

# A Leadership-Centric Approach to SHARP Program Training

## Transcript: US Army Resilience Directorate Outreach Webinar

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### **Presenter:**

Colonel Lawrence M. Burns & SGM Sharita N. Onugha

- David Gercken: [00:00:01](#) Well folks, it's the top of the hour, so let's get started. Welcome to today's Army Resilience Directorate outreach webinar for December: The Leadership-Centric Approach to SHARP Program Training. At this time all participants are on listen-only mode; however, you can ask questions or make comments at any time by placing them in the chat logs. I just want to reiterate, please, I encourage everybody to comment in chat. This is a very open discussion. Both of these senior leaders will talk about talking with people and not at people. We had a great discussion earlier today. I just want to really encourage everyone to engage and take the opportunity with these two senior leaders to have a great discussion. There will be several opportunities to ask questions throughout, and we'll take time at the end for Q and A. Please note the views of ARD outreach webinar presenters are their own and are not endorsed by the Department of the Army or the Department of Defense.
- David Gercken: [00:01:26](#) This month our special guests are Colonel Lawrence Burns, the Director of the SHARP Academy out of Fort Leavenworth, Kansas, and Sergeant Major Sharita Onugha, the Army Resilience Directorate Sergeant Major. Both Colonel Burns and Sergeant Major Onugha have extensive leadership experience at all levels of the Army, and I encourage you to read their bios which were included in the webinar and are on both the SHARP Academy and Army Resilience Directorate websites. We're very fortunate to have these two senior leaders. We have a lot to cover in the next hour. We want to have plenty of time for your questions and comments in the discussion. So I'd like to hand it over to this month's host, Sergeant Major Onugha. Sergeant Major, welcome back.
- SGM Sharita Onu...: [00:02:08](#) Thanks, David. Good afternoon, team. On behalf of our G-1 leadership, Lieutenant General Britto, Sergeant Major Clark, our ARD Director Dr. Helis, and the whole ARD team, welcome to

our monthly webinar. First, I want to say that I hope you all are safe, happy, and enjoying the season holidays. As I was telling David earlier, this particular part of the year is my favorite because it really amplifies social connections, support, and celebrations with Family. These are some of our best protective factors in our whole of health and against harmful behaviors. It creates that warm and secure feeling. First of all, I want to say good afternoon to our guest, Colonel Burns, and before we get started, Sir, you could take a moment and tell us a little bit about yourself.

Col Lawrence Bu...

[00:03:11](#)

Okay. Sergeant Major, thank you for the opportunity. A little bit of background: I enlisted in the Louisiana Army National Guard as a single channel radio operator back in August 1987, so I've been doing this for a little while. Later on, I was commissioned as a regular Army signal officer out at Tulane Army ROTC in 1993. Over the past 34+ years, I've been blessed to serve in a wide variety of units and all three composites across the world, to include commanding a tactical single company in Hawaii, serving as professor of military science at Louisiana State University, and commanding a MEDCOM Warrior Transition Battalion in Europe. Last year I competed against 18 other well-qualified Colonels to be selected as the third director of the U.S. Army SHARP Academy here at Fort Leavenworth, Kansas. It's a great honor to serve in this position. It presents me a grand opportunity to make a difference in the Army, especially since this is my final assignment as a military member of the United States Army. So it's a great opportunity to go out with an outstanding job. So with that said, I'll pass it back to Onugha.

SGM Sharita Onu...

[00:04:42](#)

Okay. Sir, I personally know your story because we get to have our discussions every time either I come visit you at Leavenworth or you come up to the D.C. area. Every time, I'm just totally amazed about your back story, and of course, we're happy to have you here. And that's not biased just because you are a signal leader. I am proud of that, but it's just because you're an awesome leader, and I really love your grassroots perspective when it comes to looking at how we can improve things for our Soldiers, our civilians, and our Family members, and I appreciate that, Sir. You and I have been talking about how our junior leaders are the closest touchpoint to our Soldiers who are most impacted by sexual harassment and assault. A lot of our efforts are aimed at arming our junior leaders with everything they need to effectively and confidently prevent and respond to sexual misconduct in their squad. I think we also agree that we have to change our approach to SHARP program training, education, and implementation to improve those efforts. We've also discussed we have so many initiatives

driving the future of the redesign of the SHARP program to include improving prevention, victim care, identifying repeat offenders, and formal training at all levels. But today we would like to open the discussion for you to share your perspective about the SHARP programs component, the continuum of education, as well as the release of the FY22 annual refresher training. Before we get started I'll turn it over to you for a few opening comments, Sir, about our discussion.

Col Lawrence Bu...

[00:06:56](#)

Sergeant Major, once again thank you for inviting me to participate in this forum. When I look at leadership in this role, I go back to the first sentence in the Ranger Handbook. It says leadership is the most essential element of combat power, to provide purpose, direction, and motivation in combat. We're combating these harmful behaviors. The best thing we can do for our formations is enable our leaders to train and inspire their subordinates to actively prevent and appropriately respond to sexual harassment and sexual assault. It's essential to the success of the SHARP program. It is also essential to fostering healthy climates and building cohesive teams. I'm truly pleased to have this opportunity to have this conversation with you.

SGM Sharita Onu...

[00:07:59](#)

I'm glad you're here because we've had a lot of one-on-one discussions, and I was really excited for the opportunity to share your perspective and your method of delivery about our effort to the field because I really believe they deserve your perspective, Sir, being the Director of the SHARP Academy responsible for our training and education and a plethora of tools and resources to help get after it. Our SHARP program efforts converge at reducing sexual assault and harassment through cultural change, prevention efforts, intervention, accountability, advocacy, response, and so many other things. What is your perspective on the linkage of SHARP components, starting from the unit going all the way up to the strategic effort; the linkage of those components in addressing all of those efforts and how they will help unit leadership, from squad up, create a culture of trust, cohesion, and safety?

Col Lawrence Bu...

[00:09:17](#)

Sergeant Major, it's often that you can get confused with the plethora of policies and laws and all these instructions that are out there. I just want to keep it down to the simplest form. Although the SHARP program and its resources are driven by Army policy that's managed by the SHARP program office up at HQDA G1, SHARP is a command program. Therefore, it is primarily intended to be executed at the unit level to assist commanders to prevent and respond to sexual harassment and sexual assault. When we look at the unit level, the three major

components there are the prevention activities, response actions, and training. So getting down at, "What does that really mean?" We look at prevention. Prevention is focused on the harmful behaviors of sexual harassment and sexual assault. How do we understand our environment, understand our formations, so that we can promote healthy relationships and healthy climates and deter these harmful behaviors? That's prevention.

Col Lawrence Bu...: [00:10:31](#)

Then when you look at response actions are solely focused on the care and support to the victim, not to be mistaken and get distracted with, "What are we doing with the offender, or the alleged offender?" It's about what we're doing take care of and support the victim. Then when we look at the third component, to me that's one of the more important ones, is training. Training is the key enabler and force multiplier to unit level SHARP program execution. It gives us the tools and the skills to get out there and get after preventing and responding to sexual harassment and sexual assault. This serves as a connective tissue between both the prevention and response phases.

SGM Sharita Onu...: [00:11:24](#)

Okay, so what I hear you saying, Sir, is that understanding that the most impact is at unit level. So can you explain what level of understanding of the program is expected at each level of career progression?

Col Lawrence Bu...: [00:11:45](#)

Yes, Sergeant Major. I think what you're referring to is what are we arming our workforce with in order to prevent and respond? And so part of that is done in the institution where we educate our members of the force. So I'll talk about that first.

Col Lawrence Bu...: [00:12:05](#)

SHARP Academy, my organization, provides learning content for all of the professional military education from Basic Training all the way through Brigade Pre-command Course. Each progressive level of this military education has SHARP general learning outcomes aligned with the competencies expected at that workforce level. I'll give examples as we stairstep up the continuum of military education. Initial military training: that's our entry level education. That includes Basic Training, AIT, and bowling. So, getting after that the junior enlisted and junior officer crowd.

Col Lawrence Bu...: [00:12:54](#)

It targets SHARP program fundamentals focused on the individual's role and responsibility with respect to SHARP. If you take the next step up into the mid-grade education level, that includes the Basic Leader Course, Advanced Leader Course, and Captain's Career Course. So we're talking about small unit leaders, squad leaders, team leaders, and the company

commanders. They're focusing on team building and leading units to promote these healthy climates and deter the harmful behaviors. As we step it up to the next level of education, the intermediate-level education, that includes your Senior Leaders Course, Master Leaders Course, and CGSOC. So we're talking about the Master Sergeant, Sergeant First Class, and the Majors, the Iron Majors, the XO's, and the S3s, and the Ops Sergeants. This focuses on operational aspects of the SHARP program, how to integrate and synchronize the program elements and employ resources to prevent and respond to sexual harassment and sexual assault using the Ops Process Mission Command. Then we look at the strategic level of education. That includes the Sergeants Major Academy, Army War College, and School for Command Preparation. So we're talking about our Sergeants Major, who are the tie-in in Brigade Command Teams. This is focusing on shaping operations, how to set conditions for SHARP program success across the command. So as you step up in the levels of responsibility, you have different elements of education that prepare you for those responsibilities.

SGM Sharita Onu...:

[00:15:10](#)

So I see a deliberate pattern of learning at all levels, expected for leaders to truly be engaged in the effectiveness of the SHARP program. It's very deliberate. But there is some focus on squad-level, based on the new annual refresher training. Wait a minute. What I'm trying to say is the deliberate pattern is there. It is clear. There are expectations of each level of leadership to have a certain level of understanding of how the program is executed to ensure that they're supporting properly. I see that there is a clear focus on the squad leader level, based on the new training that was recently released, and so I was wondering if you could share a little bit about that. How do you think that training supports the SMAs' initiatives and the leaders' effort to nurture climate and culture?

Col Lawrence Bu...:

[00:16:25](#)

Sergeant Major, what I showed you in the progression in professional military education shows the institution domain of training. Of course, now you have the operational domain which is training and education that takes place within our formations, within our units. That is really an important space, and this where you can make a lot of money. Even though you learn something in the schoolhouse, you've got to be able to apply it within the formation. And so we see the annual refresher training as a grand opportunity to get after demonstrative leadership in this space. The previous annual refresher training. Go to next slide please. The previous annual refresher training, although intended for small group, leader-led, it wasn't formatted that way.

- Col Lawrence Bu...: [00:17:42](#) And we received feedback from the field, and not only from the field, but there were outcomes from the People First Task Force unit leaders solarium that said, "Hey, we need to make improvements to our annual SHARP training." So the SHARP Academy redesigned the annual refresher training support package for FY22 in order to better enable leader-led small group delivery and reduce the degree of reliance on SHARP professionals to deliver this training. Notice I didn't say eliminate. I said reduce. So we wanted to make it more deliverable for first-line leaders. This approach is intended to increase the opportunity for our leaders to build trust with their subordinates by demonstrating their confidence with and commitment to SHARP. So in the redesign, here's some of the things we did: We removed all prescribed PowerPoint slides. I know that breaks everyone's heart because they just love death-by-PowerPoint. We removed all the PowerPoint slides and replaced it with the SHARP reference card as the primary training. With the SHARP reference card...
- SGM Sharita Onu...: [00:19:14](#) That's the GTA card, right, Sir?
- Col Lawrence Bu...: [00:19:16](#) Yes, it's the GTA card. You put that in your pocket, and you take it wherever you need to go. It adds brevity, and it also adds flexibility for the trainers. They've got everything they need in that card. They don't need a projector or anything to do this.
- Col Lawrence Bu...: [00:19:39](#) We organized the training into five distinct modules—prevention, intervention, sexual harassment, sexual assault, and retaliation—to provide leaders with flexibility in delivery. They can choose to do all of the five modules at the same time and knock it out, or break it up into five individual modules. They can also tailor the delivery to meet the target audience. So if your organization has more senior folks, the conversations you have associated with these modules may be different than what you would if you had a more junior crowd. The way that we broke this down allows for that. It allows for the trainer to better tailor the delivery. We more than doubled the number of scenario-based vignettes and added a video library to provide leaders with additional tools for guided discussion. As we stated earlier about not talking at people, we're talking with people, and this allows for more of a guided discussion delivery.
- Col Lawrence Bu...: [00:20:56](#) I think that that winds up becoming a little bit more effective because then you start to build buy-in from the learners because they don't feel like, "Hey, I'm just being talked at." Rather, "I'm a part of this conversation; I'm a part of the solution." We integrated checks on learning into each module in addition to a collective check on learning trifold. That way it

enables the trainers to do one module at a time and still have a targeted check on learning for each smaller module. Then we dedicated an entire section to the TSP (training support package) to applying the eight-step training model to annual refresher training execution. The sum of all these changes are intended to empower first-line leaders to train and inspire their subordinates to actively prevent and appropriately respond to these harmful behaviors. Thus further enabling these leaders to build cohesive teams based on mutual trust that are fit, well-trained, and disciplined, which means that this is completely in line and supportive of the Sergeant Major of the Army TIMS initiative.

SGM Sharita Onu...: [00:22:20](#) Okay so a couple questions: You stated earlier on that you got a lot of feedback during the solarium at West Point that we had. Can you describe the participants, the grade of the participants, a little bit of their background, as to how this would make it effective for the target population? Do you remember the participants?

Col Lawrence Bu...: [00:22:53](#) This occurred before I was in the seat, so I'll be open kimono on that, but as I understand it, this was a younger crowd. So we're talking a 17- to 24-year-old crowd. When we say junior leaders, we're talking about the Sergeant, Staff Sergeant, and we're talking young Lieutenants. These are the folks that are in the middle of the hot zone, if you will, for instances of sexual harassment and sexual assault. Really the feedback that we got from that is three things. It was to do away with the PowerPoint. No more PowerPoint. Get rid of the PowerPoint. Include more scenarios, and use the eight-step training model because that's how they're being taught to deliver training. They want the training to be packaged in a way that matches up with the way that they're being taught to train.

SGM Sharita Onu...: [00:24:01](#) Sir, what is the major confirmation of learning here? How does a leader know that the target audience has taken away from the training what they are required to understand as it relates to the continuum of education and the desired result of the TSP?

Col Lawrence Bu...: [00:24:29](#) Sergeant Major, one is that instead of having this huge room of 300 people, 100 people, packed in there where you can't even see the eyes of the learners, we're doing this in a small group. It's intended for a small group. So you're going to have body language feedback of whether someone is getting that. They probably feel a little more comfortable in asking a question in a small group, so you get the feedback during the training.

- Col Lawrence Bu...: [00:24:59](#) Then, of course, like I said, we have the check on learning at the end of each module. We have vignettes that have questions associated with them: "How would you react to this situation? What was this that happened?" So there is a confirmation that they are understanding the concepts, if you will. Then there is a summative trifold at the end with some checks on learning. Now I'm going to tell you, full honesty, it's not where I want it to be at. I think that something important that we need to do moving forward is more of a comprehensive, more rigorous and measurable training assessment tool. And that's something that we're looking to do in the next evolution with the annual refresher training.
- SGM Sharita Onu...: [00:25:48](#) I like that because that takes me back to a conversation that we had with the Sergeant Major of the Army. Remember that meeting that we sat in, and he was talking about some sort of certificate of attendance compared to something really stating that the individual took something away from the training. A confirmation of learning through an exam or something that actually had metrics, that was measurable, to take away from the training. You want to expound?
- Col Lawrence Bu...: [00:26:28](#) Sergeant Major, first of all, that is the same frustration that I have with the annual refresher training walking into this job. The only thing that the previous version of the annual refresher training measured was your ability to sign in on the sign-in roster. That was the only gradable thing that we delivered. Now, that's not to say that there wasn't some highly-motivated folks out there that took the check on learning sheet and went ahead and did a check on learning, and maybe they also executed this in a small group. But when you're doing 300 people in a team session or a hundred people in a room, it's just virtually impossible to get after a confirmation of learning. So I agree. I do recall the meeting with the Sergeant Major of the Army's front office, and there was really kind of three takeaways that they were asking for moving forward on the annual refresher training.
- Col Lawrence Bu...: [00:27:45](#) One was that you've got to get to learner buy-in. The learners have to understand where they fit in this process and why this is important to them. The next one is we need to make it tailorable to the audience. Then the third one, which you mentioned already, is it needs to be measurable. We believe that we've gotten after at least the first two by reinforcing the small group leader-led, putting the modules in a more flexible package, five modules that can be delivered based off of how the trainer makes the assessment. So I think we got after the first two. We slightly got after the third one, but I think, like I



said, we have some room for improvement there, and that's one of our major efforts moving forward and evolving the training.

- SGM Sharita Onu...: [00:29:02](#) Okay. I definitely agree, Sir. Let me go to Sergeant Davis really quick. Sergeant First Class Davis said, "In the BCT environment, it's a little hard because we are still teaching in groups of 150 to 250, which gets back to your point of the challenge of presenting or delivering this training to a large group. How do you confirm learning through the method that we had in the old training in that type of a group?" Sergeant First Class Davis said, "Effectiveness really depends on the person that is leading the training and being able to get people to participate." Which is spot on to what you said, Sir.
- Col Lawrence Bu...: [00:29:52](#) Yeah, I agree that, first of all if you're not passionate about taking care of Soldiers, you shouldn't be out here in front of people trying to train on something that is about taking care of Soldiers. So I agree there. I'm presuming when he says BCT he's talking about Basic Combat Training. Basic Training and not Brigade Combat Teams. Did I get that wrong?
- SGM Sharita Onu...: [00:30:23](#) No, I'm thinking Basic Training as well.
- Col Lawrence Bu...: [00:30:25](#) Okay. So, going back to that. You have annual refresher training which is the basic skills common to all, that we all have to have that refresher every year, and then you have the entry level training that is part of Basic Training. Kind of a different approach. That's how they deliver to Schoolhouse. I don't know if he's talking about one in the same or he's talking about delivering the annual refresher training.
- SGM Sharita Onu...: [00:31:02](#) Okay. First Sergeant Johnson said, "I'm guessing it was Basic Training, and it is difficult, me being a former drill sergeant, to do confirmation of learning unless you pass out a written exam to everybody on a piece of paper and you grade it. It's difficult to get a positive feedback in a group that large in a short amount of time."
- SGM Sharita Onu...: [00:31:27](#) I want to reach out. First Sergeant Johnson stated, "A lot of facilitation techniques required for this training, I have only ever experienced when I attended and taught at the ASA. Has there been talk about reaching out to [unintelligible] to start including effective communication in all levels of COPDS and officer education so that all training, but particularly this one, can be more effective?" So I'll comment on that one. So currently, we've been working with a group called Enlisted Leader Research Group.

- SGM Sharita Onu...: [00:32:11](#) They have an effort that they're working on called Talk Like a Leader, and it is focused on improving communications, especially regarding difficult conversations. That particular training can be further reinforced through the 32 performance centers that we have across the Army. The other leadership development courses that we have. We have SLDC for Squad Leader Development Course, and we have Leader Development Course that addresses effective communication and some basic small group learning instruction. But that is a coordination that requires a leader to be self-motivated. To actually reach out to the performance center and conduct the coordination for a small group or for those individuals you might identify as challenged. So, First Sergeant Johnson, PME is looking at that particular effort. But right now, it's available through the performance centers. I hope that helps answer that question. Okay.
- SGM Sharita Onu...: [00:33:31](#) Sergeant First Class Davis said, "Yes, that was Basic Training." Let's go back to the discussion. We were talking about the FY22 training. That was good, and I think everybody can get the gist of what we're trying to get after there. I want to know is is the Academy working on any other projects to enhance training and education efforts? Any new developments, Sir?
- Col Lawrence Bu...: [00:34:01](#) Okay, so first of all, let me go back to how we're going to continue to evolve this. One, this addresses the comment that you just made before about, how do we help better prepare the trainers the leaders to execute this training? So we're developing a training prep guide to further assist units and with their Train the Trainer efforts. So really we're talking about steps two and five in the eight-step training model. Part of prepping those trainers is rehearsals.
- Col Lawrence Bu...: [00:34:40](#) Having served at MCTP, Mission Command Training Program, being a general controller trainer, the progression of going through murder boarding to present our topics, I'll tell you, you get scratched up with some sandpaper and a wire brush. But when you come off the back end of that, you're ready to present to a hostile crowd. So, the better we help prepare our leaders to deliver this training, the better off we're going to be. So we're trying to help with that process by providing a training prep guide based off of the best practices lessons learned that we're collecting from the field. Then we're looking at reshaping the annual refresher training modules into skill level one common task-like format to be in a more familiar form for small unit training. So taking away from being administrative to more operational.

- Col Lawrence Bu...: [00:35:57](#) It doesn't mean that it's going to be in a form that's not conducive for civilian audiences. It's just a better form of delivery at the lower level. Then develop more rigorous and measurable training assessment tool. We talked about that, and so we have some ideas on how we're going to do that. That may include digital delivery of that assessment. But the whole intent is that we're going to go beyond just comprehension so that the learners not only can recognize topics within SHARP, but be able to be presented with a scenario and then select the right response. It makes them think a little bit more than just react. And then making these SHARP training tools more accessible on mobile platforms such as smartphones and tablets, to accommodate how today's leaders operate on the go. That's all applicable with not just the SHARP annual refresher training, but we also have complementary training TSPs that are also available.
- Col Lawrence Bu...: [00:37:23](#) Now, first of all, I'll go ahead and say that every one of our training support packages are available on ATN, Army Training Network, at [atn.army.mil](http://atn.army.mil). And if you go backslash SHARP, they'll take you straight to all the SHARP TSPs. The only challenge with ATN is it's behind a CAC card authentication, so if you're on a computer like your personal computer, and you don't have a CAC card reader, it becomes a limiting factor. We have a solution for that which is at the end of this past fiscal year we stood up the SHARP learning portal. So if you look at the web links, down at the third one, it says SHARP learning portal. That's the link to SHARP learning portal. Easy to remember: [SHARPllearningportal.army.mil](http://SHARPllearningportal.army.mil). And it has all of our training products available where you don't need to have a CAC card to access.
- Col Lawrence Bu...: [00:38:28](#) This product, the SHARP learning portal, isn't exactly where we want it to be because my next evolution that I want to see in this is that these products will then be able to be accessible on a smartphone. You can get to that portal on a smartphone, but when you go to download some of the products, it gets problematic because it's zip files and it doesn't translate. Our intent is that you'll be able to view the products straight off the portal. That's one of the initiatives that we're doing. And then, like I said, all these different TSPs, we have Bystander Intervention Technique Training Support Package. We have the Escape Room Challenge Training Support Package, which is basically a gamification of SHARP knowledge. This is a fun way to approach it. We've had feedback that the escape room could be stressing people out.

Col Lawrence Bu...:

[00:39:30](#)

So you can flip this into a game show; you can flip it into, instead of an escape room, it could be breaking into a box. Your imagination is the only limit you have to how it deliver it. Then intervention skills training support package. And so that's a situation-based intervention skills training. So we have all of that along with the SHARP Elite, which is the emergent leader immersive training environment. We ought to have these acronyms that have a bunch of words with them, but it's an interactive virtual training environment. Then we have a command team trainer and a bystander virtual exercise. These are all available on milgaming.army.mil. The thing about these is that they are a downloadable application onto your computer, so if you're downloading it to a military computer, it requires an I.T. specialist to give you that information to put it on there.

Col Lawrence Bu...:

[00:40:48](#)

However, we are working with the Army G-6 in our cyber to add this as an optional install on the enterprise software center. So hopefully soon this will be on everybody's machine available. The next evolution in this is making it a web-based application, so you don't even have to download the software to your machine and just have it available through the SHARP learning portal. So these are just samples of what we already have and where we're going forward and how we're trying to improve it to make all of these training products accessible and usable to the to the Army. One last thing, within the transport package, there is a QR code in there. So for feedback, if you want to tell us how we're doing or make recommendations on how to improve it, just take a picture of that QR code. It'll send you to email and send us the feedback. And we're constantly looking at improving our products. I know that was long.

SGM Sharita Onu...:

[00:42:00](#)

Yeah, I would try and remember my questions. So one of the things you were talking about was the participants stressing out. This goes back a while back, so I hope you can can kind of remember where you were. We were talking about the TSP training and it being conducted at the squad leader level in small group sessions. I wanted to ask you, because a lot of people in the field have questions about this, if the SHARP professional is not required to be in the place of training, what does the squad leader do, or how do they respond when they have an individual who responds to the training by remembering an incident related to harmful behaviors, or they know someone that experienced it, but either way they have a disturbing experience to the training conducted. What does the squad leader do or that small group instructor do to help that individual?

- Col Lawrence Bu...: [00:43:20](#) So I'm going to break this down a little bit. So, first of all, I didn't say eliminate the participation of a SHARP professional in annual refresher training. I said that we're packaging the training to reduce the reliance for delivery of the training. This goes to what does it say in the regulation with regard to the presence or the necessity for the SHARP professionals with regard to annual SHARP training?
- Col Lawrence Bu...: [00:44:05](#) I'm going to go straight to where it says it in 6R-20. "Annual training will be conducted face-to-face using the approved Department of the Army SHARP annual training support package available on ATN. Commanders will determine the duration, location, and means for conducting the training. Unit leaders will lead the training with the assistance of certified SHARP professionals." I combined those last two sentences. So "leaders lead with the assistance of... Commanders determine the means for conducting a training." So in determining the means, you've got to do a risk assessment. You've got to look at what you have within your formation and what means you need to have present, on station. To me, I look at the SHARP professional much like medical professionals that I need to have on a range. If I'm running a range, do I need CLS? Do I need an FLA on the range? Do I need to have an aid station in the field? Depends on the type of range I'm running there. Is it combined arms, live fire, whatever? But there is a risk assessment that takes place. So I know I'm going a long way to get to the answer that you're looking for. I see you raised your hand, Sergeant Major.
- SGM Sharita Onu...: [00:45:40](#) Let me give you a scenario, and you tell me, am I interpreting properly? So if I was a squad leader and I want to conduct a module training in effort to prepare for annual refresher training face to face with our SHARP professional, but I want to do a small group session, maybe I would in my eight-step module preparation, in my risk management, maybe I would make contact with the SHARP professional to let them know, "Hey, I'm conducting training this such and such date. We'll be at this particular location. These are the number of participants. I'm not aware of anyone that has had any issues before, but in case, I wanted to ask if I can have you on standby. So if I had an issue I could reach out to you, and you could physically be on the scene." Is that a good interpretation?
- Col Lawrence Bu...: [00:46:40](#) Absolutely.
- SGM Sharita Onu...: [00:46:42](#) If I had a low-risk environment. Now, if I did an assessment and my environment was deemed to be high risk, maybe I would ask that SHARP professional to be on scene. But that would be up to

that commander or that unit leader to identify that risk and appropriately address it. Am I making a proper assessment?

Col Lawrence Bu...: [00:47:08](#) Absolutely. So you go back to the eight-step training model. You're doing planning for that training. As a part of that planning, you're doing your risk assessment. In the risk assessment, you're identifying hazards and risks. Then you're applying resources against that.

Col Lawrence Bu...: [00:47:28](#) Example: we're going to do annual refresher training in the headquarters building which, oh by the way, the SARC and the VA happen to be resident in that building down the hall and we're in the conference room. Do they necessarily need to be in the room? Maybe not. Depends on if you got a little risk for a reaction. Maybe just down the hall is good enough.

Col Lawrence Bu...: [00:47:59](#) Maybe, hey, we've had a high incidence of these types of harmful behaviors, or we know that someone that's in that training audience has experienced that, then you probably want to have them in the room. But it's all about that assessment. The reason why I went to the regulation is because I just wanted to state that the commanders have their responsibility to determine those means to what they should be doing. I mean what needs to be applied. However, it makes sense to have what you need on site to accommodate unintended consequences.

SGM Sharita Onu...: [00:48:41](#) Okay. That makes sense, Sir. We're kind of having to combine the discussion and question-and-answer session because we're getting short on time. I saw. A comment here by Captain Wu. I hope you're still here with me. The comments stated the Soldiers are receiving the training. Basically, the same emphasis on Soldier training needs to be placed on leaders from every level. And I just would like to confirm or reassure that we are now routinely implementing training at PCCs. All our new battalion and brigade leaders are getting this SHARP training, and we are now creating products similar to our chain teach for suicide prevention and the same efforts to ensure that we get that top-to-bottom, bottom-down understanding and support and leadership engagement of the SHARP program holistically. So yes, it's at PCC, and we're working on the same efforts for the First Sergeant and commanders course, Captain Wu. Does that help? I hope you're still here. I know we've gotten long-winded.

Col Lawrence Bu...: [00:50:15](#) Yeah. So I'll just go another step further which is that we are continuing to evolve the content available for the Company Commander and First Sergeant Course and the Pre-command

Course so that we can address those 19 required learning outcomes for that level of education.

- SGM Sharita Onu...: [00:50:42](#) That is good to know, Sir. So, Captain Wu, give me a thumbs up in the chat or something. Let me know that you received my feedback. Oh yeah. You're still there. Okay. Staff Sergeant Glen stated, "I think teaching in a smaller group will have a bigger impact on learning, especially if it is separated by experience." Yes. "Junior Soldier, senior leaders, command teams, etc. How do we as VAs or SARCs enforce small group training with leadership? Will there be a policy stating no more than so many number of personnel can get taught SHARP at once? Leaders tend to value training to time versus training to standards and that's my top." Okay.
- SGM Sharita Onu...: [00:51:31](#) Sergeant Glen, you just made a point that Colonel Burns and I were talking about earlier, SMAs (Sergeant Majors of the Army) stating that participation versus actual confirmation of learning, that should be our target goal. So one of the developments Colonel Burns and the team are working on going forward is a more robust confirmation of learning through assessment. How that's going to look, we're not quite sure yet, but we want it to be something that we can actually track and measure for effective learning across the force, one. Two, not so much about the policy regarding how many can participate, but this, what we're doing right now, is the first step of informing the force as to the expectations of this training and the impact that we're looking for. And Sergeant Major of the Army is all on board as well. The discussion is starting to happen but the leadership, the support and the enforcement is going to have to come from those engaged leaders just like you, asking the right questions.
- SGM Sharita Onu...: [00:52:40](#) The fact that you were able to pull that from this discussion, that lets me know that we have the right leaders asking the right questions. I'm so happy because we are trying to improve the understanding and influence of our junior leaders across the force. So, great question. Great feedback and great question. One more, Sir. Sergeant First Class Garff. "What guidance can be given for those units' companies that continue to solely rely on SARCs and VAs to give all of the unit's annual refresher training despite the SHARP TSP is stating it should be leaders giving the training?" So I think I kind of just answered your question too. We're starting at the strategic level of that strategic messaging in regards to this training, and we'll just have to get more support from our Army senior leaders to help support our directorate leaders in getting this information across. And of course when that message comes down you reinforce it.

- SGM Sharita Onu...: [00:53:46](#) So where do I get after this? I know we will because this training directly aligns with the TIMS initiative. It's about improving cohesion and trust in the climate and the culture and and discipline. That is coming from squad leaders. That's the first touchpoint. So this, being able to sit down with your squad under a tree. I remember that. Okay. Don't you all start talking about my age. But I remember that when I was a young Soldier, spending time with my platoon sergeant, my team leader under a tree, just us. Nobody standing over our heads, but talking about social behaviors and what the standard is and the consequences for deviating from the standard and the resources that we had at touchpoint to get the assistance that we needed. We got that from our first squad leader, our first-line supervisor. Our commander didn't have to come and tell us that. The commander was the reinforcer, but that climate was established by my first-line supervisor. Culture was established by our senior leaders and the climate was nurtured by our first-line supervisors, if that makes sense. Okay, so one last question for you, Sir. Okay. What do you say?
- SGM Sharita Onu...: [00:55:09](#) You ready for this one, Sir? I'll give you a gold star if you get this one right. "What do you say to Soldiers who view annual training requirements such as SHARP as check-the-block type exercises? How do you think this new training will change their perspective?"
- Col Lawrence Bu...: [00:55:28](#) So once again going back to the whole approach of leader-led and small group. This gives the leaders the opportunity to demonstrate their commitment to SHARP, to prevention and response to sexual harassment and sexual assault. It gives the opportunity for them to demonstrate their competence with it. So if it's important to the leaders, it's going to be important to the Soldiers. How better can you do that than hearing that from their first-line supervisors? The other thing is, and this goes back to how do we influence our leaders above us? If I'm an NCO inside a company, and I'm like, "Hey, we need to do this in small group." And my company leadership is saying, "No, we want to do this in a big group." You've got to get to the why? Really, just why are we doing this? And it's about business. I share this with other groups that I talk to about the why.
- Col Lawrence Bu...: [00:56:46](#) When I look at the why of SHARP, I look at it this way: the sons and daughters of America volunteer to serve in this nation's Army. On a daily basis, they raise their right hand to swear to support and defend the Constitution of the United States against all enemies, foreign and domestic, to bear true faith and allegiance to the same. And they are prepared to give their lives in the defense of this nation and to preserve the blessings of



liberty for themselves, for their Families, for their friends, and those they know and those they don't know. And we as members of this Army, and as leaders of this Army are duty-bound and morally obligated to ensure that they can serve in an Army that is free of the harmful behaviors sexual harassment and sexual assault and that their Army is as honorable as the reason why they serve. And if that doesn't grab at your heart and don't inspire you, then you don't belong in this nation's cloth.

- SGM Sharita Onu...: [00:57:51](#) Okay. Roger that, Sir. I would definitely agree with you in that aspect. David. We have run out of time for our question and answer session. But I was able to include some of that in our discussion. Are you okay with that?
- David Gercken: [00:58:11](#) Sergeant Major, I think you captured all of them, and I think Colonel Burns' summation there on that last question is just a great place to stop. I'll turn it back over to you, to both of you, just for some final thoughts. Sir, if you could go first and then Sergeant Major. As part of those final thoughts, we didn't really get an opportunity, but there's a lot of things such as SHARP Talk and some other things, some resources available for the professionals on this webinar. Sir, if you could mention from the Academy, and then Sergeant Major from ARD, just some of those resources, and then close it out. Really appreciate your time again this afternoon.
- Col Lawrence Bu...: [00:58:57](#) Okay, to answer that now, the SHARP Academy hosts an open discussion forum for all things SHARP. It's like open mic night, if you will, for SHARP. It has a community of SHARP professionals, interested Soldiers, it's got program managers, everyone from junior enlisted all the way through, I would imagine, GS-15. You have some folks at that level that subscribe to this. We host it on the first and third Wednesday of each month on Microsoft Teams.
- Col Lawrence Bu...: [00:59:35](#) It's at 10:00 to 11:00 Central. In order to subscribe, all you have to do is go into your Army 365 application. We have a code that you can put in there. Did we put that in the chat line?
- SGM Sharita Onu...: [00:59:55](#) I just did, Sir.
- Col Lawrence Bu...: [00:59:57](#) Thanks so much for the assist. At any rate, this is a great opportunity to be able to provide feedback from the field. Then it helps us and the SHARP program office to make in-stride adjustments where necessary, and we get a sense of what's important out there in the field. With that said, I know we're running close on time, so I just want to say thank you for the

opportunity to talk to this great group, and I'd like to wish you all happy holidays and a very beautiful and safe and wonderful new year. So Sergeant Major, I'll pass it on to you.

SGM Sharita Onu...:

[01:00:43](#)

Sir, I'm so glad that you were able to join us, and I was so glad for the participation this morning. I just want to mention, not only do we provide support for decreasing the prevalence of violent behavior or harmful behaviors through SHARP training and education, but we also have our two performance centers, our Ready and Resilient Performance Centers. As we know, resilience is the fundamental baseline of getting after prosocial behaviors. And we have a plethora of training and services available there, not just MRT, but social behavior training like Engage that gets after that the bystander and other leadership development courses. So when you get a chance, you could check out the Army Resilience Directorate website, and they have a map that has the closest Performance Center contact information to you. Also, we'll be producing a training catalog that advertises all the services available to you.

SGM Sharita Onu...:

[01:01:47](#)

And if that's all too much you can just shoot me an email, and I'll point you in the right direction. I respond to e-mails or phone calls or Facebook messenger, so whatever you need to do to get the information you need to get after what you're trying to get after, I'm here for you. Other than that, from the Army Resilience Directorate, I want to tell you Season's Greetings and Happy Holidays, and I'm so glad you came out with us, and I look forward to interacting with you all more as we go forward with new resources programs and policies, everything they help you get after it.

David Gercken:

[01:02:22](#)

Sergeant Major, thank you so much. Colonel Burns, Sir, thank you for doing this twice in one day. I know how busy the schedules are at Leavenworth, and I know how busy every Sergeant Major in the Army's schedule is. So thank you both for taking the time for just two great open discussions. It's just really powerful when you can have a sit down with senior leaders and have the back and forth that we've enjoyed today. So thank you both so much, and we really appreciate your time, and even more importantly, your willingness to engage. So thank you very much. And thank you to all of you that joined us this afternoon, or where you're at, evening or perhaps morning. If you have a chance, if you could take one or two minutes, the survey is up on the screen. It's also been placed in the chat box. Thank you Ash. And just an opportunity to, if you can take one or two minutes, give us some feedback on this webinar.

David Gercken: [01:03:19](#) Both interested in the feedback and, maybe even more importantly, any ideas for topics or presenters you have for future webinars. The ARD leadership is very involved in putting together the slate of webinar topics and participants, and really the intent is to make these webinars informative, engaging, entertaining, and useful for those of you out in the field. ARD and the leadership really values your input, so thank you for your time. As always, I will stand by for a few minutes afterwards if anybody has any administrative questions or any follow-up, I will stay in the room and respond to any of those. And just a reminder for those of you that have your certification through NOVA, this webinar was approved for one live hour of CEU.

David Gercken: [01:04:13](#) Every month ARD submits a worksheet to NOVA in an attempt to obtain CEUs, so go ahead and track that as you do with all of your training and events on your DD2950-1 as you cover your training for your certification. Updated DSA ID is necessary. And for those of you, because we get this question quite a bit, NOVA no longer requires certificates of training for recertification. Thus, as it's somewhat difficult and intensive to put those out on a monthly basis, we no longer send those out because Nova does not require them. We've been doing this for almost two and a half years, and we have not encountered any issue with anyone recertifying through NOVA. They are tracking it because, of course, they've approved the CEU.

David Gercken: [01:05:07](#) But in the event that you need to show participation, we just ask that you download the files. It has this survey slide in there, and that will serve as proof that you were in the room and attended. And if it really becomes necessary we record each session and can go back and see who was in the room. But we haven't had to do that. Again, we wish all of you a great day, a great holiday season. We look forward to seeing you next month. In an upcoming month we'll have webinars with topics on the new Fusion directorate. I know many of you are interested in that, the suicide prevention program chain teach program.

David Gercken: [01:05:42](#) We'll also have guests from Men Can Prevent Rape, which specifically they'll talk about male-on-male sexual assault and prevention and bystander intervention. So we're looking forward to that great organization coming on to present. For information on those webinars and other events and content from the Army Resilience Directorate you can go to [armyresilience.mil](http://armyresilience.mil) and sign up to receive invitations to webinars and events, to receive the bi-monthly newsletters, the media updates, the resilience and focus infographics and videos, and

other great content from the Army Resilience Directorate. You can sign up for one or many subscriptions and then manage them on your own, and all of this information will come directly to your inbox. So if you have any questions at this time. Thank you very much Ash. Ash is putting all those links in there. If you have any questions, go ahead type them in the chat box. I will stick around for a few minutes and address them as needed. Most questions. Several people have so and as always, yes, thank you Shirley. There's my email you can always send me a direct email and I'll respond and get back to you. So again thank you all so much for joining. Thank you for participating in a great discussion, and have a great rest of your day.