



DoD SPARX | Leadership Action

A leader's guidebook

to creating safe, stable, and supportive command environments free from sexual assault

Outline



1. **General Information**
2. **Overview of Sexual Assault**
3. **DOD's Way Forward for Prevention**
4. **Your Role in Prevention**
5. **Resources**

Introduction

Prevention starts with YOU!



Purpose

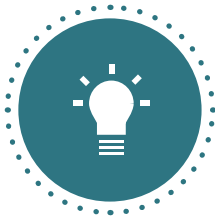
You play a critical role in the prevention of sexual assault. This tool was designed to help Military leaders, like you, to develop a deeper understanding of sexual assault in the Military.

The tool provides important information and resources on sexual assault to ensure everyone under your command is safe. It offers actionable steps you can take to prevent and intervene on harmful behaviors and in environments across a continuum. Simultaneously, these actions improve unit cohesion, Service member retention, and support mission readiness.

As a leader, **you are key** to successfully reaching DOD's prevention goals - in which no one experiences the crime of sexual assault.

How to Use This Guidebook

This tool can be read from front-to-back or you may choose to read only certain parts. Revisit the tool as much as needed. Act on priority areas. Remember that prevention starts with you. With practice and commitment, engaging in prevention actions will become easier. And with time, you can help create safe, stable, and supportive command environments free from sexual assault.



What You Need to Know

This icon indicates background information to help you understand the concept so that you can apply the leadership actions that follow.



What You Can Do

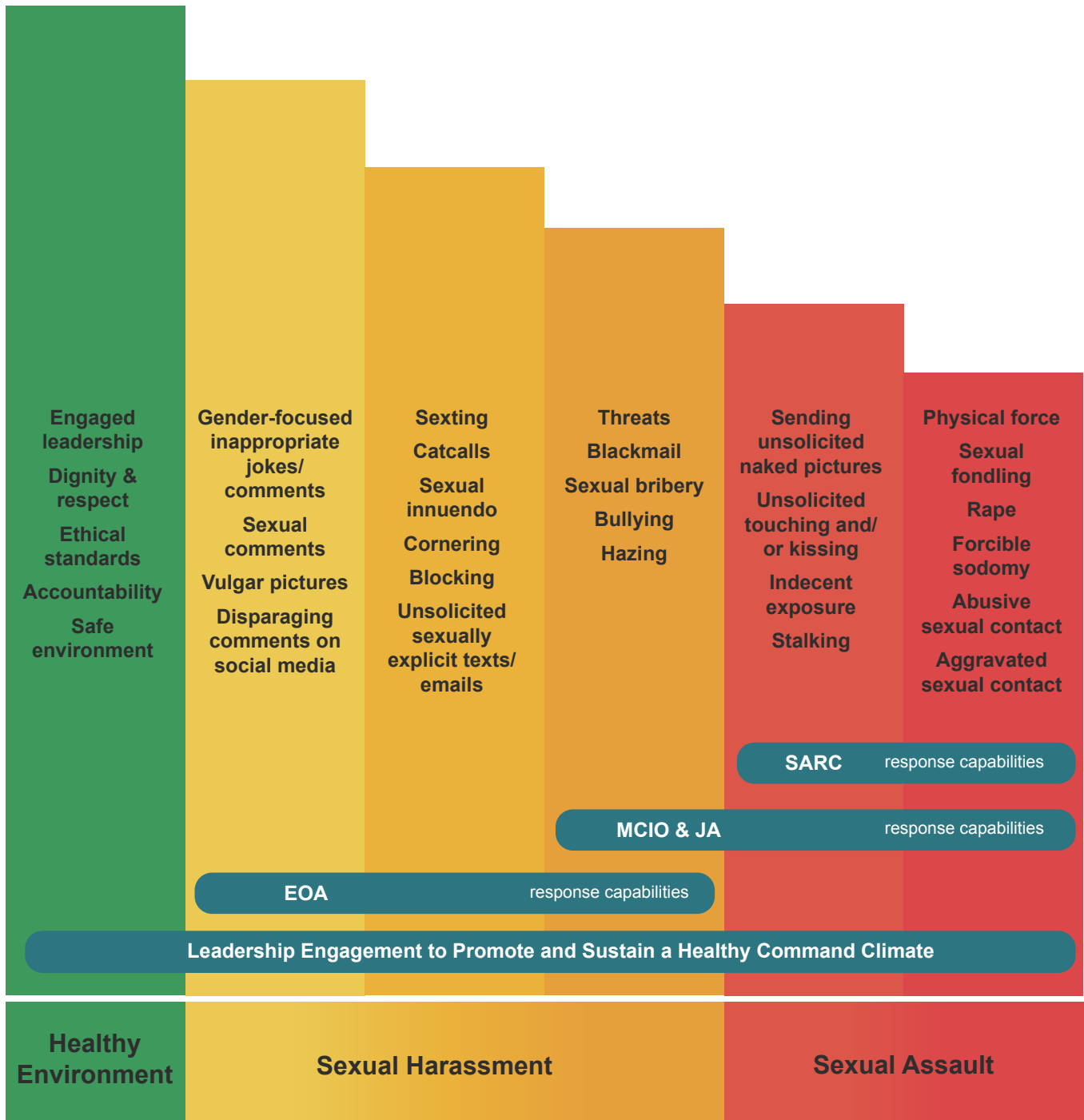
This icon indicates leadership actions you can take to support prevention activities right now.

Sexual assault is a crime.

There are different terms to describe unwanted sexual contact or behaviors, such as sexual violence, sexual aggression, or Military sexual trauma. The term “sexual assault” is used throughout this guidebook to refer to sexual contact or behaviors that occur without the explicit consent of the victim. The Uniform Code of Military Justice Article 120 (2019) defines the criminal offense of sexual assault to include rape, aggravated sexual assault, aggravated sexual contact, and abusive sexual contact.



Continuum of Harm





What You Need to Know

Sexual assault and related harmful behavior, such as those outlined in the Continuum of Harm, create an environment where Service members and DOD civilians feel unsafe and where their contributions are minimized. This jeopardizes Military readiness. As you can see in the **Continuum of Harm**, seemingly simple harms such as vulgar pictures and sexist jokes contribute to an environment that permits increasingly harmful behaviors over time, including sexual assault.



What You Can Do

As prevention expands across DOD, knowing where to start is key. Understanding factors that contribute to sexual assault can help you think about solutions and strategies. Discuss with those under your command about the importance of a healthy command climate and how the actions and behaviors of everyone, including put-downs and derogatory jokes, impact the climate and ultimately mission readiness, and will not be tolerated.

Sexual assault is more common than you think.

How many service members were sexually assaulted in the past year?



Of those service members, how many were sexually assaulted...

...more than once in the past year?



Note. Adapted from "Getting To Outcomes: Guide for Strengthening Sexual Assault Prevention Activities in the Military," by M. Chinman, P. Ebener, C. Farris, & J. Acosta, 2020, RAND Corporation (www.rand.org/gto).



Click [here](#) for additional resources.

..... **20,550**

Estimated number of Service members experiencing a sexual assault in 2018

Some Service members are at greater risk of experiencing sexual assault. Risk factors are factors that make it more likely that people will experience or perpetrate violence. Protective factors are factors that make it less likely that people will perpetrate or experience violence or that increase their resilience when they are faced with risk factors.

Risk Factors for Victimization	Offender Characteristic
<ul style="list-style-type: none">● Experienced sexual assault prior to joining the Military● Gender (female)● Lower rank (E1-E4)● Young age (17-24)● Marital status (unmarried)● New to Military● Poverty or low socioeconomic status● Exposure to community crime and violence● Exposure to communities with social norms supportive of sexual assault	<ul style="list-style-type: none">● Friend or acquaintance of the victim● Gender (male)● Peer or slightly higher rank to the victim● May employ opportunistic or predatory behaviors● Take advantage of permissive environments where leaders dismiss harmful behaviors as “misunderstandings” or “immature behavior”● Members of sexually-aggressive peer groups● Hyper-masculine attitudes● Adherence to traditional gender norms

It is important to understand that sexual assault is an under-reported crime. This means that the numbers reflect only a portion of cases. You may not have seen this crime reported in your Military community, but this does not mean your Service members are not at risk.

Protective Factors

Prevention efforts should be focused both on reducing the risk factors, but also increasing the protective factors against experiencing sexual assault or perpetrating sexual assault.

Protective Factors Against Experiencing Sexual Assault

- Community support/connectedness
- Involvement in prosocial activities
- Prosocial bystander behavior
- Membership in groups that do not condone violent behavior
- Emotional health (measured by mood, stress, and life satisfaction)

Protective Factors Against Perpetration of Sexual Assault

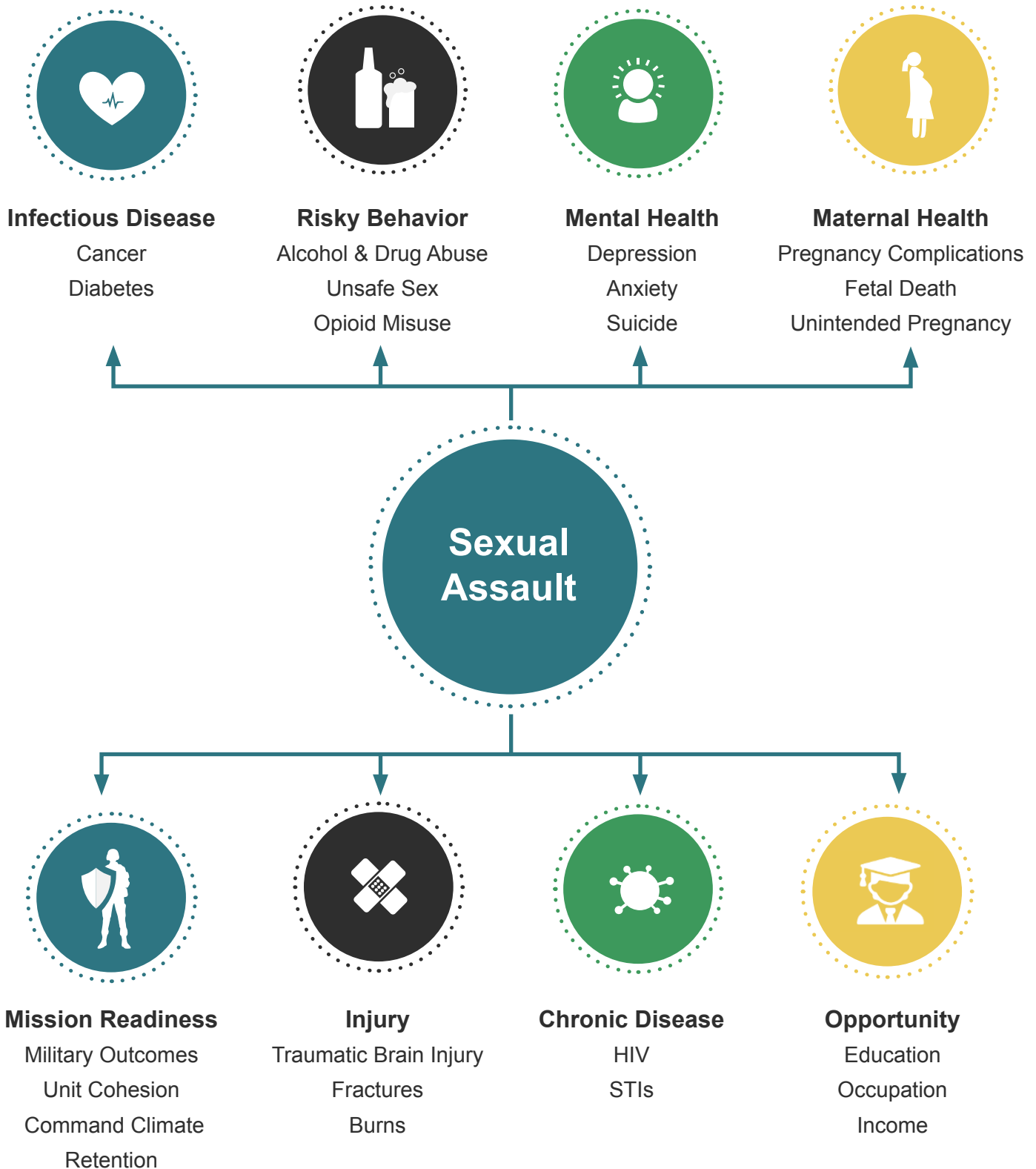
- Problem solving skills
- Prosocial bystander behavior
- Empathy and concern for how one's actions affect others
- Emotional health (measured by mood, stress, and life satisfaction)
- Connectedness
- Exposure to parents who used reasoning to solve family conflicts
- Community support



What You Can Do

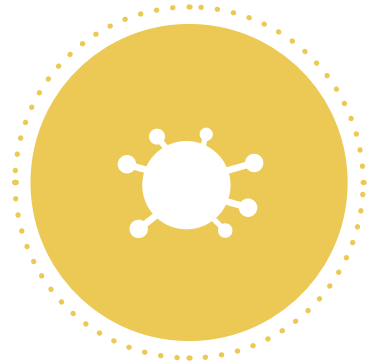
- Utilize command climate assessments and other available data to help identify, anticipate, and recognize risk and protective factors for sexual assault in your Military community.

Sexual assault impacts your Military community.



While the number of occurrences is staggering, so are the lasting impacts that sexual assault has on health and well-being. There are immediate physical injuries and also longer term impacts, including:

- mental health problems (e.g., depression, anger, irritability);
- maternal and child health consequences (e.g., infertility, preterm birth, postpartum depression);
- infectious diseases such as human immunodeficiency virus (HIV) and sexually transmitted infections (STIs);
- increased likelihood of exposure to other types of violence or being re-victimized;
- chronic diseases such as cancer, diabetes, and heart disease;
- negative coping and high-risk behaviors (e.g., smoking, alcohol misuse, drug use, and engagement in risky sexual activity)
- socioeconomic challenges, including limited educational and career opportunities.



These issues contribute to life-long ill-health and early mortality.

Sexual assault also impacts mission readiness and unit cohesion. It increases unplanned losses and decreases the lethality of the workforce. Sexual assault impacts everyone within the Military.



What You Can Do

- Compile a list of available services and resources in your Military community.

Sexual assault is preventable.

Research-based policies, practices, and programs can ensure safe, stable, and supportive relationships and environments so that all members of our Military community are safe from sexual assault.

Policies



Programs



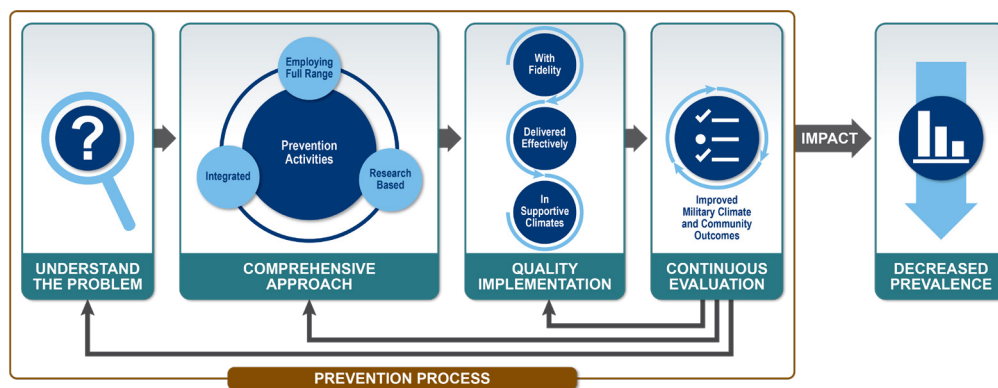
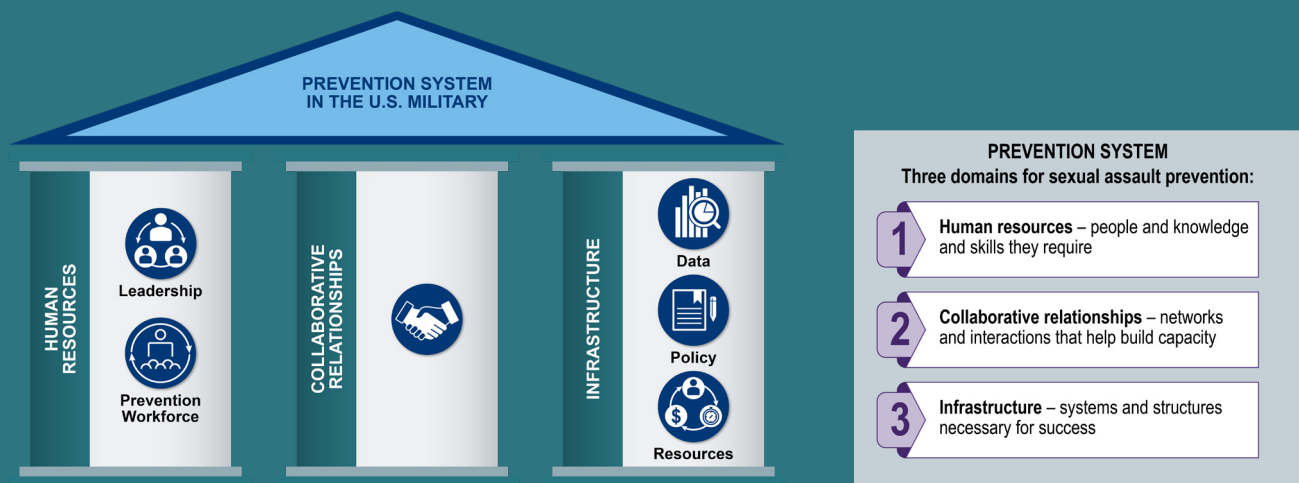
Practices



Protective Environment

The DOD's way forward for sexual assault prevention.

In 2019, DOD released the **Prevention Plan of Action (PPOA)**, a strategic approach that promotes unity of effort and institutionalizes sexual assault prevention across the DOD.



SPECIFIC STEPS IN THE PREVENTION PROCESS:

- **Understand the problem**, contributing factors, and local needs;
- Develop a **comprehensive approach** using research-based activities in an integrated way that employs the full range of prevention strategies, such as policies, programs, and practices;
- **Implement** each activity in the comprehensive approach with fidelity according to its original design and in an environment that supports the activity, such as with leadership buy-in and trained staff; and,
- **Continuously evaluate** the comprehensive approach to ensure short, intermediate, and long term outcomes that contribute to reductions in sexual assault prevalence.



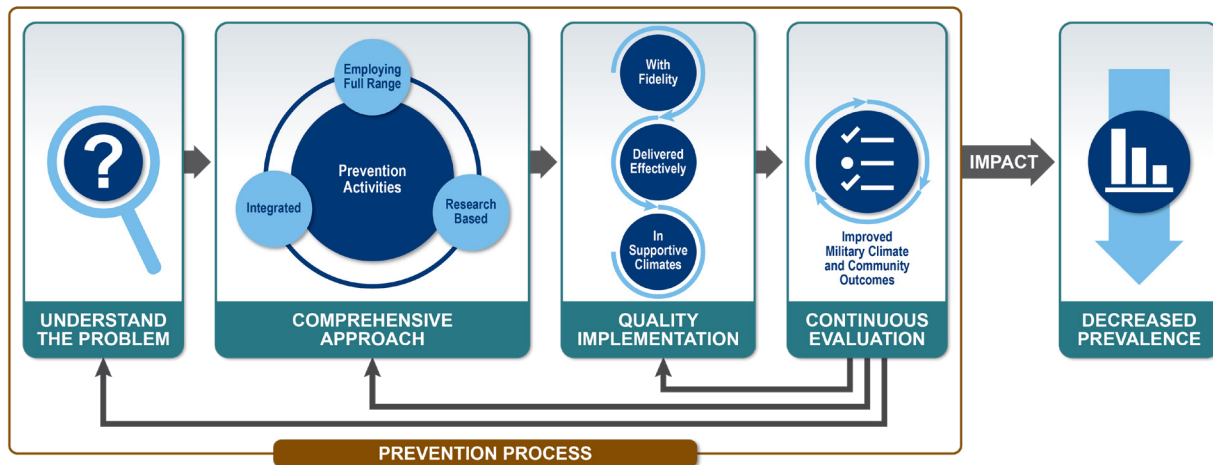
What You Need to Know

The PPOA identifies a Prevention Process that outlines actions necessary to measurably and systematically reduce sexual assault in the Military. Effective sexual assault prevention requires an optimized Prevention System that has the capacity to execute the necessary steps of the Prevention Process.

All prevention efforts should be grounded in the urgency to end sexual assault – the ultimate goal should be to eliminate every single sexual assault, and this means prevention needs to be prioritized, even among other important goals. As a leader, your role is to support both the Prevention Process and the system outlined in the PPOA.

You can support the Prevention Process.

The prevention workforce is charged with implementing and guiding the Prevention Process, and **you are key** to their success. On the next two pages, you will learn the role of the prevention workforce and your role as a leader within the Prevention Process.





What You Need to Know

The Prevention Process provides steps that enable organizations to develop, implement, and evaluate a comprehensive prevention approach. This approach should meet the unique needs and leverage the unique strengths of your Military community as identified through data collection and ongoing evaluation.

The prevention workforce will:

1

Step 1: Understand the Problem

Collect data to identify the scope and magnitude of the problem to answer questions like, “Who is most impacted by this problem and where are incidents occurring?”

2

Step 2: Comprehensive Approach

Select and adapt aligned, research-based prevention programs, policies, and practices that address individual, interpersonal, and organizational factors contributing to sexual assault.

3

Step 3: Quality Implementation

Implement prevention activities with fidelity and with leadership buy-in.

4

Step 4: Continuous Evaluation

Evaluate prevention activities regularly, identifying whether activities have an impact on risk or protective factors to ensure continuous quality improvement.



What You Can Do

Your words and actions can help ensure that your prevention workforce is successful. As a leader, you can do the following to support the Prevention Process:

Military leaders will...

1

Step 1: Understand the Problem

- Encourage participation in the Gender Relations Surveys.
- Assess your climate using the command climate assessment (or other available tools) and share results.
- Assist Military communities in filling data gaps and help get access to available data.

2

Step 2: Comprehensive Approach

- Model healthy and respectful behaviors.
- Use research-based approaches for preventing gender bias and discrimination.
- Implement and enforce protective policies that impact sexual assault.

3

Step 3: Quality Implementation

- Observe training sessions to monitor and support quality implementation of prevention activities.
- Select or hire knowledgeable and engaging facilitators of prevention activities and trainers for sexual assault prevention training and programs.
- Provide or frame timelines and expectations for quality implementation.

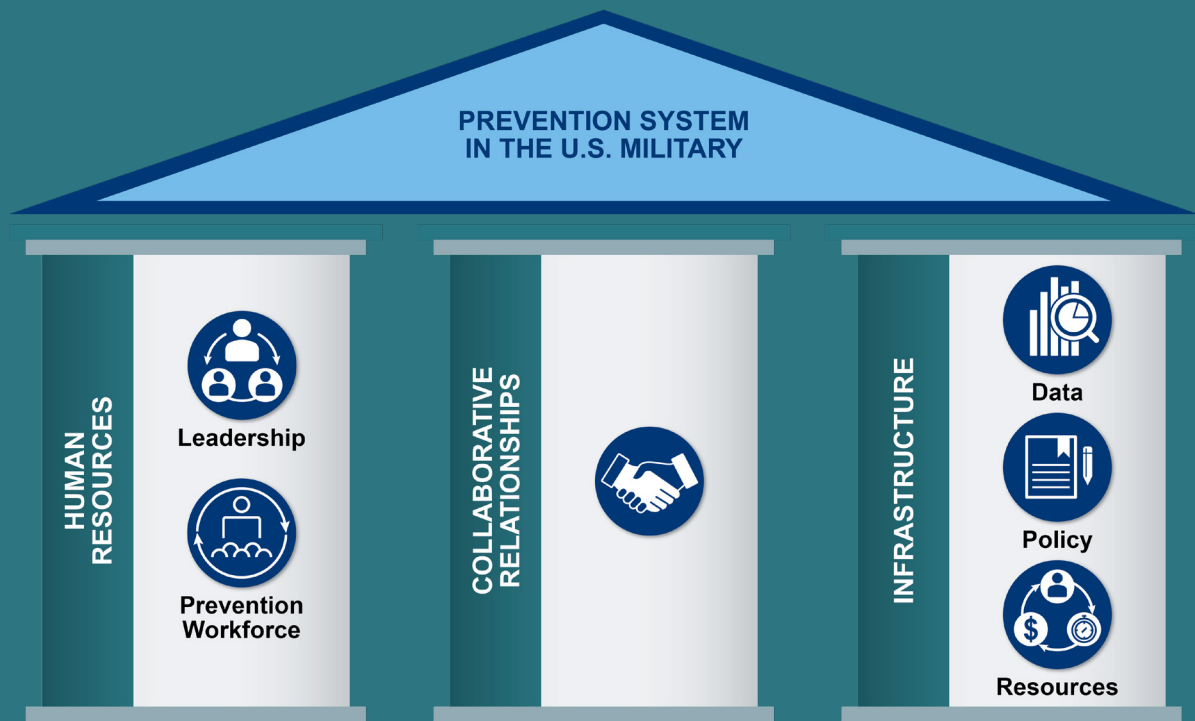
4

Step 4: Continuous Evaluation

- Encourage and support evaluation of prevention activities and participate in evaluations.
- Engage with prevention personnel to ensure they are incorporating evaluation into any prevention activities that are being implemented.
- Provide appropriate resources to evaluate the return on investment of prevention activities.

You play a critical role in the Prevention System.

For the Prevention Process to be effective, it must be executed with an **optimized Prevention System**, in which your leadership is essential.





What You Need to Know

Factors that make up the Prevention System include: human resources, such as equipped and empowered leadership at all levels and prevention workforce (e.g., full and part time); collaborative relationships within and across organizations; and infrastructure, such as prevention-specific policy, resources, and data systems. Too often prevention activities fail to achieve impact because they are implemented without sufficient development of these system elements. As a Military leader, you play an important role in preventing sexual assault.

The prevention workforce will be continuously implementing and refining your Military community's comprehensive approach to combat sexual assault. In addition to being a prevention champion, you can equip the prevention workforce by helping them obtain important data, convening stakeholders, and ensuring they have appropriate resources (e.g., manpower, funding, time). Working with your prevention workforce will make a big difference in how effectively they address sexual assault.





What You Can Do

Human Resources

- Prepare Service members to prevent sexual assault. Provide them with research-based resources and ensure training is led by staff knowledgeable in sexual assault prevention.
- Select and hire prevention personnel who are motivated to prevent sexual assault and demonstrate competencies in prevention.
- Support the continuing professional development of prevention workforce personnel under your command and supervision.

Collaborative Relationships

- Build strong partnerships with your prevention personnel and set aside regular times to meet and discuss prevention efforts.
- Convene stakeholder groups, in partnership with prevention personnel within your reporting structure, to share information and align efforts and resources. Use your influence as a leader to support and promote prevention efforts with higher-level leadership.

Infrastructure

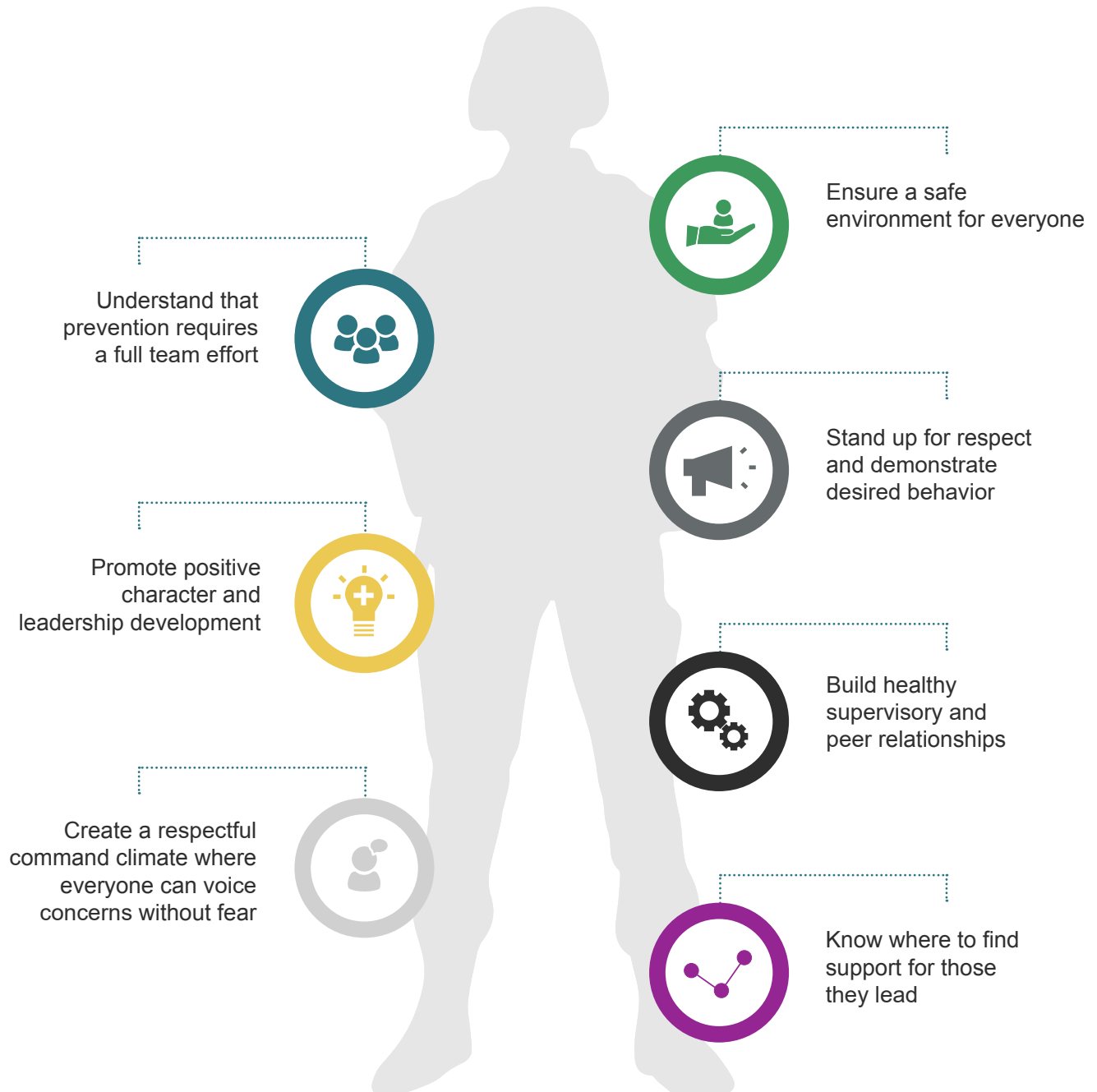
- Share data and support personnel in getting access to the data needed for prevention.
- Direct resources and funding to support and sustain prevention efforts.
- Support policy and practice changes recommended by the prevention workforce to increase protective factors and reduce risk factors for sexual assault perpetration.

Leadership Competencies

Military leaders and their command teams set expectations for acceptable behavior in their units. Disciplined and cohesive units function best when all members respect and trust each other. Below are some of the competencies that make leaders successful in preventing unacceptable behaviors that degrade unit cohesion and make other problems, such as sexual assault more likely.

Click on each competency to learn more.

Military leaders...





Military leaders will...

.....

**Understand
that prevention
requires a full
team effort**

.....



What You Need to Know

All Service members must uphold the core values of the Military by demonstrating qualities of discipline, integrity, loyalty, duty, respect, honor, selfless service, and personal courage (among others). These qualities are the building blocks for prevention.

It is a common misconception that prevention is only stopping someone in the process of a violent act; **prevention is also using different words and modeling appropriate behaviors to change how Service members view one another and define what they will tolerate as a Military community.**

Stopping sexual assault from occurring in the first place requires stopping harmful behaviors along the **Continuum of Harm**. Prevention subsequently requires everyone's involvement. As a leader you can help convey that an all-hands approach is essential.



What You Can Do

- Make prevention a part of everyone's job. Incorporate a common language that creates, supports, and sustains shared responsibility for prevention.
- Discuss with those under your command the importance of a healthy command climate and how the actions and behaviors of everyone, including put-downs and derogatory jokes, impact the climate and ultimately mission readiness, and will not be tolerated.
- Utilize command climate assessment data or other available data to help identify, anticipate and recognize risk factors for sexual assault in your Military community. Recognize the challenges some members might face and proactively support and address their needs.
- Collaborate and communicate regularly with leaders at all levels and those under your command to reinforce that preventing sexual assault is a high priority.
- In your next meeting, communicate with peers and those within your direct command how you have held yourself personally accountable in the past.



Click [here](#) for additional resources.



Military leaders will...



**Build healthy
supervisory and
peer relationships**





What You Need to Know

Sexual assault detracts from mission readiness by eroding trust and unity required for any mission to succeed. Efforts to strengthen skills that create mutually respectful relationships, and that leave no room for sexual assault, are essential. **You play a significant part in prevention of sexual assault, as a role model for your team and example of what mutual respect, trust, and safety look like in both professional and personal relationships.** You model this behavior not only for those under your command but to your peers as well.

When individuals have the skills to maintain healthy professional and personal relationships and the ability to recognize and end unhealthy relationships, the positive impact may extend far beyond sexual assault prevention. Individuals who have healthy professional and personal relationships may have **more stable, positive marriages; more collaborative and productive workplaces; and fewer interpersonal conflicts, which can improve overall unit cohesion.**

Focusing on healthy relationships provides an opportunity to see and learn what right looks like. This may be a less antagonistic approach to sexual assault prevention for some Service members who are resistant to messages that imply they could be perpetrators or victims of sexual assault.



What You Can Do

- Attend a conflict management course and encourage your command to attend with you. Model these skills in front of your command to demonstrate conflict resolution.
- Model healthy and positive communication and listening skills when conducting meetings and engaging with Service members.
- Identify resources for healthy relationship skill building and encourage your reports to attend these trainings.
- Find ways to promote relationship building in the context of your reports' day-to-day activities. Promote connectedness by implementing peer-to-peer support or mentoring programs.
- To help build trust in your command, be honest, supportive, consistent, and model the behavior you seek. Trust goes both ways, and if you want your reports to trust you, you need to show that you trust them. Feeling this trust from leadership nurtures loyalty and ambassadorship.



Click [here](#) for additional resources.



Military leaders will...

**Create a respectful
command climate
where everyone
can voice concerns
without fear**



What You Need to Know

Building healthy relationships with your command allows you to have tough conversations about things that are not going right, including sexual assault, thoughts of suicide, alcohol/substance misuse or other topics that may directly impact their ability to serve. **These conversations should be conducted without fear or judgment** from yourself as a leader, as it takes courage on behalf of all parties to discuss these issues.

It requires you to create safe and inclusive spaces and have the communication skills and confidence to talk to those under your command about these sensitive subjects without fear of retaliation. Being involved in and engaged with those under your command will help you to identify risks and address problems before they escalate into bigger issues.

Model healthy behavior that reduces stigma or unhealthy perceptions that asking for help is a weakness. By normalizing conversations around help-seeking behaviors, you can create a safe environment for these conversations to flourish and allow Service members to reach out for support earlier.



What You Can Do

- Create a space where all members feel safe talking about their experiences and asking for assistance without fear of judgment. Let subordinates know that if they see their peers behaving in a way that is inconsistent with policy or Service expectations, they can come to you for help with solutions without fear of retaliation.
- At your next meeting, set expectations regarding climate and language used within your command. Discuss how you model that behavior.
- Intervene when those under your command are not following policies or are demonstrating behavior that could escalate to be harmful to themselves or others.
- Actively deter stigma for help-seeking behaviors. Discuss the positive impact that reaching out for resources and services can have both professionally and personally. Use anecdotes to help normalize help-seeking behaviors.



Click [here](#) for additional resources.



Military leaders will...

**Promote positive
character and
leadership
development**



What You Need to Know

Leaders develop leaders. As a leader, you are vital to building and maintaining a team effort to prevent sexual assault. It takes your entire Military community and organization to drive community action on prevention efforts. As such, efforts that encourage character and leadership development among your team are critical.

Effective leaders lead from the front and provide an example of what is right.

Encouraging your reports to grow, not just in leadership skills but in character, helps to push them to challenge themselves, and in turn improves their lives and improves effectiveness of your command. Opportunities to develop and learn not only improve unit cohesion but can also improve retention and increase Service members' chances for promotion.

To be an effective leader it takes not only physical courage but also **moral courage**. It takes confidence to follow those morals and values. Demonstrating and living your values will help your command grow in positive character, as they, too, will hold themselves accountable to those values.



What You Can Do

- Set personal goals to attend leadership development training courses.
- Cultivate leaders through coaching and mentorship. Work with your team to establish goals and provide constructive performance feedback on a timely basis.
- Make training available, and recognize those who complete sexual assault prevention and leadership training. Vocalize your support, and be actively involved and supportive of your subordinates' development.
- Foster knowledge-sharing opportunities. When someone achieves a learning or leadership milestone, invite them to present to the group.
- Communicate your expectations for those under your command. Let them know that you will focus on their development as a Service member and on their development as young men and women.
- Align command's intent for a respectful climate with specific leadership team actions. This may be accomplished by creating a team or work group focused on sexual assault prevention.
- Prepare new leaders to fulfill their roles. Provide them with research-based resources and ensure training is led by staff knowledgeable in sexual assault prevention.



Click [here](#) for additional resources.



Military leaders will...

.....

**Stand up for *respect*
and *demonstrate*
*desired behavior***

.....



What You Need to Know

As a leader, you are a role model, and you can use this position to demonstrate what respect looks like. Respect means, “**recognizing and appreciating the inherent dignity and worth of all people.**” Respect is essential to develop a unified unit and promote mission readiness. Sexual assault impedes your ability to develop a unified unit and/or prepare your unit for its mission.

You become a role model by setting high expectations for your own behavior. Your words and actions carry weight with Service members and other leaders at all levels. Preventing sexual assault requires leaders like you to be the example.



What You Can Do

- Respect involves everything you do – how you speak, how you listen, how you act, how you think, and the way you present yourself to others. Ensure your words and actions consistently model the Military’s core values: Duty, Integrity, Ethics, Honor, Courage, and Loyalty.
- Speak to your entire team about your expectations for respectful behavior, including an intolerance towards violent, abusive, and harmful behaviors across the **Continuum of Harm**. This may involve directly telling your reports that degrading language, name-calling and other harmful behaviors are not okay and that you will hold them appropriately accountable for treating others with respect.
- Use research-based approaches for preventing gender bias and discrimination. Ensure men and women are treated fairly and similarly.
- The next time someone uses demeaning language, address the language when you hear it. Describe how hearing that language affects you as a leader.
- Model how to intervene appropriately to jokes that are derogatory, and invite conversation on the topic so that individuals can recognize, reject, and safely confront harmful language and behavior.
- Set expectations for new Service members that their digital presence is related to the reputation of the entire Service. Encourage them to refrain from posting sexist, racist, and otherwise discriminatory messages on their social media.



Click [here](#) for additional resources.



Military leaders will...

**Ensure a safe
environment for
everyone**



What You Need to Know

Environments with weak laws and policies related to sexual assault and equity are a known risk factor for sexual assault. Furthermore, **many incidents of sexual assault involve alcohol consumption by either the perpetrator, victim, or both**, making prevention of alcohol misuse an important component of a comprehensive sexual assault prevention approach. Using alcohol to celebrate milestones and successes may unintentionally glamorize alcohol use. In addition, policies, such as regulating outlet density and enforcing laws that prohibit underage drinking, have been shown to be effective at preventing alcohol misuse and sexual assaults.

Policies must be appropriately applied and consistently enforced for them to be effective. As a leader, you have a responsibility to enforce policies that impact the culture and safety of your unit.

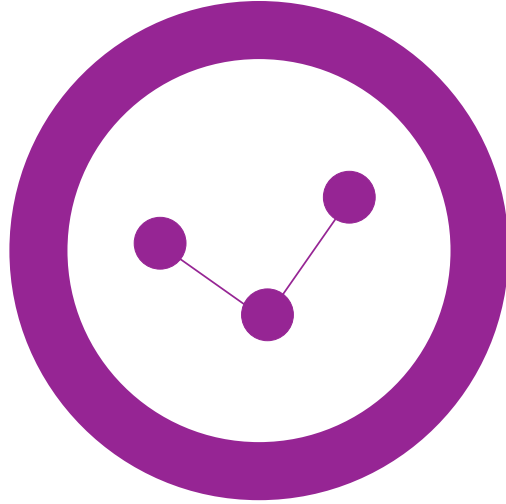


What You Can Do

- Work with the prevention workforce to determine organizational risk and protective factors that impact sexual assault perpetration and victimization; identify policy changes that can be made to impact the risk and protective factors identified.
- Demonstrate that behaviors across the **Continuum of Harm** will not be tolerated by consistently enforcing sexual harassment policies and holding perpetrators appropriately accountable.
- Familiarize yourself with policies pertaining to alcohol and substance abuse and sexual harassment. Educate, model, and enforce these policies within your command.
- Find other ways to reinforce positive behaviors and milestones other than the use of alcohol.
- Intervene when those under your command are not following policies or are demonstrating behaviors that could escalate to be harmful to themselves or others.



Click [here](#) for additional resources.



Military leaders will...

.....

**Know where to find
support for those
they lead**

.....



What You Need to Know

Factors like stressful environments, command climates that tolerate gender-focused jokes and sexual comments, unhealthy coping skills, alcohol misuse, and previous exposure to violent, abusive, and harmful behaviors can all increase the risk of sexual assault perpetration and victimization in your Military community.

As a leader, you have the responsibility to ensure that every member of your team feels safe and supported. You can do this by knowing what resources and services are available to your Service members, their families, and DOD civilians. Sharing this information with your team can ensure that everyone has access to resources and services that can help mitigate problematic behaviors early and assist with stressful life events. Remember, you are not charged with intervening on every issue, but it is your responsibility to identify the signs of problems and refer individuals to the appropriate resources.



What You Can Do

- Connect with your reports and get to know them. Understanding their personal and professional lives will help you identify risks early and help them find the resources they need.
- Ensure research-based intervention strategies are in place for Service members who experienced pre-Military sexual assault or abuse.
- Compile a list of available services and resources within your Military community. A first step can be visiting **Responders Near Me**: <https://www.safehelpline.org/safehelplineservices>

Responders Near Me is Safe Helpline's comprehensive database of Military and civilian sexual assault service providers. The database also includes contact information for medical and behavioral healthcare providers, Special Victims' Counsel or Victims' Legal Counsel, Chaplains, Military Police, and civilian sexual assault service providers.

You may also want to call your Military community's Family Advocacy Program to get additional information on services and resources for Military families. You can also use your Behavioral Health Department, Military OneSource and Military Family Life Counselors to link Service members to appropriate services and treatments that include counseling, healthy relationship skill building programs, and healthy ways to cope with stress.



Click [here](#) for additional resources.

Resources



These resources are for you to take a deeper dive into sexual assault prevention. As you take part in the actions outlined, you may find that having discussions about harmful behaviors, including sexual assault, with peers or those under your command can be challenging and may not always go the way you planned. With practice, experience, and additional training and resources you will become more comfortable and confident in navigating these tough conversations. Each time you engage in an activity, reflect on what went well and what did not. As you build your leadership competencies for sexual assault prevention, you are demonstrating to those under your command that you are committed to modeling the behaviors and attitudes that establish an environment that leaves no room for sexual assault.

These additional resources can help answer any questions you may have, or find additional support or resources you may need to complete the actions outlined in this guidebook.

Resources for Assistance

Your Service will have sexual assault prevention resources to help you lead sexual assault prevention efforts within your command. In addition, DOD SAPRO has resources to help you and your community better understand sexual assault prevention.



SAPR Connect: A Community of Practice | An online platform to collaborate and share ideas, research, insights from experts, and news from the field.
<https://www.milsuite.mil/book/groups/dod-sexual-assault-prevention-team>



DoD SPARX Leadership Action | A card series to help you lead discussions that proactively address harmful behaviors and environments and prevent sexual assault.



DoD SPARX Leadership Action | A one-pager that is an overview of prevention efforts and why leadership involvement is crucial to the elimination of sexual assault in the Military.

Definitions



UCMJ Article 120

Sexual assault includes four identified criminal offenses:

- Rape
- Aggravated sexual assault
- Aggravated sexual contact
- Abusive sexual contact

Key Vocabulary & Definitions

- **Comprehensive Approach** – A comprehensive prevention approach includes the following elements: (1) a combination of strategies that complement and reinforce one another across the Social-Ecological Model, meaning that the collective strategies address a combination of individual, interpersonal, and organizational factors; and (2) are integrated, promoting unity of effort, employ the full range of policies, programs, and practices, and are based on the best available research.
- **Individual Level** – Within the Social-Ecological Model, refers to the individual characteristics that influence behavior, including knowledge, skills, motivation, and personality traits. Examples include skills, knowledge, attitudes, motivation, sexual orientation, gender identity, and biology.
- **Interpersonal Level** – Within the Social-Ecological Model, refers to relationships with others and effects on the individual.
- **Organizational Level** – Within the Social-Ecological Model, refers to the rules and regulations of organizations and institutions that can impact behavior.
- **Policy** – A law, regulation, procedure, administrative action, incentive, or voluntary practice of governments and other institutions.
- **Practice** – Discrete behavior or actions that contribute to prevention.
- **Prevention Plan of Action** – Document developed by the Sexual Assault Prevention and Response Office (SAPRO) that outlines the actions necessary to measurably and systematically reduce sexual assault in the Military, including the presence of an optimized Prevention System that has the capacity to execute the necessary steps of the Prevention Process.

Definitions (Continued)



- **Prevention Workforce (Prevention Staff)** – Those individuals who are employed either full-time or part-time or as a collateral duty for the purpose of supporting prevention efforts.
- **Program** – Curriculum or manualized set of activities and information intended for learning and skill development.
- **Protective Factors** – Factors that make it less likely that people will perpetrate or experience violence or that increase their resilience when they are faced with risk factors.
- **Risk Factors** – Factors that make it more likely that people will experience or perpetrate violence.
- **Sexual Assault** – Intentional sexual contact characterized by the use of force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. As used in this guidebook, the term includes a broad category of sexual offenses consisting of the following specific Uniform Code of Military Justice offenses: rape, sexual assault, aggravated sexual contact, and abusive sexual contact, or attempts to commit these offenses.
- **Social-Ecological Model** – Theory-based framework for understanding violence and potential prevention strategies; considers the complex interplay between individual, interpersonal, and organizational factors and how those interact within the larger community and society.