



ARMY RESILIENCE COMMUNITYLINK

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Using our social emotional learning skills can help us understand others and be better leaders. (U.S. Army Resilience Directorate photo by Justin Kase Conder)

Social Emotional Learning Skills (SEL) and Their Role in Preventing Sexual Harassment and Sexual Assault in the Army

By Tara Davis, Army Resilience Directorate

There are five categories of social emotional learning skills: self-awareness, self-management, social awareness, relationship skills and responsible decision-making. These skills help us cope with our feelings, set goals, develop interpersonal skills and resolve conflict. What happens when people lack these skills? Lacking these skills can lead to problems with resolving issues on one's own, using ineffective coping mechanisms in risky situations, struggling to understand how others feel and other difficulties at work and in our communities.

"Empathy is extremely important for Soldiers and service members to have," said Kristian Hall. Hall has served as North Carolina's National Guard sexual assault response coordinator (SARC) and the DoD SAPR Program for 13 years. He has also been a senior paralegal in uniform for the JAG program for 25 years. "Empathy is extremely important for service members in all aspects of everything they do, and not just how it relates to sexual harassment and sexual assault," he says.

We can sum up social emotional skills as understanding ourselves, having empathy for others and being able to understand another's thoughts and feelings in relation to our own. *Psychology Today* defines empathy as the ability to recognize, understand and share the thoughts and feelings of another person, animal or fictional character.

Empathy exists on a spectrum on which people may have a diminished capacity for empathy. People with a diminished capacity for empathy may think a tough situation couldn't happen to them or that they'd manage it better, may make inconsiderate or harmful jokes about others, and may have friction in their relationships or no meaningful relationships. This diminished capacity for understanding others relates to victim blaming, coercion, ostracism and sexual objectification of others and can result in sexual harassment and sexual assault.

Jokes or inconsiderate comments about someone's situation can make that person feel unsafe at work and in their community. A person who experienced sexual harassment may feel that they can't report what happened to them, no one will take their situation seriously or no one will believe them. These beliefs affect the Army's culture of trust. The importance of the culture of trust has become a major focal point as the Army creates new programs, such as the Integrated Prevention Advisory Group (I-PAG), a team that will review prevention initiatives and evaluate outcomes so that it can advise leaders on evidence-based actions that will foster supportive environments to encourage victims to seek help as well as result in fewer harmful behaviors. Initiatives like I-PAG ensure that Soldiers, their Families and the community

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DIRECTOR'S COLUMN

Team,

With the recent results of the DoD Annual Report on Sexual Assault and the DoD Annual Report on Suicide in the Military, it's a perfect time to reflect on what we're doing in the Army to better prevent and respond to sexual assault, sexual harassment, suicide, and harmful behaviors.

In my previous column, I talked about our new integrated prevention workforce, the Army Integrated Prevention Advisory Group, or I-PAG, and how we're currently executing Phase 1 of this initiative at several locations. The I-PAG will operationalize the Army's new integrated prevention strategy, forming the foundation of our primary prevention efforts by shaping organizational culture and climate.

A key component of our primary prevention effort is understanding the root cause or primary risk factors contributing to harmful behaviors. As such, we're investing in foundational prevention research on harmful behaviors through scientific studies with RAND Arroyo Center, the Institute for Defense Analyses, and the Center for Naval Analyses. Recently, RAND published the results of a study on sexual assault experiences of Soldiers in the Active Army https://www.rand.org/pubs/research_reports/RR1385-2.html. The results of this study will help us have a clearer understanding of where prevention efforts should be directed.

In addition, we will soon publish the Army's first standalone suicide prevention regulation, Army Regulation 600-92, Army Integrated Suicide Prevention. The regulation lays out comprehensive policies that address risk and protective factors to reduce stressors that may lead to harmful behaviors. Also, the

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DoD Recognizes 'Connect to Protect' as Top Suicide Prevention Program

By Antwaun J. Parrish, Army Resilience Directorate

ARLINGTON, Va. — Since 2016, the Department of Defense has honored exemplary programs from each Military department for their exceptional efforts to increase suicide prevention awareness and community through engagement during Suicide Prevention Month in September.

This year, the U.S. Army Garrison White Sands Missile Range, White Sands, New Mexico, is the Army recipient of the 2020–2021 DoD Suicide Prevention Recognition.

"The Department recognizes suicide prevention requires year-round dedication and honors those programs that have positively influenced suicide prevention efforts," said Gilbert Cisneros, Under Secretary of Defense.

The USAG WSMR Army Substance Abuse Program collaborated with other agencies in the community to host several year-round activities for suicide prevention.

"Connect to Protect: Be There" was the message and focus for WSMR throughout the year. ASAP and other agencies within their community hosted several activities for suicide prevention for a year-round prevention effort.

Despite COVID-19 restrictions and protocol, WSMR were creative with developing 12 activities to bring awareness to the community. Four of the main activities were the push-up challenge, a community pledge, training and a commercial leading up to an all-encompassing event, Connect to Protect: Train Your Mind, Challenge Your Body.

Push-up Challenge

September 1, 2020, ASAP engaged with service members, DoD employees and Family members to participate in a push-up challenge. The challenge called for the participants to perform 17 pushups daily for a month.

The number 17 was chosen to represent the daily number of veterans who reportedly die by suicide.

Pledge

Community members signed a suicide prevention pledge to demonstrate their personal commitment to prevention. According to the WSMR ASAP team, the pledge is a promise to "Be There," which means to check in with a friend or co-worker, learn the resources available and be the one who reaches out first and sets the example by creating an environment where asking for help is a strength.

The campaign was initiated October 2020, and the signed pledges were posted December 2020 through February 2021.



Graphic design by Kevin Johnson

Training

More than 56 training sessions were provided to the workforce and Soldiers using the Ask, Care, Escort training method. According to the EAP coordinator, class participation continued to increase after each class and participants stayed behind after classes to ask more questions about suicide attempts. The training was offered virtually and face-to-face to over 1,550 students.

Commercial

The WSMR ASAP team produced a 2-minute commercial titled WSMR Let's Talk, with the assistance of community members and the visual information branch to enhance suicide prevention efforts in minimizing suicidal behavior.

The premise of the commercial represents the community. The actors finish one another's sentences to emphasize how we should pay attention to warning signs and be unafraid to ask about suicide. The video ends with closing remarks from the WSMR commanding general and the post command sergeant major.

Connect to Protect: Train Your Mind, Challenge Your Body

This event was held September 1, 2021, to kick off Suicide Prevention Month. According to Sandra Class, WSMR ASAP Program Manager, this event was intended to challenge participants physically while they learned about the resources available at WSMR.

"This is a great opportunity not only to include the military population but also the civilian population and the Family in a joint activity that is both competitive and at the same time they will learn what is offered on the installation," said Class.

"The Department applauds these recipients for their steadfast commitment and imaginative efforts to advance awareness and emphasize support for service members, their Families, and DoD Civilian personnel," said Cisneros.

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NEW WAYS TO CONNECT WITH ARD

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Report: Sharp Rise in Prevalence of Sexual Assaults in Army for FY21

ARLINGTON, Va. — There was a significant increase in the prevalence and reports of sexual assaults across the Army last year, according to the [Department of Defense's annual fiscal-year report](#) on this crime, which was released Sept. 1. Prevalence is defined as the proportion of a population who have a specific characteristic in a given time period.

"We are extremely concerned and disappointed by the increase in prevalence of unwanted sexual contact for both men and women in the active-duty Army," Dr. James Helis, Director of the Army Resilience Directorate, said about the Fiscal Year 2021 Annual Report on Sexual Assault in the Military.

The FY22 Workplace and Gender Relations (WGR) Survey, which was delayed because of the COVID-19 pandemic, reveals that 8.4 percent of women and 1.5 percent of men in the Army experienced some form of unwanted sexual contact during the previous 12 months.

"We own the results of this report and acknowledge that we have a long way to go in preventing these crimes and building trust with our Soldiers," Helis said.

He added that it was imperative that the department delay the report's release, which would have normally occurred in April, so the results of the WGR could be included. "We needed an up-to-date

assessment, of our efforts to prevent and respond to these offenses, including important factors such as trust in the organization and demographics of the population affected to better focus our efforts."

Helis said that while the Army is proceeding with major investments in and structural reforms to the Sexual Harassment/Assault Response and Prevention (SHARP) program, there is much work to be done.

"The Army is making every effort to achieve a culture of dignity and respect," Helis said. "Sexual assault and harassment harm victims, their families, their teammates and undermine the readiness of units and our Army."

"Everybody has a role to play in enforcing Army values and preventing these heinous acts. Soldiers should feel safe among other Soldiers, and victims should feel confident in reporting, knowing they will be supported by their chain of command and their teammates."

In FY21 the Army saw the highest reporting rate of sexual assaults ever recorded. There were a total of 4,081 reports of sexual assault within the active and U.S. Army Reserve components.

"The numbers are reflective of an approximate 23 percent increase in reporting from the previous fiscal year," SHARP Director Jill Londagin said, "which makes this the fifth consecutive year of the highest number of reports ever recorded for the total Army."

Londagin said "the Army encourages reporting to ensure that victims get the support and care they need." The reporting combined with prevalent data helps commanders and leaders to have a better understanding of the breadth and depth of sexual assault in formations.

"We believe the high number of reports may be reflective of victim confidence in SHARP response services," Londagin said, "noting that the program's staff received good marks on surveys that assess satisfaction with support services and resources."

Londagin said, "The Army has made substantial strides in updating and improving policies and programs as a result of the Fort Hood Independent Review Committee report and the Defense Department's Independent Review Commission recommendations." These reports provide an in-depth assessment of how sexual assault and sexual harassment cases are handled in the military and the negative effect that these incidents have on the service.

Based on Secretary of Defense Lloyd Austin III's approval of the commission's recommendations, the Army is putting together a primary prevention workforce, known as the Integrated Prevention Advisory Group, as well as making the most significant reforms in how the service prevents and responds to sexual harassment, sexual assault and retaliation since the inception of the SHARP program.

Army Implements Reforms to Counter Sexual Harassment/Sexual Assault

By Antwaun Parrish, Army Resilience Directorate

ARLINGTON, Va. — The Army is making additional changes designed to further improve the Army Sexual Harassment/Sexual Assault Response & Prevention Program. The changes codified in the Secretary of the Army Directive 2022-13, Reforms to Counter Sexual Harassment/Sexual Assault in the Army, which was published Sept. 21.

1. Sexual harassment complaint investigations

Investigating officers: If there is enough information to warrant an investigation of a sexual harassment complaint, commanders will appoint investigating officers from outside the subject's assigned brigade-sized element, in accordance with AR 600-20, Chapter 7. Investigations will comply with processing timelines established by law and DoD and Army policies.

Military Protective Orders: The first O-6 officer in the subject's chain of command will implement mechanisms to protect complainants of sexual harassment and victims of sexual assault.

2. Disposition and status disclosure to sexual assault victims

Brigade commanders (or brigade-equivalent commanders) will notify the Soldier-complainant within two business days of receiving the decision from any judicial, nonjudicial or administrative



Group of Soldiers stand at attention inside auditorium at Fort Knox, KY.

proceeding. This new requirement is in addition to the obligation to provide status updates to victims within 72 hours of each recurring Sexual Assault Review Board, in accordance with Army Command policy (AR 600-20).

3. Involuntary-separation policy

Commanders will initiate proceedings for an

involuntary administrative separation from the Army for any Soldier against whom there is a substantiated complaint of sexual harassment unless that Soldier is otherwise punitively discharged or dismissed as part of a court-martial sentence.

4. Publicize results of UCMJ actions

Commanders will publish the nature and results of all judicial, nonjudicial, letters of reprimand and adverse administrative actions through unit letters, bulletin boards and other means to inform their troops.

5. Implement Connect to Care

Commanders will ensure that Soldiers, Army Civilians and Family members who seek assistance from any Army agency in obtaining SHARP services will be put in contact with a sexual assault response coordinator or victim advocate.

These policy changes are part of the Army's larger effort to effectively create an environment that deters sexual harassment and sexual assault. In addition, the modifications enable the Army to respond

effectively and in a timely manner when these incidents occur and to hold leaders appropriately accountable for fostering a climate and culture of trust, dignity and respect within their organizations.



2022 Department of Defense Red Ribbon Award Winners

By Antwaun J. Parrish, Army Resilience Directorate

ARLINGTON, Va. — The Department of Defense recently announced the winners of the 32nd Annual Secretary of Defense Community Drug Awareness Awards.

The Fort Hood Army Substance Abuse Program was selected as the Army's winner, and the Florida National Guard Counterdrug Program Drug Demand Reduction Outreach was selected as the National Guard winner.

The award was established by the department in 1990 in an effort to promote its support of outreach and prevention programs within the DoD community.

For the Military Services to win the award they must adhere to the judging criteria, which includes, maximizing the use of DoD reductions assets to effectively reach the targeted audience, documented participation in Red Ribbon Week observances and program impacts as determined by some observable and measurable events such as number of personnel supported by the programs.

Fort Hood

In fiscal year 2021, the Fort Hood ASAP program offered services to approximately 36,169 active-duty Soldiers, 12,880 deploying Reservists, 4,743 Army Civilian employees and 416,763 retirees, survivors and their Family members.

"With a day-to-day on post population of approximately 61,416 Soldiers, Family members and Civilian employees, the ASAP program is a professional, multidimensional and flexible organization capable of meeting the needs of our diverse community," said Col. Chad Foster, Fort Hood garrison commander.

For FY21, the Fort Hood ASAP program drug deterrence funding was used to increase their biochemical testing operations to meet the directive of the installation commanders. They purchased enough testing supplies to support 463 unit commanders. This enabled them to conduct 116,923 urinalysis deterrence tests.

"As a result of our strategy and their drug deterrence efforts, they were able to identify and hold accountable 1,182 Soldiers for illegal drug abuse, aided 264 Soldiers to clear their record, and assisted in the rehabilitation and treatment of 549 Soldiers through rehabilitation testing," said Foster.

Fort Hood incorporated their local community into their 2021 Red Ribbon Week events. They partnered with several local area elementary, middle and high schools to provide a wide variety of targeted and age-appropriate prevention activities.

"Fort Hood's unique mission and role as a major staging platform for continuous unit rotations and

its emphasis on safety and readiness, demands an ASAP program that is versatile and staffed by experts who are totally dedicated to serving Soldiers, Families, Army Civilians and its surrounding communities with the best prevention tools available," said Foster.

Florida National Guard

The FLNG DDRO collaborated with the National Guard Bureau, the Midwest Counterdrug Training Center, the Community Coalition Alliance and the Arizona DDRO program to plan and execute four Substance Misuse Prevention Skills Training courses and one abbreviated Substance Misuse and Current Drug Trends course.

For Red Ribbon Week, DDRO partnered with the Florida Department of Education, community-based organizations, law enforcement agencies and treatment providers to administer anti-drug awareness presentations to Florida students. The presentation, entitled "Night Vision," outlined the dangers associated with the five gateway drugs: alcohol, tobacco/vaping, marijuana, prescription pills, and synthetics and highlights how these substances can lead to a substance use disorder.

Also, FLNG DDRO partnered with the Florida Governor's Drug Policy Advisory Council (DPAC) to develop recommendations for substance use prevention, treatment and law enforcement policy. DDRO's five policy recommendations, endorsed by Florida's surgeon general, aligned with the 2020 National Drug Control Strategy. DPAC selected DDRO's recommendations for publication in the Statewide DPAC 2021 Annual Report. The Florida governor, the president of the Florida Senate and the speaker of the Florida House of Representatives all received the final report for their consideration. The recommendations submitted to the state leadership are:

- Develop and implement a substance use prevention strategy designed to reduce substance use among youth.
- Deploy an evidence-based substance use prevention program intended to reduce drug use among youth.
- Establish medical marijuana advertisement standards that restrict the advertising methods of medical marijuana/cannabis evaluation clinics, conveyance shops and other services or businesses not currently governed by Amendment 2.
- Develop and implement a stigma reduction campaign crafted to reduce the shame associated with substance use disorders and mental illness.
- Establish legislation to regulate the preparation, distribution, sale, compliance and



Ford Hood involves their local community for their Red Ribbon week engagements kicking off at Martin Walker Elementary. (Photo from Fort Hood ASAP Facebook Page)

penalties for violations of kratom-based products.

The FLNG DDRO collaborated with other agencies within Florida to protect communities and educate them on the negative effects of drugs. The U.S. Department of Justice, Miami Division, along with the Prevention Coalition of St. Johns County submitted recommendation letters on behalf of DDRO in support of their nomination for the Annual Secretary of Defense Community Drug Awareness Awards.

"DDRO has proven itself to be a valuable partner at combatting the illicit use of drugs in Florida through various prevention efforts," said Deanne Reuter, special agent in charge, U.S. Department of Justice, Miami Division. "The DDRO program consistently bridges communication gaps across multiple prevention efforts to exude the mantra of one team, one fight"

"Prevention Coalition has gone through significant changes in the past couple of years, and if it wasn't for the support of the DDRO, it very well could have been our agency that failed," said Susan Jackson, Prevention Coalition of St. Johns County executive director. "As the new executive director of an agency that was tentative at best, their support, expertise and guidance has helped turn this agency from a small agency that was expected to die on the vine, to a viable growing agency that is gaining in momentum and capacity."

"The past two years have had a trying effect on the Nation," said Tom Gillard, ARD ASAP program manager. "Alcohol and substance abuse/misuse has had an adverse effect on individuals trying to cope. The Florida National Guard and Fort Hood have stepped up and provided education and training to their communities to ensure information, support and program services were readily available, if needed."

The winning organizations were recognized at the Red Ribbon Awards Ceremony being held Oct. 13, at the Pentagon.



'Quiet Quitting': Beating Burnout Thru Performance Optimization

By Mavia Hanson, Army Resilience Directorate

Being a U.S. military Soldier is a unique career path. It is so unique that according to the Pew Research organization, less than 1% of the U.S. population signs up to serve. While there are similar required skills that relate to any career, such as managing time, work-life-balance and working with colleagues, there are many nuances to being a Soldier that make it significantly challenging.

The apparent challenges are required long-duty days, and of course, deployments where Soldiers are away from their Family and friends for extended periods. While these challenges must be named, they aren't noted as the most common reasons that lead to Soldier burnout.

Burnout, defined as chronic workplace stress, has a lot to do with Soldier leadership, according to Jason Johnson, Fort Stewart Resilience Center manager and Army Reserve Command Sergeant Major. "Leadership can either be extremely influential and positive or negative. When you're thinking about those toxic leaders, they're micromanaging everything. In my experience, that

reduces productivity and morale more than anything else," says Johnson.

In civilian jobs, there's always the option to "quiet quit," slowly stop or just leave when you're burned out. Soldiers don't have that choice. "Quiet quitting" is the practice of reducing the amount of time, effort and commitment an employee dedicates to their job. In a Soldier's day-to-day role, quiet quitting can equate to a critical misstep in Soldier and unit readiness, training and safety.

Johnson says, "We're teaching upwards of 20-30 extra courses a month outside of our one Master Resiliency Course held quarterly. It's all in-person, which means our staff has to be engaged to keep the Soldiers engaged. Soldiers are exploring self-awareness and building team cohesion, learning team strategy, problem solving, leadership skills, and the two most important: communication and relationship building. All of which are important when learning resilience."

Soldiers can avoid the inevitable workplace stress by practicing skills and habits that develop

resilience. For instance, reconnecting to your "why" can play a important role in revitalizing your sense of purpose. What made you want to serve? Reflecting on the moments and people who led you to appreciate your service is also key. Often the "why" gets you to serve, but how you serve and who you serve with is what makes the work enjoyable and keeps you motivated to show up for your Family and your battle buddies every day. Those meaningful relationships you build work to protect you from stress and promote overall well-being.

For leadership, preventing burnout in their Soldiers comes back to building critical resilience skills and a "leading by example" mindset. Johnson says, "Leaders don't manage people, they manage tasks, they lead by example. I lead and coach by example. I never ask any of my staff to do anything I'm not willing to do myself. Manage intangibles, expectations, not Soldiers. When a Soldier requires mentorship and guidance, I provide that. I don't manage people, they're adults. All of this helps to prevent burnout."

Sky Soldier Toughness Initiative: Targeted Coach Education for Leaders

By Ione Swenson (Magellan Federal) and Dr. Susannah Knust (WRAIR)

Army Resilience Directorate's intent is to shift toward a coach education model because of the results of the Master Resilience Trainer Course Evaluation and the Embedded Performance Expert Evaluation. The Sky Soldier Toughness Initiative (SSTI) provided an opportunity to test this shift. Performance Experts (PEs) have conducted a series of coach education workshops to empower squad leaders to improve their coaching by focusing on the application of psychological skills in everyday contexts with their Soldiers. The intent of the coach education model is to build capacity with force multiplication since PEs are a finite resource for the unit.

The SSTI course addresses three key areas:

- **Leader Development** to learn tangible skills to reduce stress and increase communication in specific roles.
- **Performance Enhancement** to increase physical performance and increase effectiveness of Soldier coaching and mentoring.
- **Personal and Professional Development** to acquire skill sets in communication, perseverance and coaching skills that can translate to life outside of the Army.

The Terminal Learning Objective (TLO) of the course is to establish the knowledge and skills to increase mental toughness and performance in Soldiers, with Enabling Learning Objectives (ELOs) for Coaching, Leader Development, Motivation and Resilience, and Communication.



MRT-PEs use coach education skills at the Sky Soldier Toughness Initiative to build force multiplication.

- As part of the Coaching section, squad leaders complete a self-assessment using the High Performance Coaching Model and practice providing effective feedback to Soldiers as part of coaching for a specific skill or task.
- In the Leader Development section, squad leaders complete a self-assessment based on the competencies for Leads Others and Leads by Example, as outlined in the ADP 6-22, and identify areas of strength and for growth. Through examples of effective and exemplary leadership from the past and present, squad leaders discuss and identify characteristics of leadership through action and behaviors.
- In the Motivation and Resilience section, squad leaders analyze seven ways to motivate individuals and groups through competency, autonomy, and relatedness and identify unique perspectives and experiences that contribute to individual motivation as part of the team. When discussing resilience, squad leaders relay

difficult situations from the past, share coping strategies and apply strategies to current situations. To increase knowledge of resilience, squad leaders complete self-assessments using the Grit Scale to identify strengths and areas for growth. Finally, in this section, squad leaders discuss growth and fixed mindsets and identify strategies and specific language for coaching for a growth mindset.

- For the Communication section, squad leaders complete a self-assessment based on the Communicates competency, as outlined in the ADP 6-22, and identify areas of strength and for growth. Squad leaders discuss strategies for communication skills and practice providing feedback using effective communication in role-play scenarios.

For all four ELOs, squad leaders identify the connections among coaching, leadership, motivation, resilience and communications toward increasing mental toughness and performance. As a capstone, squad leaders address obstacles to achieving goals through the Wish, Outcome, Obstacle, Plan (WOOP) Model and transfer one goal from each of the four ELOs to a Personal Action Plan.

The Walter Reed Army Institute of Research will conduct an evaluation of this to see the impacts of coach education with three conditions: coach education and PE embedment, coach education only or no intervention. Results will be provided upon completion of the evaluation.

AROUND THE FORCE

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



Army SHARP Academy SARC/VA Career Course Graduation Awardees

FORT LEAVENWORTH, KS. — On September 2, the Army SHARP Academy graduated 30 students from the SARC/VA Career Course. During each course graduation ceremony, individuals are recognized by the Academy staff and their peers for their exceptional performance. Col. Lawrence Burns, Director; Mr. Gregg Buehler, Chief of Academic Operations and CSM Justin Shad, Command Sergeant Major, 15th MP BDE, personally recognized each of the Class 22-006 recipients. The awardees were SFC Tricia Kennedy, Fort Benning, Ga., the Academic Excellence Award recipient and Ms. Michelle Foley, Fort Knox, Ky., the Spirit Award recipient. Congratulations and best of luck to all Class 22-006 graduates! (Left to Right: CSM Justin Shad, SFC Tricia Kennedy, Ms. Michelle Foley, Col. Lawrence Burns, Mr. Gregg Buehler). (Courtesy photo)



Garrison's ASAP Brings Resiliency Training 'Nuggets' to Soldiers in the KMC

Kaiserslautern, Germany — ASAP's James Honeycutt and Raegan Patrick-Mudd lead a resiliency training session with Soldiers to discuss topics, such as mindful breathing, strengths and weakness and how to facilitate buddy talk. This training uses small sessions, or "nuggets" to bring information in a series rather than one long annual training session. (U.S. Army photo by Nicole Alberico)



BAMC Behavioral Health Professionals, Resources are Here to Help

FORT SAM HOUSTON, Texas — During the first episode of BAMC's Med Talk, Lt. Col. Matthew Garrido, who acts as the behavioral health operations team leader for the San Antonio Market and the BAMC Department of Behavioral Health chief, answered questions about suicide awareness and prevention. The goal of BAMC Med Talk is to reduce the stigma of behavioral health and to normalize taking care of behavioral health needs early on. He reminded people that September was National Suicide Awareness and Prevention Month and that resources are available for Soldiers who are struggling. (U.S. Army photo by James Camillocci)



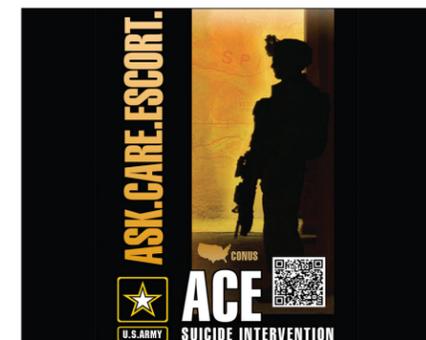
15th Signal Leadership Sends Strong Message

FORT GORDON, Ga. — The 15th Signal leadership host an educational relay game for Soldiers assigned to the Cyber Center of Excellence NCO Academy. The event highlights World Suicide Prevention Day on September 10. (U.S. Army photo by Laura Levering)



Wellness Fair Cultivates Healthy Minds

CAMP HUMPHREYS, South Korea — USAG Humphreys community hosts the National Suicide Prevention Month Community Wellness Fair and Barracks Safety Stand-down. This event was hosted jointly by the Army Substance Abuse Program and Better Opportunities for Single Soldiers. The event was intended to teach participants about suicide, including risk factors, warning signs, statistics, treatment and reporting. (U.S. Army photo by Stanley James)



New ACE Card Available

New Material: There is a new ACE card available on ARD's [Suicide Prevention Program \(SP2\) website](#). The Army Public Health Center published the new card in September. The card includes material about the Army's suicide interventions strategy "Ask. Care. Escort." and updated information about the Military Crisis Line 988 and press 1 number. (Photo from Army Public Health Center)



Force Multiplication: Performance Experts and Coach Education

By Susannah K. Knust, Amanda Adrian and John Eric Novosel-Lingat

To more efficiently use performance experts (PEs) throughout the Army, the Army Resilience Directorate (ARD) implemented a pilot program to transition these professionals from division or installation-level resources to battalion and brigade-level assets. Walter Reed Army Institute of Research (WRAIR) scientists are evaluating this program, the embedded performance expert (EPE) pilot, within seven brigades.

To date, WRAIR has collected data from leaders, Soldiers and EPEs. In interviews, EPEs and their unit leaders described the experience of delivering psychological skills and concepts. Three distinct strategies were employed: teaching, coaching and meta-coaching. Teaching took place in classrooms, at PT or on the range, typically in a formal manner that required preplanning and coordination. This strategy set foundational conditions for psychological skills training. Coaching occurred on demand and more informally whenever EPEs were able to intervene and improve performance. Often, these quick tips reinforced knowledge acquired during formal training.

For many EPEs, coaching included helping Soldiers to prepare for the Army Combat Fitness Test (ACFT) or to qualify with their weapons. Alternatively, meta-coaching was used to train leaders on how to find moments to step in and coach their Soldiers, without an EPE present. When used effectively, these strategies work together to reinforce psychological skills and concepts training. Most EPEs, however, believed that their impact was greatest while coaching Soldiers. Although many leaders acknowledged the effects of coaching

(especially on ACFT and marksmanship performance), an analysis of interviews with them suggests that the EPEs' impact on leader development was also apparent.

For instance, one EPE, who was discouraged by not being allowed to coach Soldiers during training, was able to provide feedback to the master gunner (MG) after observing this officer doing an after-action review with troops, resulting in a meta-coaching session between the EPE and the MG. The MG then applied that feedback and practiced new strategies, thus developing as a leader and leveraging the opportunity to improve the Soldiers' performance.

Another leader, a first sergeant (1SG), had his EPE work with his noncommissioned officers (NCOs). The EPE taught a range of classes and used various resources, including handouts, to assist with the lessons. The 1SG shared his excitement when he noticed one of the NCOs using the handouts to guide formal counseling sessions with Soldiers.

These experiences support the inclusion of meta-coaching or coach education in leadership development programming for Soldiers. In both scenarios, EPEs empowered leaders to intervene effectively to improve Soldier performance. Results from interviews with leaders, Soldiers and EPEs suggest that coach education has the greatest impact on the unit and can be a way to integrate psychological skills and concepts into formations. The WRAIR evaluation team proposes that EPEs set the foundation of psychological skills and concepts through formal teaching sessions and then support leaders in finding teachable moments in order to improve Soldiers' performances. When



Soldiers & MRT-PEs use technology to teach psychological skills and improve Soldier performance.

employed in this way, effective coach education can be a vehicle for force multiplication. The impact of the EPEs' work can reach more Soldiers if leaders learn to be effective coaches. Considering the demands of the modern military, improving coaching behaviors is critical. With upcoming changes to the Master Resilience Trainer Course and the evaluation of the Sky Soldier Toughness Initiative, moving toward coach education is a data-supported, strategic direction by ARD to optimize Soldier readiness and resilience.

Strong Relationships Are a Protective Factor Against Suicide

By Lytaria Walker, Army Resilience Directorate

"I refused to die no matter how many times he tried to kill me," says Army veteran Rita York. "I almost died every time." A life of physical and emotional abuse by her ex-husband and boyfriends led York down a destructive path of alcohol abuse, depression and suicidal ideation.

York married her husband six weeks after meeting him, at age 18, while in advanced individual training (AIT). "I felt lonely and afraid during my time in AIT," she recalls. "I was still a very young girl away from home. I lacked Family support. I didn't know anything about personal relationships."

York credits her pastor and church family for saving her life. She joined an online church in 2017 and has been a regular participant ever since. "My pastor is active-duty military, so he understands. He relates to me. My church family offers support and holds me accountable," states York. Strong relationships are key to a healthy lifestyle, York emphasizes, adding that it is

important to surround yourself with people who can uplift and encourage you.

There are many stressors that come with military life, such as heavy workloads and relationships that are severed due to moving. These challenges can lead Soldiers who don't have proper support to engage in risky behaviors like substance abuse. That's why it is crucial to build and maintain strong relationships—with teammates, Family and friends.

As Traci Waters, an Army Substance Abuse Program manager, explains, "Our personal connections can help keep us from getting to a dark place that may cause us to contemplate suicide. Connections, whether between friends or Family, can be protective factors against suicide. Building those connections and maintaining them is key to supporting our mental health."

Healthy relationships involve honesty, trust, respect, support and open communication

between individuals. When you're in a healthy relationship, you can rely on the other person for love and warmth.

Strong, healthy relationships are also an important tool in suicide prevention. Sgt. Maj. Thomas Campbell knows this from personal experience. A survivor of a suicide attempt, Campbell stresses the importance of leaders knowing their Soldiers and forging strong bonds with them. "You are not weak if you show signs of suicide," he says. "That does not make you weak. Get the help you need through friends, Family members or counselors." Campbell said he wants service members to know that some issues can become monsters and that there are internal, emotional injuries others can't see, but it is always OK to seek help.

If you or someone you know is experiencing suicidal ideations and need to speak to someone, please call the Veterans/Military Crisis line at 9-8-8 and press 1.



SEL Skills in the Army *PREVENTION Continued from page 1*

feel safe and appreciated so they can focus on the mission at hand.

I-PAG will use a community-oriented approach to work with Army commanders to prevent workplace violence and implement integrated measures across the service. Skills that leaders, Soldiers and DA Civilians can work on now to prevent sexual harassment and sexual assault in their workplaces and communities include conflict management and communication skills.

Conflict management may seem like an odd remedy for sexual harassment and sexual assault in the workplace since these situations are not disagreements between teammates, coworkers or leadership. Sexual harassment and sexual assault are both criminal nonconsensual acts that can cause physical and emotional harm to the victim. Unit commanders and others in leadership can use conflict management skills to build a supportive culture, both in the office and out on the field.

Appreciating others' opinions and making others feel valued can help foster a culture of trust. This could mean listening to and sharing that you care about an individual and what they are going through and staying with them as they are connected to the right resource rather than just telling them about available resources. When leaders foster a culture of trust by considering others' feelings, their Soldiers will feel safe sharing experiences of sexual harassment and sexual assault. Further, they need to use the appropriate tools to address these serious issues.

"I truly believe that we need to get personal again. We need to know our people," stated Hall. He recalls that when he was serving, an alert roster wasn't just a

"I truly believe that we need to get personal again. We need to be more personable with our Soldiers and get personal again. We need to know our people."

— Kristian Hall, North Carolina National Guard, Sexual Assault Response Coordinator (SARC)

resource to use during an emergency or when called up for a mission. "An alert roster was super important to know up and down who our individuals were in our organization. We knew our spouses, children, their ages and birthdays, we knew our team and who we were, we took care of each other."

Communications from the organization, leadership and individuals must reinforce there is zero tolerance for sexual harassment, sexual assault and sexually explicit conversations, content and jokes.

Hall says, "We have to stop putting the onus on the potential victim and identify predatory behaviors. That's a great communication skill. Communicate what our boundaries are and what our rules and policies are as an organization. Communicate what our boundaries are and what our rules and policies are as an organization that we will not tolerate that"

Individuals can speak up when someone makes them or others feel uncomfortable. Sometimes just letting a peer know what they are saying or doing is not acceptable can stop the problem.

Communicating clearly and setting boundaries from the start can set expectations and let others know what you are and are not comfortable with. Sharing with others that a safe workplace is important can influence others to set the example. Individuals can change what they are willing to tolerate from others, which can influence the community to change what it accepts as the norm.

"We struggle as an organization with empathy and emotional resilience and how important it actually is to be emotionally resilient, show emotions and ask for help, especially in our community, where history has told you to 'suck it up' for so long," Hall says. "We've come a long way in the past 15–20 years, but we still have a long way to go."

To learn more about the Integrated Prevention Advisory Group, visit: <https://www.armyresilience.army.mil/IPAG>.

The Army Resilience Directorate website offers resources on resilience that Family members and Soldiers can use to help them cope with daily stressors: <https://www.armyresilience.army.mil/ard/R2-home.html>

New Army Resilience Podcast

By Mavia Hanson, Army Resilience Directorate

This month the Army Resilience Directorate (ARD) debuted its new outreach initiative, The Army Resilience Round Up podcast. This monthly series offers resources to help Soldiers maintain resilience and facilitate professional development and discussion. Aimed at helping Soldiers not just cope but also learn, grow and thrive, the podcast will feature dynamic speakers presenting information on the latest research, policies and tools in a conversational style. Episodes can be accessed on the ARD website:

<https://www.armyresilience.army.mil/ard/podcast.html>

ARMY RESILIENCE ROUND UP

JOIN US FOR THE NOVEMBER PODCAST ON RESILIENCE.

Policy Reforms and Initiatives *DIRECTOR'S COLUMN Continued from page 2*

Army's first standalone Sexual Assault Response and Prevention (SHARP) program regulation will be published shortly.

ARD continues to provide new awareness materials to increase the readiness and resilience of our Army. In the next few months, we will field new Army Substance Abuse Program materials under the tagline, "Let's Talk. I'm Listening" and new R2 awareness materials, "Prepare. Perform. Succeed." In addition, we launched two social media channels to accompany our Twitter and Facebook platforms. These channels include Instagram, @armyresilience

and LinkedIn: <https://www.linkedin.com/company/u-s-army-resilience-directorate/>, and a new podcast program, "Army Resilience Roundup".

We want to use our Army community again for ideas and contributions for April's Sexual Assault Awareness and Prevention Month theme. I'm encouraging all our Soldiers and Civilians to be creative and think out of the box and participate in the "Stand Up for SAAPM" theme crowd sourcing event, which will start at the end of this month.

Also, be on the lookout for our annual Winter Resilience Strengthening Social Media Campaign.

This campaign will raise awareness, give actionable tips, and provide resilience resources for Soldiers, Civilians and Family members to strengthen their resilience as we enter the winter months and holiday season. All leaders and Soldiers must help make the Total Army Family ready and resilient. This means intervening and helping prevent suicides, sexual harassment, and sexual assault — no one can opt-out, so be the change and make a difference in each other's lives and in our Army.

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



Being Fit Can Help You Avoid Negative Behaviors

By Shirley Tien, Army Resilience Directorate

[Ready and Resilient Training](#) has some of the most challenging courses that test participants' physical fitness. Maneuvering through land navigation, climbing a 64-foot rappel tower and enduring a five-hour ruck march can push a Soldier's physical and mental limits. But building resilience through physical fitness not only prepares Soldiers for battle but also helps them avoid negative behaviors.

Notably, one 2021 [study](#) ("Fit to be good: Physical fitness is negatively associated with deviance"), published in the *Journal of Applied Psychology*, showed a connection between being physically fit and avoiding behaviors that contradict societal norms. Deviance is the fact or state of departing from usual or accepted standards, especially in social or sexual behavior. The study of 3,925 military recruits who went through physical training found that "those who score higher on physical fitness tests are less likely to engage in deviance."

Being in top physical shape gives Soldiers energy and good endurance, which keeps them motivated to stay in this condition. And regular exercise boosts blood flow to the brain, helping with cognition. In stressful situations where Soldiers need the resilience to endure and overcome obstacles, having the strength and confidence to



Officer Maj. Ronnie Drammeh deadlifts during the command group Army Combat Fitness Test.

push through makes them more likely to succeed. According to Kyle Myer, a performance expert at Fort Leonard Wood, in Missouri, "our thoughts influence our physical state, and that physical state obviously affects your performance and how you feel about yourself." The way Soldiers feel—physically, mentally and emotionally—is tied to their behavior patterns.

[R2 training](#) offers a variety of courses to enhance resilience, ranging from general fitness to pushing physical limits. R2's programs, activities and tips

Myer's Top Three R2 Training Courses

Confidence: Productive self-talk strategies can counteract limiting beliefs and boost your mental edge to help you get the most from workouts.

Goal-setting: This course uses the WOOP (wish, outcome, obstacle, plan) method, a proven strategy to help people be healthier by increasing their physical activity and changing their negative behaviors.

Energy management: Participants learn to prioritize what they can control and to use breathing techniques to help them maintain composure in all types of situations.

[Sign up](#) for training at your local R2PC today. Choose to be fit and prevent any negative roadblocks to success.

test a Soldier's skills and encourage growth. The goal is to equip participants with the proper tools to reach their full potential and encourage them to continually strive to better themselves.

Senior Leadership Pledge Support for Suicide Prevention

By Megan Clark, APG News

ABERDEEN PROVING GROUND, Md. — The Commander's Ready and Resilient Council for APG hosted a Suicide Prevention Month observance and proclamation signing at the Myer Auditorium Sept. 15, 2022. The month of September is nationally recognized as Suicide Prevention Month.

Vivian Jackson, Army Substance Abuse Program specialist and Suicide Prevention Program manager, emphasized that suicide prevention doesn't start and end in September, but rather is an "everyday task."

"We must treat suicide with the same urgency as any other major killer," Jackson said. "Today let's pledge to stop stereotyping asking for help."

Maj. Gen. Robert Edmonson II, commanding general of the U.S. Army Communications-Electronics Command and senior commander of APG, and Col. Johnny Casiano, APG garrison commander, signed the proclamation. The proclamation is on display in the ASAP building on post.

"We have to have these conversations," Edmonson said. "During this month, we raise the level of conversation associated with suicide and mental health challenges, but it doesn't end here."

Edmonson asked that team APG remember that there is strength in seeking help. He hopes to



Left photo: Sgt. Maj. Sharita Onugha, senior enlisted advisor for the U.S. Army Resilience Directorate, speaks to the audience about ARD's new Integrated Prevention Advisory Group. Right photo: Maj. Gen. Robert Edmonson II, APG senior commander and commanding general of the U.S. Army Communications-Electronics Command, speaks to the audience about having important conversations with one another surrounding suicide and mental health. (Photo by Megan Clark, APG News)

destigmatize the notion that asking for help is negative.

"We are all part of this team," he said. "If you know someone that could benefit from the tools that we have available, direct them to those resources and protect our people. There is strength in anyone who can admit a vulnerability."

Sgt. Maj. Sharita Onugha, senior enlisted advisor for the U.S. Army Resilience Directorate, spoke to the audience about ARD's new Integrated Prevention Advisory Group.

"(I-PAG) will come in and build up programs that



installations already have in place to make them even better," Onugha said. "I-PAG will help advise commanders to create a plan of action to put in place to improve quality of life, reduce harmful behaviors and encourage holistic paths."

I-PAG will start in locations with higher suicide rates for the time being but will move to other installations in the future.

"I want people to understand that we already have a plethora of resources," she said. "People are our Army. It's important for us to understand how significant an issue suicide is. We have to get after prevention."



Depression and Substance Abuse in the Military Community

By Darnell Williams, Army Resilience Directorate

Depression is a common mental health condition, affecting approximately 322 million people worldwide. In the United States alone, more than 15 million adults experience depression symptoms each year. Unfortunately, many sufferers don't seek help. To try to change this and draw attention to this mental health crisis, every October behavioral-health advocates take part in National Depression Education and Awareness Month.

To highlight National Depression Education and Awareness Month, we explore how depression is often linked to substance abuse among Army Soldiers, Veterans and Military Families.

Understanding Depression

According to the Centers for Disease Control and Prevention, "depression is more than just feeling down or having a bad day. When a sad mood lasts for a long time and interferes with normal, everyday functioning, you may be depressed. There are different types of depression, some of which develop due to specific circumstances."

Although depression can strike anyone at any time, military personnel are at an especially high risk of it. Indeed, recent studies from the Substance Abuse and Mental Health Services Administration (SAMHSA) show that depression is much more common in the military than in the general population.

Risk Factors Linked With Substance Abuse

Many Veterans struggle with mental health issues as they transition to civilian life. Deployment, exposure to war and post-deployment civilian/reintegration problems



Chaplain Lt. Col. Sean Wead, acting division chaplain of the 101st Airborne Division (Air Assault) counsels a Soldier at the Installation Chaplain's Office on Fort Campbell, Kentucky (U.S. Army photo by Pfc. Lynnwood Thomas)

have all been linked to an elevated incidence of substance use disorders (SUDs) among military personnel and Veterans. Simultaneous mental health problems, such as post-traumatic stress disorder (PTSD), depression and anxiety, are frequent among Veterans with an SUD.

The National Institute of Drug Abuse reported in 2019 that military personnel who have been traumatized, hospitalized or injured in war are at a higher risk of developing mental health and substance abuse problems. What's more, service members with SUDs are three to four times more likely to be diagnosed with PTSD or another major depressive disorder.

Sgt. 1st Class Marcus Jackson, who is the senior HR sergeant at the Human Resources Office of the Maryland Army National Guard, shared his firsthand knowledge of depression and substance abuse in the Army. He observed, "It's

important to remember that Army Soldiers are still human beings first and they deal with real-life problems just like any other human being."

In Jackson's opinion, military personnel have the resources and support they need to successfully combat a mental health crisis or substance use disorder, but awareness is a big problem. "I do believe the resources are there," he said, "but the military can do a better job of highlighting those resources and fighting the stigmas around mental health particularly depression. A lot of Soldiers associate mental health with weakness, and that stigma must be eliminated."

Get Involved in National Depression Education and Awareness Month

If you'd like to participate in National Depression Education and Awareness Month, one way to raise awareness is to provide information and resources to Army Soldiers, Veterans and Army Families.

As Jackson noted, "There are so many people suffering in silence, and we must find ways to connect more with that population."

SAMHSA has a crisis hotline that provides support 24/7 every day of the year. If you or someone you know may be suffering from depression or another mental health problem, help is available by calling 800-662-4357.

The Army Resilience Directorate website offers additional resources that Soldiers and Family Members can use to help them cope with alcohol and substance abuse at: <https://www.armyresilience.army.mil/substance/index.html?armystandto>

What is Physical Fitness? Understanding its Multiple Meanings

By Human Performance Resources by CHAMP at the Uniformed Services University

Merriam-Webster defines physical fitness as "good health and strength achieved through exercise." But what exactly does that mean?

In the real world, the definition of being physically fit varies from person to person. For some, it means meeting the [physical activity guidelines](#) to stay healthy. For others, it means being an Olympic athlete and among the fittest people on the planet. This wide range also exists within the military, where desk workers need to be active and fit enough to pass their [Service's physical fitness test](#), but Special Operations forces need to be in superior shape in order to operate as independent small teams in taxing environments.

Whether your goal is simply to stay moderately active or to achieve elite-level fitness, the basic recommendation is the same for all Americans: Each week engage in 150 minutes of moderate-intensity [cardiovascular](#) or [cardiorespiratory](#)

activity (these have slight differences) plus two resistance training sessions to maintain muscle and bone health. The goal is to keep your heart strong and your [body composition](#) within a healthy range.

Along with supporting good physical health, physical fitness maintains other aspects of [Total Force Fitness](#):

- **Staying active helps [improve mental health](#)** and can reduce your risk of depression and anxiety
- **Activity helps with [weight maintenance](#)** when paired with a [healthy eating pattern](#)
- **Having a [fitness battle buddy](#) builds [social support](#).** And for children it's especially helpful while they're growing and learning [valuable social skills](#).

When it comes to improving and maintaining physical fitness, start by setting [SMART goals](#)

based on what level you need to be at for work and what level you want to be at in your personal life. If a base level of fitness is where you need to be to [perform optimally](#), great. [Get moving](#) and keep moving! If you have a more demanding job or your fitness goal is to be very fit, make your PT [functional](#) and align your workouts with your job tasks. Most service members will be somewhere in the middle, requiring regular exercise that helps them do more than simply maintain their health. No matter what your goals are, [start with the basics](#) by improving your [muscular endurance](#). This creates the foundation for the higher-intensity resistance training you'll need to do to improve your strength and power.

For more information about optimizing your physical performance, visit Human Performance Resources by CHAMP's Training & Performance section at [HPRC-online.org](#).



ARMY RESILIENCE

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER

OCTOBER 2022

HAIL AND FAREWELL

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

Hail

- Ms. Sarah Hogue, Integrated Prevention Division
- Dr. Marjorie Dorak, Integrated Prevention Division

Farewell

- Sgt. 1st Class Mary Wright – SHARP
- Col. Matthew Weber – R2I&T
- Mr. Nate Evans – SHARP



UPCOMING EVENTS

NOVEMBER

CASCOM and Fort Lee SHARP and Resiliency Summit

November 8: The SHARP and Resiliency Summit will bring professionals from across CASCOM and Fort Lee to spend the day focusing on Sexual Harassment/Assault Response and Prevention and resiliency issues. ARD will be presenting. **Location:** Fort Lee, Va. **Learn more:** <https://home.army.mil/lee/index.php>

National Association for Behavioral Intervention and Threat Assessment (NaBITA)

November 14–16: The conference focuses on the field of behavioral intervention, threat assessment and case management for schools, campuses and workplaces. **Location:** Palm Beach, Fla. **Learn more:** <https://www.nabita.org/conferences/ac22/>

DECEMBER

Fort Bragg Special Victims Summit and SHARP Leadership Forum

December 6: The Summit will take place at the Iron Mike Conference Center and is for all interested Medical, Law Enforcement, Legal, FAP and Victim Advocacy personnel, as well as SARCs, Behavioral Health Providers, Social Workers, First Responders and Command Teams. Jill Londagin, Director of the Army SHARP program, will present. **Location:** Fort Bragg, N.C. **Learn more:** <https://bragg.armymwr.com/programs/sexual-harassmentassault-response-and-prevention>

Army Profession Forum

December 7–8: The APF serves as a platform for senior Army leaders to discuss topics relevant to the profession. **Location:** Alexandria, Va. **Learn more:** <https://capl.army.mil/apf/>



New Ways to Connect with ARD

You can now follow us on Instagram and LinkedIn

 www.instagram.com/armyresilience/

 www.linkedin.com/company/u-s-army-resilience-directorate/

THIS IS OUR ARMY.

TOP FACEBOOK POST



U.S. Army Resilience Directorate

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The Military Crisis Line is available 24/7, dial 988 and press 1. In Europe, call 0800 1273 8255. In Korea, call 080-855-5118. <https://www.veteranscrisisline.net/~military-crisis-line/#ConnecttoProtect>

If you or someone you know needs support now, call or text 988 or chat 988lifeline.org



Reach: 2.7K

SOCIAL MEDIA UPDATE

Follow @ArmyResilience

Please coordinate with your Public Affairs Office to share or retweet @ArmyResilience content on Command or Installation Facebook, Twitter, Instagram and LinkedIn platforms. Contact Mr. Kevin O'Brien for questions regarding ARD social media at kobrien@strategyconsultingteam.com.

TOP TWEET



U.S. Army Resilience Directorate

Family is why we serve. On #NationalFamilyDay, we send a heartfelt thank you to the Families who support our Soldiers. We couldn't accomplish our mission without you. #FamilyStrong



NATIONAL FAMILY DAY

Impressions: 1.3K

Army Resilience Directorate

ARD COMMUNITYLINK

November 2, 2022. Volume 7, Issue 1

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

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