



# ARMY RESILIENCE COMMUNITYLINK

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER | APRIL 2022



Army leaders and Soldiers can work together to change the culture, build trust, and create a command climate that does not tolerate sexual assault. (U.S. Army photo by Sgt. ShaTyra Reed)

## Prevention Starts With Who? Understanding Our Role in SH/SA Prevention

By Jasmine Taylor, Army Resilience Directorate

Although April is the official observance of Sexual Assault Awareness and Prevention Month, the Army's efforts to eliminate sexual assault are continuous. This means there is work to be done – by Army leaders and Soldiers – to achieve this goal.

The Army has many strong, unifying values such as loyalty, duty, respect, selfless service, honor, integrity, and personal courage that are consistent with fundamental sexual assault prevention and bystander intervention strategies.

However, misplaced loyalty for battle buddies engaging in harmful behaviors can be detrimental.

Some may misconstrue this value to justify or ignore harmful behaviors from those on their team, said David S. Lee, Deputy Director of ValorUS, a national organization committed to ending sexual violence.

"(They may think) ... I'm going to defend my battle buddy, no matter what, even if they harm someone else, I'm going to stand

by them no matter what and collude with the abusive behavior," Lee said. Instead, true loyalty toward fellow battle buddies means supporting sexual assault prevention by calling out these behaviors, he said.

"Battle buddies, don't harm other people, whether they're in our unit or not," said Lee.

Lee also explained how prevention efforts can be strengthened by cultivating a dedicated workforce to train on prevention activities. He provided the example of how the program [Coaching Boys into Men](#), a healthy relationship skills and sexual violence prevention program for teenage boys, can serve as a model of how investing in program curriculum and those who instruct it can yield positive results with participants and create change.

"It's a set of lesson plans that a coach gives throughout the season and if they're doing that throughout the season, and becomes part of the culture of the team, it actually can build a stronger team, and it becomes something that becomes a

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## DIRECTOR'S COLUMN

Team,

As we near the end of April, which is Sexual Assault Awareness and Prevention Month, I'd like to reflect on this year's SAAPM theme: Prevention Starts With You. Every team member in the Army community, especially leaders and Soldiers, have a responsibility to create a [healthy unit climate](#).

[High rates of sexual harassment in commands and installations are strongly associated with high sexual assault rates.](#) Decreasing sexual harassment at your unit is very likely to decrease rates of sexual assault in your unit. If we want to get at prevention, then Prevention Starts With You—with us. When sexual harassment occurs—colleagues or fellow Soldiers making inappropriate jokes, innuendo, cat calls, sending unsolicited texts or images, physically cornering or blocking people, bullying, hazing, engaging in quid pro quo, etc.—we must notice this behavior, acknowledge it's a problem, and have a plan to [intervene](#). If you recognize these behaviors in yourself, you must stop because you are hurting your teammates and your unit. Every Soldier should be able to trust their leaders and fellow Soldiers.

While individuals on the ground are essential in the prevention of sexual harassment and sexual assault, the Army as an institution has an equally essential responsibility in preventing these harmful behaviors. Prevention is at the foreground of the latest efforts by the Army to eliminate sexual harassment, sexual assault, and associated retaliatory behaviors. This month, the Army [officially launched](#) the yearlong SH/SA Fusion Directorate pilot at seven sites across the Army, including an Army Reserve virtual Fusion Directorate for the 99th Readiness Division.

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## Army Develops Training to 'SHARP'en Commanders and Leaders

By Antwaun Parrish, Army Resilience Directorate

The Army continues to update and implement policies and procedures aimed at tackling sexual offenses.

In November 2021, the Secretary of the Army directed commanders at all levels receive updated Sexual Harassment/Assault Response and Prevention Program training. This directive is outlined in Executive Order Headquarters Department of the Army 110-22.

Leaders are responsible for implementing and ensuring policies against sexual offenses are upheld, said Jill Londagin, U.S. Army SHARP director. "These incidents destroy cohesion, unity, and the teamwork needed to ensure success for our worldwide missions."

In accordance with the EXORD, commanders and leaders are to ensure there's a shared understanding and correct application of updated reporting procedures for sexual assault. Leaders are defined as squad leaders and above and includes Civilian supervisors.

"Commanders and leaders need to be trained on sexual harassment and sexual assault prevention and response procedures in order to provide the appropriate, respectful, and professional support to their Soldiers," said Londagin.

At the direction of President Joe Biden, on Feb. 26, 2021, Secretary of Defense Lloyd J. Austin III established the 90-Day Independent Review Commission on Sexual Assault in the Military. The commission was charged with conducting an impartial assessment of the military's current treatment of sexual assault and sexual harassment.

## DOD Releases 2021 On-Site Installation Evaluation Report

From the U.S. Department of Defense

The Department of Defense released the 2021 On-Site Installation Evaluation Report on March 31. Evaluation site visits to installations focused on an installation's prevention capabilities and ability to effectively address risk for sexual assault, sexual harassment, and suicide. They were designed to provide early detection of risk factors so leaders can take corrective actions and enhance prevention. OSIEs aim to provide insights on risk and protective factors on the ground, what works, what does not, how DOD can improve efforts more comprehensively, and support efforts to implement the approved recommendations of the Independent Review Commission on Sexual Assault in the Military.

The OSIE report provides senior Department leadership with greater visibility at the local level that can be scaled enterprise-wide and will also allow DOD to better tailor the continued implementation of the IRC's recommendations.

On Secretary of Defense Lloyd J. Austin III's first full day in office, he made countering the scourge of sexual assault in the military a key priority. In the month following, Secretary Austin directed the establishment of the Independent Review Commission on Sexual Assault in the Military and directed broad policy compliance checks, the assessment



This Is Our Army.

Participating in the updated SHARP training will allow leaders to create a positive command climate. (U.S. Army photo by Staff Sgt. John Yountz)

Preventing, responding to, and supporting Soldiers who are victims of demeaning language, sexual assault, sexual harassment, and retaliation is a command responsibility. The SHARP leader training is the result of the report's findings command teams' lack of understanding of policies, confidentiality, and basic awareness of how trauma impacts victims.

The training curriculum reflects updated sexual assault reporting procedures. SHARP professionals will execute the SHARP leader training.

To read the full article, go to <https://www.army.mil/article/254562>

and development of prevention capabilities at each installation, the enhancement of the Department's command climate efforts, and site visits to a representative sample of military installations. These site visits culminated in the release of the 2021 OSIE Report covering 20 Department of Defense sites.

To read the full article, go to <https://www.defense.gov/News/Releases/Release/Article/2984664>

A key objective for the Department is to better understand current gaps and provide teams with the necessary tools to enhance prevention capabilities. As Austin has made clear, preventing sexual assault requires commitment from every echelon of DOD leadership.

The memo for "DOD Actions to Address Findings and Recommendations of the 2021 On-Site Installation Evaluations" can be found [here](#).

The 2021 On-Site Installation Evaluation Report can be found [here](#).

To read the full article, go to <https://www.defense.gov/News/Releases/Release/Article/2984664>

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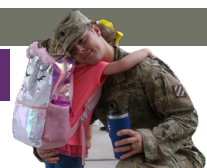
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MONTH OF THE MILITARY CHILD

CAN THE ARMY HELP YOU BE A BETTER PARENT? YES AND NO

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## SHARP Victim Advocate of the Year Recognized for Survivor Advocacy

By Antwaun J. Parrish, Army Resilience Directorate

ARLINGTON, Va. – Staff Sgt. Betsy Upton, Fort Jackson Medical Department Activity, Moncrief Army Health Clinic, has been selected as the 2021 Victim Advocate of the Year within the Army's SHARP Program.

She was recognized for providing quality support and advocacy to sexual assault and sexual harassment victims and specialized training and education to more than 700 professional victim advocates, commanders, Soldiers, and responders. In addition, she improved the expedited transfer process; increased the amount of SHARP-focused conversations; and anonymous and retroactive reporting.

Upton was also lauded for the assistance and advocacy expertise she provided in support of the Secretary of Defense Observation/Immediate Action Visit.

She was also recognized for creating a training initiative tailored to her audience. Her training program included vignettes, hypothetical scenarios, and group break-out sessions that kept the audience actively engaged. The training program was so well received it was adopted by Fort Jackson, South Carolina, as the installation training model.

"Staff Sgt. Upton's commitment to providing sexual assault survivors with timely, quality support, and matchless leadership and initiative in executing a comprehensive SHARP program is worth recognition," said Dr. James Helis, Director, U.S. Army Resilience Directorate.

Upton's advocacy reaches far beyond her organization. Within the course of one year, she co-chaired a virtual and in-person community stakeholders meeting that included the internal stakeholders from the Sexual Assault Medical Management team, Special Victims' Counsel, Criminal Investigation Division, and Program Managers from Substance Use, Suicide Prevention, and Family Advocacy.

The community stakeholders included the local rape crisis centers and victim services law enforcement officers. She was also selected to serve on two community outreach panels and be a victim advocate panel guest at Shaw Air Force Base, South Carolina.

"Staff Sgt. Upton understands the professional ethics of advocacy and wholeheartedly engages in providing care to victims, and teaching our partners within the SHARP profession and senior leadership,"



Staff Sgt. Betsy Upton previously received the SHARP Spirit Award when she graduated from the SHARP Academy course in 2021. (Photo courtesy of Moncrief Army Health Clinic)

said Jill Londagin, Army's SHARP Program Director.

"Staff Sgt. Upton has performed exceptionally as the Moncrief Army Health Clinic victim advocate," said Stephanie Garvin, MAHC Sexual Assault Response Coordinator. "Her authentic, compassionate demeanor allows her to be a reliable, strong and successful advocate to those in need."

## Army Nominates Candidate for SAPRO Promoting Excellence in Prevention Award

By Antwaun J. Parrish, Army Resilience Directorate

Arlington, Va. – The department of the Army has selected Stacey Rosenberg, U.S. Military Academy, as the nominee for the 2022 DOD SAPRO, Promoting Excellence in Prevention Award. Rosenberg serves as West Point's SHARP Assistant Program Manager/Prevention Specialist.

Rosenberg was recognized for developing an education course for Cadet-Peer Leaders titled "Prevention Skills 101," or PS101. The course is a 40-hour, week-long leadership training and discussion on a variety of sensitive topics in support of sexual assault prevention and other violence prevention efforts.

This course was created to complement West Point's mission to develop leaders of character committed to the values of "Duty, Honor, Country" and who are prepared for a career of professional excellence and service to the nation.

"It is crucial that these future officers are prepared to lead in the realm of primary sexual violence prevention," said Russel Strand, West Point SHARP Program Manager.

### PS101 is designed to:

- Set the conditions for cadets to explore their own values, beliefs, and attitudes that relate to their relational character—the application of Army values for the development, sustainment, and promotion of healthy relationships and holistic health.
- Educate cadets in the mechanics of prevention strategies.

- Provide background knowledge specific to preventing the breadth of harmful behaviors the Army/Department of Defense is committed to preventing including sexual assault, sexual harassment, bullying, hazing, and self-harm across the social ecology.

- Prepare cadets to develop and lead trainings/discussions on these sensitive topics for both education and support purposes.

"It's important to recognize those who go above and beyond to not only understand our prevention programs but to build upon their knowledge and discover methods to improve our programs," said Dr. James Helis, Director, U.S. Army Resilience Directorate.

"Stacey Rosenberg demonstrated excellence by developing, implementing, and assessing a prevention activity that significantly supported and continues to support the USMA SHARP Program," said Jill Londagin, Army SHARP Program director. "This innovative initiative not only supports DOD's goal to build and sustain a system that prevents sexual assault but also serves as a model we're interested in scaling to active Army organizations."

As an academic/training-style course, PS101 addresses several of the sexual violence risk and protective factors across the socio-ecological model within a classroom-like environment. Content is delivered via hands-on experiential learning activities, lectures, and small and large group discussions.

Rosenberg collaborated with other West Point staff

and faculty to facilitate smaller group discussions throughout the course. After the first pilot year, she held informal focus groups with the cadets who had participated in the course to get their impressions of the course, what was missing, and what should be removed.

The program allowed time to pass before collecting effective feedback from attendees. To date, all of the feedback has been positive.

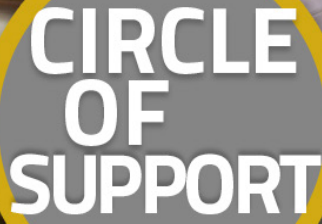
One former cadet wrote: "I just wanted to thank you so much for everything I learned from you during (the course). Today I led a very helpful conversation that changed a lot of people's minds in my company. Some even said this was the first brief on sexism/SHARP that made them optimistic rather than cynical ... And I owe it to you that I was able to help make that a reality for people."

This West Point prevention activity has been such a success it was mentioned in the 90-Day DoD Independent Review Committee report as a Lesson Learned to Highlight Innovative Leadership and Climate Related Practice Across Services.

The next step for Rosenberg is to face competition among the other Services.

"We are very proud of Stacey and know that she represents us well. We wish you the best of luck in this next level of competition," said Londagin. "We congratulate her for being the Department of the Army's nominee as 2022 DOD Sexual Assault Prevention and Response Office, Promoting Excellence in Prevention Award."







## Chaplains: Building a Bridge to Soldier Care, Support

By Tara Davis, Army Resilience Directorate

Chaplains play a key role tending to the spiritual well-being of Soldiers, their Families, and the greater Army community. Army chaplains must not only facilitate spiritual growth and connection across a multitude of faiths and practices, but also serve as the first line of defense in crisis intervention.

"Spirituality is the core of prevention and resiliency; I believe that for instance when a person has hope it provides a degree of resiliency that a person who doesn't have hope won't have," said Chaplain (Col.) James Boulware, Soldier and Family Spiritual Readiness Division Action Officer, Office of the Chief of Chaplains.

Spiritual care is an important aspect of crisis intervention. Chaplains support crisis intervention by reducing the stigma associated with receiving mental health services. Also, conversations with chaplains are 100% confidential and cannot be shared with command, so Soldiers can get help, but also maintain privacy.

Often chaplains serve as the gateway to care and are the first people to have contact with



Garrison chaplains play an integral role in spiritual guidance and crisis intervention among Soldiers and their Families. (Courtesy photo)

individuals who are going through tough situations.

"Chaplains come to the force with a lot of life experience with them, so we bring that life experience of being a father, mother, having a Family with us so that when we sit down with that Soldier we can relate to that Soldier and bring additional wisdom into our counseling," Boulware said. "Any chaplain would say that our number one priority is people and community."

Soldiers most often approach chaplains to seek guidance. These circumstances can range from a junior Soldier asking for support on how to handle pressure from their drill sergeant or a senior leader needing counsel regarding career decisions or marriage concerns. Soldiers often share their emotional struggles and other challenging life experiences and hardships.

"(The conditions) can vary but that's our role as the chaplains to address all of that," said Boulware.

He said it's important he knows his role in the crisis as the spiritual facilitator and to understand how religious the care seeker is. "The first thing I do is be aware of my role as a chaplain and move to the spiritual side as well as the emotional and behaviors of that person, we bring in the God aspect, I then use that as part of the platform to build guidance and direction on, I address them in a way that they can receive, and I don't push my own religious beliefs on someone," Boulware said.

Boulware said the means and tools chaplain's use to teach prevention and intervention have changed over time, such as using Ask, Care, Escort and Applied Suicide Intervention Skills Training to assist in a potential crisis.

Chaplains serve as caregivers to care-seekers and provide the dialogue for individuals to reflect on their purpose and values. They are available to Soldiers through 24/7 on-call lines at each installation, as well as through an installation's chaplaincy office, although the availability of these lines may differ between installations and garrisons.

You can learn more about the U.S. Army Chaplains Corps here: <https://www.army.mil/chaplaincorps>. If you need additional support, please call the Military and Veterans Crisis Line at 1-800-273-8255 and Press 1 or visit <https://www.veteranscrisisline.net/get-help-now/military-crisis-line/>.

**"Any chaplain would say that our number one priority is people and community."**

Chaplain (Col.) James Boulware

## SHARP Professionals Give Tips on How to Build Trust With Survivors

By Shirley Tien, Army Resilience Directorate

SHARP professionals know that when providing support to survivors of sexual assault, trust is not easily earned. However, developing trust is essential to provide services, care, and empower survivors.

One way to build trust with survivors is to be approachable. Having a rapport with Soldiers and connecting with them regularly creates a bond.

"This really starts even before the victim comes to talk to you. I try my hardest to be as approachable as possible, and I will spend time out of my day ... I go around to each of the directorates, and I just go and say 'Hi' to people," said Eric R. Butler, Garrison Interim Sexual Assault Response Coordinator at Fort Hunter Liggett, California. An added benefit when interacting frequently, bystanders are seeing Soldiers having a friendly conversation, not a survivor seeking help from a SARC.

Master Sgt. Amaka S. Anderson, a SARC with the Military District of Washington, lets other survivors know that any conversation with her is one on one. There is no rank. There is no uniform.

"You're not talking to Master Sgt. Anderson ... you're going to Ms. Anderson or Amaka, whatever you feel comfortable with," said Anderson.

"Some people don't want to see me in my uniform or looking like the SHARP representative and I can do that." When victims are not intimidated by rank, they are more likely to trust you, she said.

When victims feel at ease to speak up, it is important to be their true advocate.

"Questions I really try to avoid with victims are any questions that start with 'Why?' because it's very accusatory, almost put(s) someone on the defensive right away. Victim blaming can start right there, those 'Why?' questions are passing

judgment on them. The moment you do that you've just closed the door and unfortunately, very rarely, can that door be reopened," said Sarah Abner, SHARP Victim Advocate at 2nd Recruiting Brigade, Redstone Arsenal, Alabama.

Being reliable, available, and getting victims the resources that they need in a timely manner reassures them that their concerns are being addressed. Whether it's picking up that 24/7 phone, referring victims to the proper personnel, or even just being there, doing your part shows you are trustworthy.

"I'm there for them no matter what. I get called on leave, I get called when I'm overseas, but it's okay someone's calling me. That means they need help," said Maureen T. Lawrence, a VA at 18th Field Artillery Brigade, Fort Bragg, North Carolina.

For more information on how to talk to a survivor of sexual assault, visit the [ARD website](#).



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

[illegible]

FORT GORDON, Ga. – The Cyber Protection Brigade's Sexual Harassment/Assault Response and Prevention team is using a therapy animal trained to provide connection as a valuable resource for support and recovery for survivors of sexual assault. Rosie is a fun-loving Goldendoodle. She provides one-on-one assistance in the SHARP program and also attends scheduled SHARP annual trainings and briefs, improving morale among the command. Her presence alone has made a tremendous impact among Soldiers and Civilians. (Photo courtesy of Fort Gordon Cyber Protection Brigade)



VICENZA, Italy – The Sky Soldier Toughness Initiative has been implemented throughout all battalions within the 173rd Airborne Brigade. The cognitive toughness curriculum teaches Soldiers strategies to enhance leadership skills and cohesion over a long-term period. The MRT-PEs observe the Platoon Leaders, Team Leaders, and Squad Leaders in their ability to empower and mentally toughen their subordinates. Moving forward, the Italy R2 Performance Center team will continue teaching cycles of the Sky Soldier Toughness Initiative quarterly with all battalions within the 173rd and will have continued opportunities to apply these skills in the field with Soldiers. (Photo courtesy of 173rd)



FORT KNOX, Ky. — Master Resilience Training is an 80-hour course offered multiple times a year. The most recent course, completed Feb. 11, 2022, had 26 graduates go through a series of skills training designed to teach how to have a positive mindset. During the final day of training, Fort Knox Garrison Command Sgt. Maj. William Fogle spoke with the graduating class, openly sharing his personal life experiences. The MRT class continues to improve its processes and scope, providing attendees with valuable coping skills for life's hardships. (U.S. Army photo by Jenn DeHaan)



CAMP ARIFAN, Kuwait – Rebecca McLain, the Area Support Group-Kuwait Victim Advocate, received a Sexual Harassment/Assault Response and Prevention pin from Maj. Gen. Michel M. Russell Sr., commanding general of 1st Theater Sustainment Command, on Feb. 28, 2022. The 1st TSC hosted a daylong SHARP summit to provide SHARP professionals the opportunity to ask questions of senior leadership, make recommendations, and share best practices. (U.S. Army photo by Sgt. 1st Class Mary Katzenberger)





## Shifting Master Resilience Training Toward Coach Education

By Dr. Susannah K. Knust and Dr. Amanda L. Adrian, WRAIR

The Army Resilience Directorate and Army stakeholders recently collaborated to adapt unit resilience training to better meet the units' challenges and training calendar restrictions. This included removing the training from a traditional classroom setting and integrating it into everyday life. One strategy shifts the role of the instructor to that of a coach. If the Army shifted resilience training to resilience coaching, it might increase the likelihood of leaders observing and providing feedback while encouraging Soldiers to integrate these skills into everyday life. Before integrating these changes, ARD requested that the Research Transition Office of the Walter Reed Army Institute of Research conduct an evaluation of resilience training in units and provide recommendations for improving the training and its delivery in the field.

From 2018-2020, RTO surveyed leaders who attended the Master Resilience Trainer course, or MRT course, as part of the Master Resilience Training Quality Improvement Evaluation. The two-week MRT course is 80 hours and is intended

for mid-level leaders, typically non-commissioned officers who are expected to learn the skills, complete a practical exercise for each skill, and conduct teach-backs of the material in small groups. After returning to their units MRTs are expected to conduct annual unit training, which consists of 12 skills taught using standardized slides for each skill with an accompanying practical exercise worksheet. These classes are expected to range from one to two and a half hours.

Across the three components, 343 students were surveyed and 61 were interviewed. Respective to the new focus on education, the surveys included questions aimed at coach education and effectiveness, in addition to topics regarding the course in general (e.g., MRT course relevance and satisfaction, satisfactory preparation to conduct resilience training) and implementation of their unit mandatory resilience training (e.g., last time they received resilience training in their unit, relevance of mandatory training). This data informed the recommendations for changes to MRT materials



The Research Transition Office of the Walter Reed Army Institute of Research conducted an evaluation of resilience training to assess units' challenges which include training calendar restrictions. (Photo courtesy of Danielle Whiddon) and the implementation methods (e.g., classroom training, coaching).

Results indicated that the MRT students thought the course material was relevant and that they were prepared to train the material when back at their unit.

Read the full article at <https://www.army.mil/article/255416>.



B Battery, 2nd Battalion, 82nd Field Artillery Regiment, won Best Battery in the 1st Cavalry Division. B Battery leadership reached out to the R2 Performance Center at Fort Hood to get performance, cohesion, and resilience training for unit Soldiers. (Photo courtesy of Jason Kampinga)

## Battery Command Wins Best Battery in the Division

By Jason Kampinga, Master Resilience Trainer-Performance Expert

B Battery, 2-82 Field Artillery Regiment, Commander Capt. Stewart Tice and 1st Sgt. Edwin Hernandez asked the R2 Performance Center at Fort Hood, Texas, to "unlock the true potential" of their Soldiers and unit. The unit recently earned the award for Best Firing Battery in the Division after the last Artillery Table XV battery certification in 2021. Their performance was graded by external evaluators from the 1st Cavalry Division Artillery, or DIVARTY, based on firing mission processing times in accordance with TC 3-09.8.

B Battery, 2-82 FA, exceeded standards by coming in under time for mission processing times and performing artillery tasks to a high standard all while not firing out of the safety box. This success is partly attributed to Hernandez having established the culture of "being the change you want to see" in the

Army which led to section leaders operating with minimal guidance and each Soldier taking ownership and responsibility for a successful gunnery.

"The things we did that make us the best overall firing Battery in the Division doesn't have as much to do with just simple fire mission processing times ... we tried to create an atmosphere where the unit was close, there was trust across the board, and we fostered a climate where subordinate leaders were empowered and mistakes were underwritten in order for all of us to grow," said Tice. "In order to assist this Battery fulfilling their mission and goals, I installed classes and physically and mentally challenging PT sessions that facilitated effective cohesion, trust, and communication."

Maintenance of weapon systems is a critical

contributing factor to success for certifications as well. Daily training, better communication, and trust led to less confusion, greater confidence and greater individual and team autonomy. Three days prior to the last AT XV, five of the 10 long-range artillery weapons (referred to as Howitzers) that were fully mission-capable belonged to B Battery. This is a result of discipline and commitment from the Soldiers as they serviced their vehicles and weapon systems daily. This confirms when junior Soldiers receive and understand the larger impact of their role in the success of the unit, they invest more in the care and maintenance of their equipment.

*(Editor's note: This article is dedicated to Staff Sgt. David J. Anglin and Spc. Joseph M. Meitl. Both will be remembered as a crucial part of 2-82 Field Artillery, B Battery's success and earning of this award.)*



## Strengthening Prevention *PREVENTION Continued from page 1*

reinforced message, and it's been associated with lower incidents of sexual violence perpetration. ... We want to be able to find ways (for) this to become ... part of our ongoing work as opposed to a once-a-year piece," Lee said.

He also believes noncommissioned officers, can play an integral role as a part of a dedicated prevention workforce.

"NCOs actually are the people who build the culture literally within the Army. Higher-level officers, they set the tone, but they're not the people on the day-to-day interactions. And NCOs are the daily interactions."

The work does not stop there. Leaders can also contribute to shifting the culture to better support prevention efforts by creating healthy unit environments for Soldiers.

"Leaders need to regularly participate in sexual assault and harassment training efforts and model the behaviors they want

other members of the organization to use. Leaders model these behaviors through their actions, language, intolerance for unhealthy behaviors and empathy for persons who are treated in ways that are disrespectful and jeopardize their safety," said Dr. Sharyn Potter, Executive Director of Research, University of New Hampshire Prevention Innovations Research Center.

Lee encourages Soldiers to hold each other accountable for their actions, which includes calling out harmful behaviors that can lead

to sexual assault. "We want to be able to say something, even if it's going to be unpopular, even if we're going to be seen as the party pooper or downer ... we need to be able to say 'you shouldn't act that way.' So, if it's up to one individual, it's very difficult to come forward. But if multiple people come forward ... It's a lot easier when multiple people do it."

Soldiers can use the Army values to support sexual assault prevention, Lee said.

"...There shouldn't be anything more natural than how we treat our peers with respect.

**"We want to be able to say something, even if it's going to be unpopular, even if we're going to be seen as the party pooper or downer ... we need to be able to say 'you shouldn't act that way'"**

David S. Lee, ValorUS

That we honor them, and that we support their integrity because we want to see no one harmed. That we do not want to see our peers, our battle buddies, harming others ... unit cohesion is such an important part of the Army that contributes to our combat readiness, that contributes to our eventual success. Strong cohesiveness is paramount

and allowing people to harm others will undermine that."

Reinforcing sexual assault prevention boils down to encouraging a culture which supports a safe, professional environment where Soldiers and leaders are bonded by trust. For SAAPM resources, please visit <https://www.armyresilience.army.mil/SAAPM-2022/index.html>. To learn more about what you can do to prevent sexual assault, sexual harassment, and retaliation, visit the ARD [website](#).

## 21st TSC Implements Army's New SP2 Initiative

By Eleanor Prohaska, 21st Theater Sustainment Command

Suicide among Service members, Veterans and their Families is a public health and national security concern, according to a Nov. 2, 2021 statement by the White House. To decrease suicide rates within its ranks, the Army has implemented a science-based, public health approach "chain teach" initiative designed to reach the most junior leaders in teams and squads. The strategy is focused on prevention, rather than intervention, and is supported by comprehensive and integrated policies that address risk and protective factors.

The chain teach is implemented in sequence with higher echelons training lower echelon leaders in their roles and responsibilities, allowing for more complete and shared understanding in a safe environment. Gen. Joseph M. Martin, Army Vice Chief of Staff, led training for commanding generals, including Commander of the 21st Theater Sustainment Command, Maj. Gen. James Smith, this past November. In turn, Smith led training for his commanders Feb. 1, 2022 with additional trainings throughout the month.

The initiative calls for every leader in the active-duty Army to have completed the chain teach by March 1, 2022, and reserve components to finish by Sept. 1, 2022.

"Suicides are devastating to Army Families, teammates, and readiness," said Smith. "We're committed to understanding, identifying, and providing services and support to vulnerable individuals."

Read the full article at <https://www.army.mil/article/254032>

## Prevention Starts With You *DIRECTOR'S COLUMN Continued from page 2*

The Fusion Directorates consolidate medical, investigative, and legal support services for victims of sexual assault, in one site, as well as provide a reporting mechanism independent of the victim's immediate chain of command to encourage reporting.

The Fusion Directorate pilot is part of the People First Task Force's operationalization of the Fort Hood Independent Review Committee [recommendations](#). The PFTF is developing additional prevention actions and will release the PFTF Prevention Strategy soon.

The Army's efforts to prevent sexual assault reaches across all echelons, from initial military training to mid-grade, senior, and strategic-level Soldiers and leaders. This includes cadets at the Military Service Academies. Earlier this month on April 6, the Army officially took the reins from the [Navy](#) to host the 2023 National Discussion on Sexual Assault and Sexual Harassment at America's Colleges, Universities and Service Academies. The event—hosted by the secretaries of the Army, Navy, and Air Force—brings together experts and leaders at public, private, and government-run

educational institutions to share prevention best practices and research to create safe and healthy learning environments. Stay tuned for more information on the 2023 National Discussion.

Every person, from a Soldier in a squad to a unit commander, to leaders at headquarters, can become drivers of change—Prevention Starts With You. Thank you for all that you do to support our Soldiers and our Army Team.

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





## MONTH OF THE MILITARY CHILD

# Can the Army Help You Be a Better Parent? Yes and No

By Shirley Tien, Army Resilience Directorate

Do the same beliefs that define what is expected of a Soldier translate to being a good parent? Staff Sgt. Zachery Rojas, a drill sergeant at Fort Benning, Georgia, and father of a one-year-old daughter, said his career as a Soldier has prepared him for parenthood.

"From the start of your career from basic training to where I'm at now, you're always taught it's just not about you ... you're taught to care about more than yourself," said Rojas.

Soldiers are trained to support one another, especially under challenging circumstances. The loyalty you have towards your fellow Soldiers to make a unit strong is the same loyalty you can use to strengthen your Family.

If a child is having a tough time, a comforting parent is there to help them work through their emotions. Supportive parents also have the responsibility of teaching their children to share the feelings of others.

"Helping kids to be able to have empathy and feel what other people feel is essential for building healthy relationships," said Dr. Jim Taylor, a parenting and child development expert and author of five parenting books.

Do all teachings of Army life translate well into parenting? Not quite.

The Army instills Soldiers with lessons that prepare them for life, and perhaps for one of the most difficult missions of all, being a parent. There are many things you learn as a Soldier that can help make you a better parent, however there are some

things that can be left on post.

"After working a long day of training and pushing yourself mentally and physically with your unit, there's a time when the Soldier ends and the parent begins," Rojas said.

"I am the party person when I get home ... let's play with the stuffed animals, let's walk to the park, let's go on the slide a million times," Rojas said. "You have to understand like 'this is work, that's home,'" he said.

### Army Values That Are Great for Parenting

**Loyalty** – One of the most basic foundations for children's development is feeling loved, valued, and supported.

**Respect** – Every child is different, they have different needs, personalities, and capabilities. It is important to respect who they are as individuals. Mutual respect between child and parent builds stronger relationships.

**Integrity** – If kids sense that you have integrity, you have their best interests at heart, and you're being honest with them, then they learn to follow your lead.

### Beliefs That Don't Translate Well for Parenting

**Rank Hierarchy** – In combat, following orders can be a matter of life or death. At home, children are naturally rebellious, and as they become teens, they need the freedom to grow as independent adults. Being overly strict may hinder them from dealing with circumstances in the real world or learning to problem solve on their own.



Being a parent while in the Army requires loyalty and balance. (U.S. Army photo by Pvt. Elsi Delgado, 50th Public Affairs Detachment)

**Being Unemotional** – Traditionally, Soldiers learn to "suck it up and drive on," however, it is important for children (and adults) to feel their feelings, as emotions can help people take action to fix a problem. Parents should not invalidate their kid's emotions or ask their kids to repress their feelings. Instead, they should help their children recognize, understand, and manage their emotions.

**Yelling** – New Soldiers coming from all walks of life need to be molded into Army life. Drill sergeants may yell to get a recruit's attention or enforce discipline to turn civilians into Soldiers ready for combat. However, children aren't Soldiers. One of the most important factors for children to grow into emotionally healthy adults is having a sense of security and safety at home.

# Optimize Your Performance to Prevent Burnout

From Human Performance Resources by CHAMP, at the Uniformed Services University

The World Health Organization defines burnout as a syndrome that results from chronic workplace stress. Individuals working at any job are at risk of developing burnout. While eliminating stress from work and life seems unrealistic, Soldiers can develop habits and behaviors that help them become more resilient.

A [gratitude practice](#) can build your resilience and protect against burnout. Use HPRC's [gratitude calendar](#) to recognize all the good you have received. Reflect on the elements of your role you enjoy most and are grateful for. Reconnect with why you chose to join the military and the sense of purpose it might have given you.

Fostering [healthy social connections](#) with your family, friends, peers, and work leadership is another way to prevent burnout. Like exercise, social interaction increases brain chemicals that protect from stress, enhances your tolerance to pain, and promotes well-being. Learn [tools](#) to build and strengthen meaningful relationships.

If a particular work-related situation is bothering you, schedule a time to talk with your supervisor about it and chart a plan to move forward and help you achieve your next goals.

While [sleep](#) is not a component of the Total Force Fitness framework, it directly impacts performance in most domains. For example, sleep affects your ability to manage stress, self-regulate, read other people's emotions, empathize, choose healthy foods, and get the benefits of exercise. This [self-check](#) can help you identify effective ways to improve your sleep.

### Start Before the Signs Appear

TFF tools are effective in helping you prevent burnout. If you're not sure how you're performing across the TFF domains, complete this [self-check](#) to identify areas of growth and set goals. Focus on what you can control and make daily choices to positively fuel your body and mind.

## TOTAL FORCE FITNESS



(Graphic courtesy of Human Performance Resources)





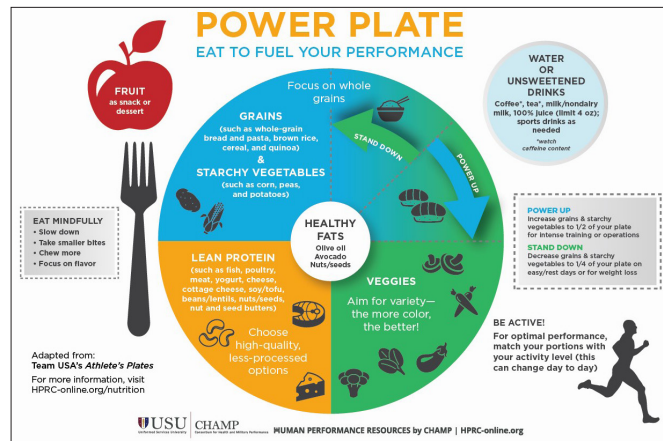
## An Ounce of Prevention is Worth a Pound of Cure

From Human Performance Resources by CHAMP, at the Uniformed Services University

Being mentally and physically fit has top priority in the Army community. Part of physical fitness is staying within the Army's weight and body-fat standards. "Making weight" is important, not just from a Soldiering standpoint but from an overall health standpoint. According to the U.S. Army's 2020 Health of the Force Report, 17% of Army Soldiers are obese. Obesity not only jeopardizes military careers, it can increase the risk for many other serious health conditions including heart disease, stroke, Type 2 diabetes, certain cancers, poor mental health, and COVID-19 severity.

Preventing obesity starts with a commitment to positive lifestyle habits. Consider some of these tips:

- Eat a well-balanced diet high in fruits and vegetables, lean protein, and whole grains.
- Consult reputable health-information sites. Blogs, social-media sites, and dot-com websites might not be qualified to provide nutrition or health information. Schedule a visit with a registered dietitian through your troop medical clinic or Holistic Health and Fitness center.
- Work up a good sweat regularly. Fat burn responds well to aerobic exercise and strength training.
- Lose weight at a healthy rate. Reasonable and sustainable weight loss is typically 1–2 pounds per week.
- Sleep well. Restful sleep helps maintain your resting



(Graphic courtesy of Human Performance Resources)

- metabolic rate, the amount of energy you burn at rest.
- Manage stress. Too much stress can turn on your hunger hormones, and stress can increase cravings for high-fat, high-sugar foods.
- Surround yourself with others who value good health and beneficial lifestyle habits. Accountability with health goals increases your chances of success.
- Resist quick fixes or dubious weight-loss supplements. Most fad diets and weight-loss supplements are ineffective for lasting weight loss and maintenance.
- Consult the resources on [HPRC-online.org](https://www.hprc-online.org) and [OPSS.org](https://www.opss.org) for even more tips to prevent obesity.

## The Army's New Drug Testing Collection System

By Chet Curtis, Army Resilience Directorate

The Army has announced the use of an improved method to collect specimens in support of its drug testing program.

The new Drug Testing Program—Client Collection System—will generate a two-dimensional bar code label which will be placed on the specimen bottle. The use of the two-dimensional bar code label will eliminate sending the DD Form 2624, Chain of Custody Form, to the Drug Testing Lab.

"We're through the initial testing ... and have now moved to implementation and production," said Tom Gilliard, Deterrence Program Manager.

All identifying information for each Soldier will be imprinted on the bar code label.

There are two versions of the Drug Testing Program—Web based Drug Testing Program Full and Drug Testing Program Lite, according to Gilliard. The Web based Drug Testing Program Full saves all the data while Drug Testing Program Lite does not. The program has also witnessed significant benefits of the two-dimensional change in the lab.

Read the full article at <https://www.army.mil/article/254641>

## Alcohol and Bonding: Do You Feel Like You Need Alcohol to Socialize?

By Casey Mortensen and Jasmine Taylor, Army Resilience Directorate

It's human nature to want to belong and feel like a member of your community. Likewise, Soldiers may struggle with wanting to "fit in" with other fellow Soldiers.

Traditionally, a culture of drinking has been socially accepted in the military—alcohol is popular, legal, and easily available on post—and this culture can lead Soldiers to think that they must drink to bond and have fun.

Other Soldiers may struggle with social anxiety—symptoms include, difficulty talking to others, fear of judgment, and excessive worrying—which may lead them to drink to "loosen up" and feel comfortable in social settings

However, drinking alcohol to bond or manage social anxiety is an [unhealthy coping strategy](#).

"I was numbing my feelings (with alcohol)," said Col. Eric Kreitz, G9 Information Warfare Director for Special Forces Command (Airborne) at Fort Bragg, North Carolina. "I needed to deal with them instead."

Kreitz recently shared his story during a [webinar](#) for the Army Resilience Directorate, where he [discussed](#) his battle with alcohol misuse.

"The more I drank, the more I got a sense of ease

and comfort ... I'd always have an underlying sense of discomfort as I was growing up and through my adult years ... and more and more I used alcohol to deal with it and take care of it," Kreitz said during the webinar. His drinking eventually evolved to drinking until blacking out, and it was during one of the blackouts that he made a suicide attempt. He was able to get into recovery with the support of his chain of command, and after getting treatment continue his successful Army career. He said during the webinar that he shares his story "in the hopes that it may help somebody out there who may be struggling with the same thing and provide some hope for the future, and that folks can get back on track after an experience such as mine."

Kreitz learned healthy coping strategies during recovery that gave him tools to deal with fear of failure, anxiety, guilt, shame, and other feelings he struggled with.

DOD's Own Your Limits site recommends healthy ways to cope and [relax without alcohol](#), including:

- Meditation or breathing exercises to improve your focus and help you calm down. Check with your local [R2 Performance Center](#) for a free session on focusing, deliberate breathing, and

other mental strength techniques.

- Spending quality time with a good friend or other loved one, in a setting that does not involve alcohol.
- Yoga and other stretching exercises to build strength and help you relax.

Kreitz recommends Soldiers get "involved with other people who struggle with the same things—building strong social networks helps to carry a message of strength for each other outside of drinking establishments."

"There are a ton of resources, don't stop until you find what works for you," Kreitz said. "ASAP, AA might not work the first time, the problem might not be the program but ourselves. Keep looking, keep trying, talk to someone, experts, religious leaders, friends, and Family."

If you think you or your loved one have a problem with alcohol misuse, call your [local ASAP office](#) to get the support you need or contact [Military OneSource](#) at 800-342-9647. You can also visit the ARD ASAP website for additional [resources](#) or DOD's Own Your Limits website [www.ownyourlimits.org/get-help/](https://www.ownyourlimits.org/get-help/).





# ARMY RESILIENCE

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER

APRIL 2022

## HAIL AND FAREWELL

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

### Hail

- Ms. Keela Davis, Budget Analyst, Operations Branch

### Farewell

- Mr. Joe Ezell, Program Analyst, Administrative Services Division
- Ms. Angela Pate, Program Analyst, SHARP Program Office



## Resources for Commanders

CLICK HERE

## NEW: SHARP Resources for Commanders

ARD has added information to help leaders combat sexual assault and sexual harassment in their formations.

Find resources here: <https://www.armyresilience.army.mil/sharp/pages/Resources-for-Commanders.html>

## UPCOMING EVENTS

### APRIL

#### End Violence Against Women International

April 19-21: The annual conference focuses on sexual assault, intimate partner violence, stalking, human trafficking, and elder abuse.

**Location:** San Francisco, Calif. **Learn more:** <https://web.cvent.com/event/e49c7e07-0275-4051-986d-aa39127f11c8/summary>

### MAY

#### 17th Annual Conference on Crimes Against Women

May 23-26: CCAW is an annual conference which educates and trains first responders and community stakeholders on best practices regarding the identification, investigation, and prosecution of crimes against women. Jill Londagin, Director of the Army SHARP program, will present.

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

### JUNE

#### Florida Council Against Sexual Violence

June 15-17: FCASV's *Arriving Together: Forging our Collective Path Summit* will hold impactful conversations around expanding social justice work and advancing the anti-sexual violence movement.

**Location:** Orlando, Fla. **Learn more:** <https://www.fcasv.org>

### AUGUST

#### National Organization for Victim Assistance

August 1-4: NOVA's 48th Annual Training Event. This conference connects victim services and crisis response professionals. Dr. James A. Helis, Director of the Army Resilience Directorate, and Jill Londagin, Director of the Army SHARP program, will present.

**Location:** Denver, Colo. **Learn more:** <https://www.trynova.org/nova48>

## TOP FACEBOOK POST



Reach: 3.5K

## SOCIAL MEDIA UPDATE

### Follow @ArmyResilience

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

## TOP TWEET



Impressions: 1.9K

## Army Resilience Directorate

ARD COMMUNITY LINK

April 22, 2022. Volume 6, 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](mailto: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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