

# Naval Audit Service



## Audit Report



# Fiscal Year 2012 Second Quarter Test of Department of the Navy Sexual Assault-Related Phone Numbers

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N2012-0044

7 June 2012

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2012-124  
7 Jun 12

**MEMORANDUM FOR THE UNDER SECRETARY OF THE NAVY**

**Subj: FISCAL YEAR 2012 SECOND QUARTER TEST OF DEPARTMENT OF THE NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS (AUDIT REPORT N2012-0044)**

- Ref: (a) Naval Audit Service memo 2012-124, dated 15 Feb 12  
(b) Naval Audit Service Report N2011-0052 "Test of Department of the Navy Sexual Assault-Related Phone Numbers" dated 26 Aug 11  
(c) Naval Audit Service Report N2012-0021, "Fiscal Year 2012 First Quarter Test of Department of the Navy Sexual Assault-Related Phone Numbers," dated 17 Feb 12  
(d) Secretary of the Navy Instruction 7510.7F, "Department of the Navy Internal Audit"

- Encl: (1) Scope and Methodology  
(2) Activities Contacted and/or Visited  
(3) Briefing on "FY 2012 2nd Quarter Test of DON Sexual Assault-Related Phone Numbers"  
(4) Naval Audit Service Report N2011-0031, "Responses to Phone Calls Made to Department of the Navy Sexual Assault-Related Phone Numbers," dated 3 May 2011

**1. Introduction.**

a. This limited scope audit report provides the results of our 15 February 2012 test of Department of the Navy (DON) sexual assault-related phone numbers. We tested 230 DON sexual assault-related phone numbers and 246 DON installation Web sites<sup>1</sup> for sexual assault hotlines, 24/7, and after-hours phone numbers. Our audit found that while there was improvement in the percentage of properly handled auditor-placed phone calls to DON sexual assault-related phone numbers since our December 2011 test,<sup>2</sup> improvements were still necessary. Additionally, 100 percent of Navy Reserve standalone Navy Operational Support Centers (NOSCs) and Marine Corps activities we

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<sup>1</sup> We tested 100 percent of Navy installations, Marine Corps installations, and stand-alone Marine Corps Reserve units, and 99 percent of stand-alone Navy Operational Support Centers (NOSCs).

<sup>2</sup> During the phone call, the auditors explained the nature and purpose of the call and did not present themselves as victims of sexual assault.

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searched posted sexual assault-related phone numbers on installation Web sites. However, the Navy and the Marine Corps Reserve had room for improvement (see paragraph 6, “Summary of Results,” for more details).

b. On 1 March 2012, we communicated the 2<sup>nd</sup> quarter test results to representatives from the Navy, Navy Reserves, Marine Corps, and the Marine Forces Reserve (MARFORRES). This included: the Chief of Navy Personnel; the Director, Military Personnel, Plans, and Policy; the Director, Personal Readiness and Community Support; the Executive Director, Commander, Navy Installations Command; the Chief of Navy Reserve; the Deputy Chief of Navy Reserve; the Commander, Navy Reserve Forces Command; the Deputy Commandant of the Marine Corps, Manpower and Reserve Affairs; the Director, Marine and Family Programs; the Assistant Deputy Commandant of the Marine Corps, Manpower and Reserve Affairs Division; the Commander, MARFORRES; and the Executive Director, Marine Forces Reserve.

c. On 8 May 2012, we briefed our results to some of the Department of the Navy’s most senior leaders, including the Under Secretary of the Navy, the Assistant Secretary of the Navy, Manpower and Reserve Affairs, and representatives from the Navy, Navy Reserves, and MARFORRES (see Enclosure 3). The Under Secretary; the Assistant Secretary of the Navy, Manpower and Reserve Affairs; and representatives from each component agreed that improvements were still necessary and would be made. The Under Secretary requested that the Naval Audit Service conduct additional quarterly tests until two consecutive quarterly tests showed all four components advertised a 24/7 sexual assault-related phone number on 100 percent of their installation Web sites and 95 percent of the phone calls to those numbers were properly handled.

**2. Reason for Audit.**

a. Our audit objective was to verify that DON sexual assault-related phone numbers were advertised on DON installation Web sites, and that initial responses to phone calls made to those numbers were timely and appropriate.

b. This third follow-on audit, announced in reference (a), was requested by the Under Secretary of the Navy in response to earlier findings and recommendations included in Enclosure (4) and References (b) and (c).

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**3. Noteworthy Accomplishments.**

a. As we noted in our previous report,<sup>3</sup> all four components have issued guidance related to the advertising and answering of sexual assault-related phone numbers (see paragraph 4. b., “Pertinent Guidance,” for more details).

b. **Numbers on Web Sites.** In response to our February 2012 test, MARFORRES and Navy took corrective actions. As a result, our follow-up tests determined that 100 percent of DON component Web sites searched were compliant with the requirement<sup>4</sup> of posting a sexual assault-related phone number on their homepage or within their Web site.

- i. As of March 2012, MARFORRES posted the MARFORRES Wide Crisis Hotline phone number on the 11 Marine Corps Reserve unit Web sites that did not initially have a sexual assault-related phone number on their homepage or within their Web site during our search.
- ii. As of April 2012, the Navy took corrective action by removing the non-Navy installation that did not advertise a sexual assault-related phone number during our search from their Web site.

c. **Handling of Phone Calls.** As of March 2012, and in response to our February 2012 test, the Marine Corps took corrective actions by removing three of the four not properly handled phone numbers from the Marine Corps installations’ Web sites or from the list of resources the Provost Marshalls Office provides to callers.

d. **Component Testing of Sexual Assault-Related Phone Numbers.** In response to our original audit recommendations,<sup>5</sup> the Navy, Navy Reserve, Marine Corps, and MARFORRES conducted periodic unannounced tests of their sexual assault-related phone numbers and reported the tests results to the DON Sexual Assault Prevention and Response Office. The results of their tests range from 80 percent to 100 percent properly handled phone calls.

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<sup>3</sup> Naval Audit Service Report N2012-0021, “Fiscal Year 2012 First Quarter Test of Department of the Navy Sexual Assault-Related Phone Numbers,” dated 17 February 2012.

<sup>4</sup> Commander Navy Installations Command Instruction 1752.2, “Monthly Sexual Assault Prevention and Response Validation Process,” dated 17 June 2011, and Marine Administrative Message 509/11, “Standards for Responding to Victims of Domestic Violence and/or Sexual Assault,” dated September 2011, require a 24/7 sexual assault phone number on the installation/command Web site.

<sup>5</sup> Naval Audit Service Report N2011-0031, “Responses to Phone Calls Made to Department of the Navy Sexual Assault-Related Phone Numbers,” dated 3 May 2011.

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**4. Background and Pertinent Guidance.**

**a. Background.**

i. Sexual assault is a crime that is detrimental to readiness, retention, and morale. It attacks the human dignity of Sailors and Marines and is inconsistent with the Navy's ethos. According to Navy Administrative Message 282-09, dated September 2009, the Navy is committed to eliminating sexual assault from its ranks and being on the cutting edge of all sexual assault prevention and response-related programs.

ii. On 3 May 2011, we issued Naval Audit Service Report N2011-0031, "Responses to Phone Calls Made to Department of the Navy Sexual Assault-Related Phone Numbers." In this audit, we found a significant number of instances in which DON sexual assault-related phone numbers were not posted on installation or unit Web sites, or phone calls made to posted phone numbers were improperly handled (see Enclosure (4) for details).

iii. In response to an Under Secretary of the Navy request, we conducted a follow-on audit and issued Naval Audit Service Report N2011-0052, "Test of Department of the Navy Sexual Assault-Related Phone Numbers" dated 26 August 2011. In that audit we found significant improvement in the number of Navy and Marine Corps installations posting sexual assault-related phone numbers on installation Web sites. However, while responses to auditor-placed phone calls showed overall improvement, 25 percent (37 of 147) of the calls were still improperly handled (see reference (b) for details).

iv. The Under Secretary of the Navy again requested that we conduct a follow-on audit. As a result, we issued Naval Audit Service Report N2012-0021 "Fiscal Year 2012 First Quarter Test of Department of the Navy Sexual Assault-Related Phone Numbers" dated 17 February 2012. In this audit we found significant improvement in the number of Navy and Marine Corps installations posting sexual assault-related phone numbers on installation Web sites. However, while responses to auditor-placed phone calls showed overall improvement, 13 percent (17 of 130) of the calls were still improperly handled (See reference (c) for details).

v. For additional background, see Exhibit B in Enclosure (4).

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**b. Pertinent Guidance.**

i. **Chief of Naval Operations Instruction 1752.1B, “Sexual Assault Victim Intervention (SAVI) Program,”** 29 December 2006, prescribes procedures, and assigns responsibility for implementation of the Sexual Assault Victim Intervention Program.

ii. In response to our original report<sup>6</sup> recommendations, the Navy published guidance on advertising and validating sexual assault phone numbers, and the Navy Reserve published a checklist for Command Duty Officers on the protocols for responding to a call reporting an alleged sexual assault. Additionally, the Marine Corps issued a Marine Administrative Message and the Marine Forces Reserve issued Standard Operating Procedures establishing procedures for the helplines assisting victims of sexual assault.

- a. **Commander, Navy Installations Command Instruction 1752.2, “Monthly Sexual Assault Prevention and Response Validation Process,”** 17 June 2011, implements standard procedures for validating Sexual Assault Prevention and Response program response protocols throughout the Commander, Navy Installations Command enterprise on a monthly basis.
  - b. **Command Duty Petty Officer Sexual Assault Prevention and Response Telephone Procedures and Checklist,** establishes the procedures for a Command Duty Petty Officer responding to a call reporting an alleged sexual assault.
  - c. **Marine Administrative Message 509/11, “Standards for Responding to Victims of Domestic Violence and/or Sexual Assault,”** September 2011, establishes procedures on how helpline telephone numbers with 24/7 support for victims of sexual assault will be displayed, who can answer the call and how, and the required response time.
  - d. **Sexual Assault Prevention and Response 1752, “Standard Operating Procedures for Duty Sexual Assault Response,”** 27 April 2011, establishes standard operating procedures between Marine Forces Reserve Sexual Assault Prevention and Response staff, Unit Inspector/Instructor staff, and Marine Forces Reserve Uniformed Victim Advocates to standardize Marine Forces Reserve Help Line manning procedures.
- iii. For additional pertinent guidance, see Exhibit C in Enclosure (4).

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<sup>6</sup> Naval Audit Service Report N2011-0031, “Responses to Phone Calls Made to Department of the Navy Sexual Assault-Related Phone Numbers,” dated 3 May 2011.

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5. **Scope and Methodology.** Please see Enclosure (1).

6. **Summary of Results.**

a. While our fifth test of sexual assault-related phone numbers found overall improvement in the responses to auditor-placed phone calls to sexual assault-related phone numbers, 11 percent of the calls were improperly handled.<sup>7</sup> Office of the Chief of Naval Operations Instruction 1752.1B requires a 24/7 response capability be made available to victims of sexual assault. When a call to one of the posted phone numbers is not properly handled, the sexual assault victim may not receive proper attention and guidance, and may be discouraged from reporting the incident.

b. **Numbers on Web Sites.** We searched 246<sup>8</sup> DON component Web sites<sup>9</sup> to determine whether activities had posted a phone number that reached a Victim Advocate or Sexual Assault Response Coordinator 24 hours per day. One hundred percent of Navy Reserve standalone NOSCs and Marine Corps activities posted numbers; however, the Navy and the Marine Corps Reserves have room for improvement.

**Table 1. Located Sexual Assault-Related Phone Numbers by Component**

Date	Navy			NOSC			Marine Corps			MARFORRES		
	Searched	Found	% Found	Searched	Found	% Found	Searched	Found	% Found	Searched	Found	% Found
June 2010	65	36	55%	16	16	100%	16	12	75%	-	-	-
January 2011	65	41	63%	31	31	100%	16	14	88%	25	25	100%
August 2011	63	62	98%	20	20	100%	17	16	94%	25	25	100%
December 2011	65	64	98%	20	20	100%	17	17	100%	25	20	80%
February 2012	65	64	98%	72	72	100%	17	17	100%	92	81	88%

Note for MARFORRES February 2012 results: While Enclosure (1) states there are 93 stand-alone MARFORRES units, only 92 have Web sites.

c. **Handling of Phone Calls.** On 15 February 2012, we placed 230 phone calls covering 238 installations to DON sexual assault-related phone numbers. As shown in the following chart, 11 percent (26 of 230) of the auditor-placed phone calls were improperly handled (see Enclosure (1)). While this is an overall improvement from our

<sup>7</sup> Because of the limited scope of this audit, we did not determine the reasons why phone calls were improperly handled and why a limited number of DON Web sites did not post sexual assault-related phone numbers.

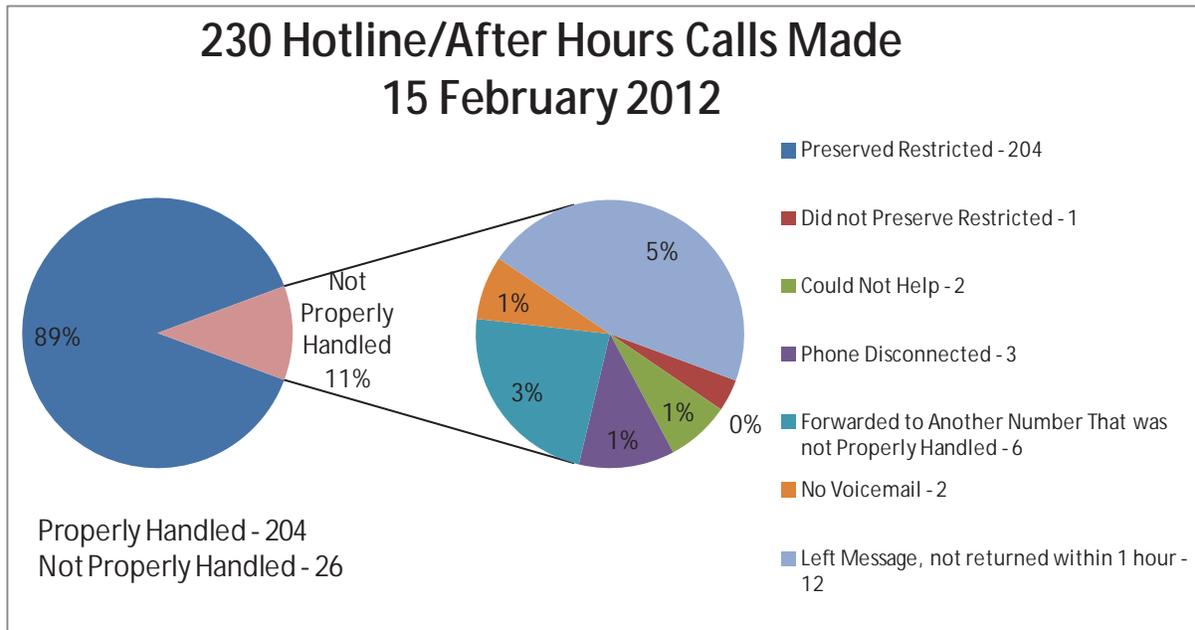
<sup>8</sup> We searched 100 percent of Navy installations, Marine Corps installations, and stand-alone Marine Corps Reserve units, and 99 percent of stand-alone NOSCs.

<sup>9</sup> Enclosure (1) explains our selection methodology.

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June 2010, January 2011, August 2011, and December 2011 tests<sup>10</sup> the percentage of improperly handled calls remains significant.

**Figure 1. Phone Call Results for February 2012**



d. More specific information, including explanatory comments and component specific data, is included in Enclosure (3).

e. Our 3 May 2011 report (N2011-0031) on these issues included recommendations to the Navy and Marine Corps components and the DON Sexual Assault Prevention and Response Office. Because the nature of our findings during the test remained essentially the same as those reported on earlier, and because the results of each test have shown an improvement as corrective actions have been implemented, we have not made recommendations in this report.

**7. Other Initiatives - Advertising a Centralized Phone Number.**

a) We were informed that two components were working towards advertising only a centralized phone number. Commander, Navy Installations Command issued a warning order on 10 April 2012 to promulgate the transition to the use of the DoD Safe Helpline as the only advertised Navy SAPR (Sexual Assault Prevention and Response) hotline number. Effective 1 May 2012, the DoD Safe Helpline will be the sole number advertised on all Navy Installation Web sites as the Navy's Sexual Assault Prevention

<sup>10</sup> The percentage of auditor-placed call that were improperly handled included 52 percent in June 2010; 44 percent in January 2011; 25 percent in August 2011; and 13 percent in December 2011.

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and Response Victim Advocate 24/7 response line. According to the warning order, advertising only one number will help eliminate confusion about multiple or non-working phone numbers and ensure that every victim is instantly connected to a trained SAPR Victim Advocate. Additionally, it provides one toll-free phone number that is easy to market and remember and ensures callers receive a consistent initial response to sexual assault from any location world-wide.

b) Additionally, the MARFORRES Sexual Assault Prevention and Response Program Manager informed us about MARFORRES's plan to advertise only the MARFORRES Wide Crisis Hotline number on MARFORRES unit Web sites. This crisis phone line reaches a Uniformed Victim Advocate at MARFORRES headquarters who can assist the caller via the phone and/or put the caller in touch with a local Uniformed Victim Advocate.

**7. Additional Information**

a. Please provide all correspondence to the Assistant Auditor General for Manpower and Reserve Affairs Audits, Jonathan Kleinwaks, jonathan.kleinwaks@navy.mil, with a copy to the Director, Policy and Oversight, Vicki McAdams, vicki.mcadams@navy.mil. Please submit correspondence in electronic format (Microsoft Word or Adobe Acrobat file), and ensure that it is on letterhead and includes a scanned signature.

b. Any requests for this report under the Freedom of Information Act must be approved by the Auditor General of the Navy as required by reference (c).

c. We appreciate the cooperation and courtesies extended to our auditors during the audit.



JONATHAN KLEINWAKS  
Assistant Auditor General  
Manpower and Reserve Affairs Audits

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CNO (VCNO, DNS-33, N40, N41)

CMC (RFR, ACMC, MCCS, MARFORRES)

BUPERS (OOIG31): (N13, N135)

CNIC (OOG) (FFSC)

CNP

CNR (N095)

DON CIO

NAVINGEN (NAVIG-4)

AFAA/DO

## Scope and Methodology

We conducted this limited scope audit from 15 February 2012 to 7 June 2012, as a follow-on to the following audits: “Responses to Phone Calls Made to Department of the Navy Sexual Assault-Related Phone Numbers” (N2011-0031, dated 3 May 2011), “Test of Department of the Navy Sexual Assault-Related Phone Numbers” (N2011-0052, dated 26 August 2011), and “Fiscal Year 2012 First Quarter Test of Department of the Navy Sexual Assault-Related Phone Numbers” (N2012-0021, dated 17 February 2012). We searched for, but did not identify any other audits or external reviews of the sexual assault hotline or after-hours phone numbers.

**Navy:** We searched the 65 Navy installations identified on the Commander, Navy Installations Command public Web site as of January - February 2012.

**Marine Corps:** We searched the 17 Marine Corps installations identified on the Marine Corps Installation East and West Web sites as of January - February 2012.

**Navy Operational Support Centers:** We searched 72 of 73<sup>11</sup> standalone Navy Operational Support Centers on the Commander, Navy Reserve Forces Command private Web site as of January - February 2012.

**Marine Corps Reserve:** We searched the 93<sup>12</sup> standalone Marine Corps Reserve units on the Marines’ public Web site as of January - February 2012.

To determine if individual installation, Navy Operational Support Center, and unit Web sites advertised a phone number that reached a Victim Advocate 24 hours a day, 7 days a week, we searched, when available, the homepage, the local Fleet and Family Support Center page, the local Marine Corps Community Support page, the local family readiness page, the local counseling page, and any additional local Web pages that indicated information on sexual assault was available. Additionally, we used the local search engine<sup>13</sup> and conducted a search for the words “sexual assault.” If we were still unable to locate a phone number for a Victim Advocate who was available 24 hours a day, 7 days a week, we concluded that the Web site did not have the information available.

To determine whether initial responses to phone calls made were timely and appropriate, on 15 February 2012, we made 230 test phone calls to sexual assault 24/7, hotline, and

<sup>11</sup>We tested 72 of 73 (99 percent) of stand-alone NOSC, because we inadvertently searched for NOSC Springfield, MO, which is not considered a stand-alone NOSC, instead of NOSC Springfield, OR, which is considered a stand-alone NOSC.

<sup>12</sup> Only 92 stand alone Marine Corps Reserve units have Web sites.

<sup>13</sup>We used the search engine only when it searched the specific Web site, not a larger hosting command’s Web site. For example, if a Marine Corps Reserve unit advertised a search engine for the entire Marines’ public Web site, we did not use the search engine.

after-hours phone numbers, covering 238 DON activities<sup>14</sup> (see Enclosure (2) for a list of activities contacted and/or visited).

We made the calls to determine if:

- The phone number worked;
- Someone answered the phone;
- The person answering the phone could refer the caller to a Victim Advocate or Sexual Assault Response Coordinator; and
- The person answering could preserve the restricted reporting option required by the Department of Defense.<sup>15</sup>

We followed up on our 3 May 2011 closed recommendations<sup>16</sup> and determined that the corrective actions taken show reasonable improvement in the percentage of properly handled auditor-placed phone calls to DON sexual assault-related phone numbers since our first test on June 2010.<sup>17</sup>

We did not review internal controls because of the large number of activities involved (238 unique Navy and Marine Corps installations, Navy Operational Support Centers, and Marine Corps Reserve units).

Within the limited parameters explained above, we conducted this performance audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

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<sup>14</sup> Some activities had the same number while other ones had multiple numbers. Also, we did not call Navy installations that had posted links only to Department of Defense Safe Helpline.

<sup>15</sup> Restricted reporting allows Service members to report they have been a victim of sexual assault to specific officials on a confidential basis.

<sup>16</sup> Our 3 May 2011 report (N2011-0031) included 17 recommendations to the Navy and Marine Corps components and the DON Sexual Assault Prevention and Response Office. Of these recommendations, 16 have been closed and 1 remains open with the target completion date in June 2012.

<sup>17</sup> Forty-eight percent of phone calls made in June 2010 were properly handled compared to 89 percent of the phone calls made in February 2012. See Enclosure (4) and Section 6, "Summary of Results," respectively, for more detail.

## **Federal Managers' Financial Integrity Act**

The Federal Managers' Financial Integrity Act of 1982, as codified in Title 31, United States Code, requires each Federal agency head to annually certify the effectiveness of the agency's internal and accounting system controls. In our opinion, the conditions noted in this report and taken in conjunction with prior reports on this subject may warrant reporting in the Auditor General's annual Federal Managers' Financial Integrity Act memorandum identifying management control weaknesses to the Secretary of the Navy.

Enclosure (2):

## Activities Contacted and/or Visited

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### **Department of the Navy**

Office of the Under Secretary of the Navy, Arlington, VA\*

Office of the Assistant Secretary of the Navy, Manpower and Reserve Affairs, Arlington, VA

Department of the Navy, Sexual Assault Prevention and Response Office, Arlington, VA

### **Navy**

Chief of Naval Operations N135, Arlington, VA

Chief of Navy Reserve, Arlington, VA

Commander, Navy Installations Command, Washington, DC

### **Marine Corps**

Office of the Deputy Commandant of the Marine Corps, Manpower and Reserve Affairs  
Quantico, VA

Office of the Commander, Marine Forces Reserve, New Orleans, LA

### **Navy Installations**

Naval Support Activity Annapolis, MD

Naval Air Station Patuxent River, MD

Naval Weapons Station Earle, NJ

Naval Weapons Station Yorktown, VA

Cheatham Annex, VA

Naval Air Station Corpus Christi, TX

Naval Air Station Meridian, MS

Naval Submarine Base Kings Bay, GA

Naval Support Activity Saratoga Springs, NY

Naval Support Activity Bethesda, MD

Naval Support Activity Washington, DC

Joint Base Anacostia-Bolling, Washington, DC

Naval Support Activity South Potomac, VA

Naval Support Facility Dahlgren, VA

Naval Support Facility Indian Head, MD

Naval Station Newport, RI

Naval Submarine Base New London, CT

Naval Support Activity Philadelphia, PA

Naval Shipyard Portsmouth, VA

Norfolk Naval Shipyard, VA

Naval Station Norfolk, VA

\*Designates activity visited.

Joint Expeditionary Base Little Creek-Fort Story, VA  
Naval Support Activity Mechanicsburg, PA  
Naval Air Station Oceana, VA  
Dam Neck Annex, VA  
Naval Support Activity Northwest Annex, VA  
Naval Air Station Kingsville, TX  
Naval Air Station Joint Reserve Base New Orleans, LA  
Naval Construction Battalion Center Gulfport, MS  
Naval Air Station Pensacola, FL  
Naval Air Station Whiting Field, FL  
Naval Support Activity Panama City, FL  
Naval Air Station Joint Reserve Base Forth Worth, TX  
Naval Air Station Orlando, FL  
Naval Station Mayport, FL  
Naval Air Station Key West, FL  
Naval Base Kitsap, WA  
Naval Station Everett, WA  
Naval Air Station Whidbey Island, WA  
Naval Station Great Lakes, IL  
Naval Support Activity Mid-South, Millington, TN  
Naval Air Station Fallon, NV  
Naval Air Station Lemoore, CA  
Naval Air Station China Lake, CA  
Naval Weapon Station Seal Beach, CA  
Naval Base Ventura, CA  
Naval Base Coronado, CA  
Naval Base Point Loma, CA  
Naval Air Facility El Centro, CA  
Naval Support Activity Monterey, CA  
Naval Support Activity Hampton Roads, VA  
Naval District Washington Region, DC  
Navy Information Operations Command Sugar Grove, WV  
Surface Combat System Center Wallops Island, VA  
Navy Recruiting Center Solomons, MD  
Naval Base San Diego, CA  
Joint Base McGuire-Dix-Lakehurst, NJ

**Marine Corps Installations**

Marine Corps Air Station New River, NC  
Marine Corps Logistics Base Albany, GA  
Marine Corps Base Camp Pendleton, CA  
Marine Corps Air Station Camp Pendleton, CA  
Marine Corps Mountain Warfare Training Center Bridgeport, CA

Marine Corps Air Facility Quantico, VA  
Marine Corps Recruit Depot Parris Island, SC  
Marine Corps Air Station Beaufort, SC  
Marine Corps Air Station Cherry Point, NC  
Marine Corps Base Camp Lejeune, NC  
Henderson Hall, Arlington, VA  
Marine Corps Air Station Yuma, AZ  
Marine Corps Air Station Miramar, CA  
Marine Air Ground Task Force Training Command 29 Palms, CA  
Marine Corps Logistics Base Barstow, CA  
Deployment Processing Command – East, Camp Lejeune, NC  
Marine Corps Support Facility Blount Island, FL

**Navy Operational Support Centers (NOSCs)**

NOSC Decatur, IL  
NOSC Alameda, CA  
NOSC Charlotte, NC  
NOSC Rochester, NY  
NOSC Wilmington, DE  
NOSC Chattanooga, TN  
NOSC Denver, CO  
NOSC Buffalo, NY  
NOSC Albuquerque, NM  
NOSC White River Junction, VT  
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NOSC Bangor, ME  
NOSC Lansing, MI  
NOSC Kansas City, MO  
NOSC Avoca, PA

**Marine Corps Reserve Units**

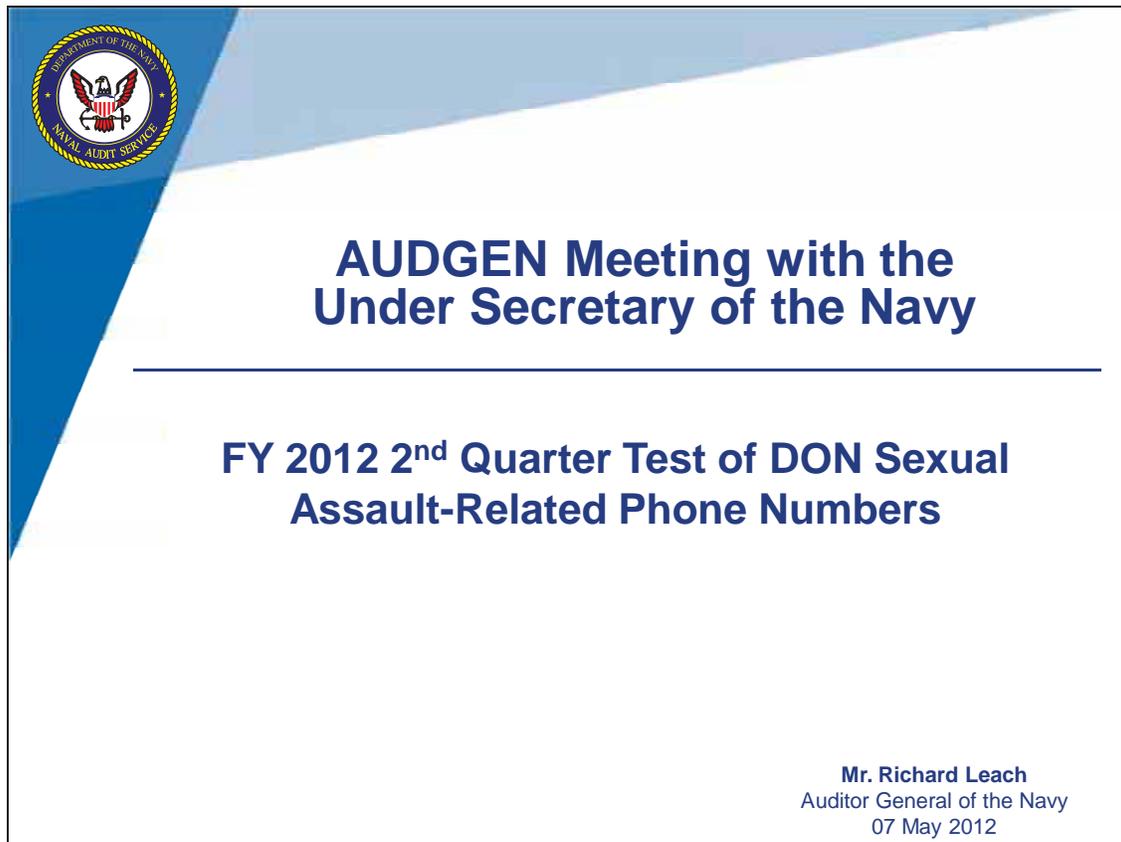
Company E, Anti-Terrorism Battalion at Bessemer, AL  
Headquarters and Service Company, Anti-Terrorism Battalion at Bessemer, AL  
Support Company, Anti-Terrorism Battalion at Bessemer, AL  
3rd Force Recon Company at Mobile, AL  
4th Ground Sensor Platoon Headquarters and Service Battalion Company Intelligence Support Battalion at Mobile, AL  
3rd Air and Naval Gunfire Liaison Company at Bell, CA  
Motor Transport Maintenance Company 4th Maintenance Battalion at Sacramento, CA  
Beach and Terminal Operations Company A 4th Landing Support Battalion at San Jose, CA  
Detachment Headquarters and Service Company 4th Landing Support Battalion at San Jose, CA  
Detachment Landing Support Equipment Company 4th Landing Support Battalion at San Jose, CA  
4th Force Reconnaissance Company at Alameda, CA  
Company C, 1st Battalion, 25th Marines Regiment at Plainville, CT  
Detachment Headquarters and Service Company, 1st Battalion, 25th Marines Regiment at Plainville, CT  
Bulk Fuel Company B, 6th Engineering Support Battalion at Wilmington, DE  
Detachment Engineering Support Company, 6th Engineering Support Battalion, at Wilmington, DE  
2nd Human Intelligence Support Team, Company C, Intelligence Support Battalion at Hialeah, FL  
Detachment Headquarters and Service Company, 4th Tank Battalion at Hialeah, FL  
2nd and 3rd Platoon Company E, Anti-Terrorism Battalion at Tallahassee, FL  
4th Air and Naval Gunfire Liaison Company at West Palm Beach, FL  
Detachment 2 Motor Transport Maintenance Company, 4th Maintenance Battalion at Augusta, GA  
Company C, 4th Tank Battalion, at Boise, ID  
Engineering Company C, 6th Engineering Support Battalion, at Peoria, IL  
Detachment Communications Company, Headquarters Battalion at Indianapolis, IN  
Detachment Electronic Maintenance Company, 4th Maintenance Battalion at Indianapolis, IN  
Engineering Company B, 6th Engineering Support Battalion at Southbend, IN  
Company K, 3rd Battalion 24th Marines Regiment at Terre Haute, IN  
General Support Ammo Platoon at Topeka, KS  
Detachment Engineering Maintenance Company at Wichita, KS  
Electronic Maintenance Company at Wichita, KS  
Company F, Anti-Terrorism Battalion at Lafayette, LA  
Bridge Company A 6th Engineering Support Battalion at Battle Creek, MI  
Detachment Headquarters and Service Company, 6th Engineering Support Battalion at Battle Creek, MI

Engineering Support Company, 6th Engineering Support Battalion at Battle Creek, MI  
Company A, 1st Battalion, 24th Marines Regiment at Grand Rapids, MI  
Company C, 1st Battalion, 24th Marines Regiment at Lansing, MI  
Company K, 3rd Battalion, 24th Marines Regiment at Bridgeton, MO  
Headquarters and Service Company, 3rd Battalion, 24th Marines Regiment at Bridgeton,  
MO  
2nd and 3rd Platoon, Company D, Anti-Terrorism Battalion at Billings, MT  
Detachment Headquarters Company, Headquarters and Service Battalion at Charlotte,  
NC  
Detachment Military Police Company, Headquarters Battalion at Wahpeton, ND  
Company I, 3rd Battalion, 25th Marines Regiment at Buffalo, NY  
Company A, Anti-Terrorism Battalion at Rochester, NY  
Weapons Company, 3rd Battalion, 25th Marines Regiment at Akron, OH  
Headquarters and Service Company, 3rd Battalion, 25th Marines Regiment at Brook  
Park, OH  
Weapons Company, 1st Battalion, 24th Marines Regiment at Perrysburg, OH  
Detachment Headquarters and Service Company, Landing Support Battalion at Vienna,  
OH  
Landing Support Equipment Company, 4th Landing Support Battalion at Vienna, OH  
Tow Section, 1st Battalion, 23rd Marines Regiment at Broken Arrow, OK  
Tow Section, 1st Battalion, 24th Marines Regiment at Broken Arrow, OK  
Tow Section, 1st Battalion, 25th Marines Regiment at Broken Arrow, OK  
Tow Section, 2nd Battalion, 23rd Marines Regiment at Broken Arrow, OK  
Tow Section, 2nd Battalion, 24th Marines Regiment at Broken Arrow, OK  
Tow Section, 2nd Battalion, 25th Marines Regiment at Broken Arrow, OK  
Tow Section, 3rd Battalion, 23rd Marines Regiment at Broken Arrow, OK  
Tow Section, 3rd Battalion, 24th Marines Regiment at Broken Arrow, OK  
Tow Section, 3rd Battalion, 25th Marines Regiment at Broken Arrow, OK  
Detachment Engineering Support Company, 6th Engineering Support Battalion at  
Portland, OR  
Headquarters and Service Company, 6th Engineering Support Battalion at Portland, OR  
Detachment Engineering Support Company, 6th Engineering Support Battalion at  
Springfield, OR  
Detachment Headquarters and Service Company, 6th Engineering Support Battalion at  
Springfield, OR  
Engineering Company A, 6th Engineering Support Battalion at Springfield, OR  
1st and 2nd Platoon Truck Company, Headquarters Battalion at Ebensburg, PA  
Truck Company, Headquarters Battalion at Erie, PA  
Detachment Marine Wing Support Squadron-471, Marine Wing Support Group-47 at  
Johnstown, PA  
Company K, 3rd Battalion, 25th Marines Regiment at North Versailles, PA  
Military Police Company B, Headquarters and Service Battalion at North Versailles, PA  
Surgical Company A, 4th Medical Battalion at North Versailles, PA

Ammo Company, 4th Supply Battalion at Greenville, SC  
Company L, 3rd Battalion, 24th Marines Regiment at Gray, TN  
Detachment Surgical Company A, 4th Medical Battalion at Knoxville, TN  
Company D, 4th Combat Engineering Battalion at Knoxville, TN  
Detachment Engineering Support Company, 4th Combat Engineering Battalion at  
Knoxville, TN  
Detachment Headquarters and Service Company, 4th Combat Engineering Battalion at  
Knoxville, TN  
Company B, Anti-Terrorism Battalion at Amarillo, TX  
3rd Platoon, Company B, 4th Assault Amphibian Battalion at Galveston, TX  
Detachment Headquarters and Service Company, 4th Assault Amphibian Battalion at  
Galveston, TX  
Detachment Company C, 1st Battalion, 23rd Marines Regiment at Harlingen, TX  
Detachment Headquarters and Service Company, 1st Battalion, 23rd Marines Regiment  
at Harlingen, TX  
Company A, 1st Battalion, 23rd Marines Regiment at Houston, TX  
Headquarters and Service Company, 1st Battalion, 23rd Marines Regiment at Houston,  
TX  
Detachment Headquarters and Service Company, 6th Motor Transport Battalion at  
Lubbock, TX  
Direct Support Motor Transport Company B, 6th Motor Transport Battalion at Lubbock,  
TX  
Detachment General Support Motor Transport Company, 6th Motor Transport Battalion  
at Texarkana, TX  
Detachment Headquarters and Service Company, 6th Motor Transport Battalion at  
Texarkana, TX  
Detachment Headquarters and Service Company, 4th Tank Battalion at Yakima, WA  
Company B 4th Tank Battalion at Yakima, WA  
Detachment Bulk Fuel Company B, 6th Engineering Support Battalion at Green Bay, WI  
Detachment 11 Engineering Support Company, 6th Engineering Support Battalion at  
Green Bay, WI  
Company G, 2<sup>nd</sup> Battalion, 24th Marines Regiment at Madison, WI  
Company F, 2nd Battalion, 24th Marines Regiment at Milwaukee, WI  
Company A, 4th Combat Engineering Battalion at Charleston, WV  
Detachment Engineering Support Company, 4th Combat Engineering Battalion at  
Charleston, WV  
Detachment Headquarters and Service Company, 4th Combat Engineering Battalion at  
Charleston, WV

Enclosure (3):

# Briefing on “FY 2012 2<sup>nd</sup> Quarter Test of DON Sexual Assault-Related Phone Numbers”



Acronyms:

AUDGEN – Auditor General

DON – Department of the Navy



## Background & Objective

- Background
  - Under Secretary requested retest
    - Prior tests performed in June 2010, January, August, & December 2011
  - Status of 3 May 11 NAVAUDSVC recommendations
    - All concurred
      - Appropriate actions taken to address 16 of 17 recommendations
      - 1 open recommendation (6/1/12 target completion date)
        - » DON SAPRO – Plan & implement special studies to determine the effectiveness of sexual assault phone numbers, in part by using the results of the component unannounced test calls reported to the Director, DON SAPRO
- Objective
  - To verify that DON sexual assault-related phone numbers are advertised on DON installation Web sites, and that initial responses to phone calls made to those numbers are timely and appropriate

2

Acronym:

NAVAUDSVC – Naval Audit Service

DON SAPRO – Department of the Navy, Sexual Assault Prevention and Response Office



## Customers & Stakeholders

- Hon. Juan Garcia, ASN (M&RA)
- Ms. Jill Loftus, DON SAPRO Director
- VADM Van Buskirk, CNP
- VADM Debbink, CNR
- Ms. Anne Davis, CNIC Executive Director
- LtGen Milstead, DCMC (M&RA)
- LtGen Hummer, Commander Marine Forces Reserve

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Acronyms:

ASN (M&RA) – Assistant Secretary of the Navy (Manpower and Reserve Affairs)

CNIC – Commander, Navy Installations Command

CNP – Chief of Naval Personnel

CNR – Chief of Navy Reserve

DCMC (M&RA) – Deputy Commandant of the Marine Corps (Manpower and Reserve Affairs)

LtGen – Lieutenant General

VADM – Vice Admiral



## Criteria

- DoD Directive 6495.01, January 2012, Sexual Assault Prevention & Response (SAPR) Program
- DoD Instruction 6495.02, November 2008, Sexual Assault Prevention & Response Program Procedures
- SECNAVINST 1752.4A, December 2005, SAPR
- OPNAVINST 1752.1B, December 2006, SAVI Program
- CNIC INST 1752.2, June 2011, Monthly Sexual Assault Prevention & Response Validation Procedures\*
- Command Duty Petty Officer Sexual Assault Prevention & Response Telephone Procedures & Checklist\*
- MCO 1752.5A, February 2008, SAPR Program
- MARADMIN 509/11, September 2011, Standards for Responding to Victims of Domestic Violence &/or Sexual Assault\*
- MARADMIN 048/12, January 2012, Marine Corps 24/7 Sexual Assault Helpline\*
- 1752 SAPR, 27 April 2011, Standard Operating Procedures for Duty Sexual Assault Response\*

*\* Issued in response to NAVAUDSVC report recommendation*

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### Acronyms:

DoD – Department of Defense

MARADMIN – Marine Corps Administrative Message

MCO – Marine Corps Order

OPNAVINST – Chief of Naval Operations Instruction

SECNAVINST – Secretary of the Navy Instruction



## Noteworthy Accomplishments

- In response to our original audit report recommendations, all four components
  - Issued guidance related to advertising and answering phone calls
  - Conducted test of their sexual assault related phone numbers, with results ranging from 80% to 100% compliance
- In response to our FY 2012 2nd Quarter audit
  - MARFORRES and Navy took actions resulting in 100% compliance with posting sexual assault related phone numbers
  - Marine Corps removed 3 of the 4 not properly handled phone numbers, which were no longer in use

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### Acronyms:

MARFORRES – Marine Forces Reserves



## Locating Sexual Assault Related Phone Numbers

- Searched installation Web sites for sexual assault hotlines, 24/7, & after-hours phone numbers
  - Navy Installations – 65 Installations & Regions
  - Navy Reserve NOSC's – 72 stand alone NOSC's
  - Marine Corps Installations – 17 Installations
  - Marine Corps Reserve – 93 stand alone MFR Units
    - 92 units had a Web site

Date	Navy			NOSC			Marine Corps			MARFORRES		
	Searched	Found	% Found	Searched	Found	% Found	Searched	Found	% Found	Searched	Found	% Found
June 2010	65	36	55%	16	16	100%	16	12	75%	-	-	-
January 2011	65	41	63%	31	31	100%	16	14	88%	25	25	100%
August 2011	63	62	98%	20	20	100%	17	16	94%	25	25	100%
December 2011	65	64	98%	20	20	100%	17	17	100%	25	20	80%
February 2012	65	64	98%	72 *	72	100%	17	17	100%	92 *	81	88%

\* We tested 100% stand-alone Marine Corps Reserve units and 99% of stand-alone Navy Operational Centers (NOSC's) instead of a sample as done in previous tests

6

### Acronyms:

MARFORRES – Marine Forces Reserves

MFR – Marine Forces Reserve

NOSC's - Navy Operational Support Centers



## 15 Feb 12 Phone Call Test

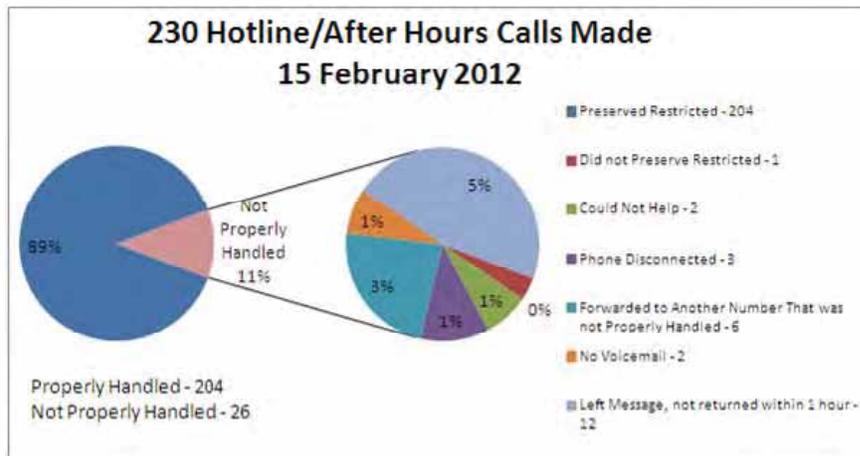
- Installations Called – 238
  - Navy – 57 of 65
  - Stand Alone Navy Operational Support Centers (NOSC) – 71 of 72
  - Marine Corps – 17 of 17
  - Marine Corps Reserve Stand Alone Units – 93 of 93
- Phone Numbers Called – 230\*
  - Navy 24/7/Hotline/After Hours phone numbers - 55
  - NOSC 24/7/Hotline/After Hours phone numbers - 98
  - Marine Corps 24/7/Hotline/After Hours phone numbers - 25
  - Marine Corps Reserve local numbers or provided by MARFORRES Wide Crisis Hotline – 63
- Calls made to determine if
  - Phone number worked
  - Phone number answered
  - Person answering could refer the caller to the Victim Advocate or Sexual Assault Response Coordinator
  - Person answering could preserve DoD required restricted reporting option\*\*

\* Called 100% of DON sexual assault-related phone numbers. Some numbers cover multiple components.

\*\* Restricted reporting – Allows service members to report they have been a victim of sexual assault to specific officials on a confidential basis.



## DON Combined Phone Call Results



Percentages slightly off due to rounding

**Properly handled means the test call was properly answered or auditor message was left and responded to within 1 hour, and the restricted option was preserved**



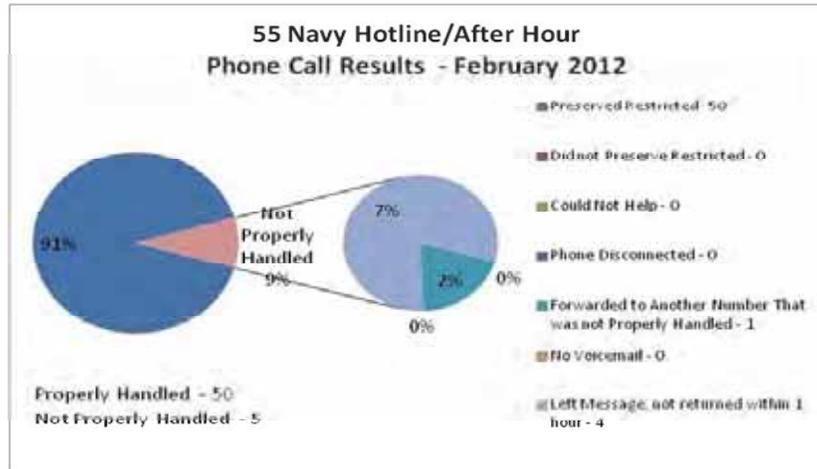
## Overall Phone Call Comparison

Overall	Jun-10	Jan-11	Aug-11	Dec-11	Feb-12
Phone Numbers Called	69	133	147	130	230
Installations Called	64	111	116	117	238
Properly Handled	33 48%	75 56%	110 75%	113 87%	204 89%
Not Properly Handled	36 52%	58 44%	37 25%	17 13%	26 11%
Did not Preserve Restricted Reporting Option	5 7%	8 6%	4 3%	1 1%	1 0%
Could Not Help	4 6%	5 4%	5 3%	4 3%	2 1%
Phone Disconnected	2 3%	2 2%	0 0%	1 1%	3 1%
Forwarded to Another Number That Was Not Properly Handled	4 6%	8 6%	7 5%	3 2%	6 3%
No Voicemail	6 9%	11 8%	7 5%	2 2%	2 1%
Left Message, not returned within 1 hour	15 22%	24 18%	14 10%	6 5%	12 5%

Percentages slightly off due to rounding



## Navy Installation Phone Call Results



Percentages slightly off due to rounding

Properly handled means the test call was properly answered or auditor message was left and responded to within 1 hour, and the restricted option was preserved



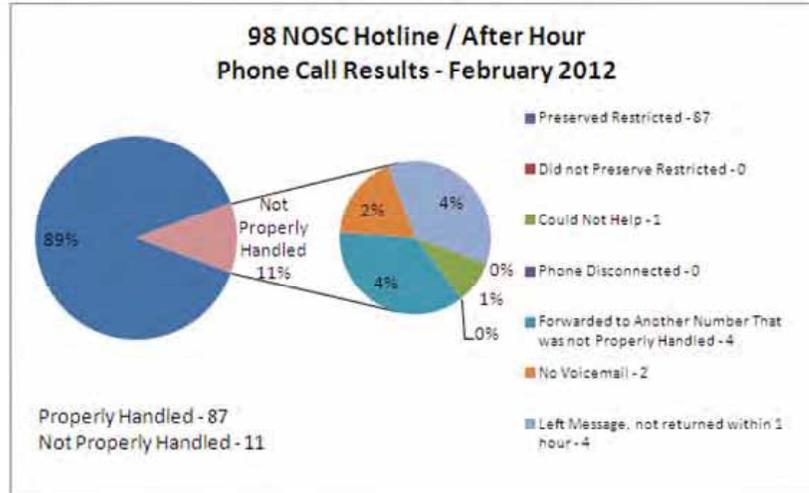
## Navy Installation Phone Call Comparison

Navy	Jun-10	Jan-11	Aug-11	Dec-11	Feb-12
Phone Numbers Called	32 -	46 -	55 -	60 -	55 -
Installations Called	36 -	41 -	55 -	57 -	57 -
Properly Handled	19 59%	25 54%	46 84%	56 93%	50 91%
Not Properly Handled	13 41%	21 46%	9 16%	4 7%	5 9%
Did not Preserve Restricted Reporting Option	1 3%	5 11%	2 4%	0 0%	0 0%
Could Not Help	0 0%	1 2%	0 0%	0 0%	0 0%
Phone Disconnected	1 3%	0 0%	0 0%	1 2%	0 0%
Forwarded to Another Number That Was Not Properly Handled	3 9%	4 9%	2 4%	1 2%	1 2%
No Voicemail	3 9%	4 9%	1 2%	1 2%	0 0%
Left Message, not returned within 1 hour	5 16%	7 15%	4 7%	1 2%	4 7%

Percentages slightly off due to rounding



## Stand Alone NOSCs Phone Call Results



Percentages slightly off due to rounding

Properly handled means the test call was properly answered or auditor message was left and responded to within 1 hour, and the restricted option was preserved



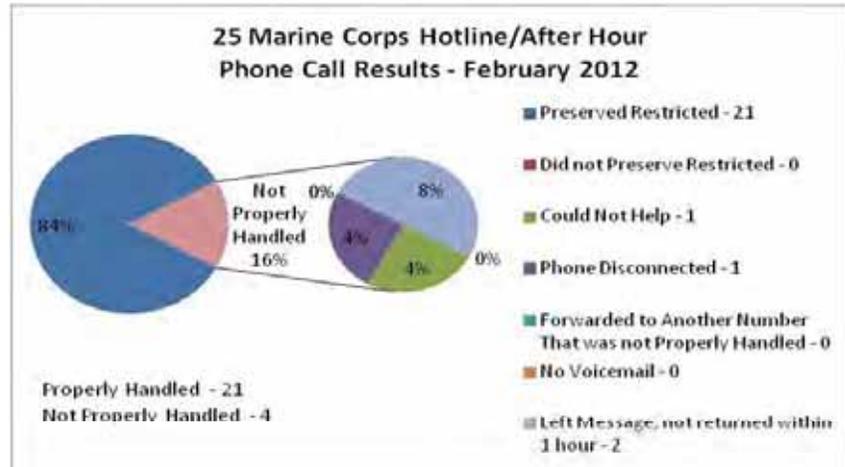
## Stand Alone NOSC's Comparison

NOSCs	Jun-10	Jan-11	Aug-11	Dec-11	Feb-12
Phone Numbers Called	17	31	28	22	98
Installations Called	16	31	20	19	71
Properly Handled	6 35%	24 77%	23 82%	18 82%	87 89%
Not Properly Handled	11 65%	7 23%	5 18%	4 18%	11 11%
Did not Preserve Restricted Reporting Option	3 18%	2 6%	0 0%	0 0%	0 0%
Could Not Help	2 12%	2 6%	1 4%	1 5%	1 1%
Phone Disconnected	1 6%	1 3%	0 0%	0 0%	0 0%
Forwarded to Another Number That Was Not Properly Handled	1 6%	0 0%	1 4%	2 9%	4 4%
No Voicemail	2 12%	1 3%	0 0%	0 0%	2 2%
Left Message, not returned within 1 hour	2 12%	1 3%	3 11%	1 5%	4 4%

Percentages slightly off due to rounding



## Marine Corps Installation Phone Call Results



Percentages slightly off due to rounding

Properly handled means the test call was properly answered or auditor message was left and responded to within 1 hour, and the restricted option was preserved



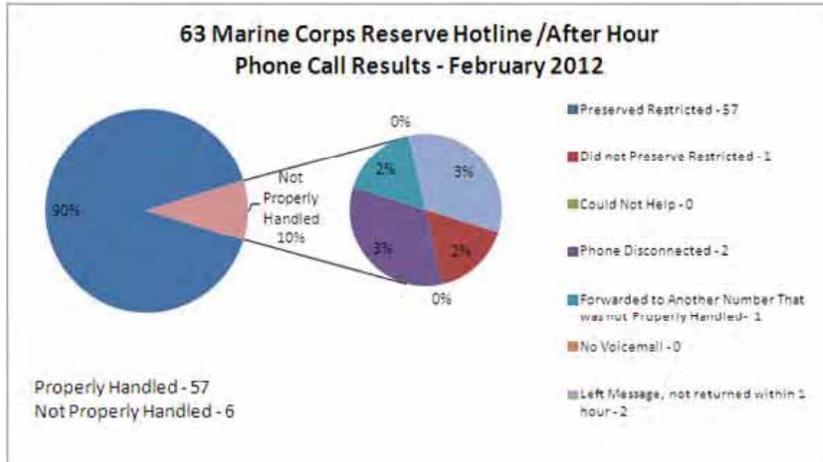
## Marine Corps Installation Phone Call Comparison

Marine Corps	Jun-10	Jan-11	Aug-11	Dec-11	Feb-12					
Phone Numbers Called	20	-	25	-	36	-	20	-	25	-
Installations Called	12	-	14	-	16	-	16	-	17	-
Properly Handled	8	40%	18	72%	27	75%	16	80%	21	84%
Not Properly Handled	12	60%	7	28%	9	25%	4	20%	4	16%
Did not Preserve Restricted Reporting Option	1	5%	0	0%	0	0%	0	0%	0	0%
Could Not Help	2	10%	0	0%	1	3%	0	0%	1	4%
Phone Disconnected	0	0%	0	0%	0	0%	0	0%	1	4%
Forwarded to Another Number That Was Not Properly Handled	0	0%	1	4%	0	0%	0	0%	0	0%
No Voicemail	1	5%	1	4%	5	14%	1	5%	0	0%
Left Message, not returned within 1 hour	8	40%	5	20%	3	8%	3	15%	2	8%

Percentages slightly off due to rounding



## Stand Alone Marine Corps Reserve Units Phone Call Results



Percentages slightly off due to rounding

**Properly handled means the test call was properly answered or auditor message was left and responded to within 1 hour, and the restricted option was preserved**



## Stand Alone Marine Corps Reserve Units Phone Call Comparison

Marine Corps Reserve Units	Jan-11	Aug-11	Dec-11	Feb-12
Phone Numbers Called	31	28	28	63
Installations Called	25	25	25	93
Properly Handled	8 (26%)	14 (50%)	23 (82%)	57 (90%)
Not Properly Handled	23 (74%)	14 (50%)	5 (18%)	6 (10%)
Did not Preserve Restricted Reporting Option	1 (3%)	2 (7%)	1 (4%)	1 (2%)
Could Not Help	2 (6%)	3 (11%)	3 (11%)	0 (0%)
Phone Disconnected	1 (3%)	0 (0%)	0 (0%)	2 (3%)
Forwarded to Another Number That Was Not Properly Handled	3 (10%)	4 (14%)	0 (0%)	1 (2%)
No Voicemail	5 (16%)	1 (4%)	0 (0%)	0 (0%)
Left Message, not returned within 1 hour	11 (35%)	4 (14%)	1 (4%)	2 (3%)

Percentages slightly off due to rounding

Enclosure (4):

Naval Audit Service Report N2011-0031,  
"Responses to Phone Calls Made to Department of  
the Navy Sexual Assault-Related Phone Numbers,"  
dated 3 May 2011

~~FOR OFFICIAL USE ONLY~~

  
**Naval Audit Service**

  
**Audit Report**  


**Responses to Phone Calls  
Made to Department of the Navy  
Sexual Assault-Related Phone Numbers**

This report contains information exempt from release under the Freedom of Information Act. Exemption (b)(6) applies.

~~Do not release outside the Department of the Navy  
or post on non-NAVAUDSWS Web sites  
without prior approval of the Auditor General of the Navy.~~

**N2011-0031  
3 May 2011**

~~FOR OFFICIAL USE ONLY~~

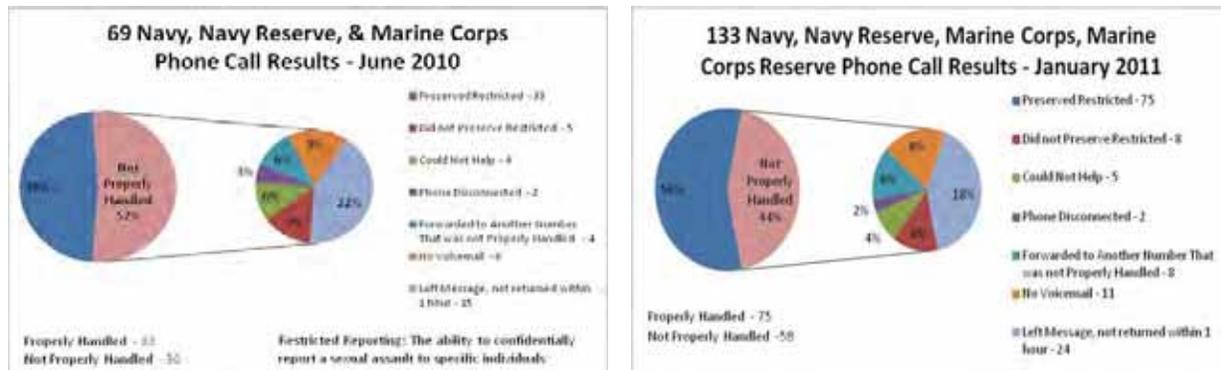
## Highlights of this Report

### Why the Audit was Conducted

This audit was self initiated to address the Secretary of the Navy's goal to reduce the number of sexual assaults in the Navy. The Department of the Navy (DON) is committed to eliminating sexual assault from its ranks and being on the cutting edge of all sexual assault prevention and response-related programs.

### What the Audit Found

Fifty-two percent (36 of 69) of auditor-placed phone calls to DON sexual assault-related phone numbers were improperly handled, including a significant number that were not answered because the number was disconnected or did not have voice mail. Followup 7 months later found only limited overall improvement across DON (44 percent were still improperly handled). Details are available in the Finding of this report.



We also found that a number of installation and unit Web sites did not contain sexual assault-related phone numbers. Although this improved from May 2010 (33 of 97, or 34 percent, lacked phone numbers) to December 2010 (26 of 137, or 19 percent, lacked phone numbers), the absence of phone numbers on Web sites remains a significant issue.

### What We Did

To test the effectiveness of DON sexual assault hotlines, the audit team made phone calls<sup>1</sup> to sexual assault-related phone numbers posted on various DON Web sites on 12 June 2010. We made another series of phone calls in January 2011 using the same method to locate the phone numbers called in June 2010. Because of the relationship between alcohol use and sexual assault, we made the phone calls on Saturdays.

### What DON Can Do to Address the Situation

We made recommendations to specific DON components pertaining to the posting of 24/7 operational sexual assault phone numbers on DON Web sites, training, oversight, and testing of phone numbers. The Navy activities took or planned appropriate corrective actions; however, the Marine Corps did not provide a response and we are resubmitting the recommendations to them. Additionally, we recommend that the DON Sexual Assault Prevention and Response Office conduct a special study, using the results of the component testing, to determine the effectiveness of sexual assault phone numbers. The DON Sexual Assault Prevention and Response Office did not agree to conduct the studies. We disagree with their rationale (see the Finding) and are resubmitting the recommendation to them.

<sup>1</sup> During the phone call, the auditors explained the nature and purpose of the call and did not present themselves as a victim of sexual assault.

## Obtaining Additional Copies

To obtain additional copies of this report, please use the following contact information:

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1006 Beatty Place SE  
Washington Navy Yard DC 20374-5005

## Providing Suggestions for Future Audits

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**DEPARTMENT OF THE NAVY**  
 NAVAL AUDIT SERVICE  
 1006 BEATTY PLACE SE  
 WASHINGTON NAVY YARD, DC 20374-5005

7510  
 N2010-NFO000-0111  
 3 May 11

MEMORANDUM FOR COMMANDER, NAVY INSTALLATIONS COMMAND  
 CHIEF OF NAVY RESERVE  
 COMMANDANT OF THE MARINE CORPS  
 DEPARTMENT OF THE NAVY SEXUAL ASSAULT  
 PREVENTION AND RESPONSE OFFICE

Subj: **RESPONSES TO PHONE CALLS MADE TO DEPARTMENT OF THE NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS (AUDIT REPORT N2011-0031)**

Ref: (a) NAVAUDSVC memo 7510/N2010-NFO000-0111, dated 11 Jun 10  
 (b) SECNAV Instruction 7510.7F, "Department of the Navy Internal Audit"

1. This report provides results of the subject audit announced in reference (a). Section A of this report provides our findings and recommendations, summarized management responses, and our comments on the responses. Section B provides the status of the recommendations. The full texts of management responses are included in the Appendixes. The table below notes the status by action command for each recommendation. The findings provide additional details on the responses (including explanations for the status), and Section B provides the target completion dates for each recommendation.

Command	Recommendation No.	Status
Commander, Navy Installations Command	1, 2, 3, 4	Open
Chief of Navy Reserve	5-6	Closed
	----- 7-8	----- Open
Commandant of the Marine Corps	9, 10, 11, 12, 13, 14, 15, 16	Undecided
Department of the Navy Sexual Assault Prevention and Response Office	17	Undecided

2. The undecided recommendations are being resubmitted to the original action addressees. The addressees are required to provide comments on the undecided

Subj: **RESPONSES TO PHONE CALLS MADE TO DEPARTMENT OF THE NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS (AUDIT REPORT N2011-0031)**

recommendations within 30 days, and they may comment on other aspects of the report, if desired. Open recommendations are subject to monitoring in accordance with reference (b). Management should provide a written status report on the open recommendations within 30 days after target completion dates. No further correspondence is required on the closed recommendations.

3. Please provide all correspondence to the Assistant Auditor General for Manpower and Reserve Affairs Audits, Mr. Jonathan Kleinwaks ,jonathan.kleinwaks@navy.mil, with a copy to the Director, Policy and Oversight, Ms. Vicki McAdams, vicki.mcadams@navy.mil. Please submit correspondence in electronic format (Microsoft Word or Adobe Acrobat file), and ensure that it is on letterhead and includes a scanned signature.
4. Any requests for this report under the Freedom of Information Act must be approved by the Auditor General of the Navy as required by reference (b). This audit report is also subject to followup in accordance with reference (b).
5. We appreciate the cooperation and courtesies extended to our auditors.



JONATHAN KLEINWAKS  
Assistant Auditor General  
Manpower and Reserve Affairs Audits

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UNSECNAV  
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ASSTSECNAV FMC (FMO)  
ASSTSECNAV EIE  
ASSTSECNAV MRA  
ASSTSECNAV RDA  
CNO (VCNO, DCNO (Total Force), DNS-33, N40, N41)  
CMC (ACMC)  
CNP (Director, Military Plans and Policy (N13))  
DON CIO  
NAVINGEN (NAVIG-4)  
AFAA/DO

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Section A:

# Finding, Recommendations, and Corrective Actions

## Finding: Department of the Navy Initial Responses to Sexual Assault-Related Phone Calls

### Synopsis

We found a significant number of instances in which Department of the Navy (DON) sexual assault-related phone numbers (hotline, after-hours, and/or victim advocate phone numbers) either were not posted on installation or unit Web sites or phone calls made to posted phone numbers were improperly handled. Office of the Chief of Naval Operations Instruction 1752.1B requires a 24/7 response capability be made available to victims of sexual assault seeking assistance. We searched for DON sexual assault-related phone numbers on various DON Web sites for Navy and Marine Corps installations, Navy Operational Support Centers (which are Navy Reserve activities), and Marine Corps Reserve units<sup>2</sup> for our June 2010 and January 2011 phone call tests. We found sexual assault related phone numbers were only posted on applicable Web sites for 66 percent (64 of 97) of the installations and units we analyzed in May 2010. This rate increased to 81 percent (111 of 137) in December 2010.

**Table 1. Located Sexual Assault Related Phone Numbers by Installation**

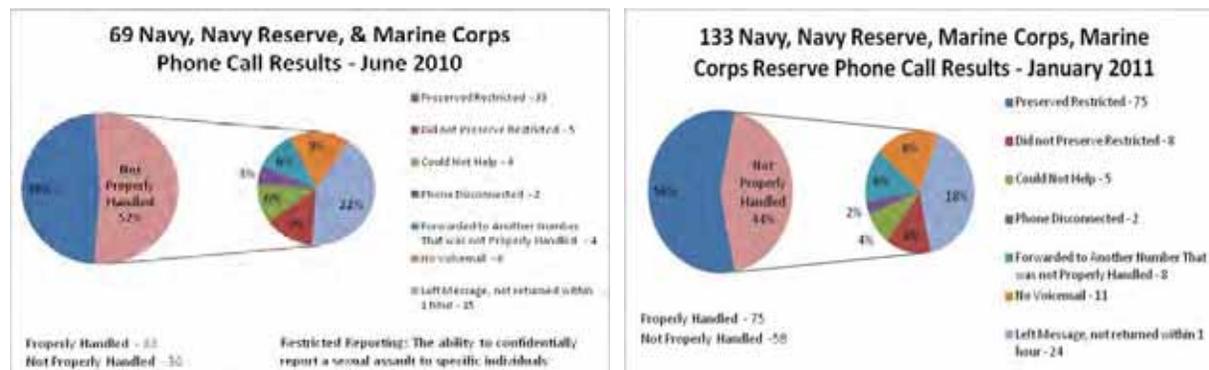
Installations	June 2010			January 2011		
	Searched	Found	% Found	Searched	Found	% Found
Navy	65	36	55	65	41	63
Marine Corps	16	12	75	16	14	88
NOSC	16	16	100	31	31	100
Marine Forces Reserve	-	-	-	25	25	100
Total	97	64	66	137	111	81

<sup>2</sup> We searched for Marine Corps Reserve Units in December 2010 and tested in January 2011 only.

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We tested the effectiveness of the phone numbers by placing calls to them on 12 June 2010 and 1 January 2011.<sup>3</sup> Only 48 percent (33 of 69) of our calls made to DON sexual assault-related phone numbers posted on various DON Web sites were properly handled<sup>4</sup> in June 2010. The rate of properly handled calls increased in January 2011, but only to 56 percent (75 of 133).

**Figure 1. Phone Call Results for June 2010 and January 2011**



Properly handled phone calls were those answered by a victim advocate or sexual assault response coordinator where responses preserved the restricted reporting option, and those in which a message was returned within 1 hour and the restricted reporting option was preserved.<sup>5</sup> It also included calls answered and forwarded to a victim advocate or sexual assault response coordinator.

Because of the large number of activities involved (93 unique Navy and Marine Corps installations and Navy Operational Support Centers, and 25 Marine Corps Reserve units), we did not determine the reasons why sexual assault-related phone numbers were not posted on DON Web sites and phone calls were improperly handled.

The phone numbers we contacted were posted on public Web sites so they could be called by sexual assault victims seeking assistance. When a call to one of the posted phone numbers is not properly handled, the sexual assault victim may not receive proper attention and guidance and may be discouraged from reporting the incident. Furthermore, there is a missed opportunity to improve the safety of the total force.

Specific component results for the Navy, Navy Reserve, Marine Corps, and Marine Corps Reserve can be found in the Audit Results section. Our audit was conducted between 11 June 2010 and 22 March 2011.

<sup>3</sup> Because of the relationship between alcohol use and sexual assault, we made the phone calls on Saturdays.

<sup>4</sup> More details on improperly handled phone calls are located in Exhibit A.

<sup>5</sup> The restricted reporting option allows service members to report they have been a victim of sexual assault to specific officials on a confidential basis.

## Reason for Audit and Objectives

This audit was initiated by the Auditor General of the Navy to address the Secretary of the Navy's goal to reduce the number of sexual assaults in the Navy.

The audit objectives were to: (1) verify that DON's initial responses to victim sexual assault complaints are effective, efficient, and appropriate; (2) verify that the proper DON entities are involved in sexual assault prevention and response activities, and their involvement is at an appropriate level of effort; and (3) identify the resources budgeted and/or expended on sexual assault prevention and response and its related activities. During the audit, we found various ongoing efforts by the commands to address the resources, roles, and responsibilities of the sexual assault prevention and response entities. Therefore, we decided not to review the resources and entities' efforts at this time.

## Background

Sexual assault is a crime that is detrimental to readiness, retention, and morale. It attacks the human dignity of Sailors and Marines and is inconsistent with the Navy's ethos. According to Navy Administrative Message (NAVADMIN) 282-09, the Navy is committed to eliminating sexual assault from its ranks and being on the cutting edge of all sexual assault prevention and response-related programs. In September 2009, the Secretary of the Navy held a Sexual Assault Summit for all the Flag Officers and Senior Executive Service staff to have an honest look at the issue of sexual assault prevention and response and discuss the strategy for reducing sexual assaults in the Navy. For additional background, please see Exhibit B.

## Communication with Management

Throughout the audit, we kept various commands informed of the conditions noted. We informed the Vice Chief of Naval Operations, Assistant Commandant of the Marine Corps, and the Chief of the Navy Reserve of the results of our first phone call test on 1 July 2010.

In February 2011, we briefed our preliminary results of the January 2011 phone call test to the Under Secretary of the Navy; the Assistant Secretary of the Navy, Manpower and Reserve Affairs; the Deputy Assistant Secretary of the Navy, Reserve Affairs; the Vice Chief of Navy Operations; the Director, Department of the Navy Sexual Assault Prevention and Response Office; the Sexual Assault Prevention and Response Executive Agent; the Executive Director, Commander, Navy Installations Command, the Chief of

Navy Reserve; Deputy Director, Personal and Family Readiness Division, Manpower and Reserve Affairs Department, Headquarters, United States Marine Corps; Commander Marine Forces Reserve; the Executive Director, Marine Forces Reserve. Also, we provided our preliminary results to the Deputy Commandant of the Marine Corps, Manpower and Reserve Affairs.

## Noteworthy Accomplishments

The Under Secretary of the Navy, the Vice Chief of Naval Operations, and the Assistant Commandant of the Marine Corps have each indicated that the conditions found by the audit are unacceptable and that they are implementing, or will continue to implement, corrective actions. The Under Secretary of the Navy has directed a followup audit effort to ensure corrective actions are effective.

## Audit Results – Navy

### Sexual Assault-Related Phone Numbers Posted on Navy Web Sites

We were able to locate posted sexual assault-related phone numbers for 55 percent and 63 percent of the installations in preparation for the June 2010 and January 2011 phone call tests, respectively.

**Table 2. Located Sexual Assault Related Phone Numbers by Installation**

Installations	June 2010			January 2011		
	Searched	Found	% Found	Searched	Found	% Found
Navy	65	36	55	65	41	63

In preparation for our June 2010 and January 2011 phone call tests, we searched in May 2010 and December 2010, respectively, for sexual assault-related phone numbers on installation and Fleet and Family Support Center Web sites for the 65 Navy installations identified on the Commander, Navy Installations Command public Web site.<sup>6</sup>

### Auditor Phone Calls Made to Navy Installation Sexual Assault-Related Phone Numbers

#### *12 June 2010 Navy Phone Call Results*

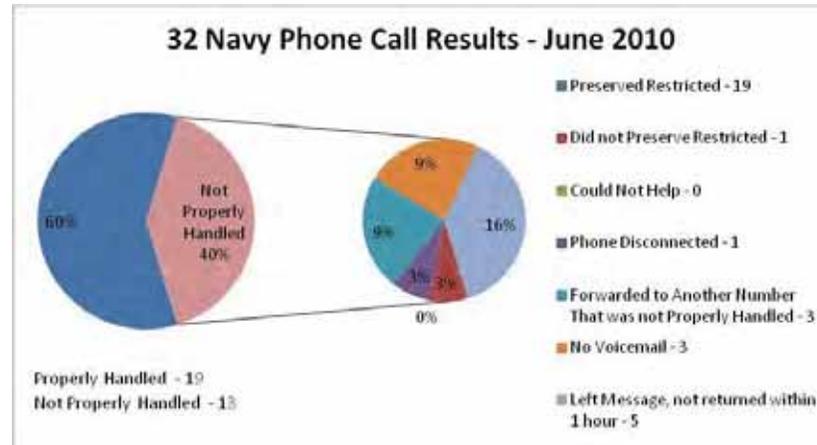
We called 32 posted sexual assault-related phone numbers covering 36 Navy installations. The results were as follows:

<sup>6</sup>The Commander, Navy Installations Command is a public Web site and does not require a Common Access Card or password for access.

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- 19 (60 percent) of the 32 calls were properly handled
- 13 (40 percent) of the 32 calls were not properly handled

**Figure 2.**



Because 40 percent of the posted phone numbers were not properly handled and the numbers we contacted could also be called by sexual assault victims seeking assistance, we sent a memo to the Vice Chief of Naval Operation and copied to Commander, Navy Installations Command and others about our preliminary results on 1 July 2010. In our memo, we suggested that the Navy take action to ensure that phone calls to posted sexual assault-related phone numbers were properly handled. In response, Commander, Navy Installations Command stated they initiated the following corrective action:

- Issued a Warning Order that establishes interim guidance for all regions to evaluate the accuracy of posted sexual assault prevention and response numbers in October 2010.

***1 January 2011 Navy Phone Call Results***

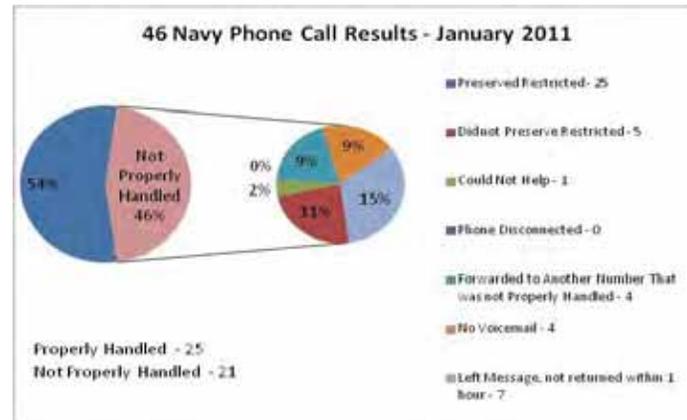
We called 46 posted sexual assault-related phone numbers covering 41<sup>7</sup> Navy installations as a followup. The results were as follows:

- 25 (54 percent) of the 46 calls were properly handled
- 21 (46 percent) of the 46 calls were not properly handled

<sup>7</sup> We searched for the same 65 Navy installations that were searched for in June 2010. We did not compare the phone call test results of June 2010 and January 2011 by installation because of various factors, including instances where phone numbers were changed, and situations where phone numbers for some installations were found for the June 2010 test but not for the January 2011 test.

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**Figure 3.**



*Comparison of 12 June 2010 and 1 January 2011 Navy Phone Call Results*

When we compared the phone call test results, we found that the percentage of improperly handled calls increased from 40 percent on 12 June 2010 to 46 percent on 1 January 2011. Based on the phone call test result, we concluded that improvement is needed in handling calls reporting a sexual assault.

**Table 3. Comparison of Phone Calls (Navy)**

Navy	Jun-10	Jan-11
Phone Numbers Called	32	46
Installations Called	36	41
Properly Handled	19 60%	25 54%
Not Properly Handled	13 40%	21 46%
Did not Preserve Restricted Reporting Option	1 3%	5 11%
Could Not Help	0 0%	1 2%
Phone Disconnected	1 3%	0 0%
Forwarded to Another Number That Was Not Properly Handled	3 9%	4 9%
No Voicemail	3 9%	4 9%
Left Message, not returned within 1 hour	5 16%	7 15%

## Recommendations and Corrective Actions -- Navy

Our recommendations, summarized management responses, and our comments on the responses, are presented below. The complete text of the Navy Installations Command management responses is in Appendix 1.

We recommend that Commander, Navy Installations Command:

**Recommendation 1.** Require a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be posted on an installation's Web site.

**Management response.** Concur. Commander, Navy Installations Command has directed that each installation will have a 24/7 victim response number for victim advocacy and support. The installation number will be posted on their respective web sites, along with the Safe Helpline number. Target completion date is 30 June 2011.

**Recommendation 2.** Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendation 1 have been properly trained and adhere to restricted reporting requirements.

**Management response.** Concur. Per enclosure (2), only Sexual Assault Response Coordinators/Victim Advocates will respond to the 24/7 phone number. Internal controls, policies, and procedures to ensure Sexual Assault Response Coordinators and Victim Advocates are properly trained and appropriately respond are currently in place. Navy Sexual Assault Response Coordinators are required to attend a 30-hour Victim Advocate Course prior to responding to a sexual assault report; in addition, Navy Sexual Assault Response Coordinators are required to take a 40-hour online training to be completed within 90 days of taking the position. Forty hours annual refresher training in the form of a Department of the Navy Sexual Assault Prevention and Response Summit is also mandated. Navy VAs are required to attend 30 hours of initial training provided by a qualified Sexual Assault Response Coordinator and 10 hours of annual refresher training. Additionally, Victim Advocates are required to work closely with Sexual Assault Response Coordinators to ensure proper reporting and response. Target completion date is 30 June 2011.

**Recommendation 3.** Conduct periodic unannounced test calls to phone numbers noted in Recommendation 1.

**Management response.** Concur. Commander, Navy Installations Command has directed that Installations will perform monthly verification calls to

100 percent of all Victim Response numbers. Additionally, Regional Operation Centers across the Enterprise are required to perform checklist driven random night/weekend calls to verify appropriate response. These spot checks include accuracy of any and all Web sites, that phone numbers work correctly, and to verify that proper procedures for Victim Advocate responses are in place. Any problems are reported immediately to the Commanding Officer/Executive Officer of the base, Region Commander, and the Commander, Navy Installations Command Battle Watch Captain, and must be addressed immediately. Target completion date is 31 May 2011.

**Recommendation 4.** Report results of unannounced test calls to Director, Department of the Navy Sexual Assault Prevention and Response Office.

**Management Response.** Concur. Aggregate results regarding unannounced test calls will be sent to the Department of the Navy Sexual Assault Prevention and Response Office on a quarterly basis. Target completion date is 15 July 2011.

**Naval Audit Service comment on responses to Recommendations 1-4.** Actions planned by the Commander, Navy Installation Command satisfy the intent of the recommendations, which are considered open pending completion of the actions.

## Audit Results – Navy Reserve

Sexual Assault-Related Phone Numbers Posted on Commander, Navy Reserve Forces Command Web Sites

We were able to locate posted after-hours numbers for 100 percent of the Navy Operational Support Centers for the June 2010 and January 2011 phone call tests.

**Table 4. Located Sexual Assault Related Phone Numbers by Installation**

Installations	June 2010			January 2011		
	Searched	Found	% Found	Searched	Found	% Found
NOSC	16	16	100%	31	31	100%

In preparation for our June 2010 phone call test, we obtained a list of the 73 stand-alone Navy Operational Support Centers from Commander, Navy Reserve Forces Command. We focused on stand-alone Navy Operational Support Centers because Chief of Naval Operations Instruction 1752.1B states that tenant commands having access to installation services at the time of a sexual assault report shall use installation victim support services

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and not develop their own program. In May 2010, we randomly selected 16 stand-alone Navy Operational Support Centers for testing on 12 June 2010. In December 2010, we randomly selected an additional 15 standalone Navy Operational Support Centers, along with the original 16 standalone centers, for testing on 1 January 2011.

We searched both the public and private<sup>8</sup> portions of the Commander, Navy Reserve Forces Command Web site in May 2010 and December 2010 for sexual assault-related phone numbers for the June 2010 and January 2011 tests, respectively.

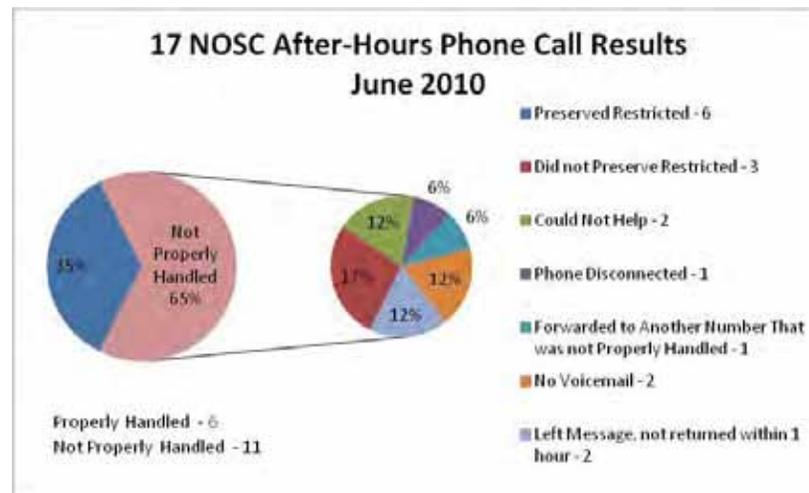
### Auditor Phone Calls Made to Navy Reserve Sexual Assault-Related Phone Numbers

#### *12 June 2010 Navy Reserve Phone Call Results*

We called 17 posted after-hours phone numbers covering 16 Navy Operational Support Centers. The results were as follows:

- 6 (35 percent) of the 17 calls were properly handled
- 11 (65 percent) of the 17 calls were not properly handled

**Figure 4.**



Because 65 percent of the posted phone numbers were not properly handled and the numbers we contacted could also be called by sexual assault victims seeking assistance, we sent a memo to the Chief of Navy Reserve about our preliminary results on 1 July 2010. In our memo, we suggested that the Navy Reserve take action to ensure that phone calls to posted sexual assault-related phone numbers were properly handled. In response, the Navy Reserve stated they initiated the following corrective actions:

<sup>8</sup>Unlike the private side, the public side of the Commander, Navy Reserve Forces Command Web site does not require a Common Access Card or password to access it.

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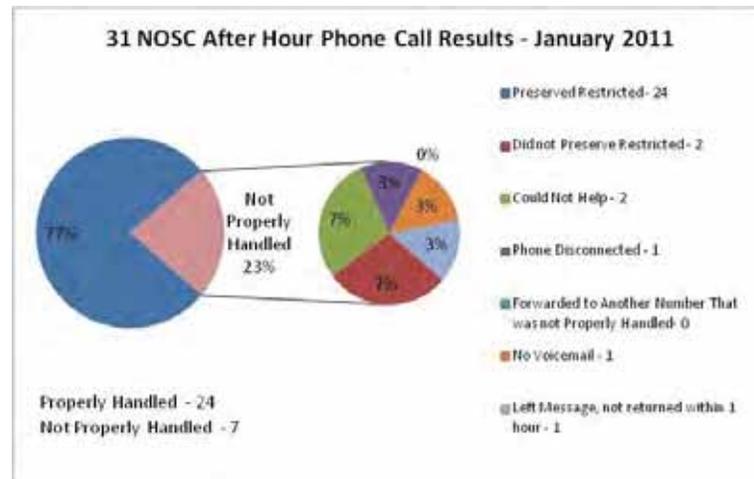
- Verified the accuracy of all Web site phone numbers
- Ensured that all Command Duty Officers were properly trained
- Ensured that all after-hours voice mail worked and contained proper direction to contact the Command Duty Officers

*1 January 2011 Navy Reserve Phone Call Results*

We called 31 posted after-hours numbers covering 31 Navy Operational Support Centers as a follow up. The results were as follows:

- 24 (77 percent) of the 31 calls were properly handled
- 7 (23 percent) of the 31 calls were not properly handled

**Figure 5.**



*Comparison of 12 June 2010 and 1 January 2011 Navy Reserve Phone Call Results*

When we compared the phone call test results of the Navy Reserve, we found that the percentage of calls improperly handled decreased from 65 percent on 12 June 2010 to 23 percent on 1 January 2011.

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**Table 5. Comparison of Phone Calls (Navy Reserve)**

Navy Reserve	Jun-10		Jan-11	
Phone Numbers Called	17	-	31	-
Installations Called	16	-	31	-
Properly Handled	6	35%	24	77%
Not Properly Handled	11	65%	7	23%
Did not Preserve Restricted Reporting Option	3	17%	2	7%
Could Not Help	2	12%	2	7%
Phone Disconnected	1	6%	1	3%
Forwarded to Another Number That Was Not Properly Handled	1	6%	0	0%
No Voicemail	2	12%	1	3%
Left Message, not returned within 1 hour	2	12%	1	3%

Further analysis shows significant improvement in the original 16 Navy Operational Support Centers called in June 2010 and retested in January 2011. Properly handled calls improved from 35 percent in June 2010 to 94 percent in January 2011 for the same 16 Navy Operational Support Centers. However, only 60 percent of the additional 15 Navy Operational Support Centers called only in January 2011 were properly handled. Based on the phone call test results, we conclude that there is room for improvement within the Navy Reserve in handling calls reporting a sexual assault.

**Table 6. Comparison of Phone Calls (Navy Operational Support Centers)**

Original NOSCs	Jun-10		Jan-11	
Phone Numbers Called	17	-	16	-
Installations Called	16	-	16	-
Properly Handled	6	35%	15	94%
Not Properly Handled	11	65%	1	6%

Additional NOSCs	Jan-11	
Phone Numbers Called	15	-
Installations Called	15	-
Properly Handled	9	60%
Not Properly Handled	6	40%
Did not Preserve Restricted Reporting Option	1	6.7%
Could Not Help	2	13.3%
Phone Disconnected	1	6.7%
Forwarded to Another Number That Was Not Properly Handled	0	0.0%
No Voicemail	1	6.7%
Left Message, not returned within 1 hour	1	6.7%

## Recommendations and Corrective Actions – Navy Reserve

Our recommendations, summarized management responses, and our comments on the responses, are presented below. The complete text of the Office of Chief of Navy Reserve responses is in Appendix 2.

We recommend that the Chief of Navy Reserve:

**Recommendation 5.** Require that a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be operational.

**Management response.** Concur. In April 2011, a Department of Defense hotline was established with a 24-hour call center and website which enables confidential live one-on-one online messaging. Action is considered complete as of April 2011.

**Recommendation 6.** Establish and implement internal controls, policies, and procedures to ensure persons answering sexual assault related and after-hours phone numbers have been properly trained and adhere to restricted reporting requirements.

**Management response.** Concur. A Sexual Assault Prevention and Response Checklist for duty personnel was created and disseminated to all Echelon IV commands. The checklist specifically addresses "Restricted and Unrestricted" options. Duty personnel are reminded not to ask any identifying information about the caller. Action is considered complete as of 17 February 2011.

**Naval Audit Service comment on responses to Recommendations 5-6.**

Actions taken by the Office of the Chief of Navy Reserve satisfy the intent of the recommendations, which are considered closed for reporting purposes.

**Recommendation 7.** Conduct periodic unannounced test calls to phone numbers noted in Recommendation 5.

**Management response.** Concur. Command Sexual Assault Prevention and Response personnel will conduct unannounced test calls to Echelon IV and V commands to ensure compliance with program requirements.

**Recommendation 8.** Report results of unannounced test calls to Director, Department of Navy, Sexual Assault Prevention and Response Office.

**Management response.** Concur. Will report results as requested. Action is considered complete once directed by director to cease unannounced test calls.

**Naval Audit Service comment on responses to Recommendations 7-8.** In subsequent communication, management provided a target date of “within the next year” for implementing Recommendations 7 and 8. Actions planned by the Office of the Chief of Navy Reserve satisfy the intent of the recommendations, which are considered open pending completion of the actions.

## Audit Results – Marine Corps

### Sexual Assault-Related Phone Numbers Posted on Marine Corps Web Sites

We were able to locate posted sexual assault-related phone numbers for the 75 percent and 88 percent of the installations in preparation for the June 2010 and January 2011 phone call tests, respectively.

**Table 7. Ability to Locate Sexual Assault-Related Phone Numbers by Installation**

Installations	June 2010			January 2011		
	Searched	Found	% Found	Searched	Found	% Found
Marine Corps	16	12	75	16	14	88

In preparation for our June 2010 and January 2011 phone call tests, we searched in May 2010 and December 2010, respectively, for sexual assault-related phone numbers on installation and Marine Corps Community Services Web sites for the 16 Marine Corps installations identified on [www.marines.mil](http://www.marines.mil).

### Auditor Phone Calls Made to Marine Corps Installation Sexual Assault-Related Phone Numbers

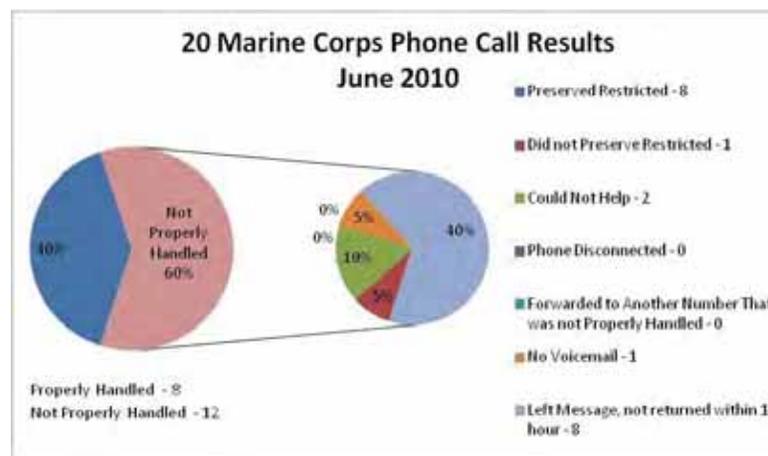
#### *12 June 2010 Marine Corps Phone Call Results*

We called 20 posted sexual assault related phone numbers covering 12 Marine Corps installations. The results were as follows:

- 8 (40 percent) of the 20 calls were properly handled
- 12 (60 percent) of the 20 calls were not properly handled

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Figure 6.



Because 60 percent of the posted phone numbers were not properly handled and the numbers we contacted could also be called by sexual assault victims seeking assistance, we sent a memo to the Assistant Commandant of the Marine Corps about our preliminary results on 1 July 2010. In our memo, we suggested that the Marine Corps take action to ensure that phone calls to posted sexual assault-related phone numbers were properly handled. In response, the Marine Corps stated they initiated the following corrective actions:

- All sexual assault hotline numbers are to be dedicated to 24/7 sexual assault victim response and properly manned with the expectation that each call will be responded to immediately. In the event that a live call cannot be taken, response time is to be no more than 15 minutes.
- Ensure that sexual assault prevention and response information is accessible on their dedicated Web sites, within no more than three clicks. Headquarters Marine Corps is designing a standardized template for a sexual assault prevention and response "button" for their Web sites. This button will contain the hotline number and additional information about available services with one click. The button will be located on the same side of the page on each Web site and will be easily recognizable for victims.
- The Headquarters Marine Corps Sexual Assault Prevention and Response Office conducted reviews at the installation level and stated they are taking corrective actions to ensure all installations are compliant with the new requirements.

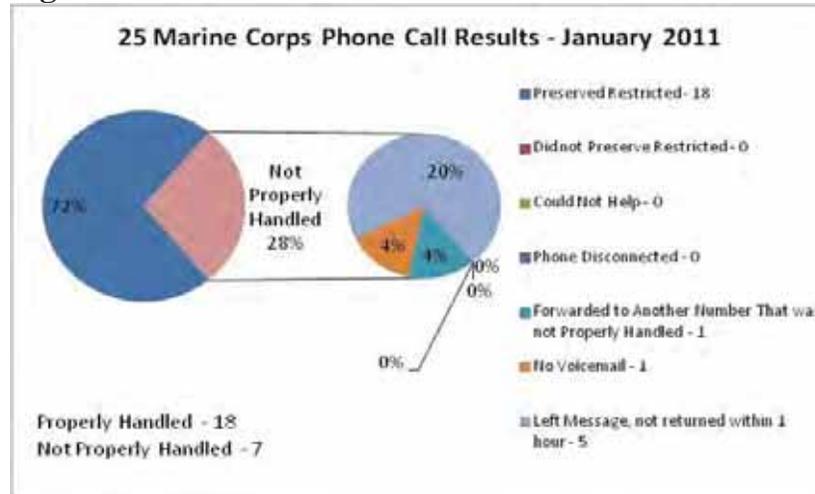
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***1 January 2011 Marine Corps Phone Call Results***

We called 25 Marine Corps-posted sexual assault-related phone numbers covering 14 Marine Corps installations<sup>9</sup> as a followup. The results were as follows:

- 18 (72 percent) of the 25 calls were properly handled
- 7 (28 percent) of the 25 calls were not properly handled

**Figure 7.**



***Comparison of 12 June 2010 and 1 January 2011 Marine Corps Phone Call Results***

When we compared the sexual assault phone call test results of the Marine Corps, we found the percentage of calls improperly handled decreased from 60 percent on 12 June 2010 to 28 percent on 1 January 2011. Based on the phone call test results, we concluded that there was a significant improvement within 7 months. However, there is still room for improvement within the Marine Corps in handling calls reporting a sexual assault.

<sup>9</sup>We searched for the same 16 Marine Corps installations that were searched for in June 2010. We did not compare the test results of June 2010 and January 2011 by installation because of various factors, including instances where phone numbers were changed, and situations where phone numbers for some installations were found for the June 2010 tests but not for the January 2011 test.

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**Table 8. Comparison of Phone Calls (Marine Corps)**

Marine Corps	Jun-10		Jan-11	
Phone Numbers Called	20	-	25	-
Installations Called	12	-	14	-
Properly Handled	8	40%	18	72%
Not Properly Handled	12	60%	7	28%
Did not Preserve Restricted Reporting Option	1	5%	0	0%
Could Not Help	2	10%	0	0%
Phone Disconnected	0	0%	0	0%
Forwarded to Another Number That Was Not Properly Handled	0	0%	1	4%
No Voicemail	1	5%	1	4%
Left Message, not returned within 1 hour	8	40%	5	20%

**Recommendations and Corrective Actions – Marine Corps**

Our recommendations are presented below. The Marine Corps did not provide a response to the recommendations.

We recommend that the Commandant of the Marine Corps:

**Recommendation 9.** Require a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be posted on an installation’s Web site.

**Recommendation 10.** Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendation 9 have been properly trained and adhere to restricted reporting requirements.

**Recommendation 11.** Conduct periodic unannounced test calls to phone numbers noted in Recommendation 9.

**Recommendation 12.** Report results of unannounced test calls to Director, Department of the Navy Sexual Assault Prevention and Response Office.

**Naval Audit Service comment on the lack of a Marine Corps response to the recommendations.** Because the Marine Corps did not provide a response to the recommendations, we consider them to be undecided and are resubmitting them to the Commandant of the Marine Corps for a response.

## Audit Results – Marine Corps Reserve

### Sexual Assault-Related Phone Numbers Posted on Marine Forces Reserve Web Sites

We were able to locate posted sexual assault-related phone numbers (crisis hotlines) for 100 percent of the Marine Corps Reserve for January 2011 phone call tests.

**Table 9. Located Sexual Assault Related Phone Numbers by Installation**

Installations	June 2010			January 2011		
	Searched	Found	% Found	Searched	Found	% Found
MARFORRES	-	-	-	25	25	100%

In preparation for our January 2011 phone call test, we found a list of Marine Corps Reserve units on the Marine Forces Reserve Web site in December 2010. From the list, we identified 111 stand-alone Marine Corps Reserve units based on their proximity to other military installations. We randomly selected 25 standalone Marine Corps Reserve units to be tested. We focused on stand-alone Marine Corps Reserve units because Chief of Naval Operations Instruction 1752.1B states that tenant commands having access to installation services at the time of a report shall use installation victim support services and not develop their own program.

We searched the Marine Corps Reserve Web site in December 2010 for sexual assault-related phone numbers for the 25 Marine Corps Reserve standalone units. During our search, we found two hotlines, the MARFORRES-wide<sup>10</sup> crisis hotline and the New Orleans crisis hotline, both of which indicated they would receive sexual assault reports.

### Auditor Phone Calls Made to Marine Corps Reserve Sexual Assault-Related Phone Numbers

#### *1 January 2011 Marine Corps Phone Call Results*

The same uniformed victim advocate answered our calls to both the MARFORRES-wide and New Orleans crisis hotlines on 1 January 2011. He was unable to provide local uniformed victim advocate contact information for our selected 25 Marine Corps Reserve stand-alone units. However, he stated the Marine Corps Reserve was working on developing a local uniformed victim advocate point of contact list that would be available in early January.

We focused on the local uniformed victim advocate because Marine Corps Order 1752.5A states that a uniformed victim advocate is available to support victims of sexual

<sup>10</sup> MARFORRES is Marine Forces Reserve.

SECTION A: FINDING, RECOMMENDATIONS, AND CORRECTIVE ACTIONS

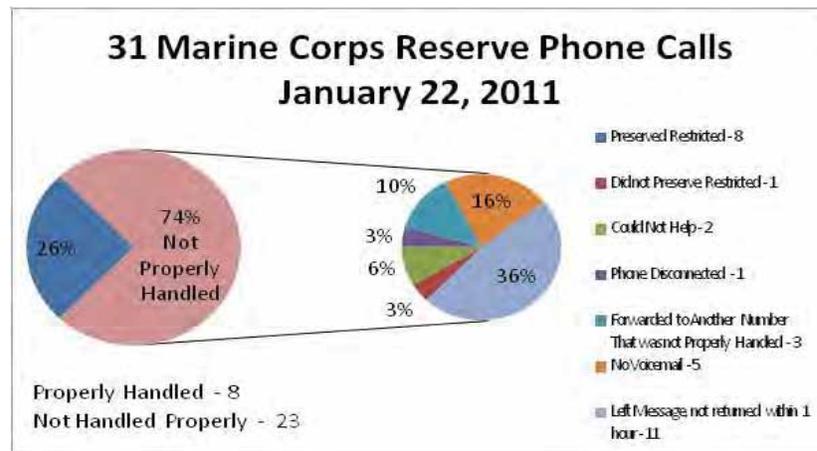
assault through medical care and court proceedings. Medical care needs to be administered as soon after a sexual assault as possible because of the time limitation in administering medication, conducting forensic tests, and collecting forensic evidence.

*22 January 2011 Marine Corps Reserve Phone Call Results*

We called the MARFORRES-wide crisis hotline again on 22 January 2011 to obtain the local uniformed victim advocate's phone number for our 25 selected Marine Corps Reserve standalone units. We were provided 31 phone numbers covering the 25 Marine Corps Reserve units. The results of our calls were as follows:

- 8 (26 percent) of the 31 calls were properly handled
- 23 (74 percent) of the 31 calls were not properly handled

**Figure 8.**



Based on the phone call test results, we concluded that significant improvement is needed within the Marine Corps Reserve in handling calls reporting a sexual assault.

## Recommendations and Corrective Actions – Marine Corps Reserve

Our recommendations are presented below. The Marine Corps did not provide a response to the recommendations.

We recommend that the Commandant of the Marine Corps:

**Recommendation 13.** Require that local uniformed victim advocate phone numbers provided by the MARFORRES-wide crisis hotline reach uniformed victim advocates or sexual assault response coordinators 24 hours per day.

**Recommendation 14.** Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendations 9 and 13 have been properly trained and adhere to restricted reporting requirements.

**Recommendation 15.** Conduct periodic unannounced test calls to phone numbers noted in Recommendation 13.

**Recommendation 16.** Report results of unannounced test calls to Director, Department of Navy Sexual Assault Prevention and Response Office.

**Naval Audit Service comment on the lack of a Marine Corps response to the recommendations.** Because the Marine Corps did not provide a response to the recommendations, we consider them to be undecided and are resubmitting them to the Commandant of the Marine Corps for a response.

## Audit Results – Department of the Navy Sexual Assault Prevention and Response Office

The Department of the Navy Sexual Assault Prevention and Response Office was set up in June 2010 to:

- Maintain visibility of sexual assault prevention and response programs and related activities as implemented by the Navy and Marine Corps;
- Conduct special studies to credibly assess the overall effectiveness of Departmental efforts to reduce the incidents of sexual assault; and
- Provide coordinated and compassionate support for victims of sexual assault.

## Recommendation and Corrective Actions -- Department of the Navy Sexual Assault Prevention and Response Office

Our recommendation, the summarized management response, and our comments on the response, are presented below. The complete text of the Department of the Navy Sexual Assault Prevention and Response Office response is in Appendix 3.

We recommend that Department of the Navy Sexual Assault Prevention and Response Office:

**Recommendation 17.** Plan and implement special studies to determine the effectiveness of sexual assault phone numbers, in part by using the results reported in response to Recommendations 4, 8, 12, and 16.

**Management Response.** Nonconcur. Although the Department of the Navy Sexual Assault Prevention and Response Office functions, as delineated in reference (c) (Secretary of the Navy Instruction 5430.108) do allow for special studies in a broad range of areas, they also emphasizes the role of the Office in developing and promoting strategies to prevent sexual assaults.

The performance of phone lines operated by service-level Sexual Assault Prevention and Response program is a primary service-level program management responsibility, and prior assessments have found shortcomings similar to those now conclusively shown by the Naval Audit Service. Additional "special studies" are not needed. Instead, service level program managers should clarify performance standards, establish routine processes for tracking and accessing performance, and periodically report their data to the Department of the Navy Sexual Assault Prevention and Response Office. The persistent inability to achieve presumed performance levels suggests that service-level Sexual Assault Prevention and Response program managers should additionally review the structure of their basic process and role responsibilities for providing timely, competent, and compassionate support whenever Sailors or Marines chose to first report they have been the victim of a sexual assault.

To the extent that independent Department-level validation might be warranted in the future, a followup audit conducted by the Naval Audit Service would seem more appropriate than a conceptually more extensive "special study" required of the Department of the Navy Sexual Assault Prevention and Response Office.

**Naval Audit Service comment on management response.** We consider this recommendation undecided and are resubmitting it to the Director, Department of the Navy Sexual Assault Prevention and Response Office for reconsideration. The Deputy Director's response did not provide rationale that would justify change or withdrawal of our recommendation that the Department of the Navy Sexual Assault Prevention and Response Office determine the effectiveness of sexual assault phone numbers. In fact, it is the commands' "persistent inability to achieve presumed performance levels" to which management's response refers that makes it important that oversight actions not be left only to command self-assessments as the Department of the Navy Sexual Assault Prevention and Response Office suggests. As an organization reporting directly to the Secretary of the Navy and not subordinate to any of the subject commands, the Department of the Navy Sexual Assault Prevention and Response Office is in a unique position to, in accordance with Secretary of the Navy Instruction 5430.108, "Plan and implement periodic special studies to credibly assess the overall effectiveness of Departmental efforts...to provide coordinated and compassionate support for victims of sexual assault..." Special studies such as we recommended

would also provide the Secretary of the Navy with a level of assurance beyond the commands' self-assessment that Department of the Navy programs are providing the effective support for victims of sexual assault that he has emphasized.

Additionally, while management's response states the Department of the Navy Sexual Assault Prevention and Response Office has chosen to emphasize the development and promotion of strategies to prevent sexual assaults, we note that Secretary of the Navy Instruction 5430.108 clearly calls for the Department of the Navy Sexual Assault Prevention and Response Office to play a role in both "prevention and response."

Finally, we disagree with management's suggestion that "To the extent that independent Department-level validation might be warranted in the future, a follow-up audit conducted by NAVAUDSVC [Naval Audit Service] would seem more appropriate..." We agree that additional audits in this area may be warranted. However, audit does not take the place of the special studies we recommend. Conducting special studies using the results submitted by Department activities would enable the Department of the Navy Sexual Assault Prevention and Response Office not only to make ongoing determinations of whether the current system is working effectively across the Department, but to also identify trends and best practices, and decide if there are other means (such as using social media) that would enhance the Department's ability to respond to victims of sexual assault. Such studies also provide the necessary means to ensure that the Department has strong, **continuing** oversight measures in place to ensure that commands are effectively carrying out their initial response responsibilities and sexual assault victims are being supported as required.

Section B:

# Status of Recommendations

Recommendations							
Finding <sup>11</sup>	Rec. No.	Page No.	Subject	Status <sup>12</sup>	Action Command	Target or Actual Completion Date	Interim Target Completion Date <sup>13</sup>
1	1	7	Require a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be posted on an installation's Web site.	O	Commander, Navy Installations Command	6/30/11	
1	2	7	Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendation 1 have been properly trained and adhere to restricted reporting requirements.	O	Commander, Navy Installations Command	6/30/11	
1	3	7	Conduct periodic unannounced test calls to phone numbers noted in Recommendation 1.	O	Commander, Navy Installations Command	5/31/11	
1	4	8	Report results of unannounced test calls to Director, Department of the Navy Sexual Assault Prevention and Response Office.	O	Commander, Navy Installations Command	7/15/11	
1	5	12	Require a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be operational.	C	Chief of Navy Reserve	4/29/11	
1	6	12	Establish and implement internal controls, policies, and procedures to ensure persons answering sexual assault related and after-hours phone numbers have been properly trained and adhere to restricted reporting requirements.	C	Chief of Navy Reserve	2/17/11	

<sup>11</sup> / + = Indicates repeat finding.

<sup>12</sup> / O = Recommendation is open with agreed-to corrective actions; C = Recommendation is closed with all action completed; U = Recommendation is undecided with resolution efforts in progress.

<sup>13</sup> If applicable.

SECTION B: STATUS OF RECOMMENDATIONS

Recommendations							
Finding <sup>11</sup>	Rec. No.	Page No.	Subject	Status <sup>12</sup>	Action Command	Target or Actual Completion Date	Interim Target Completion Date <sup>13</sup>
1	7	12	Conduct periodic unannounced test calls to phone numbers noted in Recommendation 5.	O	Chief of Navy Reserve	4/29/12	
1	8	12	Report results of unannounced test calls to Director, Department of Navy, Sexual Assault Prevention and Response Office.	O	Chief of Navy Reserve	4/29/12	
1	9	16	Require a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be posted on an installation's Web site.	U	Commandant of the Marine Corps	6/2/11	
1	10	16	Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendation 9 have been properly trained and adhere to restricted reporting requirements.	U	Commandant of the Marine Corps	6/2/11	
1	11	16	Conduct periodic unannounced test calls to phone numbers noted in Recommendation 9.	U	Commandant of the Marine Corps	6/2/11	
1	12	16	Report results of unannounced test calls to Director, Department of the Navy Sexual Assault Prevention and Response Office.	U	Commandant of the Marine Corps	6/2/11	
1	13	18	Require that local uniformed victim advocate phone numbers provided by the MARFORRES-wide crisis hotline reach uniformed victim advocates or sexual assault response coordinators 24 hours per day.	U	Commandant of the Marine Corps	6/2/11	

SECTION B: STATUS OF RECOMMENDATIONS

Recommendations							
Finding <sup>11</sup>	Rec. No.	Page No.	Subject	Status <sup>12</sup>	Action Command	Target or Actual Completion Date	Interim Target Completion Date <sup>13</sup>
1	14	19	Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendations 9 and 13 have been properly trained and adhere to restricted reporting requirements.	U	Commandant of the Marine Corps	6/2/11	
1	15	19	Conduct periodic unannounced test calls to phone numbers noted in Recommendation 13.	U	Commandant of the Marine Corps	6/2/11	
1	16	19	Report results of unannounced test calls to Director, Department of Navy Sexual Assault Prevention and Response Office.	U	Commandant of the Marine Corps	6/2/11	
1	17	19	Plan and implement special studies to determine the effectiveness of sexual assault phone numbers, in part by using the results reported in response to Recommendations 4, 8, 12 and 16.	U	Department of the Navy Sexual Assault Prevention and Response Office	6/2/11	

Exhibit A:

## Examples of Improperly Handled Calls

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Below are detailed examples of improperly handled phone calls:

- Did not preserve the restricted reporting option: the person who answered the phone would advise the victim to contact the police/base security or would start an investigation without informing them of their right to a restricted report of sexual assault.
- Could not help: the person who answered the phone was unable to provide a victim advocate or sexual assault response coordinator's phone number.
- Disconnected phones: reached a busy signal multiple times, or there was a message that the phone was disconnected.
- Forwarded to another number that was not properly handled: forwarded to a number that fell into one of the improperly handled categories.
- No voicemail: caller was unable to leave a message because the mailbox was full or no voicemail was available.
- A message was left, but not returned within one hour:<sup>14</sup> a voicemail was left, and was returned either more than an hour later or not at all.

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<sup>14</sup> Chief of Naval Operations Instruction 1752.1 B requires a 24/7 response capability. When voicemail messages were left, we used a one-hour time period to determine if a call was properly handled. Also, the Marine Corps had stated they would have a 15-minute response capability after the June 2010 test.

Exhibit B:

## Background

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The Sexual Assault Prevention and Response Program was established in 1994 as a comprehensive, standardized, gender-neutral, victim-sensitive system to prevent and respond to sexual assault throughout the Navy. The program maintains a 24-hour response capability to attend to sexual assault victims. This program involves numerous stakeholders, including Office of the Chief of Naval Operations N1 and N13, Chief, Bureau of Medicine and Surgery, Commander, Navy Installations Command, Naval Criminal Investigative Service, Office of the Judge Advocate, Chief of Information, Chief of Chaplains, and Navy Educational and Training Command.

First responders of sexual assault incidents include law enforcement, sexual assault response coordinators, chaplains, victim advocates, military criminal investigation organizations, and healthcare providers. Sexual assault response coordinators serve as the central point of contact with responsibility for ensuring that training and responsive care is properly coordinated and provided to victims of sexual assault. Victim advocates facilitate care for victims of sexual assault, and provide liaison assistance with other organizations and agencies on victim care matters.

In 2009, the Office of the Secretary of Defense contracted with the Rape, Abuse and Incest National Network for a universal military sexual assault phone number to be available world-wide, 24 hours a day, 7 days a week.

In September 2009, the Chief of Navy Personnel was designated as the executive agent for the Navy Sexual Assault Prevention and Response Program. This position is responsible for oversight, coordination, and synchronization of all sexual assault prevention and response actions across the Navy domain, to include the active duty and reserve.

In June 2010, the Department of the Navy Sexual Assault Prevention and Response Office was set up to maintain visibility of Sexual Assault Prevention and Response Office programs and related activities as implemented by the Navy and Marine Corps. It was also tasked with conducting special studies to credibly assess the overall effectiveness of Departmental efforts to reduce the incidents of sexual assault and provide coordinated and compassionate support for victims of sexual assault.

Exhibit C:

## Pertinent Guidance

**Department of Defense (DOD) Directive 6495.01, "Sexual Assault Prevention and Response (SAPR) Program,"** 7 November 2008, establishes a comprehensive DoD policy on prevention and response to sexual assaults.\*

**Department of Defense Instruction 6495.02, "Sexual Assault Prevention and Response Program Procedures,"** 13 November 2008, implements policy, assigns responsibilities, provides guidance and procedures, and establishes the Sexual Assault Advisory Council for the DOD Sexual Assault Prevention and Response Program.\*

**Chief of Naval Operations Instruction 1752.1B, "Sexual Assault Victim Intervention (SAVI) Program,"** 29 December 2006, prescribes procedures, and assign responsibility for implementation of the Sexual Assault Victim Intervention Program.\*

**Secretary of the Navy Instruction 1752.4A, "Sexual Assault Prevention and Response,"** 1 December 2005, addresses specific needs of victims of sexual assault and related issues by defining sexual assault, establishing procedures to protect the victim's privacy; establishing a mandatory, standardized sexual assault victim assistance program; developing a database to track sexual assault trends; and implementing a sexual assault prevention program for service members.\*

**Secretary of the Navy Instruction 5430.108, "Department of the Navy Sexual Assault Prevention and Response Office,"** 10 June 2010, prescribes the mission and functions of the Department of the Navy Sexual Assault Prevention and Response Program.

**NAVADMIN 282/09,** September 2009 states that the chief of Naval Personnel is designated the single executive agent for the Navy Sexual Assault Prevention and Response Program and outlines roles and responsibilities within the Sexual Assault Prevention and Response Program.

**Marine Corps Order 1752.5A, "Sexual Assault Prevention and Response (SAPR) Program,"** 5 February 2008, defines and assigns specific responsibilities throughout the Marine Corps for sexual assault prevention and response.\*

\*These instructions are under revision based on recent various DoD studies, including the Defense Task Force on Sexual Assault in the Military Services, and the Department of the Navy Report to the Secretary of the Navy, Sexual Assault Study

Exhibit D:

## Scope and Methodology

To verify that the Department of the Navy's (DON) initial responses to victim sexual assault complaints are effective, efficient, and appropriate, we interviewed pertinent personnel, gathered information regarding the Sexual Assault Prevention and Response Program, and made test phone calls to the DON sexual assault hotline, after-hours, and victim advocate phone numbers.

To locate the phone numbers, we searched installation, Fleet and Family Support Center, Marine Corps Community Services, Commander, Navy Reserve Forces Command, and Marine Corps Reserve Web sites. Because of the relationship between alcohol use and sexual assault, we called sexual assault hotline, after-hours, and victim advocate phone numbers on Saturdays. We originally made the test calls on Saturday, 12 June 2010; and again on Saturday, 1 January 2011; and Saturday, 22 January 2011.

When making the phone calls, we used a carefully planned script that first asked if the number we were calling was the number to report a sexual assault at the specific installation or unit we were calling. If the person who answered the phone responded yes, we stated that we were Naval Audit Service auditors, this call was part of a test to review the sexual assault first responders process, and should not be reported as a sexual assault incident.

We made the calls to determine if:

- The phone number worked;
- Someone answered the phone;
- The person answering the phone could refer the caller to the victim advocate or sexual assault response coordinator; and
- The person answering could preserve the restricted reporting option required by the Department of Defense.

We conducted this performance audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our finding and conclusions based on our audit objectives.

We did not review internal controls because of the large number of activities involved (93 unique Navy and Marine Corps installations and Navy Operational Support Centers,

and 25 Marine Corps Reserve units). Also, no projections were calculated for the random selection of Navy Operational Support Centers or Marine Corps Reserve units. Over the past several years, there have been prior efforts focusing on the Sexual Assault Prevention and Response Program, including numerous taskforces, studies, and audits:

- Defense Task Force on Sexual Assault in the Military Services, April 2004
- Government Accountability Office (GAO) *Report on Military Personnel: The Department of Defense (DOD) and Coast Guard Academies Have Taken Steps to Address Incidents of Sexual Harassment and Assault, but Greater Federal Oversight Is Needed*, January 2008
- *DOD Fiscal Year 2008 Annual Report on Sexual Assault in the Military*, March 2009
- *2008 DOD Survey of Health Related Behaviors Among Active Duty*
- GAO report, *DOD's and the Coast Guard's Sexual Assault Prevention and Response Programs Face Implementation and Oversight Challenges*, August 2008
- *DOD Fiscal Year 2009 Annual Report on Sexual Assault in the Military*, March 2010
- Department of the Navy Report to The Secretary of the Navy Sexual Assault Study, Department of the Navy, November 2009
- Defense Task Force on Sexual Assault in the Military Services, December 2009
- Inspector General of the Marine Corps Assessment for the Sexual Assault Prevention and Response Program Review, December 2009
- GAO report, *Additional Actions are Needed to Strengthen DOD's and the Coast Guard's Sexual Assault Prevention and Response Programs*, February 2010

No audits or external reviews of the sexual assault hotline, after-hours, and victim advocate numbers were located. Consequently, no audit followup was required.

## Federal Managers' Financial Integrity Act

The Federal Managers' Financial Integrity Act (FMFIA) of 1982, as codified in Title 31, United States Code, requires each Federal agency head to annually certify the effectiveness of the agency's internal and accounting system controls. In our opinion, the conditions noted in this report may warrant reporting in the Auditor General's annual FMFIA memorandum identifying management control weaknesses to the Secretary of the Navy.

Exhibit E:

## Activities Visited and/or Contacted

### **Department of the Navy**

Office of the Under Secretary of the Navy  
Office of the Assistant Secretary of the Navy, Manpower and Reserve Affairs  
Office of the Deputy Assistant Secretary of the Navy, Reserve Affairs  
Office of the Vice Chief of Navy Operations  
Department of the Navy, Sexual Assault Prevention and Response Office  
Naval Criminal Investigative Services  
Office of the Judge Advocate  
Bureau of Medicine and Surgery

### **Navy**

Chief of Naval Operations N13, N135  
Chief of Navy Reserve  
Commander, Navy Installations Command  
Fleet and Family Support Center  
National Naval Medical Center

### **Marine Corps**

Office of the Assistant Commandant of the Marine Corps  
Office of the Deputy Commandant of the Marine Corps, Manpower and Reserve Affairs  
Office of the Commander, Marine Forces Reserve  
Marine Corps Community Services  
Naval Health Clinic Quantico

### **Navy Installations**

Cheatham Annex  
Commander Navy Region Mid-Atlantic  
Commander Navy Region Southwest  
Dam Neck Annex  
Joint Expeditionary Base Little Creek-Fort Story  
Joint Base Anacostia-Bolling  
National Naval Medical Center  
Naval Air Station Corpus Christi  
Naval Air Station Fallon  
Naval Air Station Fort Worth  
Naval Air Station Jacksonville  
Naval Air Station Lemoore  
Naval Air Station Monterey

Naval Air Station Oceana  
Naval Air Station Patuxent River  
Naval Air Station Pensacola  
Naval Air Station Whidbey Island  
Naval Air Station Whiting Field  
Naval Air Facility El Centro  
Naval Air Weapons Station China Lake  
Naval Base Coronado  
Naval Base Kitsap  
Naval Base Point Loma  
Naval Base San Diego  
Naval Base Ventura County  
Naval Construction Battalion Center Gulfport  
Naval Information Operations Command Sugar Grove  
Naval Magazine Indian Island  
Naval Post Graduate School  
Naval Station Everett  
Naval Station Great Lakes  
Naval Station Norfolk  
Naval Submarine Base Kings Bay  
Naval Submarine Base New London  
Naval Support Activity Annapolis  
Naval Support Activity Mid-South  
Naval Support Activity Norfolk  
Naval Support Activity Northwest Annex  
Naval Support Activity Panama City  
Naval Support Activity Washington  
Naval Support Facility Dahlgren  
Naval Weapons Station Charleston  
Naval Weapon Station Seal Beach  
Naval Weapons Station Yorktown  
Norfolk Naval Shipyard  
Portsmouth Naval Shipyard  
United States Naval Academy

**Marine Corps Installations**

Marine Air Ground Task Force Training Command Twentynine Palms  
Henderson Hall  
Marine Corps Air Facility Quantico  
Marine Corps Air Station Beaufort  
Marine Corps Air Station Cherry Point  
Marine Corps Air Station Miramar  
Marine Corps Air Station New River

Marine Corps Air Station Yuma  
Marine Corps Base Camp Lejeune  
Marine Corps Base Camp Pendleton  
Marine Corps Logistics Base Albany  
Marine Corps Logistics Base Barstow  
Marine Corps Mountain Warfare Training Center Bridgeport  
Marine Corps Recruiting District Parris Island

### **Navy Operational Support Centers**

Alameda, CA	Los Angeles, CA
Amityville, NY	Madison, WI
Augusta, GA	Moreno Valley, CA
Avoca, PA	Phoenix, AZ
Baltimore, MD	Pittsburgh, PA
Bangor, ME	Raleigh, NC
Bessemer, AL	Richmond, VA
Buffalo, NY	Roanoke, VA
Charlotte, NC	Rochester, NY
Cincinnati, OH	Saginaw, MI
Des Moines, IA	Shreveport, LA
Ebensburg, PA	Springfield, OR
Eugene, OR	West Palm Beach, FL
Grand Rapids, MI	Wichita, KS
Kansas City, MO	Wilmington, NC
Knoxville, TN	

### **Marine Corps Reserve Units**

Baton Rouge, Louisiana - Weapons Company, 3<sup>rd</sup> Battalion, 23<sup>rd</sup> Marines  
Battle Creek, Michigan - Bridge Company A, 6<sup>th</sup> Engineer Support Battalion  
Charlotte, North Carolina - Headquarters & Service Company, 4<sup>th</sup> Maintenance Battalion  
Chattanooga, Tennessee - Battery M, 3<sup>rd</sup> Battalion, 14<sup>th</sup> Marines  
Dublin, California - Intelligence Production Team 2, Company A, Intelligence Support Battalion  
Ebensburg, Pennsylvania - 1<sup>st</sup> and 2<sup>nd</sup> Platoon, Truck Company, Headquarters Battalion  
Eugene, Oregon - Engineering Company A, 6<sup>th</sup> Engineering Support Battalion  
Garden City, New York - Human Support Team 1, Company C, Intelligence Support Battalion  
Garden City, New York - Headquarters & Service Company, 2<sup>nd</sup> Battalion, 25<sup>th</sup> Marines  
Green Bay, Wisconsin - Detachment 1, Bulk Fuel Company B, 6<sup>th</sup> Engineer Support Battalion  
Houston, Texas - 1<sup>st</sup> Battalion, 23<sup>rd</sup> Marines, 4<sup>th</sup> Marine Division  
Indianapolis, Indiana - Detachment Communication Company, Headquarters Battalion, 4<sup>th</sup> Marine Division

Lathrop, California - Landing Support Company B, 4<sup>th</sup> Landing Support Battalion  
Milwaukee, Wisconsin - Company F, 2<sup>nd</sup> Battalion, 24<sup>th</sup> Marines  
Mobile, Alabama – 3<sup>rd</sup> Force Reconnaissance Company  
North Versailles, Pennsylvania - Surgical Company A, 4<sup>th</sup> Medical Battalion, 4<sup>th</sup> Marine Logistics Group  
Pasadena, California – Headquarters & Service Company, 2<sup>nd</sup> Battalion, 23<sup>rd</sup> Marines  
Phoenix, Arizona - Bulk Fuel Company C, Engineer Support Battalion  
Pico Rivera, California - Battery N, 5th Battalion, 14<sup>th</sup> Marines  
Providence, Rhode Island - General Support Motor Transport Company  
Richmond, Virginia - Battery H, 3<sup>rd</sup> Battalion, 14<sup>th</sup> Marines  
Rochester, New York - Company A, Anti-Terrorism Battalion, 4<sup>th</sup> Marine Division  
San Bruno, California - Company E, 2<sup>nd</sup> Battalion, 23<sup>rd</sup> Marines  
Tallahassee, Florida – 2<sup>nd</sup> & 3<sup>rd</sup> Platoon, Company E. (-), Anti-Terrorism Battalion  
Wahpeton, North Dakota - Detachment Military Police Company, Headquarters Battalion

Exhibit F:

# Secretary of the Navy Instruction 5430.108



DEPARTMENT OF THE NAVY  
OFFICE OF THE SECRETARY  
1000 NAVY PENTAGON  
WASHINGTON DC 20350-1000

SECNAVINST 5430.108  
DON-SAPRO  
10 June 2010

SECNAV INSTRUCTION 5430.108

From: Secretary of the Navy

Subj: DEPARTMENT OF THE NAVY SEXUAL ASSAULT PREVENTION AND  
RESPONSE OFFICE

1. Purpose. To prescribe the mission and functions of the Department of the Navy Sexual Assault Prevention and Response Office (DON-SAPRO).
2. Organization. The DON-SAPRO is a staff office under the immediate supervision of the Secretary of the Navy (SECNAV). A Senior Executive Service civilian will be assigned as director. DON-SAPRO will consist of a cadre of experienced and senior Navy officers, Marine Corps officers, and Department of the Navy civilians.
3. Mission. SECNAV is committed to combating sexual assault Department-wide through programs that focus on reducing the incidence of sexual assaults involving Sailors and Marines, providing effective and compassionate support for victims of sexual assault, and holding the perpetrators of sexual assault accountable at the appropriate forum consistent with the nature of the offense. DON-SAPRO will serve as the Secretary's direct source of subject matter expertise, primary advisor, and representative for matters throughout the Department related to sexual assault prevention and response, with the exception of legal processes provided under the Uniform Code of Military Justice and criminal investigative policy matters that are assigned to the Judge Advocate General and the Naval Criminal Investigative Service, respectively.
4. Functions. DON-SAPRO will:
  - a. Maintain visibility of sexual assault prevention and response (SAPR) programs and related activities as implemented by the Navy and Marine Corps through liaison with the Chief of Naval Operations (CNO) and the Commandant of the Marine Corps (CMC), or their designated representatives.

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10 June 2010

b. Conduct site visits to Navy and Marine Corps locations world-wide to review specific SAPR questions or issues, and to capture the unique insights of local sexual assault response coordinators and others with regard to SAPR program performance and the concerns of individual Sailors and Marines.

c. Plan and implement periodic special studies to credibly assess the overall effectiveness of Departmental efforts to reduce the incidence of sexual assaults involving Sailors and Marines, to provide coordinated and compassionate support for victims of sexual assault, and to hold perpetrators of sexual assault appropriately accountable.

d. Sponsor pilot projects involving new or updated training of Sailors, Marines, or SAPR program personnel. The goal is to develop strategies more clearly focused on reducing the incidence of sexual assaults involving Sailors and Marines. In each case, DON-SAPRO will work to assess the project's applicability to Navy and Marine Corps environments, and the effectiveness of the project in achieving objective results.

e. Develop and coordinate draft versions of proposed new or updated Departmental SAPR policy guidance for the Secretary's review and approval.

f. Serve as the primary Departmental point of contact for liaison on SAPR matters with the other Military Service Departments, the Office of the Secretary of Defense (OSD), Congressional committees, Federal agencies and offices, and other entities outside the Department of the Navy. DON-SAPRO will coordinate all official reports on SAPR matters to entities outside the Department, and DON-SAPRO will collect inputs from CNO or CMC, or their designated representatives, as necessary to prepare such reports.

g. Serve as the primary Departmental point of contact for liaison with OSD in requests for summary information and statistical data on sexual assault incidents involving Sailors and Marines. DON-SAPRO will also serve as the central conduit for forwarding any such information or data outside the Department. In a manner consistent with all Department of Defense regulations, DON-SAPRO will conduct statistical

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10 June 2010

assessments of available information about the nature of sexual assaults involving Sailors and Marines, the victims, the offenders, and the outcome of any legal proceedings in connection with the assault.

h. Conduct research and other inquiries to identify civilian best practices and state-of-the-art approaches to combating sexual assault within the Department.

i. Coordinate periodic meetings of the Department of the Navy Sexual Assault Advisory Council, along with other Departmental forums in support of sexual assault prevention and response efforts.

5. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed per SECNAV Manual (M-)5210.1 of November 2007.

6. Reports Control. The reporting requirements contained within this instruction are exempt from reports control per SECNAV M-5214.1 of December 2005.

  
RAY MABIUS

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Appendix 1:

# Management Response from Office of the Commander, Navy Installations Command



DEPARTMENT OF THE NAVY  
COMMANDER, NAVY INSTALLATIONS COMMAND  
716 GARD STREET, SE, SUITE 1000  
WASHINGTON NAVY YARD, DC 20374 5140

7510  
N00G Ser/11U62260  
20 Apr 11

From: Inspector General, Navy Installations Command  
To: Assistant Auditor General, Manpower and Reserve Affairs  
Audits, Naval Audit Service

Subj: DRAFT NAVAUDSVC REPORT RESPONSES TO PHONE CALLS MADE TO  
DEPARTMENT OF THE NAVY SEXUAL ASSAULT-RELATED PHONE  
NUMBERS (N2010-NFO000-0111)

Ref: (a) NAVAUDSVC memo N2010-NFO000-0111 of 22 Mar 11

Encl: (1) CNIC Response to the Subject Draft Report  
(2) CNIC E.O., Guidance for Monthly Sexual Assault  
Prevention and Response Validation, of 31 Mar 11

1. Per reference (a), enclosure (1) is provided.

2. The technical point of contact is [REDACTED] CNIC N9, at  
commercial [REDACTED] or email [REDACTED]  
The Audit Liaison is [REDACTED] CNIC OIG, at commercial  
[REDACTED] or email [REDACTED]

  
GERALD R. MANLEY

Copy to:  
N00  
N9

FOIA (b)(6)

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Commander, Navy Installations Command Response  
to NAVAUDSVC Responses to Phone Calls Made  
to Department of the Navy Sexual  
Assault-Related Phone Numbers  
(Draft Audit Report N2010-NFO000-0111)

We reviewed the draft audit report and concur with the findings and recommendations contained therein that relate to Commander, Navy Installations Command (CNIC). Below are our responses to the recommendations addressed to CNIC.

**Recommendation 1:** Require a phone number that reaches a Victim Advocate (VA) or Sexual Assault Response Coordinator (SARC) 24 hours per day be posted on an installation's Web site.

**Management Response:** Concur. CNIC has directed that each installation will have a 24/7 victim response number for victim advocacy and support. The installation number will be posted on their respective web sites, along with the Safe Helpline number. Target completion date is 30 June 2011.

**Recommendation 2:** Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendation 1 have been properly trained and adhere to restricted reporting requirements.

**Management Response:** Concur. Per enclosure (2), only SARCs/VAs will respond to the 24/7 phone number. Internal controls, policies, and procedures to ensure SARCs and VAs are properly trained and appropriately respond are currently in place.

Navy SARCs are required to attend a 30 hour Victim Advocate Course prior to responding to a sexual assault report; in addition, Navy SARCs are required to take a 40 hour online training to be completed within 90 days of taking the position. Forty hours annual refresher training in the form of a Department of the Navy (DoN) Sexual Assault Prevention and Response (SAPR) Summit is also mandated.

Navy VAs are required to attend 30 hours of initial training provided by a qualified SARC and 10 hours of annual refresher training. Additionally, VAs are required to work closely with SARCs to ensure proper reporting and response. Target completion date is 30 June 2011.

**Recommendation 3:** Conduct periodic unannounced test calls to phone numbers noted in Recommendation 1.

Enclosure (1)

**Management Response:** Concur. CNIC has directed that Installations will perform monthly verification calls to 100% of all Victim Response numbers. Additionally, Regional Operation Centers across the Enterprise are required to perform checklist driven random night/weekend calls to verify appropriate response. These spot checks include accuracy of any and all websites, that phone numbers work correctly and to verify that proper procedures for Victim Advocate responses are in place. Any problems are reported immediately to the CO/XO of the base, Region Commander and the CNIC Battle Watch Captain, and must be addressed immediately. Target completion date is 31 May 2011.

**Recommendation 4:** Report results of unannounced test calls to Director, Department of the Navy Sexual Assault Prevention and Response Office.

**Management Response:** Concur. Aggregate results regarding unannounced test calls will be sent to DON SAPR on a quarterly basis. Target completion date is 15 July 2011.

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APPENDIX 1: MANAGEMENT RESPONSE FROM OFFICE OF THE COMMANDER, NAVY INSTALLATIONS COMMAND

Subject: EXORD > GUIDANCE FOR MONTHLY SEXUAL ASSAULT PREVENTION AND RESPONSE VALIDATION

From: [REDACTED] CAPT CNIC HQ, N00  
Sent: Thursday, March 31, 2011 16:15

FOIA (b)(6)

To: Region Commanders, Chiefs of Staff, Executive Directors, and Fleet and Family Service Center (FFSC) Directors

Ref: (a) WARNORD (REV 1) - Guidance for Monthly Sexual Assault Prevention and Response Validation (March 15, 2011 7:52 PM)

Encl: (1) Monthly SAPR 24/7 Response Validation Report  
(2) Monthly SAPR 24/7 Telephone Verification Report

This Execution Order supersedes reference (a). It provides expanded guidance for improved operation of a spot check/verification program for SAPR connectivity across the CNIC enterprise. In addition, it outlines several new enhancements which will increase the reliability of our telephonic response to victims of sexual assault.

1. SITUATION: A recent report by a Naval Audit Service team has shown that the system throughout CNIC to provide sexual assault victims timely and appropriate response and support from a Victim Advocate is not working at the regional level. This revised WARNORD directs a comprehensive change to our current system that entails standardizing websites, phone numbers, contact procedures and spot check guidance.

2. MISSION: To implement a standardized process that ensures victims of sexual assault have timely and appropriate response and support from a Victim Advocate.

3. EXECUTION: Effective immediately

4. APPLICABILITY: All CNIC Commands

5. COORDINATING INSTRUCTIONS:

a. We have standardized our websites by providing each Region and Installation two prominently displayed buttons on their respective home page with Sexual Assault response information. The primary button will be the Safe Helpline number (877-995-5247) with a hyperlink to a listing of installation 24/7 Victim Advocates worldwide. The secondary button will list the installations permanent 24/7 local number to access a Victim Advocate in the local area. Other comprehensive changes to our current system include:

(1) In addition to internal processes, we will leverage the "SAFE Helpline": A new tool created by the OSD in partnership with the Rape, Abuse, and Incest National Network (RAINN) that will serve as a key method for victims of sexual assault to access their local Victim Advocate. By calling the toll-free Safe Helpline 24/7 from anywhere in the world, the victim will be provided a trained counselor who will assess the situation and arrange for a "warm hand-off" to the appropriate local Victim Advocate directly or via call forwarding protocols. The SAFE Helpline, 1-877-995-5247 is operational, and OSD intends to launch a robust marketing and advertising package NLT 30 April 11. More information is available at [www.Safehelpline.org](http://www.Safehelpline.org).

Enclosure (2)

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(2) We will ensure each Installation has ONE permanent phone number identified for that installation's Victim Advocate (VA) 24/7 response line. Verification of number will be reported monthly to CNIC HQ for submission to the RAINN SAfe Helpline and other appropriate sites. "Call-forwarding" will be used, as needed, to ensure a duty Victim Advocate is accessible at all times via this number. Regions with cell phone communication difficulties will request a waiver to use protocols using their installations SARCs, Watch Officers, or civilian agencies as the 24/7 first responder vice Victim Advocates. Additionally, all on-call Victim Advocates must be issued a government funded dedicated cell phone.

(3) We increased the periodicity of our spot checks, at least for the next six months, to MONTHLY (vice quarterly), and random weekend checks. Checklist driven, this spot check includes steps to check the accuracy of any and all website data, that phone numbers work correctly, and to verify that proper procedures for Victim Advocate responses are in place. Any problems are reported immediately to the CO/XO of the base, Region Commander, and CNIC BWC.

b. Requests for waivers: Deviations from the aforementioned policy must be submitted to Commander, Navy Installations Command (CNIC) Chief of Staff and will be considered on a case by case basis. Until CNIC directive (with waiver sample) is published, the acceptable format for requesting a waiver is a formal letter from the Installation, endorsed by the Region, and routed to CNIC via HQWEB (TV4 taskers).

c. The following interim guidance is provided until the CNIC directive is published -

(1) CNIC will:

(a) Ensure the Battle Watch Captain makes random monthly calls to the Victim Advocate 24/7 response number at each Installation to validate Victim Advocate availability. Notify CNIC leadership if:

- Discrepancies exist (no response received from the VA within 1 hour)
- Discrepancies reported by the Region Operation Center (ROC) exist

(b) Provide for each Region and Installation prominent buttons on their respective home page with Sexual Assault response information displayed. The SAfe Helpline number (877-995-5247) and a hyperlink to a listing of the Victim Advocate response line for each Installation (Victim Advocate 24/7 Response Numbers) and the local Installation 24/7 number will be displayed here.

(c) Provide disposition on policy waiver requests within 5 working days of receipt (to the Region through TV4 web taskers)

(2) Regions will:

(a) Pass on this revised WARNORD to their respective Fleet and Family Service Center (FFSC) Directors as additional guidance to the management of the SAPR program.

(b) NO LATER THAN 15 APR 11, ensure each Installation has ONE permanent phone number identified for that installation's Victim Advocate (VA) 24/7 response line. Verification of number will be reported monthly via Enclosure (2) to CNIC HQ for submission to the RAINN Safe Helpline and other appropriate sites. "Call-forwarding" will be used, as needed, to ensure a duty Victim Advocate is accessible at all times via this number.

(c) NO LATER THAN 15 APR 11, ensure a government funded dedicated cell phone is provided to the on-call Victim Advocates.

(d) Ensure installations validate the accuracy of Victim Advocate 24/7 emergency contact information on Web sites or other media (i.e. POWs, installation papers, posters, bulletin boards, etc.).

(e) Through the use of the ROCs, ensure each of their installations is spot checked monthly. If required, adjust current procedures to include those outlined in this WARNORD.

(3) ROCs will conduct random weekend or after-hours spot checks using current procedures established by the Region. Additional spot check criteria should include:

(a) Ensuring the single installation phone number is properly forwarded to the duty Victim Advocate cell phone.

(b) If on-call Victim Advocate does not answer the call, they should return the call within one hour.

(c) Common practice should dictate that the on-call watch stander identify themselves as a SAPR Victim Advocate (VA) or indicate their position and forward the call to the 24/7 SAPR Victim Advocate.

(d) Any discrepancies discovered must be immediately reported to the CO/XO of the installation, as well as the Region Commander. Corrective actions are to be taken within two hours.

(e) If discrepancies exist, verify it has been corrected at the end of two hours and continue the two hour cycle follow-up until corrected. If not corrected within four hours, the ROC notifies the CNIC Shore Support Center of the problem and ETR to correct. (TEL: 202-433-0226 / -0259 / -6535 (fax) DSN: 288-####)

(f) Use the attached template, enclosure (1) as guidance for conducting random weekend or after-hours spot checks.

6. LOGISTICS: NTR

7. FUNDING: NTR

8. PERSONNEL REQUIREMENTS: NTR

9. REPORTING INSTRUCTIONS: Region FFSC Directors, through their Counseling and Advocacy Program (CAP) Supervisors, will ensure delivery of enclosures (1) and (2) to CNIC HQ (N91) NLT the 10th of the following month.

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APPENDIX 1: MANAGEMENT RESPONSE FROM OFFICE OF THE COMMANDER, NAVY INSTALLATIONS COMMAND

- 10. STRATEGIC COMMUNICATION GUIDANCE: NTR
- 11. COMMAND RELATIONSHIPS: NTR
- 12. POINT OF CONTACT: [REDACTED] CNIC N913,  
[REDACTED] [REDACTED]

FOIA (b)(6)

Very respectfully,

CAPT [REDACTED] USN  
Chief of Staff  
Navy Installations Command  
W: [REDACTED]  
BB: [REDACTED]  
SIPR: [REDACTED]

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Appendix 2:

# Management Response from Office of Commander Navy Reserve Forces Command



DEPARTMENT OF THE NAVY  
COMMANDER NAVY RESERVE FORCES COMMAND  
1915 FORRESTAL DRIVE  
NORFOLK, VIRGINIA 23551-4615

IN REPLY REFER TO:  
7540  
Ser N01A/0554  
April 12, 2011

From: Commander, Navy Reserve Forces Command  
To: Naval Audit Service, Assistant Auditor General for Manpower and Reserve Affairs Audits  
Subj: RESPONSE TO NAVAL AUDIT SERVICE DRAFT REPORT N2010-NFO000-0111, "RESPONSES TO PHONE CALLS MADE TO DEPARTMENT OF THE NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS"  
Ref: (a) NAVAUDSVC memo N2010-NFO000-0111 of 22 Mar 11

1. Overall agree with the audit findings. Although Commander, Navy Reserve Forces Command does not have a designated Force Sexual Assault Prevention and Response (SAPR) coordinator, tremendous improvement was made in complying with the SAPR programs throughout the Navy Reserve Force. Additional oversight can be done to ensure 100 percent reliability so possible victims will have both reporting options available.

2. The following comments are provided in response to the recommendations in the subject Naval Audit Service report.

a. Recommendation 5. Require a phone number which reaches a victim advocate or sexual assault response coordinator 24-hours per day be operational. **Commander, Navy Reserve Forces Command response:** Concur. In April 2011, a Department of Defense hotline was established with a 24-hour call center and website which enables confidential live one-on-one online messaging. Action is considered complete as of April 2011.

b. Recommendation 6. Establish and implement internal controls, policies, and procedures to ensure persons answering sexual assault related calls are properly trained and adhere to restricted reporting requirements. **Commander, Navy Reserve Forces Command response:** Concur. A SAPR Checklist for duty personnel was created and disseminated to all Echelon IV commands. The checklist specifically addresses "Restricted and Unrestricted" options. Duty Personnel are reminded not to ask any identifying information about the caller. Action is considered complete as of 17 February 2011.

c. Recommendation 7. Conduct periodic unannounced test calls to phone numbers noted in Recommendation 5. **Commander,**

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APPENDIX 2: MANAGEMENT RESPONSE FROM OFFICE OF THE CHIEF OF NAVY RESERVE

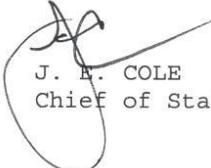
Subj: RESPONSE TO NAVAL AUDIT SERVICE DRAFT REPORT N2010-NFO000-0111, "RESPONSES TO PHONE CALLS MADE TO DEPARTMENT OF THE NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS"

**Navy Reserve Forces Command response:** Concur. Command SAPRs will conduct unannounced test calls to Echelon IV and V commands to ensure compliance with program requirements.

d. Recommendation 8. Report results of unannounced test calls to Director, Department of Navy, Sexual Assault Prevention and Response Office. **Commander, Navy Reserve Forces Command response:** Concur. Will report results as requested. Action will be considered complete once directed by director to cease unannounced test calls.

3. If you have any questions, please contact PSC(AW) [REDACTED] at [REDACTED] or via e-mail at [REDACTED]

FOIA (b)(6)

  
J. A. COLE  
Chief of Staff

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Appendix 3:

# Management Response from Department of the Navy Sexual Assault Prevention and Response Office



DEPARTMENT OF THE NAVY  
SEXUAL ASSAULT PREVENTION AND RESPONSE OFFICE  
1000 NAVY PENTAGON  
WASHINGTON DC 20350-1000

7510  
DON SAPRO  
5 Apr 11

MEMORANDUM FOR NAVAL AUDIT SERVICE

SUBJECT: Response to Recommendation by Naval Audit Service

Ref: (a) NAVAUDSVC Draft Audit Report N2010-NFO000-0111, dated 22 Mar 11, "Responses to Phone Calls Made to Department of the Navy Sexual Assault-Related Phone Numbers"  
(b) SECNAV Instruction 7510.7F, "Department of the Navy Internal Audit"  
(c) SECNAV Instruction 5430.108

1. We have reviewed reference (a) and respond here, as required by reference (b), to its recommendation #17, which calls for the Department of the Navy Sexual Assault Prevention and Response Office (DON-SAPRO) to plan and implement special studies to determine the effectiveness of sexual assault phone numbers, in part using the results of unannounced tests called for in separate recommendations for Commander, Navy Installations Command; Chief of Navy Reserve; and Commandant of Marine Corps.
2. We non-concur with the recommendation, for the following reasons.
  - a. Although DON-SAPRO functions, as delineated in reference (c), do allow for special studies in a broad range of areas, they also emphasize the role of DON-SAPRO in developing and promoting strategies to prevent sexual assaults.
  - b. The performance of phone lines operated by service-level Sexual Assault Prevention and Response (SAPR) programs is a primary service-level program management responsibility, and prior assessments have found shortcomings similar to those now conclusively shown by NAVAUDSVC. Additional "special studies" are not needed. Instead, service-level program managers should clarify performance standards, establish routine processes for tracking and assessing performance, and periodically report their data to DON-SAPRO. The persistent inability to achieve presumed performance levels suggests that service-level SAPR program managers should additionally review the structure of their basic processes and role responsibilities for providing timely, competent, and compassionate support whenever Sailors or Marines chose to first report they have been the victim of a sexual assault.
  - c. To the extent that independent Department-level validation might be warranted in the future, a follow-up audit conducted by NAVAUDSVC would seem more appropriate than a conceptually more extensive "special study" required of DON-SAPRO.

APPENDIX 3: MANAGEMENT RESPONSE FROM DEPARTMENT OF THE NAVY SEXUAL ASSAULT PREVENTION AND RESPONSE OFFICE

SUBJECT: Response to Recommendation by Naval Audit Service

3. Should you have any questions or desire additional information, please feel free to contact the Deputy Director, DON-SAPRO, by e-mail at [REDACTED] or by telephone at [REDACTED]

FOIA (b)(6)



PAUL D. GARST  
Deputy, DON-SAPRO

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**DEPARTMENT OF THE NAVY**  
**HEADQUARTERS UNITED STATES MARINE CORPS**  
**3000 MARINE CORPS PENTAGON**  
**WASHINGTON, DC 20350-3000**

IN REPLY REFER TO:  
7510  
RFR-80  
3 May 11

From: Commandant of the Marine Corps  
To: Assistant Auditor General for Manpower and Reserve  
Affairs Audits, Naval Audit Service  
Subj: COMMANDANT OF THE MARINE CORPS (CMC) OFFICIAL RESPONSES  
TO NAVAL AUDIT SERVICE (NAVAUDSVC) DRAFT REPORT  
N2010-NFO000-0111, "RESPONSES TO PHONE CALLS MADE TO  
DEPARTMENT OF THE NAVY SEXUAL ASSAULT-RELATED PHONE  
NUMBERS," DATED 22 MARCH 2011

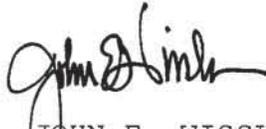
Ref: (a) NAVAUDSVC memo 7510 N2010-NFA000-0100 22 Mar 2011

Encl: (1) CMC Official Responses

1. Official responses required by the reference are provided at the enclosure.
2. Enclosure (1) was coordinated with Headquarters, U. S. Marine Corps (HQMC), Programs & Resources and Manpower & Reserve Affairs Departments; and Marine Forces Reserve.
3. The target completion date for implementing recommendation no. 9 is 3 June 2011.
4. The target completion date for implementing recommendation no. 10 is 31 July 2011, inclusive of establishment and implementation of applicable internal controls, policies, and procedures that will ensure persons answering phone numbers noted in recommendation no. 9 have been properly trained and adhere to restricted reporting requirements. The target completion date for development of the training necessary to accomplish this is 30 June 2011.
5. The target completion date for implementing recommendations no. 11 and 15 is 31 July 2011.
6. The target completion date for implementing recommendations no. 12, 13, 14, and 16 is 31 August 2011.
7. The Marine Corps appreciates the opportunity to respond to the report.

Subj: COMMANDANT OF THE MARINE CORPS (CMC) OFFICIAL RESPONSES TO NAVAL AUDIT SERVICE (NAVAUDSVC) DRAFT REPORT N2010-NFO000-0111, "RESPONSES TO PHONE CALLS MADE TO DEPARTMENT OF THE NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS," DATED 22 MARCH 2011

8. If you have any questions about the responses, please contact [REDACTED], Headquarters, U. S. Marine Corps Senior Audit Liaison, email [REDACTED] or phone [REDACTED].



JOHN E. WISSLER  
Deputy Commandant  
for Programs and Resources

Copy to:  
NAVINGEN (N4)  
DMCS  
CMC (M&RA)

1700

MFN

07 APR 2011

MARINE AND FAMILY PROGRAMS DIVISION (MF) COMMENTS on Naval Audit Service (NAS) Draft Audit Report N2010-NFO000-0111

Subj: NAVAL AUDIT SERVICE (NAS) DRAFT AUDIT REPORT ON RESPONSES TO PHONE CALLS MADE TO DEPARTMENT OF NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS

Encl: (1) Comments on Recommendations

1. We have reviewed the draft audit report and our comments are noted in enclosure (1).

2. Our point of contact is [REDACTED].

  
K. J. LEWIS  
By direction

**HQMC COORDINATION PAGE**

**COORDINATION PAGE**

Subj: MRA-MCATS TASKER 2011-3-2354

STAFF AGENCY

NAME

DATE

MARFORRES

█ ██████████

31 Mar 11 - Concur

**NAVAL AUDIT SERVICE (NAS) DRAFT REPORT  
DATED MARCH 22 2011  
PROJECT # N2010-NFO000-0111**

**"Responses to Phone Calls Made to  
Department of the Navy Sexual  
Assault-Related Phone Numbers"**

**UNITED STATES MARINE CORPS COMMENTS  
TO THE NAS RECOMMENDATIONS**

**RECOMMENDATION 9:** Require a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be posted on an installation's Web site.

**USMC RESPONSE:** Concur. Sexual Assault Prevention and Response 24/7 Helplines have been established and dedicated to provide support to victims of sexual assault. The SAPR Program Helpline telephone numbers are on installation web sites.

**RECOMMENDATION 10:** Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendation 9 have been properly trained and adhere to restricted reporting requirements.

**USMC RESPONSE:** Concur. Mandatory training is being developed. All personnel answering the 24/7 Helplines will be required to complete the training and maintain current proof of training for audit purposes. Estimated completion date for development of the training is June 2011.

**RECOMMENDATION 11:** Conduct periodic unannounced test calls to phone numbers noted in Recommendation 9.

**USMC RESPONSE:** Concur. Headquarters Marine Corps will conduct periodic unannounced test calls on a quarterly basis.

**RECOMMENDATION 12:** Report results of unannounced test calls to Director, Department of the Navy Sexual Assault Prevention and Response Office.

~~ENCLOSURE (1)~~

**USMC RESPONSE:** Concur. The results of unannounced test calls will be provided to Director, Department of the Navy Sexual Assault Prevention and Response Office upon request.

**RECOMMENDATION 13:** Require that local uniformed victim advocate phone numbers provided by the MARFORRES-wide crisis hotline reach uniformed victim advocates or sexual assault response coordinators 24 hours per day.

**USMC RESPONSE:** MARFORRES - Concur - MARFORRES established a Force wide 24/7 Helpline staffed by trained UVAs located in New Orleans. In the event that the Helpline Uniformed Victim Advocate (UVA) receives a call from a Marine at one of the Reserve Unit Sites, then the Helpline UVA will contact the Duty NCO (per the published numbers for the unit) and instruct the Duty NCO to have their local UVA return a call to the Helpline UVA. To ensure confidentiality and allow for restricted reporting, no personally identifiable information will be provided to the Duty NCO. A warm handoff will occur between the Helpline UVA and the local UVA. Estimated completion date: August 31, 2011.

**RECOMMENDATION 14:** Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendations 9 and 13 have been properly trained and adhere to restricted reporting requirements.

**USMC RESPONSE:** MARFORRES - Concur - Standard Operating Procedures (SOP) are being written and provided to MC SAPR HQ for review. Once approved, standard UVA training requirements will be updated to include the SOP to ensure compliance across the Force. Estimated completion date: August 31, 2011.

**RECOMMENDATION 15:** Conduct periodic unannounced test calls to phone numbers noted in Recommendation 13.

**USMC RESPONSE:** MARFORRES - Concur - Unannounced calls are being conducted on a random basis by MARFORRES SAPR PM, Helpline UVAs and MARFORRES G-3. MARFORRES will also be included in unannounced test calls conducted by HQMC SAPR on a quarterly basis.

**RECOMMENDATION 16:** Report results of unannounced test calls to Director, Department of Navy Sexual Assault Prevention and Response Office.

**USMC RESPONSE:** MARFORRES - Concur - Results will be reported to HQMC SAPR who, in turn, will include in overall report to DON SAPRO.



**DEPARTMENT OF THE NAVY**  
**SEXUAL ASSAULT PREVENTION AND RESPONSE OFFICE**  
 1000 NAVY PENTAGON  
 WASHINGTON DC 20350-1000

7510  
 DoN SAPRO  
 01 Jun 11

MEMORANDUM FOR NAVAL AUDIT SERVICE

SUBJECT: Reconsideration of Response to Recommendation by Naval Audit Service

Ref: (a) Naval Audit Service Audit Report N2011-0031 dated 3 May 2011, "Responses to Phone Calls Made to Department of the Navy Sexual Assault-Related Phone Numbers

1. Constructive discussion between staffs of the Department of the Navy Sexual Assault Prevention and Response Office (DON-SAPRO) and the Naval Audit Service (NAVAUDSVC) reveal perspectives and positions more closely aligned than had been presumed.
2. We now concur with recommendation #17 of reference (a), and in response will plan and implement the below listed DON-SAPRO actions. These actions recognize the primary Service-level responsibility of operating and overseeing effective Sexual Assault Prevention and Response (SAPR) programs in their unique environments, along with DON-SAPRO's responsibility to maintain effective visibility of key SAPR processes on behalf of the Secretary.
  - a. DON-SAPRO will receive and review reports outlined in recommendations 4, 8, 12, and 16 from Service-level Sexual Assault Prevention and Response (SAPR) programs on their results from unannounced tests of their telephone processes for responding to victims of sexual assault. Where appropriate, DON-SAPRO may conduct "spot-checks" or utilize other mechanisms to validate the reported results.
  - b. DON-SAPRO will integrate its above findings with separate insights from site visits and other sources to form Departmental assessments of the effectiveness of Service-level mechanisms to ensure that victims of sexual assault have rapid and easy 24/7 access to a live Service representative able to initiate compassionate and competent victim support.
  - c. DON-SAPRO will periodically summarize its assessments in executive reports to the Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps and will generate a final response to the Naval Audit Service in 12 months.
3. Should you have any questions or desire additional information, please feel free to contact the Deputy Director, DON-SAPRO, by e-mail at [REDACTED] or by telephone at [REDACTED].

  
 JILL VINES LOFTUS

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