



Army Resiliency Directorate

Ms. Sharyn J. Saunders
Director, Ready and Resilient Campaign
7 October 2014



Campaign Statement



- The ***Ready and Resilient Campaign*** is a comprehensive plan to address the immediate and enduring needs of the Total Army including Active, Reserve, and National Guard Soldiers, their Families and Army Civilians.
- The ***Ready and Resilient Campaign*** seeks to inculcate a positive cultural change in the Army by directly linking personal resilience to readiness and emphasizing the responsibility and accountability of personnel at all levels to build and maintain their individual resilience as well as the resilience of their team.

Spouses and Families are key elements of a Soldier's Readiness and Resiliency!



Why Resiliency?



Engaged Leadership
Resilience and
Performance Training,
Education, Tools and
Programs



- Perception of Self
- Self Actualization
- Self Confident
- Spiritual Growth
- Relationship Growth
- Purpose of Life
- Physically Fit
- Good Decision Makers
- Exceptionally Agile
- Adaptive
- Mature
- Resilient
- Less Impulsive
- Less Injury Prone

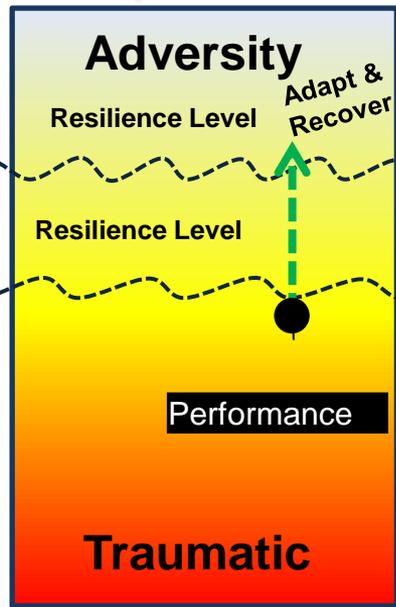
Post Traumatic
Growth



Support
for
specific
challenges

- Anxiety
- Stress
- Depressed
- Angry
- Not Socially Connected
- Not Physically Fit
- Poor Performer
- Unmotivated
- Insecure
- Substance Abuse
- Violence
- Sexual Assault
- Immature
- Low Resilience
- Isolation
- Impulsive Risk Taker

- Engaged Leadership
- Execute MRT
- Lead Strong Change
- How to Engage



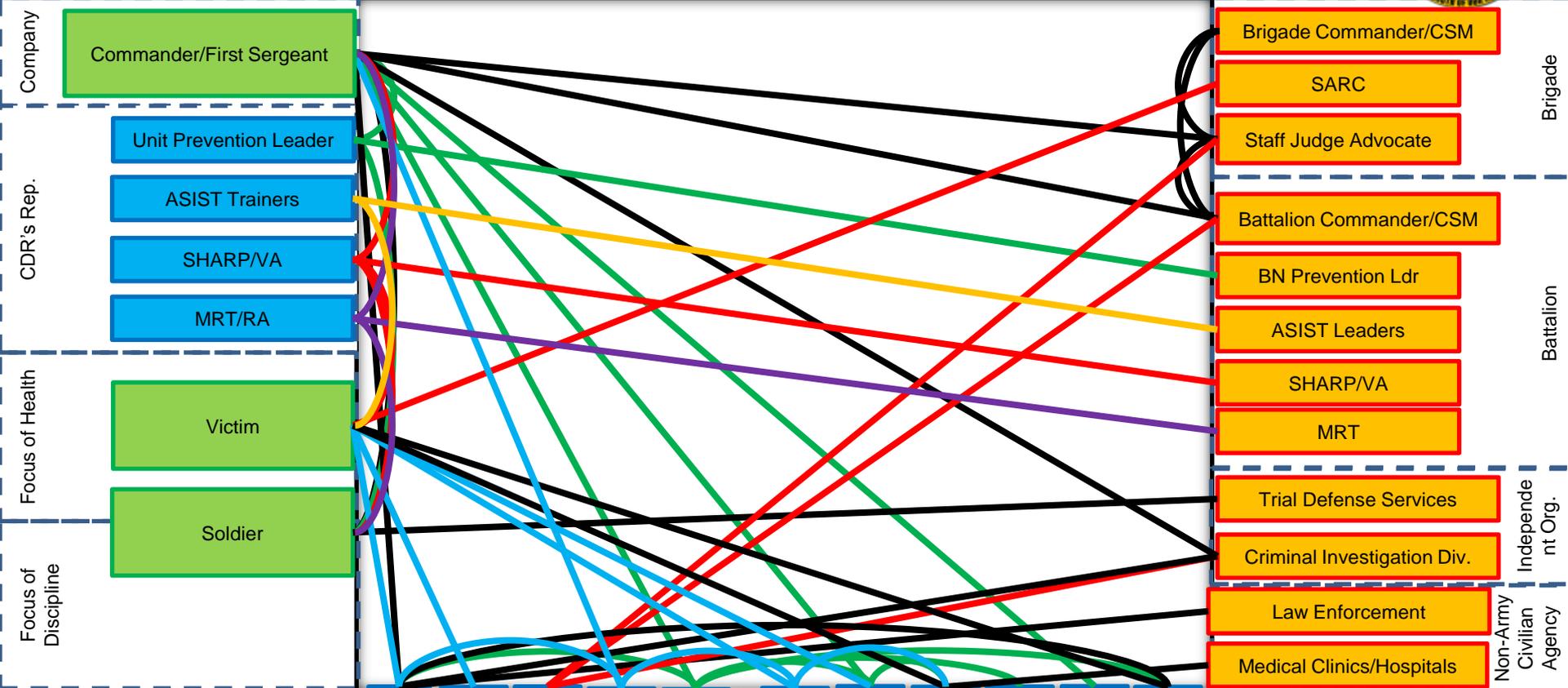
Build Resilience

Enhance Performance

Increase Readiness

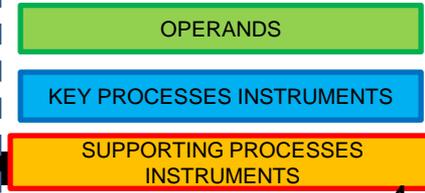
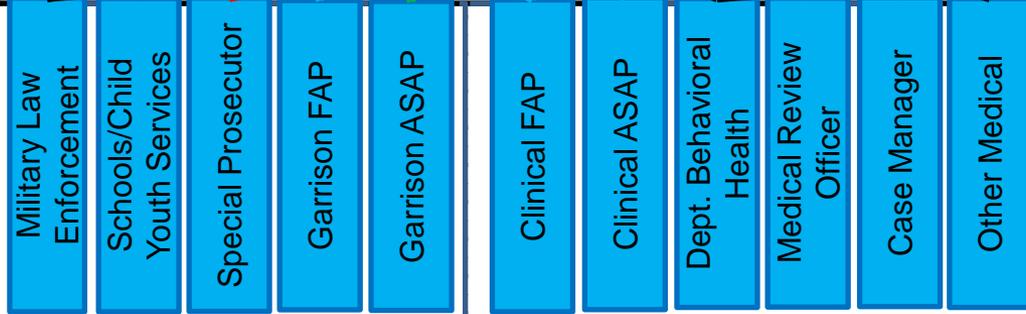


READY AND RESILIENT FUNCTIONAL/NETWORK ARCHITECTURE – COMPLEXITY



KEY PROGRAMS

- ASAP
- SHARP
- FAP
- CSF2
- ASPP
- General Support





Key Ready and Resilient Themes

- Strategic Themes:
 - Enable engaged and empowered leaders to take action and be responsible and accountable for the care of their soldiers
 - Sort the complexity of R2 requirements, systems, programs, processes, training, analytics and assessments so leaders and Soldiers don't sort them independently across the Army

- Operational Themes:
 - Promote the Profession of Arms and foster Competence, Character and Commitment
 - Promote that all (yourself and others) are treated with dignity and respect and that all exemplify our Army Values, Standards and the Army Profession
 - Cultivate an environment where we each are accountable to ourselves and for each other's resilience; recognizing warning signs; become interveners instead of bystanders; connecting those at-risk to resources; and promoting that help-seeking behaviors are a sign of strength

- Tactical Themes:
 - Implement integrated, comprehensive fitness skills and techniques to build resilience, enhance performance and increase individual, unit and Total Army readiness
 - Improve transitions across the Soldier and Civilian lifecycle resulting in increased readiness
 - Proactively combat the attributes of personal turmoil prior to the display of risky behaviors instead of focusing on the host of various risky behaviors (symptoms)
 - Communicate the value of building resilience and its impact on performance and readiness



Overall Campaign Status

OUTCOMES

Unity of Effort

1. Refine Policies and Prioritize Resources to Support Soldier Resilience (G-1 Lead):

OBJ 1-1 – Governance plan and management structure developed and implemented.

Task: 90 of 106 complete (85%)

Min. Req. tasks: 5 of 5 (100%)

OBJ 1-2 – Metrics defined, programs assessed and resourcing prioritized.

Task: 4 of 16 complete (25%)

Min. Req. tasks: TBD

OBJ 1-3 – Metrics inform and improve programs and services.

Task: 7 of 16 complete (44%)

Policies, processes, resources, authorities and responsibilities aligned to ensure unity of effort in providing resiliency support to Soldiers, Families and Civilians to improve R2.

2. Build and Maintain Ready and Resilient Soldiers, Soldier Families and Army Civilians and Ready Units (CSF2;3/5/7):

OBJ 2-1 – Resilience fully integrated into Army training and deployment requirements.

Task: 47 of 52 complete (90%)

Min. Req. tasks: 6 of 6 (100%)

OBJ 2-2 – Resilience assessments are made in accordance w/ objective, measurable standards.

Task: 3 of 15 complete (20%)

Min. Req. tasks: TBD

OBJ 2-3 – Army professionals employ resilience capabilities and units adapt to support.

Task: 1 of 8 complete (13%)

The Army Family is ready and resilient; unit readiness is increased.

3. Strengthen Army Professionals (TRADOC Lead):

OBJ 3-1 – Increased positive and reduced negative behavior; improved resilience/readiness.

Task: 42 of 44 complete (95%)

Min. Req. tasks: 1 of 1 (100%)

OBJ 3-2 – Resilience/readiness assessment informs assessment of Army Professionalism.

Task: 2 of 9 complete (22%)

Min. Req. tasks: TBD

OBJ 3-3 – Army Professionals are consistent with the Army Profession.

Task: 0 of 5 complete (0%)

Improved readiness and resilience of the Total Army. Behaviors inconsistent with Army Profession are significantly reduced.

4. Communicate the Change (OCA Lead):

OBJ 4-1 – Audiences aware that resilience is a key priority with synchronized programs/services.

Task: 14 of 16 complete (88%)

Min. Req. tasks: 1 of 1 (100%)

OBJ 4-2 – Audiences aware of efforts to uphold Army values and discipline.

Task: 2 of 2 complete (100%)

Min. Req. tasks: TBD

OBJ 4-3 – Audiences aware of the benefits achieved through the R2C.

Task: 0 of 3 complete (0%)

The Campaign is understood and embraced by relevant audiences.

Phase I—Immediate Actions

Phase II—Change the Force

Phase III—Sustain

NLT 31 Mar 14

NLT 1 Jun 15



Metrics Framework



OSD Resilience Definition: The ability to withstand, recover and grow in the face of stressors and changing demands. (Chairman's Total Force Fitness Framework CJCS13405.01, September 1, 2011)

Army Definition of Resilience: The mental, physical, emotional, and behavioral ability to face and cope with adversity, adapt to change, recover, learn and grow from setbacks.

What does R2C do? Enable Leaders, Soldiers, Civilians, and Families to build strength, grow from life's challenges, thrive personally and professionally and to be ready to defend the Nation and its interests at home and abroad.

Lines of Effort

Strategic Objectives

1. Refine Policies and Prioritize Resources to Support Soldier Resilience (G-1 Lead)

2. Build and Maintain Ready and Resilient Soldiers, Soldier Families and Army Civilians and Ready Units (G-3/5/7, CSF2 Lead)

3. Strengthen Army Professionals (TRADOC Lead)

4. Communicate the Change (OCPA Lead)

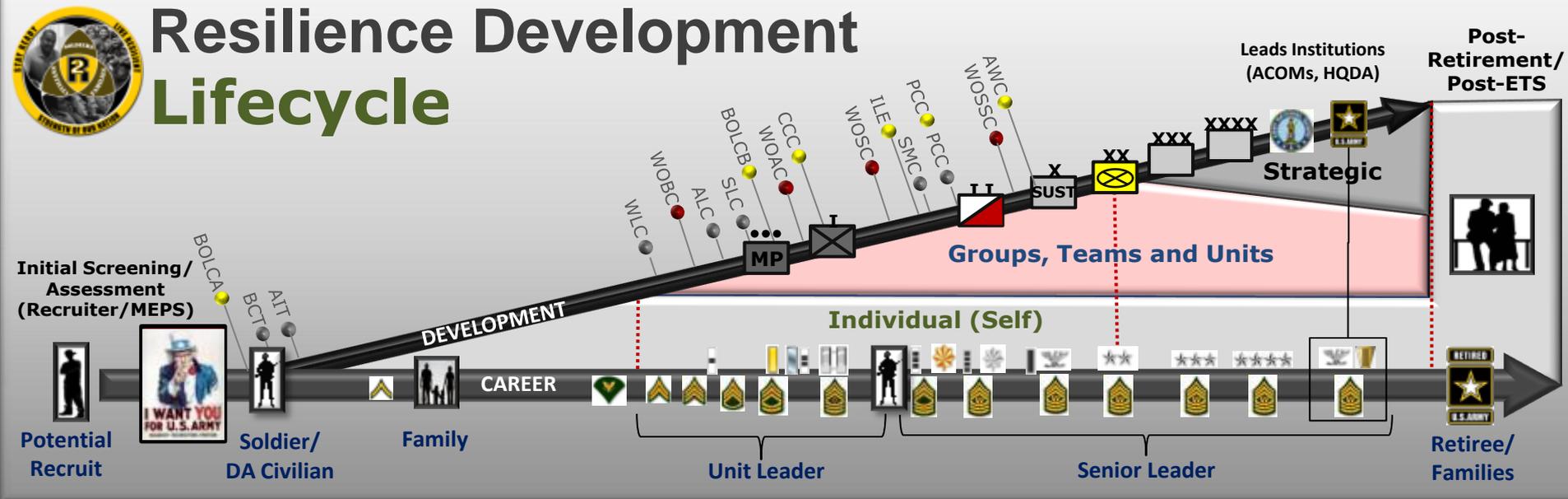
1. Increase leader involvement in maintaining a positive command climate that upholds Army Values and standards, builds trust and resilience and strengthens the Army Profession
2. Implement comprehensive fitness skills and techniques resulting in increased resilience and enhanced performance
3. Integrate, evaluate and optimize the R2C system of capabilities to holistically address the needs of Leaders, Soldiers, Families and DA Civilians
4. Increase medical, physical and spiritual readiness resulting in ready and deployable Soldiers and DA Civilians
5. Reduce high-risk and negative behaviors across the Total Army resulting in reduced crime and enhanced safety of the force
6. Improve transitions across the Soldier and Civilian lifecycle resulting in increased readiness
7. Communicate the linkage between resilience and readiness to all

Endstate

The Army Family is strong enough to consistently ensure our readiness to rapidly deploy and sustain a resilient force that prevents conflict, shapes the security environment and wins our Nation's wars.



Resilience Development Lifecycle



Current and Developing ARD Curricula

Targeting the Individual, the Unit Program Manager and Strategic Level Program Manager

Individuals (Self)

ARD Existing Curricula:

- ✓ Ask, Care, Escort (ACE)
- ✓ Prime For Life (mandated for “screened, not enrolled” in ASAP)
- ✓ Sexual Harassment/Assault Response Prevention Program (SHARP)
- ✓ 12-Resilience Skills (AR 350-53)
- ✓ Teen Curriculum
- ✓ Performance Enhancement Training
- ✓ Learning Enhancement Training
- ✓ Employee Assistance Program (EAP)

ARD Surveys:

- ✓ Defense Health Assessment Program (DHAP)
- ✓ Global Assessment Tool (GAT)
- ✓ Unit Risk Inventory

ARD Future Curricula:

- MRT Refresher Training
- Mindfulness Training

Groups, Teams and Units

**Train the Trainer*

ARD Existing Curricula:

- ✓ Master Resilience Training Course*
-Level-1, ASI:8R
- ✓ Performance Enhancement Training*
-Team Building
- ✓ ACE-SI*
- ✓ Applied Suicide Intervention Skills Training (ASIST)
- ✓ SHARP/SARC Training

ARD Potential Future Curricula:

- Squad & Battalion Resilience Training
 - Peer Support
 - Social Fitness/ Team Cohesion
 - High Performing Team Behaviors
 - Conflict Management
- Resilience for Groups of Teens
 - Student 2 Student Partnership

Strategic

ARD Existing Curricula:

- ✓ Master Resilience Training Courses:
 - Level-2, ASI:8J (MRT Facilitator)
 - Level-3, ASI:8K (MRT Asst. Primary Instructor)
 - Level-4, ASI:8L (MRT Primary Instructor)
- ✓ CSF2 Executive Courses
- ✓ Risk Reduction Program (RRP)
- ✓ Alcohol & Drug Abuse Awareness Trng
- ✓ Strong Choices

ARD Potential Future Curricula:

- Building, Maintaining, and Measuring Organizational Resilience
- Leveraging Resilience to Increase Organizational Adaptability to Change



Back-Up

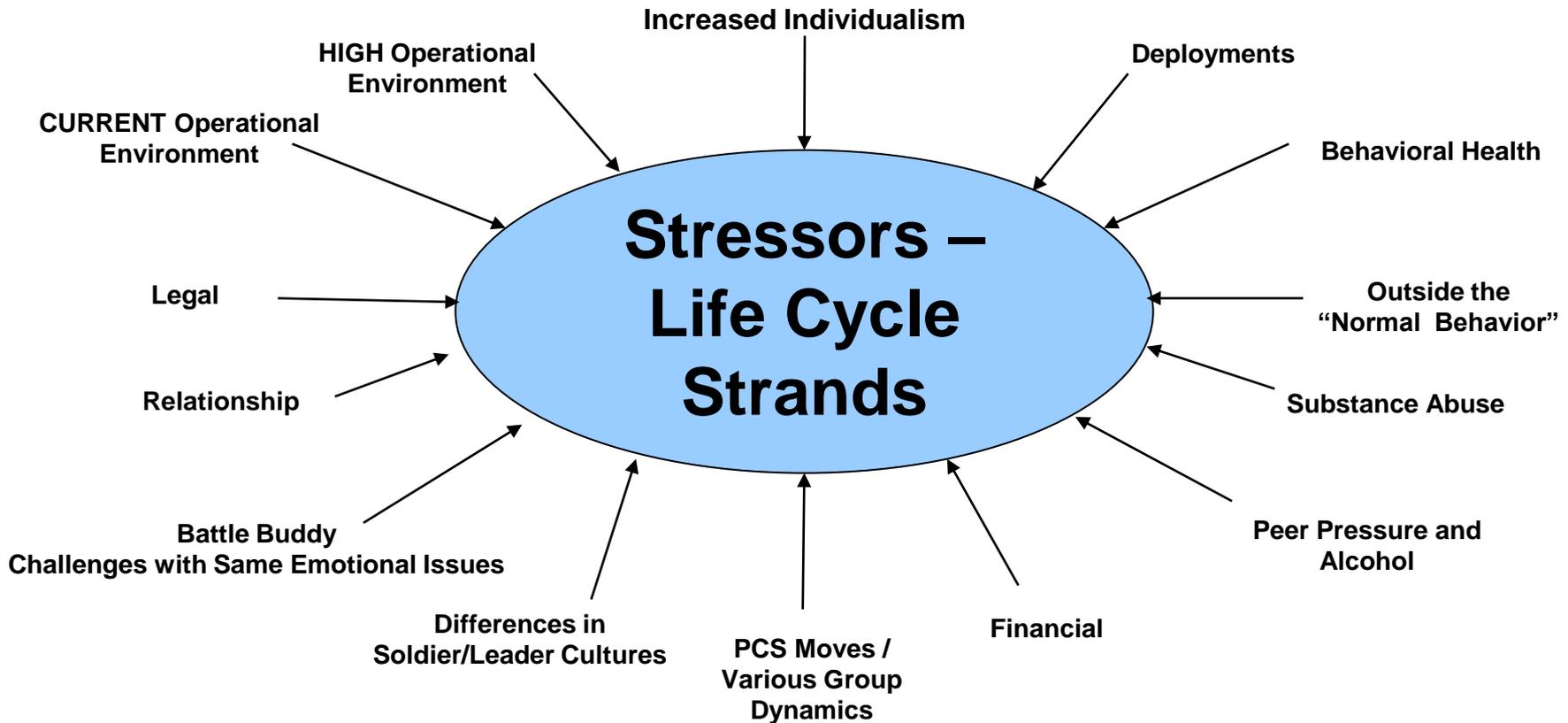


The Challenge in the Army



PROBLEM STATEMENT: Negative Behaviors remain a challenge in the Army. Any loss of life is unacceptable. Reducing the incidence of suicide among our Army Family (Soldiers, Civilians, and Families) must remain a priority.

External and Internal Influencers





G-1 Prioritization

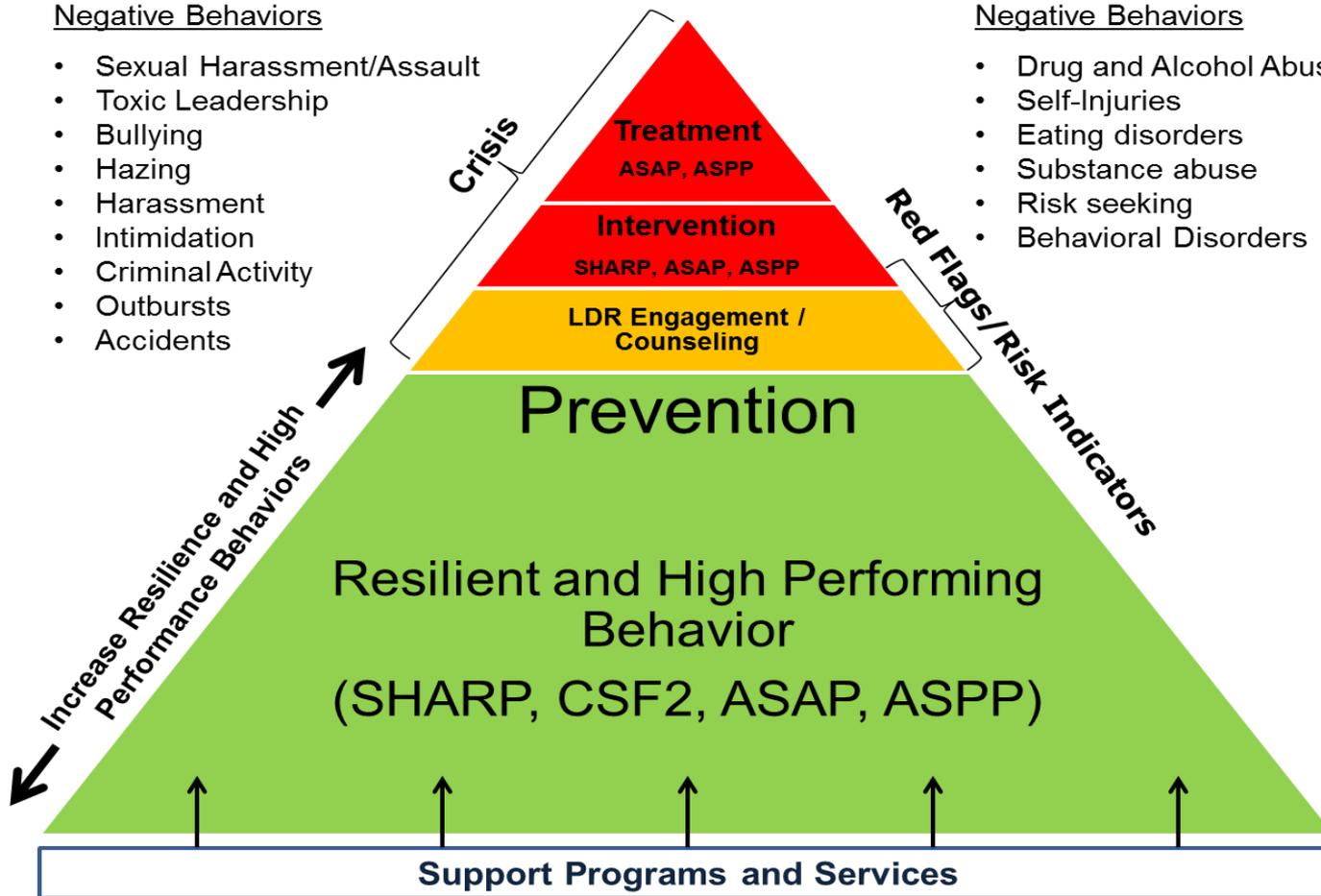


Negative Behaviors

- Sexual Harassment/Assault
- Toxic Leadership
- Bullying
- Hazing
- Harassment
- Intimidation
- Criminal Activity
- Outbursts
- Accidents

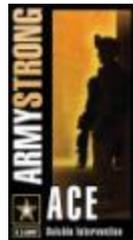
Negative Behaviors

- Drug and Alcohol Abuse
- Self-Injuries
- Eating disorders
- Substance abuse
- Risk seeking
- Behavioral Disorders





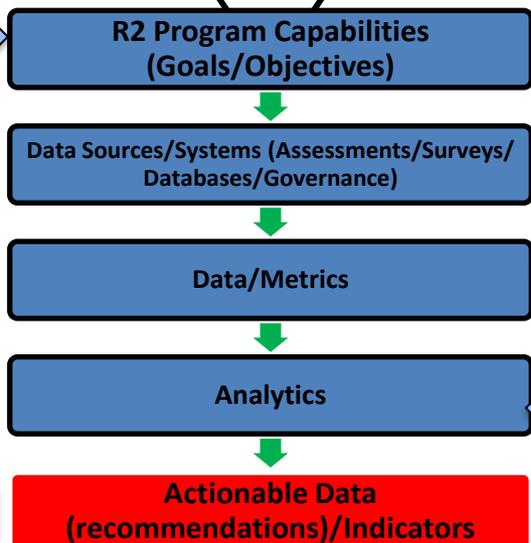
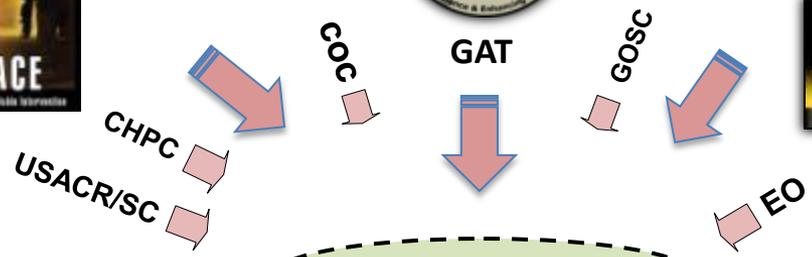
R2 Analytics Process



Real-Time Program Evaluation/Feedback /Decisions

Analytics Output

- ✓ Actionable
- ✓ Predictive
- ✓ Responsive
- ✓ Protective



Integrated HR/Medical/Safety Communities



R2 access to critical community data, redundancy reduction, integrated and collaborative capability

Program Dynamics Driven



R2C Metric 2.1.1 by Command (MRT Staffing)

Compo 1 MRT Staffing Data from AUG 14 USR

Command	Unit MRT Req (# CO)	Unit MRT Shortage	2.1.1 MRT % Fill	
ARMY	3,395	308		91%
FORSCOM	2,097	205		90%
TRADOC	607	26		96%
AMC	<i>Alternate Reporting Method</i>			
USAREUR	187	13		93%
USARPAC	374	38		90%
USARNORTH	57	7		88%
USMA	1	1		0%
ATEC	4	-		100%
MDW	60	16		73%
MEDCOM	<i>Unable to Report in NetUSR</i>			

Color Thresholds 2.1.1

- <60% of required MRTs
- >=60% but <85% of required MRTs
- >=85% of required MRTs

Notes:

1. UICs mapped to home location. Locations rolled up to Command level.
2. MRT requirement for each UIC is the # of First Sergeants in UIC (pulled from FMSWeb)
3. MRT requirement does not include institutional MRT requirements - just the company requirement.
4. TRADOC Recruiting BDE's not showing up properly in DRSS-A. Attempted to adjust counts for these locations using historical data but will include comment in SMS for these sites.
5. Most locations have plenty of MRTs, they just aren't dispersed in the right Units.



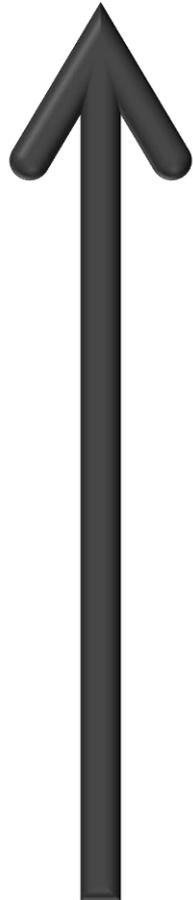
R2 Core Programs

- **Comprehensive Soldier and Family Fitness**
- **Army Suicide Prevention Program**
- **Sexual Harassment/Assault Response & Prevention**
- **Performance Triad**
- **Behavioral Health System of Care**
- **Army Substance Abuse Program (ASAP)
Counseling/Rehabilitation Program**
- **Family Assistance and Support Centers**
- **Strong Bonds**

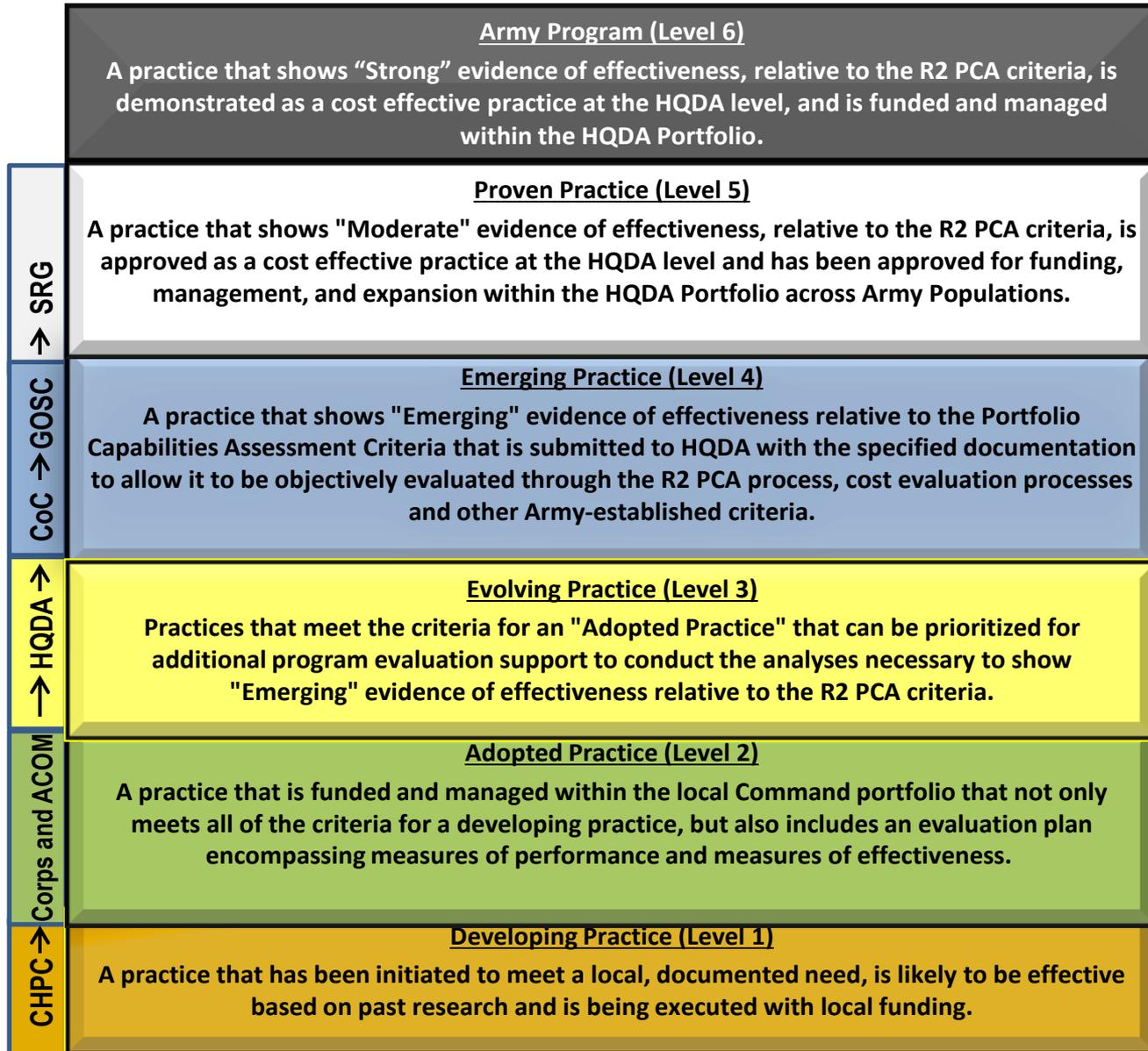




Emerging Practice WG Update - Continuum



Governance Synchronization





Resiliency

