



ARMY RESILIENCE COMMUNITY LINK

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER | JUNE 2021



Melanie Lewis, (far left), Picatinny Arsenal, N.J., Child and Youth Services staff member, and Amanda Dizinho (far right), Child and Youth Services assistant director, celebrate the most active youth in their center at the Junior Youth of the Year gala. (Courtesy photo)

Helping Military Kids Rebuild Social Connections After the Pandemic

By Mia Robinson, Army Resilience Directorate

Kids are incredibly resilient. In the past year they have transitioned from attending school in person, to virtual home schooling, and soon they will return to full time in-person school this fall. Home schooling has meant a completely different experience for students. The learning environment at home is typically more relaxed, because students are in the comfort of their own homes, and less structured, as parents—who had to manage their own professional and home obligations while simultaneously assisting with virtual learning—might have found it challenging to keep a strict routine and relaxed their rules for tablet access, video games, or television.

Amanda Dizinho, Master Resilience Trainer and Assistant Director of Child and Youth Services at Picatinny Arsenal, New Jersey, used the shutdown as an opportunity to reevaluate and revamp CYS processes to help make the transition back to the facility as smooth as possible. When the shutdown occurred, Dizinho's goal was to provide as much support as possible to Families in the community. She began by working with her team to create and upload weekly videos that included activities kids could do at home, ranging from reading books, to simply saying "Hi" to the students and engaging

them in conversation online to help them maintain their social connection.

However, when the Youth Center re-opened in March 2021, Dizinho and her team began to operate at nearly full capacity coordinating the schedules of students in the school age program from 10-12 different school districts.

Dizinho, her staff, and students found changes in behavior and routine after being home for so long posed a new challenge. They found themselves having to revisit a lot of school rules as if it were the first day of school all over again.

"We tend to do things that are familiar and comfortable because we know the result," said Dizinho. "We had to build on what's been reestablished and take a step back to see what's working, what's not working, and what's changing." When behavioral issues surface, Dizinho makes it a point to seek assistance from teachers who have the best relationship with that child – a partnership with constant communication is helpful not only at school but at home. Dizinho's background in resilience training has allowed her to take different,

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DIRECTOR'S COLUMN

Team,

Over the last several months DOD and the Army have been heavily involved in various initiatives tasked with transforming military culture to prevent sexual harassment, sexual assault, and other harmful behaviors.

As a result of the Fort Hood Independent Review Committee's report and recommendations, the Army Senior Leadership tasked the People First Task Force to map out a plan to tackle approximately 70 issues identified in the report. Since December, members of the PFTF have been reviewing and assessing each finding in the report as well as current policies and programs. The intent is to enhance the SHARP program by focusing on prevention, investigations, and accountability.

Changes to Army SHARP programs and policies are being implemented incrementally when and where possible. As a result of the PFTF's work, the Army recently improved the process for issuance of Military Protective Orders for sexual assault victims and changed the investigative process for sexual harassment complaints.

In addition to addressing issues related to sexual assault, sexual harassment, and associated retaliation, the PFTF is also reviewing other programs such as suicide prevention, domestic violence, and extremism/racism. Their aim is to build programs that protect all members of the Army Team by increasing prevention, fostering unit cohesion, and ensuring trust and accountability.

This past February, Secretary of Defense Lloyd J. Austin III announced the establishment of a 90-Day Department of Defense Independent Review Commission on Sexual Assault in the Military. The commission reviewed and assessed military policies, programs and processes related to sexual assault.

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Officer Shares Harrowing Experience of Assault to Drive Culture Change

By Antonieta Rico, Army Resilience Directorate

At a time when commanders and noncommissioned officers across the Army are reckoning with the findings of the Fort Hood [report](#), one officer is sharing his own story of how leadership, both good and bad, can make all the difference for Soldiers.

"I wanted to take my life."

Those are the words 1st Lt. Rashan Legard shares in a stark video where he uses spoken word poetry to recount his experience after he reported being sexually assaulted. Legard, an E-4 at his first duty station when the assault happened, said the leadership failures he encountered—from not being believed, to leadership turning a blind eye, to being painted as a bad Soldier—are what drove him to become an officer and leader himself.

"I knew I wanted to make an impact on my Soldiers and never have them go through what I've been through," Legard said. "To protect them, and to develop leaders to protect Soldiers too."

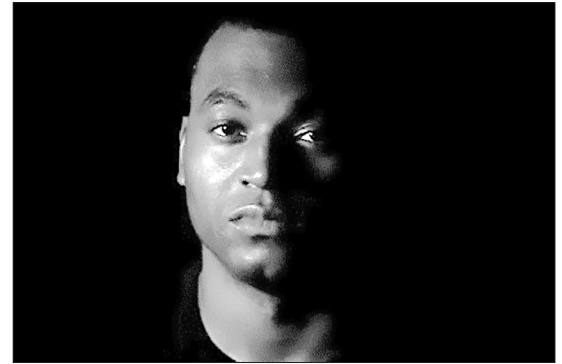
After about four years in the enlisted ranks, Legard went to Reserve Officer Training Corps and was sworn in as an officer in August of 2019. But that move to the officer ranks would not have been possible without the lifesaving help of another Army leader.

"My NCO, when I got moved to a different unit, she took me to behavioral health and used the resources. And that is what helped me," he said. "Resources do work, they saved my life."

He asks sexual assault victims in the military, who may be going through the same hardship he went through, to not lose hope.

"There are great leaders out there," Legard said. "I want Soldiers to know that no matter what you experience it is not everybody, it's not all leaders."

"The good leadership I had, they were supportive. They



First Lt. Rashan Legard uses spoken word poetry to recount his experience after he reported being sexually assaulted. Legard said supportive leadership can make all the difference for Soldiers. In his case, it was one of his NCOs at the time who ensured he received the resources he needed to seek help and "get back in the fight." Watch the full video here: www.facebook.com/ArmyResilience/posts/4116020161789617 (Screenshot; video by Cadet Vanessa Atchley)

encouraged me to seek help. They took me to get help. They showed me how to be a Soldier."

Similarly, he has received support to share his story from his current leadership at Fort Campbell, Kentucky, where he is a platoon leader with the 96th Aviation Support Battalion, 101st Combat Aviation Brigade.

"I'm a 6 foot 3, 245 pounds, black male," Legard said. "I felt if I told my story, other males who have experienced this would want to speak up as well. It can happen to anybody."

After the Fort Hood report findings, Army senior leaders have been the first to acknowledge that [leadership has fallen short](#).

Read the full article: <https://go.usa.gov/x6ZfX>

Army Announces CID Restructure and SHARP Policy Improvements

From U.S. Army Public Affairs

WASHINGTON – Acting upon recommendations of the Fort Hood Independent Review Committee, the Army announced May 6 that it will restructure the U.S. Army Criminal Investigation Command and immediately implement measures to better protect and inform victims of sexual assault and sexual harassment.

"Maj. Gen. Donna Martin led an intensive five-month structural redesign to create an organization with enhanced capabilities and capacity, organized with and led by civilian and military agents, military officers and enlisted Soldiers," said acting Secretary of the Army John Whitley, referring to the Army's Provost Marshal General/CID commanding general. "We are very confident these organizational changes address the

committee's CID-related recommendations and lead us into the future."

Most notably, the duties and responsibilities currently assigned to one general officer, who serves simultaneously as the Army's provost marshal general and the CID commanding general, will be split. The Army will hire a civilian member of the Senior Executive Service with criminal investigative experience to lead the restructured CID. To maintain and ensure independence of Army criminal investigations, the civilian director will initially report to the Under Secretary of the Army.

Read more: <https://go.usa.gov/x6Zfm>

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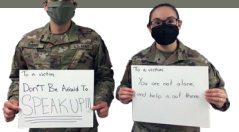
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4x4x48: US Army Europe and Africa Community Participates in Ready and Resilient Challenge

From U.S. Army Europe and Africa

Last month, U.S. Army Europe and Africa conducted the first annual Ready and Resilient 4x4x48 Challenge. Over 70 participants ran, walked, or rucked four miles every four hours for 48 hours, with 35 participants completing all twelve legs of the challenge throughout the month of April. Participants conducted the challenge from all over Europe and the United States.

The challenge was led by Brig. Gen. Jed J. Schaertl, Deputy Commanding General for Mobilization and Reserve Affairs. It could be completed alone or at one of the socially distant group events.

"The USAREUR-AF 4x4x48 Challenge is intended to stress an individual in a way that goes beyond a singular, short duration event," Schaertl says. "The 48 miles within 48 hours highlights the many aspects of resiliency and provides an opportunity to learn more about ourselves and what we are capable of."

The challenge was not only meant to test the mental and physical resilience of the participants, but also to educate and connect them with installation resources that relate to the five pillars of strength and wellness: physical, emotional, spiritual, social, and Family.

"Resiliency gets us through tough times. It allows us to pick ourselves up and overcome obstacles that we face in life and continue to achieve our goals both professionally and personally. Some of those are much tougher than a 4x4x48 Challenge," said Schaertl, demonstrating the connection between the 4x4x48 and resilience.

Each leg of the challenge was dedicated to a different pillar of resilience and highlighted specific programs. The socially distant meet up locations also correlated to the segment's theme, tying together the concepts of resilience in the force.

Soldiers, Family members, and Civilians from across Europe and the United States recorded videos to educate and highlight the importance of incorporating resilience into daily life. For the mental aspects of the challenge, the R2 Performance Center in Vicenza, Italy, posted Facebook videos about resilience skills.

Capt. Samantha Rigby, 30th Medical Brigade registered dietician, gave tips on caffeine intake, supplement usage, hydration, and proper nutrition for both pushing through



U.S. Army Garrison Wiesbaden community members run through Newman Village as part of U.S. Army Europe and Africa's first annual Ready and Resilient 4x4x48 Challenge. (U.S. Army photo by Capt. Justin Brooks)

the challenge and in everyday workouts.

In one of her videos, Rigby said, "one of the most important aspects of achieving and maintaining your physical fitness, both for this 4x4x48, as well as in your general health and well-being is what you eat. What you eat can set you on a path to success."

She also helped link viewers with the various programs available to Department of Defense I.D. card holders stationed in Europe.

The U.S. Army Garrison Benelux Army Community Service chief, U.S. Army Garrison Wiesbaden chaplain, and USAREUR-AF sponsorship program manager also contributed content to link participants with installation resources and programs.

"Even if you feel like you are right at the edge of your limits, remember your spiritual strength, that part of you that gives you hope and strength and meaning in life," said Chaplain (Lt. Col.) Troy Morken. "Demonstrating that spiritual strength doesn't always have to mean religion. Rather, it's more than that: it's about finding those things that motivate and drive us to be better."

Each segment theme and group meet up location was carefully selected to ensure the event was holistic and addressed resources for Family Members, Civilians, retirees, and Soldiers stationed in Europe, because, as officials have stated, the Army is only as strong as its people.

Brig. Gen. Schaertl closed out the twelfth leg of the challenge by thanking everyone involved.

Read more: <https://go.usa.gov/x6ZG3>

Army Places Limitations on Prescribed Medications

From the Army Resilience Directorate

The Army published new guidance on the use of prescribed medications and controlled substances on May 19.

Army Directive 2021-21 implements a requirement for Commanders to ensure all Soldiers are aware of new limitations on the length of time they can use certain medications in the absence of a prescribed time frame.

Normally, prescription medications are valid for the period of time as written by a physician to the patient to whom it was prescribed.

In accordance with the new directive, prescription medications will be considered expired and illegitimate for use six months after the most recent fill date, as indicated on the prescription label.

"This directive is designed to deter prescription drug abuse and to educate Soldiers about the dangers of using a prescription controlled substance without current medical supervision," said Tom Gilliard, Army Substance Abuse Program manager. "The policy is also intended to teach Soldiers about the need to properly dispose of those medications."

Gilliard said the use of expired and illegitimate medications is now considered punitive and violations may subject offenders to punishment under the Uniform Code of Military Justice and/or administrative actions.

"This new policy will help to strengthen the overall fitness and effectiveness of the Army's workforce and enhance the combat readiness of Soldiers," said Dr. James A. Helis, Director of the Army Resilience Directorate.

The policy is applicable to the Regular Army, Army National Guard, and U.S. Army Reserve.

Read more: <https://www.army.mil/article/246606>

Army Publishes Guidance on the Use of the Commander's Risk Reduction Toolkit

From the Army Resilience Directorate

The Army recently published a Secretary of the Army Directive to guide Commanders on utilization of a new online application that helps them better "see" their units and understand when their Soldiers may be at risk.

Army Directive 2021-10 prescribes use of the Commander's Risk Reduction Toolkit, establishes access requirements for CRRT users, and identifies data sources to be aggregated in the CRRT database.

The Commander's Risk Reduction Toolkit, which began rolling out last June, is designed to address Army Senior Leader concerns about reducing undesirable risk

behaviors across all Army formations. CRRT is an improved version of the former Commander's Risk Reduction Dashboard and has been consolidated within the new Army Vantage system. Embedding CRRT in Army Vantage limits the number of systems Commanders need to access.

CRRT is a web-based tool populated from 26 authoritative data sources and displays up to 40 risk factors to present unit command officials with a consolidated history of each Soldier's personal information and potential risk. The data sources that

serve as the backbone of CRRT vary from health, demographics, and deployments, to legal affairs and substance abuse.

CRRT not only provides company and battalion command officials unprecedented visibility of their Soldiers' risk factors, it also displays aggregated risk data from Company through echelons above Corps. The tool provides these leaders with a common operating picture consisting of high-risk event trends with relationship to operational events.

Read more: <https://www.army.mil/article/245912>



Courageous Survivors, Leaders are the Cornerstone of Sexual Assault Reform

By Terri Moon Cronk, DOD News

The DOD's Independent Review Commission on Sexual Assault in the Military is in the midst of a 90-day mission to collect information and present recommendations to President Joe Biden and Secretary of Defense Lloyd J. Austin III to prevent and respond to sexual harassment and sexual assault in the military. Through survivors, IRC members want to get to the heart of common themes and experiences.

"The words and experiences shared with us by survivors underscore the importance of the opportunities created by the secretary of defense when he directed immediate actions and chartered this commission," Neil Irvin with IRC's prevention effort, said. "Sexual assault and (sexual) harassment

are preventable and are central to the opportunities for this commission, highlighted by survivors, to address DOD's enterprise-wide efforts to stop sexual assault and (sexual) harassment before it occurs," he added.

IRC members are identifying potential gaps to inform targeted recommendations that can lead to systemic change. Recommendations will focus on four lines of effort: accountability; prevention; climate and culture; and victim care and support. Survivors — Veterans, reservists and active duty were encouraged to anonymously share their experiences and suggestions. The feedback form opened on March 24, the day the IRC officially began, and closed on June 2.

Kris Rose, who co-leads the victim care and support effort, explained that survivors provide the depth, context and reality of sexual harassment and sexual assault that's often missing when examining policy and practice. "We are indebted to all the survivors who have come forward with their candid assessments and ideas, and we hope they will continue to do so. We couldn't do this work without them," she said.

IRC members particularly wanted to hear from junior enlisted service members about their experiences. Statistically, they are the most impacted by sexual assault; they are also tomorrow's leaders who hold the key to long-term, sustained change.

Read the full article: <https://go.usa.gov/x6ZGY>

National Guard and Reserve Members are Eligible to Access Vet Center Resources

By Antonieta Rico, Army Resilience Directorate

Although Vet Centers have been a longtime resource for Veterans; Active Duty, National Guard and Reserve service members may not be aware they are also eligible to use the service.

Vet Centers provide outreach and support including counseling (individual, group, marriage, or Family counseling), financial, housing and life coping skills counseling, resource referrals and care coordination through their Readjustment Counseling Service.

"We recognized the need for counseling among those in the National Guard and Reserves who are met with the challenges of deployment, may be under stress, or at risk for self-harm," VA officials said.

The counseling is strictly confidential and records are not shared with any DOD or community health agency, and are kept separate from other military records.

A June 2019 Memorandum of Understanding established the formal partnership with the Department of Veterans Affairs and the National Guard Bureau to provide greater access to behavioral health support for National Guard service members and their Families during training and drill weekends.

National Guard units can schedule Vet Center support for their units on drill weekends by contacting their local Vet Center through www.vetcenter.va.gov. There



A Vet Centers mobile unit on Memorial Avenue at Arlington National Cemetery. Vet Centers provide support to all Veterans and to National Guard Bureau members during training and drill weekends. (U.S. Army photo by Elizabeth Fraser)

are 300 Vet Centers nationwide, and 83 Mobile Vet Centers. Vet Centers staff interested in supporting National Guard units can reach out to the National Guard Behavioral Health Contacts to provide support via www.nationalguard.mil/wrf.

National Guard members who served on Active Duty in any combat theater or area of hostility, experienced military sexual trauma while on Active Duty or during

inactive training periods, or provided emergent medical care or mortuary services to casualties of war while on Active Duty, are also eligible to receive support from Vet Centers. In October 2020, Vet Center eligibility was expanded to Reserve and National Guard members who responded to a national emergency or disaster.

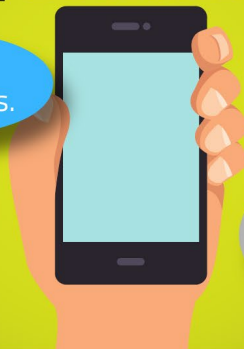
"All eligible service members and their Families are encouraged to utilize these services before manageable problems become unmanageable," Rear Adm. Matt Kleiman, National Guard Bureau's Director of Psychological Health and Chief of the Warrior Resilience and Fitness Office, said.

Eligible National Guard members and their Family Members can visit a local Vet Center location www.vetcenter.va.gov or call the Vet Center Call Center at 877-WAR-VETS (927-8387). Vet Centers staff will work to connect noneligible members to other available resources.

"Through our partnership with the VA, NGB is providing early identification, counseling, and referral support to our geographically-dispersed service members," said NG officials. "From FY19 to FY20 we have seen a 58% increase in the number of National Guard members seeking services at an MVC during drill weekends and a 158% increase in those accessing support at an off-site Vet Center location," officials said.

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Before sending explicit photos.



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Don't share their intimate photos, texts, or videos.

Accept boundaries.
Don't pressure anyone to send explicit photos.



ARMY RESILIENCE



Challenges of the Drill Sergeant Assignment: Safety and Behavioral Health on the Trail

From the Walter Reed Army Institute of Research

Every enlisted Soldier remembers the experience of basic training. The long hours, combined with a lack of sleep and extended time away from loved ones, makes for an intense few weeks. While the strain on trainees is well recognized, basic training is especially demanding for drill sergeants, who usually arrive before trainees wake up and don't leave until after lights out, six days a week for at least 24 months. Further, only a third of drill sergeants volunteer for the assignment, with the other two thirds being ordered to the position. In relation to work schedule, sleep deprivation, and relationship constraints, the drill sergeant role shares many challenges with deployment, while lasting for a longer period of time. Although the impact of deployment on mental health is extensively researched, the impact of performing the drill sergeant role on behavioral health and well-being is largely unstudied.

For these reasons, in late 2018 the Walter Reed Army Institute of Research, with support from the Center of Initial Military Training, surveyed over 850 drill sergeants - roughly half of all drill sergeants at that time. Results from the study have been published in [two articles](#),



Drill Sgt. (Staff Sgt.) Anisha Johnson, D Battery, 1st Battalion, 19 Field Artillery, calls cadence while marching Soldiers at Fort Sill, Okla. (Screenshot)

which highlight the challenging conditions of drill sergeants and the impact on safety and well-being.

On average, drill sergeants reported working 14.7 hours per day, 6.4 days per week. This grueling schedule was reflected in the three stressors most commonly identified by them: finding time to exercise, lack of sleep, and long work hours. In total, 75% reported sleeping five or less hours per night, and 27% met criteria for moderate or severe insomnia. Lack of sleep impacts not only the well-being but also the safety of drill sergeants and those around them, as was demonstrated in 2017 when a drill sergeant at Fort Jackson, South Carolina, fell asleep while driving behind a formation tragically killing two trainees and injuring six others. In the WRAIR study,

42% of drill sergeants reported falling asleep at the wheel at least once during their time in the role.

Many drill sergeants met behavioral health screening criteria for depression (19%), insomnia (27%), generalized anxiety disorder (14%), high burnout (48%), off-duty aggression (32%), and low morale (25%). Most behavioral health outcomes were associated with time spent as a drill sergeant, with issues peaking between 13-18 months. Poorer outcomes were also associated with fewer hours of sleep and initial unhappiness regarding involuntary assignment. In contrast, better outcomes were associated with higher ratings of general leadership, health-promoting leadership, and drill sergeant camaraderie.

Since the time of this study, efforts have been made to improve the ratio of drill sergeants to trainees. It is hoped that increased staffing levels will improve well-being and safety by allowing individual drill sergeants more time for sleep, self-care, and social support. While this increase is promising, it is important to minimize the number of Soldiers being involuntarily assigned as drill sergeants. Efforts should therefore be made to select Soldiers who are not only qualified but also motivationally matched with the assignment.

For more on the study of drill sergeant well-being, see "[Sleep Deprivation and Hazardous Unintended Sleep in U.S. Army Drill Sergeants](#)," published in *Sleep Health* and "[U.S. Army Drill Sergeants: Stressors, Behavioral Health, and Mitigating Factors](#)," published in *Military Medicine*.

On average, drill sergeants reported working 14.7 hours per day, 6.4 days per week.

101 Days of Safety: How to Make Smart Choices When Drinking This Summer

By Mia Robinson, Army Resilience Directorate

Summer is just on the horizon and now that COVID restrictions are gradually lifting, social activities are about to be in full swing. Cue the barbecues, fishing/boating trips, beach vacations, happy hours, and unfortunately, an increase in DUIs. The excitement of getting together with friends and loved ones can potentially cause us to let our guards down in more ways than one.

Fort Drum Army Substance Abuse Program Specialist Bill Van Orman stresses the importance of being vigilant and self-aware when attending celebrations or gatherings that include alcohol. He also stresses, anytime we are impaired, we are at a higher risk for making poor choices. The only low risk option is to not get impaired; the goal is to not get drunk.

"From Memorial Day to Labor Day, we see a rise in high-risk behaviors or high-risk choices, likely due to alcohol being associated with so many summer activities," said Van Orman.

He incorporates and addresses issues of alcohol or substance abuse during his trainings, while stressing the impact drinking can have on PT and overall wellness. He hopes to motivate young Soldiers by pinpointing the health aspects.

"You're getting out of the Army with the body you have," said Van Orman. "You decide how much damage you do to it."

One of the ASAPs most effective training opportunities is the TRUST (Teamwork & Respect Unit

Strength Training) sessions which strengthen teams and squads. Since the trainings were first developed, there has been a major focus on providing young leaders with soft skills and spending at least 2.5 hours on communication - how to listen to others, how to create an open environment, using "I" statements, etc.

"To be a good leader, you don't have to know all of the answers, you just have to know where to find them," said Van Orman.

Upon the completion of the soft skills training for leaders, teams and squads have an opportunity to participate in a 10-obstacle adventure course where leaders are given an opportunity to practice their newly learned skills.

Van Orman encourages Soldiers to use and share these tips when alcohol is included in social activities this summer:

- 1) Most of us process one drink per hour. Pace yourself and have 1-2 drinks, spreading them out over a couple hours.
- 2) Do not make alcohol the center point at your backyard barbecue or celebration this summer - take the focus off beer pong and place it on food items or other activities that do not involve alcohol.
- 3) Drinking at home is NOT necessarily safer; there is a false sense of security when we drink at home because we believe drinking and driving is

the worst offense. If you are a parent, remember you still must react to emergency situations. Being impaired puts children at risk.

- 4) Accidents can still happen on the road if you are transporting people who are intoxicated and disorderly/unruly. Designated drivers should assess any situation carefully before putting intoxicated people in their car.
- 5) Know how much you are drinking - take into consideration the amount of alcohol you are consuming; volume makes a difference; it all adds up. For instance, a 22-ounce beer at 7% alcohol volume is equivalent to two drinks. Just because it comes in one glass does not make it one drink - this especially goes for those who like to pour heavy drinks while at home.
- 6) Be mindful of your alcohol consumption - be aware of how every drink changes your mind and body. Do not drink so much that you lose control of your mental capacities and start making poor judgements. Know how much is too much!
- 7) And finally, if you feel as though your drinking has gotten out of hand, help is available. It is a sign of your strength to be willing to ask for help and to be open to receiving it.

To learn more, visit <https://www.armyresilience.army.mil/substance/index.html>

AROUND THE FORCE

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



Mr. Gregg Buehler COL Michael Jeffries SFC Erin Dobbins Sr. Ms. Kelly McNally SSG Betsy Upton COL Lawrence Burns

SHARP Academy Recognizes SARC/VA Career Course Graduates for Exceptional Performance

FORT LEAVENWORTH, Kan. – On April 30, the Army SHARP Academy graduated 32 students from the Sexual Assault Response Coordinator/Victim Advocate Career Course. During each course graduation ceremony, individuals are recognized by the ASA staff and their peers for their exceptional performance. Col. Lawrence Burns, SHARP Academy Director, Col. Michael Jeffries, Combined Arms Center Chaplain, and Gregg Buehler, Chief of Academic Operations, personally recognized each of the Class 20-004 recipients. The awardees were Sgt. 1st Class Erin Dobbins Sr., Joint Base Elmendorf-Richardson, Alaska, who received the Academic Excellence Award; Kelly McNally, Ellington Field Joint Reserve Base, Texas, who received the Spirit Award; and Staff Sgt. Betsy Upton, Fort Jackson, S.C., who also received the Spirit Award. Congratulations and best of luck to all Class 20-004 graduates! (Courtesy photo)



US NATO SHARP Team Participates in Adopt-A-Class Event

SEMBACH, Germany – The U.S. Army NATO Brigade SHARP Office is dedicated to spreading awareness about preventing unwanted behaviors throughout the community. April is recognized as Sexual Assault Awareness and Prevention Month as well as the Month of the Military Child, and Sgt. 1st Class Brandy Jackson-Frazier and Arin Aviles, from the SHARP Office, shared a book about perseverance to show appreciation for military children during an Adopt-A-Class event. The students also colored inspirational pictures. Afterwards, the students received awards from Command Sgt. Maj. Bryan J. Valenzuela, U.S. Army NATO Brigade Command Sergeant Major, for their amazing art and positive behaviors during the event. (Photo courtesy of Andrea Fletcher)



Syracuse Military Entrance Processing Station Honors Martin Luther King Jr. During Day of Service Food Drive

SYRACUSE, N.Y. – Left to Right: 1st Sgt. Laurence Stewart, Senior Enlisted Advisor at the Syracuse Military Entrance Processing Station; Sgt. Richard Navarrette, test administrator; and 1st Lt. Eric Hamilton, Assistant Operations Officer for Syracuse MEPS, prepare donated food items for delivery. (Courtesy photo)



Gardening Program Helps Keep Soldiers Resilient

FORT BRAGG, N.C. – With spring in the air, Soldiers in Transition from Fort Bragg's Soldier Readiness Unit, with help from the installation's R2 Performance Center, revived the SRU's dormant Gardening Program. Soldiers spent a day rebuilding two gardening beds and planting flowers and plants in the unit's courtyard. Soldiers will monitor and provide upkeep of the gardens and have plans to construct two more beds. The program's goals include instilling a sense of purpose and providing formal and informal opportunities to integrate skills on Goal Setting, Communication, Mindfulness, Energy, and Connection in an outdoor setting. Without a sense of purpose, Soldiers can suffer from behavioral health issues or physical ailments that often prolong their recovery. Hands-on activities such as gardening can provide a much-needed sense of purpose and build resilience. (Courtesy photo)



Mental Skills Training Results in First Run Quals

FORT HOOD, Texas – Troopers with 1-5 CAV Able Company celebrated every team qualifying on their first run during company gunnery after receiving training from Performance Experts at the R2 Performance Center. "This is the first time in five years that all of Able Company had everyone qualify during their first run. Seven total crews were distinguished, four crews shot superior, and one shot qualified," said Able's company commander Capt. Zachary Ricketts. Months earlier, company and platoon leadership reached out to Fort Hood's R2 Performance Center to schedule training. Performance Experts provided mini lessons on Deliberate Breathing, Imagery, and a review of Attention Control techniques. (Courtesy photo)



Using Resilience Training to Enhance Spur Rides

FORT RILEY, Kan. – Fort Riley's 1-4 CAV conducted a Spur Ride to build esprit de corps and resilience within squadron members. A long-standing tradition among U.S. Army Cavalry units going back to a time when they were horse-mounted, Spur Rides challenge Soldiers, known as Troopers in the Cavalry, to overcome a series of mental and physical challenges before they can earn their spurs. Troopers were trained on Energy Management, Attention Control, Stress Management, and Communication skills aimed at helping them meet the different challenges and earn their spurs. (Courtesy photo)



States Partner to Provide Targeted Early Intervention to Service Members

By Amy Ruff, Resilience, Risk Reduction, and Suicide Prevention, North Dakota National Guard

The North Dakota National Guard has partnered with the states of New Jersey and New Mexico to pilot the use of Prime For Life® and MyPrime® to provide targeted early intervention to service members who, for a known reason, are at risk of developing substance-related problems.

Supported by the National Guard Bureau's Warrior Resilience & Fitness Division's Innovation Incubator, the states involved will utilize the flexibility of educational formats, ranging from four to 16 hours, to provide universal, selected and indicated audiences with substance-related prevention education and in some instances will serve as their Alcohol and Drug Abuse Prevention Training.

The WRFII aims to identify, evaluate, select, and disseminate evidence-based practices across the National Guard to promote resilience and prevent harmful behaviors. Selected pilots receive funding and technical assistance to implement their programs and evaluate effectiveness. Currently, WRFII is supporting 27 pilots across 34 states, territories, and Washington, D.C.

Prime For Life® provides an evidenced-based, motivational, judgment-free way of understanding how alcohol and drug-related problems develop, what can be done to prevent them, and why sometimes service members need help. MyPrime® is an online, self-led, personalized version of Prime For Life®. These two programs are similar in many ways - the science that has gone into developing them, and the time it takes to complete them. Both programs aim to change drinking and drug use behaviors by helping participants learn to reduce their risk of alcohol- and drug-related problems throughout a lifetime. The main difference is that one is designed to be experienced in a classroom with an instructor, and the other is designed to be experienced online.

The NDNG is in the unique position of partnering with the North Dakota Department of Human Services-Division of Behavioral Health. This partnership has created the possibility of exception to state policy, allowing NDNG service members to utilize MyPrime® to meet state mandates associated with the completion of

an early intervention education course for civilian substance-related legal problems such as Driving Under the Influence and Minor in Possession of Alcohol convictions.

Piloting states are actively working with the WRFII to finalize metrics utilized to evaluate the effectiveness of both Prime For Life® and MyPrime® for NG service members. These service members often face unique challenges in comparison to their Active Duty counterparts, including geographic dispersion, significant time between drill activities, healthcare eligibility, and accessing resources across the 54 states, territories, and D.C. The piloting state's overarching goal is to assist in gaining a targeted solution that mitigates risk and promotes evidence-based prevention strategies for NG service members.

Editor's Note: The contents of the article are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, the Department of Army, the National Guard Bureau, or the North Dakota National Guard.

Suicide Prevention Conference Emphasizes 'Caring for the Caregiver'

By Chet Curtis, Army Resilience Directorate

The Departments of Defense and Veterans Affairs Biennial Suicide Prevention Conference, held May 18-20, is the only suicide prevention conference that specifically addresses suicide in both Active Duty and Veteran populations at a national level.

The conference opened with a session on "Caring for the Caregiver," highlighting the critical role Families and caregivers play in suicide prevention and how Families and caregivers can find support, build resilience, and connect with loved ones.

"This is a relevant and needed discussion," said Hollyanne Milley, spouse of Army Gen. Mark Milley, Chairman of the Joint Chiefs of Staff. "We often highlight the resilience and adaptability of our military Families and caregivers. While they are remarkable, they are not immune to the impact of life's stressors," she said. Military caregivers not only face frequent moves, long deployments and the isolation experienced by so many military Families, but as caregivers they also manage around the clock care and numerous medical appointments, she added.

A caregiver can be a Family member, spouse, children, parents of a loved one, or friends who provide care to service members or Veterans. Care needs vary from service member to service member and Veteran to Veteran, and includes everything from meal preparation, medication management, appointment reminder, helping with cognitive challenges resulting from traumatic brain injuries or managing emotional and behavior difficulties. It could also include hands-on care such as assisting with activities of daily living like bathing, dressing, eating, and transportation. It's also providing emotional support.

Panelists during the session spoke about the role Family members and caregivers play in suicide prevention.

"We know that Families can play a critical role since they

may be the first to notice changes and they may be the most trusted person in the individual's life and the only one they might turn to when experiencing suicidal thoughts," said Colleen Richardson, Executive Director, Caregiver Support, VA. "Caregivers are the epitome of selflessness, the backbone that provides much needed care to our service members and our Veterans," Richardson said. "We need to highlight what we can do to help folks do a better job of preventing suicide."

While many caregivers have received some level of training and education, the amount varies widely. The DOD and VA provide several resources for caregivers and Families as do nonprofit organizations.

"At the Dole Foundation we believe that Family Members are the key line of defense preventing and mitigating suicide..." said Steve Schwab, CEO, Elizabeth Dole Foundation. "We need to arm our caregivers and Family Members with not just training and education, but also the tactics and tools that they can use so that they become agents of suicide prevention."

The Dole Foundation worked with DOD and VA in developing a curriculum called "Campaign for Inclusive Care" where they methodically train clinicians across the VA system how to integrate Family Members into the care team from the very first day.

"We discovered (caregivers) weren't methodically being integrated into the healthcare journey from day one," Schwab said. "Many of them didn't feel included in the healthcare process throughout the journey."

Schwab advocated the need for clinicians to contact their caregiver support coordinator and let them know they're interested in taking part in the Campaign for Inclusive Care.

"Often time we talk about reducing Veteran suicide or

reducing military members suicide. One of the most important conversations is that if you really want to address this then let the Family Members sit at the table," said Dr. Tina Atherall, CEO, PsychArmor Institute. "Those individuals are also at increased risk for other risk factors for mental health."

PsychArmor provides caregivers the Signs, Ask, Validate, Encourage and Expedite, or [SAVE](#), course.

The course gives caregivers tools so they know the right signs, how to ask the right questions, how to validate and expedite, and address conversations about lethal means. SAVE is offered at all VA Hospitals across the country.

Another resource for caregivers is Military OneSource which can help guide caregivers and offer support through many different situations.

"In addition, the Army provides Ask, Care, Escort Suicide Intervention, or ACE-SI, training for Soldiers, Family members, and Army Civilians," said Carrie Shult, the Department of the Army's Suicide Prevention Program Manager. "The course is available for scheduling through installation, National Guard, and Army Reserve Suicide Prevention Program Managers."

If you or a service members and Veteran are in crisis or having thoughts of suicide, call the Military Crisis Line/Veterans Crisis Line for confidential support available 24/7. Call 1-800-273-8255 and Press 1, text to 838255 or chat online at www.veteranscrisisline.net/get-help/chat Web: www.veteranscrisisline.net Calling from overseas: In Europe, call 00800 1273 8255 or DSN 118; In Korea, call 0808 555 118 or DSN 118; In Afghanistan, call 00 1 800 273 8255 or DSN 111.

For the full article and to see additional resources for caregivers, see <https://www.army.mil/article/247437>



Best Practices From the Embedded Performance Expert Pilot: Part 2

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

Part One of this series introduced the Walter Reed Army Institute of Research's Embedded Performance Expert Quality Improvement Evaluation, an effort to evaluate the embedment of Performance Experts within units at the brigade and battalion levels. Based on interviews with EPEs and unit leaders, the WRAIR evaluation team identified best practices for embedding PEs. This article will highlight methods for promoting a successful start to the embedment.

Battalion- and Company-Level Leadership

It is critical for EPEs to fully integrate themselves with leadership to become familiarized with the unit's schedule and to establish operational goals. During initial meetings with battalion-level leadership, EPEs work to understand the priorities of the Commander and the Command Sergeant Major. Discussing metrics for the battalion provides insight into what is important and constitutes combat readiness for the unit. Generic metrics include APFT/ACFT and marksmanship; however, battalions routinely add metrics specific to their mission. EPEs observe the unit at trainings, in the field, and in the Company Operations Facility, to allow them to learn about the unit's task demands. This informs the trainings that the EPEs will later deliver. EPEs can better understand the trajectory of unit training and can integrate their trainings so that they align with the unit's mission by attending the unit's training meetings.



An Embedded Performance Expert works with Soldiers during a PT session. (Courtesy of Tom Feild)

EPEs deliver an initial capabilities brief to battalion and company leadership, making sure leaders understand all that they can offer. It is helpful if the EPEs provide an installation-specific portfolio, including storyboards, to help paint the picture of their capabilities (e.g., performance, resilience, leader development, team cohesion). EPEs also inform leaders where they can train (e.g., classroom, field, NTC/JRTC), so they can be fully utilized.

While battalion leadership may be willing to provide introductions, they might not direct their companies to

use the EPEs. Therefore, it is imperative for EPEs to proactively and effectively communicate their capabilities to company and platoon leadership. This requires EPEs to be present and persistent. Providing business cards with their contact information and requesting contact information from leaders, including their preferred method of communication (e.g., text, call, face-to-face), was one effective strategy for ensuring continued contact with leaders.

Mid-Level Leaders and Soldiers

At the start of embedment, EPEs also begin building rapport with junior officers, junior NCOs, and Soldiers. This often happens in informal settings, such as in the COF or before physical training, or in formal settings, such as in trainings and AARs. In informal settings, successful EPEs introduce themselves, explain what they do, share where their office is, and then center the conversation on the Soldiers. In formal settings, it is also important for EPEs to reiterate the purpose, or "why," of the training or coaching they provided so that Soldiers integrate the skills and concepts with other parts of their jobs or personal lives.

In summary, these are some initial strategies EPEs can use to ensure a successful embedment from the start. The next article will highlight what EPEs can do throughout the embedment to either keep their units on track or to continue improving their relationship.

Monthly ARD Webinars Focus on Strengthening Teams, Individuals

By David Gercken, Army Resilience Directorate

"What do we do here?"

"How does what you do help us do that?"

Best-selling author and business leadership expert Dr. David Burkus encouraged April's ARD Outreach Webinar participants to ask their subordinates these questions as part of setting conditions for a strong, successful, and cohesive team. Burkus shared that to create a strong organization, members need to understand the mission, feel their contributions are valued, and have a share in the team's success. He emphasized that most people don't just want a job, they want to be part of a just cause. Burkus led the audience through several examples from the business world, and relevant to Army organizations,

that highlighted how providing a purpose worth rallying around leads individuals to have the confidence to communicate openly, engage fully, and be involved in helping the team succeed. He noted that creating a positive, open environment can encourage team members to feel safe, foster honest dialogue, and be conscious of their importance to the team and its mission.

May's webinar turned from emphasizing strengthening teams to focusing on strengthening the individual. Dr. Gabe Paoletti, senior mental fitness scientist at the Consortium for Health and Military Performance, or CHAMP, of the Uniformed Services University, discussed how creating a strong spiritual core can lead to enhanced

resilience, a positive mental health outlook, and to good physical health and longevity. Paoletti focused on gratitude to help strengthen one's spiritual core. He said people tend to focus their attention on negative events, even if they are only a small part of one's life. Instead, he encouraged participants to visualize their lives as a video game with the goal of unlocking all of life's goodness and beauty, explaining that gratitude is when one recognizes, savors, and appreciates the good they receive.

ARD Outreach Webinars are held every month and frequently offer continuing education units. For more information visit the Army Resilience Directorate website: <https://www.armyresilience.army.mil/ard/webinar.html>

PROTECTIVE FACTOR: SOCIAL

Social support from friends, Family, peers, and others enhances our quality of life and helps us cope better when we're going through difficult times.

Strengthen your social connections to help build resilience by:

- Paying attention to each other and showing genuine interest.
- Being present and responsive when engaging in conversations.
- Being open to and valuing other people's perspectives.



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



Reestablishing Social Connections *RESILIENCE Continued from page 1*

more unorthodox approaches to addressing behavioral issues in her students.

"Parents don't readily recognize behaviors are messages," said Dizinno. "Because we're with these kids all day we recognize the changes rather quickly." Dizinno recommends parents share best practices with teachers: "What are you doing at home that's working? Maybe we can try it here."

Although the MRT 80-hour course was created for deploying Soldiers, it was also adapted to fit within the CYS role. Dizinno has used it in both professional and personal settings. As a result, she has not only trained six Resilience Trainer Assistants, but a lot of the resilience strategies

and techniques have been passed down to the students in CYS. The training has helped her and the teachers handle situations differently and helped increase productivity.

Dizinno sets aside two full days of resilience training for her staff each year. She said training the teachers in skills has given them a strong foundation and improved the resilience of the students. Some of the training passed down to older kids in the program has given the teachers the tools to help them facilitate conversations and practice resilience skills in the everyday program.

Dizinno's advice to similar programs looking to improve and or boost child resilience is if they

have the opportunity to take the full MRT 80-hour course, they should "Do it!"

"It doesn't have to be complicated. When 'hunting the good stuff,' make it a point to simply ask your children, 'So, tell me something good that happened today?'" she said.

Dizinno also recommends parents be open to feedback from staff and take a strengths-based approach by sharing with their teachers what kind of motivators their child responds to that can be used to help curb behavioral issues.

"The important thing is to do what's in the best interest of the child," said Dizinno.

WAYS KIDS CAN RECONNECT WITH THEIR PEERS AND TEACHERS:

1. Engage in fun, cooperative, peer-to-peer or student-to-teacher games.
2. Ask each other questions and actively listen.
3. Find creative ways to connect to each other (i.e., write a positive message on a sticky note).
4. Share stories about your Family or where you are from.
5. Encourage your students to respect each other's thoughts and feelings.

HOW PARENTS & TEACHERS CAN HELP STUDENTS GET BACK TO A SCHOOL ROUTINE:

1. Acknowledge/speak your child's/student's love language (i.e., quality time, words of affirmation, etc.)
2. Validate their feelings and/or apprehensions about returning to school.
3. Make a clear and visual schedule to establish new routines and habits.

SHARP Program Changes Continue *DIRECTOR'S COLUMN Continued from page 2*

The IRC also reviewed best practices from industry, academia, and other organizations, as well as recommended policy changes and proposals to improve prevention efforts in the military services.

The IRC tackled these critical issues through working groups focused on four lines of effort: accountability, prevention, climate and culture, and victim care and support. The working groups were led by leaders from across DoD and supported by subject matter experts from each service.

The IRC wrapped up its work on June 2, by collecting information from survivors and listening to their stories to identify gaps in support and prevention. The IRC is scheduled to present its findings in late June.

This month we're fielding new SHARP awareness materials to accompany the Suicide Prevention and SHARP materials for Cadets that were fielded earlier this fiscal year. The new SHARP products emphasize the Army values as foundational to sustaining an Army culture of dignity and respect where sexual offenses are rare, but when they do occur, victims can feel free to report without fear of retaliation. The products are available for ordering through the [ARD Products on Demand site](#). Materials for Army Civilians are scheduled to be added to the portal later this year.

The Headquarters, Army Resilience Team is also hard at work preparing for the Program Improvement Forum scheduled for July 27-28. As of

publication date, more than 450 Army Resilience professionals from across the globe have registered to attend online or in-person in Alexandria, Virginia. I'm excited about this event, and I hope you are too because the agenda is chock full of invaluable information that will help all of us provide better support to command teams, Soldiers, Army Civilians, and Family members. If you have yet to register for the [PIF](#), please do so as soon as possible. We'd love to see you there.

As we head into the summer Permanent Change of Station season, it's important for all of us to stay vigilant to prevent sexual assault, sexual harassment, and a range of other harmful behaviors that could be exacerbated by this transitional period. One tool available for commanders to use is the Commander's Risk Reduction Toolkit. CRRT is a web tool that pulls information from 26 data sources, providing commanders information on Soldiers' health, demographics, deployments, legal, and substance abuse history, as well as other aspects. CRRT gives commanders insight into potential risk factors so they can develop a clear prevention strategy. See more on CRRT on page 3. The PCS season is also a time when Soldiers might lose ties with their support system at their old installation. Don't forget to connect with new Soldiers at your unit, reach out to old battle buddies, and always look out for each other. For more information on how to strengthen connections, check out the [Resilience in Focus series](#) on the ARD website.



SHARP
SEXUAL HARASSMENT/ASSAULT
RESPONSE AND PREVENTION

Army Strong!

James A. Helis, Ph.D.



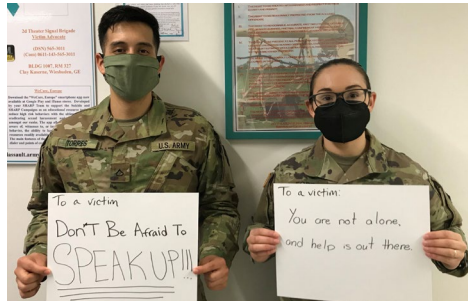
SAAPM ACROSS THE ARMY



WIESBADEN, Germany – Members of the 2d Theater Signal Brigade stand in solidarity to support survivors of sexual harrasment and sexual assault during Denim Day. Denim Day takes place on the last Wednesday of April for Sexual Assault Awareness and Prevention Month. This day of awareness was created to educate people about sexual violence and encourage them not to victim blame. (Photo courtesy of Stacy Picciano)



FORT HOOD, Texas – During SAAPM, the 1st Cavalry Division Sustainment Brigade hand painted teal boots and displayed them at the Brigade Headquarters to represent the number of sexual assaults within their formation for a specified amount of time. An over-sized teal ribbon is also displayed for "Wagonmasters" to sign to show their support in ending sexual assault within the military and within 1st CDSB. (Photo courtesy of Kyomi A. Carpenter)



WIESBADEN, Germany – Two Soldiers from 2d Theater Signal Brigade participate in an online photography campaign, Project Unbreakable, by holding up signs that offer encouragement and support for sexual assault victims. This campaign also focuses on mental health awareness and suicide prevention for Veterans and first responders. (Photo courtesy of Stacy Picciano)



FORT BRAGG, N.C. – The 18th Field Artillery Brigade hosted the "Sharpening Steel" event for Sexual Assault Awareness and Prevention Month in April 2021. This event trained all current and future command teams, platoon leadership, and field grade officers on the most current policies and procedures of the SHARP Program. It was designed by the brigade SARC along with Victim Advocates from each battalion. The event took place over three days, April 20 to April 22. The event established a baseline education level on the SHARP program at several echelons of leadership while also providing a template for a training event that can help leaders with building cohesive teams. (Photo courtesy of Melanie Livingston)



WIESBADEN, Germany – Soldiers stop to read sidewalk art promoting awareness to "stomp out" sexual violence Army wide. (Photo courtesy of Stacy Picciano)



FORT GORDON, Ga. – Members of the Cyber Protection Brigade show their support by educating service members and Civilians on behaviors that lead to sexual harrasment and sexual assault and available reporting options. (Photo courtesy of Stacy Picciano)



ARMY RESILIENCE

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER

JUNE 2021

RESILIENCE IS SOCIAL

Social resilience, having positive social relationships both with individuals and within groups, is a vital component to overall well-being. Emotional ties, social support, unit cohesion, and connectedness are protective factors that help us navigate challenges in our career and personal lives.



Here are four ways to build social resilience:

- 1 Perceive others accurately and empathetically:** Convey empathy by listening, checking-in to ensure you understand the message, and asking questions to clarify the other person's point of view.
- 2 Connect with values that promote the welfare of self and others:** Tune in to your sense of altruism, connection, and trust. Help others by volunteering, sharing, or cooperating with them.
- 3 Express social emotions effectively and appropriately:** Practice self-compassion when embarrassed, use "I" statements when jealous, or make amends when feeling guilty. Likewise, respond to others with empathy, forgiveness, and respect.
- 4 Promote tolerance and openness:** Recognize, understand, and value diverse perspectives. Team members perform best if they feel heard and different points of view enhance decision making.



For more ways to strengthen your resilience, connect with us at:
www.armyresilience.army.mil
@ArmyResilience

ARD's Resilience in Focus series provides resilience-building infographics and videos to help you tackle life's daily challenges at work or at home. Explore some topics like strengthening relationships, team cohesion, or making stress work for you on our website: www.armyresilience.army.mil/ard/videos.html

JULY

UPCOMING EVENTS

Program Improvement Forum (PIF)

July 27-28: This two-day event will provide training and dialogue to enhance professional development for SHARP and Army Resilience Directorate professionals and improve the quality of the organization's performance. This year's theme is "Putting Prevention into Practice."

Location: Alexandria, Va./Virtual. **Learn more:** <https://www.eventbrite.com/e/2021-program-improvement-forum-tickets-157661910017>

TAASA 2021 Virtual Annual Conference

July 27-30: The Texas Association Against Sexual Assault annual conference is "an opportunity for advocates, service providers, and allies to make connections and deepen their knowledge of anti-sexual violence work." This year's theme is "The Power of Connection: Resiliency Through Community."

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

HAIL AND FAREWELL

We invite the Army Resilience Directorate community to join us in welcoming new members to ARD headquarters, and wish a fond farewell to members departing the Directorate.

Farewell

- Master Sgt. Kevin Edmondson, R2I NCOIC
- Col. Roy Walker, Strategy Division Chief
- Maj. Takeithia Brown, SHARP ORSA

Hail

- Capt. (P) James Lunders, SHARP ORSA (July)
- Lt. Col. (P) Richard Johnson, Strategy Division Chief (July)



TOP FACEBOOK POST



Reach: 9.3K

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@mail.mil.

TOP TWEET



Impressions: 2.8K

Army Resilience Directorate

ARD COMMUNITY LINK
June 21, 2021. Volume 5, Issue 3

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

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