviors could be considered a form of sexual harassment.

1. When discussing sexual assault and sexual harassment with Service members, do you ever use specific behaviors (like the ones listed above) as examples?
 - a. If so, what is typically the response you get from them?
 - b. Do Service members recognize any problem with these behaviors?
 - c. Do Service members deny it happens?
2. What preparation have you had to deal with hazing, bullying, and retaliation in your role as an enlisted unit advisor?
3. How are Service members taught to prevent, report, and respond to hazing, bullying, and retaliation?
4. How would you manage or prevent hazing, bullying, or retaliation of a service member after he or she became involved in a report of a sexual harassment or sexual assault (alleged offender and victim scenario)?
 - a. In the event of a sexual assault or sexual harassment allegation involving someone in your unit, how would you mitigate the impact on unit cohesion and morale?

SAPR Program

1. Do you play a role in the sexual assault prevention programming in your unit?
 - a. How do you see this programming being used at the [your site]?
 - b. How do you see these efforts contributing to the sexual assault prevention and response program?

- c. What could be done to enhance its effectiveness?
2. What is your role with the Case Management Group (CMG)?
3. What is your role in providing support for a service member who has filed an Unrestricted Report (to include reports for incidents that occurred prior to Service)?
4. Have you ever been involved in a safety assessment for a victim who reported a sexual assault?
 - a. If so, please describe how you were involved.

Closing

1. What is the one thing that you would change to improve the effectiveness or outcomes associated with the Sexual Assault Prevention and Response Program (e.g., prevention, response, investigation, healthcare, prosecution/defense/SVC, or anything related to a sexual assault)?
2. What should we NOT change about the program?
3. What do you currently find helpful about the annual DoD SAPRO-supported assessment process?
4. What do you currently find least helpful about the annual DoD SAPRO-supported assessment process?

Unit Leader: Company Officer, Tactical Officer (TAC), or Air Officer Commanding (AOC)

Person Interviewed:

Date/Time:

Location:

Interviewed By:

Recorder:

Climate

1. What trainings or policies have you found to be the most beneficial/helpful when dealing with sexual assault and sexual harassment issues?
2. What training or policies have you found to be least helpful?
3. What is done to promote an environment that encourages reporting?
 - a. What messages have you heard that encourage Service members to report?
 - b. Has there been a specific focus on educating Service members about male Service members who have experienced a sexual assault? How about getting men to report?
4. How have command strategies been adjusted based on feedback from surveys? (e.g., Service Academy or Workplace Gender Relations Survey (SAGR) and DEOMI Organizational Climate Survey (DEOCS))
 - a. Were you provided with a climate survey report for your unit?
 - b. Did you have to talk about your plan to address climate survey findings with your immediate supervisor?

Best Practices

1. What do you currently see as your role as it pertains to the sexual assault prevention and response program?
 - a. Does the [your site] do anything to help prepare you for this role?
2. Some victims prefer anonymous or off-post resources for help. Do you feel confident Service members would be supported well by sexual assault resources within the local civilian community (e.g., SA advocacy and support groups (Orange County [USMA], Anne Arundel County [USNA], TESSA [USAFA], rape crises centers, Planned Parenthood, etc.)?
 - a. Why or why not?
 - b. How would you describe Service members confidence in the Sexual Assault Response Coordinator/Victim Advocates here?
3. Is it your unit's practice to publicly recognize those Service members who may have intervened to prevent sexual assault or harassment?
 - a. Is that kind of recognition done by anyone at the [your site]?
 - b. Have you publicly recognized innovative bystander/stand-up behaviors to encourage intervention to prevent sexual assault (e.g., during safety briefs)?
4. How often do you and your enlisted advisor or leadership meet to discuss your unit climate? By climate we mean the way in which Service members treat each other – and what kind of experience people have as members of that unit.
 - a. What kinds of climate problems are the most common?
 - b. What is your role in addressing climate problems?
 - c. What kind of preparation have you had in being able to address unit climate?
5. Service Academy or Workplace Gender Relations Survey (SAGR) and DEOMI Organizational Climate Survey (DEOCS)
 - a. Were you provided with a summary DEOCS survey report for your unit?
 - i. How does the [your site] use the results of the DEOCS?
 - ii. How did you use the results of the DEOCS?

- iii. How have you been prepared to support the climate assessment process?
- iv. How are you being held accountable for addressing matters of climate by [your site] leadership?
- b. What could we do to make this climate assessment process more effective?
- 6. How have command policies, programs, or practices been adjusted based on feedback from the DEOCS or SAGR surveys?

Sexual Assault Prevention

I want to talk about things the [your site] employs that are intended to prevent the occurrence of sexual assault. These are things that stop or reduce the chances that the crime will occur. This is not how we respond to victims who make reports, support their recovery, or hold offenders appropriately accountable. Any questions about that?

- 1. From your viewpoint, tell me about what you see as your [your site]'s approach to sexual assault prevention.
 - a. What are the policies that have been enacted?
 - b. What are the "things" or practices you're doing?
 - c. Is there anything that you are planning to do that hasn't been done yet?
- 2. Alcohol factors into a significant portion of both reported and unreported sexual assaults (e.g., endorsed on the survey).
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Sexual harassment and gender discrimination have a strong positive correlation to sexual assault. Women and men who have experienced sexual harassment are much more likely to also experience sexual assault.

- 1. From your viewpoint, tell me about what you see as your [your site]'s plans to address/prevent sexual harassment?
- 2. We often look for ways to demonstrate that we're making progress. What is your unit doing to assess the effectiveness of your prevention efforts?
 - a. What else do you think we could do to demonstrate progress in prevention?
- 3. What do you think should be done differently?

Sexual Assault Response

We understand that logistically an expedited transfer to another [your site] is very difficult.

- 1. Have you been involved in transferring (or receiving) a service member to (or from) another unit (due to a sexual assault report) to assist them in getting a fresh start? Do you feel it had a positive impact on the service member?

Specifically, please describe the types of approved transfers for victims (change of sleeping quarters, change of class schedule, change of assignment, leave of absence, academic turnback, etc.).

- 1. Was the possibility of moving the accused discussed versus moving the victim?
- 2. How often do you get to meet with the SARC or the Victim Advocates?
 - a. Is this frequency about right?
 - b. Is there anything you'd like the SARC or VAs to do differently?

Sexual assault victims often require multiple sources of support to ensure they stay on track, overcome personal challenges, and graduate.

- 1. Are you aware of what formal support can be provided? (SARC, VA, SVC/VLC)

2. Do you know if the [your site] has any informal sources of support given to victims for mentoring or keeping them on-track to graduate? Please describe.

Some sexual assault victims are unable to recover and are separated for mental health reasons, poor academic performance, or subsequent misconduct

1. Do you have an opinion on what can be done to improve the chances that a sexual assault victim graduates?

Social Media Policy

1. How often is appropriate use of social media discussed in your unit with the Service members?
2. Do you or anyone in your unit monitor service member social media to detect or deter problems?
 - a. What kinds of issues come up?
 - b. Are you aware of anyone using social media to retaliate against someone for making a report of sexual assault?
 - i. What happened?
3. Is there any [your site]-wide or unit effort to encourage Service members to police themselves on social media?
4. How has the [your site] addressed social media problems in the recent past?
 - a. What steps are you taking to address retaliatory behavior via social media?
 - b. Have you taken any steps to see if any "Marines United" types of behavior are ongoing at the [your site]?
 - c. Have Service members ever been held accountable for inappropriate behavior on social media (e.g., Instagram, Snapchat, Jodel, Yik Yak, Facebook)?
 - d. Have permanent party, faculty, or staff been held accountable for inappropriate behavior on social media?
5. What else could we do to drive desirable social media use?

Hazing, Bullying, & Retaliation

There are wide ranges of behavior that are part of initiation rites or horseplay that involve contact with the genitalia. Some examples this are "tea bagging," buttocks slapping/grabbing, and "cock/nut checks." As you know, depending on the circumstances, these behaviors can sometimes be in violation of military law. Recently Service members were discovered collecting and sharing private or sexually explicit photos/videos without consent of those photographed, and ranking others based on their appearance. These latter behaviors could be considered a form of sexual harassment.

1. When discussing sexual assault and sexual harassment with Service members, do you ever use specific behaviors (like the ones listed above) as examples?
2. If so, what is typically the response you get from them? (Do Service members recognize any problem with these behaviors? Deny it happens?)?
3. How are Service members taught to prevent, report, and respond to hazing, bullying, and retaliation?
4. How would you manage or prevent harassment, bullying, or retaliation of a service member after he or she became involved in a report of a sexual harassment or sexual assault if the knowledge of the report becomes known to the unit (alleged offender and victim scenario)?

5. In the event of a sexual assault or sexual harassment allegation involving someone in your unit, how would you mitigate the impact on unit cohesion and morale?

SAPR Program

1. Do you play a role in sexual assault programming in your unit?
 - a. How do you see this programming being used at the [your site]?
 - b. How do you see this programming contributing to the sexual assault prevention and response program?
 - c. What could be done to enhance its effectiveness?
2. What is your role with the Case Management Group (CMG)?
3. What is your role in providing support for a service member who has filed an Unrestricted Report (to include reports for incidents that occurred prior to Service)?
4. Have you ever been involved in a safety assessment for a victim who reported a sexual assault?
 - a. If so, please describe how you were involved.
5. In your opinion, was the Service members's safety properly addressed? Why/Why not?

Closing

1. What is the one thing that you would change to improve the effectiveness or outcomes associated with the Sexual Assault Prevention and Response Program (e.g., prevention, response, investigation, healthcare, prosecution/defense/SVC, or anything related to a sexual assault)?
2. What should we NOT change about the program?
3. What do you currently find helpful about the annual DoD SAPRO-supported assessment process?
4. What do you currently find least helpful about the annual DoD SAPRO-supported assessment process?

Sexual Assault Response Coordinator

Person Interviewed:

Date/Time:

Location:

Interviewed By:

Recorder:

Command Involvement

1. Discuss command (Commander, CO/TAC/AOC) involvement in SAPR programs and what they emphasize.
2. What programs could benefit from additional command emphasis and/or resources (people and budget)?
3. Discuss how you serve as the SAPR SME for leadership (Commander, CO/TACs/AOCs command teams, Service members)?
4. What procedures are in place to ensure you are protected from coercion, discrimination, or retaliation related to the execution of SAPR duties and responsibilities?

Case Management Group (CMG)

1. What is your role in the CMG?
2. Who is the chair of the CMG?
3. Who are the members and what are their responsibilities in the CMG?
4. How often does the CMG convene?
5. In your opinion,
 - a. What parts of the CMG process work well?
 - b. What parts need improvement?

Reporting Process

Now, I'd like to turn specifically to the reporting process.

1. What resources are in place to support victims of sexual assault—both on and off the installation?
2. Have you encountered any service member confusion pertaining to the difference between sexual assault and sexual harassment and how to report it?
 - a. What has been done to clarify this?
3. Have you encountered any service member confusion regarding the difference between restricted and unrestricted reporting?
 - a. What has been done to clarify this?
4. Describe your current efforts to ensure existing support and advocacy services meet the needs of male survivors.
5. How is SAFE Kit evidence stored for Restricted and Unrestricted Reports?
 - a. For cases investigated by CID/NCIS/AFOSI?
 - b. For cases investigated by local law enforcement, what procedures are followed?
 - c. Where are Restricted Report Safe Kits stored?
6. How do you protect sensitive data from unauthorized access?
7. Describe your process for maintaining the DD Form 2910 Victim Preference Statement in Unrestricted reports and in Restricted reports?
8. Describe your process for storing victim PII in Restricted Reports.
 - a. How do you store notes taken by you or Victim Advocates?
 - b. Do you have any local databases with Restricted and Unrestricted Report information or case dispositions? How do you store that information securely?
 - c. If you have a local database or spreadsheet, what does that do for you

- that DSAID doesn't do?
 - i. How else could DSAID be modified to help you?
- 9. How does the [your site] handle collateral misconduct?
- 10. Which investigative organization (base police, MCIO, etc.) conducts the first interviews after an unrestricted sexual assault report is made?
 - a. Are you being notified regularly in sexual assault cases initiated by CID/NCIS/AFOSI?
 - b. Does CID/NCIS/AFOSI wait for you/victim advocate/SVC/VLC to be notified and/or be present before the victim is interviewed?
- 11. Is a safety assessment conducted after all Restricted and Unrestricted cases?
 - a. Please describe this process.
 - b. Have you used the safety assessment tool available from SAPR.mil?
 - c. If not, why not?
 - d. If so, any recommendations for changes on the tool?
- 12. What kinds of accommodations are you making for victims?
 - a. Specifically, please describe the types of approved transfers (change of sleeping quarters, change of class schedule, change of unit assignment, etc.).
 - b. Do you know of any moves/changes for the accused?
 - i. How is this executed?
- 13. At the [your site], who is primarily responsible for updating the victim about the status of their case?
 - a. Does that process work well?
 - b. If not, what should be changed?
- 14. In your opinion, what could be improved to increase the amount of communication between investigator, victim, and SARC?

Sexual Assault Training

1. What types of training do you deliver?
 - a. What is your role in SAPR training?
2. Do you have a slide or plan that shows what training happens, when, and for what groups at the [your site]? Please provide all relevant materials.
3. Are any other individuals or groups providing sexual assault response or prevention training to the Service members, [your site] leadership, or CO/TAC/AOC?
 - a. Who is the POC for those training efforts?
 - b. Are you consulted on those other efforts? Why/Why not?
4. Please describe the types of training Service members receive from you (SARC)?
 - a. Do you collect any kind of feedback on training you conduct? If so, please share.
 - b. What kind of feedback have you heard from Service members about the quality and effectiveness of the other kinds of prescribed training?
 - i. Is any of that feedback formally collected and assessed?
 - c. What type of SAPR training do you give to [your site] staff (e.g., Commander, CO/AOC/TAC, Permanent party staff, Faculty, sponsor family, athletic coaches, etc.)?
 - d. How often do you provide trainings to these individuals?
5. Have you and the Victim Advocates received any specialized training for male Service members who have experienced a SA/SH?
 - a. What has the [your site] done to educate Service members about male

- Service member sexual assault?
- b. Any male-specific services or support options for Service members at the [your site] or in the local area?
 - c. Any women-only services or support options for Service members at the [your site] or local area?
 - d. Has a victimized service member ever asked to be moved from a treatment or support service because they were a different sex from the majority of the others in the treatment (e.g., men in a primarily women's group/women in a primarily men's group)?

Working with Other Personnel

I'm going to read a list of personnel, please discuss any experiences (good or bad) that you have encountered when interacting with these personnel as it relates to your SARC responsibilities and how you have overcome these challenges.

1. Special Victims' Counsel or Victims' Legal Counsel (SVC or VLC)
2. Criminal investigators (CID, OSI, or NCIS)
3. Healthcare providers
4. Mental health/substance abuse providers
5. SAPR Victim Advocates (military and civilian)
6. Staff Judge Advocates
7. Defense Attorneys
8. Chaplains
9. Resources off the installation

DSAID

1. Do you have any concerns or issues with the requirements of entering data into DSAID within 48 hours of receiving the report?
2. Are there ways in which you use DSAID for case management?
3. Are there any improvements you would suggest for DSAID?

Climate

Next, we will shift to some climate issues surrounding sexual assault and harassment:

1. What can you tell us about how the [your site] uses the results of the DEOMI Organizational Climate Survey (DEOCS)?
2. What is your role in assisting leadership with promoting a healthy climate among Service members?
3. What is your role in promoting healthy relationships among Service members?
4. Help us understand how technology impacts sexual assault and sexual harassment at the [your site]?
 - a. Dating app use?
5. How does media/press scrutiny impact the SAPR program here?

Best Practices

1. Do you have any recommended methods for explaining to Service members the differences between sexual assault and sexual harassment?
2. Are there any specific programs or practices you use at this [your site] that might benefit other military installations and academies, or the force at large?

Social Media Policy

1. What guidance is given Service members on usage of social media?
 - a. When and how is that guidance given?
 - b. How is the social media policy overseen and enforced??
2. Are social media policy matters incorporated into the onboarding of new and current [your site] personnel?
 - a. If so, how and what is addressed?
3. Does anyone at the [your site] have a duty to occasionally review social media used by Service members?
 - a. Was anything done as a result?
4. How has the [your site] addressed social media problems in the recent past?
 - a. What steps are you taking to address retaliatory behavior via social media?
 - b. Have you taken any steps to see if any "Marines United" types of behavior are ongoing at the [your site]?
 - c. Have Service members ever been held accountable for inappropriate behavior on social media (e.g., Instagram, Snapchat, Jodel, Yik Yak, Facebook)?
 - d. Have permanent party, faculty, or staff been held accountable for inappropriate behavior on social media?
5. What else could we do to drive desirable social media use?

Hazing, Bullying, & Retaliation

1. The Department has been focusing on retaliation against people who report sexual assault and trying to identify ways to prevent these behaviors.
 - a. Have you seen any of these efforts at your [your site] (leadership, CO's/AOCs/TACs, Senior Enlisted Advisor, Service members)?
 - b. Have these efforts affected how people think about what happens to survivors after they report?
2. Have you received any updates in policy/programs/practices from your Service on dealing with retaliation for sexual assault/sexual harassment reporting?
 - a. If so, what?
3. Describe your approach for speaking with Service members about the potential for retaliation.
4. Describe your process for collecting information from Service members about retaliatory behaviors they've experienced.
 - a. Are any of these retaliation allegations discussed at the monthly CMG meeting?
 - b. How are retaliation allegations reviewed and followed by the CMG?
 - c. How are safety concerns discussed in relation to retaliation allegations?
5. Have you worked with the SVC/VLC, IG, or any other personnel to address retaliatory behaviors?

Closing

1. What is the one thing that you would change to improve the effectiveness or outcomes associated with the Sexual Assault Prevention and Response Program (e.g., prevention, response, investigation, healthcare, prosecution/defense/SVC, or anything related to a sexual assault)?

2. What should we NOT change about the program?
3. What do you currently find helpful about the annual DoD SAPRO-supported assessment process?
4. What do you currently find least helpful about the annual DoD SAPRO-supported assessment process?
5. What do you think the SAPR program will look like in 5 years?

DRAFT

Sexual Assault Victim Advocate

Person Interviewed:

Date/Time:

Location:

Interviewed By:

Recorder:

Command Involvement

1. Discuss command (commander, CO/TAC/AOC) involvement in SAPR programs and what they emphasize.
2. What programs could benefit from additional command emphasis and/or resources (people and budget)?
3. Discuss how you serve as the SAPR SME for leadership (Commander, CO/TACs/AOCs command teams, Service members).
4. What procedures are in place to ensure you are protected from coercion, discrimination, or reprisals related to the execution of SAPR duties and responsibilities?

Case Management Group

1. What is your role in the CMG?
2. Who is the chair of the CMG?
3. Who are the members and what are their responsibilities in the CMG?
4. How often does the CMG convene?
5. In your opinion,
 - a. What parts of the CMG process work well?
 - b. What parts need improvement?

Reporting Process

1. What resources are in place to support victims of sexual assault—both on and off the installation?
2. Have you encountered any service member confusion pertaining to the difference between sexual assault and sexual harassment and how to report it?
 - a. What has been done to clarify this?
3. Have you encountered any service member confusion regarding the difference between restricted and unrestricted reporting?
 - a. What has been done to clarify this?
4. Describe your current efforts to ensure existing support and advocacy services meet the needs of male survivors.
5. How is SAFE Kit evidence stored for Restricted and Unrestricted Reports?
 - a. For cases investigated by CID/NCIS/AFOSI?
 - b. For cases investigated by local law enforcement, what procedures are followed?
 - c. Where are Restricted Report Safe Kits stored?
6. How do you protect sensitive data from unauthorized access? Describe your process for maintaining the DD Form 2910 Victim Preference Statement:
 - a. In Unrestricted reports?
 - b. In Restricted reports?
 - c. Describe your process for storing victim PII in Restricted Reports.
7. How do you store notes taken by you or the SARC?
8. Do you have any local databases with Restricted and Unrestricted Report information or case dispositions?

- a. How do you store that information securely?
 - b. If you have a local database or spreadsheet, what does that do for you that DSAID doesn't do?
 - c. How else could DSAID be modified to help you?
9. How does the [your site] handle collateral misconduct?
 10. Which investigative organization (base police, MCIO, etc.) conducts the first interviews after an unrestricted sexual assault report is made?
 - a. Are you being notified regularly in sexual assault cases initiated by CID/NCIS/AFOSI?
 - b. Does CID/NCIS/AFOSI wait for you/SARC/SVC/VLC to be notified and/or be present before the victim is interviewed?
 11. Is a safety assessment conducted after all Restricted and Unrestricted reports?
 - a. Please describe this process.
 - b. Have you used the safety assessment tool available from SAPR.mil? If not, why not? If so, any recommendations for changes on the tool?
 12. What kinds of accommodations are you making for victims?
 - a. Please describe the types of approved transfers (change of sleeping quarters, change of class schedule, change of unit assignment, etc.).
 - b. Do you make any moves/changes for the accused? How is this executed?
 13. At the [your site], who is primarily responsible for updating the victim about the status of their case?
 - a. Does that process work well?
 - b. If not, what should be changed?
 14. In your opinion, what could be improved to increase the amount of communication between investigator, victim, and SARC?

Sexual Assault Training

1. What is your role in SAPR training?
2. Do you have a slide or plan that shows what training happens, when, and for what groups at the [your site]? Please provide all relevant materials.
3. Are any other individuals or groups providing sexual assault response or prevention training to the Service members, [your site] leadership, or CO/TAC/AOC?
 - a. Who is the POC for those training efforts?
 - b. Are you consulted on those other efforts? Why/Why not?
4. Please describe the types of training Service members receive from you (SARC)?
 - a. Do you collect any kind of feedback on training you conduct? If so, please share.
 - b. What kind of feedback have you heard from Service members about the quality and effectiveness of the other kinds of prescribed training? Is any of that feedback formally collected and assessed?
5. What type of SAPR training does [your site] staff receive?
6. Have you received any specialized training for male Service members who have experienced a SA/SH?
 - a. What has the [your site] done to educate Service members about male service member sexual assault?

- b. Any male-specific services or support options for Service members at the [your site] or in the local area?
- c. Any women-only services or support options for Service members at the [your site] or local area?
- d. Has a victimized service member ever asked to be moved from a treatment or support service because they were a different sex from the majority of the others in the treatment (e.g., men in a primarily women's group/women in a primarily man's group)?

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2. Criminal investigators (CID, OSI, or NCIS)
3. Health providers
4. Mental health/substance abuse providers
5. SAPR Victim Advocates
6. Staff Judge Advocates
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3. What is your role in promoting healthy relationships among Service members?
4. Help us understand how technology impacts sexual assault and sexual harassment at the [your site]? Dating app use?
5. How does media/press scrutiny impact the SAPR program here?

Best Practices

1. Do you have any recommended methods for explaining to Service members the differences between sexual assault and sexual harassment?
2. Are there any specific programs or practices you use at this [your site] that might benefit other installations and academies, or even the force at large?

Social Media Policy

1. What guidance is given Service members on usage of social media?

- a. When and how is that guidance given?
 - b. How is the social media policy overseen and enforced?
2. Are social media policy matters incorporated into the onboarding of new and current [your site] personnel?
 - a. If so, how and what is addressed?
3. Does anyone at the [your site] have a duty to occasionally review social media used by Service members?
 - a. Was anything done as a result?
4. How has the [your site] addressed social media problems in the recent past?
 - a. What steps are you taking to address retaliatory behavior via social media?
 - b. Have you taken any steps to see if any "Marines United" types of behavior are ongoing at the [your site]?
 - c. Have Service members ever been held accountable for inappropriate behavior on social media (e.g., Instagram, Snapchat, Jodel, Yik Yak, Facebook)?
 - d. Have permanent party, faculty, or staff been held accountable for inappropriate behavior on social media?
 - e. What else could we do to drive desirable social media use?

Hazing, Bullying, & Retaliation

1. The Department has been focusing on retaliation against people who report sexual assault and trying to identify ways to prevent these behaviors.
 - a. Have you seen any of these efforts at your [your site] (leadership, CO's/AOCs/TACs, Senior Enlisted Advisor, Service members)?
 - b. Have these efforts affected how people think about what happens to survivors after they report?
2. Have you received any updates in policy/programs/practices from your Service on dealing with retaliation for sexual assault/sexual harassment reporting? If so, what?
3. Describe your approach for speaking with Service members about the potential for retaliation.
4. Describe your process for collecting information from Service members about retaliatory behaviors they've experienced.
 - a. Are any of these retaliation allegations discussed at the monthly CMG meeting?
 - b. How are retaliation allegations reviewed and followed by the CMG?
 - c. How are safety concerns discussed in relation to retaliation allegations?
 - d. Have you worked with the SVC/VLC to address retaliatory behaviors?

Closing

1. What is the one thing that you would change to improve the effectiveness or outcomes associated with the Sexual Assault Prevention and Response Program (e.g., prevention, response, investigation, healthcare, prosecution/defense/SVC, or anything related to a sexual assault)?
2. What should we NOT change about the program?
3. What do you currently find helpful about the annual DoD SAPRO-supported assessment process?
4. What do you currently find least helpful about the annual DoD SAPRO-supported assessment process?

5. What do you think the SAPR program will look like in 5 years?

DRAFT

Special Victims Counsel (SVC)/Victim Legal Counsel (VLC)

Person Interviewed:

Date/Time:

Location:

Interviewed By:

Recorder:

Response

1. Have you been to your Service's SVC/VLC Course?
 - a. When?
 - b. Have you received any other specialized training for working with sexual assault cases?
2. What is your role with keeping victims informed of the status of their case as it progresses through investigation and the justice process?
 - a. Describe your interaction with the SARC or VAs during this time?
 - b. What improvements would you suggest to this interaction?
3. Do you have any involvement with the CMG?
 - a. Should you have more or less involvement?
4. Describe the most common ways you represent your clients here at the [your site]. In your opinion, do you need additional authorities to better represent your client (call witnesses, make court motions, etc.)?
5. How do you prepare a victim for court proceedings (Article 32? Trial?)
 - a. Are there ways that SAPR personnel could help you during preparation?
 - b. How much communication do you typically have with the Prosecution?
 - c. With the Defense?
 - d. Do you accompany victims to defense appointments?
6. What are some of the main challenges you face when handling sexual assault cases?
7. How does the [your site] usually handle collateral misconduct allegations against a victim of sexual assault?
8. When you are unable to represent the victim through the entire military justice process, how is that handled?
 - a. How do you transfer your clients to a new SVC/VLC?
9. Discuss the effectiveness of support services for victims of sexual assault.
10. When a sexual assault occurs, who are the first investigative personnel (base police, MCIO, etc.) to speak to the victim?
 - a. Do they wait for you to be present or for the victim to confer with you?

Special Topics

1. Does your training address retaliation and how to support victims who may have experienced retaliatory behavior?
2. Does your training address social media issues and how to handle victims who may have experienced retaliatory behavior via social media?
3. Does any of your sexual assault training specifically address male victims?

Closing

1. What is the one thing that you would change to improve the effectiveness or outcomes associated with the Sexual Assault Prevention and Response Program (e.g., prevention, response, investigation, healthcare, prosecution/defense/SVC, or anything related to a sexual assault)?
2. What should we NOT change about the program?

Military Equal Opportunity Officer (MEO)

Person Interviewed:

Date/Time:

Location:

Interviewed By:

Recorder:

Response

1. What type of training focused on response to sexual harassment complaints have you received?
2. Do you think you would benefit from additional training?
3. Do you feel you can effectively respond to sexual harassment complainants at the [your site]?
4. Describe how command supports your program.
 - a. Could your program benefit from any additional command emphasis?
5. What procedures do you have in place in the event a service member reports a potential sexual harassment complaint to you?
6. According to your latest reporting statistics, very few Service members report sexual harassment – why do you think that is?
7. Do you have any outreach programs in place to ensure that Service members feel comfortable reporting sexual harassment?
 - a. Do you have any consultative services you provide to Service members that think they're experiencing sexual harassment?
 - b. When was the last time a Service members consulted with you?
8. How many MEO specialists or advisors are available to Service members and leadership (chain of command) at the [your site]?
 - a. Who do MEOs report to in the organization?
 - b. Please provide organizational chart.
9. Where are your MEO specialist or advisors located at the [your site] (on or off campus)?
10. Please describe the MEO complaint process and timelines.
 - a. If a service member wanted to file a complaint, what procedures are in place?

Prevention

1. What type of training focused on sexual harassment and gender discrimination do Service members receive?
 - a. Do you cover sexual harassment through social media?
 - b. Do you collaborate with the Sexual Assault Response Coordinator in planning your training?
 - c. How often (regular and recurring)?
2. How do you evaluate the effectiveness of this training?
3. According to our latest survey results, about half of [your site] women experience sexual harassment. How are you addressing this problem in your training?
4. What is your involvement in discussing climate surveys with [your site] leadership?
 - a. Do you think that commanders know how to use climate survey results effectively?
 - b. [IF NOT]: What are some ways that would enable commanders to use the results of their climate surveys to lead more effectively?
5. What type of training did you receive?
 - a. Did you receiving training prior to performing you duties?
 - b. Was your training DEOMI approved?

6. Does the [your site] have a 1-800 line or 24/7 service to address EO specific questions outside of [your site] core hours?
7. Have you received any formal or informal reports/complaints of sexual harassment allegations, including social media misconduct?
 - a. If so, did you report it?
 - b. If not, why not?
8. Do you believe the term “complainant” is an offensive term?
 - a. Do you believe a neutral term as “reporter” will help to allow men and women to help report violations rather than be referred to as “complainants”?

Social Media

1. What guidance is given Service members on usage of social media?
 - a. When and how is that guidance given?
 - b. How is the social media policy overseen and enforced??
2. Are social media policy matters incorporated into the onboarding of new and current [your site] personnel?
 - a. If so, how and what is addressed?
3. Does anyone at the [your site] have a duty to occasionally review social media used by Service members?
 - a. Was anything done as a result?
4. How has the [your site] addressed social media problems in the recent past?
 - a. What steps are you taking to address retaliatory behavior via social media?
 - b. Have you taken any steps to see if any “Marines United” types of behavior are ongoing at the [your site]?
 - c. Have Service members ever been held accountable for inappropriate behavior on social media (e.g., Instagram, Snapchat, Jodel, Yik Yak, Facebook)?
 - d. Have permanent party, faculty, or staff been held accountable for inappropriate behavior on social media?
5. What else could we do to drive desirable social media use?
6. What has been your strategy to deal with Social Media issues?
7. Have you encountered cases where retaliation occurred via social media?

Hazing, Bullying, & Retaliation

1. Have you received any updates in policy/programs/practices from your Service on dealing with retaliation for sexual harassment reporting? If so, what?
2. Describe your approach for speaking with Service members about the potential for retaliation.
3. Describe your process for collecting information from Service members about retaliatory behaviors they’ve experienced associated with sexual harassment reports.
 - a. Have you received any SH report related retaliation allegations? Have you provided those to the SARC?
 - b. Are any of these retaliation allegations discussed at the monthly CMG meeting?
 - c. How are retaliation allegations reviewed and followed by the CMG?
 - d. If a service member experiences hazing/bullying, how are these complaints handled? Who processes a complaint?