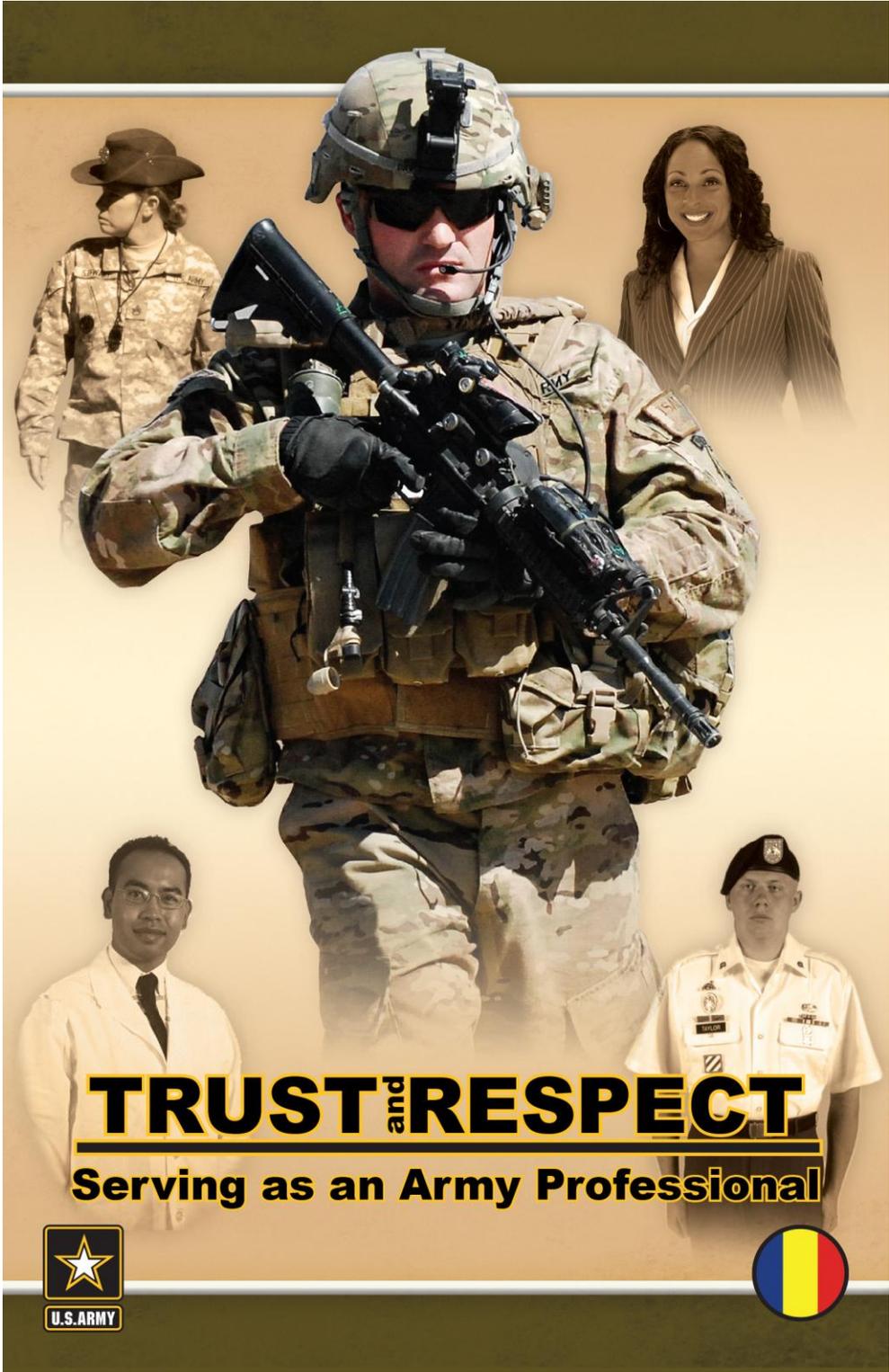


The Effects of Hazing and Sexual Assault on the Army Profession



CASE-EX VIDEO VIGNETTE: DISCUSSION GUIDE

For all members of the Army Profession

<http://cape.army.mil>

The Effects of Hazing and Sexual Assault on the Army Profession

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BASIC CONCEPTS

- Watch the video and read the transcript prior to discussion.
- Review “Facilitation Best Practices.”
- See “Additional Resources” for more content.
- Think about a personal experience, story, or event which relates to the scenario and consider using this as a way to start the discussion.
- Present each part of the vignette and lead an open discussion which relates to desired learning outcomes. Listed below are “Sample Discussion Questions” to assist in facilitating the class.
- After watching and discussing each part of the story, identify the takeaways and discuss how each participant will apply this experience.

FACILITATION: BEST PRACTICES

The facilitator’s main role is to be a catalyst for conversation and learning about the topic at-hand. This module contains two rounds of discussion and ends with time to reflect on personal stories and vignettes that relate to the module.

Here are some key points to consider when preparing to facilitate a discussion:

- Let participants do most of the talking.
- The facilitator’s key role is to ask questions which spark thought and conversation.
- Ensure you engage everyone within your group and set the conditions for them to share thoughts openly. Do not let any one person or group of people dominate the conversation.
- Have questions prepared for each round to drive the conversation. Ask open-ended questions and encourage participants to elaborate on their answers/thoughts.

You are the catalyst for conversation. Make sure you continue to ask questions that make your group dig deeper. For more information and guidelines on facilitating professional development discussions, visit the CAPE Website at <http://cape.army.mil>.

VIDEO TRANSCRIPT



Welcome to the Platoon

They come in; open the door. And I can see them all there so I know what's going to happen. They're smiling. They rush me off my chair and throw me on my bed to where half my body's on the bed and half my legs are hanging off. One guy grabs around my legs holding both of them in one arm and the other two sergeants put a knee on my shoulder here and a knee on my shoulder here and held my arms down so I couldn't do anything. And they both proceeded to - they ripped my pants down, and they did the same thing as they did to my roommate. They were fondling my genitals. The specialist that had my legs kept trying to put fingers in my anus, and he did successfully repeatedly. And it was the same thing, just "This is our dance. This is our dance." They're smiling. I'm flailing around and I'm kind of nervous laughing just because I have no idea how to react to this. My roommate was sitting on the bed just staring there in awe and just absolutely shocked. Like we had talked about it and it was one of those -- he didn't realize what was happening to him until he saw it from a different perspective, from an outside perspective, and it just freaked him out. So

afterwards it was a normal, "Welcome to the platoon. Good to have you here."

They Need to Fix This

The only people I hung out with was other guys that it happened to, and we developed a pretty close bond, but we decided that we didn't want to go forward with it because at the time we didn't think that it was a criminal hazing. We didn't think that it was rape. We didn't want to admit it to ourselves that this actually happened. It was just -- we were like, "Oh, it's just a joke. They're just a joke. Don't worry about." But then more and more things started happening in the unit that led us to understand, "Okay, this is a really big problem here. They need to fix this." Anytime we would go to training we would get on the bus, and if the NCOs were already on the bus every time we'd walk by them, they'd start trying to shove fingers up our anus just through our pants. They'd grab our balls. It got repetitive, ridiculous. And then on my birthday about ten o'clock at night they have this thing where they came into my room, ripped me off my bed, three guys held me down on the concrete face down. I'm in nothing but PTs, so I mean, it's just light polyester. They had about a quarter-inch thick leather belt that they would whip you amount of times it is your birthday, so my amount of time was 22 and then one for extra, so I had 23 lashings, and this was on video. The Commander's there. The First Sergeant's there. Everyone's there participating, laughing, having a good time, but this crippled me for about two days.

Guys Will be Guys

Well, I've been in hazing events before. I played football. I understand guys will be guys, but it's not to this level. Like it was the snapping towels in the bathroom, the putting shaving cream on someone while they're sleeping. It's just little stuff. It's just jokes that guys like to do to each other. But this was, I've never seen in anything like it. And then, for me just to be able to held down against my will and I can't react and I literally couldn't do anything it was de-emasculating. It was humiliating above all. And I felt that they were trying to make me feel my rank, make me feel that I was beneath them, that they were in charge, that they owned me. I felt like I was nothing, that I didn't even know how to go about talking to someone about this because I'm just a lowly PFC. No one's going to listen to me. It doesn't matter.

Observing Your Unit

To leaders that say that there's no way this is happening, I can guarantee you're wrong. And if you just take a minute and actually watch your guys, watch how they react around other people, don't-- you need to sit back and not let your presence really be known because they're going to act a different way around you. But if you can just observe and see how they treat each other, you'll start seeing little key factors. The man on man touching, that childish horseplay, things like that is what happened. It started as a little thing, and then those things build up, they escalate. So if you can catch things early on and prevent that, you need to change the attitude of your guys and your leaders and make sure that that stuff isn't happening. It should be -- we should be treating each other as professionals, not as little kids messing around. It shouldn't be like that.

Trust between Soldiers and Leaders

"In my first troop that I was in, they were very respectful. We all knew our jobs and we all did our jobs, and they gave you the respect of your rank. It wasn't a "You're a specialist. I'm gonna treat you like you're less of a person than I am." They gave me that respect, and I gave them the respect they deserved, and it worked better for us and built our relationship. I trusted them, they trusted me and we got the job done more efficiently. Whenever someone would come into the platoon, we would just get together and go for drinks. We would welcome them and make sure they felt like they could trust us. As soon as they met us, I wanted them to know that we're there for them. You're a part of our group now. The NCOs took care of you and they made sure that whatever you needed you had. And then, when I went to the other troop it was a line unit so they had a very different approach to things. It was "You're beneath us. You're not people. Don't talk to us. Don't approach us. Don't do anything." So even if I did feel the need to tell someone I didn't know who I could approach about that or who I could talk to because there was no relationship there. There was no trust there. It was just, I work with these people and I want to try not to piss them off so I don't get shot."

Respect

When we reported the incident, we went back to the people that we trusted, and that was our upper echelon. This was our squadron level, our commander, our sergeant major, and we explained the story to them and they immediately took action.

They did everything they could to take care of us, got CID involved, figure out, and got the brigade commander involved, and he was very pushing for this to proceed and be handled correctly. And they took the time to establish our needs, but make sure that we were safe at all times. I felt that I could trust them and I did trust them. I gave them that respect because they were treating us well, and I appreciated them for that fact.

Squadron Change of Command

Then came November and we had a change of command, and the new command team was just awful at taking care of us. They didn't even speak to us for six months. We had so many issues going on when I got back from Iraq. They had me and one of the guys living next to each other. We had to try to get that fixed immediately, and they just moved us to another building that's in the same complex, so we had to share a laundry room, and every time I went to the laundry room their entire troop including these guys would harass me and just give me death stares. I always felt like I could get jumped at any time because these guys were just getting drunk and hammered on the steps right across from me. I didn't feel that my command team had my back in anything. My mom had called them with concerns that I had expressed to her, and they flat out lied to her about what they were doing to protect us and keep us safe, and that's what upset us the most. So my mom called Senator Judy Chu, and it was only until she got involved that things started changing and I think is the exact opposite of what should happen. There should be a sense of even if I'm a new leader to a situation I

need to take care of the guys that I have now and see what I can do to ensure things are going smoothly.

Trust Between Soldiers and the Army

I was psyched up to stay in. I was getting convinced to go warrant officer, and I was really passionate about making this a career. I was really good at my job, and I took pride in my job. Then this happened and I didn't want to be associated with anyone who wore the U.S. Army tag. NCOs -- I couldn't look at just because I felt no connection to. I didn't want to be proud of being in an organization like this, and that crushed me because it just took my entire life goal and just shattered it instantly. I joined the National Guard now because I was always told, "Don't judge the Army by your first unit. Take your time. Take another chance and see how it goes." So that's what I'm doing now. But with that, I don't think that should be the case. And we need to have cohesion and consistency in the Army to where every unit you go to you should look forward to being there. You shouldn't be trying to escape. You should be looking to succeed where you're at and with the guys that you have at all times, and we need to figure out something, how we can change that.

First Step to Changing Culture

For me and the other victims, when we finally came forward we were all reputable Soldiers, we were good Soldiers and they knew our character, so when we told them they immediately believed us, because first off of how we presented ourselves, but they were absolutely shocked that this could happen. It completely blew their minds, and

they went into overdrive immediately to figure it out, if it was going on anywhere else, to immediately shut anything down like that. I had a lot of briefings, had a lot of basically, on platoon levels, breaking down and talking about what was going on and how to fix things. And I thought that was a great first step, and that's a great thing that people can do is just break into your small groups, your platoon level, your squad level, and talk about how you interact with each other, and figure out how you can change that. Especially being in combat arms, we mess around. There's a lot of guys sack tapping each other. They play grab-ass. You'll just be sitting there, they'll come credit card swipe you or like pinch your nipples. It's just how guys react, and I don't think, being a Soldier, that should be tolerated. It shouldn't -- that's not how we're supposed to do things. People don't do that in a workforce. You wouldn't go to a business and just see everyone at the cashier stand touching each other. It just doesn't happen. And I don't understand that why we're the most professional -- or we pride ourselves on being the most professional organization, yet we're the exact opposite, in my opinion.

Competence Over Character

As far as soldiers go, my NCOs are really squared away, a couple of them, rangers, they knew what they were talking about, and I trusted their competence as far as drilling goes, and making sure the missions were accomplished. As far as leaders, as people, they were severely lacking, because I feel that that is a neglected trait in the Army. We don't look at Soldiers as people, too. We need to focus on their character. And two of the NCOs especially, I knew right off the bat that their character was severely

lacking. They were not good people at all, and I didn't want to be associated with them. I couldn't trust them because they were consistent liars; there was no professionalism about them. And I just basically did my job and then left them alone, and the relationship shouldn't be like that. I should always feel that I have the ability to come to my leader with any problem whatsoever at any time.

Building a Trust Relationship

What made it easier with the folks, in my -- and the NCOs, in my first unit, before they worked on your soldier skills they worked on your people skills. They worked on, "do you have any needs with family, with spirituality?" They took care of you and they made sure you were whole as a person, and that you were sound. And they built a relationship where you could have open communication, and things like that. Then they focused on your soldier task, and because you had the mental stability to push through, you're not worried about things, you have a clear mind, you succeeded a lot more in your soldier task because you can focus on what you had to do. And I think that really helped me succeed because I had a lot of issues. And they were just always there for me and always put themselves out there for me, and I respected that more than anything.

Being a Mentor

When your soldiers come forward with this to you, they're giving you the trust and they're trying to have some faith that you're going to take care of them. And in order to do so, first off, you can't have any bias, whether their-- whether their sexual preference disagrees with yours, whether they're male or female, you have to come and respect them as a soldier, and take care

of them as that fact they are your soldier. So we got to get rid of that stigma. Find out what they need first. Talk to them, help them out, even if you don't believe them, you need to make yourself have an effort to try and understand where they're at, and help them out.

Building Resilience

To build resiliency for myself, it took a lot -- it took a lot of time, too. I was very weak. I was suicidal for a little while, just because I felt that I had no one to talk to, and I felt that I was alone in life. And it took a lot for me to get back to a point where I was on track. I went to three different therapists. None of them really knew how to handle the situation, but one was a little bit better and she took the time -- she wanted to give me anxiety pills. I didn't want to be on pills. I wanted to get through this myself. But then she suggested just smoking, and that really helped me. It's bad for my health, but at the same time it gives me that five minutes where I can calm down if I'm having a panic attack, and just take a deep breath, get myself in check and get back to work. And then my sleep has been the biggest thing that's affected. I maybe get four hours a night, and that's on a good night. To deal with that was -- it's simply just accepting the fact that that's what's going to happen, and I try to just calm myself down at night. It's really hard. I don't know how long it's going to take me to get over that but I'm definitely trying. My family's been a big motivation for me, and succeeding in college is definitely pushing me. I want to take this tragic event and make something good out of it. I want to be successful. I want to help other people that this happened to, and prevent

it from happening again. So, that's been motivating me and keeping me going.

Stand Strong – Looking Out for Your Battle Buddy

When I got suicidal, I was living with one of the other victims and we just couldn't take things anymore. We were having a really hard time. And it was one of our NCOs, who started out as a Joe with us, so I've known him since I've been in the Army. And he made sure that he was always with us, that he was always trying to take care of us, and try and lift our spirits in any way you can, making sure that we had someone to talk to, and letting us know that this -- yes, this was a tragedy, but life doesn't stop here. It doesn't have to be the end, it does get better, and you can make it better. So with him always being there for us, and me and him (the other victim) just trying to push each other -- okay, yeah, today sucked, but we got to get through this. Tomorrow -- we got a chance tomorrow, and we did. It took -- I think it was about two months that this was going on, and he -- during that time alcohol was a big issue, but it was whatever coping mechanism he needed. I was always with him, I made sure he wasn't alone because I know how he felt, and he did the same thing for me, and having that trust, and the respect for the NCO, it just kept us going. It gave us some faith.

Courage to Report

For soldiers and leaders that this has happened to before, my advice is first to tell someone. You have -- you can't keep this to yourself or it will eat you alive, and it's not healthy for you. You got to tell someone -- tell your family, tell someone you trust, tell your NCOs. You just got to give them the

faith and just take the chance with them that it's going to get handled properly. If it's not already out in public and known -- the situation -- if it doesn't get told to someone it's going to happen to someone else, and, me personally, I couldn't imagine giving this fate to anyone. So I wanted to make sure I prevented it. I don't want -- you're going to not say something and then the next person it happens to, they might

commit suicide from it. They might kill the people that happened to it. You might be saving a life by simply going forward and trying to put a stop to it. I understand you think these guys are your friends, and your buddies, and your unit, but they're not. They're not supposed -- they're not the qualities that we want in an Army, and they need to get eradicated.

ADDITIONAL RESOURCES

The following resources are available:

	<p><u>Center for the Army Profession and Ethic:</u></p> <p>Visit the CAPE Website: http://cape.army.mil</p>
	<p><u>In the News:</u></p> <p>http://www.armytimes.com/article/20120425/NEWS/204250314/Criminal-hazing-Raped-by-his-fellow-soldiers</p> <p>http://www.militarytimes.com/article/20120626/NEWS/206260313/Charges-against-Hood-spc-dropped-in-hazing-case</p>
	<p><u>Army SHARP Program:</u></p> <p>http://www.sexualassault.army.mil/</p>

SAMPLE DISCUSSION QUESTIONS

“WELCOME TO THE PLATOON”

[Watch “Welcome to the Platoon” – 00:00 to 01:46]

1. SPC Wright describes how he was welcomed to his new platoon. Why did the older members of the Platoon treat him like that?
2. How are traditions like these passed along? How do leaders believe these events help in building esprit de corps?
3. What traditions does your organization use to welcome new members? Are they appropriate?
4. SPC Wright says that he and his roommate had talked about the way new Soldiers were welcomed to the Platoon. Why, then, does he describe himself as “having no idea how to react” and his roommate as “freaked out”?

“THEY NEED TO FIX THIS”

[Watch “They Need to Fix This” – 01:47 to 03:15]

1. Why do you think SPC Wright and the others decided not to report these events?
2. What are your responsibilities in a situation like this? As a leader? As a battle buddy? As a bystander?
3. Imagine yourself in SPC Wright’s position. What would you have done and why?
4. Did the Platoon leadership’s actions promote morale? Comradery? Trust? Why or why not?

“GUYS WILL BE GUYS”

[Watch “Guys Will be Guys” – 03:16 to 04:13]

1. SPC Wright talks about understanding that “guys will be guys”. How do you understand this?

2. When is “guys being guys” okay? Is it ever okay?
3. What prevented someone from this organization coming forward?
4. Have you seen behavior like this before in your organizations? What were your actions and why?

“OBSERVING YOUR UNIT”

[Watch “Observing Your Unit” – 04:14 to 05:11]

1. What do you think about SPC Wright’s statement that these types of events are happening in your unit?
2. How important is it to set the proper culture and climate in your organization? Is it possible that subcultures and climates exist in your organization? If so, how do you recognize them, and how do you fix them?

“TRUST BETWEEN SOLDIERS AND LEADERS”

[Watch “Trust between Soldiers and Leaders” – 05:12 to 06:33]

1. SPC Wright describes the relationships in his first troop. What are those types of relationships built on? How can you foster it?
2. What were the relationships like in SPC Wright’s second troop? What actions did the NCOs in the second troop take that prevented the relationships to be like the first troop?
3. How do you receive new members of your organization? How does that welcome foster trust and respect in your organization?
4. Has anyone had a similar experience to SPC Wright? How did that make you feel?

“RESPECT”

[Watch “Respect” – 06:34 to 07:19]

1. How does SPC Wright’s trust in his chain of command lead to respect?

1. What do you think happened that allowed SPC Wright and others who had been hazed to finally report it?
2. What actions would you take if someone came to you with a similar situation?
3. What do you think allowed SPC Wright to trust the upper echelon of the unit with the report? Describe the courage it takes to do the right thing in a situation like this.

“SQUADRON CHANGE OF COMMAND”

[Watch “Squadron Change of Command” – 07:20 to 08:47]

1. What do you think happened with the change of command? Why do you think the new chain of command does not take interest in SPC Wright and the others?
2. Who else has responsibility to ensure that the proper measures are being taken to safeguard victims and perpetrators?
3. How did this change affect the trust level of SPC Wright? Why did he feel so betrayed?

“TRUST BETWEEN SOLDIERS AND THE ARMY”

[Watch “Trust Between Soldiers and the Army” – 08:48 to 09:59]

1. What are your thoughts on the “Don’t judge the Army by your first unit” statement? Has anyone heard that before?
2. How common do you think it is that Soldiers want to “escape” their unit? Is this something that we can control or fix?
3. What can the members of a unit do to help everyone be successful? To promote relationships based on mutual respect and trust?
4. How do we change the culture and climate in organizations that these types of hazing/abuse situations occur?

“FIRST STEP TO CHANGING CULTURE”

[Watch “First Step to Changing Culture” – 10:00 to 11:41]

1. What does being “combat arms” have to do with an organization’s behavior? How does this affect the unit’s culture and climate?
2. Why do you think that SPC Wright’s chain of command was shocked about the hazing/abuse situation?
3. What are your expectations of a professional organization?

“COMPETENCE OVER CHARACTER”

[Watch “Competence Over Character” – 11:42 to 12:47]

1. In what ways do we demonstrate that we value competence over character in our organizations?
2. Do we need to focus on Soldiers character? Why or why not?

“BUILDING A TRUST RELATIONSHIP”

[Watch “Building a Trust Relationship” – 12:48 to 13:51]

1. What does it take to build a “trust relationship”?
2. What is trust? How important is trust to you in your organization? In the Army?

“BEING A MENTOR”

[Watch “Being a Mentor” – 13:52 to 14:35]

1. What does it really mean to take care of Soldiers?
2. Does how you see other people affect the way you treat them? Why or why not?

“BUILDING RESILIENCE”

[Watch “Building Resilience” – 14:36 to 16:15]

1. Why is it so difficult to overcome events like this? What are some ways that you could cope with this situation?

2. Reactions to hazing /abuse situations like this include depression, post-traumatic stress, and suicide. What are some ways we can support Soldiers that experienced a situation like this?

“STAND STRONG – LOOKING OUT FOR YOUR BATTLE BUDDY”

[Watch “Stand Strong – Looking Out for Your Battle Buddy” – 16:16 to 17:40]

1. Why can SPC Wright and the other victim living together be seen as social and emotional support for both? In what ways can they uniquely help each other?
2. SPC Wright describes an NCO who supported him and the other victim. Why was the NCO’s support important to them? Why is it important for leaders to be directly involved in supporting Soldiers?
3. What ways could you think of that would help others understand the long term effects on Army Professionals and on the Profession?
4. How do instances of sexual assault and sexual harassment affect each one of the 5 essential characteristics of the Army Profession?

“COURAGE TO REPORT”

[Watch “Courage to Report” – 17:41 to 19:40]

1. Why is it important to stand strong and report incidents like this? Why do you think people do not report incidents?
2. How would you feel if you did not report a crime like this and it happened to someone else? If you had been hazed or sexually assaulted and someone other than the perpetrator knew, would you want him or her to report it?
3. Can we, as Army Professionals, tolerate illegal or unethical conduct? What effects does it have on our relationships in our organization if we do not stand strong against such behavior by reporting it and holding the perpetrator accountable? What is the effect on the Army’s relationship with the American people?

Personal Vignettes and Takeaways

Facilitator asks students to share any personal vignettes and takeaways from the module.

It is important for the group to relate to this story on a personal level. Conclude the module emphasizing the significance of SPC Wright's story. Soldiers should walk away with a better understanding of the decision point, and be able to properly convey the importance of the decision-making process to Soldiers in their unit.

Upon concluding, the following questions are useful for determining learning and promoting reflection:

Learning	Q – What did you learn from listening to the reactions and reflections of other Soldiers/civilians? Q – What are the future implications of this decision and or experience?
Reflection	Q – How do you feel/what do you think about what you learned? Q – What will you do with your new information? Q – How can you apply this experience to better develop yourself and your fellow professionals?