



# 21<sup>st</sup> CENTURY SAILOR

Sexual Assault Prevention and Response  
Navy Strategic Plan





# Navy Sexual Assault Prevention and Response Strategic Plan

Sexual assault is a crime against another Sailor, another human being. It threatens the deepest cords which bind our Navy Family. These crimes destroy vital trust between shipmates, as well as between our Navy and the citizenry we serve. They immeasurably reduce our warfighting capacity, and with it, our worth to national security. Our duty is to eradicate sexual assault and safeguard our warfighting edge.

This strategic plan is for every member of our Navy in the fight against sexual assault. Inside are the touchstones which operationalize our united commitment. There are concepts and lines of effort which will align our approach, communications, and activities.

Daily involvement by our command teams, using the tenets of this plan, is critical to our success. Leaders must hold candid and continuing conversations with their teams. This plan provides the construct for such meaningful dialogue, by uniting our individual, command, and institutional efforts to prevent and end inappropriate and destructive behaviors.

I charge every single member of our Navy family with setting the conditions to prevent sexual assault and harassment. Our Navy Ethos and culture, underpins our effort, and will ensure the continuing opportunity and achievement for every Sailor.

It's our watch. And it's up to us, right now, on this watch, to defend the privilege of service for every Sailor, and every generation to come. Our future, traditions, and indeed, everything worth our highest sacrifice, demands our success.

A handwritten signature in black ink that reads "Jonathan W. Greenert". The signature is written in a cursive, flowing style.

**Admiral Jonathan W. Greenert**

Chief of Naval Operations

# THE NAVY SEXUAL ASSAULT PREVENTION & RESPONSE STRATEGY

The objectives of this strategy are to achieve unity of effort and purpose across the Navy in the execution of sexual assault prevention and response; to establish programmatic guiding principles and enabling objectives;

and to synchronize the Department of Defense five lines of effort in sexual assault Prevention, Investigation, Accountability, Advocacy/Victim Assistance and Assessment.



## THE SPECTRUM OF HARM

Sexual harassment and sexual assault are crimes which undermine our Navy, as well as society. Yet establishing clear boundaries on personal behaviors and holding those who fail to adhere to our core values appropriately accountable throughout our Fleet, will not alone stop this crime from happening.

We require a whole-of-Navy approach centered upon true equality, respect, and the value of diversity, understood by all and executed by the leadership of our institution.

Leaders create the cultural conditions of success.

And every person in our Navy, uniformed and civilian, in

different degrees and with various responsibilities, is a leader.

In our efforts to prevent sexual harassment and assault, a key concept is the “Spectrum of Harm” (Figure 1).

Towards the “left” end of this spectrum are a range of destructive attitudes and behaviors, such as demeaning or discriminatory comments, stereotyping, and unequal treatment. More serious acts of sexual assault such as groping, forced sexual activity, and rape are to the “right” of the spectrum.



FIGURE 1: The Spectrum of Harm

A command environment that allows inappropriate behaviors to exist increases the likelihood for incidents of sexual harassment. Further, environments which permit sexual harassment behaviors to exist increase the likelihood for incidents of sexual assault.

Leaders set the conditions for success by creating environments which nurture and reward inclusive behavior, while at the same time, crowding-out destructive actions by intervening well before they can manifest themselves in more serious, even criminal, acts.

This strategy provides a roadmap for Navy’s Sexual Assault Response and Prevention efforts. Navy’s mission is

## ENABLING ACCOUNTABILITY

As a Navy, we believe in holding each other accountable – for our personal behavior, for the command climates we foster, and for our Navy institution.

But accountability doesn’t just happen. We must enable that accountability by consistently providing the training, education, and tools throughout our training spectrum,

to measurably reduce, with the goal of eliminating sexual assault, with a long term vision of a culture which is intolerant of destructive behaviors across the entire spectrum of harm. The mission and vision are achieved through guiding principles and enabling objectives which provide specific actions and desired results. There are goals described in this strategic plan to drive each enabling objective to include measuring progress in preventing sexual assault. The entire strategy is underpinned by accountability at every level of leadership – personal, command, and institutional.

through 1) personal leadership and character development, based on our Navy Core Values; 2) command environments of professionalism, safety, dignity and respect; and 3) institutional programs, policies and training aids, which enhance overall Navy accountability to the nation it serves (Figure 2).

PERSONAL ACCOUNTABILITY	COMMANDER ACCOUNTABILITY	NAVY ACCOUNTABILITY
<ul style="list-style-type: none"> <li>Leadership Training &amp; Education</li> <li>Physical Fitness</li> <li>Ethics/Justice</li> <li>Self-assessment</li> <li>Operational Stress Control</li> <li>Mentorship</li> </ul>	<ul style="list-style-type: none"> <li>Good Order and Discipline                             <ul style="list-style-type: none"> <li>Adherence to Standards</li> </ul> </li> <li>Command Climate                             <ul style="list-style-type: none"> <li>Candid Conversations</li> <li>Triad Training Toolbox</li> <li>Adaptable</li> </ul> </li> <li>Time Sensitive</li> <li>Command Resilience Team (formerly Command Assessment Team)</li> </ul>	<ul style="list-style-type: none"> <li>Physical Environment</li> <li>Alcohol Control/Deglamourization</li> <li>Gender Integration</li> <li>SAPR Dashboard</li> <li>Reduce Administrative Distractions in Policy Development</li> </ul>
Leadership & Character Development	Command Environment	Institutional Deterrence
<i>Transcending behavioral biases, maximizing personal potential</i>	<i>Develop and sustain proactive, pervasive climates of achievement and inclusiveness</i>	<i>Setting environmental conditions for success through strategy, policy, and resourcing</i>

**FIGURE 2:** Deterring Destructive Behaviors through Accountability

## MISSION

The Director of the Navy’s 21<sup>st</sup> Century Sailor Office (OPNAV N17) is the Navy’s Sexual Assault and Prevention and Response Officer (SAPRO) responsible for creating Navy policies and programs which will measurably reduce, with the goal of eliminating, sexual assault by strategically enabling each primary level of

accountability within our Navy: personal, command, and the institution. Navy SAPRO will maintain and work to further improve its level of victim response in order to always best support victim recovery when incidents of sexual assault occur.

“ The Navy continues to pursue a deliberate strategy in combatting sexual assault. We continue to focus on preventing sexual assaults, ensuring victims are fully supported, improving investigation programs and processes, and ensuring appropriate accountability. ”

- Chief of Naval Operations  
10 March 2015

## VISION

To create a groundswell of climate change within our Navy, inspired by deckplate Sailors, and enabled by accountability at each echelon of leadership, which proactively elevates and reinforces signature behaviors, thereby reducing destructive and illegal acts such as hazing, discrimination, sexual harassment, sexual assault, and retaliation.

### Elements of this Vision include a belief that

- Navy is a learning organization. Reporting of sexual assaults drives change; and trust in our leadership to act upon those reports is essential. This comprises the Navy’s SAPR Strategic Framework, where metrics

derived from those reports feed into a continuous loop, enabling successful prevention strategies, supportive response and appropriate offender accountability. (Figure 3).

- Holistic, supportive response to victims of sexual assault is important as is appropriate offender accountability – for each Sailor, every time.
- Intolerance of destructive behaviors along the entire spectrum of harm will require active bystanders and engaged leadership, individual courage, consistent focus, and appropriate accountability.



FIGURE 3: Navy SAPR Strategic Framework – Engine of Change

## GUIDING PRINCIPLES

This strategy is underlined by the following guiding principles:

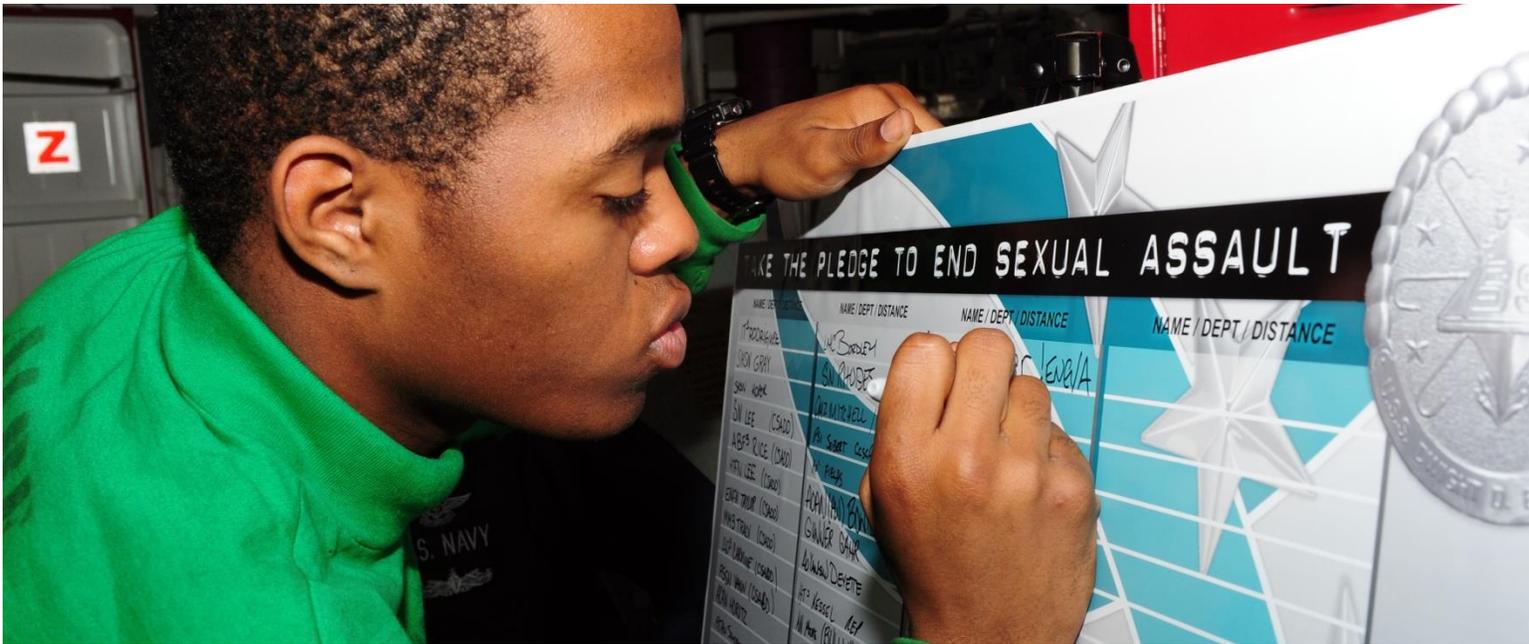
- Exude inclusiveness and systemically embrace the many kinds of diversity within our institution. In order to crowd-out and end the inappropriate and destructive behaviors which may lead to sexual harassment, sexual assault, and retaliation, leaders must drive cultural change about gender diversity and true equality of opportunity.

- Emphasize sexual assault prevention and response as a value, not merely a priority to be reevaluated amongst others when inevitable crises or other internal pressures arise.
- Grow understanding throughout the Fleet that appropriate offender accountability relies upon due process of law and a fair, effective and efficient military justice system. (Figure 4).



**FIGURE 4:** Strategic SAPR Framework – Appropriate Offender Accountability

- Continue to find methods to make sexual harassment and assault reporting easier for all Sailors, which with resulting understanding, is the main driver of change.
- Maintain and continually improve our Navy’s multi-faceted response system for all victims of sexual assault, to include an engaged, holistic, and ready response to every victim, measured in timeliness, quality, and consistency.
- Build confidence in victims to come forward with reports of sexual harassment and sexual assault. Encourage reporting and transparency at every opportunity. Create a physical and organizational environment that empowers Sailors to actively and safely intervene when and where destructive behaviors and attitudes are found.
- Cultivate proactive elevation of exemplary behaviors and practices which positively defeat destructive behaviors.
- Create an organizational climate that will empower the Fleet to hold each individual accountable for creating and maintaining conditions which do not condone, ignore or tolerate behaviors which may lead to sexual harassment and sexual assault.
- Provide training tools informed by the Fleet which are sensitive and adaptable to individual commander needs at each echelon.
- Develop measurement methods which are centrally managed with existing resources.
- Streamline protocols and processes to reduce administrative burden to the Fleet.
- Understand and respond appropriately to actions consequent to victims coming forward to report sexual assault to include: ostracism, reprisal, social and professional retaliation.



## ENABLING OBJECTIVES

Three critical linkages of this strategy occur in the following categories:

**Training:** The 21st Century Sailor Office will direct a training protocol curriculum for the Fleet that is time-sensitive and adaptable to unit and upper Echelon needs.

Training venues will include professionally scripted and produced videos, professionally directed and acted plays (“edutainment”) at Fleet concentration areas, as well as packages of training for each commander to utilize with organic resources as desired. These media of training will vary, from facilitation via face-to-face instruction, to computer-based.

The SAPR Training Spectrum will engage each Sailor, from pre-recruit to retirement, from pay grades E-1 to O-10, and every civilian at every Echelon of command, with the clear expectations of an entire nation.

**Policy/Data Analysis:** A key to personal, command, and institutional accountability, including vital measurement of the efficacy of the above mentioned training, is the centralized collection and analysis of data, with transparency established for each echelon of command.

There are many extant databases, which may contain the data we need to be predictive about the potential behaviors which pervade sexual harassment and sexual assault. Measurements of individual leadership and growth development, command environments, to include command

climate and good order and discipline, and Navy effectiveness in deterring destructive behaviors will be continuously analyzed for commonly reported factors in destructive behavior.

Metrics and data analysis will be the basis for our policy and processes, both of which will be regularly evaluated to ensure efficacy. These metrics will be aggregated across the 21st Century Portfolio to provide a resilience factor, much like the readiness factors we apply across our warfare communities when determining proper preparation for deployment. And we will resource towards maintaining that resilience factor at the highest possible rate while accomplishing the mission. Resilience, in short, is combat readiness. In resourcing and focus, we will treat resilience as a value, commensurate with warfighting. It’s that important.

**Resourcing:** Continue to resource Navy with the capacity to ensure accuracy and accessibility to conduct appropriate actionable studies across the 21st Century Sailor portfolio. As described above, our ability to anticipate as an institution depends upon our agility in determining what resilience means for our Sailors, as social dynamics evolve and change.

What must never change is our commitment to our Sailors and their Families. The metrics we glean will determine evolving strategies to defeat destructive behaviors at the left side of the spectrum of harm.



## GOALS

### Overarching Goals

- Achieve core competencies in managing behavioral actions which affect our Navy's ability to fight and win our Nation's wars.
- Provide a swift, consistent, and just response to negative attitudes, behaviors, and environments which lend to discrimination, sexual harassment, and sexual assault.
- Provide requirements and manage tools to optimize limited resources to create the greatest possible positive behavioral impact.
- Leverage existing programs to integrate resources in order to create the most resilient 21st Century Sailor.

### Detailed Goals

The Navy, as part of the entire Department of Defense, will execute the provisions of law, as set forth in multiple National Defense Authorization Acts (NDAA) which address sexual assault prevention and response.

1. By July 1, 2015, sign and publish a revision to our Navy's Sexual Assault Prevention and Response Instruction.
2. By December 26, 2015, complete implementation of each provision of National Defense Authorization Act FY14 (NDAA FY15) with regard to sexual assault prevention and response, and report to the Secretary of

Defense our full compliance with those provisions with periodic updates on progress achieved.

3. By December 31, 2015, complete a Program Objectives Memorandum-18 (POM-18) which translates into a Presidential Budget that resources and enables a metrics-based prevention strategy for sexual assault prevention and response, as described in this document.
4. By December 31, 2015, observe increased efficiency in the investigative and adjudicative process by means of Naval Criminal Investigative Service reports.
5. By December 31, 2016, observe a demonstrable and sustained decrease in the gap between reports of sexual assault and incidents identified by anonymous, population-controlled surveys (surveys which are positively limited to the population measured).
6. On an ongoing basis, we will use confidential, population-controlled surveys (surveys which are positively limited to the population measured) to measure prevention and understand the reporting gap.
7. On an ongoing basis, continue incorporating data on male victims and reporting in published trends, highlighted metrics, and best practices to encourage reporting by male victims. Use data obtained from surveys to better understand male victimology, the situations that give rise to male victimization, and the special needs that male survivors may have.

8. Sustain the campaign to educate our Fleet on the different aspects of retaliation (social and professional), how to recognize it and how to intervene when it occurs. We will develop strategies to mitigate retaliation including reporting options, awareness, training, and legal recourses.

9. As the authoritative source, continue to ensure the Defense Sexual Assault Incident Database (DSAID) accurately and completely captures required data elements to facilitate analysis and measurement of incident characteristics.



## Conclusion

Ending sexual harassment and sexual assault begins with engaged leadership, grounded in our Navy Ethos. Leaders – at all levels – set the cultural conditions for success by crowding out destructive behaviors and attitudes across the spectrum of harm, setting the example at every turn, and holding their Sailors and themselves appropriately accountable for their actions. This strategy enables that kind of accountability – at the personal, command, and Navy institutional levels alike.

Vital throughout is the sustainment of a world-class response system to all allegations of harassment and sexual assault, which increases trust, encourages reporting, and provides further understanding. Fundamental to all our efforts is a

balanced military justice system which ensures due process. Through reporting, surveys, and other metrics, we will strive to anticipate the effects of future social change, as well as the institutional agility to intervene, always in a manner consistent with our Ethos.

This strategy is one of learning, and one of action. We will continue to learn from those reports, as well as the metrics which track our response, investigation, and disposition of sexual assaults, in order to continually build and improve upon a holistic, operational picture of our strategy in action. As we continue to learn, we will act – across each line of effort, simultaneously – at every level of leadership.

