



ARMY RESILIENCE COMMUNITYLINK

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER | APRIL 2021



Leaders play a critical role in ensuring Soldiers feel safe to speak up and take action without fear of repercussion or retaliation. Creating a culture of trust builds unit cohesion and creates strong teams. (U.S. Army photo by Sgt. Thomas Calvert)

How Psychological Safety Creates Cohesion: A Leader's Guide

By Maj. Kimberly Brutsche and Capt. Tiarra McDaniel, Simon Center for the Professional Military Ethic

As Soldiers we learn personal courage means to face physical or moral fear, danger, and adversity. This is an Army Value for a reason, as fear is powerful enough to determine the decisions we make. Personal courage is frequently correlated to fearless acts of great honor on the battlefield, but seldomly to actions in garrison. If these fearless actions are carried out on the battlefield without hesitation, how do we channel that same energy into our daily lives and our organizations? An energy where we feel the cohesion that allows us to be brave enough to overcome personal fears and actively work for the well-being of our teammates? To create the psychological safety necessary for Soldiers to be courageous daily, leaders must create an inclusive culture built on trust.

Psychological safety is a belief that an individual can speak up or take action without feeling they are risking rejection, punishment, or ostracization. However, for organizations to achieve psychological safety, they must identify and address its antithesis, psychological danger. Psychological danger encompasses fear of negative repercussions or exclusion. If individuals feel they are not 'safe' enough to be honest, they will feel disconnected from their team thus fracturing unit cohesion. We see this quite often with the hesitancy to seek help through many of the Army's support programs. But if these programs exist to help, what do Soldiers fear

they are risking? Here are some examples of how fears manifest into negative self-talk and psychological danger:

- "I do not want to talk to the SHARP VA because I am scared I will get in trouble for doing something I was not supposed to be doing."
- "If I enroll in ASAP I will be labeled a drunk or addict"
- "If I tell someone I have suicidal ideations then they will see me as fragile and want to tiptoe around me."
- "If I go to EO about some racist or extremist interactions then I will be singled out as a snitch and a troublemaker."

What these thoughts have in common are the fears that being vulnerable puts us at risk of future exclusion, based on the assumed reactions of our leaders and peers. It is dangerous for leaders to perpetuate this mindset in our military culture because we then leave our Soldiers to fight alone, just as if we left them on the battlefield. Soldiers and leaders at all levels must invalidate these assumptions and remove these stigmatic fears, as everyone has a part in producing psychologically safe environments.

So, what does psychological safety look like at each echelon?

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DIRECTOR'S COLUMN

Team,

Every Soldier and member of the Army team has a right to perform their duties free from the threat of sexual harassment and sexual assault. The destructive effect of these harmful behaviors on Army readiness is emphasized in the April 2021 Sexual Assault Awareness and Prevention Month theme, "Building Cohesive Teams through Character, Trust and Resilience. Protecting Our People Protects Our Mission." As SAAPM comes to an end, we must ensure we stay vigilant year-round to prevent these harmful behaviors. Command teams especially have a distinct role in ensuring sexual harassment and sexual assault are not tolerated in their formations, as well as ensuring survivors receive compassionate and comprehensive care and support and are shielded from retaliation.

In the coming weeks, ARD will begin publishing a monthly informational summary geared towards top-level command teams and leaders (general officers and command sergeants major). Those summaries will include ARD resources available for their commands to eliminate harmful behaviors in their units and build resilience as well as updates on major initiatives including the Secretary of Defense's 90-day Independent Review Commission on preventing sexual assault and sexual harassment.

I also want to update you on the Suicide Prevention Pilot. In the fall of 2019, ARD began the implementation of the 12-month pilot at units in Fort Campbell, Kentucky, and Fort Bliss and Fort Hood, Texas. The pilots at those

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Army Suicide Prevention Activities Focus on Reducing Lethal Means

By Dr. Rhonda Earls and Dr. Terry Elliott, Army Resilience Directorate

Reducing access to lethal means is an essential part of a comprehensive suicide prevention plan. Means reduction is centered on reducing a suicidal person's access to highly lethal means. According to the [Department of Defense Annual Suicide Report, Calendar Year 2019](#), firearm usage occurred in 59.6% of the Active Component; 66.2% in the Reserve Component and 78.7% in the National Guard deaths by suicide.

While of vital importance during a time of crisis, firearms and ammunition should always be stored in a safe manner to protect oneself, Family members, and friends. Examples of safe storage include using a gun safe, lock box, and gun locks. [The Dempsey, et al., 2019 study](#) of U.S. Army Soldiers found that owning a handgun and storing a firearm while loaded were associated with increased risk of suicide – two-fold and four-fold, respectively. This increased risk is because suicide attempts frequently happen during a short-term crisis with little planning.



Soldiers participate in a suicide prevention course aimed to train noncommissioned officers to intervene in their units. (U.S. Army photo by Spc. Zack Stahlberg)

Research indicates that: 1) the interval between deciding to act and attempting suicide can be as short as 5 or 10 minutes; and 2) people tend not to substitute a different method when a highly lethal method is unavailable or difficult to access. Therefore, increasing the time interval between deciding to act and the act itself by making it more difficult to access lethal means such as firearms can be lifesaving.

Alcohol can increase the chance that Soldiers will make impulsive choices. Responsible alcohol practices, such as keeping small quantities at home, can also mitigate risk. If you need help, or know someone who does, the National Suicide Prevention Lifeline, 1-800-273-TALK (8255), can provide support and information about local resources.

Recommended Lethal Means Safety Actions That Can Help Suicide Prevention

Individual and Soldier Actions: Even though there are many ways to practice safe storage, many Soldiers do not always properly secure firearms in their homes. Soldiers can learn more about the importance of safe firearm storage and specific methods and resources to safeguard themselves, Family, and friends. Simply put, it is always best to use gun locks, store firearms unloaded in a safe, and store ammunition in a separate locked storage container.

Family Member Actions: In periods of crisis or heightened emotions, unsafe firearm storage can increase risk. Family members can learn more about safe storage practices from Behavioral Health and Suicide Prevention personnel so they can help ensure the safety of loved ones who may be at risk of suicide.

Commander Actions:

- 1) Communicate and normalize safe storage practices. Provide examples on how to reduce access to lethal means for persons at risk of suicide and focus on practicing safe storage of lethal means. Safe storage of firearms can reduce the risk for suicide by separating vulnerable individuals from easy access to lethal means.
- 2) Coordinate with Suicide Prevention personnel, Safety, Behavioral Health, and Chaplain to provide education on safe storage of lethal means. Such practices may include storing firearms locked in a secure place (e.g., in a gun safe, lock box, self-storage facility, etc.), and unloading and separating from

the ammunition.

- 3) Inform Soldiers on safe practices for alcohol and coordinate with Alcohol and Substance Abuse Program and BH personnel to address responsible drinking during safety briefings; avoid games that encourage increased drinking; utilize the Own Your Limits website (www.ownyourlimits.org); educate Soldiers on the impact of alcohol as an impediment to impulse control; and understand alcohol and/or substance abuse can indicate risk for suicide.

- 4) Know the policies surrounding Privately Owned Firearms. Army Regulation 600-63 Army Health Promotion and ALARACT 057/2020 Privately Owned Firearms and Behavioral Health provide instructions on commander authorities and responsibilities as it pertains to behavioral health risk and POFs. Commanders will consult with supporting healthcare assets to help identify potential risks, coordinate care requirements, and assist in determining how to mitigate the identified risk.

Military Community Actions: Use the available websites to obtain information and resources available before a crisis occurs to reduce the lethal means for suicide or injury. The Veterans Administration developed a Safe Firearms Storage toolkit available here: <https://go.usa.gov/xHxxm>

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Best Practices From the Embedded Performance Expert Pilot: Part 1

By Kelly Toner, Dr. Coleen Crouch, Dr. Amanda Adrian, and Dr. Susannah Knust

At the request of the Army Resilience Directorate, a team from the Walter Reed Army Institute of Research is evaluating the Embedded Performance Expert Pilot Program. This pilot consists of embedding Master Resilience Trainers-Performance Experts from four FORSCOM sites within units at the brigade and battalion levels; this is the first time they have been embedded at these levels. Typically, MRT-PEs work in R2 Performance Centers and are division-level assets. They provide Soldiers training in performance, positive, social, and industrial/organizational psychology concepts and skills. Based on interviews with EPEs and their unit leaders, the WRAIR evaluation team identified best practices for embedding MRT-PEs. The main themes include: EPE selection, where to embed, who to know, what to do, when to work, where to be, and how to be effective. This article addresses the first three themes; subsequent articles will address the remaining findings.

In terms of EPE selection, successful EPEs demonstrate the following characteristics and behaviors. First, they are personable and assertive, which is helpful as they meet and build rapport with both leaders and Soldiers. Second, they are confident and competent in the delivery of psychological concepts and skills; this highlights that they are the subject matter experts. Third, they



Dr. Susannah Knust and Kelly Toner interview a Soldier at Fort Bliss, Texas. (Photo courtesy of Dr. Coleen Crouch)

demonstrate cultural competence as they translate academic language so it is understood within the Army context. Fourth, they show that they are problem solvers who are open minded, while offering practical solutions. It is a best practice for EPEs to go where the training is wanted—be that at a brigade, battalion, or company. It is important to note that there is a difference in duties between those who embed at brigade and battalion, with those at brigade attending more meetings and focusing on unit climate and those at battalion

working more directly with Soldiers to prepare for their performances.

The EPEs need to build relationships with the “Top 5” (the Commander, Command Sergeant Major, Executive Officer, the S-3, and the Operations Sergeant Major) and lower levels of leadership. The commanders are the gatekeepers who can promote engagement with EPEs. EPEs are also collaborating with clinical psychologists, behavioral health officers, and chaplains. At one site, the EPEs teamed up with these collaborators as part of a “Lethality Enhancement Team,” which taught about the psychological, physiological, and spiritual aspects of lethality. After teaching these concepts, the team had the Soldiers use tank simulators to practice implementing psychological skills and concepts. Another best practice is that successful EPEs are working with the S-3, XO, and “R2 Team” (the first lieutenant and second lieutenant in headquarters who are assigned to help the unit coordinate with the EPE) to facilitate interactions with the unit.

EPEs are a subset of the division-level PE assets available at [32 R2 Performance Centers](#) around the world. Even if MRT-PEs are not fully embedded in a unit, they still have wide-ranging capabilities and can help a unit with psychological skills training to improve and enhance performance, cohesion, climate, and resilience.

1st Infantry Division Soldiers Participate in Squad Leader Development Course Pilot

From R2 Training Branch

At the request of Maj. Gen. Douglas A. Sims II and Command Sgt. Maj. Raymond S. Harris of the 1st Infantry Division, ARD coordinated with the Walter Reed Army Institute of Research to pilot the Squad Leader Development Course and conduct a longitudinal study to determine efficacy of the training. During this pilot, ARD trained a total of 116 Soldiers on doctrinal leadership as outlined in ADP 6-22. Soldiers learned how to identify their leadership style utilizing their core values and marrying them with Army doctrine. The training culminated with Soldiers developing their leadership philosophy, something that none of them had ever considered prior to this course. Their leadership philosophy is based on who they want to be as a leader and holds them accountable to those values they hold true.



Megan Helf (MRT-PE) facilitates discussion. (Courtesy photo)

Some of the Soldiers who participated in the training said they felt as though they could immediately

apply the knowledge gained within their organizations and improve cohesion and trust. They said they are hopeful the course will become solidified in the institutional training domain and that it should be provided to leaders at a junior rank and should be a prerequisite to attending Basic Leader Course. They also said they appreciated that the course was based on doctrine and aided them by breaking down the doctrine and making it actionable.

The final event of the week was a survey that was conducted by the control group of 136 Soldiers. The control group did not complete the SLDC and will help to determine the lessons learned during the longitudinal study. WRAIR will be conducting follow up surveys and interviews with all 252 Soldiers who participated in the event in April and May 2021.

Army Extends Timeline for Postpartum Soldiers to Meet Body Fat Standards

From Army Public Affairs

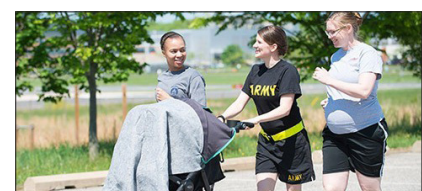
WASHINGTON – The U.S. Army announced an exception to policy March 19 that extends the timeline from 180 days to 365 days for postpartum Soldiers to meet body fat standards in accordance with Army Regulation 600-9, The Army Body Composition Program (ABCP).

Soldiers will not be entered into the Army Body Composition Program or face adverse administrative actions during this timeframe. In addition, Soldiers who are between 181 to 365 days postpartum and were flagged and entered into the ABCP

after their pregnancy ended will have their flag removed and they will be removed from the ABCP program.

“I encourage all leaders to proactively provide education and resources to these Soldiers to help them regain their individual readiness,” said Sgt. Maj. of the Army Michael A. Grinston.

To learn more, follow this link: www.army.mil/article/244502/army_extends_timeline_for_postpartum_soldiers_to_meet_body_fat_standards



The new exception to policy extends the timeline from 180 days to 365 days for postpartum Soldiers to meet body fat standards. (Courtesy photo)



SHARP Professionals Can Avoid Burnout With These Self-Care Strategies

By Mia Robinson, Army Resilience Directorate

Burnout is a real thing. With a lot of people working from home as a result of the pandemic, they're almost always on and it can become increasingly difficult to find work-life balance.

SHARP professionals spend a lot of time ensuring the well-being of survivors is managed effectively so they can heal and continue to live productive and purpose-filled lives. The demand for support and intervention from providers is high and providers themselves can be left vulnerable by neglecting their own mental and emotional health.

"You have to take care of yourself before you take care of others," said Dr. Kelly Blasko from the Defense Health Agency.

With providers primarily teleworking as a result of the pandemic, the demand for care negates self-care practices for most. Blasko emphasized the importance of recognizing burnout and what to do to get ahead of it before it gets out of control. She recommends ironing out specific steps and strategies pre-burnout, for example, establishing a ritual every day like building time in between each session, taking breaks throughout the day, and sticking to the basics

like making sure to take a lunch break daily. She said that there should also be a cut-off point between work and home.

"When caring for someone else who's struggling, you have to put boundaries in place – without boundaries you're not going to be a help to yourself or others," Blasko said.

For ways to identify and offset burnout, Blasko suggests the following steps:

Step 1: Identify what's causing feelings of burnout – anxiety, depression, irritability, not wanting to go to work or do your job, isolation, feeling as though you're the only one feeling this way, etc. Recognize those feelings and assess if they're more frequent than most and devise a self-care strategy.

Step 2: Practice it – discover what works best for you. Decide what it is you need to do to aid in your self-care, plan it out, and practice it daily.

Step 3: Reach out – to colleague's, mentors, Family members, or friends. If your colleagues are looking stressed, reach out to them and check in. Human connection is vital to mental and emotional health and well-being.

Some forms of self-care include meditation, yoga, journaling, exercise, reading, and therapy. Blasko also recommends taking a mental health day and using earned leave to take time off.

DHA developed three free apps specifically for providers in need of additional tools and resources to add to or enhance self-care practices. The first app, Provider Resilience, focuses on mental health and conducts a "quality of life" assessment, tracks activities, and offers tools to help prevent burnout. The second app, Breathe to Relax, reminds people to breathe, tracks stress levels, and teaches breathing exercises. The third app, Virtual Hope Box, helps with positive coping and thinking by allowing people to input pictures of their loved ones, music that makes them feel good, and inspiring quotes. It also provides brief games to distract people from stressors or ruminating thoughts (think puzzles like sudoku). DHA also has a podcast called Military Meditation Coach, which offers various guided meditations and imagery.

For additional resources, check out this self-care toolkit: <https://health.mil/About-MHS/MHS-Toolkits/Provider-Resilience-Toolkit>

Expedited Transfer Policy Protects Soldiers From Further Harm

From the Army Resilience Directorate

The expedited transfer policy is in place to protect sexual assault victims, giving them the option to transfer away from a unit where they may be facing retaliation, isolation, or having to work near their alleged assailant daily. The policy is a critical component of supporting sexual assault survivors, and delays in the processing of the transfer request can cause further harm to the victim and negatively affect unit readiness.

To ensure commanders understand the policy, and the importance of processing an expedited transfer request in a timely manner, the SHARP Academy recently supported an Army-wide effort to retrain Sexual Harassment/Assault Response and Prevention program professionals on current policy requirements. SHARP professionals, who advise commanders as well as Soldiers on the policy, received four 90-minute training sessions over the course of two weeks. The training included SHARP program managers, Sexual Assault Response Coordinators, Victim Advocates, and trainers at the brigade level or higher. In turn, SHARP professionals retrained commanders Army-wide on the policy, focusing on the commander's role in the process.

"Commanders should understand their responsibility to ensure a victim feels safe, ensure a victim is updated on their case, and to adhere

to timelines outlined in the policy," said SHARP officials.

The training emphasized the commander's responsibility to track the timeline of an expedited transfer request, including the number of days between the day the expedited transfer was approved and the date the victim physically transferred from the installation or unit to their new assignment location. Any expedited transfer that takes longer than 30 days must be reported to and reviewed by the installation's commanding general (the Chair of the Sexual Assault Review Board).

The responsibilities of gaining and losing commanders once a transfer has been approved includes:

- If the victim requests updates on their case or ongoing SHARP services, the gaining brigade commander must participate in the losing unit SARB and provide the victim an update within 72 hours of the SARB.
- The losing brigade commander must ensure the gaining brigade commander is notified of the Soldier's arrival to their command when one of the following applies:
 - Active criminal investigation or legal proceeding

- Ongoing victim medical or mental healthcare related to the sexual assault
- Ongoing monthly SARB oversight involving the victim
- Active SHARP victim support services

When notifying the new brigade commander, only information that provides context for victim behavior and facilitates their access to support services should be shared. It should be limited to objective facts about victim care and the status of open investigations and ongoing legal proceedings. Gaining brigade commanders should ensure strict confidentiality, only the immediate commander of the victim should be notified. The senior enlisted advisor of the unit can be notified if deemed necessary.

Only Soldiers who file an unrestricted report are eligible for an expedited transfer. Besides an expedited transfer, sexual assault survivors can also request an immediate safety move if they feel their safety is threatened at their current unit. Soldiers whose adult dependent was a victim of a sexual assault can also request an expedited transfer. For more information, contact your local SHARP professional at <https://www.safehelpline.org/safehelplineservices?search=>



Are You 'Socially' Fit?

From Human Performance Resources by CHAMP

Social health is an essential aspect of health and performance. Your social fitness is how well you assess, build, and optimize the relationships and interactions you have with others. Your level of [social fitness](#) impacts your physical, emotional, and mental health—and your ability to serve at your best.

Not only does a Soldier's relationships impact their ability to perform, it also impacts [Army readiness](#) as a whole. Stress in relationships leads to [burnout](#) and disengagement, which can affect retention. While you might not think about how your relationships affect your engagement on duty, consider these scenarios.

- Feeling distracted while on duty because you fought with your roommate earlier in the day.
- Not getting a good night's sleep because you and your partner argued about finances.
- A task at work gets dropped due to a miscommunication between you and a teammate.
- Struggling to manage a PCS and acclimate to your new position while helping your kids adjust to their new school.

The good news? Rather than getting stuck in a negative cycle, boosting your social fitness can set you up for better success on duty. Concentrate on [all areas of social fitness](#), including building relationships with your Family and friends, getting involved with your community, focusing on teamwork, and developing leadership skills.

- **Communicate clearly.** Consider how (and where) you start conversations with others, particularly for serious, complex, or sensitive topics. Avoid blame, stick to the facts, and speak from your own perspective. The way you talk to someone can build or damage your relationship, so choose your words carefully.
- **Manage your emotions.** Certainly, there are moments when you must act based on instinct and react based on your training. [Emotional regulation](#) is about understanding and being aware of your reactions, not about denying how you feel. So, it's important to slow down and take time to think about a response that leads to a productive outcome.
- **Fix it.** Repair your relationships after conflict or disagreements. Try not to withdraw, walk away, or leave issues unresolved. It's OK to take a break if you get heated but be sure to ask for some time to think—and agree on a time to come back to the conversation.

Learn more:

- [HPRC-online.org](https://www.hprc.army.mil/)
- [Strengthening the Military Family Readiness System for a Changing American Society](#)
- [Perspectives on Resilience for Military Readiness and Preparedness: Report of an International Military Physiology Roundtable](#)

I've Got Your Six: Training Soldiers to Intervene

By Dr. Coleen Crouch, Walter Reed Army Institute of Research

What would you do if you saw a buddy with a uniform violation? Would you quietly point it out to him, call him out in front of your squad leader, or leave him to figure it out himself? Bystander intervention behaviors are driven by complex psychological processes. Sometimes intervention behaviors are motivated by who is around you at the time, how much time you have to help someone, or whether you recognize the need for assistance.

As highlighted in the [August 2020 ARD Community Link Newsletter](#), ARD developed Engage, a program based on research suggesting that individuals can be trained to identify and act when intervention can improve an outcome. Engage is a two-hour training that targets intervention behaviors. Soldiers are encouraged to develop the skills to intervene early and effectively when they see something happening that could have adverse effects. Understanding what prompts people to act can help increase the likelihood that they will do something to change the trajectory of a situation.

Ultimately, for people to act in these often subtle or challenging situations, research suggests that they must traverse three main decision points: 1) Am I aware of alerts? 2) Do I feel responsible? and 3) Do I have a plan of action? If they do not respond affirmatively to all three decision points, they will fail to engage.

In an evaluation conducted by the Walter Reed Army Institute of Research, it was determined that the training increased knowledge in nine key intervention areas, such as examples of direct and indirect intervention, understanding the taillight effect, and reasons why people often resist help. Soldiers who took the training also reported an increased appreciation of peer intervention and high confidence in their ability to intervene in situations involving substance abuse, sexual harassment and sexual assault, and suicidal comments. Finally, Soldiers appreciated the interactivity of the training and 83% said they would recommend it to other Soldiers.

Knowing how to respond in situations with potential negative outcomes can be challenging. Engage training may help Soldiers become more aware of alerts as to when intervention could change the trajectory of a situation, recognize a responsibility to act, and have a plan to intervene in the situation. Choosing to engage may make all the difference in a Soldier's life; ultimately, it is these consistent choices to engage with Soldiers around us that will shift the Army culture.

(Editor's Note: The opinions or assertions contained herein are the private views of the author, and are not to be construed as official, or as reflecting true views of the Department of the Army or the Department of Defense.)

Army Selects 2021 Exceptional SARC of the Year

By Chet Curtis, Army Resilience Directorate

Latisha Brossard was selected as the Army's nominee for the Department of Defense's 2021 Liz Blanc Exceptional Sexual Assault Response Coordinator of the Year Award.

DoD annually recognizes individuals from each military service and their respective reserve component for this honor. The program is designed to recognize individuals whose work has been particularly noteworthy and demonstrates outstanding service in support of Service members.

Brossard, who serves as the Sexual Assault Response Coordinator for U.S. Army Training and Doctrine Command's 32nd Medical Brigade at Joint Base San Antonio-Fort Sam Houston, Texas, was nominated by her commander, Col. Wesley J.L. Anderson, for "flawless support to sexual assault victims, and the successful implementation of the brigade's Sexual Harassment/Assault Response and Prevention program."

Brossard analyzed and collected five years of historical data, pulled command climate surveys, observed in-person training, and assessed the organizational climate in order to identify the causes of high sexual assault rates. She then developed courses of action to make the changes necessary to prevent sexual assault in the command. Within the first quarter, her efforts resulted in a 63% decrease in sexual assault cases.

"That seemingly insurmountable decrease of sexual offenses created a positive impact within the brigade," said Anderson. "It boosted overall morale and fostered an environment of dignity and respect for all."

"We are very proud of Mrs. Brossard's accomplishments and her commitment to eliminating sexual assault from our Army," said Dr. James Helis, Director, Army Resilience Directorate.



SHARP
SEXUAL HARASSMENT/ASSAULT
RESPONSE AND PREVENTION

Brossard also developed out-of-the-box training initiatives to ensure training was engaging, interactive, and effective. She implemented activities such as interactive game-based training, scenario-based facilitation, and role-play exercises. Her creativity reduced redundancy and lessened training fatigue, according to Anderson.

At the height of the COVID-19 pandemic, she also coordinated follow-on care with community resources (i.e., sexual trauma centers, hospitals, shelters, etc.), both in person and virtually to ensure victims' needs were met.

Maj. Gen. Dennis P. LeMaster, Commanding General, U.S. Army Medical Center of Excellence, nominated Brossard to represent TRADOC for her professionalism and judgment in creating an environment for positive change.

Brossard, a North Carolina native, enlisted in the Army upon graduating high school. She served for 25 years to include two combat tours in support of Operation Iraqi Freedom and Operation Enduring Freedom.

AROUND THE FORCE

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



DPTMS Participants Awarded in #NotJustApril SHARP Walkathon

FORT MCCOY, Wis. – The garrison command team and Army Community Service staff presented members of the Directorate of Plans, Training, Mobilization, and Security with an award March 10 for walking the most miles in the #NotJustApril SHARP walkathon held last year. The DPTMS team walked a total of 143.78 miles. Pictured in the photo (not in order) are Wanda Lennon, Lynn Batten, and Melissa Dubois of DPTMS; Rebecca Wilkinson, Fort McCoy SARC; Col. Michael Poss and Command Sgt. Maj. Paul Mantha of the garrison command team; and SHARP program employees Mike Bowman of the 88th Readiness Division, and Sgt. 1st Class Shawn Settles and Sara Fisher, both with the 181st Multi-Functional Training Brigade. Trophy was created by Settles. (Courtesy photo)



ARD Participates in Public Service Announcements Film Shoot to Encourage Awareness of R2, SP2 and DHAP

FORT DETRICK, Md. – The Army Resilience Directorate recently completed seven days of video production on location at Fort Detrick, Md., in support of public service announcements for the Ready and Resilient, Suicide Prevention, and DHAP programs. (Courtesy photo)



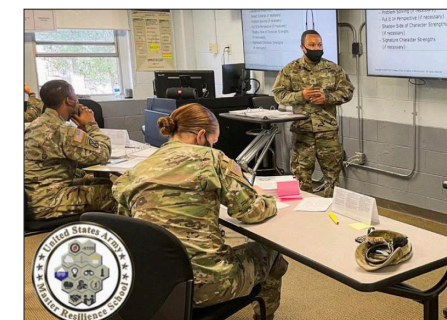
ASAP Experts Share Strategies for Safe Drinking

FORT DRUM, N.Y. – During the St. Patrick's Day celebration ASAP experts discussed how holidays celebrated at home can lead to more risky behavior because the environment is more relaxed. People who drink at home tend to drink more because they can let their guard down and are less aware of their surroundings as opposed to being out in public or at a friend's house. Drinking in excess can lead to poor choices. Limits to alcohol consumption should be based on quantity and not on how you "feel" physically as it can decrease your willpower and increase mental impairment. Watch the video to learn strategies on how to lessen the risk during celebrations involving alcohol www.facebook.com/FortDrumASAP/posts/2481050538707578 (Screenshot)



ARD Opens New U.S. Army Japan R2 Performance Center After COVID Delay

OKINAWA, Japan – A new R2 Performance Center serving the U.S. Army Japan region stood up recently after a delay due to COVID-19 travel and country entry restrictions. The staff are split between Torii Station and Camp Zama. In just two months of being on the ground, the R2 Performance Center team has already supported a variety of units conducting specialized training, capability briefs for commanders, unit intakes, ACE-SI Train the Trainer, and is currently in the middle of conducting a Master Resilience Trainer Level 1 Course. Most recently, MRT-PEs from the center were invited to observe the Table VIII certification of Delta Battery, 1-1 Air Defense Artillery at Marine Corps Air Station Futenma. The MRT-PEs did a unit intake, provided hip-pocket skills, and built rapport with the 1-1 ADA Soldiers. Left, MRT-PE James Gallagher talks with two Soldiers. (Courtesy photo)



USAMRS Uses Advanced Technology to Increase Graduation Rates for MRT

FORT JACKSON, S.C. – The United States Army Master Resilience Training School was heavily impacted at the height of the COVID-19 pandemic making it difficult to complete training sessions for Army leaders. Now one year later, the Master Resilience School utilized a virtual platform to successfully graduate 625 Level I MRTs across the Army. Left, a USAMRS instructor teaches a class. (Photo courtesy of Sgt. 1st Adam C. Ballard)



SMA Holds Candid Conversation on Suicide Prevention at Fort Hood

FORT HOOD, Texas – Fort Hood Suicide Prevention Program Managers Kenya King, Jannan Melendez, and Stephanie Bright interviewed Sgt. Maj. of the Army Michael Grinston, Feb. 25. They were inspired by his public advocacy for suicide prevention and had a candid conversation with him about his ideal vision for the Army regarding suicide prevention, and his hopes for leaders throughout the Army enterprise. Look for the full conversation with the SMA in the 3rd quarter edition of the Fort Hood Suicide Prevention Spotlight Newsletter distributed digitally and in print during the first week of April 2021. (Photo courtesy of Jannan Melendez)



News Briefs

SHARP Director: Preventing Sexual Assault is Everyone's Responsibility

By Devon L. Suits, Army News Service

WASHINGTON – Building a culture of prevention, awareness, trust and support continue to drive efforts within the Army's Sexual Harassment/Assault Response and Prevention program, as it works toward rolling out new changes to eliminate those harmful behaviors.

"As we turn our focus to national Sexual Assault Awareness and Prevention Month during April, it is going to take all of us working together throughout the year," said Jill Londagin, the SHARP program director.

"Together, we can work toward eliminating inappropriate behavior and prevent sexual violence," she said in an interview March 30. "Every member of our Army Family has an obligation to live the Army's values and ensure that

everyone is treated with dignity and respect"

Restoring trust

Year round, the SHARP program maintains its commitment to eliminating sexual harassment and sexual assault and associated retaliation, in addition to supporting survivors and holding offenders accountable, she said.

The success of the program requires leaders at all levels to take responsibility through the development and maintenance of professional organizational climates, she said.

To read more, follow this link: <https://www.army.mil/article/244900>



Leaders are critical to creating a culture of trust and support. (U.S. Army graphic by Liz Briones)

H2F: Building Spiritual and Mental Resilience

FORT EUSTIS, Va. – The Holistic Health and Fitness initiative, created by U.S. Army Training and Doctrine Command's Center for Initial Military Training, focuses on a new approach to training Soldiers. H2F follows five domains of readiness: mental, spiritual, physical, nutritional, and sleep.

The mental, sleep, and spiritual readiness domains are highly co-dependent, as they are all non-physical domains that affect one's ability to think in a way that optimizes performance.

Learn more about the H2F domains at <https://go.usa.gov/xHcVX>

NGB Task Forces Help Combat Sexual Assault, Suicide

ARLINGTON, Va. – The National Guard Bureau recently stood up two task forces in a continued effort to fight sexual assault and suicide within the ranks.

Beginning in January and expecting to last up to 180 days, the Suicide Prevention Task Force and the Sexual Assault Prevention and Response Task Force regularly meet to develop prevention strategies with "actionable items" for National Guard senior leaders to use.

"The National Guard's unique dual mission to support both federal and state requirements is made possible by our dedicated, well-trained citizen warriors," said Rear Adm. Matthew Kleiman, the principal adviser to the chief of the NGB on psychological health and resiliency and a member of the suicide prevention working group. "We owe them and their Families all the support they need."

Both task forces strive to meet the same objective: dramatically reduce the number of incidents by creating a preventative mindset and culture.

To learn more, follow this link: <https://go.usa.gov/xHcVE>



Army Vice Chief of Staff Gen. Joseph M. Martin speaks with Soldiers during a "people first" themed solarium at the U.S. Military Academy at West Point, N.Y., March 15. (U.S. Army photo by Sgt. Gregory Muenchow)

Shaping the Future: Junior Soldiers Address Harmful Behaviors During Solarium

WEST POINT, N.Y. – Spc. Brittney Verberkmoes recalled the impact that suicide had on units at Fort Bragg, North Carolina, after witnessing the grief others felt as they dealt with the tragic loss of a fellow Soldier.

Verberkmoes, a multimedia illustrator with the 95th Civil Affairs Brigade, never had a personal connection with the individuals who had died. Still, the significant feeling of loss forced her to evaluate her mental health and consider the level of trust she had with her peers and leaders, she said in an interview March 24.

"The Army tells us to look out for each other, but it makes you think," said Verberkmoes, who joined the service about three years ago. "Am I looking out for my battle buddies? Is our leadership looking out for us?"

One hundred junior officers and enlisted Soldiers, representing a range of experiences and backgrounds throughout the Active, Guard, and Reserve, participated in the weeklong event that ended March 26.

To learn more, follow this link www.army.mil/article/244496?a

Culture of Character Growth Will Build Readiness, Says West Point Superintendent

WASHINGTON – While the U.S. Military Academy has made strides against harmful issues like sexual assault and racism, the academy has far more work to do, its superintendent told lawmakers March 2.

Although those aims won't happen overnight, they will be met through "a sustainable cultural change" at the academy, said Lt. Gen. Darryl A. Williams during a virtual hearing on Capitol Hill.

"Effective prevention (will) require cadet involvement and ownership," he added.

Williams, Lt. Gen. Richard M. Clark, superintendent of the U.S. Air Force Academy and Navy Vice Adm. Sean Buck, superintendent of the U.S. Naval Academy, testified before the House Appropriations Committee's defense subcommittee regarding the state of their academies.

To learn more, follow this link: <https://go.usa.gov/xHcVv>

ARD Senior Leaders Raise Awareness of SHARP, R2

Dr. James A. Helis, ARD Director, joined the Association of the United States Army's Thought Leaders webinar April 8. Helis spoke about SHARP efforts to prevent sexual assault and sexual harassment and provide comprehensive care and support services to survivors. The webinar series hosts military thought leaders to educate the public on critical issues affecting land forces and strategy.

Sgt. Maj. Sharita Onugha, ARD Senior Enlisted Advisor, also joined AUSA for their Army Real Talk Podcast April 12. She talked about Army resilience efforts. The AUSA Real Talk podcast aims to support the Army community by reaching out to the younger generation of Soldiers, leaders, and Family members. Onugha's segment will air April 21. To catch the segment visit www.ausa.org/our-podcasts



Army Policies Evolve to Help Destigmatize Alcohol Abuse Treatment

By Maria D. James, Army Resilience Directorate

April is recognized as national Alcohol Awareness Month, a time for outreach and education about the dangers of alcoholism and the issues related to alcohol use. It also provides an opportunity to address the stigma surrounding treatment for alcoholism, and the Army's efforts to combat it.

A March 4 tweet brought this issue to the forefront and sparked action. The tweet from an Army leader expressed concerns that an officer who needed help was told that if he self-admitted to the Substance Use Disorder Clinical Care, he would be deemed non-deployable. The leader questioned whether that result sends the right message. It caught the attention of Sgt. Maj. of the Army Michael Grinston, and over 90 people who shared their own experiences and concerns.

"As a CSM that just left a residential treatment facility for alcoholism, I identify with this young officer," one person shared. "I knew I was spiraling, but I knew getting help would cause damage to my reputation. I finally self-referred and got treatment. A stigma still exists but I am glad I did it."

According to program manager Garland T. Coleman, of the Army Substance Abuse Program, the stigma associated with alcoholism is a challenge for many.

"I believe many commanders internalize, question and/or hesitate when it comes to referring a Soldier, especially 'a good Soldier,' for evaluation because they think or feel that it will negatively impact that Soldier's career when the truth is, intervention, such as an evaluation and treatment, serves as a wake-up call for many Soldiers," Coleman said.

"I believe that some Soldiers do associate a stigma with alcoholism. The root cause may be the consequences associated with being identified as an alcohol abuser in the military; impacts to the longevity of their career, possibly administrative actions, and being viewed as not being fit and ready for duty by leaders, peers, and subordinates," said Staff Sgt. Virginia M. White, Army National Guard drug testing coordinator NCOIC.

Policy updates in recent years are helping to address this problem. White shared that the Army's efforts to end the stigma started with Army Directive 2019-12, Policy for Voluntary Alcohol-Related Behavioral Healthcare, which allows Soldiers to seek treatment on their own without command involvement as long as they do not meet criteria for mandatory enrollment/referral.

"I interpret this policy as a move towards reducing the

stigma that enables Soldiers to be proactive in seeking help before a serious incident warrants them to without putting limitations on their readiness," said White.

In July 2020, updated guidance incorporated into Army Regulation 600-85 took a step even further. Dr. Charles Milliken, director of the Substance Use Disorders Clinical Care, who assisted in drafting the revision, said the changes reduce the stigma by not involving the legal authority or personnel system.

"It used to be if you went into a clinic for care for an alcohol problem the commander would have to be called and be a part of the treatment process. The record wasn't just kept in medical channels, it also went into a personnel database. It made it so that commanders would hesitate to send a good Soldier over," said Milliken. "Now by getting them treated early you are protecting a good Soldier's chance to remain functional."

White believes everyone plays a role in helping change attitudes around treatment for alcoholism.

"Leaders and Soldiers at all levels can help reduce stigma and change attitudes by ensuring availability to resources, prevention training, fostering an environment of trust, and leading by example," said White.

ARD Webinar: Using Technology to Measure What Matters

By David Gercken, Army Resilience Directorate

Albert Einstein once stated, "I fear the day that technology will surpass our human interaction." March's ARD webinar presenter, Chris Dancy, pushed back at this sentiment with a variety of ways to harness technology to enhance human interaction and relationships.

Dancy – known as the "World's Most Connected Person" for having over 700 sensors and apps measuring every segment of his life – said it's not about the technology, but something very human: values. He said the first step for using technology to improve human relationships is for people to figure out what they value then develop a system to measure those areas they value.

Dancy shared his own inspiring journey of going from being overweight, chain-smoking, and drinking 36 diet sodas a day, to incorporating a values-based approach that helped him use technology to lose over 100 pounds and focus on engaging in meaningful relationships.

He said that when using technology, people often go about it the wrong way.

"We don't know how to measure what we care about, so we care about what we measure," Dancy said, stating this approach is backward and can lead to ineffective results or a fear of using technology to improve our lives.

Dancy offered specific insights on best practices for using apps to improve nutrition, fitness, sleep, maintain

focus, stress-relief, and physical safety, but cautioned the audience to not get caught up in just measuring things, but also to focus on action. "You don't get better by counting steps, you get better by taking them," he noted.

ARD outreach webinars are held monthly and frequently provide Continuing Education Units for those requiring certification as a Sexual Assault Response Coordinator or Victim Advocate.

Upcoming webinars include best-selling author David Burkus and presenters from the Consortium for Health and Military Performance. To learn more visit www.armyresilience.army.mil/ard/webinar.html

PROTECTIVE FACTOR: PHYSICAL

According to the National Institute on Alcohol Abuse and Alcoholism, drinking too much can weaken your immune system and can make you a much easier target for disease.

Hydrate With Water



Replace one alcoholic beverage with water to stay hydrated. Add lemon or lime slices to increase flavor.

Eat the Rainbow



Fruits and vegetables are known to aid in disease prevention. Aim for eight servings a day.

Stay Active



Build activity into your day. Set aside time every hour to commit to a short bout of activity, like walking the stairs.



Protective factors are skills, strengths, and resources that help Soldiers deal effectively with challenging situations. To learn more visit: www.armyresilience.army.mil



Leader/Organization



Psychological Danger

Attritional; Risk adverse; Lack of Soldier familiarity; Results-oriented approach; Avoid criticism; Avoid interpersonal conflicts; Present but no "presence;" Discourage growth mindset; Favoritism; Exclusion

Psychological Safety

Daily interactions; Encourage discourse; Collaborative; Human-oriented approach; Two-way feedback; Esprit de corps; Reward achievements; Formal and informal education; Support and respect

Squad/Team



Psychological Danger

Defensive; Group think; Gossip; Blaming culture; Undisciplined

Psychological Safety

Soldier advocacy; Developmental; Accountable; Praise and gratitude

Soldier



Psychological Danger

Low self-esteem; Lack of trust; Deflecting mistakes; Avoidance

Psychological Safety

Ownership of decisions; Self-awareness; Willingness to learn; Trust

Trust is Built at Every Echelon *COHESION Continued from page 1*

Beginning at the individual level, self-awareness and accepting vulnerability play a huge role. Share how you like to communicate and what motivates you to work at your best. Embrace honest mistakes as learning opportunities and do not take criticism personally. A psychologically safe environment is not necessarily a comfortable environment. Be sure to understand the difference. Individuals must push themselves out of their mental comfort zones, just as if they were pushing themselves on a run or lifting weights at a gym. It is in those spaces that you grow stronger and perform better. Be sure to address negativity at every opportunity. Also, you must be willing to seek help, take responsibility for your actions, and give your leaders a chance to assist in your endeavors.

Leaders at the squad and team level are critical for voicing concerns and offering support both up and down the chain of command. Teams must be aware of Soldiers' strengths and weaknesses and where there could be vulnerabilities for in-groups and group think. Enforce discipline fairly and be accountable for the successes and failures of the team. If junior leaders are to promote inclusiveness, they must empower Soldiers to share ideas and validate their experiences. Junior leaders should be the first ones

who Soldiers seek when they are fearful or need help. Advocate for them and fervently support them.

Lastly, the organization is responsible for breaking the stigma that certain resources can harm careers and are just "insurance" to cover leaders. Move beyond mandatory training and find innovative ways to educate the formation. A little humility can go a long way in showing that everyone can be fallible. Do not shut down criticism. Reward productive discourse and achievements. Encourage Soldiers to use these dedicated Army programs when necessary and ensure you follow up at every opportunity to demonstrate genuine support for the Soldiers' wellness. Leaders who establish daily dialogue with all ranks demonstrate a value for people over processes. This opens up opportunities for leaders to identify the root causes of exclusivity in formations while creating a culture conducive to trust and cohesion.

We are intrinsically motivated to want to belong and be valued, and the above stated strategies are a means to support this motivation in our units. Start asking yourself some questions to build self-awareness of how your actions are either psychologically safe or dangerous. Do you scoff at mandatory training? Do you have favorites? Do you publicly praise others? Do you gossip? Do you own

your mistakes? Do you suffer in silence? We must analyze how our behaviors fall on the spectrum of psychological safety versus psychological danger. This is critical to remember in an Army that is people-oriented and relies on cohesive teams to fight and win. Soldiers are capable of doing amazing things because they know others "have their six." This is psychological safety, and it must extend to our daily battles so that we may exercise the personal courage that the Army profession values. Our actions and reactions matter, as they can cultivate or deteriorate an inclusive and listening environment. By closing that gap, you will move from exclusion to inclusion, from disconnection to understanding, and from fear to courage.

Maj. Kimberly Brutsche is an Air Defense Artillery Officer currently serving as the Assistant Course Director for MX400-Officership at the United States Military Academy. She has a master's in leadership studies from the University of Texas at El Paso.

Capt Tiara McDaniel is an Adjutant General Officer currently serving as an instructor for MX400-Officership at the United States Military Academy. She has a master's in organizational psychology and leadership from Teachers College, Columbia University.

ARD Initiatives Going Strong Despite Pandemic *DIRECTOR'S COLUMN Continued from page 2*

"You seamlessly completed critical initiatives that will positively impact Soldiers, their Families, and the Army for years to come."



units recently concluded and ARD is in the process of analyzing the data for best practices and lessons learned in building resilience and preventing suicide. By happenstance we collected data at those units pre-COVID and after-COVID restrictions, which may yield some useful insights on the impacts of the pandemic on Soldiers' mental wellness. We will keep you updated on the results.

The pandemic not only affected ongoing ARD initiatives, but also personally affected every member of the Army Team, who had to cope

with closing schools, remote learning, social isolation, and job losses in their Families. I could not be prouder of how the entire Army resilience team—Soldiers, Army Civilians, and Contractors—rose to the occasion. You seamlessly completed critical initiatives that will positively impact Soldiers, their Families, and the Army for years to come. I am enormously proud of the tremendous work you all have done over the last year. Thank you.

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



MONTH OF THE MILITARY CHILD

7C'S OF RESILIENCE FOR MILITARY KIDS

When a Soldier serves the nation, their Family also serves. Like their parents, military kids also face some of the challenges of Army life like Family separations during deployments and leaving friends behind during Permanent Change of Station moves. To prepare young people to thrive in both good and challenging times, parents should reinforce the core elements of resilience outlined below.

CONFIDENCE

Children with confidence may find it easier to rebound from failure, seeing it as an opportunity for growth rather than a catastrophe. Frequent PCS moves can support confidence-building as young people learn to adjust to new settings and friends, but some children need extra support to build their confidence in new settings. To [encourage confidence](#):

- Notice their efforts and successes, but avoid unearned praise
- Nurture and support their development of skills
- Stand beside them as they navigate challenges

CONNECTION

The connection with your children is the most protective force in their lives. And the more connections children have – with friends, Family, schools, and communities – the better. Connection is most directly affected by deployments and PCS. It takes intentional effort to maintain connection with our children, especially when deployed. To strengthen [connection](#):

- Love them based on seeing who they really are, their strengths and flaws, not based on a temporary behavior or by what they might produce
- Create a safe space to feel, so they can share instead of hold back their feelings
- Spend time together with your child; it's quality rather than quantity that counts

CONTRIBUTION

Young people want to matter. One of the best ways youth learn they matter is by [giving to or serving others](#). Military youth should know they serve already as part of a Family committed to contributing to the nation's well-being. Continue to build their sense of [contribution](#) by:

- Helping them to volunteer, even an hour a week, in their local community
- Encouraging them to do acts of goodwill for Family, friends, and neighbors
- Teaching them to also receive, so they know they can seek help without shame

CONTROL

Core to resilience is knowing that our actions matter. People either believe they are passive victims or that they can control what happens to them. How we parent and discipline affects our children's sense of [control](#). It is important that even if separated by distance, all caregivers are on the same page and actively participating in discipline:

- When disciplining, teach or guide your child. Those who are told, "You'll do what I say because I said so!" often have difficulty making their own decisions
- Help teens learn their actions lead to consequences, but they have control over their actions and can alter outcomes
- Set clear boundaries to keep them safe, but be flexible to honor their growing independence and recognize their developing skills



COMPETENCE

Youth need to develop a set of skills that allows them to trust their judgments, make responsible choices, and face difficult situations in many aspects of daily living. Frequent PCS moves may challenge the development of new skill sets. Parents can [teach and model](#) effective competencies by:

- Talking to their kids instead of lecturing at them
- Letting them find solutions to problems, instead of telling them what to do
- Giving them genuine encouragement about existing strengths they have

CHARACTER

Young people with [strong core values](#) make the greatest contributions, have the best sense of self, and form the most secure and healthy relationships. Army kids have a head start as they are typically raised by parents driven by strong values and a commitment to serve the greater good. Nurture your children's [character](#) by:

- Modeling integrity; actions speak louder than words
- Treating them with empathy today, so they may treat others with fairness and kindness tomorrow
- Teaching them the value of delayed gratification and that planning up front (like starting a savings account) produces better results in the end

COPING

How we respond to the discomfort of stress is called coping. Youth who learn to cope effectively are better prepared to overcome life's challenges. We can raise our children with a range of healthy [coping](#) strategies to make wiser choices during challenging times:

- Encourage effective problem solving by approaching problems calmly and breaking large problems into smaller, more manageable ones
- To help manage stress, teach them to maintain healthy bodies through proper nutrition, sleep, exercise, and relaxation
- Encourage children to express their feelings in a healthy way like writing, talking, laughing, praying, crying and more

(Source: Adapted and reprinted with permission of Dr. Ken Ginsburg, Center for Parent and Teen Communication, <https://parentandteen.com/supporting-military-families/>)



ARMY RESILIENCE

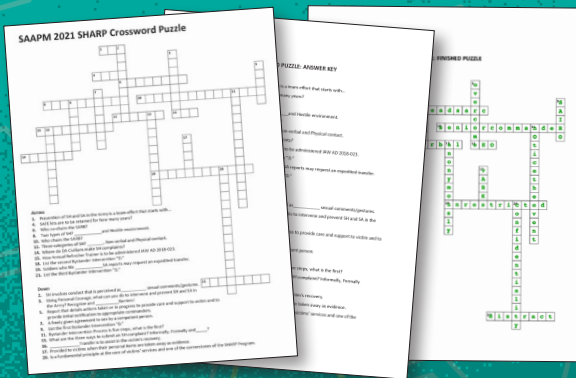
THE ARMY RESILIENCE DIRECTORATE NEWSLETTER

APRIL 2021

SAAPM 2021 CROSSWORD PUZZLE

Test your general knowledge of the SHARP program, and learn about resources and procedures, so you can help prevent sexual harassment and sexual assault in our Army.

Download the crossword today:
www.armyresilience.army.mil/SAAPM/



UPCOMING EVENTS

MAY

DoD/VA Suicide Prevention Conference

May 18-20: The conference is jointly organized and hosted by the Department of Defense and Department of Veterans Affairs. This year's theme, Make Every Connection Count: Putting the 7 Strategies for Suicide Prevention to Work, promotes a comprehensive approach to prevention.

Location: Virtual. **Learn more:** www.dspo.mil/conference/

JULY

TAASA 2021 Virtual Annual Conference

July 27-29: The Texas Association Against Sexual Assault annual conference is "an opportunity for advocates, service providers, and allies to make connections and deepen their knowledge of anti-sexual violence work." This year's theme is "The Power of Connection: Resiliency Through Community."

Location: Virtual. **Learn more:** <https://taasaconference.org/>

HAIL AND FAREWELL

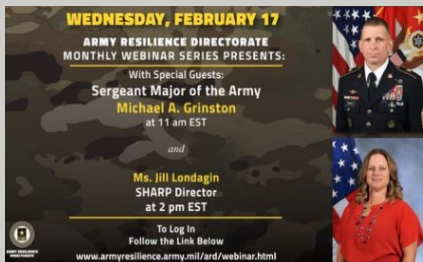
We invite the Army Resilience Directorate community to join us in wishing a fond farewell to outgoing team members departing the directorate.

Farewell

- Lt. Col. Wanda McLean, Operations, Operations Branch Chief
- Lt. Col. Robert (Rob) James, Assessments Division, Analytics Branch Chief
- Dr. Rhonda Earls, Army Substance Abuse Evaluations and Operations Analyst, R2I Division
- Robert (Bob) Mitchell, IT Specialist, SHARP

SOCIAL MEDIA UPDATE

TOP FACEBOOK POST



Reach: 15.7K

Follow @ArmyResilience

Please coordinate with your Public Affairs Office to share or retweet @ArmyResilience content on Command or Installation Facebook and Twitter platforms. Contact Chet Curtis for questions regarding ARD social media at chester.r.curtis2.civ@mail.mil.

TOP TWEET



Impressions: 44.4K

Army Resilience Directorate

ARD COMMUNITYLINK

April 20, 2021. Volume 5, Issue 2

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 antonietta.rico.ctr@mail.mil. This publication is available for download at: <https://www.dvidshub.net/publication/1102/r2-community-link-newsletter>

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