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Review of Administration Regarding the Military's Sexual Assault Prevention Programs

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Walden University

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Kendal Vahovius

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
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Abstract

Review of Administration Regarding the Military's Sexual Assault Prevention Programs

by

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MPA, West Chester University, 2015

BA, University of Pittsburgh, 2009

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Professional Administrative Study Submitted in Fulfillment

of the Requirements for the Degree of

Doctor of Public Administration

Walden University

April 2022

Abstract

The occurrence of military sexual assault cases within the United States persists to be a concern. These cases transpire within the armed forces regardless of a zero-tolerance stance towards sexual assault within the Department of Defense (DoD). The purpose of this research study was to evaluate current gaps throughout the DoD. The research question addressed the gaps in current operations within the sexual assault and harassment programs the DoD experience when implementing sexual assault prevention measures within the continental United States locations. This Professional Administrative Study (PAS) was structured through the lens of organizational efficiency by assessing the current programs implemented within the sexual assault and harassment prevention plans. The sources of evidence for this research study comprised of the evaluation of published studies, plus interviews with DoD senior level personnel and supportive organizations who center on military sexual assault. The recommendations for this PAS are the evaluation of DoD sexual assault guidelines. Additional recommendations are prevention strategies through education, improved recruitment methods, and an increase in evaluating cognitive behaviors, responsibility, and victim advocacy, and maintaining sexual assault personnel. The implications for positive social change within this study involve involuntarily discerning the measurable impacts from any changes made to modern DoD program standards. Adjustments from this research study may comprise of the decline of DoD sexual harassment and assault. Lastly, the intention of this PAS is to support eliminating these issues throughout the armed forces.

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Dedication

This study is dedicated to my mother for the support and guidance throughout the years.

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Section 1: Introduction to the Problem

Introduction

Military sexual assault cases within the United States continue to be a national issue (U.S. DoD, 2020). These instances occur throughout the military despite the zero-tolerance stance towards sexual harassment and assault prevalence across the DoD (U.S. DoD; U.S. DoD, 2013). The subject of sexual assault continues to be a critical issue within the DoD, with an increase of reported cases (U.S. DoD, 2018).

The purpose of this research study was to examine current gaps within the DoD regarding the level of effort and programs centered on the prevention of sexual assault and harassment occurrences within CONUS locations. This examination was compared to the existing level of an increase in cases. In this professional administrative study (PAS), it included recommended solutions, identified weaknesses within the implementation processes, and proposed changes.

The research question for this study was the following: What gaps in current operations within the sexual assault and harassment programs do the DoD experience when implementing sexual assault prevention measures within the CONUS locations? This research study examined current DoD unclassified strategies, as well as correspondence with DoD civilian senior leaders who served as principal leads. The research findings allowed for the assessment of DoD sexual assault and prevention programs. Next, the program statement, statement of purpose, nature of the study, and significance will be addressed.

Problem Statement

The problem that was addressed in this study is that despite an increase of command emphasis and applied DoD regulations, sexual assault and harassment across the DoD continues to increase (U.S. DoD, 2018). The issue of sexual assault has negatively impacted active-duty personnel, reserve and national guard members, dependents, and civilian contractors throughout the DoD (U.S. DoD, 2018). A primary reason for an increase of sexual assault within the military is an insufficiency with personnel confronting this issue throughout the DoD, in which new cases continue to occur (U.S. DoD, 2018).

The evaluation of sexual assault and harassment cases within the DoD has revealed that there is an implemented sexual assault program across the military service branches; however, there has also been an increase of sexual assault and harassment cases (U.S. DoD, 2018). The clients annotated the challenge to implement efficient sexual harassment and assault prevention measures within CONUS locations. The issues found in the research can address what actions should be completed to effectively implement policy used to prevent sexual assault and harassment across the DoD within CONUS locations. These areas of concern gain government senior leaders' attention, where the issues are presented in a way that reflects reasons to change current practices within policies.

Statement of Purpose

The purpose of this qualitative study was to examine DoD policies regarding the

prevention of sexual assault and harassment occurrences in the United States. In this PAS, I centered on conveying recommended solutions, identifying gaps, and improving policy implementation. Although there is an improvement in DoD directives, sexual assault across the DoD continues to increase (U.S. DoD, 2018).

In this PAS, I examined the gaps in organizational knowledge through the evaluation of DoD sexual assault unclassified policies as well as correspondence with DoD senior leaders. These gaps included the need for continuous evaluation with senior leadership to review DoD sexual assault programs, program outputs, the variation of program terms, prevention strategies, current guidelines, and the influence from these outputs on driving recommendations and change to current practices. The guiding question for this study was as follows: What gaps in current operations within the sexual assault and harassment programs do the DoD experience when implementing sexual assault prevention measures within the CONUS locations? This administrative study has the potential to address the gaps in the organization's plans through the interviews conducted with DoD senior executive leadership, the examination of program guidelines, and the recommendations made to mitigate DoD sexual harassment and assault.

Nature of the Study

The study methodology for this PAS was a qualitative approach to address the research question and the increase of the number of sexual assault cases within the DoD (see U.S. DoD, 2018). To conduct this study, I interviewed DoD executive leadership. Participants for this study were recruited by verbal and written contact through email.

The results of this study can help close a gap in current research regarding the DoD's attempts to mitigate sexual harassment and assault and the programs focused on prevention to attain methods to effectively prevent sexual assault within the DoD. The purpose of this qualitative study was to examine current gaps in the DoD regarding the level of effort and programs centered on the prevention of sexual assault and harassment within the United States. Furthermore, this study may connect the lack of awareness on DoD sexual harassment and assault to the anticipated findings from the analysis.

Significance

The key stakeholders within this qualitative assessment comprised of DoD executive leadership, staff, and support personnel. Stakeholders also included prevention personnel in health care settings that offer support to victims. This study may provide inclusive prospective impacts to the field of public administration.

Changes may occur through an amendment to current DoD sexual assault programs by means of redesigning procedures. These regulatory actions could impact sexual assault program standards of operation. Possible implications for positive social change include inadvertently knowing the long-term effects from any modifications made to current program standards. Various processes should remain, such as protecting victims and their private information. As a result, this limits the number of changes that may be implemented. The wider contributions of this project to the field of public organization administration include reviewing current DoD procedures and the suggestion of best practices. Moreover, social change from this study may include the

decrease of sexual harassment and assault in the DoD, additional support within current programs, and an enhanced well-being for military personnel.

Summary

Military sexual assault cases within the United States continue to be a national issue (Defense Advisory Committee, 2019). These cases occur throughout the DoD regardless of a zero-tolerance policy for sexual assault within the United States military (U.S. DoD, 2013). In this PAS, I present best practices, suggest solutions, define limitations within the execution processes, and propose modifications to current procedures. As a result, current prevention policies, sexual assault programs, and response should be evaluated in terms of influences, priorities, and challenges. To conduct these assessments, it was imperative to review the conceptual approach, current procedures, organizational influences, and existing levels of effort.

Section 2: Conceptual Approach and Background

Conceptual Design

Sexual harassment and assault continue to be issues throughout the DoD (U.S. DoD, 2013). These events occur regardless of the current DoD regulations implementing a zero-tolerance stand for sexual assault across the commands, units, and installations (U.S. DoD, 2013). Even with various procedures, guidance, and regulations in place, incidences consistently transpire, with many cases not being reported to executive leadership and military authority figures (Groves, 2013). The issues of sexual harassment and assault remain to be serious concerns throughout the military service branches.

The priorities for this study included the examination of ways to eliminate sexual assault and harassment incidences throughout the military. Current prevention measures within the DoD programs consist of an adherence to an atmosphere of deterrence strategies, guidance, narrating processes, and accountability for all incidences of sexual assault (U.S. DoD, 2013). Through these elements, the DoD strives to prevent and mitigate all incidences.

The DoD defined sexual assault as any individual who influences another party to perform sexual acts while inflicting fear to the victim in terms of employment status, instigating threats and harm to the victim, or impairing the target to defend themselves (Joint Services Committee on Military Justice, 2018). The DoD traces military sexual harassment and sexual assault through their service branches' programs. These military sexual assault programs exist among the United States Army, Navy, Marines, and Air Force.

These DoD sexual assault programs were designed to assess the management of sexual assault and harassment within the DoD and concentrates on the key subjects of priorities, challenges, and influences. The programs are designed to review current prevention measures and current program procedures. As a result, this study may support the increase of awareness regarding DoD sexual assault programs.

The significance of this evaluation includes eliminating sexual assault and harassment occurrences throughout the DoD and its stakeholders. Present prevention procedures within the DoD programs have focused on a workplace setting of preemption strategies, regulation, and liability for all sexual assault cases (U.S. DoD, 2013). Through these foundations, the DoD has attempted to avert and distinguish all occurrences of assault.

In this qualitative study, I examined the management of sexual assault and harassment in the DoD. I also reviewed various findings, limitations, and effects. These divisions were developed to assess current prevention methods within sexual harassment and assault plans and procedures. Accordingly, this evaluation can assist in the advancement of awareness to the present-day influences that lead to DoD sexual assault program management. In this section, I present conjectural theories, relevance to public organizations, organizational background, current procedures, climate influences, and current levels of effort.

Conjectural Theories

This PAS was organized through the lens of organizational efficiency. This research model is comprised of the evaluation of divergences and relationships

concerning efforts and outcomes, as well as recognizing variations and patterns within performance metrics (Orchowski et al., 2018). Implemented frameworks within organizations influence the efficiency of various business processes and performance. These frameworks in the theory of organizational efficiency have included an external attention on productivity, defining objectives, and establishing planning methods to attain the maximum outcomes (Faerman, 2010).

An organization reaches its primary objectives through clearly defined courses of action and obtaining distinct resources. As a result, these actions are then used to implement an agency's procedures. The relationship between inputs and outcomes are reflected by using the least quantity of the best internal and external resources available, which results in a high turnover of program efficiency.

In relation to the DoD's sexual assault programs, the organizational efficiency theory supports the evaluation of the current programs and principles of the decisions executed within the current prevention strategies. Military sexual harassment and assault prevention measures should adhere to the position of using the least amount of the best internal and external resources available, which results in a high turnover of productivity. Presently attainable resources for the client's prevention strategies comprise of mandated policies and regulatory guidelines implemented from the executive level. Satellite location sources should reference national policy to be used by sexual assault response coordinators (SARCs), management level personnel, and victims of sexual assault who request assistance and information.

Through the lens of organizational efficiency, I evaluated the client's sexual assault program to determine the need for sexual assault and harassment prevention amendments. This assessment model revealed the need for me to verify any gaps in research and problems within program implementation. The review of the sexual harassment and assault programs, addressed through the lens of the organizational efficiency theory, addressed the current program's strategies and management engagements used to prevent sexual assault and harassment cases throughout the military service branches.

Relevance to Public Organizations

I located various existing research references that highlighted the administration of DoD sexual assault and harassment prevention programs. These references were comprised of current DoD sexual assault and harassment programs, key issues and recommendations, a history of sexual assault in the United States military, and research trends. Supplementary references comprised of the investigation of sexual assault by the DoD and program directives, in addition to military regulations and issues addressing sexual assault incidences.

The current state of practice to manage sexual assault within the DoD emphasizes the regulations and guidelines in each military branch of service. The military follows strict adherence to the Sexual Assault Prevention and Response Office (SAPRO) for guidance. Recommendations for improvement include generating a satellite sexual assault preventative program within each branch of service, as well as conduct studies analyzing the effectiveness of prevention programs with mitigating sexual harassment

and assault. Modifications may be made to the administration of prevention measures, with support from health care providers, SARCs, and response personnel throughout all CONUS installations and facilities.

Practices to mitigate and prevent sexual assault include the application of the Sexual Assault Prevention webpage, sexual assault prevention and response (SAPR) resources, the DoD Safe Helpline, and lowering risk through preparation, in addition to prevention training. Moreover, throughout the DoD, commands retain their own sexual assault programs (U.S. DoD, 2013).

SAPRO holds the liability with the administration of the DoD's SAPR strategies (National Sexual Violence Resource Center, 2013). SAPRO includes program implementation as well as managing the adherence to sexual assault strategies across the DoD. Within the Army, their main program is the Sexual Harassment and Assault Response Program (SHARP), and the Marine Corps, Air Force, and Navy execute bystander intermediation guidance. Through these sexual assault programs, strategic proposals are implemented within the military service branches to manage and mitigate sexual harassment and assault.

The bystander mediation training involves recognizing risks of sexual assault, strategic response, gender antagonism, and harassment (Stander & Thomsen, 2016). Within the bystander intervention model that exists in the United States military, there are five primary actions that members must use during a sexual harassment or assault response occurrence. These steps include observing the incidence, evaluating the incidence as a threat, embracing an individual obligation to respond to the incidence,

evaluating how the best respond to the threat, and then engaging the situation (Holland et al., 2016).

The bystander intervention program is viewed as a constructive development to combat sexual assault and harassment incidences. However, there is little research testing the effectiveness of this program's outcomes. Further assessment and studies are needed to review the competency of these civilian programs.

The need for this qualitative assessment centered on the current rise of military sexual assault and harassment cases throughout the DoD as well as variances in current conclusions. There are deficiencies within constructive research and feedback, with little research considering the results of these programs, procedures, and DoD regulations. This may limit future sexual assault regulations and program implementation to best address these national issues.

If sexual harassment and assault cases within the DoD continue to rise, there is an elevated probability of impacting the level of ready personnel to work in the field, collaborating with stakeholders, or deploying to outside of the continental United States locations. Moreover, there may be a loss of workplace unity. As a result, this may decrease command culture and divide unit solidity.

There is a requisite to evaluate the national administration of sexual assault program standards and preventative measures. Furthermore, protective measures should be reviewed to assess the current measures that have been implemented to reduce the risk of assault and harassment within the DoD that negatively impacts military, civilians, contractors, and stakeholder personnel.

Organizational Background and Context

The scholarship and findings that supported this PAS included references from the DoD regulations on sexual assault and harassment, as well as public and archived research records from the DoD. Other references included the Armed Forces and Society Journal, Public Integrity Journal, and DoD Directives. Per the DoD's requirements, it is mandatory to expose sexual harassment and assault incidences (as cited in Bennett, 2018).

As sexual assault and harassment cases continue to transpire, it is necessary to examine current prevention methods within the United States military (DoD, 2018). Current measures have revealed that 43% of female DoD victims of sexual assault experienced a negative situation within the reporting process, and an estimated 20% of those victims were pressured to not report their issues (U.S. DoD, 2018). These conclusions have revealed a divergence and weakened state in current administrative procedures to prevent sexual harassment and assault within the military service branches.

Current Procedures

The current procedures within the DoD to prevent sexual assault include the implementation of the Safe Helpline, Sexual Assault Prevention webpage, and sexual assault prevention and risk-reduction training, and each service branch possesses their own sexual assault prevention and response program (U.S. DoD, 2013). SAPRO has held responsibility with the management of the DoD's SAPR policy since 2015 (National Sexual Violence Resource Center, 2013). SAPRO centers on sexual assault program

implementation, overseeing the compliance of sexual assault and harassment prevention and response procedures across the military service branches.

Within the United States Army, the sexual assault prevention program is the Sexual Harassment and Assault Response Program, and the Marine Corps centers on bystander intermediation training. The United States Navy encompasses active bystander intercession training. Through these prevention programs, planned initiatives are set in place from each military service branch to inhibit sexual harassment and assault incidences throughout the DoD.

Military Programs

Within the military services, the Department of the Air Force and United States Navy concentrate on bystander intervention training. The Department of the Army and United States Marine Corps' focal point is the prevention of sexual assault through training and the increase of awareness to this issue. Through these methods, the DoD has strived for an environment free of harassment and assault, while increasing reporting and offender responsibility measures (National Sexual Violence Resource Center, 2013).

Through various United States regulations and decrees, sexual assault has been defined as unwanted sexual proceeds and demands for unsolicited sexual advances, in addition to processes that are used as a benchmark for career progressions, determinations, or aggressive settings that deter a military member from accomplishing their work. Any member within the military service branches who condones or acts on sexual harassment and assault actions are subject to discipline under the Uniform Code of

Military Justice (UCMJ). There is 0% tolerance for any form of sexual harassment and sexual assault throughout the DoD.

The DoD has revolved around the collaboration among the military service branches to identify solutions to combat sexual harassment and assault (United States Government Accountability Office, 2014). These elements include reviewing procedures at the beginning of a service member's career, during their career training, and while executing their responsibilities within their professional field. Additionally, the DoD has centered their prevention efforts on employing personnel who provide supportive measures to victims.

Several of the military sexual assault programs that currently exist within the DoD were developed through the lens of a direct civilian perspective. These programs have addressed military sexual assault through the same response and prevention tactics to combat these issues (Powers et al., 2020). Taking this assessment into account, it is imperative to understand the complexity and changeable attributes at each military base within CONUS locations.

Studies on military sexual harassment and assault have led to various conclusions. Approximately one-half of military service members who commit an assault are of an executive-level rank, and, as a result, this makes victims more likely to experience abuse from multiple military personnel (Powers et al., 2020). In addition, due to the minimal number of women who serve and men who outrank women within the military service branches, this directly impacts the number of women-service members who experience military sexual assault at their installation (Powers et al., 2020). These identified

influences have also been heavily tied into the number of sexual assault cases at each military base.

The pervasiveness of sexual assault occurrences within the CONUS military installations fluctuates within each region (Morrall et al., 2014). These variances exist based on the structural differences between installations that directly impact the level of risk for sexual harassment, assault, and other forms of misconduct punishable by the UCMJ. These differences include the size of an installation, the location of the base, and its mission type (Morrall et al., 2014).

The evaluation of sexual assault and harassment cases within the DoD has illustrated that there are sexual assault programs implemented across the military service branches; however, there has also been an increase of sexual assault and harassment cases (DoD, 2018). The client addressed the challenge to apply efficient sexual harassment and assault prevention measures within CONUS locations. The issues found within the research can lead to what actions should be completed to effectively implement recommended program changes to prevent sexual assault and harassment in the DoD.

Sexual harassment and assault within the military service branches gain executive leadership's attention, where the issues are presented in a way that reflects evidence to change current program practices (Arnold, 2018). Within the DoD, the locality of a base or installation has a direct impact on the level of sexual harassment and assault incidences that transpire within the United States military. A large emphasis is placed on a unit culture by locality and the influence it has on the level of incidences that occur.

Within the United States military, a substantial percentage of sexual assault cases transpire between military personnel who reside and work close to each other, and their units are relaxed with other modes of delinquency (U.S. DoD, 2020). The DoD continuously modifies and updates their climate evaluation standards to improve conditions; however, sexual assault and harassment cases continue to occur. From FY 2018 to FY 2019, there was a three percent increase of sexual assault reported case across the DoD (U.S. DoD, 2020).

Inherently, the DoD Sexual assault programs are viewed as constructive developments to combat sexual assault and harassment incidences; however, there is little study completed to test the effective of these programs' outcome. Further assessment and studies are needed to review the competency of these civilian programs. From this, the DoD may aim at reducing the number of restricted and unrestricted sexual harassment and assault reported cases throughout the military branches.

The influence on the number of sexual assault and harassment prevention and response personnel at an installation impacts the level of cases at that region. Personnel who are classified as being more at risk for committing sexual harassment and assault are apparent through extensive report conclusions. Moreover, study samples have revealed which cultural elements within an installation lead to more reported incidences.

Climate Influences

Various environmental and societal elements contribute to the increase of sexual harassment and assault within the DoD. These features include internal, vertical, and

horizontal influences. From these influences, the level of assault across the DoD may intensify.

The influences on the level of military sexual assault include the locality of a command and physical setting, current procedures, and prevention strategies utilized to diminish these concerns. The location of an installation and the level of military members within that region directly impact the level of sexual assault (Powers et. al, 2020). As well, various procedures influence the amount of sexual assault reported cases.

Within internal influences, organizational components, unit level cohesion, tools to combat and prevent sexual assault, training measures to reduce cases, executive leadership, and command decisions all impact the degree to which assault incidences may transpire. Features of the military ethos and physical setting may impact the rise of sexual abuse and expose circumstantial factors that are further changeable, which cause these aspects to be more responsive to a command's level of sexual assault cases (Stander et. al, 2016).

Internal influences are revealed through various obstructions when a victim reports a sexual assault incident. Although units and military services branches have definitive programs to combat these issues, victims feel distressed when revealing concerns to leadership, matters for discretion, and wanting the incidence to remain undisclosed (National Sexual Violence Resource Center, 2013). Unit level tools and cohesion, training, and command decisions can mitigate and prevent sexual assault occurrences within the workplace.

Pressures that affect the level of sexual assault incidences across the DoD are impacted by the level of training measures that are utilized to reduce sexual assault incidences. This transpires through the expansion of efficient training programs across the service branches, with an emphasis on prevention, risk-assessment, and defense elements. Within the DoD, training efforts include bystander mediation training, with civilian counterparts implementing programs to combat sexual assault (Stander & Thomsen, 2016).

The direct relationship between subordinates and unit commanders also leads to internal influences within the DoD. Unit commanders are regularly partial to their relationship with an accused member (Hoyle, 2014). In addition, command executives do not hold a high expertise regarding legal matters taken against perpetrators and those who are accused of having committed sexual harassment and assault.

Vertical influences, as defined as direct controls across the various military commands, are a key role that influence the level of sexual assault and harassment incidences within the DoD. These influences consist of the current guidelines throughout the military service branches, and contemporary resources for command levels and military units to combat sexual harassment and assault incidences. These elements are parallel and dependent upon the existing priorities within the DoD.

The DoD's predominant program to combat and prevent sexual assault is through SAPRO, which includes observations, deterrence, and reviewing testimonies of sexual assault incidences (Orchowski et al., 2018). As SAPRO oversees all defense sexual assault programs, there is a deficiency in evidence-based outcomes of these programs,

variance within the military service branches, as well as an absence of evaluation outcomes for behavioral changes and reduction rates of sexual assault occurrences across the DoD (Orchowski et al., 2018).

There are several resources for the military service branches to prevent and combat sexual assault across the DoD. These efforts include the Safe Helpline, sexual assault prevention webpages generated by the DoD, as well as the Sexual Assault Awareness programs (National Sexual Violence Resource Center, 2013). Added sources comprise of DoD sexual assault prevention and strategic response regulations.

Present measures indicate that the Sexual Assault Initial Disposition Authority (SA-IDA), through Special Court-Martial, is responsible for reviewing each sexual assault case (National Sexual Violence Resource Center, 2013). Within the DoD, special victims' faculty warrants that sexual assault and harassment victims are managed by trained personnel and researchers, military members receive sexual assault training upon entering the military, and environmental evaluations are conducted (National Sexual Violence Resource Center, 2013).

Organizational Priorities

Upon review, from the appointment of the SA-IDA, priorities within the DoD command structures alter. Previous priorities placed each unit commander responsible for the preliminary review of each sexual harassment and sexual assault reported case (National Sexual Violence Resource Center, 2013). Over time, this level of responsibility to each unit commander led to less attention placed on each sexual harassment and

assault incidence, offering victim support, as well as a reduced amount of individualized support offered to each workstation to mitigate cases.

From the various modifications to priorities, various challenges arise throughout the commands. There are barriers that may occur if a sexual harassment or assault victim is fearful of reporting the incident due to retribution, if the incident was perpetrated by the military commander, or if senior leadership safeguarded the offender (Parrish, 2012). As a result, this can hinder the effectiveness of the unit, reduce organizational solidity, and inflict difficulties throughout the commands.

Further review of barriers with reporting sexual harassment and assault within the DoD yields various results. Some military personnel experience gossip amongst their coworkers, continuous exchange with the offender, as well as subdued action on a case (National Sexual Violence Resource Center, 2013). Personnel who report sexual harassment and assault cases experience diverse mistreatments which may lead to distress within their professional career, as well as their personal lives. These incidences of mistreatments are often labeled as an undistinguishable battle that victims encounter after reporting an assault (National Sexual Violence Resource Center, 2013).

Horizontal influences also hold a significant role that effect the level of sexual harassment and assault cases within the DoD. These elements include partnerships and how the service branches share similar elements to prevent sexual harassment and assault occurrences. Moreover, horizontal influences include the collaboration among healthcare administration, as well as organizational reaction measures.

In the DoD, military service branches share similar methodologies and programs to prevent sexual harassment and assault occurrences throughout all command levels. The DoD follows the Sexual Assault Prevention and Response (SAPR) program. This program institutes various procedural implementations, managerial standards, training requisites, safeguards a victim or committers' personally identifiable information (PII), in addition to offering various guidelines across all military service branches (U.S. DoD, 2013).

Across the enterprise, the primary goal of the DoD is to provide support to victims of sexual assault. Moreover, the DoD implements sexual assault prevention programs within the command levels, as well as categorizes fundamental classifications, guidance, and codes of behavior. Other goals also include generating and maintaining sexual assault prevention instructing manuals.

Congruent with the DoD's Sexual Assault Prevention and Response (SAPR) Program, the military service branches adhere to various program prevention strategies within the DoD. The DoD Instruction 5505.18, Investigation of Adult Sexual Assault in the DoD, highlights the examination of sexual assault incidences under the director of the Office of the Inspector General (DoD, 2019d). Within this DoD Instruction, emphasis is placed on underlying the requisites for a criminal examination in retort to a sexual assault incident.

A review of DoDI 5505.18 highlights continued investigations, victim preference or restricted or unrestricted reporting of the incident, SARC responsibilities, as well as legal assistance for victims. This instruction outlines guidelines in terms of SAPR,

protecting personally identifiable information (PII), filing of examination reports, and classifying perpetrators within restricted reporting cases (U.S. DoD, 2019d).

The DoD declares a zero-acceptance regulation against sexual harassment and sexual assault; however, it has been unsuccessful with effectively implementing strategies that avert, or lessen, the execution of these tribulations (Hoyle, 2014). Across the military service branches, the UCMJ is prevalent. This regulation consists of determining court-martials, retributory actions, and verifying criminal assaults (Hoyle, 2014). However, the efficacy of this law is contingent upon command leaders reporting sexual harassment and assault incidences to those appointed over them at an executive level.

Levels of Effort

Within Level of Effort 1, prevention of sexual assault, this effort includes enhancing current DoD standards, as well as practices to prevent sexual harassment and assault incidences across the military service branches. SAPRO has a tactical action plan to combat incidences of sexual harassment and assault cases. The Prevention Plan of Action (PPOA) detects the required activities to demonstrably and methodically lower offensive incidences within the DoD (U.S. DoD, 2019c).

The methodology to eliminate sexual assault cases is through prevention efforts centered on administrative influences that include substructure organizations, human resources, statistics, analysis, as well as collective partnerships across the commands (U.S. DoD, 2019c). These influences include the planning and actions from executive leaders, personnel who implement prevention strategies, mutual arrangements, and

regulations. Further prevention methodologies contain the sources provided to military members and victims.

There are various prevention steps to reduce and eliminate instances within the United States military. These actions comprise of problem-solving, categorizing components that lead to incidences, and continued appraisals. The desired outcome from these prevention practices are to develop and acquire techniques to enhance the development of risk management and prevention strategies across the organization to decrease sexual assault.

The first action of comprehending the degree of an issue within the infrastructure is imperative to properly assess and reduce any vulnerability (U.S. DoD, 2019c). Within the DoD, the primary method of assessing sexual assault and harassment in the United States military is through direct communication and questionnaires. Subsequently, the outcomes and replies from the questionnaires are then utilized to determine the tributary elements that lead to an incidence or exposure of risk (U.S. DoD, 2019c).

The elements formed may either raise the probability of a sexual assault or harassment occurrence, or it may assist with decreasing the likelihood of an incident transpiring. Within the various commands, executive leadership must manage indication assessments to conclude which elements contribute the most to the intensification and reduction of sexual assault throughout the DoD. From these components, executive leaders and commands are provided tools to develop the most advantageous resolutions.

Valuable deterrence approaches of sexual assault include implementing inclusive methods through the execution of prevention procedures (U.S. DoD, 2019c). These

collaborative strategies may include regulatory actions, implementing best practices, agendas, or putting into operation various protective programs. Once executed, these methodologies must be continuously evaluated to assess the impact on these organizational issues.

Level of Effort 2 includes the execution of proficient and sensitive examinations of sexual assault. These evaluations focus on the effect of sexual harassment and assault on the victim, consequences of the assault incident, as well as categorizing threats and risks. Though these examinations, awareness of a victim's viewpoint assists with support, as well as limiting long term physical and emotional impact from the incidence.

Long term effects of sexual harassment and assault on a victim may comprise of experiencing long-term illnesses, pain, eating disorders, relational issues, unemployment, cognitive disfunctions, or depressive symptoms (Stander & Thomsen, 2016). Insight and examinations are needed to determine any variance of symptoms as the result of an incidence of assault. From this, the execution of appropriate supportive measures may be provided to victims.

Other evaluations consist of categorizing risk factors that impact the occurrence of sexual harassment and assault within the DoD. These probable impacts include age, relationship status, rank of personnel, lifestyle of the victim or perpetrator, current organizational factors, as well as regulations (Stander & Thomsen, 2016). Executive leadership and commands must assess their organization's ethos in terms of climate control, in addition to contemporary sexual assault and harassment preventative procedures (Stander & Thomsen, 2016).

Level of Effort 3 consists of the accountability for alleged perpetrators of sexual assault, which is addressed by the Sexual Assault Accountability and Investigation Task Force (SAAITF), various reporting measures, and military law sanctions. The SAAITF includes addressing the various elements of a committed offense, as well as the review of the current forensic capabilities, prosecuting standards, and a victim's experience throughout the investigation (U.S. DoD, 2019b).

There are various classification levels of reporting measures, and various measures are in place to address the actions of perpetrators. The utmost method to confront a military sexual assault or sexual harassment case across the DoD is through unrestricted reporting. Within this account, executive leadership and the military commander initiate an investigation and a report, which may lead to a court-martial (Warner, et al., 2020).

From the decisions made, commanders have the choice to over-turn a conviction, and they must review how unit's promptness, directives, and responsibilities may be impacted by the decisions from the sexual assault incidence (Warner et al., 2020). Afterwards, official procedures may be implemented to sanction discipline, as necessary. The first action is Non-Judicial Punishment (NJP), which is not addressed through court-martial, and the second action is executive action, which may lead to an "other than honorable" discharge from the military, limit benefits accessible to the veteran, and impact accessing civilian employment opportunities (Warner et al., 2020).

Level of Effort 4 addresses the aid and support provided to victims of sexual assault in the United States military service branches. The overview of these assistance

types are accessible within the DoD Instruction 1020.03, Harassment and Response in the Armed Forces (U.S. DoD, 2018). The broad release material outlined within this DoD Instruction contains procedural information, responsibilities of executive leadership to support victims, administering sexual harassment grievances, and responding to sexual harassment incidences at military installations.

Roles of Leadership

Within the program regulatory guidance, the information is applicable to the Office of the Secretary of Defense, Military Departments, the Joint Staff and its Chairman, Combatant Commands, the Office of the Inspector General, Defense Agencies under the DoD, and other organizations affiliated to the DoD (U.S. DoD, 2018). Under this authority, the DoD forbids any manner of sexual harassment or assault in the military service branches and defense agencies. The program emphasizes that these actions may impact a mission, decrease confidence within a command or unit, as well as corrode organizational solidity (U.S. DoD, 2018).

The roles of executive leadership vary amongst categories and offices in the DoD. The Secretary of Defense for Personnel and Readiness (USD (P&R)) develops the organizational plans to assist victims throughout the DoD that experience sexual harassment or assault incident (DoD, 2018). The Directors within Force Resiliency, as well as the Office of Diversity Management and Equal Opportunity (ODMEO), are responsible for the fulfillment of this DoD instruction, generating procedures, examining the collection of information, and managing agreement evaluations (U.S. DoD, 2018).

Through these executive leaders, DoD Instruction 1020.03 is applied within the organizations and its commands.

The accountabilities outlined within these program regulations emphasize the magnitude of reducing and eliminating sexual assault and harassment cases with the DoD. This instruction ensures the various responsibilities of the executive leadership are implemented across the organization. These tasks include warranting that supportive programs outline projected intentions, analyzing execution methods to evaluate the efficiency of the program, and properly addressing sexual harassment and assault incidences (DoD, 2018).

Support to Victims

The elements outlined within DoD Instruction 1020.03 outline various response methods to provide support to victims. These response types include a hotline number, Safe Helpline, that offers resources in regarding sexual harassment and sexual assault, how to report an incident, procedures, as well as definitions of harassment (U.S. DoD, 2018). Moreover, victims receive medical care, emergency services, supportive sources, a thorough investigation of all reported incidences, and therapy.

There are several harassment types outlines in DoD Instruction 1020.03. These types of persecutions are classified as invasive actions to an individual in the form of verbal, tangible, or scripted conducts (U.S. DoD, 2018). Sexual harassment or assault incidences may include insulting a party member, coercions, lewd comments, or aggravating comments. These actions may transpire within a workplace or public setting, online, or communication through various technology types.

Sexual harassment occurs when there are unsolicited proceeds or demands, or unpleasant remarks, which may be enacted to affect the victim's employment status, execution of workplace tasks, or to create an antagonistic workstation setting (U.S. DoD, 2018). Within an incident of harassment, vengeance may transpire, resulting in a sexual harassment case.

Reprisal occurs when an unlawful or aggressive action is committed towards a member of DoD. These actions may blacklist a victim, include abuse or mistreatment, or illegal act parallel to sexual harassment or a related sexual offense (U.S. DoD, 2018). From this, grievances are assessed once submitted by the victim.

When a sexual harassment grievance is reported in the DoD, various processes are emphasized within the DoD Instruction 1020.03 to manage these situations. Non-criminal reports are managed at the smallest level of command. Criminal reports are addressed rapidly as a high-priority investigation. These recognized sexual harassment reports are reviewed and testified within five duty days to executive leadership (U.S. DoD, 2018).

Victims within the sexual harassment report are presented data about the examination, offered supportive services and sources, and the status of the final complaint and investigative process. The outcomes from the reported sexual harassment examinations are then reported to executive leadership within thirty-six duty days (U.S. DoD, 2018). Afterwards, the reports generated that contain sexual harassment or assault claims are discussed with a SARC for further assistance. Sexual harassment assault reports are processed and examined to determine all unlawful activities.

Sexual assault and harassment cases that do not contain criminal acts are reviewed within 72 hours from the time the grievance was generated, and then sent to executive leadership for an evaluation, or a required investigation (U.S. DoD, 2018). The outcome of the investigation should be finalized within 20 business days and then presented to the executive leader for review (U.S. DoD, 2018).

Harassment accusations may also occur within the joint services setting. For this type of complaint, specific phases are outlined in DoD Instruction 1020.03 to defer to. These allegations must be administered through the authority that has managerial rule over the offender, and then forwarded to executive leadership in the offender's hierarchy of command (U.S. DoD, 2018). The outcomes of the allegation must be reported, and files maintained on the harassment incidence.

Level of Effort 5 concentrates on the effective assessment of current DoD sexual assault programs. Upon the review of numerous investigations on the outcome of prevention programs and strategies, there are not any examinations that include a linear study (Orchowski et al, 2018). Moreover, there have only been a few select studies covering the subject of sexual assault within the DoD; however, none of these investigations include sexual assault prevention programs that are currently implemented by SAPRO.

After the investigations, variances are found to exist in the preventative programs that include the DoD's resolution to sexual harassment and assault. This takes place when programs vary in terms of the direct groups they are evaluating, in which some assessments contain the reduction of threats, while other programs comprise of target

exposure and risk assessments (Gidycz, et al., 2018). These differences of strategy present gaps in current methodology and standards, to include a deficiency within sexual assault prevention strategies and response measures, thus increasing the level of risk at military installations.

Program Implications

The matter of sexual harassment and assault within the DoD holds long term implications if not properly prevented or addressed. These implications include impacting future enlistments and commissions, preserving current military forces, as well as domestic security threats of the one percent of citizens that currently serve in the military (Gonzalez-Prats, 2017). If these matters continue to transpire, this may lead to long-term impacts for the United States and its nationwide defense measures.

The prevention efforts of the DoD and military service branches to combat issues of sexual harassment and assault began during the 1990s, when cases first emerged to the public. The resolution to the emergence of sexual assault incidences lead to the current increase in mandatory sexual assault prevention training to members within the military (Gonzalez-Prats, 2017). However, the training fails to address work culture, maintaining efficiency in the agency, or breaks within leadership responsibilities.

The information outputs from sexual assault and harassment cases misrepresent the frequency of the number of incidences that occur throughout the DoD, to include the National Guard and Reserves, military institutional academies, and active duty (Gonzalez-Prats, 2017). Reports from Fiscal Year (FY) 2013 and FY 2014 increased by eleven percent, with the DoD claiming that there was an increase in reporting; however,

FY 2012 to FY 2014 saw a decrease in reporting at military academies (Gonzales-Prats, 2017). This variance establishes the requisite to review current prevention program strategies to ensure the implementation of distinct reporting standards.

Within the United States military service branches, the primary methodology of implementing strategies to prevent and combat sexual harassment and assault holds several discrepancies. Due to the rise of military sexual assault cases throughout the service branches, various legislative, strategic, and command level approaches have been implemented in the DoD; however, their outcomes have been minor (Arnold, 2018). A continued effort is needed to review current practices and implement constructive actions.

When classifying legislative actions within the United States towards sexual harassment and assault in the DoD, challenges continue to arise. Those who generate program plans in the DoD must identify that significant change to the level of sexual assault cases within the United States military necessitates action from federal level representatives (Arnold, 2018). Throughout the DoD, commanders continue to express their concern of sexual harassment and assault accusations remaining within a command, and that these allegations require federal law interventions.

These concerns include the responsibility of commanders to maintain a safe work environment and reduce risks. A study conducted in 2018 revealed that approximately one half of victims who reported their cases were inquired to stop (Congressional Research Service, 2021). As a result, federal intercession should include the review of current DoD sexual harassment and assault cases to reduce any further concerns.

Even though there are various installations across the United States who have implemented sexual assault and harassment prevention programs, not all of them do (Groves, 2013). This deficiency stems from ratified sexual assault programs that fail to meet the expectation to mitigate cases and implement credible prevention strategies. The absence of properly implemented sexual assault programs across the United States makes way for an increase in cases.

In 2020 it was reported that the greater amount of a population at a base, the lower the number of report sexual harassment and assault cases there were (Powers et. al, 2020). For every one percent increase of a military service members on an installation, there was a one percent increase of sexual assault reported cases (Powers et. al, 2020). These two studies convey how an operational setting of an installation directly effects the amount of sexual harassment and assault incidences.

The magnitude of variances between installations directly influences the level of sexual harassment and assault cases within a specified command. Greater emphasis is needed to mitigate these concerns at high-risk regions throughout localities in the United States. Further attention should be placed on the amount of evidence that is accumulated at an installation in terms of the level of reported cases, as well as the characteristics of that command (Powers et. al, 2020). Without an appropriate amount of reporting measures identified at each installation, this may lead to discrepancies with eradicating these ongoing sexual assault issues. The extent of under-reporting elements of a case, or of a locality, may lead to added strain to the victims and command operations.

Another concern that leads to deficiency within the military's sexual assault and harassment programs are the decrease of obstruction for reporting incidences (Grove, 2013). When DoD personnel report sexual assault cases within their command, some military members contend with repercussions in their unit. The criticisms military personnel face when reporting incidences of sexual harassment and assault include incursions, being characterized as inadequate, as well as coworkers having feelings of contempt for breaking the unanimity among staff (Grove, 2013).

Prospective Resources

The prospective resources were documented and assessed in order to complete the PAS objectives. These sources were included within the PAS with university IRB approval. These references comprised of data outputs from multiple linear regression from preexisting public and archived research records, imminent trajectory data, direct communication from the client's leads, scholarly references, and program recommendations. Through the implementation of these procedures, they may support the review of military environments and associated risk factors that are conducive to circumstances of sexual harassment and assault cases (Carson & Carson, 2018).

Role of DPA Student

As a Doctor of Public Administration (DPA) student who evaluated the DoD's sexual harassment and sexual assault prevention programs, I have a direct interest and relationship to this subject matter. As a United States military veteran and previous DoD contractor regarding sexual assault, the distresses that military leadership contend with, have always been of a high personal interest to me. Having witnessed hardship among

my peers, or exposed to accounts of issues, I hold high regards to mitigating assault and harassment among United States armed forces and veterans.

The motivation to conduct this study was to provide senior executive leadership with recommendations to assess their current methodologies and their administration of prevention tactics they utilize to mitigate incidences. Through this qualitative research, leadership and command levels may attain insight to their organization. As a result, personnel and leadership may have a better understanding of their forthcoming avenues to confront these complications.

There are various personal perspectives that may affect the choices I formulated within this research study. As a female and veteran, I am obliged to remain unbiased when assessing the current management of military sexual assault prevention strategies. Issues I must remain impartial to include the evaluation of incidences, conducting interviews with the client, as well as studying prior administrative concepts.

Potential partialities I may have included being aware of administrative procedures utilized within the DoD to mitigate military sexual assault and harassment. Other bias may have included being sensitive to veterans and military forces as a member of this classification. The steps I took to address any potential favoritism transpired through comprehensive research, unbiased inquiries within interviews, and I maintained neutrality.

Summary

The continuation of sexual harassment and assault throughout the DoD is a grave national concern (Defense Advisory Committee, 2019). These incidences occur

throughout the various commands and units despite a zero-tolerance standpoint for sexual assault (U.S. DoD, 2013). As a result, an increase of research of current practices, programs, and DoD sexual assault prevention policies should be implemented.

The research assessment was intended to evaluate the administration of sexual assault and harassment occurrence within the DoD. An emphasis was placed on the review of current organizational processes through the theoretical lens of organizational efficiency, as well as trends. As a result, these studies may be utilized to provide the DoD with recommended solutions.

Current measures in the DoD involve prevention strategies, regulations, implementing procedures, and highlighting the responsibility of reporting for all sexual assault and harassment cases across the commands (U.S. DoD, 2013). There are five Levels of Effort (LOEs) to address sexual assault within the DoD. These Levels of Effort include various preventive measures to sexual assault, developing sensitive investigations, and accounting for all convicted perpetrators. Moreover, efforts stress for the advocacy for sexual assault and harassment victims, in addition to an effective evaluation of current DoD sexual assault programs.

These Levels of Effort serve as means to mitigate sexual harassment and assault within the military service branches throughout the United States. Unit commanders and executive leadership strive to implement strategies to prevent occurrences within the DoD. However, analysis is needed to understand the complexity of this ongoing issue.

This PAS communicated recommended resolutions, identified imparities in current standards and program operations, and may enhance the administration of

programs. This qualitative study assessed current DoD sexual assault and harassment unclassified regulations, as well as communication with DoD executive leadership.

This assessment, as well as recommendations, may be used to support the development of awareness to the current issues that lead to the implementation of management for DoD assault programs and plans. The review of the current prevention measures to reduce risk, and protection levels provided to DoD personnel, could be utilized to determine program gaps and provide counsel. The DoD was provided with procedures and data analysis reports to prevent and reduce all occurrences of sexual harassment and assault. From these factors, the examination of data, practice-focused questions, and the sources of evidence were presented.

Section 3: Data Collection Process and Analysis

Introduction

Regardless of an escalation of command perseverance and directed DoD regulatory guidelines, occurrences of sexual assault and harassment across the DoD persist to be national issues (U.S. DoD, 2018). The concerns of sexual assault and harassment throughout the DoD have harmfully affected active-duty personnel, national guard members, traditional military reservists, civilian contractors, and military departments throughout the commands (DoD, 2018). The increase of sexual harassment and assault incidences has indicated a deficiency of personnel to properly manage this issue (DoD, 2018).

A discernment of the history of sexual assault within the military has led to examinations to eliminate this national concern. The examination of DoD sexual assault and harassment cases has demonstrated that there is an executed sexual assault and harassment program across the DoD. Nonetheless, there is a rise of sexual assault cases within the military service branches and its components (U.S. DoD, 2018). The client annotated the difficulty to develop effective sexual assault prevention procedures within the CONUS locations. This may indicate what is needed to effectually execute programs used to inhibit sexual harassment and assault occurrences in the United States military. Moreover, this research study may be used to review current practices and regulatory guidelines within the DoD organizations throughout CONUS localities. These issues have piqued the interest of executive leadership, where the concerns are reported in a

manner that have revealed suggestions to alter present methods in DoD program strategies (Arnold, 2018).

The research included in this PAS comprised of resources from the DoD and military branches, which included sexual harassment and assault plans and guidance. This material included predated material and references, as well as documentation archived with the DoD. Moreover, sources included documentation from the Public Integrity Journal, Armed Forces and Society Journal, in addition to DoD Directives.

As sexual harassment and assault within the DoD continues to transpire, it is vital to evaluate DoD and military sexual assault prevention measures throughout the United States (U.S. DoD, 2018). Contemporary military procedures disclose that various female DoD victims of sexual harassment and assault have encountered an undesirable result after testifying, and in this group, several victims were harassed not to submit a report (U.S. DoD, 2018). These findings demonstrate a gap in current program procedures throughout the DoD and military service branches.

I conducted this qualitative research study to examine the management of DoD sexual harassment and assault. In this research study, I evaluated present executive procedures through the lens of organizational efficiency and research trends. The remaining sections of this research study contain data collection and analysis, authenticated findings, recommended resolutions, and a review of ethical concerns.

I recorded and evaluated sources to complete the research study. These resources were comprised within the PAS and consisted of data outcomes from multiple linear regression from prior research archives, impending path data, client communication,

academic references, as well as program counsels. From these research processes, they assisted with the setting evaluation (Carson & Carson, 2018). As a result of reviewing these resources, it assisted with the development of the practice-focused questions for this study, sources of evidence, the primary areas for review, and the procedures used to maintain the integrity of the research findings.

Practice-Focused Questions

Even though there are various measures and recently updated sexual assault programs within throughout the DoD, the concern of military sexual harassment and assault continue to be ongoing throughout the services branches. Sexual harassment and sexual assault have obstructed the lives and workplace of active-duty military, reservists, guard members, contractors, and dependent family members across the DoD (U.S. DoD, 2018).

The research question was as follows: What gaps in current operations within the sexual assault and harassment programs do the DoD experience when implementing sexual assault prevention measures within the CONUS locations? This research question was applied to the assessment of the DoD's current programs used to prevent sexual and harassment incidences throughout the client's military service branch, as well as weaknesses in the implementation processes.

Various evaluations and accounts have indicated that sexual assault within the military is a grave issue, which damages the security and stability of personnel (U.S. DoD, 2014). Although there are sexual assault programs within the DoD, continued cases highlight the gap in current regulations and guidelines to successfully combat these

issues. Sexual harassment and assault cases continue to transpire despite recent changes to DoD programs and strategies that address these challenges.

Executive leadership from a direct client conveyed the problem of executing effective sexual assault prevention measures across CONUS locations. The problems found within the assessment can help determine what procedures may be implanted to successfully manage programs that are used to prevent sexual harassment and assault within the DoD. These topics can increase executive leadership's attentiveness, where the problems expose substantiation to modify contemporary regulations and guidelines within DoD programs (Arnold, 2018).

The review of current unclassified approaches, processes, and prevention measures regarding the DoD sexual harassment and assault prevention measures within CONUS locations supported this qualitative study. Current evaluations have revealed various gaps within military sexual assault programs as communicated by DoD senior leadership within this field. These differences include a need for engagement from leadership as principals regarding intervention strategies, programs that maintain behavioral modifications, and awareness of all probability influences associated with sexual assault and harassment cases (Orchowski et al., 2018). Supplementary review included updates to DoD program definitions, additions to outlining allegations of sexual harassment, and monitoring of all evaluation findings (Carson & Carson, 2018).

Within this qualitative study, practiced-focused examinations supported and the primary research question. Executive leadership and commanders must review how their decisions and formulated plans drive their programs outcomes to reduce sexual

harassment and assault; however, investigative elements are crucial to handle this issue. In this research, I evaluated how the implemented programs are managed throughout the various commands, addressing gaps in current implementation and any issues found within the sexual assault and harassment guidelines.

Sources of Evidence

The sources of evidence for this research study included a review of published outcomes and research and the verification generated for the administrative study. These sources comprised of data analysis research results, as well as interviews with DoD personnel. I present these resources and evidence through key terminology, primary and secondary data, and findings from interviews. From the study of the sources of evidence, I examined a gap in current research regarding the DoD's levels of effort to mitigate sexual assault as well as the programs. From this, I present recommendations within this study. Furthermore, this information was used to connect the absence of awareness on DoD sexual harassment and assault to the anticipated conclusions.

Published Outcomes and Research

The sources of evidence I used to address the projected question included annual reports on military sexual harassment and assault, military journals found on the public internet, and Ebscohost. The key terms used to acquire resources centered on the search terms included the *DoD*, *military sexual assault*, and *military sexual harassment*. Moreover, the scope of this review included sources from 2013 to present day. These various resources allowed for a comprehensive review of the topic of sexual harassment and sexual assault within the United States military service branches.

Through the assessment of current strategies surrounding military sexual assault throughout the DoD, I attained several DoD and sexual assault sources of evidence. These resources included empirical evidence, examples, as well as secondary data. A recent report from the Pentagon revealed that the margin of sexual harassment and assault cases in 2018 were victims 17 to 24 years old who lived in close immediacy to each other (U.S. DoD, 2019). These statistics, along with current cultural structures and standards, raises concern among service members for continued sexual assault and harassment cases.

Evidence Generated for the Administrative Study

The evidence gathered for this study came from direct client interviews with DoD personnel and civilian organizations. These individuals included participants from DoD executive leadership, as well as leaders within the public sector, for a total of nine research participants. The participants were selected based on their current work within the DoD and civilian sector, which centered on military sexual harassment and assault. These individuals were able to address the practice-focused question, in which they shared concerns within the DoD and how these issues may impact the level of sexual assault within the United States military.

The tools and techniques used to collect the sources of evidence included the interview questions provided to research participants. These tools had trace elements directly related to the research study, which included the participant identification number, subject matters, and issues and concerns presented from the participant. The collection of the primary data was completed in December 2021.

The procedures used for the protection of participants included the masking of names and offices within the DoD and public sector, as well as maintaining correspondence and communication with an organization's executive leadership. The ethical protection of participants took place through the precise review of interview findings, concealing sensitive information, ensuring consent from all research participants, communicating that participants could withdrawal from the research study at any time, and extending an agreement letter to abide by these guidelines. The organizational participants agreed to partake in this research study concerning the evaluation of DoD sexual harassment and assault. Walden University provided the IRB approval. The strategies for participant recruitment included direct contact with potential clients through email, telephone communication to maintain a working relationship, and continued correspondence to provide updates on this research study.

Analysis and Synthesis

Public administrators, the client's senior executive leadership, are responsible for molding the composition of powers and for compelling plans to drive change that have a positive influence on organizational structure and cultural patterns. The difficulty to characterize DoD sexual assault reflects the various accountabilities that the DoD holds with combatting and preventing trauma (Stander & Thomsen, 2016). Moreover, various risk factors play a role in identifying and removing catalysts that can lead to sexual assault occurrences.

The primary areas in this PAS include the culture within the United States' military, national sexual assault programs, how senior executive leadership act on this

issue, and military personnel backgrounds (Stander & Thomsen, 2016). From this assessment, research outcomes and recommendations may be implemented to best address the DoD sexual assault prevention measures. This information was organized and tracked through Microsoft Word and Microsoft Excel documents. From this, data were presented through tables and charts within Microsoft Word.

Within this assessment of the DoD, the research was conducted through directly addressing the executive leadership's concerns of preventing sexual assault cases, as well as reviewing current military plans that are used as preventative measures against sexual assault. This strategy encompasses the scope of analysis of codependent components to include an agency's structure, performance levels, and strategic capacity (Hartnell et al., 2019). After analyzing, organizing, and tracking data from the military's sexual assault program, I propose various recommendations to update practices. The type of analysis used within this research study to address the practice-focused question centered on content analysis to address themes and capture words from responses.

Within these key stakeholders, there may be individuals impacted by addressing the DoD's administration of sexual assault and sexual harassment prevention strategies. The impact on individuals may occur through the identification of gaps in research, current administrative actions, and outcomes from this investigation. The stakeholders may be influenced by the review of current health care practices for victims of sexual harassment and assault, in addition to the management of existing plans within the DoD.

The procedures used to assure the integrity of evidence included maintaining direct references from primary resources, accurately recording responses from senior

executive leadership, and reviewing findings prior to reporting. The plan for this analysis centered on the concerns addressed from the DoD client, as well as program analysis. Within this analysis, predictors to determine the success of DoD sexual harassment and assault programs included the assessment of current unclassified methods implemented within these programs. These comparative assessments assisted with closing any gaps within research.

Summary

The problem of sexual harassment and assault incidences within the DoD continue to be concerns that effect personnel and their dependents (U.S. DoD, 2018). Regardless of the implementation of DoD sexual assault programs, cases continue to increase. The escalation of these cases has led to the proposal to evaluate current unclassified guidelines and processes, the management of DoD sexual assault prevention programs, and designing effectual methods.

The primary research question for this qualitative study was as follows: What gaps in current operations within the sexual assault and harassment programs do the DoD experience when implementing sexual assault prevention measures within the CONUS locations? This question prompted evaluations involving the review of current sexual assault program procedures. Moreover, this question may initiate the review of administration in regards to implementing sexual harassment and assault prevention strategies.

There are various gaps within current sexual assault prevention practices, which include the requisite for communication with executive leaders to review plans, program

outcomes, the management of DoD sexual harassment and assault prevention tactics, and the impact from assessment conclusions. To address these gaps within research, I reviewed how leadership responds, or fails to respond, to concerns and military culture. Through these examinations, I found various results that can assist senior executive leadership to provide solutions.

The conclusions provide readers with analysis of the evidence collected, and I report limitations and outcomes as well as organizational implications. Moreover, this study offers suggestions for best practices for the DoD to mitigate sexual harassment and assault. From these findings, I present recommendations for future studies on these topics.

Section 4: Evaluation and Recommendations

Introduction

In this qualitative study, I analyzed the DoD's sexual assault and harassment current programs, prevention measures, and gaps in current standards in order to increase organizational efficiency. The ongoing incidences of sexual assault within the DoD remain a concern. In this PAS, therefore, I centered on determining existing issues in prevention measures, establishing preliminary recommendations, and assessing prospective program determinations. I concentrated on the review of existing public documentation, which centered on the DoD's sexual harassment and assault prevention programs. The assessment evaluated the effectiveness of the DoD with preventing sexual assault and harassment cases, which adheres to the Defense Directive (DoDD) 6495.01, in addition to executive level and joint military personnel (U.S. DoD, 2013).

This PAS included increasing awareness to the commands of the strict zero tolerance to sexual assault and harassment, in addition to addressing outdated or recurrent public information. The research question for this study was as follows: What gaps in current operations within the sexual assault and harassment programs do the DoD experience when implementing sexual assault prevention measures within the CONUS locations? In this study, I evaluated DoD unclassified procedures and interviews with DoD executive leadership within sexual assault programs. The research findings allowed for the assessment of DoD sexual assault and prevention programs. There are severe ramifications if a sexual assault or harassment case transpires. This study enhanced the

assessment of occurrences in terms of assessing current prevention methods and research conclusions.

The evaluation of sexual harassment and assault incidences within the United States Military demonstrated that there is an applied sexual assault program within the DoD; however, sexual assault and harassment cases have been increasing (U.S. DoD, 2018). The direct clients explained the issues involving the execution of successful sexual assault prevention measures throughout CONUS localities. These subject matters revealed within the evaluation may offer direction as to which actions and updates may be implemented within the DoD to properly execute and manage policy to mitigate sexual assault.

Sources of Evidence

The sources of evidence for this research study included a review of published research and the evidence created for the examination. These sources comprised of data, research conclusions, and interviews with DoD leadership. The proof was additionally exhibited by involving fundamental terms, primary and secondary figures, and outcomes from interviews. The research data were used to examine the lack of awareness of sexual assault within the DoD to the anticipated research outcomes.

Findings and Implications

Research Participants

The sample for my research study included one senior executive leader within a DoD Sexual Assault and Harassment program, four senior leaders at a DoD base who worked within a DoD Sexual Assault and Harassment program, and four nonprofit

leaders who worked within the field of sexual assault and harassment regarding military personnel. I selected these research participants based on their level of authority and experience within the DoD sexual assault programs throughout the military. These individuals strictly observed DoD policies and programs based on their individual requirements, discretion, and adherence to military doctrines and principles. I chose three total participants to concentrate on the senior executive level influence on DoD sexual harassment and assault, while maintaining confidentiality of sensitive program information.

Participant Recruitment

Upon obtaining University IRB approval, I emailed my research participants to acquire of their interest to be involved within this administrative study. Within this email, I explained who I was, my doctoral area of study, and background information pertaining to the PAS. Additionally, I included information on the sensitivity of the data and my strict adherence to nondisclosure of any information that was not publicly accessible.

Research Instrument

I decided upon a direct email survey and phone interviews with unrestricted questions to correspond with my research participants. Research participants were asked to answer the question of what they saw as areas of issue or concern with the current DoD sexual harassment and assault programs within the United States military. Second, research participants were asked to address any recommendations they had for me to focus on when conducting this administrative study.

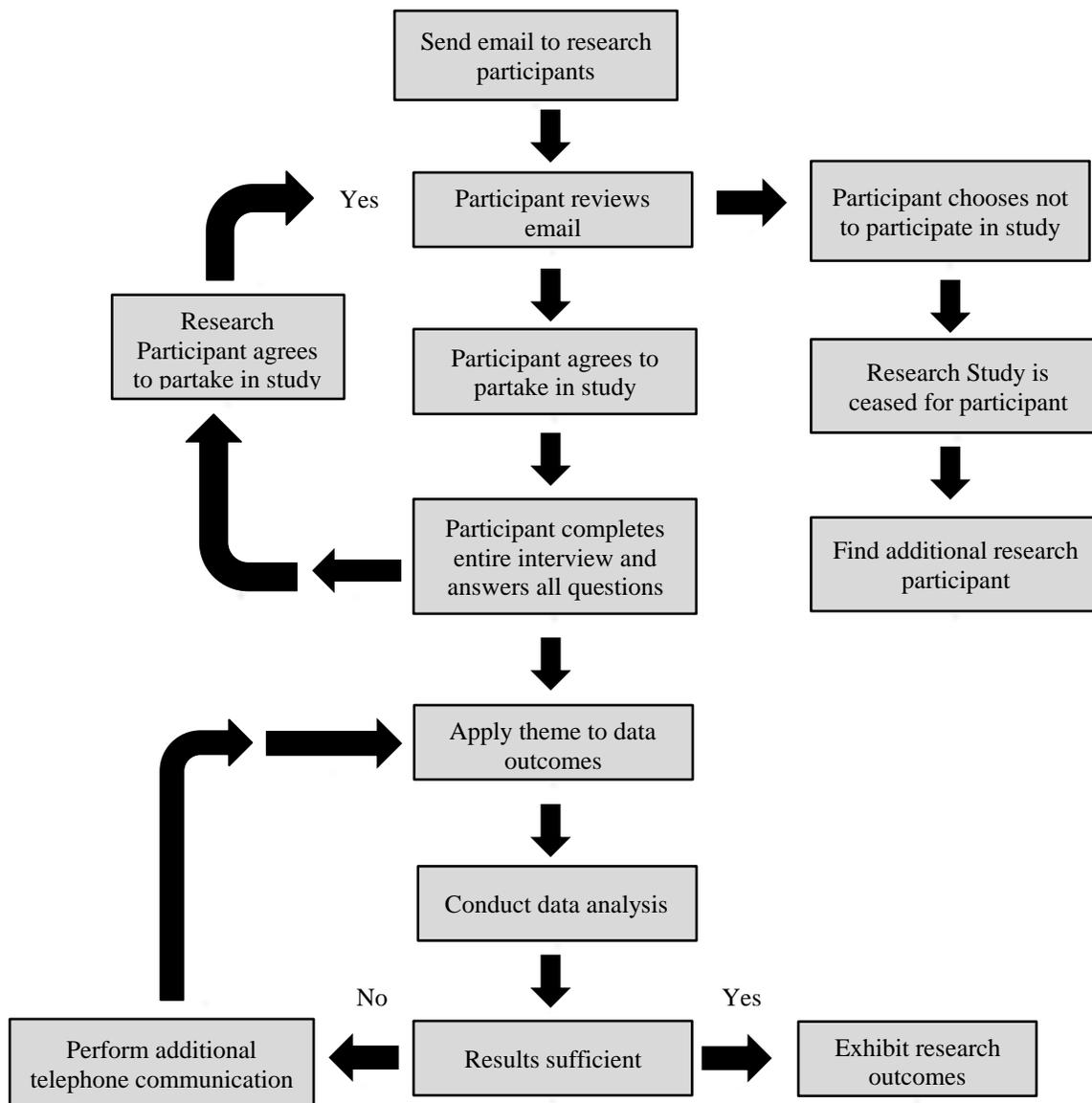
Data Collection

To adhere to the safeguarding of data, the quality of the presented outputs, and maintaining confidentiality of sensitive information, I integrated data collection methods. Research questions were provided to participants through a password protected email address, and participant responses were classified (see Figure 1). I classified the responses by themes to conserve secrecy (see Table 1), program recommendations (see Table 2), and program issues and their matched recommendations (see Table 3).

The materials, research questions, and study responses were maintained on a password protected Excel spreadsheet within a documents folder on a personal USB drive and kept in a secure area within my home while living in a single household. The data will be archived for a time-period of 5 years from the research study closure date. After 5 years has passed, the data outputs and information will be destroyed. All Google email correspondence, Microsoft Excel documents, Microsoft Word documents, and notes will be deleted at this 5-year denouement.

Research Constancy

I performed every action of this research study with close observance of the sensitivity of the data, participant responses, research study recommendations, and finalized conclusions. I ensured that all processes were thoroughly documented and that my work maintained a high degree of being unbiased and trustworthy; I also maintained credibility throughout the entire research process.

Figure 1*Research Study Data Collection Flow Chart*

Program Issues

Various response themes were identified when participants addressed their concerns with the DoD sexual harassment and assault programs. These themes included concerns with the current sexual harassment and assault prevention policies. Other areas of concern included recruitment procedures, organizational training, retaining sexual harassment and assault personnel, and supportive assistance to victims.

The program issue of current sexual harassment and assault prevention policies centers on the concern of sexual assault still occurring with the military services branches. Organizational training issues transpire when there is an increase in military sexual assault cases. Training for the armed forces must support the reduction of sexual assault and harassment amongst its service members. Lastly, there is a concern with retaining sexual harassment and assault personnel. Without program experience, support staff are unable to successfully support victims, address preventative measures, or assist with the eradication of DoD sexual assault.

Program Recommendations

The recommendations for this study include the need for further evaluation of DoD sexual assault policies, the review of prevention strategies, assessing organizational training, adding additional support personnel, as well as investigating the cognitive behavior of new personnel and alleged perpetrators. These recommendations address the problem of eradicating sexual harassment and sexual assault within the DoD, as well as the evaluation of sexual harassment and assault policy and prevention measures. Additionally, recommended solutions include updating the business rules, centered on

suggested resolutions and modifications to the administration of DoD sexual harassment and assault policies.

Adequate Prevention Measures

The deficiency with adequately establishing prevention measures within the DoD leads to ambiguity. Without appropriate preemptive measures, providing adequate measures to prevent sexual harassment and assault cases throughout the military service branches may be obstructed. By way of my evaluation, I determined that there are various central recommendations that augment this research study.

The recommendations from this research study include implementing additional choices for the military service branches to integrate the management of the DoD sexual assault prevention policies within their commands. These additional selections include verifying the management of sexual assault and harassment policy and augmenting specific advisor engagements. Further sources comprised of developing accompanying sexual harassment and assault support teams, modifications to recruitment processes, analyzing the cognitive behavior of recruits and current DoD personnel, and hiring additional external contractors and professionals. These programmatic and preventive strategies assist with what the DoD needs to be aware of, as well as lessen, the effects of system elements on prevention activities.

Additional Support Personnel

The military service branches should attain additional methods to integrate preventative measures within their current procedures (Stander & Thomsen, 2016). The development of additional support teams within the DoD's sexual assault and harassment

programs can provide additional support centered on appointing mentors across CONUS locations. These advisors should have a strong understanding and experience in sexual assault and harassment, and they may be placed in critical prevention teams, which center on assault deterrence. Additionally, sexual assault and harassment professionals should be retained for their level of awareness and expertise within the field.

The designated advisor teams can comprise of contractors from public health agencies, civilian registered nurses, social workers, psychologists, civilian chaplains, mental health professionals, and civilian peer counselors who are assigned strategically at installations and bases with high areas of concern. A team of advisors and counselors may also be positioned at military installations and DoD counterpart facilities at prearranged times, as well as tours, for added support to the military communities.

These professional groups may be from external care providers within the installation's local area. Additionally, national providers may offer supplementary guidance to staff members regarding sexual assault prevention strategies. The recommended advisors may be placed into critical response teams, in addition to sexual assault prevention teams.

These groups may provide additional support and anticipatory measures to reduce the vulnerability of future sexual assault and harassment incidences within the DoD. The established teams must adhere to the standards in place from the military's sexual assault and harassment programs. The civilian advisors should obtain DoD sexual assault prevention training, as well as complete certification modules, which are previously established by the review of substantiation-grounded models of sexual harassment and

assault prevention tactics. These critical prevention teams may provide fundamental education to military members about sexual harassment and assault trauma, legal consequences, increase camaraderie, reduce tensions, and hold open forum discussions to attain trust.

The civilian support teams placed across the DoD within CONUS locations may perform various duties in conjunction with current and existing practices. These undertakings include victim advocacy and consultations, presenting conclusions to executive leadership and commanders, expediting sexual harassment and assault briefings, and recording services provided to victims. Additionally, all civilian personnel must adhere to current DoD instructions and confidentiality requirements and must make recommendations to terminate risk factors.

The length of service of members who serve within the DoD sexual harassment and assault programs is critical to the success of the mission. An organizational focus should center on recruiting and retaining military personnel who hold a proficiency within this field. Personnel should be retained through career progression and advancement, be presented with additional opportunities to serve in this capacity, and have additional military occupation codes to enter military sexual assault programs.

The additional personnel can serve as response coordinators, victim advocates, and SARCs. Moreover, incentives should be offered to individuals who maintain this career field, such as special recognition, promotions, and awards regarding their service. These actions may assist with alleviating the low level of staff within the sexual harassment and assault programs.

The cultivation of the response to military sexual assault prevention strategies may also include additional methods for the DoD to implement within their sexual harassment and assault programs. These processes include refining the evaluation processes to determine each programs success. This may comprise of training settings that incorporate representative cases to DoD personnel to assess and determine their actions, which may enhance program standards (Stander & Thomsen, 2016).

Further methods for the cultivation of military sexual assault programs include the additional advancement of the current policies correlated to the DoD programs. This may consist of analyzing, as well as increasing the current methods used to observe liability standards of the sexual harassment and assault programs. From this, senior executive leadership may be provided with additional substantiated data to serve as a model for these programs (Morrall et. al, 2014).

Cognitive Behaviors

Another recommendation centered on the cognitive behaviors of recruits and personnel within the military service branches. Personnel need to understand the risk and current issues that are taking place within the DoD concerning sexual harassment and assault. An increase of narcissistic behavior and tendencies leads to a manifestation of thought to commit a crime and individuals need to self-advocate to hold themselves accountable for their actions. Personnel should adequately assess their circumstances, evaluate stressors, and speak to their chains of command when experiencing increased pressures.

Further analysis of cognitive behavior reveals tendencies found in the actions of narcissists, sociopaths, and sexual predators who may commit sexual harassment and assault within the DoD. Victims are targeted based on their physical demeanors and the likelihood that they are easy to manipulate, control, or be coerced into compliance with the predator's desires. Predators quickly sexualize a relationship with their victims, while sometimes generating a false attachment or sense of dependency from their target.

Another type of cognitive behavior that may give way to sexual predatory actions is individuals who display narcissism or sociopathic signs. These types of individuals display low levels of cerebral and emotional intelligence. Moreover, they display a lack of empathy for their victims, require continuous appreciation, and respond more forcefully in their quests than non-narcissists (Widman & McNulty, 2010).

Through the analysis of emotional intelligence and cognitive behaviors, military service recruiters may become better on recruiting individuals into the armed forces. Second, additional mental evaluations should take place while a recruit is being screened for entrance, as well as at the Military Entrance Processing Station (MEPS). The psychological evaluation of applicants is critical in maintaining a healthy force.

Additional Training

Regarding current DoD sexual assault prevention policies, recommendations involved updating the guidance to sexual assault and prevention courses. Organizational course policy updates should include additional training through sexual assault prevention personnel providing field-level training to base and installation level DoD

members. An increase in training and awareness may assist with eradicating military sexual harassment and assault.

The training should be stern, with teachings centered on accountability and the mission of a zero-tolerance policy for sexual harassment and assault within the armed forces. In addition, training should center on how individuals may properly handle external and internal stressors, as well as the repercussions faced by those who commit sexual assault and harassment within the DoD. Courses offered within the DoD must increase on a biannual basis, to assist with mitigating sexual assault incidences. Lastly, training should center on an increase of compassion and self-awareness of personnel, how to properly address internal and external stressors, as well as implementing model behavior from command leadership.

Other policy recommendations are updating recruitment processes. A senior executive leader within a military service branch disclosed that there is a level of uncertainty that transpires when recruiting new military members. Recruits are provided waivers for repeated offenses, in which some cases are for previous domestic violence situations. Waiver policies should be updated to evaluate on a case-by-case basis, for the protection and safety of current DoD employees. Recruitment should center on identifying the finest individuals to join the military service branches.

The DoD should hold each member of the military accountable for their actions and behaviors. Military sexual assault programs should not provide predators a way to evade responsibilities to their actions, and they should be held liable. Each DoD member holds a vital role in the preservation of the military service branches.

Table 1 shows the DoD sexual assault program issues.

Table 1

DoD Sexual Assault Program Issues

DoD sexual assault program issues
Sexual harassment and assault prevention policies
Recruitment procedures
Organizational training
Leadership responsibilities
Retaining sexual assault personnel
Enforcing professional behaviors
Victim advocacy and supportive assistance

Note. Participants are nondisclosed and response themes were noted.

Table 2 shows the DoD sexual harassment and assault program recommendations.

Table 2

DoD Sexual Harassment and Assault Program Recommendations

Recommendations
Further evaluation of DoD sexual assault policies
Investigate DoD personnel in terms of cognitive behaviors and recruitment processes
Review DoD sexual harassment and assault prevention strategies and organizational training
Additional analysis to update policies, waiver processes, and maintain sexual assault personnel
Added sexual assault and harassment personnel to armed forces

Table 3 shows the DoD sexual assault program issues and matched recommendations.

Table 3

DoD Sexual Assault Program Issues and Matched Recommendations

Program issue	Recommendations
Sexual harassment and assault prevention policies	Further evaluation of DoD sexual assault policies
Recruitment processes and procedures	Investigate DoD personnel in terms of cognitive behaviors, as well as recruitment processes
Organizational training and leadership responsibilities	Review DoD sexual assault prevention strategies and organizational training
Retaining sexual assault personnel and enforcing professional behaviors	Additional analysis to update policies, waiver processes, and maintain sexual assault personnel
Victim advocacy and supportive assistance	Added sexual assault and harassment personnel to armed forces

Implications

The implications for constructive social transformation within this research study involve involuntarily discerning the longstanding impacts from any adjustments made to current DoD program criterions. Several procedures should stay put, such as safeguarding victims and their confidential information. Accordingly, this reduces the number of modifications that may be implemented within the DoD sexual assault and harassment programs. The larger inputs of this project to the field of public administration contain evaluating current DoD methods and the recommendation of best practices. Additionally, social change from this research study may comprise of the decline of DoD sexual harassment and assault, further assistance within existing military programs, as well as a greater security to DoD workforces.

Strengths and Limitations

Within this PAS, limitations may exist within the research and assessment. These limitations center on the perception of military sexual assault being addressed throughout the DoD, yet effort to eradicate this concern is a gradual process (Crosbie, et. al, 2017). Challenges exist when executive leadership feel pressured to adjust to policy regulations and outside influences (Crosbie, et. al, 2017). Lastly, additional areas of possible challenges include centering on unclassified data resources and reporting.

The strengths of this PAS consist of feasible policy and program modifications the DoD may implement to reduce and eliminate sexual harassment and assault throughout the military service branches. Through these recommended amendments, the

effective of the DoD's sexual assault prevention policies expected to further negate sexual assault was addressed.

Summary

This qualitative research study examined the DoD's sexual harassment and assault and programs, prevention measures, and presented gaps in program standards, in order to increase program efficacy. The sources of evidence included the assessment of published research documents, as well as and the evidence created for the study. These resources included research conclusions, data, and interviews with one senior executive leader and four senior leaders within DoD sexual harassment and assault programs, as well as four nonprofit leaders who specialize in DoD sexual harassment and assault.

The DoD sexual harassment and assault program issues found within this research study included problems with prevention policies, recruitment processes and procedures, organizational training, retaining personnel, enforcing professional behaviors, and victim advocacy. The recommendations to these issues included a further evaluation of DoD sexual assault policies, enhancing organizational training, advancing recruitment processes, maintaining DoD sexual harassment and assault staff, and investigating DoD personnel in terms of cognitive behaviors. Additional analysis should be provided to update DoD policies and waiver procedures. Social change from this research study may comprise of the reduction of DoD sexual assault and harassment, additional assistance within current military programs, and a greater security to DoD workforces.

Section 5: Dissemination Plan

Distribution Disposition

The advantages of this qualitative research study dissemination plan include presenting findings to the research participants, the amelioration of current DoD policies and programs used to prevent sexual assault occurrences, an increase in analysis of current DoD sexual assault and harassment programs, in addition to the implementation of forthcoming projects. Through the distribution of the research study findings, participants within the DoD and civilian supportive agencies can attain an additional perspective on how to prevent and mitigate sexual assault within CONUS locations.

The limitations of this dissemination plan include the focus of practice on unclassified structures. From this barrier within the analysis, this research study centered on the review of public material and peer-reviewed resources. I did not include classified information pertaining to the number of DoD sexual assault and harassment incidences by installation, nor the status or names of the victims. As a result, I was unable to include interviews with victims of DoD sexual harassment and assault. The limitation on research study participants gave way to a reduction in the level of recommendations that are included in this evaluation.

The distribution of these methods focused on accessible resources in terms of victim referral services, training within the DoD, preventative measures, and intervention. Within this context, various recommendations for future planning include the review of forthcoming research studies. These studies should center on how changes made to the DoD sexual harassment and assault programs have affected the level of sexual assault

within the military over time. Future researchers should continue to focus on prevention measures, as well the number of reported cases each year. Additionally, the distribution of the methods also centered on the DoD's sexual assault and harassment fiscal year program outcomes from the implementation of these practices, as well as data outputs.

Summary

The advantages to this qualitative research study include presenting findings to the research participants, the enhancement of current DoD sexual harassment and assault policies and programs, and an increase in evaluation of DoD sexual assault programs. Through the dissemination of the research study results, participants within the DoD and supportive agencies can attain an added perception on how to prevent and diminish sexual assault. The limitations of this research study include the review of unclassified information. Within this study, I centered on the review of public material and peer-reviewed resources.

The distribution of these methods focused on accessible resources centered on victim assistance, DoD training, prevention measures, and mediation. Various recommendations for forthcoming development include the review of impending research studies. These studies should focus on how modifications made to the DoD sexual assault programs affect the level of sexual assault within the military over time. Potential assessments should resume to center on prevention measures, fiscal year program results, and data outputs, in addition number of reported cases each year.

PAS Summary

The incidence of military sexual assault cases within CONUS and outside of the continental United States locations continue to be an issue within the DoD. These events occur within the United States military regardless of a zero-tolerance position towards sexual harassment and assault within the armed forces. The purpose of this research study was to examine the gaps throughout the DoD and make recommended solutions to resolve these shortcomings.

The sources of evidence for this research study consisted of evaluating peer-reviewed articles, public studies, and interviews with executive leadership within the DoD and public sector agencies who worked within the field of military sexual assault and harassment. The recommendations for this study are the assessment of DoD sexual assault strategies. Added suggestions focused on prevention approaches through education, improved recruitment methods, and an increase in evaluating cognitive behaviors, responsibility, victim advocacy, and maintaining sexual assault personnel.

The propositions for constructive social change within this study involve involuntarily discerning the reverend influences from any amendments made to the contemporary military program standards. Lessons learned from this research study may include the decline of sexual harassment and assault within the United States armed forces. The objective of this study was to assist with eradicating these concerns throughout the DoD.

The DoD should remain prepared to combat sexual harassment and assault incidences within its commands and installations (Stander & Thomsen, 2016). The

current military structures lead to an abuse of power over personnel within its commands; however, the commands also operate in an approach to execute valuable policy and program changes set forth by executive leadership. Victims may be apprehensive to present their cases to the public, but with direction from executive leadership, the bystander intervention program may succeed to assist sexual harassment and assault sufferers. The DoD's primary focus should center on placing elevated requirements of proficient program execution and examinations, in addition to prevention and response approaches. These procedures may allow for a larger decline of sexual assault and harassment throughout the military service branches.

The DoD sexual harassment and assault program concerns found within this research study included concerns with DoD sexual assault prevention policies, recruitment processes, organizational training, maintaining personnel, imposing professional behaviors, and providing support to victims. The recommendations for these issues include a further evaluation of DoD sexual assault prevention policies, enhancing organizational training, advancing recruitment procedures, sustaining DoD sexual assault personnel, and examining DoD personnel in terms of mental behaviors. Further analysis should be offered to modernize DoD policies and waiver processes. Social transformation from this research study may include a decrease of DoD sexual assault and harassment, added support within current military programs, and a better security to DoD workforces.

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Appendices

Appendix A: Acronyms

CONUS – Continental United States

DoD – Department of Defense

FY – Fiscal Year

MEPS – Military Entrance Processing Station

MOS – Military Office Codes

MST – Military Sexual Trauma

OCONUS - Outside to the Continental United States

SAPR - Sexual Assault Prevention and Response

SAPRO - Sexual Assault Prevention and Response Office

SARC – Sexual Assault Response Coordinator

SHARP – Sexual Harassment and Assault Response Program