



Fort Hood Independent Review Committee
Summary of Actions

“We must also eliminate harmful behaviors that undermine readiness. There is no place in our Army for sexual harassment and assault, domestic violence, extremism or racism.”

— **HON Christine E. Wormuth, Secretary of the Army**

“By prioritizing people first, the Army is signaling that investing resources in our people initiatives is the most effective way to accomplish our constant mission—to deploy, fight, and win our nation’s wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the joint force.”

— **GEN James C. McConville, 40th Chief of Staff of the U.S. Army**

“People First: Insights from the Army’s Chief of Staff”

“I am committed to working with Secretary Wormuth to address these negative trends at all Army installations and units. The FHIRC report showed a breakdown in trust between Army leadership and its Soldiers and civilians, the Army must work hard to ensure this never occurs again.”

— **HON Gabe Camarillo, Under Secretary of the Army**

“This is a bottom-up effort to build cohesive and self-correcting teams, where soldiers hold each other to higher standards and aren’t afraid to take an active role in preventing bad conduct, especially sexual harassment and assault, discrimination and other issues that hurt the team’s performance.”

— **SMA Michael Grinston**

“Grinston’s great expectations: SMA says he and the Army must change the service’s culture”

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Introduction

In the wake of the tragic murder of Army Specialist Vanessa Guillen in April 2020, the U.S. Army committed to wholesale examination of its culture, climate, policies, and standards with the goal of ending sexual harassment and sexual assault throughout the Army. This effort included support to early initiatives undertaken by local leadership at Fort Hood to address command climate and culture issues that were reflective of larger challenges across the Army. An independent review from a team of subject matter experts subsequently validated many of these initiatives and identified additional measures necessary to address the underlying causes of these issues Army-wide. The findings were published in the Fort Hood Independent Review Committee (FHIRC) report. This document summarizes the actions taken by the Army to address and implement the findings and recommendations contained in the FHIRC report.

Background

In July 2020, Secretary of the Army (SA) Ryan McCarthy appointed the Fort Hood Independent Review Committee to “conduct a comprehensive assessment of the Fort Hood command climate and culture and its impact, if any on the safety, welfare and readiness of our Soldiers and Units.” In December 2020, Secretary McCarthy established the People First Task Force (PFTF) to address the nine findings and 70 recommendations identified in the FHIRC Report, which was published 8 December 2020.

Concurrently, during the spring of 2021, the Department of Defense (DoD) established an Independent Review Commission (IRC) to review sexual assault and sexual harassment across all military services. The DoD IRC provided its findings and recommendations in July 2021. The DoD subsequently established an implementation roadmap that provided guidance and direction to all the military services addressing the recommendations of the DoD IRC. The Army continues to analyze and track implementation efforts from both sets of recommendations.

Other significant actions included the Military Justice Reforms directed in the Fiscal Year 2022 National Defense Authorization Act (FY22 NDAA). Congress’s multiple changes included the establishment of an Office of Special Trial Counsel (OSTC) and changes to the Manual for Courts-Martial. These changes removed sexual assault cases from the chain of command and placed them in an independent legal channel that reports directly to the Secretary of the Army. These changes will address legal process issues identified by the FHIRC.

Actions and Methodology

Led by a major general and staffed by officers, senior non-commissioned officers, and civilians, the PFTF is comprised of professionals from mutually supporting backgrounds that are integral to defining problems and identifying and prioritizing solutions at the department level. The PFTF reports through a ‘Tri-Chair’ leadership

team comprised of the Army Deputy Chief of Staff (DCS)-G1, a Senior Executive Service civilian, and a nominative Sergeant Major; these tri-chairs report to the Vice Chief of Staff of the Army and the Under Secretary of the Army.

Prior to release of the DoD IRC report, the PFTF initiated a series of operational planning teams to review the FHIRC recommendations and identify actions to implement them. The PFTF staff established and led Army-wide, multi-functional working groups with professionals trained to address sexual violence, behavioral health, domestic violence, substance abuse, racism/extremism, and suicide response and prevention. Together, with Army commands geographically dispersed from Germany to Hawaii, this diverse group of Army experts reviewed the recommendations, and identified actions or gaps in policy that required change or additional measures to achieve implementation.

The PFTF conducted a People First Solarium in March 2021 to provide Army Senior Leaders (ASLs) with insight into the current state of trust between leaders and subordinates, the perceived causes of harmful behavior, and recommended solutions as seen through the lens of junior Soldiers and officers. The event brought together 100 junior Soldiers and officers to the United States Military Academy (USMA) with the goal of addressing the harmful behaviors of sexual assault and harassment, suicide, and extremism and racism; culminating in a final discussion with the Senior Official Performing the Duties of the Under Secretary of the Army, Vice Chief of Staff of the Army, and Sergeant Major of the Army. Each Soldier was assigned to a small group focused on a specific harmful behavior. At the team level, Soldiers conducted moderator-led listening sessions, root-cause analysis, and problem-solving sessions pertaining to their groups' specific harmful behavior. The findings assisted the PFTF in adapting Army policies, processes, and programs to build diverse, adaptive, and cohesive teams that sustain Army readiness.

To assist units with improving their command climate as identified in several FHIRC findings, the PFTF established the Cohesion Assessment Team (CAT) concept. The team is comprised of experienced leaders and subject matter experts that provide Brigade and below commanders with an assessment of unit trust and cohesion through use of Army metrics, survey data, interviews, and observations. The reviews are proving to be a valuable tool for commanders and out-briefs are regularly presented to Army Senior Leaders.

The FFHIRC concluded that the Army Sexual Harassment / Assault Response and Prevention (SHARP) program was structurally flawed. To identify the optimal recommended major structural changes to Installation-level SHARP programs, Secretary of the Army Christine Wormuth approved conducting a pilot of a multi-disciplinary victim-centered care Fusion Directorate. The pilot elevates SHARP program oversight from the Battalion and Brigade Commander level up to the Installation Senior Commander to increase accountability, transparency, and efficiency of response by coordinating medical, investigative, legal, and support services through a single

directorates. Pilots are established at Fort Riley, Fort Sill, Fort Bragg, Fort Irwin, Aberdeen Proving Ground, and Schofield Barracks. A virtual pilot has been established with the 99th Readiness Division at Fort Dix, NJ.

In addition to Army FHIRC, the OSD 90-day IRC on Sexual Assault directed analysis and restructure efforts as part of the approved recommendation published in September 2021. This resulted in the Army Resilience Directorate (ARD) conducting an intensive SHARP workforce manpower study to analyze the structure of the program. Phase I and Phase II hiring actions were presented to the Vice Chief of Staff of the Army GEN Randy George and the Under Secretary of the Army Gabe Camarillo for decision in April 2023. The Fusion Directorate Pilot assessment staffed in April 2023 will be used to inform IRC recommendation 4.1c that directed all Services to consider co-location of additional victim support entities such as Family Advocacy Program. ARD is also codifying various SHARP policy, process, and structural changes in the new Army SHARP regulation, which is scheduled to be published in FY 2023.

Army senior leadership initiated a comprehensive transformation of the Department of the Army Criminal Investigation Division (DACID) based on the findings and recommendations of the FHIRC. This included hiring an experienced Senior Executive Service civilian to lead DACID as it transforms to improve the timeliness and quality of sexual assault investigations. DACID is adding 683 civilians by transforming to a 60% civilian and 40% military force structure by the end of FY 2027. The changes optimized and created efficiencies to resource and increase the investigation capacity and capability, investigative support, agent experience, and collaboration with local law enforcement agencies to provide professional, more comprehensive investigations.

The PFTF drafted or provided input to numerous memorandums, orders, and other publications to document Department of the Army level guidance for units and leaders to implement the FHIRC recommendations. COMPO 2 and 3 will implement FHIRC recommendations as directed in changes to Army directives and regulations. A list of the primary publications that were created or modified are listed in Appendix C.

In the wake of the FHIRC report, the Army dedicated personnel across all components to compose a framework to address preventing harmful behaviors. The PFTF alongside representatives from across the force led the effort to develop key operating tasks in the Army Campaign Plan that will comprehensively address prevention and the factors that contribute to harm. On 8 March 2023, Secretary of the Army Christine Wormuth directed realignment of prevention programs and policies to G-9, the newly designated Army Staff lead for prevention. In addition, TRADOC was assigned as the force modernization proponent, ASA (M&RA) as the secretariat lead, and G-3/5/7 as the prevention integrator. The prevention realignment is intended to promote a cultural shift from response to prevention by ensuring our programs and activities contribute to prevention, governance, program management, and integration. By doing so, commanders and leaders across all installations will have appropriate

resources at their disposal to improve the quality of their Soldiers' lives, with the aim of preventing harmful behaviors before they occur.

It is important to note that the FHIRC implementation effort was not solely top-down and driven by HQDA; there were numerous actions and initiatives spearheaded at the installation and command levels, especially those at Fort Hood. The People First Center at Fort Hood is a tremendous example; Soldiers conduct immersive training that visualizes and contextualizes the types of harmful behaviors and warning signs that most Soldiers should be aware of, in order to alert others to the need for assistance. This training improves the cohesiveness of our teams and contributes to a positive organizational climate and culture.

DoD Independent Review Commission Recommendations

The FHIRC report included several findings and recommendations for the Army regarding criminal investigations, crime prevention, and missing Soldier protocols that are not addressed in the DoD IRC report. Both reports addressed sexual assault and sexual harassment and provided recommendations. Most of these recommendations were aligned, though were slightly different in some aspects, which are detailed by recommendation in Appendix B. The Army has made efforts in these cases to implement both the FHIRC and the DoD IRC recommendations.

Terminology

Appendix B details all 70 FHIRC recommendations and the actions taken for each. The actions are categorized as ***implemented, transferred, or superseded***.

This report uses the term “implemented” to signify that the appropriate Army senior leader made the required decisions and approved an optimal resourcing solution to meet the intent of the FHIRC recommendation. Not all implemented solutions are complete; for example, personnel resourcing decisions made in FY22 are through the Total Army Analysis (TAA) may not be documented and filled until a future year. The Army implemented 56 of the 70 FHIRC recommendations. A list of the DoD IRC recommendations and DoD guidance related to the FHIRC recommendations superseded and transferred is located at Appendix E.

This report uses the term “transfer” to designate that the recommendation “transferred” or moved from the FHIRC list of recommendations to the DoD IRC timeline for tracking, as it relates to a corresponding IRC recommendation. This category holds the FHIRC recommendations that will be implemented along with a corresponding DoD IRC recommendation, but in accordance with the DoD timeline. In most cases, an additional action will be required to implement the FHIRC recommendation along with the corresponding DoD IRC recommendation. The Army transferred 10 of the 70 FHIRC recommendations to the DoD IRC timeline.

This report uses the term “superseded” to mean that a DoD IRC recommendation conflicts with the FHIRC recommendation, resulting in the inability to implement both the FHIRC recommendation and the DoD IRC recommendation. In these cases, the Army will implement the guidance and direction in the DoD IRC recommendation. It should be noted that the recommendations address similar issues related to the organizational structure of the SHARP program, but with different recommended solutions. Four FHIRC recommendations are superseded by the DoD IRC recommendation and will be implemented through the DoD IRC recommended solution.

Enduring Change

The methodology to implement the FHIRC recommendations provided guidance and direction for immediate action through orders, training resources, and key leader messaging. Army Directives and Army Regulations were also updated or published to ensure the changes are enduring. We understand that no single decision, action, or policy will prevent sexual assault and harassment, nor find all missing Soldiers within the critical first 24 hours. However, the Army is committed to eradicating sexual harassment and sexual assault from the ranks.

The HQDA staff prevention lead will be tasked through the Army Campaign Plan EXORD to conduct an annual review of the FHIRC recommendations to ensure that the policies, regulations, directives, and other publications are followed. The prevention lead will work with stakeholders to ensure continued implementation and measure outcomes for effectiveness as appropriate.

Policy changes are codified in the establishment of a new Army Regulation for the Sexual Harassment/Assault Response and Prevention (SHARP) Program, to be published O/A first quarter FY 2023. An additional new Army Regulation on crime prevention is in draft. Seven Army Directives were issued to modify policy and direct action. Manpower changes were approved and made permanent through Force Design Updates in the Total Army Analysis process. Recommendations to SHARP training were incorporated into annual training requirements for all Soldiers. The Cohesion Assessment Team initiative was approved by the Under Secretary of the Army as an enduring concept and recently was formally transferred to Training and Doctrine Command for execution.

Moving forward, the Army established two objectives in the Army Campaign Plan to address harmful behaviors and command climate. These objectives will be actively measured along with others that ensure our Army is trained and ready to fight and win our nation’s wars. On 8 March 2023, the Secretary of the Army Christine Wormuth signed a memorandum designating HQDA G-9 as the HQDA staff lead for Prevention, HQDA G-3/5/7 as the Prevention Integrator, TRADOC as the Prevention Force Modernization Proponent, and ASA (M&RA) as the Secretariat Lead for Prevention. The Prevention Lead will be required to brief Army senior leadership annually on FHIRC implementation and other “People” issues. If subsequent assessments indicate a

FHIRC recommendation is not achieving desired outcomes, the Army will take action as necessary to adjust or take subsequent action that may replace a FHIRC recommendation.

Ultimately, it is up to leaders to ensure that all these actions remain implemented and enduring within their organizations. The Army has made many positive changes to its policies, processes, and structure, but leaders must enforce these changes through their own behavior. Leaders must treat the findings and recommendations of the FHIRC report as a foundational document for establishing and maintaining a positive culture and climate- there are no boxes to check- leaders must constantly assess their units and make adjustments to continue putting their People First.

Appendix A – List of FHIRC findings

Finding #1: The implementation of the SHARP program at Fort Hood has been ineffective, due to a command climate that failed to instill SHARP program core values below the brigade level.

Finding #2: There is strong evidence that incidents of sexual assault and sexual harassment at Fort Hood are significantly underreported.

Finding #3: The Army SHARP program is structurally flawed.

Finding #4: The Fort Hood CID office had various inefficiencies that adversely impacted accomplishment of its mission.

Finding #5: The mechanics of the Army's adjudication processes involving sexual assault and sexual harassment degrade confidence in the SHARP program.

Finding #6: Fort Hood public relations and incident management have deficiencies.

Finding #7: There were no established procedure for first line supervisors in "failure to report" situations that define appropriate actions in the critical first 24 hours.

Finding #8: The criminal environment within surrounding cities and counties is commensurate with or lower than similar sided areas: however, there are unaddressed crime problems on Fort Hood, because the installation is in a fully reactive posture.

Finding #9: The command climate at Fort Hood has been permissive of sexual harassment / sexual assault.

Appendix B – Actions Taken to Address FHIRC Recommendations

1. Recommendation: The United States Army SHARP Program at Fort Hood should have a structure similar to the United States Army Trial Defense Service (TDS) and the United States Army Combat Readiness Center (CRC) and Director of Army Safety, insofar as each are structured to support the Command, while outside of the chain of command. To ensure objectivity and fairness, the SHARP Program should operate independent from local commands and their legal advisors.

Implementing Action: Decision memo signed by the Army G-1, on 3 June 2022 to codify as superseded by the DoD Independent Review Commission recommendation and the Army will follow DoD guidance for the program structure in lieu of implementing the FHIRC recommendation. This recommendation was superseded by mandatory OSD Tier 1 Instructions - Line of Effort 4 – Victim Care and Support.

2. Recommendation: While the climate related to sexual assault and sexual harassment within a unit should remain within a Unit Commander’s authority, the oversight of the SHARP Program should not. The Army should assign a Senior Pentagon level SHARP Commander at the rank of Brigadier General (O-7) or above, who works in coordination with the Army Resilience Directorate, and reports directly to the Vice Chief of Staff of the Army.

Implementing Action: Decision memo signed by the Army G-1, on 3 June 2022 to codify as superseded by the DoD Independent Review Commission recommendation and the Army will follow DoD guidance for the program leadership structure in lieu of implementing the FHIRC recommendation. This recommendation was superseded by mandatory OSD Tier 1 Instructions - Line of Effort 4 – Victim Care and Support.

3. Recommendation: Fort Hood should have an enhanced SHARP Program Office that is fully staffed, trained, funded, and led by an SES or SL civilian who reports to and is rated by the Senior Pentagon level SHARP Commander.

Implementing Action: Decision memo signed by the Army G-1, on 3 June 2022 to codify as superseded by the DoD Independent Review Commission recommendation and the Army will follow DoD guidance for the installation SHARP leadership in lieu of implementing the FHIRC recommendation. This recommendation was superseded by mandatory OSD Tier 1 Instructions - Line of Effort 4 – Victim Care and Support.

4. Recommendation: The local SHARP Program Manager (PM) should be an SES or SL civilian, at a level incapable of being managed by the Installation Commander.

Implementing Action: Decision memo signed by the Army G-1, on 3 June 2022 to codify as superseded by the DoD Independent Review Commission recommendation that the Army will follow DoD guidance for the installation SHARP leadership in lieu of implementing the FHIRC recommendation. This recommendation was superseded by mandatory OSD Tier 1 Instructions - Line of Effort 4 – Victim Care and Support.

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5. Recommendation: All Brigade level SARC and lead VAs should report to and be rated by the Installation SHARP PM. Brigade level SARC are responsible for managing each SHARP complaint from immediately following intake, through resolution.

Transferred to the IRC timeline (4.1a and CC2): The Army will implement FHIRC recommendations #5, #8, and #9 by addressing them in its updated Army Regulation for the SHARP program, to be published in first quarter Fiscal Year 2023. The Army Regulation will make the changes enduring and is informed and guided by ARD's ongoing SHARP Workforce Manpower Study as well as IRC recommendation 4.1a and Cross Cutting Recommendation 2 (CC2).

6. Recommendation: At the installation level, there should be a cadre of pooled full-time SARC and VAs, comprised of a hybrid of civilian and uniformed personnel, instead of the current structure of collateral duty SARC and VAs. This structure has the added benefit of relieving collateral duty burdens within units. The FHIRC is well aware of the hazards of having contract civilian personnel in these positions and does not recommend this course of action. Civilian SARC and VAs must have Mobility Agreements, to ensure compatibility with unit deployment requirements.

Transferred to the IRC timeline: This recommendation was tasked to the G1(ARD) to include the evaluation of civilian deployment ability if all brigade-level SARC and VAs are only civilians. The IRC-directed manning analysis and restructure model is currently ongoing. This recommendation was transferred due to its close association with OSD guidance for IRC 4.1b.

7. Recommendation: All SARC and lead Victim Advocates supporting a Brigade or Brigade level equivalent should be civilians at a GS grade level to be determined after a comprehensive assessment based upon level of responsibility. The Army should consider giving SHARP Program positions a career ladder track to provide for succession planning and development of expertise. Under a career ladder, employees would be eligible to receive promotion to the next grade level after successfully completing the specified GS level for one year. For example, depending on the duty position (VA or SARC), the career ladder could span GS9-GS11; GS-11-GS13, or GS12-GS14.

Transferred to the IRC timeline: This recommendation was tasked to the G1(ARD) to include the evaluation of making all brigade-level Sexual Assault Response Coordinators (SARC) and Victim Advocates (VAs) only civilians, with a corresponding career ladder. The IRC-directed manning analysis and restructure model is currently ongoing. This recommendation was transferred due to its close association with OSD guidance for a career ladder in IRC 4.1b.

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8. Recommendation: Strengthen and centralize all SHARP functions, governance, and personnel under the installation SHARP Program Management Office.

Transferred to the IRC timeline (4.1a and CC2): The Army will implement FHIRC recommendations #5, #8, and #9 by addressing them in the new Army Regulation for the SHARP program, estimated to be published first quarter FY23. The Army Regulation will make the changes enduring and will be informed and guided by ARD's ongoing SHARP Workforce Manpower Study as well as IRC recommendation 4.1a and Cross Cutting Recommendation 2 (CC2).

9. Recommendation: SHARP Cadre Pool Members report to the SHARP PM, not any unit commander.

Transferred to the IRC timeline: The Army will implement FHIRC recommendations #5, #8, and #9 by addressing them in the new Army Regulation for the SHARP program, estimated to be published first quarter Fiscal Year 2023. The Army Regulation will make the changes enduring and will be informed and guided by ARD's ongoing SHARP Workforce Manpower Study as well as IRC recommendation 4.1a and Cross Cutting Recommendation 2 (CC2).

10. Recommendation: Within this Cadre, SHARP Military Professionals (SARCs and VAs) should be selected, trained, and assigned at the Department of the Army level, which will ensure they are appointed, credentialed, trained and ready to perform their duties when they hit the ground.

Transferred to the IRC timeline: This recommendation was tasked to the G1(ARD) to ensure the SHARP restructure evaluation includes SHARP military professionals are selected, trained, and assigned at the HQDA level. The G1 ARD POAM projects completion of manning analysis by 30 September 2022 and briefing to the Under Secretary of the Army by 31 December 2022. This recommendation was transferred due to its close association with OSD guidance for IRC 4.1b.

11. Recommendation: Establish SHARP as a Special Qualifications Identifier (SQI) and fully fund the Program, in order to: (i) enable interdisciplinary development of SHARP Military Professionals across Military Occupational Specialties, (ii) encourage the best to aspire to become SHARP Military Professionals, (iii) reward these professionals for their service, and (iv) preserve institutional knowledge through professional development.

Transferred to the IRC timeline: This recommendation was tasked to the G1(ARD) to evaluate the establishment of a Special Qualifications Identifier (SQI) within the SHARP MOS. Results of this review will inform the Under Secretary's decision to accept or reject the FHIRC recommendation and brief the Under Secretary of the Army by 31 December 2022. This recommendation was transferred due to its close association with OSD guidance for MOS study in IRC 4.1b.

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12. Recommendation: Members of the SHARP Cadre Pool should be responsible for initial intake, such that no Soldier reporting an incident of sexual assault/harassment must report to uniformed personnel. However, any soldier desiring to report to uniformed personnel because of military unique circumstances, for example, may do so.

Implementing Action: Army Directive 2022-13 (Reforms To Counter Sexual Harassment/Sexual Assault in the Army) was issued 20 September 2022. The directive requires commanders post the names and contact information for all local SARC and VA (both military and civilian) on the installation as well as the 24/7 SHARP hotline and DoD Safe Helpline to maximize the options available for a victim to report. Also, the Army is piloting a Fusion Directorate, using a pool of garrison, tenant, and mission SARC and VAs under the supervision of the Fusion Director/Lead SARC with assistance from the Deputy Director/Supervisory SARC to provide an alternate process for reporting SH/SA cases outside of the immediate chain of command. While this option has always been available, the Fusion Directorate provides an easier and more accessible way to do so. Victims/survivors retain the option to report within their Command, their unit aligned SARC and VA, or through the Fusion Directorate and can choose the option within their level of comfort. The Dual Supervisory Structure increases the independence of the SHARP professionals performing victim advocacy yet still remain responsive to the Commanders they support.

13. Recommendation: Investigations of sexual harassment must be handled by a 15-6 Investigating Officer from a different brigade or brigade equivalent than the subject, who are trained by and work closely with a legal advisor to conduct a thorough and complete investigation.

Implementing Action: Army Directive 2021-16 was issued in May 2021 requiring AR 15-6 investigating officers be appointed from a different brigade than the subject. Army Directives are guidance for enduring implementation of the recommendation. Also, the DoD guidance for IRC recommendation 1.2 will establish independent, trained investigators for sexual harassment allegations no later than FY 2024.

14. Recommendation: The Sexual Assault Review Board should establish specific and measurable goals and objectives for the SHARP Program. a. Incident prevention and reduction b. Timely investigations c. Timely adjudications d. SHARP knowledge e. Training completion and results of knowledge tests f. Case tracking timelines from report to resolution, and identify bottlenecks and delays built into the system g. Victim updates and victim satisfaction.

Transferred to the IRC timeline: The Army G-1, signed a decision memo on 25 August 2022 approving this recommendation as transferred to the IRC timeline based on IRC recommendations 3.1 and 4.4d. OSD will provide these metrics in FY2028 and FY2030. ARD is currently addressing some but not all components of FHIRC #14 through issuing clarified Sexual Assault Review Board guidance to the field and

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performing Quarterly Review Boards. ARD will codify this guidance in their upcoming SHARP Regulation which will be published O/A December 2022.

15. Recommendation: Unit commanders should be required to take appropriate actions and, at minimum, engage neutral parties to facilitate focus group discussions within their units to identify causes, whenever their DEOCS climate surveys indicate a yellow status in any unit component regarding SHARP related climate factors.

Implementing Action: HQDA EXORD 237-21 (FRAGO 2) issued specific guidance and directed that commands assess and report their implementation of recommendation #15. All commands responded with a status of implemented through Annex A of the FRAGO. The Army G-1 signed an approval memo on 1 August 2022 confirming this recommendation as implemented. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented. The Cohesion Assessment Team will be a neutral party to facilitate climate feedback and helping units develop long-term solutions.

16. Recommendation: There must be a command emphasis on SHARP training, to demonstrate its importance. Unit commanders must ensure time is allotted for SHARP training and the assessment of SHARP readiness.

Implementing Action: Army directed the SHARP Academy to update annual training materials in FRAGO 2 to HQDA EXORD 237-21. The SHARP Academy updated materials in May 2022, emphasizing at echelon the importance of SHARP training and to ensure that units have time allotted for training and assessment of SHARP program. Training addresses confidentiality of reporting and impact to cohesion, trust, and readiness. Annual training support package is expected to be published in conjunction with the new Army SHARP Regulation, O/A first quarter FY2023. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

17. Recommendation: The SHARP PM should be responsible for assessing the readiness of units in terms of SHARP awareness and cultural posture, with the commanders responsible for acting upon this assessment. The installation SHARP Program Office, utilizing the SHARP Cadre Pool, should be responsible for developing and conducting training at units throughout the installation. The SHARP Program Office must track assessments and recommend remedial measures when appropriate.

Transferred to the IRC timeline: this recommendation is informed and guided by ARD's ongoing SHARP Workforce Manpower Study as well as IRC recommendation 4.1a and Cross Cutting Recommendation 2 (CC2). The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation gets and remains implemented.

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18. Recommendation: Specific to Fort Hood, the SHARP 360 training currently housed in a self-contained building provides highly effective and engaging training, particularly for peer intervention and incident prevention, and should be utilized to the maximum extent possible. Units that do not take advantage of this training are missing a golden opportunity to positively impact their Soldiers' understanding of the SHARP Program and its principles.

Implementing Action: Army directed commands to assess implementation the SHARP 360 intervention skills training support package produced by the Army SHARP academy in FRAGO 2 to HQDA EXORD 237-21. The Army G-1 approved the recommendation as implemented on 6 July 2022. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

19. Recommendation: Increase focus on the SHARP-related component of the evaluations of all officers and NCOs, to make it material and substantive, rather than just another block to check.

Transferred to the IRC timeline: Tasked to the G1 to increase focus on the SHARP-related component of the Officer and Non-commissioned Officer Evaluation Reports (OER and NCOER) with material and substantive language. DoD suspense is 30 September 2024. This recommendation was transferred due to its close association with OSD guidance on evaluations in IRC 3.5b.

20. Recommendation: The Army Inspector General and the Army Department of Administrative Services should change the thresholds for green, yellow, and red status for SHARP climate factors, to raise the bar. A status of red should begin at 60% favorable responses and all levels above that should be adjusted accordingly.

Implementing Action: The Inspector General does not use color codes thresholds for their findings. However, the IG school reviewed its training and education regarding how it described percentages to flag issues of heightened sensitivity and made changes to the Army IG Inspection guide as an enduring change. The Army G-1 approved the recommendation as implemented on 6 July 2022.

21. Recommendation: The Army should conduct an audit of OTJAG compliance over the last five years at Fort Hood, with the MOU dated June 5, between Army CID Command and OTJAG establishing a 14-day time frame to render a probable cause and/or final report opinion. The audit should determine whether these opinions are timely, identify the causes of any delays, and require appropriate adjustments to facilitate compliance.

Implementing Action: This recommendation was deemed satisfied by the Secretary of the Army's memo dated 13 May 2022. The memo highlighted Fort Hood Office of the Staff Judge Advocate and Criminal Investigation Division (CID) office instituting improved processes for managing and tracking probable cause (PC) opines. Further,

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the Office of the Judge Advocate General (OTJAG) will include the opine process as an Article 6 inspection item and will synchronize with CID on its annual report to Congress on the status of alleged sex-related offenses, to further identify any undue probable cause delays and adjust policies to improve timeliness. Lastly, CID, OTJAG, and the Office of the Provost Marshal General are now taking a comprehensive look at the PC opine process beyond timelines. This review encompasses legal and regulatory requirements, administrative use of PC determinations, and best practices from other law enforcement agencies. TJAG has promulgated additional guidance on the PC opine process in the Memorandum of Agreement between OTJAG, CID, and OSTC signed in August of 2022 establishing a 7-day time frame to provide a response to PC or no PC consultation requests by a CID Special Agent within 7 calendar days of receiving the request.

22. Recommendation: The pervasive mistrust of the SHARP process and the lack of soldier confidence in leadership’s ability to effectively address sexual harassment or sexual assault complaints demands an external check on the process. The SHARP PO, in consultation with its legal advisors, should review the disposition of substantiated Sexual Harassment and Sexual Assault cases on a semiannual basis for consistency and report such to all commanders serviced by that Program Office, up to and including the GCMCA for each command. Unsubstantiated cases should be forwarded to the next higher-level commander for a second review and final determination.

Implementing Action: The new Army SHARP regulation establishes a regulatory requirement to hold meetings for the review of sexual assault and sexual harassment actions and inactions, by all responding agencies. These meetings will review completed sexual harassment investigations for compliance with required timelines and case characteristics/disposition trends. Also, the SARB will review, monthly, any unrestricted report of sexual assault involving the installation. This includes reviewing cases and procedures to improve the processes, system accountability, and victim access to quality services. Additionally, the Army Directive 2022-23 published September 2022 requires an investigating officer from outside the subject’s assigned brigade to be an independent investigator for sexual harassment cases, with an additional review available outlined in AR 600-20, paragraph 7-8. Special victim prosecutors working under the Trial Counsel Assistance Program (TCAP) will review all special victim cases and investigations. The FY2022 NDAA legislated military justice reforms including transferring disposition authority from commanders to judge advocates certified as special trial counsel to ensure impartiality of sexual assault and other covered offenses. This legislated change becomes effective 27 December 2023. The Under Secretary signed an approval memo deeming this recommendation as implemented on 14 October 2022.

23. Recommendation: The Army should coordinate with DoD regarding implementation of Section 549 of the National Defense Authorization Act (NDAA) of 2020, entitled “Notice to victims of alleged sexual assault of pendency of

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further administrative action following a determination not to refer to trial by court-martial.

Implementing Action: Army Directive 2021-16 was issued in May 2021 requiring brigade commanders to provide notification. Additionally, on 30 August 2021, TJAG issued additional policy guidance describing what information can be released related to administrative actions. The Judge Advocate General reissued policy guidance in 2022 to incorporate additional notification requirements as required by Section 549 of the FY 20 NDAA as modified by Section 545 of the FY 2022 NDAA. The forthcoming SHARP regulation, policy guidance, and recent statutory changes make this change enduring.

24. Recommendation: The Army should examine the staffing levels and timely assignment of Special Victim Counsel at Fort Hood and assess the impact on CID investigations, as any delay in assignment of an SVC can bring an investigation to a standstill.

Implementing Action: Army Special Victim Counsel (SVC) received 30 SVC authorizations in FY2021 and an additional 17 SVC authorizations in FY2022 as part of the Total Army Analysis process. All 47 positions have been approved and are documented on the United States Army Legal Service's (USALSA's) Table of Distribution and Allowances (TDA) and distributed across the installations. 30 of the 47 positions are filled as of September 2022, with the remaining expected to be filled in the summer 2023 Permanent Change of Station (PCS) season. Approval of the positions in the Total Army Analysis is an enduring manning solution.

25. Recommendation: The Army should require that the installation SHARP Program Management Office track and monitor the aging and life cycle of each sexual assault and sexual harassment case, and prepare a semiannual report regarding the same.

Implementing Action: Army Directive 2022-13 (Reforms To Counter Sexual Harassment/Sexual Assault in the Army) was issued 20 September 2022. The Army Directive directs the installation lead SARC to prepare written semiannual report for the senior commander to identify and resolve bottlenecks or delays in individual cases. The Army Directive ensures the changes are enduring. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

26. Recommendation: Assign executive level responsibility to accurately track the length of time elapsed for full adjudication of a sexual assault complaint from investigation to final disposition.

Implementing Action: The G-1 SHARP program office re-emphasized the intent of FHIRC recommendation #26 by issuing clarified SARB guidance to the field. Additionally, the G-1 SHARP program office coordinated with the SHARP Academy to ensure Senior Commanders understand their executive level responsibilities associated with SARB actions, including case management. Finally, the G-1 has codified this

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executive level responsibility of Senior Commanders within the new consolidated SHARP Regulation to make the guidance enduring. All fulltime SARCs are trained on the SARB processes during the six-week resident SARC/VA career course. The Army G-1 signed an approval memo deeming this recommendation as implemented on 18 August 2022.

27. Recommendation: The Army should ensure that breach of confidentiality with respect to leaking or publication of a SHARP report by any person involved in the process is a punitive offense.

Implementing Action: The PFTF directed the SHARP Academy to update annual training materials in FRAGO 2 to HQDA EXORD 237-21. The SHARP Academy updated materials in May 2022, emphasizing that a breach of confidentiality in SHARP related action is punishable under UCMJ. The SHARP Academy will conduct annual reviews of the training and update material annually to ensure it follows the most current legislated, DoD, and Army guidance on sexual harassment and sexual assault.

28. Recommendation: Reinforce leadership education on the management of Military Protective Orders and management of complainant expectations. Commanders should make every effort to ensure the subject and the complainant are able to avoid contact to the maximum extent possible.

Implementing Action: Army Directive 2021-16 was issued in May 2021 reinforcing Army policy on Commanders' responsibilities related to Military Protective Orders (MPOs), who needs to be notified of the MPO and the recommendation for victims to also seek a Civilian Protective Order. The Army Directive ensures the changes are enduring.

29. Recommendation: The nature of the case and the results of all SHARP disciplinary actions should be published at least semiannually, without identifying the subject, victim or Unit, in order to deter future conduct and engender confidence in the SHARP response process.

Implementing Action: Validated by Army-wide Commander assessment per EXORD 237-21. This is one of the recommendations included in EXORD 237-21 directing Army-wide implementation assessment. All Army Commands/Army Service Component Commands confirmed that this recommendation has been implemented Army-wide. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

30. Recommendation: Publicly disseminate court-martial convictions for SHARP offenses.

Implementing Action: Validated by Army-wide Commander assessment per EXORD 237-21. This is one of the recommendations included in EXORD 237-21 directing Army-wide implementation assessment. Army Directive 2022-13 (issued 20SEP22) states

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“Commanders will publish the nature and results of all judicial, non-judicial, and/or administrative actions taken against the offender (including letters of reprimand) and disseminate this information to troops via unit newsletters, bulletin boards, and other communications channels.” All ACOMs/ASCCs confirmed that this recommendation has been implemented Army-wide. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

31. Recommendation: Ensure required disclosures are provided to complainants, particularly the final resolution of their SHARP report, and contain the maximum disclosure allowed by law.

Implementing Action: In addition to the requirements in AR 600-20, paragraph 7-8 and paragraph 7-5t, for Brigade Commanders to provide status updates to both named complainants and victims on the progress of the investigation, 10 U.S.C. 806b requires Commanders to provide victims of a “sex-related” offense as defined by 10 U.S.C. 1044e(h) certain notifications. This new requirement is taught to senior Army Officers in or selected for command (installation, brigade combat team, and battalion commanders) and by those commanders assuming special court-martial convening authority at the Senior Officer Legal Orientation (SOLO) course.

32. Recommendation: Educate Soldiers at all levels, including leaders and Judge Advocates, of available statistics that demonstrate the low incidence of false sexual assault reporting generally, and the flawed logic in believing soldiers are highly incentivized to file false SHARP reports.

Implementing Action: Army directed the SHARP Academy to update annual training materials in FRAGO 2 to HQDA EXORD 237-21. SHARP Academy updated materials in May 2022, emphasizing low incidents of false reporting. Annual training support package is expected to be published in conjunction with the new Army SHARP regulation. The SHARP Academy will conduct reviews of the training and update material annually to ensure it follows the most current legislated, DoD, and Army guidance on sexual harassment and sexual assault.

33. Recommendation: The Fort Hood CID should establish and track the progress of specific and measurable goals, objectives, and metrics, for their operations regarding: a. Timely investigations; b. Drug crime suppression; c. Crime reduction; d. Task force and joint investigative activities; e. Staffing; f. Training.

Implementing Action: CID initiated the Director’s Strategic Guidance and a CID wide law enforcement industry standard assessment tool Computer Statistics (COMPSTAT) for data-driven decision-making to track measurable investigative and investigative support goals, objectives and metrics pertaining to solving crimes. The CID COMPSTAT was modeled after those of the New York City Police Department and Los Angeles Police Department but tailored specifically for use by CID. This tracking mechanism is specifically designed to enhance the quality of CID investigations and operations through a data-driven process that leverages and refines existing oversight

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mechanisms, highlights crime trends and threats, assesses capability posture (man, train, equip), quickly allocates resources, and promotes 360-degree accountability. In addition, CID established the Investigations and Operations Directorate (IOD) at CID HQ, which has centralized responsibility for oversight of investigations which has led to increased standardization of investigative processes across the organization and stronger adherence to policy and regulatory requirements. The IOD works directly with the Field Office leadership and the COMPSTAT teams to identify problematic investigations, areas needing improvement and to shift investigative resources to locations needing immediate assistance.

Additionally, CID purchased Power Business Intelligence (PowerBI) which has given CID agents and analyst real-time actionable intelligence and data to identify areas of focus and locations of criminal threats. Special agents and analysts are using this information to target suspects and areas of criminal activity and reduce criminal threats to Soldiers, their families and Army equities. The CID leadership, IOD and COMPSTAT teams are using PowerBI to track the progress of specific and measurable goals, objectives, and metrics, pertaining to timely investigations, counter narcotic operations, and crime reduction efforts. The creation of COMPSTAT and use of PowerBI as industry standards have enhanced thorough and timely death investigations and to identify, track, and determine high-risk people, places and activities contributing to the deaths and provide that information to appropriate entities, enabling them to make informed decisions.

34. Recommendation: The CID Command should evaluate its staffing model and personnel movement protocols for high tempo/high turnover CID offices like Fort Hood, which cover Corps and Divisional posts to ensure they are staffed at a level where they are capable of working: a. Complex cases on the installation; b. Joint investigations for complex cases off the installation; c. Proactive crime suppression in conjunction with DES and Commanders, especially drug activity; d. Competently and effectively handle the large volume of death and sex crime cases.

Implementing Action: Memorandum, 07 July 2021, USACIDC, subject: Under Secretary of the Army Directed, U.S. Army Criminal Investigation Command (USACIDC) Restructure Growth Phase 1, Tables of Distribution and Allowance (TDA) Documentation Approval Request- this memo documented 99 civilian positions as directed by the Under Secretary of the Army. These personnel constituted the initial changes in the restructuring effort directed by the Secretary of the Army to address the staffing model of CID. All HQDA level decisions made to enable this recommendation are on a phased approach through FY26. To immediately address investigative shortfalls, CID Director Ford published his Strategic Guidance to maximize jurisdiction and leverage CID agent's authority to properly investigate crimes where there is a strong Army nexus. This guidance established CID priorities to "prevent" loss of life, serious bodily injury, sex crimes and theft or destruction of resources, "investigate" criminal incidents in a thorough and timely manner and "educate" ASLs, commanders and prosecutors with relevant information they can utilize to make decisions to better

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protect the total force. To address personnel movement protocols, Director Ford began restructuring CID from combat focused Military Police (MP) Battalion and MP Group units to the industry standard law enforcement focused Field Office (FO) structure, directed ongoing coordination with HQDA Human Resources Command (HRC) to reduce the turnover of military agents and investigators, increased the amount of certified/experienced civilian special agents at Corps and Divisional installations, revised roles, and responsibilities to correspond with experience and background and streamlined policies and procedures to manage risk rather than avoid risk. Additionally, the Secretary of the Army mandated CID transition from a primarily military staffed special agent cadre to an initial mandate of 60/40 (civilian agent to military agent) ratio. This transition was needed as civilian special agents possess expanded arrest and search warrant authorities over civilian subjects committing crimes against Army equities off military installations. Additionally, civilian agents can remain at duty stations for longer periods of time than military agents which gives them the advantage of developing and strengthening relationships and partnerships with local law enforcement agencies. These actions further increase cooperation and joint investigations where there is a strong Army nexus.

35. Recommendation: USACIDC should enhance the availability at the Detachment level of electronic forensic resources, expertise, software licenses and equipment, related to the retrieval and exploitation of electronic evidence regarding mobile phones and laptops such that exigent cases can be handled immediately, and sex crime and death investigations are fully and timely serviced.

Implementing Action: CID Director Ford directed the transformation of the CID cybercrimes unit into a cyber-directorate (CYD) which has optimized the effectiveness and efficiency of the digital forensic examiner (DFE) workforce, increased digital literacy across the organization, and procured standardized cyber investigative tools for CID. The CYD reorganized all DFE's under the CYD for centralized and standardized management, training, certification and equipping. The CYD has allocated DFE assets to the largest Division and Corps CID offices to address growing digital investigative needs and is able to surge or reallocate DFEs resources for emerging priorities. CID also approved the purchase of Silo technology which empowers agents and analysts to perform investigations safely and anonymously across the open, deep, and dark web. Through browser isolation, managed attribution, workflow enhancements, data collection/preservation and tradecraft training, agents and analysts are thorough, efficient, and compliant with best practices and policy of digital investigations. The CYD purchased an expanded law enforcement version of Cellebrite which is enabling agents and digital forensic examiners to fully exploit digital evidence which was previously not possible.

36. Recommendation: CID should be furnished its own mobile phone tracking expertise, software application licenses and equipment.

Implementing Action: This recommendation was assessed as implemented in October 2021. Real time tracking of mobile phones may only be provided to Law Enforcement by

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the cell phone provider for emergent/exigent circumstances. The CID purchased Cell Hawk software for the analysis of cell phone information in situations where a warrant was obtained. This capability has been provided to all the Field Offices within CID. Cell Hawk is the industry standard for all digital information stored on or used in cell phones to retrieve and exploit the electronic evidence for criminal investigations.

37. Recommendation: USACIDC should ensure that on the largest and busiest installations, the CID Office has an appropriate number of experienced Special Agents to handle complex investigations and mentor apprentice Special Agents.
a. There should be no less than a 50/50 ratio of apprentice to credentialed Special Agents; and, 30% of these Special Agents should have no less than 5 years of experience and 20% should have no less than 8 years of experience. b. The USACIDC and the Director of Army Staff should evaluate whether this requires an increase in the number of CID Civilian Special Agents (1811 civilian criminal investigators) for continuity and effectiveness in handling complex cases. c. CID should study whether manpower allocations should be reallocated every other year to ensure the CID staffing in the Detachments covering Corps and Divisional Posts are fully capable of discharging all of the USACIDC objectives listed in AR 195-2.

Implementing Action: Memorandum, 07 July 2021, USACIDC, subject: Under Secretary of the Army Directed, U.S. Army Criminal Investigation Command (USACIDC) Restructure Growth Phase 1, Tables of Distribution and Allowance (TDA) Documentation Approval Request; this memo documented 99 civilian positions as directed by the Under Secretary of the Army. These personnel will belong to USACIDC and constitutes the initial changes in the restructuring effort directed by the Secretary of the Army. All HQDA decisions made to enable this recommendation are on a phased implementation schedule through FY26. USACID adjusted its staffing model to relocate and freeze agents appropriately to prevent excessive turnover. USACID increased staffing at Fort Hood, Fort Bragg, and Fort Carson as a part of phase 1. Intensive assessments will codify the baseline measure of effectiveness to inform additional restructuring. USACID will continue redesign efforts to increase the ratio of civilian agents to support continuity and increase expertise in a phased approach through FY 26 prioritizing locations by crime rates. There are ongoing HQDA Operational Planning Teams (OPTs) with CID to obtain funding and develop resource solutions to keep pace with hiring requirements for experienced agents at the largest and busiest CID offices. Ongoing hiring of experienced Special Agent in Charge/Assistant Special Agent in Charge/Resident Agent in Charge (SAC/ASAC/RAC) to fill all required positions at the largest CID offices first and then to medium and smaller CID offices. Directive to push experienced agents from staff and support roles at MP Battalions and MP Groups to investigative roles within the CID offices. Ongoing coordination with the Civilian Human Resource Agency (CHRA) and HQDA to move from competitive to excepted service and expanded use of annuitants to recruit and hire credentialed, experienced Law Enforcement (LE) professionals. Initiation and use of COMPSTAT, PowerBI, and IG inspections to verify appropriate manning and leadership at CID offices and validate thoroughness and timeliness of CID investigations. Due to routine military unit

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movements, military installation reorganizations and joint basing decisions, CID assessed that manpower studies should be ongoing and include all CID offices worldwide to ensure the effective and efficient use of CID and Army resources. Further, CID assessed TRADOC installations are similar in size and personnel requirements as Divisional Posts and must be included in any assessment of personnel and capabilities.

38. Recommendation: CID Fort Hood should immediately establish MOUs and reconsider imbedding Special Agents with local law enforcement stakeholders, especially KPD to facilitate: a. Rapid notification and tracking of Soldier subjects and victims; b. Conduct of joint investigations involving crimes involving Soldiers and cases of mutual interest; c. Development of true law enforcement partnerships; d. Enhancement of day-to-day communication channels; e. Exchange of crime information, investigative reports, criminal intelligence and crime analysis; f. Identify establishments, neighborhoods and areas off post that are high risk to soldiers.

Implementing Action: Validated by Army-wide Commander assessment October 2021 per Crime Prevention EXORD 264-21 directing commands review MOUs with local law enforcement. The Director's Strategic Guidance to CID and operational execution by the SAC/ASAC/RAC is building relevant and long-lasting relationships and partnerships with Directorate of Emergency Services (DES), local, state, and federal LE agencies and district attorney and US Attorney's offices. This guidance and change to a law enforcement mindset is allowing CID agents to operate outside of installation boundaries and aggressively investigate criminal actors who target Soldiers on and off military installations. In June 2021, the Texas Governor signed legislation appointing CID/Air Force Office of Special Investigations (AFOSI) Agents as special investigators under TX criminal law; enabling access to previously unobtainable records; agents now regularly interface with Killeen Police Department (KPD) detectives and have full unaccompanied access to the KPD. Memoranda of Understanding (MOUs) are in place with all local law enforcement. CID agents are maximizing their authority and jurisdiction on and off military installations and conducting joint investigations with civilian LE partners where appropriate to investigate and track down Soldier and civilian criminals where there is an Army interest. A GS-15 Special Agent in Charge (SAC) onboarded at the Fort Hood CID Field Office on 25 MAR 22. Liaison Officers (LNOs) in place for both Killeen PD and Bell County Sheriff's Department. Newly hired SAC/ASAC/RAC's are leading relationship building with civilian LE partners and CID agents are expanding their daily contacts and building relationships and partnerships with local law enforcement agencies and increasing the number of joint investigations across CID. CID offices are maximizing opportunities to routinely communicate with installation DES, commanders, and other stakeholders, sharing information where appropriate so that senior leaders can make informed proactive decisions to protect the force. Further, the empowerment of SAC/ASAC/RACs is allowing agents to share information, investigative reports, and criminal intelligence where appropriate with local, state, and federal law enforcement partners. In addition, in support of crime analysis, the use of PowerBI has given CID agents and analysts real-time actionable intelligence and data to identify areas of focus and locations of criminal threats. Agents are using this

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information to target suspects and areas of criminal activity and reduce criminal threats to Soldiers, their families and Army equities. The HQDA Prevention Lead will also conduct an annual assessment to ensure this recommendation remains implemented.

39. Recommendation: Fort Hood CID, DES and unit commanders should periodically participate in “ride-a-longs” with local police and sheriffs to establish greater understanding of crime dynamics outside Fort Hood and high-risk areas for Soldiers.

Implementing Action: Crime Prevention EXORD 264-21 directed re-establishing relationships with local law enforcement agencies. In April 2022, OPMG assessed as implemented based on concurrence from AMC and IMCOM. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented. The Crime Prevention regulation in staffing (TMT #RJQ6) emphasizes the need for military law enforcement to maintain continuous coordination and liaison with local civilian law enforcement to establish better understanding of off-post crime dynamics. The CID Director’s Strategic Guidance empowers and directs CID agents to engage with and build lasting relationships with local, state, and federal LE partners. Joint investigations with civilian LE partners, especially off-post, have increased significantly due to this guidance and periodic ride-a-longs have begun when and where appropriate. When there is an Army nexus, joint narcotic operations are now being carried out on a routine bases at multiple locations throughout the US. The CID leadership has empowered, encouraged, and observed CID agents now conducting ride-a-longs and other joint activities with local law enforcement, which was previously not done. Finally, several select Fort Hood CID special agents have 24/7 access to the Killeen Police Department (KPD) and those agents are conducting daily engagements with the KPD to ensure seamless information sharing and joint investigations/operations are being conducted.

40. Recommendation: CID and DES should provide Fort Hood Command and stakeholders with information and intelligence on a regular basis to support employment of all the tools available to the Command to reduce crime such as drug suppression, placing high crime establishments off limits, identification and dissemination of high-risk activities and sites off post, barracks health and welfare checks, and targeted law enforcement operations on the installation.

Implementing Action: Validated by Army-wide Commander assessment October 2021 per Crime Prevention EXORD 264-21 directing implementation. CID revamped the Criminal Intelligence Operations Center (CIOC) and directed the purchase of PowerBI, enabling the CIOC to become the Army’s entity primarily responsible for all Army criminal intelligence analysis and products providing opportunities to mitigate criminal threats. CID and CIOC work closely with the DES and provide Installation and Garrison Commanders, SMCs, and ASLs real-time actionable information on a regular basis on crime trends pertaining to missing persons, suicide, homicide, sex assault, and drug offenses for crime reduction efforts including placing high crime establishments off limits to Army personnel. The CYD and MCU conduct proactive investigations in child and sex

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crime exploitation with the National Center for Missing and Exploited Children and provide education and information to U.S. Army equities such as ASL, Senior Mission Commanders, installation lodging, etc. to mitigate victims and hold perpetrators accountable. Director Ford has streamlined the approval process for the use of Technical Listening Equipment (TLE) and drug suppression operations which has significantly increased the use of TLE and proactive drug investigations where fully implemented. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented. This recommendation is also addressed in the Crime Prevention regulation that is in staffing (TMT # RJQ6).

41. Recommendation: CID should fully investigate all soldier drug overdoses to determine the source of the drugs and the extent and nature of the soldier's and his/her known associates' involvement in drugs.

Implementing Action: In April 2021, CID published ALCID 003-21 requiring CID to fully investigate all Soldier drug overdoses on post in an attempt to determine the source of the drugs and the extent and nature of the Soldier's and his/her known associates' involvement in illegal drugs. CID initiated the Director's Strategic Guidance and made numerous policy changes including, requiring agents to maximize jurisdiction, conduct joint investigations in all off-post CID purview criminal allegations where there is a strong Army nexus, and conduct investigations of all drug overdose, suicide, and death investigations involving Soldiers whether the incident was on or off the military installation. CID hired a civilian drug program manager at HQ CID IOD, a former DEA special agent supervisor and prosecutor, who is leveraging his decades of experience to train, educate, and oversee CID's drug suppression program. Changes to CID policy to maximize jurisdiction and use of TLE have already significantly increased the amount of proactive drug investigations where fully implemented.

42. Recommendation: CID should fully investigate all death cases, including suicides on and off post to determine whether high-risk people, places or activities contributed to the death to inform responsible commanders and enable formulation of mitigation strategies.

Implementing Action: In April 2021 CID published ALCID 005-21 which requires CID agents when conducting possible suicide investigations, on or off-post, to attempt to determine why the victim committed suicide, and to identify high risk behaviors and issues, and any related places, people or activities, to inform commanders of these facts and trends to enable the formulation of mitigation strategies. These policy changes and actions affect active-duty Soldiers and Compo 2/3 Soldiers in Title 10 status. In AR 638-8, the Fatality Review Board (which includes the Commander of the local CID activity) requires the investigation of all death cases and for all lessons learned (in a suicide case) to be forwarded to the Army Suicide Prevention Office. Senior commanders also address this recommendation through their CR2C meetings (Technical Guide 362, Implementation of the Commander's Ready and Resilient Council, published in March 2021). The CR2C initiates and develops procedures for implementing installation-wide health promotion, risk reduction, and suicide prevention

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efforts to maximize readiness, resiliency, and overall quality of life. CID actions: a. Initiated the Director's Strategic Guidance and made multiple CID policy changes to maximize jurisdiction, remove "checklist" mentality, require joint investigations where appropriate, investigate all Soldier deaths, sex/child/domestic abuse, and drug crimes within CID purview on and off-post, manage risk rather than avoid risk, remove installation boundary resistance, and maximize civilian and military agent authorities. b. Initiation of the cold case team at CID HQ to address the most complicated unsolved investigations and initiated the IOD with authority and oversight of CID investigations worldwide. CID is also working closely with the Naval Criminal Investigative Service (NCIS), Office of Special Investigations (OSI), and the Federal Bureau of Investigation (FBI) to fully develop the cold case team and bring it in line with industry standards. c. Creation of COMPSTAT and use of PowerBI as industry standards to enhance thorough and timely death investigations and to identify, track, and determine high-risk people, places and activities contributing to the deaths and provide that information to appropriate entities, enabling them to make informed decisions.

43. Recommendation: Establish an Army-wide set of protocols for "failure to report" scenarios for the critical first 24 hours to ensure consistent and robust response at the Unit and MP level when a Soldier's absence may be involuntary.

Implementing Action: Army Directive 2020-16, Determination and Reporting of Missing, Absent Unknown, Absent Without Leave, and Duty Status Whereabouts Unknown Soldiers signed on November 2020 provides guidance on classifying active-duty Soldiers and Compo 2/3 Soldiers in Title 10 status.

44. Recommendation: Train and equip NCOs with the criteria, knowledge, and skills necessary to develop and evaluate facts that would help them more clearly identify and recognize "suspicious circumstances" in situations where a Soldier fails to report.

Implementing Action: Implemented Army-wide, October 2021 as validated by Army-wide Commander assessment per EXORD 237-21. This is one of the recommendations included in EXORD 237-21 directing Army-wide implementation assessment. The Squad Leader Development Course (SLDC), which is a part of the SMA's This is My Squad initiative, provides an enduring solution for this recommendation. This course currently resides in the Army's Ready and Resilient Department on 32 installations (implemented on 16SEP22). The Squad Leader Development course (SLDC) pairs Army Doctrine with skills supported by research for the application of effective leadership within the squad. The overall objective of the course is to equip squad leaders with evidence-based skills and strategies for effective leadership to apply in a range of situations. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

45. Recommendation: Through training, command emphasis and strict enforcement, ensure that Unit leadership and NCOs know enough about their Soldiers to position them to effectively ensure their health and safety. a. Maintain

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up to date Leader books regarding their Soldiers; b. Conduct regular health and welfare checks; c. Monitor and be alert for lifestyle issues that are high-risk and deal with them; d. Receive and brief their soldiers on CID/DES information about crime and high-risk places and activities.

Implementing Action: Implemented Army-wide, October 2021 as validated by Army-wide Commander assessment per EXORD 237-21. This is one of the recommendations included in EXORD 237-21 directing Army-wide implementation assessment. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented. SMA's This is My Squad initiative meets the intent of this recommendation. More specifically, the TIMS team is piloting the Leader Engagement Tool (LET), which is a reporting and tracking tool that leaders can leverage to track presence in their barracks (part b. of this recommendation). The SLDC mentioned in FHIRC #44 also helps address the other parts of this recommendation.

46. Recommendation: Ensure Unit Soldier accountability checks are strictly enforced and documented according to general orders and Army policy and regulations.

Implementing Action: Army Directive 2020-16, Determination and Reporting of Missing, Absent Unknown, Absent Without Leave, and Duty Status Whereabouts Unknown Soldiers signed on November 2020. The Army Directive requires unit Commanders to report the Soldier's status to local Army LE officials within 3-hours of discovering Soldier Absent and within 8-hours to family members. Army Regulation 600-8-6 establishes requirements for unit Commanders to report Soldier readiness every 24-hour period.

47. Recommendation: Establish stricter protocols for MPs to respond effectively when contacted by units in possible missing Soldier scenarios such that time lapse of 24 hours is not the only criteria that initiates an MP response.

Implementing Action: Army Directive 2020-16, Determination and Reporting of Missing, Absent Unknown, Absent Without Leave, and Duty Status Whereabouts Unknown Soldiers signed on 17 NOV 20, establishes critical timelines for notification of authorities within three hours and family members within eight hours. The Provost Marshal Office (PMO) / Directorate of Emergency Services (DES) will request an Attempt-To-Locate from local LE agencies and enter all relevant information into the Missing Persons File of the National Crime Information Center (NCIC) database. The PMO will also submit a Law Enforcement Report (LER) and a Be-On-the-Lookout (BOLO) into the Army Law Enforcement Reporting and Tracking System (ALERTS). If a Soldier is not found within the first 48 hours, the directive also provides critical checklists for responsible agencies when a Soldier's absence is determined to be involuntarily.

48. Recommendation: Establish a monthly crime prevention governance body of all Fort Hood stakeholders with the overall mission of force protection and enhancing public health and safety through risk management and targeted

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reduction of crime incidents on the installation by: a. Establishing shared specific and measurable goals, objectives, and appropriate metrics for success; b. Using sophisticated crime analysis to identify trends, hot spots, high crime, or outlier units; c. Establishing mitigation actions and initiatives; d. Identifying accountability for achievement of goals and objectives; e. Informing command stakeholders of all information affecting their units; f. Providing analytical products and reports regarding off-post crime dynamics involving Soldiers and identify initiatives and strategies to interact with off-post law enforcement to mitigate the crime risks to Soldiers off-post; g. Devising specific proactive strategies to reduce drug crimes.

Implementing Action: CID adopted and adapted the New York Police Department (NYPD) Computer Statistics (COMPSTAT) methodology to generate crime statistics to meet the intent of this recommendation. This process ensures the expectations of DACID offices match the resourcing provided, produce a common understanding of the threat, establish benchmarks for metrics used to evaluate effectiveness and efficiency, allows for immediate corrective action when a deficiency trend is identified and immediate employment of a best practice when one is identified. This recommendation received feedback from ACOMs/ASCCs indicating the recommendation as implemented Army-wide. The Director DACID and the Provost Marshal General concurred this recommendation is implemented. The DCS-G1 signed an approval memo deeming this recommendation as implemented on 20 October 2022.

49. Recommendation: Consider full-time imbeds, of CID and/or DES with local law enforcement partners to facilitate rapid notification and decisions in case of joint jurisdictional issues involving Fort Hood Soldiers.

Implementing Action: Fort Hood DES embedded one LNO with both KPD and Bell County Sheriff's office. CID has two credentialed agents with full access to KPD HQ who participate in COMPSTAT and Detective Synch meetings. Conversion of DES temporary hires to permanent hires is ongoing. 2x term analysts (GS 1805s) are working in Police Intel Section of DES. This is now an IMCOM PMP validated requirement in QLIPR modeling and is pending (ID-R)/IMCOM approval. DES MOUs are in place with all local law enforcement to enable rapid info/intelligence sharing. CID MOU with BCSO embedded agents in Bell County Organized Crime Unit. Validated by Army-wide Commander assessment October 2021 per Crime Prevention EXORD 264-21. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

50. Recommendation: Commission a survey to identify strategic locations to install closed-circuit television (CCTV) and license plate readers on the installation to: a. Deter crime by alerting Fort Hood visitors, workers, and inhabitants that certain movements and actions are under CCTV coverage; b. Solve crimes by timely identification of vehicle movements and suspects; c. Assist criminal investigators in complex investigations by establishing critical timelines of people and vehicle movements; d. Facilitate real time crime

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apprehensions in exigent circumstances; e. Provide real time intelligence to crises managers during such situations.

Implementing Action: Army directed a survey (in FRAGO 1 to HQDA EXORD 264-21) in coordination with AMC and IMCOM, and G-9 geospatial folks developed the web-based platform for installations to load their strategic points (except Barracks locations). The survey was completed in May 2022 and the data was captured in JARVISS for commands to action it. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

51. Recommendation: Establish an awareness program with the theme of “Vulnerability Avoidance,” especially in the area of sexual assault and high-risk off-post activities.

Implementing Action: Validated by Army-wide Commander assessment October 2021 pursuant to EXORD 237-21, this is one of the recommendations included in EXORD 237-21 directing Army-wide implementation assessment. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

52. Recommendation: Streamline the Fort Hood Armed Forces Disciplinary Control Board process so that timely and effective actions can be taken to address high-risk establishments and areas off base.

Implementing Action: The Fort Hood Armed Forces Disciplinary Control Board (AFDCB) restarted on 27 JAN 21 and convenes quarterly (unless situation dictates an emergency meeting.) This solicits input from Law Enforcement, Family Advocacy Program (FAP), Legal Assistance and others to identify high risk areas, present evidence to the Board and determine a recommended course of action to improve safety and security. In May 2021, an emergency AFDCB convened out of cycle and rapidly issued an emergency off limits letter following an off-post shooting. AFDCB scope expanded from primarily bars and night clubs to include apartment complexes, self-storage facilities and other tenant facilities that effect safety, security, and quality of life for Soldiers and Families. III Corps and FHTX Policy Letter 7 (off limits establishments) has increased from four off-limits establishments (Feb 21) to nine establishments (Sep 22). AFDCB has proven an effective means to influence owners to increase safety at their establishments; since May 21, three businesses improved their conditions and were removed from the off-limits list. This recommendation was also validated by Army-wide Commander assessment in October 2021 pursuant to EXORD 237-21. This is one of the recommendations included in EXORD 237-21 directing Army-wide implementation assessment. Guidance is included in AR 600-20 as an enduring requirement.

53. Recommendation: Through effective liaison and sophisticated crime analysis, DES and CID should work with local law enforcement to identify high-risk establishments and living areas. These areas should be rapidly declared off limits

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by the commander. This topic should be a regular agenda item for the Crime working group.

Implementing Action: CID established a “Maximize Jurisdiction” approach, liaison efforts, and increased focus on proactive operations. CID’s focus on building and enhancing relationships with local, state, and federal counterparts, includes participation on numerous task forces, which also increases awareness of hot spots. These relationships with state and federal prosecutors, coupled with law enforcement partnerships, provide multiple avenues to address the threat posed by establishments and areas with criminal concerns impacting the Army. The Director DACID and the Provost Marshal General concurred that this recommendation is implemented. The DCS-G1 signed an approval memo deeming this recommendation as implemented on 20 October 2022.

54. Recommendation: DES and CID crime reports should focus on the crime dynamics both on and off post, since a large number of Soldiers live off-post.

Implementing Action: EXORD 264-21 directed DES and CID to provide Senior Commanders a quarterly crime analysis and statistics brief of both on and off-post crime to determine trends and associated dynamics involving Soldiers to identify strategies to mitigate crime risks. This recommendation was included in EXORD 237-21 directing Army-wide implementation assessment. Feedback from ACOMs/ASCCs indicate this recommendation has been implemented Army-wide. CID will fully field the capability to generate crime statistics to the DACID Field Offices by the end of CY22. This capability is comparable to the statistics generated as part of the NYPD COMPSTAT. The statistics will be used for briefings to SMCs and Garrison Commanders, in collaboration with DES. Using those statistics, information from closed and active CID case files, intelligence from CID's source network, and intelligence from counterpart law enforcement agencies at both the national and local levels, CID will produce targeted analytical products focused on specific crime threats that highlight opportunities for proactive law enforcement operations, crime awareness campaigns, and action by commanders to mitigate crime threats both on and off-post. CID should also create criminal or LE relationships in all areas outside of installations that have USAREC/ACC personnel/facilities/equipment. This should include relationships that facilitate the reporting of crimes with a nexus to USAREC/ACC personnel/family members/facilities/equipment. The Director DACID and the Provost Marshal General concurred this recommendation is implemented. The DCS-G1 signed an approval memo deeming this recommendation as implemented on 20 October 2022.

55. Recommendation: DES and CID should publish off post crime statistics and hotspots to the general Fort Hood population, to facilitate situational awareness.

Implementing Action: EXORD 264-21 directed DES and CID to provide Senior Commanders a quarterly crime analysis and statistics brief of both on and off-post crime to determine trends and associated dynamics involving Soldiers to identify strategies to mitigate crime risks. CID will produce an annual crime report focused on the major

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crime categories and work with Office of the Provost Marshal General (OPMG) to ensure the inclusion of statistics relevant to non-felonious crimes. Additionally, CID plans to publish the NYPD COMPSTAT style statistics monthly at the local installations. These reports fully address the intent to improve situational awareness of off-post crime. The Director DACID and the Provost Marshal General concurred this recommendation is implemented. The DCS-G-1 signed an approval memo deeming this recommendation as implemented on 20 October 2022.

56. Recommendation: The Army should examine, from recruitment throughout the lifecycle of a Soldier, how the Army can better develop the “whole” person, helping each Soldier recognize the value of the warriors with whom they serve. This development must be iterative through the Soldier’s career and it cannot be relegated to another perfunctory PowerPoint presentation. It requires comprehensive consideration and circumspect implementation.

Implementing Action: The Army G-1 approved Army-wide implementation April 2022. The PFTF reviewed a myriad of new, wide-spanning solutions that have been implemented to address holistic development throughout the Soldier lifecycle. Many diverse, yet complementary, Army-wide efforts are accomplishing this necessary development for Soldiers across TRADOC professional military education and FORSCOM unit programs. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

57. Recommendation: Define the 21st Century Soldier as one who values respect and inclusion and knows how to carry that out in day-to-day interactions.

Implementing Action: The Army G-1 approved Army-wide implementation April 2022 after reviewing Army wide actions including Army Talent Management Task Force Command Assessment Programs and Sergeants Major Assessment Programs; TRADOC’s updated programs of instruction for all enlisted and officer professional military education, and the additional coursework for Diversity, Equity, and Inclusion. These programs are reviewed annually to ensure enduring implementation.

58. Recommendation: Command leadership at all levels should devise strategies and initiatives to reestablish and emphasize the role of NCOs and Junior Officers in knowing and connecting with their Soldiers at the unit level in ways that facilitate respect for the health, safety, and well-being of all members of the unit and the Army.

Implementing Action: Implemented Army-wide, October 2021 as validated by Army-wide Commander assessment pursuant to EXORD 237-21. This is one of the recommendations included in EXORD 237-21 directing Army-wide implementation assessment. The EXORD mission and intent is: “Mission: NLT 25 September 2021, Commanders, Army Commands, Army Service Component Commands, and Direct Reporting Units will assess the implementation of 18 FHIRC recommendations within their commands, to include installations where they exercise oversight of Senior

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Commanders per AR 600-20. Intent: 3.a.2 Commands will assess the status of implementation of these 18 recommendations as applicable and report status of implementation of each, and/or impediments preventing implementation and action necessary in order to address the impediment. OCAR and CNGB will assess implementation within their organizations as applicable and appropriate.” The numerous initiatives/programs (MySquad app, etc.) associated with SMA’s “This is My Squad” campaign provide an enduring solution to this recommendation. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

59. Recommendation: Establish and maintain a culture and climate of equal opportunity, and zero tolerance for sexual assault and sexual harassment.

Implementing Action: The guidance and actions associated with Army Campaign Plan Objectives 3 (Build Positive Command Climates) and 4 (Reduce/Prevent Harmful Behaviors) address this recommendation and will support enduring changes to maintain Army senior leader attention on transforming the Army culture and climate. Specific actions within Campaign Objectives 3 and 4 include: Provide real-time feedback to units on team cohesion and organizational climate, Extend legal education to command teams at echelon, Develop leader assessments to support awareness of climate-related knowledge and skills, Review and enforce quality counseling programs at echelon, Include a meaningful, climate-related narrative on evaluations, Develop and implement mechanisms to integrate and synergize diversity outreach and goals with Army recruitment strategies to enhance leader participation in acquiring the best talent from diverse backgrounds. Continue to develop and implement procedures that recognize the value of diversity in developing and retaining high-performing Soldiers and DA Civilians. Review all Army policies, procedures, and programs for potential biases. Develop practical tools for assessing an equitable and inclusive environment through multiple feedback methods. Study transforming EEO requirements and imperatives to advance diversity, equity, inclusion, and accessibility. Develop DEIA training and education programs for each stage of Soldier and DA Civilian career life cycle: pre-commission, entry, mid-career, and senior executive. Provide comprehensive diversity, equity, and inclusion training, diversity advisors, program. Structure and hire the PWF at echelon in accordance with DoD guidance. Establish integration and synchronization processes between PWF and existing prevention programs and resources. Create Office of the Special Trial Counsel. The Army G-1 signed an approval memo deeming this recommendation as implemented on 11 August 2022.

60. Recommendation: Practice intrusive leadership in these areas through direct and persistent engagement.

Implementing Action: The Army G-1, approved Army-wide implementation on this matter in April 2022 after reviewing Army wide actions including: TRADOC’s Project Athena course work reinforcing Army Leadership Model (from ADP 6-22) across PME. Updated Field Manual FM 6-22 Developing Leaders providing specific guidance on persistent leader involvement. Various unit initiatives are also addressing this

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recommendation: XVIII Airborne Corps data initiatives, the Eagle Cohesion Guide (101st ABN), monthly wellness checks in 1st Infantry Division, etc. It is also reinforced at pre-command courses and at the monthly nominative Sergeants Major solutions summit.

61. Recommendation: Mandate the use of DEOCs climate surveys to identify and take action on items identified as yellow or red.

Implementing Action: Implemented Army-wide, October 2021 as validated by Army-wide Commander assessment per EXORD 237-21. This is one of the recommendations included in EXORD 237-21 directing Army-wide implementation assessment. Leaders are implementing this recommendation by performing required DEOCs out-briefs and developing action plans to address/fix specific items highlighted in the surveys. One example of this implementation effort is 10th MTN DIV's "Dream Teams"- the integration of EO teams into established Tiger teams as an enduring priority. Dream teams are innovative leaders focus groups that assess and monitor progress of Commanders' action plans. This is part of the 10th MTN DIV CG's plan for Commanders on how to solicit feedback. Note: Office of People Analytics removed the color thresholds in 2022.

62. Recommendation: The U.S. Army should raise expectations by utilizing the DEOCS climate surveys more effectively by revising the red category so that a red condition starts 60% favorable response and adjust the other color conditions accordingly.

Implementing Action: The Army G-1 approved Army-wide implementation April 2022 after reviewing Army wide actions including: submitting updates to Army Regulation 600-20 in March 2022, and initiated pilot programs for incorporating a Mission Essential Condition (MEC) and routine Quarterly People and Training Briefings (QPTB), which connect climate data to routine readiness reporting and promote dialogue on the importance of positive command climates. Additionally, the Defense Organizational Climate Survey (DEOCS) proponent replaced its red/amber/green thresholds with "factor rating alerts" in February 2022.

63. Recommendation: Establish Command focus and leadership in the area of crime prevention and drive initiatives to enhance health and safety of Soldiers, Army civilians, and dependents.

Implementing Action: Implemented Army-wide, October 2021. Guidance directed through crime prevention EXORD 264-21 for ACOM/ASCC/DRU actions. The upcoming publication of the Integrated Prevention Advisory Group (IPAG) Guide (TMT #PMXB) and Crime Prevention regulation (TMT #RJQ6) will provide an enduring solution to this recommendation. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

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64. Recommendation: The Installation Commander should lead and direct the SARB process and use it as a tool to support the SHARP Program. Implemented Army-wide, October 2021.

Implementing Action: Reinforced guidance that is required per AR 600-20 and validated by Army-wide Commander assessment per EXORD 237-21. This is one of the recommendations included in EXORD 237-21 directing Army-wide implementation assessment. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented. The updated SHARP Regulation projected to be published first quarter Fiscal Year 2023 states that the Senior Commander (SC) will chair the SARB, meeting the intent of this recommendation.

65. Recommendation: Ensure that unit leaders use existing tools to check the state of morale and well-being of Soldiers and establish new ways to do so where warranted. a. Focus groups; b. Climate surveys; c. Walk around; d. Rely on NCO information; e. Monitor crime and sexual assault and sexual harassment incidents involving respective units; Implemented Army-wide, October 2021.

Implementing Action: Validated by Army-wide Commander assessment per EXORD 237-21. This is one of the recommendations included in EXORD 237-21 directing Army-wide implementation assessment. The EXORD mission and intent is: “Mission: NLT 25 September 2021, Commanders, Army Commands, Army Service Component Commands, and Direct Reporting Units will assess the implementation of 18 FHIRC recommendations within their commands, to include installations where they exercise oversight of Senior Commanders per AR 600-20. Intent: 3.a.2 Commands will assess the status of implementation of these 18 recommendations as applicable and report status of implementation of each, and/or impediments preventing implementation and action necessary in order to address the impediment. OCAR and CNGB will assess implementation within their organizations as applicable and appropriate.” Feedback from ACOMs/ASCCs indicate this recommendation has been implemented Army-wide.

66. Recommendation: The III Corps and Fort Hood Public Affairs Office needs a surge capability and public relations crisis management team.

Implementing Action: A Public Affairs Office (PAO) Force Design Update (FDU) was approved that transfers Brigade Combat Team public affairs staff to the Corps and Division echelons to meet commander’s requirements and effectively serve as a public affairs surge capability. In total, 70 positions in COMPO 1 and 32 positions in COMPO 2 were realigned from the brigade level to the Corps and Division level, providing the manpower to fully meet the public affairs requirements of Army 2030 and adequately resource public relations crisis management teams at Corps and Division level organizations. The force design will be implemented in FY24 for Regular Army and FY24-26 for Army National Guard. The Army G-1 approved the recommendation as implemented on 6 July 2022.

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67. Recommendation: III Corps and Fort Hood must respond quickly and factually to inform the public and help shape public perception. Implemented Army-wide, October 2021.

Implementing Action: Validated by Army-wide Commander assessment pursuant to EXORD 237-21. This is one of the 19 recommendations included in EXORD 237-21 directing Army-wide implementation assessment. The EXORD mission and intent is: “Mission: NLT 25 September 2021, Commanders, Army Commands, Army Service Component Commands, and Direct Reporting Units will assess the implementation of 18 FHIRC recommendations within their commands, to include installations where they exercise oversight of Senior Commanders per AR 600-20. Intent: 3.a.2 Commands will assess the status of implementation of these 18 recommendations as applicable and report status of implementation of each, and/or impediments preventing implementation and action necessary in order to address the impediment. OCAR and CNGB will assess implementation within their organizations as applicable and appropriate.” Feedback from ACOMs/ASCCs indicate this recommendation has been implemented Army-wide. The FDU junior was approved on 14 June 2022 and will be implemented in FY24 for RA and FY24-26 for ARNG. The Public Affairs Officer (PAO) FDU Junior transferred BCT Public Affairs (PA) staff (personnel and select equipment) to the corps and division echelons to satisfy commander's requirements for public affairs, visual information, and emerging information advantage activities. It was a no growth design update. The Regular Army utilized all available internal PAO bill payers (70 positions realigned in total) while the ARNG returned 26 and the USAR returned four spaces to their COMPO accounts. The FDU Junior impacted 15 distinct TOEs (ABCT, SBCT, IBCT, CSB, TTSB, division, and corps) spanning 66 units.

68. Recommendation: Use a trained spokesperson as the primary means of communicating with the public rather than relying on commanders and law enforcement. Implemented Army-wide, October 2021.

Implementing Action: Validated by Army-wide Commander assessment pursuant to EXORD 237-21. This is one of the recommendations included in EXORD 237-21 directing Army-wide implementation assessment. Feedback from ACOMs/ASCCs indicate this recommendation has been implemented Army-wide. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented. Army Regulation 360-1 (The Army Public Affairs Program) paragraph 2-4 b. (3) states that all corps, division, brigade, or equivalent commanders will “Designate spokespersons to release information pertaining to their command. PA is an inherently governmental function requiring that official spokespersons are military, DoD, or Army civilian employees.” Additionally, the Office of the Chief of Public Affairs (OCPA) Communication Guidebook emphasizes the need to have a clear communication plan and to practice/rehearse it when it states “Have a crisis plan. Consider crisis events, which require rapid and responsive public communication. Have audio and video capabilities, a designated area for meeting and addressing the media, and any related logistics. Practice your plan. Any Army training event should test personnel, processes

Appendix B – Actions Taken to Address FHIRC Recommendations

and equipment in a realistic setting. Crisis communication plans and spokesperson training are no different.”

69. Recommendation: Cultivate enduring holistic relationships with community organizations.

Implementing Action: Validated by Army-wide Commander assessment per EXORD 237-21 with subsequent guidance issued in FRAGO #2. Implemented Army-wide, May 2022. The draft Integrated Prevention Advisory Group (IPAG) Guide (TMT #PMXB) states the need for commanders to “Engage community members and stakeholders” primarily as a component of a prevention program/concept. Army Regulation 360-1(The Army Public Affairs Program) paragraph 7-36 also stresses the importance of positive relationships with community organizations. The Senior Commander Course and BDE Pre-Command Course (PCC) also address this recommendation through their curriculum. The HQDA Prevention Lead will conduct an annual assessment to ensure this recommendation remains implemented.

70. Recommendation: Make a special effort to keep the Fort Hood community informed.

Implementing Action: This recommendation was validated by Army-wide Commander assessment in October 2021 pursuant to EXORD 237-21. The EXORD mission and intent is: “Mission: NLT 25 September 2021, Commanders, Army Commands, Army Service Component Commands, and Direct Reporting Units will assess the implementation of 18 FHIRC recommendations within their commands, to include installations where they exercise oversight of Senior Commanders per AR 600-20. Intent: 3.a.2 Commands will assess the status of implementation of these 18 recommendations as applicable and report status of implementation of each, and/or impediments preventing implementation and action necessary in order to address the impediment. OCAR and CNGB will assess implementation within their organizations as applicable and appropriate.” With respect specifically to Fort Hood, current efforts reflect that leaders across Fort Hood engage the community in monthly meetings and through a deliberate community relations plan. Units across FHTX are partnered with local schools, Chambers of Commerce, business leaders, and many other influential community leaders in order to introduce critical Army/Fort Hood talking points to the community. A monthly newsletter informs the local community about operations, exercises, competitions, deployments, and other significant updates. The III Armored Corps Public Affairs team executes a quarterly Media Roundtable, facilitating a transparent conversation between Fort Hood Commanders (one-star and higher) with local and regional media outlets. These efforts will continue in order to inform our communities, display transparency, and continue to build relationships that are critical to reputation management and in times of crises.

Appendix C – List of Army Publications Updated Related to the FHRC Findings

SHARP Regulation, to be published O/A December 2022

Army Directive 2020-16 (Determination and reporting of missing, absent-unknown, absent without leave, and duty status-whereabouts unknown Soldiers)

Army Directive 2021-16 (Immediate actions to improve the Sexual Harassment/Assault Response and Prevention program)

Army Directive 2021-30 (Sexual Harassment/Assault Response and Prevention services for Department of the Army civilians)

Army Directive 2021-34 (Director, U.S. Army Criminal Investigation Division authorities and responsibilities)

Army Directive 2022-04 (Sexual assault line of duty determinations and reporting)

Army Directive 2022-08 (U.S. Army Criminal Investigative Division Roles and Responsibilities)

Army Directive 2022-10 (Safe-to-report for victims of sexual assault)

Army General Order 2022-09 (Redesignation and reassignment of the United States Army Criminal Investigation Command)

Army General Order 2022-10 (Establishment of the United States Army Office of Special Trial Counsel)

ALARACT 027/2022 (Additional Sexual Harassment/Assault Response and Prevention Program guidance: Expedited transfers, 24-month sexual assault response coordinator and victim advocate stabilization, and SHARP personnel incentives)

Appendix D – FHIRC Chronology

- 22APR2020- Murder of Vanessa Guillen
- 10JUL2020- SecArmy announces independent review of Fort Hood
- 31AUG2020- FHIRC members arrive at Fort Hood
- 6NOV2020- FHIRC Report Completed
- 8DEC2020- FHIRC Report Published to the Public
- MAR2021- FHIRC Status 5/70 Army-wide
- 15-19MAR2021- Solarium at West Point
- 7MAY2021- Update to Congress on FHIRC Status
- 13MAY2021- Secretary Wormuth Nomination APQ
- JUN2021- FHIRC Status 6/70 Army-wide
- 22JUN2021- Secretary Wormuth Testimony
- 2JUL2021- DoD IRC Report
- SEP2021- FHIRC Status 21/70 Army-wide
- 22SEP2021- DoD IRC Roadmap
- 5OCT2021- Under Secretary Camarillo Nomination Hearing and APQ
- DEC2021- FHIRC Status 31/70 Army-wide
- MAR2022- FHIRC Status 32/70 Army-wide
- 27APR2022- LTG Brito Congressional Testimony
- JUN2022- FHIRC Status 43/70 Army-wide
- AUG2022- FHIRC Status 63/70 Army-wide (49 implemented, 10 transferred to DoD IRC timeline, 4 superseded by DoD IRC Recommendations)
- 20SEP2022- Army Directive 2022-13 Published; FHIRC Status 65/70 Army-wide (51 implemented, 10 transferred to DoD IRC timeline, 4 superseded by DoD IRC Recommendations)
- 21OCT2022- FHIRC Status 70/70 Army-wide (56 implemented, 10 transferred to DoD IRC timeline, 4 superseded by DoD IRC Recommendations)

Appendix E – DoD Guidance on Related DoD IRC Recommendations

DoD IRC Recommendation 4.1.a Guidance:

USD(P&R) directs the Secretaries of the Military Departments and the Chief, NGB, to complete a workforce study within one year of this issuance to realign the SAPR Program reporting structure throughout the hierarchy of command to provide optimal victim assistance and reporting opportunities to Service members, expert support to command, and the oversight and independence to appropriately execute the SAPR mission. The study shall address and provide a workforce model and solutions and identify any legal impediments addressing the following requirements:

- a. Establish an independent reporting structure for Sexual Assault Response Coordinators (SARCs) and Sexual Assault Prevention and Response (SAPR) Victim Advocates (VAs) where the Lead SARC of the installation, as identified by each Service responsible for that installation, reports only to – and is operationally supervised by - the installation commander, Senior Mission Commander, or for the National Guard, the first general officer in the chain of command. Supervision of the Lead SARC and the associated SAPR organization may not be delegated, except to the Deputy or Vice Commander of the Installation Commander/Senior Mission Commander/National Guard General Officer.
- b. Design an oversight structure to support the proper execution of the SAPR mission, throughout the various hierarchies and echelons of command, to include Major Commands, Service headquarters, and Department Secretariats, as appropriate or practicable.
- c. Designate and define responsibilities of the Lead SARC to supervise all other SARCs and SAPR VAs on the installation regardless of Service affiliation. For Joint Bases, the supporting Service will identify the Lead SARC; supported Services will provide SAPR personnel to support the Joint Base SAPR organization. Combatant Commands exercising operational control over expeditionary forces will establish appropriate plans and ensure deploying forces support an appropriate structure to support the theater commander and provide SAPR Services throughout the identified area(s) of operation.
- d. Require all SARCs and SAPR VAs to be scheduled by the Lead SARC to support specific brigades or brigade-sized units, wherein they would become familiar with the missions of those units and provide advocacy to all eligible victims, regardless of Service affiliation, Guard or Reserve status, dependents, or civilian employees. e. Other parameters and requirements as specified in the accompanying workforce study document.

Recommendations 4.1.b and C2 Guidance:

USD(P&R) directs the Secretaries of the Military Departments and the Chief, NGB, to include in the above directed workforce study a plan and execution strategy for the goal of eliminating assigning the role of SARC or SAPR VA as a collateral duty – other than specified

Appendix E – DoD Guidance on Related DoD IRC Recommendations

exceptions - by September 30, 2024 in the Military Departments and by September 30, 2026 for the National Guard, with full implementation of Service workforce solutions by September 30, 2027. The study shall address and provide a workforce model and solutions and identify legal impediments, addressing the following requirements:

- a. Assess the workload and daily responsibilities of current SAPR workforce using desk audits and other means as necessary to identify an appropriate staffing structure to transition SARCs, SAPR VAs, and SAPR Program Managers to full-time personnel.
- b. The specified locations where collateral duty SAPR VAs are permitted (ships, submarines, and isolated installations/ units), as well as a plan to ensure identified collateral duty SAPR VAs remain fully competent, gain experience executing the SAPR mission, maintain their job knowledge and skill, and regularly demonstrate the capability to provide response services to a high level of proficiency, according to performance standards set by the Department.
- c. A plan to surge in instances where there are vacancies or personnel are on leave. In surge instances, orders for newly assigned personnel would explicitly state that the SARC or SAPR VA duty be their full-time "Primary Duty."
- d. A review and, to the extent allowable by policy and law, revision of current Government Service grade structure to better recruit and retain qualified SAPR personnel, targeting a minimum GS-13 or equivalent for SAPR Program Managers or SARCs in supervisory roles, a minimum GS-12 or equivalent for SARCs, and a minimum GS-10 or equivalent for SAPR VAs.
- e. A plan to regularly address self-care and well-being, and prevent burnout within the SAPR workforce.
- f. Development of a military operational specialty, specialty code or other such military job series designator for military personnel and civilian career path guidance for personnel performing SARC, SAPR VA, and SAPR Program Management duties; identify the appropriate point for military personnel to cross-train into the SAPR career field (e.g., enlisted personnel below the grade of E-6 and officer personnel below the grade of O-2 will not be allowed to cross train or be assigned to perform SAPR duties); and create associated career ladders that identify opportunities for promotion and advancement for military and civilian personnel performing these duties.
- g. Other parameters and requirements as specified in the accompanying workforce study document.

Recommendation 3.5b Guidance:

Item 1: USD(P&R) directs the Secretaries of the Military Departments and the Chief of the NGB to update their current performance evaluation policies for Officers and NCOs to include a comprehensive narrative section related to the Service member's unit climate and handling of sexual harassment and sexual assault cases. Policies should

Appendix E – DoD Guidance on Related DoD IRC Recommendations

enumerate clear guidelines for categorizing performance in this area and include, as applicable:

Unit Climate for commanders:

- Documentation that the commander of each military command conducted, within 120 days after assuming command and at least annually thereafter while retaining command, a climate assessment of the command or unit with the goal of promoting a healthy unit climate, to include preventing and responding to sexual assault, as required by section 572 of FY13 NDAA.
- Documentation that the commander promoted a command climate in which (1) he/she properly managed and fairly evaluated sexual assault allegations brought to his/her attention; and (2) he/she took steps to ensure that victims of criminal activity, including sexual assault, could report the criminal activity without fear of retaliation, including ostracism and group pressure from other members of the command, as required by Section 508, FY15 NDAA.
- Documentation that the commander provided the annual command climate survey results and a remedy plan to his/her immediate supervisor, as required by the May 6, 2013 SecDef Directive, "Sexual Assault Prevention and Response."

Unit Climate for supervisors of commanders:

- Documentation that supervisor tracked the receipt of annual command climate survey results and conducted the appropriate review of organizational climate assessments in order to improve insight into subordinate command climate and ensure commander accountability, as required by the May 6, 2013 SecDef Directive, "Sexual Assault Prevention and Response."
- Documentation that supervisor provided appropriate feedback and/or took the appropriate accountability measures with the subordinate commander after reviewing climate survey results.

Documentation of officer and NCO handling of sexual harassment and sexual assault cases.

Documentation of other feedback and accountability measures developed to support implementation of Recommendation 3.5.a.

Appendix F – List of Acronyms and Abbreviated Terms

ABCT- Armored Brigade Combat Team

ACP- Army Campaign Plan

ACOM- Army Command

AD- Army Directive

ADP- Army Doctrine Publication

AFDCB- Armed Forces Disciplinary Control Board

AIPS- Army Integrated Prevention Strategy

ALCID- Memorandums used by CID to distribute information to all CID personnel

ALERTS- Army Law Enforcement Reporting and Tracking System

AR- Army Regulation

ARD- Army Resilience Directorate

ARNG- Army National Guard

ASAC- Assistant Special Agent in Charge

ASCC- Army Service Component Command

ASLs- Army Senior Leaders

BCSO- Bell County Sheriff's Office

BOLO: Be-On-the-Lookout

CAT- Cohesion Assessment Team

CC2- Cross Cutting Recommendation 2

CCTV- Closed-circuit television

CG- Commanding General

CHRA- Civilian Human Resource Agency

CID- Criminal Investigation Division

CIOC- Criminal Intelligence Operations Center

CNGB- Chief of the National Guard Bureau

COMPSTAT- Computer Statistics

CR2C- Commander's Ready and Resilient Council

CRC- Combat Readiness Center

Appendix F – List of Acronyms and Abbreviated Terms

CSB- Contracting Support Brigade
CYD- Cyber Directorate
DACID- Department of the Army Criminal Investigation Division
DCS- Deputy Chief of Staff
DEA- Drug Enforcement Administration
DEIA- Diversity, Equity, Inclusion, and Accessibility
DEOCS- Defense Organizational Climate Survey
DES- Directorate of Emergency Services
DFE- Digital Forensic Examiner
DoD- Department of Defense
DRU- Direct Reporting Unit
EEO- Equal Employment Opportunity
EO- Equal Opportunity
EXORD- Execution Order
FBI- Federal Bureau of Investigation
FDU- Force Design Update
FHIRC- Fort Hood Independent Review Committee
FHTX- Fort Hood Texas
FO- Field Office
FOA- Field Operating Agency
FORSCOM- Forces Command
FRAGO- Fragmentary Order
FY- Fiscal Year
GCMCA- General Court-Martial Convening Authority
HQDA- Headquarters Department of the Army
HRC- Human Resources Command
IBCT- Infantry Brigade Combat Team
IG- Inspector General

Appendix F – List of Acronyms and Abbreviated Terms

IMCOM- Installation Management Command
IOD- Investigations and Operations Directorate
IPAG- Integrated Prevention Advisory Group
IRC- Independent Review Commission
KPD- Killeen Police Department
LE- Law Enforcement
LER- Law Enforcement Report
LET- Leader Engagement Tool
LNO- Liaison Officer
MCU- Major Cybercrime Unit
MEC- Mission Essential Condition
MOS- Military Occupational Specialty
MOU- Memorandum of Understanding
MP- Military Police
MPO- Military Protective Order
NCIC- National Crime Information Center
NCIS- Naval Criminal Investigative Service
NCO- Non-commissioned Officer
NCOER- Non-commissioned Officer Evaluation Report
NDAA- National Defense Authorization Act
NGB- National Guard Bureau
NYPD- New York City Police Department
OCAR- Office of the Chief of Army Reserve
OCPA- Office of the Chief of Public Affairs
OER- Officer Evaluation Report
OSD- Office of the Secretary of Defense
OSI- Office of Special Investigations
OTJAG- Office of the Judge Advocate General

Appendix F – List of Acronyms and Abbreviated Terms

PA- Public Affairs

PAO- Public Affairs Officer

PC- Probable Cause

PCC- Pre-Command Course

PFTF- People First Task Force

PM- Program Manager

PME- Professional Military Education

PMO- Provost Marshal Office

PowerBI- Power Business Intelligence

PWF- Prevention Workforce

QPTB- Quarterly People and Training Briefings

RA- Regular Army

RAC- Resident Agent in Charge

SA- Secretary of the Army

SAC- Special Agent in Charge

SAPR- Sexual Assault Prevention and Response

SARB- Sexual Assault Review Board

SARC- Sexual Assault Response Coordinator

SBCT- Stryker Brigade Combat Team

SC- Senior Commander

SecDef- Secretary of Defense

SES- Senior Executive Service

SH/SA- Sexual Harassment/Sexual Assault

SHARP- Sexual Harassment / Assault Response and Prevention

SHARP PO- Sexual Harassment / Assault Response and Prevention Program Office

SMA- Sergeant Major of the Army

SLDC- Squad Leader Development Course

SOLO- Senior Officer Legal Orientation course

Appendix F – List of Acronyms and Abbreviated Terms

SQI- Special Qualifications Identifier

SVC- Special Victim Counsel

TAA- Total Army Analysis

TCAP- Trial Counsel Assistance Program

TDA- Table of Distribution and Allowances

TDS- Trial Defense Services

TIMS- This is My Squad

TLE- Technical Listening Equipment

TMT- Task Management Tool

TOE- Table of Organization and Equipment

TRADOC- Training and Doctrine Command

TTSB- Theater Tactical Signal Brigade

UCMJ- Uniformed Code of Military Justice

USACIDC- U.S. Army Criminal Investigation Command

USALSA- United States Army Legal Service

USAR- United States Army Reserve

USD (P&R)- Under Secretary of Defense for Personnel and Readiness

USMA- United States Military Academy

VA- Victim Advocate

