



# SR2COMMUNITYLINK

The Army SHARP, Ready and Resilient Directorate Newsletter

## Director's Column

### SR2's Duty to Soldiers is Unwavering



Dr. James Helis

Team:

Since the merger of the SHARP and Army Resiliency Directorates, you have not skipped a beat in carrying out your vital work. However I'm sure that like me, you have also pondered how to best integrate the work of ARD with SHARP. This very question was one topic of discussion at the 5th Annual SHARP Program Improvement Forum (PIF), which in July brought together SHARP professionals from across the Army to share lessons learned and best practices for creating and maintaining healthy command climates.

This event garnered the most significant representation of Army Senior Leadership at the PIF since the inception of the event in 2015. Additionally, this year's event marked the first time Command Ready and Resilient Integrators (CR2Is) have been included in the conference, a reflection of our new organizational structure.

See **SR2** on page 10



Reserve Officers' Training Corps (ROTC) cadet Nicole Foster, a student at Cal Poly San Luis Obispo, talks to Joe Rodriguez, an MRT-PE with the SHARP, Ready and Resilient Directorate July 3. Rodriguez is embedded at Cadet Summer Training to teach performance skills to cadets. (U.S. Army photo by Antonietta Rico)

## Resilience Experts Aim to Boost Performance at ROTC Camp

By Antonietta Rico, SR2 Strategic Communications

FORT KNOX, Ky.— Sport and performance psychologists have long been a staple in the rosters of professional sports teams, and now the military is treating its future leaders like elite athletes, deploying a host of performance enhancement experts to embed with cadets during this year's Cadet Summer Training (CST) at Fort Knox. Although a limited number of performance experts have previously worked with cadets, this year's contingent is the largest ever, with 55 Master Resilience Trainers-Performance Experts (MRT-PEs) from installations across the Army descending on Fort Knox and embedding with CST Advanced Camp units at the company level. CST is the culminating military training event for thousands of Reserve Officers' Training Corps (ROTC) cadets across the country. Cadets who

are college juniors and seniors must attend and pass the CST Advanced Camp in order to be commissioned into the Army.

"Regardless of how much we modernize, or new technology we bring into the Army, it is always going to come down to the human dimension and the performance of our individual Soldiers," said Brig. Gen. Antonio Munera, Deputy Commanding General for U.S. Army Cadet Command. "The bottom line for me is that we have to (treat) our Soldiers just like professional athletes and (give) them the same access to the same capabilities that professional athletes have," Munera said.

Employment of sports psychology does have precedent in the military, but it has traditionally been used for elite special operations forces.

See **CST** on page 7

### IN THIS ISSUE



R2 Performance Centers in Action .....2

Army's Program Aims to CATCH Serial Sexual Assault Offenders .....3

SHARP From the Field .....6

Drill Sergeant of the Year Credits Fort Leonard Wood R2PC for Win .....10

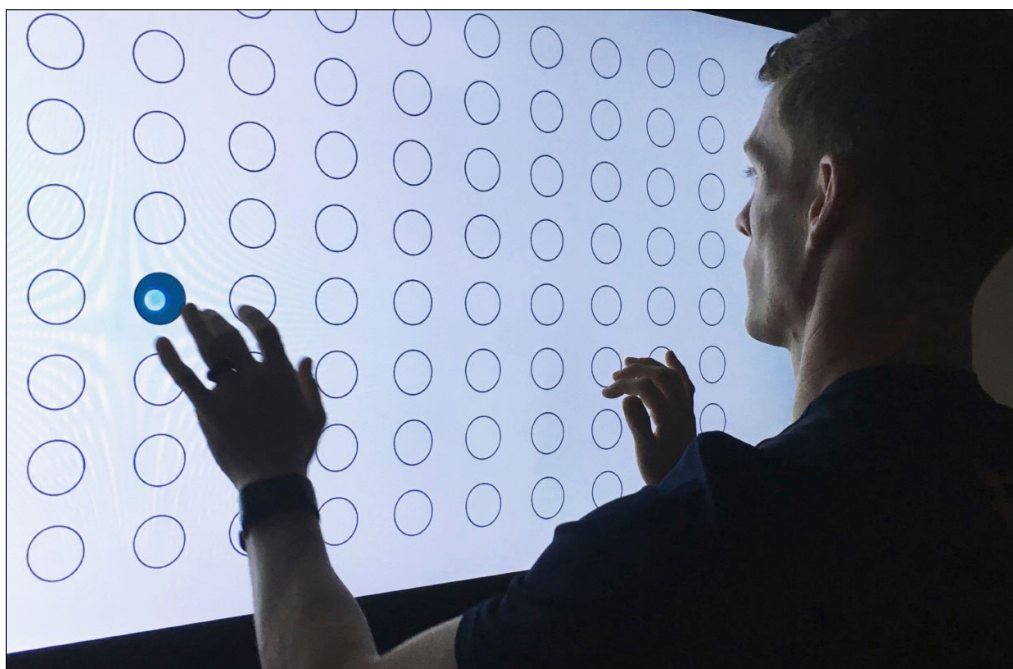


# R2 Performance Centers in Action

## SR2 Strategic Communications

### Best Ranger Teams Enhance Their Performance with Mental Training

FORT CAMPBELL, Ky.—R2 Master Resilience Trainers-Performance Experts (MRT-PEs) conducted a five-month integrated training program with the competitors in the three 101st Airborne Division (AASLT) 2019 Best Ranger Competition teams. They provided formal training preparing them for the demands of the competition, focusing on areas of self-awareness, self-regulation, communication and eye-hand coordination (right) during the team’s train-up from November 2018 to March 2019. Following a multi-point individual cognitive assessment, MRT-PEs provided a customized mental training program. The 101st Airborne Division’s Best Ranger Teams finished 1st, 3rd and 16th place and all three teams from the 101st Airborne Division (AASLT) finished the competition. Only 16 out of 54 teams overall finished the competition.



### Jumpmaster Prep Course Helps USARAK Soldiers Pass MTT

JOINT BASE ELMENDORF-RICHARDSON, Alaska— The Alaska R2 Performance Center developed a Jumpmaster Prep Course for members of 4/25 INF Brigade who were preparing for the Jumpmaster MTT ASI certification course. MRT-PEs used a component model of learning, which calls for training fundamental units to proficiency to facilitate the ability to give complex responses on demand. Of the 17 students who took the prep course, 11 successfully completed the MTT, a 65% graduation rate. This is 2.4 times higher than the previous MTT whose graduation rate was 27%.



### Cyber COE Focuses on Team Building During Organizational Day

FORT GORDON, Ga.— MRT-PEs provided Team Building to 42 Army personnel assigned to the TRADOC Capability Manager for Networks and Services (TCM-NS) Office, Cyber Center of Excellence May 9, during their organizational day. The Cyber COE section requested team building from the R2PC to promote camaraderie among the staff, enhance the quality of working relationships in their sections, and develop more effective lines of communication among the team. PEs conducted activities including ‘The Helium Hoop’ with groups of six individuals, which builds teamwork and effective communication strategies.



### PAO Soldiers Learn Interpersonal Communication for Mission Success

JOINT BASE LEWIS-MCCHORD, Wash.— Soldiers with the 5th Mobile Public Affairs Detachment (5th MPAD) learned resilience and performance skills to improve their Physical Training (PT), as well as to improve their day-to-day operations and unit climate. The unit Master Resilience Trainer, Sgt. Simon McTizic, presented a resilience skill of the day over four sessions during morning PT, while the MRT-PE provided additional training relevant to the resilience skill taught by McTizic. The 5th MPAD Soldiers made a commitment to use the Active Constructive Responding skill to build unit cohesion.



# A Data Point: Impact of Sexual Trauma on Mental Health

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

Editor's Note: "A Data Point" is a recurring column in the SR2 Community Link Newsletter providing data insights relevant to the SR2 Directorate.

A recent study looked at some of the connections between experiencing sexual trauma and resulting mental health problems experienced by veterans. Understanding these connections can help us better serve the people entrusted to us.



John D. Foubert, Ph.D.

In the study "Unwanted Sexual Experiences and Retraumatization: Predictors of Mental Health Concerns in Veterans," the authors evaluated the role of trauma that has occurred prior to military service, during service, and across both points in contributing to the most common and deleterious mental health concerns experienced by military personnel: post-traumatic stress, depression, suicidal ideation, and suicide attempts. Results showed that if military personnel

had suffered sexual trauma in their lives, they were more likely to experience PTS, depression, suicidal thoughts, and suicide attempts.

The authors also found that unwanted sexual experiences were the worst type of trauma military personnel could experience. Having unwanted sexual experiences led to a two-to-seven-fold increased risk for PTS, depression, suicidal thoughts, and suicide attempts.

This study reminds us of the importance of knowing the trauma history of military personnel, given that having such a history makes it even more likely that a traumatic event while in the military will have negative psychological consequences. We especially need to be mindful of a past history of sexual violence.

References: Roberge, E. M., Haddock, L. A., Oakey-Frost, D. N., Hinkson, K. D., Jr., Bryan, A. O., & Bryan, C. J. (2019). Unwanted sexual experiences and retraumatization: Predictors of mental health concerns in veterans. *Psychological Trauma: Theory, Research, Practice, and Policy*. Advance online.

## Army Launches Program to CATCH Serial Sexual Assault Offenders

From Defense Media Activity

WASHINGTON— The Department of Defense now has a new investigative tool to help identify perpetrators of sexual assault.

The new Catch a Serial Offender—or "CATCH"—Program, fully operational as of August 5, is run by the Naval Criminal Investigative Service for all branches of the U.S. Armed Forces and the National Guard. CATCH gives people making a Restricted Report of sexual assault an opportunity to anonymously disclose suspect and incident information to help DoD identify repeat offenders.

The details the victim provides to the CATCH Program are compared to others' CATCH entries and other sexual assault reports. If the information appears to match with other allegations (one victim's submission on a suspect matches another victim's submission), the participating victims are notified privately. Participants can then decide whether to convert their Restricted Report to an Unrestricted Report and participate in the investigation of the suspect.

"Victims of sexual assault deserve our best support and resources," said Dr. Nate Galbreath, acting director of the DoD Sexual Assault Prevention and Response Office. "We're excited for the launch of CATCH, which will empower victims to disclose information about their assailant or assault in a safe and confidential way."

Participation in the CATCH Program is voluntary. Victims can also decline to participate in the process at any point, even after being notified that there was a potential match, with no negative consequences if the victim does not agree to participate.

"Research suggests that some suspects commit multiple incidents before being reported or caught. With CATCH, the Department has a new tool to identify these suspects," said Dr. Galbreath. "What's great about this new program is that both currently serving and veteran

service members who made a Restricted Report can participate. We hope that those who have since left the Service will consider contacting a Sexual Assault Response Coordinator and opt into CATCH."

Each Service will assign military criminal investigative organization investigators/analysts to the "MCIO CATCH Program Team" to run inquiries against the CATCH system on a regular basis. The National Guard Bureau will also assign a point of contact. In addition, each Service and NGB headquarters will designate one Sexual Assault Prevention and Response (SAPR) CATCH POC to work closely with the MCIO CATCH Program Team and coordinate match notifications. Mr. Nathan Evans, of the Army Sexual Harassment/Assault Response and Prevention Division, is the Army's CATCH POC.

Victims should contact their SARC for more information on the CATCH Program or to make a report of sexual assault. To locate the nearest SARC, the Department of Defense Safe Helpline provides a responder database available at <https://www.safehelpline.org/nearme>.

With Restricted, or confidential reporting, adult sexual assault victims can access healthcare, advocacy services, and legal services without a notification to command or law enforcement. With Unrestricted reporting, victims may also access support services, but command and law enforcement are notified and the report is referred for investigation.

If you need to speak to someone immediately, call the DoD Safe Helpline for anonymous and confidential, 24/7 support at 877-995-5247 or visit [www.safehelpline.org](http://www.safehelpline.org).

Safe Helpline is the DoD's sole sexual assault hotline, and provides specialized services including one-on-one crisis intervention and support, peer-to-peer support, information, resources, and self-care exercises, available anytime and anywhere (in the U.S. or overseas).



# Athletes with Army Archery Team Ready for Life After Warrior Games

By Antonietta Rico, SR2 Strategic Communications

MACDILL AIR FORCE BASE, Fla. (June 21, 2019)— For some of the Soldiers and veterans competing for Team Army at the Department of Defense Warrior Games, the adaptive sports competition is about more than winning a medal: It's about finding a new way forward after their injury or illness ended their plans for a military career.

Pfc. Kyia Costanzo tore ligaments in her ankle during basic training and can no longer do the long hikes in Washington State's Olympic National Park that were so much a part of her identity. Spc. Kevin Holyan suffered a gunshot wound at his duty station and now uses a wheelchair. And regardless of the cause of their injuries, their journey to readjusting to a post-military life passes through the Army's Warrior Games archery team.

"Archery is therapy," said Holyan. When he is out on the line preparing to take his shot, he said everything and everyone else disappears. And he just breathes. Then, sitting on his wheelchair, he pulls back the arrow with his mouth and lets it fly.

On hand to help with both their athletic performance and finding their new sense of purpose are Master Resilience Trainers-Performance Experts (MRT-PEs) from the SHARP, Ready and Resilient Directorate, who

have been working with the archery team since the Army Trials and are now helping prep the athletes during training week at Warrior Games. MRT-PE Susan Goodman, who has a degree in counseling with a specialization in sport and performance psychology, and other MRT-PEs have been teaching mental skills to enhance the physical performance of the team. One of the techniques she teaches is deliberate breathing. Holyan said Goodman helps him get in the right mindset to perform at a higher level, but the deep breathing skills he has learned go beyond archery.

"I use it pretty much on everything," Holyan said. "If I'm feeling anxious it brings my heart rate back down."

Performance skills are life skills, Goodman said. When athletes make a bad shot, she reminds them to think about what they can control, and what they cannot control. The last shot is gone, but they can refocus on the next shot. ...That injury happened... It's there. But they can control their self-care moving forward.

During practice, Goodman helps the athletes come up with cues and power statements that work for them individually to help them refocus. For Costanzo her power statement is "One shot. Best shot."

That statement helps her get rid of a tendency to focus on what went wrong with the last shot. The tie between the performance skills and the trauma the ill, injured and wounded athletes at Warrior Games are trying to overcome is unmistakable.

"When people are trying to recover one of the biggest problems they face is their mental health and the way that they think about themselves," Costanzo said.

She was told earlier this year that nothing more can be done about her ankle and she is now in the process of transitioning to civilian life. Since her injury she has been fighting to stay in the military, but now that's over.

"When that's taken away from you, when you can't do that, it's damaging to your ego, it's damaging to who you thought you were going to be," she said. But in archery, as in life, she is learning to concentrate on what's next. "Whatever happened prior to that I have no control over, so I just need to focus on what I'm doing this time," Costanzo said.

The Army archery team and the rest of Team Army competed against teams from other service branches and military teams from the U.K., Canada, Australia, the Netherlands and Denmark, June 21-30 in Tampa, Fla.

Team Army won a total of 98 medals: 39 Gold, 33 Silver, and 26 Bronze.



Team Army archery coaches, Scotty Hasting and Frank Barroquero, both past participants in Warrior Games, look on during archery practice June 20 at MacDill Air Force Base, Fla. (U.S. Army photo by Antonietta Rico)



Pfc. Kyia Costanzo gets feedback on her shooting from Susan Goodman, an MRT-PE with the SR2 Directorate, June 20.

(U.S. Army photo by Antonietta Rico)



## SR2 News Briefs

### SHARP PERSONNEL MUST UPDATE OBSOLETE DD 2910 FORMS

SHARP Program Managers, the following forms have been published and are now authorized for use:

- [DD Form 2910, "Victim Reporting Preference Statement."](#)
- [DD Form 2910-1, "Replacement of Lost DD Form 2910, Victim Reporting Preference Statement."](#)
- [DD Form 2910-2, "Retaliation Reporting Statement for Unrestricted Sexual Assault Cases."](#)

The previous version of the DD Form 2910 is obsolete and can no longer be used when responding to clients. All PMs should ensure that SHARP professionals within their area of operations are made aware of this change. The publication of the new DD Form 2910 signifies the official launching of the CATCH program. For any questions please contact Ms. Karoline R. Hay, at karoline.r.hay.civ@mail.mil.

### TERRY AND REBECCA CREWS VISIT KOREA FOR SAAPM SPEAKING TOUR



Eighth Army's 2019 SAAPM encore presentation was an inspirational story of survival, resilience and personal freedom. Author, activist, and actor Terry Crews, and his wife Rebecca, traveled across the Korean peninsula speaking with Soldiers, Civilians, and Family members about sexual assault, and encouraging reporting and victim advocacy.



### LEARNING CHARACTER STRENGTHS FROM STORIES OF MOH RECIPIENTS

Soldiers with HHB, 1st Battalion, 14th Field Artillery, out of Fort Sill, Okla., took part in a special Medal of Honor PT session June 2. The PT session, organized by Sgt. 1st Class Randy Traxler, the unit Master Resilience Trainer, helped the Soldiers connect with the character strengths displayed by MoH recipients. NCOs in the unit volunteered to pick a Medal of Honor recipient, read their citations, and then ask Soldiers to identify character

strengths they believed the individuals displayed. They also then named Soldiers in their formation that they believed displayed similar character strengths. With the character strength, they also chose an exercise or created a mini-workout that was tailored to the MoH recipient's specific actions and sacrifice. The PT session was intended to build team cohesion, esprit de corps, and foster a character strength-based climate, Traxler said.

### "LEAVES OF LIGHT" MAKE AN IMPACT AT FORT HUACHUCA



TRADOC's United States Army Intelligence Center of Excellence (USAICoE) tenant units became a place of reflection during its Sexual Assault Awareness and Prevention Month (SAAPM) "Leaves of Light" event. Messages were written on different colored leaves, which were then added to a teal-accented tree covered in lights. USAICoE personnel wrote words of support, encouragement and inspiration.

Several survivors felt empowered by the anonymity of the leaves to share their experience.

In an outpouring of support, the tree, which started off bare April 1, had blossomed to 130 leaves by month's end. A sense of community was felt by many who read the messages. There was also surprise at the realization that, yes, there are victims of sexual assault in this organization-it doesn't just happen "to others."

### FORT DRUM SAAPM POSTER INCREASES AWARENESS



Soldiers with the 10th Mountain Division (LI) focused on promoting awareness, intervention, and ensuring people are protected from sexual assault and harassment during SAAPM. The 10th SBDE had a poster contest, requesting Soldiers submit artwork depicting a SHARP-focused message.

A Soldier from the 514th SMC was selected as the winner, producing a poster that depicts a Soldier holding another Soldier's mouth shut. The victimized Soldier has tears streaming down the face. It shows that anyone can be a perpetrator and anyone can be a victim of sexual assault. According to the submission, the poster is intended to look disturbing, showing it is unnerving that perpetrators can hide in our ranks and commit such atrocities against our brothers and sisters in arms. As Soldiers we need to do what is right and intervene to prevent such incidents.



# SHARP From the Field



## “Teal It” Event Raises Awareness and Educates Irwin Community

FORT IRWIN, Calif.— The Fort Irwin U.S. Army Garrison SHARP Program raised awareness about sexual assault prevention in April by asking participants to decorate their office or door with the color teal. The displays served as a visual representation of support for sexual assault victims, helped start a conversation on the topic, offered an opportunity to educate Army personnel and increased awareness and prevention of sexual assault.



## USARPAC Hosts SHARP Summit on Ford Island, Hawaii

HAWAII—The 8th TSC command team, Maj. Gen. Charles R. Hamilton, Commanding General, and Command Sgt. Maj. Maurice V. Chaplin attended the last day of the SHARP Summit held on Ford Island, Hawaii, to highlight the dedication of the SHARP Program personnel. As the keynote speaker,

Hamilton said that leaders rely on SHARP advocates heavily to help ensure a healthy command climate, to prevent sexual misconduct and to implement measures necessary to protect Soldiers. He and Chaplin both stressed how thankful they are for what SHARP does for service members every single day.



## APG Command Team Affirms Commitment to SHARP Program

ABERDEEN PROVING GROUND, Md.— Maj. Gen. Mitchell L. Kilgo, Commanding General, U.S. Army Communications-Electronics Command and Aberdeen Proving Ground (APG), visited the APG SHARP Resource Center June 19.

After a tour of the facilities and an in-brief, Kilgo and Col. William McDowell, the Executive Officer to the Commanding General, signed the SHARP pledge board to affirm their commitment and support to the Army SHARP Program.



## Senior NCO/Male Sexual Assault Survivor Speaks to Change Culture

FORT IRWIN, Calif.— Sgt. Maj. Aaron Stone, center in the photo, was the main speaker at a SHARP awareness training Q&A hosted by the USAG SHARP Program at Fort Irwin, Calif., June 27.

Stone, a survivor of sexual assault, spoke about his experience to help attendees gain greater insight into male victimization. The interactive training session encouraged participants to rethink their current assumptions about what a victim looks like and examine their preconceived notions.



## MRT-PEs Assist Cadet Summer Training *CST Continued from page 1*

However, since 2008 the Army has stood up 29 R2 Performance Centers across installations Army-wide, including two opening this year in Vincenza, Italy and Camp Zama, Japan. The R2 centers are staffed with the MRT-PEs, who hold degrees in psychology, counseling, or kinesiology, with an emphasis in sport or performance psychology, and teach performance enhancement and mental resilience to Soldiers, Families, Army Civilians and individual units who request training. The move is part of the Army's overall strategy to enhance the personal readiness and lethality of its troops, taking a holistic approach that includes a focus not just on the physical component, but also on mental performance and resilience skills.

This year, the CST Advanced Camp increased from 31 days to 37 days, a move based on the push by Gen. Stephen J. Townsend, commander of the U.S. Army Training and Doctrine Command, to give Army officers more experience with Soldier tasks, including more time with basic rifle marksmanship (BRM), buddy-team live fire, and hand grenade training.

During BRM qualification, a must-pass event for cadets at Advanced Camp, Joe Rodriguez, an MRT-PE from the Fort Stewart, Ga., R2 Performance Center currently embedded with B Company, 7th Regiment at CST, focused on touching base with the cadets who were struggling to qualify. Rodriguez, who has a degree in Applied Physiology and Kinesiology-Human Performance, worked on creating mental imagery scripts, long used by Olympic athletes, to reinforce the four fundamentals of marksmanship.

"When we use a mental imagery script, we are talking about doing a mental rehearsal of the event that is going to happen," Rodriguez said. "Mental imagery is going to activate the same neural pathways within the brain as if the cadets were physically doing it... this is a science-based (technique) that can give you an edge," he said.

Nicole Foster, an ROTC cadet from Cal Poly San Luis Obispo, attributes the technique with helping her on the rifle range. She initially shot a 7 out of 40, well below the 23 out of 40 required to qualify on her rifle.

"One of the things we really discussed and I used today was mental imagery, and imagining myself in vivid detail going through the steps," Foster said. "...I literally sat there and was like 'OK, I'm going to walk over (to the fox hole), I was hearing the crunch of the rocks underneath my feet, and I'm going to put my weapon down, remember to put the weapon butt down first...put my magazines on my left... and I'm gonna get down in the prone...and I'm gonna look down (range) at my targets and make sure I can see all six targets...and keep my breathing steady....'" Foster was able to qualify, shooting 27 out of 40 on her third try.

Beyond mental imagery, the MRT-PEs also teach techniques such as deliberate breathing, learning from failure, emotional priming/energy management, "controlling the controllables," and fostering a growth mindset, to cadets as they go through the challenges and obstacles of Advanced Camp.

Maj. Robert Parker, a cadre member with the 7th Regiment, said he wished he had had the training program cadets are getting now, to include the increased focus on infantry skills as well as the training provided by the enablers, like the MRT-PEs, when he went through Advanced Camp years ago.

"My leadership would have developed exponentially quicker in the Army," Parker said. "We're setting them up for (success as) future leaders."

Part of the benefit of exposing cadets to performance enhancement techniques before they commission as officers is that they will become familiar with the mental skills required for success in the military, inculcating that mindset into the Army culture, said Munera.

"You are educating them at a very early age, young leaders, on what it takes to be in the Army and how to take care of themselves and their Soldiers mentally, spiritually and physically," Munera said. "We've got to invest in our individual Soldiers just like we do professional athletes...how to get the best physical performance out of them and how to get the best mental performance out of them," he said. "It's another great resource that we can provide our Soldiers."



A Reserve Officers' Training Corps (ROTC) cadet attending Advance Camp of Cadet Summer Training (CST) at Fort Knox, Ky., gets an encouraging fist bump from Ross Simonson, an MRT-PE with the SHARP, Ready and Resilient Directorate, during the cadet's rappel tower training July 3. The Army has embedded 55 performance experts with ROTC cadets at CST to enhance their physical and mental performance during the yearly training that is a prerequisite for ROTC cadets in order to commission as officers in the Army. (U.S. Army photo by Antonietta Rico)



## Vice Chief: Combating Sexual Assault Relies on Building Cohesive Units

By Thomas Brading, ARNEWS

ALEXANDRIA, Va. -- Eliminating sexual assault and changing the Army's culture on intervention starts with changing how leaders and Soldiers view the problem, said the Army's Vice Chief, during the fifth annual SHARP Program Improvement Forum Tuesday.

"Sexual Assault and Sexual Harassment are a deliberate fratricide (against another Soldier)," Gen. James McConville said at the forum providing insight into topics currently impacting the Sexual Harassment/Assault Response and Prevention community. "That's how I want people to think about it."

The forum brought together senior leaders, program managers, sexual assault response coordinators, and victim advocates from around the Army. They collaborated on different ways to refine and enhance the SHARP program. The forum took place a few months after release of the DoD Fiscal Year 2018 Annual Report on Sexual Assault in the Military.

Every year, the Pentagon releases a report outlining the number of sexual assaults reported by service members. With sexual assault being an underreported crime, an anonymous survey is also conducted every two years to get a better understanding of prevalence, or the estimated occurrence of unwanted sexual contact. The 2018 anonymous survey revealed an increase in Soldiers who say they've lived through some form of sexual assault.

"We're not going in the right direction, so let's own it," McConville said, taking responsibility on the setback, while adding, "We've got some work to do."

The increase in prevalence, since the 2016 survey, indicate that 17- to 24-year-olds were at the highest risk of being assaulted, and occurrences typically happened between two people who work, train, or live in close proximity of each other, indicating the perpetrators are peers of the same age range and are similar rank, as their victims.

With the increase in prevalence shifting to a slightly younger demographic--17- to 24-year-

olds--who are relatively new to the Army, we need to teach them what to think before we teach them how to think, said McConville. They should be thinking, "We cannot have this--sexual assault and sexual harassment--in our squads. We cannot stand for this."

McConville added that with 120,000 Soldiers joining the Army every year, it's an issue that needs to be changed "from the bottom up" by "empowering the squad-level" leadership. Through the reinforced actions of ground-level leaders, we can change the Army's culture, he said.

"My No. 1 priority is people," said McConville. People are what the Army is "all about" and it's "our people" who make the U.S. Army the greatest in the world, he said, adding that's why SHARP is important. Without programs like SHARP, trust is broken, he said.

### AMERICA'S SONS AND DAUGHTERS

"We're asking the American people to send their sons and daughters into the military, to wear this uniform, and we're asking them to trust us," McConville said. "We're telling Families, 'If you send your sons and daughters, (it's our job) to take care of them.'"

However, when the American people don't believe leaders will take care of Soldiers, he said they'll stop sending their sons and daughters. A cohesive unit is built on trust, he said, and cohesive units win on the battlefield. This is a battle the Army will win by shaping its culture.

"I have three kids who serve; I expect and my wife demands we provide a safe and secure environment," McConville said. "I see things and I think, that could be my daughter or son."

### SHAPING A CULTURE OF TRUST

McConville touted heroic actions of Soldiers across the Army, saying it's in their culture



Army Vice Chief of Staff Gen. James McConville says Soldiers need to know how to intervene if they see sexual assault or harassment. He spoke at the SHARP Program Improvement Forum held at the Mark Center, Alexandria, Va., July 16, 2019. (U.S. Army photo by Spc. XaViera Masline)

to do the right thing, and gave examples of Soldiers who have done incredible feats at the risk of their own safety, like "running into a burning building to save someone," or "rescuing someone from drowning." He said Soldiers often do less dangerous but selfless actions, like "stopping along the road to help someone change a tire."

"Soldiers know when to intervene," he said. "It's who we are." That said, he wanted to know how to convince more Soldiers to intervene during a potential sexual assault. The answer is to change the culture, and teach them to "know what to do, when they don't know what to do," he said.

Changing culture begins at the ground level, by teaching Soldiers how, and when, to intervene, McConville said, adding, "That's how you get someone who intervenes right away. That's how they run into those burning buildings, that's how they go after cars underwater -- Soldier's will do it -- we need to reinforce that type of thinking moving forward."

Treating everyone with dignity and respect, protecting each other -- it's just the right thing to do, McConville said. "People who don't do that, they're not part of us. We are the most respected institution in the United States, and that's earned."




# 7 C'S OF TEEN RESILIENCE

**When a Soldier serves the nation, their Family also serves.** Just like for Soldiers, building resilience in our children enables them to cope with the challenges of Army life. Teens, in particular, can feel the impact of deployments and PCSing, leaving old friends and family separations. However, there are core elements known to prepare young people to thrive. Parents should reinforce these strengths and protective factors. Below are the Seven C's of Resilience, and how each C may be affected by Army life.




### 1. COMPETENCE

Young people can't become competent without first developing a set of skills that allows them to trust their judgments, make responsible choices, and face difficult situations. It is important to know that frequent PCS moves may challenge the development of new skill sets. With some planning ahead and knowledge of what resources are available in a new community, Army teens can build new competencies.




### 2. CONFIDENCE

Young people need confidence to be able to navigate the world, think outside the box, and recover from challenges. Frequent PCS moves can support confidence-building as young people learn to adjust to new surroundings, schools and friends. However, some teens will need extra support to build their confidence in new settings.




### 3. CONNECTION

Connections with people, schools, and communities offer young people the security that allows them to stand on their own and develop creative solutions. It is the "C" most directly affected by the Army lifestyle. Deployments, family separations or starting at a new school can separate children from one or both parents and friends for extended periods of time. The good news is that Army teens are more likely than most other young people to have strong community connections. It takes intentional effort to maintain close relations with deployed parents, extended family and friends.




### 4. CHARACTER

Young people need a clear sense of right and wrong and a commitment to integrity. Think of character as choosing to do the right thing even if nobody is looking. Army teens have a head start as they are raised with parents typically driven by strong values, a clear sense of mission, and a commitment to serve the greater good.




### 5. CONTRIBUTION

Young people who understand the importance of personal contribution gain a sense of purpose that can motivate them. One of the best methods for teens to learn they matter is by giving to or serving others. This could include service to families, neighbors, communities, and the world-at-large. Army teens should know that they serve already as part of a family committed to contributing to the nation's well-being.



### 6. COPING

Life can be stressful. Teens who learn to cope effectively with stress are better prepared to overcome life's challenges. How we respond to the discomfort caused by stress largely determines our well-being. There are a predictable set of stressors related to the deployment cycle. Because of these stressors, Army youth may need additional guidance learning to cope.



### 7. CONTROL

Young people learn in childhood whether they believe they control their lives or whether they are controlled by others. They learn much of this by how they are disciplined. It is important that all caregivers are on the same page and actively participating in discipline. It's just as crucial and may take additional strategizing when separated by distance such as an overseas assignment or deployment.

SOURCE: CENTER FOR PARENT AND TEEN COMMUNICATION  
<https://parentandteen.com/supporting-military-families/>



## Drill Sergeant of the Year Credits Performance Enhancement for the Win

By Dawn Arden, Fort Leonard Wood PAO Office

FORT LEONARD WOOD, Mo. (May 31, 2019)—Winning the title Maneuver Support Center of Excellence Drill Sergeant of the Year is a goal Sgt. 1st Class Marianne Russell took seriously. In order to reach that goal, she enlisted the assistance of the R2 Performance Center. Being a Master Resilience Trainer, Russell already knew of the benefits in regards to her Soldiers, but didn't consider it for herself until she was teaching an MRT class.

"I never really thought about it, but when (it was) briefed it clicked in my head that I probably could use it," she said, adding that it was only two weeks before the competition at that point. "It was last minute but it was still beneficial."

Russell said getting back to the basics and using skills she learned helped her with the "mental toughness" part of the competition. "Things like pushing through when your mind says give up, power statements and little things like that helped me tremendously,"



Sgt. 1st Class Marianne Russell, MScOE and Fort Leonard Wood Drill Sergeant of the Year, salutes the flag during the MScOE Best Warrior Competition award ceremony May 10. (Photo by Dawn Arden)

she said. "When I think back about the competition overall—the physical aspects and the technical parts of it—those are obviously important, but the mental portion of it because it was so strenuous and so physically exhausting, learning how to push your body past its limits was a (huge) help." MRT Performance Expert Anya Salzgeber said Russell already had a lot of the skills, she just needed to put a name to it and learn how to apply the techniques at the right

moments. Salzgeber said even in that short amount of time she could see Russell growing in confidence knowing that she could push herself further.

"We talked a lot about breaking it into smaller chunks so as to not overwhelm oneself, taking just one task, one challenge at a time," Salzgeber said. "Also, knowing when you have the ability to regenerate or recuperate some of that energy and how to do so when there is some down time—being able to relax your muscles, have control over your body while gaining better control over your heart rate so you can save energy when you can."

Russell said during the competition she constantly reminded herself why she was doing this, her motivation behind competing and why she didn't want to quit. She used tactical breathing and energy management, refocusing her energy after each obstacle.

Editor's Note: For full article please follow the link ["R2 Performance Enhancement for the Win."](#)

## SR2 Embraces Organizational Change *SR2 Continued from page 1*

The PIF provided an opportunity for honest, frank discussion on the role and importance of SHARP in the SR2 Directorate. It is my #1 priority. Also, we considered how issues such as suicide, sexual assault, and alcohol and substance abuse have similar risk factors; and how Ready and Resilient assets can best be utilized to strengthen protective factors and build cohesion in our units, which reduces risk and increases the well-being of our Soldiers.

Although we're still in the embryonic stage of this new organization, we have already refined our vision for the SR2 Directorate, and are developing new objectives. Our intent is to maintain our individual program expertise while strengthening our capabilities through integration of efforts.

This summer we demonstrated our resolve and commitment to enhancing the readiness of our Army from the outset and throughout various touchpoints of a Soldier's career and into their transition from uniformed military service. For example, SR2 deployed 55 Master Resilience Trainers-Performance Experts (MRT-PEs) to Cadet Summer Training at Fort Knox, Ky., the Army's biggest training exercise where more than 8,000 ROTC cadets from across the country learn what it takes to become an Army officer and a future leader of Soldiers.

MRT-PEs worked with cadets at Advanced Camp, teaching them the

mental skills that will not only improve their performance in basic Soldiering tasks, but will also enhance their leadership dexterity. By fostering a growth mindset, the MRT-PEs are equipping the cadets with the cognitive agility they can carry with them throughout their careers, including as unit leaders.

Additionally, SR2 employed MRT-PEs during this past June's 2019 Department of Defense Warrior Games to support athletes participating in the adaptive sports competition. These Soldiers and veterans have persevered with great resilience through life-altering circumstances that for many meant the end of their military career.

While the MRT-PEs focused on enhancing the athletic performance of the ill, injured or wounded athletes, they also reached out to the athletes' Families, and in so doing, embraced SR2's holistic approach to personal readiness. This approach includes ensuring the preparedness of Army Family members to support their Soldier-athletes in performing at their best. The athletes and their Families learned techniques that will have a profound impact beyond their time during Warrior Games.

I am honored to be part of an organization whose workforce is wholly dedicated to improving the life of Soldiers, their Families and the larger Army workforce. I urge you to continue the good work.

Army Strong!



## Good Idea Fairies, Here is Your Chance to Shine

By Antonietta Rico, SR2 Strategic Communications

ARLINGTON, Va.—Think you have a great idea that will revolutionize Army readiness and resilience? The Army wants to boost your chance at making it happen. Starting this June, the Army implemented a formal process to capture and evaluate grassroots, personal readiness and resilience initiatives before considering the idea for potential Army-wide use. The new process, outlined in the just released [Initiative Evaluation Process technical guide](#), is designed to ensure ideas can demonstrate results, have applicability Army-wide and avoid duplication or unintended consequences.

“Not every good idea, even if it’s a great idea, may hit the mark,” said Joe Ezell, a Management and Program Analyst at the Army’s G-1 SHARP, Ready and Resilient (SR2) Directorate. “Sometimes people don’t quite understand the second and third order effects associated with their good idea... and the execution of that idea might not quite evolve into what they are looking for.”

Previously, the Army may have implemented ideas sent by local installations, but without thorough analysis or resourcing, those initiatives fell by the wayside. The new technical guide, developed jointly by SR2 and the Army Public Health Center (APHC), requires that proposed initiatives undergo a five-step screening process to assess effectiveness and Army-wide applicability. Army program managers, Army leaders or anyone with a great idea to improve Soldier, Civilian and Family member personal readiness and resilience can begin the process of fielding it by reaching out to their Commander’s Readiness and Resilient Integrator (CR2I). This first step in the process provides the individual leader

or organization proposing an idea with the backing of a work group that will help them gather effectiveness data, walk them through the other steps in the process and, if the idea has merit, put together the proposal package for submission to the local installation commander. The initiative will then undergo review at several echelons before it is potentially forwarded to the Army G-1 level.

Although the process may seem cumbersome, it is not intended to inhibit innovation, instead it is meant to refine it, said David Collins, Evaluations Branch Chief at SR2.

“As with any good idea, it has to be well thought out,” Collins said. “It forces people to think about outcomes. Oftentimes we just think about execution, we never really think about the impact.”

The end result will be that the best ideas will rise to the top and get pushed through up to the highest levels for evaluation and possible implementation Army-wide, Collins said. Other ideas may work better at the local or regional level, and commanders can still count on the IEP process to validate those initiatives. The proposal package the CR2I puts together is intended to show the quantifiable impact an idea has, and gather objective evidence that will reinforce the value of the idea so that when a new program is presented to senior Army leaders, they will be able to make evidence-based decisions.

The IEP will “save time, energy and effort across the board,” Ezell said.

Grassroots efforts have traditionally driven innovation in the ranks, so if you are ready to submit your idea, [download the technical guide](#) and reach out to your local CR2I now.

## SR2 Upcoming Events

### AUGUST

#### NATIONAL SEXUAL ASSAULT CONFERENCE

August 21-23: The National Sexual Assault Conference provides advanced training opportunities and information regarding sexual violence intervention and prevention.

Location: Philadelphia, Pa.

#### VA/DOD SUICIDE PREVENTION CONFERENCE

August 26-29: SHARP, Ready and Resilient representatives will attend the 2019 Suicide Prevention Conference. The theme this year, **Many Roles. One Mission.**, emphasizes the role everyone plays in preventing suicide in the military community.

Location: Nashville, Tenn.

### SEPTEMBER

#### USAREUR SHARP Summit

September 9-13: U.S. Army Europe will host a SHARP summit bringing together senior leaders to share prevention and awareness efforts and best practices.

Location: Europe

### OCTOBER

#### ARMY TEN MILER

October 13: The Army’s annual Army Ten-Mile Race and Expo is held every year in the nation’s capitol, bringing over 35,000 runners from around the world.

Location: Washington, DC

#### AUSA ANNUAL MEETING

October 15-16: The Association of the United States Army’s Annual Meeting is the largest exposition and professional development forum in North America for Army personnel.

Location: Washington, DC



# Program Offers Proactive Health Assessment of Soldiers, Army Civilians

By Kyra Davenport, SR2 Strategic Communications

Few things are more difficult or traumatic for Soldiers than an operational deployment overseas. Even Civilians who work for the Department of the Army are sometimes called to deploy to these operations. Problems that can emerge days or even months after a Soldier or Civilian returns home include traumatic brain injury, post-traumatic stress, depression, suicide, substance abuse, chemical exposure, and long-term injuries.

The U.S. Army's Deployment Health Assessment Program (DHAP) identifies deployment-related health problems and connects Soldiers and Army Civilians with the right care when needed and ensures that Soldiers are assessed pre and post combat.

"This program is designed to ensure that Soldiers are medically capable of accomplishing our mission," said Master Sgt. Kevin Edmondson, NCOIC of R2I and Training Division in the SHARP, Ready & Resilient Directorate. "In addition, for Soldiers who may

not be medically capable, DHAP identifies their challenges and provides them with a plan of action to get back into the fight."

Deployment Health Assessments are taken at three critical points – before deployment, immediately after redeployment, and 90 to 180 days after redeployment. All three involve completing a specific Department of Defense self-assessment form, and includes a one-on-one appointment with a health care provider:

DD Form 2795 – Pre-Deployment Health Assessment, taken within 120 days before deployment.

DD Form 2796 – Post-Deployment Health Assessment, taken 30 days before or after redeployment.

DD Form 2900 – Post-Deployment Health Reassessment, taken 90 to 180 days after redeployment.

Each one-on-one appointment with a health care provider is private and confidential, and

is required to validate each DD form. The health care appointment for DD Form 2900 is especially important. It serves as a gateway for the Soldier or DA Civilian to receive care for deployment-related injuries or behavioral health challenges.

"Take these assessments seriously," Edmondson said. "Sometimes we want to be tough and act as if everything is fine, when in reality there are some challenges that we may need assistance with. Take the assessment seriously so that if assistance is needed, you can receive the help that you need."

Gen. James McConville, Vice Chief of Staff of the U.S. Army, has said that his top priority is people.

Edmondson highlighted McConville's emphasis on people as his top priority – not just 'Soldiers' – stating that, "taking this assessment seriously not only helps our Soldiers, it helps our DA Civilians, and it also helps their Families."

## SHARP, Ready and Resilient Directorate

SR2COMMUNITYLINK

August 6, 2019. Volume 3, Issue 3

**Director**  
Dr. James Helis

**Sergeant Major**  
Sgt. Maj. Gabriel D. Harvey

**Deputy Director**  
Col. Richard Ng

**Chief, Strategy Division**  
Col. Roy Walker

**Branch Chief, Communications, Outreach & Leadership Engagement**  
Ms. LeWonnice Belcher

**Editor-in-Chief**  
Ms. Daisy Robles Johnson

**Editor**  
Ms. Antonieta Rico

The SR2 Community Link newsletter is an authorized quarterly publication produced by the SHARP, Ready and Resilient Directorate for the Army community. The contents of the SR2 Community Link are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Army. The editorial content of the SR2 Community Link is the responsibility of the Communications, Outreach & Leadership Engagement branch at SR2. For questions, or to subscribe or submit articles and photographs to SR2 Community Link, please contact the editor at antonieta.rico.ctr@mail.mil. This publication is available for download at: <https://www.dvidshub.net/publication/1102/r2-community-link-newsletter>.

**SHARP, Ready and Resilient**  
2530 Crystal Drive, 6th Floor  
Arlington, VA 22202  
[www.readyandresilient.army.mil](http://www.readyandresilient.army.mil)  
[www.preventsexualassault.army.mil](http://www.preventsexualassault.army.mil)

## Follow @USArmySR2

Please coordinate with your Public Affairs Office to share or retweet @USArmySR2 content on Command or Installation Facebook and Twitter platforms. Sharing and retweeting the content on these platforms will help get SR2 messages in front of more Soldiers, as well as their Family and friends.

**Tweet: 158 Total Engagements**

**U.S. Army SHARP, Ready & Resilient** @USArmySR2 · May 13  
Master Resilience Training can help you identify your core character strengths, boost your positive qualities & use your strengths to navigate challenges.



**Post: 224 Reactions, Comments & Shares**

**U.S. Army SR2**  
Published by LeWonnice Belcher · June 7 at 6:51 AM

Author, actor, and activist Terry Crews and his wife Rebecca spoke with Service Members, Civilians, and their Family members about sexual violence, victim advocacy, social stigmas, and their story of resilience: <https://go.usa.gov/xmeEt>.



## Connect with SR2!

Contact SR2 Strategic Communications at [usarmy.pentagon.hqda-dcs-g-1.list.dape-ars-p@mail.mil](mailto:usarmy.pentagon.hqda-dcs-g-1.list.dape-ars-p@mail.mil)



Follow us @USArmySR2

[readyandresilient.army.mil](http://readyandresilient.army.mil)  
[preventsexualassault.army.mil](http://preventsexualassault.army.mil)