

GETTING TO OUTCOMES®

HANDBOOK FOR

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STRENGTHENING SEXUAL ASSAULT PREVENTION ACTIVITIES IN THE MILITARY

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For more information on this publication, visit www.rand.org/t/TLA746-2.

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About This Handbook

Sexual assault remains a problem across the military community. Although sexual assault prevention activities (SAPA) exist, some sites have limited capacity to choose, plan, implement, evaluate, improve, and/or sustain effective activities.

In 2019, the Department of Defense (DoD) Sexual Assault Prevention and Response Office (SAPRO) released the Prevention Plan of Action to guide the SAPA of sites throughout the military.

To assist sites with executing the plan, DoD SAPRO selected Getting To Outcomes® (GTO), an evidence-based approach that helps organizations systematically plan and measure their activities and outcomes to determine whether they are making a difference.

About Getting To Outcomes

GTO, a collaboration between researchers at the RAND Corporation and the University of South Carolina, is a ten-step process designed to help communities plan, implement, and evaluate the impact of their programs that attempt to prevent these negative behaviors.

GTO was developed with support from the Centers for Disease Control and Prevention and the Substance Abuse and Mental Health Services Administration.

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For more information on the RAND Forces and Resources Policy Center, see www.rand.org/nsrd/frp or contact the director (contact information is provided on the webpage).

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Introduction

The 2019 Department of Defense (DoD) Prevention Plan of Action (PPoA) calls for a comprehensive approach composed of integrated, research-based prevention activities, which are regularly evaluated, to successfully prevent sexual assault and harassment.

To achieve the goals of the 2019 PPoA, DoD contracted with the RAND National Defense Research Institute (NDRI) to provide a series of tools and supports for selected DoD installations across the military community.

NDRI based this support around the Getting To Outcomes® (GTO) model, a user-oriented ten-step process for comprehensive planning, implementation, and evaluation of various types of prevention activities and community initiatives (for more information, see <https://www.rand.org/health-care/projects/getting-to-outcomes.html>).

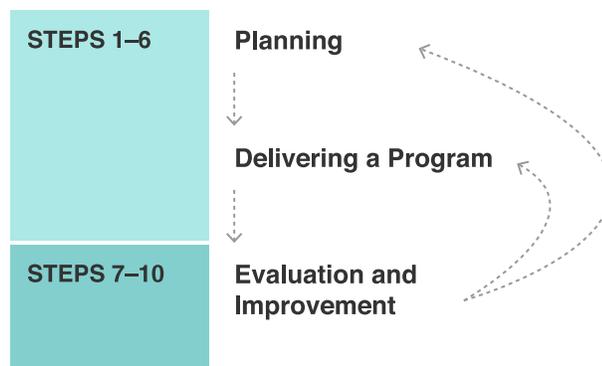
Each GTO step in this handbook aligns with the 2019 PPoA (see <https://www.sapr.mil/prevention-strategy>) to help DoD and other organizations select sexual assault prevention activities with evidence of effectiveness and implement them with the highest quality possible while monitoring the process and outcomes obtained.

This handbook has been developed to provide a streamlined version of the parent, comprehensive version of the GTO guide (available at <https://www.rand.org/pubs/tools/TLA746-1.html>) for use at military installations with GTO teams, planning, running, and evaluating sexual assault prevention activities (SAPA).

What Is Getting To Outcomes?

GTO is a ten-step process that supports program delivery or implementation by guiding the user through the key tasks needed to make a program a success (Figure 1).

Figure 1. The Ten Steps of GTO



Nearly two decades of RAND research has shown that organizations that use GTO improve their programs and get better outcomes than organizations that do not use GTO (Chinman et al., 2016; Acosta et al., 2013; Chinman et al., 2008).

Getting To Outcomes Steps: Sexual Assault Prevention Activities (SAPA)

Learn more about each step, whether in order or as your team needs.

STEP 1: Identify and understand the priority problem(s) to focus on.

STEP 2: Set broad goals and specific desired outcomes for your SAPA.

STEP 3: Identify and select candidate SAPA with evidence of effectiveness.

STEP 4: Assess how well each candidate SAPA fits and eliminate from consideration any with poor fit.

STEP 5: Assess your capacity to implement remaining candidate SAPA as intended.

STEP 6: Plan SAPA implementation and evaluation.

STEPS 7–9: Use process and outcome evaluation results to improve or reconsider the SAPA you have evaluated.

STEP 10: Plan for sustaining effective SAPA.

Why Use Getting To Outcomes to Strengthen Sexual Assault Prevention Activities in the Military?

In 2018, DoD estimated that about 20,500 active-duty service members had been sexually assaulted in the previous year (Figure 2).

Figure 2. Active-Duty Service Members Assaulted in the Past Year (2018)

20,500 estimated



SOURCE: Breslin et al., 2019.

More data on sexual assault in the military are available at “Prevalence of Sexual Assault in the Military: Risk and Protective Factors, Data Sources, and Data Uses” (<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/data-on-sexual-assault-in-the-military.html>).

Research shows that GTO improves planning and implementation by helping users step through a series of decisions to prioritize among local problems, select evidence-based or evidence-informed programs or other activities that have measurable outcomes, and then deliver a high-quality program that fits the organization’s resources and capacity. Table 1 provides some examples of effective SAPA.

Table 1. Sexual Assault Prevention Activities That Get Results and Lead to Reduced Risk and Potentially the Incidence of Sexual Assault

	Results				
	Decreased Support for Rape Myths/Harmful Social Norms	Encourage Positive Bystander Behavior	Increase in Risk Perception	Increase in Self-Defense Skills	Decrease in Alcohol Misuse
Healthy Relationships					
Safe Dates	Yes				
Shifting Boundaries	Yes				
Perpetration Prevention					
The Men's Program	Yes	Yes			
Coaching Boys into Men		Yes			
Social Marketing					
A Man Respects a Woman	Yes				
Know Your Power		Yes			
Bystander Intervention					
Bringing in the Bystander	Yes	Yes			
Green Dot	Yes				
Women's Empowerment					
Enhanced Assess, Acknowledge, Act (EAAA)	Yes		Yes	Yes	
Alcohol Misuse Prevention					
Parent-Based Intervention					Yes

See “Types of Sexual Assault Prevention Activities in the Military: Finding and Assessing Effective Prevention Activities” (<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/sexual-assault-prevention-activities.html>) for more information.

Content and Organization of the Handbook

This handbook has been developed to provide a streamlined version of GTO for use at military installations with GTO teams, planning, running, and evaluating SAPA. The parent, comprehensive GTO guide is available at <https://www.rand.org/pubs/tools/TLA746-1.html>. A set of additional resources from the parent guide are provided as standalone companions to this handbook (<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources.html>). They are referenced at each

GTO step in the following pages. An example of using GTO to plan a SAPA in a fictional military scenario is available at “Fictional Example of Using Getting To Outcomes to Plan and Evaluate a Sexual Assault Prevention Activity in the Military” (<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/fictional-example.html>).

The handbook leads SAPA implementation teams through the ten steps of GTO. For each step, there is one page that includes

- an overview of the GTO step—what it is, why it is important, and how to do it
- key points about each step including the link between the GTO step and the relevant domain from the 2019 DoD PPOA
- a section with links to resources for more information to help complete each step.

Two worksheets are included: The **SAPA Overview** will help you develop a thumbnail overview of your whole SAPA (GTO Steps 1–6), and the **Evaluation Summary and CQI Review Worksheet** will help you understand and use your evaluation results to make and document decisions about improving your SAPA (GTO Steps 7–9).

The following list of characteristics clarifies what we define as a SAPA for the purposes of this handbook.

A SAPA

- involves an intervention, efforts designed to affect a specific outcome, or the direct provision of services—for example, bystander training
- has a target audience including active duty, National Guard, or reserve component service members and/or their family members and civilian employees
- includes policies and practices, in addition to programs.

A SAPA is not

- standard or routine care, such as clinical care, or a focus on clinical education
- a screening tool that is not directly associated with an intervention, such as an assessment designed to help recognize signs of trauma
- a one-way passive transmission of information with no intervention designed to affect a particular outcome (for example, websites with phone numbers, brochure distribution)
- a research project that does not involve an intervention or an intervention that is a clinical trial
- a DoD Instruction, memorandum, or report
- an advisory team, task force, or other group or conference
- an administrative department, office, or center.

How to Use This Handbook

This handbook is intended to be used by military site SAPA GTO implementation teams at any point in their process—including focus problem identification, SAPA selection, detailed planning, implementation, evaluation and improvement, and sustainability planning.

- Three or four individuals on the implementation team should coordinate logistics and serve as primary participants in the GTO process. One or more members should have some GTO training. See www.rand.org/GTO for links to GTO training webinars.
- Optimally, the site implementation team should include a noncommissioned officer and an officer. Both are suggested because they will have appreciably different and unique points of view when it comes to implementation and will provide requisite capacity daily to accomplish required tasks.

- Someone on the team should provide a direct link between the site implementation team and command or site leadership to expedite decisionmaking and approvals.
- Leadership buy-in is critical to the success of any SAPA; therefore, engaging decisionmakers before, throughout, and after the process is a core task of the GTO team. See “Engaging Leadership Before, During, and After Implementing Sexual Assault Prevention Activities in the Military” for a thorough discussion of leadership engagement (<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/engaging-leadership.html>).

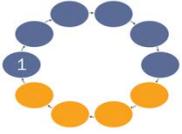
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Acosta, Joie, Matthew Chinman, Patricia Ebener, Patrick S. Malone, Susan Paddock, Andrea Phillips, Peter Scales, and Mary Ellen Slaughter, “An Intervention to Improve Program Implementation: Findings from a Two-Year Cluster Randomized Trial of Assets—Getting To Outcomes,” *Implementation Science*, Vol. 8, No. 1, 2013, p. 87.

Breslin, Rachel A., Lisa Davis, Kimberly Hylton, Ariel Hill, William Klauberg, Mark Petusky, and Ashlea Klahr, *2018 Workplace and Gender Relations of Active Duty Members: Overview Report*, Alexandria, Va.: Office of People Analytics, U.S. Department of Defense, OPA Report No. 2019-027, May 2019.

Chinman, Matthew, Joie D. Acosta, Patricia Ebener, Patrick S. Malone, and Mary Ellen Slaughter, “Can Implementation Support Help Community-Based Settings Better Deliver Evidence-Based Sexual Health Promotion Programs?” *Implementation Science*, Vol. 11, No. 1, May 2016, pp. 78–93.

Chinman, Matthew, Sarah Beth Hunter, Patricia A. Ebener, Susan M. Paddock, Lindsey Stillman, Pamela Imm, and Abraham H. Wandersman, “The Getting To Outcomes Demonstration and Evaluation: An Illustration of the Prevention Support System,” *American Journal of Community Psychology*, Vol. 41, Nos. 3–4, June 2008, pp. 206–224.



GTO Step 1: Identify and Understand the Priority Problem(s) to Focus On

Why?

- Get firsthand knowledge and data about the sexual assault problems you want to fix and the population with whom you will work.
- Narrow the scope of the effort and avoid duplication. Funnel time, energy, and resources to where they are most needed.
- Ensure that your activities address a priority problem.

Purpose

GTO Step 1 helps you understand the problems of sexual assault at your site so you can select an effective prevention activity.

How?

- Gather expertise, opinions, and hard data about the problem and about your community's current conditions, needs, and existing resources trying to address the problem.
- Use different methods to gather information and data—for example, community discussion forums and focus groups, interviews with experts, and survey data. More data sources are better than just one.
- The longer GTO guide has two tools—the Triaging Among Problems Tool and the Community Resource Assessment Tool—that could help you complete this step. You can download a .zip file with all tools here: https://www.rand.org/content/dam/rand/pubs/tools/TLA700/TLA746-1/RAND_TLA746-1.tools.zip

Key Points

- This effort need not take a long time. You can simply review and update the problem data you have gathered in the past.
- You can direct this effort toward your current SAPA targets to assess how effective your current efforts are and whether the problem has changed or whether you need a different SAPA.
- Your site's resources include policies, previous and existing programs, staff and volunteers, facilities, and local expertise, as well as key leadership support.
- GTO Step 1 aligns with “understand the problem” in the **2019 PPOA prevention process**.

Linking GTO Steps

Knowing more about the problems or need for SAPA will help you set realistic goals and specific desired outcomes in Step 2.

In Step 3, you will be able to select a SAPA appropriate for the problem you have chosen to tackle.

Your priority problem statement fills the first column of your SAPA Overview.

Fill Out SAPA Overview

In the SAPA Overview, enter your priority problem in column 1.



Prevalence of Sexual Assault in the Military: Risk and Protective Factors, Data Sources, and Data Uses:

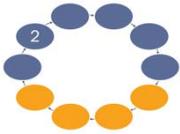
<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/data-on-sexual-assault-in-the-military.html>



SAPA Overview

Completed by: _____ Date Finalized: _____ SAPA Name: _____

<p>What priority problem(s), challenge(s), or gaps do you want to address? <i>(From GTO Step 1)</i></p> <p><i>Use a separate row for each problem.</i></p>	<p>What are the goals you intend to reach by addressing this problem, challenge, or gap? <i>(From GTO Step 2)</i></p>	<p>What are your specific desired outcomes that you will be able to evaluate for each goal? <i>(From GTO Step 2; update after prevention activity selection)</i></p>	<p>What prevention activity are you using to achieve these desired outcomes? <i>(Finalized by GTO Step 6)</i></p>	<p>How will you assess the quality of your implementation? <i>(Process evaluation measures and methods from GTO Step 6)</i></p>	<p>How will you assess the outcomes of your prevention activity? <i>(Outcome evaluation measures from GTO Step 6)</i></p>
1.					
2.					



GTO Step 2: Set Broad Goals and Specific Desired Outcomes for Your SAPA

Why?

- Communicate what you are trying to achieve to all stakeholders including leadership and ensure that everyone is on the same page.
- Narrow the scope of your search for a SAPA to those with evidence related to your outcomes.
- Know when your prevention activity is working as planned.

Purpose

GTO Step 2 helps you state the broad impact you want to work toward and specific benchmarks, called *desired outcomes*, for your SAPA.

How?

- First, decide on the broad impact on the problem you want to work toward. This is your goal.
- Then, use the SMART acronym to guide your statement of desired outcomes for each goal. SMART stands for specific (concretely specified), measurable (you can evaluate your progress), achievable (the desired result was obtained in prior efforts), realistic (possible with your resources available), and time-based (expectation of time it will take to produce the change).
- The longer GTO guide has a tool—the SMART Desired Outcomes Tool—that could help you complete this step. You can download a .zip file that contains all of the tools here: https://www.rand.org/content/dam/rand/pubs/tools/TLA700/TLA746-1/RAND_TLA746-1.tools.zip

Key Points

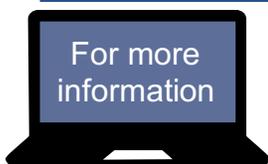
- Your desired outcome statement should include what will change, for whom, by how much, and when.
- In GTO, goals and outcomes are changes in the problem you are targeting, **not** the implementation of a new or existing prevention activity.
- Set realistic, desired outcomes for your SAPA participants rather than overly ambitious ones. Rely on the evidence of prior efforts using the same SAPA. Adjust your goals and desired outcomes if there is no SAPA that has evidence of achieving them.
- GTO Step 2 aligns with “development of a comprehensive approach” in the **2019 PPOA prevention process**.

Linking GTO Steps

With realistic goals and specific desired outcomes, in Step 3 you can look for evidence-based prevention activities that are proven to have achieved your desired outcomes. In Step 6, you will be able to plan evaluation to measure your actual outcomes. Your goals and desired outcomes statements fill the second and third section of your SAPA Overview.

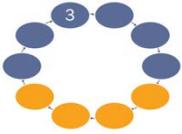
Fill Out SAPA Overview

In the SAPA Overview, enter your goals and desired outcomes in columns 2 and 3.



Engaging Leadership Before, During, and After Implementing Sexual Assault Prevention Activities in the Military:

<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/engaging-leadership.html>



GTO Step 3: Identify and Select Candidate SAPA with Evidence of Effectiveness

Why?

- Using an evidence-based, or research-based, SAPA
 - increases the likelihood of achieving goals and desired outcomes
 - promotes confidence among leadership and other stakeholders that you are using the best approach possible
 - usually comes with features that newly created or untested approaches do not have, such as tools to track outcomes.

Purpose

GTO Step 3 guides you through the assessment of prevention activities to identify the most effective ones for addressing the priority problems, goals, and desired outcomes you identified in GTO Step 2.

How?

- Gather information and become familiar with SAPA that are candidates for your site, including evidence of their effectiveness at addressing your problem and obtaining results similar to your desired outcomes.
 - There are many sources you can review where this work has been done already, and colleagues who have used a SAPA you are interested in can be a valuable resource. Ask about evaluation results.
 - See “Types of Sexual Assault Prevention Activities in the Military: Finding and Assessing Effective Prevention Activities” (<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/sexual-assault-prevention-activities.html>) for details about specific SAPA for six different categories of sexual assault prevention with some evidence of effectiveness.
- Weigh the evidence and synthesize what you learn, only selecting SAPA that target your priority problem and have obtained positive results. You’ll continue the assessment process in GTO Steps 4 and 5.
- The longer GTO guide has a tool—the Evidence Synthesis Tool—that could help you complete this step. You can download a .zip file that contains all of the tools here:
https://www.rand.org/content/dam/rand/pubs/tools/TLA700/TLA746-1/RAND_TLA746-1.tools.zip

Key Points

- In the case of sexual assault prevention in the military, there are no “magic bullet” prevention activities. Some lack any evidence of effectiveness and should not be considered. Unfortunately, as of 2018, no off-the-shelf SAPA had strong evidence to support its effectiveness *and* represented a perfect fit for the military population, but there are many types of prevention activities that do have some evidence.
- Avoid SAPA that lack the key ingredients of effective prevention—e.g., comprehensive, curriculum-varied, skill-building teaching methods and well-trained staff. *One-shot lectures or PowerPoint-based presentations do not contain the key ingredients of effective prevention.*
- GTO Step 3 aligns with “development of a comprehensive approach” in the **2019 PPOA prevention process**.

Linking the Steps

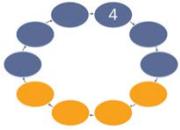
In GTO Steps 4 and 5, you’ll consider how well each candidate SAPA you selected in Step 3 fits with your site, community, target population, and stakeholders and whether you have the capacity needed to implement it.

Fill Out SAPA Overview

In the SAPA Overview, enter the SAPA associated with each desired outcome in column 4.



Types of Sexual Assault Prevention Activities in the Military: Finding and Assessing Effective Prevention Activities:
<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/sexual-assault-prevention-activities.html>



GTO Step 4: Assess How Well Each Candidate SAPA Fits and Eliminate from Consideration Any with Poor Fit

Why?

- Increase the chances that a SAPA you choose will be accepted by and will be good for the target population.
- Avoid finding out later that the prevention activity failed because it was a mismatch (a poor fit) with your target population, community, or site.
- Select among several candidates to choose the one with the best fit.

Purpose

GTO Step 4 helps determine whether the candidate SAPA you identified during GTO Step 3 are appropriate for your target population, site, and community.

How?

- Discuss with your team, and perhaps other stakeholders, how a candidate SAPA fits with the
 - needs, demographic characteristics, and other related aspects of your target population
 - cultural norms and values of your community and its environment
 - mission, core values, and culture of your site and its priorities and leadership support for sexual assault prevention, as well as your setting and other SAPA in place
 - culture of the military or service, including relevance, cultural sensitivity, and social infrastructure.
- The longer GTO guide has a tool—the Fit Assessment Tool—that could help you complete this step. You can download a .zip file that contains all of the tools here:
https://www.rand.org/content/dam/rand/pubs/tools/TLA700/TLA746-1/RAND_TLA746-1.tools.zip

Key Points

- An evidence-based SAPA will only get outcomes if it is delivered as intended.
- Sometimes an activity needs to be adapted to make it a better fit. You can make minor adaptations, such as updating statistics or using your own words.
- Some adaptations should never be made to a SAPA, such as leaving out practice time and other key elements of the SAPA or shortening it overall, because they will dilute its effectiveness.
- If the only way to make a SAPA fit is to make drastic changes, do not use it.
- GTO Step 4 aligns with “develop a comprehensive approach” in the **2019 PPOA prevention process**.

Linking GTO Steps

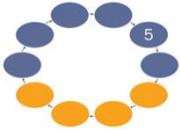
In GTO Step 5, consider whether you have the capacity or resources to implement the SAPA well. If you have no candidates after Step 5, revisit Step 3 to identify new candidates for fit and capacity assessment. Your final selection should be what you use in your Step 6 implementation work plan.

Update SAPA Overview

If you have eliminated SAPA from consideration, make sure that the SAPA Overview shows only your remaining candidate SAPA in column 4.



Types of Sexual Assault Prevention Activities in the Military: Finding and Assessing Effective Prevention Activities:
<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/sexual-assault-prevention-activities.html>



GTO Step 5: Assess Your Capacity to Implement Remaining Candidate SAPA as Intended

Why?

- You cannot meet the goals and desired outcomes of any prevention activity without adequate capacity, or needed resources, to deliver the prevention activity as intended.
- Inadequate capacity can cause added burden on staff and other existing prevention activities—for example, by reducing the time devoted to them.
- Inadequate capacity leads to poor prevention activity implementation.
- Understanding limitations can focus your team on strategies to improve capacity where it is needed.

Purpose

GTO Step 5 provides a structure to assess whether the candidate SAPA can be carried out effectively with the knowledge, skills, and resources available.

How?

- As a team, consider several dimensions of needed capacity to implement the remaining candidate SAPA, including staffing (number and qualification); leadership commitment, support, and communication; technical (internet support or equipment); fiscal; needed collaborations; and other resource capacities that the prevention activity requires
- Make a plan for how you can fill any specific resource gaps you identify (for example, how to train staff in the SAPA).
- The longer GTO guide has a tool—the Capacity Assessment Tool—that could help you complete this step. You can download a .zip file that contains all of the tools here:
https://www.rand.org/content/dam/rand/pubs/tools/TLA700/TLA746-1/RAND_TLA746-1.tools.zip

Key Points

- If you discover that your organization lacks the necessary capacities to deliver your SAPA with fidelity or to stick to the plan outlined by core components of the curriculum, it is important to brainstorm ways to build capacity before implementation.
- This is an ideal time to provide a progress briefing to leadership to walk them through the GTO team's decisionmaking process and obtain buy-in for the selected SAPA.
- GTO Step 5 aligns with assessment in **the 2019 PPOA prevention process**.

Linking the Steps

Steps 4 and 5 should be done together. If you have no viable candidates after completing Step 5, revisit Step 3 to identify new candidates for fit and capacity assessment. Your final selection should be what you use in your implementation work plan in Step 6.

Update SAPA Overview

If you have eliminated SAPA from consideration, make sure that the SAPA Overview shows only your remaining candidate SAPA in column 4.



Types of Sexual Assault Prevention Activities in the Military: Finding and Assessing Effective Prevention Activities:

<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/sexual-assault-prevention-activities.html>

Fictional Example of Using Getting To Outcomes to Plan and Evaluate a Sexual Assault Prevention Activity in the Military:

<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/fictional-example.html>



GTO Step 6: Plan SAPA Implementation and Evaluation

Why?

- Having a detailed work plan for implementing and evaluating your SAPA
 - ensures that no key SAPA-related tasks are left out
 - improves teamwork and partner communication
 - identifies the need for changes as things run counter to the plan
 - reduces lost time, wasted energy, and turmoil from turnover
 - explains the scope of the prevention activity to people with an interest in it and produces documentation useful to transition SAPA responsibilities to new individuals.

Purpose

GTO Step 6 is the step in which you finalize your SAPA Overview and make a detailed implementation and evaluation work plan, including a timeline.

How?

- To plan your implementation, think through and make a detailed work plan by writing down all the tasks involved, such as administrative tasks; policies, procedures, and permissions; preparation (such as staff training and recruiting participants); and the location and specifics of the schedule for doing the SAPA.
- To plan your evaluation, decide on staffing, what data you will collect, how and when you will collect and analyze the data, and how to use the results to improve. Add all this to your written work plan document. For detailed help with evaluation planning, see “Using Getting To Outcomes to Plan Evaluation of Sexual Assault Prevention Activities” (<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/planning-an-evaluation.html>) and “Process and Outcome Evaluation Measures for Sexual Assault Prevention Activities in the Military” (<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/evaluation-measures.html>).
- For each task on your work plan, include the names of those responsible and due dates, and track when it is actually done. Along with the task list, this completes your implementation and evaluation work plan. The longer GTO guide has a tool—the Prevention Activity Work Plan Tool—that could help you complete your plan. You can download a .zip file that contains all of the tools here: https://www.rand.org/content/dam/rand/pubs/tools/TLA700/TLA746-1/RAND_TLA746-1.tools.zip

Key Points

- Evaluation is perhaps the most challenging aspect of a SAPA. Good evaluation starts with a good plan before implementation begins. Draw on the resources linked in this step for help with evaluation.
- Process evaluation tracks the quality of prevention activity implementation, while outcome evaluation tracks change in the population participating in the prevention activity. The longer GTO guide has two tools—the Prevention Activity Process Evaluation Planner Tool and the Prevention Activity Outcome Evaluation Planner Tool—that could help you plan your evaluation. You can download a .zip file with all the tools here: https://www.rand.org/content/dam/rand/pubs/tools/TLA700/TLA746-1/RAND_TLA746-1.tools.zip
- With your SAPA Overview completed, this is an important step at which to engage leadership for support.
- GTO Step 6 aligns with “execute and evaluate the comprehensive approach” outlined in the **2019 PPoA prevention process**.

Linking the Steps

Having a detailed plan lays the foundation for actual implementation and use of evaluation results to improve and sustain your SAPA—Steps 7 through 10. Your process and outcome evaluation measures fill in the last two columns of your SAPA Overview in Step 6.

Finalize SAPA Overview

In the SAPA Overview, review all sections to ensure that they are final, and add your evaluation measures in columns 5 and 6.

Using Getting To Outcomes to Plan Evaluation of Sexual Assault Prevention Activities:

<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/planning-an-evaluation.html>

Process and Outcome Evaluation Measures for Sexual Assault Prevention Activities in the Military:

<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/evaluation-measures.html>

Engaging Leadership Before, During, and After Implementing Sexual Assault Prevention Activities in the Military:

<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/engaging-leadership.html>





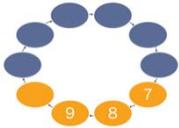
Example SAPA Overview

Completed by: GTO team

Date Finalized: 30 May 2019

SAPA Name: Green Dot

What priority problem(s), challenge(s), or gaps do you want to address? <i>(From GTO Step 1)</i> <i>Use a separate row for each problem.</i>	What are the goals you intend to reach by addressing this problem, challenge, or gap? <i>(From GTO Step 2)</i>	What are your specific desired outcomes that you will be able to evaluate for each goal? <i>(From GTO Step 2; update after prevention activity selection)</i>	What prevention activity are you using to achieve these desired outcomes? <i>(Finalized by GTO Step 6)</i>	How will you assess the quality of your implementation? <i>(Process evaluation measures and methods from GTO Step 6)</i>	How will you assess the outcomes of your prevention activity? <i>(Outcome evaluation measures from GTO Step 6)</i>
3. Few service members (29 percent) recognized one or more high-risk situations for sexual assault in the past 12 months.	Increase the number of bystanders with the skill to identify risky situations.	After participating in Green Dot, at least 75 percent of junior enlisted service members will rate themselves as more likely to engage in bystander helping behaviors.	Green Dot	Attendance, facilitator ratings, participant satisfaction survey	Intent to Help Strangers and Friends Scale
4. Among service members who did recognize a high-risk situation for sexual assault, most took action to reduce the risk (89 percent).	Maintain the high percentage of service members who are willing to take action once they categorize a situation as risky.	After participating in Green Dot, at least 75 percent of junior enlisted service members will feel more confident in their ability to engage in bystander helping behaviors.	Green Dot	Attendance, facilitator ratings, participant satisfaction survey	Bystanders Efficacy Scale



GTO Steps 7–9: Use Process and Outcome Evaluation Results to Improve or Reconsider the SAPA You Have Evaluated

Why?

- Steps 7 and 8 are important because without evidence from systematic evaluation of implementation quality and outcomes, you will be uninformed about the results you are producing and how to improve them.
- Step 9, Continuous Quality Improvement (CQI), is important because
 - CQI takes advantage of what you have learned over time from your combined evaluations to improve your SAPA for the future without starting over.
 - It puts the investment made in evaluation to work by using the results to make changes and understand their effects as you continue to implement your SAPA.
 - It helps all staff to keep your SAPA fresh and a good fit for your participants, your organization, and your community.

Purpose

Steps 7–9 help you analyze and document your evaluation results and make changes suggested by the results to improve the SAPA you evaluated.

How?

- Use the Evaluation Summary and CQI Review Worksheet provided with this step to summarize your process and outcome evaluation results and decide on improvements needed, if any, to reach your SAPA Overview desired outcomes.
- To enter and analyze your outcome data, you can use the Data Snapshot Tool for Prevention Activity Evaluation—an Excel-based tool that allows you to enter baseline and post activity data and then produces charts showing the amount of change (https://www.rand.org/content/dam/rand/pubs/tools/TLA700/TLA746-1/RAND_TLA746-1.snapshot.zip).

Key Points

- Process evaluation (which targets implementation quality) and outcome evaluation (which targets effectiveness) go together because:
 - Poor implementation results could explain poor outcomes.
 - Good implementation results with poor outcomes might indicate the need to change the SAPA.
- The entire purpose of evaluation is to inform decisionmaking about how to improve a SAPA, maintain its effectiveness going forward, or change the SAPA when results show that it is not effective.
- GTO Steps 7–9 align with the continuous evaluation step in the **2019 PPOA prevention process**.

Linking the GTO Steps

In GTO Step 6, you planned an evaluation of your SAPA, and in Steps 7–9, you use the results to make decisions going forward. In many cases, you will carry on after deciding that your SAPA has been effective or needs only minor adjustments. In some cases, you might decide to adjust your goals and desired outcomes (GTO Step 2); in others, you might want to use a different SAPA (GTO Step 3) or different evaluation measures (GTO Step 6); and, in a few cases, you might decide to focus on a different problem (GTO Step 1).



Using Evaluation Results to Improve and Sustain Sexual Assault Prevention Activities in the Military:

<https://www.rand.org/pubs/tools/TLA746-2/handbook/resources/using-evaluation-results.html>

Data Snapshot Tool for Prevention Activity Evaluation:

https://www.rand.org/content/dam/rand/pubs/tools/TLA700/TLA746-1/RAND_TLA746-1.snapshot.zip



GTO Steps 7–9: Evaluation Summary and CQI Review Worksheet

Completed by: _____

Date: _____

SAPA Name: _____

Evaluation review

Response

How effectively did the SAPA help us reach our desired outcomes? (GTO Step 8)

1. Which, if any, desired outcomes were not met or not completely met? Were any unmet outcomes critically important (i.e., must be met to justify continuing the SAPA)?

2. Which desired outcomes were reached or exceeded?

3. Was there progress toward our long-term goals?

How well did we implement this SAPA? (GTO Step 7)

4. How did implementation of the SAPA go in terms of the following aspects?

- a. reaching the right target population
- b. ensuring engagement or utilization of the SAPA
- c. ensuring that all components are implemented as planned
- d. increasing participant satisfaction
- e. making staff suggestions for improvement
- f. getting enough leadership support

5. Which, if any, of 4a through 4f above were likely to have impacted your desired outcomes? How and why?

These will be critical components to improve (or sustain) the next time you implement the activity.

Determination based on evaluation results

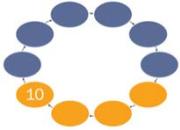
6. Are our overall process and outcome evaluation results good enough to continue implementing the SAPA?

If YES, what adjustments, if any, will be critical to its improvement?

If NO, how and why was this decision made? Which missed outcomes were most important to this decision?

GTO Steps 7–9: Evaluation Summary and CQI Review Worksheet (Continued)

Evaluation review	Response
<p>7. Was the problem the right one to be addressing with our SAPA? (GTO Step 1)</p> <p>Was there any improvement in the overall trend of the priority problem? Review the original problem data from Step 1 and compare with any newer updates to the data, if available.</p> <p>Have the needs changed or remained?</p> <p>Are there new priorities now that should be addressed instead?</p>	
<p>8. Do we need to change goals and desired outcomes or potential participants? (GTO Step 2)</p> <p>Target different conditions or behaviors?</p> <p>Reset benchmarks up or down?</p>	
<p>9. Should we consider a different SAPA? (GTO Step 3)</p> <p>Or are there other improvements we need to make?</p>	
<p>10. Do we need to improve the SAPA’s philosophical and logistical fit to our site, community, and participants? (GTO Step 4)</p> <p>If not, why not? What adaptations could be made? Were any adaptations made? How did that go?</p>	
<p>11. Do we need to improve the capacity to do the SAPA well? (GTO Step 5)</p> <p>Has there been a shift in resources? Are new staff capacities needed? How can we better utilize our champion to support the SAPA? Did we have enough leadership support?</p>	
<p>12. Should we change anything in our SAPA work plan? (GTO Step 6)</p> <p>Any suggestions for improvement? Any details missing? Are additional funds needed to run the SAPA well? Do we need to make any changes to staff assigned to implementation or evaluation tasks? Are any changes needed for the process or outcome evaluation design or methods?</p>	
<p>13. Review and discuss your responses above with your leadership and reach a conclusion about continuing implementation of the SAPA:</p> <p><input type="checkbox"/> We plan to continue with this SAPA (with improvements as needed). <i>Continue to GTO Step 10.</i></p> <p><input type="checkbox"/> We do not plan to implement this SAPA again. <i>GTO Step 10 is not applicable if you do not plan to continue using this SAPA.</i></p>	



GTO Step 10: Plan for Sustaining Effective SAPA

Why?

- If the original problem still exists, and your SAPA shows that it achieves your desired outcomes, then there is still a need for it to continue.
- By sustaining your SAPA, your site and its service members will continue to benefit from your initial investment in starting the prevention activity using GTO.
- Sustaining effective SAPA is more cost-efficient than starting over with a new one.

Purpose

GTO Step 10 guides you through some tasks needed to sustain effective SAPA.

How?

- A sustainability review includes updating your Step 6 work plan and SAPA Overview based on your evaluation review and CQI process and conclusions.
- Several additional tasks that impact ability to sustain a SAPA include
 - knowing and communicating the evaluation result(s) that justifies continuing your SAPA
 - maintaining or finding a new champion for your SAPA, as well as leadership support
 - enlisting staff for your next round of implementation and considering how to onboard new staff
 - centrally locating all current documents and other materials for ongoing use by involved staff.
- The longer GTO guide has a tool—the Sustainability Review Tool—that can help you plan for sustaining your SAPA. You can download a .zip file that contains all of the tools here:
https://www.rand.org/content/dam/rand/pubs/tools/TLA700/TLA746-1/RAND_TLA746-1.tools.zip

Key Points

- Step 10 applies only when you have decided to continue using the SAPA that you have been using, after concluding through CQI that it is effective.
- Because staff turnover is a reality, systematic transition plans to bring new staff on board and provide them with the training for your SAPA can ease the turnover burden on remaining staff. Can the SAPA be made a permanent duty of a certain position?
- Personnel assigned and accountable for implementation, training for new personnel, and direct oversight are keys to sustaining effective prevention activities.
- GTO Step 10 aligns with the continuous evaluation step in the **2019 PPOA prevention process**.

Linking the Steps

You have completed the GTO cycle and should be prepared to repeat the process before, during, and after your next SAPA implementation.