THE CONTINUUM OF HARM IN THE U.S. ARMED FORCES

April 25th 1:00 – 4:00 PM
Women in Military Service to America Memorial
Gateway to Arlington National Cemetery
Despite significant investments of time and money by the military to reduce interpersonal violence and educate service members on appropriate interpersonal behaviors; bias, harassment and sexual assault continue to be a major problem in the armed forces. The military's approach to this problem is multifold but in many instances has been to treat each one in isolation. This partitioned structure, where different authorities handle harassment and sexual assault, may contribute to the problem by ignoring the interconnections among the various forms of interpersonal violence.

To solve the military sexual assault problem, it is critical that leaders, policy makers and individuals understand the Continuum of Harm which connects a broad range of deeply rooted beliefs, attitudes and behaviors that lead to sexual violence. During this event, organizational and individual approaches to tackling these challenges will be examined. Participants include psychologists, practitioners, researchers and DOD officials who are working to end military sexual violence. This session is designed to increase awareness of the various forms of interpersonal violence and expand the discussion about preventing and eliminating these behaviors.

Introduction, Judy Patterson, Chief Executive Officer, Service Women’s Action Network (SWAN)

1:00-1:45 The Continuum of Harm and Sexual Violence: Dr. Margaret Stockdale will outline the theory of the Continuum of Harm and its application to the military.

1:45-2:45 Organizational Approaches within the Department of Defense: The Department of Defense has approached this problem in a variety of ways. Representatives from the Government Accountability Office and the RAND Corporation who have conducted numerous studies and provided extensive reports and recommendations to the Department of Defense will outline their key findings.

- Ellen Haring, Colonel, US Army (ret.), SWAN Moderator
- Brenda S. Farrell, Government Accountability Office
- Dr. Andrew Morral, RAND Corps

3:00-4:00 Individual Approaches to Interrupting Cycles of Violence: Experts in harassment, hazing, bullying and mobbing will detail the continuum of attitudes and behaviors that lead to sexual violence and provide tools for individuals to use to interrupt the cycles of violence.

- Kate Germano, Chief Operating Officer, SWAN Moderator
- Dr. Maureen Duffy, Taos Institute
- Dr. Jessica Gallus, U.S. Army SHARP, Gaming Tools
- Lauren Taylor, Defend Yourself
The Continuum of Harm in the Armed Forces

Bias, Harassment, Hazing, and Sexual Violence

- 60% of the violations were committed by a supervisor or unit leader.
- 34% of men who were sexually assaulted describe the assault as hazing.

116,600
Active-duty service members were sexually harassed in the past year. Approximately 22% of women and 7% of men experienced sexual harassment.

18,900
Active-duty service members experienced one or more unwanted sexual contacts in the past year.

20,300
Active-duty service members were sexually assaulted in the past year. Approximately 1.0% of men and 4.0% of women experienced a sexual assault in the past year.

Violence against women costs $4.9 billion annually. This includes medical costs (70% of the total), lost productivity (15%), and lost earnings over women’s lifetimes (15%).

Sexual Assault in the Military

- 52% of active-duty women who reported a sexual assault perceived that they experienced professional or social retaliation after reporting.

Locations of assaults:
Nearly all assaults against active-duty service members in the past year took place within a military setting or were perpetrated by military personnel.

90%

This infographic was generated by the Service Women’s Action Network. If you would like to become a member of SWAN, use the link below to sign up:
http://www.servicewomen.org/join-us/

SOURCES:
Participant Profiles

Maureen Duffy, Ph.D.

Maureen Duffy, Ph.D., is a workplace consultant to organizations, targets and their families, attorneys, and other individuals who have been impacted by workplace bullying and mobbing. She is also a family therapist working with targets and their families. She is the co-author of two recent books about mobbing, bullying, and aggressive behavior in the workplace and in schools, both published by Oxford University Press, and is the author of a number of academic articles about matters relating to workplace bullying and mobbing. The books are Overcoming Mobbing: A Recovery Guide for Workplace Aggression and Bullying, published in 2014 and Mobbing: Causes, Consequences, and Solutions, published in 2012. Dr. Duffy is working on a new book project on workplace mobbing and bullying now. She is the co-editor with David Yamada, J.D. of a forthcoming book to be published by Praeger entitled Workplace Bullying and Mobbing in the United States. This forthcoming multidisciplinary book project brings together the leading US experts on bullying and mobbing in the areas of research, policy, and practice. Dr. Duffy is also on the Editorial Boards of The Journal of Marital and Family Therapy, The Journal of Systemic Therapies, The Family Journal, and The American Journal of Family Therapy. In 2014 she completed a 9-year term on the Editorial Board of The Journal of Marital and Family Therapy. Dr. Duffy is an editor of The Qualitative Report and has published over 40 book chapters and journal articles and has presented her work nationally and internationally.

Brenda S. Farrell

In April 2007, Ms. Farrell was appointed to serve as a director in GAO’s Defense Capabilities and Management Team where she is responsible for military and DOD civilian personnel issues, including medical readiness, unmanned aerial systems pilot issues, personnel security clearance process, and workforce mix issues. Prior to her appointment with the Defense Capabilities and Management Team, Ms. Farrell was an Acting Director for GAO’s Strategic Issues Team where she was responsible for overseeing major bodies of work related to government-wide strategic human capital management and federal government regulation issues. Before joining the Strategic Issues Team, Ms. Farrell was an Assistant Director for Defense Capabilities and Management and led military personnel engagements encompassing military pay and benefits, Reserve and National Guard mobilization issues, and senior military
officer requirements and career development. Ms. Farrell began her career at GAO in 1981, and has served in a number of issue areas associated with national security issues. She received her bachelor’s degree in sociology from the University of Louisville. In 2000/2001, she attended the National Defense University, Industrial College of the Armed Forces and earned a master’s degree in national resources strategy. Ms. Farrell completed the leadership development program at Eckerd College in 2004, and in 2005, she completed the Senior Executive Fellow Program at Harvard University. In March 2007, she graduated from the CAPSTONE program at the National Defense University for newly appointed general and flag officers being the first GAO SES to complete this program. Ms. Farrell was the project director for a seminar on organizational transformation, co-sponsored by GAO, the World Bank, and the INTOSAI Development Initiative, held in November 2007, for the heads of Supreme Audit Institutions. Ms. Farrell was the recipient of a distinguished service award, a congressional client service award, and two GAO meritorious awards for sustained extraordinary performance leading multiple, highly complex, defense reviews, as well as numerous other awards including several Results through Teamwork awards, and awards for high quality products.

**Dr. Jessica Gallus**

Dr. Jessica Gallus is the Research Psychologist for the U.S. Army Sexual Harassment and Assault Response and Prevention (SHARP) program office where she is developing a program of research on sexual harassment and assault prevention and response to include a specific focus on understanding the experiences of male survivors. She recently completed a Fellowship with the Chief of Staff of the Army’s Strategic Studies Group where she led research on the non-cognitive capabilities (e.g., trust, cohesion, interpersonal competence, professionalism) needed for effective individual and team performance. As a Team Leader at the U.S. Army Research Institute, she developed and managed research programs on unit resilience and cross-cultural competence with a focus on identifying the capabilities needed for optimal functioning in Joint, Interagency, and Multinational contexts. Prior to joining ARI, Dr. Gallus was a senior consultant supporting the Department of Defense in human capital strategic planning and succession management. She has published peer-reviewed articles and book chapters on various aspects of workplace mistreatment including toxic leadership, sexual harassment, and workplace incivility.
Kate Germano
Kate is a 20 year veteran of the Marine Corps. She recently joined the Service Women's Action Network as the Chief Operating Officer after serving as an active volunteer. She is a vocal advocate for an end to gender bias and lowered expectations for female conduct and performance in the military. Kate is married with three cats and three chickens and lives in a historic home in Maryland.

Ellen Haring
Ellen Haring is a senior fellow at Women in International Security and a member of the board of directors at the Service Women’s Action Network. Haring’s research and work focuses on women and gender in the military. She is a West Point graduate, a retired Army colonel and a Distinguished Visiting Professor at the U.S. Army War College. Presently, she is completing a PhD at George Mason University’s School for Conflict Analysis and Resolution. Haring has been a guest speaker on foreign and domestic news. She guest lectures at universities and colleges and has been invited to address members of Congress.

Dr. Andrew Morral, RAND
Andrew Morral is a Senior Behavioral Scientist at the RAND Corporation. He received his Ph.D. in Psychology in 1992, and joined RAND in 1997. Dr. Morral’s areas of expertise include performance measurement, program evaluation, survey research and risk management. He recently completed the largest-ever survey of the sexual assault and sexual harassment experiences of US service members. His other recent research has focused on crime and violence prevention, including ongoing work on gun violence prevention, an evaluation of the Israel Police, an assessment
of police use of information technologies, and an assessment of the validity of the primary aviation system terrorism risk model used by the U.S. Transportation Security Administration. He has developed influential simulation methods for establishing robust estimates of the distribution of U.S. urban area’s terrorism risk, innovative modeling techniques for examining drug use epidemiology, and causal modeling software that is now in wide distribution. As a program evaluator, Dr. Morral has led large national and multisite evaluations. He has published dozens of peer-reviewed reports in leading scientific and policy journals, and has served as a science advisor to the National Institute of Occupational Safety and Health, to the Department of Homeland Security’s (DHS) Center for Risk and Economic Analysis of Terrorist Events, and to the DHS Chemical Facility Anti-Terrorism Standards program.

Dr. Margaret Stockdale
Margaret "Peggy" Stockdale (Ph.D. Industrial-Organizational Psychology, Kansas State University) is Professor of Psychology and Chair, Department of Psychology at IUPUI. She is the co-author and co-editor of five books, including The Psychology and Management of Workplace Diversity (Blackwell, 2004), and Sex Discrimination in the Workplace: Multidisciplinary Perspectives (Blackwell, 2007). She has also published widely in research journals and books on sexual harassment, sex discrimination and public health initiatives. She has served as an expert witness for both plaintiffs and defendants in sex discrimination cases. Dr. Stockdale teaches courses on workplace diversity, industrial-organizational psychology, social-science research methods. Dr. Stockdale is a Fellow of the American Psychological Association, the Society for Industrial/Organizational Psychology and the Society for the Psychological Study of Social Issues.

Judy Patterson
Judy Patterson is SWAN’s Chief Executive Officer. She comes to SWAN with more than 20 years of nonprofit and association management. Judy co-founded both the American Gaming Association (AGA) and its charitable research arm, the National Center for Responsible Gaming, and ran the day-to-day operations for each. She developed corporate social responsibility programs for diversity, volunteerism and environmental sustainability that became hallmarks of the industry. Judy has a passion and dedication to women’s issues. Most recently, she served as a managing partner of a professional services firm dedicated to advancing women’s achievement and she also founded an industry
organization to empower women and increase opportunities worldwide in management, executive, and board positions. She brings this same enthusiasm to ensure service women have the opportunities and benefits they deserve. Judy is a graduate of Georgetown Law School and a member of the D.C. Bar Association. She holds a Master in Education from Boston University. She is a member of the Washington, DC Chapter of the International Women’s Forum and is Treasurer of the Washington Independent Review of Books.

Lauren Taylor

Lauren Taylor, director of Defend Yourself, has been teaching skills for stopping harassment, abuse, and assault for nearly 30 years. Having reached more than 20,000 people, she specializes in classes for survivors, for women, for people with disabilities, and for LGBTQ people. For several years she co-led a didactic/support group for survivors at the DC Rape Crisis Center. Taylor has published widely on interpersonal violence, including in The Washington Post, the Justice Department’s NIJ Journal, the Ms. blog, and on Everyday Feminism. She has presented at the national professional development conference of empowerment self-defense teachers, the National Sexual Assault Conference, and the National Center for Victims of Crime's annual training institute. She recently co-founded (with Collective Action for Safe Spaces) Safe Bars, a program using innovative bystander education to empower DC-area bar staff to stand up against unwanted sexual aggression.
Resources:

Rand Report:  
Sexual Assault and Sexual Harassment in the U.S. Military: Highlights from the 2014 RAND Military Workplace Study  
http://www.rand.org/pubs/research_briefs/RB9841.html

GAO Reports:  
Sexual Assault: Actions Needed to Improve DOD’s Prevention Strategy and to Help Ensure It Is Effectively Implemented, November 2015  
Government Accountability Office  

DOD data show that reported sexual assaults involving servicemembers more than doubled from approximately 2,800 reports in fiscal year 2007 to about 6,100 reports in fiscal year 2014. Based on results of a 2014 survey, RAND estimated that 20,300 active-duty servicemembers were sexually assaulted in the prior year.

DOD AND COAST GUARD: Actions Needed to Increase Oversight and Management Information on Hazing Incidents Involving Servicemembers, February 2016  

Article by Dr. Margaret Stockdale:  
Situating Sexual Harassment in the Broader Context of Interpersonal Violence: Research, Theory, and Policy Implications  
Dr. Margaret Stockdale  

Books, Articles and Blogs by Dr. Maureen Duffy:

Duffy, M. (February, 2016).  CMHCs can help clients recover from workplace bullying and mobbing. The Advocate Magazine, 39 (1).  Available at:  


Duffy, M. (2014, June 7).  Why changing an abusive workplace culture is so difficult. Overcoming Workplace Abuse Psychology Today blog. Available at:  

Duffy, M. (2014, March 28).  When organizations respond to workplace bullying. Overcoming Workplace Abuse Psychology Today blog. Available at:


Books:


Refereed Journal Articles:


Additional Resources:

Violence Against Women Could Cost the U.S. $500 Billion Annually
Valentina Zarya
http://fortune.com/2016/04/07/violence-against-women-cost/

“When talking about equality, we should also be talking about violence—or, more specifically, violence against women. According to a new study released by the McKinsey Global Institute Thursday morning, violence is one of the biggest things holding American women back. McKinsey researchers found that one of every two U.S. women has been a victim of sexual violence while one in every three has experienced violence from an intimate partner. The latter number is consistent with the average in 95 other countries McKinsey looked at, but that’s not to say we’re doing okay. While the rates of violence are on par with some places in the world, they
are much higher than in countries we consider to be America’s developmental peers. In Canada, for example only 6% of women report being victims of violence, notes Kweilin Ellingrud, lead author of the report.


Sexual harassment is a form of sexual victimization with its roots in sexism. Despite efforts to reduce its prevalence, it continues to be one of the most common forms of workplace mistreatment. This article examined best practices in system-level interventions to reduce sexual harassment in the workplace and presents data from the U.S. Armed Forces to demonstrate the roles of organizational leadership, and sexual harassment policies and training, on reducing sexual harassment and improving outcomes when it does occur. We assert that a clear and consistent antiharassment message from organizational leaders is essential. This is communicated via a written, widely disseminated policy on sexual harassment; regular educational training for all members of the organization; formal and informal reporting, investigation, and remediation procedures. Finally, we suggest that organizations conduct regular self-assessments of sexual harassment and perceptions of the organizational climate as proactive efforts to effectively intervene and eliminate its occurrence.


In this article, we describe an integrated theoretical approach for promoting resistance to the system of sexual objectification. Drawing from system justification and objectification theories, we propose a two-arm approach that would harness the system justification motive and adjust the lens of self-objectification in order to facilitate social change. We suggest that it is necessary to frame a rejection of the system of sexual objectification as a way to preserve (rather than threaten) the societal status quo. Further, we argue that it is critical to alter and expand the self-objectified lens through which many women come to view themselves in order to reduce their dependence on the system that constructs and sustains that lens. Although we recognize that multiple approaches and perspectives are needed, we argue that a disruption of the system at its ideological roots is essential to ultimately transcend sexual objectification as a cultural practice.

**Department of Defense Press Briefing on Sexual Assault in the Military in the Pentagon Press Briefing Room**

Presenters: Secretary of Defense Ash Carter, Acting Under Secretary of Defense for Personnel and Readiness Brad Carson, and Dr. Nathan Galbreath, senior executive advisor for the Department of Defense Sexual Assault Prevention and Response Office


This article presents the current state of research on confronting and reducing sexism. We first provide a systematic overview about prior work on confronting sexism. We identify gaps in the literature by outlining situational and contextual factors that are important in confronting sexism and introduce how these are addressed in the current volume. Second, we review prior work on reducing sexism. Compared to research on reducing other forms of prejudice, research on interventions to reduce sexism is rare. We explain why mechanisms that are successful in reducing other forms of prejudice cannot simply be adapted to reducing sexism. We then outline how the articles of this issue promote research, theory, and policy on reducing sexism. In conclusion, the aim of this issue is to bring together novel theoretical approaches as well as empirically tested methods that identify key antecedents and consequences of diverse ways of confronting and reducing sexism.


Sexism differs from other prejudices due to intimate interdependence between the sexes, requiring gender-specific research on effective ways to confront sexist behavior. Two central themes emerge from the current issue: (i) who can confront sexism successfully and (ii) how organizations and leaders should intervene. The burden to confront often falls on female targets, who experience social costs for doing so, especially when perpetrators have greater power. Targets therefore need allies, including men, who are not perceived as having self-interested motives for confronting. Organizations—through leaders and policies—represent the most important and effective allies. Organizational priorities can determine whether female targets suffer in silence or are empowered to confront. Fortunately, there is increasing popular interest, both among women and organizations, to address barriers to women's advancement. This special issue represents an important first step, outlining promising strategies for confronting sexism.


Gender-focused college courses seek to increase understanding of the systematic advantages associated with dominant group membership. These courses attempt to reduce prejudice and raise awareness of male and heterosexual privilege. Inclusion of privilege content within gender-focused courses has increased, but research to test interventions to increase privilege awareness and reduce prejudice remains sparse. The current studies provide experimental information about awareness of heterosexual privilege (Study 1) and male privilege (Study 2) and specific interventions for use in education, professional development, and community settings. Study 1 found the video intervention was effective in increasing heterosexual privilege awareness and internal motivation to respond without prejudice. Study 2 found that male privilege awareness was significantly increased and modern sexism was reduced by the video intervention. Findings provide information for applied practices such as pedagogical strategies when designing diversity courses and training workshops.


This article reviews the small but emerging literature on men who become allies against sexism. Although men are less likely than women to recognize sexism, male allies possess psychological belief systems that allow them to overcome barriers to seeing sexism and thus recognize the unfair treatment of women. We review research demonstrating that relative to women who confront sexism, men who act as allies are evaluated more positively, while their confrontations are taken as more serious and legitimate efforts to combat sexism. We discuss the implications of this research, including a discussion of how individuals and organizations can encourage men to become allies. We also identify how women can take advantage of the insights gleaned from men's confrontations to become more effective when they confront sexism.