

HQ, III Corps & Fort Hood
Fort Hood, TX 76544
041105 Sep 12

**FRAGO 2 TO OPERATION ORDER PW 12-04-337 (SHARP PROGRAM IMPLEMENTATION)
(CHANGES IN BOLD)**

(CHANGE) References:

- a. FORSCOM Sharp Program Implementation Execution Order, dated 23 Mar 12.
- c. ALARACT 007/2012, Subject: Sexual Harassment/Assault Response and Prevention (SHARP) Program Implementation Guidance, dated 121650Z Jan 12.
- c. National Defense Authorization Act (NDAA) for FY 2012.
- d. OPORD PW 11-07-495, SHARP Specialist MTT, dated 19 Jul 11.
- e. **(ADD) FORSCOM Sharp Program Implementation Execution Order FRAGO 1, dated 6 Aug 12.**
- f. **(ADD) OPORD PW 12-06-538, Sharp Annual Training Reporting FY12, dated 14 Jun 12.**

Time Zone Used Throughout Order: Local.

Task Organization: Omitted.

1. SITUATION. In an effort to support the Army-wide SHARP transition, III Corps and Fort Hood Units will develop and implement a Senior Commander led Sexual Harassment/Assault Response and Prevention Program (SHARP). Commanders should have a ready pool of SHARP MTT trained personnel to assist in this process as Reference E directed commanders to train and maintain no less than five SHARP personnel at Division level, two personnel at Brigade level, one per Battalion, and one per Company at all times.

2. MISSION. Fort Hood Units will establish a SHARP program that ensures preventive measures, education, and timely responsiveness to sexual harassment and/or sexual assault cases.

3. **(CHANGE)** EXECUTION. Commanders will immediately begin transitioning all Installation sexual harassment and sexual assault functions from a Garrison focused program to a Senior Commander led SHARP Program NLT 30 Sep 12.

a. **(CHANGE)** Concept of Operations. SHARP Transition will be conducted in Five Phases:

(1) **(CHANGE)** Phase 0 (Shaping): This phase begins immediately and runs throughout all phases of the SHARP transition. Commanders must shape the SHARP transition by selecting and training the right personnel as SHARP personnel, particularly the full-time SHARP personnel. Commanders must begin to plan, secure, and allocate resources necessary for the program, including facilities/offices, admin/log support, computer and printer resources,

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transportation and cell phones for victim advocate responders, etc. SHARP MTT courses are scheduled at **10 - 21 Sep 12, 15 - 26 Oct, 3 - 14 Dec, 28 Jan 13 - 8 Feb 13, 22 Apr 13 - 3 May 13, 3 - 14 Jun 13 and 12 - 23 Aug 13** for the initial training of SHARP personnel. All III Corps and Fort Hood Brigades and Separate Battalions will submit updated SHARP Manning Roster (per Enclosure 1) NLT 1600 on the 25th of every month to the **III Corps SHARP Office at usarmy.hood.iii-corps.mbx.sharp@mail.mil CPT Lisa Ann Lerma at (254) 287-6242 or lisa.a.lerma2.mil@mail.mil**. Tasked Units will make direct coordination with **CPT Lisa Ann Lerma at (254) 287-6242 or lisa.a.lerma2.mil@mail.mil the III Corps SHARP Office at (254) 287-9487 or usarmy.hood.iii-corps.mbx.sharp@mail.mil** if further clarification is required. The Brigade SHARP positions are full-time duty positions NOT collateral duty. A roster of all Soldiers assigned in the Brigade SHARP positions will be sent to FORSCOM and **a two year stabilization for each Soldier will be requested the personnel will be stabilized until Dec 13. Exceptions may be worked on a case-by-case basis with the III Corps SHARP Office.**

(2) Phase 1 (Prepare): This phase begins immediately and ends 3 Jun 12, and will establish the Corps SHARP cell will full manning, train and certify all Corps SHARP cell personnel and have them train and integrate with SAPR and IVA personnel. The III Corps cell, SAPR and IVAs will prepare the training, certification and orientation program to instruct all units' full time SHARP personnel during phase two. General Officer (GO) level Commanders will appoint a SHARP Program Manager for their commands during this phase. Brigade Commanders will appoint two personnel to serve full-time as SHARP Sexual Assault Response Coordinator (SARC)/SHARP and Victim Advocate (VA)/SHARP for their Units IAW References A and C.

(3) Phase 2 (Train): This phase begins 4 Jun 12 and ends 14 Jun 12 with two certification courses for Brigade level and above SHARP personnel planned. The III Corps SHARP cell, SAPR, and IVAs will train and certify all Brigade level and above SHARP personnel (these personnel must have already completed SHARP MTT training before Phase 2 begins), providing clear guidance and orientation to the process, facilities and service providers for Fort Hood.

(4) Phase 3 (Right Seat): This phase begins 15 Jun 12 and ends 31 Jul 12. All Brigade level and above full time SHARP personnel will "shadow" or right-seat with the III Corps SHARP cell, SAPR, and IVAs and Unit EO personnel in order to observe and learn firsthand victim advocacy and both the sexual assault and sexual harassment case processing and case management and reporting requirements.

(5) **(CHANGE)** Phase 4 (Left Seat): This phase begins 1 Aug 12 and ends 30 Sep 12. All Brigade level and above full time SHARP personnel will actively be "in the lead" for victim advocacy, sexual assault, and sexual harassment case processing and management within their Units, with the III Corps SHARP cell, SAPR and IVAs and Unit EO personnel present for advice and support. All BDE SHARP cells must have their own facilities, and have cell phone and GOV available by the start of this phase (1 Aug 12). During this phase **at a point TBD by the SHARP and SAPR PMs**, the SHARP Sexual Assault Hotline will be activated **15 Sep 12. The number for the SHARP Sexual Assault Hotline is (254) 319-4671.** Open cases of sexual assault and harassment and all **closed sexual assault and harassment** case files will be transitioned to SHARP beginning **5 Sep 12 and completed NLT 25 Sep 12.**

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b. **(CHANGE)** Tasks to Fort Hood Units:

(1) **(CHANGE)** 1st Cavalry Division, Division West, 13th Sustainment Command (E), Operational Test Command:

(a) NLT 1 Jun 12, identify and appoint on orders a SHARP Program Manager (PM) IAW the criteria outlined in Annex B for your respective command (see Annex A for example appointment orders). The SHARP PM may be full time (recommended) or collateral duty at the discretion of the commander. Program Manager appointees must have completed the SHARP MTT 80 course prior to 1 Jun 12 in order to begin the Fort Hood SHARP certification and orientation course 4 Jun 12 or 11 Jun 12.

(b) Commanders may appoint other SHARP personnel to perform program management, victim advocacy, training, and other SHARP duties as assigned, either as full time or collateral duty at the discretion of the commander. Brigade level and above appointees must have completed the SHARP MTT 80 course prior to 1 Jun 12 in order to begin the Fort Hood SHARP certification and orientation course 4 Jun 12 or 11 Jun 12.

(c) **(CHANGE)** Program Managers will be responsible for managing the SHARP program within your commands, to include training and mentoring subordinate Unit SHARP personnel, administering and reporting all required SHARP training, case management and victim advocacy for sexual assault and sexual harassment cases, as well as for managing the SHARP transition within your command IAW this order and references contained within it. ~~and DA guidance (TBP).~~

(2) **(CHANGE)** All Fort Hood Brigade Commanders:

(a) NLT 1 Jun 12, IAW References A and C, identify and appoint two personnel to serve as the full time Brigade SARC/SHARP and VA/SHARP per the criteria outlined in Annex B-1. Division West Brigades, as a multi-component Unit, may appoint either full-time or collateral duty personnel, at the commander's discretion. All other brigades must identify two full time, MTT trained SHARP personnel NLT 1 Jun 12. Brigade level and above appointees must have completed the SHARP MTT 80 course prior to 1 Jun 12 in order to begin the Fort Hood SHARP certification and orientation course 4 Jun 12 or 11 Jun 12. See Annex A for example appointment orders.

(b) **(CHANGE)** Ensure the Brigade SARC/SHARP and VA/SHARP assume all roles and responsibilities associated with sexual harassment and assault IAW the timelines, directives, and references listed throughout this order. These personnel will be responsible for managing the SHARP program within your commands, to include training and mentoring subordinate unit SHARP personnel, administering and reporting all required SHARP training, case management and victim advocacy for sexual assault and sexual harassment cases as well as for managing the SHARP transition within your Brigade IAW this order and references contained within it. ~~and DA guidance (TBP).~~

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(c) **(CHANGE)** NLT 1 Aug 12, ensure brigade SHARP personnel have appropriate facilities (offices with doors to ensure privacy and confidentiality), communication abilities (cell phone) and transportation (committed vehicle) needed to accomplish advocacy tasks. Establish work area that has standard logistical support items of a staff office (computer, office phone, cell phone, email access, etc.). **(ADD) The phone numbers and contact information for the Brigade SHARP personnel must be provided to the III Corps SHARP Cell at usarmy.hood.iii-corps.mbx.sharp@mail.mil upon receipt of this order.**

(d) **(CHANGE)** Beginning **5 Sep 12** and NLT **25 Sep 12**, ensure all sexual harassment documentation (hard copy) is transferred from the Brigade EOA to the Brigade SARC/SHARP. In addition, ensure all hardcopy record management requirements are established as outlined in ALARACT 007/2012. The Brigade SARC/SHARP and VA/SHARP may process both formal and informal sexual harassment cases. However, the Brigade EOA will continue to input all required data into the Equal Opportunity Reporting System (EORS) until the new (Sexual Assault Data Management System) SADMS is online.

(e) Effective 30 Sep 12, publish new Sexual Harassment, Sexual Assault, and Equal Opportunity Policy Letters that separate the SHARP program from the Equal Opportunity Program (see Annex D for example Policy Letters).

(f) Commanders may appoint other SHARP personnel to perform VA/SARC/SHARP victim advocacy, training and other SHARP duties as assigned, either as full time or collateral duty at the discretion of the commander. Brigade and above appointees must have completed the SHARP MTT 80 course prior to 1 Jun 12 in order to begin the Fort Hood SHARP certification and orientation course 4 Jun 12 or 11 Jun 12.

(g) **(CHANGE)** Brigade level SARC/SHARP and VA/SHARP and Equal Opportunity Advisors will orient, train, and certify all subordinate level SHARP personnel to perform their duties, to include teaching/instructing the Fort Hood certification course (~~TBP NLT 4 Jun 12~~) to their subordinate level SHARP personnel and conducting/supervising a right seat/left seat ride of subordinate level SHARP personnel with both SHARP and EO personnel. **(ADD) The Fort Hood Certification Course has been provided to Brigade level and above SHARP personnel on CD, and is also posted at: <https://intranet.hood.army.mil/units/iiicorps/SpecialStaff/health/council/Shared%20Documents> in the SHARP Fort Hood Certification Folder. Suggested Right Seat Left Seat training materials are in the Fort Hood Certification Course and additional guidance is included in Annex E.**

(h) **(ADD)** Effective 15 Sep 12, Units will provide their own sexual assault response capability through their Unit SHARP personnel 24 hours a day and 365 days a year. Brigades will manage their own internal SHARP response and on-call procedures and ensure timely (as quickly as possible, but within 30 minutes to one hour) SHARP victim advocate response is provided for all sexual assault victims.

1. **(ADD)** For sexual assaults reported via the III Corps SHARP Sexual Assault Hotline (254) 319-4671, the III Corps SHARP Office will contact the Brigade the Soldier or adult Family Member belongs to and the Brigade will provide a victim advocate to respond.

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2. (ADD) NLT 10 Sep 12, Brigades will provide the III Corps SHARP Office with a primary and alternate phone number to call when a sexual assault response is needed for a Soldier or adult Family Member within the Brigade. These numbers must be answered 24 hours a day, 365 days a year. Due to the immediacy and sensitivity of this mission, in case of negative contact, only two attempts will be made; the next call will be placed to the Brigade XO.

(i) (ADD) Beginning 5 Sep 12 and completed NLT 25 Sep 12, ensure the Brigade SARC and Victim Advocates receive sexual assault case files from the Installation Family Advocacy Victim Advocates as coordinated by the III Corps SHARP Office, and SHARP victim advocates from within the Brigade are assigned to all open cases. For open cases, the SHARP Victim advocate should immediately meet with the victim and the current Installation victim advocate in order to ensure a smooth transition and thorough understanding of the victim's desires for advocacy, treatment and services.

(j) (ADD) All open sexual assault cases will be transferred to SHARP Victim Advocates unless the victim requests (in writing) to remain with their current installation victim advocate. These cases will be adjudicated on a case-by-case basis with the Family Advocacy Program Manager, and the intent will be to accede to the victim's desires, though IMCOM resources and personnel availability may preclude this from occurring in every case so requested.

(k) (ADD) Beginning 5 Sep 12 and NLT 25 Sep 12, ensure all informal sexual harassment cases (hard copy) are transferred from the Equal Opportunity Leaders and the Brigade Equal Opportunity Advisor to the SARC/VA/SHARP at the appropriate level within the Brigade; all formal cases must transfer to Brigade level SARC/SHARP.

(3) (CHANGE) All Fort Hood Battalion and Company Commanders.

(a) Identify two (primary and alternate) personnel to serve as collateral duty VA/SHARP IAW the criteria outlined in Annex B-2 if you have not already done so. Primary SHARP personnel for Battalion and Company level should already be trained and appointed on orders IAW Reference d. The SARC/VA/SHARP will assume all roles and responsibilities associated with sexual harassment and assault within your Units once training and certification are complete. See Annex A for example appointment orders.

(b) (CHANGE) Beginning 5 Sep 12 and NLT 25 Sep 12, ensure all informal sexual harassment cases (hard copy) are transferred from the Equal Opportunity Leader to the SARC/VA/SHARP; formal cases must transfer to Brigade level SARC/SHARP.

(c) (CHANGE) Ensure all sexual assault information, files and other documentation are transferred from the Unit Victim Advocate to the Brigade SARC/VA Specialist beginning 5 Sep 12 and completed NLT 25 Sep 12.

(d) Effective 30 Sep 12, publish new Sexual Harassment, Sexual Assault, and Equal Opportunity Policy Letters that separate the SHARP program from the Equal Opportunity Program (see Annex D for example Policy Letters).

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(e) Commanders may appoint other SHARP personnel to perform VA/SARC/SHARP victim advocacy, training and other SHARP duties as assigned, either as full time or collateral duty at the discretion of the commander.

(4) **(CHANGE)** U.S. Army Garrison (SAPR and IVA personnel):

(a) Immediately receive and train Corps SHARP **Office** personnel, providing clear guidance and orientation to the process, facilities and service providers for Fort Hood required to provide victim advocacy and sexual assault case processing, case management and meet all reporting requirements.

~~(b) **(DELETE)** Coordinate with the III Corps SHARP PM (LTC Radenz) to finalize the Fort Hood SHARP training, certification and orientation program.~~

~~(c) **(DELETE)** Assist III Corps SHARP PM in providing the Fort Hood SHARP training, certification and orientation program to the Corps SHARP Cell Office personnel in early May and, in conjunction with the III Corps SHARP cell Office, conduct the course for Brigade and above SHARP personnel 4-6 Jun 12 and 11-13 Jun 12.~~

(d) **(CHANGE)** In conjunction with the III Corps SHARP **Office**, assist, train and right seat/left seat with Brigade level and above SHARP personnel 14 Jun 12 - 30 Sep 12 as described in the concept of the operation of this order.

(e) **(CHANGE)** Assist the III Corps SHARP **Office** in developing and finalizing the Fort Hood SHARP SOP.

(f) **(CHANGE)** Assist the III Corps SHARP PM in the transition of all roles and responsibilities of the Installation sexual assault hotline from the Installation SARC to the SHARP PM NLT **25 Sep 12**.

(g) **(CHANGE)** Assist the III Corps SHARP PM in identifying and validating all memorandums of agreement and coordination requirements between first responders, crisis centers, hospitals, AFAP/ACS personnel and local investigative agencies **NLT 20 Sep 12**.

(h) **(CHANGE)** Assist the III Corps SHARP PM in the transfer all functions NLT **25 Sep 12**.

(i) Ensure the III Corps SHARP PM is trained and prepared to execute all management and administrative functions of the monthly Sexual Assault Review Board (SARB).

(j) **(CHANGE)** Assist/coordinate with the Corps SHARP PM IOT transfers all (open and closed) sexual assault cases to include DD Form 2910 and all other related files from the Installation SARC to the appropriate command SARC/SHARP. The IMCOM senior command SARC and the SHARP PM **or their designees** will jointly contact each victim (for open cases) and discuss the transfer of their cases IAW ALARACT 007/2012. In addition, ensure all hardcopy record management requirements are established as outlined in ALARACT 007/2012.

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1. (ADD) Beginning 5 Sep 12 and completed NLT 25 Sep 12, transfer all open and closed Sexual Assault cases from the Installation SARC to the SHARP/SARC of the victim's Brigade. Ensure the Brigade SARC receives sexual assault case files from the Installation Family Advocacy Victim Advocates as coordinated by the III Corps SHARP Office, and SHARP victim advocates from within the Brigade are assigned to all open cases. For open cases, the SHARP Victim advocate should immediately meet with the victim and their current installation victim advocate in order to ensure a smooth transition and thorough understanding of the victim's desires for advocacy, treatment and services.

2. (ADD) All open sexual assault cases will be transferred to SHARP Victim Advocates unless the victim requests (in writing) to remain with the current Installation victim advocate. These cases will be adjudicated on a case-by-case basis with the Family Advocacy Program Manager, and the intent will be to accede to the victim's desires, though IMCOM resources and personnel availability may preclude this from occurring in every case so requested.

3. (ADD) Closed cases in which the Unit cannot be determined or has been inactivated, etc., will be transferred to the III Corps SHARP Office for disposition. Any other cases whose Unit, status or disposition is unclear will be transferred to the III Corps SHARP Office for action.

(k) Ensure the III Corps SHARP PM is trained and prepared to manage all duties and responsibilities with regards to the installation Sexual Assault Data Management System (SADMS). SHARP PM will request account transfer from DA via FORSCOM EO/SHARP office once fully trained.

c. (ADD) Tasks to Staff. III Corps SHARP Office: Coordinate sexual assault cases transfers beginning 5 Sep 12 and complete NLT 25 Sep 12. Begin the SHARP Sexual Assault Hotline (254) 319-4671 NLT 15 Sep 12.

d. (CHANGE) Coordinating Instructions.

(1) (CHANGE) ~~Commanders will suspend use of SHARP Unit Refresher Training and Senior Leader Training that was outlined in ALARACT message 123/2011 until the release of the new SHARP training material.~~ (ADD) Commanders will ensure that the Unit Refresher, Leader, and Team Bound Annual Training is conducted IAW reference F.

(2) Commanders will continue to ensure Units and personnel conduct Installation SHARP Newcomer's Training and Team Bound Training.

(3) (CHANGE) Units must contact the III Corps SHARP Office at (254) 287- 9487 or usarmy.hood.iii-corps.mbx.sharp@mail.mil to enroll Soldiers in the required SHARP MTT Training. ~~and for Brigade and above SHARP personnel to attend the Fort Hood certification course during 4-6 Jun 12 or 11-13 Jun 12.~~

(4) All commands will begin transition actions immediately IAW this order and its references in order to assume all SHARP responsibilities NLT 1 Oct 12.

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(5) **(CHANGE)** SHARP personnel will NOT take any cases or perform victim advocacy until all of the following are completed: the SHARP 80 hour MTT training, appointed on orders, cleared both a local records check and the national sex offender database check (<http://www.nsopw.gov/>). After these actions are completed, the SHARP personnel may begin working under the supervision of their higher level SARC/SHARP, VA/SHARP, the Equal Opportunity Advisor, and complete Fort Hood certification course ~~(TBP NLT 4 Jun 12)~~ **(provided to Brigade level and above SHARP personnel on CD and also posted at: <https://intranet.hood.army.mil/units/iicorps/SpecialStaff/health/council/Shared%20Documents> in the SHARP Fort Hood Certification Folder)** taught by their higher level SHARP office, and complete a right seat left seat ride with both SHARP and EO personnel.

(6) **(DELETE)** ~~Further guidance (Fort Hood certification course, Fort Hood SHARP SOP, FRAGOs to this order, etc.) TBP; pending publication of DA SHARP EXORD.~~

4. SERVICE SUPPORT. Omitted.

5. **(CHANGE)** COMMAND AND SIGNAL.

a. Command. Omitted.

b. **(CHANGE)** Signal.

(1) **(CHANGE)** III Corps SHARP PM is LTC Blaine T. Radenz. **The incoming SHARP PM is LTC Jacqueline Davis.**

(2) **(CHANGE)** III Corps SHARP POC is **MSG Lindy Fairchild at (254) 287-9487 or lindy.d.fairchild.mil@mail.mil.**

(3) MSE G3 POC is Mr. Orlando Medina at (254) 287-4775 or orlando.medina.civ@mail.mil.

ACKNOWLEDGE:

CAMPBELL
LTG


OFFICIAL:

LITTLEJOHN
MSE G3

ANNEX A: APPOINTMENT ORDER FORMATS.

(CHANGE) ANNEX B: SHARP PERSONNEL SELECTION CRITERIA.

ANNEX C: SHARP PERSONNEL TRAINING REQUIREMENTS.

ANNEX D: EXAMPLE POLICY LETTERS.

(ADD) ANNEX E: LEFT SEAT/RIGHT AND OJT GUIDANCE.

(CHANGE) ENCLOSURE 1: SHARP MANNING ROSTER.

DISTRIBUTION: C

MSE OPORD Format, dated 9 Mar 10.
All other editions obsolete.