

DEOMI News Highlights

DEOMI News Highlights is a weekly compilation of published items and commentary with focus on equal opportunity, equal employment opportunity, diversity, culture, and human relations issues. The DEOMI News Highlights is a management tool intended to serve the informational needs of equity professionals and senior DOD officials in the continuing assessment of defense policies, programs, and actions. Further reproduction or redistribution for private use or gain is subject to original copyright restrictions.

U.S. troops in Europe banned from wearing uniforms off base [John Vandiver, *Stars and Stripes*, 23 Mar 2011]

- U.S. troops in Europe are now forbidden to wear their uniforms off post – including the daily commute to the office
- This was put into place to prevent servicemembers from standing out in the crowd
- This policy will be put into effect immediately in an effort to help prevent future attacks
- Two airmen recently died and two were badly wounded after a shooting outside of Frankfurt Airport

[U.S. troops in Europe banned from wearing uniforms off base](#)

Libya strikes make Woodward first woman to lead U.S. Air War [Peter Green, *Bloomberg News*, 29 Mar 2011]

- Major General Margaret Woodward is the first woman to be ordered to carry out the UN mandate to protect Libyan civilians and enforce a no-fly zone over the country
- She was in charge of the 17th Air Force which is a unit that supports humanitarian and peacekeeping mission in Africa
- Woodward previously flew in wartime and commanded two Air Force wings and an operations group
- Over her years of service, she has accumulated nearly 4,000 hours of flight time; others have stated they probably could not have chosen a better person for the job

[Libya Airstrikes Make Woodward First Woman to Lead U.S. Air War](#)

Study addresses suicide prevention efforts [Donna Miles, *American Forces Press Service*, 25 Mar 2011]

- Rand National Defense Research Institute examined data on military suicides, identified what scientific literature and leaders in the field consider the best prevention strategies, and recommended ways to ensure existing programs reflect the proven strategies
- The findings track closely with those in the Defense Department's own DoD Suicide Task Force Report
- Two critical prevention factors include: (1) raising awareness and (2) identifying individuals at risk
- A call has been made for an evaluation of existing suicide prevention programs with a requirement for any new initiatives to include an evaluation plan

[Study Addresses Suicide Prevention Efforts](#)

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Discrimination

<http://www.nytimes.com/2011/03/28/us/28scotus.html>

Supreme Court to Weigh Sociology Issue in Wal-Mart Discrimination Case

By ADAM LIPTAK

New York Times, March 27, 2011

WASHINGTON — When the Supreme Court considers on Tuesday whether hundreds of thousands of women can band together in an employment discrimination suit against Wal-Mart, the argument may hinge on the validity of the hotly disputed conclusions of a Chicago sociologist.

Plaintiffs in the class-action suit, who claim that Wal-Mart owes billions of dollars to as many as 1.5 million women who they say were unfairly treated on pay and promotions, enlisted the support of William T. Bielby, an academic specializing in “social framework analysis.”

A central question in the case is whether he should have been allowed, in preliminary proceedings, to go beyond describing general research about gender stereotypes in the workplace to draw specific conclusions about what he called flaws in Wal-Mart’s personnel policies.

“Bielby made a conclusion that he had no basis to make,” said Laurens Walker, one of two University of Virginia professors who coined the term for the analysis almost 25 years ago. “He hasn’t done the research.” But a brief supporting the plaintiffs from the American Sociological Association said that Professor Bielby’s work explaining how Wal-Mart’s policies may have led to discrimination “is well within our discipline’s accepted methods.”

The sharp arguments are a testament to the central role that social framework analysis has come to play in scores of major employment discrimination cases. Describing what was at stake in such cases, a 2009 article in *The Fordham Law Review* defending Professor Bielby said the debate was “about the existence of unconscious or implicit bias, the continued seriousness of discrimination as a force in the modern workplace and the appropriate reach of legal remedies to challenge discrimination.”

The Supreme Court is not considering whether Wal-Mart, the country’s largest retailer and biggest private employer, in fact discriminated against women who worked there. For now, the question before the justices in the case, *Wal-Mart Stores v. Dukes*, No. 10-277, is only whether hundreds of thousands of female workers have enough in common to join together in a single suit.

To make that case, the plaintiffs submitted 120 sworn statements describing what they said was anecdotal evidence of discrimination. They also offered statistics showing what they said were suspicious gaps in pay and promotion between men and women.

Wal-Mart disputes the plaintiffs’ evidence as unrepresentative and unreliable. But even if all of it were established fact, anecdotes and statistics would not be enough. Supreme Court precedent also requires lawyers pursuing a class action to identify the common policy that they say led to unlawful discrimination. For that, the lawyers for the plaintiffs in the Wal-Mart case turned to Professor Bielby, who teaches at the University of Illinois at Chicago and has testified in scores of similar cases.

Social framework analysis gives courts general information — a framework — drawn from social science. Testimony about the reliability of eyewitness identification can, for instance, serve a valuable role in cases in which prosecutors seek to rely on such evidence.

Professor Bielby, who declined a request for an interview, told the trial court that he had collected general “scientific evidence about gender bias, stereotypes and the structure and dynamics of gender inequality in organizations.” He said he also reviewed extensive litigation materials gathered by the lawyers in the case.

He concluded that two aspects of Wal-Mart’s corporate culture might be to blame for pay and other disparities. One was a centralized personnel policy. The other was allowing subjective decisions by

<http://www.nytimes.com/2011/03/28/us/28scotus.html>

managers in the field. Together, he said, those factors allowed stereotypes to infect personnel choices, making “decisions about compensation and promotion vulnerable to gender bias.”

The methodology he used, Professor Bielby explained, was social framework analysis. He cited the seminal work of the two law professors at the University of Virginia, Professors Walker and John Monahan, in the first of 123 footnotes in his 41-page sworn declaration in the case.

But Professors Walker and Monahan contend in their academic writing that Professor Bielby has misused social framework analysis. It is fine, they say, to give courts general information about social science research. But it is improper, they continue, to draw conclusions about the matter in dispute without conducting first-hand research.

“This is a case about a missing link,” Professor Walker said of the Wal-Mart litigation. “You can make the link, if you do the research. But what’s holding this class together is — nothing.”

That position, also set out in a 2008 article in *The Virginia Law Review* by Professors Walker, Monahan and Gregory Mitchell, has prompted sharp responses.

The *Fordham* article, by Professors Melissa Hart and Paul M. Secunda, said that Professors Walker and Monahan “seem to suggest that their coining of this phrase gives them a unique right to define the terms and content of expert testimony offered in employment discrimination cases.”

Professors Hart and Secunda added that the third author of the *Virginia* article, Professor Mitchell, is affiliated with a firm that has provided expert witness services to defendants in employment discrimination suits.

Professor Mitchell said in an e-mail that he was “against bad science whether offered by plaintiffs or defendants” and that his firm’s work “has been for defendants in employment cases because ‘social framework analysis’ has become so popular among the experts used by plaintiffs.”

He added that if his academic critique of social framework analysis was accepted by the Supreme Court, “then the likelihood of me being asked to testify against bad social science experts will go down.” “And I would welcome that development,” he said.

For their parts, Professor Walker said that he and Professor Monahan “don’t have a dog in this hunt,” adding that “we’re working purely on keeping the methodology proper.”

Laura Beth Nielsen, a sociologist and lawyer who worked on the American Sociological Association’s brief defending Professor Bielby, said “it is tremendously important that jurors and judges understand what we know about the world.” But, she added, “you have to be cautious.”

In the *Virginia Law Review* article, Professor Walker and his colleagues said Professor Bielby had been far from cautious. In particular, they said, “Dr. Bielby’s report provides no verifiable method for measuring or testing any of the variables that were crucial to his conclusions.” At his deposition in 2003, Professor Bielby was asked “how regularly stereotypes play a meaningful role in employment decisions at Wal-Mart.” “I can’t put a number on it,” he replied.

Asked whether he could give any guidance in “a range between, you know, .5 percent of the employment decisions and 99.5 percent,” he said no.

Should the Supreme Court allow social framework evidence like that presented by Professor Bielby, many large employers could be vulnerable to class-action claims, Professor Walker said. “If this is enough,” Professor Walker said of Professor Bielby’s declaration, “this opinion is perfectly transportable.”

In a brief supporting Wal-Mart, lawyers for Costco agreed. Certifying a class in the Wal-Mart case, they said, would mean that “employers with decentralized business models will have few avenues available to escape a Bielby-enabled certification order, other than resorting to surreptitious quotas.”

To Fight Discrimination, a Long List of No-Nos

By CHRISTINE HAUGHNEY

New York Times, March 28, 2011

It shouldn't take a lawyer to know that it is illegal to use phrases like "no Chicanos," "no blacks" or "not for handicapped" in a real estate listing.

But at some real estate firms, brokers are also forewarned not to include in listings, or even mention in conversation, phrases that even the most prejudiced New York landlords would be hard pressed to think up, like "no Appalachians" or "no Hungarians." They also are cautioned to never, under any circumstances, call a home a "fisherman's retreat."

All these phrases appear on "fair housing lists," informal collections of perilous words and phrases that grew out of the 1968 federal Fair Housing Act, which prohibited discrimination against buyers and renters based on race and religion, and a 1988 amendment, which added families with children and people with disabilities. At one point, some brokerages and newspaper classified-advertising departments had become so cautious that the Department of Housing and Urban Development issued a clarification memo in 1995 that said phrases like "master bedroom," "mother-in-law suite" or "bachelor apartment" were acceptable.

Still, there are also state and city fair housing laws to account for, which is why David Schlamm, president of City Connections, includes "bachelor pad" in his brokerage's list: with its suggestion of masculinity, it could violate the city's law prohibiting housing discrimination based on gender, he said.

"It's the same idea as 'perfect for shares or families,' " he said, adding that the phrase had been flagged as discriminatory.

Mr. Schlamm couldn't explain apparent inconsistencies in his own extensive list, which covers 203 terms and categorizes them as "acceptable," "caution" and "not acceptable." "No Appalachian" is banned, but it advises brokers only to be cautious with words prohibiting gays and lesbians.

Most brokerages and newspapers, including The New York Times, have some form of the list, often a version that has been distributed for more than 15 years by the Oregon Newspaper Association, hence the occasional head-scratcher that would not seem to apply to 21st-century New York City.

Some of the forbidden terms on various lists include:

Traditional neighborhood

Mormon Temple

Crippled, no

Restricted

Country club

Family (Some brokers call it the "F word," said Barbara Fox of Fox Residential Group.)

Play area, no

Church near

African

Executive building

AIDS, no

http://www.nytimes.com/2011/03/29/nyregion/29appraisal.html?_r=1&hp

Newlyweds

English only

Employed (“You could have a disability, but sufficient income to rent an apartment,” said Diane Houk, a lawyer who specializes in housing discrimination.)

One child

Couples only

Retarded, no

Section 8, no

Shrine

Empty Nesters. (“You’re somehow saying, ‘no children allowed,’ ” Ms. Houk said.)

White

Handicapped

Healthy only

Sophisticated

Wheelchairs, no

Fisherman’s retreat

Neil Garfinkel, a lawyer who teaches classes on fair housing for the Real Estate Board of New York, said, “If a fisherman’s retreat is a way of describing ‘men’s only,’ ” it could be read that “you’re expressing a preference for men versus women.”

Human Relations

The White House

Office of the Press Secretary

For Immediate Release

March 30, 2011

Presidential Proclamation--Cesar Chavez Day

A PROCLAMATION

Our Nation's story of progress is rich with profound struggle and great sacrifice, marked by the selfless acts and fearless leadership of remarkable Americans. A true champion for justice, Cesar Chavez advocated for and won many of the rights and benefits we now enjoy, and his spirit lives on in the hands and hearts of working women and men today. As we celebrate the anniversary of his birth, we honor Cesar Chavez's lasting victories for American workers and his noble methods in achieving them.

Raised in the fields of Arizona and California, Cesar Chavez faced hardship and injustice from a young age. At the time, farm workers toiled in the shadows of society, vulnerable to abuse and exploitation. Families like Chavez's were impoverished; exposed to hazardous working conditions and dangerous pesticides; and often denied clean drinking water, toilets, and other basic necessities.

Cesar Chavez saw the need for change and made a courageous choice to work to improve the lives of his fellow farm workers. Through boycotts and fasts, he led others on a path of nonviolence conceived in careful study of the teachings of St. Francis of Assisi and Mahatma Gandhi, and in the powerful example of Martin Luther King, Jr. He became a community organizer and began his lifelong advocacy to protect and empower people. With quiet leadership and a powerful voice, Cesar founded the United Farm Workers (UFW) with Dolores Huerta, launching one of our Nation's most inspiring social movements.

Cesar Chavez's legacy provides lessons from which all Americans can learn. One person can change the course of a nation and improve the lives of countless individuals. Cesar once said, "Non-violence is not inaction. . . . Non-violence is hard work. It is the willingness to sacrifice. It is the patience to win." From his inspiring accomplishments, we have learned that social justice takes action, selflessness, and commitment. As we face the challenges of our day, let us do so with the hope and determination of Cesar Chavez, echoing the words that were his rallying cry and that continue to inspire so many today, "Sí, se puede" – "Yes, we can."

NOW, THEREFORE, I, BARACK OBAMA, President of the United States of America, by virtue of the authority vested in me by the Constitution and the laws of the United States, do hereby proclaim March 31 of each year as Cesar Chavez Day.

I call upon all Americans to observe this day with appropriate service, community, and educational programs to honor Cesar Chavez's enduring legacy.

IN WITNESS WHEREOF, I have hereunto set my hand this thirtieth day of March, in the year of our Lord two thousand eleven, and of the Independence of the United States of America the two hundred and thirty-fifth.

BARACK OBAMA

<http://www.airforcetimes.com/news/2011/03/air-force-dadt-instruction-covers-number-of-topics-032711w/>

‘DADT’ instruction covers number of topics

By Jill Laster - Staff writer

Air Force Times, Mar 27, 2011

Before the end of June, you will spend about an hour hearing about what the repeal of “don’t ask, don’t tell” means for you — from housing, to duty assignments to expressing your views about it. The Air Force would not release the training materials, including a video from top service leaders, but a copy of the materials was posted on outserve.org, an online network of gay, lesbian, bisexual and transgender service members. A spokesman said the online documents matched up.

For “Tier 3” airmen — which includes everyone except leadership, the experts who implement changes and personnel providing repeal-related services — training includes a PowerPoint presentation with a script for the commander to read, as well as a 1-minute video from Air Force Chief of Staff Gen. Norton Schwartz and Chief Master Sergeant of the Air Force James Roy on their expectations for airmen. There’s also a set of frequently asked questions commanders may hand out to you and hypothetical scenarios they may present.

Commanders can tailor training as they see fit, although they will have to follow the basic material in the PowerPoint and accompanying script. Training time varies session by session, but the Air Force estimates that it should take under an hour. When you will receive your training will also vary, said Ladonna McGrew, an Air Force education and training representative for the Defense Department’s repeal implementation team.

Air Force judge advocates will train airmen within “Tier 2,” which includes leadership such as commanders, command chiefs and civilian leaders. Then, commanders will schedule a time to train their troops. The Air Force plans to finish training that second tier of airmen on or around May 1. “The direction from our leadership is clear,” said Air Force spokesman Maj. Joel Harper. “We’re going to make this training happen expeditiously.”

The Air Force developed its training after gathering with representatives from other services on a repeal implementation team. Although the instruction processes across the services are similar, there are some differences. For example, the Navy is using “mobile training teams” comprised of experts and fleet representatives to instruct commanders, executive officers and command master chiefs. The Air Force is instead using judge advocates at individual bases to instruct leadership there. The judge advocates, chaplains and benefits counselors were among the first group to be trained, called “Tier 1.”

The Defense Department implementation team wanted to focus on four key principles — leadership, professionalism, discipline and respect — which McGrew said are intrinsic to Air Force culture. “Key to implementing this change is leadership, and that was one of the key themes that Gen. Schwartz reiterated during the video, as well as professionalism,” McGrew said. “I’d say that’s inherent in what we do within the Air Force in all we do.”

J.D., a gay Air Force officer who declined to give his full name due to the ongoing repeal process, said that he recently took the training and thought the whole process was unnecessary. Most airmen, especially the younger generation, are OK serving with gay, lesbian and bisexual colleagues, he said. “They’re making a mountain out a molehill,” said J.D., also an OutServe co-founder. “You just need to say, ‘Respect one another.’”

Harper said surveys of airmen back up J.D.’s view, but “our force does have questions about how this change in policy will affect them.” Senior Airman Garrett Pipes of Fort Meade, Md., found the training inadequate, saying instruction should consist of more than material that’s easy to skip. “This transition is going to be incredibly tough on the men and women in uniform, and the training should be in a format that ensures full understanding of the material,” Pipes said.

<http://www.airforcetimes.com/news/2011/03/air-force-dadt-instruction-covers-number-of-topics-032711w/>

The training emphasizes that while the policy of discharging openly gay service members has changed, fundamentals of how the service operates have not. Airmen will still be evaluated based on their qualifications for the job, and sexual misconduct will still be a violation of the rules regardless of sexual orientation. McGrew said the training also makes clear that a person's sexual orientation is expected to remain a personal and private matter.

Airman 1st Class Paul Ledoux of Fairchild Air Force Base, Wash., recently took the training and said it covered the material in a clear-cut way. "I thought the information was very direct and to the point, leaving no unanswered question when the presentation came to an end," Ledoux, who is straight, said in an e-mail.

The instruction materials also cover topics such as what benefits same-sex partners are eligible to receive. Gay, lesbian and bisexual airmen are eligible for benefits as single service members.

J.D. said seeing during training all of the benefits he still couldn't receive as a gay service member made him feel like a "second-class citizen." The one thing about training that made him feel better was actually seeing instruction happening. "When I first started taking the training, I was like, 'Oh, man, we're actually going to see the repeal happen in the next few months,'" he said.

Training highlights

Enforcement. Behavior that violates military standards of conduct will be regulated through the Uniform Code of Military Justice. Personal and professional standards of conduct will be enforced regardless of sexual orientation. Disagreeing with the repeal. You can continue to hold your beliefs and practice your religion freely, but you have to treat everyone with dignity regardless of sexual orientation.

You can also express your beliefs on sexual orientation in appropriate circumstances within the limits of law and policy. However, you can't say anything that would be detrimental to good order and discipline. Changing duty assignments. You can't refuse duty or duty assignments, and you must follow orders involving others who are gay, lesbian or bisexual.

Early discharges. The Defense Department isn't going to allow early discharges based on objections to the repeal, although you can make a request to be voluntarily discharged. Current policy states that discretionary discharge is granted only when the Air Force secretary believes early separation is in the service's best interests.

Housing. Assignments will not be changed to segregate airmen based on sexual orientation.

Domestic partner benefits. Gay, lesbian and bisexual service members are eligible for benefits as single service members. The Defense of Marriage Act and current benefit laws mean that the Defense Department can't extend benefits such as dependent medical coverage, dependent-rate Basic Allowance for Housing, and dependent-rate allowances for travel, transportation and separation.

Handling complaints. Gay, lesbian and bisexual airmen are treated under the same principles of military equal opportunity, or MEO, as their straight counterparts. But they can't resolve problems related to their sexuality through the MEO complaint-resolution process, which airmen can use for complaints related to race, color, religion, national origin or sex. Instead, they must go through means such as the chain of command and the Air Force inspector general.

Chaplains. If chaplains can't reconcile caring for gay airmen with their faith, they can ask their endorsing agency to withdraw ecclesiastical endorsement. That would lead to an administrative separation from the Air Force.

<http://www.nytimes.com/2011/03/28/nyregion/28nycensus.html?ref=nyregion>

Non-Hispanic Whites Are Now a Minority in the 23-County New York Region

By **SAM ROBERTS**

New York Times, March 27, 2011

For the first time, black, Hispanic and Asian residents of New York City and its suburbs are a majority of the metropolitan area's more than 19 million residents, according to the 2010 census, released last week. New York is the first major metropolitan area in the country outside the South or West in which non-Hispanic whites have become a minority of the population.

Some of the same dynamic that transformed New York into a majority-minority city in the 1980s also contributed to that benchmark in the 23 counties that make up the metropolitan area: New York's five boroughs, as well as Nassau, Suffolk, Westchester, Rockland and Putnam Counties, Fairfield County in Connecticut and 12 counties in New Jersey.

In 2000, the census found that non-Hispanic whites made up 54.3 percent of the area's population. By 2010, their share had declined to 49.6 percent. "It reflects the way the country is going; it's becoming more diverse," said Andrew A. Beveridge, a sociologist at Queens College of the City University of New York. "It's America now." Still, despite the proliferation of other racial and ethnic groups, the New York City area grew the slowest, by 3.1 percent, of the 10 largest metropolitan areas.

In every county except Manhattan and Brooklyn, the population of non-Hispanic whites decreased. The black population decreased in every borough except Staten Island and in the counties closest to the city, and increased slightly in the suburbs. The number of Asian residents increased in every county in the metropolitan area, while the Hispanic population rose in every county except Manhattan.

From 2000 to 2009, the metropolitan area registered a gain of nearly 400,000 foreign-born residents, pushing their share of the population to 26 percent. Nearly three-fourths of the gain was in the suburbs. (The 2010 census did not count immigrants separately.) "The same patterns of white — and now black — loss are occurring, with more gains of Hispanics, Asians and others," William H. Frey, a demographer for the Brookings Institution, said. "If anything, the white losses are less than last decade, as are the total minority gains. But it appears that both the white losses and minority gains are more concentrated in the suburbs, paving the way for a continuing urbanization of this broad suburban territory."

Even as the New York metropolitan area has become more diverse as a whole, individual neighborhoods have remained stubbornly resistant to racial integration. Although housing segregation declined slightly in the New York area since 2000, New York passed Detroit and Chicago to reach second place, behind Milwaukee, in a ranking by Dr. Frey of segregation of blacks and whites. New York's persistently high level of housing segregation results from several factors, although a number of them also prevail in other metropolitan areas where integration has increased.

"There was a very long history of strong ethnic boundaries, with a buildup of black and Hispanic — originally Puerto Rican — enclaves in large sections of the city, partly anchored by public housing," said John R. Logan, a sociologist at Brown University and director of the US2010 Project, a research project at Brown on recent population changes. "The suburbs initially had restrictive covenants in many places, and when some older suburbs became less attractive to whites — such as Hempstead Village — they turned rapidly into minority enclaves, so the old city-versus-suburb segregation was reproduced within suburbia."

In addition, Professor Logan said, "New York's labor market has been strongly organized by race and ethnicity, and that may have contributed to the boundaries of where people live." Even when factoring in members of disparate racial and ethnic groups who share similarities in characteristics like income and education, said Professor Logan, "the differences in where people live are very stark."

Miscellaneous

<http://ebird.osd.mil/ebfiles/e20110329811928.html> or

<http://www.startribune.com/nation/118810669.html>

Gay political group's lawyers urge immediate end to ban on gays serving openly in military

By Associated Press

StarTribune, Minneapolis-St. Paul, March 28, 2011

SAN FRANCISCO -- Gay rights advocates on Monday filed a challenge to a request by the Obama administration to keep the repealed "don't ask, don't tell" policy in place while the Pentagon prepares for an end to the ban on allowing gays to serve openly in the military.

In a brief filed in the 9th U.S. Circuit Court of Appeals in San Francisco, lawyers for gay political group Log Cabin Republicans said keeping the policy in place was "absurd."

At issue is the constitutionality of Congress allowing the policy to stay in effect to give the Pentagon time to train troops and take other steps outlined in December when lawmakers repealed the 1993 law that put the ban in place. Under the new policy, the restrictions remain until the Pentagon certifies that the change won't damage combat readiness.

The repeal came several months after a federal district judge issued an injunction barring enforcement of "don't ask, don't tell," declaring in September that the policy was unconstitutional.

The Obama administration request to keep the policy in place was made in its brief challenging the injunction. Dan Woods, who is representing the Log Cabin Republicans, replied in the brief filed Monday.

"Even though a judge found this to be unconstitutional and the administration is not disagreeing with that, they are still investigating and able to discharge people," he said.

Earlier this year, the administration said it would no longer defend the 1996 federal law that prohibits recognition of same-sex marriages.

President Barack Obama had concluded that any law that treats gay people differently is unconstitutional unless it serves a compelling governmental interest, Attorney General Eric Holder said when discussing the administration's reasoning for that decision.

<http://www.stripes.com/news/u-s-troops-in-europe-banned-from-wearing-uniforms-off-base-1.138690>

U.S. troops in Europe banned from wearing uniforms off base

By John Vandiver (Stars and Stripes reporter Warren Peace contributed to this story)

Stars and Stripes, 23 March 2011

STUTTGART, Germany — U.S. troops in Europe are now forbidden to wear their uniforms off post “to the maximum extent possible,” including daily commutes to and from the office, as part of an effort to prevent servicemembers from standing out in a crowd, according to U.S. European Command.

The new policy, which comes three weeks after a deadly shooting outside Frankfurt Airport that left two airmen dead and two badly wounded, takes effect immediately. The EUCOM mandate affects all soldiers, sailors, airmen and Marines serving in the European theater. The rule also takes effect as U.S. forces engage Libya in a high-profile operation being commanded from U.S. Africa Command headquarters in Stuttgart and could bring added attention to U.S. troops here.

“The directive specifically forbids the wear of uniforms for travel between duty and domicile, short convenience stops, conduct of physical fitness, travel between installations, and off post messing,” according to a EUCOM message broadcast Wednesday on American Forces Network - Europe. Local commanders will be responsible for enforcing the rule, according to EUCOM, which took the unusual step of establishing an overarching force protection policy. Typically, force protection decisions are made locally, with installations and components setting guidelines.

While units can establish policies more stringent than the EUCOM guidelines, they cannot ease them, according to Capt. Ed Buclatin, EUCOM spokesman. Nonetheless, there has been some confusion about how practical the policy is. In many communities, base housing and shopping facilities are on separate compounds, often less than a mile apart. Will a change of clothes still be required? The answer is not clear. U.S. Army Europe’s Facebook page reflected some of the confusion, when it posted this message Tuesday: “The new policy regarding uniform wear has yet to be finalized and is still in the works. We’ll have the full official policy when it is released. Until then, soldiers, consult your supervisors and chain of command.”

While the uniform policy still appears to be something of a work in progress, it will surely result in some inconveniences for troops, many of whom have grown accustomed to eating lunch at nearby restaurants, and running daily errands. And no one living off post will drive to or from work in uniform. “You are not supposed to wear your uniform even if you are in your own car,” Buclatin said.

In the wake of the Frankfurt shooting, many in the military community questioned why U.S. Air Forces in Europe elected to transport troops in a conspicuous American-style school bus driven by an airman in uniform. For some, the bus made for an easy target. Others argued that servicemembers are easy to identify regardless of the vehicle they drive or whether they are in uniform. A lone gunman intent on targeting Americans is hard to defend against, some contend.

In Stuttgart, home to EUCOM and AFRICOM headquarters, reactions were mixed. Whether in uniform or not, Lt. Cmdr. Geoff Maasberg said he’s pretty easy to identify as American. “I don’t think it makes a lot of difference when I am driving my Xterra (an SUV) through town,” he said. “People know who all the Americans are from our haircuts and that kind of stuff, but I don’t think there is a better way to do it. I think the higher-ups are doing what they need to do, and what they think is right to help us not get shot by some crazy guy with a gun.”

Gunnery Sgt. Dennis Dougherty said that changing in and out of uniform when traveling from post to post around the Stuttgart community “may be extreme,” but thinks the restrictions could make a difference. With so many servicemembers walking around in uniform off post, “I have always thought, ‘What is stopping somebody from attacking them or pulling over a little bit and running them over?’ ”

Misconduct

Bush senior chief faces court-martial for alleged abuse

By Kate Wiltrout

The Virginian-Pilot, © March 29, 2011

NORFOLK; The highest-ranking enlisted law enforcement officer aboard the aircraft carrier George H.W. Bush will be court-martialed next week on charges of physically abusing his subordinates.

Senior Chief Petty Officer Kevin M. Curtis faces a general court-martial, the most serious type of military trial. It is scheduled to begin Monday.

Cmdr. Doug Barber, the military judge assigned to the case, said during a motions hearing on Monday that by his calculation, Curtis faces a maximum punishment of 57½ years in prison if convicted on all 32 counts.

The charges range from hazing subordinates to disrespecting a senior officer to disobeying orders not to investigate cases on and off the ship. Curtis also is accused of breaking Navy regulations by allegedly accepting a \$1,000 loan from a subordinate and not repaying it.

The bulk of the charges – 16 in all – involve alleged assaults on sailors, many three or more ranks below him, under his command as head of the ship's security department.

During a preliminary hearing on the charges in December, two masters-at-arms testified that Curtis assaulted them. Some told of being doused with pepper spray; others said Curtis stapled their flesh with an office stapler. Sailors also testified he handcuffed personnel in the department, wrestled with them, slammed them into lockers and, in one case, allegedly strangled one with an elastic exercise band.

The alleged abuse took place between September 2008 and August 2010. During the December hearing, Curtis' lawyer portrayed the behavior as roughhousing that occurred with the younger sailors' consent. Rick Morris, Curtis' civilian attorney, declined to comment Monday, except to say Curtis "is looking forward to clearing his name."

The senior chief's behavior first came under scrutiny as part of an investigation into two Bush sailors who allegedly gave false statements, at Curtis' behest, against a shipmate during an administrative hearing. Lt. Cmdr. Rich Johnston, the ship's training officer, was assigned to investigate.

Johnston was wrapping up his investigation when he interviewed a Curtis subordinate who described an abusive atmosphere in the department. Johnston went back and re-interviewed other sailors who reported to Curtis.

Johnston testified at the preliminary hearing that the sailors hesitantly confirmed accounts of alleged abuse. Two wrote statements about what they experienced; two others refused to put anything on paper, fearing Curtis would use their statements against them.

Asked by Curtis' attorneys why they didn't report the behavior, the sailors all testified that they feared retaliation.

Curtis' administrative skills also came under fire. He is accused of deliberately holding back personnel paperwork for two sailors in his department. His failure to process advancement paperwork for one petty officer second class, Ryan Edmonds, may have cost Edmonds a promotion. Edmonds, who was named Sailor of the Year on the Bush in 2009, was to be forced out of the service because the Navy is trimming its master-at-arms rating.

Religion

Here's reason for us to fear fear itself

By Leonard Pitts Jr.

Miami Herald, March 28, 2011

OK, put your books away. We're having a pop quiz.

Below are four quotes. Each is from one of two sources: the Bible or the Koran, although, just to make things interesting, there's also a chance all four are from one book. Two were edited for length and one of those was also edited to remove a religion-specific reference. Your job: identify the holy book of origin. Ready? Go:

- 1) “. . . Wherever you encounter [non-believers], kill them, seize them, besiege them, wait for them at every lookout post . . .”
- 2) “Do not suppose that I have come to bring peace to the earth. I did not come to bring peace, but a sword.”
- 3) “If your very own brother, or your son or daughter, or the wife you love, or your closest friend secretly entices you, saying, ‘Let us go and worship other gods’ . . . do not yield to him or listen to him. Show him no pity. Do not spare him or shield him. You must certainly put him to death.”
- 4) “Now kill all the boys. And kill every woman who has slept with a man, but save for yourselves every girl who has never slept with a man.”

All right, pens down. How did you do?

If you identified the first quote as being from the Koran (9:5) and the other three as originating in the Bible (Matthew 10:34, Deuteronomy 13:6-9, Numbers 31:17-18), I congratulate you on that degree in theology. If I have guessed correctly, most people will not have found it easy to place the quotes in their proper books. If I have guessed correctly, most people will have found a certain thematic similarity in them.

Yes, there is a point here: I wish people would stop cherry-picking warlike quotes from the Koran to “prove” the evil of Islam. You see this stuff all over the web. Just a few days ago, some anonymous person, angry with me for defending “Fascist/Nazi Islam” the writer says is trying to kill us all, sent me an e-mail quoting Koranic exhortations to violence to prove that Islam is a “religion of hate and murder.”

As rhetorical devices go, it is a cheap parlor trick, a con job to fool the foolish and gull the gullible and for anyone who has spent quality time with the Bible, its shortcomings should be obvious.

If not, see the pop quiz again. The Koran is hardly unique in its admonitions to take up the sword.

It is not my intention here to parse any of those troubling quotes. Let us leave it to religious scholars to contextualize them, to explain how they square with the contention that Islam and Christianity are religions of peace. For our purposes, it is sufficient to note that, while both Christian and Muslim scholars will offer that context and explanation, only Christians can be assured of being taken at their word when they do.

Christians get the benefit of the doubt. Muslims get Glenn Beck asking a Muslim Congressman to “prove to me that you are not working with our enemies.”

Because Christianity is regarded as a known — and a norm. Muslims, meantime, have been drafted since Sept. 11, 2001, to fulfill the nation's obsessive, historic, paranoiac and ongoing need to rally against an enemy within. We lost the Commies, but along came the Islamo-fascists. The names change. The endless capacity for irrational panic remains the same.

<http://www.miamiherald.com/2011/03/26/2135771/heres-reason-for-us-to-fear-fear.html>

As in people who send out e-mails insisting upon the rightness of holding over a billion people — that bears repeating: over a billion people — responsible for the actions of, what . . .? A few hundred? A few thousand?

Some of us use lies, exaggerations and rhetorical gobbledygook to instill in the rest of us that irrational panic they breathe like air. Yes, it is only sensible to fear the threat we face from terrorism. But panicked, irrational people are capable of anything.

Might be wise if we chose to fear that, too.

Wiccan TSA Agent Fired

Dean Praetorius

The Huffington Post, March 28, 2011

Being a Wiccan isn't usually a reason to lose your job, but it was in the case of Carole A. Smith, a TSA worker at Albany's International airport who found herself officially out of work last June, after months of alleged harassment centered around her religion, according to MSNBC. But she hardly had a complaint before her co-workers found out she was a witch.

The 49-year-old Wiccan argues that her firing had almost everything to do with her practices. Prior to a March 2009 complaint when she was accused of putting a hex on a co-worker's car, her record was nearly spotless.

She was in the top 10 percent in Albany at catching weapons on the X-ray machine. She passed her skills test on the first try. She caught a woman on her way to Vietnam with \$30,000 in cash. And she didn't mind working with the passengers -- her training as a massage therapist kept her from being squeamish, as some officers were, about patting down elderly and special-needs passengers.

From that point on things got worse and worse, according to the MSNBC report. Smith's file quickly bulged, and eventually she found herself in court fighting to get her job back.

Smith claims that for over a year she found herself subject to school-yard bullying, and harassment based on her Wicca practices. However, her complaints to officials higher-up went unheeded.

Though the TSA did have a large file on her prior to the trial, even the judge pointed out that officials kept changing their stories. While they did have good enough reason to terminate her employment in the end, the complaints began with suspicious circumstances.

Sexual Harassment/ Assault

Bill would make DoD keep sexual assault records

By Rick Maze - Staff writer
Air Force Times, Mar 28, 2011

Four female senators have joined forces to sponsor legislation ordering the military to forever retain records about sexual harassment, assaults or rape.

Keeping the documents would make it easier for victims to later receive veterans benefits and health care related to post-sexual trauma or other service-connected disabilities. It also would help a victim pursue legal action, and could provide evidence against a perpetrator who is later accused of another crime.

The bill, the Support for Survivors Act, is aimed at forcing the services to hold onto records that are now, by policy, destroyed after a year. Policies for keeping documents vary by service, but among the records routinely destroyed are any reports of sexual harassment made to equal opportunity offices, rape kits providing physical evidence of assault, and some investigative documents.

Under provisions of the bill, the Defense Department would be required to ensure permanent storage of all documents related to a rape or sexual assault. Additionally, victims would be provided lifetime access to those records, with privacy guidelines put in place to prevent the release of the information without a victim's approval.

"Instead of destroying these records, we should be making sure that consistent records are kept across all military branches," said Sen. Amy Klobuchar, D-Minn., in a statement about the bill. "By simply helping preserve their personal records, we can make sure our veterans have the care they need while supporting justice for assault victims."

Sens. Susan Collins, R-Maine; Lisa Murkowski, R-Alaska; and Claire McCaskill, D-Mo., are cosponsors of the bill. Collins and McCaskill are members of the Senate Armed Services Committee, where the bill was referred for consideration.

A similar bill is pending in the House of Representatives that focuses on how to help victims of sexual trauma when collaborating records do not exist.

The House bill, sponsored by Rep. Chellie Pingree, D-Maine, would require the Veterans Affairs Department to accept a statement from a veteran about a rape, sexual assault or harassment in instances where military records are not available. Records might be missing because they were destroyed or because the victim never told anyone out of fear or embarrassment.

Because it involves VA rules, Pingree's bill was referred to the House Veterans' Affairs Committee for review.

ODMEO Interest Items

Can a White Man Speak With Authority on Diversity?

By Luke Visconti – diversityinc., Mar 29, 2011



Question:

Upon returning to my office, re-energized by the DiversityInc event in March, I shared the information you addressed during your talk [when you] spoke about DiversityInc and mentioned your Ask the White Guy feature. When mentioning your feature to a group of white female colleagues, one responded by saying, what does he (a white guy) have to do with diversity; how does he create something like DiversityInc and how could he possibly speak with authority about diversity?

Answer:

I created DiversityInc as a consequence of having my consciousness raised by a friend, Tony Cato—at the time, a fellow Naval Aviator. He helped me start the thought process that led me to where I am today. He didn't have an agenda; we were simply swapping stories as we worked together, a consequence of his volunteering to help me when I was assigned to be the Minority Officer Recruiter in Naval Recruiting District New Jersey. Tony is not a go-along-to-get-along guy; he's tough, disciplined and very smart. He told me stories of being denied fair treatment because he's Black. It took me awhile to understand how profound those stories are, but it did sink in eventually. I learned to share his indignation at poor treatment meted out as a result of discrimination—and the damage it does to our country.

White men are a part of diversity and there is a great deal of diversity among white men. I recently spoke to a group of 900 police and fire chiefs in Oregon—97 percent white men. I made the point that they might not think they have diversity as they sit around the fire house or police station and see nothing but white men—but some of those white men grew up in single-parent households, some grew up in large families, some went to college on athletic scholarships, some worked their way through—and some didn't go at all. Some have a gay brother, some are gay themselves (and perhaps closeted). I told the chiefs that they could utilize the diversity they already have to gain new perspective on problems and in doing so would better fulfill their missions: to save lives. My point is that it is not skin color, gender or orientation that makes one "good at" managing diversity but mindset.

This mindset for majority-culture people requires an epiphany or an evolution in thinking that brings one to understand the extent of the discrimination around all of us that is perpetrated mostly by the majority culture.

Anyone can become "authoritative" about diversity. Nobody comes to the table that way. How you get there, in my opinion, starts with understanding history. I've gained a lot of perspective by reading books like Beverly Tatum's "Why Are All the Black Kids Sitting Together in the Cafeteria," Iris Chang's "The Chinese in America," Isabel Wilkerson's "The Warmth of Other Suns," Douglas Blackmon's "Slavery By Another Name," Ira Katznelson's "When Affirmative Action Was White" and Taylor Branch's trilogy on the civil-rights era.

History is important, but what I've found transformative is personal involvement in organizations that do not serve you directly (by "you," I mean loosely you as defined by gender, race, orientation,

<http://www.diversityinc.com/article/8371/Can-a-White-Man-Speak-With-Authority-on-Diversity/>

etc.). For example, I'm a trustee of Bennett College for Women, a historically Black college, and on the foundation board of NJCU, a Hispanic-serving institution. At Rutgers University (where I am also a trustee), I co-chair the fundraising committee for [Rutgers Future Scholars](#). We have raised \$2 million in the past three years. I donate all of my speaking fees through the [DiversityInc Foundation](#), which has distributed more than \$500,000 since 2006. The life experience I've gained by serving these institutions has been invaluable.

Any executive can take the same steps to broaden their experience and cultural competence. We see how people work so hard to complete advanced degrees—and they are important—but life experience is how an executive does not become a Hosni Mubarak as our country and world change dramatically. This change is not just visual; it is about the rising power of liberated people to destroy the concept of "melting pot" as they gain the economic ability to command respect—as they are.

I will note that people who are not in the majority culture must deal with the majority culture as they try to retain their own identity, but those in the majority culture do not really have to deal with anything BUT the majority culture (doesn't make it right, but this is the reality). In this country, the majority culture is defined as white, male, heterosexual, Christian and not having an ADA-defined disability. But just because a person in the majority culture starts out with a much wider "blind spot" than people not in the majority culture doesn't mean it's impossible for white men to become open advocates for diversity and inclusion. It also doesn't mean that a Black woman (for example) comes with an automatic Ph.D. in diversity management (it's just a lot easier for the Black woman to see the problem in the first place). We must all come to the realization that, as a reader put it nicely, "I am not different than you, I am different like you."

<http://ebird.osd.mil/ebfiles/e20110329811904.html> or

<http://www.businessweek.com/news/2011-03-29/libya-airstrikes-make-woodward-first-woman-to-lead-u-s-air-war.html>

Libya Strikes Make Woodward First Woman to Lead U.S. Air War

By Peter S. Green

Bloomberg News, March 29, 2011

The U.S. Air Force general directing the airstrikes over Libya has flown aerial tankers into battle and commanded the pilots of Air Force One -- and is now the first woman to lead a combat air campaign.

Major General Margaret Woodward, 51, was in charge of the 17th Air Force, a unit that supports humanitarian and peacekeeping missions in Africa, when she was ordered to set up the United Nations-sanctioned no-fly zone over Libya.

In the 11 days since, U.S. and coalition aircraft have flown more than 1,400 sorties. They have bombed Muammar Qaddafi's air defenses and helped push Qaddafi's army back from the edge of Benghazi in eastern Libya to his hometown of Sirte, 340 miles to the west. Only one allied plane, a Boeing Co. (BA) F-15E, was lost -- to equipment failure. Both fliers in the jet ejected and were rescued.

That the execution looks smooth is no surprise, said Michael M. Dunn, a retired Air Force lieutenant general who is president and chief executive officer of the Air Force Association, a Washington-based nonprofit organization that promotes air power and looks after the interests of Air Force veterans.

"Look at her background," he said, noting how Woodward has flown in wartime and commanded two Air Force wings and an operations group. "She's battle-tested. And those were tough wings."

A 1982 graduate of Arizona State University, Woodward earned advanced degrees at the National War College in Washington and Embry-Riddle Aeronautical University in Daytona Beach, Florida. When she entered the Air Force in 1983, women were banned from flying in combat. After earning her pilot's wings, she became an instructor on the Northrop Grumman Corp. (NOC) T-38, a plane used to train future F-15 and F-16 fighter pilots. Her husband, Dan, who retired two years ago as an Air Force brigadier general, also served as a T-38 instructor.

"I was still smarting under the fact that I couldn't go fly a fighter and women couldn't fly in combat. Thankfully, that changed over time," Woodward told the Tampa Tribune in a 2005 interview. "Generally, you're accepting of it, but there are times when it just all piles up on you, and you kind of lash out against it."

Woodward soon moved to the Boeing KC-135 tanker, an aerial gas station. She refueled warplanes in flight during the 1989 invasion of Panama and the 1999 campaign against Serbian forces in Kosovo and commanded refueling missions for the Iraq and Afghanistan wars. She has accumulated nearly 4,000 hours of flight time.

"Maggie was always very proud to be a tanker person" since that allowed her fly in combat, retired Air Force Lieutenant General William Welser III said in an interview. He was Woodward's commander when she was selected to run MacDill Air Force Base in Tampa, Florida.

"My heart smiles every time I look at a KC-135," Woodward told the St. Petersburg Times in a 2005 interview. "Sort of like people looking at a 1957 Chevy."

At MacDill, Woodward led the 6th Air Mobility Wing, one of the Air Force's main transportation and refueling units, from 2005 to 2007. She went on to command the 89th Airlift Wing, which ferries top government officials around the globe and includes Air Force One. She could often be

<http://ebird.osd.mil/ebfiles/e20110329811904.html> or

<http://www.businessweek.com/news/2011-03-29/libya-airstrikes-make-woodward-first-woman-to-lead-u-s-air-war.html>

seen on television welcoming President George W. Bush back to Andrews Air Force Base in Maryland.

“Her success in a male-dominated world comes because she is a smart operator,” said Dunn, who served at the Pentagon when Woodward worked in the Office of the Secretary of Defense. “She understands air power, and her forte is she gets along with people -- the human element of command can be one that’s difficult for some to master.”

As the Joint Forces Air Component Commander for Operation Odyssey Dawn, Woodward is in charge of carrying out the United Nations mandate to protect Libyan civilians and enforce a no-fly zone over the country. She and liaison officers from allied countries choose targets and synchronize operations, said Lieutenant Colonel Dave Honchul, an Air Force spokesman at Ramstein Air Base, near Kaiserslauten, Germany.

Woodward’s command center is at Ramstein and most of the U.S. planes flying in the operation are based at Aviano Air Base, in northern Italy, Honchul said in an interview. The overall operation in Libya is run by U.S. Navy Admiral Samuel Locklear III, who is based on the USS Mount Whitney in the Mediterranean Sea.

Woodward’s dreams of flight started at a young age, her brother Mark Maslowski told the Tampa Tribune in 2005. She spent part of her childhood in India and Pakistan, where her father worked for the U.S. Agency for International Development, the government’s foreign aid and development arm, and the family later moved to Palo Alto, California.

Woodward and her husband have sometimes been posted together and sometimes apart, according to their service biographies. They have no children.

“She and Dan are a very unique married couple,” Welser said. “What makes them tick is their dedication to country, to mission and to each other. They each made it on their own, and they both made it together.”

When Woodward’s role was discussed recently on a blog on the website of Foreign Policy magazine, some commenters wondered whether a woman was capable of running a military campaign.

“She has proven herself through many years, and has the experience and the credentials and certainly the savvy to be doing the job she’s doing, because of her time in air mobility and her experience in combat,” Welser said. “They probably couldn’t have a better person than her doing that job.”

Study Addresses Suicide Prevention Efforts

By Donna Miles

American Forces Press Service, 25 March 2011

HAMPTON, Va., March 25, 2011 – A new study commissioned by the Defense Department affirms many of the suicide-prevention efforts being made within DOD and the military services and recommends ways to strengthen them.

In preparing “The War Within: Suicide Prevention in the U.S. Military,” the Rand National Defense Research Institute examined data on military suicides, identified what scientific literature and leaders in the field consider the best prevention strategies and recommended ways to ensure existing programs reflect the state of the art, officials said.

“This is a very thorough effort,” Dr. Mark Barnes, director of the resilience and prevention directorate at the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury, said of the report. “Rand interviewed each of the services and went outside the military to look at suicide-prevention practices and identified gaps for the way ahead [and] recommendations for the military suicide-prevention programs.”

The study’s findings track closely with those in the Defense Department’s own DOD Suicide Task Force Report, Barnes told military health care professionals attending the first Armed Forces Public Health Conference held here this week.

“There is no disagreement. They are very complimentary in what they are recommending,” he said. “So we have a nice resource here with quality information that our suicide-prevention folks can refer to as we move forward with the task force recommendations.”

Navy Capt. Paul Hammer, director of the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury, called the Rand report an important tool in helping the Defense Department better confront an issue it takes “very seriously.”

“The Rand study helps us to identify areas that need improvement so that we can continue to provide the most comprehensive health care for our service members — from the inside out,” he said.

The study, written for health policy officials and suicide-prevention program managers, recognized critical factors in a comprehensive prevention program. These include:

- Raising awareness and promoting self-care;
- Identifying people at high risk, including screening for mental health problems;
- Eliminating actual or perceived barriers to quality behavioral health care;
- Providing high-quality mental health treatment and specific interventions focused on suicide when needed;
- Restricting access to firearms and other lethal means, with attention to how lethal medications are packaged and how door hinges and shower rods are constructed; and
- Responding appropriately when suicides occur.

Evaluating the Defense Department’s suicide prevention programs, the study cited the potential benefit of a new DOD-wide surveillance program being used to track suicides and suicide attempts. The DOD Suicide Event Report replaced each service’s individual suicide-reporting system, Barnes explained, helping to ensure “apples to apples” comparisons as information is shared across the services.

“This is a data issue,” he said. “We need good data. The data informs us in how to be effective with prevention and health promotion. So we are continually improving our data systems.”

<http://www.defense.gov//News/NewsArticle.aspx?ID=63312>

Rand also called for an evaluation of existing suicide prevention programs, along with a requirement that any new initiatives include an evaluation plan. Barnes acknowledged the challenge of assessing programs' effectiveness, but called closer collaboration and information sharing across the Defense Department and services a positive step toward sharing best practices and determining what works.

The Rand study recognizes most military suicide-prevention programs' focus on raising awareness, including telling people where to get help and helping them recognize peers in distress. However, it emphasizes the importance of also teaching military members how to recognize their own problems and refer themselves if needed to a behavioral health professional or chaplain.

"Raising awareness and promoting self-care is something we do and we can do better," Barnes said, noting the value of resilience campaigns. "The idea is to give people skills," and know how to recognize signs of risk in themselves as well as others, and to know what to do.

The report also identified the importance of partnerships between agencies and organizations responsible for mental health and substance use and other known risk factors for suicide.

"We do fairly well in terms of partnerships," Barnes said. "One area we are looking at is, on an installation, how well do all the different partners work together in the suicide [prevention] mission? Because often times you have ... one person who is the suicide prevention person on an installation. They are not going to be able to check in on everybody. It is really the whole installation that needs to be on board to be effective with this."

The study also cited the need to ensure there's no gap in services provided during military members' transitions -- between military bases, between commands or between active and reserve status.

"Ensuring a continuity of services and care is really important," Barnes said. "One of the times of increased vulnerability is during transitions. ... And we need to be covering all the gaps like this proactively for our service members and their families."

The study called for formal guidance for commanders so they know how to respond to suicide and suicide attempts. It recognized the lack of any direct policy within the services and the risks of handling these situations improperly.

"It is really about our leadership," Barnes said. "We need to empower our leadership, because they set the example. They set the tone. So we have to give them the tools. We need to give them the information, the data, so they know what is going on, where we think is the right direction to go, and then get behind them."