



ARMY RESILIENCE COMMUNITYLINK

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER | FEBRUARY 2023



Cadets pose for a group photo during Confidence Course at Fort Knox. (U.S. Army courtesy photo)

Diversity, Equity and Inclusion: Pillars for Empowerment

By Tara Davis, Army Resilience Directorate

"It is not our differences that divide us. It is our inability to recognize, accept and celebrate those differences." This quote from Audre Lorde, an American writer, professor and civil rights activist, encapsulates the importance of our differences and how learning to acknowledge them is what can help unify us. It's important to remember that our Soldiers, Civilians and their Families are people first and that their readiness and resilience are determined by our ability to understand and connect with them.

One of the ways we can start to connect with our Soldiers is by prioritizing diversity, equity and inclusion (DEI). These three topics are the pillars on which we can build an environment that supports progress and encourages thoughtful interactions among different groups of people. When we recognize and accept that not everyone shares the same background, experiences and abilities, we can focus on how each of us brings a unique piece of the puzzle to the table.

DEI is more critical to the Army's mission than leaders and Soldiers may think; it's the backbone that allows the Army to accomplish its goals. Lt. Col. TC Kenneth French from the Army Equity and Inclusion Agency shares: "Put simply, the principles found in DEI programs enable the Army to better accomplish its mission—to fight and win our nation's wars. Diverse teams innovate faster. Inclusive environments bring employees a sense of belonging, which allows them to feel safer and boosts retention. Inclusive environments are also associated with a lower propensity for harmful behaviors."

It's important to remember that each pillar of DEI represents a different concept that leaders must be mindful of and address. Although they are interrelated, they are separate entities. French explains that each of these pillars comes with its challenges and issues for the Army. "The Army does not have diversity goals or quotas for recruits," he says. "Rather, the Army's challenges of diversity—whether examining

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DIRECTOR'S COLUMN

Team,

Although we're well into the second month of the new year, I wish every extended Army Resilience team member a happy and prosperous New Year!

As we embark on a new year, we've created a new product to assist the field in synchronizing and sharing information, the [ARD Communications Playbook](#). This resource facilitates local communication efforts by messaging about Army Resilience programs and capabilities such as R2, Suicide Prevention, and the Integrated Prevention Advisory Group, or I-PAG. In collaboration with command teams and PAOs, we ask you to use this tool to develop local articles and initiatives that can be shared with your communities and the wider Army audience.

Also, we recently fielded materials for [Sexual Assault Awareness and Prevention Month](#) commemoration activities. The materials were developed based on the winning theme/concept submitted by [Ms. Jess Wilson](#), 1st Space Brigade, during our 2nd Annual SAAPM Social Media Theme/Concept Crowdsourcing event.

While not a new initiative, I'd like to spotlight the [ARD Outreach Monthly Webinar Program](#). The webinars offer the broader Army Resilience team an opportunity to gather as a community at least once a month to listen, learn, ask questions and delve deeper into topics of interest. Most recently, we were privileged to host LTG Russel Honoré, who provided wise counsel during his presentation on leading through difficult times.

As we look ahead, please stay focused and resilient. We anticipate an increase in OPTEMPO in the coming months as we roll out additional tools/resources for the Army Team!

People First, Army Strong!
James A. Helis, Ph.D.

Feeling Excluded? Help is Available

By Shirley Tien, Army Resilience Directorate

Are you uninterested in water cooler talk? Are you that battle buddy who is always smiling, even when secretly unhappy? Are you stationed at a remote base with no one you feel comfortable talking with? Answering yes to any of these questions may mean you're finding it hard to fit in.

Feeling like you don't fit in, or feeling alone and harboring negative thoughts, could stem from not conforming to a group, hiding behind a façade or being reclusive, all of which can make your situation more challenging and have other negative consequences. For example, according to the U.S. Government Accountability Office (GAO), "Service Members assigned to remote locations outside the contiguous U.S. can experience isolation, less access to mental health resources and other challenges that may increase their suicide risk." Whatever your circumstance, there are ways to help yourself feel that you belong.

One way to shift your focus is to connect with others. Authentic connections can change social knowledge. Instead of masking your feelings, try to share them with someone. Expressing yourself can help you feel less isolated.

Consider the Better Opportunities for Single Soldiers (BOSS) program. It's a resource to help improve Soldiers' quality of life. The program provides opportunities for Soldiers to participate in recreational activities and community service. A support group can give you a more positive perspective on life. There are 74 BOSS communities Army-wide. Contact one near you.

Leaders must also do their part to help Soldiers feel included. Even when leaders are busy, it's



Paratroopers prepare to jump out of C-130s and C-160s. (U.S. Army Flickr photo)

important they make time for Soldiers who need someone to talk with. Liz Bechtel, Suicide Prevention Program Manager at Fort Bragg, believes that leaders who are "able to be there for that person in that moment is the most important thing ... there may not be tomorrow. So, you need to take the time and do it now. You can get answers from the meeting later, but being able to take the time out and talk to that person when they are stressed, when they're having issues, is the most important thing at that moment." Work can be urgent, but timing is crucial.

The [Army Resilience Directorate](#) also offers a variety of programs, tools and resources to help Soldiers reduce counterproductive thoughts, [connect with others](#) and learn to be more resilient. Visit ARD's [Resilience in Focus](#) series to learn more.

If you find it challenging to fit in, you're not alone, and you can change your situation for the better. Check out some programs and contact your leaders to help find someone who will understand what you're going through.

Veterans in Crisis Can Go to Any VA or Non-VA Health Care Facility for Free Emergency Health Care

By U.S. Department of Veterans Affairs, Office of Public and Intergovernmental Affairs

WASHINGTON – As of Jan. 17, veterans in acute suicidal crisis are now able to go to any Veterans Affairs or non-VA health care facility for emergency health care at no cost, including inpatient or crisis residential care for up to 30 days and outpatient care for up to 90 days. Veterans do not need to be enrolled in the VA system to use this benefit.

This expansion of care will help prevent suicides by guaranteeing no-cost, world-class care to veterans in times of crisis. It will also increase access to acute suicide care for up to nine million veterans who are not enrolled in the VA system.

To read the full press release visit: <https://www.va.gov/opa/pressrel/pressrelease.cfm?id=5852>.

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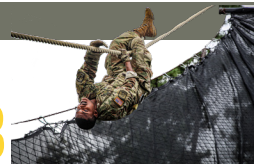
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SAAPM 2023 THEME ANNOUNCED: INTERVENE. WE ARE A TEAM: THERE IS AN US IN TRUST. CAN THEY TRUST IN YOU?

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THIS IS OUR ARMY.



Sexual Harassment, Assault Impede Diversity, Inclusion

By Kim Ferraro, Army Resilience Directorate

There's no doubt the Army is focused on making its workforce more diverse in race, gender and ethnicity. Case in point: In 2021 the U.S. Army Recruiting Command established the Diversity Outreach and Inclusion Team, whose purpose is to increase the numbers of women and people of different ethnicities within the ranks. But one big obstacle to this effort is an environment plagued by sexual assault and sexual harassment. According to a 2021 Rand Corp. report https://www.rand.org/pubs/research_reports/RRA1318-1.html, an estimated 1 in 16 women and 1 in 143 men become victims of sexual assault within the Defense Department. What's more, about 1 in 4 women and 1 in 16 men are sexually harassed. Among the authors' conclusions was that "deterrence alone is insufficient to prevent sexual assault and sexual harassment."

Nicole L. Turner, who runs a management consulting firm in the Washington, D.C., area that helps transform companies with toxic work environments, points to a few factors that make diversity difficult and harassment and assault common in the military. Because men account for the majority of service members deployed (in 2021, women made up just 17.3 percent of the active-duty force, according to Defense Department statistics), and many Soldiers are stationed in isolated areas, Turner says, it is more difficult for victims to seek help. "Those being harassed or assaulted feel like they don't have a safe place to go to even discuss what has happened to them, and/or there is little to no consequences for the assailant if they do report—you see ongoing inappropriate behavior."

But the norm of shutting up, instead of speaking

up, is changing. As Turner notes, "The executive order issued by President Biden last year that added sexual harassment to the Uniform Code of Military Justice is a start, as it relates to changing the culture within the military." She also noted the decision to have independently trained investigators replace military commanders in prosecuting cases of sexual assault, overseen by the new [Office of Special Trial Counsel](#)—is a win for victims, as experienced criminal law experts outside of the Army chain of command will handle their complaints.

At Fort Benning in Georgia, the Sexual Harassment/ Assault Response and Prevention (SHARP) Program updated its training to better connect with recruits bred in the social media age, says Sgt. First Class Tricia Kennedy, sexual assault response coordinator. So instead of explaining sexual harassment and assault through a dry, technical PowerPoint presentation, Kennedy says, actors from an outside agency come to the base to perform skits in which they engage in bawdy banter and behaviors like butt slapping to make Soldiers aware of the type of locker-room talk that is contrary to Army culture and actions that constitute abusive sexual contact.

"Fear can motivate action and inaction alike," Kennedy says. "One important goal of SHARP is to counter fear with knowledge—whether that's how to recognize and address inappropriate behaviors, the process for reporting sexual harassment and sexual assault, or obtaining resources for victims."

Sammie McCall, SHARP program manager at the U.S. Army Combat Capabilities Development Command, believes that these issues have their roots in American culture. "I see the Army as a

portion of American society—sexual harassment and assault are an American problem. As a force, we are required to maintain an environment of safety, discipline, dignity and respect." To do that, he says, commanders must not only speak about the Army's zero tolerance for these crimes but also take immediate action in instances of them.

Getting people to shun previously accepted attitudes and conduct is an Army-size battle that the service must win to ensure successes in war zones and at home. "Changing organizational behavior is key to creating a military that represents and is inclusive of all people," Turner says. "Changing organizational behavior starts with doing a deeper dive into the culture and climate and conducting a root-cause analysis to truly identify where the issues are most prevalent and uncover the causes. Before you can make change happen, you must understand what led to your current state."

A heterogeneous workforce is also essential, Turner believes, because "when you have people who are not only diverse as it relates to their gender, race, ethnicity or sexual orientation but diverse in their way of being and thinking, you have more people willing to eradicate inappropriate behavior in the military."

Ultimately, though, while the service may instill its values in recruits, McCall says, "every individual is their own person, with combined family and Army values that they will carry for life. Each individual must be able to look deep within and make decisions that positively affect the Soldier and civilian to their left and right."

If you or someone you know has been a victim of sexual assault and needs confidential assistance, call the DOD Safe Helpline at 877-995-5247.

New Podcasts Highlight TASP, Leadership

By Lytaria Walker, Army Resilience Directorate

The Army Resilience Round Up podcast is gaining momentum! In December we heard from Sgt. Maj. Sharita Onugha, a nominative senior enlisted adviser for the U.S. Army Resilience Directorate, in the Office of the Deputy Chief of Staff G-1, at the Pentagon. Onugha offered a detailed view of the Total Army Sponsorship Program and resources for Soldiers to increase their resilience.

She discussed policies, prevention and response in relation to resilience. In this inspiring and uplifting episode, Onugha shared the story of her childhood and her resilient upbringing.

Our January show featured retired Lt. Gen. Russel Honoré, who started the year with a bang, which is nothing new for this fearless leader (also known as the "Ragin' Cajun"). Honoré served as the 33rd

commanding general of the U.S. First Army at Fort Gillem, Georgia. He is best known for serving as commander of Joint Task Force Katrina, which was responsible for coordinating military relief efforts for Hurricane Katrina. Honoré discussed his experience as a disaster management and climate preparedness leader and what it takes to lead through tough times.

As an Army veteran, he shared his beliefs about what it takes to produce Army-strong Soldiers and the ways that leaders can boost their troops' resilience through effective support. Honoré revealed his core leadership principles that commanders and Soldiers alike should consider integrating into their careers. The Army Resilience Round Up offers resources to help Soldiers maintain resilience. Remember, you are resilient!

ARMY RESILIENCE ROUND UP

ARMY RESILIENCE DIRECTORATE

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@ArmyResilience

LISTEN TO PODCAST EPISODES 4 AND 5 HERE.



Pilots, Crew Chiefs Enhance Team Cohesion, Clarify Roles

By Erik Moshe, Ready and Resilience

Pilots and crew chiefs must build a shared understanding and mutual respect to ensure a successful flight. Master Resilience Trainer - Performance Experts (MRT-PEs) Kourtney Sappenfield, Chris McCalmont and Colin Klaber from the Fort Bliss Ready and Resilient (R2) Performance Center hosted a team-building performance PT for 1-501st Attack Reconnaissance Battalion to emphasize how pilots and crew chiefs can better learn, understand and appreciate one another's roles within their teams. Both pilots and crew chiefs are necessary for flight mission success, yet often these roles are not mutually understood, which can affect stress levels and unit cohesion.

"We emphasized team building and role appreciation by separating the unit into smaller teams that included both crew chiefs and pilots," Sappenfield says. "Each team had 55 minutes to complete eight stations, alternating roles as leaders. Only one team could compete at one station at a time, so it was necessary for teams to strategize and communicate their plan and roles at each station. There were two stations where crew chiefs and pilots could start a dialogue by identifying successful qualities, daily tasks and variables that affect successful flights for both roles. Sappenfield explains, "The debrief emphasized the importance communication and role clarity played in the success throughout the stations, as well as how infrequent communication

occurs between their roles at work."

To develop the training, Sappenfield used information from Soldiers about their roles.

"Pilots can't fly without maintenance on the aircraft, and crew chiefs maintain the aircraft for it to fly. Both roles' work impacts the aircraft, but they often aren't involved with one another in daily work, and crew chiefs don't fly with the pilots," says Sappenfield. "Understanding roles can broaden perspective of the bigger picture as well as the confidence and safety pilots have in the aircraft. One way to increase mutual understanding and role clarity is by providing opportunities for communication."

"Opportunities to learn what someone does day to day can increase awareness of each other and appreciation of the expertise and time of the other role. Greater appreciation could lead to fewer assumptions or misconceptions and less frustration, especially if things don't go right. If I know the big picture for why a flight was canceled or know about the tedious process with maintenance, then it's harder to jump to blame or be frustrated by the other role, since there is more clarity on what's going on."

The teams engaged most with the two stations dealing with role clarity. "Participants acknowledged in the debrief that the stations weren't necessarily challenging. However, they



Fort Bragg celebrates Vona family as 2021 Family of the Year. (Courtesy photo)

realized it wasn't common to have the conversations needed to complete those two stations successfully," Sappenfield says. "One station required crew chiefs and pilots to identify three successful qualities of the opposite role. At the other station, the team played categories with four topics: daily tasks for pilots, daily tasks for crew chiefs, variables that impact the ability to fly and variables that impact successful maintenance."

1st Sgt. Rodriguez, who requested the training, provided positive feedback about the training and the end discussion.

To schedule training to increase your team's performance and cohesion, contact your nearest R2 Performance Center. Visit <https://www.armyresilience.army.mil/ard/R2/I-Want-to-Schedule-Training.html>.

Webinars Focus on Sponsorship, Resilient Leadership

By Mavia Hanson, Army Resilience Directorate

This past December, the Army Resilience Directorate (ARD) webinar had the pleasure of hosting Sgt. Maj. Sharita Onugha who presented on the Total Army Sponsorship Program (TASP). Onugha is the nominative senior enlisted adviser for the Army Resilience Directorate; she will serve as the U.S. Army Installation Management Command G-9 senior enlisted adviser. Onugha gave a warm and lively presentation, sharing a comprehensive approach to how prevention and response are linked and how to foster a professional climate of trust within units. She discussed the critical roles of sponsors, the types of sponsors, the training involved to become one and the various tiers of program participation. At the end of the session, she spent considerable time answering questions.

In January, the ARD community had the privilege of hearing from retired Lt. Gen. Russel Honoré on the topic of leading through tough times and resilience building through Soldier support. Honoré is a decorated 37-year Army veteran and a global authority on leadership, disaster management and climate preparedness. At the request of then House Speaker Nancy Pelosi, Honoré led the Task Force 1-6 Capitol Security

Review to improve security after the Jan. 6, 2021, attacks on the Capitol. As the commander of Joint Task Force Katrina, he became known as the "Category 5 General" for his leadership in coordinating military relief efforts in post-hurricane New Orleans. A Louisiana native, he founded the Green Army, a coalition of environmental experts and advocates seeking to protect the state against pollution while fighting climate change and the natural disasters it causes.

During his presentation, Honoré talked about facing challenges as a leader, his solution-based approach to leading through Hurricane Katrina, the importance of a battle buddy and his take on the three most important things people should do in their career.

When discussing his time leading through Katrina, he noted how every Soldier is taught to adapt and overcome. "When the Army shows up for a mission, people expect us to fix the problem, complete the mission. When we go in to do a mission, our tradition is to solve the problem and take care of the people, treat them with respect... don't create issues; just solve the

problem." He shared the importance of letting a battle buddy know where you are and letting them know what's going on with you mentally and emotionally. "We're a team in the Army! Like a football team lining up on the field, we know when a key player is missing. A missing Soldier is like a missing weapon—everybody stops, and we find that Soldier because that Soldier is a part of that team!"

Last, he shared his top three important tips to consider for growing in your career.

1. "Don't be afraid to embrace the [seemingly] impossible. Have an 'impossible' list."
2. "If you're going to lead, you have to sacrifice. You have to be prepared to be criticized. Leadership is about performance, not popularity. It's painful sometimes."
3. "Do the routine things well. Practice how you will perform."

He ended by encouraging listeners to challenge themselves frequently. "Continue to challenge yourself. Even in organizations that aren't after change. Sometimes you have to challenge the status quo."



SHARP Program Restructuring Underway, New Guidelines

By Army Resilience Directorate

A Sexual Harassment/Assault Response and Prevention (SHARP) program restructure is underway. The restructure is part of a large transformational effort to provide better victim support and professional oversight. These changes are based in part on recommendations from the Secretary of Defense Independent Review Commission (IRC) on Sexual Assault in the Military, the Fort Hood Independent Review Committee, the Government Accountability Office Report and the results of the Workplace and Gender Relations Survey of Active-Duty Members (WGRA).

“These evaluations were an opportunity to see ourselves and determine where changes needed to be made. The way we provide services from a professional standpoint will change, but reporting options and services to victims will remain the same. They are our top priority”, says Jill Londagin, the Army’s SHARP Director.

The Army’s SHARP program is the only service program that combines sexual harassment and sexual assault prevention and response, which allows us to address sexual misconduct across a continuum of harm, according to Londagin.

The Army will remove Sexual Assault Response Coordinators and Victim Advocates from the operational chain of command and realign the SHARP program’s reporting structure to the senior commander. This new structure will provide optimal victim assistance and reporting opportunities to service members, expert support to commanders and the oversight needed at the

senior command level to appropriately execute the SHARP mission.

What does the new structure look like?

- Program Managers will be authorized at select U.S. Army Command Structure (ACOM), Army Service Component Commands (ASCC), Direct Reporting Units (DRU) based on organizations that have downtrace installations that deliver services and provide case management for victims. Program Managers provide technical oversight to their subordinate Lead SARCs, and they report to their respective CG as special staff.
- SHARP Compliance Specialists and SHARP Program Support Specialists will be authorized at the select ACOM, ASCC, DRUs to provide professional oversight and programmatic support.
- Lead SARCs will serve at the senior command level, but not at all geographic locations. They report directly to the installation’s Senior Commander but receive technical guidance from their respective Program Manager.
- Supervisory SARCs report directly to the Lead SARC. These positions are based on the number of SARCs and VAs a Lead SARC is responsible to manage. The primary role of a supervisory SARC is to maintain proper OPM supervisor ratios and assist the Lead SARC by augmenting the SHARP technical chain for large organizations.
- SARCs and VAs will be distributed based on the population size of each installation, whether

supporting a specific brigade or providing overarching support. In some cases, resources will not be organic to a specific unit but will be shared across an installation to cover multiple tenant units.

- SHARP Program Prevention Specialists support the Senior Commander and are responsible for the coordination and implementation of comprehensive primary prevention activities that address individual, interpersonal, organizational and community factors that contribute to sexual harassment and sexual assault.
- SHARP Program Support Specialists support the Senior Commander and Lead SARC in meeting the administrative and programmatic tasks for coordination, implementation and execution of the SHARP mission.

One question on the minds of many is, will Soldiers continue to serve in the SHARP program? The answer is yes. Londagin says, “Soldiers serve a vital role in the SHARP program. Those who have completed the career course and are credentialed will continue to serve in the SHARP program. Transition to civilian positions will take time, certain locations may have difficulty filling positions, and a decision regarding collateral duty positions will not be made until FY24.”

For more detailed information on these and other updates, visit <https://www.sapr.mil/latest-policy-updates>.

SAAPM 2023 Theme Announced: Intervene. We are a Team: There is an US in TrUSt. Can They Trust in You?

By Chester Curtis, Army Resilience Directorate

April is Sexual Assault Awareness and Prevention Month. This year’s theme is “Intervene, we are a team: There is an US in trust. Can they trust in you?”

“Sexual Assault Awareness and Prevention Month (SAAPM) is our opportunity to bring attention to the victims of sexual assault and harassment and focus on what still needs to be done to prevent sexual assault and harassment from happening,” says Jill Londagin, Director of the Sexual Harassment/Assault Response and Prevention program.

“Soldiers and Civilians from across the Army submitted themes to bring attention to the elimination of these harmful behaviors,” Londagin says. “And it is us all working together throughout the year that will have an impact, ensuring everyone is treated with dignity and respect”

Thirteen entries were submitted from Oct. 31, 2022, through Nov. 18, 2022. The submissions were placed on the ARD Facebook, Twitter and

LinkedIn pages, where members of the Army team voted and decide on which entry resonated with them. The top three submissions were then judged by a panel of ARD and SHARP leaders who selected the winner. The judging criteria focused on message, theme and creativity.

Jess Wilson, a victim advocate with the 1st Space Brigade, Fort Carson, Colorado, submitted the chosen entry.

“I’m incredibly honored that my theme was selected. I’m also grateful to work with an amazing team to effect change in the Army and assist survivors of sexual harassment and assault,” Wilson says.

“This theme focuses on prevention, and challenges individuals to intervene to prevent sexual harassment and sexual assault,” Wilson explains. “It also focuses on building trust within your unit (team) and is a call to action for Soldiers to intervene.”



“Intervene, we are a team: There is an US in trust. Can they trust in you?” will be featured on print and digital materials for the Army’s SAAPM 2023 campaign and available for download on the ARD products on demand site: <https://marcomcentral.app.pti.com/Ironmark/ARDMaterials>.

AROUND THE FORCE

- ▶ SHARP
- ▶ Suicide Prevention Program (SP2)
- ▶ Ready and Resilient
- ▶ ASAP



Milwaukee Veterans Chamber of Commerce Sponsors Parade in Partnership With AUSA
 MILWAUKEE, Wis. — Picture features the Association of the United States Army (AUSA) table at the Milwaukee Veterans Day Parade held Saturday, Nov. 5, 2022. The table was sponsored by the Milwaukee Veterans Chamber of Commerce in partnership with AUSA. AUSA members and their families enjoyed portions of the parade, coffee and hot cocoa, and visited with attendees at the AUSA information table. Some of this year's parade participants included Sen. Tammy Baldwin, the Army Recruiting Battalion, Veteran of the Year, and cadets from St John's Northwestern Academy who marched and performed music. The Cruiser Milwaukee Division U.S. Naval Sea Cadets were present in addition to the Combat Veterans Motorcycle Association and the Marching Grannies. In the center of the photo is Staff Sgt. Michelle Lindsay, far right is CW4 Mike Malloy, second from right is Sgt. 1st Class Sue Zenda who is a chapter officer of the AUSA Milwaukee Chapter. (Courtesy photo by SFC Susan Zenda)



Trainees Turn to Peer Leaders for Help Preventing Sexual Harassment in Basic Combat Training
 FORT JACKSON, S.C. — Leaders at Fort Jackson have been evaluating a new program to reduce sexual harassment incidents during initial entry training. The Soldiers Against Sexual Harassment program teaches Soldiers going through basic combat training what inappropriate behaviors to look for, how to intervene when they notice these behaviors and how to stop them. Soldiers stand showing unique patches that identify them as program members. (U.S. Army photo by Fort Jackson Public Affairs)



Meet Rosie: Army Cyber Protection Brigade Therapy Dog
 FORT GORDON, Ga. — Rosie is a 2 and 1/2-year-old goldendoodle and is bringing healing and comfort to those in distress within the Army. She is a certified Canine Good Citizen and the Army Cyber Protection Brigade (CPB) SHARP therapy dog, and works alongside Wendy Sprools, Victim Advocate in the CPB SHARP Office. Rosie's purpose on base is to provide support to survivors of sexual trauma where hugs or other comforts would be inappropriate or unacceptable. (U.S. Army photo by Shatara Riis)



Integrated Prevention Officer Spearheads New and Fresh Solutions to Harmful Behaviors
 CAMP LINCOLN, Ill. — Matt Palmisano, Integrative Prevention Officer for the Illinois National Guard, guides teammates through a resiliency exercise on Dec. 1, 2022. Guard members worked in teams to guide one another through an obstacle course while blindfolded. The exercise helped groups build trust by working together. (U.S. Army photo by Trenton Fouche)



New Initiatives Leading Army Sustainment Command to 21st Century Workplace
 ROCK ISLAND ARSENAL, Ill. — Col. Scott Kindberg, Command Chief of Staff at the U.S. Army Sustainment Command, is helping the command recruit and retain civilians and Soldiers to continue its mission supporting the warfighter. The initiatives include balancing organizational and mission priorities with workforce mental and physical well-being. (U.S. Army photo by Greg Wilson)



The Fittest, Fastest and Strongest: Best Rangers and Best Sapper Competition
 FORT CARSON, Colo. — 1st Lt. Aaron Dominic and other Soldiers competed in the 4th Infantry Division at Fort Carson, Colo., where they sweated their way through the annual Best Ranger and Best Sapper competition on Dec. 14, 2022. This competition consists of strenuous events designed to challenge participants both mentally and physically. (U.S. Army photo by Staff Sgt. Matthew Lumagui)



New Year, New You: A Different Approach to Resolutions

By Mavia Hanson, Army Resilience Directorate

"I don't know where I'm going from here, but I promise it won't be boring." — David Bowie

Every year millions of Americans enter the new year with resolutions in tow. So much so that in a 2020 study conducted by [PLoS One](#), 44 percent of respondents were thought to have made resolutions for three consecutive years. While many of us cannot remember when we started making resolutions (if we still make them), we usually know personally or secondhand that they are rarely carried through. In fact, some sources proclaim Jan. 17 "Ditch New Year's Resolution Day." That's roughly two weeks, the average time in which people pursue their resolutions.

Although our intentions are always best when we set our resolutions, attempting to establish new habits and practices on the first day of the year isn't ideal. This new year, I encourage you to go against the grain of tradition and set resolutions in February, instead of January.

Kyle Meyer, Master Resilience Trainer-Performance Expert at the R2 Performance Center at Fort Leonard Wood, in Missouri, says, "No New Year's resolution for me. A particular day doesn't define where my goals start. For those who do, it doesn't have to be January 1 for you to start in the right direction. The key is to have a plan and a specific time in mind, period. Once you have that, your start point can be in February, March or even September. The plan is

what keeps you consistent, so you don't give up on the goal."

Instead, consider using January and February as planning and strategy months. Give yourself an opportunity to catch your breath and think through what you want to accomplish and how you want to get there. Experts say it takes about 66 days, on average, to learn a new habit, depending on the frequency of practice. The more consistently something is done, the more it becomes a normal habit for the individual. "Focus on your values," Meyer says. "Looking at your values will help direct your behavior toward accomplishing your goals."

Here are some tips to make your planning flow and your resolutions go.

- **Plan S.M.A.R.T. goals** (specific, measurable, achievable, relevant, timely) for an initial, realistic time frame in which to establish the habit; then keep going.
- **Find an accountability partner/battle buddy.** "This is probably the most important part," Meyer says. "Just knowing someone might hold you accountable is motivation. Just make sure to pick someone who will help, which sometimes isn't a spouse, but a coworker or friend."
- **Write it down and say it aloud.** Experts say that the odds of accomplishing a goal increase significantly when it is written down and read



Soldier repels down inverted rope at Fort Benning, Georgia. (U.S. Army Photo by 1st Lt. Stephanie Snyder)

aloud because the individual is able to fully visualize the goal.

- **Focus on your values.** When you really understand what's important and why you're trying to accomplish a goal, it's hard to talk yourself out of the work that it takes to accomplish it.

If you need more techniques and resources to map a path to success, look to the [Resilience in Focus](#) videos for tips. "These videos cover so many topics, and they're quick five-minute videos that are easy to watch," Meyer says. "Also, most base R2 Performance Centers have Facebook pages where they publish their own content that's more specific to the units on base."

Squad Leaders Gain New Insight Through Army Course

By Josephine Pride

WASHINGTON — As Soldiers progress through the ranks in the Army, their level of responsibility increases to include leadership roles. Part of the process involves learning how to be an effective leader and mentor while balancing ongoing demands.

To better prepare for the role of a squad leader, four Soldiers with the "This Is My Squad" leader panel attended the Squad Leader Development Course and the Counseling Enhancement Workshop at Fort Eustis, Virginia, to learn the necessary skills to enhance the performance of their squads.

[Sgt. Maj. of the Army Michael A. Grinston](#) worked with the [Army Resilience Directorate](#) to advance this initiative as part of the SLDC course to allow squad leaders to reflect critically on their leadership style and to learn to employ evidence-based leadership skills.

"Sergeants and staff sergeants are entering the phase right now where they are either emulating a leader or trying to figure out how they can develop



DS Mason from Bravo Company, 2nd Battalion, 58th Infantry Regiment leads trainees of Echo Company on Oct. 21, 2022, at Fort Benning, Ga. (Capt. Stephanie Snyder)

their own leadership style," said Sgt. 1st Class Michael Barin, Ready and Resilient Training Division, Army Resilience Directorate. "This course provides junior NCOs the ability to understand what their leadership style looks like and how to leverage their values to realize it."

Based on Army doctrine, the two-day course for sergeants and staff sergeants is designed to equip

squad leaders with evidence-based skills and strategies for effective leadership to use in a range of situations.

"We started the course by identifying our leadership styles and how we can improve them," said Staff Sgt. Jova Silva, plans and operations noncommissioned officer with Joint Task Force - National Capitol Region, U.S. Army Military District of Washington, Provost Marshal Protection Directorate. "We had several scenarios throughout the course where we'd have to identify certain aspects like thinking traps, different ways to approach the situation and how to address them."

The course of instruction is provided by performance experts who are civilian contractors with graduate degrees in sports psychology, industrial/organizational psychology, social psychology or related fields.

To read this article in its entirety, visit <https://www.army.mil/article/263220>.



Diversity, Equity and Inclusion *EMPOWERMENT Continued from page 1*

demographic diversity, geographic diversity or diversity of thought within the force—often leads to barriers or inequities that may need to be addressed.”

While the Army is working to address this and other DEI concerns, there’s still a ways to go, and we need to be conscious of how we approach these issues. By examining them individually, we can make a better framework for success than by trying to address them all at once. French says, “DEI represents a wide range of challenges or issues that, taken together, push the force in a positive direction. However, lumping them together risks a rejection of them in total.”

One of the ways that the Army Equity and Inclusion Agency has tried to tackle DEI is through the “Your Voice Matters” listening sessions. This initiative started in 2020 and aims to encourage introspection and to build cohesive teams by leading participants through conversations that may be uncomfortable and by getting the feedback directly to the Secretary of the Army.

“Your Voice Matters” works through the efforts of the Army’s Project Inclusion. Both of these initiatives were accomplished through an adapted version of Maslow’s hierarchy of needs, which created the framework for the Army’s WHO leadership model. This model targets the first-line leaders and how they can lead these conversations and know what questions to ask of Soldiers in their care. WHO stands for:

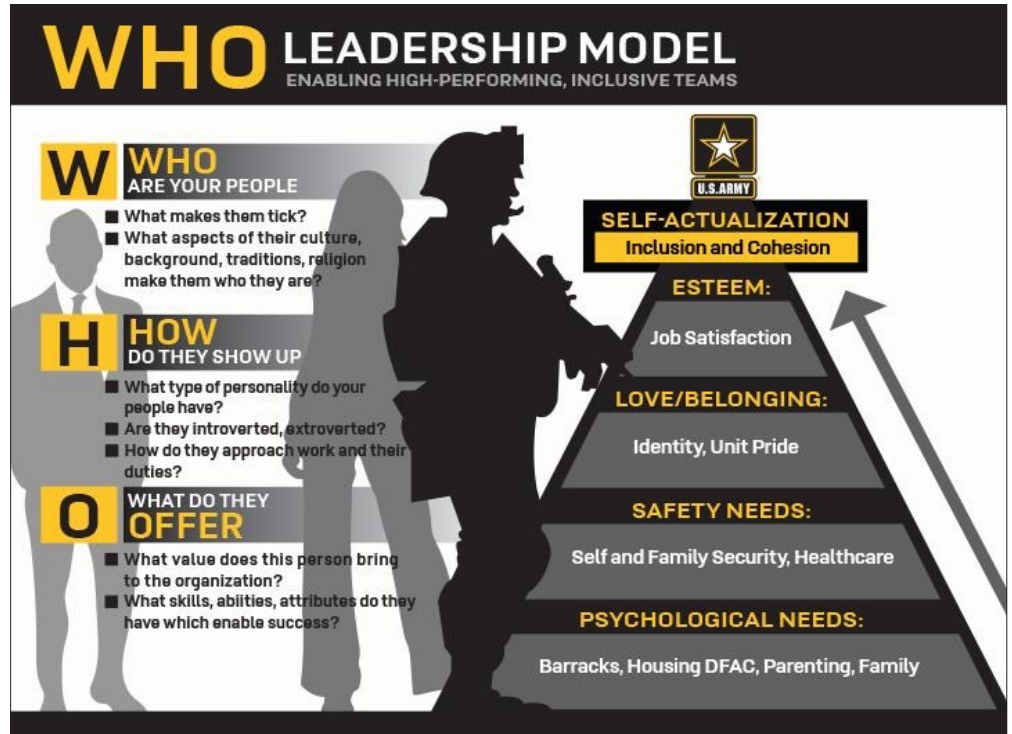
W: **Who** are your people?

H: **How** do they show up?

O: What do they **Offer**?

The aim of this model is to build better teams through self-actualization—aka, inclusion and cohesion.

French explains that this model allows leaders to understand the unique characteristics that each Soldier brings to the team and helps to facilitate inclusive and cohesive teams.



“Leaders should also open up and share with their Soldiers using the WHO leadership model questions,” he says. “Building trust isn’t a one-way conversation with Soldiers.”

He shares that these conversations can get easier by having them, and that when we do have them, it’s important to draw the line between what the Army’s DEI program is and what it is not. “Like most things, the first conversation is the most difficult. I think establishing clear lines of what the Army’s DEI program is (e.g., optimizing talent, creating equal opportunity, building inclusive climates and culture) and what it is not (e.g., critical race theory, wokeness, solely about demographic representation/quotas, lowering standards) will allow for better follow-up conversations.”

Many changes to Army culture and policies have occurred over this past year, including substantial improvements to parental,

pregnancy and postpartum policies; the creation of the Women’s Initiative Team; and Army Command and tactical units creating DEI Counsels. French says, “These initiatives often challenge the status quo or current culture of these organizations and can be difficult to sustain. In this aspect, nothing can supplant the personal involvement of Command Teams, minimizing bureaucracy and clearly communicating the purpose of any policy changes.”

The [Army Equity and Inclusion Agency](#) offers information, resources and reports on DEI as well as other information on Project Inclusion.

If you are looking for ways to develop your own introspection and build readiness, the Army Resilience Directorate website offers resources that can help. To learn more, visit <https://www.armyresilience.army.mil/ard/R2-home.html>.

DOD's Safe Helpline Has Aided Victims for a Decade

By David Vergun, DOD News

For over a decade, the Defense Department’s Safe Helpline has provided a secure place for military survivors of sexual assault and their loved ones to get support and information 24/7.

The Safe Helpline staff is uniquely trained to provide specialized support to survivors in the military and can help connect service members to resources

in the community, said Nathan Galbreath, acting director of Sexual Assault Prevention and Response Office.

It’s not just a referral service, although referrals to other resources are an important part of what Safe Helpline does as part of crisis support, he added. A Safe Helpline user can access one-on-one support,

peer-to-peer support, information, resources and self-care exercises to aid recovery.

To read the full article on the Safe Helplines decade of service, member eligibility and resources visit: <https://www.defense.gov/News/News-Stories/Article/Article/3276236/dods-safe-helpline-has-aided-victims-for-a-decade/>.



Advice for Springing Forward Into Sobriety

By Emily Tully, Army Resilience Directorate

Spring is around the corner, and with this season comes new beginnings as our world begins to blossom. During the fall and winter months, the days were shorter and provided less sunlight, and many people dealt with harsh weather that may have kept them indoors. Karen Morin, risk reduction coordinator for the Maine Army National Guard, explains that during seasonal shifts such as this healthy activities can get pushed to the side while getting out and interacting becomes tough, and isolation becomes a real challenge. Morin recommends creating lists of alternative activities and encourages "reaching out to peers and other support services if they are struggling." Morin notes, "The good to come out of the pandemic is there are now a lot of resources available via the internet, and connection is key to keeping safe and sober."

Since winter is ending soon, now is the time to spring forward into sobriety by taking the appropriate steps to tackle harmful drinking habits. Here are Morin's recommendations for enjoying your community and the outdoors during spring while staying sober.

1. **Make a list and have a plan.** It is important to make a list and have a plan. Your plan may include only a couple of items. Don't take on too much—small goals lead to better success. Make connections with others who have similar goals, and learn from them and their successes. Be mindful of stressors that can get in the way of success.
2. **Join an exercise group.** Exercise releases endorphins to the body. This boost in endorphins helps to promote sobriety and a healthy lifestyle. Low-intensity and high-intensity workouts can positively affect recovery by enabling you to maintain your physical and mental health.



Soldiers assist Fijian Army Sgt. Iowani Seru for a coastal and reef revitalization project. (U.S. Army Flickr photo)

3. **Join a club.** Whether it be a club that connects you with those who have walked the same path or one that teaches you something new or entails a former or current hobby, a social group in your local community or online will help banish boredom and provide an alcohol-free activity.
4. **Volunteer.** Volunteering and helping others have been proved to give people a sense of accomplishment. Donating your time and talent allows you to feel good about your identity. Both the Army and your community have plenty of volunteer opportunities to keep you active and engaged.
5. **Clean and organize outdoor space.** When items are not cluttered, it creates a sense of peace and reduces anxiety. Anxiety often triggers misuse. Get out

of the winter hibernation mode and take advantage of the outdoors and nice weather by accomplishing some spring cleaning.

As for advice to the Army community about alcohol and substance misuse prevention, Morin says: "Recognize that we are human; we do not need to be identified by our mistakes or issues. We have the ability to overcome; be kind to yourself." Morin notes that the important message is that the Army Substance Abuse Program and its staff are here to help you get back to being the ready and resilient Soldier that you are.

The Army Resilience Directorate website, <https://www.armyresilience.army.mil/ASAP/index.html>, offers additional resources that Soldiers and Family members can use to help them cope with alcohol and substance misuse.

IMPROVE CONNECTEDNESS: DIVERSITY, EQUITY and INCLUSION (DEI)

Keeping an open mind about our different backgrounds can improve relationships and social support systems. DEI enhances our ability to understand others, which can help us improve quality of life for others and for ourselves.

You can strengthen your social connections and build resilience by:

- **Paying attention to, and showing genuine interest in, others.**
- **Being present and responsive when engaging in conversation.**
- **Remaining open to and valuing other people's perspectives.**

For training and resources on readiness and resilience and to learn how to set up a one-on-one session with an MRT-PE at your nearest R2 Performance Center, visit: www.armyresilience.army.mil





ARMY RESILIENCE

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER

FEBRUARY 2023

HAIL AND FAREWELL

We invite the Army Resilience Directorate community to join us in welcoming new members to ARD headquarters. Congratulations to current members on taking new positions and a fond farewell to outgoing members departing the Directorate.

Hail

- Alex Fullerton, SHARP Analyst, SHARP Division

Farewell

- Sgt. Maj. Sharita Onugha, ARD Senior Enlisted Advisor (April)
- Lt. Col. Kathryn LoFranco, Policy Branch Chief, Strategy Division (May)



UPCOMING EVENTS

MARCH

International Association of Chiefs of Police (IACP)

March 2-3: This symposium is an opportunity for law enforcement professionals to learn from experts in the field about resources and best practices for developing comprehensive officer safety and wellness strategies.

Location: Anaheim, Ca. **Learn more:** <https://www.theiacp.org/OSWSymposium>

Society for Public Health Education 2023 Annual Conference

March 21-24: The theme of the SOPHE 2023 Annual Conference is "The New Age of Civil Rights, Advocacy & Equity." The theme highlights how people's health and well-being are dependent on the physical, social, environmental and economic factors present in their communities.

Location: Atlanta, Ga. **Learn more:** https://www.sophe.org/professional-development/conferences_events/sophe-2023-annual-conference/

APRIL

End Violence Against Women International Conference

April 11-13: The annual conference focuses on sexual assault, intimate partner violence, stalking and human trafficking.

Location: Chicago, Ill. **Learn more:** <https://evawintl.org/event/international-conference-on-sexual-assault-domestic-violence-and-fighting-for-change/>

10

TH YEAR ANNIVERSARY

Safe Helpline

Sexual Assault Support for the DOD Community

DOD Safe Helpline has updated the international texting number to: **571-470-5546**

This new texting number allows OCONUS survivors to receive referrals to resources in their local community.

CONUS text number: 55247
safehelpline.org | 877-995-5247

TOP PERFORMING POSTS

SOCIAL MEDIA UPDATE

Follow @ArmyResilience

Please coordinate with your Public Affairs Office to share or retweet @ArmyResilience content on Command or Installation Facebook, Twitter, Instagram and LinkedIn platforms. Contact Kevin O'Brien for questions regarding ARD social media at kobrien@strategyconsultingteam.com.

FACEBOOK



Impressions: 4,806

TWITTER



Impressions: 2,166

INSTAGRAM



Impressions: 95

LINKEDIN



Impressions: 175

Army Resilience Directorate

ARD COMMUNITYLINK

February 23, 2023. Volume 7, Issue 3

The ARD Community Link newsletter is an authorized bi-monthly publication produced by the Army Resilience Directorate for the Army community. The contents of the ARD Community Link are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Army. The editorial content of the ARD Community Link is the responsibility of the Communications, Outreach & Leadership Engagement branch at ARD. For questions, or to subscribe or submit articles and photographs to ARD Community Link, please contact the editor at lwalker@strategyconsultingteam.com. This publication is available for download at: <https://www.dvidshub.net/publication/1102/r2-community-link-newsletter>.

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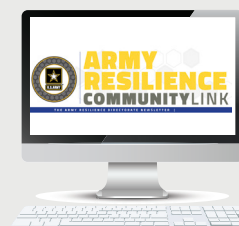
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<https://www.armyresilience.army.mil/ard/newsletter.html>

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