



**ARMY RESILIENCE
DIRECTORATE**

U.S. ARMY

RESILIENCE DIRECTORATE COMMUNICATIONS PLAYBOOK



THIS IS OUR ARMY.
www.armyresilience.army.mil

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The Army Resilience Directorate Communications Playbook is produced on a quarterly basis and is designed to facilitate increased awareness of ARD resources and ensure a shared understanding of our progress in increasing the resilience and readiness of the force. Through a collaborative effort between the Army resilience community (program managers, sexual assault response coordinators/victim advocates and prevention specialists) and stakeholders such as command teams and public affairs officers/specialists, we aim to promote trust and confidence across the force and among the American public in our ability to provide our Soldiers, Army Civilians and Family members with a positive Army culture and healthy command climate based on dignity and respect and free of harmful behaviors.

With a focus on transparency, the playbook shares what ARD plans to cover in the upcoming quarter so that themes, campaigns, and resources are succinctly introduced to the total Army community. The goal is for every member of the Army resilience community to get involved or share information about activities in their programs or installations that's relevant to all Soldiers, Army Civilians, and Family members.

QUARTERLY CALENDAR OF EVENTS



JAN 1: New Year's Day — the start of the calendar year; one of the most celebrated public holidays.

JAN 16: Martin Luther King Day — a federal holiday marking the birthday of Martin Luther King Jr.

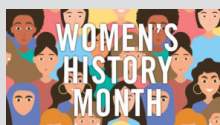
JAN 28: The U.S. Army Band "Pershing's Own" — performs as part of Shenandoah Conservatory's annual Mid-Atlantic Honor Band event, 7:30 p.m., Shenandoah Summer Music Theatre, 1460 University Drive, Winchester, Virginia.



Black History Month — an annual observance, and a celebration of the history and accomplishments of African-Americans.

FEB 19: Anniversary of the Battle of Iwo Jima — a major World War II armed forces battle.

FEB 20: Presidents Day — an annual celebration of all U.S. presidents.



Month of the Military Caregiver Month — Americans recognize and honor military caregivers' sacrifices and successes.

Women's History Month — a celebration and recognition of women's contributions and achievements.

MAR 13: K9 Veterans Day — honors all military and working dogs for their service and sacrifice.

MAR 25: National Medal of Honor Day — a day dedicated to U.S. Medal of Honor recipients.

MAR 29: National Vietnam War Veterans Day — a day to commemorate U.S. Soldiers who fought in the Vietnam War.

QUARTERLY THEMES

JANUARY

The focus is on people and resilience. This theme explores how Army team members can enhance their resilience through the six core competencies of resilience.

FEBRUARY

The focus is on diversity, equity and inclusion. This theme focuses on preventing harmful behaviors and self-directed harm, as well as increasing awareness of those problems and other related issues.

MARCH

The focus is on integrated primary prevention, which addresses two or more harmful behaviors simultaneously to prevent their occurrence.

Communications Focus

January When **leading through difficult times**, commanders must consider how to sustain people and performance. Success depends on resilience, empathy, transparency, connectedness and balance. "Don't tell people how to do things. Tell them what to do and let them surprise you with their results." — *George S. Patton Jr.*

February **Diversity, equity and inclusion** are key to the Army's success. Equity ensures that processes and programs are impartial, fair and provide equal possible outcomes for every individual. Inclusion gives people a sense of belonging. Diversity embraces differences within the Army.

March **The Integrated Prevention Advisory Group (I-PAG)** works with leaders and the military community to prevent harmful behaviors through a Prevention Plan of Action (PPoA 2.0) that aims to provide safe, supportive and inclusive environments for Soldiers, Civilians and their Family members.

NOTABLE QUOTES

"We need to do more to prevent suicide in the Army. I call on leaders to continue making clear that there is no stigma associated with taking care of yourself and your Family. We should strive to connect our Soldiers with the necessary resources for their well-being. The Army is its people, and a strong, healthy, resilient, trained force is the most important indicator of our readiness.

Christine Wormuth,
Secretary of the U.S. Army

"We continue to look for ways to improve the Army's Sexual Harassment/Assault Response and Prevention program," said Dr. James A. Helis, Director of the Army Resilience Directorate. "This directive helps reduce the stigma associated with reporting, so offenders can be held accountable for their actions and victims can get the support they need to heal."

Dr. James A. Helis,
Army Resilience Directorate



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R2

ARMY READY &
RESILIENT

SPOTLIGHT

The Ready and Resilient (R2) program strengthens individual and unit readiness and fosters a culture of trust. R2 provides training and education resources to active duty, Reserve and National Guard Soldiers, Family members, and DA Civilians at 32 R2 Performance Centers. Strengthening Soldiers and enhancing personal readiness are the preferred opportunities to increase unit cohesion and achieve positive outcomes. R2 optimizes performance of the Total Force, enhances personal connections and unit readiness among Soldiers, and reinforces Army Values.

OBJECTIVES:

- Equip leaders and Soldiers with visibility tools and training on relationship-building skills.
- Expand awareness that Army leaders prioritize self-care, psychological well-being and job satisfaction for all Soldiers, and that Army leaders work to improve the workplace for everyone.
- Increase program engagement and help-seeking behaviors.
- Support growing positive behaviors and developing resilience skills.
- Instill pride in being a member of the Army Family.
- Structure the Army's awareness campaigns to include the tagline "This Is Our Army," emphasize cohesiveness, and promote positive behaviors and collective responsibilities that adhere to Army Values.

All R2 courses offered are backed by both research and doctrine. R2 also includes the Master Resilience Training (MRT) program that gives Soldiers the opportunity to improve their leadership and effectiveness skills, and learn to teach resilience skills to Soldiers, Family members and DA Civilians. Much time is spent learning the skills and making connections to the six competencies. Students practice teaching these skills to their peers. Through MRT, Soldiers participate in a 10-day course with immersion in core concepts and skills, as well as instruction for training others. Each day incorporates a mix of large group sessions, small group work and partner and/or individual exercises.

Other courses that address cohesion and leadership include:

- Five Dimensions of Personal Readiness - a course that focuses on Physical, Emotional, Social, Spiritual, and Family. For more information, visit <https://www.armyresilience.army.mil/ard/R2/Five-Dimensions-of-Personal-Readiness.html>.
- Master Resilience Training Course (MRTC) – a 10-day course that provides Soldiers with an opportunity to enhance their leadership and effectiveness, and learn how to teach resilience skills to Soldiers, Family members, and DA Civilians. For more information, visit: <https://www.armyresilience.army.mil/ard/R2/Master-Resilience-Training.html>.

WORLD CLASS ATHLETE PROGRAM (WCAP):

The Army Resilience Directorate is a sponsor of the World Class Athlete Program (WCAP), which enables us to amplify R2 messaging, especially with regard to the performance optimization resources/training available through the R2 Performance Centers. WCAP allows top-ranked Soldier-athletes to perform at the international level while also serving their nation in the military. Our members train and compete throughout the year and aim for the Olympic and Paralympic Games.

WCAP also grants the Army important national visibility and reinforces public pride in our armed forces. Since 1948, 446 Soldiers have represented the United States at the Olympics, earning 111 medals in a variety of sports. For more information on WCAP, visit <https://www.armywcap.com>.

ARMY SUICIDE PREVENTION PROGRAM (SP2)



The SP2 provides resources for suicide prevention, intervention and support to those affected by the loss of a loved one to suicide. SP2 strives to develop healthy and resilient Soldiers, to reduce the stigma of seeking help for suicidal thoughts and to build awareness of suicide and related behaviors.

By developing and enhancing policies, training, data collection and analysis, and by delivering strategic communications designed for prevention, the Army can create a culture of resilience that increases protective factors and encourages help-seeking behaviors.

SP2 educates and trains active-duty, Reserve and National Guard Soldiers, Army Civilians and Family members on suicide prevention and postvention.

OBJECTIVES:

- Create an environment that enables proactive actions.
- Increase the timeliness and usefulness of data.
- Direct the integration, synchronization, and evaluation of programs.
- Reduce access to a broad range of lethal means.
- Foster a culture of trust that enables help-seeking behaviors without fear of stigmatization.
- Communicate and coordinate prevention efforts to increase knowledge and understanding of available resources.

ARMY SUBSTANCE ABUSE PROGRAM (ASAP)

The Army Substance Abuse Program (ASAP) aims to strengthen the overall fitness and effectiveness of the service's workforce, to conserve personnel and to make Soldiers more combat-ready.

ASAP is responsible for providing guidance and leadership on all nonclinical alcohol and other drug policy issues (AOD); developing, establishing, administering and evaluating nonclinical alcohol and other drug abuse prevention, education and training programs; overseeing the Military, Drug-Free Workplace and Department of Transportation biochemical (drug) testing programs; and managing local ASAPs worldwide.



OBJECTIVES:

- Increase individual fitness and overall unit readiness.
- Provide services that are proactive and responsive to the Army's workforce needs and emphasize AOD abuse deterrence, prevention, education and rehabilitation.
- Implement AOD risk reduction and prevention strategies that respond to potential problems before they jeopardize readiness, productivity and careers.
- Restore to duty substance-impaired Soldiers with the potential for continued military service.
- Provide effective AOD abuse prevention and education at all levels of command and encourage commanders to provide alcohol- and drug-free leisure activities.
- Ensure that all ASAP staff have appropriate training and experience.
- Achieve maximum productivity and reduce absenteeism and attrition among civilian corps members by reducing the effects of AOD abuse.

DEPLOYMENT HEALTH ASSESSMENT (DHAP) PROGRAM



DHAP
Deployment Health
Assessment Program

MISSION: The Deployment Health Assessment Program (DHAP) is a commander's program that plays an essential role in building the personal readiness and resilience of Soldiers and Army Civilians. Commanders can maintain unit readiness by ensuring implementation of DHAP requirements during the deployment cycle, including Deployment Cycle Resilience Training (DCRT), completion of DHAs within the required timeline and unit personnel one-on-one meetings with a medical provider.

OBJECTIVES:

- Have enhanced resilience, medical readiness, and access to care
- Obtain early identification of personal health issues
- Receive appropriate care before health issues progress

Information obtained through the assessments allows unit commanders and credentialed medical professionals to foster medical readiness, enhance resilience, provide early identification of personal health issues, increase access to care and facilitate appropriate care before health issues progress.

For more information on the requirements that Soldiers have before, during, after deployment, visit:
<https://www.armyresilience.army.mil/ard/R2/Deployment-Health-Assessment-Program.html>.

To order field materials that are now available through the POD site, visit:
<https://marcomcentral.app.pti.com/Ironmark/ARDMaterials>

LIFE • FAMILY • CAREER • FUTURE

INTEGRATED PREVENTION ADVISORY GROUP (I-PAG)

PROGRAM OBJECTIVE

The Army is making substantial efforts to further develop its prevention capabilities through the Integrated Prevention Advisory Group (I-PAG), in accordance with our "People First" priority and the Secretary of the Army's goal to reduce harmful behaviors across the force. Our people are our greatest strength, and leaders must foster an Army culture and command climate built on trust. More than 1,200 new I-PAG members will have expertise in subjects such as public health surveillance, health promotion, social science, behavioral science, implementation science, program evaluation, quantitative and qualitative methodologies, and statistical analytic techniques. Around 680 individuals will be posted at Headquarters, Department of the Army, Army Commands, Army Service Component Commands, Direct Reporting Units, Commanders at echelon (Brigade Combat Team/Brigade equivalent) and the Army Reserve. The National Guard Bureau will establish its own preventive workforce for units in the 54 states, territories and the District of Columbia, with approximately 325 I-PAG personnel assigned to the Army National Guard.



QUICK FACTS:

Established: 2022 | Employees: Approx. 1,200 | Website: www.ArmyResilience.army.mil/IPAG

The key activities to bolster protective factors that help prevent sexual assault, self-harm, domestic violence/intimate partner violence, child abuse and workplace violence will be integrated into the prevention workforce.

CAPITAL STRUCTURE AND INVESTMENT HIGHLIGHTS:

The Army is introducing a public health systems approach to prevention that focuses on mitigating risk and strengthening protective variables to decrease stressors that can lead to unhealthy behaviors. The military is making a significant financial contribution to this new workforce to ensure that it is led by experts and informed by relevant data.

PHASE I LOCATIONS:

- Fort Hood (FORSCOM)
- Fort Riley (FORSCOM)
- Fort Sill (TRADOC)
- Hawaii (Schofield Barracks, 25th ID; USARPAC)
- South Korea (Camp Humphreys, Eighth Army; USARPAC)

ADVANCING DEIA



A diverse workforce is critical to the readiness and effectiveness mission. The Army recognizes this and is dedicated to creating and maintaining a safe, respectful and inclusive work environment.

Within the organization, DEIA, or diversity, equity, inclusion and accessibility, is at the forefront of removing barriers to equal opportunity, fostering an inclusive and respectful culture, and calling on senior leaders to prevent, address and diminish the risk of harmful behaviors such as suicide, harassment and sexual assault.

The Army is laying a foundation of enduring culture change through policy and program improvements that will create transparency, trust and respect among Soldiers.

ARMY'S DEIA OBJECTIVES

- Build and strengthen DEIA policies to create a safe, respectful and inclusive organizational culture where its personnel can thrive.
- Build and maintain trust in its organizations by treating all Soldiers fairly and creating a culture free of discrimination, sexual harassment, and sexual harassment.
- Provide senior leaders with resources, education and training they need to maintain an inclusive and equitable culture of respect, dignity and access for all.
- Promote culture change by building a foundation and creating a framework for leaders to prevent and address all harmful behaviors.
- Take a collaborative approach and renew emphasis on a safe, equitable culture, where different Army offices work together to prevent and respond to harmful behaviors and other types of workplace violence.

The Army recognizes that its DEIA efforts are evolving, and it collaborates with stakeholders to champion and sustain diversity priorities. The organization will continually review people processes, policies, programs and procedures to foster a climate of inclusivity and trust in which Soldiers, civilians and Families are respected and protected.

NOTABLE QUOTE

"People are our greatest resource, and I depend on my leadership team to create an environment where everyone is treated with dignity and respect. I expect leaders to build and maintain cohesive Army teams focused and determined to accomplish their missions; foster and maintain positive command climates; and to resolve complaints of discrimination and harassment at the lowest possible level."

Christine Wormuth,
Secretary of the U.S. Army

Military Equal Opportunity and Harassment Prevention and Response Policy



HELPFUL RESOURCES



Webinar

The Army Resilience Directorate conducts a monthly outreach webinar series focused on topics relevant to the field, such as learning, exchanging ideas and discussing the latest research, policies, tools and best practices with leading practitioners and national subject matter experts. [Sign up to receive information about upcoming webinars.](#)



Newsletter

The *ARD Community Link* newsletter is an authorized bi-monthly publication. Its editorial content is not endorsed by the U.S. Government, the Department of Defense or the Department of the Army, nor does the content necessarily reflect official views. For questions or to submit articles and photographs, contact the ARD. [Sign up here.](#)



Podcast

The [Army Resilience Round Up podcast](#) is a new monthly series that offers resources to help Soldiers maintain resilience so they can cope, learn, grow and thrive. The podcast is a forum for discussing the latest research, policies and tools, and dynamic speakers present helpful information in a conversational style. <https://www.armyresilience.army.mil/ard/podcast.html>



Public Service Announcement

Please join the ARD List to stay on top of new materials and announcements by visiting <https://public.govdelivery.com/accounts/USARMYARD/subscriber/new>



Factsheet

The Army Resilience Directorate has a host of fact sheets on many topics of interest. To view our selection, please visit www.armyresilience.army.mil/ard/factsheets.html



Media Update

Email updates are a great way to stay informed about what is happening at the ARD. Sign up for updates or to access your subscriber preferences. [Sign up.](#)

Winter and Holiday Strengthening Campaign

This campaign recommends ways to stay resilient during winter and how the season can affect our physical and mental health. The campaign also includes messages about the ASAP, R2, SHARP and SP2 programs. Twitter: <https://twitter.com/ArmyResilience> or @ArmyResilience, Facebook: U.S. Army Resilience Directorate (facebook.com), Instagram: <https://www.instagram.com/armyresilience/> or @armyresilience and <https://www.linkedin.com/company/u-s-army-resilience-directorate>



EXSUM

The Senior Leader EXSUM is a new monthly initiative from the Army Resilience Directorate that will provide commanding generals and command sergeants major with an operational understanding of capabilities. [Sign up.](#)



ARD Senior Leaders

ARD has compiled a list of resources for leaders at every level for Department of Defense and Army policies, reports, national prevention agencies and organizations, and partners.

- Integrated Prevention Advisory Group (I-PAG)
- Leader Resources
- Policies, Directives, and Instructions
- Forms
- SAPR Policy Toolkit for Command Teams
- Reports
- ARD Awareness Materials
- Partners
- National Prevention Agencies and Organizations

For more information, visit <https://www.armyresilience.army.mil/ard/Ar-resources.html>.

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