



NATIONAL GUARD BUREAU

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29 November 2022

MEMORANDUM FOR THE ADJUTANTS GENERAL AND THE COMMANDING GENERAL OF THE DISTRICT OF COLUMBIA

Subject: No Wrong Door and Warm Handoff Policy for National Guard Service Member
Victims of Sexual Assault

- References:
- (a) USD(P&R) Memorandum, 13 October 2021, "Guidance for Implementing Tier 1 Recommendations of the Independent Review Commission on Sexual Assault in the Military"
 - (b) Secretary of Defense Memorandum, 22 September 2021, "Commencing DoD Actions and Implementation to Address Sexual Assault and Sexual Harassment in the Military"
 - (c) CNGB Instruction 1300.01, 26 June 2020, "National Guard Sexual Assault Prevention and Response Program"
 - (d) DoD Directive 5105.77, 30 October 2015, "National Guard Bureau," Incorporating Change 1, 10 October 2017

1. Purpose. This Directive-Type Memorandum (DTM) establishes interim policy for a No Wrong Door (NWD) approach for Service members reporting or seeking assistance for a sex-related offense, and the associated warm handoff policy and procedures in accordance with (IAW) the references.

2. Cancellation. None.

3. Applicability. This DTM applies to all elements of the National Guard (NG) and all NG Service members and NG employee victims of sexual harassment, sexual assault, and domestic violence in a non-Federalized or non-duty status.

4. Policy. It is National Guard Bureau (NGB) policy that individuals who seek information about Sexual Assault Prevention and Response (SAPR) services from any NG organization or NG entity will receive full assistance as practical, and never be denied or inappropriately delayed in receiving care and support. All NG designated NWD representatives will coordinate an in-person or virtual warm handoff or transfer of the individual requesting assistance to another service provider to ensure the individual receives the most appropriate care and services. All NG service providers will complete the required NGB developed training on the NWD policy and warm handoff procedures.

5. Responsibilities. See Attachment A.

6. Procedures. See Attachment B.

7. Information Collection Requirements. The State SAPR Program Manager (PM) or the State Lead SARC will document issues and solutions discussed by the designated NWD representatives at their required scheduled NWD meetings. Brigade and Wing Sexual Assault Response Coordinators (SARCs) will provide NWD meeting documentation to the State SAPR PM or the State Lead SARC at the State Quarterly Case Management Group (CMG) meeting. The State SAPR PM or the State Lead SARC will share this information with The Adjutant General (TAG) or the Commanding General of the District of Columbia (CG). Brigade and Wing SARCs will share NWD meeting documentation with their respective leadership (Brigade and Wing Commander) prior to the State Quarterly CMG meeting.

8. Definitions.

a. NG Employees -- Includes Title 32 United States Code Military Technicians and Title 5 United States Code NG civilian employees.

b. Designated NWD Representatives -- For the purposes of this DTM, designated NWD representatives include SARCs, Victim Advocates, Special Victims' Counsel, State Equal Employment Managers, Equal Opportunity personnel, Chaplains, Director of Psychological Health (DPH) and Behavioral Health (BH) providers, Family Program Directors and Managers, and healthcare personnel within the State Surgeon's Office and at Wings.

c. SARC -- The SARC who received the initial report of sexual assault, sexual harassment, or domestic violence from the victim or received the case following a warm handoff and is providing services and support to the victim and tracking the progress of the complaint.

9. Releasability. This DTM is approved for public release; distribution is unlimited. It is available at <<https://www.ngbpmc.ng.mil/>>.

10. Records Management. This DTM and all records created as a result, regardless of media and format, must be managed in coordination with the NGB Records Management Program.

11. Compliance. Per the Chief of the National Guard Bureau 5000.01 Issuance Series, the proponent will review this DTM annually on the anniversary of its effective date to either confirm the action has been completed or to update and extend the DTM's continued applicability, currency, and consistency with Federal, Department

of Defense (DoD), and NGB policy and provide validation to the Strategy, Policy, Plans, and International Affairs Directorate and the Directorate of Management and Administration Issuances Branch.



DANIEL R. HOKANSON
General, USA
Chief, National Guard Bureau

Attachments:

- A -- Responsibilities
- B -- Procedures
- C -- Example Templates

ATTACHMENT A
RESPONSIBILITIES

1. CNGB. The CNGB will coordinate with the Secretary of Defense, Chairman of the Joint Chiefs of Staff, Secretaries of the Army and the Air Force, other offices within the DoD, the White House, and Congress, on matters related to the no wrong door and warm handoff policy IAW reference a, on behalf of NGB, TAGs, the CG, and NG Service members.
2. Vice Chief of the National Guard Bureau (VCNGB). The VCNGB will serve as the NGB representative to the White House, Secretary of Defense, and other DoD agencies to address sexual assault issues under the authority of, and at the discretion of, the CNGB IAW reference d.
3. Director of the Army National Guard and Director of the Air National Guard. The Director of the Army National Guard and the Director of the Air National Guard will implement the NG SAPR Program NWD and warm handoff policy for non-Federalized Army National Guard and Air National Guard personnel IAW the references.
4. NGB Director of Staff. The NGB Director of Staff will advise the CNGB and VCNGB on all issues affecting the overall execution of the NG SAPR Program.
5. Director of Manpower and Personnel. The Director of Manpower and Personnel will:
 - a. Serve as the NG principal authority on accountability, policy, and oversight for the NG SAPR Program on behalf of the CNGB, including Title 32 United States Code training development, strategic planning, and data management.
 - b. Disseminate Secretary of Defense mandates, DoD SAPR Office policies, and CNGB instructions, procedures, and plans for the NG SAPR Program to the Director of the Army National Guard, the Director of the Air National Guard, TAGs, and the CG.
 - c. Provide oversight for the implementation of and monitor compliance with NG sexual assault policies, instructions, and procedures.
6. NGB Manpower and Personnel SAPR Division Chief. The NGB Manpower and Personnel SAPR Division Chief will:
 - a. Serve as principal advisor to the CNGB, VCNGB, NGB Director of Staff, and other NG leaders on all SAPR matters.
 - b. Provide guidance to State leaders on NG SAPR Program management functions IAW the references.
 - c. Monitor compliance with NWD policy and procedures.

d. Develop annual NWD training resources and disseminate to the NG Service Providers and NG Leadership. Training resources may be modified to reflect State, Brigade, and Wing protocols.

e. Monitor compliance with the required meetings conducted by the NG State designated NWD representatives and discussion of matters and challenges at the State Quarterly CMG meetings.

7. NGB Special Victims' Counsel. NGB Special Victims' Counsel will:

a. Ensure initial and annual NWD training of all Regional Special Victims' Counsels.

b. Ensure Regional Special Victims' Counsel attend NWD meetings when feasible and at a minimum provide the responsible State SAPR PM or State Lead SARC information regarding any NWD situations and identified solutions.

8. TAGs and the CG. TAGs and the CG will:

a. Establish policy and procedures consistent with this DTM and IAW references a through d.

b. Inform all Commanders and the Office of the Staff Judge Advocate of the purpose and requirements of this DTM.

c. Ensure SAPR 24/7 contact information is accurate, published on applicable NG public facing webpages, and the DoD Safe Helpline website. Validate that SAPR office and 24/7-line voicemails are operational and provide the following: emergency contact information, additional 24/7 lines for sexual assault, and DoD Safe Helpline information. Confirm that missed calls to the 24/7 SAPR line are returned by SAPR personnel within one hour. The voicemail scripts in Figure 1 of Attachment C may be used for continuity.

d. Require the State SAPR PM and State Lead SARC, State Equal Employment Managers, State Family Program Director, DPH and BH providers, State Chaplain, State Surgeon General, Brigade and Wing equivalents, and any relevant service providers within the State to meet monthly during the first three months from the date of this DTM and attend quarterly meetings thereafter.

e. Require the State SAPR PM and State Lead SARC, State Equal Employment Managers, State Family Program Director, DPH and BH providers, State Chaplain, State Surgeon General, Brigade and Wing equivalents and any relevant service providers within the State to complete initial NWD training and annually thereafter.

f. Require new State SAPR PM and State Lead SARC, State Equal Employment Managers, State Family Program Director, DPH and BH providers, State Chaplain, State Surgeon General, Brigade and Wing equivalents and any relevant service providers within the State to complete initial NWD training within 60 days of hire and annually thereafter.

9. State SAPR PM and State Lead SARC. The State SAPR PM and State Lead SARC will:

a. Coordinate and validate that initial and annual NWD training to existing and newly appointed SARCs and State service providers is accomplished.

b. Coordinate with the Brigade and Wing SARCs to provide initial training on the NWD policy, and annual refresher thereafter for service providers within their scope. Newly assigned designated NWD representatives will receive initial NWD training within 60 days of assignment and annually thereafter.

c. Track the status of initial and annual NWD training for full time and collateral duty SAPR personnel and identified service providers. The NWD Training Roster Template in Figure 3 of Attachment C may be used for tracking purposes.

d. Ensure that NWD discussions are incorporated into monthly Commander's Ready and Resilient Council or Community Action Team meetings.

e. Consolidate any identified problems and solutions from the State, Brigade, and Wing. The NWD Issues Meeting Report Template in Figure 2 of Attachment C may be used for tracking purposes.

f. Brief TAG or the CG, and other designated leaders on problems and solutions raised during the designated NWD representatives scheduled meetings. This meeting will occur during the State Quarterly CMG meeting and will be documented in the meeting minutes.

g. Ensure that newly identified community resource information is provided to all NG service providers. Validate community resource and service provider information for accuracy at the State Quarterly CMG.

h. Maintain and distribute current brochures and materials from community resources and service providers as applicable.

10. Brigade and Wing SARCs. The Brigade and Wing SARCs will:

a. Provide initial and annual NWD training to full time and collateral duty SAPR personnel and identified service providers at the Brigade and Wing level, respectively. Newly assigned SAPR personnel and service providers will receive initial NWD training within 60 days of assignment and annually thereafter.

b. Track the status of initial and annual NWD training for full time and collateral duty SAPR personnel and identified service providers. The NWD Training Roster Template in Figure 3 of Attachment C may be used for tracking purposes.

c. Ensure that NWD discussions are incorporated into monthly Commander's Ready and Resilient Council and Community Action Team meetings as applicable.

d. Document any identified problems and solutions. The NWD Issues Meeting Report Template in Figure 2 of Attachment C may be used for tracking purposes.

e. Provide NWD Issues documentation to the State SAPR PM or State Lead SARC for discussion at the State Quarterly CMG.

f. Ensure newly identified community resource information is provided to all NG service providers, reviewed during NWD discussions, and provided to the State SAPR PM or State Lead SARC. Validate community resource and service provider information accuracy for the State Quarterly CMG.

g. Maintain and distribute current brochures and materials from community resources and designated NWD representatives as applicable (see Attachment B, section 4 for guidance).

11. State Chaplain. The State Chaplain will:

a. Ensure all NG Chaplains obtain initial and annual training on NWD process from the responsible SARC.

b. Attend NWD meetings as part of State Quarterly CMG and report any identified NWD problems and solutions. The NWD Issues Meeting Report Template located in Figure 2 of Attachment C may be used for tracking purposes.

c. Maintain and distribute current brochures and materials from community resources and service providers as applicable.

12. Equal Opportunity (EO)/Employment Personnel.

a. The lead EO team member will ensure all subordinate EO personnel receive initial and annual training on NWD process from the servicing SARC.

b. The State Equal Employment Managers will attend NWD meetings as part of State Quarterly CMG and report any identified NWD problems and solutions. The NWD Issues Meeting Report template located in Figure 2 of Attachment C may be used for tracking purposes.

c. Brigade and Wing EO personnel will attend NWD meetings held by their servicing SARC.

d. Maintain and distribute current brochures and materials from community resources and service providers as applicable.

13. DPH and BH Staff. DPH and BH Staff will:

a. The DPH and BH Providers ensure initial and annual NWD training of all DPH and BH staff.

b. Attend NWD meetings held by the servicing SARC NWD meetings as part of State Quarterly CMG and report any identified NWD problems and solutions. The NWD Issues Meeting Report Template located in Figure 2 Attachment C may be used for tracking purposes.

c. Report any identified NWD problems and solutions. The NWD Issues Meeting Report Template located in Figure 2 of Attachment C may be used for tracking purposes.

d. Maintain and distribute current brochures and materials from community resources and service providers as applicable.

14. Family Programs. Family Programs will:

a. Ensure initial and annual NWD training of all Family Programs staff in State Family Programs and Airman and Family Readiness.

b. Identify a representative to attend NWD meetings as part of State Quarterly CMG and report any identified NWD problems and solutions. The NWD Issues Meeting Report Template located in Figure 2 of Attachment C may be used for tracking purposes.

c. Maintain and distribute current brochures and materials from community resources and service providers as applicable.

15. The Army National Guard Deputy State Surgeons in conjunction with the State Surgeons and Wing Medical Group Commanders. The Army National Guard Deputy State Surgeons in conjunction with the State Surgeons and Wing Medical Group Commanders will identify one NWD committee medical representative.

16. NWD Medical Representative. The NWD Medical Representative will:

a. Ensure initial and annual NWD training of all subordinate healthcare providers and healthcare personnel.

b. Attend NWD meetings held by the servicing SARC and report any identified NWD issues and solutions.

c. Report any identified NWD problems and solutions. The NWD Issues Meeting Report Template located in Figure 2 of Attachment C may be used for tracking purposes.

d. Maintain and distribute current brochures and materials from community resources and service providers as applicable.

ATTACHMENT B

PROCEDURES

1. NWD Approach. Individuals seeking SAPR services or information about SAPR services will:
 - a. Be assisted to the fullest extent practicable by the organization.
 - b. Never be denied or inappropriately delayed in getting care and support.
 - c. Be provided an appropriate initial acknowledgement, such as “I can hear that you are hurting,” or “I will help get you the assistance you need.”
2. Arrangements. Arrange for other appropriate providers to assist the individual by using the warm handoff procedures.
3. Warm Handoff Procedures. Service Providers will:
 - a. Inform the individual of services available, to include the name of the service provider and obtain verbal permission to make the referral.
 - b. Arrange an in-person warm handoff, facilitating care coordination. This includes escorting the individual to the provider or point of contact or waiting with the individual until the provider or point of contact arrives to the agreed upon meeting location.
 - c. If an in-person warm handoff is not practicable, a virtual warm handoff may be conducted through a conference call or other immediate means to introduce the individual seeking SAPR services or information with an appropriate provider or point of contact.
 - d. If the individual requests a warm handoff to a different provider, (for example, a victim advocate and not the SARC), the provider will work to facilitate the referral as requested to the extent practicable.
 - e. If the individual declines to participate in a warm handoff, the provider will offer materials, for example, brochures, contact information for requested services, website, or other information, for future reference.
 - f. Obtain and provide feedback at NWD meetings on warm handoff process to address any problems.
 - g. If an individual reports a problem with accessing any services after a warm handoff elevate concerns to SARC or NWD committee.

h. If a service provider identifies a gap in service, such as the need for emergency shelter, this will be elevated to the NWD committee and members will work to identify resources to address any gaps in service.

4. Continuous Engagement and Evaluation of Community Resources. Prior to referrals being offered, designated NWD representatives will consider the following elements:

a. Servicing Staff Judge Advocate review potential partnership (formal or informal) with identified agency.

b. Tour facilities and face-to-face meetings with community agency staff.

c. Eligibility for services, determined by the age of the client and presenting issues which need to be addressed.

d. Services provided.

e. Fees for service including any requirements for billing insurance.

f. Mandatory reporting requirements.

g. Accessibility for individuals with disabilities, to include meeting the Americans with Disability requirements, sign language interpretation, and hard of hearing services.

h. Interpreter services including the available languages.

i. Confidentiality and Release of Information procedures.

j. Willingness to support information sharing and process for warm handoff from community agency to NG service providers.

k. Ensure brochures and materials from community agency for use by NWD service providers are up to date.

l. Verify agency contact information and current referral process.

m. Quarterly discussion to review agency status, changes to services, staff, location, or warm handoff process, and resolve any matters or challenges.

ATTACHMENT C
EXAMPLE TEMPLATES

Voicemail Scripts
24/7 Line
<p>Hello, you've reached the <i>[identify the unit/organization]</i> Sexual Assault Prevention and Response Program 24/7 response line. If this is an emergency, please hang up and dial 911. Otherwise, please leave a brief message and a SAPR team member will return your call as soon as possible. You may also call the <i>[identify the unit/organization]</i> SARC at <i>[identify contact number]</i> or access the 24-hour DoD Safe Helpline at 1-877-995-5247. Thank you for calling. We look forward to speaking with you.</p>
SARC Cell Voicemail Script (if different than the 24/7 line)
<p>Hello, you have reached <i>[state your name and identify your unit affiliation]</i> Sexual Assault Response Coordinator. If this is an emergency, please hang up and dial 911. If you would like to report a sexual assault, please call the <i>[identify the unit/organization]</i> 24/7 response line at <i>[identify the contact number]</i>. You may also access the 24-Hour DoD Safe Helpline at 1-877-995-5247. Otherwise, please leave me a message and I will contact you as soon as I am available.</p>
Office/Desk Phone Voicemail Script
<p>Hello, you've reached the office of the <i>[identify the unit/organization]</i> Sexual Assault Prevention and Response Team. If this is an emergency, please hang up and dial 911. If you would like to report a sexual assault, please call the <i>[identify the unit/organization]</i> 24/7 response line at <i>[identify the contact number]</i>. You may also access the 24-Hour DoD Safe Helpline at 1-877-995-5247. Thank you for calling. We look forward to speaking with you. [If everyone is working remotely, please say that in the message and provide an appropriate contact number].</p>

Figure 1. Voicemail Scripts

NWD Issue(s) Meeting Report				
Date	Name/Agency	Summary of Event	Plan of Action	Resolved (Y/N)

Figure 2. NWD Issue(s) Meeting Report

