

Vermont National Guard
Legislative Report
Fiscal Year 2016



"Sexual Assault and Sexual Harassment; Report"
Vermont Statutes Annotated, Title 20, §427



STATE OF VERMONT
VERMONT NATIONAL GUARD
789 Vermont National Guard Road
Colchester, VT 05446-3099

15 January 2017

MEMORANDUM FOR: THE VERMONT LEGISLATURE

SUBJECT: Vermont National Guard Fiscal Year "Sexual Assault and Sexual Harassment; Report"

1. As required by law, attached is fourth annual Vermont National Guard "Sexual Assault and Sexual Harassment; Report" (See Vermont Statutes Annotated, Title 20, 427). This report contains positive indicators regarding the Vermont National Guard programs. Commanders and leaders have created a climate where survivors of sexual assault are coming forward, with confidence that their reports will be taken seriously and knowledge that they will receive the support and care necessary.

2. The Vermont National Guard has a moral obligation to keep our men and women safe from those with intentions to attack their dignity and honor. The Vermont National Guard is unequivocal in its commitment to ensure that survivors of sexual assault, sexual harassment and gender discrimination based on sexual orientation are protected, treated with dignity and respect and provided proper care, while perpetrators are held accountable for their actions.

3. As each year passes, we will strive to improve our programs and responses to these survivors, as it is our continuing commitment to the men and women of the Vermont National Guard.



STEVEN A. CRAY
Major General
The Adjutant General

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Chapter I: Executive Summary

In May 2013, the Governor signed into law a requirement for the Vermont Adjutant General and Inspector General to provide a report on January 15, 2014 and annually thereafter regarding sexual assault, gender discrimination and discrimination based upon sexual orientation (see Vermont Statutes Annotated Title 20, §427, “*Sexual Assault and Sexual Harassment; Report*”).

This report is divided into three primary chapters: Executive Summary, Report and Addendum. The Report section is also divided into the three subjects: Sexual Assault, Sexual Harassment and Sexual Orientation Based Discrimination. Each report covers two topics: case statistics with resolution summary and policy overview.

At the end of Fiscal Year (FY) 16 (1 October 2015 to 30 September 2016), the Vermont National Guard (VTNG) had approximately 4,000 members. Of those members, about 400 were full-time employees with the remaining as traditional members. The following is a display of all complaints within the three reporting subjects for FY 16:

Number of Complaints Made in Federal Fiscal Year 2016 (FY16 = 1 OCT 15 – 30 SEP 16)								
Type of Action	Cases that occurred in FY16 ¹	Cases occurred prior to FY16	NG Member Accused ²	Survivor VTNG Status ¹	Military Investigation	Civilian Criminal Investigation	Line of Duty Initiated	Referral to Outside Agencies
Sexual Assault	3	9	5	6	4	2	5	12
Sexual Harassment	5	0	3	5	1	0	0	0
Discrimination based on Sexual Orientation	0	0	0	0	0	0	0	0

Chapter II: Reports

A. Sexual Assault

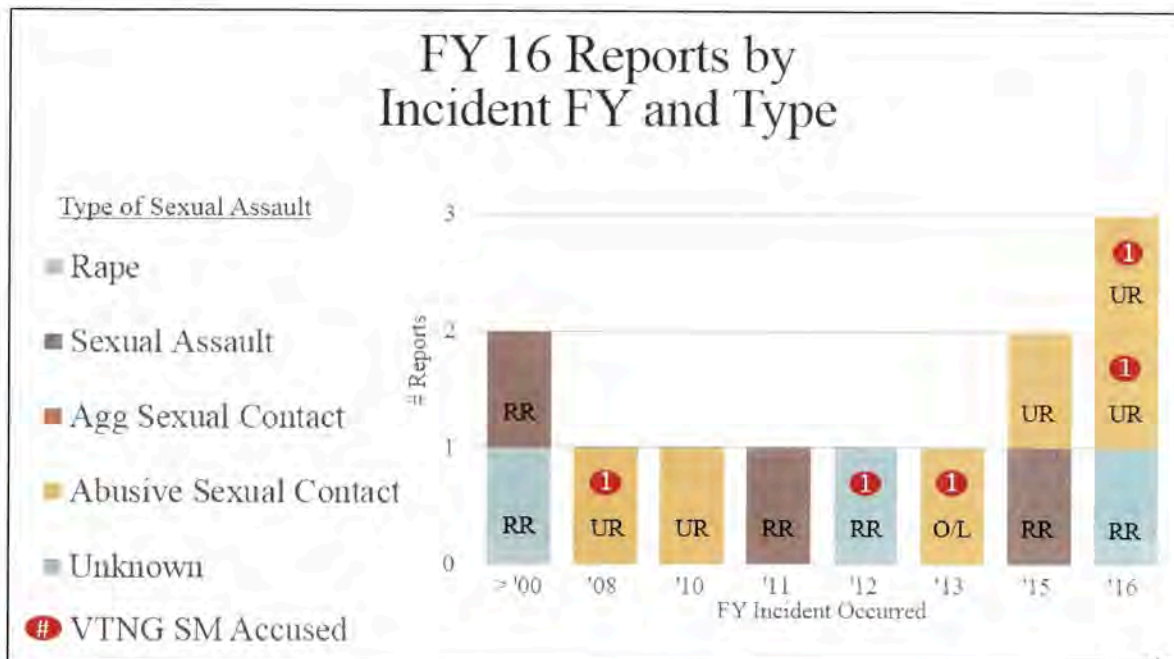
The VTNG accepts reports of sexual assault according to the Department of Defense (DoD) definition referenced in the Addendum, Chapter 3 of this report. Each case is captured in the Defense Sexual Assault Incident Database (DSAID), where the DoD compiles statistics for congressional reporting.

¹ Of the cases reported in FY16, this column represents the number of those cases in which the assault, harassment or discrimination occurred within FY16.

² While in a VTNG military status/under VTNG military jurisdiction.

1. Statistical Data

In FY16, the VTNG Sexual Assault Response Coordinator (SARC) received two reports of sexual assault in which the incident occurred within FY16 and the accused was a member of the VTNG. Survivors filed 10 additional reports of which four alleged offenders were civilians. The figures below display the types of sexual assault reports the VTNG received in FY16 broken down by the year the offense occurred. Of the 12 total reports received in FY16, two occurred prior to fiscal year 2000, one each in fiscal years 2008 through 2013³, two in fiscal year 2015⁴ and three in fiscal year 2016.



The prevalence of historical reporting in FY16 continues a trend which began in FY15 indicating improved trust and confidence in the Sexual Assault Prevention and Response (SAPR) program and the resources now available to survivors through agencies such as the Veterans Affairs and local community partners.

Restricted Reporting Data:

Survivors made six restricted reports of sexual assault in FY16, four by male survivors, two by female survivors. Three of the individuals requested and received a line of duty determination and the SARC referred all six to local support agencies. Two of the restricted reports were made by VTNG Service members concerning incidents which involved civilians as the alleged offenders. The VTNG also received one limited report in FY16. A third party described what could be interpreted as abusive sexual contact during duty hours. As a result, the

³ FY08, Previously Open with Limited: Command aware of Report through 3rd party but Survivor elected to not sign DD2910 or participate in investigation, filed UR 27 JUN to process a Line of Duty, specifically requested VTNG *not* initiate an investigation.

⁴ One case originally reported as a Restricted Report in FY15, changed to Unrestricted in October 15.

VTNG referred the incident to the Vermont State Police, however, the survivor chose not to pursue the matter further with either civilian or military authorities.

Unrestricted Reporting Data:

Survivors filed five unrestricted reports of sexual assault in FY16. One unrestricted report stemmed from an alleged offense that occurred, and was originally reported in FY15 while the Service member was in a civilian status and involved a civilian offender; the case was substantiated and adjudicated by the survivor’s civilian employer.

Two reports relate to incidents of abusive sexual contact which occurred in FY16 and identified VTNG Service members as the alleged offenders. Both of these cases were investigated by civilian agencies and have been referred to Community Justice Centers (CJC) for restitution. Distinct military investigations are pending for each case.

A fourth report made in FY16 referred to an incident which was perpetrated by a foreign national during a VTNG Service members deployment in 2010. This case was originally reported to and investigated by the Criminal Investigative Division (CID) during the deployment, and first reported by the Service member to the VTNG SARC in FY16 to process a Line of Duty Determination (LOD).

Finally, a survivor filed an unrestricted report pertaining to an incident in 2008 involving a VTNG Service member as the alleged offender. This case was not investigated by military or civilian agencies at the specific request of the survivor, who filed the report in order to process a LOD.

Disposition Data for FY16 Reports Involving Accused VTNG Service Members			
Incident Year	Type of Report	Allegation	Disposition
2008	Unrestricted	Abusive Sexual Contact	Service member declared Agency <i>should not</i> investigate
2012	Restricted	Rape	Alleged discharged as a result of sexual harassment charges
2013	Open with Limited	Abusive Sexual Contact	Not pressing charges
2016	Unrestricted	Abusive Sexual Contact	States Attorney referred to CJC; pending VTNG action
2016	Unrestricted	Abusive Sexual Contact	States Attorney referred to CJC; pending VTNG action

Federalized Reports:

No sexual assault reports were filed involving federalized members in FY16, hence the DoD did not provide any information regarding incidents involving VTNG Service members.

2. Policies

Currently, the VTNG has five policies directly related to the SAPR program. Each policy plays a vital role in the improvement of the program and the climate around sexual violence within the organization.

- 1) Sexual Assault Prevention and Response Program Policy, 12 January 2017: Sexual assault degrades readiness and unit cohesion, and has no place within the VTNG. Commanders will report all unrestricted reports of sexual assault to law enforcement, and leaders will create a positive command climate which promotes the dignity and respect of all members.
- 2) Expedited Transfer of VTNG Members who report an Unrestricted Report of Sexual Assault, 12 January 2017: Members who file an Unrestricted report of sexual assault shall be informed of the option to request a temporary or permanent transfer from their assigned command to a different location within their unit of assignment or training. Commander will approve or disapprove the request within 72 hours.
- 3) Prohibition of Pornographic and Sexually Explicit Material, reissued on 12 January 2017: Introduction, purchase, possession, transfer, sale, creation or display of any pornographic material or similar representation on or about property owned, leased, used or licensed by the VTNG is prohibited.
- 4) Withholding Authority to Dispose of Misconduct Involving All Sexual Based Offenses, 12 January 2017: The Adjutant General has withheld authority to dispose of all alleged sexually based misconduct. This policy allows for The Adjutant General to have visibility on all sexually based offenses.
- 5) Prevention and Response to Retaliation for Reports of Sexual Assault or Harassment, on 12 January 2017: Unit readiness, and the trauma to the victim, is further impacted when retaliation or reprisal occurs against those who have demonstrated the courage to come forward with reports of sexual misconduct. The VTNG will not tolerate retaliation of any kind against those involved in a report of sexual misconduct.

B. Sexual Harassment

The emphasis on dignity and respect is integrated into every message for members of the VTNG. These words permeate the Mission, Vision and Values of the organization. The long history of the Military's diversity and ability to unify teams continues to be the foundation for new and innovative strategies preventing sexually based offenses. Our prevention training is nested with Active Component training; the National Guard has unique opportunities to partner with other stakeholders to enhance strategies which promote respectful cultures.

1. Statistical Data

The statistical data for sexual harassment in the VTNG is reported annually in accordance with Public Law 11 2-239, 126 STAT. 1764, Section 579(b) to the National Guard Bureau who consolidates data from each State. The VTNG reported five sexual harassment cases. Four cases were resolved at the unit and a commander opened an investigation for the final case. The minimal number of cases impact our ability to identify specific trends with regard to cases, however, general program trends are discussed below.

Of the five cases reported for FY16, three alleged the same offender. The first case was made to the EO Official who noted that the alleged Army offender was counseled by the Commander and it was considered a one time offense. Unfortunately, within a short time, official complaints were filed by two females alleging the same offender sexually harassed them on numerous occasions prior to and after the reported incident. The seriousness of the case prompted leadership to initiate an official investigation, after an exhaustive investigation, the allegations were found to be unsubstantiated by the investigating officer.

An Army Company Commander submitted the fourth sexual harassment report after she counseled several Service members of both genders for using sexually offensive language in the unit area. No Service member wanted to file an official complaint, however, the Commander felt the incident warranted corrective action and official reporting.

Finally, one Air National Guard official complaint of sexual harassment was solved at the lowest level by submitting an incident report. When the violation was reported to leaders, the alleged offender was no longer working for the VTNG. Leaders reported the incident in accordance with the policy for the record.

No sexual harassment claims cited harassment off-duty or involved alcohol, which breaks from a trend previously identified in FY15. The offended Service members who reported sexual harassment were female, however, both males and females were counseled by the Unit Commander regarding the use of inappropriate language. This indicates a positive trend as a result of clarifying and highlighting the tangible impacts of compliance with the Joint Policy Memorandum (NGVT-SJA) 2014-05 Reporting of Sexual Harassment. Commanders who may have otherwise been unaware of incidents handled at lower levels are now engaged and intervening in response to sexually based incidents earlier in the continuum of sexual harm. The report from the commander with regard to counseling a group of young Service members concerning their inappropriate language is one such example.

2. Policies

NGVT-HRO Equal Employment Opportunity Policy, April 2013 It is the policy of the VTNG to promote equal employment opportunity and to identify and eliminate discriminatory practices and policies (to include sexual harassment) in the VTNG regardless of race, sex, national origin, color, religion, age, disability, sexual orientation or reprisal for engaging in prior protected activity.

NGVT-SJA Reporting of Sexual Harassment, May 2015 The policy provides guidance regarding the reporting of all incidents of sexual harassment through the Equal Opportunity channels. This is a reporting requirement only and does not displace the regulations and policies on handling these actions at the lowest level of command along with other procedural requirements in accordance with National Guard Regulations and VTNG Equal Employment Opportunity Policy.

C. Discrimination Based on Sexual Orientation

Department of Defense Directive 1020.02E, Diversity Management and Equal Opportunity in the DoD effective June 8, 2015 establishes policy and assigns responsibilities to provide an overarching framework for addressing unlawful discrimination and promoting equal opportunity, diversity and inclusion through a multitude of executive orders, directives and policies. The policy added sexual orientation to protected class status and results in treating these issues as with other claims of protected class discrimination.

1. Statistical Data

During FY16, there were no reported cases of discrimination, hazing or bullying based on sexual orientation.

2. Policies

DoD as well as the Department of the Air Force and Headquarters, Department of the Army have recently published initial guidance on sexual orientation and transgender in the military. The VTNG is currently reviewing these guidances and determining what, if any, state level policies are required.

Chapter III: Addendum

A. Sexual Assault

1. Lines of Effort and Definitions

Sexual assault has no place in the VTNG; it is an attack on the values we defend and the cohesion our units demand. In 2010, the VTNG formalized its approach by establishing the SAPR program (SAPR-P) to promote the prevention of sexual assault, encourage increased reporting, and improve response capabilities for survivors. Since that time, the VTNG continues to assess its programs resulting in improvements in processes and procedures which directly impacts the confidence the members of the VTNG have in the program and the VTNG leadership.

The DoD Sexual Assault Prevention and Response Office (SAPRO) organizes and reports Department progress in the SAPR-P using five lines of effort (LOE) identified within the *DoD SAPR Strategic Plan*. The VTNG SAPR-P reports based on slight adjustments to this guidance as to provide a state specific plan comprised of three LOE:

- 1) **Establish a climate of dignity and respect that actively prevents violence within the organization:** Reduce (with the goal of eliminating) the number of sexual assaults involving service members through policy and comprehensive prevention efforts which influence knowledge, skills and the motivation to intervene.
- 2) **Focus on the response to victims from initial report through recovery; promote confidence to strengthen resilience through advocacy; increase reporting:** Improve the quality of the VTNG's response to the reporting of sexual assault survivors through the implementation of programs, policies and advertising activities which advance survivor care, thereby, inspiring survivors to report sexual assaults, either restricted or unrestricted.
- 3) **Improve system accountability to provide a fair and trauma-informed system which promotes justice, efficiency and effectiveness:** Ensure the SAPR-P functions as intended; a fair and trauma-informed system which promotes justice, efficiency and effectiveness. The VTNG achieves system accountability through senior leadership oversight, data collection, analysis and reporting of case outcomes.

The definition of sexual assault varies between agencies and criminal statutes. This report utilizes the definition of sexual assault found in the DoD 6495.01;

“Intentional sexual contact characterized by use of force, threats, intimidation, or abuse of authority or when the survivor does not or cannot consent. The term includes a broad category of sexual offenses consisting of the following specific UCMJ offenses: rape, sexual assault, aggravated sexual contact, abusive sexual contact, forcible sodomy (forced oral or anal sex), or attempts to commit these acts.”

The DoD uses this definition for the purposes of awareness, prevention and response for reports of sexual assault. The VTNG SAPR-P reflects upon this definition to evaluate complaints and initiate proper processes. The VTNG does not use this definition to establish legal processes, conduct criminal investigations or take any disciplinary action.

Unless stated otherwise, the annual report will refer to sexual assault according to the DoD definition. It is important to note that the VTNG does not have jurisdiction over either a civilian or military crime of sexual assault. Under the Vermont State's Annotated, Title 20, §941, the VTNG has criminal jurisdiction over "purely military offenses" and all other offenses will be tried in civil courts and prosecuted by civil authorities. As a result, all unrestricted reports of sexual assault are reported to local law enforcement for criminal investigation. If no action is taken by the civilian authorities or when any military action will not interfere with civilian actions, the VTNG contacts National Guard Bureau's Office of Complex Investigations (OCI) who will send a team of specially trained investigators to examine these allegations.

2. Program Overview

The VTNG hired its first full time SARC in early 2010. Under the direction of the full time SARC, the SAPR-P has created and implemented a survivor centered approach, separate from the chain of command, with statewide policies to ensure the rights and privacy of all Service members who report acts of sexual violence. In 2013, the VTNG SAPR-P received an additional asset and hired a full time Victim Advocate Coordinator who works under the direction of the VTNG SARC.

In 2012, the National Guard Bureau established the OCI. Following a civilian law enforcement investigation that concludes without prosecution⁵ or in the cases where military investigations will not interfere with civilian investigations, the Adjutant General will request an OCI team of investigators (from outside the state) to conduct an investigation into allegations of sexual assault. These investigators must meet stringent requirements, have a legal or law enforcement background and complete the grueling two week United States Army's Special Victim Unit's Investigator's Course held by the US Army Military Police School. Vermont was one of the first states to utilize this program and continues to consult with the OCI on each case where sexual misconduct is alleged or suspected.

In November 2013, the DoD created the Special Victim's Counsel Program (SVC). The SVC is a judge advocate (military attorney) with specialized training to provide legal representation throughout the processes to qualifying Air and Army National Guard sexual assault victims. SVCs can attend interviews, hearings and proceedings with the survivor and communicate with investigators, prosecutors, commanders and other military personnel on behalf of the survivor. They can assist with expedited transfer requests, military protective orders or civilian protective orders. Although legal representation by a SVC in a civilian court is not authorized under this program, SVCs may assist the victim with these matters as permitted by state law. The VTNG trained their first SVC in the spring of 2014.

⁵ Prosecution includes resolution through the VT Community Justice Center process, which works directly with a victim to reach a conclusion agreeable to the victim.

3. Reporting Options

A survivor's decision to report is a crucial step following a sexual assault, but the survivor's desire for privacy often precludes reporting. Commanders must recognize the importance of establishing a system which promotes the privacy and confidentiality of survivors under their command in order to mitigate re-victimization and encourage reporting.

The VTNG SAPR-P offers three reporting options for Service members which provide both confidential and non-confidential options to ensure survivors receive appropriate care and offenders are held accountable. Service members who choose to report a sexual assault will elect either the unrestricted (non-confidential) or the Restricted (confidential) option by completing the DD Form 2910: Victim Reporting Preference Statement. Below are the definitions for the three reporting options; procedures for each are depicted in Figure 1: Sexual Assault Response Flow Chart on page 10.

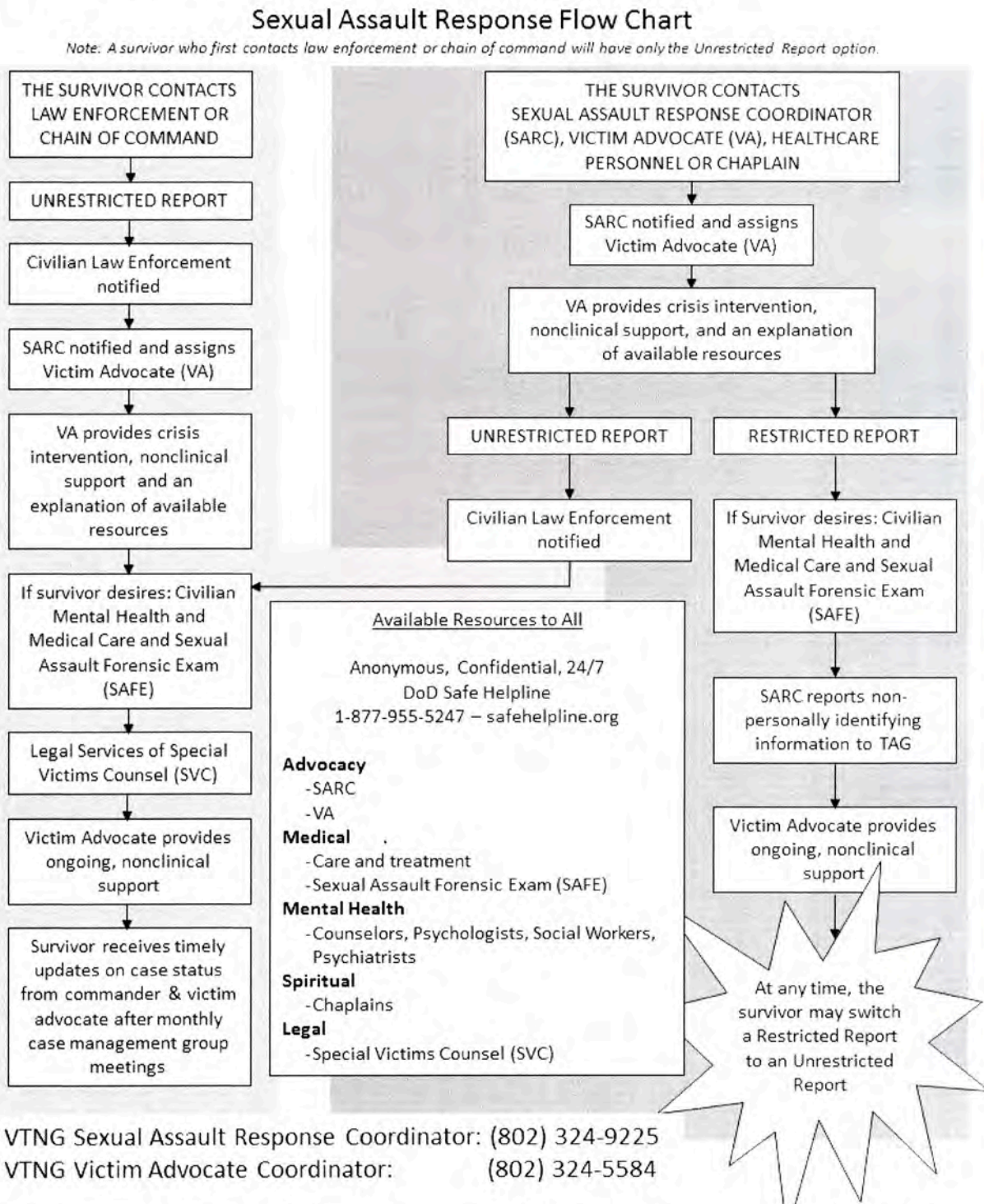
Unrestricted Reporting: Allows an individual covered by this policy to disclose that they are a survivor of a sexual assault, without requesting confidentiality of restricted reporting. Under this option, law enforcement is notified of the survivor's report, allowing them to initiate the official investigative process.

Restricted Reporting: Allows sexual assault survivors the option to confidentially disclose the assault to specified individuals (SARC, SAPR VA, healthcare personnel or Chaplain) to receive medical treatment, counseling and the assignment of a SARC and SAPR VA without triggering an official investigation. Command will remain unaware of the report and will not notify law enforcement unless an established exception applies. If a survivor reports to anyone other than those listed above⁶ the VTNG cannot guarantee a restricted report.

Open with Limited Information: Available to Service members who refuse or decline services, or opt-out of participating in the investigative process. This classification may also be used for third-party reports of sexual assault, when the local law enforcement refuses to provide survivor information, when there is a civilian survivor and a military subject, or in any other case where the survivor has not signed a DD Form 2910: Victim Reporting Preference Statement.

⁶ For Exceptions to Restricted Reporting, please see attached DD form 2910.

Figure 1: Sexual Assault Response Flow Chart



NOTE: These steps are based on DoD Directives, 6495.01, 1030.01, and Directive Type Memorandum 14-007, and DoD Instructions 6495.02 and 1030.2. The response procedures may vary by Service or installation but must still comply with the requirements in these policies.

B. Sexual Harassment

The VTNG continues to maintain strong Equal Opportunity and Diversity Programs. The emphasis of these programs focuses on inclusion through embracing all the members of the organization and community regardless of differences. Commanders understand recruiting and retaining talented people is a top priority and fully comprehend how treating people with dignity and respect directly leads to the accomplishment of these goals.

1. Introduction

The definition of sexual harassment applicable to this report is described in DoD Directive 1350.2, "Department of Defense Military Equal Opportunity (MEO) Program." Sexual Harassment is a form of sex discrimination that involves unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when:

- a. Submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay or career or
- b. Submission to or rejection of such conduct by a person is used as a basis for career or employment decision affecting that person, or
- c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment.

Public Law 112-239, 126 STAT. 1764, Section 579(b) requires the Secretary of Defense to collect information and data on substantiated incidents of sexual harassment involving members of the Armed Forces for the preceding fiscal year. The detailed report is required from each State National Guard annually in December.

In accordance with DoD Directive (DoDD) 1350.2, an allegation of sexual harassment that is submitted in writing to the authority designated for receipt of such complaints is a formal complaint. For the VTNG, the Human Resource Equal Opportunity Office manages the complaint process using National Guard Form 333. An informal complaint is an allegation of sexual harassment, made either orally or in writing that is not submitted as a formal complaint on National Guard Form 333. The sole mechanism for appealing the disposition of an informal complaint shall be to file a formal complaint. A substantiated complaint is when an allegation of sexual harassment in an informal or formal complaint is confirmed for a finding of sexual harassment through an inquiry or investigative process.

Published 8 June 2015, DoDD 1020.02E Subject: Diversity and Equal Opportunity in the DoD established policy and assigned responsibilities to provide an overarching framework assisting in the prevention of unlawful discrimination by promoting equal opportunity, diversity and inclusion by utilizing the following:

- A. The DoD Diversity and Inclusion Management Program, in accordance with the authority in Executive order 13583.
- B. The DoD Military Equal Opportunity (MEO) Program in accordance with DoDD 1350.2.

- C. The DoD Civilian Equal Employment Opportunity (EEO) Program in accordance with DoDD 1440.1.
- D. The DoD Civil Rights Program in accordance with DoDD 5500.11 and DoDD 1020.1.

In addition, the VTNG established a process to address these complaints through normal legal and Inspector General processes as the DoD had not released any specific process or procedure to address these complaints. However, on June 8, 2015, the DoD added sexual orientation to the Diversity and Inclusion Management, Military Equal Opportunity (MEO), Civilian Equal Opportunity, and the DoD Civil Rights Programs (*Department of Defense Directive 1020.02E, Diversity Management and Equal Opportunity in the DoD*). The policy added sexual orientation to protected class status and inasmuch, results in treating these issues as with other claims of protected class discrimination. Recognizing the importance, the VTNG disseminated the new procedure widely and updated policy memorandums in accordance with this new process.

2. Program Overview

Any aggrieved individual, covered by the aforementioned directives, who believes that he or she has been illegally discriminated against due to any of the following, has the ability to file an individual complaint of discrimination: race, color, religion, national origin, gender (including sexual harassment), and/or reprisal for engaging in a protected equal opportunity activity, in a matter subject to the control of the VTNG.

The active Army maintains one Sexual Harassment Assault & Response Prevention (SHARP) Program which handles the full spectrum of sexually based offenses from harassment to violent rapes. In the National Guard, the Equal Opportunity Management Office coordinates the response to all sexually based offenses determined to be harassment. The State Sexual Assault Response Coordinator (SARC) handles all crimes of sexual assault. The VTNG SARC and the State Equal Employment Manager (SEEM) work together on prevention efforts with regard to the spectrum of sexual harm.

The SEEM and the SARC jointly monitor Unit Climate Assessments which solicit information pertaining to sexually based offenses, trust in the organization and knowledge of reporting options. Joint Policy Memorandum (NGVT-SJA) 2014-05 Reporting of Sexual Harassment incidents provides guidance for reporting minor sexually based infractions such as using offensive language related to sex or in the event a complainant does not wish to file officially and command is aware and has determined not to open an investigation. The policy instructs leaders at the lowest level to record the incident and channel through the Equal Opportunity Leaders to the Joint Force Headquarters Equal Opportunity Office. Both the SEEM & SARC have the opportunity to review minor incidents and how leadership responded to the situation at the unit level. By reviewing these incident reports and the responses by the leadership, the SEEM & SARC may identify trends and make recommendations to improve conditions thwarting more serious violations from occurring.

C. Discrimination Based On Sexual Orientation

1. Introduction

On June 8, 2015, the DoD added sexual orientation to the Diversity and Inclusion Management, Military Equal Opportunity (MEO), Civilian Equal Opportunity, and the DoD Civil Rights Programs (*Department of Defense Directive 1020.02E, Diversity Management and Equal Opportunity in the DoD*). The policy adds sexual orientation to protected class status. Collectively, these programs promote equal opportunity, diversity and inclusion management, and they are designed to prevent unlawful discrimination and harassment throughout the military.

2. Program Overview

Department of Defense's Policy to recruit citizens regardless of sexual orientation affirms the military's commitment to value each qualified recruit. The abolishment of the dated "Don't Ask Don't Tell" Policy has provided more meaning to the Diversity and Inclusion program strategies and facilitated training discussions.

In July 2015 the Secretary of Defense announced no Service member shall be involuntarily separated or denied reenlistment or continuation of active or reserve service on the basis of their gender identity, without the personal approval of the Under Secretary of Defense for Personnel and Readiness. Since this announcement the Air and Army National Guard have Service specific instructions for the management of Service members who identify as transgender. The VTNG Equal Opportunity Office is the central office for inquires. On 30 September 2016 Department of Defense, "Transgender Service in the U.S. Military, An Implementation Handbook" was disseminated to the services. Service training packages have been disseminated and will be incorporated into the unit training calendars. The training provides a general understanding of the policies allowing open service of transgender service members and an overview of roles, responsibilities and associated processes.