Note that, although this slide deck and accompanying instructor guide are intended to be adapted to a specific context and relevant policies and procedures, RAND is not responsible for the accuracy of any changes or additions that are made to the material.
Objectives

By the end of this course, students should understand:

- DoD policy on hazing (definition, consequences, victim resources)
- Motivations for and effects of hazing
- Leadership strategies for response and prevention
- Leadership resources to consult if hazing occurs
How does DoD define hazing?
Hazing is any conduct through which a military member or members, or a Department of Defense civilian employee or employees . . . physically or psychologically injure or create a risk of physical or psychological injury to one or more military members . . . or any other persons for the purpose of: initiation into, admission into, affiliation with, change in status or position within, or as a condition for continued membership in any military or Department of Defense civilian organization.

Soliciting, coercing, or knowingly permitting another person to solicit or coerce acts of hazing may be considered acts of hazing. A military member or Department of Defense civilian employee may still be responsible for hazing, even if there was actual or implied consent from the victim and regardless of the grade/rank, status or Service or organization of the victim.
How does DoD define hazing?

- Injury may be physical or psychological in nature
- Includes both injury and risk of injury
- Behaviors tend to involve initiation or entry into a group (e.g., new to a unit), award of a job or position, or obtaining a promotion
- Still considered hazing even if the victim willingly participates
- Will be held accountable for hazing if you encourage, force, or allow others to haze
What are examples of hazing in the military?
Hazing includes the following when performed without a proper military or other governmental purpose:

- Any form of initiation or congratulatory act that involves physically striking another or threatening to do the same
- “Pinning” or “tacking on” any object into another person's skin
- Berating of another for the purpose of belittling or humiliating
- Encouraging illegal, harmful, demeaning, or dangerous acts
- Playing abusive or malicious tricks
- Branding, handcuffing, duct-taping, tattooing, shaving, greasing, or painting
- Excessive or abusive use of water
- Forced consumption of food, alcohol, drugs, or other substance
How is hazing different from other behaviors?

Training activities and extramilitary instruction

Sanctioned rituals and ceremonies

Bullying
Discussion
Why does hazing happen?
FOUR HAZING MISCONCEPTIONS

Tradition/rite of passage

Builds cohesion

Harmless behavior

Weeds out the weak
Who should report hazing and how?

• Leaders must carefully monitor unit members’ actions and strongly encourage them to report potential hazing behaviors.

• Bystanders also have responsibility to report possible hazing.

• Service members might be afraid to report hazing out of fear of retaliation, so several reporting options are available.

Equal Opportunity representative
Service-specific hotlines
Inspector general
Chain of command
How is hazing punished?

• Hazing can be punished through administrative action, non-judicial punishment, discharge, or court-martial

• Relevant Uniform Code of Military Justice (UCMJ) articles
  – Article 92: Failure to obey order or regulation
  – Article 93: Cruelty and maltreatment
  – Article 117: Provoking speeches or gestures
  – Article 120: Rape and sexual assault generally
  – Article 120c: Other sexual misconduct
  – Article 133: Conduct unbecoming an officer and gentleman
  – Article 134: General article

• Leaders who fail to address hazing can be held accountable for the actions of their subordinates
How can leaders prevent and respond to hazing?
How can leaders prevent and respond to hazing?

- Ensure that units understand the characteristics and consequences of hazing
- Address attitudes and misperceptions
- Provide safe reporting options
- Provide swift and visible punishment
- Monitor key situations in which individuals can be vulnerable to hazing (e.g., promotion)
- Provide alternative bonding and celebratory activities
Whom should leaders consult when hazing occurs?

Like other negative events that might happen in your unit, advisers are in place to help you handle any incident that might arise:

- Chain of command
- Equal Opportunity representative
- Legal counsel
- Office of Special Investigations (OSI)
- Sexual Assault Response Coordinator (SARC) (depending on the nature of activities)
Discussion
Additional Resources on Hazing


The RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis.

This electronic document was made available from www.rand.org as a public service of the RAND Corporation.

Tools

This report is part of the RAND Corporation tool series. RAND tools may include models, databases, calculators, computer code, GIS mapping tools, practitioner guidelines, web applications, and various toolkits. All RAND tools undergo rigorous peer review to ensure both high data standards and appropriate methodology in keeping with RAND’s commitment to quality and objectivity.

Limited Electronic Distribution Rights

This document and trademark(s) contained herein are protected by law as indicated in a notice appearing later in this work. This electronic representation of RAND intellectual property is provided for non-commercial use only. Unauthorized posting of RAND electronic documents to a non-RAND Web site is prohibited. RAND electronic documents are protected under copyright law. Permission is required from RAND to reproduce, or reuse in another form, any of our research documents for commercial use. For information on reprint and linking permissions, please see RAND Permissions.