



The Secretary of the Army's

Senior Review Panel Report
on
Sexual Harassment

Volume One

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THE SECRETARY OF THE ARMY'S SENIOR REVIEW PANEL ON SEXUAL HARASSMENT EXECUTIVE SUMMARY

General

The Senior Review Panel's mission was to review the human relations environment in the Army with particular emphasis on sexual harassment issues. Our assessment took us to Army locations worldwide. The Panel visited units forward deployed, in garrison, at training sites, and in classrooms. We saw America's soldiers in every conceivable location, performing every type of mission. The Panel delved deeply into the human relations environment, identified shortcomings, and has recommended changes. While there are definitely shortcomings that need to be addressed and are discussed within this report, it is important to state that the Panel also saw a trained and ready Army--the best Army that the Panel members have seen in over 200 years collective experience with the Army. Our soldiers are ready to perform any mission assigned, effectively and efficiently, anywhere in the world. America's sons and daughters who are today's soldiers are better trained and better equipped than any Army before and they are rightfully proud to be called soldiers.

Purpose

The Secretary of the Army has said, "The Army is based on trust." In the fall of 1996, the trust between leaders and soldiers was called into question by serious allegations of sexual impropriety at several Army installations. Investigation indicated that breakdowns in good order and discipline had occurred and that some leaders had abused the authority and power vested in them. Accordingly, the Secretary of the Army directed that a Senior Review Panel on Sexual Harassment be established to undertake the following missions:

- ◆ Conduct a systems review of the Army's policies on sexual harassment and of the processes currently in place.
- ◆ Recommend changes needed to improve the human relations environment in which our soldiers live and work, with the specific goal of eradicating sexual harassment.
- ◆ Examine how Army leaders throughout the chain of command view and exercise their responsibility to prevent sexual harassment, specifically addressing behaviors that fail to acknowledge the dignity and respect to which every soldier is entitled.

Scope and Methodology

The focus of the Panel's assessment has been the human relations environment in which our soldiers live and work, measured in terms of the dignity and respect we extend to one another as an Army. Panel members, supported by a working group of over 40 military and civilian personnel, conducted an extensive policy review, collected data at 59 Army installations worldwide, and completed exhaustive analysis of the data collected. We used four methods of inquiry to collect the data: surveys, focus groups, personal interviews, and observation. Before leaving a unit or installation, Panel members outbriefed senior leaders on their observations. This allowed leaders to immediately begin addressing issues raised at their installations. This has been a very positive aspect of the Panel's efforts—teaching and advising, not just the gathering of data. In all, the effort took eight months with results based on information provided by over 30,000 Army respondents.

Findings

Our findings center on four main areas: the Army equal opportunity (EO) program, the extent of sexual harassment in the Army, leadership, and Initial Entry Training (IET). We found that:

- ◆ The Army lacks institutional commitment to the EO program and soldiers distrust the EO complaint system.
- ◆ Sexual harassment exists throughout the Army, crossing gender, rank, and racial lines; sex discrimination is more common than is sexual harassment.
- ◆ Army leaders are the critical factor in creating, maintaining, and enforcing an environment of respect and dignity in the Army; too many leaders have failed to gain the trust of their soldiers.
- ◆ The overwhelming majority of drill sergeants and instructors perform competently and well, but respect as an Army core value is not well institutionalized in the IET process.

Conclusions and Recommendations

The Panel concludes that the human relations environment of the Army is not conducive to engendering dignity and respect among us. We are firmly convinced that leadership is the fundamental issue. Passive leadership has allowed sexual harassment to persist; active leadership can bring about change to eradicate it.

Our recommendations are broad based and cover a wide variety of Army processes, including: leader development, EO policy and procedures, IET

soldierization, unit and institutional training, command climate, and oversight. Key recommendations follow:

- ◆ Assign to one Department of the Army (DA) staff agency the primary responsibility for leadership, leader development, and human relations for the Army.
- ◆ Incorporate the human dimension of warfare into Army operational doctrine.
- ◆ Conduct a critical review of the staffing and organization of the DA elements responsible for human relations problems and issues and of the resourcing of those agencies responsible for assisting commanders in implementing and executing human relations policy.
- ◆ Embed human relations training in the Army training system as a doctrinal imperative.
- ◆ Re-engineer the EO program from top to bottom to make it responsive to leaders and soldiers, to protect those who use it, and to ensure that those working in it are not stigmatized.
- ◆ Mandate the conduct of a command climate assessment down to company-sized units at least annually; establish a mechanism to hold commanders accountable for their unit's command climate.
- ◆ Publish Army Regulation (AR) 600-20, *Army Command Policy*, immediately and publish interim changes in a timely manner.
- ◆ Increase the length of IET to allow for more intense, rigorous soldierization and the inculcation of Army values; design new training to inculcate Army values, appropriate behavior, and team building in IET.
- ◆ Improve IET cadre and recruiter training to include tools and techniques for addressing inappropriate behaviors in units; incorporate ethics and human relations training in recruiting and IET cadre courses, to include professionally facilitated sensitivity training.
- ◆ Implement a renewed Advanced Individual Training (AIT) approach that focuses on the continuation of the soldierization process begun in Basic Combat Training (BCT), as well as tactical, technical, and soldier skills and attitudes.
- ◆ Ensure that professionals and leaders (e.g., commanders, inspectors general, health care practitioners, criminal investigators, chaplains) who are expected to deal with soldiers reporting incidents of inappropriate sexual behavior are trained and qualified.

The Panel very strongly believes that we must ensure that we maintain a positive human relations environment in the Army. Personnel readiness relies on a positive human relations environment. It is the vital base upon which we build our Army, and the combat effectiveness of our most important weapon system--the soldier.

INITIAL ENTRY TRAINING

Background

Civilian to Soldier

Young men and women obtain their strongest and most enduring impressions of the Army when they are making the transition from civilian to soldier. It is at this time that they learn Army values and gain discipline from being held to standards. Trainees' first contact with the Army is through their recruiters. Once recruited, trainees are qualified for enlistment at a Military Entrance Processing Station (MEPS). After successful qualification, they enlist for a MOS and are given a date to begin IET. Upon arrival at a training installation, new recruits report to a reception battalion. Usually recruits spend three to seven days in reception processing before being sent to a training company.

Training Components

There are three training components of IET: Basic Combat Training (BCT), which is followed by Advanced Individual Training (AIT), or a combination of BCT and AIT called One Station Unit Training (OSUT). Most soldiers in combat support and combat service support MOSs enter the Army through BCT and are trained in gender-integrated companies. After they complete the eight-week BCT course, they proceed to AIT where each will receive instruction and training applicable to their specific MOS (such as cook or light vehicle mechanic). Advanced Individual Training can last from four to 52 weeks depending upon the specific MOS. All AITs are gender-integrated. Soldiers in combat arms and some combat support MOSs enter OSUT,³⁶ completing their basic combat skills and advanced individual training in one unit, at one location, with one group of soldier peers, and one group of drill sergeants and instructors. In all components, drill sergeants and instructors are key to the training process. They not only teach technical skills necessary for survival on the battlefield, they instill personal and unit discipline and Army values. They are the influential link between the trainee and the rest of the Army and serve as role models for new soldiers.

In BCT and OSUT, training is usually conducted by drill sergeants. In AIT, drill sergeants are primarily responsible for the daily administrative management of soldiers, physical training, and common soldier tasks training. Most of the MOS specific training in AIT is committee taught³⁷ by senior NCO instructors who hold that MOS. After

³⁶ The OSUT military occupational specialties include the Armor, Chemical Corps, Engineers, Field Artillery, Infantry, and Military Police. Currently, 7% of OSUT trainees are women, almost all of whom are training in the Chemical and Military Police MOSs. All other MOSs go to BCT and AIT.

³⁷ The term "committee taught" refers to the system of instruction used at AIT. An instructor, from a group or "committee" of instructors, is assigned to teach specific classes on a rotational basis.

completing OSUT or AIT, soldiers report to their first duty assignment with a unit. This progression from recruit to new soldier is depicted in Figure 2.

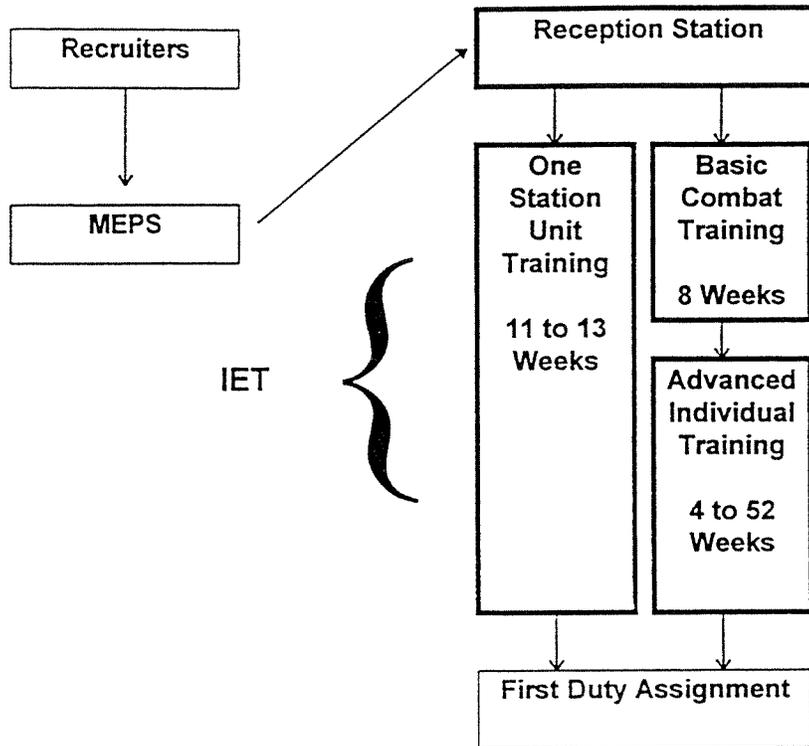


Figure 2--The Flow from Recruiter to First Duty Assignment

Panel Assessment of Initial Entry Training

What We Did

The Panel's review of the Army's training base consisted of written surveys and focus groups for trainees, drill sergeants, and instructors. The Panel traveled to training installations throughout the Army to document and record information depicting trainees' and trainers' experiences and opinions regarding sexual harassment, discrimination, and their perceptions of fair treatment. It also solicited the opinions and experiences of drill sergeant and instructor candidates attending schools designed to prepare them for their new duties, and spent a considerable amount of time observing training and talking with trainees, trainers, officers, command sergeants major, and

civilian employees at both training installations and drill sergeant/instructor training schools.³⁸

What We Found

There was a very positive aspect of the Panel's review in that it found trainees believe that the overwhelming majority of drill sergeants and instructors perform competently and well. The Panel's personal observations were similar. Panel members saw and met many hardworking drill sergeants who impressed them with being committed to the welfare of new recruits entrusted to their care and dedicated to training them to be proficient, disciplined soldiers. However, four major concerns were identified: lack of dignity and respect in the IET environment; inadequate preparation of trainers for IET duty; inadequate selection and assignment of trainers; and negative consequences of the focus on sexual harassment in IET.

Lack of Dignity and Respect in the IET Environment

- ◆ ***Soldierization in IET tolerates sexualized behaviors that are inconsistent with instilling respect as an Army core value.***

Extent of Sexual Harassment among Trainees

Initial Entry Training is designed to challenge trainees mentally and physically and to develop in them the ethical base, discipline, and team spirit to become professional soldiers. Nevertheless, trainees experienced rates of sexual harassment lower than the rest of the Army in BCT and OSUT, and higher in AIT. In a single question assessing sexual harassment rates, 7% of the men and 24% of the women in AIT asserted that they had been sexually harassed since joining the Army. This corresponds to 7% of the men and 22% of the women in the Panel's Army-wide survey.

Higher Rates in AIT

As seen in the following table, trainees in AIT reported experiencing higher rates of sexual harassment and inappropriate behavior than trainees in either BCT or OSUT. Female trainees in AIT said they had experienced sexual harassment, crude or offensive behavior, or unwanted sexual attention at a rate greater than female soldiers who participated in the Panel's Army-wide survey. The percentages of trainee survey participants reporting any of the SEQ behaviors are shown in Table 12.

³⁸ A detailed training base scope, methodology, and data analysis discussion is provided in Volume II.

Table 12--Trainees Responses: Experienced Sexual Harassment and Inappropriate Behaviors in the Different Training Components

	BCT		OSUT		AIT		Total IET		Army-wide	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
N =	1613	778	1154	288	3415	1979	6182	3045		
Experienced Sexual Harassment ³⁹	6%	15%	4%	15%	9%	30%	7%	24%	7%	22%
Crude behavior	64%	64%	70%	74%	71%	82%	69%	75%	76%	78%
Sexist behavior	43%	56%	50%	65%	55%	71%	50%	65%	63%	72%
Unwanted sexual attention	17%	27%	21%	33%	28%	50%	24%	41%	30%	47%
Coercion	3%	3%	2%	4%	7%	13%	5%	10%	8%	15%
Assault	1%	2%	1%	3%	3%	5%	2%	4%	6%	7%

As discussed in the “Extent of Sexual Harassment” section of Part IV, Volume I, IET soldiers are being subjected to inappropriate behaviors but do not define or identify those behaviors as sexual harassment. This is particularly true of female soldiers in the AIT environment. Most trainees are able to generalize parts of the Army’s definition of sexual harassment without truly understanding that inappropriate behaviors may lead to and include sexual harassment. Many trainees reported that they do not view many of the behaviors encompassed in the Army’s definition of sexual harassment as harassment or as inappropriate. These trainees view such acts as consensual behavior or flirting. In trainee focus groups, most trainees indicated that sexual jokes, sexual comments, and touching are common and are often not viewed as offensive by either the perpetrator or the recipient. There are, however, some trainees who do not like or condone such actions or language. They reported that this behavior is endured because, “it’s just the way the Army is.” A female trainee said, “Males make comments that are uncalled for. They need education and/or manners. I know it’s because of how and where they grew up, but they need to stop.” Clearly the soldierization process has failed to adequately promote a climate of dignity and respect and an understanding of appropriate and inappropriate behavior.

When asked to provide examples of sexual harassment, trainees’ answers covered a wide range of behaviors from “simply talking to women” to committing rape. A trainee said, “I don’t think it can be explained. It depends on the individual.” Another trainee reported, “I think I’m supposed to read minds.” Supporting this comment was a response by a female trainee, “If one guy looks at you but you like him, it’s flirting. If he

³⁹ BCT, OSUT, and AIT were asked, “Have you ever been sexually harassed since joining the Army?” The Army wide survey asked, “In the last 12 months, have you been sexually harassed?”

gives you the 'creeps,' it's sexual harassment." The lack of a clear understanding of sexual harassment leads to continued incidence of inappropriate behaviors and a normalized environment that is counter to Army core values.

Some male and female trainees reported that "sexual harassment is 'blown out of proportion.' The media is taking it further than it should go." A few trainees said, "It's gone way, way too far. You don't know what it [sexual harassment] is anymore." Many trainees of both sexes wanted concrete examples or a "list" of behaviors that constitute sexual harassment. The Panel questions whether such a list would be beneficial. It could be used as a means of getting "off the hook," without taking responsibility or being held accountable for potentially offensive behavior unless it is contained within a specific list. What is certain is that sexual harassment in the broader context of dignity and respect is not part of trainees' frame of reference.

- ◆ ***Some drill sergeants harass their soldiers and/or do not correct inappropriate behavior between trainees.***

Our data analysis suggests that sexual harassment is degrading good order and discipline in some parts of the training base. Some drill sergeants are committing acts of sexual harassment/misconduct as well as failing to set the proper example or correcting inappropriate behavior between trainees. The majority of trainees who reported that they had been sexually harassed since joining the Army indicated that the harassment had occurred either during training or in the barracks. As seen in Table 13, the major source of sexual harassment for male trainees was drill sergeants, while female trainees identified other trainees as the major source of sexual harassment.

Table 13--Sources of Harassment

Trainees	Drill Sergeants	Other Trainees
Men (N = 736)	42%	22%
Women (N = 409)	27%	42%

This personal misconduct and/or failing to correct inappropriate behavior between trainees affects not only the trainee who is being victimized, but all trainees in the unit who fail to learn appropriate behavior because of a lax attitude on the part of some drill sergeants. Trainers, as well as trainees, must be more conscious of Army core values, especially in terms of their leadership responsibilities.

- ◆ ***Generally, trainers reported they have not observed sexual harassment in their unit, but a significant number of female trainers reported they have experienced sexual harassment.***

Extent of Sexual Harassment among Trainers

Of the 254 trainers surveyed, 75% were men and 24% were women.⁴⁰ Most of the men (83%) and many of the women (67%) had not observed sexual harassment in their current training company. However, 39% of the women and 2% of the men reported that they had been subjected to sexual harassment in the last 12 months. They reported that the most frequently observed behaviors were crude or offensive behavior, sexist behavior, and unwelcome sexual advances. Male trainers indicated that, with regard to the most recent act of sexual harassment to which they had been subjected, AIT instructors, officers in their chain of command, or other drill sergeants had been the harassers. Female trainers identified other drill sergeants, first sergeants, and other NCOs as the prevalent harassers in their most recent experience.

Overall, 92% of the trainers reported experiencing at least one of the SEQ behaviors. As shown in Table 14, most male and female trainers reported that they had been subjected to crude or offensive behaviors and sexist behaviors. Trainers were more likely than soldiers in the Panel's Army-wide survey to report experiencing crude or offensive behaviors, sexist behaviors, and unwanted sexual attention. Because of the small sample of female trainers, their data should be viewed with caution. Trainers experienced SEQ behaviors in higher numbers than any other group surveyed.

Table 14--Trainer Responses: Experienced SEQ Behaviors⁴¹

	Crude or offensive behavior	Sexist behavior	Unwanted sexual attention	Coercion	Assault
Men (N = 190)	90%	73%	39%	6%	2%
Women (N = 61)	93%	93%	83%	40%	10%

One trainer commented, "I see more gender discrimination than sexual harassment." Another trainer reported, "I had a complaint on my First Sergeant. . . . He was allowed to PCS⁴² and I was moved to another unit."

- ◆ ***Drill Sergeants, instructors, and officers are treating each other with varying degrees of respect, dignity, and support.***

⁴⁰ Question response rates for each question vary as not all respondents answered all questions.

⁴¹ Percentage experiencing at least one inappropriate behavior. The data for trainers are based on a small number of cases and should be viewed with caution.

⁴² PCS is an acronym for Permanent Change of Station. In other words, a soldier moves on to his or her next duty assignment.

Peers

Trainers were asked a series of questions about their relationships with one another and with their officer leaders. Most of the male and female trainers reported fair treatment from peers. Men more than women mentioned in surveys and focus groups that trainers treat one another with respect and courtesy and work together as a team. Female trainers, however, reported negative relationships with male trainers due to gender conflicts.

Chain of Command

Over two-thirds of the male trainers, but only half of the female trainers, believe they have been treated fairly by their chain of command overall or in sexual harassment matters. Most of the male trainers and many of the female trainers feel they have the support of their chain of command. Most men reported, however, that officers do not treat them with respect and dignity. Many women echoed this concern. A few drill sergeants complained that officers are spending too much time with trainees doing "sergeant's business," either out of boredom or a distrust of the drill sergeants, and they view this as disrespect. A male trainer said, "Commanders are too involved; officers do too much of our business." Two other trainers said, "Commanders are running scared because of the media blitz," and "Officers will support you until he or she gets in trouble. The staff sergeant or sergeant first class will take the fall, not the officer." Men frequently mentioned disrespect from senior officers as contributing to negative relationships.

Inadequate Preparation of Trainers for IET Duty

- ◆ ***Trainers complain that current EO training is not preparing them to handle sexual harassment situations.***

In assessing their Drill Sergeant Course or Instructor Training Course, most trainers said they had been trained in effective ways to train soldiers; however, only some said their training prepared them for their current job. Trainers complained that most of the training they received consisted of memorizing modules or regulations, but did not teach them how to handle sensitive situations when they occurred. One trainer highlighted this point by saying "[I was] not trained to deal with [sexual] advances by trainees." Another trainer said, "They show you a little film [on sexual harassment], they show you how to recognize it, but not how to handle it." Finally, another trainer discussed the problem with the current training by saying, "[The] course [on sexual harassment] needs to be updated. [The] situations are too old."

POSH Training

All trainers interviewed had received POSH training in the last 12 months. Many of the men reported that this training was effective in making them aware of behaviors that might constitute sexual harassment, but many women viewed the training as ineffective. Many trainers said they were receiving POSH training too frequently; the Army was "oversaturating" them with POSH training.

The Panel believes training for drill sergeants should address the fact that attraction between drill sergeants and trainees does occur. Thus, drill sergeants need training in recognizing inappropriate feelings/behaviors in themselves and taking action to control the situation. Currently, the Drill Sergeant Course and Instructor Training Course do not prepare trainers to handle sexual harassment/misconduct challenges that confront them in the IET environment. The POSH training the Panel reviewed used simplistic examples of appropriate/inappropriate behavior that offered little guidance in helping a trainer work through difficult and complex interpersonal situations.

Drill Sergeant School

Drill sergeant training is conducted at three separate locations (Fort Leonard Wood, Fort Jackson, and Fort Benning). The Panel sees a true advantage in combining the three schools into one. There would be an efficiency in resources and a uniform standard of quality for EO training, affording candidates a common, shared understanding of sexual harassment issues and Army ethics. Ultimately, the human relations environment in the training base and in the Army as a whole would benefit.

Selection and Assignment of Trainers

- ◆ *The screening of candidates for drill sergeant duty lacks rigor.*

Selection

Drill sergeants and instructors are the most important contact new trainees have with the Army. The demanding nature of drill sergeant/instructor duties places these NCOs in positions of high authority, autonomy, and respect. It is vitally important that these NCOs be persons of the highest caliber, who demonstrate personal discipline and character, and are held to strict standards of professionalism.

The Army has established standards of selection for drill sergeants.⁴³ AR 614-200, *Selection of Enlisted Soldiers for Training and Assignment*, states that, "Since the drill sergeant is the primary representative of the Army during the formative weeks of an enlistee's training, only the most professionally qualified soldiers will be assigned these

⁴³ An NCO either volunteers or is selected by DA to attend the nine-week Drill Sergeant Course.

duties.⁴⁴ In fact, however, the Panel observed a general lack of rigor in the drill sergeant/instructor selection process. Most of the drill sergeant candidates are selected at DA level. Selectees are subjected to a records check that includes, among other things, a personnel records screen. When a soldier volunteers, the candidate's current chain of command must review and endorse the candidate's suitability for the position. There is no psychological testing of any type, other than a check of medical records. Once soldiers have been selected as drill sergeant candidates, they risk serious harm to their careers if they turn down or otherwise fail to complete the program.

◆ *The number of drill sergeants and their utilization present issues for Army review.*

Assignment

Army regulations require that BCT and OSUT drill sergeants be assigned on a ratio of one drill sergeant for every 20 soldiers. In AIT, drill sergeants are supposed to be assigned on a ratio of one drill sergeant for every 50 soldiers. While the Army generally meets standards for BCT and OSUT units, the Panel found that the number of drill sergeants in AIT is woefully inadequate.⁴⁵ No training unit visited by the Panel had a full complement of drill sergeants. The Panel noted ratios as large as one drill sergeant for every 200 soldiers in AIT units. Some of the problems resulted from drill sergeants' attendance at schools, being TDY, or being assigned to perform additional duties not normally assigned to a drill sergeant (i.e., they were assigned these duties because other support positions in units had been cut). The Army must ensure drill sergeants are utilized appropriately, are of sufficient number to maintain good order and discipline, and oversee the soldierization process of their soldiers.

Negative Consequences of Sexual Harassment Focus in IET

◆ *Trainees report a negative backlash in the form of ad hoc segregation as a consequence of emphasis of sexual harassment training.*

The publicity over sexual misconduct has prompted the Army to increase requirements for POSH training. As a result, trainees perceive that the Army is trying to prevent sexual harassment by "scaring" them into compliance, rather than teaching them how to behave properly and professionally. The result is that some soldiers reported alienation between men and women.

⁴⁴ Dep't of Army, Regulation 614-200, Selection of Enlisted Soldiers for Training and Assignment, para. 8-16b (September 17, 1990).

⁴⁵ Twenty percent of Army accessions are women, but the training base is composed of only ten percent female drill sergeants.

Some trainees said that the Army has “gone overboard” with POSH training. One male soldier said, “It becomes a joke if you receive too much training. People stop paying attention.” The established training policy is to encourage gender-integrated training that reflects the reality of a mixed-gender Army. It appears that, out of fear for their own careers or possible embarrassment, some leaders have implemented an unofficial policy of gender segregation within an integrated unit. This results in divisiveness between soldiers, not the unified, high performance team the Army must bond to ensure mission readiness.

Trainees note that gender segregation is occurring in their units. Some male trainees stated they are afraid to even talk to female trainees, not to mention working side-by-side with them every day. One male trainee said, “In BCT, we are told to stay away from females. Climb up a tree, whatever, avoid at all cost.” One trainee reported that men and women eat separately in the same dining facility, and that they shine their boots on different bleachers. Some trainees reported that gender-integrated basic training is “de facto” a “segregated-integrated” basic training. A female trainee reported that, “If they won’t let us [men and women] talk to each other or help each other, why are we training together?” In some of the male trainee focus groups, a number of trainees said, “We are expected to work together. Why can’t we train together?” and “We are integrated, but segregated within.”

- ◆ ***Trainers fear that if they are charged with sexual harassment, they will be treated unfairly by their leaders.***

Some male trainers indicated that they are fearful of potential sexual harassment charges due to possible retaliation from trainees. Many male drill sergeants and instructors expressed a belief that trainees’ complaints against drill sergeants are automatically viewed as credible, even if lacking in merit. Most feel they receive adequate support from their leadership—until they become the subject of an accusation of sexual harassment. A male trainer said, “I’d be gone. . . people are expendable.” Another trainer reported, “Once your name is mucked up with a false allegation,⁴⁶ the privates get away with making a false allegation, but you never can clear your name.”

Overall, trainers asserted the need for more strict punishment for individuals who make false allegations. Many drill sergeants believe that trainer and trainee roles have been improperly reversed with regard to authority and credibility. According to many

⁴⁶ A false EO complaint is one “containing information or allegations that the complainant knew to be false.” AR 600-20, para. 6-8q.

“A substantiated EO discrimination complaint is a complaint that, after the completion of an inquiry or investigation, provides evidence to indicate that the complainant was more likely than not treated differently because of his or her race, national origin, gender, or religion and that corrective action must be taken.” AR 600-20, para. 6-8j.

“There are two types of unsubstantiated complaints—complaints for which there is no corroboration and those for which the corroborating evidence is insufficient to substantiate the allegations.” AR 600-20, para. 6-8k.

drill sergeants, trainees who allege harassment or abuse at the hands of a drill sergeant are more likely to be believed than the drill sergeant who denies the allegation. Once a sexual harassment allegation is made, the trainer is suspended from his/her training responsibilities. Even if the allegations are unfounded, many drill sergeants expressed a belief that the damage to their careers and reputations is permanent. Although the UCMJ and Army regulations provide commanders with the authority to process those who make false allegations, trainers do not perceive that their leaders would take any action to punish trainees who complain falsely.

Most drill sergeants understand the Army's definition of sexual harassment. A few, however, complained of inconsistency in the application of standards to NCOs and officers against whom an allegation of sexual harassment is made. For example, a few NCOs thought it "unlikely" that any officer would be charged with sexual harassment, even though an NCO would be punished severely for the same conduct. One trainer said, "An O-6 [Colonel] gets away with things an E-6 [Staff Sergeant] would be killed for."

The Panel believes leadership is central to dealing with these negative consequences. As discussed in the "Leadership" section of Part IV, Volume I, leaders who practice good leadership can mitigate such adverse effects.

Other Issues

- ◆ ***Generally, trainees perceive drill sergeants treat men and women equally, but some male trainees perceive they are expected to meet a higher standard.***

Fair Treatment

Most male trainees and many female trainees reported that, regardless of gender, all soldiers receive equal encouragement to succeed and complete training by both male and female drill sergeants. Men and women believe that the drill sergeants uphold the same standards for all trainees. Several female trainees reported, "I don't like the drill sergeants, but they are all very fair," and "We all get our fair share of being picked on." A few female trainees, however, indicated that female trainers are harder on female trainees than on male trainees. In a trainee focus group, a female trainee said, "Female drills are harder on females because they want you to succeed." Another trainee reported, "Female drill sergeants have high[er] expectations which leads to the perception that women drill sergeants are harder."

Although the majority of trainees reported that drill sergeants encourage men and women equally, more than one-half of male trainees believed that they are expected to train to a higher standard than women. Most female trainees, however, believe that women are expected to achieve the same training standards as men. This perception of inequity by men may lead to resentment and further alienation. A male

trainee reported, “[We are assigned] different details--females do paperwork and males dig up trees.” This has the consequence of reinforcing sex role stereotypes and diminishes the value of female trainees in the unit.

Some male and female trainees reported that male/female double standards are a problem in their training, but most trainees were referring to physical training standards established by Army policy. Physical training remains a misunderstood program when it comes to male and female standards. Most soldiers understand different standards based on age group, yet different standards based on gender receive much more negative attention. A few male trainees also complained that the military demeanor and conduct of female soldiers is more lax and attributed this to more lenient treatment during training. Again, leaders hold the key. It is their responsibility to maintain uniform standards and to dispel misperceptions of preferential treatment or double standards.

Other detractors also exist at AIT. Service members from other military services and reclassified soldiers attending AIT are treated in a different, much more collegial manner than trainees. Trainees view this treatment as a double standard that further degrades an already troubled environment. Drill sergeants must take on a more meaningful training role in AIT.

- ◆ ***Trainees are more likely to report sexual harassment than soldiers in the rest of the Army.***

Reporting Sexual Harassment

When asked if they would report an incident of sexual harassment or discrimination, most trainees replied that they would report an incident of sexual harassment, if they were unable to handle it on their own or if the harassment continued. One male trainee said, “The standard is zero tolerance and if we don’t report it we are wrong.” Several female trainees echoed this sentiment. One female trainee stated, “We feel we have an obligation to report. If we don’t report, the violator could continue to harass others.”

If unable to resolve a sexual harassment incident informally on their own, most trainees stated that they would use formal methods to resolve the situation. Most of the male trainees (70%) and many of the female trainees (66%) agreed that the formal complaint procedures are clear. Both male and female trainees said they would first report a sexual harassment incident to their chain of command, specifically to the officers in their chain of command, then to drill sergeants or instructors, and finally to an outside source like a chaplain, an EOA, or an EOR.

In many units, however, the EOR was a drill sergeant. Some trainees complained that it is difficult to bring an EO or sexual harassment complaint to an EOR

who is a drill sergeant, particularly if the complaint concerns another drill sergeant in the same unit.