



ARD COMMUNITY LINK

The Army Resilience Directorate Newsletter

Engaged Leadership and the Art of Listening

By Antonieta Rico, ARD Strategic Communications

“You don’t listen.”

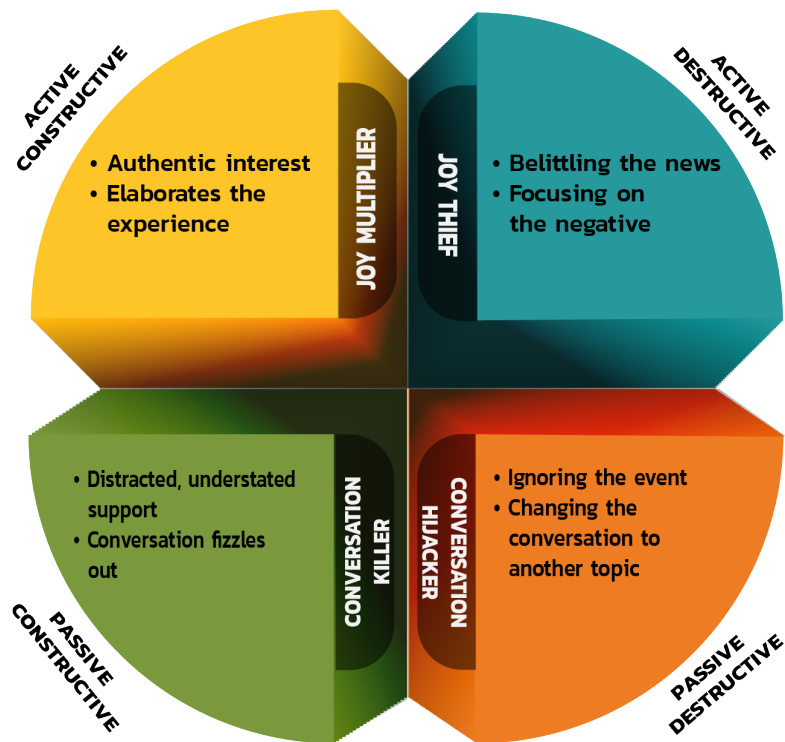
Have you heard that recently from your spouse, kids, or friends? How about your boss or colleagues? Being a bad listener not only affects your personal relationships, but also your professional ones.

As a leader, knowing the problems your Soldiers are facing is the first step in helping them when they’re struggling. However, before Soldiers can trust you with their troubles, they have to be able to trust you with their good news. They have to know they will be listened to.

“A lot of times we measure the strength of our relationships on (whether) we think people will be there when things go wrong, and this is not to say that is not important,” said Jonathan Carter, a Master Resilience Trainer-Performance Expert (MRT-PE) out of Fort Belvoir, Va. “But the research behind active constructive responding finds that what really matters is being there for people when things go right.”

The concept of active constructive responding (ACR) is based on the work of UC Santa Barbara social psychologist [Dr. Shelly Gable](#), whose research focuses on social interaction and close relationships. She states that the way you respond to people day-to-day when they are sharing positive news is just as important as how you respond when they share bad news. In other words, if

See **ENGAGED LEADERSHIP** on page 7



Response Styles

(ARD graphic illustration by Kevin Todd)

Director’s Column

Team,

Last year, the Army Sexual Harassment/Assault Response and Prevention Directorate and the Army Resiliency Directorate consolidated, creating the former SHARP, Ready & Resilient Directorate, which effective this month is renamed the Army Resilience Directorate (ARD). The name change reflects the Army’s priority on “People”—our Soldiers, DA Civilians and Family members—who are the Army’s greatest asset. ARD now aligns, in both structure and name, with the Department of Defense and sister services and we are better



Dr. James Helis

positioned to provide the Army the policy, resources and capabilities necessary to strengthen individual readiness and foster a culture of trust founded on the Army Values.

In line with our mission, after many months of focused and determined effort by the dedicated team here at ARD, the U.S. Army Framework for the Prevention of Sexual Harassment and Sexual Assault has been revamped and is pending approval from senior Army leadership. The Army is steadfast in its commitment to eliminate sexual assault and sexual harassment from our ranks and the new Prevention Framework focuses on prevention at the

See **DIRECTOR’S COLUMN** on page 7

IN THIS ISSUE

- R2 Performance Centers in Action2
- Alaska Soldiers Get Training to Increase Social Support for Each Other.....4
- SHARP Focus5
- ARD Outreach Webinar Series.....6
- Commander’s Readiness and Resilient Councils Launch Effectiveness Survey.....9



R2 Performance Centers in Action

MRTs Utilize Bowling for a Unique Team Building Opportunity

FORT BELVOIR, Va. — The unit Master Resilience Trainers (MRTs) from 1st IO Command conducted monthly resilience training in a fun, creative way in conjunction with Master Resilience Trainer–Performance Experts (MRT-PEs) from the National Capital Region’s R2 Performance Center team. Fort Belvoir’s bowling center provided a unique opportunity to conduct a monthly training while instilling team building. The unit MRTs reviewed the resilience skills of Activating Event, Thoughts, Consequences (ATC), Real-Time Resilience (RTR), and Effective Praise and Energy Management. Soldiers were then divided into four teams where they competed against each other by lobbing counterproductive thoughts at other bowlers while themselves utilizing RTR to remain focused on their own bowling.



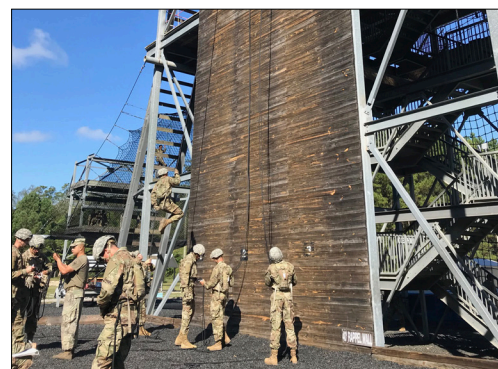
Team Building Exercises Help Soldiers Before the Holidays

CAMP HUMPHREYS, South Korea — R2 MRT-PEs at Camp Humphreys provided team building exercises to 70 Soldiers from 4th CBRN Company as a way to boost team dynamics prior to the holiday season; especially helpful for young Soldiers overseas for the first time. Team tasks focused on trust, vulnerability, getting outside one’s comfort zone, belonging, coping with “uncontrollables,” and effective communication strategies. The company commander commented: “The exercises effectively addressed what first sergeant and I were looking to train: teamwork, esprit de corps, connectedness and leadership.”



Junior Leaders Gain Mental Skills and Resilience to Handle Stress

VILSECK, Germany — R2 MRT-PE Daren Koehler led junior leaders in a mental skills and resilience session to help them learn better coping skills for handling the stress of leading. The junior leaders learned mental agility skills to help them to lead Soldiers who used to be peers and are now subordinates; and problem-solving and communication skills to handle tough conversations. The debrief of this activity focused on the impact of ineffective thoughts and the secondary effect this has on others. Leadership at Vilseck requested a mental skills and resilience brief during the Saber Academy.



Trainees Receive Performance Optimization Training

FORT JACKSON, S.C. — MRT-PE Dylan Katz provided performance optimization training to the trainees of B, C, and D Companies, 4th Battalion, 39th Infantry Regiment (4-39 INF), throughout a 10-week Basic Combat Training (BCT) cycle last fall. The MRT-PE delivered performance optimization classes to each company, as well as applied trainings at events such as the physical fitness test and the marksmanship qualification range throughout the basic training cycle. R2 training helps BCT trainees improve performance on graduation requirements and supports the transformation of civilian volunteers into American Soldiers.



A Data Point: Research on Connections Between Alcohol and Sexual Assault

By John D. Foubert, Ph.D., Senior Advisor to the Director for Prevention

Of all of the research findings about sexual assault, one of the most consistent is that alcohol is usually involved. The fact that alcohol and sexual assault are linked is a commonly known fact. But what have researchers found recently about the connections between alcohol and sexual assault? This article reviews some of the latest findings.

Over a dozen meta-analyses (a type of study that integrates the findings of many other studies) support that alcohol and violence are strongly connected (Duke, Smith, Oberleitner, Westphal, & McKee, 2018). Alcohol use plays a role in all major types of aggression. The greatest risk of violence comes when an individual engages in high-risk drinking behaviors, such as consuming high quantities of alcohol in a relatively short time (Shorey, Brasfield, Zapor, Febres, & Stuart, 2015). One of the many kinds of alcohol-involved violence is alcohol-involved sexual assault. This particular issue plagues college campuses and the military, with little sign of abatement (Abbey, Wegner, Woerner, Pegram, & Pierce, 2014).

The rate of sexual assault reported in national anonymous surveys has remained steady for three decades, with approximately one in four college women experiencing rape or attempted rape at some point in their lifetime (Carey, Durney, Shepardson, & Carey, 2015; Fisher, Cullen, & Turner, 2006; Koss, Gidycz, &



John D. Foubert, Ph.D

Wisniewski, 1987). Similar rates have been found in the military (Wilson, 2016).

Many studies point to selected attitudinal, social and environmental factors that lead to men's perpetration of sexual assault (Testa & Cleveland, 2017). Between 6%-11% of college men report committing or attempting rape (Abbey, 2005; Lisak & Miller, 2002; Swartout et al., 2015). There is reason to believe that perpetrators are even more prevalent in the military, for example, among incoming male Navy recruits, 13%-15% have perpetrated premilitary rape or attempted rape (Rau, Merrill, McWhorter, Stander, Thomsen, Dyslin, Crouch, Rabenhorst, & Milner, 2010).

Research has shown that 87% of alcohol-involved sexual assault is committed by serial perpetrators (Foubert, Clark-Taylor, & Wall, 2019). Other data we have on perpetrators includes a study showing that three of the most important behaviors that distinguish men who engage in sexual assault perpetration from men who choose not to are (a) consuming alcohol two or more times a week, (b) having peer support for behaving in an emotionally violent manner toward women, and (c) having peer support for being physically and sexually violent toward women. A man having all three behavioral features is nine times more likely to engage in sexually assaultive behavior than a man who does

not (DeKeseredy & Schwartz, 2014). Other predictors of perpetration include aggressive and impulsive personality characteristics, rape myth acceptance, and the misconception that if a woman is drinking it is a sign she wants to have sex (Davis, Danube, Stappenbeck, Norris, & George, 2015).

The consumption of alcohol plays a critical role in sexual assault. Research has shown that men were much more aggressive toward women when they were drunk than when they were sober (Crane, Godleski, Przybyla, Schlauch, & Testa, 2016). A main way alcohol and sexual violence intersect is that a perpetrator will use alcohol to deliberately lower the defenses of a potential victim—whether by administering the alcohol himself or by selecting a target based on who is the most intoxicated in a particular social scene (Lisak & Miller, 2002). In a similar study, it was found that the more men are intoxicated during an intimate situation, the more sexually aggressive they are and the more they encourage their partner to get drunk (Testa, Brown & Wang, 2019). This finding reinforces a theme in prior research on sexual violence, that men who perpetrate sexual assault use alcohol to lower the defenses of a potential victim.

I hope these studies have provided you with valuable information as we all seek to lower the rate of sexual misconduct in the military, including cases involving alcohol.

Fort Irwin SHARP Program Hosts Three-Day Trauma-Informed Care Training

By Vivian Claud, NTC/Fort Irwin

FORT IRWIN, Calif. — As part of a continuous effort to educate the military community on the effects of sexual harassment and sexual assault, the garrison Sexual Assault Response Coordinator (SARC) facilitated a three-day trauma-informed care training session with Dr. Janae Weinhold, co-founder of Colorado Institute for Conflict Resolution & Creative

Leadership. The audience for this event included clinicians, therapists, family advocacy, SARCs, Victim Advocates and childcare specialists. Dr. Weinhold was instrumental in explaining topics such as how to differentiate between trauma-informed/sensitive/responsive care training, the four categories of trauma, and the critical role of the therapeutic relationship in healing traumas.



Dr. Janae Weinhold (far right), pictured with participants for the Trauma-Informed Training. (Photo courtesy of Vivian Claud)



Alaska Soldiers Get Training to Increase Social Support for Each Other

By Antonieta Rico, ARD Strategic Communications

Recently, U.S. Army Alaska (USARAK) officials undertook a massive effort to train more than 3,500 Soldiers on how to offer support to fellow teammates who may be struggling. The training, provided at both Fort Wainwright and Joint Base Elmendorf-Richardson by the Army Resilience Directorate's [Ready and Resilient program](#), is part of an ongoing multi-pronged plan by officials to address underlying risk factors that may have contributed to the deaths by suicide of Alaska-based Soldiers in 2018 and 2019.

Based on the recommendations of an epidemiological consultation (EPICON) in Alaska, conducted from March to September of last year by a team from the Army Public Health Center, USARAK leaders are prioritizing leader development, said Sgt. 1st Class Liliana Rivera, the USARAK R2/Suicide Prevention Program Manager.

"[Some] leaders don't know how to approach a difficult topic with their Soldiers," Rivera said. Junior NCOs may struggle with setting and communicating effective boundaries with their Soldiers, making it difficult for them to enforce standards while also being empathetic and showing them they care, she said.

The training, given to leaders ranging from brigade commanders to specialists, focused on delivering

Engage workshops. *Engage* sessions focus on bystander intervention and prosocial behavior, teaching people the skills to become aware of, and develop empathy for, the problems of others, as well as how to take action.

"It is to help encourage people to be able to safely, effectively and eagerly help others where there may be no benefit to them (personally)," said Fernando Llamoca, a Master Resilience Trainer-Performance Expert (MRT-PE) from Joint Base Lewis-McChord. Llamoca was one of more than 40 MRT-PEs from [R2 Performance Centers across the Army](#) who converged in Alaska to provide the training.

During the weeks-long effort, MRT-PEs taught Soldiers not only how to spot possible situations where engagement is needed, but also methods for direct and indirect engagement, and how to plan ahead if they meet resistance to their intervention.

"*Engage* is a tool that is designed to help Soldiers identify times when they need to exercise their personal courage and speak up about something, or act on something, that may be wrong," said Master Sgt. Kevin Edmondson, Noncommissioned Officer in Charge (NCOIC), R2 Integration and Training Division, ARD. "People in general can always



Blair Venables, a Master Resilience Trainer-Performance Expert (MRT-PE), facilitates *Engage* training for Alaska-based Soldiers during a leader development effort in Alaska, Nov. 18 to Dec. 13. (Photo courtesy of Master Sgt. Kevin Edmondson)

find a reason not to take action, but we want our Soldiers to get past those passive moments and take on a more active role in mitigating risk."

MRT-PEs taught two *Engage* skill sessions a day. During each of the sessions, Soldiers received an additional block of instruction on the Soldier Leader Risk Reduction Tool, which helps leaders identify risk among their Soldiers and connect them to relevant resources.

Rivera said senior leaders who participated in the *Engage* workshops and recognized the benefit approached her afterwards to request follow-on training for their Soldiers.

Leadership goes beyond training Soldiers to be technically proficient;

it includes being engaged in Soldier's lives, Rivera said. Leader development will be an ongoing effort at USARAK.

"Overall, the intent is to build more trust in leaders. If [Soldiers] don't trust [their] leaders you can't have that connection," she said, "and if you don't fully know your Soldiers, you miss little things because that trust is not there."

"Part of being a leader is understanding how to build that trust," Rivera said, "Not just in a crisis, but day-to-day."

To request *Engage* training for your unit, contact your nearest [R2 Performance Center](#).

If you or a loved one are having thoughts about suicide, contact the Military Crisis Line at 1-800-273-8255 and Press 1, or text to 838255.

PERSONAL READINESS: SOCIAL RESILIENCE

When the going gets tough, friends can help you out. Strong social bonds help you overcome setbacks and help you thrive day-to-day, keeping you active, building your confidence and giving you a sense of purpose. To strengthen your social relationships, try these tips:

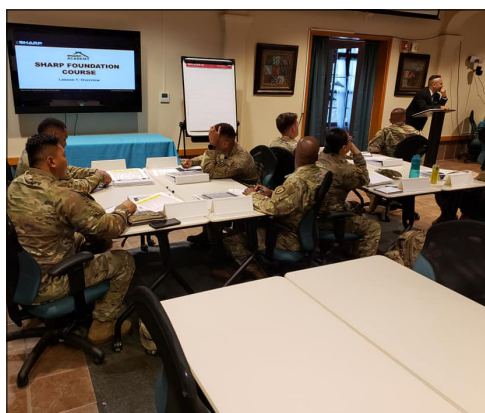
- Stay alert to people's bids for connection and offer them your full attention
- Express interest, respect and concern for others, ask about their wellbeing
- Seek out different perspectives from your teammates, it makes the team stronger



SHARP Focus

11th ADA Aims to SHARPen Minds

FORT BLISS, Texas — Leaders across 11th Air Defense Artillery Brigade hosted Army Physical Readiness Training at Biggs Park at Fort Bliss on Nov. 20, focusing on Sexual Harassment/Assault Response and Prevention (SHARP) and Equal Opportunity (EO) scenarios to bring greater awareness on how to respond to such situations. Command Sgt. Maj. James Brazill (center), senior enlisted advisor of the 11th Air Defense Artillery Brigade, briefed his Soldiers on the importance of intervening during sexual assault/harassment or EO-related incidents. The instruction was part of a scenario-based SHARP training event for 11th ADA Soldiers. (Photo by Sgt. Mariah Jones)



New Year, New Group Begins SHARP Training Class in Hawaii

HAWAII — Soldiers at U.S. Army Hawaii participate during the first day of the Sexual Harassment/Assault Response and Prevention (SHARP) Foundation Course. Battalion level and below SARC, VAs and VR (collateral duty Civilians) and Program Managers attend the SHARP Foundation Course (previously known as the SHARP 80-Hour Certification Course) in order to meet the Department of Defense Sexual Assault Advocate Certification Program (D-SAACP) certification criteria. Military personnel receive the 1B Additional Skill Identifier (ASI) after a cleared background check and upon completion of the SHARP Foundation Course. Contact your lead Sexual Assault Response Coordinator (SARC) if you are interested in knowing more about the course.



West Point Cadets Take Day to Reflect on Honorable Living

WEST POINT, N.Y. — All classes and work were cancelled for cadets, staff and faculty at the U.S. Military Academy at West Point, N.Y., Jan. 14, as they came together to talk about how to live honorably, build cohesive teams and combat sexual harassment and sexual assault. West Point Superintendent Lt. Gen. Darryl A. Williams spoke to the Corps of Cadets during the “Honorable Living Day” event. Learning sessions were led by cadets with the goal of expanding the discussion beyond sexual assault to talking about how all aspects of the community can come together and promote an atmosphere of honorable living to include diversity, inclusion and acceptance of people from differing backgrounds, races and genders.



SARCs and Victim Advocates Receive Refresher Training

FORT IRWIN, Calif. — Dr. Vanessa Guyton and Mr. Detric Bailey hosted a SHARP Refresher Training Dec. 10 for NTC and garrison staff. The two-day training provided tools needed by the Sexual Assault Response Coordinators (SARCs) and Victim Advocates (VAs), and re-visited numerous topics learned during their initial certification training. The participants shared best practices and learned new strategies and techniques to enhance their interaction with trauma victims. This workshop addressed issues such as LGBTQ awareness/gender inclusion, effective communication with victims, male victimization, ethics, confidentiality, and boundaries in victim services.



ARD Outreach Webinar Series: If You're Not Tuning in, You're Missing Out

By David Gercken, ARD Strategic Communications

If you're not tuning in to the Army Resilience Directorate's new monthly webinar series, you're missing out! The webinars provide great information about resources, insights into best practices and the latest research, subject matter experts, plus the opportunity to earn Continuing Education Credit.

In December, award-winning *USA Today* reporter Jayne O'Donnell discussed the role of Community in Overcoming Challenges. She provided insight into her personal struggle with alcohol abuse, her recovery and the importance of senior leaders in speaking out about their struggles. She co-founded 'I Survived It,' an online group where people share their stories of surviving seemingly insurmountable challenges.

Leah Farchmin and Courtney Gistaro from the Rape, Abuse & Incest National Network or RAINN and the DoD Safe Helpline joined ARD in January to explain the myriad of resources and tools available in their presentation "DoD Safe Helpline: The First Step on the Path to Reporting and Accessing Services." They discussed the benefits of Safe Helpline to local Sexual Assault Prevention and Response (SAPR) service providers, how it serves as a valuable resource for survivors, the unique capabilities of the Safe HelpRoom, and the resources available by downloading the [Safe Helpline App](#).

UPCOMING WEBINARS

February 27:

Katie Dively and Jay Otto from the Montana State University Center for Health and Safety Culture will discuss Positive Culture Framework (PCF). PCF seeks to grow protective beliefs and behaviors that already exist in an organization, in an effort to transform the environment for sustainable change.

Sign up for the February webinar at the link below:
<https://connect.apan.org/rtvby76iofpi/>

March 10:

Our partners from the SHARP Academy will join ARD to present an overview of the Army Lessons Learned Program, an introduction to the process for collecting SHARP lessons learned, and how the submitted lessons learned will be shared across the SHARP community.

Sign up for the March webinar at the links below:
 11 a.m. <https://conference.apps.mil/webconf/ARDWebinar1100>
 2 p.m. <https://conference.apps.mil/webconf/ARDWebinar1400>

NGB Establishes Warrior Resilience & Fitness Division

By Maj. Emily Lynn Vernon, National Guard Bureau

The 2019 National Defense Authorization Act directed the National Guard Bureau (NGB) to implement a unified psychological health initiative. In response, the NGB established the Warrior Resilience & Fitness (WRF) Division in July 2019 to synchronize Air and Army National Guard well-being, resilience, and suicide prevention efforts across the 50 states, territories, and Washington, D.C. The goals of WRF are to enhance service member wellness by promoting prevention best practices; and to provide strategic oversight for outreach, innovation pilots, and data analysis of these efforts across the NG.

In fiscal year 19, WRF entered a partnership with the Uniformed Services University and Purdue University to expand implementation of the Star Behavioral Health Providers (SBHP) program. SBHP trains community-based behavioral health providers to better understand military culture, challenges unique to the deployment cycle and evidence-based treatments for common service member issues such as PTS, depression, insomnia and suicidal behaviors. This training helps ensure providers are better prepared to work with service members, Veterans and their Families. The

program uses a three-tiered approach to build military-specific knowledge, in which providers advance through three echelons and pass a post-training evaluation. SBHP has been operating in individual states since 2011 with local funding for each of the participating states. In fiscal years 18-19, only three states, Indiana, Ohio, and Oregon, had active SBHP training programs. In fiscal years 19-20, NGB expanded to a regional model to include an additional 11 states.

SBHP maintains a public registry of providers in participating states who have been trained to treat service members, Veterans and Family members. This registry of providers aids behavioral health staff, military leaders, and community behavioral health personnel to find appropriate referrals within their local area. Overall, the trainings have been well-received by providers. Trained providers have reported an increase of military patient referrals, with more than 88% of trained providers now working with military clients. SBHP trainings are interactive and engaging, and the program shows great potential to continue expanding, and improving the knowledge base of providers who interact with services to military members, Veterans and their Families.



SLDS Spouse Program

TYSONS CORNER, Va. — The Army Resilience Directorate supported the Senior Leader Development Seminar (SLDS), hosted by The Army War College, Jan. 29-30. SLDS prepares newly selected brigadier generals for promotion. During the seminar, Dr. James A. Helis, ARD Director, held a panel discussion for participants to learn about Directorate programs. ARD also supported the event by distributing information on ARD resources available to participants. The SLDS included training for the spouses in attendance.

Spouses participated in an interactive exercise demonstrating the resources available at R2 Performance Centers. During a session on Soldier and Family hot topics, Stephanie Radulski, above, shared her experiences as a National Guard spouse, saying there is an unrecognized need for support.



Prevention Plan of Action Developed *DIRECTOR'S COLUMN Continued from page 1*

interpersonal, organizational and cultural level, in alignment with the Department of Defense Prevention Plan of Action (PPoA). The main emphasis of the SHARP Prevention Framework is on Human Resources, Partnerships and Infrastructure.

The PPoA is a five-year, four-phase process. Phase I (Self-Assessment) is complete, with HQDA having conducted a self-assessment of the status of their respective prevention systems to identify strengths, opportunities for improvement, and actionable starting points for the development of Phase II (Plan of Action and Milestones for PPoA

Objectives). Phase III is Execution of the PPoA, and Phase IV is Evaluation of the PPoA.

Our prevention efforts are year-round, and in April we will be observing Sexual Assault Awareness and Prevention Month (SAAPM), undertaking a concentrated campaign to raise awareness about sexual assault prevention. This year's theme is "Building Cohesive Teams through Character, Trust and Resilience. Protecting Our People Protects Our Mission." Campaign materials for SAAPM 2020 are available for download here: [https://](https://marcomcentral.app.pti.com/Ironmark/ARDmaterials)

marcomcentral.app.pti.com/Ironmark/ARDmaterials

ARD, in coordination with West Point, is currently engaged in planning for the 2020 National Discussion on Sexual Assault and Sexual Harassment at America's Colleges, Universities, and Service Academies. The National Discussion conference brings together experts and leaders from across academia to better address the challenges of eliminating sexual assault and sexual harassment on college and university campuses across the nation, including at the service academies. The National

Discussion will be hosted at the U.S. Military Academy at West Point, April 1-3. Additional information can be found at: <https://www.army.mil/nd2020/>

The daily work you do within ARD is a priority for me and for the Army leadership. We've shifted the cultural landscape in providing support and response services, and I know you'll carry that same commitment to our Total Army Force as we phase in our revamped prevention efforts. Thank you.

People First. Winning Matters. Army Strong.

James A. Helis, PhD

The Art of Listening *ENGAGED LEADERSHIP Continued from page 1*

you want your Soldiers to turn to you when things go wrong, you must tune in to them when things are going right.

Staying engaged day-to-day with Soldiers can be difficult for leaders who already have a lot on their plate, but the Army has identified engaged leadership as a protective factor for a range of issues the Total Army Force may face, including sexual harassment and sexual assault, suicide, and substance abuse.

"We believe engaged leadership, focused training and education will promote a supportive environment, prevent high-risk behaviors and increase Army readiness," said Gen. James McConville, Army Chief of Staff, last fall in a joint statement with the then-acting Secretary of the Army.

While we may assume that a loved one, a friend, or our Soldiers will turn to us when they are having a difficult time, if we have not put the effort into staying engaged in their life, that might not be the case. The good news is that ACR is an easy skill for leaders to learn and implement, and the Army already makes training on ACR available for free at [R2 Performance Centers Army-wide](#). MRT-PEs from the R2 centers can go to your unit and customize sessions for you, your team leaders, your Soldiers, and even your Family members,

to teach the skill.

The ACR research on how we listen and respond is distilled to this: When somebody is sharing a positive event—talking about their day, talking about an accomplishment, talking about good news— we have four possible ways we can respond; 1. offering understated or distracted support (passive constructive/conversation killer); 2. changing the focus of the conversation or ignoring it (passive destructive/conversation hijacker); 3. belittling the news and pointing out the negative (active destructive/joy thief); or 4. taking authentic, enthusiastic interest and asking the person to elaborate (active constructive/joy multiplier). Active constructive is the only method of responding that strengthens a relationship. ACR offers praise, asks for more information, and helps the person feel validated, enhancing the feeling of wellbeing for both parties.

"It doesn't require a massive time investment, but the dividends you get with your Soldiers... just showing that you care, asking a couple of questions, is what gets them to (turn to you)," Carter said.

To get started learning this skill, Carter recommends a few easy tips to follow:

- 1. **Be aware** of how you respond to people

in your life. Be honest about that assessment, even if it's hard realizing you may be a conversation hijacker or joy thief with some people.

- 2. **Identify obstacles** that tend to get in your way of responding actively and constructively—for example with your kids, do you immediately respond protectively, giving them advice? Or do you ignore them, letting yourself off the hook because you are busy or you find their news boring?
- 3. **Identify your strengths** to lean into when you try ACR. Are you curious? Ask questions to learn more. How about your love for your children? You don't have to care about the topic they are talking about, you just have to care about the person, which should help you tune in to them.
- 4. **Practice.** ACR is a skill like anything else, and it won't come overnight. "Just because you don't do it perfectly doesn't mean that relationship is going to disappear," Carter said. But practicing ACR will "strengthen the relationship."

To schedule a session on ACR or other resilience-building skills, contact your nearest R2 Performance Center [here](#): ReadyandResilient.army.mil

SAAPM 2020

In April we will be observing Sexual Assault Awareness and Prevention Month (SAAPM), raising awareness about sexual assault prevention. This year's theme is "Building Cohesive Teams through Character, Trust and Resilience. Protecting Our People Protects Our Mission." Campaign materials for SAAPM 2020 are available for download here: <https://marcomcentral.app.pti.com/Ironmark/ARDmaterials>



Updated Unit Risk Inventory Version 3, Web Reporting Tool Released

By Jasmine Marshall, ARD Strategic Communications

An updated Unit Risk Inventory (URI) will arrive to installations and National Guard Bureau this month. The anonymous questionnaire screens for high-risk behaviors within units including alcohol and drug abuse, domestic violence, suicide, financial problems, and personal and unit relationships. The results of the URI Web Reporting Tool identifies habits and attitudes that compromise unit readiness. According to Gary Cunningham, a Senior Program Analyst with the Army Resilience Directorate, key enhancements and improvements to URI Version 3 include the addition of questions related to sexual assault, an expanded section related to stress, and 10 specific questions pertaining to National Guard and Reserve Soldiers.

The URI is part of the Army's Risk Reduction Program (RRP). It is a resource exclusively meant to help commanders understand the needs of their units. After a unit completes the survey, Risk Reduction Program

Coordinators (RRPCs) analyze the data. Next, the commander is briefed by RRPCs regarding possible risks. Finally, RRPCs work with service providers to instruct the units on how to develop a prevention/early intervention plan focused on pinpointed challenges. The processing of the surveys will begin in March 2020 and commanders will begin to receive URI reports at that time.

The URI is not currently linked to the Commander's Risk Reduction Dashboard (CRRD).

"That is a feature in CRRD that is still in development. In the future, a commander will be able to view his/her unit in the CRRD and also see if any URI's were done for that unit all in one system," Cunningham said.

The CRRD is a visibility tool which provides individual Soldier's unit history and behavior trends in near real-time. The dashboard pulls information from multiple authoritative Army databases. The RRP focuses on the effective use of installation resources and

coordinated efforts between commanders and installation agencies to identify high-risk behavior patterns and to implement effective interventions. The CRRD will eventually replace the RRP. The RRP program is transitioning from the current software platform to the CRRD Increment 2 website.

"Installation RRPCs have access to the ASAP Risk Reduction website and can retrieve URI reports should a commander not have access. RRPCs and commanders can access their Risk Reduction Reports as well as URI information/reports," said Cunningham. "An important part of the process is for the RRPC and service providers to brief commanders where they can identify any areas from the URI report. These areas may be targeted for further analyses and/or recommended for intervention measures."

Questions pertaining to the new URI may be directed to Gary Cunningham at Gary.L.cunningham40.civ@mail.mil.

The Nuts and Bolts of the ARD Measurability Assessment Guidebook

By Ashley Chagnon, ARD Strategic Communications

The Army Resilience Directorate Measurability Assessment Guidebook is utilized by Program Managers and evaluators to prepare, conduct, and complete effective measurability assessments of the ARD portfolio. Currently, the Employee Assistance Program is undergoing a Measurability Assessment. Let's break down the nuts and bolts of the ARD Measurability Assessment Guidebook and see why it's a great tool for the ARD portfolio.

What is it?

The ARD Measurability Assessment Guidebook is tailored from the measurability assessment developed by the

state of North Carolina. Standards were established to assess programs before intensive evaluations.

"This guide primarily provides a framework to facilitate PMs in constructing and maintaining an environment that empowers the execution of evaluation efforts. Evaluations have one purpose—to provide feedback to the proponents, their PM as well as stakeholders, to promote continuous improvement and identify if their programmatic efforts are making their desired impact," said David Collins, ARD evaluation branch chief, at Fort Knox, Ky. "Information generated through evaluations will enhance decision-making by

senior Army leaders."

Essentially, through the collection of data, Army leaders can determine which programs are making the most long-term impact on Soldiers, Family members, and Army Civilians, as well as allocate appropriate resources to maintain them.

How does it work?

The guidebook addresses three main elements: mission alignment, results-focused, and return on readiness. Each element is broken down into a set of in-depth performance indicators and assessed first by ARD portfolio PMs and second by an independent evaluator who verifies their validity. The

assessments yield one of three outcomes for each performance indicator: meets indicator, partially meets indicator, and does not meet indicator.

How does this affect our Soldiers, their Families and stakeholders?

Routine evaluations on programs in the ARD portfolio assess their effectiveness for our Soldiers, their Families, and stakeholders. These evaluations can affect funding, staffing, and allotment of resources for each program. If a program does not meet indicators, further analysis will be performed, which could improve, consolidate, or eliminate programs.



Commander’s Readiness and Resilient Councils Launch Effectiveness Survey

From the Army Public Health Center Public Affairs Office

The Commander’s Readiness and Resilient Council (CR2C) Effectiveness Survey is being administered from Jan. 1 through March 31. The purpose of the survey is to document Army-wide CR2C member perceptions and provide actionable recommendations for CR2C process improvement at Army Commands (ACOM), Army Service Component Commands (ASCC), Direct Reporting Units (DRU), and Army installation levels.

The CR2Cs strategically integrate mission, garrison and medical efforts by synchronizing health promotion, readiness and resilience initiatives. Currently, the Army Public Health Center (APHC) supports Army-wide CR2C monitoring through the CR2C Effectiveness Survey. This survey has been administered to CR2Cs since 2009 as a mechanism to

gain feedback from CR2C stakeholders, including medical, mission and garrison organizations, in order to implement continuous process improvement activities on installations.

“The survey supports the continuous improvement and performance of development of personal and unit readiness with a focus on positive behaviors, reducing risk behaviors and promoting an environment of trust through leadership and management systems,” said Anna Courie, APHC Health Promotion Policy and Evaluation project officer.

CR2Cs are evidence-based approaches to addressing health, wellness, readiness and resilience across distinct and unique communities. Part of this process includes continuous quality

improvement strategies such as surveying the membership for their perceptions of success, areas of satisfaction, and points of process improvement.

The Army’s Enduring Personal Readiness Operations Order indicates that installation CR2Cs should strive for more than 75 percent of their CR2C membership to complete the survey.

“Senior commanders are encouraged to implement performance improvement objectives as a result of the survey outcomes,” said Courie.

Previous iterations of the survey identified that keys to strong functioning coalitions included evidence of senior commander leadership, a dedicated full-time facilitator, strategic vision, and activities to support action planning. In fiscal year 2018, the

1,046 CR2C members across 45 CR2Cs completed the survey. The survey identified that Army CR2Cs demonstrated characteristics of high functioning teams, that CR2Cs believed they were achieving ready and resilient objectives, and that there was a high satisfaction with the CR2C process. Courie explains these characteristics are important, because CR2Cs that demonstrate these traits are more likely to achieve the outcomes they seek.

The CR2C Effectiveness Survey is a critical tool in the ongoing success of CR2Cs for the Army, and commanders should engage stakeholders to provide feedback in this vital process.

C2RC stakeholders can access the survey now at <https://usaphcapps.amedd.army.mil/Survey/se/25113745189B7A16>.

MTT Teaches New Suicide Prevention Curriculum

By Maria D. James, ARD Strategic Communications

Suicide prevention professionals at Fort Benning, Ga., were the first to receive a train-the-trainer course on the new Ask, Care, Escort (ACE) suicide prevention and awareness curriculum, Jan. 11-16.

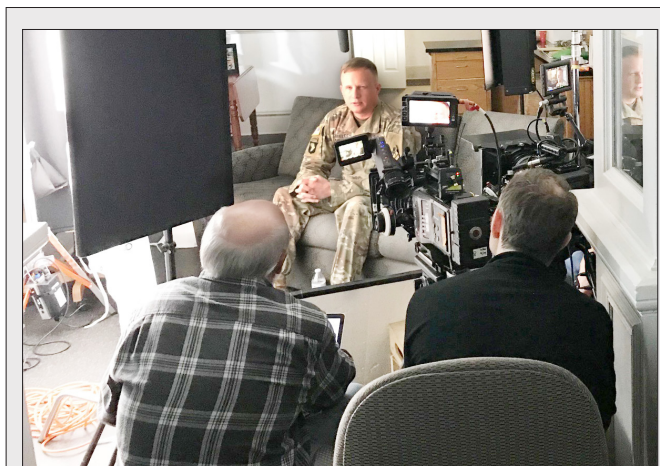
An R2 Mobile Training Team (MTT) delivered the new curriculum, developed by the Army Resilience Directorate in conjunction with the Army Public Health Center. The new curriculum is based on core competencies established by the Defense Suicide Prevention Office and ensures each service provider is relaying the most current and relevant suicide prevention information to Soldiers, Civilians, and Family members.

“The Training for Trainers, or T4T, portion is unique in that it provides

additional facilitator-specific training,” said Casey Olson, chief of training for ARD. “We understand that we can always do better when providing training to our Force and part of that includes training our prevention professionals to effectively engage Soldiers, Civilians, and/or Family members and coach them through practicing these skills.”

The new curriculum provides toolkits to ensure trainers conduct the training with confidence and competence.

“We are ensuring that the practical application of conducting an intervention is highlighted so people receiving the training are more comfortable having tough conversations,” Olson said.



PSA Filming at Fort Myer

Sgt. Maj. Jason C. VanKleeck, from the Directorate of Training and Education, United States Army Military Police School, at Fort Leonard Wood, Mo., participates in a film shoot at Fort Myer, Va., Dec. 17. The Army Resilience Directorate-sponsored production is a public service announcement in support of the Army Suicide Prevention Program. (Photo courtesy of Ward LeHardy)



Hail & Farewell



The Army Resilience Directorate held a retirement ceremony to bid a fond farewell to Dr. Les McFarling, Dec. 19, 2019. Dr. McFarling served as the Senior Advisor for Science and Integration at ARD, and retired after 40 years of federal service. (Photo courtesy of Ravanell Lang)

ARD Upcoming Events

APRIL

NATIONAL DISCUSSION 2020

April 1-3: The 2020 National Discussion on Sexual Assault and Sexual Harassment at America's Colleges, Universities, and Service Academies brings together experts and leaders in academia to share best practices in the prevention of sexual assault and sexual harassment.

Location: West Point, N.Y.

EVAWI CONFERENCE

April 14-16: This annual conference focuses on sexual assault, intimate partner violence, stalking, human trafficking and elder abuse. End Violence Against Women International (EVAWI) brings together service providers and responders to combat these crimes in our communities.

Location: Washington, D.C.

SHARP SUMMIT

April 26: This conference encourages engagement, unit cohesion and how to properly train Soldiers to fight against sexual harassment and sexual assault.

Location: Fort Bliss, Texas

SAAPM RECOGNITION CEREMONY

April 28: The ceremony recognizes the personnel who support the Army's sexual assault prevention efforts.

Location: Arlington, Va.

Army Resilience Directorate

ARDCOMMUNITYLINK

February 27, 2019. Volume 5, Issue 1

Director

Dr. James A. Helis

Sergeant Major

Sgt. Maj. Gabriel D. Harvey

Deputy Director

Col. Richard Ng

Chief, Strategy Division

Col. Roy Walker

Director of Communications, Outreach & Leadership Engagement

Ms. LeWonnice Belcher

Editor-in-Chief

Ms. Daisy Robles Johnson

Editor

Ms. Antonieta Rico

Design Editor

Ms. Liz Briones

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

Army Resilience Directorate
2530 Crystal Drive, 6th Floor
Arlington, VA 22202
<https://readyandresilient.army.mil/>
www.preventsexualassault.army.mil

Follow @ArmyResilience

To align with the directorate name change, we updated our social media handles and links. Our Facebook and Twitter handle is now @ArmyResilience. Links to our platforms are below:

- <https://twitter.com/ArmyResilience>
- <https://www.facebook.com/ArmyResilience>

Please notify your Public Affairs Office of this change, and coordinate with them to share or retweet

@ArmyResilience content on Command or Installation Facebook and Twitter platforms. Sharing and retweeting the content on these platforms will help get ARD messages in front of more Soldiers, as well as their Family and friends. Contact Ashley Fahle Gonzalez for questions regarding ARD social media at ashley.j.fahlegonzalez.civ@mail.mil.



Connect with ARD!

Contact ARD Strategic Communications at usarmy.pentagon.hqda-dcs-g-1.list.dape-ars-p@mail.mil



Follow us @ArmyResilience

readyandresilient.army.mil
[preventsexualassault.army.mil](http://www.preventsexualassault.army.mil)