



ARMY RESILIENCE COMMUNITYLINK

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER | APRIL 2023



Sexual assaults that involve alcohol or drugs can increase survivors' feelings of guilt and shame and hinder their self-healing journey. (Photo by Justin Kase Conder)

What Do You Know About Drug-Facilitated Sexual Assault?

By Tara Davis, Army Resilience Directorate

Sexual assault is a global public health problem and a strong predictor of negative outcomes and development of risk behaviors for survivors, according to [Fields et al. 2002](#). Sexual assault can lead to post-traumatic stress, substance misuse and suicide ideation.

April is recognized nationwide as [Sexual Assault Awareness and Prevention Month \(SAAPM\)](#). This year the Army's campaign theme is "Intervene, We Are a Team: There is an US in TrUSt. Can They Trust in You?" SAAPM 2023 emphasizes the importance of building a culture of trust through intervention and prevention of unwanted sexual behavior and violence. This year's campaign also highlights the active role Soldiers play in keeping one another safe and stepping up when witnessing distressing or inappropriate behavior.

Jodee Watters, Director, Fusion Directorate and Lead Sexual Assault Response Coordinator (SARC), of the Hawaii Sexual Harassment/Assault Response and Prevention program,

remarked on the role that SAAPM plays in raising awareness and educating leaders and Soldiers. Watters says, "SAAPM is a special time of the year. We can consolidate numerous efforts, bring awareness to our community on preventing sexual assault and educate others on how they contribute to these efforts. This year's theme identifies the need to be someone others can trust. Without trust, a team or community will not be successful in sexual assault prevention efforts."

The Army is making strides in improving Soldiers' trust in the SHARP program and their communities, such as through [the SHARP program restructure](#). The goal of this reform is to better support survivors and hold perpetrators accountable. Even with this policy and other program changes, there is still a long way to go before we can eradicate sexual violence in the ranks. One of the ways we can forge ahead is by addressing and preventing drug-facilitated sexual assaults (DFSA).

Sexual assault that involves drugs and alcohol can change the

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DIRECTOR'S COLUMN

Team,

As part of the Army's efforts to reduce harmful behaviors and put people first, Secretary of the Army Christine Wormuth has assigned Headquarters, Army Deputy Chief of Staff, G-9, as the Army staff prevention lead. The U.S. Army Training and Doctrine Command will take on responsibility as the Force Modernization Proponent for prevention. The Assistant Secretary of the Army for Manpower and Reserve Affairs will provide senior-level Secretariat oversight for prevention programs. These changes will better enable HQDA to support and resource commanders in the field in reducing harmful behaviors and enhancing readiness.

To fully implement the Secretary's decisions and intent, the Army Resilience Directorate's programs and services will realign from DCS, G-1, to DCS, G-9. In the future, some of these programs/services will realign to other organizations within the Army, including TRADOC. HQDA G-3/5/7 will serve as the prevention integrator supporting this complex mission realignment. The exact timeline for this action is still to be determined.

These changes should be transparent to everyone in the field who works in support of the prevention of harmful behaviors. This transformation will positively impact support to Soldiers, Army Civilians and Family members and improve Army culture as we strive to get upstream to prevent harmful behaviors through integrated prevention activities.

Rest assured that we will do our best to inform you of the status of these changes. Change and uncertainty create stress and anxiety. Through the transition period, we will remain laser-focused on our mission, so we

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The stigma around mental health issues and sexual assault is one of the greatest barriers to care and recovery. (U.S. Army photo by Spc. Vincent Levelev)

Conquering the Mental Trauma of Sexual Assault

By Kim Ferraro, Army Resilience Directorate

In the Army, showing resilience and moving forward no matter what the situation are gold standards of behavior. But for a service member who is sexually assaulted, as happens to thousands each year, those standards may no longer be achievable. After suffering one of the most anguishing bodily violations, some victims slide into crippling depression and thoughts of suicide. That's why the Suicide Prevention Program (SP2) is a vitally important resource.

Andrea Allen, manager of the Suicide Prevention and Army Substance Abuse Prevention (ASAP) programs at Fort Dix, in New Jersey, says that SP2 seeks to be proactive by focusing on training Soldiers, commanders and Families of service members on how to recognize the signs that someone is in suicidal crisis and what to do, as well as making them aware of the stigma around mental health issues and sexual assault that often prevents people from seeking assistance. Participants learn in interactive sessions where they role-play, acting as the person who is in crisis or the concerned individual who attempts to help. When a sexual assault victim comes on their own to SP2, the staff gauge whether they are in imminent danger of self-harm and need emergency treatment or are stable enough to refer to the SHARP program or a counseling organization such as the Military Rape Crisis Center.

Because sexual assault victims often feel ashamed of what happened and even consider themselves to blame, they feel alone and avoid seeking help, says Donna Peters, a licensed clinical psychologist in Denver who treats those who have suffered sexual assault and post-traumatic stress disorder. It's no surprise that, according to Peters, research shows that more than a third of women who have been

raped consider suicide and 13 percent of assault victims attempt to kill themselves. But access to a tight network of family, friends and colleagues "is a major factor in reducing suicidal thoughts and suicide attempts by victims of assault, as it reduces the sense of isolation many victims feel," Peters says. She also points to the effectiveness of trauma-focused cognitive behavioral therapy.

One barrier to recovery, says Tamara Rumburg, a licensed clinical psychologist at Thrive Psychology in Los Angeles who has seen veterans, is that "service members who have been assaulted sometimes perceive themselves as weak or fear others will perceive them this way and/or treat them differently, because of the assault itself or if they are struggling with mental health symptoms as a result of it."

The biggest challenge to helping sexual assault victims, Allen says from her experiences as a certified employee assistance professional, is rebuilding their trust after they have been violated so personally. "Trust is key in building a rapport and for them to heed your advice and work with anyone while seeking assistance." To gain their confidence, Allen says, it is important to show compassion—through both words and body language—and listen attentively, without interrupting or pushing them to reveal too much too soon. "Sometimes they tell the whole story from beginning to end, or sometimes they may take days and tell bits of it at a time. This can be because they are still processing it, having flashbacks due to a trigger, or gauging your response, both verbal and nonverbal." People in the victim's life need to be patient, she stresses. "Let the person make the decisions, and just walk at their speed through this process. It is the first step in the survivor taking back the power they feel they have lost."

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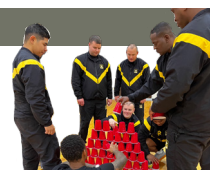
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ARMY REVISES SUICIDE INTERVENTION TRAINING

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Mixed Signals: How People Communicate Differently

By Shirley Tien, Army Resilience Directorate

During a conversation, when you get a wink or a pat on the arm or are called “sweetie,” how do you interpret those gestures? Some may find them friendly and endearing. Others, however, may find them uncomfortable and even offensive. People communicate differently, and it’s important to properly interpret these mixed signals.

The Army is made up of a diverse group, and Soldiers come from different generations and different parts of the country and even the world. Cultural upbringings play a role in different personalities, so even someone’s simple greeting can be misinterpreted. For example, some cultures kiss both cheeks as a “Hello.” While that may seem inappropriate to some, for others it’s quite normal. Different generations can also have conflicting feelings about modern slang. Baby Boomers may find the greeting “Hey, B” offensive, while millennials find it an intimate welcome. There are many mixed signals out there, and Aberdeen Proving Ground Sexual Harassment/ Assault Response and Prevention (SHARP) Program Manager Tracy Marshall has some tips on how to differentiate them.

Marshall’s Dos:

- **Be concise:** Being upfront and providing as much information as possible to be sure others won’t misconstrue any interactions is the best approach. Be respectful, and always discuss sensitive topics privately.
- **Ask questions:** If there’s any confusion or language that might come across as inappropriate, prompt clarification. Requesting feedback gives others the opportunity to clear up any misunderstandings.
- **Practice active listening:** Be sure you are giving people your undivided attention, to prevent any miscommunication.

Marshall’s Don’ts:

- **Be too casual:** Using specific slang or pet names may be appropriate for some individuals but not all. Take precaution and be aware of your audience.
- **Bring up controversial topics:** Religion and politics are common examples of subjects about which people have differing opinions. It’s best to

broach the topics carefully as to not offend, or avoid them altogether.

For those who have trouble discerning social cues, Marshall’s advice is to “be careful of some of your facial expressions and body language. Be mindful of your tone of voice, personal space and boundaries with other personnel.”

Although misunderstandings, whether verbal or physical, may be between acquaintances or new colleagues, communication in general can still be a challenge for couples or even families. The SHARP program offers a variety of tools to help Soldiers and Family members communicate better and build [healthy relationships](#). The Army Resilience Directorate also provides resources to help service members improve their [communication skills](#).

The more we empower ourselves with cultural knowledge and are aware of acceptable social behavior, the less likely false accusations of sexual harassment or sexual assault will occur. Be friendly, be mindful, and most importantly, be sure whoever you’re interacting with feels comfortable. There is “us” in trust. Communicate in a manner that evokes others’ trust.

Compassionate Leadership Starts With You: USMA SARC Leads Character Development at West Point

By Major Caleb Manning, PMH RN-BC, D-SAACP - Level II

I am a member of the Special Staff of the Commandant at the United States Military Academy at West Point. I am a behavioral health nurse (66C) filling the role of the United States Corps of Cadets sexual assault response coordinator (USCC SARC). As a SARC, I respond to reports of sexual assault and sexual harassment, but the job entails so much more. I find myself supporting cadets who have experienced many different types of trauma at various points in their past. Victim advocacy is about having compassion and moving the needle for an individual. This is leadership.

The United States Military Academy develops leaders of character who internalize the ideals of “Duty, Honor, Country” and the Army Ethic. West Point incorporates various experts to complement their robust character development strategy. This month I was given the opportunity to speak to the entire 4,400 Corps of Cadets as part of this strategy. I took this time not for SHARP training but to speak on compassion and leadership.

Compassion is defined as “the recognition, understanding and emotional resonance with another’s concerns, distress, pain or suffering, coupled with relational action to ameliorate these

states” (Lown, 2016). Compassion itself is a learned behavior and a critical skill for all successful Army leaders.

Compassionate leadership is the practice of using one’s head and heart to inspire and influence others. Showing compassion as a leader can prevent or alleviate suffering in others. In order to become a leader who inspires others, I believe it is imperative that a leader recognizes and overcomes their own struggles and self-doubt. If an individual chooses to judge themselves harshly, they may carry this forward and judge others they lead in the same way. If I was able to suck it up, they can too.

Throughout my career as a SARC and a behavioral health nurse, I have seen marriages, careers and lives lost because services were not sought. If you are struggling, have the compassion for yourself to seek help. As I explained to the Corps of Cadets, as Army officers, our goal is to become great leaders to our Soldiers. In order to do that, it is necessary to address any present or historical trauma that is holding us back. I believe becoming a compassionate leader starts with treating ourselves when we need it. Therefore, I used this opportunity to move the lens from how we treat others to how we treat ourselves. I



Maj. Caleb Manning discusses compassion and leadership at West Point. (Photo courtesy of Maj. Caleb Manning)

specifically addressed seeking opportunities to process traumatic events that may have affected the individual’s feelings, thoughts or behaviors in an unhealthy way. Seeking resources after trauma starts the path to healing. The more compassionate we have been with ourselves, the more confident we will become when advising our subordinates in selecting resources and healing from similar situations. We must lead from the front, even in healing.



Culture of Trust: Imperative for Unit Effectiveness and a Safe Environment

By Lytaria Walker, Army Resilience Directorate

“Little things that we don’t realize can erode trust. Something as small as failure to follow through on what you say you’re going to do erodes trust,” says Casey Olson, chief of training at the Army Resilience Directorate. Olson has extensive knowledge of the Army’s culture of trust and the ways that the service is trying to improve that culture every single day to create unit effectiveness and safer environments.

“Something like showing up with the incorrect uniform by regulation—nobody corrects you, and then you end up being reprimanded by a leader. It’s a small thing, but things like this can erode trust. You may be thinking that none of your fellow Soldiers were looking out for you.” Olson observes that “When you have a shared mission and a shared purpose, and you go through something challenging or difficult, with the men and women to your left and right, it is a lot easier to build that trust.”

Trust is the core of the Army profession. Establishing, sustaining and strengthening the Army culture of trust are necessary conditions for mission command. There is an understanding that trust is imperative for unit effectiveness and is a foundational element; however, there is still a gap.

New recruits vow to embody the five characteristics of the Army profession: trust,

honorable service, military expertise, stewardship of the profession and esprit de corps. Nevertheless, the efficiency of the Army’s culture of trust is still up for debate. The Army profession is defined as “a unique vocation of certified experts in the design, generation, support, and ethical application of land power, serving under civilian authority, entrusted to defend the Constitution and the rights and interests of the American people” (Department of the Army, 2015a, p. 1-2).

A 2018 Gallup poll, “Americans’ Confidence in U.S. Institutions,” showed that 74 percent of respondents had a high degree of confidence in the military. This leaves 26 percent claiming to have little confidence.

The Army is working tirelessly to improve the trust factor within the ranks. Olson says that a training titled “Engage” focuses on prosocial behavior. “An example of this behavior is if I offer help to you or accept help from you, then we are building a stronger bond and building trust. So whether it’s something small, like fixing an improper uniform, or something bigger, like taking the car keys from a friend who isn’t in a condition to drive, those things build trust,” she says.

Dignity, trust and respect must be exhibited by the service’s top leaders—and not only while on



Army Sustainment Command Soldiers at Rock Island Arsenal gather for a “Teal Tuesday” photo. (U.S. Army photo by Sgt. 1st Class Meillettis Patton, ASC Public Affairs)

duty but during leisure time, too. Soldiers need to see that example. The training and education the Army provides helps leaders and Soldiers to understand what their actions may mean to other people and how to be self-aware. It also helps leaders to find that professional connection to build trust with their Soldiers. Olson says, “Leaders and Soldiers can build trust by going out into the field without their phone or tablet and instead having only their fellow Soldiers to rely on; this can help build trust. Leaning solely on one another without the influence of social media or email builds trust.”

If you’re interested in enhancing your leadership skills or having your team participate in effective team-building exercises, [sign up](#) today.

Webinars Discuss Diversity, Equity and Inclusion and the Role of I-PAG

By Mavia Hanson, Army Resilience Directorate

In February, the Army Resilience Directorate (ARD) had the pleasure of speaking with Dr. Lyle Hogue, acting senior adviser to the secretary of the Army for diversity and inclusion and deputy assistant secretary of the Army (equity and inclusion). Hogue discussed the 75-year history of integration in the Army, covering executive orders 9980 and 9981, which desegregated the federal workforce and the military. He detailed how the implementation of those orders in 1978 has affected diversity efforts in the Army today. Hogue talked about the Army’s “People First” strategy and how the People First concepts are carried out within the service. He spoke about building high-performing teams through diversity and the WHO leadership model. He also shared how effective leaders who intentionally build diverse teams create positive command environments that enable units to be more successful at preventing harmful behaviors. According to Hogue, “It isn’t just blacks or whites, and it isn’t just representation. America is changing demographically. We need to have leaders who can engage in this diverse

workforce as we recruit, assess and acquire people who want to come in and serve. Our leadership has to be able to be great leaders of diverse groups of people from diverse backgrounds. That’s why it’s so important for leaders to be able to foster diversity and why it’s not just about representation.”

In March, ARD had the honor of speaking with Sarah Sullivan, a prevention integrator for ARD’s Integrated Prevention Division, where she focuses on the prevention of sexual violence. During her presentation, Sullivan discussed the primary prevention framework and the roles and responsibilities of the Integrated Prevention Advisory Group (I-PAG) at the installation level. She facilitated a very engaging presentation and elaborated on the core competencies I-PAG should develop and demonstrate and expectations when working with prevention program specialists. She shared data on how I-PAG integrates the CR2C structure, supports leaders and works to facilitate the prevention process and meet key milestones. To see these and other webinars,

visit the ARD website at <https://www.armyresilience.army.mil/ard/webinar-gallery.html>.



Episode 6:
Diversity, Equity, & Inclusion Agency and High Performing Teams with Dr. Lyle J. Hogue

Episode 7:
I-PAG - Context, Guidance, and Implementation with Dr. Katherine Schaughency

<https://www.armyresilience.army.mil/ard/podcast-gallery.html>



Hope Builders: Bystander Intervention Builds a More Cohesive Army

By Mavia Hanson, Army Resilience Directorate

The U.S. Army is, and always has been, dedicated to supporting service members who are survivors of sexual assault. The number of service members who reported unwanted sexual contact in 2022 was close to 36,000, a 35 percent increase from 2018, according to the annual [DOD SAPR Report](#). Fortunately, due to military justice reform and the implementation of the [SEC. 531-539F](#) special trial counsel, covered offenses such as sexual assault will now be handled by special or general court-martial.

While this change in policy is a big step in a series of changes regarding sexual assault and harassment cases, we, as a community, can contribute to the prevention of these crimes by applying meaningful strategies. One of those strategies is learning how to appropriately intervene as a bystander. Bystander intervention means acting when you see something that is not right.

Simply put, bystander intervention entails transcending from just a bystander to actually doing something to positively affect the situation, says Joshua Stevens, Fort Belvoir INSCOM Sexual Assault Response Coordinator (SARC). As bystanders, people have the power to de-escalate harmful situations that can drastically affect a victim's life.

[Bystander effect](#) is a psychological phenomenon defined by the Defense Equal Opportunity Management Institute as a theory that people are more likely to intervene in threatening situations when they are alone and must decide for themselves whether to do so versus when they are in a group and responsibility is not explicit. There is often a

belief within groups that someone more qualified to take charge will step in, that there is an implied risk of embarrassment or reprisal, or that intervening isn't necessary because no one is doing it. The truth is, each of us must take responsibility and do what's right when we observe a battle buddy in harm's way. In situations that require bystander intervention, there aren't always clear signs to look for; signs can be situation dependent. "If there is an immediate need, there may not be time to look for signs. If your gut tells you something is wrong, it probably is wrong," says Stevens.

Being an active bystander can make a difference in someone's life. Here are tips for what you can do.

- Notice and interpret a problematic situation.
- Accept personal responsibility to do something.
- Decide how to intervene using the Three D's of Bystander Intervention:
 - **Direct:** Address the perpetrator; remove people from the situation.
 - **Distract:** Change the subject, ask someone to do something, and mention that someone is coming.
 - **Delegate:** Arrange for someone to intervene or take people out of the situation.
- Take action.

Bystander intervention requires courage and strength, and it is an essential step in preventing sexual assault and other forms of violence. "No matter the situation, there are always ways to intervene. Call or text 911," says Stevens. Bystander



Capt. Rachel Koonz speaks before Titan Valkyrie, a female mentorship group of the 207th Military Intelligence Brigade (Theater). (U.S. Army photo by 1st Lt. Katherine Sibilla)

intervention is just one way the Army is working to create a culture of respect and responsibility that will protect our service members now and in the future.

The Army is committed to ensuring that all service members are safe and secure, both on and off base. Staff Sgt. Katy Larkin, the garrison interim Sexual Harassment/Assault Response and Prevention (SHARP) program Victim Advocate with the soldier recovery unit at Fort Belvoir, says, "By living and modeling our behavior after the Army values and Warrior's Ethos, we can establish a standard of bystander intervention against sexual abuse and sexual attack, thereby accomplishing the SHARP program's goal."

To speak with someone trained to help, call the DOD Safe Helpline for sexual assault support for the DOD community:

Hotline: 877-995-5247
Text: 55-247 (inside U.S.)
Text: 571-470-5546 (outside U.S.)

Behavioral Health Pulse Wins FedHealth IT Award

By Antwaun J. Parrish, Army Resilience Directorate

Recently, the Behavioral Health (BH) Pulse was nominated for and awarded the 2023 FedHealth Information Technology Disruptive Tech Program and Change Agent Award.

The FedHealth Information Technology Disruptive Tech Program and Change Agent Award recognizes federal IT and consulting leaders and programs from both industry and government.

The BH Pulse is a survey tool that behavioral health officers use to provide commanders with an assessment of behavioral health stressors across their formations, helping commanders to better understand risk factors in their units and to develop a plan for intervention.

The BH Pulse survey facilitates the analysis of behavioral health, work environment, social relationships, deployments, sexual harassment and sexual assault, interpersonal violence and other behaviors, such as sleep, alcohol use and unsafe driving. Information gathered from the BH Pulse is used to improve communication, recommend appropriate interventions, target prevention

activities, develop risk-reduction strategies and monitor progress of improvement actions. The BH Pulse is one of the two award winners from the U.S. Army.

"We know that knowledge allows action; by giving Soldiers and Family members awareness, we are allowing them to understand and target their needs," says Maj. Oscar Gonzalez, ARD research psychologist.

According to the Change Agent Award panel, the BH Pulse greatly increases acceptance/response rates, improves efficiency and collection of data and delivers timely information to Army's senior leadership, providing actionable data to improve the lives of their Soldiers.

"Receiving this award reflects work of the past and current teams. This has been years in the making, and it signals that we are on the right path to facilitating Soldiers' readiness, resilience and performance. This award motivates the current team to continue working on this program," Gonzalez says.

As the BH Pulse continues to be developed into a comprehensive program and gains momentum, it has a positive impact in the lives of our Soldiers and Family members.

"Regardless of this award, the BH Pulse receives routine examination; we ensure that it functions as intended and that its properties are strong and reliable," Gonzalez says. "In addition, the current development strategy for the BH Pulse is to make it a comprehensive system that goes beyond assessment. In other words, we aim to further facilitate action by linking to resources and leading to change or facilitating change."

All winning individuals and programs were celebrated at the FedHealth Information Technology Disruptive Tech Summit, April 12, at the Hyatt Regency Tysons Corner Center.

"This is a team effort, and it takes a lot of people that are knowledgeable and motivated to make this program a success. We are fortunate to have a great team supporting this effort," Gonzalez says.

AROUND THE FORCE

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



Keys to Connection Welcomes New 10th Mountain Division Soldiers to Fort Drum, With Focus on Purpose, Goal-Setting
 FORT DRUM, N.Y. — Keys to Connection, a new spiritual readiness initiative from Fort Drum, New York, 10th Mountain Division Chaplain Section and the Religious Support Team, strives to make meaningful first impressions on Soldiers as they get established at their new duty station. At the bimonthly 90-minute forum, Soldiers engage in substantial conversations, self-reflection and goal-setting exercises, during which they determine what they want to accomplish while at Fort Drum.



Battalion Command Teams Training Enhances Army Reserve Readiness Through Relationship Development
 ARLINGTON HEIGHTS, Ill. — The 85th Army Reserve Support Command hosted a Battalion Command Teams training on March 3–5. Held for the First Army Division West Command Team at the Colonel Paul G. Schulstad Army Reserve Center near Chicago, the training taught participants better ways to request resources and develop relationships with the 85th Support Command, as well as help with total readiness.



509th SSB: Achieving Innovative SHARP Training Through Immersion
 VICENZA, ITALY — The 509th Strategic Signal Battalion Sexual Harassment/Assault Response and Prevention team pose after the battalion's 2023 SHARP challenge training on March 1 at U.S. Army Garrison Italy. Emphasizing the importance of SHARP in professional workplaces and personal lives, the training uses innovative and immersive methods to challenge groupthink (that is, herd mentality) and to create and sustain a safe, secure work environment for Soldiers and Civilians. (U.S. Army photo by Cpl. Jenayne Duncan)



Meet the Winners of the 2023 Army's Best Medic Competition
 FORT POLK, La. — The Command Sgt. Maj. Jack Clark Army Best Medic Competition is a three-day event that tests the strength, knowledge and endurance of the service's top medics. It also serves as a way to recognize combat medic specialists for their critical role in providing first-line medical support to Soldiers on the battlefield. This year's winners are Capt. Alexander Kenney and Sgt. 1st Class Douglas Petty from the 6th Ranger Training Battalion, Airborne Training Brigade. (U.S. Army photo by U.S. Army Medical Command)



Relationship-Fostering Ceramics Night at U.S. Army Garrison Presidio of Monterey
 PRESIDIO OF MONTEREY, Calif. — Sgt. Valerie Guash and her husband, Jeffery Molinary, participated in ceramics night at U.S. Army Garrison Presidio of Monterey on Feb. 24. This relationship-enrichment event—hosted by Chaplain Maj. David Ditolla, the garrison's Military Family Life counselor, and the Defense Language Institute Foreign Language Center chaplain teams—brought couples together to help them enrich their relationship and find new shared activities.



Interactive DUI Prevention Training at Fort Wainwright
 FORT WAINWRIGHT, Alaska — The Fort Wainwright Police Department has developed an interactive training program to educate Soldiers on the effects that alcohol has on driving ability. Soldiers from Delta Company, 1-25 Attack Battalion, were the first to participate in the pilot program. Here, Sgt. 1st Class Erickson Santos throws a beanbag while wearing "drunk goggles." (Photo by Eve Baker, Fort Wainwright Public Affairs Office)



Mission Support Battalion Soldiers Use R2 Training To Enhance Teamwork

By Erik Moshe, Ready and Resilient

The Mission Support Battalion (MSB) helps other units meet their mission demands. Each day is different, which can lead to stress and reduced energy. MSB rarely interacts as an entire team, so the MSB unit leader wanted to bring team members together to build rapport and establish a unified identity.

Master Resilience Trainer - Performance Expert (MRT-PE) Kaite Conway from the Fort Knox Ready and Resilient (R2) Performance Center met with MSB's leader to discuss the unit's unique work stressors and plan for the unit to come together, create connections and improve performance.

Conway and MRT-PE Allie Lugin led Soldiers through a mental fitness course, at the Sadowski Center, consisting of eight stations.

At the number grid station, participants took turns finding five numbers on a randomized number grid in ascending order. Each team had points added to their total based on how many numbers they found. This station put the participants under pressure while also requiring them to stay focused in a distracting environment. At the stack attack station, participants went from the big movements of the previous station's exercise and switched to small motor movements to successfully stack hex nuts. The riddles station featured six riddles to solve, which challenged participants to think creatively and collaborate to find the answer.

The mental fitness course challenged the Soldiers' team cohesion because each station required full completion by each team member, with many stations set up in a "relay" style in which one team

member cannot begin their portion of the task until the previous person completes their portion.

"The course challenged Soldiers' problem-solving ability in more ways than one. It encouraged the Soldiers to strategize how to successfully complete each station using the resources and information offered to them. It also encouraged Soldiers to think creatively and stimulated quick, flexible thinking due to the time constraints," Conway says.

"In terms of the Soldiers' physical endurance, the mental fitness course incorporated four out of eight physical challenges that put their aerobic and anaerobic capacities to the test, while also testing their ability to recover from short spurts of maximal physical exertion."

"I think it's especially important for Army teams to establish a unified identity beyond the one that the Army requires of them. Each Army team/unit operates as a subunit of the Army, which makes it a unique team in and of itself, thus warranting its own team identity," Conway says.

"Rapport-building, establishing deeper connections and unifying the team identity is crucial for effectively meeting mission requirements," Lugin says.

"The cup-stacking station was the most interesting to me because each team used a different approach to the task. Some teams interpreted the instructions literally and stacked all the cups in descending order, while other teams interpreted the instructions in ways that allowed



Soldiers at the Mission Support Battalion participate in a mental fitness course to enhance team solidarity. (Photo courtesy of U.S. Army)

for shorter cup stacks and, in turn, afforded more towers in the given amount of time."

After the training, Conway met with unit leaders to discuss Strengths of Character and Core Values and Beliefs and their importance to leadership, and overcoming adversity. MSB requested the R2 Performance Center's participation in future semiannual trainings to reinforce the skills and qualities of their team identity.

"This was the best training we have ever had! Thanks for making it so much fun at 0600!" a participant says.

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>.

598th Transportation Brigade Hosts Readiness Day

From Sgt. 1st Class Blade DeLaRosa Diaz, 598th Transportation Brigade

Col. Robert L. Kellam, commander of the 598th Transportation Brigade, in Sembach, Germany, hosted a preholiday brigade readiness day for Soldiers, Department of the Army Civilians and host-nation local nationals. The goal was to reinforce a culture of prevention, trust, dignity and respect while connecting members through educational and engaging training. The readiness day is part of the command team's ongoing efforts to help our members to evolve into the next level of cohesiveness. Kellam and Command Sgt. Maj. AnDante Williams strongly believe in effective communication, working together, conflict resolutions, dignity and respect, and the SHARP program, so they teamed up with subject matter experts to bring the most innovative information to the team. Staff Sgt. Marquise Miller and Staff Sgt. Audrey Rivera started the day with a SHARP physical readiness training session, followed by a SHARP leaders breakfast. Kellam introduced his



Soldiers and Civilians of the 598th Transportation Brigade participate in BDE Readiness Day. The event includes SHARP physical training, breakfast with leaders and training in areas such as Equal Employment Opportunity rules, ethics, healthy relationships and respect. (Photo courtesy of 598th Transportation Brigade)

philosophy on the importance of dignity and respect and also addressed concerns that were identified during a Defense Organizational Climate Survey. Presenters were Ronald Gonzalez and Leah Holly, 21st Theater Sustainment Command Equal Employment Opportunity representatives; James Honeycutt and Candace Shepherd, Rheinland Pfalz Army Substance Abuse Program; and Cherisse Staten, sexual assault response coordinator at Landstuhl Regional Medical Center. They shared their approaches to ethical leadership, equality and inclusion, and responsible drinking, and explained how to build effective professional and personal relationships. Using their unique style, they engaged the audience in healthy discussions and showed members various strategies to stay connected with, and protect, one another. Further, they challenged leaders to connect better with subordinates to identify risk and protective factors within the formation.



Understanding Drug-Facilitated *SEXUAL ASSAULT* Continued from page 1

way survivors seek and receive treatment because memory impairment resulting from voluntary or involuntary drug or alcohol misuse can lead to questions about what happened and increase feelings of guilt and self-blame. Watters states, "When a person is under the influence of drugs or alcohol and becomes a victim of a crime, it can be a harder challenge to journey through the self-healing role of survivor. There are often misplaced levels of

- When a perpetrator takes advantage of someone's voluntary use of drugs, alcohol or another substance.

According to the National Institute on Alcohol Abuse and Alcoholism, alcohol is involved in at least half of all sexual assaults. Although alcohol is the substance most often involved in sexual assaults, perpetrators use other drugs, such as Rohypnol, to facilitate sexual assaults.

Perpetrators who use drugs to incapacitate often do so to increase others' vulnerability and target them for criminal acts. "Predators will often target potential victims and create an environment to lower their guard or ability to fight back against criminal behaviors," says Watters. The involuntary use of drugs by a survivor can lead to relationship distress and self-blame for the drugging (Fields et al. 2002). Watters shares that it is important to be aware of your surroundings when you see an incident of sexual harassment or sexual assault and to remember your own safety when deciding to act. "Be aware of your surroundings and act when you see a situation that is not OK. You can engage directly or leverage the help of others such as the bartender, security or friends. Most importantly, don't let others be left alone when a situation is demonstrating inappropriate and potentially harmful behaviors."

People who had been using drugs or alcohol voluntarily at the time of a sexual assault are five times more likely to develop a substance misuse disorder (Fields et al. 2002). This means it's important for survivors to learn healthy coping mechanisms and receive resources to support them. Watters says finding your peace, no matter what that means to you, is one of the most important steps to healing.

"Survivors can seek counseling to address the challenges that trauma enhances. I encourage finding a positive outlet that helps create

mindfulness and resiliency — a mental space that brings joy and healing. Finding a fitness activity, journaling, gardening, volunteering, nature, artistic outlets, cooking and even yoga can be some options. It all depends on the individual person and what calls peace to them. Seek that space and embrace it. Healing is a journey," says Watters.

The Hawaii Garrison is boosting resilience and learning how to prevent sexual assault through two initiatives: a bimonthly Supporting Warriors Action Team (S-WAT) and a SHARP escape room. S-WAT is a mentorship training program that targets junior Soldiers and Civilian employees and provides useful information on how to reduce sexual assault and substance misuse. S-WAT graduates also bring what they've learned back to their formations and workplaces and serve as mentors.

Sexual assault and sexual harassment are two pieces of a large, complex puzzle that can be further complicated when both the perpetrator and survivor of sexual violence use alcohol or drugs. This is why gaining explicit consent is nonnegotiable. Explicit consent is a clear voluntary agreement to do something sexual. Nobody can give explicit consent when they are nonverbal, feel threatened or coerced, or are under the influence of drugs or alcohol. Consent also means that just because a person has given consent to one thing doesn't mean they have consented to everything, and anyone can take back consent at any time.

If you're a sexual assault survivor, the assault was not your fault no matter who you were with, how you were dressed or what you were doing. Soldiers, Families and DA Civilians who have survived a sexual assault or want to support someone who has survived a sexual assault can call the DOD Safe Helpline at 877-995-5247 or visit <https://safehelpline.org/> for more information and resources.

"Survivors can seek counseling to address the challenges that trauma enhances. I encourage finding a positive outlet that helps create mindfulness and resiliency — a mental space that brings joy and healing."

— Jodee Watters, Director, Fusion Directorate and Lead SARC, Hawaii SHARP Program

blame upon themselves for what happened. No one should ever blame themselves for the criminal acts of another to them, nor should they feel shame." She also notes that some elements of society are still biased against sexual harassment and sexual assault, and that can affect survivors and their ability to heal as they struggle to understand why this crime happened to them.

Sexual assaults that involve drugs and alcohol are known as drug-facilitated sexual assaults (DFSAs). According to the Rape, Abuse & Incest National Network, DFSA occurs when alcohol or drugs are used to compromise an individual's ability to consent to sexual activity. This happens when:

- A perpetrator gives or intentionally forces a victim to consume a substance with or without their knowledge.

New Horizons For a Better Tomorrow *DIRECTOR'S COLUMN* Continued from page 2

can make a better tomorrow for years to come.

On another note, as senior leaders make decisions, we're preparing to ramp up the Army SHARP workforce and the Integrated Prevention Advisory Group workforce. We're scheduled to add 360 SHARP professionals to Army rolls this fiscal year in addition to the 319 prevention specialists planned for the I-PAG. This is a daunting task—not just because of the sheer numbers but also because of the unique skill sets and experience required for

these roles, primarily as we compete with other Military Services for the same talent pool. However, we will not be deterred and are conducting informational sessions for those interested and with the credentials to serve in these critical, sensitive positions.

Finally, we held the first-ever Suicide Prevention Month (SPM) theme crowdsourcing campaign from March 20 through April 2. The campaign generated numerous profoundly creative, thought-provoking submissions. The

selected theme will inspire the development of Army 2023 SPM commemoration materials. I appreciate the positive response to this initiative and thank you for making your voice known.

I'll leave you with a quote from Winston Churchill: "To improve is to change. To be perfect is to change often."

Be All You Can Be!
James A. Helis, Ph.D.



Integrated Prevention Advisory Group Gains Momentum

By Chester Curtis, Army Resilience Directorate

The Army will soon implement Phase II of the Integrated Prevention Advisory Group, or I-PAG, the Army's prevention workforce. The I-PAG will assist commanders in identifying evidence-based policies, programs and practices that will increase protective factors, build positive peer environments and prevent harmful behaviors across the Army.

Approximately 80 individuals were hired in the first phase of I-PAG. Implementation of Phase II is scheduled to begin this quarter, with a goal of over 200 new hires by the end of the fiscal year, according to Dr. Beverly Fortson, the Army Resilience Directorate's Integrated Prevention Division (IPD) director.

IPD provides technical oversight of the I-PAG and is one of five divisions within the Army Resilience Directorate.

The plan is for the I-PAG to be at full operating capacity by 2027. More than 1,200 individuals will be hired across the active-duty Army, Reserves and National Guard.

The primary responsibility of the integrated prevention workforce is to work closely with leaders to build healthy climates and create environments free from abuse and harm. The

workforce will work with leaders to identify risk and make informed, research-based decisions; use integrated resources to promote healthy command climates; and create sustainable, comprehensive prevention plans tailored to their specific installations.

Real change is data driven. The prevention workforce will empower leaders with data and research. They will interpret data to understand local needs and ensure that leaders understand the data and its implications so that they can make data-informed decisions.

According to Fortson, everyone has a role to play in prevention; it is not something one person can do. The prevention workforce will need to engage with the military community and outside communities to increase visibility of prevention efforts and integrate activities of different programs to ensure that messages are consistent.

"When it comes to prevention we have to share our data and resources and engage as many people as we can in the process so that we can reach our shared vision of a safe and inclusive military," says Fortson.

Fortson also notes, "We must also implement

prevention activities that work. If we want to see change happen, we have to implement what works, and this means helping leaders shape and optimize local policies, programs and practices."

Finally, according to Fortson, the last responsibility of prevention workforce personnel is sustaining progress over time.

"Leaders must understand that change takes time," Fortson says. "We have to make sure we are measuring the impact of our prevention activities and helping our leaders understand it's going to take time to see the type of changes they want to see."

Prevention workforce positions range from GS-11 to GS-14 and will be at locations around the world, at different commands.

Jobs will be listed on the Civilian Human Resources Agency's Army Prevention Workforce portal, https://portal.chra.army.mil/hr_public?id=apwf_public_jobs, and the USAJobs website. There are also internship opportunities.

For more information go to <https://www.armyresilience.army.mil/IPAG/>.

Marijuana Use Amongst Soldiers Increased in Recent Years

By Antwaun J. Parrish, Army Resilience Directorate

Last year's Army Substance Abuse Program (ASAP) metrics revealed that there's been an increase of marijuana use amongst Soldiers.

Over the years, delta-9-tetrahydrocannabinol, also known as delta-9 THC, has become the primary illicit drug of misuse identified across DOD service members. Per the Status of Drug Abuse in the Department of Defense, fiscal year 2021 Drug Testing Statistical Report and Analysis, "marijuana remained the drug of choice for active Army service members, accounting for 72 percent (3,291 out of 4,570) of all unique drug-positive Army active service members," says Tom Gilliard, ARD ASAP program manager.

"Much of the increase in marijuana use can be attributed to delta-8 THC, which is a psychoactive substance found in the *Cannabis sativa* plant. Marijuana and hemp are two varieties of this plant. Delta-8 THC is but one of over 100 cannabinoids produced naturally by the cannabis plant but is not found in significant amounts in the cannabis plant. As a result, concentrated amounts of delta-8 THC are typically manufactured from hemp-derived cannabidiol (CBD)."

Gilliard also states that it is important for consumers to be aware that delta-8 THC products have not been evaluated or approved by the FDA for safe use in any context.

Delta-8 THC use has rapidly risen in popularity. Its popularity grew dramatically in late 2020, gaining the attention of cannabis consumers and processors throughout the U.S. As of early 2021, delta-8 THC is considered one of the fastest-growing segments of hemp-derived products.

"The trend has changed in part due to the U.S. Agriculture Improvement Act of 2018, which did not specifically address delta-8 THC, but effectively legalized the sale of hemp-derived delta-8 THC products with no oversight," says Gilliard.

If Soldiers are found to have used illicit drugs, they are first evaluated for substance use disorder, disciplined as appropriate and considered for separation. Use of this substance is unlawful while serving in the military. It doesn't matter what the states have legalized.

Gilliard states that the Army has increased efforts of prevention education, outreach efforts

and strategies to counter the abuse tendencies of service members using illicit substances.

"All prevention efforts will include focus on use of illicit substances or misuse of prescription medications," says Gilliard.

Army leaders at all echelons are charged with educating their subordinates and establishing a culture of dignity and respect that promotes healthy habits. Gilliard believes that it is all about education and prevention efforts that are done within the individual units. Leaders need to be educated on the laws, no matter how the states legalize substances.

"For Federal and Department of Defense personnel these substances are not legal to use," says Gilliard. "Some states are changing their DUI rules to include THC, as there are many health and readiness risks to consuming THC. Commanders should work with their Army substance abuse programs to educate themselves on the illicit substances available within their local areas. Be an active voice on this topic so that Soldiers know the command will be supportive in getting them any needed assistance."



Army Revises Ask, Care, Escort, Suicide Intervention Training

By Antwaun J. Parrish, Army Resilience Directorate

ARLINGTON, Va. — The Army has developed and updated a training aimed at suicide prevention that encourages Army personnel to engage with peers who may be dealing with challenges.

Ask, Care, Escort, Suicide Intervention (ACE-SI) is an enhanced version of ACE. It is the Army's only suicide intervention training and is designed to encourage appropriate and deliberate intervention with at-risk individuals.

"ACE-SI prepares the individual to intervene in a crisis situation by teaching them to remain calm, ask directly about suicidal thoughts, express empathy and safely escort the individual to the appropriate helping agency or remain with them until emergency services arrive," says Richard Gonzales, Walter Reed Army Institute of Research, Research Transition Office training specialist.

Gonzales goes on to state that ACE-SI also teaches the end user their roles in postvention (units' response to a completed suicide) and reintegration (units' responsibility for integrating individuals upon return from BH-related absences) situations.

ACE-SI training provides greater familiarity with ACE unit training and resources, which makes it the ideal candidate to train and reinforce suicide prevention within its organizations.

"This seven-hour training can be emotionally difficult for some of the trainees due to the sensitive nature of the topic," says Gonzales. "The impact of suicide is far reaching, and many have been directly impacted by suicide loss. The conversations around the topic can evoke memories that are very painful and perhaps stir up unresolved issues," says Gonzales.

According to Gonzales, due to the sensitive nature of the topic, it is recommended that



A chaplain assistant hands out suicide prevention and awareness cards to Soldiers at Camp Arifjan, Kuwait. (U.S. Army Photo by Sgt. Christopher Lindborg)

there are two instructors for each training event. Having a second trainer in the room allows for a response capability while allowing the training to proceed as scheduled. It is also recommended that a behavioral health professional or chaplain be on call to respond should a participant feel a need to speak with someone.

According to Gonzales, the conversation tools are intended to facilitate a productive conversation that allows the person in crisis to feel heard and understood. These tools facilitate active listening, which is beneficial in almost any conversation where relationship and rapport are desired. This is critical in the intervention.

"The ACE-SI participant should practice using these conversation tools as well as the other communication principles (be direct, nonverbal communication) so that they are comfortable with them in the intervention and can focus on authentic engagement with the person in crisis rather than a checklist or memorized script," says Gonzales.

The conversation tools used within the ACE-SI training are as follows:

- **Open-ended questions** are those that will elicit more than a yes/no response; they allow someone to tell you more of their story than a close-ended question.

- **Paraphrasing and clarifying** can help you to convey that you heard what was said and want to make sure you understand.
- **Affirmations are statements** that recognize the strengths of the individual and highlight any behaviors that are in the direction of positive change.
- **Reflective listening** helps the person at risk know they have accurately told their story.
- **Summarizing** helps the at-risk person know they have been understood in the most helpful way by pulling together key elements of the conversation and identifying the most important matters at hand.

When asked some of the best ways leaders can show empathy without coming across as being sympathetic, Gonzales responds that sympathy in and of itself is not necessarily to be avoided. It's more of an acknowledgment that someone is experiencing a difficult situation, which can be beneficial.

"It's just important to be aware that having sympathy doesn't necessarily facilitate connection," says Gonzales. "Understanding the three types of empathy (cognitive, emotive and empathic action) can serve as a framework to evaluate our thoughts and emotions, which can help us stay empathetic during a crisis."

Once Soldiers are trained, Army units will all have ACE-SI trainers whose responsibility is to be the commander's eyes and ears as it pertains to suicide prevention and intervention.

"ACE-SI trainers are able to conduct ACE training, intervene in crisis and serve as a force multiplier in the commander's effort to manage the unit's procedural and humanitarian response to suicide-related events, including reintegration of Soldiers to the unit and postvention in the case of a completed suicide," says Gonzales.

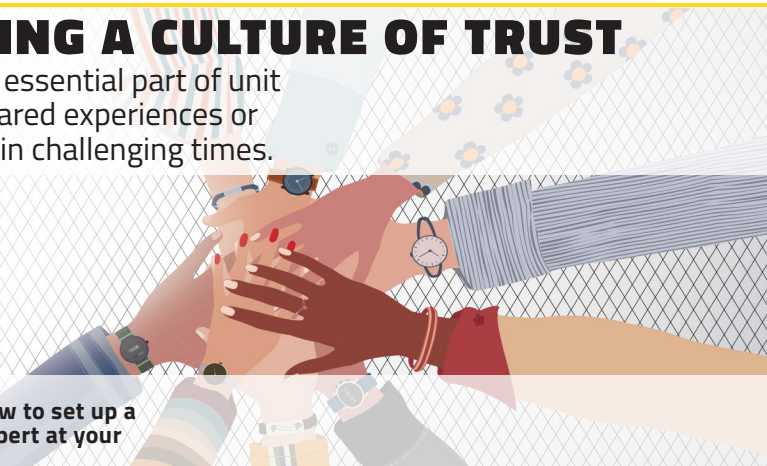
PERSONAL READINESS: BUILDING A CULTURE OF TRUST

Building or earning someone's trust takes time and is an essential part of unit cohesion. Trust can be accomplished through actions, shared experiences or being someone whom your fellow Soldier can look up to in challenging times.

You can help build a culture of trust by:

- Respecting others.
- Listening and showing compassion.
- Being supportive.
- Being consistent.
- Encouraging open and honest communication.

For training and resources on readiness and resilience and to learn how to set up a one-on-one session with a master resilience trainer - performance expert at your nearest R2 Performance Center, visit www.armyresilience.army.mil.





ARMY RESILIENCE

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER

APRIL 2023

HAIL AND FAREWELL

We invite the Army Resilience community to join us in a fond farewell to a member who is retiring after 37 years of Federal Service and departing the Directorate.

Farewell

- Cheryl Barron, ARD SACO, Strategy, Plans and Operations Division



UPCOMING EVENTS

APRIL

9th Annual Women, Peace and Security Symposium

April 26–28: 9th Annual Women, Peace and Security Symposium. This year's theme is Women, Peace and Security in a Fragile World: Perspectives on Warfighting, Crisis Management and Post-Conflict Transitions.

Location: Newport, Rhode Island. **Learn more:** <https://usnwc.edu/News-and-Events/Events/US-Naval-War-College-2023-Women-Peace-and-Security-Symposium>

MAY

18th Annual Conference on Crimes Against Women (CCAW)

May 22–25: CCAW is an annual conference that educates and trains first responders and community stakeholders on best practices for identifying, investigating and prosecuting crimes against women.

Location: Dallas, Texas. **Learn more:** <https://conferencecaw.org>

National Alliance on Mental Illness Convention (NAMICon)

May 24–27: NAMICon 2023 is an opportunity to connect with an audience of influential leaders, activists and practitioners in the mental health field. Attendees learn about mental health services, products and information for themselves and loved ones with mental illness.

Location: Minneapolis, Minnesota. **Learn more:** <https://convention.nami.org/about/>

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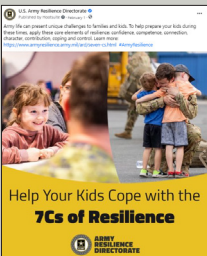


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SOCIAL MEDIA UPDATE

TOP PERFORMING POSTS

FACEBOOK



Impressions: 4,816

TWITTER



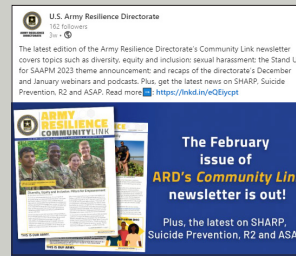
Impressions: 2,435

INSTAGRAM



Impressions: 83

LINKEDIN



Impressions: 181

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Army Resilience Directorate

ARD COMMUNITY LINK
April 20th, 2023. Volume 7, Issue 4

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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