



SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1000

MAR 30 2022

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP
COMMANDERS OF THE COMBATANT COMMANDS
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: DoD Actions to Address Findings and Recommendations of the 2021 On-Site
Installation Evaluations

On my first full day in office, I made countering the scourge of sexual assault in the military a key priority. In the month following, I directed the establishment of the Independent Review Commission on Sexual Assault in the Military (IRC) and directed broad policy compliance checks, the assessment and development of prevention capabilities at each installation, the enhancement of the Department's command climate efforts, and site visits to a representative sample of military installations. These site visits culminated in the release of the 2021 On-Site Installation Evaluation (OSIE) Report covering 20 DoD sites.

The Office of Personnel and Readiness designed the OSIE to review best practices and areas for improvement across our installations. The OSIE Report provides the Department's most senior leaders greater visibility at the local level that can be scaled enterprise-wide. The OSIE Report will also allow the Department to better tailor our continued implementation of the IRC's recommendations.

A key objective for us all is to better understand current gaps and provide our teams with the necessary tools to enhance prevention capabilities. As I have said before, preventing sexual assault requires commitment from every echelon of DoD leadership. And during this review, our OSIE teams engaged and collaborated with leaders at all levels and immediately delivered rapid local feedback to installation leadership. Sustained partnership between the OSIE team and each local installation is critical to success.

I have reviewed and approved the findings and recommendations of the inaugural 2021 OSIE Report. The recommendations of the 2021 OSIE Report complement the recommendations I accepted from the IRC, of which active and urgent implementation is underway. While we have made progress, we must do more to strengthen the integrated capabilities we have on the ground to prevent sexual assault, harassment, suicide, domestic abuse, and other harmful behaviors.

To that end, I direct the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), the Secretaries of the Military Departments, and the Chief of the National Guard Bureau (CNGB), to move quickly to implement all of the approved OSIE recommendations. I further direct the Secretaries of the Military Departments and the CNGB to address site-specific findings in the 2021 OSIE Report. The CNGB should execute these actions in coordination with the Secretaries of the Army and Air Force.

As detailed in the report, I direct the following actions:

- By June 3, 2022, the Secretaries of the Military Departments and the CNGB will submit documentation to me, through the USD(P&R), addressing all sexual assault and sexual harassment policy compliance deficiencies identified in the 2021 OSIE Report at sites under their jurisdiction.
- By June 3, 2022, the Secretaries of the Military Departments will submit plans to me, through the USD(P&R), for the 2021 OSIE Report, Part 1 sites to, consistent with law and DoD regulations: enhance data sharing across the military community; develop innovative ways to incentivize behaviors that create a healthy climate and hold subordinates appropriately accountable for behaviors that create unhealthy climates; define the local prevention system; and address Service member and DoD civilian employee resistance to violence prevention efforts and/or challenges in accessing support. Additionally, by that same date, the Secretary of the Army and the Secretary of the Navy will submit plans to me, through the USD(P&R), to implement the recommendations identified for the 2021 OSIE Report, Part 2 sites.
- By October 3, 2022, the USD(P&R) will issue guidance for future OSIEs to be conducted on a biennial basis and issue guidance to address gaps in services for suicidal Service members. In addition, OSD(P&R) will conduct a follow-up visit to selected sites in U.S. Army Garrison Germany. Finally, the USD(P&R) will continue creation of the dedicated primary prevention workforce and will revise and develop prevention workforce policies based on the OSIE findings.
- By October 3, 2022, the Secretaries of the Military Departments will issue prevention policies in accordance with DoD Instruction 6400.09 and, by October 1, 2023, will re-assess prevention policy compliance at OSIE sites.

The finalization of the 2021 OSIE Report provides an opportunity to lead, and we will. I appreciate the efforts of everyone involved in this effort, and I expect leaders at all levels across the Force to take appropriate action. Our Service members, DoD civilian employees, and their families deserve nothing less.

