



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

DEC 15 2021

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
CHIEFS OF THE MILITARY SERVICES
CHIEF OF THE NATIONAL GUARD BUREAU
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Guidance for Implementing Tier 3 and 4 Measures Related to Recommendations of the Independent Review Commission on Sexual Assault in the Military

- References: (a) Secretary of Defense Memorandum, "Commencing DoD Actions and Implementation to Address Sexual Assault and Sexual Harassment in the Military," September 22, 2021
(b) Under Secretary of Defense Memorandum, "Guidance for Implementing Tier 1 Recommendations of the Independent Review Commission on Sexual Assault in the Military," October 13, 2021 (hereby superseded, in part)

Reference (a) provides the Department's strategic direction for implementation of the approved recommendations of the Independent Review Commission (IRC) on Sexual Assault in the Military through a four-tiered approach and associated timeline. Pursuant to reference (a), I am providing guidance concerning implementation of Tier 3 and 4 measures, and updating guidance concerning Tier 1 implementation measures related to IRC Recommendation 1.2 contained in reference (b). All other guidance in reference (b) remains in effect.

Attachments 1 through 4 provide guidance and policy assumptions for implementing measures related to the IRC recommendations for Lines of Effort 1 through 4, respectively; Attachment 5 provides guidance and policy assumptions for implementing measures related to the IRC's crosscutting recommendations. The guidance in Attachment 1 supersedes any contrary guidance in reference (b). Links to additional materials are embedded in the attachments. Please use this standardized framework to develop and submit Tier 3 and 4 implementation plans (Attachments 6 and 7) to the Office of Force Resiliency not later than January 31, 2022. Recommendations that are specific to the Office of the Under Secretary of Defense for Personnel and Readiness or that are not otherwise addressed in the attached guidance require no Military Department response at this time.

We thank you for your continuing work to implement this guidance on the expeditious timeline directed by the Secretary of Defense. The point of contact for this effort is Dr. Allison Greene-Sands, Acting Deputy Director, DoD Sexual Assault Prevention and Response Office, at 571-255-0544 or allison.s.greene.civ@mail.mil.

Gilbert R. Cisneros, Jr.

Attachments:
As stated

Attachment

1

Tier 3 and 4 Instructions – Line of Effort 1 – Accountability (Updated)

To support a comprehensive and standardized approach to the implementation of specific accountability actions recommended by the Independent Review Commission on Sexual Assault in the Military (IRC), and as approved by the Secretary of Defense, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) provides the following policy assumptions, processes, and templates to assist Office of the Secretary of Defense (OSD) components, the Military Departments, and National Guard Bureau. *These tools must be used in completing the directed actions* to ensure uniformity in data gathering, reporting, and status tracking. Internally developed tools may be used in addition to, but may not replace, any of the required tools or templates below.

Recommendation 1.2 (Updated)

Independent, trained investigators for sexual harassment and mandatory initiation of involuntary separation for all substantiated complaints.

Office of Primary Responsibility: Secretaries of the Military Departments, and Chief, National Guard Bureau (NGB)

Roadmap Classification: IRC Priority Recommendations

Guidance:

1. The Secretaries of the Military Departments and the Chief of the NGB will issue policy as soon as possible to require that Commanding Officers or Officers in Charge of a unit, vessel, or facility in receipt of a formal sexual harassment complaint will appoint an investigating officer from outside the chain of command of the subject and the victim.
2. The Secretaries of the Military Departments and the Chief of the NGB will issue policy to fund, staff, and train an independent, professional capability to investigate formal sexual harassment complaints, such that the capability will assume responsibility for all such investigations by September 30, 2024.
3. This guidance does not supersede other aspects of existing Military Department response procedures to sexual harassment complaints. However, the Secretaries of the Military Departments and the Chief of the NGB will take this opportunity to revise their policies, if indicated, to
 - a. Encourage early intervention: Victims of sexual harassment shall be encouraged to disclose offensive behavior to an appropriate individual (described in more detail below) the first time it occurs, and specifically to disclose inappropriate comments and/or unprofessional behavior even if the behavior does not rise to the level of a severe violation. Commanding Officers and their leadership teams must seek to engage in early intervention in order to correct inappropriate behavior at the earliest possible point to avoid escalation or further impact to their respective command climates.
 - b. Provide a “No Wrong Door” approach for assistance: Commanding Officers must ensure that when a sexual harassment allegation is disclosed to them, the complainant receives a timely, impartial response in accordance with Service

policy and law. However, other venues for disclosure and assistance must remain available for more informal approaches to resolution: Service members should be able to speak with peers, a supervisor, an EO representative, a chaplain, or even a SARC or SAPR VA if requested, to disclose and discuss even minor infractions of inappropriate behavior. Commanding Officers shall ensure that unit members under their command understand their responsibility to assist Service members who report sexually harassing behavior in the way that best aligns with the Service member's request and preference, as allowable by law and policy. Accordingly, policy should recognize that not every disclosure will result in a formal complaint being filed.

4. The Secretaries of the Military Departments and the Chief, NGB will update and revise, if indicated, policies and procedures to require the mandatory initiation of involuntary separation processing for all persons against whom there is a substantiated complaint of sexual harassment. This provision shall not interfere with applicable Service member rights of appeal or review by a General or Flag Officer. Policy shall also be promulgated to recognize that, in certain limited situations, an opportunity for rehabilitation of the alleged offender will be available for minor substantiated infractions, as determined by the Commanding Officer and the legal review of the evidence. However, substantiated cases wherein the alleged offender attempted or engaged in quid pro quo behavior, sexual touching offenses, or was the superior in a superior-subordinate relationship with the complainant would not be appropriate for the rehabilitative off-ramp. Efforts to rehabilitate an individual deemed to have engaged in minor substantiated infractions shall include the following components: education, individual corrective counseling, and monitoring of behavior for a period of time as determined by the Commanding Officer.

Timeline: A Plan of Action with Milestones (POAM) will be submitted to the OSD/OFR by January 31, 2022 to address actions planned to implement items 1, 2, and 3 above.

- Full implementation of all actions by September 30, 2024.
- The Secretaries of the Military Departments and Chief, NGB shall report back to the Department on their implementation progress using a forthcoming schedule and means to be established by the Office of the Under Secretary of Defense for Personnel and Readiness.

SharePoint Link: [Tier 3 POAM Template](#)

Submission Instructions

Please reference the linked files for the appropriate templates to support your submission and attach, as applicable, relevant policies, products, and additional data. Please submit one package per OSD component, Military Department, and National Guard Bureau. Submissions should be made to dodhra.mc-alex.dhra-hq.mbx.irc-implementation@mail.mil.

Accessing the IRC Implementation SharePoint Site

To access the IRC Implementation SharePoint site, navigate to the Intelink Passport homepage (<https://passport.intelink.gov/passport/Admin>) and select "Account." If you do not have an Intelink account, you can create one by registering your Common Access Card (CAC) at this URL: <https://intelshare.intelink.gov/>. Next, copy your Passport ID from the Summary tab and

paste the ID into an email to the IRC Implementation Mailbox (dodhra.mc-alex.dhra-hq.mbx.irc-implementation@mail.mil). After you send your Passport ID, wait for a confirmation email from the IRC Implementation Mailbox. After you receive confirmation, navigate to <https://intelshare.intelink.gov/sites/sapro/IRCImplementation/>. If you experience any issues accessing the SharePoint site after following these steps, please email the IRC Implementation Mailbox.

Attachment

2

Tier 3 and 4 Instructions – Line of Effort 2 – Prevention

To support a comprehensive and standardized approach to the implementation of prevention actions recommended by the Independent Review Commission on Sexual Assault in the Military (IRC), as approved by the Secretary of Defense, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) provides the following policy assumptions, guidance, and templates to assist Office of the Secretary of Defense (OSD) components, the Military Departments, and National Guard Bureau (NGB). *These tools must be used in completing the directed actions* to ensure uniformity in data gathering, reporting, and status tracking. Internally developed tools may be used in addition to, but may not replace, any of the required tools or

Recommendation 2.1 b

The Services and the National Guard Bureau (NGB) should develop and hold leaders appropriately accountable for prevention.

templates below.

Offices of Primary Responsibility (OPR): Secretaries of the Military Departments, and Chief, NGB

Roadmap Classification: Tier 3 – Dependent on Tier 2 Activities

To support implementation of the Tier 3 approved recommendations, OUSD(P&R) will utilize the Violence Prevention Cell-led working group established as part of recommendation 2.2c to foster cross-Service communication and collaboration for standardization of requirements and policy development. The Violence Prevention Cell may also be leveraged to support implementation of other prevention workforce and leadership recommendations, as appropriate.

In accordance with IRC recommendation 2.1a, the Violence Prevention Cell is developing leadership prevention competencies and terminal learning objectives, which will be available in March 2022. These competencies are in alignment with the competencies outlined in DoDI 6400.09 Section 3.1 and incorporate the IRC guidance on key leadership knowledge, skills, and attitudes across the social ecology (see Figure 1 below) and example competencies.

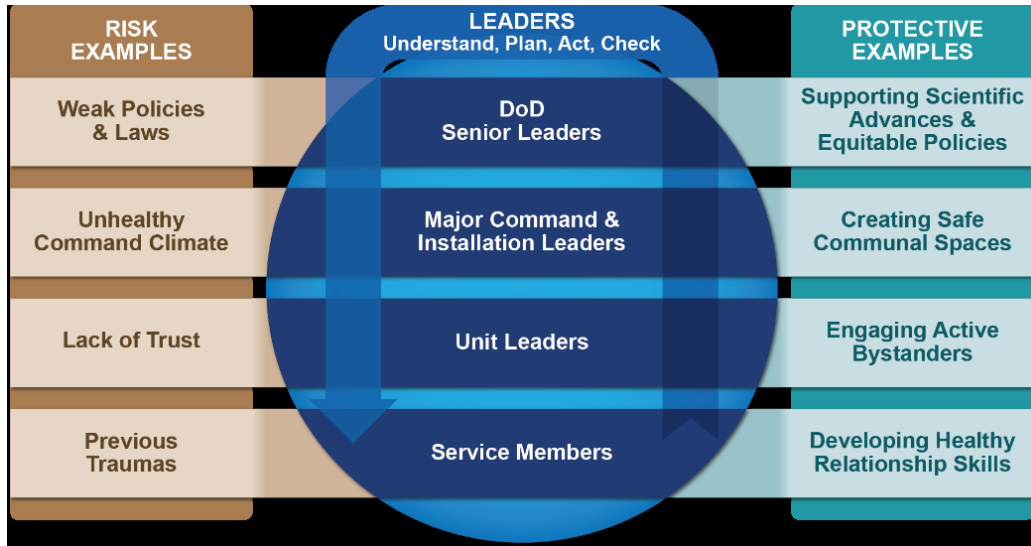


Figure 1 IRC Military Social Ecological Model

Example domains of leadership competencies from IRC:

- Risk and protective factors within specific population
- Different levels of the social ecological model (e.g., individual level interventions versus community level interventions);
- Social bias and common stereotypes (e.g., gender discrimination);
- Emotional intelligence (self-awareness, self-regulation, relationship management skills);
- Key public health concepts such as cause/effect relationships and core elements of evidence-based policies, programs, and practices; and,
- Basic standards for implementation fidelity and evaluation of prevention policies, programs, and practices.

DoDI 6400.09 Section 3.1:

- Military leaders at the command or installation level will:
 - (1) Implement the prevention system, data-informed actions, and elements of integrated prevention as applied to the military context.
 - (2) Assess and take actions to foster command climates of dignity, respect, inclusion, and connectedness.
 - (3) Encourage a culture of help-seeking, coordinated referrals to resources with appropriate, trauma-informed, and recovery-oriented response, and reintegration following care.
 - (4) Access and collaborate with the DoD and Service prevention resources and stakeholders.

Guidance: USD(P&R) directs the Secretaries of the Military Departments and the Chief, National Guard Bureau to develop and hold leaders accountable for prevention by providing a plan of action and milestones that includes the following milestones:

- Identifying leadership development and training that requires updating based on the leadership competencies that will be released March 2022.
- Required actions and timelines for updating leadership development.

- Development and implementation of evaluation methods that include:
 - Ensuring leaders who complete updated leadership development achieve proficiency in prevention competencies.
 - Formal assessment of prevention competencies of officer and enlisted leaders in annual evaluations and promotions.
 - Oversight mechanisms to assess and hold leaders accountable for implementing prevention within their area of responsibility.

To ensure cohesion of training and leadership development activities, Military Departments and NGB may amend their Tier 2 leadership and training POAM to include these milestones. Keep in mind that your POAM for this effort should reflect the fact that leadership competencies will be provided by DoD in March 2022.

OUSD(P&R) will continue to use site visits and the metrics developed through the On-Site Installation Evaluations (OSIE) to provide oversight on this recommendation. These metrics include the following:

		OSIE FRAMEWORK		
		PRIORITY	PREPARATION	IMPLEMENTATION
Focus Areas	HEALTHY & PROTECTIVE ENVIRONMENT	Leaders prioritize fostering a protective environment by their actions and communications.	Leaders have the requisite knowledge, skills, abilities (KSAs) and access to training to develop those KSAs.	Leaders employ practices known to support a protective environment
	INTEGRATED PREVENTION	Leaders prioritize prevention activities.	Leaders have the requisite KSAs to carry out prevention successfully.	Prevention activities target risk and protective factors across multiple negative behaviors and evaluated.
	STAKEHOLDER ENGAGEMENT	Leaders prioritize engaging stakeholders.	Prevention personnel have the resources and requisite KSAs to engage stakeholders effectively.	Stakeholders are genuinely engaged in prevention activities across multiple planning stages.

Summary of Documents to be Submitted: Completed POAMs for the Military Departments, and NGB.

Timeline: By January 15, 2021, the Secretaries of the Military Departments and the Chief of the NGB will provide a POAM for implementation of this initiative, via the mailbox specified in submission instructions below, showing full implementation no later than September 30, 2028.

SharePoint Link: [Tier 3 POAM Template](#)

Recommendation 2.3 a
The Services and the NGB should resource and implement prevention strategies at organizational and community levels.

OPR: Secretaries of the Military Departments, and Chief, NGB

Roadmap Classification: Tier 3 – Internal Expansion Activities

The goal of recommendation 2.3a is to focus prevention activities on programs, policies, or practices that have the potential to reach more people and be more cost-effective and sustainable than individual- and relationship-level prevention strategies. Given the limited number of proven approaches at the organizational and community levels, any such approach should be evaluated when it is implemented.

Community- and organizational-level prevention strategies¹ have the greatest potential to have the largest impact on rates of perpetration and victimization of interpersonal violence, as well as self-directed harm, because they target the characteristics of settings that increase or decrease the risk for violence, particularly the social, economic, and environmental characteristics of organizations, neighborhoods, workplaces, and schools. The goal of this recommendation is to encourage the implementation and evaluation of prevention strategies at the community- and organizational-level as well as a comprehensive approach across the Social Ecological Model.

The IRC report provides examples of two community-level prevention strategies that may be helpful in enacting 2.3a:

- Engaging the community by promoting healthy social norms and
- Engaging the community by creating protective environments.

The social norms approach, when used in the field of public health, motivates individuals and groups to adopt social norms that result in positive health and well-being. This can be done by: a) correcting misperceptions about social norms that lead to harmful attitudes, beliefs, and/or behaviors, b) changing or modifying negative or harmful social norms; and c) promoting positive social norms. For more on the social norms approach, see [CDC's VetoViolence](#).

When creating protective environments, the focus is on modifying the physical and social environment to remove or minimize risk (e.g., increased monitoring in barracks on weekends), reducing exposure to community-level risks (e.g., establishing and consistently applying workplace policies on sexual harassment), and implementing organizational outreach and community norms change activities (e.g., norms campaign focused on addressing misperceptions associated with alcohol use among Service members).

Other community- and organizational-level prevention strategies will be outlined in forthcoming guidance that is being co-developed by the Department of Defense and the Centers for Disease Control and Prevention (CDC) and available in draft form by June 1, 2022. This military technical package will be based on the CDC's technical packages across the various forms of violence.

Guidance: USD(P&R) directs the Secretaries of the Military Departments and the Chief, National Guard Bureau to resource and implement prevention strategies at organizational and

¹ Community/organizational: Explores the settings, such as workplaces and neighborhoods, in which interpersonal relationships occur and seeks to identify the characteristics of these settings that are associated with becoming victims or perpetrators of violence. This level of the Social Ecological Model (SEM) also considers the broad organizational factors, such as policies and norms, that help create a climate in which violence is encouraged or inhibited and/or helps to maintain inequalities between groups.

community levels by providing a plan of action and milestones that includes the following milestones:

- Development of a process and parameters to identify locations that may serve as a pilot and matched comparison site for the implementation and evaluation of a selected community- or organizational strategy. Considerations for site selection should include: fit of the intervention to the location's needs, level of risk for destructive behaviors at the location, and readiness of the location to implement an organizational- or community- level strategy.
- Selection of at least one community/organizational-level prevention strategy to implement and evaluate in controlled evaluation using guidance provided by OUSD(P&R).
- Development of a logic model that outlines the expected inputs, activities, outputs, and short-, intermediate-, and long-term outcomes for the selected prevention activities at selected site(s). Logic model examples and resources are available from the Violence Prevention Cell upon request.
- Development of evaluation plan (with at least one pilot and one comparison site) for selected community/organizational-level prevention strategies. These plans should be explicit in who (i.e., what person/entity) is supporting each activity required for implementation.
- Development of a resourcing plan to allocate time and money, as well as technical support, as needed, from Service-branch headquarters and local/regional authorities, to support local implementation.
- Preparation for evaluation, such as institutional approvals (e.g., OMB, IRB).
- Implementation of the selected strategies.
- Execution of evaluation at selected site(s).
- Following and based on the evaluation results, additional milestones related to the sustaining and exporting the prevention activities.

Summary of Documents to be Submitted: Completed POAMs for the Military Departments, and NGB.

Timeline: By January 15, 2022, the Secretaries of the Military Departments and the Chief of the NGB will provide a POAM for implementation of this initiative, via the mailbox specified in submission instructions below, showing full implementation no later than September 30, 2028.

SharePoint Link: [Tier 3 POAM Template](#)

Recommendation 2.6 c

The Secretary of Defense should immediately authorize operational testing of the Air Force Compatibility Assessment, or similar tool, with a cross-Service pre-accession sample, allowing for important research and intervention development.

OPR: OSD Accession Policy (AP); Secretaries of the Military Departments and Chief, NGB

Roadmap Classification: Tier 3 – Internal Expansion Activities

Guidance: In order to ensure the Department's ability to execute recommendation 2.6 c, USD(P&R) directs the Secretaries of the Military Departments and the Chief, NGB participate in operational testing of identified instrument(s) for research purposes. Initial testing will begin using an enlisted applicant sample. Processes for officer accession testing and applicable guidance will be developed and released at a future date.

In support of implementation, the Secretaries of the Military Departments and the Chief, NGB will collaborate with the Office of People Analytics (OPA) and AP in instrument development and participation design for administering identified testing tool(s) at the Military Entrance Processing Station (MEPS) and Military Entrance Test Sites (METS). This includes identifying testing experts from the Military Services and NGB to participate in test content development, projecting the date Military Services can support initiation of operational testing (for research purposes) at the MEPS and MET sites², estimating the number of enlisted applicants to be tested per year, developing a process for projecting applicants for enlistment to take the applicable test(s) at the MEPS or MET sites, and aiding with in-Service data collection and analyses of personnel actions. Specific test(s) and in-service data collection elements are to be determined and will be coordinated with the Military Departments/NGB via their testing experts³.

In order to provide Military Department/NGB commitment and applicable responses, a template is provided in the SharePoint Link below. This template should be used to:

- Identify test experts to participate in test content development
- Provide commitment to participate in future operational testing of identified compatibility instrument(s) for research purposes, once instrument(s) are ready for administration.
- Project the date Military Services can initiate test administration at MEPS and MET sites
- Estimate number of enlisted applicants to be tested per year
- Provide a process for projecting applicants to take the applicable test(s)
- Provide commitment to aid with in-Service data collection of outcome variables and analysis, once compatibility instrument(s) are ready for administration.
- Provide commitment for future participation in operational testing during the officer accession process

Timeline: By January 31, 2022, the Military Departments and NGB will submit the completed template. Once all information is collected, OPA and AP will collaborate to develop a POAM with steps for full implementation within 30 days.

² Exact test administration dates will be coordinated with Military Services based on OUSD(P&R) ability to roll out applicable test instruments and Military Service ability to support test administration. Schedules will be coordinated with the Military Services via two existing working groups: Manpower Accession Policy Working Group (MAPWG) and Military Compatibility Research Group (MCRG).

³ Specific test(s) to be used for character/compatibility assessments and in-Service data elements to be used for test validation are under consideration and may be informed by the final language in the FY2022 NDAA. Specific use of test(s) will be determined in coordination with the Military Services.

SharePoint Link: [Recommendation 2.6 c Response Template](#)

Recommendation 2.6 d

USD(P&R) should commission research on gender and masculinities to develop effective social marketing strategies to facilitate primary prevention efforts.

OPR: OPA

Roadmap Classification: Tier 4 – Dependent on Tier 3 Activities

Guidance: USD(P&R) directs the Office of People Analytics to collaborate with the Violence Prevention Cell at the Office of Force Resiliency, to create a comprehensive, contemporary or updated social marketing campaign that normalizes the education connected to healthy masculinity and its role in preventing all forms of sexual harassment and assault.

In support of the effort, OPA will:

- Consult the literature and conduct qualitative focus groups/interviews with male Service members to develop new social marketing messages and techniques to promote healthy masculinities as a means to reduce sexual harassment and sexual assault no later than September 30, 2023.
- Complete a pilot test of the effectiveness of the newly developed social marketing messaging strategies no later than September 30, 2024.
- Provide recommended guidance on the roll out of newly developed social marketing messaging strategies no later than September 30, 2025.

Report required: In consultation with the relevant OSD stakeholders, OPA will embark upon a robust social marketing development and implementation strategy to promote healthy masculinities and bystander intervention. This multi-phase effort will include the development and testing of new social marketing messages and techniques to determine which would appeal most to military members as well as influence their behavior. Once a set of social marketing messages and techniques have been created, they would next be piloted to determine their effectiveness at a large installation prior to roll out to the entire DoD community. Results of the pilot testing would then be examined to develop a comprehensive communication strategy to be implemented across the force that would include example social marketing messages/campaigns to be used and guidance on implementation.

Timeline: By January 15, 2022, OPA will provide a POAM for the implementation of the study.

SharePoint Link: [Tier 4 POAM Template](#)

Submission Instructions

Please reference the linked files for the appropriate templates to support your submission and attach, as applicable, relevant policies, products, and additional data. Please submit one package per OSD component, Military Department, and National Guard Bureau. Submissions should be made to osd.pentagon.ousd-p-r.mbx.violence-prevention@mail.mil. The point of contact for these instructions is Dr. Andra Tharp at andra.l.tharp.civ@mail.mil.

Accessing the IRC Implementation SharePoint Site

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Prevention Line of Effort– Recommendation 2.6c

The Secretary of Defense should immediately authorize operational testing of the Air Force Compatibility Assessment, or similar tool, with a cross-Service pre-accession sample, allowing for important research and intervention development.

Responses to below items indicate Military Service commitment to participate in applicable research and provide pre-requisite information for developing the joint POA&M for implementing Recommendation 2.6c.

For each of the questions below, provide responses on behalf of your Military Service in terms of ability to support execution. Update information in *red* with Military Service specific responses.

a. Test experts to participate in test content development

Name, organization, telephone number, and email address for each testing expert

Recommended testing experts are Military Service representatives to the Manpower Accession Policy Working Group (MAPWG)¹.

b. Commitment to participate in operational testing of identified instruments for research purposes

“*Military Service*” will participate in operational testing, for research purposes, of character/compatibility assessment instrument(s) (to be identified).

The research design is to be developed and may include additional complementary psychological evaluations by a licensed clinician, as applicable.

c. Date Military Services can initiate test administration at the MEPS and MET sites

“*Military Service*” projects that operational testing of the applicable character/compatibility assessment(s), for research purposes, using applicants for enlistment can be initiated no earlier than “*Date*”.

Exact test administration dates will be coordinated with Military Services based on OUSD(P&R) ability to roll out applicable test instruments and Military Service ability to support test administration. Schedules will be coordinated with the Military Services via two existing working groups: MAPWG and Military Compatibility Research Group (MCRG).

¹ For current MAPWG membership contact Dr. Sofiya Velgach at sofiya.velgach.civ@mail.mil or Dr. Mary Pommerich at mary.r.pommerich.civ@mail.mil.

Use of complementary psychological evaluations by a licensed clinician will be determined at a later time.

d. Number of enlisted applicants to be tested per year

“Military Service” estimates that *“X”* applicants for enlistment will be tested per year.

e. Process for projecting applicants to take the applicable test(s)

“Military Service” will use the following process to project enlistment applicants for test participation.

Applicant projections process should be coordinated with the U.S. Military Entrance Processing Command.

“Describe the process here”.

f. Commitment to aid with in-Service data collection and analysis

“Military Service” will aid with identifying and collecting applicable in-Service performance and outcomes data, and providing required support and guidance on analyses. Specific data elements will be coordinated with the Military Services and finalized at a later date. Coordination will occur using two existing working groups: MAPWG and MCRG.

g. Commitment for future participation in operational testing during the officer accession process.

“Military Service” will aid with future operational testing, for research purposes, of to be identified character/compatibility assessment instrument(s) using an officer accession population. Specific officer commissioning programs and processes will be identified at a later time.

h. Name of Responding Official:

Name, organization, telephone number, and email address for each testing expert

With questions please contact: Dr. Sofiya Velgach at sofiya.velgach.civ@mail.mil or Dr. Mary Pommerich at mary.r.pommerich.civ@mail.mil.

Attachment

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Tier 3 and 4 Instructions – Line of Effort 3 – Climate and Culture

To support a comprehensive and standardized approach to the implementation of climate and culture actions recommended by the Independent Review Commission on Sexual Assault in the Military (IRC), as approved by the Secretary of Defense, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) provides the following policy assumptions, guidance, and templates to assist Office of the Secretary of Defense (OSD) components, the Military Departments, and the National Guard Bureau (NGB). ***These tools must be used in completing the directed actions*** to ensure uniformity in data gathering, reporting, and status tracking. Internally developed tools may be used in addition to, but may not replace, any of the required tools or templates below.

Recommendation 3.3 b

Educate leaders on cyberharassment and technology-facilitated-sexual harassment and sexual assault.

Offices of Primary Responsibility (OPR): Military Departments; National Guard Bureau (NGB), Diversity Management Operations Center (DMOC), Office for Diversity, Equity, and Inclusion (ODEI), DoD Sexual Assault Prevention and Response (SAPRO)

Guidance: In addition to training requirements specified in DoD Instruction 1020.03 Section 6, USD(P&R) directs the Military Departments and the NGB to integrate a learning module to develop digital literacy for commanders at the upper echelons to better their understanding of social media and how technology platforms can be exploited to bully, harass, and intimidate fellow users. Bridging this gap is essential for ensuring that commanders develop the appropriate knowledge to understand how the cyber environment shapes their unit cultures and empower them to take the appropriate actions to address and correct it.

Timeline: By January 31, 2022, the Military Departments and NGB will provide a Plan of Action and Milestones (POAM) for the implementation of the recommendation via the mailbox specified in submission instructions below and for completion by September 30, 2024.

SharePoint Link: [Tier 3 POAM Template](#)

Recommendation 3.4 a

Elevate and standardize the gender advisor workforce.

OPR: Military Departments and NGB; Joint Staff; OSD Policy (SOLIC)

Roadmap Classification: Tier 3 – Internal Expansion Activities

Guidance: The gender advisor workforce are those technical subject matter experts (i.e., Gender Advisors, Gender Focal Points, identified gender-supporting occupational specialties across DOD for service members, civilian employees, and contracted personnel) who advise and assist in the Department’s implementation of the DoD Women, Peace, and Security (WPS) Strategic

Framework and Implementation Plan, or any successor plan, consistent with the U.S. WPS Act of 2017 (P.L. 115-68).

To implement this approved recommendation, USD(P&R), in coordination with USD(P), directs the Secretaries of the Military Departments, the Chief of the NGB, and the Chairman of the Joint Chiefs of Staff to:

- Designate a General Officer/Flag Officer/Senior Executive Service-level representative for their Department and respective Service component(s) to oversee the implementation of WPS requirements
- Establish a full time WPS Subject Matter Expert (SME), or Gender Advisor (GENAD), billet at Department headquarters and respective Service component(s). This billet can be filled with civilian or military personnel.
- Identify and establish Gender Focal Point roles as an additional duty across headquarters directorates and Service components to support implementation of WPS.
- Identify and establish training requirements for gender advisory personnel.
- In coordination with USD(P), USD(P&R), the Joint Staff, and combatant commands, integrate intersectional, gender-based information and WPS principles into new and existing service-level collective and individual training, prioritizing occupational specialties that require an understanding of the socio-cultural dynamics in the human domain and for personnel planning and executing security cooperation activities.
- In coordination with USD(P) and USD(P&R), integrate intersectional gender and WPS principles into pre-deployment training for forces.
- Ensure combatant command WPS implementation through the provision of trained service personnel and GENAD billeting.
- Establish a skill identifier for gender advisor workforce personnel, including GENADs, GFPs, and gender-supporting occupational specialties, with a focus on those occupational specialties that engage with partner nation national security forces and host nation civilians (e.g., foreign area officers, civil affairs, etc.)
- Update policy and training and education requirements to develop a pipeline to sustain the gender advisor workforce.
- In coordination with combatant commands, identify and execute the requirements needed for combatant commands to submit requests for the gender advisor workforce through a request for forces.
- Identify intersectional gender and WPS knowledge and capability shortfalls.
- ICW USD(P&R), USD(P) establishes policy guidance to codify the roles and responsibilities of the gender advisor workforce, including GENADs, GFPs, and gender-supporting occupational specialties.

Timeline: By January 31, 2022, the Military Departments and National Guard will provide a Plan of Action and Milestones for each of their components' implementation of this initiative, showing full implementation no later than **30 September 2023**.

- By January 31, 2022, OSD Policy and the Joint Staff will provide a Plan of Action and Milestones showing full implementation no later than 30 September 2023.
- POAMs may include information for recommendations 3.4.a, 3.4.c, 3.4.d., and 3.4.e.
- As part of the POAM, each component is responsible for identifying policy shortfalls inhibiting the full implementation of this approved recommendation.

SharePoint Link: [Tier 3 POAM Template](#)

Recommendation 3.4 c
Integrate a gender analysis into the military's planning & operational frameworks.

OPR: Military Departments and NGB; Joint Staff; OSD Policy (SOLIC)

Roadmap Classification: Tier 3 – Expansion Activities

Guidance: As described by the U.S. Women, Peace, and Security Act of 2017 (Public Law 115-68) and directed in Section 1210E of the Fiscal Year 2021 National Defense Authorization Act (NDAA), applying a gender analysis improves the planning, design, and execution of U.S. government resources and programs. Gender Analysis is defined in the Women's Entrepreneurship and Economic Empowerment Act of 2018 (Public Law 115-428) as:

- a. A socioeconomic analysis of available or gathered quantitative and qualitative information to identify, understand, and explain gaps between men and women which typically involves examining—
 - (1) Differences in the status of women and men and their differential access to and control over assets, resources, education, opportunities, and services;
 - (2) The influence of gender roles, structural barriers, and norms on the division of time between paid employment, unpaid work (including the subsistence production and care for family members), and volunteer activities;
 - (3) the influence of gender roles, structural barriers, and norms on leadership roles and decision making; constraints, opportunities, and entry points for narrowing gender gaps and empowering women; and
 - (4) Potential differential impacts of development policies and programs on men and women, including unintended or negative consequences; and
 - (5) Includes conclusions and recommendations to enable development policies and programs to narrow gender gaps and improve the lives of women and girls.
- b. For the application of a gender analysis in the Department of Defense, the definition of a gender analysis as outlined in P.L. 115-428 is broadened to include the differential impacts of DOD policies, programs, and operations on men, women, boys, girls, and gender minorities, including unintended or negative consequences of military action.

An intersectional and comprehensive gender analysis should inform the following planning and operational frameworks:

- The planning and implementation of military operations, and particularly those involving interactions with civilian populations, to identify and account for intersectional gender-related factors of the strategic and operational environment and

- ensure that military interventions do not directly or indirectly negatively impact the condition of men, boys, women, girls, and gender minorities. This includes:
- Applying a gender analysis within the joint and service specific planning processes (i.e. joint operational planning process, military decision making process), including within assessments of the operational environment. At a minimum, a gender analysis is appropriate during the intelligence preparation of the operational environment or battlespace, when conducting a strategic estimate, or assessing the operational environment and should be considered any time human terrain or socio-cultural analysis is conducted. Gender-based information should be included any time political, military, economic, social, information, and infrastructure (PMESII) framework is applied.
 - Applying a gender analysis in the early phases of exercise planning and in exercises implementation, including joint exercises with PNs.
 - Applying a gender analysis in mission assessment, monitoring, and evaluation (AM&E) to develop lessons learned.
- The design, planning, execution, and AM&E of security cooperation (SC) programs and activities with partner nations (PNs), including:
 - Educational and International Humanitarian Law (IHL) and International Human Rights Law (IHRL) training materials and programs with PNs,
 - Foreign humanitarian assistance (FHA) programs and activities
 - Global peace operations
 - International military education and training
 - Institutional and national security force capacity-building activities,
 - Civil-military operations
 - Counterterrorism operations, Counter-weapons of mass destruction operations, Counter-illicit drug trafficking operations, counter-transnational organized crime operations, maritime and border security operations, military intelligence operations, air domain awareness operations,
 - International coalition operations
 - The planning of new initiatives in support of peace negotiations, transitional justice and accountability, efforts to counter violent extremism, (CVE) or security sector reform (SSR).
 - DOD personnel responsible for integrating a gender analysis into existing and new training and may utilize the training, education, and guidance resources available, including:
 - Joint Staff certified training on conducting a gender analysis.
 - May also use supplemental resources on gender analyses from the Department of State, the U.S. Agency for International Development, and where appropriate and not otherwise inconsistent with DoD operations, multilateral organizations such as the United Nations and NATO

To implement this approved recommendation, USD(P&R), in coordination with USD(P), directs the Secretaries of the Military Departments, the Chief of the NGB, and the Chairman of the Joint Chiefs of Staff to:

- Assess the Military Department and respective Service(s) capability and capacity to conduct gender analysis in support of Combatant Command plans, strategies, and requirements
- Identify gaps in conducting gender analyses to USD(P&R) and USD(P)
- Update all training and professional military education on socio-cultural issues (i.e. regional expertise and cultural capabilities, security cooperation, intelligence, civil affairs, special operations, etc.) to reflect comprehensive and intersectional gender-based information
- Incorporate intersectional and gender-based information into officer development functional areas for military and civilian planners and strategists
- Identify and update existing processes with intersectional gender-based information to ensure that military interventions do not directly or indirectly negatively impact the condition of civilians
- Ensure all Service member, civilian, and contracted personnel receive recurring training on gender analysis its relevance to U.S. military objectives.
- Integrate intersectional gender perspectives into a joint, interagency, intergovernmental, and multinational environment (JIIM) with consideration for local/indigenous actors and stakeholders.

In coordination with USD(P&R), USD(P) will develop guidance to codify the definition and approach to gender analysis

Timeline: By January 31, 2022, the Military Departments and National Guard Bureau will provide a Plan of Action and Milestones for each of their components' implementation of this initiative, showing full implementation no later than 30 September 2023.

- By January 31, 2022, OSD Policy and the Joint Staff will provide a Plan of Action and Milestones showing full implementation no later than 30 September 2023.
- POAMs may include information for recommendations 3.4.a, 3.4.c, 3.4.d.
- As part of the POAM, each component is responsible for identifying policy shortfalls inhibiting the full implementation of this approved recommendation.

SharePoint Link: [Tier 3 POAM Template](#)

Recommendation 3.7 d

The Secretary of Defense should assess whether current DoD policies, relevant components, and the Service-level Equal Opportunity workforce have the capacity to help commanders resolve climate issues.

OPR: Office for Diversity, Equity and Inclusion (ODEI), Diversity Management Operations Center (DMOC)

Roadmap Classification: Tier 3 – IRC Priority Recommendations

Guidance: The USD(P&R) directs ODEI and DMOC to oversee a study to assess whether current DoD policies, relevant components and the Service-level Equal Opportunity (EO) workforce have the capacity to help commanders resolve climate issues. The study will be

conducted by an independent entity (e.g., FFRDC), should include the participation of POCs from the Military Departments and the National Guard Bureau (NGB), and will seek to assess whether and to what extent there are shortcomings with regards to:

- Policies under ODEI, DMOC, DEOMI, and Service-level EO programs
- EO workforce (training/education) to ensure they can advise commanders to address climate issues
- Service EO programs' ability to address sexual harassment and collaborate with SAPR/SHARP experts regarding DEOCS results
- Alignment with victim assistance principles identified in DoD Instruction 6400.07

The USD(P&R) also directs ODEI and DMOC to collaborate on the assessment utilizing the anticipated FY22 funding requested by DMOC for an FFRDC (or similar entity). The study should conclude with a report containing recommendations to the USD(P&R).

Timeline: By January 31, 2022, ODEI and DMOC will each provide a Plan of Action and Milestones (POAM) for the implementation of the recommendation via the mailbox specified in submission instructions below showing study completion by September 30, 2024.

SharePoint Link: [Tier 3 POAM Template](#)

Recommendation 3.4 b
Use qualitative data as part of indicators for Defense Objective One of the WPS Strategic Framework.

OPR: Military Departments and NGB; Joint Staff; OSD Policy (SOLIC)

Roadmap Classification: Tier 4 – Dependent on Tier 3 Activities

Guidance: To implement this approved recommendation, USD(P&R), in coordination with USD(P), directs the Secretaries of the Military Departments, the Chief of the NGB, and the Chairman of the Joint Chiefs of Staff to:

- Add qualitative indicators, such as insights from the Military Service and Gender Relations Focus Groups, and the Office of People Analytics' (OPA) forthcoming study on career outcomes for Service members who experience sexual violence, to its existing set of Women Peace and Security (WPS) indicators for Defense Objective One for professional military education, pre-commissioning academies, and functional schools.
- Explore convening focus groups related to gender discrimination, sexual harassment and sexual assault as part of their reporting on WPS implementation.

Timeline: By January 31, 2022, the Military Departments and National Guard Bureau will provide a Plan of Action and Milestones for each of their components' implementation of this initiative, showing full implementation no later than 30 September 2023.

SharePoint Link: [Tier 4 POAM Template](#)

Recommendation 3.4 d
Review and revise Professional Military Education (PME) and DoD schoolhouse curricula to mainstream WPS priorities.

OPR: Military Departments and NGB; Joint Staff; OSD Policy (SOLIC)

Roadmap Classification: Tier 4 – Dependent on Tier 3 Activities

Guidance: To implement this approved recommendation, USD(P&R), in coordination with USD(P), directs the Secretaries of the Military Departments, the Chief of the NGB, and the Chairman of the Joint Chiefs of Staff to:

- Establish dedicated personnel at Service and Joint school houses responsible for integrating intersectional gender-based information and WPS principles within the curriculum for professional military education, pre-commissioning academies, and functional schools.
- Incorporate intersectional gender-based information and WPS principles within working groups and councils with PME oversight, including but not limited to, the Joint Faculty Education Council (JFEC), Military Education Coordination Council Working Group (MECC-WG), Military Education Coordination Council (MECC),
- Review and revise key policy guidance for joint and service professional military education, to include the Officer Professional Military Education Policy (OPMEP).
- Develop and adopt an outcomes-based military education (OBME) approach for intersectionality, gender, and WPS in the development, delivery, and assessment of curriculum for professional military education, pre-commissioning academies, and functional schools.
- Incorporate intersectional gender-based information and WPS principles within officer development learning outcomes achieved sequentially across a career from pre-commissioning through General/Flag Officer (GO/FO), elevating cognitive achievement at every level, including Pinnacle, Capstone, and Keystone curriculum.
- Incorporate intersectional gender-based information and WPS principles within program assessments, and commissioned and non-commissioned officer academic evaluation reports with Services' and Combatant Commands' (CCMD) requirements for officer and non-commissioned officer development.
- In coordination with USD(P) and USD(P&R), identify and integrate WPS educational requirements into Joint Officer Management (JOM).
- In coordination with USD(P) and USD(P&R), identify and integrate desired leader attributes that reflect WPS principles of gender diversity, equity, and intersectionality.
- Tailor WPS principles of gender diversity, equity, and intersectionality to the educational continuum guiding officer and non-commissioned officer development: pre-commissioning, primary, intermediate, senior, and GO/FO.

Timeline: By January 31, 2022, the Military Departments and National Guard will provide a Plan of Action and Milestones for each of their components' implementation of this initiative, showing full implementation no later than 30 September 2023.

- By January 31, 2022, OSD Policy and the Joint Staff will provide a Plan of Action and Milestones showing full implementation no later than 30 September 2023.
- POAMs may include information for recommendations 3.4.a, 3.4.c, 3.4.d., and 3.4.e.
- As part of the POAM, each component is responsible for identifying policy shortfalls inhibiting the full implementation of this approved recommendation.

SharePoint Link: [Tier 4 POAM Template](#)

Submission Instructions

Please reference the linked files for the appropriate templates to support your submission and attach, as applicable, relevant policies, products, and additional data. Please submit one package per OSD component, Military Department, and National Guard Bureau. Submissions should be made to osd.pentagon.ousd-p-r.mbx.violence-prevention@mail.mil.

Accessing the IRC Implementation SharePoint Site

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Attachment

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Tier 3 and 4 Instructions – Line of Effort 4 – Victim Care and Support

To support a comprehensive and standardized approach to the implementation of victim care and support actions recommended by the Independent Review Commission on Sexual Assault in the Military (IRC), as approved by the Secretary of Defense, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) provides the following policy assumptions, guidance, and templates to assist Office of the Secretary of Defense (OSD) components, the Military Departments, and National Guard Bureau (NGB). ***These tools must be used in completing the directed actions*** to ensure uniformity in data gathering, reporting, and status tracking. Internally developed tools may be used in addition to, but may not replace, any of the required tools or templates below.

Recommendation 4.2 b

DoD will explore whether allowing Service members full access to VA services without a referral is feasible, mitigates stigma associated with help seeking, and does not adversely impact the Services' ability to receive readiness-impacting feedback from VA health care providers.

Office of Primary Responsibility (OPR): Office of the Assistant Secretary of Defense for Health Affairs (ASD(HA)), Defense Health Agency (DHA) and Military Departments.

Roadmap Classification: Tier 4 – Dependent on Tier 3 Activities

Subsequent to Section 402 of Public Law 113-146 and agreements between the Department of Defense and Department of Veterans Affairs, Service Members seeking assistance with experiences of sexual assault or sexual harassment may currently access confidential counseling free of charge from Vet Centers. Counseling is provided to Service members without a referral and without notification back to their Service or the Department of Defense that they sought or received such counseling.

Guidance: USD(P&R) directs ASD(HA) to create (or leverage existing working groups) a subject matter expert (SME) working group comprised of representatives from the Military Departments, Sexual Assault Prevention and Response Office and the Family Advocacy Program. The SME working group will explore barriers for sexual assault victims and sexual harassment complainants in seeking mental health care services within the Military Health System, including stigma, identifying key recommendations to mitigate those barriers and encourage help seeking. The SME working group must incorporate insights gained from Phase 3 activities, as appropriate.

OASD(HA) will engage the VA, via the JEC Sexual Trauma Working group, to review mental health care access issues for Service members seeking assistance for sexual assault and sexual harassment. Should additional access to VA resources be required to mitigate barriers and encourage help seeking, ASD(HA) will work with the appropriate VA stakeholders to identify the appropriate resources and means of access.

Recommendations from the WG will be submitted to ASD/HA for review and appropriate action, as necessary.

Timeline: Health Affairs provide a Plan of Action and Milestones (POAM) for implementation of this initiative by January 31, 2022, via the mailbox specified in submission instructions below

SharePoint Link: [Tier 4 POAM Template](#)

Recommendation 4.2 d
[REVISED] Create survivor-led peer support programs that allow for in-person, virtual, and telephone interaction.

OPR: DoD Sexual Assault Prevention and Response Office (SAPRO), ASD(HA)

Roadmap Classification: Tier 4 – Dependent on Tier 3 Activities

Guidance: USD(P&R) directs SAPRO and Health Affairs, to:

- Study the feasibility, advisability, and resource requirements of expanding existing peer support programs and/or activities with special attention paid to developing peer support options for Service members who are LGBTQ+, from communities of color, men, religious minorities, and others who have difficulty finding individuals who can relate and understand their unique experiences.
- Work with relevant stakeholders to fully explore and mitigate the potential risks to Service members choosing to participate in peer support groups.
- Create a subject matter expert (SME) working group (or leverage existing working groups) comprised of representatives from the Military Departments, Sexual Assault Prevention and Response Office and DoD's Psychological Health Center of Excellence (PHCoE) to complete an analysis of existing research on peer-led group-based interventions and establish a model, to include an expanded behavioral health version of the Safe HelpRoom, that provides in-person, virtual, or telephonic options under the direction of a behavioral health provider.

Timeline: SAPRO and Health Affairs provide a POAM for implementation of this initiative by January 31, 2022, via the mailbox specified in submission instructions below.

SharePoint Link: [Tier 4 POAM Template](#)

Recommendation 4.4 d
Use an action research model to identify root problems, test interventions, and create best practices with survivors' input.

OPR: DoD SAPRO, OASD(HA)

Roadmap Classification: Tier 4 – Dependent on Tier 3 Activities

Guidance: USD(P&R) directs SAPRO to:

- Explore the advisability and feasibility of forming a collaborative action research partnership with program stakeholders to evaluate IRC recommendations and

- interventions. The review should identify existing evaluation activities underway and advisability of forming a new collaborative partnership and action research models.
- Establish a Senior Research Advisor to advance sexual assault prevention and response research capabilities within SAPRO and support ongoing development and revisions to the DoD SAPR Research Agenda.
 - Work with OASD(HA) to leverage existing research activities and develop custom behavioral health survey questions to routinely gather information that can help to improve services for sexual assault victims and survivors.

Timeline: SAPRO and Health Affairs provide a POAM for implementation of this initiative by January 31, 2022, via the mailbox specified in submission instructions below.

SharePoint Link: [Tier 4 POAM Template](#)

Submission Instructions

Please reference the linked files for the appropriate templates to support your submission and attach, as applicable, relevant policies, products, and additional data. Please submit one package per OSD component, Military Department, and National Guard Bureau. Submissions should be made to osd.pentagon.ousd-p-r.mbx.violence-prevention@mail.mil.

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Tier 3 and 4 Instructions – Cross Cutting Recommendations

To support a comprehensive and standardized approach to the implementation of cross cutting actions recommended by the Independent Review Commission on Sexual Assault in the Military (IRC), as approved by the Secretary of Defense, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) provides the following policy assumptions, guidance, and templates to assist Office of the Secretary of Defense (OSD) components, the Military Departments, and National Guard Bureau (NGB). *These tools must be used in completing the directed actions* to ensure uniformity in data gathering, reporting, and status tracking. Internally developed tools may be used in addition to, but may not replace, any of the required tools or

Cross Cutting Recommendation 4.j

DoD should evaluate ways to better collect data, via existing DoD-wide surveys, on the role of gender in the experience of racial/ethnic harassment and discrimination in the military.

templates below.

Offices of Primary Responsibility (OPR): Office of People Analytics (OPA)

Roadmap Classification: Tier 3 – Internal Expansion Activities

Guidance: The USD(P&R) directs OPA to conduct a study to assess the comprehensiveness of the Department’s current metrics for estimating the prevalence of racial/ethnic harassment and discrimination experienced by gender. The study should assess whether and to what extent there are shortcomings with regards to the Department’s existing racial/ethnic harassment and discrimination metrics. Furthermore, where the study identifies substantive shortcomings, the study should suggest revisions or identify suitable alternative approaches. Using the result of the study, OPA will provide its recommendation to the USD(P&R).

Timeline: By January 31, 2022, OPA will provide a Plan of Action and Milestones (POAM) for the implementation of the recommendation via the mailbox specified in submission instructions below and for study completion by September 30, 2025.

SharePoint Link: [Tier 3 POAM Template](#)

Cross Cutting Recommendation 4.k

DoD should commission qualitative research to better understand the experiences of racial/ethnic minority service women and their perceptions of climate, attitudes and experiences with sexual assault and sexual harassment, and gender and racial discrimination.

Cross Cutting Recommendation 4.l

DoD SAPRO should dedicate a segment of its iterations of the Military Service Gender Relations (MSGR) Focus Groups to understanding the experiences of racial and ethnic minority service members and survivors.

OPR: OPA

Roadmap Classification: Tier 3 – Internal Expansion Activities

Guidance: The USD(P&R) directs OPA to conduct a phased, qualitative study focused on the perceptions and experiences of racial/ethnic minority Service members and survivors of sexual assault in the military. The study should also be comprehensive in nature by including women from all military Service branches and by providing insight as to racial/ethnic minority women’s experiences with serving in the military; including, but not limited, to their experiences with sexual assault, harassment, discrimination, and their perceptions of their workplace climate.

Timeline: By January 31, 2022, OPA will provide a POAM for any recommendations approved for implementation by the USD(P&R) via the mailbox specified in submission instructions below and its completion by September 30, 2026.

SharePoint Link: [Tier 3 POAM Template](#)

Cross Cutting Recommendation 4.d
[REVISED] DoD SAPRO should work with the CDC Division of Violence Prevention to request that future reports of the military supplement to the National Intimate Partner and Sexual Violence Survey include a breakdown of past-year and lifetime prevalence by race/ethnicity.

OPR: DoD Sexual Assault Prevention and Response Office (SAPRO)

Roadmap Classification: Tier 4 – Dependent on Tier 3 Activities

Guidance: USD(P&R) directs SAPRO to work with the Centers for Disease Control (CDC) Division of Violence Prevention to create a plan that will enable the CDC, in future reports of the National Intimate Partner and Sexual Violence Survey (NISVS) Military Supplement, to include a breakdown of past-year and lifetime sexual assault prevalence by race/ethnicity of military personnel surveyed, given sufficient survey responses. Ideally, these data should be reported with the most granularity possible (e.g., specific racial and ethnic groups rather than “minority” and “not minority”). Reporting outcomes at this granularity likely requires CDC to increase its military survey sample, thus also increasing survey development and fielding costs. SAPRO should work closely with the CDC Division of Violence Prevention to address the feasibility of sampling to support this approach, necessary resource requirements, and a notional timeline to support DoD participation in a future NISVS.

Timeline: By January 31, 2022, SAPRO will provide a POAM to create the plan described in the guidance, showing plan completion no later than September 30, 2023.

SharePoint Link: [Tier 4 POAM Template](#)

Submission Instructions

Please reference the linked files for the appropriate templates to support your submission and attach, as applicable, relevant policies, products, and additional data. Please submit one package per OSD component, Military Department, and National Guard Bureau. Submissions should be made to osd.pentagon.ousd-p-r.mbx.violence-prevention@mail.mil.

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Plan of Actions and Milestones Template

To support a comprehensive and standardized approach to the implementation of Tier 3 actions recommended by the Independent Review Commission on Sexual Assault in the Military (IRC), the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) provides the following Plan of Actions and Milestones (POAM) template to assist fellow Office of the Secretary of Defense (OSD) components, the Military Departments, and the National Guard Bureau. A POAM table for each recommendation in Tier 3 is listed below. If a recommendation does not apply, please leave the POAM table blank.

OSD or Service Affiliation:

Point of Contact:

Accountability Recommendations

Recommendation 1.2 (Updated): Independent, trained investigators for sexual harassment and mandatory initiation of involuntary separation for all substantiated complaints.			
POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Prevention Recommendations

Recommendation 2.1 b: The Services and the National Guard Bureau (NGB) should develop and hold leaders appropriately accountable for prevention.			
POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Recommendation 2.3 a: The Services and the NGB should resource and implement prevention strategies at organizational and community levels.			
POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Recommendation 2.3 a: The Services and the NGB should resource and implement prevention strategies at organizational and community levels.

Recommendation 2.6 c: The Secretary of Defense should immediately authorize operational testing of the Air Force Compatibility Assessment, or similar tool, with a cross-Service pre-accession sample, allowing for important research and intervention development. – Use provided Response Template, no POAM is required for this recommendation.

Climate and Culture Recommendations

Recommendation 3.3 b: Educate leaders on cyberharassment and technology-facilitated-sexual harassment and sexual assault.

POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Recommendation 3.4 a: Elevate and standardize the gender advisor workforce.

POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Recommendation 3.4 c: Integrate a gender analysis into the military’s planning & operational frameworks.

POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Recommendation 3.4 c: Integrate a gender analysis into the military’s planning & operational frameworks.

Recommendation 3.7 d: The Secretary of Defense should assess whether current DoD policies, relevant components, and the Service-level Equal Opportunity workforce have the capacity to help commanders resolve climate issues.

POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Cross-Cutting Recommendations

Cross Cutting Recommendation 4.j: DoD should evaluate ways to better collect data, via existing DoD-wide surveys, on the role of gender in the experience of racial/ethnic harassment and discrimination in the military.

POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Cross Cutting Recommendation 4.k: DoD should commission qualitative research to better understand the experiences of racial/ethnic minority service women and their perceptions of climate, attitudes and experiences with sexual assault and sexual harassment, and gender and racial discrimination.

Cross Cutting Recommendation 4.l: DoD SAPRO should dedicate a segment of its iterations of the Military Service Gender Relations (MSGR) Focus Groups to understanding the experiences of racial and ethnic minority service members and survivors.

POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Cross Cutting Recommendation 4.k: DoD should commission qualitative research to better understand the experiences of racial/ethnic minority service women and their perceptions of climate, attitudes and experiences with sexual assault and sexual harassment, and gender and racial discrimination.

Cross Cutting Recommendation 4.l: DoD SAPRO should dedicate a segment of its iterations of the Military Service Gender Relations (MSGR) Focus Groups to understanding the experiences of racial and ethnic minority service members and survivors.

Attachment

7

Plan of Actions and Milestones Template

To support a comprehensive and standardized approach to the implementation of Tier 4 actions recommended by the Independent Review Commission on Sexual Assault in the Military (IRC), the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) provides the following Plan of Actions and Milestones (POAM) template to assist fellow Office of the Secretary of Defense (OSD) components, the Military Departments, and the National Guard Bureau. A POAM table for each recommendation in Tier 4 is listed below. If a recommendation does not apply, please leave the POAM table blank.

OSD or Service Affiliation:

Point of Contact:

Prevention Recommendations

Recommendation 2.6 d: USD(P&R) should commission research on gender and masculinities to develop effective social marketing strategies to facilitate primary prevention efforts.			
POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Climate and Culture Recommendations

Recommendation 3.4 b: Use qualitative data as part of indicators for Defense Objective One of the WPS Strategic Framework.			
POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Recommendation 3.4 d: Review and revise Professional Military Education (PME) and DoD schoolhouse curricula to mainstream WPS priorities.			
POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Recommendation 3.4 d: Review and revise Professional Military Education (PME) and DoD schoolhouse curricula to mainstream WPS priorities.

Victim Care and Support Recommendations

Recommendation 4.2 b: DoD will explore whether allowing Service members full access to VA services without a referral is feasible, mitigates stigma associated with help seeking, and does not adversely impact the Services' ability to receive readiness-impacting feedback from VA health care providers.

POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Recommendation 4.2 d: [REVISED] Create survivor-led peer support programs that allow for in-person, virtual, and telephone interaction.

POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Recommendation 4.4 d: Use an action research model to identify root problems, test interventions, and create best practices with survivors' input.

POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)

Cross-Cutting Recommendations

Cross Cutting Recommendation 4.d: [REVISED] DoD SAPRO should work with the CDC Division of Violence Prevention to request that future reports of the military supplement to the National Intimate Partner and Sexual Violence Survey include a breakdown of past-year and lifetime prevalence by race/ethnicity.

POAM Milestone	Office(s) of Primary Responsibility	Estimated Completion Date (e.g., November 12, 2021)	Status (i.e., Not Started, In Progress, Complete)