



SUICIDE PREVENTION MONTH
SPECIAL EDITION

ARMY RESILIENCE COMMUNITYLINK

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Spirituality is often described as a sense of connection that gives meaning and purpose to a person's life, and is derived from personal, philosophical, psychological, and religious teachings or beliefs, according to FM 7-22. (U.S. Army photo by Spc. Chenee' Brooks)

The Human Spirit

Chaplain's Initiative Aims to Strengthen Spiritual Readiness

By Antonieta Rico, Army Resilience Directorate

A new initiative by the Chief of Chaplains is helping Army command teams and leaders build Soldiers' spiritual readiness.

The Spiritual Readiness Pilot (SRP) was developed against the backdrop of the global COVID-19 pandemic and was driven by Army senior leaders' focus on People First, said Chaplain (Lt. Col.) James Fisher, Deputy Director of the Chief of Chaplains Initiatives Group. The pilot seeks to do its part to address the big challenges the Army faces in terms of drug misuse, depression, suicidal ideation, and other harmful behaviors, he said.

Having a strong spiritual core is defined in FM 7-22 Holistic Health and Fitness as having "a sense of connection that gives meaning and purpose to a person's life." It helps Soldiers develop "the personal qualities" they need in "times of stress, hardship, and tragedy," and includes knowing "one's purpose, core values, beliefs, identity and life vision...which define the essence of a person," according to the field manual.

"What we are trying to do with the pilot in part is to encourage the (Unit Ministry Team) to create ways in which they can connect with every Soldier in their units and have conversations about spirituality in a nonreligious context," said Fisher.

The first pilot was fielded at Fort Bragg, North Carolina, in November 2020. The SRP brings together chaplains and Behavioral Health professionals, with unit ministry teams, command teams, BH practitioners, other medical providers, and Army Community Services staff, to introduce the benefits of spirituality and the skills for building spiritual readiness in Soldiers and in the Army. It is based on decades of research on spirituality and psychology by Dr. Lisa Miller, a clinical psychologist, researcher, and professor at Teachers College, Columbia University, and director of the Spirituality Mind Body Institute.

The pilot includes teaching attendees best practices and skills for building spiritual strength derived from chaplains and the

See **SPiRITUALITY** on page 10

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DIRECTOR'S COLUMN

Team,

The last 18 months have been extraordinarily difficult for the Nation and the Army. Global and national events have added stress to all of our lives. I am humbled by your commitment to taking care of every member of the Army Family. I ask all of you to look out for and take care of yourselves and others. Compassion fatigue is real, and self-care is necessary. Reach out to your buddies for support and to let them know you are there for them. If someone reaches out to you, be there for them.

Every death by suicide is a tragedy for the Soldier and their Family, buddies, and unit as well as the entire Army community. ARD works year-round to develop evidence-based initiatives to help reduce deaths by suicide in the Army, including resilience training, the Ask, Care, Escort-Suicide Intervention course, and the Commander's Risk Reduction Toolkit.

The Department of Defense recognizes September as Suicide Prevention Month, and it provides an opportunity to emphasize awareness of these initiatives and resources. More information on these and other resources can be found on the Suicide Prevention Program website: www.armyresilience.army.mil/suicide-prevention/index.html

The DOD Suicide Prevention Month theme is connectedness, and this year's slogan, "Connect to Protect: Support is Within Reach," highlights how connection—with Family, friends,

See **DIRECTOR'S COLUMN** on page 10

Dying to Live: A First Sergeant's Account of Struggle and Healing

By Mia Robinson, Army Resilience Directorate

Have you ever felt like you had enough? Tired? Done? And you just want to shut off the noise in your head? Ever been beat down by life and felt like you could not go on? That is how First Sgt. Gracie JP Williams felt.

She Just Wanted the Noise to Stop

"The effects of OEF and OIF deployments were hard—triggers from the war, stress at work, no down time or time to rest, always on the go...it was a mental spiral. I don't remember a lot of those years because I was too busy trying to survive," said Williams.

The proud daughter of Haitian immigrant parents, Williams' time spent in the Junior Reserve Officer Training Corps was a springboard to her lifelong dream of building a career she could be proud of by serving in the U.S. Army. "I was always fascinated with the military. I loved wearing the uniform and the sense of belonging. I loved that I could thrive," said Williams.

But her journey in the Army was wrought with emotion. When she returned from her first of three deployments, she attempted to get help for the trauma she experienced.

"I saw dead bodies 360 days out of the year, and back then we were not provided immediate behavioral health assistance, because we were not 11 Bravos—we were not out in the field receiving fire, and there were not enough behavioral health staff to help us all," said Williams. Even though she was physically removed, mentally she remained overseas on the airfield, still hearing IEDs, helicopters, and trucks. She knew her post-traumatic stress disorder reached an all-time high when as a passenger in a car she experienced a flashback. The scenery on the highway turned into the desert in Iraq and the driver had to immediately pull over because Williams was experiencing a panic attack.

Still, she did not receive the help she needed. "I felt like I couldn't depend on anybody," said Williams. When her work performance started to suffer, instead of receiving empathy and guidance from leadership, she was reprimanded and her rank was threatened. She had reached her breaking point. She attempted suicide and died before being revived.

When she opened her eyes for the first time



"There's strength in speaking your truth," said First Sgt. Gracie JP Williams. (Courtesy photo)

after her suicide attempt, she apologized for what she did to herself, and her Captain said; "Don't apologize, I got you. I'm going to be there," and she was.

When Williams was released from the hospital, she wasn't prepared for the fight she would endure to truly live again.

Although she received an outpouring of love and support from her friends and Army Family, the lack of support and disconnect from some peers made the journey to recovery grim. Williams' religious faith was questioned after her suicide attempt and fellow NCOs did not want to work with her. She had become a pariah. She knew the fight to save her career and rebuild her reputation was going to be challenging.

Her Sergeant Major set the precedent for her journey to healing and gave her the hope she needed to begin a transformation that would allow people to see her differently. "My Sergeant Major sat me down and said she believed that if I had gotten the help that I needed, the suicide attempt probably would not have happened. She did not let me sit there and just go through the process of being separated from the military. She said she was going to hold me accountable, ensure I receive the help I needed, and become who I was meant to be," said Williams.

Every day, she committed to showing up physically, mentally, and emotionally; she committed to serving. According to Williams, the military was her reason for living, her reason for being. It was her identity.

Gracie Had to Choose Gracie

"Being in the military, you don't have time to

take a knee. I'm at the point in my life where I now realize I have to take time out for myself to recharge and take care of my mental and physical health. I have to be present for myself and for my daughter."

Today, Williams has a village of support. Her daughter, her best friend, and military Family members who continue to have her back, who speak up for her, and who didn't judge her actions because they knew her character. She has learned to better manage her stress and if she feels there is an imbalance, she talks to her doctor about it.

Though she occasionally has her internal battles, she has no desire to take her life again.

"Life is a journey. It's not meant to be easy. But your life is meaningful, and your journey is purposeful," said Williams.

She continues to be open and honest about her struggles and her experiences in hopes it will inspire someone who may be struggling too.

"I actually died to live," said Williams. "I now have the courage to ask for help. It's OK to ask for help"

Williams' Advice to Leadership:

- Tell your troops they matter, they are important, and they are needed.
- Follow up and follow through with action—start by making sure they are getting the help they need.
- People with mental health struggles should be treated with dignity and respect; don't degrade them, they are not weak.
- Be mindful of what you say and how you say it. Words matter.
- If there's an issue with performance, stick to the specific work issue; don't make it personal.
- Incorporate more mental well-being exercises.
- Be there. Keep your word. Keep your promises. Do what you say you're going to do.

If you or someone you know is struggling with their mental health or having suicidal thoughts, help is available. Call the Military Crisis Line at 1-800-273-TALK (8255) and press 1, text 838255, or visit the Crisis Chat online: <https://www.veteranscrisisline.net/get-help/chat>

IN THIS ISSUE

04



SUICIDE POSTVENTION: A COMMANDER'S GUIDE

06



AROUND THE FORCE

08



THE FIVE DIMENSIONS OF PERSONAL READINESS: EMOTIONAL DIMENSION

11



USING ACE-SI TRAINING TO "BE A LIGHT" FOR THOSE STRUGGLING WITH THEIR MENTAL HEALTH



STAND TO! The Army Substance Abuse Program

From the Headquarters, Department of the Army, Deputy Chief of Staff, G-1

What is it?

The Army Substance Abuse Program mission is to take care of people by preventing the misuse of legal substances and the use of illicit drugs that may harm the individual, negatively impact unit cohesion and the combat readiness of the force.

What are the current and past efforts of the Army?

In July 2020 ARD published an update to AR 600-85, Army Substance Abuse Program. The new regulation reinforces the Army's commitment to people by ensuring a ready and resilient force. Among other changes, the Army:

- Expanded the list of substances Soldiers are tested for to include "Spice" (Synthetic Cannabinoids) and "Bath Salts" (Cathinones).
- Added gambling disorders to the Prevention, Education, and Training objectives.
- Aligned ASAP's Clinical Care primary responsibility to the Surgeon General.
- Updated guidance for administrative processing for separation of Soldiers for alcohol or other drug abuse.
- Implemented the designation of certain positions as Testing Designated Positions under the [Army Drug-Free Federal Workplace Program](#).

What continued efforts does the Army have planned?

The Army recently published Army Directive 2021-21, "Use of Prescribed Medications and Controlled Substances." In accordance with the policy;

- Prescription medications will be considered expired and illegitimate for use six months after the most recent fill date, as indicated on the prescription label.
- Medications and controlled substances without a valid prescription will be considered illegitimate.

The Army will continue to prohibit personnel from using illegitimate prescription medication. Under Uniform Code of Military Justice and/or administrative actions, the use of illegitimate medications is punitive, and violations of this provision may subject offenders to punishment.

The Army will continue with its efforts to prevent abuse of expired legally prescribed prescription medications to reduce the potential for Soldiers to harm themselves, negatively impact their careers, and impair the readiness of their units.

Why is this important to the Army?

Use of illegal drugs and misuse of alcohol and prescription drugs are inconsistent with Army values and the standards of performance, discipline and readiness necessary to accomplish the Army's mission. The Army Substance Abuse Program strengthens the overall fitness and effectiveness of the Army's workforce and enhance the combat readiness of Soldiers.

To learn more, visit <https://www.army.mil/standto/archive/2021/07/16/>

Sexual Assault Prevention Starts on Day One, Army Senior Leaders Say During PIF

By Thomas Brading, Army News Service

ALEXANDRIA, Va. -- While leaders continue to expect a lot from their Soldiers, the Army should get "back to the basics of taking care of our people," the Army secretary said July 27 during an event for the Resilience Program Improvement Forum.

"As our great Army undertakes a fundamental strategic shift, from 20 years of counterterrorism operations to competing effectively against and deterring conflict with China and Russia, we're also grappling with a host of harmful behaviors that are hurting our people," said Secretary of the Army Christine E. Wormuth during the event.

Wormuth and other Army leaders spoke to members from across the SHARP program on the importance of prevention efforts in the fight against those behaviors.

"Whether it's sexual assault/harassment, suicides, substance abuse, or other behavioral health challenges, the last 20 years have placed a lot of strain on our Army," she continued.

"Army leaders must address these issues by changing the culture within their units while focusing on building cohesive teams that are highly trained, disciplined and fit," said Chief of Staff of the Army Gen. James C. McConville.

This comes amid changes already made by the Army, like the ongoing restructuring of the U.S. Army Criminal Investigation Command, the Army secretary said.

To learn more, visit https://www.army.mil/article/248895/sexual_assault_prevention_starts_on_day_one_army_senior_leaders_say

SecDef Accepts All IRC Recommendations

By C. Todd Lopez, DOD News

"On my first full day as secretary of defense, I committed that we must do more as a department to counter the scourge of sexual assault and sexual harassment in our military," wrote Secretary of Defense Lloyd J. Austin III in a memorandum published July 2. "As I stated then — this is a leadership issue and we will lead!"

Chief among the recommendations Austin has agreed with is who will be charged with prosecuting those suspected of committing sexual assault in the ranks. Until now, it's been the domain of commanders to decide how to move forward when made aware of a sexual assault. That is no longer the case.

Based on recommendations from the IRC, Austin has directed that the department will work with Congress to make changes to the Uniform Code of Military Justice in such a way as to shift responsibility from military commanders for prosecuting sexual assaults and related crimes, as well as domestic violence offenses,

child abuse and retaliation.

With commanders no longer handling the prosecution of sexual assaults, the department plans to create dedicated offices within each military service to take over the role.

As recommended by the IRC, the secretary is also seeking to have sexual harassment added to the list of offenses spelled out in the UCMJ. Sexual assault is already detailed there as an offense.

Making those changes to the UCMJ, which is part of federal law, requires congressional approval. But non-judicial punishments are within the purview of the military services. The secretary has directed each service to standardize, across the force, non-judicial punishments.

To learn more visit: <https://www.defense.gov/Explore/News/Article/Article/2681848/sexual-assaults-will-no-longer-be-prosecuted-by-commanders/>

Army Olympians Hone Mental Skills to Compete

By David Gercken, Army Resilience Directorate

One tenth of a second. One inch. One slightly off centered shot out of one hundred. The difference between winning an Olympic medal and finishing out of the running is slightly a minute, and yet often, spanning these margins remains unachievable for even the most talented athletes.

Overcoming these differences requires more than increasing physical ability. It means honing mental skills too. Soldiers from the [Army's World Class Athlete Program](#), such as Olympian Staff Sgt. Sandra Uptagrafft, used the latest in [mental skills training](#) as they competed in the Tokyo Olympics.

A competitor in the Air Pistol event, Uptagrafft knows her margin for error is almost non-existent. This makes each shot a pressure-filled event. To assist with her preparation for the games she reached out to her local R2 Performance Center. Working closely with a

Performance Expert trained in sports psychology, Uptagrafft worked to further sharpen her mental skills. Like many world-class athletes, she identified mental preparation as a key to overall performance success.

R2 Performance Centers offer Mental Skills Training in the following areas:

- Mindfulness
- Imagery
- Building Confidence
- Attention Control
- Goal Setting
- Academic Performance Training

Soldiers require similar physical and mental attributes as Olympic athletes. Contact your local R2 Performance Center [here](#) to schedule training that will assist you and your unit in successfully spanning your margins.



It's Important to Talk to Military Kids About Mental Health

By Shirley Tien, Army Resilience Directorate

Growing up in a military household has challenges civilian children normally don't face, and it's important for Families to have open discussions about feelings and build a support system for their military children also, not just adults.

The growing pains of adolescence are enough of a battle to take on, but for military children there's the additional worry of a parent's safety, the unpredictability of a Soldier's job, PCS moves, and frequently saying goodbye to their home and friends.

Dr. Amy Taft, a former military child and now a military spouse, started Third Star Foundation "to provide ongoing support to military-connected children whose parent or guardian has suffered an injury or wounds from their time in service."

Taft advises to "start conversations about feelings very early." Having an open discussion about your child's inner thoughts and concerns can help solve problems before suicidal ideation begins.

"Let them know about the times you struggled," Taft said. Parents can break the stigma and strengthen their Family dimension by talking about their own experiences with mental health and being open to therapy. Children are more likely to reciprocate and seek advice or counseling if it becomes necessary.

"The rate of suicidal ideation in youth rose to 1:4 during the pandemic," said Dr. Doreen Marshall of the American Foundation for Suicide Prevention.

She states, "no age is too young to discuss the topic

of mental health and to encourage the expression of emotions and seeking help."

Marshall suggests there are multiple ways Families can build support and resilience, including:

- Tackling day-to-day life challenges as a Family and encouraging and discussing healthy problem solving
- Separating what is in your control from what is not
- Staying connected and reaching out if more support is needed

"Having open, authentic conversations about mental health, just talking about it can be an important step in staying connected and getting the support and treatment Family members may need," Marshall said.

Forming Supportive Social Connections at Work

By Casey Mortensen, Army Resilience Directorate

The Army has been putting a lot of effort in trying to create a healthy social climate where Soldiers can thrive as individuals and team members and/or leaders within their units. The creation of supportive social connections at both the personal and collective level requires striking that delicate balance between ensuring the work environment is not only professional and safe for the individual, but that personal interactions help create camaraderie, strengthen team bonds, and boost morale within the unit.

Tony Best, subject matter expert and training specialist for the Walter Reed Army Institute of Research Transition Office encourages strong social connections among Soldiers, Civilians, and Family members. Best, who retired from the Army after 22 years of service, currently works on the front lines of developing, implementing, and evaluating the reception of trainings to determine their effectiveness within the Army ranks and their Civilian counterparts.

He understands the significance and importance of building and maintaining strong social connections at work. As people advance in the ranks and their peer group shrinks, they'll have to reach out and find people in similar job positions, so forming peer bonds is as important as fostering subordinate development and teamwork, he said.

"No man or woman is an island. You're not going to make it on your own," Best said. "Coming up through the Army, I didn't value social connections as much; but the further you advance through the Army (E4-E5, NCO, leader, etc.), a team dynamic is needed to achieve any objective."

Having both a professional and personal connection with your peers can be tricky.

According to Best, sometimes getting together can be a good thing, however, getting personally acquainted with others can also blur the professional lines if, for example, promotions are looming. Best encourages Soldiers to "Be yourself and be honest. Don't be someone others expect you to be. Let people know where you stand and know that it's okay to not always agree. Trust and respect get lost when you're disingenuous," Best said.

The biggest challenge in the Army work environment is making the transition from an enlisted environment to a Civilian work environment. Best believes the Army does a good job helping Soldiers and Civilians develop good social connections to help meet the challenge. For instance, the Army Sponsorship Program was developed to help Soldiers and Families making a PCS move. The program assigns a sponsor to help them with their move via an onboarding process that not only helps them get acquainted with their new unit, but also helps connect them with the people they will begin to form new social connections in their new environment. There are also courses for Civilians to help them understand the structure of the Army and what Army life is like.

There's great opportunity in change and there's even greater value in having the opportunity to meet and work with different people.

"It's good that everybody's different," Best said. "Not everyone is going to approach and see things the same way. Being different gives us a variety of options and that shouldn't be forgotten or taken for granted."

The reward of forming strong, professional, and supportive social connections far outweighs the risks of not having any.

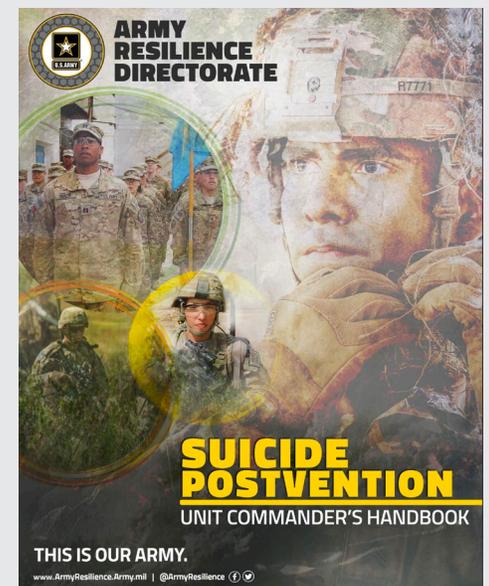
Suicide Postvention: A Commander's Guide

From the Army Resilience Directorate

The Army Resilience Directorate developed the Suicide Postvention Unit Commander's Handbook to provide guidance to Commanders to help them effectively lead their units through healing and recovery after a death by suicide in their unit. It supports Commander-led efforts to reset the readiness of the unit through identification of the key tasks and resources required to execute an effective suicide postvention process that destigmatizes the tragedy, operationalizes the aftermath, and promotes individual and unit recovery.

Download the handbook: <https://go.usa.gov/xFkFM>

This Handbook mirrors many of the recommendations outlined in the DSPO Postvention Toolkit for a Military Suicide Loss, which is available at the following link: <https://go.usa.gov/xFkFt>





CAT Provides Comprehensive Snapshot of Unit Readiness to Commanders

By Coleen Crouch, PhD; Susannah Knust, PhD; Toby Elliman, PhD; Yvonne Allard, MPH; Kelly Toner, MA; Peter Mikoski, MPS; Paris McDonald, MS; and Gery Denniswara, BA; Walter Reed Army Institute of Research

Sexual harassment and sexual assault, racism, and extremism – by now, we’ve heard that the Army is concentrating on these “harmful behaviors” because of their detrimental effect on unit cohesion and readiness. One of the many efforts to learn more about these behaviors in a unit context is the HQDA’s People First Task Force Cohesion Assessment Team, or CAT. Since March, three installations have participated in the CAT pilot and there are plans to expand it to other locations.

This independent review pilot consists of a team of approximately 20 subject matter experts. The CAT conducts a deep dive into one or two battalions at an installation, collecting historical and primary data to obtain a comprehensive snapshot for the battalion, brigade, and division leadership. Before the CAT’s arrival, Soldiers in the participating battalions take a survey about the climate, leadership, and harmful behaviors in the unit. At the same time, participating units send the CAT a wide-range of historical data, including troop school fill rates, information on UCMJ and administrative separation cases, first term Soldier sponsorship matches, long-and short-range training calendars, SHARP training data,

grade band match information, and collateral duty fill rates. The data provides a comprehensive look into unit climate and leader focus. The CAT SMEs include experienced leaders, chaplains, JAG representatives, Senior NCOs, organizational behavior experts, SHARP leadership, research psychologists, and various specialists to help interpret, analyze, and synthesize the data.

Once the CAT arrives onsite, they interact with the unit for approximately five days. During that time, they have informal and formal interactions with Soldiers at their worksites and observe Soldier and leader interactions to assess group dynamics. In addition, the Civilian research psychologists and associates from the Walter Reed Army Institute of Research interview leaders from battalion to platoon and conduct focus groups with junior enlisted Soldiers and junior NCOs, separated by gender. These interviews and focus groups provide additional insight into the survey results and allow Soldiers to discuss their experiences with harmful behaviors and the climate in the unit in a non-attributional setting. The CAT SMEs also conduct sensing sessions with Soldiers, separated into groups such as newcomers and squad

leaders, to collect additional understanding of the unit’s cohesion and leadership.

At the end of the rapid assessment, the CAT members synthesize the data and produce an outbrief of their observations. CAT leadership facilitates a discussion with the unit command teams about the results and provides information about available resources to address deficiencies. Unit leadership is then free to develop their own plan of action based on the feedback. In addition to providing information that is near real-time and actionable at the unit level, the combined data from all the assessments can inform changes to the Army’s programs for addressing harmful behaviors.

Editor’s note: Material has been reviewed by the Walter Reed Army Institute of Research. There is no objection to its presentation and/or publication. The opinions or assertions contained herein are the private views of the authors, and are not to be construed as official, or as reflecting true views of the Department of the Army or the Department of Defense.

Performance Experts Help Cadets Thrive During Summer Training

By David Gercken, Army Resilience Directorate

FORT KNOX, Ky.— For each, the challenge was different. For Cadet Maxwell Galbraith of Liberty University, it was surprise leadership positions; for Cadet Alyssa Dickey of the University of North Carolina-Charlotte it was Chemical, Biological, Radiological, Nuclear, and high yield Explosives, or CBRNE, and going through the gas chamber; and Cadet Lauren Collins of the Virginia Military Institute pointed to the challenge of road marches as she knocked out an early morning Army Combat Fitness Test during Cadet Summer Training 2021.

To assist Cadets in developing the skills to negotiate the myriad challenges and perform at their best during CST, the Army embedded Master Resilience Trainers-Performance Experts (MRT-PEs) from its R2 Performance Centers with each Cadet company.

R2 Performance Centers are located at 32 CONUS and OCONUS locations where they provide performance enhancement, resilience, and mental skills training to Soldiers, Family members, Army Civilians, and units to include Special Operations units and the Army World Class Athlete Program. Staffed with MRT-PEs, who hold a degree in sports or performance psychology, kinesiology, or counseling, the centers focus on equipping individuals and units to optimize performance and succeed when met with challenges.

Emerson Gagnon, one of the 38 MRT-PEs supporting CST, is in his third year and says ROTC Cadre have gained a real appreciation for the skills the MRT-PEs provide, “Cadet Command gives us eight hours on the schedule to teach Cadets mental performance skills,” Emerson said. He noted that MRT-PEs are encouraged to work with Cadets both before, during, and after training.

These performance skills come in handy for the Cadets. Priya Ford, a Fort Carson, Colorado, MRT-PE experienced the results, “There were various training events...in which

I spoke to Cadets as a company and one on one, where I provided them with skills they could use based on their needs for that specific event. Many took it upon themselves to not only listen and learn the skills, but then turn right around and use them in the moment. Numerous times they would come right back over to me and tell me excitedly, “these skills work!”

In addition to providing training onsite, MRT-PEs also taught foundational classes that provided Cadets with skills to utilize in meeting multiple challenges.

Maegan Guevara, from Fort Knox’s R2 Performance Center, instructed Cadets on the importance of deliberate breathing and led teams through a competitive exercise, using a small stick to balance and stack items, that reinforced the lessons. Cadet Mi Nam Choe from Utah Valley University, and his teammates Eric DePompa from North Carolina State University and Marcel Bukuru, also of Utah Valley University, saw multiple benefits and uses to these exercises including helping an individual relax, find their center and escape, help with focusing on a task or challenge, and working through a weapons malfunction at the upcoming firing range.

MRT-PE Ross Simonson led a discussion on the importance of talking through the actions required to complete a task. This involves actually talking yourself through each step of a task that is necessary to successfully accomplishing it. Simonson explained that often, when failing a challenge, individuals rush right back and try again without thinking through the process. By focusing on the steps, it becomes easier to accomplish the task. To emphasize this process, Simonson divided up Cadets into teams and gave them a series of challenges where they had to incorporate and improve both individual and team skills.

While many of the challenges at CST are individual in

nature, teamwork is critical to success. This year, after CST was canceled in 2020 due to COVID, teamwork, sharing, supporting, and learning from peers seemed even more important to Cadets than ever. Armed with performance skills from the MRT-PEs and supported by their teammates, over 6,500 ROTC Cadets met the challenges of CST.

CST serves as both a culminating assessment for senior Cadets called Advanced Camp and a challenging introductory exercise called Basic Camp designed for newer Cadets. According to U.S. Army Cadet Command, Advanced Camp is a 37-day training event designed to assess a Cadet’s ability to demonstrate proficiency in basic officer leadership tasks. It is the most significant training and evaluation event in ROTC. The training is complex, challenging, and rigorous and is conducted in a stressful training environment. Basic Camp is a 31-day training event designed to introduce Cadets to the Army. The objective is to develop leadership skills and train them on individual and junior leader tasks to develop and reinforce Warrior Ethos and the Army Values. Cadets leave CST with the critical thinking skills necessary to succeed in ROTC, and ultimately the Army.

Cadets aren’t the only ones departing CST with great memories and an appreciation for what they learned, the experience also proved beneficial to the MRT-PEs, motivating them to take back lessons they learned and incorporate them into training at their home installations. “Although I already knew this was an important aspect to our role, I am leaving CST with a strong reminder of the power of buy-in just through face time and being there with Soldiers in their element,” said Ford. “This experience has reminded me that I need to push for more face time with units and allow them the opportunity to get to know me. I had a great time at CST and am hoping I get the opportunity to return next summer.”

AROUND THE FORCE

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



Army SHARP Academy SARC/VA Career Course Graduation Awardees

FORT LEAVENWORTH, Kan. – Left to right: Mr. Gregg Buehler, Mr. Bradley Pippin, Staff Sgt. Kimberly Morelli, Staff Sgt. Regina Clark, Sgt. 1st Class Jesse Fryer, Col. Larry Burns. On June 11, the Army SHARP Academy graduated 32 students from the SARC/VA Career Course. During each course graduation ceremony, individuals are recognized by the ASA staff and their peers for their exceptional performance. Col. Larry Burns, SHARP Academy Director, Mr. Bradley Pippin, Director of Operations for The Research and Analysis Center, and Mr. Gregg Buehler, Chief of Academic Operations, personally recognized each of the Class 20-005 recipients. The awardees were Staff Sgt. Kimberly Morelli, Fort Lee, Va., who received the Academic Excellence Award, Staff Sgt. Regina Clark, Fort Campbell, Ky., who received the Spirit Award, and Sgt. 1st Class Jesse Fryer, Pea Ridge, Ark., who also received the Spirit Award. Congratulations and best of luck to all Class 20-005 graduates! (Courtesy photo)



SHARP Family Attends Impromptu Gathering

FORT IRWIN, Calif. – The U.S. Army Hawaii SHARP team gathered at the Schofield Bowling Alley. The USARHAW SHARP program provides unity of effort for sexual harassment and sexual assault prevention efforts across Hawaii and the Army. The SHARP program's mission is to promote an Army culture and command climate that adheres to the Army Values and ensures that every Army Soldier, Family member and eligible DA Civilian will be treated with dignity and respect at all times and in all circumstances. Acts of sexual harassment are unacceptable and are not tolerated in the Army. Sexual assault is a criminal offense that has no place in the Army. (Courtesy photo)



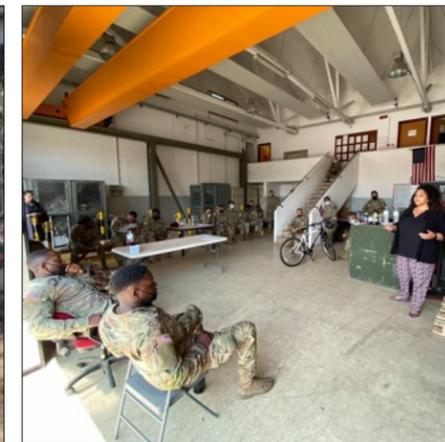
Practicing Deliberate Breathing Techniques to Help Cadets Succeed During CST

FORT KNOX, Ky. – MRT-PE Maegan Guevara observes Cadets as they conduct a team exercise to reinforce deliberate breathing techniques during Cadet Summer Training 2021. (U.S. Army photo by David Gercken)



Relationship Building Through Communication

FORT BENNING, Ga. – MRT-PEs taught Soldiers how to optimize performances at the range and provided communication skills to strengthen one's relationships, create boundaries, and set expectations. (Courtesy photo)



Soldiers Learn About Prosocial Behavior

VICENZA, Italy - The R2 Performance Center Italy teamed up with the Army Substance Abuse Program at the 1-503 BN Headquarters and delivered a training on Bystander Intervention. The training began with ASAP delivering information about the impacts of alcohol poisoning and what people should do if they find someone has consumed too much alcohol. The Performance Experts lead a discussion on when and how to intervene. Prosocial behavior prepares Soldiers to be aware and recognize when someone needs help. It educates people on how to be responsive when action is necessary and prepares Soldiers to anticipate possible issues that may arise and have a plan for action. (Courtesy photo)



'Engage' is Part of the Agents of Change Initiative

USAREUR - Performance Expert Annastatia Moody partnered with USAG Italy SHARP to teach Engage as part of the Agents of Change Initiative. The goal of this training was to foster healthy behaviors, life skills and stress management, and reinforce these behaviors and skills using educational strategies. Moody also conducted a Resilient Rodeo event with the 307th Military Intelligence Battalion in March 2021. This training introduced Soldiers to the skills of Real Time Resilience and provided an opportunity for future trainings. (Courtesy photo)



The Five Dimensions of Personal Readiness Emotional Dimension



Emotions drive our thoughts and actions from the moment we wake up until we fall asleep. They determine how we approach our day, how we react to daily stressors, and how we cope with life's challenges. Building the skills for emotional self-regulation—controlling our emotions instead of allowing our emotions to control us—is critical to our resilience, performance, and readiness.

Practice the skills below to build emotional strength

Skill: Activating Event, Thoughts, and Consequences

ATC increases our awareness of how our thoughts about an event, not the event itself, trigger our emotions and reactions.

- Learn to identify the Activating Event (trigger)—We encounter hundreds of different activating events daily. Many of these events are out of our control and can include daily stressors at work or home, conflict, or situations where our expectations aren't met.
- Identify your Thoughts about the trigger—Ask reflective questions. Did you think you were judged unfairly, a person was ungrateful, that you would be punished for a mistake, etc.?
- Identify the Consequences of those thoughts—What were your emotions and reactions—what did you feel and do as a result of your thoughts about the triggering event? Did you feel anger, anxiety, or sadness? Did you lash out and yell, said things you regret, withdraw and avoid?

Ask yourself: Were my emotions and reactions helpful or harmful? Is there a pattern to my response when faced with similar situations? Identifying thoughts we have in the heat of the moment about an activating thoughts, and the consequences of those thoughts, can help us ultimately gain control over our emotions and reactions.

Skill: Hunt the Good Stuff

Build positive emotions to counter the negativity bias—our tendency to dwell on the bad things that happen in our lives and not notice the good stuff—by taking the time to notice and reflect on positive experiences in your life.

- Make it a point to deliberately find three things that are "going right" throughout your day.
- Reflect. Think a little deeper about the three good things you found and take a moment to relive them. Ask yourself why those good things are important to you and what you can do to enable them to happen again.

Skill: Real-Time Resilience

Shut down counterproductive thinking—ruminating, assuming the worst, negative self-talk—with evidence, thinking optimistically, and putting the situation in perspective.

When caught up in counterproductive thoughts, try the following sentence starters:

- Use evidence to prove the thought is false.
 - That's not (completely) true because...
- Generate a more optimistic way of seeing it.
 - A more optimistic way of seeing this is...
- Put It In Perspective.
 - The most likely implication is... and I can...

Sources: MRT Participant's Guide; ARD Resilience In Focus



Best Practices From the Embedded Performance Expert Pilot: Part 3

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 of 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. Part Two described the methods for promoting a successful start to the embedment. This third and final article will highlight what successful EPEs do to sustain performance over time. These interviews revealed the benefits of careful observation, advertising, regular meetings with senior leadership, continued interactions with Soldiers, and being ready to deliver on the spot training.

During ongoing interactions in meetings and at trainings, successful EPEs observe and take notes. They are prepared to speak up during meetings and provide consolidated feedback to senior leaders in both verbal and written forms. EPEs set up recurring meetings with the "top 5" one to two times a month to discuss trends, engagements, plans, and feedback. When providing feedback related to engagements with the unit, EPEs' success came when they connected that feedback directly to the commander's priorities to reinforce the EPEs' relevance. Additionally, EPEs can provide suggestions for how they can integrate into large training exercises or other events. These suggestions often include a plan for the future, while also sharing positive results (e.g., STX lanes, live-fire exercises) using historical data or group comparisons.

Successful EPEs determine who the advocates are, as EPEs often need one person per platoon with whom they work directly and who will help spread the word about their capabilities. These EPEs can also market themselves by displaying visuals (e.g., physical advertisements) on the walls or bulletin boards with permission. In addition, they use social media (e.g., Facebook, Instagram, Twitter) to share the work they are doing in the unit. These EPEs provide support in various ways, including academic performance training or mastery sessions for weight loss or smoking cessation. EPEs also create materials (e.g., flashcards, laminated resources) to



An EPE works with Soldiers. (Photo courtesy of Ashley Herrell)

help Soldiers overcome reoccurring stressors or assist with academics.

Hip pocket training can happen anywhere, so successful EPEs are always ready to jump in and talk to Soldiers. They are prepared to go to the range and the field with the unit. These EPEs have an agreed-upon purpose (e.g., observation, provide feedback during AARs) with unit leaders for going to the range or field, which helps prevent "taking a walk in the woods." As the EPEs learn more about what the unit does, they can contribute more during AARs. Successful EPEs are curious about what the Soldiers are doing, and they are actively engaged in coaching Soldiers to reduce stress during qualifying events and walking lanes with leaders to increase their confidence.

Ongoing interactions with Soldiers reinforce the ideas and behaviors that the EPE established at the start of embedment. These interactions strengthen rapport and provide opportunities to reinforce psychological concepts and skills. It also includes approaching Soldiers and demonstrating care by chatting with them to learn about their professional goals. In formal settings, such as at a training, EPEs continue to introduce themselves, explain what they do, and share the purpose of the training they are providing, especially as new Soldiers join the unit. During the debrief or AAR, EPEs re-explain the "why" of the

training or coaching and connect it to the Soldiers' personal lives. In other settings, such as at PT or on the range, successful EPEs continue to engage with Soldiers during downtime, as appropriate. If at any point a Soldier shares a clinical issue with an EPE, the EPE can help that Soldier get to a Chaplain or behavioral health specialist. These EPEs then follow-up with the Soldier and support them within the EPEs' professional lane.

Continuing to build and maintain professional rapport with leaders and Soldiers, while providing timely and relevant communication is critical for the success of the EPEs. Additionally, being embedded in the battalion or brigade headquarters enables them to be more intentional with these relationships, thus allowing them to engage more easily with their units. Successful EPEs are able to employ a variety of methods with leaders and Soldiers and therefore contribute to the accomplishment of the unit's mission.

Editor's note: Material has been reviewed by the Walter Reed Army Institute of Research. There is no objection to its presentation and/or publication. The opinions or assertions contained herein are the private views of the authors, and are not to be construed as official, or as reflecting true views of the Department of the Army or the Department of Defense.

Summer ARD Webinars Focused on Relationships With Ourselves, Others

By David Gercken, Army Resilience Directorate

"Your relationship with yourself is the most important relationship you'll ever have," according to Jennifer Keitt from Atlanta's Keitt Institute. Explaining that having positive connections with ourselves shapes our relationships with others, Keitt kicked off a summer of webinars from the Army Resilience Directorate focusing on relationships, consent, and ethical character.

June's presentation included the opportunity for participants to take a pre-webinar character assessment and obtain a workbook for use during and after the webinar. Keitt discussed the importance of

understanding individual character strengths, breaking them down into 'buckets,' explaining that no two people are the same, and that often, the differences complement each other. Understanding this concept can help create, navigate, and maintain positive relationships with ourselves and others.

In July, Annie Forrest of New York's One Love Foundation built on those ideas and discussed how to determine the signs of healthy and unhealthy relationships, the importance of setting boundaries and consent in relationships, and tools and ideas to make these connections grow positively. The Foundation

believes that 100% of people are in relationships and that 100% of people can love better, especially when they are equipped with the right tools.

This month's webinar will focus on ethics and character development with guest Pete Kilner, Ph.D., from the Simon Center for the Professional Military Ethic at West Point. The webinar will be held August 24 at 11 a.m. and 2 p.m. EST. For more information and to sign up to receive invitations and notifications to ARD Outreach Webinars and other events, visit the ARD website at <https://www.armyresilience.army.mil/ard/webinar.html>.



Dr. Lisa Miller, Professor of Psychology and Education at Teachers College at Columbia University, speaks to U.S. Army Alaska Soldiers during the "Strong Warrior, Strong Spirit" spiritual readiness pilot training on Joint Base Elmendorf-Richardson, Alaska, May 19, 2021. U.S. Army Alaska Chaplain's hosted the pilot training May 17-20 on both JBER and Fort Wainwright. (U.S. Air Force photo by Staff Sgt. Crystal A. Jenkins)

Strengthening the Spiritual Dimension *SPIRITUALITY Continued from page 1*

Life Worth Living initiative from the Yale Divinity School. The pilot is intended to help attendees "appreciate the importance of integrated and collaborative holistic care for Soldiers" and have UMTs develop Organizational Spiritual Readiness Training Plans for command teams.

"There is a real sense of opportunity, stewardship, and responsibility to help our young Soldiers become the best versions of themselves," Fisher said.

FM 7-22 provides several examples to build

spirituality through myriad nonreligious and religious methods, including encouraging Soldiers to be involved in service to others through volunteer work; hospitality towards fellow Soldiers, neighbors, community members, and even strangers; attending meetings, either religious or nonreligious; journaling for self-reflection; and meditation, amongst others.

During the pilot, Miller suggests two central ways for leaders to build Soldiers' spirituality:

one, asking the deeper questions—what matters most in life, what is life's meaning, what do Soldiers believe is their life purpose—and two, having those deep conversations communally with Soldiers in a squad or unit, particularly in times of challenge, defeat, or trauma.

For additional resources on building spirituality see [FM 7-22](#), your unit chaplain, or your nearest [R2 Performance Center](#).

Program Changes Focus on Prevention *DIRECTOR'S COLUMN Continued from page 2*

community, and resources—is a critical component in suicide prevention.

ARD has created supporting materials for the SPM observance focusing on "It's the Everyday, Little Things That Matter," which emphasize the importance of paying attention to the daily, everyday interactions that nourish strong relationships, which in turn act as a protective factor against suicide. These awareness materials, as well as other suicide prevention awareness materials, are available to suicide prevention program managers, staff, and all suicide prevention and resilience stakeholders Army-wide, to use in their local installation's SPM observance. They can be downloaded from ARD's products on demand website: <http://marcomcentral.app.pti.com/Ironmark/ARDMaterials>.

Another resource recently published by ARD is the Unit Commander's Suicide Postvention

Handbook. The handbook provides a framework for Commanders to lead their units through structured postvention activities that help their Soldiers heal and recover after a death by suicide in their unit. The handbook is available on the ARD website: <https://go.usa.gov/x6Aab>.

Additionally, new awareness print and digital communication materials for the SHARP program, including posters, brochures, and exhibit materials that emphasize the role of Soldiers as disciplined stewards of the Army Profession are also available to download or order on the products on demand site.

ARD hosted an in-person and virtual Program Improvement Forum on July 27-28 in Alexandria, Virginia (see more on page 3). The Secretary of the Army, the Chief and Vice Chief of Staff of the Army, and the Sergeant Major of the Army all attended in person and spoke on

the importance of prevention efforts, including the ongoing implementation of recommended changes to the Sexual Harassment/Assault Response and Prevention program. They emphasized the importance of engaged leadership in building cohesive teams by setting a healthy culture and climate in the Army and at their units.

The senior leadership of the Department of Defense and the Army are committed to improving accountability, prevention, climate and culture, and victim care and support, across the Army. ARD, the People First Task Force, and our partners at DOD are all fully engaged to make this happen.

I thank you for your dedication and everyday personification of putting people first.

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



Understanding the Relationship Between Physical Health and Mental Wellness

From the Army Resilience Directorate and Human Performance Resources by CHAMP at the Uniformed Services University

Remember that time you nearly trained to exhaustion and thought to yourself, "I can't go on. I can't finish"? Or maybe even long after an injury recovery you psyched yourself out from doing something for fear that you would injure yourself again? The mind and body work in tandem usually with the mind leading the body. What you think you can or can't do will determine how good or how bad your body will respond and or perform.

Good physical health and mental wellness go hand in hand. Regular physical activity protects against mental health conditions like depression and anxiety; it helps reduce the severity for those diagnosed with depression or anxiety; it leads to an increase in "feel good" hormones, serotonin, and endorphins; and it also increases GABA, a neurotransmitter that helps reduce anxiety and leads to cognition preservation and improvement—the ability to learn new and retain old information. Physical activity also improves sleep quality and duration, which has more ties to improved mental health.

Poor mental health can affect physical performance when you become distracted by past or future

performances, and unable to focus on the current task at hand. Poor mental health can also decrease motivation to be active, particularly if showing depression symptoms (both clinical and sub-clinical). It becomes a vicious cycle where inactivity can contribute to poor mental health and poor mental health further reduces motivation to be physically active.

Maintaining one's health can be a year-round priority with the right tools and knowledge. The [Consortium for Health and Military Performance](#) provides educational, research-based resources that enable service members to understand how they can maintain their physical and mental health year-round to help optimize their performance and wellness across the domains of [Total Force Fitness](#).

In addition to the resources provided on the website, CHAMP and specifically the Human Performance Resources by CHAMP team provides specific holistic resources, and interactive, evidence-based presentation and training to military communities on TFF topics. For more tools and resources check out www.hprc-online.org.

To Maintain Year-Round Health

- [Be active when you can](#). PTing even once a week can help you maintain a relatively high level of physical fitness. Regular PT for at least 30 min/day 5x per week (totaling 150 minutes) is the threshold for mental health benefits.
- Be mindful of [your diet](#).
- [Practice mindfulness](#) to stay present and improve your focus.
- Try [positive self-talk](#) to keep you motivated during challenging times.
- [Develop routines](#) to assess and build your mental fitness and spiritual fitness.

Create Mental Wellness Toolbox:

These tools can be used daily or weekly to self-check and build your mental health:

- [Gratitude Calendar](#)
- [Make a PERMA to-do list for performance optimization and military wellness](#)
- [Spiritual Fitness AAR](#)
- [Optimism Self-Check](#)
- [Stress Mindset Self-Check](#)

Using ACE-SI Training to 'Be a Light' for Those Struggling With Their Mental Health

By Mia Robinson, Army Resilience Directorate

Master Resilience Trainer Kimberly Crowell's journey in suicide prevention began at the age of 19 with the death by suicide of her 17-year-old sister. It wasn't until Crowell participated in the Survivors of Suicide International Conference (for people who have lost family or friends to suicide to find and receive support) that someone explained that when someone is experiencing severe depression or having suicidal thoughts, it's like "being trapped in a very deep, dark well – where the walls are slippery and it's hard to get out – but at the very top of that well there is a little bit of light and that light is their hope."

"I looked at it as an opportunity to be someone else's light," said Crowell. "We are the ones to give hope through communication."

Communication is important to someone who is having thoughts of suicide. Crowell suggests having a "phone free zone" and engaging in face-to-face conversations at the dinner table with Family and asking, "How was your day?" "What was the best part of your day?" "What was the worst part of your day?"

"Talk about it and figure out some solutions or just allow that time to vent and go through the motions," she said.

Crowell also stresses the importance of being an effective listener and not listening only to respond. When returning to work post COVID, instead of the typical "fly-by" question of "How are you today?" and response of "I'm good how are you?" while passing each other in the hallway, take a beat and ask your colleague, "How was your trip home this weekend?" or "Hey, I haven't talked to you in a while, what's been going on?" Actually giving that time and attention to knowing and learning about other people and their Families, hobbies, the ups, downs, and in-betweens, or whatever they're willing to share, is what helps build connections and establishes a sense of belonging which is a preventative factor for suicide.

"If I know I belong somewhere I'm less likely to have

suicidal ideation," said Crowell.

We have to be intentional with making sure that others feel they belong through our actions and how we communicate with them, she said.

Crowell recalls how well loved and liked her sister was. She was very well rounded, played sports, had friends, a part-time job, and they came from a close knit, loving family, and Crowell and her sister were also very close. However, during her research Crowell found that most people who have suicidal ideation feel isolated and often feel like they can't share so they don't share. A lot of times they don't necessarily want to die but rather they just want the pain to go away.

Although Crowell is a counselor by trade, her career in counseling came by way of her love for helping high school, college, and professional level athletes recover from sports injuries physically and psychologically. Crowell always knew she wanted to be more effective at her job and to "be that light" for other people so her journey to helping others and giving back to the military community by being an MRT-PE segued into being an instructor for the Ask Care Escort – Suicide Intervention (ACE-SI) course.

"Working with Soldiers and their Families is my niche. Sports psychology is what brought me to my job, but resilience keeps me here," said Crowell. "Putting Soldiers in a room for 10 days and seeing the growth and change in their own lives is really magical – you don't know them, they don't know you, but you put trust in each other – the fact that students walk away saying this is the best course they've taken, or it's changed their life by having a positive impact on their relationships at home – it's a very unique experience," said Crowell. She credits Soldiers changing for the better by way of this course simply because they want to – they want to be better leaders, communicate more effectively, and be their authentic selves.

An ACE-SI training is centered around people "being that light" – being that person who intervenes, being intentional and being diligent in paying attention to risk factors and warning signs, being able to develop empathy skills and effective listening skills.

"The idea is not to fix or solve other people's problems; you're taking the time to truly understand what empathy looks, feels, and sounds like. Listen to them, recognize when they are in crisis, and help them get to the resources they need," Crowell said. "We're all dealing with something – we're all human, we all struggle. When you recognize that in other people, slow down and listen. If you're struggling, know you're not alone."

To schedule ACE-SI training, follow the link: <https://www.armyresilience.army.mil/ard/R2/I-Want-to-Schedule-Training.html>

Risk Factors:

- Owning a weapon – access to lethal means
- Poor coping skills – inability to handle stress and adversity
- Change in behavior
- Relationship difficulty – breakup/divorce
- Drug and/or alcohol misuse

Protective Factors:

- Social support (sense of belonging)
- Positive coping skills (manage stress effectively/ finding purpose/setting goals/exercise)
- Attitudes and beliefs (it's OK to seek help; you don't have to do it alone)

Warning Signs:

- Talking about suicide/death
- Expressing hopelessness and helplessness
- Sleep issues (not getting enough sleep affects judgment, ability to manage emotions)
- Increase in alcohol use/drug use
- Concerning texts or posts (social media/text)



ARMY RESILIENCE

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER

AUGUST 2021

CONNECT TO PROTECT



Support is Within Reach

Suicide Prevention Month

ARD has created awareness materials in support of Suicide Prevention Month in September. The materials feature Soldiers and spouses who have struggled with their mental health and connected with support, as well as resources and tips on steps Soldiers and leaders can take to Connect to Protect daily. Materials can be used to raise awareness at your local installation. They are available on the ARD Products on Demand website: <http://marcomcentral.app.pti.com/Ironmark/ARDMaterials>

UPCOMING EVENTS

SEPTEMBER

Total Force Fitness Summit

September 14-15: This summit is intended to outline the current operating picture of Total Force Fitness across the Force with a focus on aligning initiatives for the health and well-being of service members. TFF guides service members and their Families toward a holistic overall approach to reach optimal health. Attend in person or virtually. Registration is now open and ends on Aug. 31. Registration for virtual attendance ends Sept. 9.

Location: Bethesda, Md.

Learn more: <https://sites.google.com/usuhs.edu/2021tffsummit>

AUSA Army Thought Leaders Series

September 21: Dr. James Helis, ARD Director, will discuss the Army's efforts for Suicide Prevention.

Location: Online Webinar.

Learn More: <https://www.ausa.org/events/thought-leaders>

OCTOBER

AUSA Annual Meeting & Exposition

October 11-13: Highlighting the capabilities and wide range of industry products and services, as well as providing informative and relevant presentations on the State-of-the-Army, panel discussions and seminars on pertinent military and national security subjects.

Location: Washington, D.C.

Learn More: <https://meetings.ausa.org/annual/2021/index.cfm>

HAIL AND FAREWELL

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

Farewell

- Col. Richard Ng, ARD Deputy Director
- Master Sgt. Timothy Gregory, Training Branch

Hail

- Col. Stephen Howell, ARD Deputy Director
- Dr. Jim Anderson, Science and Research Psychologist



TOP FACEBOOK POST

Reach: 4.3K



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: 61.1K



Army Resilience Directorate

ARD COMMUNITYLINK

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