



ARD COMMUNITY LINK

The Army Resilience Directorate Newsletter

Walking the Talk—How to Make Your Behavior Match Your Values

By Maj. Kimberly Brutsche and Capt. Tiarra McDaniel, Simon Center for the Professional Military Ethic

One day a civilian made the big decision to join the Army and be shaped into a Soldier. They were told to "Be this!" "Know this!" "Do this!" and handed a dog tag with the seven Army Values and told to live by them. But what exactly does it mean to live by a set of values? Values are abstract concepts and notions. Simply put, they are what a person deems important in their work or in their lives. The Army, through its seven values, has provided Soldiers the framework for what should be important to them. But it is not enough to just know these values are important. Values drive behaviors; therefore, we must show that these are not just words on a tag. No one respects an "all talk, no action" leader. It's important for Soldiers to reflect on this question. "Is your behavior genuinely reflecting your values?"

Unlike the abstract nature of values, behaviors are something concrete. They

are the actions we take or how we choose to conduct ourselves. These decisions do not manifest from thin air. Your personal sense of right and wrong triggers a call to action within you. Your values are driving these decisions.

How you think and feel has been shaped by a life full of influential experiences and people. Perhaps it was Family, church or your community who taught you the "Golden Rule" to say please and thank you, or "Blood is thicker than water." However, as you entered the Army you grew up and away from those immediate influences. Through UCMJ, regulations, policy letters, and other such sources, the Army has entered your circle of influence and has given you specific guidelines to refine your sense of right and wrong. Was there anything the Army told you that shook how you

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Personal values and Army values guide Soldiers' behavior daily. (U.S. Army Reserve photo by Spc. Samantha Moore)

Director's Column

Taking on Army's Biggest Challenges to Team Cohesion and Resilience

Team,
The SHARP Program Improvement Forum, held virtually this year from Sept. 14-15, provided an invaluable platform for SHARP



Dr. James A. Helis

professionals across the Army to share best practices for the eradication of what Army Chief of Staff Gen. James C. McConville called one of the biggest threats to unit cohesion; sexual assault. During the PIF, the Chief of Staff also highlighted two other major threats to readiness; racism and suicide. These negative behaviors, including others like retaliation, bullying and

substance abuse, have overlapping risk factors and at ARD we are developing a comprehensive prevention strategy that cuts across all of these behaviors. ARD is focused on building cohesive teams, educating Soldiers and leaders, and providing the means to respond to events as they occur.

Aligned with this goal, the Army's SHARP program continues its work to attain milestones during phase three of the Prevention Plan of Action, and last month SHARP welcomed a new Program Director, Ms. Jill Londagin, to lead those efforts. Ms. Londagin has a background in

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New SHARP Program Director Emphasizes Change, Role of Commanders in Preventing Sexual Assault in the Army

By Antonietta Rico, Army Resilience Directorate

The Army's new SHARP Director said she plans to address recent public concerns with the program through openness, honesty, and transparency.

"We're never going to get better if we don't admit that we have to better align our program resources to better support Soldiers," said Jill Londagin, who assumed the job of SHARP Director on Sept. 14.

Recent events at Fort Hood have spurred several reviews into the effectiveness of the SHARP program. While the Army has made continued improvement in raising awareness, encouraging victims to report, and providing support services, rates of actual occurrence of sexual assaults remain inconsistent or static in the past decade. It is a situation Londagin is aware of.

"It's time to take a look at the program and focus on the things that aren't working so that we can change these areas to provide a more holistic program," she said.

behavioral health treatment within the same clinic.

"I'm a transformational leader by design. I really don't believe in the status quo, this is why in my (email) signature block it says, 'If you don't like change, you are going to like irrelevance even less,'" Londagin said.

While SHARP provides education, training, and victim support services for Soldiers and leaders, it is not a standalone solution to the problem of sexual assault and sexual harassment in the Army, Londagin said. Eradication of sexual assault and sexual harassment requires addressing other structural and cultural factors alongside partners like the Army's Criminal Investigation Division, the Army's Judge Advocate General and most significantly, commanders, who are charged with enforcing SHARP efforts and policies at their units.

"The role of the commander is really the most important role when it comes to preventing sexual assault and (sexual) harassment within our formations," Londagin said. "The command team really sets the climate in the entire unit and is responsible for the health and welfare of Soldiers assigned to them."

An Army veteran herself, Londagin is a former combat medic who deployed to Iraq and was stationed at Fort Bragg, N.C. She said she has seen firsthand the damage sexual assault causes to the Army.

In the Army, unlike in the civilian world or college campuses, Soldiers place their lives in the hands of fellow Soldiers and leaders, Londagin said.

"What we do is inherently dangerous. We've been at war for almost 20 years now, and we put trust in one another to be able to save our lives on the battlefield and win America's wars," she said. "Whenever you sexually assault somebody within your formation that is the ultimate betrayal of trust."



Jill Londagin is the new director of SHARP. (Courtesy photo)

"If somebody doesn't trust you, and you don't trust one another, you are not going to be ready and focused on the mission at hand," she said.

Londagin believes it will take a concerted effort on the part of leaders to earn Soldier's trust.

"Until our actions show that we have zero tolerance for sexual assault and harassment within our units by holding perpetrators accountable for their actions regardless of rank or position, we will continue to face (sexual assault) within our Army," Londagin said. "We need to do better than this because we are better than this."

"Ms. Londagin brings a wealth of experience and a passion for helping Soldiers and their Families to the job," said Dr. James Helis, director of the Army Resilience Directorate, which includes the SHARP Division. "She is a great addition to the team."

Londagin believes bringing an outsider like herself into the program shows the Army's commitment to change and to combat sexual assault. Londagin, who has a Master's in Marriage and Family Therapy with a specialty in Military Sexual Trauma, brings her previous experience as the Program Director for Substance Use Disorder Clinical Care (SUDCC) and Suicide Risk Management at the Office of the Surgeon General, as well as a Behavioral Health Red Team member, to the SHARP program. At SUDCC, she led significant changes including making the Army the first military branch to integrate substance abuse and

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Army Resilience Directorate Launches New Comprehensive Website

Site Consolidates SHARP, Suicide Prevention, Resilience and Substance Abuse Programs

By Ashley Chagnon, Army Resilience Directorate

The Army Resilience Directorate (ARD) officially launched its new website Sept. 18 at www.ArmyResilience.army.mil. The robust website is the Directorate's [hub](#) for Sexual Harassment/Assault Response and Prevention, Ready and Resilient, Army Suicide Prevention, and the Army Substance Abuse Program, making it an all-inclusive site for information and resources on these programs. ARD's mission is to provide policy, resources, and capabilities for individuals and leaders to promote cohesive teams and positive behaviors that increase the Army's resilience and readiness.

The site is designed with the Army's commitment to Soldiers at top of mind, providing fundamental information for each program, as well as actionable tips, first-person accounts, and up-to-date news to truly enhance the resilience and readiness of the entire Army Family.

Sexual harassment, sexual assault, suicide prevention, and substance abuse are community issues that require community solutions. As such, ARD enlisted the support of many outside Subject Matter Experts from each program area to review the content, ensuring the latest and most accurate information is available.

"The new website provides a wealth of information and resources in a user-friendly format, making it easier for Soldiers and Families to access

Prevention and resilience resources," said Dr. James A. Helis, director of ARD.

The website includes many new features and tools. Directly from the website, Soldiers in immediate need of help can instantly connect to the [DoD Safe Helpline](#) for sexual harassment and sexual assault help, to the Military Crisis Line for suicide prevention, and [Military OneSource](#) for non-medical counseling. Tools are available for individuals to [evaluate their alcohol and substance use, relationships, and enhance their resilience](#). There is also [information for men](#) who have been sexually assaulted, the [dangers of alcohol and substance use for expectant mothers, self-care, and living a sober lifestyle](#).

Visitors to the website now have resources to help their loved ones in various stages of crisis and [tips to start difficult conversations](#) while being mindful and aware of what their loved ones are experiencing.



Comprehensive training information and links for [SHARP, Ready and Resilient, Army Suicide Prevention](#), and the [Army Substance Abuse Program](#) can be found on each of the program pages. Frequently asked questions have been compiled and answered under the main page and supporting program pages as well.

To see more of what the Army Resilience Directorate's new website has to offer, please visit www.armyresilience.army.mil.

Emotional Regulation: Understanding the Feelings Driving Behaviors

By Mia Robinson, Army Resilience Directorate

Anger. Fear. Sadness. Anxiety. Frustration. Everyone has experienced at least one of these emotions, a combination of a few, or all at once. Emotions are reactions to situations and/or circumstances people experience and the way people choose to act (or not act) as a result can affect their mental well-being. Getting to the root of the feelings driving the behavior will help with emotional regulation.

Master Resilience Trainer – Performance Expert (MRT-PE) Brendan O'Neil stressed the importance of people taking ownership of their feelings and actions. For instance, everyone gets angry and frustrated – it's a natural human reaction; but in the moment

they become aware of that emotion, they can decide how to respond.

When having a negative emotional experience, an inherent knee-jerk reaction is to respond in-kind. But anger can beget anger and frustration can beget frustration. The more people are aware of their emotions, the more natural it'll be to pivot their response. It's a skill that can be learned.

"Emotional regulation is truly about being brutally honest with yourself about where your emotions are stemming from and having the accountability to make a change in direction and focus," said O'Neil.

Developing emotional regulation skills positively impacts the way people

respond to conflict, and how they manage their personal and professional relationships.

So how can people gain control over them? The first, biggest, and hardest step is strengthening self-awareness. O'Neil describes it as being in a dark room with a flashlight, where people only see what's in front of them. Once people are aware of their emotion, they should spend some time with that emotion without acting on it.

The next step is to accept and pivot away from the negative emotion towards a positive behavior. People should redirect their focus away from a negative reaction. Finding a link from regulating their emotion to a value or something that's important to them,

like thinking about their goals, is helpful. Perhaps it's recognition on the job? A promotion? To do better/score higher on a test? Establishing a deeper connection with their spouse?

Once they've determined what that value is, they can make small, simple changes or pivots. For instance, if they are getting angry or frustrated, they can try a deep breathing exercise to center themselves instead of unleashing their wrath, or ask for time apart to collect themselves. If feeling anxious before a test or presentation, having a positive affirmation on standby that they can reference and root it in a value can be helpful. To learn more about emotional regulation and other resilience skills, visit the nearest [R2 Performance Center](#).



SHARP Escape Room Challenges: Immersion Training at its Best

By Richard Dennis, Training Analyst, U.S. Army SHARP Academy

Army personnel receive recurring Sexual Harassment/Assault Response and Prevention (SHARP) training within their units and organizations, yet 845 sexual harassment complaints and 3,674 sexual assault reports in Fiscal Year 2019 indicate that significant challenges remain to Army work environments and mission readiness. Unfortunately, many Army personnel perceive SHARP training as a repeat of information they believe they already know. Much of the training material is mandated by federal law and military policy, but still many consider the training uninspiring and repetitive. The SHARP Escape Room provides a creative remedy for this dilemma and serves as a motivating supplement to annual SHARP training requirements.

An [escape room](#) is a game in which participants confined to a room or enclosed setting are given a set amount of time to find a way to “escape” by discovering hidden clues and solving a series of riddles or puzzles. During 2019, intriguing stories and accolades were circulating about SHARP escape rooms and their effectiveness. Some 30th Medical Brigade Soldiers who had experienced [stated](#), “[It] was

one of the best SHARP events that they had attended. It was unique and hands-on. It was fun.” Probably the most prominent SHARP escape room was developed at the Intelligence Center of Excellence (ICOE) at Fort Huachuca, Ariz. The ICOE escape room was the idea of Staff Sgt. Saquawia Pennington, a Sexual Assault Response Coordinator in the 111th Military Intelligence Brigade, who wanted to enhance traditional SHARP training with a unique and interactive approach. Pennington stated that, “the Escape Room Challenge is not about the numbers of Soldiers or Army Civilians trained on SHARP. The objective of this invigorating hands-on training is the team building and learning of SHARP knowledge that occurs...I love the fact that I am helping people and impacting their lives in a positive manner every day.”

Pennington, in seeking to share her escape room concept with the Army at large, reached out to the U.S. Army SHARP Academy. Realizing the great potential of such an enterprising training product, the Academy, Pennington, and others at the ICOE, collaborated to develop a standardized SHARP Escape Room Training Support Package



Soldiers participating in the ICOE SHARP Escape Room at Fort Huachuca, Ariz. (Courtesy photo)

(TSP) to teach others how to design, resource, and best implement escape rooms at minimal cost. The ICOE supported this effort by producing a corresponding video tutorial of its escape room to supplement the package. With the training support package, video, and some individual creativity, units can integrate SHARP escape rooms with annual refresher training and dynamically reinforce SHARP fundamental concepts; promote prevention; and protect the health and welfare of Army Soldiers, Civilians, and their Families.

The SHARP Escape Room Challenge Training Support Package is available on the Army Training Network at [https://atn.army.mil/sexual-](https://atn.army.mil/sexual-harassment-assault-response-and-prevention/sharp-training)

[harassment-assault-response-and-prevention/sharp-training](#). For more information about the development or implementation of a SHARP Escape Room Challenge, contact a U.S. Army SHARP Academy Leader Development Education & Training representative by phone at (913) 684-6879 or email at usarmy.leavenworth.CAC.mbx.sharp-ldet@mail.mil.

Richard Dennis is a training analyst at the U.S. Army SHARP Academy at Fort Leavenworth, Kansas, focusing on lessons learned and leader development, education, and training improvement. He served in the U.S. Army as a Military Police officer, retiring in 2018 and resides in Lansing, Kan., with his Family.

Revised ACE Training Engages Leaders in Suicide Prevention

From the Army Public Health Command and the Walter Reed Army Institute of Research

In 2009, Ask, Care, Escort (ACE) training was introduced as the gatekeeper training component of the Army's suicide intervention strategy. The primary goal of ACE training was to increase suicide awareness and improve Soldiers' ability to identify those at risk for suicide and safely move them to a helping resource.

Research since the inception of ACE improved the understanding of suicide-related risk factors and subsequently enabled updates to the program's individual training components. This revised Ask, Care, Escort Suicide Intervention (ACE-SI) training (version 2.1 [01 SEP 20]) is an interactive, one-time gatekeeper training for Army leaders at grades E-6 and above. It deepens the understanding of traditional ACE constructs by

challenging leaders to engage (Ask) team members about common life challenges, offer assistance (Care) through research-informed skills, and take supportive action (Escort) by accompanying them or directing them to the appropriate helping resource.

By applying a strengths-based perspective, ACE-SI provides Army leaders with the tools to empower them to be an active part of the solution to suicide. Engaging with at-risk Soldiers in challenging times and encouraging them to seek help aligns with Army values and supports the readiness and resilience of our fighting force.

In order to achieve the goal of increasing readiness and resilience, the strategies

implemented must be rigorously evaluated, composed of empirically informed elements, and effective. Consistent with this goal, the revised ACE-SI is being evaluated by the Walter Reed Army Institute of Research. The initial individuals trained in ACE-SI will participate in assessments aimed at evaluating knowledge retention of key concepts and motivation and intention to implement key skills.

Overall, a scientifically-informed suicide intervention strategy coupled with thorough evaluation processes, will provide the best opportunity for the Army to be successful in improving resilience and allowing Soldiers to be an essential element in combating suicide.



SHARP Academy Honors Graduates

On Aug. 21, the Army's SHARP Academy graduated 32 students from the SARC/VA Career Course. Capt. Emily Van Klompenburg was awarded the Academic Excellence Award, and Sgt. 1st Class Devin Ketchem and Sgt. 1st Class Patrick Potts-Szoke received the Spirit Award. (Pictured left to right) Master Sgt. Carl Johnson, Senior Instructor; Col. Matthew Fandre, Command Surgeon/Graduation Speaker; Capt. Emily Van Klompenburg, South Dakota Guard; Sgt. 1st Class Devin Ketchem, Fort Campbell; Sgt. 1st Class Patrick Potts-Szoke, Fort Detrick; and Col. Christopher Engen, Director SHARP Academy. (Courtesy photo)



AROUND THE FORCE



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



NETCOM Hosts Virtual Contest During SAAPM

This graphic design by Patrick Dedham, deputy to the Commanding General of the U.S. Army Network Enterprise Technology Command (NETCOM), won first place in the "Show Sex Offenders the Door" contest. NETCOM originally scheduled the contest during April's Sexual Assault Awareness and Prevention Month with the intent of creating the actual entry on a real door, but because of COVID-19 the contest was held virtually between August and September. Judges for the contest were Sexual Harassment/Assault Response and Prevention (SHARP) Program Managers and Sexual Assault Response Coordinators from Korea, Germany, Virginia, Kansas, Georgia, Hawaii and Arizona. (Courtesy photo)



PEs Lead Escape Room Exercise at Fort Campbell

Performance Experts Paige Sokoloff and Campbell Query from the Ready and Resilient Performance Center at Fort Campbell, Ky., conducted an Escape Room exercise with members of the 619th Quartermaster Company to enhance the company's ability to execute short-notice, complex, food service missions in support of Division operations. (Courtesy photo)



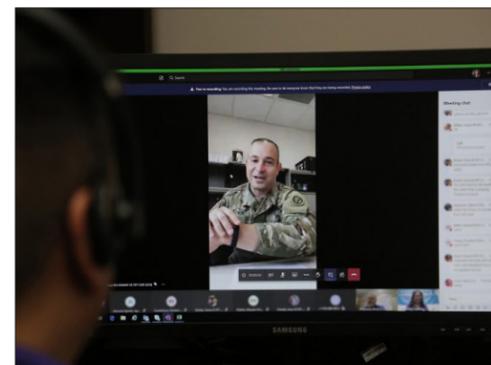
NATO 2020 Senior Leadership Summit

Sgt. 1st Class Brandy Jackson-Frazer, brigade sexual assault response coordinator, and Arin Aviles, brigade victim advocate, led a presentation during the United States Army North Atlantic Treaty Organization Brigade 2020 Senior Leadership Summit. Held in Sembach Kaserne, Germany, the semi-virtual training shared information, ideas and best practices for the Brigade SHARP Program's efforts in the prevention of, and response to, sexual harassment and sexual assault. (Courtesy photo)



Fort Benning Hosts Leader Development Course

Master Resilience Trainer-Performance Experts Camille Watkins, Maxi Moss, Nicole Knight, and Brittney Conway, from the Ready and Resilient Performance Center at Fort Benning, Ga., conducted a Leader Development Course that focused on performance enhancement skills Soldiers could use to enhance the way they coach, teach, and mentor those they lead. The R2 skills trained included: Mindset, Philosophy of Excellence, Authentic Performances, Motivation, Goal Setting, Effective Praise, Attention Control, Cue Words/Phrases, WIN, AIR, Building Confidence, Reinterpreting Pressure, Purposeful Thinking, Selective Perception, Energy Management, Sleep, Deliberate Breathing, Control the Controllables, and ENGAGE. (Courtesy photo)



CG Speaks at Stand For Life Event

Brig. Gen. Ernest Litynski, commanding general of the 85th U.S. Army Reserve Support Command, gives opening remarks during the first virtual Stand for Life suicide prevention training event held with 79 suicide prevention liaisons across Army Reserve units throughout the continental U.S. The training was supposed to be a live event, but the team came together to develop a virtual forum and train the SPLs in a thorough program that examines a broad range of areas when handling suicide-related concerns. (Photo by Master Sgt. Anthony L. Taylor)



Cadets Scale Mountains for Ft. Knox SHARP Walk

Members of 8th Brigade, U.S. Army Cadet Command, recently climbed two mountain summits to log 19 miles toward the 2020 Fort Knox SHARP Walk 7825+ event. The walk number corresponds to the number of sexual assault cases reported within the Department of Defense in the previous year. The "+" sign indicates those incidents that were not reported. Officials at this year's event have turned it into a virtual awareness effort, which has opened the door to far greater participation. For the full article, visit Army.mil. (Courtesy of Sgt. 1st Class James Ferguson)

PEs Attend Key Leader Engagement Situational Training

Performance Experts (PEs) from the Ready and Resilient Performance Center participated in a Key Leader Engagement situational training exercise at Fort Bragg, N.C., to serve as role players and directly observe the language and behavior of participating Soldiers and provide in-the-moment feedback during after-action reviews. PEs conducted the training for 36 Soldiers from A Troop, 3rd Squadron, 2nd Security Force Assistance Brigade. (Courtesy photo)



Academic Day at 1-5th Aviation Battalion

Performance Experts Mary Wood, Eric Urrutia, and Marius Aleksa, from the Ready and Resilient Performance Center at Fort Polk, La., conducted a performance enhancement session on Growth vs. Fixed Mindset with the 1-5th Aviation Battalion during their monthly Academic Day. (Courtesy photo)



National Recovery Month at Fort Bragg

Lisa Lofton-Berry, of Fort Bragg's Employee Assistance Program, an office within the Army Substance Abuse Program, is interviewed by the local media about National Recovery Month at Fort Bragg, N.C. on Sept. 25. Fort Bragg Family members shared their stories of addiction and recovery to inspire a message of hope for others who may be in a similar situation. (Courtesy photo)



Army Leaders Call for End to Negative Behaviors at 2020 SHARP PIF

By Casey Mortensen, Army Resilience Directorate

The Army Resilience Directorate virtually hosted the Sexual Harassment/Assault Response and Prevention Program Improvement Forum, a yearly training event for SHARP professionals, Sept. 14-15. The focus of the event is to share best practices and hear from experts on the prevention of sexual harassment and sexual assault.

Dr. James A. Helis, director of ARD, opened the forum with a poignant and strong call to eliminate negative behaviors from the Army ranks.

"We need to eliminate the behaviors of sexual assault, sexual harassment, racism, retaliation, and bullying from our ranks. All of these have no place in our Army. These are all connected, they all undermine readiness, they are a moral affront to our values, they harm Soldiers, we have to work together and pull together as a team to eliminate these harmful and destructive behaviors," Helis said.

Gen. James C. McConville, Chief of Staff of the

Army, spoke at the event laying out the Army's priorities for the upcoming year.

"When I look at the Army, the Army is people, it's our greatest strength..." McConville said. Sexual assault, suicide, and racism/extremism are the three biggest threats to unit cohesion and result in broken trust, he said.

McConville closed his remarks with a plea for dedication and resolve in eradicating negative behaviors from the ranks and rallying around work and recovery.

Lt. Gen. Gary Brito stressed the need for timely and valuable information to get ahead of problems before they can become a routine or habit. He emphasized how recent tragic events at Fort Hood, Texas, including the death of several Soldiers, has shined a light on areas of improvement for the Army to prevent future tragedies.

Regina Moore, Oversight and Policy project manager, hosted the ethics/victim assistance

session. The session included a Q&A forum for presenters and attendees to navigate new policies in real time, clearing up confusion regarding what to expect moving forward.

Col. Thomas Hough, commander of the 1st Security Force Assistance Brigade hosted the Prevention Plan of Action Panel and spoke on how to build a climate of trust.

"Army leaders at all levels, and the chain of command, represent the identified 'center of gravity' for SHARP implementation," Hough said.

Col. Christopher Engen, director of the Army SHARP Academy, and Hough also briefed attendees on data regarding sexual assaults, emphasized bystander intervention, education and prevention, and for leaders to cultivate a healthier long-term climate within units.

"It is imperative and highly important that the Army keeps making strides in combatting the issues it faces to build trust and morale within the ranks,"

Overcoming Shame and Guilt to Strengthen Sobriety Treatment, Recovery

By Ashley Chagnon, Army Resilience Directorate

Some people have a skeleton in their closet; a secret they keep from others they aren't proud of. These secrets could be prior substance or alcohol use, or mental health struggles, and the shame often haunts them. For individuals in recovery, shame and guilt can hinder their sobriety, treatment, and growth.

According to American Addiction Centers, guilt is a common relapse trigger. Thinking about past behaviors and events, such as previous substance or alcohol use, or reliving a traumatic experience, may lead to thoughts of how to escape and numb the pain, often by resorting to drugs and alcohol. These chemicals alter the brain's chemistry so uncomfortable feelings are masked while under the influence. Sobriety is jeopardized if healthy coping methods are not learned and embedded into everyday living.

Guilt and shame can be motivating for individuals seeking substance use, alcohol,

and mental health treatment. American Addiction Centers also say that feeling regretful about past negative behaviors is a good thing, up to a point. According to their website: "It shows that the individual knows right from wrong and wants to live a better life. Excessive guilt, though, serves no useful purpose to neither the individual nor the person they have hurt. By understanding the uselessness of excessive guilt, the individual may be able to move on from it." Dwelling on these negative thoughts can have a detrimental impact on treatment success and inhibit personal growth into living a sober and healthy life.

Learning to cope with guilt and shame can have a significant positive impact on recovery. "One of the best coping mechanisms for feeling shame is to stop doing the behavior that led to the existence of shame. If others were harmed, apologizing to them could also be helpful in alleviating shame. In addition,



recognizing that we can't change our past, but we can change our future can help us feel optimism that whatever caused the shame doesn't have to be repeated," said Dr. John Foubert, highly qualified expert at the Army Resilience Directorate.

Despite all efforts to improve habits, behaviors, and overall quality of life, guilt and shame may still continue to haunt and

creep into people's lives. Recognizing how these feelings can impact recovery can mitigate doubt and allows people to focus on strengthening their recovery and resilience.

For more information on maintaining recovery and living a sober lifestyle, please visit the [Army Resilience Directorate website](http://www.armyresilience.army.mil).



As Suicide Cases Rise, Leaders Encourage Soldiers to Recognize Warning Signs

By Joseph Lacdan, Army News Service

WASHINGTON – The Army has not lost a single active-duty Soldier to the COVID-19 pandemic, the service's top uniformed leader said Thursday. But the restrictions following the virus' onset may have affected the mental health of some Soldiers.

The Army reported that the active-duty suicide rate has risen in 2020, following the implementation of stay-at-home restrictions in March.

The Army's senior leaders have met each month to address suicide prevention and how to mitigate cases.

Chief of Staff Gen. James C. McConville cited suicides as one of the three most difficult issues currently faced by the Army. The other two are sexual harassment/assault and extremism. McConville called suicides the "hardest" problem to solve among the three.

"One of my biggest concerns is that we have young men and women who think things have gotten so bad that they don't want to live," McConville told Soldiers from his Pentagon office during a livestream of the 2020 Army Fires Conference. "All of us go through adversity in life. And all of us need a helping hand. All of us fail. When people fail, you've got to be there for them."

Numbers began to increase in the last quarter of 2019 through the third quarter of 2020, and continued to increase since the pandemic's onset, said James A. Helis, head of the Army Resilience Directorate. He added that neither the National Guard nor the Army Reserve have seen a significant change in suicide numbers.

"We don't know what is causing this persistent rise. We can say that it's been recognized by Army leadership at all echelons," Helis said. "Army leadership is committed to solving and addressing this problem."

McConville said responsibility falls upon each Soldier to recognize suicide warning signs. Among them are financial problems and a lack of interest in work tasks.

Army leaders cannot definitively

attribute COVID-19 as the reason for the spike, but acknowledge the timeline coincides with the pandemic's spread. Even in the midst of a pandemic that McConville said he does not expect to end any time soon, Soldiers still must be tasked for missions and deployments as well as attend training.

Soldiers with Families also had to cope with the loss of childcare for a period of time and many had to assist their children with remote schoolwork. The combined factors of pandemic restrictions and uncertainty while meeting duty standards could lead to added stress, Helis said.

"All of those things can amplify risks for behavioral health issues and potentially risks for death by suicide," he said. "So, we know that there was an increased strain on the force."

Soldiers can help

McConville said he learned about a sergeant major who recently rescued a sergeant first class from suicide by intervening at the right time. The general urged Soldiers to follow the sergeant major's example by stepping in when they suspect a colleague may be considering taking their own life.

Soldiers must find strength by leaning on fellow unit members and dealing with adversity as a group, McConville said.

When the pandemic began, the Army had many Soldiers telework for the first time and restrictions separated many from their units, which could have led to feelings of isolation. Army leaders encouraged Soldiers to have face-to-face meetings while still meeting safety requirements to assess warning signs of suicide or depression. And if Soldiers cannot meet in person they can host teleconferences that allow supervisors to assess the well-being of their troops.

"That's been a point of emphasis: that physical, face-to-face, interpersonal interaction with your Soldiers," Helis said. "There's virtual means where you can lay eyes on somebody. You just have to be



A Soldier helps a fellow Soldier onto the rooftop of a building in order to provide protective overwatch for another element of their patrol in Afghanistan Jan. 29, 2012. Army senior leaders recently discussed the importance of suicide prevention and recognizing warning signs after the service reported an increase in suicides among active-duty Soldiers in 2020. (Photo by Sgt. Kimberly Hackbarth)

creative, but also have to be diligent in finding those opportunities."

Soldiers with suicidal thoughts can seek help by calling the Military Crisis Line at 1-800-273-8255.

Soldiers can also contact their post's military health clinic, their supervisor or their unit chaplain.

Soldiers can overcome fear from failure in their military careers or home life with the support of their squads in the Army or in life, said Sgt. Maj. of the Army Michael A. Grinston.

"Don't be afraid to go through tough times," Grinston said during the conference Wednesday. "It's going to make us stronger."

Grinston said during his first weekend of active duty at what is now Joint Base Lewis-McChord, Wash., fellow Soldiers invited him and others living in the barracks to

go skiing in the mountains. He said he could count on his fellow Soldiers to uplift him and said that today's Soldiers should do the same.

"That's the value of life," he said. "And it's not what I want or what I don't have. It's what I have right in front of me. And every day, it's there. We just have to sometimes show each other what it means to be alive."

RELATED LINKS

[Army Suicide Prevention Program](#)

[Army Suicide Prevention Resources](#)

[Army Resilience Directorate Military Crisis Line](#)

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Army Reserve's New Command Surgeon Focuses on Medically-Ready Force

By Maria D. James, Army Resilience Directorate

The Deployment Health Assessment Program (DHAP) and the U.S. Army Reserve Command welcomed its newest command surgeon, Col. Kathleen M. Flocke, to Fort Bragg, N.C., this September.

"I'm excited to work with the Army Reserves and ensure that we provide ... the medically ready force that the Army needs to fight and win on the battlefield of the future," said Flocke.

Before Flocke's arrival, Col. David G. Parker served as acting command surgeon. Parker explained the role of the command surgeon as it relates to DHAP. "Surgeons' Directorate has mission command over the DHAP team. We ensure they are appropriately staffed and resourced to carry out their mission," said Parker, adding that the command surgeon is a member of the commanding general's special staff.

"DHAP is one of the programs that we have oversight over. It is a critical program and step in keeping our forces ready," said Flocke, who sees opportunities for improvements, like increasing the completion of Post Deployment Health Re-assessments (PDHRA).

"Less than 25% of PDHRAs that need to be done are completed, and half of those are completed on the suggested timeline," said Flocke. "We are really doing our troops a disservice as this is our opportunity to catch any issues that developed as a result of the deployment, including BH (behavioral health)."

Before assuming her current role, Flocke served as the Joint Task Force-Bravo command surgeon at Soto Cano Air Base, Honduras. She served as command surgeon at 1st Theater Sustainment Command at Fort Bragg, N.C., from 2015 to 2017, and Deputy Commander for Clinical Services at Fort Leavenworth, Kan., from 2017 to 2019. Flocke began her medical career in 2005 as a staff family physician at Fort Carson, Colo. From 2010 to 2014, Flocke served as battalion surgeon for the 97th Civil Affairs Battalion at Fort Bragg, N.C., and in the same role with the Warrior Transition Unit from 2014 to 2015.

She received a bachelor's degree from Siena College in Biology, with a concentration in Environmental Studies, in Loudonville, N.Y. She graduated from Albany Medical College in Albany, N.Y., completing her residency at



Col. Kathleen M. Flocke, command surgeon, U.S. Army Reserve Command (Courtesy photo)

Palmetto Richland Memorial Hospital in Columbia, S.C., and is family medicine board certified.

Her honors and awards for service include a Defense Meritorious Service Medal; a Meritorious Service Medal with two oak leaf clusters, an Army Commendation Medal with an oak leaf cluster; a Joint Service Commendation Medal with one oak leaf cluster; an Army Achievement Medal; and a Military Outstanding Volunteer Service Medal.

ARD Webinars Hit Second Year; Continue to Engage Field in Relevant Topics

By David Gercken, Army Resilience Directorate

Throughout its first year, the Army Resilience Directorate Outreach Webinar Series has served as a forum for professional development and discussion, providing participants the opportunity to engage with and learn from leading scientists, doctors, best-selling authors, and other well-respected subject matter experts.

The August and September ARD webinars continued the series' year-long focus on highlighting topics that are timely and cover important issues, with sessions on sexual assault trauma and suicide prevention.

A sexual assault is a traumatic event and understanding how the brain reacts during such an incident is vital to providing care

for victims. During August's webinar, Dr. Chris Wilson, the Director of Being Trauma Informed, an organization dedicated to making the science of psychological trauma accessible to non-scientists, explained how the brain may react to a sexual assault, the impact attachment or social engagement with the perpetrator can have on the brain of the victim, why the phrase "fight or flight" is outdated and may do more harm than good, and examined a variety of scientific reasons of how victims respond to trauma.

Supporting National Suicide Prevention Month efforts, September's presenter, Dr. Rajeev Ramchand, a Senior Behavioral Scientist at RAND, led a

discussion on the epidemiology of death by suicide and provided the scientific evidence and research behind several prevention approaches. Ramchand updated the audience on new national-level efforts and programs including the President's Roadmap to Empower Veterans and End a National Tragedy of Suicide (PREVENTS); the Governor's and Mayor's Challenges to Prevent Suicide Among Service Members, Veterans, and Families; and the National Action Alliance for Suicide Prevention's new initiative, the National Response to COVID-19. Ramchand also introduced emerging treatment and predictive theories including the use of algorithms to identify at-risk individuals.

Upcoming ARD webinars include presentations from our partners at the SHARP Academy, a look at online hazing and bullying and ways to address and prevent it, and a discussion on substance abuse focused on alcohol use during the holiday season.

ARD webinars are conducted monthly and offer Continuing Education Units through the National Organization for Victim Assistance (NOVA).

To ensure you receive invitations and the latest announcements for ARD webinars and other important events, go to the new ARD website at www.armyresilience.army.mil, scroll to the bottom, and sign up to receive notifications sent directly to your inbox.



Are you Feeding or Starving your Values? *VALUES Continued from page 1*

thought about or approached the world? Yes, maybe being a Soldier has developed your personal courage, but the idea of dignity and respect was never revolutionary. It is important to reflect on what values you have truly internalized, versus what has been placed upon you. These ideas drive how you conduct yourself daily.

So what actions are you taking on a day-to-day basis? Lying about being

at an appointment? Escorting a battle buddy to the Chaplain? Rapidly clicking through online training? Pushing to do additional PT after a long day? Calling your Family? "Covering" for someone else?

What we often take for granted is that even with the smallest decisions, a transaction is being made. You are either feeding into your values or disconnecting and starving them.

Think about what values you truly aspire to live your life by. Perhaps they are dominated by the values you were raised with. Maybe the Army has given you some more to think about. Ideally, you should find your personal values falling under the umbrella of the Army's, creating a hybrid. Once you have identified those values, spend the end of each day reflecting on the big and small decisions you have made. Have any

of your decisions or actions fed what you value? Or did you starve yourself? If you are starving yourself, then your daily behavior is not genuinely reflecting your values. You need to reflect on how you are justifying those decisions and develop your plan of action to strengthen yourself to live as a genuine representation of your values. Put down the excuses, pick up your moral resolve, and walk the talk.

Use this chart as a guide for how certain behaviors can either feed or starve your Army Values.

Values	Behaviors
Loyalty: bear true faith and allegiance to U.S. Constitution, Army, Unit, other Soldiers	Feeds: Supporting leadership; Standing up for teammates; Playing on unit softball team Starves: Undermining leadership; Acting as a bystander; Covering for a friend's wrongdoing
Duty: fulfill your obligations	Feeds: Accomplishing tasks as part of a team; Training to standard and not to time Starves: Takinging shortcuts; Making excuses to get out of training
Respect: treat people as they should be treated	Feeds: Correcting peers who make inappropriate jokes/comments; Being open-minded; Finding value in every team member Starves: Fueling rumors; Violating boundaries; Excluding members from contributing to work
Selfless Service: put the welfare of the nation, Army, and your subordinates before your own	Feeds: Donating blood; Community service; Focusing on team accomplishment and not personal glory Starves: Taking team credit for yourself; Avoiding work; Letting others take the fall for you
Honor: live up to the Army Values	Feeds: Personal pride; Doing the right thing in the face of challenge; Developing yourself; Being honest Starves: Breaking your word; Being inauthentic; Cheating on exams/evaluations in order to advance
Integrity: do what is right, legally and morally	Feeds: Being dependable; Following commitments; Holding yourself accountable; Having humility to own mistakes and shortcomings. Starves: Hiding the truth; Failing to report serious issues in the unit; Making excuses for deficiencies
Personal Courage: face fear, danger, or adversity	Feeds: Standing firm for the right things despite personal cost or fear; Taking risks; Telling your supervisors the truth; Seeking help when needed. Starves: Avoiding hard choices because it is not popular; Airing grievances on social media; substance abuse to avoid personal issues.

Connect with Soldiers During Upcoming Holidays *DIRECTOR'S COLUMN Continued from page 1*

transformational leadership and I am pleased to welcome her to the directorate.

Intervention, being aware of when to engage and taking action, plays an important part in preventing the negative behaviors previously mentioned. It also plays an important part in taking care of our Soldiers. Thanksgiving is traditionally a happy occasion to gather with Family and friends, but this year it might look different amid the pandemic. I urge you to check on your Soldiers. Stay aware of what is going on in their lives and ask questions. Many Soldiers will not be able to travel home this year during the holidays, and reaching out and connecting with them can have a huge impact

on their resilience during these tough times. To help you connect with your Soldiers and strengthen theirs and your resilience, make use of the resources available across the [32. Ready and Resilient Performance Centers Army-wide.](#)

Finally, if you have not already seen it, visit the newly-launched Army Resilience Directorate [website.](#) I encourage you to get familiar with the site and to share this valuable and comprehensive resource with your Soldiers, units and commands, as well as on your command information platforms including social media. The site is www.armyresilience.army.mil. Besides providing a wealth of

information and actionable tips for Soldiers and leaders to build their resilience, it includes the latest updates on education, training and polices for the SHARP, Suicide Prevention, ASAP and Ready and Resilient programs, as well as information on the Employee Assistance and Risk Reduction programs.

Thank you for your continued hard work providing Soldiers and leaders the tools to build ready and resilient cohesive teams founded on the Army Values. You are the embodiment of the Army's commitment to People First.

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



Embedded Performance Expert Reflects on Experience with Pilot Program

By Jason Kampinga M.A., MRT-PE, Army Resilience Directorate

Performance and morale often go hand-in-hand—if a company’s performance scores increase, so will their morale. As performance scores increase, winning streaks are created, which in turn helps to build accountability. Then, putting in the effort will become the new norm as motivation becomes contagious.

Beginning in January of this year, MRT-PE’s from the Fort Hood, Texas, R2 Performance Center embedded with the 91st Brigade Engineer Battalion (BEB) to help Soldiers become more aware of the importance and purpose of completing daily tasks and responsibilities while assisting the Soldiers in developing a more efficient approach to long days in the field. Embedded Performance Experts (EPEs) helped Soldiers understand the intent of their training to encourage them to put in more effort as opposed to merely going through the motions. Building the culture of “practice makes permanent” meaning the more one practices with purpose, the more training with purpose becomes automatic. The goal of the EPE team was to improve performance by acknowledging intent; however, the true first step was to create buy-in.

To do that, the EPE team made sure to show up and start regular conversations one-on-one and with small crews in the unit’s environment. For example, if Soldiers were working on a task, the EPE team would ask what they were doing, showing genuine interest in their day-to-day responsibilities and the purpose behind their tasks.

One benefit of having an embedded team is that the team can observe daily operations regularly. This allows insight into inter-unit relationships and knowledge of what the Army’s daily requirements are. Observing these components on a regular basis allows the team to provide resources better tailored toward 91st BEB specifically. Demonstrating to the unit that the EPE team has bought-in to their mission objectives creates a mutual bond of respect and trust between the EPEs and the Soldiers, which allows for open discussions about mentorship, trust, and group cohesion, creating more optimal performance outcomes as a result.

The next step once the EPE team has obtained buy-in was to decide what skills the unit could benefit from learning and implementing the most. This is typically a collaborative effort

between the EPEs and the unit leadership. Lt. Col. John Ordonio, commander of the 91st BEB, observed how EPEs could directly impact the Troopers, thus naming the EPEs the “Lethality Team.”

During a field training exercise, EPEs shortened traditional classroom skills training, such as “Attention Control,” to simple, directed questions such as “Are we shifting effectively?” or stated cues such as: “Okay, walk me through how you’re scanning.” The EPE can then offer immediate feedback and praise when cues are used effectively to aid in performance. The goal of the EPE is to check in daily to maintain the Soldier’s progress. Being embedded allowed the EPE team to provide feedback in ways beyond what PEs have done previously. For example, EPEs are able to sit in the communication tower and hear the teams going through their qualifications and then tailor feedback to the unit based on what they heard during this exercise. EPEs were also able to pick up on patterns from the unit’s high performers, and leverage this in their feedback and guidance to the less experienced performers.

The EPE team’s strategy to leveraging mentorship effectively stemmed from aligning values and goals with the values and goals of the middle leadership for application.

Throughout the experienced discussions there are great examples to explain the effectiveness of their strategies by supporting it with performance skills. After nine months of being embedded with the unit, the EPE team found being embedded is extremely beneficial, both to the Troopers and the team itself. Having an embedded team provides more depth and opportunities for EPEs to teach and learn from Soldiers, beyond simply seeing a unit for a short period of time and/or having to juggle multiple different units.

In comparison to the usual classroom training, meeting Soldiers in their own environment allows for a wide range of benefits. Soldiers are more comfortable with the EPE team because they are no longer strangers. Getting to know the unit in this manner also lowers the stigma often surrounding mental skills training professionals who can be seen as “the suicide people” or “the mental health crew.”

Through the EPE team’s method of being present and completing observations, having simple conversations and building rapport, being at the unit’s locations and getting to the point of being able to provide that immediate impactful hip-pocket training, as well as leveraging leadership as mentors, EPEs believe the impact with 91st BEB will be felt for months to come.

Table VI: Bradley Crew Scores		
91st BEB Gunnery Data		
Bradley Crew	Winter 2019	Summer 2020
A23:	700	775
A26:	775	n/a
A66:	951	n/a
B11:	768	886
B12:	777	855
B13:	700	777
B16	750	927
B66:	700	858
HQ66:	932	n/a
A11:	885	n/a
A12:	711	n/a
A13:	794	n/a
A16:	857	n/a
A21:	831	n/a
A22:	953	n/a

THIS DATA REPRESENTS THE CHANGE IN CREW SCORES FROM PRE-EMBED TO POST-EMBED OF PEs.



Hail

We invite the Army Resilience Directorate community to join us in welcoming Ms. Jill Londagin, ARD's new SHARP director, and Dr. Michelle Cornette who will serve as a Psychologist in Science and Research.



New SHARP and Suicide Prevention Awareness Materials Are Now Available



New print and digital awareness materials for the Army's Sexual Harassment/Assault Response and Prevention Program (SHARP) and Army Suicide Prevention Program (SP2) are now available for ordering and download on the Army Resilience Directorate's Products on Demand [website](#).

<https://marcomcentral.app.pti.com/Ironmark/ARDMaterials>

Army Resilience Directorate ARDCOMMUNITYLINK

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ARD Upcoming Events



OCTOBER

APHA 2020 VIRTUAL MEETING

October 24-28: American Public Health Association's first-ever Virtual Annual Meeting and Expo will be a mix of live and on-demand sessions focusing on the 2020 theme, "Creating the Healthiest Nation: Preventing Violence."

Location: Registration [Website](#)

RESILIENCE TRAINING

October 28: The Army Resilience Directorate will present resilience training, during a VA Podcast

Location: MS Teams

NOVEMBER

VSO/MSO PARTNERS TELECONFERENCE

November 4: Dr. James A. Helis, ARD Director, will discuss suicide prevention efforts with VSOs/MSOs.

Location: Teleconference

DECEMBER

ARMY PROFESSION FORUM

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

Location: Hybrid Virtual

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Please coordinate with your Public Affairs Office to share or retweet @ArmyResilience content on Command or Installation Facebook and Twitter platforms. Contact Chet Curtis for questions regarding ARD social media at chester.r.curtis2.civ@mail.mil.

TOP FACEBOOK POST



Reach: 18.5K

TOP TWEET



Impressions: 39K

Connect with ARD!

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