

ARMY SHARP

FOCUS

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Monique Ferrell (right), SHARP Program Office Director, speaks with Lt. Gen. Stephen Lanza (left) and Command Sgt. Maj. Michael Grinston (center), I Corps commanding general and command sergeant major on June 23 at Joint Base Lewis-McChord, Wash. Ferrell was visiting to speak with squad leaders participating in the “Not in My Squad” workshop. The workshop focused on identifying ways to end sexual violence in the Army. Not in My Squad is a grassroots initiative, focused on building mutual trust and cohesion at the squad and team level.

Photo Credit: Staff Sgt. Bryan Dominique

SMA Dailey: Highest Performing Squads Build on Trust, Cohesion

By Staff Sgt. Bryan Dominique

JOINT BASE LEWIS-MCCHORD, Wash. — The U.S. Army has identified squad leaders as its example of the Army Ethic, but they have rarely had the opportunity to voice their concerns about the state of the force to senior Army leaders, or at least until now.

I Corps, one of three Corps in the Army, is home to approximately 30,000 Soldiers at its headquarters on Joint Base Lewis-McChord, Washington, and the Corps command sergeant major called upon squad leaders to share their thoughts and ideas during a “Not in My Squad” (NIMS) workshop, June 22-23.

“Not in My Squad is a grassroots initiative, focused at building mutual trust and cohesion at the squad and team level,” said Sergeant Major of the Army (SMA) Daniel Dailey in a video message to those

participating in the workshop. “The highest performing squads are those that are built on trust; trust in their leaders and trust in one another. This is the essential element of Not in My Squad.” The I Corps NIMS workshop focused primarily on identifying ways to end sexual violence in the Army.

Participants were split into six groups, with each group being led by a senior non-commissioned officer or Department of the Army Civilian. The groups were charged with developing recommendations and identifying the best practices to improve I Corps and the Army’s policies on sexual assault and sexual harassment.

“When I was talking to the SMA about a couple years ago, and we were talking about [Not in My Squad], he started off

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with sexual assault and sexual harassment,” said Command Sgt. Maj. Michael Grinston, I Corps command sergeant major, to the group of squad leaders. “He stood in front of Congress and said, ‘I can’t solve this problem, but the staff sergeants can.’”

A squad in the U.S. Army is generally comprised of eight to 12 Soldiers led by a staff sergeant. There are currently about 56,000 staff sergeants in the Army, one of whom is Staff Sgt. Jere Cerdenio of Loma Linda, California. He has served in the Army for eight years, and he participated in the NIMS workshop.

“We all want the same thing. Our goals are the same, but we have different perspectives [and we] each bring something different to the table,” said Cerdenio, who currently serves as a squad leader with I Corps’ 1-2 Stryker Brigade Combat Team, 7th Infantry Division. “I’ve learned a lot. I’ve learned I’m not the only one, when it comes to dealing with Soldiers’ issues, who has these feelings. We all manage them in our own different ways, but it’s nice to see things from different perspectives. ... I think it’s a great program.”

Recommendations, best practices and lessons learned compiled by squad

leaders like Cerdenio will be presented to Grinston for review and the opportunity to affect and influence current and future policies.

The workshop concluded with a discussion with Monique Ferrell, the Army’s Sexual Harassment/Assault Response and Prevention Program Office Director. “The national conversations that are taking place right now over the subject of sexual violence are amazing,” said Ferrell.

Full story: <https://www.dvidshub.net/news/202555>



SHARP Readiness Executive Order

By Army G-1

WHAT IS IT?

The Headquarters, Department of the Army’s Executive Order (EXORD) on Sexual Harassment and Assault Readiness will aid leadership efforts to eliminate sexual harassment and sexual assault occurrences by capitalizing on effective preventative practices. The SHARP EXORD provides a framework for commands to tailor their prevention efforts to their specific unit conditions and environments.

The U.S. Army’s Sexual Harassment/Assault Response and Prevention (SHARP) Program exists to help prevent sexual harassment and sexual assaults before they occur. The Army’s goal is to eliminate sexual assault and sexual harassment by creating a climate that respects the dignity of every member of the Army Family.

WHAT HAS THE ARMY DONE?

All Army Commands (ACOM), Army

Service Component Commands (ASCC), and Direct Reporting Units (DRU), U.S. Army Reserve and Army National Guard commanders have been directed by the Chief of Staff of the Army (CSA) to implement active prevention measures to reduce the prevalence of sexual harassment, sexual assault and retaliation through innovations addressing key vulnerabilities such as Soldier transition and alcohol use. Commanders and leaders will identify program weaknesses, develop mitigation action plans, empower and educate leaders, and modify programs as necessary. Moreover, sharing best practices among commands will be critical to success.

WHAT CONTINUED EFFORTS DOES THE ARMY HAVE PLANNED FOR THE FUTURE?

The SHARP EXORD will be accomplished in three phases over a period of 15 months.

- Phase One (June 15-Sept. 30): Commands shall assess their levels of effectiveness in the prevention of sexual harassment, sexual assault and retaliation. Commands will identify vulnerabilities in their organizations and then develop mitigation action plans to counter those vulnerabilities.

- Phase Two (Oct. 1-Dec. 8): Commands will monitor effectiveness and share best practices. This phase begins once the subordinate commander has received CSA concurrence and begins executing their mitigation action plan.
- Phase Three (Dec. 9, 2016-Sept. 30, 2017): Commands will assess and revise mitigation action plans as necessary. This phase begins after the completion of the Army Profession Forum and ends with an annual assessment of the SHARP Program.

WHY IS THIS IMPORTANT TO THE ARMY?

Sexual harassment and sexual assault are inconsistent with Army Values. These incidents in the ranks erode organizational trust, degrade unit integrity and decrease Army Readiness. These incidents are an internal threat that erodes good order and discipline, unit cohesion, and trust within the units. Reducing sexual assault incidents, as well as building cohesive teams where everyone is treated with dignity and respect, will help to enhance readiness in the Army.

Full story: https://www.army.mil/standto/archive_2016-06-22/?s_cid=standto

Soldiers Urged to Participate in Gender Relations Survey

By David Vergun



The Army and DOD will benefit tremendously from personnel completing the “2016 Workplace and Gender Relations Survey of Active Duty Members,” said Dr. Elizabeth Van Winkle, who worked on designing the survey. Survey results will be leveraged toward fostering a climate that discourages sexual harassment and sexual assault and emphasizes that such behaviors will not be tolerated, she added.

Photo Credit: Army SHARP

WASHINGTON (Army News Service) — About 700,000 invites to participate in a biennial gender relations study have gone to active duty service members across the Department of Defense (DOD) via email. The congressionally mandated “Workplace and Gender Relations Survey of Active Duty Members,” conducted once every two years, assesses the rates of sexual assault, sexual harassment and gender discrimination in the Army as well as in the other armed services.

It’s the largest survey of its kind, according to Dr. Elizabeth Van Winkle, who

serves as the principal investigator. In odd years, a similar biennial survey is administered to the National Guard and Army Reserve. The Defense Manpower Data Center also surveys service academy students on a biennial schedule as well.

Questions in the gender relations study focus on three periods of a service member’s life: the last 12 months of their service, the entirety of their military career, and their life before military service.

The survey ends Sept. 28. The results, which will be published next spring, will be broken down by service and gender. Van Winkle said those results will be used

by DOD and each of the armed services to determine the effectiveness of their sexual assault prevention and response programs and identify areas that need additional focus. The results of the survey will also go to Congress and the administration and will be made public, she said.

THE PURPOSE OF THE SURVEY

The Army and DOD will benefit tremendously from personnel completing the survey, Van Winkle said. Survey results will be leveraged toward fostering an environment that discourages sexual harassment and sexual assault and emphasizes that such behaviors will not be tolerated.

The survey is a chance for Soldiers who have been subjected to such unwanted experiences to be heard, but Van Winkle stressed that it’s just as important for service members who haven’t had such experiences to participate. “Hearing from as many members as possible, regardless of their experiences, will help us assess the scope of the problem,” she said.

The survey could take as little as 15 to 20 minutes, but the time it takes to complete will depend on the experiences of the respondent and how much the respondent wishes to disclose. “We’ve offered opportunities in the survey (for respondents) to provide open-ended comments,” she said.

WERE YOU SELECTED?

Since July 22, when the survey was released, Soldiers have been notified via an email that they’ve been selected to participate.

For Soldiers who accidentally deleted the invitation to take part in the survey or who recently received a new email address and are concerned they missed the notification, they can still find out if they’ve been selected to participate by visiting the Defense Manpower Data Center (DMDC) website at <http://www.dodsurveys.mil>. Click the “Am I in a DMDC Survey Sample?” button and then enter the DOD ID number from the back of your Common Access Card. If you are among those selected to participate, the website

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will provide a link to the survey.

In August, a paper form of the survey will be mailed out to those who have not

26,000 active duty DOD service members reported having experienced unwanted sexual contact. That figure represents about 6.1 percent of active duty women

Assault Prevention and Response Office. "We've seen some movement in these rates over time, which is expected considering how crime rates often fluctuate, but

"We conduct disclosure reviews on all of our data sets and products to ensure that even combinations of data elements cannot inadvertently identify a respondent. We really take this responsibility very seriously."

— Dr. Elizabeth Van Winkle

yet responded. Either the web survey or the paper version can be completed during on-duty hours, Van Winkle said.

Soldiers who are concerned about privacy can rest assured that the survey is completely confidential, Van Winkle said. "No identifying information is ever provided," she said. "Our reports and data tabulation are aggregate only. We conduct disclosure reviews on all of our data sets and products to ensure that even combinations of data elements cannot inadvertently identify a respondent. We really take this responsibility very seriously."

and 1.2 percent of men, according to Van Winkle.

The 2012 survey showed an increase in incidence of unwanted sexual contact from the previous survey in 2010, when around 19,000 service members reported experiencing an unwanted sexual contact. That was about 4.4 percent of active duty women and 0.9 percent of men.

In 2014, the RAND Corporation was contracted to conduct the gender relations survey, Van Winkle said. That study showed a decrease in reports of unwanted sexual contact from 2012, a decline that could be due to increased attention from leadership on gender relations as well as new programs and policies put in place by the DOD's Sexual

we are interested in the direction of the trends," she said.

The Army has also expanded sexual harassment and sexual assault victim services with the opening of Sexual Harassment/Assault Response and Prevention Resource Centers and approved additional skill identifiers for Sexual Assault Response Coordinators and Victim Advocates. Additionally, the Army is currently assessing the effectiveness of measures meant to prevent sexual harassment, sexual assault and retaliation at the command level.

Full story: https://www.army.mil/article/172131/gender_relations_survey_to_assess_workplace_conditions

PAST SURVEY RESULTS

In response to the 2012 survey, about

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SHARP Commanders' Best Practices:

<https://www.milsuite.mil/book/community/spaces/SHARP/commanders-best-practices>

SHARP Community of Practice:

<https://www.milsuite.mil/book/community/spaces/SHARP>

SHARP Director Discusses Leadership

By Julianne Metzger,
SHARP Communications & Outreach



Ms. Monique Ferrell,
Director, SHARP
Program Office

In July, the SHARP Program Office Director, Monique Ferrell spoke at a panel comprised of federal executives in Dallas, Texas hosted by the

nonprofit organization Federally Employed Women (FEW). FEW's mission is to encourage the advancement and professional growth of women in federal service.

"From my earliest days in federal service, my goal was always to be the very best at whatever challenge I faced," said Ferrell. "As a result of my hard work and dedication, opportunities for advancement came my way."

Like many of the speakers on the panel, Ferrell serves in a Senior Executive Service (SES) position. Just like a commanding officer, the SES is solely accountable for the success or failure of their organization. There are 7,794 people in the SES workforce. Of that number, 33.5 percent are women and only 20 percent are minorities. Thus, FEW is aptly named; few of those who achieve senior executive levels of federal service are women. Additionally, according to FEW, women comprise 43.5 percent of all federal permanent employees (<https://www.few.org/opm-reports-workforce-demographics/>).

Ferrell operates with an attitude of sheer determination, a way of thinking that led to her appointment as an SES. "You can't expect anybody to give you anything," is Ferrell's advice for achieving great things. "You are the master of your own career. You have to decide what it is you want to do, where you want to be, and the best path to get you there." As a latch-key kid growing up in the Virgin Islands, Ferrell

learned self-reliance and discipline early in life. "My mom worked full time," she said. "It taught me about being organized, because I went to school every day, and [when] I came home, I had homework to do, and I had things to do around the house."

Ferrell's work ethic and ambition crystallized into a life plan during a Girl Scout trip senior year of high school. Ferrell was selected to be governor for a day. "I still have a picture of me sitting at the desk with the governor standing over my shoulder, and I was signing a document," she said. That was when she realized that there was nothing that could prevent her from attaining a leadership position if that is what she decided she wanted for herself.

That drive to succeed led her to be the first in her family to graduate college. With her degree in accounting from Hampton University, she entered federal service with the U.S. Army Audit Agency. After 29 years of faithful service to that organization, Ferrell became the first African American female SES in the U.S. Army Audit Agency on Nov. 20, 2011. From that position, she was appointed as the U.S. Army SHARP Program Office Director.

Ferrell attributes her successful climb up the federal ladder to learning to follow the examples of other successful leaders, three individuals specifically. The first taught her the value of taking care of people. "Let the people know that you genuinely care about them ... if it's not genuine, people see through that," she said. Another mentor explained the value of providing unvarnished feedback. "I want the people who work with me to really believe this and execute this: leaders don't want you to tell them what you believe they want to hear," she said. "[Leaders] need to know the truth."

"The most significant mentor in my professional life is the most significant mentor in my personal life, and that's my husband," said Ferrell. Lieutenant General Robert S. Ferrell is currently Army Chief Information Officer. The Ferrells have been married for 32 years. Ferrell employs her husband's philosophy for leadership, TLC². It stands for trust, loyalty, confidentiality and communication. "When you build relationships in your organization that are based on those four things,

[people] will enthusiastically work for you."

With 30 years of federal service under her belt, Ferrell's accumulated her own ingredients for success. Adaptiveness is essential she says: "expect the unexpected, and be flexible to be able to respond to the unexpected." The loneliness of leadership is also a hurdle. "Don't look to be popular," she says. "Be able to articulate why you made the decisions that you made and be comfortable [with] being able to live with [those] decisions."

Hard decisions have often come her way, like having to end a stellar subordinate's career after that person did something unethical. "I recognize that as much as I cared about her as an individual, and knowing the impact losing her job would have on their family, I had to do the right thing," she said. "If I did not do the right thing, I would lose all credibility."

Credibility and trust are part of what allows the SHARP Program and Ferrell to be successful. At a SHARP presentation Ferrell gave a few months ago, a female veteran shared with the audience her own experience of sexual assault in the Army. "To hear all of the things that we're doing differently, it's been over 10 years, but she can finally release all of the hostility that she feels toward the Army and how she was treated, and that was remarkably impactful," said Ferrell. "I saw myself retiring from the Army Audit Agency, but when I thought about the fact that I had another opportunity to make a difference in people's lives and to do something that was really important, that's why I took the job."

The SHARP Director position is hectic with events and travel, but Ferrell doesn't let that stop her from mentoring whenever she can. "Everybody is busy, all leaders are busy," she said. "What matters to people is a leader stopping and taking the time to respond to them. No matter how much you say you care about people, if that's what you do, your actions speak a whole lot louder than words."

Ferrell's last advice for future leaders is to gain a thorough understanding of who you are. "Find your voice and use it," she says. "Have confidence in yourself, and know when you should speak up."

Team Represents SHARP, Shoots Hoops for Charity

By U.S. Army



Soldiers volunteered their time to play basketball at the Free Throws for Freedom event in Milan, Italy on June 3. The event raised money for a local charity and awareness of violence against women and girls. From left, back row: Andre Davis; Henry Williams Jr.; Anthony Crowder; Kaffie Clark, USAG Italy SHARP SARC; Steven May, State Department; and Martavious Fleeks. Kneeling are (left) Vincenzo Giuffrida, Consulate employee, and Tony Reese, player and coach.

Photo Credit: Courtesy Photo

VICENZA, Italy — A Vicenza Military Community (VMC) basketball team played hoops for charity in Milan on June 3 to raise awareness of the problem of violence against women and girls.

Coordinated by Jimmy Roddy, director of Sports, Fitness and Aquatics, U.S. Army Garrison (USAG) Italy, the Titans participated in Lunetta per la Liberta (Free Throws for Freedom), an event organized by the Consulate General in Milan with the Italian Basketball Federation.

The inspiration for the event came after an intern was sexually assaulted at the U.S. Pavilion at the World’s Fair (Milan Expo) during summer 2015. The attack and its aftermath brought the issue of sexual assault to the attention of the consulate. The basketball tournament focused on the idea that women and girls should be free from the fear of stalking, harassment and violence, and proceeds went to a local women’s charity.

Vicenza’s Titans team members

were Andre Davis, Anthony Crowder, Martavious Fleeks, Tony Reese, Henry Williams Jr. and Kaffie Clark. Clark is the USAG Italy Sexual Harassment/Assault Response and Prevention (SHARP) Program Sexual Assault Response Coordinator (SARC). “This was a grassroots event that helps tackle a serious problem like violence against women,” said U.S. Consul General Ambassador Phillip Reeker.

About 1,500 people attended the event, which took place over a four-day period and included youth basketball teams from the Lombardia region. When the event was over, the president of the local women’s shelter was presented with the proceeds.

Although the game wasn’t about winning or losing, Clark said the Titans were in stellar form on the court, scoring three-pointers from beyond the arc and dunking with skill and finesse that drew cheers from the stands. She added that the event was a testament to building goodwill between the United States and Italy.

“The public has a good view of the Soldiers, and it was an opportunity [for] ‘sports diplomacy,’” she said. “I have committed to continuing the networking opportunities gained from this event, and I will work diligently to build a reciprocal relationship between the Public Health Organizations in Milan, the VMC SHARP Team and Family Advocacy Program. ... The future holds the promise of joining forces in the fight against sexual assault and violence toward women.”

Full story: <https://www.army.mil/article/170724>

NEW SHARP OUTREACH AWARENESS MATERIALS AVAILABLE | ORDER AT NO COST

New SHARP Outreach Awareness Materials are now available, including pens, magnets, whistle key chains, and ribbons! SHARP personnel can order these new materials free of charge from the SHARP Products on Demand site: sharpmaterials.com.

Command Highlights: July 2016

A look at what the Army Commands are doing in their SHARP Programs.



**UNITED STATES ARMY
FORCES COMMAND
(FORSCOM)**

- About 75 noncommissioned officers (NCOs) from across I Corps participated in a “Not in My Squad” workshop at Joint Base Lewis-McChord (JBLM), Washington from June 22-23. Hosted by the I Corps Command Sgt. Maj., the seminar looked to participants, mostly squad leaders, to share their thoughts and ideas, focusing primarily on identifying ways to end sexual violence in the Army. Participants worked in focus groups headed by senior NCOs or Civilians from the Center for the Army Profession and Ethic. Each group was commissioned to develop recommendations and identify best practices to improve I Corps and the Army’s sexual assault and sexual harassment policies and initiatives. The seminar culminated in a presentation delivered by Ms. Monique Ferrell, the Army’s SHARP Program Office Director. Ms. Ferrell also met with the I Corps commanding general and received a tour of the SHARP Resource Center. (See article: *SMA Dailey: Highest Performing Squads Build on Trust, Cohesion.*)
- 181st Multi-Function Training Brigade (MFTB) – Improved SHARP Training Strategy, Fort McCoy, Wisconsin: In line with Headquarters, Department of the Army recommendations for commanders to structure SHARP training according to the needs of their units, COL John R. Cook, First Army’s 181st MFTB commander, in conjunction with SFC Miguel Figueredo, the Brigade Sexual Assault Response Coordinator (SARC), is developing a training strategy that is relevant and holistic to the brigade’s overall health. The training strategy will be based on results of climate surveys,

town hall meeting data, and interviews conducted with brigade personnel. During the last quarter of this fiscal year, COL Cook will evaluate the effectiveness of his training strategy and make adjustments for next year’s SHARP training, if necessary.

- This past April, the 189th Combined Arms Training Brigade at JBLM raised thousands of dollars in donations for SafePlace, a local nonprofit sexual assault prevention and advocacy agency. They partnered with the 62nd Medical Brigade and the 404th Army Field Support Brigade to create an outreach campaign that provided SHARP educational material to Soldiers, their Families, and Department of Defense (DOD) Civilians. The effort generated a tremendous outpouring of donations for survivors from within the surrounding community.



**UNITED STATES ARMY
MATERIEL COMMAND (AMC)**

- AMC would like to welcome SFC Rodney Kendrick to the team. He is serving as the SHARP Program Manager (PM) for Headquarters (HQ), United States Army Security and Assistance Command (USASAC).
- Congratulations to 27 Soldiers and DOD Civilians from areas throughout the U.S. Army Communications-Electronics Command (CECOM), and the U.S. Army Research, Development, and Engineering Command (RDECOM) for successfully completing the SHARP Foundation Course on June 30 at the Mallette Training Facility at Aberdeen Proving Ground, Maryland. SGM Bruce Williams, HQ AMC SHARP PM, spoke to graduates and helped pass out certificates of

completion. Each graduate will be appointed to collateral-duty SHARP positions upon certification by the DOD Sexual Assault Advocate Certification Program (D-SAACP).



**UNITED STATES ARMY
RESERVE COMMAND
(USARC)**

- USARC SHARP Noncommissioned Officer in Charge (NCOIC), MSG Delanda Charleston, recently had a permanent change of station to the 416th Theater Engineer Command in Darien, Illinois and will be greatly missed. Her wealth of knowledge of personnel management systems tied with her passion for and knowledge of SHARP made her an invaluable asset to the USARC SHARP Program. During her time here, she worked closely with the USARC Office of the Inspector General to conduct a SHARP Special Assessment for the commanding general to identify areas to improve the program for Soldiers, Families and Civilians. MSG Mary Mercado will take over as SHARP Program NCOIC. MSG Mercado is coming in from the Military Intelligence Readiness Command, Fort Belvoir, Virginia. Welcome to MSG Mercado and best wishes on your next assignment MSG Charleston!
- Ms. Cheryl Hendrix, who was the full-time SARC for the 335th Signal Command (Theater) in College Park, Georgia, has accepted a new position as the SARC for Supreme Headquarters Allied Powers Europe (SHAPE) in Belgium with US. Army Garrison Benelux. She will be able to take her immense knowledge as both a SARC and as a certified SHARP Trainer to this new position. She will be sorely missed, but

(Continued from pg. 7)

- we know that she will do great things to spread her knowledge of SHARP and the Army Reserves across the world! Good luck Ms. Hendrix!
- Mr. Larry Seamons the full-time SARC of the 807th Medical Command Deployment Support in Salt Lake City, Utah is leaving the SHARP Program to pursue his dream job as a teacher in Utah. He has made tremendous strides with running the SHARP Program at the 807th, and will continue to work with SHARP in his military capacity as MAJ Seamons; however, the dream of teaching and shaping young minds was answered and we know he will do great things with the youth of our country!
- From June 28-29, the Military Intelligence Readiness Command (MIRC) conducted SARC and Victim Advocate (VA) Refresher training in Atlanta, Georgia. SARCs/VAs from MIRC, 200th Military Police Command, 335th Signal Command, and 3rd Medical Command (Deployment Support) attended the training. MIRC CSM James Lambert provided opening remarks and said that it was crucial for SARCs/VAs to receive the annual training to remain proficient in victim advocacy skills and be current on all the latest SHARP Program updates, as well as knowledge of all the resources available to assist victims in the best way possible.
- One of the highlights of the training was a tour of the U.S. Army Criminal Investigation Laboratory, Defense Forensic Science Center at Fort Gillem, Georgia. The tour offered SARCs/VAs insight into how evidence from a sexual assault is processed and to see this process from a forensic point of view. Overall, the training was a huge success and participants gained a better understanding and increased knowledge of their roles as SARCs/VAs and how to better assist victims.

Editor's Note: SHARP Program Managers can submit highlights to Cherisse Wells at: cherisse.m.wells.ctr@mail.mil by the 10th of each month for inclusion in the next issue.



SHARP ACADEMY NEWS

SHARP Academy Seeks Experts for Critical Task Site Selection Board (CTSSB)

Providing first rate assistance and support to victims of sexual harassment and sexual assault is one of the key components of the Army's SHARP Program. The Sexual Assault Response Coordinator (SARC) and the Victim Advocate (VA) are at the "tip of the spear" when responding to victims of sexual harassment and sexual assault. Their Dailey jobs can be complex, emotionally draining, and ever evolving due to changes in policy and procedures. It is the SHARP Academy's goal to ensure that SARCs and VAs are properly trained to be successful in all aspects of their demanding profession. To realize this goal, the SHARP Academy must ensure that the training we provide SARCs and VAs is both relevant and performance oriented to ensure their success. One way to ensure training is relevant is by conducting an analysis of required and assigned tasks by job or position. The SHARP Academy hopes to achieve this goal by conducting a Critical Task Site Selection Board (CTSSB) for SARCs and VAs.

The CTSSB is one of the critical management components of the Army Training and Doctrine Command (TRADOC) Analysis, Design, Development, Implementation and Evaluation (ADDIE) process. The ADDIE process is the prescribed method used to develop all Army learning products. The CTSSB is composed of subject matter experts from the SHARP career field who must have a thorough and in-depth knowledge of the duties and responsibilities of a SARC and VA. The central role of CTSSB members is to identify the individual common critical tasks that all SARCs and VAs must be able to perform to successfully accomplish their jobs and to identify where these tasks will be trained. The final output of the CTSSB is the Individual Critical Task List (ICTL) that will be briefed to the SHARP Academy Director for final approval. Once approved, the Academy training developers will take the individual tasks and begin developing training to achieve the tasks' standards established by the CTSSB members.

The importance of the CTSSB cannot be undersold. CTSSBs are the primary means by which the SHARP Academy can make major changes to established courses. CTSSBs must be conducted every two to three years in order to ensure the training conducted remains relevant to the operational demands placed on SARCs and VAs. By developing and maintaining a normal CTSSB battle rhythm, the SHARP Academy can ensure that all resident courses provide the skills and knowledge needed by our SHARP Professionals to respond to incidents, care for victims, and educate the force on eliminating sexual harassment and sexual assault from the Army enterprise.

The SHARP Academy is planning on conducting a combined SARC/VA CTSSB in late August 2016. If you are interested in participating, contact your SHARP Program Manager for more information.

SHARP Hosts Webinar: Working with LGBT Survivors of Sexual Assault and Harassment

By Julianne Metzger, SHARP Communications & Outreach



Dr. Heather McCauley, social epidemiologist

Photo Credit: <http://www.chp.edu/find-a-doctor/service-providers/heather-mccauley-202587>

The SHARP Program Office hosted a webinar on June 20 titled “Working with LGBT Survivors of Sexual Assault and Harassment” presented by Dr. Heather McCauley. McCauley is a social epidemiologist at the University of Pittsburgh School of Medicine and will be joining Michigan State University in August. McCauley’s research focuses on the health impacts of intimate partner violence and sexual assault among lesbian, gay, bisexual and transgender (LGBT) populations. McCauley has spent the last 10 years evaluating clinical interventions to reduce harm associated with violence victimization and developing community-based interventions to reduce sexual violence perpetration. She has authored more than 50 publications on these topics and holds a master’s degree in Global Health and a doctoral degree in Social

and Behavioral Sciences from Harvard University.

UNDERSTANDING SEXUAL ORIENTATION & GENDER IDENTITY

Sex and gender are different terms in LGBT research. Sex refers to someone’s biological status, normally categorized as male or female or intersex. It is what the doctor assigns you at birth, usually a result of your sex chromosomes and/or your reproductive organs. Gender, however, refers to the attitudes, feelings, and behaviors that a given culture associates with a person’s biological sex. The behavior that is compatible with these cultural expectations is referred to as “gender-normative.” The behaviors that are viewed as incompatible with these expectations constitute “gender nonconformity.”

Gender identity refers to one’s internal sense of maleness or femaleness. Gender expression refers to the way in which a person acts to communicate gender or performs gender within a given culture. It can be displayed through clothing, communication patterns, and interests. A person’s gender expression may or may not be consistent with socially prescribed gender roles, and may or may not reflect his or her gender identity.

Sexual identity, who we are sexually attracted to, and who we have sex with can all be very different things, said McCauley. “The indices of identity, attraction, and behavior, I’m finding in my research, and other scholars are finding the same, that those don’t perfectly overlap,” she said.

LGBT SEXUAL ASSAULT STATISTICS

The National Intimate Partner Violence and Sexual Violence Survey is an ongoing nationally representative survey that accesses experiences of sexual violence

of adult women and men in the United States. It measures lifetime victimization of these kinds of violence, as well as victimization in the 12 months prior to the survey.

The survey showed that bisexual women had the highest prevalence of rape and victimization in their lifetime. Almost half of the bisexual women in the sample had reported that they had been raped in their lifetime; followed by 17.4 percent of heterosexual women and 13 percent of gay and lesbian women. This study found that one half of bisexual women and one quarter of heterosexual women were raped for the first time between ages 11 and 17 years old. “That’s important for the work that we do because, in many cases, that means the survivors we work with have probably experienced sexual violence before they even get to us,” said McCauley.

“What we can learn from the statistic about bisexual women in particular is that women are experiencing sexual violence early,” said McCauley. “We know that if you experience sexual violence once, you are more likely to experience it again later in life.” Repeated sexual trauma has mental health implications for victims over their life course.

In that study, almost half of bisexual men reported experiencing sexual violence in their lifetime. Of those interviewed, 40 percent of gay men, and 21 percent of heterosexual men reported that they had been sexually assaulted at least one time in their lives. One fifth of the men interviewed reported they had been sexually assaulted as children, 15 percent reported being sexually assaulted as adults. In addition, 30 percent of the men interviewed reported experiencing sexual assault on multiple occasions in their lifetimes.

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We hear in the media that transgender people experience tremendous violence victimization, both sexual violence victimization and physical violence victimization, said McCauley. A 2006 study interviewed male-to-female transgender people. The study reported that almost 60 percent of the sample experienced forced sex. Transgender people are also most likely to experience sexual violence by perpetrators who are known to them, includ-

gets under their skin and it impacts their health,” said McCauley. LGBT people who have these feelings of internalized homophobia may also blame themselves for the sexual assault, potentially impacting whether they disclose the assault to others and receive care.

Homophobia and transphobia are also often related to abuse perpetration. If someone is feeling self-hatred because they are feeling that they might

not make the distinction between consensual sex and sexual assault, because of the cultural normalization of sexual violence.

HEALTH OUTCOME OF SEXUAL ASSAULT

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“We are seeking to understand what we can do to address the health needs of the LGBT community and the survivor community, and to potentially prevent poor health outcomes that will need later health care.”

— Dr. Heather McCauley, social epidemiologist

ing partners and family members, said McCauley.

A study in Wisconsin in 2005 found that 66 percent of 264 transgender people in this Midwestern state had been victims or witnessed sexual violence, and one quarter had experienced this five or more times. And, as previously mentioned, this re-victimization and experiencing violence over and over again increases risks for poor mental health outcomes and risk for later violence victimization, said McCauley.

CAUSES OF INCREASED SEXUAL ASSAULT IN LGBT POPULATIONS

“Lesbian and bisexual women, gay and bisexual men, and transgender people all experience unique risk factors that place them at risk for sexual violence victimization,” said McCauley.

The first is minority stress theory. The theory hypothesizes that heightened conflict within a social environment results in an increased vulnerability, poor health, and maladapted coping. “So when LGBT people spend their entire lives being told that they’re wrong or that they’re diseased, ... they really internalize that and it literally

be attracted to someone of the same sex, to combat that, they could use sexual violence against another LGBT person to help them feel better about themselves, said McCauley.

Gender attitudes, particularly hyper-masculinity and traditional gender role beliefs, are also important in understanding sexual violence in general and within the LGBT community. Research is finding that young men are having traditional gender role beliefs, for example, “men want more sex than women do,” or “men should be protectors and women should be in the home.” The more likely a person agrees with those attitudes, the more likely they are to have perpetrated some kind of abuse against a dating partner.

Also important is rape culture – the idea that cultural norms condone violence. “Sexual violence is just so normalized now that it almost doesn’t even occur to us that it is a problem,” said McCauley. If an LGBT person is struggling with coming out, he or she may believe that the sexual assault could have simply been a first experience, something everyone must go through when coming out. Or the survivor might

poor health outcomes that will need later health care,” said McCauley.

People who experience sexual assault are more likely to have post-traumatic stress disorder, anxiety or depression, attention-deficit/hyperactivity disorder, and substance abuse or misuse. Survivors are more likely to report an unintended pregnancy, and they are more likely to experience sexually transmitted infections and HIV. These victims are more likely to seek care over the course of their life. Once they’ve experienced violence, the more likely they are to seek care forever, she said.

Re-victimization is an important component in understanding the health outcomes of sexual assault. “We know that violence victimization, including dating violence, sexual assault, and child abuse, is associated with an increased risk for sexual violence in young adulthood,” said McCauley. “And we also know that people who have experienced sexual abuse in childhood and sexual assault in adulthood have a higher risk for psychological distress, suicidality, alcohol use, and self-harm behaviors.”

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DO YOU NEED TO KNOW?

"I don't think that it's ... too traumatizing to ask the question [of how someone identifies], and in some cases if someone tells you that they don't identify with the LGBT community, then they don't, and that's fine. If you just add it into your normal standard operating procedures, then it really helps normalize that question," said McCauley. Not all survivors identify themselves as lesbian, gay, bisexual or transgender; survivors may have multiple intersecting identities.

The survivor might not choose to come out. They might seek services and might not disclose their sexual identity, which is fine too, she said. The important thing for practitioners to do is take cues from the victim on how they are identifying or not identifying themselves.

Bisexual survivors, in particular, often experience blame from providers about the assault because they choose to have both men and women as sex partners. Additionally, if someone is assaulted from someone of the same sex, they might fear reporting because they could be seen as betraying the LGBT community. When a victim is already struggling to be seen as a part of the community, they do not want to do anything to the LGBT community, which might prevent them from disclosing.

In the context of sexual orientation, gay and bisexual men are already fighting the battle, trying to define and push against traditional masculinity. In some cases, when they've experienced violence, there are all these pieces coming together at the same time, which makes it really difficult to disclose that they've experienced abuse.

Avoiding assumptions that are driven by our stereotypes about a client based on their appearance, the way they talk, or who they have had relationships with in the past, is also important, says McCauley. "And that last one is really important, especially because we know that all of those indices of attraction, identity, and behavior don't overlap. They might not be giving you the clues that you think ... they might be giving you."

Finally, reflect the language that clients

use to describe themselves and their sexual assault. "I think sometimes we get worried about the words that we use, or the pronouns, and how to talk to an LGBT person," said McCauley. "We're going to make mistakes. But I think the best we can do is reflect the language that they use and ask them what they prefer to be called." And if they don't describe their sexual assault as such, then that's okay too, said McCauley. Recognizing the violence that they've experienced, whether they call it that or not, will still have an impact on the victim moving forward.

TRAUMA INFORMED CARE

Trauma informed care is an organizational structure and treatment framework that involves understanding, recognizing and responding to the effects of all types of trauma. Being trauma-informed and going back and making sure our practices are trauma-informed, and recognizing and acknowledging the fact that LGBT members are part of our community, is important to providing care even if someone doesn't self-identify as LGBT.

This approach is one that recognizes that sexual violence impacts the person and can impact a person forever, McCauley said. "It is through recognizing that there are things that we can do to empower the survivor, whether that's giving them ... [a] choice in the process of what happens after they report their assault or having a culture [that] promotes empowerment," she added.

"The tragedy in Orlando [in June] highlights to me how important it is to understand the unique experiences of the LGBT community," said McCauley. "Orlando reminds us that a broader culture shift often lags behind ... policy changes. And there is still so much work for us to do to address the discrimination and violence experienced everyday by the LGBT community."

CONCLUSION

McCauley concluded the presentation by answering questions. SHARP hosted a morning and afternoon session totaling 321 participants.

SHARP'S NEXT WEBINAR

SHARP hosted the webinar "Bout that Life – Bystander Intervention for Communities of Color," presented by Chimi Boyd-Keys on Aug. 4. It will be covered in the next issue of the SHARP Focus Newsletter. Look for the SHARP Webinar announcement/invitation to sign up for future SHARP webinars.

BY THE NUMBERS

60.4%

The percentage of gays and lesbians who reported being sexually harassed compared to 45.9% of heterosexuals on the 2015 Association of American Universities (AAU) Campus Climate Survey on Sexual Assault and Sexual Misconduct.

SEE REPORT: [HTTPS://WWW.AAU.EDU/CLIMATE-SURVEY.ASPX?ID=16525](https://www.aau.edu/climate-survey.aspx?id=16525)

SHARP Community Outlook

DISCLAIMER: This information is provided for awareness and does not constitute endorsement of outside groups and their activities by the United States Army or the SHARP Program Office. Those interested in attending the conferences/training listed, should obtain approval in accordance with Army Directives.

AUGUST

8-12
USARPAC SHARP Program Training Summit
 Ford Island, HI
 Host: U.S. Army Pacific (USARPAC) SHARP Program

9-11
U.S. Army Reserve Internal Review Training Symposium
 Orlando, FL
 Host: U.S. Army Reserve Command

14-17
42nd NOVA Training Event
 Atlanta, GA
 Host: National Organization for Victim Assistance (NOVA)
 For information: <http://www.trynova.org/2016-nova-training-event/>

17
Office of the Chief Legislative Liaison SHARP Summit
 Washington, D.C.
 Host: Office of the Chief Legislative Liaison

23
SHARP Webinar: The Monument Quilt
 Host: Army SHARP Program Office
 Session 1: 1100-1200 ET
 Session 2: 1400-1500 ET

28-31
The 21st International Summit on Victim, Abuse and Trauma
 San Diego, CA
 Host: Institute on Violence, Abuse and Trauma (IVAT)
 For information: <http://www.cvent.com/events/21st-international-summit-on-violence-abuse-and-trauma/event-summary-a1bc38fa7eff4940a52df8ea0a780e30.aspx>

29
Army War College SHARP Summit
 Location: TBD
 Host: Army War College

31 - SEPT. 2
2016 National Sexual Assault Conference
 Washington, D.C.
 Host: National Sexual Violence Resource Center
 For information: <http://www.nsvrc.org/nsac>

SEPTEMBER

12-16
USAREUR SHARP Advocacy Summit
 Location: TBD
 Host: U.S. Army Europe (USAREUR) SHARP Program

13-14
U.S. Army Medical Research and Materiel Command and Fort Detrick SARC & VA Training
 Fort Detrick, MD
 Host: U.S. Army Medical Research and Materiel Command and Fort Detrick

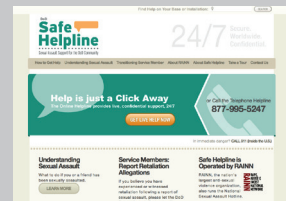
19-21
National Center for Victims of Crime 2016 National Training Institute
 Philadelphia, PA
 Host: National Center for Victims of Crime
 For information: <https://victimsofcrimetrainings.secure-platform.com/a/page/Current/NTI>

28-29
SHARP Program Improvement Forum
 Alexandria, VA
 Host: Army SHARP Program Office

RESOURCES



SHARP Website
www.preventsexualassault.army.mil
www.army.mil/sharp



DOD Safe Helpline
 Call 877-995-5247;
 text 55-247 (inside the U.S.)
 or 202-470-5546 (outside the U.S.);
 or go to: <https://SafeHelpline.org/>
 or download mobile app at <https://SafeHelpline.org/about-mobile>.

This is a crisis support service for members of the DOD community who are victims of sexual assault. Available 24/7 worldwide, users can “click, call or text” for anonymous and confidential support.



VA Military Sexual Trauma Information
<http://www.va.gov/health/NewsFeatures/20120319a.asp>

TELL US...

Please share success stories about the positive impact SHARP has had on you or within your community, including events and outreach activities. We'd like to include your stories in future issues of the SHARP newsletter. Please send submissions to Cherisse Wells at: cherisse.m.wells.ctr@mail.mil. Thank you!