



ARD COMMUNITY LINK

The Army Resilience Directorate Newsletter

ARD Helps Families Build Resilience During COVID Back-To-School

By Mia Robinson, Army Resilience Directorate

Summer's winding down and the kids are heading back to school. Well sort of. The COVID-19 global pandemic has changed the trajectory of how we handle personal, professional, and educational matters. Parents are faced with deciding whether to send their children back to school for possible part-time, in-class instruction or commit to distance learning from home.

The biggest hurdle for Families is finding ways to keep their kids engaged and resilient while balancing work, home, and school schedules, all while maintaining social distancing.

Nanette Pigg is no stranger to overcoming such an obstacle. As a military spouse and mom turned school program manager at Joint Base San Antonio-Fort Sam Houston, Texas, she has spent over two

decades working with school liaison officers (SLO's) all over the world to help make the transition between installations and educational systems as smooth as possible for Army Families.

Nanette Pigg is currently working to collect data on all the installations while trying to guide school staff should they decide to provide traditional education for the upcoming school year or implement a distance learning curriculum. She is also working with Master Resilience Trainers to help support Families with children to maintain their resilience and connection.

Still in the planning phases for this coming school year, Nanette Pigg will be helping installations implement a safe, protected,

See **FAMILY** on page 9



Kendal Morgenweck, a 5th-grade student at Hohenfels Elementary School, does her daily online assignments from home at Hohenfels Training Area. (U.S. Army photo by Sgt. 1st Class Garrick Morgenweck)

Director's Column

SHARP Program Increases Emphasis on Prevention

Team,

First, let me say that your ongoing response during COVID-19 has been outstanding. You are on the frontlines of a battle crucial to taking care of Soldiers, DA Civilians, and Families, and your work is vital. On July 28, I had the opportunity to personally thank, and brief, more than 300 SHARP Victim Advocates and stakeholders during the National Organization for Victim Assistance (NOVA) 46th Annual Training event. Thank you for your participation, and your engagement during the Q&A.



Dr. James Helis

During the presentation, I provided an update on the SHARP Program's increased focus on Prevention. For more on the NOVA presentation see page 7. To date, we have made great strides on providing support for survivors, and that will continue. However, we are also emphasizing the need to start moving left of the boom when it comes to tackling sexual assault and sexual harassment in our formations. We've added the Prevention Annex to last year's Army People Strategy. The Annex, an HQDA-level document, highlights the principles and concepts of Prevention efforts. When you have the chance, take the time to read and familiarize yourself with

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R2 Performance Centers in Action

SSG Big Deuce the Donkey Becomes First-Ever Animal MRT-Qualified

FORT SILL, Okla. – Donkeys are known to be resilient animals. As the official mascot for the 2nd Battalion, 2nd Field Artillery Brigade, Staff Sgt. Big Deuce, the donkey, looks to continue this ‘a-neigh-zing’ tradition as a Master Resilience Trainer (MRT). It all began when Performance Experts (PEs) from the Fort Sill R2 Performance Center conducted an MRT-C Level 1 course and advertised the course on their Facebook page. The team invited Big Deuce to “join” and he made an appearance on the first and last day of the course. Big Deuce also brought his sidekick, Spc. Short Round, the goat, who wants to go to MRT as well. The R2 skills trained included: Raising Morale, Forging Friendships, ‘Hoof’ the Good Stuff, Team Mascot Spirit, SPC Short Round’s My Best Bud, and ‘Stable’ Mindset.



R2 Training Helps Foster Transformational Leadership

FORT BENNING, Ga. – Master Resilience Trainer-Performance Experts (MRT-PEs) Brittney Conway and Anya Salzgeber, from the Fort Benning R2 Performance Center, conducted Professional Development training with Cadre from B Company, 1st Battalion, 19th Infantry Regiment. The training focused on resilience and performance skills they can use during the upcoming One Station Unit Training cycle. The group discussed differences in Initial Entry Training Soldiers’ levels of confidence and their ability to sustain attention and manage energy effectively while learning new tasks. MRT-PEs discussed training implications and provided recommendations on how to best support Soldiers, how to foster and sustain internal motivation and how effective praise can enable winning streaks. The R2 skills trained included: Building Confidence, Attention Control, Motivation, Effective Praise.



First-Year Graduate Veterinary Education Cadre Receives Boost

FORT CAMPBELL, Ky. – The transition from student to leader can be difficult. Paige Sokoloff, a Performance Expert (PE) from the Fort Campbell R2 Performance Center, met with First-Year Graduate Veterinary Education (FYGVE) cadre to support Captains in their transition from veterinary school to the military. The PE taught skills to increase their competence and confidence to prepare them to take over their own clinic after the 10-month engagement. An FYGVE member appreciated the PE’s ability to “foster interaction, and (create) a healthy, enjoyable experience, despite stress outside of training.” The R2 skills trained included: Team Building, Mindsets, ATC, Control the Controllables, Optimism, Confidence, Hunt the Good Stuff, and Problem Solving.



New Soldiers Learn to Build Culture of Trust, Take Responsibility

FORT BENNING, Ga. – Master Resilience Trainer-Performance Experts (MRT-PEs) Matthew Halliday, Priya Ford, and Brittney Conway, from the Fort Benning R2 Performance Center, delivered Engage training to 100 OSUT Soldiers from Dawg Troop, 5th Squadron, 15th Cavalry Regiment, prior to their Permanent Change of Station (PCS) to their first duty station. The training helped to encourage engagement across a wide variety of situations and peer groups to increase personal readiness by enhancing communication and building a Culture of Trust. Soldiers learned the three components of Engage and practiced personal/professional confrontations while recognizing their obligation to be aware, responsible, and to have a plan when a fellow Soldier deviates from established standards.



A Data Point: How Family and Friends Can Respond to Support Sexual Assault Survivor's Healing and Recovery

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

Family members have a unique role to play in helping sexual assault survivors recover from their experience. In a classic study, Dr. Sarah Ullman reports on how support from Family members and others can help a survivor to recover. Of course, not all actions that may be intended to support are actually supportive, and sometimes Family members may unintentionally do more harm than good to a survivor in the recovery process.



John D. Foubert, Ph.D

who are sought out for support, include blaming the victim. When a victim is blamed, responsibility for a sexual assault is misplaced. Disbelief is another harmful reaction; when Families suggest the rape didn't happen, this can seriously traumatize a rape survivor.

Sometimes support providers may make decisions for a rape survivor, with the intent to assist her or him. However, the survivor may interpret this action as reinforcing the lack of control experienced during the crime itself. Sometimes a Family member suggests that the survivor put the assault in the past and try to move on, which is often perceived as insensitive by the survivor.

While one may assume that the police or rape crisis centers may be the most commonplace a rape is reported, research shows that the most common person a survivor tells about their experience is a

friend. This fact emphasizes the point that any of us can have a highly influential effect on a survivor when we meet them at their point of need.

Ullman's research showed that friends and relatives are the ones most frequently disclosed to and are the most helpful to victims. Sadly, police, physicians, and clergy are least often disclosed to and are least helpful. Her research also showed that those who receive helpful social support are much more likely to recover than those who do not.

So, what is helpful? Several factors have been shown in the research literature to help sexual assault survivors recover. For Family members and others, who wish to help a survivor, one of the first things to do is to encourage medical attention. Doing so, and as quickly as possible after the sexual assault, can help the survivor's potential injuries be treated and can help with

the evidence collection process if the survivor wishes to participate in legal proceedings.

A particularly helpful strategy is to talk less and listen more. As much as one might be curious about the details of the incident, it is best not to ask for details as this can often lead to a perception by the survivor of victim-blaming.

Believing the survivor is critical. Many survivors do not report a rape because of the fear of not being believed. Family and friends can go a long way to supporting a survivor by believing what the survivor says and not suggesting why it happened. Also, suggesting that the survivor see a trauma counselor can be beneficial. Of course, many other things can be helpful, or harmful, to a survivor. In this article, we touched on a few of these in the hopes that readers will be more informed about what is helpful and harmful, and more effective in teaching others how to help.

Army Exceptional Advocate Award Will Recognize VAs, Victim Representatives

By Diane A. Osborne, Army Resilience Directorate

The Army Exceptional Advocate Award was created to support the Sexual Harassment/Assault Response Prevention Program personnel certified as Victim Advocates or Victim Representatives. It also encourages those personnel to move forward to a higher certification level as they continue to perform exceptional work in the field. This year will be the first year to showcase the winner of the new award. The plan is to introduce this award at the Program Improvement Form in September.

One nomination will be submitted from each Army Command, Army Service Component Command, Direct Reporting

Unit, Reserves, and Army National Guard to the HQDA SHARP Division. Nominees must meet the following eligibility requirements:

- a. Must be currently serving as a Victim Advocate. A Victim Representative is certified in the Army as a VA. The certification must be through the Department of Defense certification program starting at Level I (0 through 3,900-hours experience, providing sexual assault victim advocacy services).
- b. Must be a Department of the Army Soldier or Civilian.

For full details on eligibility requirements, contact Diane Osborne at diane.a.osborne2@civilian.mil.

DODI Updates

DODI 6490.16 Defense Suicide Prevention Program

An amendment to DoD Instruction, 6490.16, "Defense Suicide Prevention Program," Nov. 6, 2017, was published June 15, 2020. The update to the DODI 6490.16 can be found online at <https://www.esd.whs.mil/Directives/issuances/dodi/>. For questions, contact Mr. Spencer C. Myers, Analyst, R21 Branch, Army Resilience Directorate, at spencer.c.myers.civ@mail.mil.

DODI 6495.03 Defense Sexual Assault Advocate Certification Program (D-SAACP)

An amendment to DoD Instruction 6495.03, "Defense Sexual Assault Advocate Certification Program (D-SAACP)," Sept. 10, 2015, was published Feb. 28, 2020. The update to the DODI 6495.03 can be found online at <https://www.esd.whs.mil/Directives/issuances/dodi/>. For questions, contact Ms. Karoline Hay, Policy Analyst, Army Resilience Directorate Strategy Division, at karoline.r.hay.civ@mail.mil.



Engaging in Tough Situations: The Science of Prosocial Behavior

By Kaitlin McClimon, Army Resilience Directorate, and Dr. Coleen Crouch, Walter Reed Army Institute of Research

Prosocial behaviors are the voluntary actions we take to help others with no expected benefit for ourselves. Actions can be seemingly insignificant such as correcting a buddy's uniform infraction or particularly courageous like the passengers and crew who thwarted the terrorist hijacking of Flight 93 on 9/11. In many cases, we don't hesitate to help someone when it is obvious they need help, but what does it take to intervene in more ambiguous situations? Can we be trained to act more prosocially? ARD has developed "Engage," based on research suggesting that individuals can be trained to identify and act when intervention can improve an outcome.



Soldiers participate in Engage training. (Courtesy photo)

Engage is a two-hour training that targets enhancing prosocial behavior. Army team members are encouraged to develop the skills to intervene early and effectively when we see something happening that could have adverse effects. Understanding what prompts us to act can help increase the likelihood that we will do something to change the trajectory of a situation. Ultimately, for us to act in these often subtle or challenging situations, research suggests that we must traverse three main decision points:

1. Am I aware of alerts?
2. Do I feel responsible?
3. Do I have a plan of action?

If we do not respond affirmatively to all three decision points, we will fail to engage.

ARD requested that the Walter Reed Army Institute of Research (WRAIR) conduct a longitudinal evaluation of Engage to determine the long-term effectiveness for increasing

prosocial behaviors associated with bystander intervention. In partnership with WRAIR, R2 Performance Experts at Joint Base Lewis-McChord (JBLM), Wash., delivered multiple Engage and vignette instruction sessions in October 2019.

The evaluation occurred with 16 companies from a variety of units at JBLM. The companies were randomly assigned to either receive Engage (i.e., experimental group) or to receive no bystander intervention training (i.e., control group). Soldiers from the experimental and control groups were given a baseline survey in October 2019, a follow-up survey three months later in February 2020, and another survey nine months later in August 2020 to assess changes in knowledge, attitudes, and behaviors over time. Because of COVID-19, the six-month follow-up survey was canceled.

In the units that were selected to receive Engage,

platoon leadership was tasked with leading monthly discussions using vignettes detailing scenarios in which Soldiers would be expected to intervene. These vignettes allowed for discussion among Soldiers to identify alerts, take responsibility and develop plans of action. Unit participation in these monthly vignettes was requested by researchers to ensure compliance. Data from this evaluation is currently being analyzed, but preliminary results show favorable responses to the training.

Knowing how to respond in situations with potential negative outcomes can be challenging. Engage may help Soldiers become more aware of alerts as to when intervention could change the trajectory of a situation, recognize a responsibility to act, and have a plan to intervene in the situation. Choosing to engage may make all the difference in a Soldier's life; ultimately, it is these consistent choices to engage with Soldiers around us that will shift the Army culture.

Reminder to Commanders: The CSSER is a Valuable Tool for Suicide Support Resources

By Maria D. James, Army Resilience Directorate

When a service member attempts suicide or dies by suicide, the trauma and grief in the aftermath has a ripple effect on the lives of fellow Soldiers, their Family, the unit, and the Army.

To provide the resources and support needed to help those struggling, it is important that commanders remember to submit Section 3 of DA Form 7747, the Commander's Suspected Suicide Event Report, or CSSER. Army Regulation 600-63 states the

commander responsible for the unit where the incident occurred prepares the CSSER, with assistance of the 15-6 investigating officer.

The form is made of three distinct and supporting sections: the Serious Incident Report, the Commander's Initial Report, and the Commander's Final Report.

The Army Resilience Directorate has established the following mailbox where commanders can encrypt and submit CSSERs at any time:

usarmy.pentagon.hqda-dcs-g-1.mbx.csser@mail.mil.

"The mailbox is manned by ARD staff and submitted CSSERs are retrieved daily," said Carolyn Massiah, with ARD's Suicide Prevention Program. "The CSSERs are aggregated to identify trends, share common operating picture with commands, and to inform policy and prevention strategies."

Massiah said ARD has made efforts to remind commanders of the

requirement through S1 Net messages. She also encourages stakeholders and command representatives to remind their commanders to submit the CSSERs as well.

A copy of the DA Form 7747 Commander's Suspected Suicide Event Report may be obtained through the Army Publishing Directorate at armypubs.army.mil. Select the "Forms" drop down menu and scroll down to download the document in PDF form.



SHARP Focus

New PSA Features Army Leader Speaking Out About SHARP Efforts

FORT BRAGG, N.C. — Maj. Gen. A.C. Roper, deputy commanding general U.S. Army Reserve, was featured in a new PSA on SHARP, produced by the U.S. Army Reserve Command. Roper describes the aggressive steps the U.S. Army Reserve is taking to improve the Sexual Harassment/Assault Response and Prevention Program, such as stepping up efforts based on input and feedback from over 200,000 Soldiers and Army Civilian employees. “Promoting awareness, reporting allegations, prosecuting offenders, protecting survivors, and creating an environment of trust and respect is something all of us can do,” said Roper. “Each one of us must work together to eradicate everything inconsistent with our Army Values.” To watch the PSA, visit: <https://www.dvidshub.net/video/759189/maj-gen-ac-roper-sharp-message>.



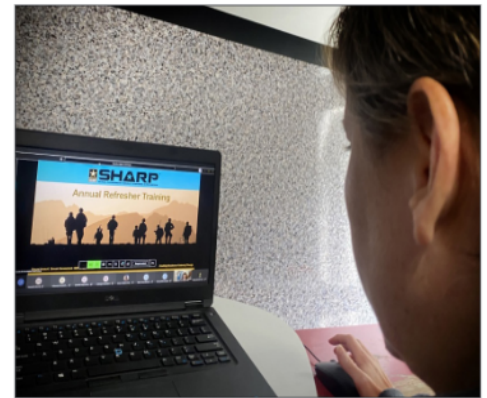
Soldiers Participate in Installation SHARP Risk-Reduction Workshop

FORT GORDON, Ga. — Initial Entry Training Soldiers from Bravo, Charlie, and Echo Companies, 551st Signal Battalion, of the 15th Signal Brigade, volunteered for the first Installation SHARP Risk-Reduction Workshop of the quarter. The Soldiers started the workshop by participating in a puzzle-mania inspired question and answer challenge consisting of SHARP-related questions. After the challenge, the Soldiers painted either a pair of sneakers and/or a t-shirt to reflect the information they learned during the challenge to reinforce greater awareness. The items were donated to a local homeless shelter following a presentation to the Installation Command Team. For more on the workshop and photos follow @CCoEFGGASHARP.



USACE-Mobile District Leadership & Staff Observe SAAPM Virtually

MOBILE, Ala. — The U.S. Army Corps of Engineers Mobile District Commander, Col. Sebastien P. Joly, led the District’s observance of Sexual Assault Awareness and Prevention Month throughout April. Terri Busch, the District SHARP Victim Advocate, coordinated virtual observances of “Teal Tuesday,” with leadership and staff. On the virtual call, Busch addressed questions and issues related to sexual harassment in the workplace. In attendance were: Cesar Yabor, Chief, Public Affairs & Media Relations; Kristina Mullins, Chief of Staff; Eric North, Executive Assistant & District Training Officer; and Stephen Pierce, Chief, Safety and Occupational Health. Staff were also encouraged do a virtual walk to put “Hope Into Action” for victims of crime.



SDDC SARC Leverages Digital Space, Sustains Healthy Command Climate

SHILOH, Ill. — The Military Surface Deployment and Distribution Command’s Sexual Assault Response Coordinator and SDDC leaders are doing their part to create and sustain a healthy command climate and a culture of dignity and respect founded on Army Values. Lisa Coleman, SDDC SARC, and Staff Sgt. Justin Vandenbossche, SDDC Victim Advocate, are leveraging the digital space to train more than 550 of the command’s military and Civilian personnel virtually amid COVID-19. “Doing this training now keeps everyone operating with a shared understanding of expectations, both in telework and those coming into the building,” said Command Sgt. Maj. Rocky Carr, SDDC’s senior enlisted leader. For the full article, see [dvidshub.net](https://www.dvidshub.net).



Army Rolls Out Commander’s Risk Reduction Toolkit

From the Army Resilience Directorate

The Army is launching a new online application to help commanders better “see” their units and understand when their Soldiers may be at risk. The Commander’s Risk Reduction Toolkit, which began rolling out in June, is designed to address Army senior leader concerns about reducing risk across all Army formations. CRRT is an improved version of the former Commander’s Risk Reduction Dashboard and has been consolidated within the new Army Vantage system, formerly known as the Army Leadership Dashboard. Embedding CRRT in Army Vantage limits the number of systems commanders need to access.

The Army’s CRRT is a web-based tool

populated from 26 authoritative data sources and displays up to 40 risk factors to present unit command officials with a consolidated history of each Soldier’s personal information and potential risk. The data sources that serve as the backbone of CRRT vary from health, demographics, and deployments, to legal affairs and substance abuse.

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

“We know that commanders are concerned about the health and well-being of their units,” said Dr. James A. Helis, Director of the Army Resilience Directorate, the proponent for CRRT. “The intent of this toolkit is to enable command officials to make informed decisions about Soldier risk, prevention and intervention strategies, and assist in helping them respond earlier to the warning signs.”

CRRT is scheduled to be rolled out to all Active Army units through September 2020. The system will continue to add capabilities during this timeframe. The ARNG and USAR systems are still under development and scheduled to begin fielding at the start of FY21.

Updated Regs Identify Online Hazing as Harassment; Add Synthetic Drug Testing for “Spice” and “Bath Salts”

By David Gercken, Army Resilience Directorate

July 2020 revisions to two key Army Regulations (AR) identify a new form of harassment and add two synthetic drugs to the list of substances that Soldiers are screened for during drug testing.

Updates in AR 600-20, Army Command Policy, identify that hazing may occur over electronic devices and that this online hazing is a form of harassment. Revisions to AR 600-85, the Army Substance Abuse Program, state that Soldiers will be tested for Synthetic Cannabinoids and Cathinones, commonly referred to as “Spice” and “Bath Salts.”

The revisions incorporate guidance and directives published since the last publication of the regulations and consolidates them into one location, said Shawn Lockhart, Policy Branch Chief for the Army Resilience Directorate. The revisions also update specific areas based on recent changes to laws or policy and underscore the Army’s commitment to Readiness and Resilience (R2), the Sexual

Harassment/Assault Response and Prevention Program, and the Army Substance Abuse Program, he added.

AR 600-20 prescribes the policies and responsibilities of command, which include the Army Ready and Resilient Campaign Plan, military discipline and conduct, the Army Military Equal Opportunity Program, and the SHARP Program.

Highlights in the July 2020 revision include laying out the four strategic objectives of the R2 Campaign Plan:

- Sustained personal readiness to meet operational requirements.
- Sustain a values-based organization of trusted Army professionals.
- Enhanced visibility of personal readiness throughout a career.
- R2 management that enables personal readiness.

Within the SHARP Program, key updates include the addition of Sexual Assault Incident Response

Oversight Report requirements, the incorporation of DoDD 6495.01, the Sexual Assault Prevention and Response Program—which implements DoD policy and assigns responsibilities for the SAPR Program on prevention, response, and oversight to sexual assault; and DoDI 6495.02, SAPR Program Procedures—which establishes comprehensive procedures for responding to the crime of sexual assault within DoD, ensuring that victims are cared for with dignity and respect. Additional highlights include the implementation of Installation Sexual Assault Review Boards, and incorporating Investigation of Sexual Assault and Sexual Assault Incident Response Oversight requirements.

AR 600-85 provides comprehensive alcohol and drug-abuse prevention and control policies, procedures, and responsibilities for Soldiers of all components, DA Civilians, and other personnel eligible for ASAP services.

In addition to testing for “Spice” and “Bath Salts,” revisions include the addition of Gambling Disorders to the Prevention, Education and Training Objectives; aligning ASAP’s Clinical Care primary responsibility to the Surgeon General; providing updated guidance for administrative processing for separation of Soldiers for alcohol or other drug abuse; and implementing the designation of certain positions as Testing Designation Positions under the Army Drug-Free Federal Workplace Program.

These revisions support leaders’ efforts to implement a holistic, comprehensive prevention model aimed at strengthening Soldiers, DA Civilians and Family members, building protective factors, and fostering a culture of trust that promotes readiness, successful service, and cohesion.

Copies of the revised regulations can be downloaded from the Army Publishing Directorate at <https://armypubs.army.mil/>.



ARD Provides SHARP Update During NOVA Virtual Training Event

By Jasmine Marshall, Army Resilience Directorate

Army leaders are the foundation of the Army's sexual harassment and sexual assault prevention efforts, and are responsible for forming and maintaining healthy unit climates, according to Dr. James A. Helis, Director of the Army Resilience Directorate. Helis reinforced this message in an update of the SHARP Program to about 300 Army leaders, SHARP professionals, and Victim Advocates attending the National Organization for Victim Assistance 46th Annual Training event July 28.

The virtual event provided educational opportunities for victim advocates, allied professionals, and related organizations through training founded on learned best practices.

Leaders make a significant impact on units, Soldiers, and culture. Campaigns like "This Is My Squad" help leaders serve as agents of change within the Army profession.

"What we're trying to do at the Army level is promote positive behaviors. Everybody has a squad. And the focus in 'This Is My Squad' is if every squad actually lived...by the Army Values...then we would begin to see a reduction in negative behaviors," Helis said. He said engaged leadership is key. "Not just formal leadership, but all of us have the

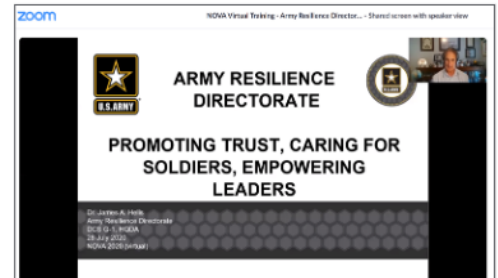
opportunity to exercise leadership in our worlds especially in terms of promoting positive behaviors and living (by the) Army Values."

During the session, Helis also provided an overview of the Prevention Annex to the Army People Strategy, the Prevention Plan of Action, and efforts to develop, implement, and assess SHARP prevention efforts.

"We're working on an integrated and comprehensive approach to prevention across a full range of destructive behaviors (sexual assault, sexual harassment, suicide, bullying, hazing)," he explained. "We're looking at providing commanders and supporting special staff with a common approach for how to look at these problems so we can think about them in a more holistic fashion."

Helis shared the status of policy documents essential to the SHARP Program, including updates to Chapter 7 of the Army Command Policy (AR 600-20).

"One of the new things the updated AR 600-20 does is consolidate ten years of different documents into a single document. The SHARP regulation will follow. It will replace and update Chapter 7 and associated annexes," Helis said.



Col. Christopher H. Engen, director of the SHARP Academy at Fort Leavenworth, Kan., also provided an update on SHARP education and training efforts and initiatives. Over the past year the SHARP Academy released new resources to support unit-level SHARP training, including a Bystander Intervention Training Support Package (TSP), a graphic training aid addressing both prevention and response, and an updated TSP for Annual Refresher Training. These products may be accessed via the Army Training Network website under "SHARP." Engen also highlighted alternative means for conducting SHARP training within the COVID-19 environment, and the Academy's process for capturing and analyzing lessons learned. For more information on training, contact your SHARP program manager or the [SHARP Academy](#).

Army Leaders Pledge Culture Shift to Eradicate Sexual Harassment, Assault

By Joseph Lacdan, Army News Service



Sgt. Maj. of the Army Michael A. Grinston visits with 82nd Airborne Division Soldiers as they go through Expert Infantry and Soldier Badge training on Fort Bragg, N.C., June 22. Grinston announced changes to promotion boards and Best Warrior competitions to help combat sexual harassment and sexual assault during a town hall July 22. (Photo courtesy of Staff Sgt. Kyle Castrovinci)

WASHINGTON – The Army plans to take extra measures to combat sexual harassment and assault within its ranks, including changes to its promotion boards and competitions, senior leaders said Wednesday, July 22.

"First and foremost, our focus is on prevention," Secretary of the Army Ryan D. McCarthy said during a virtual town hall.

Situational questions on sexual harassment and assault will be added to promotion boards and Best Warrior competitions that quiz Soldiers on what actions to take during incidents, said Sgt. Maj. of the Army Michael A. Grinston.

Starting next fiscal year, a special

module on building trust will also be implemented into the Army's "This is My Squad" initiative, an effort that focuses on unit cohesion, Grinston added.

Additionally, the service will prioritize improving race relations within the force. The Army looks to increase its dialogue and discussions with Soldiers of different ethnic backgrounds.

"These are things that we have to address and take very decisive and quick action on and improve," McCarthy said.

"We can only do that by listening and learning from all of you."

(Editor's note: For the full article visit [Army.mil](#).)



DHAP Support Team Welcomes New Program Manager

By Maria D. James, Army Resilience Directorate

Recently, the Deployment Health Assessment Program (DHAP), which enables the identification of health issues of Soldiers and Army Civilians related to deployment, welcomed a new program lead to one of its support teams.

Successful execution of Deployment Health Assessments calls for early identification and access to care for deployment-related health concerns that may grow into serious conditions months before and after an individual's deployment. To do this, DHAP is administered by the Army Deputy Chief of Staff, G-1, through DHAP Support Teams. The teams are embedded in the Office of the Surgeon General (OTSG), United States Army Medical Command (MEDCOM), the Army National Guard, Office of the Chief, United States Army Reserve, the United States Army Reserve Command, Individual Ready Reserve, and Office of the Assistant G-1 for Civilian Personnel.

In July, the OTSG welcomed its newest Chief of Medical Readiness, Lt. Col. Jay M. Dintaman, part of G-37 Medical Readiness, which is part of the G-3/5/7 Health Care Operations Directorate with personnel split between OTSG staff in the Washington, D.C. area, and MEDCOM Headquarters in JBSA-Fort Sam Houston, Texas. According to Dintaman, the G-37 Medical Readiness team works closely with DHAP to ensure systems

are in place for effective implementation.

"Achieving and maintaining a medically ready force is a dynamic process, and DHAP plays a vital role in ensuring that our deploying Soldiers are prepared to deploy and have the resources and support needed for a successful redeployment," said Dintaman, a commissioned Medical Service Corps officer since 1996.

Before assuming his current role, Dintaman attended the Uniformed Services University of Health Sciences, graduating in 2003 and subsequently completed his Pediatrics residency and Neonatal-Perinatal Medicine fellowship at the National Capital Consortium in 2006 and 2011, respectively. He served as a Flight Surgeon in the 2nd Combat Aviation Brigade in the Republic of Korea and deployed with the 82nd Airborne Division in support of Operation New Dawn. From 2015-2017, Dintaman was assigned as the Brigade Surgeon for the Warrior Transition Brigade-National Capital Region. From 2017 through summer 2020, Dintaman led the Walter Reed National Military Medical Center Neonatal Intensive Care Unit as Chief, Integrated Newborn Medicine Service.

Aside from spending his first few months learning more about the day-to-day operations, Dintaman said his goals include becoming familiar with the strategic-level impact that Medical Readiness has on Total



Lt. Col. Jay M. Dintaman, Chief of Medical Readiness. (Courtesy photo)

Force planning and operations.

"I'm also looking forward to engaging with the numerous Medical Readiness stakeholders both inside OTSG and external to include commanders, health care providers, and the Soldiers themselves," said Dintaman. "This position is also a chance for me to be part of strategic operations within OTSG and hopefully contribute to strengthening the Medical Readiness operations throughout the Army."



Ellis Hudson, WFWGA Northwest Georgia Employment Coordinator (center) is pictured with two job seekers who obtained employment. (Courtesy photo)

Work For Warriors Georgia Offers Employment Assistance

Work For Warriors Georgia (WFWGA) offers free employment assistance to members of the Georgia National Guard, Reservists, spouses, and Veterans.

WFWGA assists with interview preparation, resumes, and connects job seekers to military-friendly employers. The employment coordinators also help job seekers translate their military skills and experience to connect with future employers.

The program provides free live webinars, such as LinkedIn Training and webinars with employers such as Amazon and Ag-Pro. To date, WFWGA has helped over 1,743 Guardsmen, Reservists, spouses, and Veterans obtain employment. For more information and to register for assistance, visit: <https://workforwarriorsga.org/>. WFWGA is part of the National Guard's Warrior Resilience and Fitness Innovation Incubator.



MRT's Help Families With Online Schooling FAMILY Continued from page 1

facilitated learning environment using the support of child and youth services professionals to help kids of all ages with their studies. The goal is to provide virtual support, problem-solving techniques, and activities for kids.

MRTs will assist Nanette Pigg in implementing ready and resilient techniques and exercises like mindfulness and deliberate breathing to help kids refocus and/or stay focused during instruction.

Veronica Pigg, a second-grade teacher outside of Fort Hood, Texas, (and Nanette Pigg's daughter), assures Families that teachers will be there to assist however they can. During the shut-down, Veronica Pigg conducted independent Zoom meetings with parents to help them assist and guide their children through the rest of the school year. Before then, parents didn't have much access except by way of Facetime and Facebook. Veronica Pigg used that as an opportunity to connect with the Families of her students to help reassure them they had the support they needed to finish the school year successfully.

Both women understand and have witnessed firsthand the stressors that have affected Families and children since COVID restrictions have been in place. They encourage

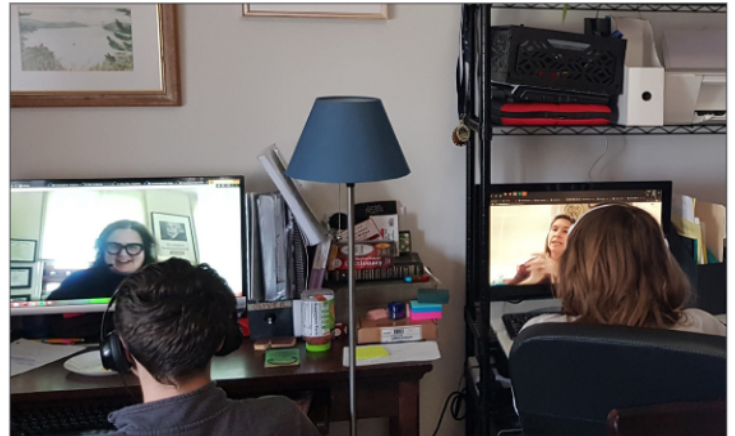
Families to have open-ended conversations with their kids to let them know they can talk about how they're feeling.

Veronica Pigg said it's important to stick to a routine, "Have a regular bedtime. Physical activity is the best way to combat stress – find creative outlets and ways to have fun with your kids, ride bikes, go hiking, or try a new recipe. Develop a schedule or build activities into your current schedule to help burn off excess energy and anxiety."

"Military Families rely on the community," said Nanette Pigg. "Socialization is key. Find people to talk to. Find a new way to find a new normal."

There are resources out there, and other military Families willing to step in and help, she said. Get involved with your local church, or Boys and Girls club; encourage your kids to join the Youth Sponsorship Program where they can connect with other youth their age. If your kids are transitioning to a new school this year, reach out to the local SLO; they know what's going on and what's happening with the schools in the area, she added.

"If you feel stuck or frustrated, don't stew," said Veronica Pigg.



Two students who attend a Department of Defense Education Activity school in Vicenza, Italy, complete classwork from home through digital learning. (Courtesy photo)

"Information can calm a lot of fears."

The Fort Bragg R2 Performance Center designed an activity book to help build Ready and Resilient skills while Families are reintegrating and working from home during COVID-19. The workbook was designed to help Soldiers and Families maximize their time by building stronger connections, self-reflecting, and keeping busy in fun and productive ways. Most R2 Performance Centers also offer Academic Performance Training skills to help parents and kids as they return to school online. Performance Experts are available

to provide training for large or small groups or individual 1-on-1 sessions free of charge.

For more information about resources available to you and your Family or to become an SLO, check out the links below.

For school support resources, [click here.](#)

Find your local SLO [here.](#)

Join the Army Child and Youth Services [here.](#)

Download Fort Bragg's Activity Book [here](#) or visit their [Facebook](#) page for more information.

ARD Updates Policy Documents DIRECTOR'S COLUMN Continued from page 1

the document. We're also entering phase three of the DoD Prevention Plan of Action, and SHARP is planning for how to attain milestones and carry out implementation. Additionally, we're undertaking a comprehensive review of how our SHARP Program is organized and staffed, trying to answer the question "Do we have the right people, the right positions, with the right grades, in the right places to best support Soldiers, Civilians and Families?" I'll keep you updated on the results of the review.

In June, we released the Commander's Risk Reduction Toolkit (CRRT), which is an improved version of the former Commander's

Risk Reduction Dashboard. CRRT provides Company and Battalion Command officials a holistic view of Soldiers' risk factors, to enable them to help Soldiers and provide them resources at the earliest warning signs of possible high-risk behavior. See more on the rollout of the CRRT on page 6.

Finally, we recently updated AR 600-20, Army Command Policy, which consolidates about a decade of SHARP documents, ALARACTS, and other SHARP Program policy changes that have been put out, into one single document. It also quantifies ARD's strategic objectives including to sustain personal readiness to meet operational requirements,

sustain a values-based organization of trusted Army professionals, enhanced visibility of personal readiness throughout a career, and streamline R2 management to enable personal readiness. See more on the regulation updates on page 6.

Thank you for promoting a Culture of Trust, caring for Soldiers, empowering leaders and upholding the Army's commitment to People First. It's a tough environment with COVID-19 and you continue to perform at a very high level. I appreciate the work that you do daily.

People First. Winning Matters. Army Strong!

James A. Helis, Ph.D.



ARD's Monthly Outreach Webinars Continue to Educate, Equip, and Engage

By David Gercken, Army Resilience Directorate

The Army Resilience Directorate's monthly Outreach Webinar Series continues to educate and equip participants; sharing the latest research, tools, procedures, and methods while providing a forum for individuals to directly engage nationally-known subject matter experts across a variety of fields and topics.

This past month was no exception. July's webinar focused on the skills and tools taught in the Engage courses offered at R2 Performance Centers around the Army.

Dr. Jennifer Knight, a Master Resilience Trainer-Performance Expert (MRT-PE), led a lively discussion that addressed the mental and physical barriers individuals face when determining whether to engage in day-to-day encounters. She led the audience through several scenarios that challenged participants to identify signs or red flags in both work and social engagements, consider potential actions to take, and equipped participants with methodologies and tools to create

successful outcomes from these engagements. A robust discussion on the chat board highlighted the interactivity that is possible during each webinar.

August's Webinar

This month's webinar speaker is Dr. Chris Wilson, a licensed psychologist and nationally recognized expert and trainer from Portland, Ore., who focuses on sexual assault, domestic violence, and the neurobiology of trauma. Join ARD on Aug. 27 at 11 a.m. or 2 p.m. Eastern to participate in

what is sure to be an engaging discussion.

ARD Outreach Webinars are eligible for Continuing Education Units and can serve as an important component in maintaining your certification.

To ensure you don't miss out on webinar notifications and other ARD information, sign up for alerts, updates and ARD content delivered directly to your inbox at: <https://public.govdelivery.com/accounts/USARMYARD/subscriber/new?preferences=true#tab1>

ARCP hosts 2020 Family Readiness Training Summit Virtually

By Antoneta Rico, Army Resilience Directorate

The 2020 Army Recovery Care Program Family Readiness Training Summit kicked off its fourth year Aug. 3-7. This year the summit was held virtually due to COVID-19 restrictions. The summit brought together Soldier Recovery Unit (SRU) professionals from across the Army to share best practices and continue to standardize support for wounded, ill and injured Soldiers and their Families.

Formerly known as Warrior Transition Units, Soldier Recovery Unit staff assist Soldiers in Transition (STs) and their Families as they get ready to head back to their units, or move on to civilian life.

"Take this additional duty (as SRU staff) like it's the duty of a lifetime, because it is," said Col. Eric E. Bailey, ARCP, during the kick-off session of the summit, to all the participants. "We've got to make sure that we are doing everything humanly possible to make sure we are taking care of our STs...that we are doing everything possible to reduce the stress on our Families and on our STs...It's a very important role you are in and we need you."

The training provided information and resources SRU professionals can offer to Soldiers and their Families, including resources through Military OneSource, Army

Community Service, and available ARCP programs.

The Army Resilience Directorate participated in the summit, giving the SRU staff a briefing on resilience resources available for Soldiers and their Families at [32 R2 Performance Centers Army-wide](#).

Additionally, breakout sessions were conducted by Regional Health Command (RHC), with RHC POCs from the RHC-Atlantic, RHC-Pacific, and RHC-Central. They briefed the Recovery Care Office (RCO) overview as they provide oversight of the ARCP for SRUs within the region, and strategic planning going forward.

The summit put a special emphasis on the role Family members play in a Soldier's recovery. Family members often act as care givers and are critical in the treatment and recovery of wounded, ill or injured Soldiers, said Juanita W. McKeown, with Family Programs, Soldier Services Directorate, ARCP.

"The Family, and that relationship, helps that Soldier in many instances recover easily because they do have that support," McKeown said.

Besides helping Soldiers, SRU

professionals focus on providing Families resources for transition or support of their Soldier, including helping them get to medical appointments and lending them support and resources while they carry out their care giving role.


ARCP trains SRU staff to integrate Family members into a Soldier's recovery plan. "We want them to understand that as far as Soldier's recovery, it's really enhanced when they have that Family connection," said McKeown.

For more on ARCP see this link: <https://wct.army.mil/>.

BUILDING YOUR RESILIENCE: FAMILY PREPAREDNESS

Flexible Families are resilient Families. Having flexibility gives a Family the ability to prepare for and adapt to changes that can occur during tough times.

- Create a daily routine that is realistic rather than idealistic
- Establish mental and physical activities to ease stress, such as yoga or meditation
- Allow open communication to discuss concerns




MRT Skills Can Help Soldiers Prepare ‘Outside the Box’ for the ACFT

By Mia Robinson, Army Resilience Directorate

Ever psyched yourself out before a competition, a big game, or an event where you had to perform? Did you ever imagine coming out of the other side of that performance a complete success? Chances are, you used “imagery” to envision the task in your mind and then you played the entire scenario in your head from start to finish.

Imagery has been scientifically proven to strengthen neural pathways; it’s a technique that changes our habits and behaviors by training our brains to convince our bodies that we can “do it.” We do it all the time, whether we choose to give credence to it or not, the power of imagery is science-based.

Treva Anderson, Master Resilience Trainer-Performance Expert at Fort Jackson, S.C., has taught imagery to hundreds of Soldiers, helping to prepare their bodies by using their minds, for bootcamp and the Army Combat Fitness Test (ACFT).

“It’s a great tool to use to prepare for the ACFT when someone doesn’t have access to the gym or workout equipment,” said Anderson.

She breaks down the most difficult ACFT exercise, the leg tuck, down to what muscles to engage. Imagery teaches the muscles how to fire when actually executing the exercise.

While not used to replace physical exercise, imagery can be used to supplement physical activity at any time. Imagery can be applied to a performance you’re trying to get better at. Anderson wants people to feel strong and ready for the ACFT and the quickest way to



Top senior enlisted leaders from U.S. Army Reserve Command at Fort Eustis, Va., perform the leg tuck during the Army Combat Fitness Test. The leg tuck assesses the strength of the Soldier’s grip, arm, shoulders, and trunk muscles. (U.S. Army Reserve Command photo by Master Sgt. Michel Sauret)

do that is by practicing this technique a few minutes a day, every day.

So how does it work?

Akin to meditation, find a quiet space where you can sit still, relax, and focus uninterrupted. Close your eyes and imagine the physical task or exercise in your mind. The more you can see it in your head, the clearer the image will be. According to Anderson, engaging all five senses while using an emotional component (think excitement, alert, happy, calm, serene, etc.) makes this technique that much more powerful and ultimately successful.

Music is also a great component to use because it can intensify your feelings. Use music to

supplement the image, not overpower it or become the focal point.

Also consider the source of your motivation. Is it your Family? Trying to stay fit and ready for combat? Gunning for a promotion? Remind yourself of your purpose and what you are trying to accomplish.

Anderson encourages all Soldiers to not only give it a shot but to make imagery a part of their daily routine to help build confidence and train their brain to send signals to the muscles to fire, without actual movement. When it’s time to perform, muscle memory comes into play and your brain will experience total recall.

What results will your thoughts bring you on game day?

Anderson’s top three tips for imagery success:

Tip #1: Engage all five of your senses—sense of smell is connected to the memory center in your brain—What smell can you associate with each event?

Tip #2: Incorporate an emotional component. Use whatever works to help mimic what it would feel like in real time—get gutsy, get hyped up, get excited!

Tip #3: Keep practicing! One time won’t cut it. Trust that there’s a benefit to doing it every day until the big day. The more you do it, the stronger and more resilient you’ll become.



Hail & Farewell

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

Hail

- Kelly Wilds, Data Manager Branch Chief, SHARP Division
- Lt. Col. Chris McKindra, Operations Branch Chief, OPS Division
- Angela Pate, Program Analyst, SHARP Division
- Albert Mack, Program Manager, Assessment Division
- Jaqueline Fox, Program Analyst, SHARP Division
- Angel Byrd, Program Prevention Analyst, R2I&T Division
- Dr. Michelle Cornette, Psychologist, Science & Research Division

Farewell

- Maj. Shunmas Cummings, Planner, Strategy Division
- Sgt. 1st Class Azhar Sher, OPS NCO, OPS Division



ARD Upcoming Events



SEPTEMBER

USAREUR SHARP SYMPOSIUM

September 13-18: U.S. Army Europe hosts its annual SHARP Symposium.

Location: Germany. [Learn more.](#)

ARD PROGRAM IMPROVEMENT FORUM

September 15-16: This event brings together Army Leaders and ARD Professionals to learn and share best practices and ideas.

Location: Virtual.

DECEMBER

ARMY PROFESSION FORUM

December 9-10: This event brings together Commanding Generals and CSMs to discuss ways to enhance the Army Profession.

Location: TBD. [Learn more.](#)

Suicide Prevention Month Materials Available from ARD

ARD has created communication materials supporting this year's DoD September Suicide Prevention Month Observance. They are available on the Products On Demand website [here](#).

Army Resilience Directorate

ARDCOMMUNITYLINK

August 20, 2020, Volume 4, Issue 4

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TOP FACEBOOK POST



Reach: 10.4K

TOP TWEET



Impressions: 6K

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