



Victory Wellness Leaders' Guide



1 Family Website



OVW Website



ICE Comments



VWLG VERSION 3.0 — FY 2022

#victorywellness

CG's Letter	3	
	4	Operation Overview
Victory Wellness Leaders' Guide	5	
Victory Wellness Components	6	6—Victory Wellness Mornings 7—Victory Wellness Foundational Days 8—How to Have "Hard Conversations" 9—Foundational Day Focus Areas 11—Victory Wellness Checks 13—Victory Wellness Checks Quick Guide 17—Victory Wellness Action Week 19—Master Resiliency Program Overview 36—Big Red One Year of Family 38—Victory Wellness End State
Five Dimensions of Strength	39	
Reason For Living Training—42 Support Package	EMOTIONAL 40	
Emotional Strength Activities—43		
	FAMILY 60	62—Big Red One Year of Family 65—Mythology and Movie Training Support Package 72—Family Sports Event Training Support Package 75—Family Volunteering Event TSP 77—Army Community Service List of Programs 79—Family Strength Activities
Physical Strength Competitions—91 Eating Healthy for Soldiers Guide—101 Physical Strength Activities—107		PHYSICAL 89
	SPIRITUAL 122	124—Spiritual Strength Activities 127—Volunteer/Counseling Contact List
Social Strength Activities—131 Support Groups—139		SOCIAL 129
Character Development	140	
Foundational Day	158	159—Foundational Day Examples 167—Discussions 168—Hard Topics 173—Army Values/Character Development Vignettes and Example Discussion Questions
Best Practices	188	189—Wellness Morning CONOPs/ Foundational Days/Wellness Days
Education Services—196 Recommended Reading List—199 Fort Riley Service Directory Phone Numbers—200 Notes Pages—202	194	Resources

Annexes



**Commanding General and Command Sergeant Major
1st Infantry Division and Fort Riley
580 1st Division Road
Fort Riley, Kansas 66442**

April 2, 2022

To be successful in combat, we must be holistically fit, disciplined, well-trained teams. VICTORY WELLNESS is the 1st Infantry Division's and Fort Riley's program to achieve such success, and is an effort for every member of our community to increase resilience across the five dimensions of strength: emotional, family, physical, spiritual, and social. This program is for everyone at Fort Riley, not just those who may be facing immediate challenges. Acknowledging the fact we all may need help at certain points in our lives, VICTORY WELLNESS seeks to increase the strength of the entire team, to include those who are currently thriving as well as those who are in need of additional support, and for every single person throughout the chain of command, not just our junior members.

Over the last 18 months, we invested great effort into VICTORY WELLNESS, and it has made us better in all ways. We see improvements, both large and small, in our holistic wellness. These advances are evident in all areas, at all echelons, in all of our Soldiers, DA Civilians, and Family members. In addition to the individual gains, we see improvements in unit cohesion. The men and women of the Big Red One demonstrate every day that when we are individually stronger and more resilient, and when our cohesion is strong, all else truly does follow.

VICTORY WELLNESS creates a community of trust and provides time to build and sustain the connections between the people in the Division and on Fort Riley. In an effort to assist our leaders, the Victory Wellness Leaders' Guide (VWLG) aims to provide a one-stop reference to resources on the installation and in the local area that can be used to conduct engaging and effective wellness training. Essential to increased holistic wellness is resilience training that is well thought out, well planned, innovative, and fosters individual growth.

This is the third edition of the VWLG, updated to include best practices and refined guidance for each VICTORY WELLNESS event. This edition adds a chapter on character to aid leaders in building strength across the Army Values. As is the case with our people, we intend for this guide to get better every day. Each quarter the Division will continue to gather best practices to update the leaders' guide. The key to becoming stronger in all ways is you. Your implementation of the program and continued emphasis on holistic wellness will create better men and women, in and out of uniform, and foster operational readiness necessary for victory on the battlefield.

We remain honored to share the same patch as each of you and to be proud members of the Big Red One!

Duty First People Always...All Else Follows!

Christopher L. Mullinax
Command Sergeant Major, U.S. Army
1ID & Fort Riley Command Sergeant Major

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Major General, U.S. Army
Commanding



OPERATION VICTORY WELLNESS

OPERATION VICTORY WELLNESS (OVW) is a comprehensive, enduring operation to make every Soldier, Civilian, and Family Member on Fort Riley more resilient and stronger across the five dimensions of strength: physical, emotional, social, family, spiritual and to improve unit cohesion. OVW is a constantly evolving culture change, with the intention of keeping people connected at its core. Although OVW will assist those at elevated risk, the intent of OVW is to improve the holistic wellness of the entire formation by strengthening our minds, spirits, and relationships with our families and one another. OVW does not stop with our Soldiers. By igniting a culture change across the installation, we stand to improve the strength and resiliency of our Department of the Army Civilians and Family Members. The achievement of holistic wellness will look different for every individual. However, when achieved, it will enable each one of our men and women to truly master the key aspects of our professions and ensure the Division is ready when the nation calls.

The intent of OVW is achieved through four distinct activities: [1] Victory Wellness Mornings; [2] Victory Foundational Days; [3] Victory Wellness Action Weeks; and [4] Victory Wellness Checks. The execution of these activities is outlined in this Victory Wellness Guide; a leader's book which provides ideas, resources, and tools for execution of wellness activities within the division and on Fort Riley.



VICTORY WELLNESS LEADERS' GUIDE

U.S. Army leaders at all levels have recognized unintended consequences manifesting across the Total Army team from an operational tempo (OPTEMPO) that has consumed resources, namely time, at an unsustainable rate. Our efforts to meet readiness requirements have stressed the force and threaten resiliency in our Soldiers and Families. In order to restore and grow resilience for all, and preempt negative incidents in some, the Division must look for innovative ways to leverage a reduced OPTEMPO to address stressors and simultaneously meet sustainable readiness.

Operation Victory Wellness (OVW) is designed to do just that! A wide-ranging and continuous effort designed to make every Soldier, Civilian, and Family Member on Fort Riley more resilient and stronger across the five dimensions of strength. The intent is to improve the holistic wellness of the entire formation by strengthening minds, spirits, and relationships within families and one another.

Victory Wellness Leaders' Guide (VWLG): The VWLG describes a set of readily available activities that Company Commanders can use to populate their training schedules and that Battalions and Brigades can schedule and highlight in their Quarterly Training Briefs.

This wellness guide will help leaders understand how to increase resiliency through activities, discussion, team building events, and self reflection. Using these tools will allow leaders and soldiers to learn about their personal and social strengths as they gain self awareness and learn more about themselves and their teammates.



Inside, you will find activities separated by each of the five pillars of strength (emotional, family, physical, spiritual and social) and Foundational Day. Each activity and question are designed to increase resiliency and generate candid and meaningful dialogue with each of our Soldiers. Also included in this guide are useful resources, CONOPs, training support packages, as well as an area for taking notes. Please use these activities and discussion topics, but do not let it limit your creativity! Do not be a bystander, be a part of the solution and help us improve this guide.

Through resilience, each person builds a sense of self worth and belonging. This leads to the mantra of “Duty First!” with people being everyone’s duty.



VICTORY WELLNESS MORNINGS

Victory Wellness Mornings (VWM): VWMs are protected training time for leaders to focus on improving the five dimensions of strength of the individuals in their formations.

VWMs will occur every Tuesday. 1BDE and 1CAB will conduct VWM on the 1st and 3rd Tuesdays of the month. The 1SB, 2BDE, and DIVARTY will observe the 2nd and 4th Tuesdays of the month. Due to appointments and installation service requirements, the Garrison and IACH commanders will determine the appropriate Tuesdays to conduct their VWM training. On VWM no unit events will occur until 0830.

Unit led physical training is not conducted on wellness mornings, and Soldiers are free to do whatever helps with their personal resilience: eat breakfast with their families, drop their children at school, go on a long run, simply relax, or whatever they choose. All Commander's start to plan VWMs using the 8-Step Training Model, and the unit's Battalion Commander approves the concept at T-6 during the Battalion Training Meeting.

While leadership is responsible for the execution of VWMs, units are encouraged to leverage their Master Resiliency Trainers, Battalion Chaplain, and resources from across the installation. These



include such activities as the Warrior Adventure Quest, ACS, Outdoor Recreational Activities, as well as classes and education both on and off Fort Riley to improve all aspects of wellness and increase the scope, utility, and variety of the training.

VICTORY WELLNESS MORNING (EXAMPLE)

0630-0800	Time returned to Soldier for family or individual resilience activities (e.g. taking children to school, breakfast with family, individual PT, or sleeping in)
0800-0830	Movement to unit area or planned event site
0830-1000	<p>Resiliency Event</p> <p>Event examples:</p> <ul style="list-style-type: none"> a) Unit Master Resiliency Training Classes b) Emotional Strength: Reason For Living CONOP and TSP c) Small Group Discussion/Class on one of the Five Dimensions of Strength and how each individual Soldier can improve within the Dimension & why it's critical
	Division Focus Area Oriented
	Specified Wellness Action

VICTORY FOUNDATIONAL DAYS

Victory Wellness Foundational Days (VWFD): VWFDs are protected days that enhance the relationships between leaders and Soldiers, increasing our unit cohesion and strengthen the character of members of our team.

Leaders will plan and conduct unit training that strengthens relationships, emphasizes character-building, and reinforces unit cohesion. The Division provides a monthly focus area to enable conversations focused on increasing individual and unit cohesion and building teams. Units will incorporate counseling and barracks leader checks into their VWFD training plans. As with VWMs, VWFDs are planned using the 8-step training model and approved by the



FOUNDATIONAL DAY (EXAMPLE)

0630	Unit competition event focused on team building
0745	Personal Hygiene / Breakfast
0900	Barracks Inspection (Select Personnel)
1000	Counseling
1130	Lunch
1300	Army Values Training, Character Building, and Hard Conversations
1500	Release

	Division Focus Area
	Development Focus
	Specified Wellness Action

Battalion Commander.

Brigades have the flexibility to pursue their own training objectives and initiatives nested within the overall framework of Operation Victory Wellness. However, each VWFD must include time for counseling and well-being checks of Soldiers and barracks. The intent is that leaders at all echelons will use this time to create activities and events that are specifically tailored to improve one's character, erode harmful behaviors, and develop their teams and individuals.

VWFDs may also have unique activities or events planned by unit leaders and they may incorporate events or activities as identified in the Victory Wellness Leaders' Guide. This guide describes a set of readily available activities that Company Commanders can use to populate their training schedules, and that Battalions and Brigades can schedule and highlight in their Quarterly Training Briefs. PRT on VWFDs will consist of unit competitive sporting events to build team camaraderie.



HOW TO HAVE “HARD CONVERSATIONS”

Hard Conversations on current events and leadership experiences in relation to the Army Values and Character Development are part of Foundational Day. See the Foundational Day section for a list of leader resources to facilitate these discussions as well as example vignettes. Below are a few guidelines on how to prepare for these discussions.

Know the official Army position on the topic.

Plan out the conversation:

What initial question will you ask to generate conversation?

What progressively more difficult questions will you ask to further facilitate the conversation?

Anticipate the potential controversial answers/opinions that will be expressed and how to mitigate conflict while validating the answer/opinion. Redirect to the official Army position when needed. Provide personal experiences when appropriate.

Be empathetic to multiple points of view.
[while not compromising Army Values or the Army position on the topic]

Ask what Soldiers have learned from the discussion.

Ask if anyone’s opinion has been influenced or changed due to the conversation.

Reiterate what you want the Soldiers to take away from the discussion and the Army position and how it correlates to the Army Values.

Finish the discussion on a positive note especially if the discussion became contentious. Assess if further discussion is needed. Continue the discussion as needed or establish a follow-on conversation if needed with individuals or the group. [Refer to Hard Topics on PAGES 168-172]



MONTHLY FOUNDATIONAL DAY FOCUS AREAS

Each month of the year has a focus that is tied to the Army Values. The events for each month should be centered around the focus of that month through discussion, classes, locations, etc. See Foundation Day Tab

January: **DUTY—Fulfill Your Obligations.** All Soldiers and DA Civilians strive to do their best. Duty extends beyond law, regulation, and orders. Army professionals exercise initiative when they fulfill the purpose, not merely the letter, of received orders. Leaders take responsibility for their actions and those of their subordinates; it is inherent in their duty to the larger organization, the Army, and the Nation. Conscientious leaders and subordinates possess a sense of responsibility to apply their best efforts to accomplish the mission. This guides Soldiers and DA Civilians to do what is right to the best of their ability. [ADP 6-22, 2-7]

February: **DIVERSITY, EQUALITY & INCLUSION—Work every day to build a more inclusive Army culture.** Build an inclusive culture that encourages, supports, and celebrates the unique and diverse backgrounds and experiences of our Soldiers and communities. As a team embrace and cultivate Diversity, Equity and Inclusion to the benefit of our unit and the Army. **VALUES & BELIEFS—Values and beliefs affect how people think and act.** People join the Army from a society with diverse personal values and beliefs respected within the standards of legal and ethical behavior. Variation in upbringing, culture, religious belief, and tradition is reflected among those who choose to serve in the Army. Such diversity provides many benefits for a force globally engaged around the world. Good leaders value this diversity of outlook and experience and must treat all individuals with the inherent dignity and respect due every person. All leaders have the critical responsibility to ensure that subordinates adhere to the Army Values as well as standards consistent with the United States Constitution, the Uniform Code of Military Justice, and Army rules and regulations. [ADP 6-22, 2-14]

March: **COMBATING EXTREMISM:** Extremism poses a threat to the total Army, both at home and abroad. The U.S. Army does not tolerate harmful behaviors and activities—such as extremism, racism, sexual assault and harassment—in its formations. Harmful behaviors such as extremism tear at the fabric of force and undermine the rule of law and the protection of human and civil rights. Participation in extremist organizations and activities is inconsistent with the responsibilities of military service, and is punishable through the full range of statutory and regulatory sanctions, both criminal [UCMJ], and administrative. [Army Office of the Chief of Public Affairs]

April: **HUMILITY—Humility in its Simplest Form is the Absence of Arrogance.** It is a sign of a leader being unselfish, working toward something more important than themselves. A person of high integrity, honesty, and character embodies the qualities of humility. For humility to apply, a leader must first have competence and confidence. A leader with the right level of humility is a willing learner, maintains accurate self-awareness, and seeks out others' input and feedback. Leaders are seen as humble when they are aware of their limitations and abilities and apply that understanding in their leadership. [ADP 6-22, 2-31]

May: **EMPATHY—Army Leaders Show Empathy When they Genuinely Relate to Another Person's Situation, Motives, or Feelings.** Empathy does not mean sympathy for another, but a realization that leads to a deeper understanding. Empathy allows the leader to anticipate what others are experiencing and feeling and gives insight to how decisions or actions affect them. Leaders extend empathy to others in both their leader and follower roles. Leaders with a strong tendency for empathy can apply it to understand people at a deeper level. This applies to DA Civilians, Soldiers and their Families, local populations, victims of [continued to PG 10]



[continued from PG 9]

natural disasters, and enemy combatants. Empathy enhances cultural understanding and enables an Army leader to better interact with others. [ADP 6-22, 2-23]

June: DISCIPLINE—“Discipline is the soul of the Army”, George Washington. Discipline is Essential to Character, just as it is to an Organization. All leaders must demonstrate self-discipline—the ability to control one’s own behavior—to do the harder right over the easier wrong. Doing tasks to the established Army standard without deviation reflects discipline. [ADP 6-22, 2-29]

July: HONOR—Live Up to Army Values. Living honorably, in line with the Army Values, sets an example for every member of the organization and contributes to an organization’s positive climate and morale. How leaders conduct themselves and meet their obligations to the mission, other people, and the organization defines them as people and leaders. [ADP 6-22, 2-10]

August: LOYALTY—Bear True Faith and Allegiance to the U.S. Constitution, the Army, Your Unit and Other Soldiers. The first order of loyalty is to the Constitution and the ideals upon which it is based. One cannot remain loyal to the Constitution by being loyal to those who violate it. To create strong organizations, superiors, subordinates, and peers must embrace loyalty. One way that individuals demonstrate loyalty is by upholding all of the Army values. With those values as a foundation, loyalty is a two-way exchange: leaders earn loyalty and subordinates expect loyalty in return. Leaders earn subordinates’ loyalty by training them well, treating them fairly, and living the Army Values. Subordinates demonstrate loyalty by working hard for their leaders and being as good as they can be at their jobs. Loyalty and trust enable the successful day-to-day operations of all organizations. [ADP 6-22, 2-6]

September: INTEGRITY—Do What’s Right, Legally and Morally. Leaders of integrity consistently follow honorable principles. The Army relies on leaders who are honest in word and deed. Leaders of integrity do the right thing because their character permits nothing less. To instill the Army Values in others, leaders must demonstrate them. As an Army leader and a person of integrity, personal values should reinforce the Army Values. [ADP 6-22, 2-11]

October: PERSONAL COURAGE—Face Fear, Danger or Adversity (Physical or Moral). Personal courage is not the absence of fear; it is the ability to put fear aside and do what is necessary or right. Personal courage takes two forms: physical and moral. Effective leaders demonstrate both. Physical courage requires overcoming fears of bodily harm and doing one’s duty. It triggers bravery that allows a Soldier to take risks in combat in spite of the fear of injury or death. For leaders, mission accomplishment may demand risking their own lives or those of Soldiers and justly taking the lives of enemies. [ADP 6-22, 2-12]

November: RESPECT—Treat People as They Should be Treated. The Army Values reinforce that all people have dignity and worth and must be treated with respect. The Nation was founded on the ideal that all are created equal. In the Army, each is judged by the content of their character. Army leaders should consistently foster a climate that treats everyone with dignity and respect, regardless of ethnicity, gender identity, sexual orientation, creed, or religious belief. Fostering a positive climate begins with a leader’s personal example. Leaders treat others, including adversaries, with respect. [ADP 6-22, 2-8]

December: SELFLESS SERVICE—Put the Welfare of the Nation, the Army and Your Subordinates Before Your Own. Selfless service is larger than just one person. In serving your country, you are doing your duty loyally without thought of recognition or gain. The basic building block of selfless service is the commitment of each team member to go a little further, endure a little longer, and look a little closer to see how he or she can add to the effort. [ADP 6-22, 2-9]

VICTORY WELLNESS CHECKS

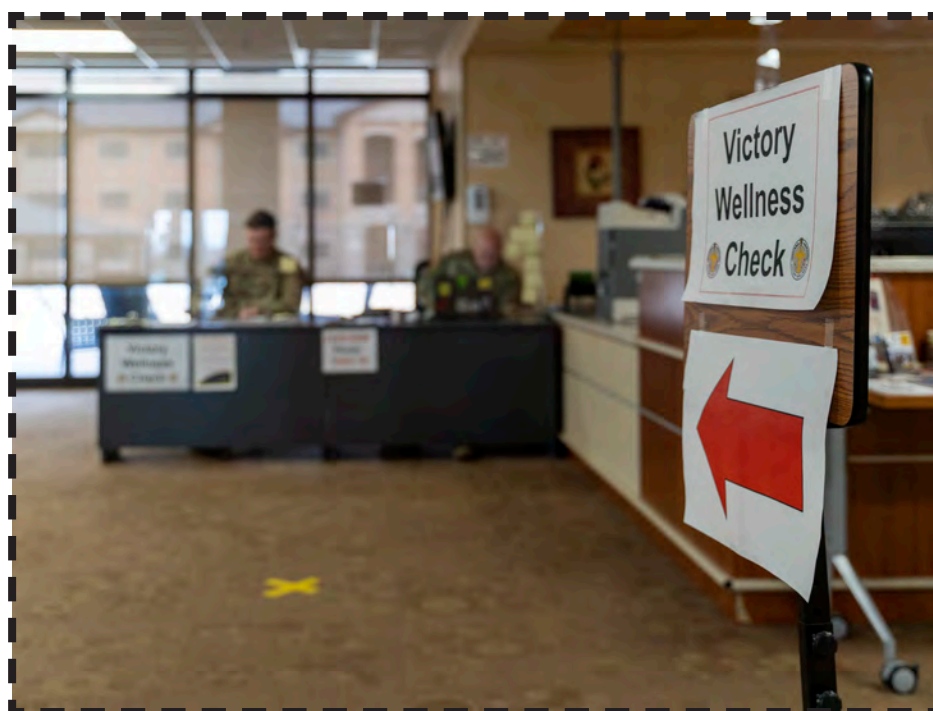
Victory Wellness Checks (VWC): Victory Wellness Checks are annual 30-60 minutes counseling sessions completed by a Military Family Life Counselor (MFLC).

Every Soldier, from Private to Major General, will complete a Victory Wellness Check during the calendar year. Victory Wellness Checks are not mental health evaluations; they are non-attributional wellness sessions designed to make every Soldier stronger, introduce people to counseling, and work to eliminate the stigma of counseling. **Wellness checks are scheduled in one-hour time blocks.** If a Soldier decides to seek further counseling, he/she will be scheduled with their embedded brigade or installation MFLC before departing his/her wellness check.

Victory Wellness Checks are one of the most crucial components of DVW. Every Soldier in the formation will benefit from receiving a wellness check. For many Soldiers, this will be the first time they have formally sat down with a mental health professional. The normalization of wellness services and exposure to counseling can significantly reduce the stigma associated with each and greatly increase the health and resiliency of the force.

Only two categories of information are permanently recorded during these non-attributional screenings: [1] that the Soldier completed the requirement of his/her annual wellness check; [2] information divulged that triggers the *Duty To Warn Agreement* and subsequently initiates Chain of Command or installation action.

Moving forward, a Soldier going to their annual wellness check will be completing a requirement. A requirement similar to other personnel readiness measures such as dental and hearing checks. Remember, VWCs are not events put on the training calendar, and units will not “surge” through wellness checks.





VICTORY WELLNESS CHECKS

A QUICK GUIDE FOR SOLDIERS AND LEADERS

What is a Wellness Check?

- Victory Wellness Checks are a key component of Operation Victory Wellness.
- A Wellness Check is when a Soldier meets and talks with a Military & Family Life Counselor (MFLC). It is a new requirement at the 1st Infantry Division & Ft Riley.
- Wellness Checks last 30-45 minutes and are completed once a year.

What is the goal of a Wellness Check?

The purpose of the session is to support personal resilience, promote personal development, and introduce Soldiers to what counseling is like. Wellness Checks can be a force multiplier, enabling Soldiers and Leaders to focus on the mission.

Is it confidential?

Yes. No records of the session are kept—but there are some exceptions to confidentiality related to whether a Soldier intends to break the law or hurt themselves or others. At the start of the session, the MFLC will explain to you what is not confidential.

What is an MFLC?

MFLCs are licensed counselors who are specially trained to address the unique stressors and challenges of military life. They offer Soldiers free, short-term solution-focused counseling. MFLCs are not part of the military's medical system.

What if you're already in counseling?

Even if you are already in counseling, you are expected to take part in a Wellness Check. These Checks can be used to get a sense of other aspects of your life or just provide an opportunity to reflect on how you are doing. These checks are not meant to replace psychological counseling, therapy, or treatment.

What Should You Expect?

Before the appointment: The Wellness Check is your opportunity to have an open discussion with a trained professional about anything you wish related to your personal well-being. Since initial appointments are only 45-60 minutes, take time beforehand to consider what is most important to you to discuss.

Potential topics for discussion: Think of this time as your chance to reflect, grow, and build resilience. Some topics that might be useful to consider include your relationships, emotional health, family health, work-related stressors, sense of meaning, and personal goals.

This time is for YOU! You drive the discussion—the more thought and care put into it, the more you will get out of it. The MFLC will guide you along and provide perspective to ensure you leave the session better equipped than when you entered.

Effectiveness of Victory Wellness Checks is significantly enhanced when leaders are involved. Leaders should be aware of their subordinates' upcoming Wellness Checks and encourage them to prepare for their session. Following an individual's Counseling, the leader should check in with their subordinate to see how the counseling went. Leaders should not ask for specific topics but should discuss the sessions level of effectiveness.

Data from the first year of Wellness Checks in the BR1 indicates individuals gain a great deal from preparation and feel a great deal more trust for their leaders when the leader shows an interest in the session.

VICTORY WELLNESS CHECKS: A QUICK GUIDE FOR SOLDIERS AND LEADERS

This Quick Guide is designed to explain Wellness Checks and how Soldiers can get the most out of them.

WHAT ARE WELLNESS CHECKS?

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This time is for <u>YOU!</u>	You drive the discussion—the more thought and care put into it, the more you will get out of it. The MFLC will guide you along and provide perspective to ensure you leave the session better equipped than when you entered.



A Quick-Guide for Soldiers & Leaders | Approved for public release; distribution unlimited | January 2021 | Version 1.0



OPTIMIZING VICTORY WELLNESS CHECKS: A QUICK GUIDE FOR UNIT LEADERS

This Quick Guide highlights how Leaders can optimize the utility of Wellness Checks for their Soldiers.

LET SOLDIERS KNOW ABOUT WELLNESS CHECKS

- Ensure your Soldiers know what a Wellness Check is
- A 30-45 minute session
 - An annual requirement
 - Conducted by Military and Family Life Counselors (MFLCs)
 - Confidential – No records are kept (they are outside of the medical system)
 - An opportunity to promote personal resilience and personal development
 - An introduction to what counseling is like and a chance to decrease stigma
 - Time that Soldiers can use for their own benefit

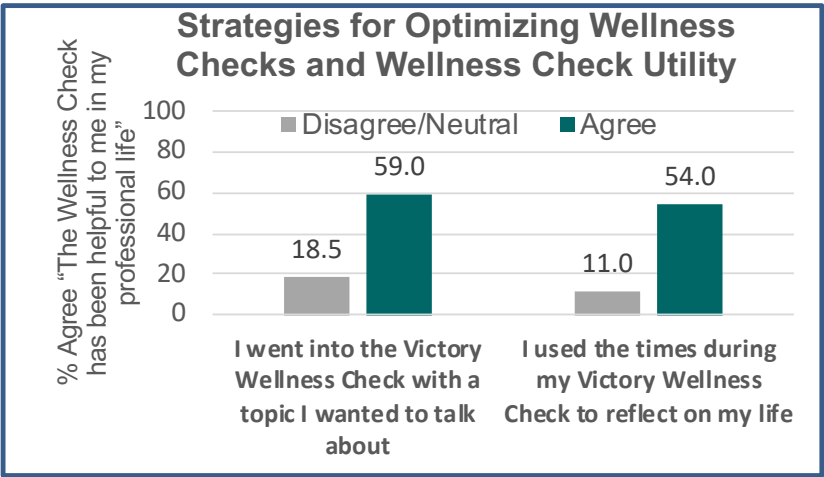
PREPARE SOLDIERS FOR THEIR WELLNESS CHECK

In an anonymous survey of more than 3,000 Soldiers who had completed a Wellness Check, Soldiers were asked how they prepared for their Wellness Check and used their Wellness Check time.

Ready with a Topic	Soldiers who go into their Wellness Check with a topic they want to talk about are 3 times as likely to report the Wellness Check is helpful to them in their professional and personal life.
Time to Reflect	Soldiers who use their Wellness Check time to reflect on their life are nearly 5 times as likely to report the Wellness Check is helpful to them in their professional and personal life.

Encourage your Soldiers to plan for their Wellness Check. Ask your Soldiers how they will use their Wellness Check time to reflect, grow, and build resilience. Have them consider topics that might be meaningful to them

- Emotional health (like anxiety/stress)
- Connections with friends and unit
- Family (Spouse, kids, parents)
- Work-related demands
- Leadership skills
- Performance at work
- Sense of meaning and purpose
- Personal and professional goals



Prompt Soldiers during their 1-on-1 military counseling to consider whether some goal or challenge might be a good topic for their Wellness Check





INTEGRATE WELLNESS CHECKS INTO VICTORY WELLNESS DISCUSSIONS

As a leader, you can use Wellness Checks to prompt discussion about Victory Wellness. Talking about your own experience with your Wellness Check can be a great way to get the conversation started. You can use the conversation to strengthen unit connection and support best practices for Wellness Checks.

<p>Set the Tone</p>	<p>When you bring up the topic of Wellness Checks, make sure Soldiers know</p> <ol style="list-style-type: none"> (1) What Wellness Checks are (some Soldiers may not be familiar with the concept); (2) Some Soldiers will have had a Wellness Check and some will not have had one yet; (3) Everyone gets a Wellness Check, including you and leaders at all levels; and (4) Wellness Check details can remain confidential——no one has to talk about their experience if they don't want to.
<p>Reflect on the Experience</p>	<p>During Wellness Mornings, initiate a discussion in which you ask your Soldiers whether they want to share what they've learned from the Wellness Check, recognizing that Soldiers can talk about the experience without specifics and that Wellness Checks are confidential.</p> <p>Try questions such as:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Was it what you expected? Did anything surprise you? <input type="checkbox"/> Was there anything you did that helped make the experience more meaningful? <input type="checkbox"/> Did you gain any insights into things that have been bothering you? <input type="checkbox"/> In what ways did it impact you over time after you had a chance to consider it? <input type="checkbox"/> If you learned something, how can you hold onto and remember that insight? <input type="checkbox"/> What would you advise Soldiers do to get the most out of a Wellness check? <input type="checkbox"/> Some Soldiers report the most powerful part of a Wellness Check is feeling heard. How can we—as a team or as individuals—do a better job listening to one another? <p>Remember to consider what part of your own Wellness Check experience you might share in order to lead by example and promote the deliberate use of Wellness Checks</p>
<p>Take into Account Soldier Response</p>	<p>In survey comments about Wellness Checks, many Soldiers wrote that they</p> <ul style="list-style-type: none"> • Liked having someone listen to them (“He actually listened to what I had to say”); • Felt the experience lightened their load (“I got to get things off my chest”); • Gained perspective (“Walked out with a better perspective of my emotional habits”). <p>Even Soldiers who felt they didn't need a Wellness Check commented it helped them as a leader (“Demystifying the experience of counseling, and giving leaders first-hand experience”).</p>
<p>Remember Benefits of Wellness Checks</p>	<p>Those Soldiers who have completed a Wellness Check (compared to those who have not)</p> <ul style="list-style-type: none"> • Are more likely to rate the Wellness Check positively • Are more willing to consider going to seek mental health care if they need it • Have a greater sense of purpose <p>These differences were significant even after accounting for rank and other demographics</p>
<p>Think about Your Role as a Leader</p>	<ul style="list-style-type: none"> • Junior leaders may want to follow this guide for 1-on-1 counseling whereas experienced squad and platoon leaders may find this guide useful for building group discussions. • Company leaders may want to chain-teach their leaders to facilitate these discussions. • Leader support for Victory Wellness (attending activities, encouraging participation, and emphasizing the importance of Victory Wellness) is associated with better outcomes. • How you respond as a leader can enhance the impact of Wellness Checks.

VICTORY WELLNESS ACTION WEEK

Victory Wellness Action Week (VVAW):

VVAW is a dedicated week for units to execute a comprehensive program of training focused solely on improving individual wellness and enhancing relationships between leaders and Soldiers.

Units plan, resource, and execute VVAW as they would any deliberate military operation, and Brigade Commanders are required to back-brief subordinate unit training plans to the Commanding General. Again, the focus is on small group sessions to build teams, increase cohesion, and increase resiliency across the formation. Without exception, all operations during the action week focus on improving the holistic wellness of the formation.

BDEs allocate time to conduct training on topics that increase Soldier wellness. No other training is authorized during Victory Wellness Action Week. Units should endeavor to execute a training plan that avoids the use of classroom time and briefings in favor of dialogue and engaging activities.

During Action Week, units will utilize the first two days to chain-train and certify the trainers as per the Army's 8-Steps Training Model. On day one, Company Command teams, as well as BN and BDE leadership, conduct train-the-trainer and certify the trainers for the next phase taking place on day two. On day two, team leaders and above will receive training and will be certified by commanders to execute training for the Soldiers for which they are responsible.

At a minimum, unit training plans should incorporate these elements:

- A chain teach from BDE to PLT level that covers leadership expectations, the 11D Leader Book and 11D Counseling Guide, and building trust and improving communication within the unit.
- Listening sessions at the C/T/B level
- All Soldiers write a ½-page paper for their first line supervisor answering the prompt "Who am I?"

- Where appropriate, a deliberate plan to conduct annual and semi-annual training for SHARP, EO, Suicide Prevention, and other Wellness-related topics.
- All first line Supervisors conduct Golden Triangle Calls by contacting their subordinates' next of kin by voice phone call to communicate the importance of their Soldiers' wellness.

How Do I Make a Golden Triangle Call?

Make a plan: Know what key points you want to cover.

Make a time: Find a good place to make the call: be sure you aren't distracted and that you can focus.

Remember the key point: These calls are less about content and more about strengthening connection.

Keep acronyms to a minimum: The family member may not understand military-centric language.

Hit the highpoints:

1. Introduce yourself (such as 'My name is [First and Last Name] and I'm your Soldier's supervisor at Ft Hood')
2. Explain that the Soldier works for you (such as '[First Name] is part of my team')
3. Briefly describe the Soldier's contribution to the team (such as 'Our team is a critical part of an infantry platoon, and your Soldier is a part of that effort; your Soldier provides medical support' or 'We provide vehicles for our Company, and you Soldier helps keep the vehicles in good, working condition').
4. Make the reason for the call clear (such as 'I want to make sure every Soldier on my team has a family member who knows who I am. This way, in case you have a concern about your Soldier, you know that I you can contact me').
5. Ask a simple, neutral question to support the connection (such as 'Have you ever been to Ft Hood?' Or 'How familiar are you with the Army?' Or 'Do you have any questions for me?').
6. Make sure they have your number and thank them for their time.



VICTORY WELLNESS ACTION WEEK



1 ID Victory Action Week



Wellness is Soldier Readiness						
Operation Victory Wellness Action Week						
5 DAY	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	
BN Focus	Chain Teach at Barlow Theater	Chain Teach at each Battalion	Chain Teach at each Company	Counseling and Leader Books at each Company		
0900						
0930	Introduction/ Overview					
1000	Character Discussion led by Chaplain	Character Discussion led by Chaplain	Character Discussion led by Co CDR	BN Action Week Training Time		
1030	Counseling led by CSM	Counseling led by CSM	Counseling led by 1SG	BN Action Week Training Time		
1100	Army Values and Resiliency led by BDE MRT	Army Values and Resiliency led by BN MRT	Army Values and Resiliency led by Co CDR	BN Action Week Training Time		BN Action Week Training Time
1130		Soldier (E4 and Below) Lunch with BDE CMD TM at Cantigny	NCO Lunch with BDE CMD TM at Cantigny	PL Lunch with BDE CMD TM at Cantigny		
1200						
1230						
1300	Command Supply Discipline Program and Maintenance Management led by SPO	Command Supply Discipline Program and Maintenance Management led by BN	Command Supply Discipline Program and Maintenance Management led by Co CDR	BN Action Week Training Time		Leader Closeout
1330	BH Discussion	Professionalism and Military Bearing led by BN CSM	Professionalism and Military Bearing led by 1SG	BDE and BN Senior Leader Wellness Evaluation and Listening Session		
1400	Professionalism and Military Bearing led by BDE CSM	Leaders Expectations and Lethality discussion led by BN CDR	Leaders Expectations and Lethality discussion led by Co CDR			
1430	Leaders Expectations and					
1500						
1530	Audience is BN Command Teams and Company Command Teams	BN Leadership are the trainers and the audience is E5 and Above	Company Command Teams are the trainers and the audience is E4 and below			
1600						
1630						
1700						
1730						
1800						
1830						
Legend:	BDE Event	BN Event	C/B/T Event	PLT Event	Squad Event	
8 STEP TRAINING MODEL						
PLAN	TRAIN THE TRAINER	SITE RECON	ISSUE ORDER	REHEARSE	EXECUTE	EVALUATE
T-60	T-7	T-5	T-30	T-7	VICTORY ACTION WEEK	T+1
						RETRAIN Retraining executed by BN



Victory Wellness Action Week

Rank, Last Name, First Name
POC Email
As of: 08 SEP 21



Time	20SEP	21SEP	22SEP	23SEP	24SEP
0630-0745	BDE Unit Run Location: Kapaun Field/Normandy/Apennines Route	Weightlifting Competition Location: HHB COF	Obstacle Course Location: Fort Riley Obstacle Course	Family/Wellness Time	
0800	Breakfast				
0930	Focus: Team Building Event / Barracks / Home Visits	Focus: SHARP Summit 0900-1700	Focus: Team Building Event / Barracks / Home Visits	Sports Competition Dodgeball, Kickball Location: Forsyth Soccer Complex	Sports Competition Football, Tug of War Location: Forsyth Soccer Complex
1000	Warrior Adventure Quest (HHB) 0900-1100	Audience: CMD Teams Location: RCC	Warrior Adventure Quest (HHB) 1300-1500	Breakfast	
1100	Company Dependent (HHBn)	Location: RCC	Company Dependent (HHBn)	Focus: Counseling Completion	
1200	Lunch	Lunch	Lunch	DF6 and DF7 Town Hall Location: RCC Distributed over FB Live	AARs Location: Unit Dependent
1300		Focus: Listening Sessions, Writing Time, Validate Golden Triangle, Counseling	Focus: Listening Sessions, Writing Time, Validate Golden Triangle, Counseling	Senior Leader Listening Session Location: DIVARTY Conference Room	Listening Session E4 and Below Location: RCC
1400	Focus: Chain Teach 1400-UTC	Focus: SHARP Summit 0900-1700	Warrior Adventure Quest (HHB) 1300-1500	Listening Session: E5 and E6 Location: RCC	BBQ Competition/Potluck Location: HHB COF
1500	Audience: Senior Leaders (CMD Teams, Staff Primaries, Special Staff)	Audience: CMD Teams Location: RCC	Company Dependent (HHBn)	Listening Session: E7 to O3 Location: RCC	BRO TIME
1600	Location: Victory Chapel	Company Dependent (HHBn)	Chain Teach (Section/Staff Level) Location: Unit Dependent	Counseling Completion	
1700					
1800				DF6 and DF7 Town Hall Distributed over FB Live	

8-Step Training Model						
Plan: T + 8	Certify Ldrs: T + 7	Recon: T + 6	Issue OPORD: T + 6	Rehearse: T + 1	Train/Execute: T	Retrain: T - 1

Legend: All Units | CMD Teams | Senior Leaders | E4 and Below | PLT | Section/Squad | Families

DRUMFIRE

MASTER RESILIENCY PROGRAM OVERVIEW

The Master Resiliency Program is the cornerstone of QVW training.

Resilience is not just about “bouncing back” from major life challenges. Resilience means you can manage the daily stressors of life like a difficult day at work, a tough conversation with a friend or loved one, or a failure or setback with your career. Resilience is about the ability to capitalize on opportunity – to take calculated risks because you are not afraid of failure. Only then, can you truly flourish, be the best version of yourself, and reach your potential. Operating as the best of who you are provides greater life satisfaction, a greater sense of fulfillment in your accomplishments, and a better sense of hope for the future.

MASTER RESILIENCY PROGRAM SKILLS

Energy Management

Goal Setting

Hunt The Good Stuff

Activating Event, Thought, Consequence [ATC]

Avoid Thinking Traps

Detect Icebergs

Problem Solving/Understanding

Put it in Perspective

Mental Games

Real-Time Resilience [RTR]

Character Strengths

Assertive Communication

Effective Praise

Active Constructive Responding

Engaging as a Bystander



RESILIENCE is a process that requires adoption of productive behaviors, thoughts, and actions that can be learned. RESILIENCE prepares you to deal with life’s challenges by giving you the ability to cope with adversity, adapt to change, and thrive under new conditions.



MASTER RESILIENCY PROGRAM OVERVIEW

Five Dimensions of Personal Readiness: Resilience drives Personal Readiness. In order to sustain personal readiness, we must understand the relationship among its five dimensions, sometime called pillars: Physical, Emotional, Social, Spiritual, and Family. Sustaining healthy behaviors within and across these dimensions is essential to achieving and sustaining personal readiness.

Resilience in Focus: When you need an instant mood boost or a quick tip to get you through the week – or next 15 minutes – Resilience in Focus can help. This series of resilience-building tools and infographics cover common challenges like how to make stress work for you (stress can be good, really), become more optimistic (it is possible!), cultivate mindfulness (what is that exactly?), or stick to your goals (at last!).

The Master Resilience Training Course (MRTC) 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. The 10-day MRTC includes immersion in core concepts and skills, as well as instruction for training others.

ENERGY MANAGEMENT

TASK: Discuss the Resilience skill of Energy Management

CONDITIONS: Leader led discussion when Soldiers have 10 to 15 minutes of engagement

STANDARDS: Know the benefits of applying the skill of Energy Management in professional and personal environments

DEFINITION: Energy management is a self-regulation skill used to help Soldiers mobilize energy so that they may recover from the physical and mental stresses of work and day-to-day life, helping them to perform at their best more consistently.

Key Principles

- Helps build self-regulation
- Allows us to be in control of our physical state, thoughts, and emotions in stressful situations.
- Increases the possibility of optimal performance in our professional and personal lives.
- Provides us the ability to mobilize our energy to the level it needs to be, when it needs to be there.

Leader Discussion

Benefits of using the skill:

Through specific self-regulation skills such as tactical breathing and priming emotions, Energy Management allows Soldiers to not only be energy efficient (using only what is required for the task at hand), it also helps improve critical skills such as reaction time, maintaining precision accuracy and motor control, and sustaining composure.

Discussion Questions:

1. How do you already use the skill of deliberate/tactical breathing?
2. What specific aspects of your job do you think can be improved through the use of Energy Management?
3. How can this help you in your day-to-day life outside of work?
4. What advice would you provide to those wanting to use Energy Management to improve performance?

GOAL SETTING

TASK: Discuss the Resilience skill of Goal Setting

CONDITIONS: Leader led discussion when Soldiers have 10 to 15 minutes of engagement

STANDARDS: Know the benefits of applying the skill of Goal Setting in professional and personal environments

DEFINITION: In order to afford ourselves with the greatest opportunity to successfully achieve our goals, we must ensure that we've structured a solid approach to activating, directing, adjusting, and sustaining the behaviors which are most inclined towards assisting us to reach our desired outcome.

Key Principles

Goals Enhance Performance: Goal Setting can produce motivation, direct attention, increase effort and persistence, and promote new strategies.

Motivation Matters: You are more likely to achieve goals when the motivation comes from within you and is tied to your personal values.

Self-Regulation: Is the primary target of Goal Setting

Leader Discussion

Benefits of using the skill:

1. Increased motivation and energy towards goal achievement.
2. Deliberate steps and techniques for enhanced adherence during problematic stages of goal progression.
3. Systematic accountability checkpoints to assist with overall goal success.

Discussion Questions:

4. In what ways can enhancing motivation and sustaining attention towards a task help with accomplishing personal goals?
5. How does creating a SMART action plan assist with the long-term achievement potential of a desired goal?

Ways to use the skill:

6. Identify and leverage internally, self-identified values to motivate throughout the goal setting process.



7. Utilize mental contrasting to energize dedication by indulging in benefits of goal achievement and dwelling on preventative obstacles.
8. List SMART actions and Power Statements that aid in daily progress.
9. Install systems and accountability partners to ensure long-term adherence throughout the duration of the goal-setting process.

LEADER NOTES/BACKGROUND

How to facilitate discussion:

1. The MRT Goal Setting model is not for all types of goals.
2. Goals with quick timelines do not require a complex 7 step process.
3. This goal setting model helps to outline a deliberate plan which can increase adherence to the actions necessary to reach large goals.

Examples for Discussion Questions:

4. SMART action statements meet the criteria of being Specific, Measurable, Action-focused, Realistic and Time-bound.
5. To ensure that an internally held value is meaningful to us, we should check to see if we feel energized or ease when using said value.
6. Benefits and obstacles must be alternated during the mental contrasting component of the skill to maximize energization.

Ways to use the skill:

7. Allot adequate time to complete the 7-step Goal Setting model (approx. 1 hour). Then ensure that components of the 'Action Phase' (steps 5-7) are referenced daily and implemented regularly to enhance successful goal acquisition.

AVOID THINKING TRAPS

TASK: Discuss the Resilience skill of Avoid Thinking Traps

CONDITIONS: Leader led discussion when Soldiers have 10 to 15 minutes of engagement

STANDARDS: Know the benefits of applying the skill of Avoid Thinking Traps in professional and personal environments

DEFINITION: Thinking Traps are overly rigid patterns in thinking that cause us to miss critical information about a situation or individual. Thinking Traps decrease our ability to be flexible, accurate, and thorough in our thinking.

Key Principles

THEY'RE COMMON: It's common to fall into a Thinking Trap, particularly when stressed.

THEY NARROW OUR FIELD OF VISION: Thinking Traps often lead us to miss important information.

NOTICE PATTERNS: What are the patterns in the Traps you fall into?

USE MENTAL CUES AND CRITICAL QUESTIONS: Be on the lookout for your common Traps and use the Mental Cues and Critical Questions to help broaden your awareness of important information.

MENTAL AGILITY: Mental Agility is the primary target of Avoid Thinking Traps.

Leader Discussion

Benefits of using the skill:

1. Thinking Traps cause us to make decisions about situations or people with little to no evidence to support our decision. Avoiding Thinking Traps help us to be more accurate in our thinking.
2. Identifying the Thinking Traps you tend to fall into can help you correct your thinking in the moment and avoid the traps in the future.

More Leader Discussion

Discussion Questions:

3. Why are Thinking Traps so common?
4. How do Thinking Traps impact personal and unit resilience?
5. How can you improve your effectiveness by Avoiding Thinking Traps?

Ways to use the skill:

6. Being a good leader requires awareness of your own Thinking Traps. By knowing your Traps, you can make sure not to miss critical information that might cause you to make a bad decision.
7. Not all thoughts are Thinking Traps but when a decision or judgment needs to be made, checking our thoughts for Thinking Traps can help insure that we are looking at all the evidence before we make a decision.

LEADER NOTES/BACKGROUND

Common Thinking Traps

1. *Jumping to Conclusion:* Believing one is certain about a situation despite having little or no evidence to support it.
2. *Mind Reading:* Assuming that you know what another person is thinking or expecting another person to know what you are thinking.
3. *Me, Me, Me:* Believing that you are the sole cause of every problem you encounter.
4. *Them, Them, Them:* Believing that other people or circumstances are the sole cause of every problem you encounter.
5. *Always, Always, Always:* Believing that negative events are unchangeable and that you have little or no control over them.
6. *Everything, Everything, Everything:* Believing that you can judge one's worth/character based on a single event or believing that what caused the problem is going to negatively affect many areas of one's life.

DETECT ICEBERGS

TASK: Discuss the Resilience skill of Goal Setting

CONDITIONS: Leader led discussion when Soldiers have 10 to 15 minutes of engagement

STANDARDS: Know the benefits of applying the skill of Goal Setting in professional and personal environments

DEFINITION: In order to afford ourselves with the greatest opportunity to successfully achieve our goals, we must ensure that we've structured a solid approach to activating, directing, adjusting, and sustaining the behaviors which are most inclined towards assisting us to reach our desired outcome.

KEY PRINCIPLES

"Ah-Ha" Moment: Stop when your beliefs help to explain your consequences (Emotions and Reactions).

Icebergs can create Thinking Traps: Sometimes our beliefs/values push us into one or more Thinking Traps.

What, not why: "What" questions lead to depth; "Why" questions lead to defensiveness.

Self-Awareness: Self-Awareness is a primary target of this skill.



Leader Discussion

Benefits of using the skill:

1. Increased awareness and control over emotional/reaction patterns in our behavior.
2. Greater recognition of indicators determining when to detect underlying core values/beliefs which may be driving counterproductive behavioral patterns.
3. Improved reflective capabilities leading to greater decision making.

Discussion Questions:

4. How can knowing our core values and beliefs lead us to more desirable behavioral outcomes if recognized and addressed?
5. How do we know if we are experiencing overly-rigid iceberg patterns?

Ways to use the skill:

6. Recognize indicators of when we need to detect potential icebergs in our thinking.
7. Evaluate potential icebergs by asking reflective “what” questions.
8. Once the “Ah-Ha” moment [core value/belief] is discovered, determine if the iceberg may be overly-rigid in some scenarios, or if a change/adjustment to the iceberg might create more productive outcomes.

LEADER NOTES/BACKGROUND

How to facilitate discussion:

1. The skill of Detect Icebergs is structured to help build self-awareness in regards to why we experience patterns in our emotions and reactions.
2. By recognizing indicators and common patterns in how we respond to certain activating events, we can begin to reflect and uncover core values and beliefs that drive our consequences.

Examples for Discussion Questions:

1. How do we know if a core value/belief is something we should maintain or adjust/get rid of?
2. Why do we want to be reflective when seeking icebergs that may be driving counterproductive patterns in our behavior?

Ways to use the skill:

1. Detect Icebergs should be utilized when indicators [acting out-of-proportion to our HOTMT, T-C Disconnect, strong Thinking Trap patterns] have lead us to question why we behaved in such a manner.
2. “What” questions allow us to reflect and gain insight into how our core values/beliefs might be affecting the manner in which we respond in certain scenarios.

PROBLEM SOLVING/UNDERSTANDING

TASK: Discuss the Resilience skill of Problem Solving

CONDITIONS: Leader led discussion when Soldiers have 10 to 15 minutes of engagement

STANDARDS: Know the benefits of applying the skill of Problem Solving in professional and personal environments

DEFINITION: Effective problem solvers include any critical information they might have missed so that they can understand the problem and focus on solution strategies. Effective problem solvers focus on thoughts about WHY a problem occurs and evaluate which factors are controllable. Solving a problem effectively means finding solution strategies that bring about positive change.

KEY PRINCIPLES

Slow down: For problems that do not require quick solutions, slow down and get more information.

Identify the causes: Use Critical Questions to identify causes that you initially missed.

Mental Agility: Mental Agility is a primary target of Problem Solving by gaining a more accurate and thorough understanding of a particular problem.

LEAD DISCUSSION

Benefits of using the skill:

1. Increased levels of accuracy, understanding, and clarity in a situation.
2. Clearer understanding of what factors that may have caused a problem that are under one's control.
3. Simple identification of an action plan to implement positive change through solution strategies.

Discussion Questions:

4. How have your beliefs about a situation potentially misguided you to a counterproductive or incorrect solution?
5. What can you do about a problem that you have absolutely no control over?

Ways to use the skill:

6. Understand complex, personally relevant, and meaningful problems in a thorough manner to potentially go around our belief system.
7. Ask yourself (or someone else) hard questions to investigate the true causes of problems you are facing and want to find productive solutions.

LEADER NOTES/BACKGROUND

How to facilitate discussion:

1. The MRT Problem Solving model is not for all types of problems.
2. Problems with simple solutions do not require complex understanding.
3. Examples of Critical Questions:
 - How did I contribute to this problem?
 - How did others/circumstances contribute to this problem?
 - What specific behaviors contributed to this problem?

Examples for Discussion Questions:

4. If one believes they are a great leader their mind will notice evidence that supports their belief.
5. A strongly held belief could cause a person to miss critical information relevant to understand a problem.

Ways to use the skill:

6. Not all problems have simple solutions, many have multiple factors that require thorough understanding.
7. Ask yourself (or someone else) to be as open and honest when seeking information to help understand a relevant problem.

PUT IT IN PERSPECTIVE

TASK: Discuss the Resilience skill of Put it in Perspective

CONDITIONS: Leader led discussion when Soldiers have 10 to 15 minutes of engagement

STANDARDS: Know the benefits of applying the skill of Put it in Perspective in professional and personal environments



DEFINITION: The mission of Put it in Perspective is to reduce our anxiety levels when we are engaging in catastrophic thinking. Catastrophizing is when we waste critical energy thinking about the irrational worst case outcomes of a situation. At this point our brain becomes a ‘runaway train’ and it is highly unlikely we can take purposeful action. The goal of this skill is to take purposeful action to handle the situation that has gotten us thinking this particular way.

KEY PRINCIPLES

Order matters: Stop Catastrophizing by Capturing the Worst Case Thoughts, then Generating the Best Case Thoughts-both of which help you to Identify the Most Likely Outcomes.

Develop a plan: Once you are focused on the Most Likely Outcomes, Develop a plan for dealing with the situation.

Optimism: Optimism is a primary target of PIIP by allowing one to take purposeful action and gain a sense of control.

LEAD DISCUSSION

Benefits of using the skill:

1. Increased levels of understanding, realistic optimism, and control.
2. Reduction of problematic anxiety levels due to uncertainty.
3. Increased accountability to understand and ultimately handle situation.

Discussion Questions:

4. When are triggers in your life that might have caused you or someone you care about to engage in catastrophic thinking?
5. What can I do if my Most Likely Outcomes are real-world and are very anxiety inducing?

Ways to use the skill:

6. Uncertainties can cause our brains to fill in missing information when critical information is not present.
7. Slow your brain down, reduce your anxiety levels by going through the steps of Put it in Perspective maintaining the appropriate order and provide adequate time for each step in the model.

LEADER NOTES/BACKGROUND

How to facilitate discussion:

1. Catastrophic thinking is NOT contingency planning.
2. Contingency plans are productive while, catastrophic thinking wastes critical energy.
3. Examples of difference between contingency plans and catastrophizing:
 - Imagine you are planning on an upcoming range...
 - Does it make sense to have a plan for weather? [Contingency]
 - Does it make sense to have a plan for nuclear holocaust? [Catastrophizing]

Examples of triggers for catastrophic thinking:

4. Something you value highly is at stake.
 - Look down at the local Target, and cannot find child.
5. The situation is unclear or uncertain.
 - Receive a text message from loved one saying, “We need to talk.”
6. Already run down or depleted
 - Sustained operations may limit our ability to slow down our thought process.

Steps of Putting it in Perspective:

Step 1: Describe the Activating Event.

- “What happened to make you think this way?”

Step 2: Capture Worst Case thoughts.

- “Get every Worst Case thought out of your head.”

Step 3: Generate Best Case thoughts.

- “What is the Best Case thing that could happen from this?”

Step 4: Identify Most Likely outcomes.

- “What is really going to happen and how will I really feel?”

Step 5: Develop a plan for dealing with Most Likely outcomes.

- “What can you do about these real world outcomes and emotions?”

MENTAL GAMES

TASK: Discuss the Resilience skill of Mental Games

CONDITIONS: Leader led discussion when Soldiers have 10 to 15 minutes of engagement

STANDARDS: Know the benefits of applying the skill of Mental Games in professional and personal environments

DEFINITION: Mental Games are played when we need to compartmentalize or distract ourselves from counterproductive thinking. We focus our attention on fun and challenging games or techniques to ‘change the channel’ on our counterproductive. These games are designed to be quick work around to isolate our counterproductive thinking then ultimately to continue our task-at-hand with a more focused and productive mindset.

KEY PRINCIPLES

Practice: These techniques require practice in order to derive full benefit.

Double-Up: Mental Games can be used in conjunction with other skills in the program. Utilize these deliberate mental breaks with Energy Management techniques or even use Mental Games to help endure on the path to accomplishing a goal.

Optimism: Self-regulation is a primary target of Mental Games by allowing our mind to shift our focus away from counterproductive thinking.

LEAD DISCUSSION**Benefits of using the skill:**

1. Increase focus on task engagement after participating in Mental Games.
2. Reduction of counterproductive anxiety levels revolving around task.

Discussion Questions:

3. When are times in your life that might have caused you or someone you care about to engage in counterproductive thinking?
4. What types of games work best for you? (See Examples on Next Slide)

Ways to use the skill:

5. Uncertainties can cause our brains to fill in missing information when critical information is not present.
6. Reduce your anxiety by allowing your mind to focus on a game that involves your full attention and is enjoyable.



LEADER NOTES/BACKGROUND

How to facilitate discussion:

1. Requirements for a Mental Game:
 - Must require full attention
 - Must be hard and fun
 - Must be games or techniques you can do within a few minutes

Examples of Mental Games:

1. Math games: Count back from 1,000 by 7s.
2. Categories games: Name all the sports figures, war heroes, etc. you can in two minutes.
3. Army alphabet: Repeat it backwards.
4. Lyrics: Recite upbeat song lyrics.
5. Positive Imagery: Create a detailed positive image of a situation or memory that helps you feel calm, positive, or confident. Include as many details in the image as possible so that the image is vivid.

REAL-TIME RESILIENCE (RTR)

TASK: Discuss the Resilience skill of RTR

CONDITIONS: Leader led discussion when Soldiers have 10 to 15 minutes of engagement

STANDARDS: Know the benefits of applying the skill of RTR in professional and personal environments

DEFINITION: Real-Time Resilience is used when we need to change counterproductive thinking into more effective thinking. By replacing counterproductive thoughts with productive thoughts, we can enhance confidence in the task at hand. Note: Productive thoughts are NOT always positive.

KEY PRINCIPLES

Practice: These techniques require practice in order to derive full benefit.

Accuracy over speed: Focus on accuracy and passing the gut test, not speed.

Learning Curve: Pitfalls are common and occur when your RTR response doesn't eliminate the counterproductive thought.

Do-over: When you notice a Pitfall, pause and generate a stronger response.

Optimism: Optimism is a primary target of RTR by fighting back against counter productive thoughts and replacing with more helpful thoughts in the moment.

LEAD DISCUSSION

Benefits of using the skill:

1. Increase confidence in abilities about the task at hand after fighting back against counterproductive thoughts
2. Reduction of counterproductive anxiety levels revolving around task.

Discussion Questions:

3. When are times in your life that might have caused you or someone you care about to engage in counterproductive thinking?
4. What type of RTR response works best for you?

Ways to use the skill:

5. Uncertainties can cause our brains to fill in missing information when critical information is not present.
6. Increase your confidence by reminding yourself about the evidence that shows you can be successful, thinking optimistically about the situation despite potential setbacks or by focusing on the most likely outcomes of the task at hand.
7. Reduce your anxiety by allowing your mind to focus on a game that involves your full attention and is enjoyable.

LEADER NOTES/BACKGROUND**How to facilitate discussion:**

1. Sentence Starters are helpful for beginners to generate strong RTR responses
2. Advanced level allows individuals to use their own language using sentence starter

Examples of RTR Sentence Starters for stronger responses:

3. Use evidence to prove the thought is false.
 - That's not [completely] true because...
4. Generate a more optimistic way of seeing it.
 - A more optimistic way of seeing this is...
5. Put It In Perspective.
 - The most likely implication is... and I can...

Avoiding Pitfalls or mistakes

6. Dismissing the grain of truth [lack of evidence]
7. Minimizing the situation [lack of optimism]
8. Rationalizing or excusing one's contribution [lack of perspective]

CHARACTER STRENGTHS

TASK: Discuss the Resilience skill of Character Strengths

CONDITIONS: Leader led discussion when Soldiers have 10 to 15 minutes of engagement

STANDARDS: Know the benefits of applying the skill of Character Strengths in professional and personal environments

DEFINITION: Character Strengths is about focusing on what is right with you compared to focusing on areas of weakness. Your top Character Strengths are called your Signature Character Strengths. We use our Signature Character Strengths most comfortably. Knowing and using your Character Strengths help you overcome challenges and will strengthen your leadership style.

KEY PRINCIPLES

Know your Character Strengths: Knowing your Character Strengths is as important as knowing your weaknesses.

All 24 won't be Signature Character Strengths: Some Character Strengths come more easily to you than others.

Non-signature Character Strengths: Some situations require that you pull on Character Strengths that are not your Signature Character Strengths.

Shadow Side: Each Character Strength has a Shadow Side that can get you in trouble or limit you.



LEAD DISCUSSION

Benefits of using the skill:

1. Identify Character Strengths in Self and Others helps to build Strengths of Character.
2. Knowing and using your Character Strengths and the Character Strengths of others will increase energy, motivation, and success

Discussion Questions:

3. Who are you at your best?
4. How can you use your Signature Character Strengths to achieve optimal performance?
5. How can you strengthen the unit through your focus on Character Strengths?

Ways to use the skill:

6. Useful in challenges: Use your Character Strengths and the Character Strengths of others to successfully overcome challenges.
7. Useful as a leader: Using your Signature Character Strengths as part of your leadership style will make you a more effective leader.
8. Useful in teams: Leverage the Character Strengths of team members so that you increase the effectiveness and energy of the team

LEADER NOTES/BACKGROUND: 24 VIA CHARACTER STRENGTHS (BY VIRTUE)

Wisdom and Knowledge

- -Curiosity and interest in the world
- -Love of learning
- -Judgment, critical thinking, open-mindedness
- -Creativity, ingenuity, and originality
- -Perspective (wisdom)

Courage

- -Bravery and valor
- -Industry, diligence, and perseverance
- -Honesty, authenticity, and genuineness
- -Zest, enthusiasm, and energy

Humanity

- -Capacity to love and be loved
- -Kindness and generosity
- -Social intelligence

Justice

- -Citizenship, teamwork, and loyalty
- -Fairness, equity, and justice
- -Leadership

Temperance

- -Forgiveness and mercy
- -Modesty and humility
- -Caution, prudence, and discretion
- -Self-control and self-regulation

Transcendence

- -Appreciation of beauty and excellence
- -Gratitude
- -Hope, optimism, future-mindedness
- -Humor and playfulness
- -Spirituality, sense of purpose, and faith

LEADER NOTES/BACKGROUND

How to identify Signature Character Strengths

1. One believes that he/she is being “true to him/herself” when using the Character Strength.
2. When using the Character Strength, one feels energized rather than exhausted.
3. The motivation to use the Character Strength comes from within the person (no one else has to remind or persuade him/her to use it).

The Shadow Side of Character Strengths

4. Overusing a Character Strength
5. Using a Character Strength in the wrong context/ situation, or at the wrong time
6. Using a Character Strength in a manipulative way
7. Valuing your Character Strengths to the point of devaluing the Character Strengths of others
8. Using the Character Strength in a way that is not attuned to others

ASSERTIVE COMMUNICATION

TASK: Discuss the Resilience skill of Assertive Communication

CONDITIONS: Leader led discussion when Soldiers have 10 to 15 minutes of engagement

STANDARDS: Know the benefits of applying the skill of Assertive Communication in professional and personal environments

DEFINITION: Assertive Communication enhances your ability to communicate clearly and with respect, especially during a conflict or challenge. Using the IDEAL model can help you communicate in a confident, clear, and controlled manner. Assertive Communication is used when there is a problem that needs to be solved or an issue that needs to be addressed and you want to approach the person in a manner that will strengthen the relationship.

KEY PRINCIPLES

Takes practice: Assertive Communication takes practice.

Flexibility: Adjust your style of communication to the situation/person you are communicating with.

Skill, not personality: Communication styles are skills, not personality styles

Re-Engage: Take a break from the conversation. Relax/rethink and then try again.

Connection: Connection is a primary target of Assertive Communication.

LEAD DISCUSSION

Benefits of using the skill:

1. Increased ability to have the right conversation instead of the wrong argument.
2. Provides a tool that one can use to evaluate one’s understanding of the issue before engaging in a confident, clear, and controlled conversation to try and resolve or discuss problems or concerns.

Discussion Questions:

3. What gets in the way of Assertive Communication?
4. What beliefs and values do you have that may help you communicate assertively or keep you from communicating in an assertive fashion?

Ways to use the skill:

5. Incorporate other MRT skills like ATC, Avoid Thinking Traps, Problem Solving, and Detect Icebergs to identify and understand the problem prior to having a conversation.
6. Use the IDEAL model to identify and understand the problem, describe the problem objectively and accurately, express your concerns, ask the other person for his/her perspective, ask for a



reasonable change, and list the positive outcomes that will occur if the person makes the agreed upon change.

LEADER NOTES/BACKGROUND

Steps of IDEAL model

1. Identify and understand the problem.
 - Use ATC and Thinking Traps to make sure you are being flexible, accurate, and thorough in your thoughts. Also use Detect Icebergs, Problem Solving, Put It In Perspective, Deliberate Breathing, Shadow sides of Character Strengths, and Signature Character Strengths if necessary.
2. Describe the problem objectively and accurately.
 - The who, what, when, and where
 - Do not exaggerate the problem
3. Express your concerns and how you feel (when appropriate).
 - Do not exaggerate your concerns and feelings surrounding the problem.
4. Ask the other person for his/her perspective and then ask for a reasonable change
5. List the positive outcomes that will occur if the person makes the agreed upon change.
 - Consider positive (and negative) outcomes appropriate to the situation.

EFFECTIVE PRAISE

TASK: Discuss the Resilience skill of Effective Praise

CONDITIONS: Leader led discussion when Soldiers have 10 to 15 minutes of engagement

STANDARDS: Know the benefits of applying the skill of Effective Praise in professional and personal environments

DEFINITION: Effective Praise identifies what the person did that brought about the positive outcome so that the person can continue performing that behavior and building on his or her success.

KEY PRINCIPLES

Effective Praise: Name the strategy, process, or behavior that led to the good outcome. It builds motivation, optimism, and winning streaks.

Connection: Connection is the primary target of Effective Praise.

LEAD DISCUSSION

Benefits of using the skill:

1. Naming the specific strategy, effort, or skill that led to the good outcome demonstrates that you were really watching, demonstrates authenticity, and enables that person to build upon that success.
2. Effective Praise teaches the person how they brought about the positive outcome so they can replicate it in the future.

Discussion Questions:

3. How is Effective Praise already used in the Army?
4. What beliefs or values do you have that would keep you from using Effective Praise or help you to use Effective Praise more effectively?

Ways to use the skill:

5. When someone we care about succeeds or does well we often say “good job” or give a thumbs-up. Effective Praise goes one step further to name the process, strategy, or behavior that led to the good outcome.
6. Praise what is praiseworthy. You decide what is praiseworthy.



LEADER NOTES/BACKGROUND

Effective criticism is the partner to Effective Praise

1. When someone fails, underperforms, or struggles we use effective criticism to name the process, strategy, or behavior that led to the problem and how to correct it in order to help him or her improve. This way, lessons are learned from failure.
2. When someone succeeds or you notice progress has been made, Effective Praise points out what he or she did well so that lessons can also be learned from success.

ENGAGING AS A BYSTANDER

TASK: Identify ways to intervene when faced with sexual harassment or possible sexual assault.

CONDITIONS: Discussion - Question based; small interactive vignettes

STANDARDS: Demonstrate a minimum of one technique for intervention. Understand Intervene-Act-Motivate (I.A.M.) Strong is the Army's campaign to stop sexual assaults before they occur.

REFERENCES: I. A.M. Strong, US Army SHARP Program

<https://www.armyresilience.army.mil/sharp/index.html>

What are some actions for intervening without tackling someone at the bar or getting in trouble for disrespect if your addressing a more senior person?

*Indirect- Say someone observing the situation is concerned about the person's conduct

*Distraction: Utilize creative options to distract the people involved to deescalate the situation. This may involve humor or appealing to other interests of the people involved. Try telling the person you need to talk to him, call/text if you know one of them, interrupt and ask a question.

*Split: Step in and separate the two people. Voice your concerns. Let them know you're acting in their best interest.

*Consensus gathering: Get other people involved to help the person in trouble, and to gather strength in numbers. "That looks jacked up, maybe we should help her get out of here."

*Friends: Find the person's friends and get them to intervene.

*Authority: Get the bartender, bouncer, whoever's room/house the party is at, or someone in chain of command involved. "this dude is bothering one of my friends."

BYSTANDER SCENARIO # 1

You are working in your vehicle and you overhear a conversation from the soldiers next to you. The conversation seems to be centered around their trip to a strip club this past weekend. There are lots of comments about the strippers' bodies and their actions in the club and it's making you very uncomfortable.

How do you deal with this situation?



BYSTANDER SCENARIO # 2

Sara, a battle lover Cross-fit. She is in the gym after work doing squat exercises and she ask another battle, John, to spot her. He grabs her by the hips and helps with her exercise. Sara seemed a bit uncomfortable with John's actions but did not say anything. She did however make eye contact with you. Jim continues to hang around Sarah while she trains.

How do you deal with this situation?

MAINTAINING A POSITIVE OUTLOOK

TASK: Methods to Maintaining a Positive Outlook

CONDITIONS: Discussion - Question based

STANDARDS: Know methods that help you maintain a positive outlook

REFERENCES:

<https://www.military.com/military-fitness/general-fitness/attitude-another-day-in-which-to-excel-sir>

<https://www.forbes.com/sites/forbescoachescouncil/2020/06/16/five-keys-to-maintaining-a-positive-mindset/?sh=81b1f017da90>

MAIN POINT #1: What a positive outlook does for you.

SUB POINT: Opens you to absorbing more information and helps you do your job.

SUB POINT: Helps improve family and working relationships.

SUB POINT: Allows you to build your resources and coping skills.

INSTRUCTION FACILITATION

DISCUSSION POINTS: What does Positive outlook do for you?

QUESTIONS:

1. What are some of the things you can do to maintain a positive outlook?
2. What are some of the benefits of having a positive outlook?

MAIN POINT #2: What are ways to maintain a positive outlook?

SUB POINT: Take part in positive activities.

SUB POINT: Wake up early, exercise, and plan ahead.

SUB POINT: Healthy interactions/relationships, work/personal.

INSTRUCTION FACILITATION

DISCUSSION POINTS: What are ways to maintain a positive outlook?

QUESTIONS:

1. What are some positive activities you can interact in?
2. What are some things you can do to promote positive thinking?

MAIN POINT #3: How does a positive outlook affect the group?

SUB POINT: Promotes team building.

SUB POINT: Increases morale in the unit.

SUB POINT: Helps you and others face adversity.



INSTRUCTION FACILITATION

DISCUSSION POINTS: How does a positive outlooks effect the group

QUESTIONS:

- 1.How does having a positive outlook contribute to team building?
- 2.What does having a positive outlook do for morale?
- 3.How does having a positive outlook help you to face adversity?

Contact your unit Master Resilience Trainer for more information and assistance in conducting the blocks of instructions.

***CONTACT DIVISION MRT, to find your local certified MRT Trainers and additional resources at 785-239-8835.**



Big Red One Year of Family Summary

The Big Red One Year of Family (BYoF) is a Division led, yearlong campaign focused on building strength and resilience of Families, educating Families about available resources, and showing appreciation for their continued support. BYoF creates opportunities to increase Family resiliency aligned with the five Dimensions of Strength, honoring and recognizing the important foundational role our Families play in our organization's success. BYoF is a part of Victory Wellness. The end state of BYoF are stronger, more resilient 1ID Families and Soldiers and increased operational readiness.

Lines of Effort

Resilient. We are building strong Families who have the capacity to laugh together, struggle to together, and win together. We are building strong Families who possess the toughness to cope with challenges, and resilient enough to bounce back and keep moving forward. We are building strong Families who are always ready to extend a helping hand to a neighbor in need.

Educate. Inform our Families about all the resources that Fort Riley and the Flint Hills have to offer to help develop resilience, skills, values, morals, and habits related to the five Dimensions of Strength

Appreciate. Demonstrate the value and esteem we have for our Families through ongoing initiatives and events.

Focus

Signature events. BYoF signature events are impactful quarterly events to gather and celebrate the 1st Infantry Division's diverse Families. These events are the cornerstones of the BYoF campaign and provide a venue to message the importance of Family.

Events. BYoF events are short duration or a single day occurrences. These events are planned and executed at the Battalion, Brigade and Division level.

Initiatives. BYoF initiatives are longer duration actions that span multiple events or months focused on a specific Dimension of Strength. These events are planned and executed at the Division or Brigade level.



Emotional Strength. Approaching life's challenges in a positive, optimistic way by demonstrating self-control, stamina, and good character with your choices and actions.

Family Strength. Being part of a family unit that is safe, supportive, and loving and provides the resources needed for all members to live in a healthy and secure environment.

Physical Strength. Performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition, and flexibility derived through exercise, nutrition, and training.

Spiritual Strength. One's purpose, core values, beliefs, identity, and life vision. Spirituality draws upon personal, philosophical, and/or religious teachings and forms the basis of character.

Social Strength. Developing and maintaining trusted, valued relationships and friendships that are personally fulfilling and foster good communication including a comfortable exchange of ideas, views, and experiences.

Big Red One Year of Family Monthly Foundational Day Focus Areas

Military families are the steadfast anchor of our military servicemen and servicewomen. They are a constant stalwart, always present and supportive of our nation's warriors and contribute greatly to the morale of the military community. In recognition of their loyalty and support, the monthly foundational day focus areas have been expanded with an emphasis on families. The definitions listed below do not replace the existing monthly focus areas listed in the leader guide. They are provided to stimulate healthy dialogue among family members.

January: DUTY-Duty extends beyond school, work and extracurricular activities. Resilient families understand their Duty to one another by spending time together and caring for one another. Each family member plays a critical role to ensure families are resilient and strong. Families thrive when they are committed to fulfilling their obligations to one another.

February: DIVERSITY, EQUALITY AND INCLUSION-Resilient families value the unique gifts and talents each member possesses. Nurture a family relationship that welcomes and supports diversity. Doing so, fosters a sense of belonging that strengthens cohesion and oneness among family members.

March: COMBATING EXTREMISM-Families are tied to deterring harmful behaviors towards others. Strong families respect others and stand for justice. Standing together against extremism ensures safer communities and unity.

April: HUMILITY-Humility is the pathway to understanding and appreciating loved ones. Families who demonstrate humility cultivate a home of respect and empathy for others.

May: EMPATHY-Empathy helps family members to better understand challenges their loved ones face. Extending empathy to others communicates care, compassion and strengthens relationships.

June: DISCIPLINE- Discipline instills healthy problem solving skills and healthy practices for resolving conflict. All family members must demonstrate self-discipline-the ability to control one's own behavior.

July: HONOR- Families who live honorably encourage a positive climate and healthy morale. They value and protect the strength of their relationships.

August: LOYALTY- Loyalty supports and encourages mutual obligations to others. It is a two way exchange as family members earn loyalty and expect loyalty in return.

September: INTEGRITY-Integrity encourage us to do what's right, legally and morally. Families that practice integrity do the right thing because their character permits nothing less.

October: PERSONAL COURAGE- Personal Courage demonstrates bravery and the ability to put fear aside in order to do what is necessary and right for the family. Resilient families exemplify personal courage when facing challenges by taking risks to protect their loved ones.

November: RESPECT- Respect for others reinforces that everyone is important and has worth. Families that respect each other foster a climate that treats everyone with dignity, regardless of differences.

December: SELFLESS SERVICE- Selfless service is the commitment of each family member to do their best, to go the extra mile in helping others. Families who practice selfless service display their unwavering promise to leave no family member behind.





OPERATION VICTORY WELLNESS END STATE

As units become fully immersed in wellness activities, capturing best practices and lessons learned, codifying them into the Victory Wellness Guide will further improve the scope and effectiveness of the operation. The success of OPERATION VICTORY WELLNESS depends greatly on our ability to change mindsets and collectively influence the same changes in those we lead, follow, and serve. Leaders at all echelons are empowered to enact change that leads to meaningful engagement with Soldiers and Families and improves resiliency. Focus on the wellness of people will make them the best Soldiers, Family Members, and citizens they can be. All else follows! Improved workplace performance, focus, and commitment to the mission will lead the division to warfighting mastery and increased operational readiness.

For OVW to be successful, we must change the culture within the organization. A comprehensive engagement plan at echelon enables us to distribute intent and objectives across the organization and to our Families. Wellness Videos, senior leader battlefield circulation, leader development sessions, and an aggressive social media campaign push information to the lowest levels. In an age of widely



and instantly shared information, credibility remains paramount. Additionally, the regular and sustained conduct of OVW activities is imperative to establishing trust between our leaders and subordinates.

The 1st Infantry Division Assessment Cell conducts deliberate and iterative assessment of the Operation

Victory Wellness program using both subjective and objective metrics and techniques. As previously mentioned, a significant aim of the program is a change in organizational culture at the installation level. Recognizing that cultural change can be a slow and deliberate process, the Assessment Cell designed a strategy based on the Kubler-Ross change model which breaks the organizational change process into several stages. Each stage has its own focus for assessment, but we ask the same question through all stages of the process: “is Operation Victory Wellness on track?” In the early stages of the change process, the best methodologies to answer this question are subjective. In partnership with the Walter Reed Army Institute of Research, the Assessment Cell designs, refines, and implements a survey every quarter that builds an overall assessment of how Soldiers feel they are improving with their own behavioral health, incorporates their own individual wellness assessments, and collects subjective answers on program effectiveness. This data in combination with unit feedback in the form of after action reviews and commanders assessments is the heart of Operation Victory Wellness assessment. Outputs from the analysis informs on how to keep the program on track. If the program remains on track with its objectives, we will eventually see the effects in the objective assessments which include data collection and trend analysis from sources such as the Commanders Risk Reduction Toolkit, deployment readiness metrics, unit readiness data, scores relating to warfighting tasks, department of emergency services, Equal Opportunity, and serious incident reporting. Combining both the subjective and objective data sources, we can build a holistic picture of how Operation Victory Wellness affects the behavioral health and wellness of Soldiers, Families, and Civilians on Fort Riley and how it enhances warfighting mastery. Early indications show OVW is changing how our Soldiers and Families are viewing themselves and the environment around them. As the program continues we expect to see more positive change on the various metrics.

Duty First! People Always...All Else Follows!

5 DIMENSIONS OF STRENGTH

The five dimensions of strength form the lines of effort for DVW.
They inform and structure training during VWMs, VWFDs, and VVAWs.
[AR-350-53]

VICTORY WELLNESS

EMOTIONAL
FAMILY
PHYSICAL
SPIRITUAL
SOCIAL

"Victory Wellness is a comprehensive, enduring operation to make every Soldier, DA Civilian, and Family Member on Fort Riley more resilient and stronger across the five dimensions of strength: physical, emotional, social, family, and spiritual."
— MG Douglas A. Sims II

PEOPLE ALWAYS — ALL ELSE FOLLOWS

VICTORY WELLNESS

Emotional Strength

Approaching life's challenges in a positive, optimistic way by demonstrating self-control, stamina, and good character with your choices and actions.

Family Strength

Being part of a family unit that is safe, supportive, and loving and provides the resources needed for all members to live in a healthy and secure environment.

Physical Strength

Performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition, and flexibility derived through exercise, nutrition, and training.

Spiritual Strength

One's purpose, core values, beliefs, identity, and life vision. Spirituality draws upon personal, philosophical, and/or religious teachings and forms the basis of character.

Social Strength

Developing and maintaining trusted, valued relationships and friendships that are personally fulfilling and foster good communication including a comfortable exchange of ideas, views, and experiences.

[#victorywellness](#)



EMOTIONAL TAB PAGE BREAK
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EMOTIONAL STRENGTH

EMOTIONAL

FAMILY

PHYSICAL

SPIRITUAL

SOCIAL

EMOTIONAL STRENGTH is about supporting mental health and well-being, as well as learning mental skills to enhance performance. Learning strategies to stay resilient in the face of challenges can reduce stress, improve emotional well-being, and strengthen performance.

Our ability to notice how our emotions are either getting in our way or helping us to thrive is critical to our resilience. Resilience is not being happy all the time. Emotions like anxiety, anger, or sadness can be very important in our ability to prepare, gain energy, and reach out to others. The art of resilience is being able to experience the right emotions at the right time.

Major Dick Winters was a combat leader in World War II. He was seen and known to be cut from a different cloth than many military officers then or now. Disciplined, quiet and reflective, cool and resolute, in many ways he lived a life apart from his men. Yet the strength and wisdom he gained from his “retreats” from the world and self-reflection, enabled him to lead his troops through the most adverse situations.

“It is far easier to find quiet than to find peace. True peace must come from within oneself.”

Major Dick Winters

[#victorywellness](#)



EMOTIONAL DIMENSION: REASON FOR LIVING



Mission:

To identify common life struggles and ways to talk with other Soldiers about suicide

Timeline:

60 minute module can be incorporated into a longer training day

Soldier Strengths Addressed:

Social, Spiritual

Location: Any classroom setting

Primary Instructors & Unit Lead:

Any leader, but recommend SSG and above. Leader should have experience facilitating a free-flowing discussion and be comfortable with talking about suicide.

Uniform: Duty

Equipment: See TSP in following pages

Concept of the Operation:

Small group, recommend no more than 20, view linked videos of Soldiers discussing their experiences with suicide. The facilitator leads the group in discussing the emotions and beliefs relating to suicide, identify risk factors and protective factors of suicide, ways to talk with others about suicide and available resources to assist others.

Preparation: Two weeks for instructors to view all videos and be familiar with TSP to lead a discussion. Following a script is less important than being capable to facilitate a discussion and comfortable with the topic of suicide.



INSTRUCTIONAL GUIDANCE

Emotional Wellness Module “Reasons for Living”

NOTE: Before leading discussions on Reasons for Living, facilitators must thoroughly review the materials and plan how they will incorporate them into the readiness day activities. Use each video to generate a discussion to understand the emotions or thoughts your soldiers may have experienced with others who were suicidal.

Listen for and ask about the beliefs behind the emotions and thoughts. Often what Soldiers say are only surface reactions. Be patient and ask them what religious belief, ethical teaching or spiritual worldview is foundational to what you see and hear in this training event.

Purpose: To identify common life struggles and ways to talk with other Soldiers about suicide.

Equipment: Computer, Internet access, large monitor or video projector and screen, speakers

Setting: Classroom

Length: 60 minutes

Preparation: Two weeks for instructors to view all videos and be familiar with TSP to lead a discussion. Following a script is less important than being capable to facilitate a discussion and comfortable with the topic of suicide.

Preparation Resources:

- 24/7 National Suicide Prevention Lifeline -1-800-273-TALK (8255)
- TRADOC’s “WeCare” app supporting the Army’s Suicide Prevention Campaign - <https://www.army.mil/article/238298>
- Military OneSource - <https://www.militaryonesource.mil/confidential-help>
- Army Resilience Directorate - <https://www.armyresilience.army.mil>
- Defense Suicide Prevention Office - <https://www.dsppo.mil/>
- The President’s Roadmap to Empower Veterans and End a National Tragedy of Suicide (PREVENTS) - <https://www.va.gov/prevents/>
- REACH to Prevent Suicide - <https://www.wearewithinreach.net/>

VIDEO ACTIVITY AND DISCUSSION 1

Review and choose one of the four following videos. The links are on YouTube and can be displayed using non-government computers and other smart devices. A QR code is included for your convenience. Show the video and then lead a discussion on what your Soldiers observed, thought, felt, or perceived while watching the video. The last page of this document has questions for your use. You may use additional questions as well.



**[Video #1] Staff Sergeant Preston Snowden,
200th Military Police Command**

SSG Preston Snowden shares a personal story of how a traumatic event that hit his family led him to a suicide attempt. This story is part of a series of videos for “Voices of Strength,” a campaign produced by the 200th MP Command’s Suicide Prevention and Public Affairs Offices. The video series offers a revamped look at suicide prevention, using real, unscripted stories of U.S. Army Reserve Soldiers involved with suicide, either through the loss of a loved one, loss of a Soldier, personal attempts or through the perspective of the investigative officers.

*<https://www.dvidshub.net/video/673035/voices-strength-inside-killing-me>



**[Video #2] First Lieutenant Dylan Hepner,
443d Military Police Company**

1LT Dylan Hepner, with the 443rd Military Police Company, is a US Army Reserve officer who struggled with depression and suicidal ideation especially after the loss of his father.

*<https://www.dvidshub.net/video/684085/voices-strength-moment>



[Video #3] Golden Gate Bridge Survivor

Kevin Hines is a Golden Gate Bridge survivor who speaks on his suicide experience. In the video below, you will find Kevin to be a brave soul, who speaks about his bipolar disorder, and other the challenges he has faced as a teen and as an adult. He also describes his experience as he once attempted suicide by jumping from the Golden Gate Bridge. He continues to speak on mental health and the severity of the pain it has on many people. The pain that we encounter as people are not often recognized or underestimated, and often times are resulted with suicide. Seeking help and let going your fear is key. Remember this word, APATHY.

**<https://youtu.be/kQ4XCNZdKfl>





[Video #4] Kevin Briggs- The Bridge Between Suicide and Life
 Kevin Briggs: A retired highway patrol officer that’s now known as a motivational speaker that speaks to an audience about suicide. During Kevin’s speech, he provides details on experiences he has encountered or others have shared with him that has attempted or became successful with suicide. Mental illness is serious. Kevin speaks about how those that suffered with mental illness has used the Golden State Bridge to commit suicide. Those that practice this method of suicide often die from impact and not the actually experience once they land. His service as a patrol officer on the brigade has been a great and humbling experience. Watch the video as he explains.

**<https://youtu.be/7Clq4mtiamY>

[Video #5] Channel 5Live Suicide Statistics in 2020

KTLA 5: A Channel 5Live spokesman provides updated studies of mental illness and suicide rates in the year of 2020 so far. Since the pandemic, there has been a spike in deaths of despair. Long-term times of isolation, unemployment rates, the “new normal”, an increase of drinking, and substance abuse are a few developments that has become a concern and an influence of mental illness. Many deaths are assumed that they are caused by COVID-19 however, social and economic despair has increased. From studies, many of those deaths were caused by suicide. Many psychologist have suggested that individuals are reassuring, positive, resilient, understanding, and compassionate during this pandemic. The National Suicide Prevention website has been greatly sued during the year of 2020 and continues to be a resource for those of mental health.



**<https://youtu.be/NkSZMWodWQI>

* DVIDS tends to work in Firefox as opposed to chrome, edge, or internet explorer.

** Youtube links work from civilian network.



GROUP ACTIVITY AND DISCUSSION

Review and practice one of the listed activities below. Ensure you have the proper resources, location and plan of action if not done virtually. Conduct the activity and lead a discussion on what your Soldiers observed, thought, felt, or perceived while participating in the activity.

Instructors: Ask the audience to name stressors that come to mind when experiencing adversity, then discuss the examples listed here. Lead a discussion with these example questions:

Have you ever experienced the conditions below, how did it make you feel?

Has it ever gotten out of control where it was too much to handle?

Having experience some of these things, has it ever made you think about suicide?

Do you know anyone that has experienced these things and has committed or attempted suicide?

Life Conditions

- Difficulties/stress/overwork on the job.
- Deployment issues - Filling in for deployed military members or being deployed themselves.
- Relationship problems – separation, divorce.
- Financial issues.
- Genetic vulnerability or psychiatric illness - depression, schizophrenia.
- After Holidays - Thanksgiving/ Christmas/ Birthdays.
- Stressful periods – recent loss of family member, anniversaries of deaths or special events.
- Family or personal history of abuse, suicide attempts.
- Home environment that is violent, abusive or not supportive of the individual.
- Winter - Seasonal affective disorder.

Activity 1

Key Principles of Catastrophic Thinking

- Catastrophizing depletes energy: Prevents problem solving, and generates unhelpful anxiety.
- Order matters: Stop Catastrophizing by capturing the Worst Case, then generating the Best Case –both of which help you to focus on the Most Likely outcomes.
- Develop a plan: Once you are focused on the Most Likely outcomes, develop a plan for dealing with the situation.
- Optimism: A primary target of Put It In Perspective.

Instructors: “What are some Activating Events that have triggered or might trigger catastrophic thinking (e.g., specific examples of times when you or a family member might catastrophize)? List these triggers below.” [Have each Soldier complete the activity below. Once completed, have them share their examples from the activity and how this can influence suicide ideations. Open up a discussion by helping Soldiers identify catastrophic/spiral ways of thinking.]

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Activity 2: Word Search

NEGATIVETHOUGHTSFPO
TBEHAVIORALHEALTHNI
QAIESCORTFXOBEAOSTB
ZCAREVSUPPORTJLPURS
KMENTALILLNESSVTIAY
GPWLLZZQWPIACEGICUS
VFEPREVENTIONTUMTML
CRESILIENCEWNKTRDAP
UNDERSTANDINGTTSEY
NUEKBHKASKFOLSXMRG
HARISOLATIONNRHRJHIS
POSITIVETHOUGHTSZMIT

Word Bank

- ACE
- ASK
- BEHAVIORAL HEALTH
- CARE
- ESCORT
- ISOLATION
- MENTAL ILLNESS
- NEGATIVE THOUGHTS
- OPTIMISM
- POSITIVE THOUGHTS
- PREVENTION
- RESILIENCE
- SUICIDE
- SUPPORT
- TRAUMA
- UNDERSTANDING



PSYCHOLOGICAL BENEFITS WHEN EXERCISING

Instructors: “We have watched videos of some who are affected by suicide. Then we did a group activity to identify some of the ways we respond to stressful conditions. We then talked about how our thoughts can get out of control and push us toward accepting suicide as a solution. Now I want to point out some of additional resources that can help you have a strong reason for living. The first resource is your own physical exercise plan.”

Psychological Benefits when Exercising?

Instructors: “Most of us know the many physical benefits of exercise: weight control, lower blood pressure, reduced risk of diabetes, and increased energy, just to name a few. But what about the psychological benefits of exercise? From easing symptoms of depression and anxiety to keeping your memory sharp, there’s no shortage of mental benefits of exercise.”

“Whether you need motivation to get to the gym or to just take a brisk walk, you can experience psychological benefits of physical activity. What are those benefits, can you name them?”

[Pause, wait for answers]

“Below are a few ways individuals can benefit from working out.”

[Review and discuss these benefits with the group.]

1. **Decreased stress:** A mental benefit of exercise is reduced stress levels—something that can make us all happier. Increasing your heart rate can actually reverse stress-induced brain damage by stimulating the production of neuro-hormones like norepinephrine, which not only improve cognition and mood but improve thinking clouded by stressful events. Exercise also forces the body’s central and sympathetic nervous systems to communicate with one another, improving the body’s overall ability to respond to stress.
2. **Increased self-esteem and self-confidence:** From improving endurance to losing weight and increasing muscle tone, there’s no shortage of physical achievements that come about from regular exercise. All those achievements can all add up to a whopping boost of self-esteem—and the confidence that comes with it. You may not set out for better-fitting clothes, a slimmer physique, and the ability to climb a hill without getting winded. Oftentimes it happens before you even realize it. It’s just one of the many benefits of physical activity that boost your body, mind, and spirit.
3. **Better sleep:** If you have trouble getting a good night’s sleep, exercise can help with that, too. Physical activity increases body temperature, which can have calming effects on the mind, leading to less sheep counting and more shut-eye. Exercise also helps regulate your circadian rhythm, our bodies’ built-in alarm clock that controls when we feel tired and when we feel alert. (Although improved sleep is a psychological benefit of exercise, sleep experts recommend not exercising close to bedtime.)
4. **Brain boost:** From building intelligence to strengthening memory, exercise boosts brain-power in a number of ways. Studies on mice and humans indicate that cardiovascular exercise creates new brain cells—a process called neurogenesis—and improve overall brain performance. It also prevents cognitive decline and memory loss by strengthening the hippocampus, the part of the brain responsible for memory and learning. Studies also prove that physical activity boosts creativity and mental energy. So if you’re in need of inspiration, your big idea could be just a walk or jog away.

Ask: “Have any of these benefits helped you during a recent challenging time or when things became overwhelming?”



#ReachOne I challenge each of you to look within your circle of influence and even inside your own squad, to reach out to others, one at a time, who seem to need an encouraging word and perhaps, some assistance finding resources for more help. If each of us gets in the habit of regularly reaching out to someone in need, I believe we can begin to turn the tide.

Instructors: “The following are additional resources to help during times of need. Even if you don’t find yourself in a situation where these help you, someone else might find them useful. Be familiar with some of these as your ‘go-to’ resource when you come across.”

[Recommendation: Print small cards with local and national resources. Distribute to the group during this time. Add the Suicide Lifeline to the unit phone roster.]

More Resources

- 24/7 National Suicide Prevention Lifeline 1-800-273-TALK (8255)
- TRADOC’s “WeCare” app supporting the Army’s Suicide Prevention Campaign <https://www.army.mil/article/238298>
- Military OneSource - <https://www.militaryonesource.mil/confidential-help>
- Army Resilience Directorate <https://www.armyresilience.army.mil>
- Defense Suicide Prevention Office <https://www.dspo.mil/>
- The President’s Roadmap to Empower Veterans and End a National Tragedy of Suicide (PREVENTS) <https://www.va.gov/prevents/>
- REACH to Prevent Suicide <https://www.wearewithinreach.net/>

Instructors: Let’s talk for a minute about helps people to not fall into trap of suicidal thinking. We talk about Risk Factors and Protective Factors. “Risk Factors are defined as ‘those experiences or qualities a person has that increases the likelihood of killing himself or herself’. What do you think are the some of the risk factors that make a person more susceptible to suicidal behavior?”

[Pause and wait for answers]



RISK AND PROTECTIVE FACTORS

Risk Factors:

- Failed relationships
- Family history of suicide
- Prior Suicide Attempt
- Poor Social skills (add isolation increased risk)
- Mood Disorders (depression/PTSD)
- Drug/Alcohol Abuse
- Financial Stress
- Legal (UCMJ/ non-judicial problems)
- Access to lethal means

“Think about your own life. You don’t need to answer right now, but think about which of those risk factors you have experienced. Don’t be afraid to admit it. Being embarrassed but getting help is better than trying to figure it out on your own.”

“Also, leaders be aware of these factors in your subordinate Soldiers. If you hear about a Soldier experiencing one of these factors go ahead and ask if he or she has experienced any of the other factors.”

“Protective Factors are defined as ‘personal or environmental characteristics that help protect people from suicide’. These are the kinds of experiences that make people more resilient and confident that their situation will improve. Can you name some of the protective factors?”

[Pause and wait for answers]

Protective Factors:

- Social Relationships (family, friends, buddies)
- Available health care (physical/mental)
- Coping ability
- Belief in higher power, faith
- Participation in group activities
- Getting help when needed
- Personal/ Professional values
- Pets

Instructors: “Your individual development plan for personal and professional growth should include some of these protective factors. Change up your daily, weekly and monthly habits to regularly include these activities.”

“Let’s finish up now by talking about how you can help someone else who is thinking about suicide as an option. First, what would clue you in that suicide is an issue for someone? What should you be on the lookout for?”

[Pause and wait for answers]

“Those are great examples of warning signs to be aware of. Here are a few others.”

[Review following list of warning signs.]

- Change in behavior
- Alcohol or substance abuse
- Relationship issues
- Financial or legal problems
- Withdrawal from friends and family
- Disturbing texts, posts, emails, pictures
- Feeling hopeless/helpless



“If you see these, does that mean that person is going to kill himself? Maybe, but maybe not. The main point to remember about warning signs is that they are a topic for discussion. If you do not ask the person what these mean then you do not know whether suicide is an issue for that person.”

“Now, let’s say you asked about a change in behavior or a relationship issue and you find out suicide is a choice the person has been considering - what should you do next?”

“You’ll want to determine just how serious the person is thinking about suicide by finding out how likely they are to kill themselves. Are they definitely going to do it? How soon are they going to do it. Here are a few tips in how to have that conversation.”

Tip 1: Stay calm; don’t judge the person and don’t minimize the problems.

Tip 2: Do not ignore suicide warning signs, statements or threats of suicide. Address them in your conversation. Do not be afraid to talk about them.

Tip 3: Ask directly if the Soldier wants to kill himself. It is better to look silly for asking than to regret not asking.

Tip 4: Continue talking and come to an agreement about getting more professional help for the Soldier’s problems. You have shown that you care and now getting others involved is another way of showing you care about the Soldier.

Instructors: “Let’s wrap up this training about reasons for living. I hope you have a better understanding of the value of life, what experiences make life difficult and how to help someone who is considering killing himself or herself. If you remember nothing else, just remember that you cannot possibly know what other people are going through until you stop to listen. As a final resource, know that your chain of command and your unit chaplain are always available for these kinds of emergencies. Do you have any final questions or thoughts about what we have discussed?”

[Pause for comments and then dismiss the group.]



DRUGS & ALCOHOL: WHY PEOPLE DON'T JUST QUIT

DESCRIPTION: Describes alcohol/drug effects on the brain. Also walks through problem-solving scenario to set goals and reduce potential problems associated with drinking. Increases resiliency through understanding of effects of substances on the brain, increasing performance optimization.



CATEGORY: Emotional, Physical
CLASS SIZE: Non-COVID—no limit, COVID—based on state guidelines and venue
LEAD TIME: 72 Hours
EXECUTION TIME: 1 Hour
COST: \$0
MATERIALS: Instructor provides all materials with exception of screen to project presentation
POC: 785-239-1928



CIVILIAN RESILIENCY TRAINING

DESCRIPTION: Training for Family members and civilians that provides real-life solutions for growing and thriving in the face of adversity. This program helps build resilience by creating commonality between Soldiers and Family members and/or civilians in the use of MRT skills.

CATEGORY: Emotional, Family, Social
CLASS SIZE: 8 COVID and non-COVID
LEAD TIME: 2 weeks
EXECUTION TIME: 1 Hour, dependent upon chosen module
COST: \$0
MATERIALS: Packets provided
POC: Army Community Services / 785-239-9435

FINANCIAL READINESS

DESCRIPTION: Provides a practical approach to financial management. This strengthens resiliency by empowering Soldiers and Family members to control their money and not be controlled by it.

CATEGORY: Emotional, Family, Social
CLASS SIZE: Based on unit
LEAD TIME: 2 Weeks
EXECUTION TIME: 45 minutes
COST: \$0
MATERIALS: Note-taking
POC: Army Community Service / 785-239-9435



ARMY COMMUNITY SERVICE FINANCIAL COUNSELING

DESCRIPTION: The ACS has Accredited Financial Counselors available that will help you and your family resolve financial problems and reach long term goals like financing a post HS education, buying a home, and planning for retirement, etc. Our services are free and confidential.

CATEGORY: Emotional, Family, Social
CLASS SIZE: Individual
LEAD TIME: Call for appointment
EXECUTION TIME: Varies
COST: \$0
MATERIALS: Note-taking
POC: Army Community Service / 785-239-9435



How They Can Help You:

- Money Management
- Debt and Credit Management
- Car and Home Buying
- Investing and Thrift Savings Plan
- Credit Building and Restoring Credit
- Much, Much More!

COMMUNITY OUTREACH / VOLUNTEERING

DESCRIPTION: The process of working collaboratively with external off-post organizations (The Salvation Army, The American Red Cross, Urban Mission, YMCA, Union Mission, Soup Kitchens, Veterans Homes, Worship Centers, Local Schools, Animal Shelters, etc.) to codify a presence in the local community and allow Soldiers, Family members and Civilians to focus on something greater than themselves.

CATEGORY: Emotional, Family, Spiritual, Social
CLASS SIZE: Varies, contact UMT
LEAD TIME: 2 Weeks
EXECUTION TIME: Varies
COST: \$0
MATERIALS: N/A
POC: Unit Ministry Team [UMT]



PUT IT IN PERSPECTIVE

DESCRIPTION: Stop catastrophic thinking, reduce anxiety, and improve problem solving by identifying the Worst, Best, and Most Likely outcomes of a situation. Lowering anxiety to take purposeful action to address your concerns enhances resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 weeks
EXECUTION TIME: 1hr, 30 min
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer



MENTAL GAMES

DESCRIPTION: Change the focus away from counterproductive thinking to enable greater concentration and focus on the task at hand.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 weeks
EXECUTION TIME: 2 Hours
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer

EFFECTIVE PRAISE / ACTIVE CONSTRUCTIVE RESPONDING

DESCRIPTION: Praise to build mastery and winning streaks. Respond to others with authentic, active and constructive interest to build strong relationships and enhance resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 Hours
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer

BUILDING CONFIDENCE

DESCRIPTION: Build confidence by identifying personal strengths and by learning how high performers interpret failure and success. Resilience is built by understanding where confidence comes from and how to strengthen it.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 weeks
EXECUTION TIME: 2 hours
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: R2 Performance Center / 785-239-8835

HEALTHY SLEEP HABITS

DESCRIPTION: Healthy Sleep Habits discusses the importance of sleep, examines the science of sleep, explores methods and resources for achieving better quality sleep, and helps students develop positive action steps to improve sleep.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE:

- Non-COVID: 40 students in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom
- COVID: 8-10 in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom with physical distancing

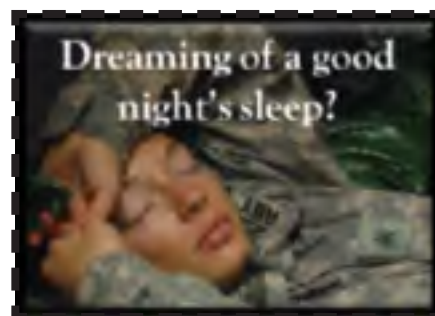
LEAD TIME: 30 Days
EXECUTION TIME: 1 Hour
COST: \$0

MATERIALS:

- Class in AWC Classroom: no materials needed.
- Virtual Class: Students need a computer or phone to attend
- Unit designated classroom: projector or TV with HDMI connection

POC: Army Wellness Center / 785-239-9355

usarmy.riley.medcom-iach.mbx.iach-army-wellness-center-fort-rile@mail.mil





STRESS MANAGEMENT CLASS

DESCRIPTION: Define stress and the impact of stress on health and wellness. Explore the role of sleep, activity, and nutrition on stress. Review tools for monitoring stress, and practice stress reduction techniques for self-regulation.

CATEGORY: Emotional, Family, Physical, Social

CLASS SIZE:

- Non-COVID: 40 students in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom
- COVID: 8-10 in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom with physical distancing

LEAD TIME: 30 Days

EXECUTION TIME: 1 hour

COST: \$0

MATERIALS:

- Class in AWC Classroom: no materials needed
- Virtual Class: Students need a computer or phone to attend
- Unit designated classroom: projector or TV with HDMI connection

POC: Army Wellness Center / 785-239-9355

usarmy.riley.medcom-iach.mbx.iach-army-wellness-center-fort-rile@mail.mil

INTEGRATING IMAGERY

DESCRIPTION: Rehearse successful performance (e.g. training, executing, recovering, healing, etc.) to program the mind and body to perform automatically and without hesitation. Imagery can help prepare for potential failure and practice bouncing back to maintain resilience and increase future performances.

CATEGORY: Emotional, Family, Physical, Spiritual, Social

CLASS SIZE: COVID 20 max, non-COVID 30 max

LEAD TIME: 2 Weeks

EXECUTION TIME: 2 Hours

COST: \$0

MATERIALS: Class Room, Projector, Participant guide

POC: R2 Performance Center / 785-239-8835



ENGAGE

DESCRIPTION: A prevention model that emphasizes peer-to-peer engagement at the earliest sign of deviation from normal behavior. Enables bystander intervention and develops a Culture of Trust within the unit to enhance resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID max / non-COVID 35 max
LEAD TIME: 3 weeks
EXECUTION TIME: 2 hours
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: R2 Performance Center / 785-239-8835



HUNT THE GOOD STUFF

DESCRIPTION: Counter the negativity bias, create positive emotion, and notice and analyze what is good. Resilience is enhanced by creating a habit of recognizing the good things around us in life.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 weeks
EXECUTION TIME: 30 minutes
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer

DETECT ICEBERGS

DESCRIPTION: Identify your beliefs about an Activating Event and the consequences of those thoughts. Resilience is enhanced by having greater self-awareness about why you reacted out of character and the impact of those around you.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 Hours
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer



CRAFT & HOBBY STUDIO

DESCRIPTION: Inclusive of framing, sewing, wood work, adult & child craft classes, the Craft & Hobby Studio can tailor a session to requests. This can help resiliency through shared activity and mental focus.

CATEGORY: Emotional, Family, Social
CLASS SIZE: No more than 10
LEAD TIME: 2 weeks
EXECUTION TIME: Varies by craft
COST: Varies, at or under \$20.00 per person
MATERIALS: Provided
POC: 785-239-9205



PERFORMANCE OPTIMIZATION

DESCRIPTION: Learn exercise strategies that help boost performance, get a better understanding of the principles of reducing injury, and improve knowledge of the various aspects of fitness to optimize training.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE: Non-COVID: 40 - COVID: 8-10
LEAD TIME: 30 Days
EXECUTION TIME: 90 minutes
COST: \$0
MATERIALS: Note-taking
POC: Army Wellness Center / 785-239-9355

STRONG BONDS

DESCRIPTION: The purpose of this training is to provide tools to assist Soldiers & Families with resiliency skills. These events can help build resiliency that is tailored to the unit's needs / requests.

CATEGORY: Emotional, Family, Spiritual
CLASS SIZE: Only half-day trips available, contact UMT
LEAD TIME: 2 Weeks
EXECUTION TIME: 6 Hours
COST: Varies per requests, contact UMT
MATERIALS: Location, books
POC: Unit Ministry Team (UMT)





SHARP ESCAPE ROOM CHALLENGE

DESCRIPTION: The SHARP Escape Room Challenge provides a means for unit leaders and SHARP personnel to conduct supplemental training and enable Army personnel to demonstrate their knowledge and awareness on SHARP fundamentals within a unique, hands-on environment. The SHARP Escape Room Challenge requires teamwork, communication, delegation, creative and critical thinking, and attention to detail.

CATEGORY: Emotional, Social
CLASS SIZE: 3-4 personnel per team plus a facilitator (Squad Leader as example) and SME (credentialed Victim Advocate or Sexual Assault Response Coordinator)
LEAD TIME: 72 Hours
EXECUTION TIME: 30 minutes
COST: \$0
MATERIALS: Instructor provides all materials
POC: 1ID SHARP Office / 785-239-0595



FAMILY TAB PAGE BREAK
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FAMILY STRENGTH

is about Army Families being ready and able to cope with the challenges posed by the stress of military life. Families that are resilient, supportive, and loving can effectively thrive through the roller coaster that is Army life.

FAMILY STRENGTH

Dealing with frequent moves, long deployments and major transitions requires stamina and strength. Building and maintaining healthy relationships and strengthening problem-solving skills can help your family effectively navigate the challenges of daily living experienced in the unique context of military service. It can also help to be knowledgeable about the resources available to military families to improve quality of life, support financial readiness, and enrich family relationships.

Family strengths are those relationship qualities that contribute to the emotional health and well-being of the family. Families who define themselves as strong commonly say they love each other, find life together satisfying, and live in happiness and harmony with each other. Professionals who study families do so for many reasons. Perhaps the most important reason is to help us learn how to get along better with each other in what has been described as our basic social institution and our most intimate environment.

“Remember that marriage is not a contest, you should never keep a score. God has put the two of you together on the same team to win.”

-Zelmyra and Herbert Fisher, Guinness Record Holders for Longest Marriage

[#victorywellness](#)



BIG RED ONE YEAR OF FAMILY



Mission and Commander's Intent

Mission Statement: 1ID and FRKS conduct the BYoF program during Calendar Year 2022 to build the Strength and **Resilience** of our Families, **Educate** Families on resources available on the installation, show **Appreciation** for the Families of the Division.

Commander's Intent

Purpose: BYoF further increases the operational readiness of 1ID and FRKS by concentrating effort on the increased strength and resilience of our families.

Key Tasks:

- Develop interesting & inclusive events that increase Family resiliency across the 5 Dimensions of Strength
- Incorporate feedback throughout the execution phase of the program to ensure events address the needs of Families
- Maintain the safety and health of the Fort Riley Community while still in a COVID environment
- Message the BYoF to maximize reach and connect to the local community

Endstate: The BYoF enhances the operational readiness of individuals and units by increasing the strength and resilience of families across the five Dimensions of Strength from Operation Victory Wellness.

1



BIG RED ONE YEAR OF FAMILY

As of: 1306021
Source: GS Plans



BYoF Initiatives & Events

Emotional Strength: Approaching life's challenges in a positive, optimistic way by demonstrating self-control, stamina, and good character with your choices and actions.

Positive Thinking Category:
 DIV - ACS Resiliency Symposium (FEB 22)
 BN - Red Cross Stress Solution (APR 22)
 BN - PWKS Animal Partner Program (APR-SEP 22)
 BN - Wellness Walk/Resource Fair (MAY 22)
 DIV - Mental Resiliency Panel (JUL 22)

Overcoming Adversity Category:
 DIV - KSU Dependent Counseling (2022)
 DIV - Victory Guardian (2022)
 DIV - International Law Youth Action Campaign (2022)
 BN - "Facing Life's Challenges" High Ropes Event (AUG 22)
 BN - Remembrance Walk: Fort Riley Middle School (OCT 22)

Endstate:
 Enhanced operational readiness of individuals and units through increased strength and resilience of families across the Five Dimensions of Strength from Operation Victory Wellness.

Family Strength: Being part of a family unit that is safe, supportive, and loving and provides the resources needed for all members to live in a healthy and secure environment.

Empowering Family Category:
 BN - Red Cross Reintegration Classes for Children (APR 22)
 SDE - Spouse Foundational Day (MAY 22)
 DIV - Heidi Murkoff, Guest Speaker (MAY 22)
 SDE - Back to School Expo (AUG 22)

Honor Family Category:
 USAG - Quarterly Family/Spouse Award (2022)
 DIV - Outdoor Space Renaming Event (APR 22)
 BN - Kids Parade/Victory Week (JUN 22)
 BN - No Scream Parenting Event (MAR 22)

Physical Strength: Performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition, and flexibility derived through exercise, nutrition, and training.

Fit Family Category:
 DIV - Obstacle Race Club (2022)
 DIV - Spouse Self-Defense Seminar (FEB 22)
 DIV - Holistic Health Panel (MAR 22)
 DIV - Holistic Health & Fitness (H2F) Coach to 5K Running Club (2022)
 SDE - Army Warrior Fitness Team Demo (APR 22)
 BN - Wellness 5k/10K (OCT 22)

You Are What You Eat Category:
 DIV - H2F Physical Information Social Media Series (2022)
 SDE - Healthy Cooking with the DFAC Campaign (2022)
 DIV - Chef Invis Nutrition Event (JUN 22)

Spiritual Strength: One's purpose, core values, beliefs, identity, and life vision. Spirituality draws upon personal, philosophical, and/or religious teachings and forms the basis of character.

Building Strength Category:
 DIV - Coffee with Chaplains (2022)
 BDE - Spiritual Resilient Training (JAN 22)
 DIV - National Day of Prayer (MAY 22)
 USAG - 9/11 Memorial Run/Ruck (SEP 22)
 USAG - Gold Star Monument Dedication (SEP 22)
 BN - Canned Food Ruck March (NOV 22)
 DIV - Operation Santa Clause (NOV 22)

Life of Purpose Category:
 USAG - Children of Purpose: VBS, youth groups, AWANA, Teen Center (2022)
 USAG - Spiritual Education Classes (2022)
 DIV - Post Neighborhood Clean Up (MAR 22)
 DIV - American Red Cross Blood Drive Competition (MAR 22)
 BN - Fort Riley's Spiritual History Event (APR 22)
 BN - Post Wide Sidewalk Donation (MAY 22)

Social Strength: Developing and maintaining trusted, valued relationships and friendships that are personally fulfilling and foster good communication including a comfortable exchange of ideas, views, and experiences.

Community Category:
 DIV - KSU PWKS Community Trail Improvement (APR-SEP 22)
 BN - CYSKIES Super Sign Up (MAY 22)
 DIV - Victory Week (JUN 22)
 DIV - USD Christmas in July (JUL 22)
 BN - Sunrise Community Walk/Ruck (OCT 22)

Appreciation Category:
 DIV - Red Cross Communication Classes (2022)
 USAG - Fort Riley Spouse Bus Tour (FEB 22)
 BN - Relationship Counseling Event (MAR 22)
 USAG - Volunteer of the Year Awards (APR 22)

We are 1 Family, We are the Big Red Ones





FAMILY MENTAL HEALTH RESOURCES GUIDE

FAMILY DIMENSION: MYTHOLOGY & MOVIE



Mission:

Strengthen Soldier and Family bonds by sharing Family history, highlighting the importance of diversity and watching a movie.

Timeline:

0800: Facility Setup

0830: Mythology Briefs start

0930: Briefs End/Vote on Movie

0930-1130: Movie Viewing

***This Event can be broken up into two OVW**

Mornings: 1.) Family introductions and mythology discussion 2.) Watch chosen movie

Soldier Strengths Addressed:

Social, Family

Location: See TSP

Primary Instructors & Unit Lead:

Unit Leader

Equal Opportunity Leader

Uniform: Civilian Attire

Equipment: See TSP following next pages

Concept of the Operation:

This Victory Wellness Morning, addresses both the Family and Social dimensions of strength. The intent of this event is to strengthen the Family pillar of strength

between Soldiers, Families, and Civilians within the unit by sharing personal history, conducting an EO refresher highlighting the importance of diversity, and viewing a favorite movie. A detail will setup a projector, a screen, and seating in a space capable of accommodating the unit's Soldiers and Families. As personnel enter the viewing area, a Soldier will hand out one ballot and a pen to each Family. The event starts with the unit leader welcoming all attendees, giving instructions on how the voting system will work, and answering any questions. The leader will then share their own personal "Mythology" (a significant event which shaped them, regional legends from where they grew up, etc.) to give Soldiers and Families an example. Next the leader will provide a brief synopsis of their favorite movie and its significance to them. Then Soldiers and their Families will share their stories and movie synopses, with those not presenting writing down each proposed movie on their ballot. After all personnel have presented, the Leader will list all the movies and announce the start of the vote. Ballots will be collected and tallied, and the movie with the most votes will be announced. After the vote, the unit EO leader will give a lesson focused on diversity as a force multiplier. Finally, everyone watches the movie (or the movie watching is part of a second OVW morning).



“MYTHOLOGY AND A MOVIE” TRAINING SUPPORT PACKAGE

- Preface
- Introduction
- Chapter 1: Implementation Guidance
- Chapter 2: Resource Requirements
- Enclosure 1: Example Theater Layout
- Enclosure 2: Example Mythology and a Movie
- Enclosure 3: Example Ballot

Preface

This Training Support Package (TSP) identifies the framework, standards, and resources necessary to conduct a “Mythology and Movie,” OVW Morning event.

The main audience for this TSP includes commanders and other leaders who are responsible for planning, preparing, and executing a OVW Morning designed to strengthen the Social and Family pillars.

This TSP is divided into two Chapters and three enclosures to provide guidance on the execution of a “Mythology and a Movie,” OVW Morning event.

The Equal Opportunity (EO) refresher training executed a part of this event is not intended, nor does it adequately replace, existing Annual Refresher Training requirements. It provides a means for Equal Opportunity Leaders (EOLs) to conduct supplemental training and enable Army personnel to demonstrate their knowledge and awareness on EO fundamentals.

Introduction

A “Mythology and a Movie,” OVW Morning is intended to build the Family pillar of strength between Soldiers, Families, and unit Civilians by sharing personal stories to discover common experiences and view an agreed upon movie.

Chapter 1: Implementation Guidance

This section provides guidance and a flow of events for the execution of a “Mythology and a Movie,” OVW Morning and provides details that a minimum leaders should consider.

Flow-of-Events

A “Mythology and Movie,” OVW Morning should at a minimum, include the following:

- A reception of Soldiers and Families to the theater

- An introduction conducted by the leader with an in-brief, procedural explanation, and answers any questions.

- The leader starts the event by sharing their own personal mythology, movie recommendation, and movie summary.

- Soldier and Family sharing their Mythologies and movie recommendations

A vote on the movie to watch
 An Equal Opportunity refresher focused on diversity
 A movie viewing

Rules of Engagement for Participants

Leaders are provided the below ROE as a starting point. They may modify the ROE based on personal preference or as the situation dictates. The following are a list of potential ROE to use:

- Every Soldier is expected to participate
- Families and unit Civilians are highly encouraged to participate
- Treat all loaned material properly to preserve their use by others
- Movies should promote the fair and equitable treatment of everyone

Voting Procedures

One vote will be given to each Soldier, Family, and unit Civilians regardless of family size.

Individual given the ballot will write down the movie names after each Soldier, Family, and unit Civilian has proposed a movie.

The movie with the most votes will be movie watched.

In the event of a tie, the vote will be redone between the tied movies and voted on until a single movie receives a simple majority of votes.

Chapter 2: Resources Equipment Requirements

1x Projector
 1x HDMI Cable
 or
 1x VGA Cable
 1x Viewing Screen
 1x Screen
 1x Screen Stand
 1x Playing Device
 1x Computer w/ Disk Drive
 or
 1x Computer w/o Disk Drive
 1x External Disk Reader
 or
 1x Computer w/o Disk Drive
 1x Wi-Fi Hot-Spot
 Primary: Wi-Fi Puck: request through unit S6
 Alternative: Mobile Hot-Spot: Event Coordinator Phone
 1x Subscription-Based Streaming Service Provided by Event Coordinator
 Or
 DVDs available at Fort Riley Post Library
 Address:
 Building 2600, Trooper Drive, Fort Riley, KS
 Phone Number: 785-239-5305
 MWR Website: <https://riley.armymwr.com/programs/fort-riley-library>
 Requires DODID to check out DVDs
 DVDs can be checked out for 7-days
 Chairs
 1x for each Soldier, Family Member, and Civilian attending.
 Trash Can
 1x Trash Can per 25 people
 3x Trash bags per can
 Ballots
 2x per Soldier and Family
 1x will be given to the Soldier, Family, and Civilian enters the viewing room.
 1x will be kept and issued only in the event of tie
 Pens
 1x per Soldier and Family



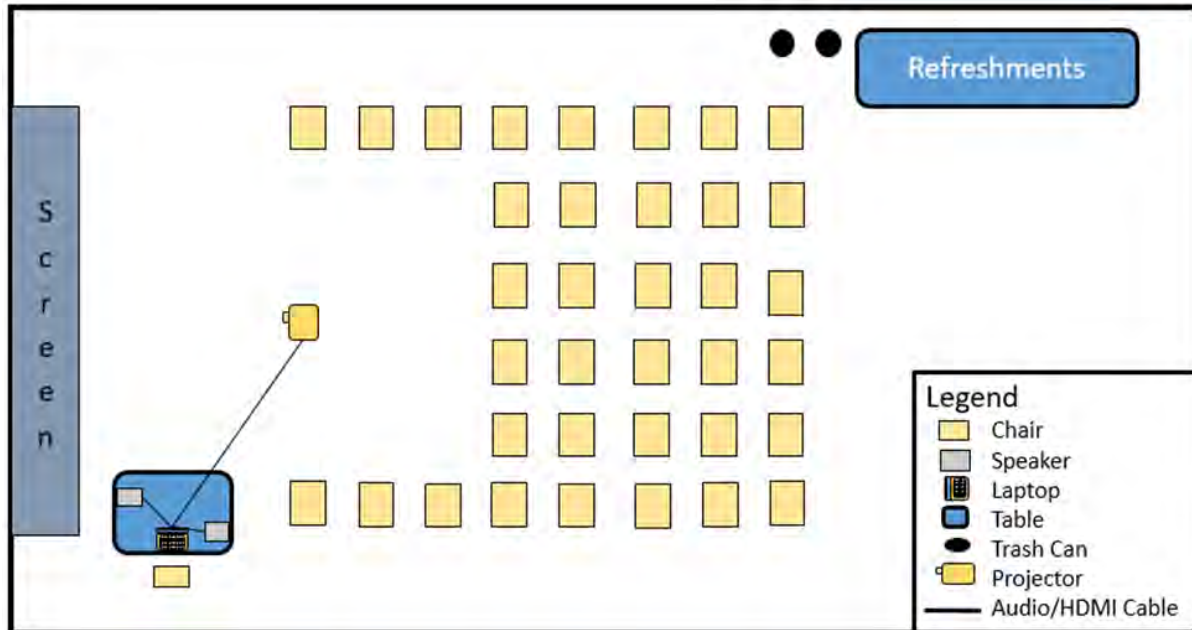
Personnel Requirements

3x Personnel Setup Detail
Sets up Chairs, and Tables.
1x Audio/Visual Operator
Sets up and tests all audio/visual systems.
1x Greeter
Hands out ballots and pens to arriving Soldiers and Families.
1x Vote Counter
Tallies votes casted by families for movie to be watched.
1x Equal Opportunity Leader
Leads EO Training focused on diversity as a force multiplier.

Facilities

Locating a facility that is unused or regularly available in your unit area may lead to the simplest solution for where your movie theater is established. Leverage unit operations NCO and land and am-munition managers to help determine which space may be available. Theaters on Fort Riley can be reserved through the Fort Riley Directorate of Plans, Training, Mobilization & Security; Operations Branch at (785) 239-3287. DPTMS requests should be coordinate at least 30 business days before execution of a Mythology and Movie event.

Enclosure 1: Example Theater Layout



Enclosure 2: Example Mythology and a Movie

Example Mythology

I am originally from West Virginia which was heavily dependent on coal mining to provide employment to many people. For generations, people grew up in company owned housing, in coal company owned towns where their only source for employment was to work was either in a company owned business or down in the mines. The frequent mining accidents and high rates of black lung caused by inhaling coal dust meant that many miners would die and be buried in company owned lots. These bleak prospects caused many people to yearn to escape and seek a better life elsewhere, or fight against this system. The movie I propose to watch is about how a boy used his talents and his mind to make his way out of this system.

Example Movie Synopsis

I propose watching the movie "October Sky," which tells the story of Homer Hickam, from Coalwood, West Virginia, who grew up in one of these coal towns. Unhappy with the prospect of working in the coal mines and inspired by NASA's early rocket tests, Homer with a group of friends began making and testing homemade rockets. Following an unsuccessful rocket test, Homer and his friends are accused of starting a forest fire and arrested. Following being bailed out by his unsupportive father, he self teaches himself rocket ballistics, which he used to find his rocket and prove his innocence. Eventually, Homer is sent to a national science fair in Indianapolis, Indiana and where he wins and receives numerous scholarships.





ENCLOSURE 3: MYTHOLOGY AND A MOVIE BALLOT

Ballot Instructions: Individuals filling in ballot will write the name of each presented movie in the space provided. Voting Instructions: After all movies have been presented, fill in box adjacent to movie you believe should be watched.

<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
<input type="checkbox"/>	_____	<input type="checkbox"/>	_____

Enclosure 1: Example Competitive Family Sporting Event - Kickball



Mission: Strengthen Soldier and Family Bonds by conducting competitive sporting events to foster teamwork

Timeline:

0800-0830: Field Setup

0830: Rules Briefing and Start

0830-1000: Kickball!

1000: Recovery

Soldier Strength Addressed:

Physical, Family

Location:

Sacco Softball Complex

Intersection of McCormick Road and

Colyer Avenue

Primary Instructors & Unit Lead

Squad Leader

Uniform: APFU and/or Civilian

Equipment: Kickball and Bases

Concept of the Operation:

“Family Sports,” OVW Morning events are intended to build the Family and Social pillars of strength between Soldiers, Families, and unit Civilians through sports competition.

Coordinate for athletic fields at least 30 days in advance to prevent conflicts prior to execution.

Family Sporting Event Equipment Department can be requested at each Morale, Welfare, and Recreation (MWR) Outdoor Sports at: (785) 239-2813.



“FAMILY SPORTS” OVW MORNING TRAINING SUPPORT PACKAGE

Preface

Introduction

Chapter 1: Implementation Guidance

Chapter 2: Resource Requirements

Enclosure 1: Example Sporting Event

Preface

This Training Support Package (TSP) identifies the framework, standards, and resources necessary to conduct a “Family Sports,” OVW Morning events.

The main audience for this TSP includes commanders and other leaders who are responsible for planning, preparing, and executing an OVW Morning designed to reinforce the Physical, Social, and Family dimensions of strength.

This TSP is divided into two Chapters to provide guidance on the execution of a “Family Sports,” OVW Morning events.

Introduction

“Family Sports,” OVW Morning events is intended to build the Family and Social pillars of strength between Soldiers, Families, and unit Civilians through competitive sporting events.

Chapter 1: Implementation Guidance

This section provides guidance and a flow of events for the execution of a “Family Sports,” OVW Morning events.

Flow-of-Events

“Family Sports,” OVW Morning events should at a minimum, include the following:

An in-brief at the family sporting event site.
A team-based family sporting event

Rules of Engagement (ROE) for Participants

Leaders are provided the below ROE as a starting point. They may modify the ROE based on personal preference or as the situation dictates. The following is a list of potential ROE to use:

- Every Soldier is expected to participate.
- Families and unit Civilians are highly encouraged to participate.
- Treat all loaned material properly to preserve their use by others.
- Leave each location better than you found it to preserve their future use by others.



Kick Ball Rules

No strikeouts, leading off or stealing
The play comes to an end once the ball returns to the pitcher

A player can be out in Kickball when:
The ball is caught by an opposing team member
They are tagged out by an opposing player
The player is forced out at a base by an opposition team member

To score a run, a runner simply has to safely pass the home plate before the end of an innings
After three out the inning ends.

Planning Considerations

Coordinate for athletic fields at least 30 days in advance to prevent conflicts prior to execution. Contact volunteer organizations at least 30 business days in advance to provide the organization the opportunity to make their own preparations. Develop and verify route plans to each location at least 14 days prior to event to distribute strip maps prior to execution.

Chapter 2: Resources

Family Sporting Event Equipment Dependent on sporting event Equipment can be requested at each Morale, Welfare, and Recreation (MWR) Outdoor Sports at: (785) 239-2813.

Personnel Requirements

2x Personnel to set up, referee and clean up the sporting event.

On-Post Athletic Facilities

Locating a facility that is unused or regularly available in your unit area may lead to the simplest solution for where your movie theater is established. Leverage unit operations NCO and land and ammunition managers to help determine which space may be available.

Fort Riley Fitness Centers can be coordinated through the Fort Riley MWR at: [NEXT COLUMN]

King Field House Phone Number:
(785) 239-3868

Leonard Fitness Center Phone Number:
(785) 239-5771

Whitside Fitness Center Phone Number:
(785) 239-2573

Craig Fitness Center: (785) 239-5562

Robinson Fitness Center: (785) 239-4480

<https://riley.armymwr.com/programs/physical-fitness-centers>

Outdoor Athletic Fields can be coordinated through the Morale, Welfare, and Recreation Center, Outdoor Recreations Department at: (785)-239-2363.

MWR facility requests should be coordinated at least 30 business days before execution of any family sports event.

Off Post Athletic Facilities

Unit wishing to utilize off-installation facilities should coordinate with off-installation facilities managers at least 30 working days prior to the planned DVW morning.



Enclosure 1: Example Family Volunteer Event Volunteer Event at Flint Hills Breadbasket Event



Mission: Unit volunteer at Flint Hills Breadbasket food pantry IOT to build Family and Social pillar of strength and demonstrate Army Value of Selfless Service, Build Family and Community Relationships

Timeline:

0830: Arrive and Start Volunteering
1000: Closeout Leadership Discussion

Soldier Strength Addressed:

Social, Family, Spiritual, Emotional

Location:

Flint Hills Breadbasket
905 Yuma St, Manhattan, KS 66502

Primary Instructors & Unit Lead

Squad Leader & Breadbasket Staff

Uniform: Civilian Attire

Equipment: Gloves and as directed by volunteer organization

Concept of the Operation:

“Family Volunteering,” OVW Morning events is intended to build the Family, Social, Emotional, and Spiritual pillars of strength in Soldiers, Families, and unit Civilians through service to the local community.

Upon arrival, Flint Hills Breadbasket staff will give an orientation brief to Soldiers, Families and Civilians volunteers. Everyone will help inventory, organize and stock donations within the food pantry. Additionally, personnel will help pack and label boxes for delivery by other volunteers. Unit can also organize a food donation drive prior to the event and bring the food donations to the bank.

"FAMILY VOLUNTEERING" OVW MORNING TRAINING SUPPORT PACKAGE

Preface
 Introduction
 Chapter 1: Implementation Guidance
 Chapter 2: Resource Requirements
 Enclosure 1: Example Volunteer Event

Preface

This Training Support Package (TSP) identifies the framework, standards, and resources necessary to conduct a "Family Volunteering," OVW Morning events.

The main audience for this TSP includes commanders and other leaders who are responsible for planning, preparing, and executing a OVW Morning designed to reinforce the Family, Social, Emotional and Spiritual pillars of strength.

This TSP is divided into two Chapters to provide guidance on the execution of a "Family Volunteering," OVW Morning events.

Introduction

"Family Volunteering," OVW Morning events build the Family, Social, Emotional, and Spiritual pillars of strength in Soldiers, Families, and unit Civilians through service to the local community.

Chapter 1: Implementation Guidance

This section provides guidance and a flow of events for the execution of a "Family Volunteering," OVW Morning events.

Flow-of-Events

"Family Volunteering," OVW Morning events should at a minimum, include the following:

A route brief to the volunteer site
 An orientation brief to the volunteer site
 A volunteer event to serve the local community

Rules of Engagement (ROE) for Participants

Leaders are provided the below ROE as a starting point. They may modify the ROE based on personal preference or as the situation dictates. The following is a list of potential ROE to use:

- Every Soldier is expected to participate.
- Families and unit Civilians are highly encouraged to participate.
- Treat all loaned material properly to preserve their use by others.
- Leave each location better than you found it to preserve their future use by others.
- Treat volunteer organization leaders with dignity and respect.
- Encourage Unit Statutory Volunteers to register hours into the Volunteer Management Information System (VMIS), and Organizational Point of Contact (OPOC) to certify hours.



Planning Considerations

Contact volunteer organizations at least 30 business days in advance to provide the organization the opportunity to make their own preparations.

Conduct a leaders recon of the volunteer site and link-up with volunteer organization leader to gain understanding of what support Soldiers and Family members can provide during the event.

Develop and verify route plans to each location at least 14 days prior to event to distribute strip maps prior to execution.

Chapter 2: Resources

Equipment Requirements

Recommended Individual Equipment for Volunteer Event

Personal Protective Equipment

1x Eye Pro

1x Gloves

Personnel Requirements

Dependent on the quantity and types of tasks to be completed at the volunteer location.

Volunteer Organizations

There are numerous volunteer organizations which operate around Fort Riley where Soldiers, Families, and Civilians can contribute their time to serve the community.

The following is a non-exhaustive list of volunteer organizations operating around Fort Riley.

Neighbor 2 Neighbor: Assists seniors and disabled adults with seasonal activities (raking leaves, lawn care, shoveling snow etc.)

Friendship Meals: Volunteers drivers help provide daily lunch for assessed clients age 60 years and older.

Manhattan Soup Kitchen: provides meals to less fortunate Families within in Manhattan, KS

Riley County Senior Service Center: provides special projects, special events for elderly community within the Fort Riley area.

Habitat for Humanity: provides furniture, appliances, and building materials to needy families.

Golden Prairie Honey Farms: beekeeping service which trains transitioning service members. Volunteers work to build beehives for sale and placement of beehives around the community.

North Central-Flint Hills Area Agency on Aging: assists in distributing information to elderly resident regarding caregiver support.

Contact the Flint Hills Volunteer Center for more information on these and additional volunteer organizations at [785] 776-7787.

See expanded list of volunteer organizations in the resource tab.



ARMY COMMUNITY SERVICE (ACS) LIST OF PROGRAMS

Fort Riley's Army Community Service provides first class services and support to Soldiers, Families, and Army civilian employees that enhances readiness, improves quality of life and increases well-being.

POC: Army Community Service, 785-239-9435

<https://home.army.mil/riley/index.php/about/dir-staff/dfmwr/acs>

- **Army Family Action Plan (AFAP)** - AFAP provides Service Members, DA Civilians, Survivors, Retirees and their Family Members a voice in shaping their standards of living by identifying issues and concerns for Army Senior Leadership resolution.
- **Army Family Team Building (AFTB)** - The AFTB empowers you, through self-development and leadership skills, basic Army knowledge and resources that you will need to be a successful Army Family.
 - AFTB [Level I] Military 101
 - AFTB [Level II] Personal Growth and Resiliency
 - AFTB [Level III] Leadership Development and Skills
 - Resiliency Training [Master Resiliency Training Skills]
- **Employment Readiness** - The Employment Readiness Program provides employment assistance to members of the "Army Family," patrons include Active Duty Service Members, DA Civilians, Retirees and their Family Members.
 - Federal Job Application Workshop
 - Resume Part 1 and Part 2 Classes
 - MilSpouse Money Mission - <https://www.milspousemoneymission.org/>
- **Exceptional Family Member Program (EFMP)** -The EFMP is a Department of the Army (DA) program designed to assist military personnel agencies in making assignments for the Service Member, accompanied by Family Members as often as possible, based on the documented medical and special education needs of the Service Member's Exceptional Family Member (EFM).
- **Family Advocacy Program** - Today's Military Families experience various levels of STRESS. The Army's Family Advocacy Program is available to help families adapt to Military life, promote positive family relationships and reduce incidents of family violence.
 - Scream Free Parenting
 - Scream Free Marriage
 - 24/7 Dad Workshop [2 days]
 - Becoming a Love and Logic Parent [3 days]
 - Parenting a Blended Family
 - Safety Education Services - Dating Violence Prevention for Teens, ID Kits for Youth, Supervision of Minors, Internet Safety
- **Financial Readiness Program** - We provide counseling and training for Soldiers, family members of Active Duty Soldiers, DA Civilians, Retirees and their Family Members. We ensure emergency assistance is available when needed and educate the military community on debt management, consumer awareness, credit reports and more.
 - Assisting in basic living, personal transportation, medical, natural disasters and emergencies, PCS, and other expenses.
- **Information and Referral Program**



- Survivor Outreach Services - Support for Survivors includes support groups, life skills education, connecting Survivors with counseling resources and assisting with needed resources including liaison with governmental and non-governmental agencies to support the survivor families. A financial counselor is available to provide financial planning assistance to address the specific needs of Surviving Families.
- Mobilization, Deployment and Stability Support Operations (MD & SSO) -Our mission is to provide assistance to Active Duty Service Members, DA Civilians, Retirees and their Family Members. We provide resources and referrals, assist commanders with family readiness plans, assisting installation programs to align with the unit deployment cycle, Soldier Readiness Processing and Soldier Family Readiness Group (SFRG) training/resources.
 - Deployment support for spouses
 - Hearts Apart
 - Military and Family Life Counselors (MFLCs)
- New Parent Support Program (NPSP) - NPSP services are offered by a team of registered nurses and social workers. Services are personalized and tailored to fit your family's specific needs. NPSP is a support service, and participation is voluntary. Home visitors are sensitive to the unique challenges and stressors facing military Families. Services offered include home visits, support groups, parenting classes, and activities.
 - Home Visits
 - Parenting classes and activities - "Meet and Greet" Play Time
 - Moms Together
- Relocation Readiness - Being a member of the Armed Services, you understand that moving is part of military life. Moving your home and family is never easy, but planning ahead can go a long way toward easing the changes ahead. Make a smooth move a reality by visiting the Relocation Readiness Office.
 - Commanders Victory Welcome
 - PCS Social
 - PCS Brief
- Soldier and Family Assistance Center (SFAC) - The SFAC supports Soldiers assigned to the SRU, to those who are in the Medical Evaluation Board (MEB)/Physical Evaluation Board (PEB) process and to their Family Members.
 - Adaptive Reconditioning Program Classes
 - Chaplain
 - Financial Services
 - Soldier for Life - Transition Assistance Program (SFL-TAP)

KARAOKE

DESCRIPTION: A fun, interactive activity that fosters group engagement through music and singing. This activity helps remove inhibitions that often stifle openness and sharing.

CATEGORY: Family, Social
CLASS SIZE: Varies, with proper social distancing
LEAD TIME: Varies
EXECUTION TIME: Varies
COST: \$0
POC: Spare Time / 785-239-4366



OH BABY IT'S YOUR DAY

DESCRIPTION: Children receive a free Ages and Stages Assessment, vision and hearing screening. Parents learn from the assessment, which enhances their skills in parenting their child's developmental growth.

CATEGORY: Family, Social
CLASS SIZE: 3 to 4 families
LEAD TIME: 2 Weeks
EXECUTION TIME: Dependent upon needs of the child
COST: \$0
MATERIALS: Provided
POC: Army Community Service / 785-239-9435

STRONG BONDS

DESCRIPTION: The purpose of this training is to provide tools to assist Soldiers & Families with resiliency skills. These events can help build resiliency that is tailored to the unit's needs / requests.

CATEGORY: Emotional, Family, Spiritual
CLASS SIZE: Only half-day trips available, contact UMT
LEAD TIME: 2 Weeks
EXECUTION TIME: 6 Hours
COST: Varies per requests, contact UMT
MATERIALS: Location, books
POC: Unit Ministry Team (UMT)





CRAFT & HOBBY STUDIO

DESCRIPTION: Inclusive of framing, sewing, wood work, adult & child craft classes, the Craft & Hobby Studio can tailor a session to requests. This can help resiliency through shared activity and mental focus.

CATEGORY: Emotional, Family, Social
CLASS SIZE: No more than 10
LEAD TIME: 2 weeks
EXECUTION TIME: Varies by craft
COST: Varies, at or under \$20 per person
MATERIALS: Provided
POC: 785-239-9205



RELOCATION READINESS

DESCRIPTION: Pre and Post move assessments to provide individualized assistance through various resources.

CATEGORY: Emotional, Family
CLASS SIZE: 5 to 8 COVID and non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 Hours
COST: \$0
MATERIALS: Note-taking
POC: Army Community Service / 785-239-9435

EMPLOYMENT READINESS

DESCRIPTION: This program provides employment, education, training, resources and information to give the competitive edge to secure employment.

CATEGORY: Emotional, Family
CLASS SIZE: 5 to 8 COVID and non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 Hours
COST: \$0
MATERIALS: Note-taking
POC: Army Community Services / 785-239-9345



ARMY COMMUNITY SERVICE FINANCIAL COUNSELING

DESCRIPTION: The ACS has Accredited Financial Counselors available that will help you and your family resolve financial problems and reach long term goals like financing a post HS education, buying a home, and planning for retirement, etc. Our services are free and confidential.

CATEGORY: Emotional, Family, Social
CLASS SIZE: Individual
LEAD TIME: Call for appointment
EXECUTION TIME: Varies
COST: \$0
MATERIALS: Note-taking
POC: Army Community Service / 785-239-9435



How They Can Help You:

- Money Management
- Debt and Credit Management
- Car and Home Buying
- Investing and Thrift Savings Plan
- Credit Building and Restoring Credit
- Much, Much More!

CIVILIAN RESILIENCY TRAINING

DESCRIPTION: Training for Family members and Civilians that provides real life solutions for growing and thriving in the face of challenge and bouncing back from adversity. As Family members build their resiliency, they are able to strengthen their Soldiers.

CATEGORY: Emotional, Family, Social
CLASS SIZE: 8 COVID and non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 1 hour, dependent upon chosen module
COST: \$0
MATERIALS: Packets provided
POC: Army Community Service / 785-239-9435



FINANCIAL READINESS

DESCRIPTION: Provides a practical approach to financial management. This strengthens resiliency by empowering Soldiers and Family members to control their money and not be controlled by it.

CATEGORY: Emotional, Family, Social
CLASS SIZE: Based on unit
LEAD TIME: 2 Weeks
EXECUTION TIME: 45 minutes
COST: \$0
MATERIALS: Note-taking
POC: Army Community Service / 785-239-9435



GOAL SETTING

DESCRIPTION: Identify, plan for, and commit to the pursuit of a goal that results in more optimal performance, sustained motivation, and increased effort. Resilience is enhanced by having a voice in your own goal, feeling connected to the group, and recognizing success along the goal path.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2hrs, 30 min
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer

ACTIVATING EVENTS, THOUGHTS and CONSEQUENCES

DESCRIPTION: Identify your thoughts about an Activating Event and the consequences of those thoughts. Understanding ATC can increase self-awareness leading to greater resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2hrs, 30 min
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer

HUNT THE GOOD STUFF

DESCRIPTION: Counter the negativity bias, create positive emotion, and notice and analyze what is good. Resilience is enhanced by creating a habit of recognizing the good things around us in life.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 weeks
EXECUTION TIME: 30 minutes
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer



ENERGY MANAGEMENT

DESCRIPTION: Take control of your physical state, bring your focus to the present moment, and perform more optimally. Getting the body and mind synced enhances optimal functioning and resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 1hr, 30 min
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer

RECOVERING ENERGY

DESCRIPTION: Self-regulate and become proficient at controlling your emotions and understanding your body's responses. Getting the body and mind synced enhances optimal functioning and resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 hours
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: R2 Performance Center / 785-239-8835



EFFECTIVE PRAISE / ACTIVE CONSTRUCTIVE RESPONDING

DESCRIPTION: Praise to build mastery and winning streaks. Responding to others with authentic, active and constructive interest to build strong relationships and enhances resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 hours
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer

PROBLEM SOLVING

DESCRIPTION: Accurately identify what caused the problem and identify solution strategies. Learning how to fight the Confirmation Bias can help avoid errors in judgement and enhance resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2hrs, 30 min
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer



ASSERTIVE COMMUNICATION

DESCRIPTION: Communicate clearly and with respect, especially during a conflict or challenge. Use the IDEAL model to communicate in a Confident, Clear, and Controlled manner. Resilience is strengthened due to stronger relationships.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2hrs, 30 min
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer

RETIRE STRONG: LIFE AFTER THE ARMY CLASS

DESCRIPTION: Address and discuss myths related to retirees and exercise, examine and discuss benefits of remaining active and healthy during retirement, and explore recommendations for healthy diet and exercise for an aging population.

CATEGORY: Emotional, Family, Physical, Social

CLASS SIZE: Non-COVID: 40 students in AWC classroom, unlimited in virtual class room, or capacity of unit designated classroom
COVID: 8-10 in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom with physical distancing

LEAD TIME: 30 Days

EXECUTION TIME: 1 Hour

COST: \$0

MATERIALS:

- Class in AWC Classroom: no materials needed.
- Virtual Class: Students need a computer or phone to attend
- Unit designated classroom: projector or TV with HDMI connection

POC: Army Wellness Center / 785-239-9355

usarmy.riley.medcom-iach.mbx.iach-army-wellness-center-fort-rile@mail.mil





ADVENTURE PARK TEAM BUILDING AREA

DESCRIPTION: Families are able to enjoy the challenging obstacles together, while establishing team building, trust exercise, and balance and stability in the Team Building Area.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE: Small Group (1-10) - \$50
Medium Group (11-20) - \$100
Large Group (20-30) - \$150
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 Hours
COST: See above
MATERIALS: Safety equipment and facilitators provided by staff
POC: Fort Riley Outdoor Rec / 785-239-5412



ADVENTURE PARK DISK AND FOOT GOLF

DESCRIPTION: Participants can show off their skills and compete in a game of Disc or Foot Golf at the Adventure Park while promoting socialization, exercise, and teamwork in a goal-setting environment.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE: Min of 5, max of 10
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 Hours
COST: \$7 per person (includes equipment)
MATERIALS: Equipment provided by staff
POC: Fort Riley Outdoor Rec / 785-239-5412



EQUIPMENT CHECKOUT CENTER

DESCRIPTION: Participants can enjoy daily activities provided by Equipment Checkout Center with outdoor games, Campers, Boats, Camping Equipment, etc. in a fun and safe environment. Promoting outdoor activity challenges, team work, and socialization.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE: N/A
LEAD TIME: 2 Weeks
EXECUTION TIME: N/A
COST: Varies on equipment
MATERIALS: Equipment provided by staff
POC: Fort Riley Outdoor Rec / 785-239-5412



PAVILLION RESERVATIONS

DESCRIPTION: Rent a pavilion for your next unit function, retirement ceremony or FRG meeting! Electricity and water hook-ups available at select pavilions.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE: Varies, with proper social distancing
LEAD TIME: 2 Weeks
EXECUTION TIME: Min 2 hours
COST: \$10 an hour
MATERIALS: Equipment provided by staff
POC: Fort Riley Outdoor Rec / 785-239-5412



HEALTHY HOMES

DESCRIPTION: Healthy Homes is Fort Riley Department of Public Health program that provides instruction on how to keep a safe and clean home for all people and animals living inside it.

CATEGORY: Family, Physical
CLASS SIZE: N/A
LEAD TIME: 2 Weeks
EXECUTION TIME: Varies
COST: \$0
MATERIALS: Handouts provided
POC: Fort Riley Department of Public Health Services / 785-239-7323

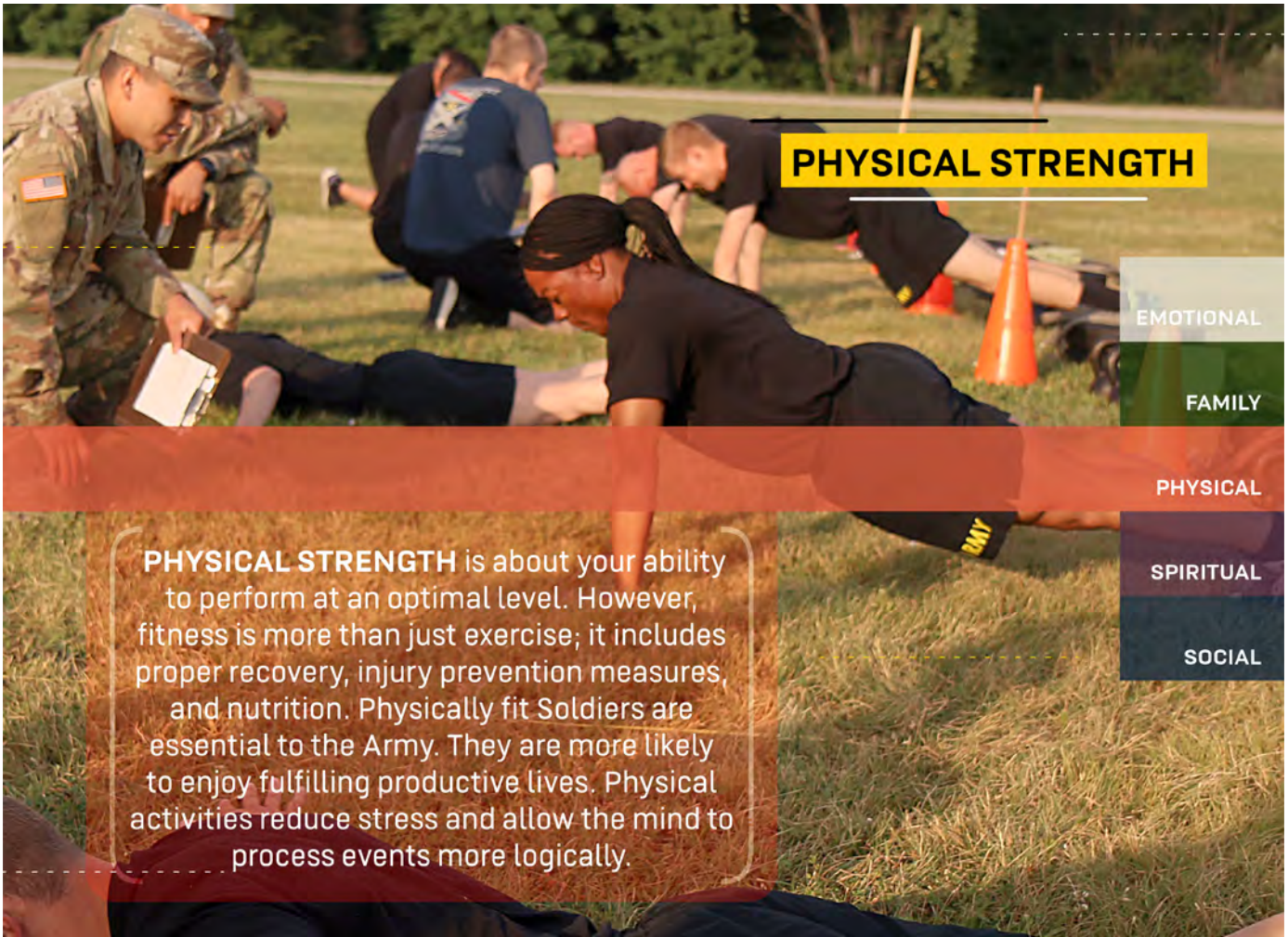
Services provided:

- Tobacco cessation counseling and appointments
- STD prevention training
- Physicals
- Fit-testing
- Food and sanitation inspections
- Water quality testing
- Entomology / pest management
- Hearing appointments
- Travel appointments
- Immunizations / flu shots
- Water heater safety
- Injury [fire, drowning, falls, poisoning] prevention
- Fire safety



PHYSICAL TAB PAGE BREAK
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PHYSICAL STRENGTH

EMOTIONAL

FAMILY

PHYSICAL

SPIRITUAL

SOCIAL

PHYSICAL STRENGTH is about your ability to perform at an optimal level. However, fitness is more than just exercise; it includes proper recovery, injury prevention measures, and nutrition. Physically fit Soldiers are essential to the Army. They are more likely to enjoy fulfilling productive lives. Physical activities reduce stress and allow the mind to process events more logically.

Being physically resilient can provide self-confidence and the ability to lead yourself and others through tough situations in life. People who get plenty of sleep, eat nutritional foods, and exercise daily can enhance their performance. In addition, there are important connections between physical and emotional health; having a strong and durable body can translate into sharper mental power. Studies have shown that physical fitness can result in lower blood pressure, improved sleep, and increased stamina.

Usain Bolt is considered the fastest man alive. All four of the fastest 100m sprint times in history belong to him. Massive pressure and immense power is what he trained for in order to get off the blocks and reach incredible speeds. Usain has claimed that training and nutrition has had a direct correlation to his confidence; improving his overall state of mind.

“Easy is not an option...no days off...never quit. Talent you have naturally...skill is developed by hours and hours of work.”

-Usain Bolt

OVW Morning Event: Team Powerlifting



Mission:

Conduct a weightlifting competition at Craig Gym located on Ft. Riley to highlight comradery, competition, and physical strength.

Timeline:

0800: setup equipment & weights 0830: rules and guidelines overview 0845: weigh-ins & lane assignment 0900: competition start 1000: results & recognition

Soldier Strengths Addressed:

Physical
 Social

Location:

Craig Gym BLDG 7024

Primary Instructors & Unit Lead:

Facility Director Office:
 (785) 240-3464

Uniform: APFU

Equipment: Provided by gym

Concept of the Operation:

Meet at Craig Fitness Center, BLDG 7024 Apennines Drive, at 0800 and coordinate with Facility Director to setup the lanes for team Bench Press, Squat, and Deadlift. Pending setup being completed the Facility Director will brief the rules and guidelines of the competition at 0830. Afterwards, weigh-ins will start followed by warm-up and lane assignment with the competition starting NLT 0845. Once all teams have finished, or NLT 1000, results will be disseminated and recognition provided for the top three teams in their respective weight class. (Optional prizes for 1st, 2nd and 3rd place winners: Competition Tees, AAMs, COA or Coin).

Preparation: Minimum two weeks' notice required although more may be needed to reserve space at the identified Fitness Facility.



INSTRUCTIONAL GUIDANCE

Powerlifting Competition “Physical & Social Pillars”

NOTE: Existing profiles must be taken into consideration when confirming eligibility to compete. Additional train up is recommended for novice lifters and available resources are listed below under ‘Preparation.’

Purpose: Promote Unit comradery and cohesion through execution of a Physical Strength based competition.

Equipment: Squat rack, bench, barbells, bumper plates, barbell collars

Setting: Fitness Facility [Craig Gym preferred]

Length: 180 minutes

Preparation: Minimum two weeks’ notice required to reserve space at the identified Fitness Facility although more may be needed. Prior to the event a Unit POC will follow up with a powerlifting SME, regardless of facility reserved, for familiarization with rules and scoring. Formal lifting instruction and coaching prior to the event should be considered, but is optional and at Unit discretion. Points of contact include, but are not limited to, IACH Physical Therapy 785-239-7810, Combatives 785-240-3053, Army Wellness Center 785-240-7535.

Preparation Resources:

- Conventional deadlift technique video NSCA
<https://www.nsga.com/education/videos/exercise-technique-deadlift/>
- Matt Wenning Sumo Deadlift (technique & application article) <https://www.nsga.com/education/articles/tsac-report/the-deadlift-and-its-application-to-overall-performance/>
- Stafford Gosser 3L’s & KNOW B.S. (coaching cues deadlift & back squat)
[*https://1drv.ms/b/s!AihozHGahYyyiTbzS1EldqyUM1Ao](https://1drv.ms/b/s!AihozHGahYyyiTbzS1EldqyUM1Ao)
* does not work on NIPR, but works on civilian networks

Chapter 1: Implementation Guidance

This section provides guidance and a flow of events for the execution of a “Powerlifting Competition,” Foundational Day and provides details that at minimum leaders should consider.

Flow-of-Events

A “Powerlifting Competition,” Foundational Day should at a minimum, include the following:

Equipment setup at fitness facility prior to Unit arrival (Facility Director will advise if volunteers from Unit are required to help execute)

An overview of the event conducted by the leader followed by an introduction from a powerlifting SME, who will brief rules, scoring, and expectations.

The powerlifting SME will initiate the start of the event providing guidance for weigh-ins and lane assignment for competitors, in addition to directions for graders and safety spotters

Soldiers will complete each of the 3 lifts identified and then standby until all competitors have finished Powerlifting SME will compute the scores and the top finishers in each weight class will be recognized in front of the group At Unit discretion awards will be provided which may include a shirt, coin, AAM, or COA Leader AAR and cleanup of fitness facility

Rules of Engagement for Participants

Leaders are provided the below ROE as a starting point. They may modify the ROE based on personal preference or as the situation dictates. The following are a list of potential ROE to use:

- Every Soldier competing should respect guidance given from those providing oversight of competition, to include facility staff and the Facility Director
- Treat all equipment properly to preserve their use by others
- Those not competing should remain engaged by encouraging their teammates and assisting execution of competition as needed

Scoring Procedures

Total weight multiplied by total reps for each lifting event = scoring total

Units can also develop their own scoring procedures

Chapter 2: Resources

1x Squat rack

1x Barbell

Various weight plates up to 600lbs

1x Deadlift Platform

1x Barbell

Various weight plates up to 700lbs

1x Bench Press

1x Barbell

Various weight plates up to 500lbs

Personnel Requirements

3x Personnel Setup Detail

Sets up Squat, Deadlift, and Bench Press.

6x Safety Spotters

3x Squat (1x person each end of barbell and one behind lifter)

3x Bench Press (1x person each end of barbell and one at head of lifter)

2x Graders

Facilities

Craig Gym is the preferred fitness facility, since the powerlifting SME is the Facility Director at this location. Alternate facilities or locations are possible, but coordinating with a powerlifting SME is strongly encouraged to facilitate proper execution.

Fitness facilities can be reserved by contacting the respective Facility Director.

Requests to coordinate should be at least 30 business days before execution of a Powerlifting Competition.



FOOTBALL TOURNAMENT



Mission:

Conduct a Football Tournament on FRKS.

Timeline:

0730: Accountability at location
0800: First (2) games kick off
0830: End of the first games, second (2) games kick off
0900: End of Round Robin Games 0900-0915:
Conduct 15min intermission, setup second bracket
NLT 0930: Start of the second bracket, single elimination begins,
1000: Championship Game
1030: Declare Winner

Soldier Strengths Addressed:

Physical, Social, Emotional

Location:

McCormick Park & Moon Lake Park

Primary Instructors & Unit Lead:

Unit Leader

Uniform: APFU

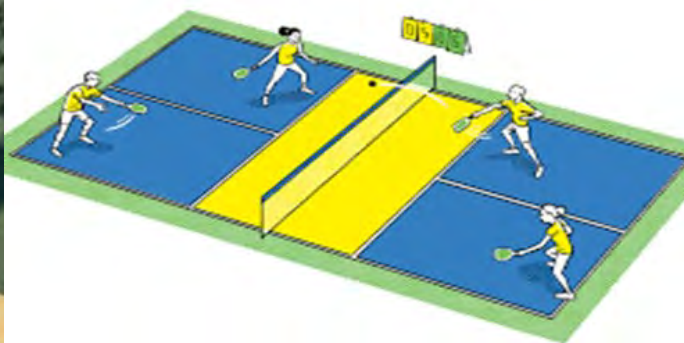
Concept of the Operation:

Phase I: Planning/Preparation: Send out information to all units to give them time to organize teams. Team representatives turn in rosters to Referee Team

Phase II: Execution: At 0800, the first (2) teams will start playing the first round of games. The other teams will wait for their scheduled games.

Phase III: Recovery: Clean-up of field, trash police call, and pick up any loose debris. Each unit will establish at least one team of (10) players. Games will be played with (7) players on the field for each team. Each team fielded will have (3) substitutes. Games will be played as "Two-Hand Touch," in two, 10min halves, with a 5min halftime. Football tournament will start by every team playing all other teams once. After all these games are complete a rank will be given to each team by their win and lose records. Once a ranking is set, it will be a single game of elimination for the remaining games.

PICKLEBALL COMPETITION



Mission:

Conduct a pickleball competition at a FRKS Fitness Center located on Ft. Riley to highlight comradery, competition, and physical strength.

Timeline:

0800: setup equipment
 0830: rules and guidelines overview
 0845: competition starts
 1000: competition complete

Soldier Strengths Addressed:

Physical, Social

Location:

FRKS Fitness Centers

Primary Instructors & Unit Lead:

Respective Gym Manager

Uniform: APFU

Equipment:

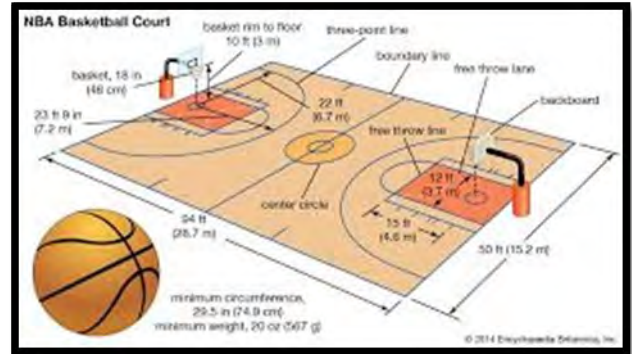
Provided by gym

Concept of the Operation:

Group will meet at designated location at 0800 and coordinate with the respective Gym Manager for setup of equipment. Pending setup being completed, the gym manager will brief the rules and guidelines of the competition at 0830. After-wards, participants will start warm up NLT 0845. At 0900 competition starts. Once all competitors have finished, or NLT 1000, competition is complete and results provided.



FREE THROW COMPETITION



Mission:

Conduct a Free Throw Sporting Competition at a FRKS Fitness Center to highlight comradery, competition, and physical strength.

Timeline:

0830: Warm up begins
 0845: Qualifying Rounds begin
 0930: Final Rounds begin
 1000: Competition complete

Soldier Strengths Addressed:

Physical, Social, Emotional

Location:

FRKS Fitness Centers
 FRKS Park

Primary Instructors & Unit Lead:

Unit Leader

Uniform: APFU

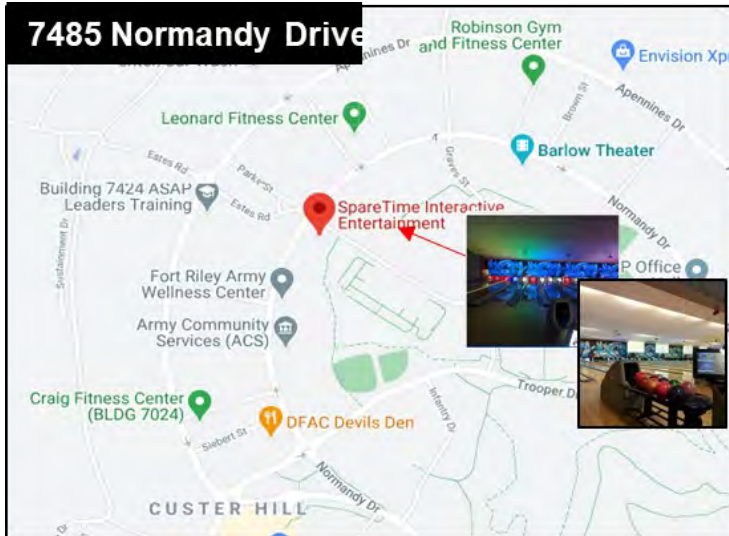
Equipment:

Provided by gym

Concept of the Operation:

The competition consists of a qualifying and final round. Participants are given a total of 25 attempts each round. Participants will be given two practice attempts before the start of the qualifying and final rounds. All free throws must be attempted behind the free throw line (15') and inside the circle. A free throw is considered out if it touches any support above the back-board or rim. Those who make 20 or more free throws will qualify for the final round.

BOWLING TOURNAMENT



Mission:

Conduct a bowling tournament to build physical strength and comradery within units.

Timeline:

- 1100: Accountability at location
- 1115: First round games kick off
- 1200: End of the first round games, second round games kick off
- 1230: End of second round games
- 1235: Championship Game
- 1330: End of Championship Game, Announce winners

Soldier Strengths Addressed:

Physical, Social

Location:

SpareTime Interactive Entertainment

Primary Instructors & Unit Lead:

MWR

Uniform: APFU or civilian

Equipment:

Provided by location

Concept of the Operation:

Phase I: Planning/Preparation: Send out information to all units to give them time to organize teams. Team representatives turn-in rosters to Coordinator

Phase II: Execution: At 1115, the (8) teams will start playing the first round of games. At 1200, end of first round games, second round games start. Around 1235, the Championship round begins. NLT 1330, Championship game is completed and winners are announced.

Phase III: Recovery – Clean-up of areas. Each unit will establish at least one team of (4) players.

Single Elimination play. \$2.00 per person/per game. Players will pay in advance. Upon arrival, players will pay initial fee and receive shoes, ball, and lane assignment. Players can bring personal shoes and bowling balls. Snack bar and all interactive games are available for pay



UNIT COMPETITIONS



4

Ping Pong Toss Challenge – Teams try to throw ping pong balls into a cup held on the head of one of their teammates.

3

Tug of War – Teams battle it out to get the marked section of rope across the line to claim points and victory!

2

Egg Carry Obstacle Course – Teams conduct an egg carry relay and incur time penalties for each dropped egg. (We are using hard boiled eggs.)

1

4-Square – Teams compete in the traditional childhood game to be “King of the Square” to earn points.

Mission:

Conduct a unit competition composed of multiple challenges within units to build comradery, esprit de corps, and physical strength.

Timeline:

0630: Accountability
0640: Rotate between stations to earn points
0740: Competitions complete
0750: Calculate scores and announce winners
0800: Clean up

Soldier Strengths Addressed:

Physical, Social

Location:

Unit AO

Primary Instructors & Unit Lead:

Unit Leader

Uniform: APFU

Equipment:

Resourced within unit

Concept of the Operation:

Phase I: Planning/Preparation: Send out information to all units. Unit POC's have required items prepared and at the COF
Phase II: Execution: 0640 – teams begin rotating between stations.
Phase III: Recovery: Clean-up areas, trash police call, and pick up any loose debris.

FOOTGOLF COMPETITION



Mission:

Conduct a footgolf competition at the Outdoor Adventure Park to build comradery, esprit de corps, and physical strength.

Timeline:

0800: Accountability at location

0810: Competition starts

1030: Competition complete

Soldier Strengths Addressed:

Physical, Social

Location:

Outdoor Adventure Park

Primary Instructors & Unit Lead:

MWR

Uniform: APFU

Equipment:

Provided by gym

Concept of the Operation:

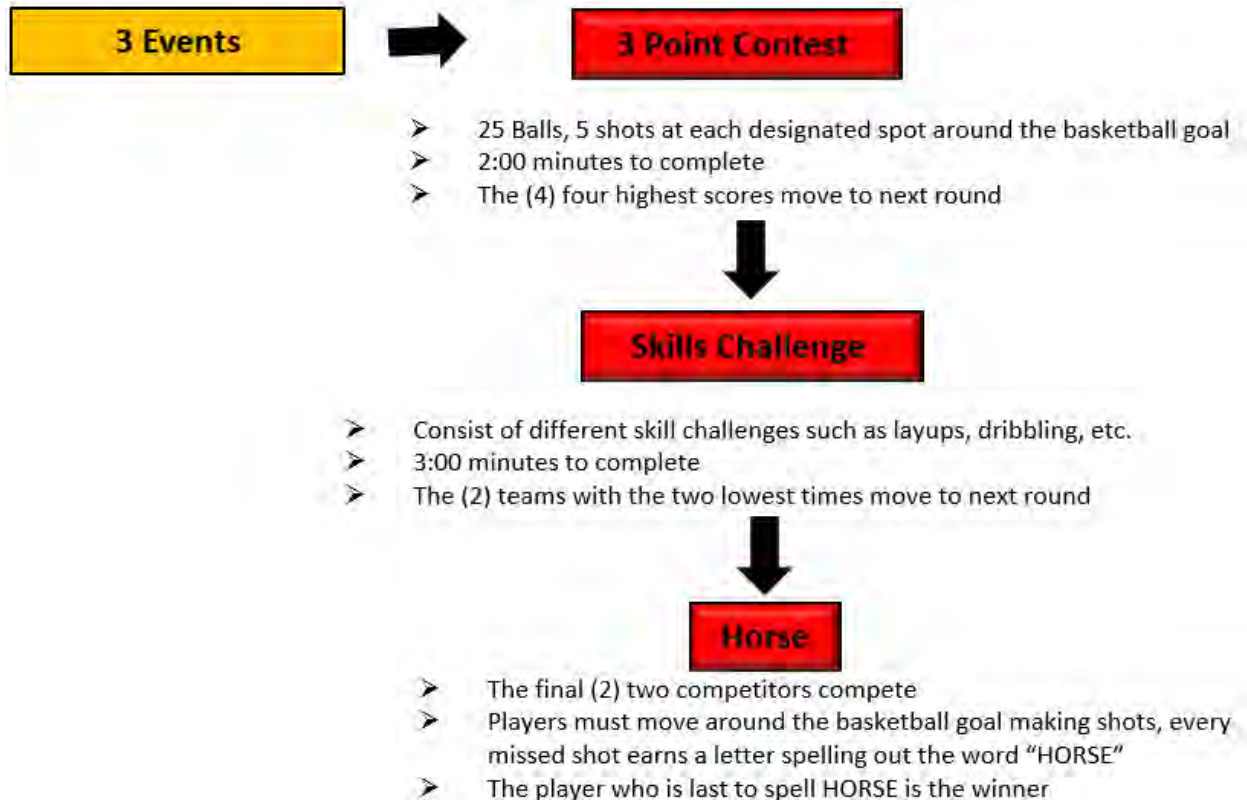
Phase I: Planning/Preparation: Coordinate with staff at Outdoor Adventure Park for date and times. Send information to participants regarding cost and event information.

Phase II: Execution: 0810 – teams begin footgolf competition. At 1030, competition complete, scores tallied and winners announced.

Phase III: Recovery: Clean-up areas, trash police call, and pick up any loose debris. Cost \$7 per person, Reservation fees may apply.



BASKETBALL SKILLS CHALLENGE



Mission:

Conduct a basketball skills challenge competition at the one of the Fitness Centers on FRKS to build comradery, esprit de corps, and physical strength.

Timeline:

0830: Accountability at location

0810: Competition starts

1030: Competition complete

Soldier Strengths Addressed:

Physical, Social

Location:

FRKS Fitness Centers

Primary Instructors & Unit Lead:

Unit Leader

Uniform: APFU

Equipment:

Provided by gym

Concept of the Operation:

Phase I: Planning/Preparation: Coordinate with Gym Managers at respective Fitness Center for date and times. Send information to participants regarding event information.

Phase II: Execution: 0830 – teams begin competition. At 1030, competition complete, scores tallied and winners announced.

Phase III: Recovery: Clean-up areas

NUTRITION RESOURCES



EATING HEALTHY FOR SOLDIERS

Planning your weekly meals and grocery list

SET YOURSELF UP FOR SUCCESS

When it comes to eating healthy, having a plan is key to sticking to your goals. This includes planning a weekly menu, creating a grocery list, and sticking to that list in the store. If you do all these things well, you will find that not only will you begin eating healthier, but you will save time and money!

STEP 1: THE MENU

Taking the time to plan out your weekly food menu will help you stick to your financial and caloric budgets. For example, if you normally go to the PX at lunch once a week for chicken teriyaki, you are spending over \$7.00 more and consuming between 200-300 more calories than if you made it at home.

- ✓ Check out grocery store ads for deals, planning your menu around what's on sale will save you money.
- ✓ Reduce food waste by planning to use ingredients for multiple recipes (i.e. ground beef for tacos and for chili).
- ✓ To minimize the amount of cooking you are doing throughout the week, consider ways to incorporate leftovers from dinner into lunches, while following food safety best practices.
- ✓ Don't forget to plan for your snacks each day. Having healthy snacks on hand and pre-portioned, such as cut up fruit, will make it the easy choice when you head out the door.





STEP 2: THE GROCERY LIST

Healthy eating starts with filling your refrigerator and cabinets with nutrient dense, performance focused foods. When making your list, split it up by section of the grocery store to make your trip efficient. Consider including some of the following foods on your next grocery list:

- Produce:** Include a variety of colors! Different colors indicate different nutrients. Look for bright red, orange, purple, and dark green fruits and vegetables. Frozen is a great (and budget friendly) alternative to fresh!
- Protein:** Choose lean cuts of beef and poultry. Include at least two servings of fish per week and consider going meat-free once a week with proteins such as beans and tofu.
- Grains:** Look for 100% whole wheat and whole grain pastas, cereals and breads.
- Dairy:** Include protein rich plain, low-fat yogurts and milk as well as cheeses.
- Beverages:** Choose low or zero calorie drinks such as sparkling or seltzer water, plain water, low-fat milk, coffee, and unsweetened tea.
- Condiments, sauces, seasonings, oils:** Many herbs and spices have zero calories but add lot of flavor. Choose healthier oils and sauces like olive oil, canola oil and low-fat dressings.

STEP 3: THE SHOPPING

- The best place to be in the grocery store is the perimeter. This is where you'll find fresh produce, meats, dairy, and breads. More heavily processed convenience foods are found in the center aisles.
- If you chose to buy canned or frozen food over fresh, make sure you are looking for items that are labeled as "low- or no-sodium," and "no sugar added".
- Buying certain things in bulk, such as meat and grains, can save money. Divide meat in to smaller portion and freeze so you can thaw and use when needed.



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HEALTHY SNACKING

DOs & DON'Ts

NUTS AND SEEDS

High in protein and healthy fat. Keep portion sizes around 1/4 cup.



CANDY

Loaded with added sugar and calories.



POPCORN

Low in calories and high in fiber. Only about 100 calories for 3 cups.



SODA

Zero nutritional value. All calories come from added sugar. Avoid at all costs.



DRIED FRUIT

A healthy alternative to candy. Is a good source of natural sugar, and is a sweet healthy alternative to candy.



COOKIES

Don't be fooled by cookies claiming to be "healthy." They are still likely high in added sugar, unhealthy fats and calories.



PRETZELS

A great whole grain option that is low in calories and fat.



PASTRIES

Most pastry items (honey buns, danishes, donuts) are not only high in sugar but also in trans fat. These items have very little nutritional value.



GRANOLA BARS

Good source of whole grains and sometimes protein.

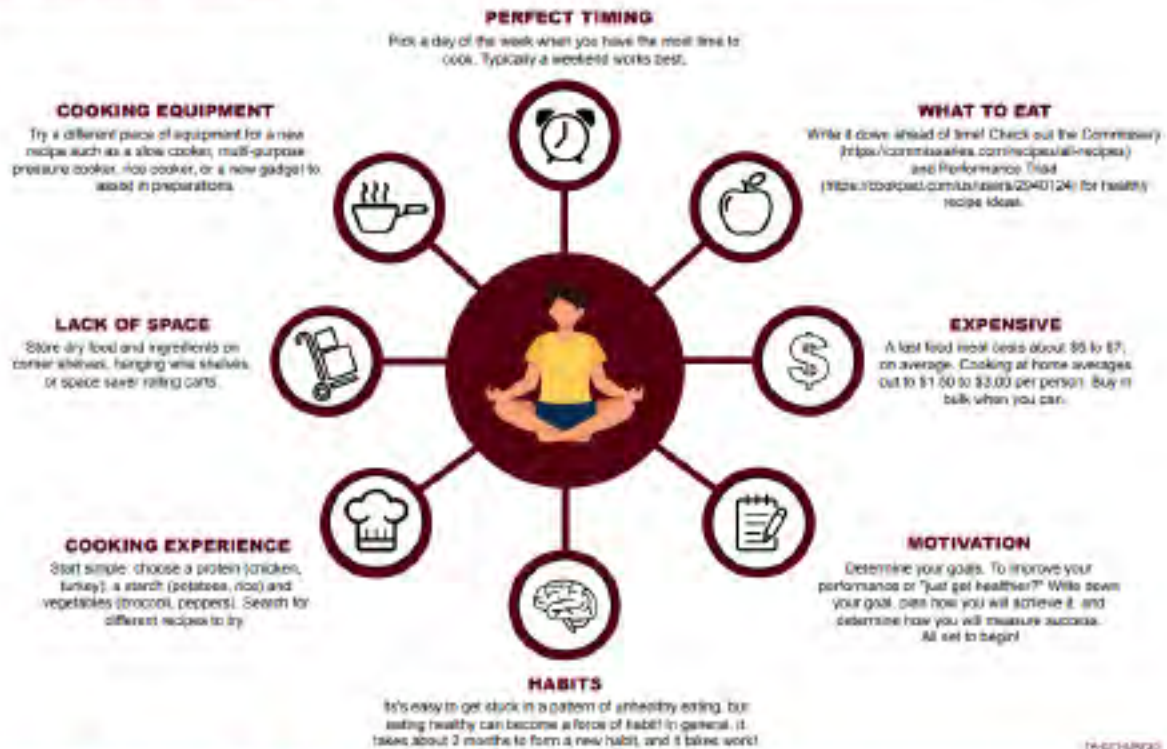


Don't sacrifice quality for quantity! Some healthier snacks, such as nuts may be more expensive, but consider their nutritional benefit over a less expensive candy.



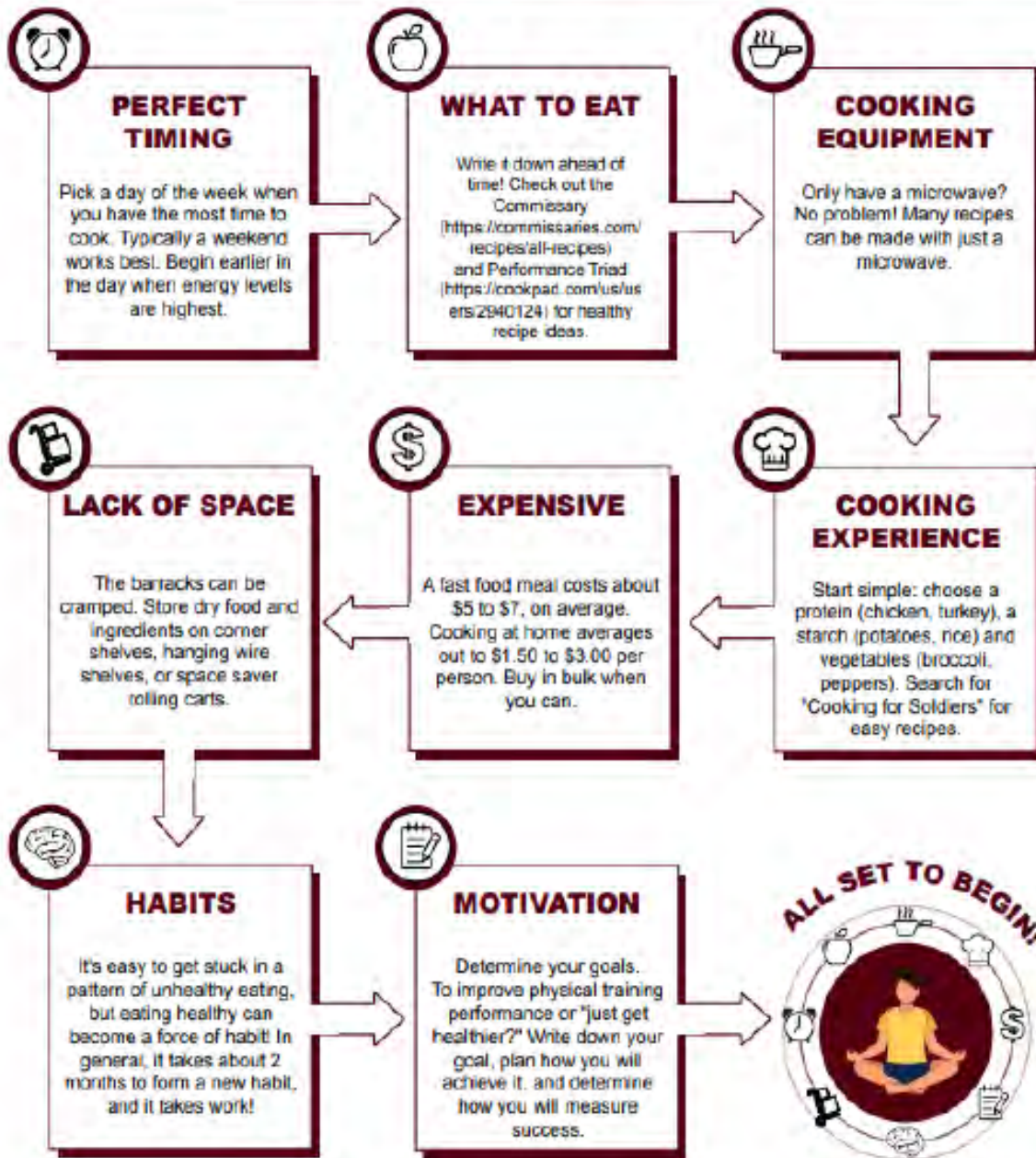


EATING HEALTHY AT HOME



Approved to public water distribution system for use in public water supply

EATING HEALTHY IN THE BARRACKS



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HEALTHY RECIPE RESOURCES

Educational References:

FM 7-22 –Holistic Health and Fitness (October 2020) – Chapter 8 Nutritional Readiness

https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN30964-FM_7-22-001-WEB-4.pdf

OPSS- <https://ephc.amedd.army.mil/HIPECatalog/viewItem.aspx?id=485>

Nutrition: A Guide to Healthy Eating Made Easy - <https://ephc.amedd.army.mil/hipecatalog/viewItem.aspx?id=771>

Nutrition: A Cooking Guide For Soldiers - <https://ephc.amedd.army.mil/hipecatalog/viewItem.aspx?id=723>

Articles

- Fueling in the Dining Facility
<https://www.hprc-online.org/nutrition/go-green/marketing-materials/print-digital-materials/posters/recovery-fueling-dining>
- Performance Nutrition (with Pre & Post Exercise Guidelines in graphic form) https://journals.lww.com/cjsportsmed/fulltext/2019/09000/performance_nutrition_for_the_adolescent_athlete.1.aspx

Apps

- Performance TRIAD (free, iOS, Android) - official U.S. Army app that focuses on health and fitness to include sleep, activity, and nutrition
- Tasty (free, iOS, Android) - allows you to search, watch, add recipes, and create and modify shopping list based off of selected recipes
- MyFitnessPal (free, iOS, Android) - is a calorie-counting app
- Healthy CrockPot Recipes (free, iOS) - gives healthy recipes with the use of a crockpot
- Fooducate (free, iOS, Android) - makes you aware of the quality of your calories
- Blender Girl Smoothies (free, iOS) - will match your mood to any smoothie
- HelloFresh (free, iOS, Android) - is a healthy meal kit delivery service for the busy bee who loves to cook
- Is My Food Safe? (free, iOS, Android) - answers all your food safety questions
- ShopWell (free, iOS, Android) - makes you a healthier and smarter grocery shopper

Websites:

- Fort Riley Warrior Restaurants – gives information on openings, closings, locations, and food menu’s for the 11D Warrior Restaurants and Culinary Outpost Food Truck
<https://home.army.mil/riley/index.php/my-fort/all-services/dining-facilities>
- Fort Riley Commissary Healthy Living & Recipes – provides a variety of healthy living resources and recipes from dish type, main ingredient, or categories such as holiday, dietitian approved, kid friendly, or 20 minute meal. <https://commissaries.com/shopping/store-locations/fort-riley>
<https://commissaries.com/recipes/all-recipes>
- Human Performance Resources by CHAMP Go for Green – makes it easy to find high-performance foods and drinks to boost your fitness, strength, and health
<https://www.hprc-online.org/nutrition/go-green>
- Supplement Safety Reference – DoD dietary supplement resource for the military community, leaders, healthcare providers and DoD civilians – <https://www.opss.org/>

PAINTBALL

DESCRIPTION: This is a competition on the field of paintball battle to focus on team building and comradery.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE: Up to 20 per group, 40 per day
LEAD TIME: 2 Weeks
EXECUTION TIME: Up to 4 hours, dependent upon group size
COST: \$25 a person
MATERIALS: Provided by Warrior Adventure Quest
POC: Warrior Adventure Quest
 785-239-2364



TEAM CHALLENGE COURSE

DESCRIPTION: This obstacle course challenges teams to count on one another and conquer the course.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: Up to 40
LEAD TIME: 2 Weeks
EXECUTION TIME: Up to 2 hours
COST: \$150 for groups, up to 40 people
MATERIALS: Provided by Warrior Adventure Quest
POC: Warrior Adventure Quest / 785-239-2364

ALCOHOL TOLERANCE MODULE

DESCRIPTION: Examines physical and mental tolerance of alcohol and discuss how the brain tricks us. This class can help with resiliency by empowering individuals with useful knowledge for maintaining a healthy lifestyle and identify signs that a teammate is having a problem.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: 14 max if at ASAP, varies on unit
LEAD TIME: 1 Day
EXECUTION TIME: 1 hr, 30 min
COST: \$0
MATERIALS: Everything provided by instructor with exception of display screen.

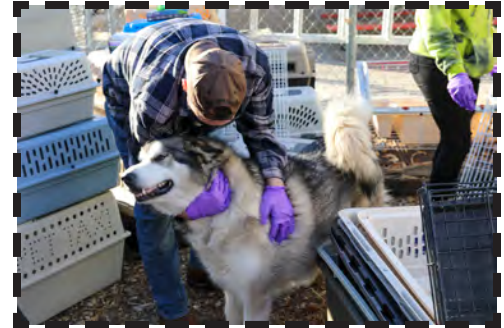




MENTAL GAMES

DESCRIPTION: Change the focus away from counterproductive thinking to enable greater concentration and focus on the task at hand.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 weeks
EXECUTION TIME: 2 Hours
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: Unit Master Resilience Trainer



RECOVERING ENERGY

DESCRIPTION: Self-regulate and become proficient at controlling your emotions and understanding your body's responses. Getting the body and mind synced enhances optimal functioning and resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 weeks
EXECUTION TIME: 2 Hours
COST: \$0
MATERIALS: Class Room, Projector, Participant guide
POC: R2 Performance Center / 785-239-8835

FUELING FOR HEALTH

DESCRIPTION: Discuss obesity trends and implications, develop a better understanding of dietary guidelines and food labels, and learn the fundamental components of nutrition. When a person feels physically healthy, it increases mental resiliency.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: Dependent upon Accommodations. 10 max if at Wellness Center, more if hosted by unit with larger room
LEAD TIME: 30 days
EXECUTION TIME: 1 Hour
COST: \$0
MATERIALS: Projector or TV with HDMI connection if hosted by unit
POC: Army Wellness Center / 785-239-9355



SPIRITUAL FITNESS RUN

DESCRIPTION: Running promotes esprit de corps and spiritual resiliency through physical fitness exercise. Soldiers can also have spiritual discussions with their Unit Ministry Team.

CATEGORY: Physical, Spiritual
CLASS SIZE: N/A
LEAD TIME: Less than 24 hours
EXECUTION TIME: 1 Hour
COST: \$0
MATERIALS: Guide On
POC: Unit Ministry Team [UMT]



ODYSSEY HIGH ROPES OBSTACLE COURSE & ZIP LINE

DESCRIPTION: Teams navigate a high ropes course with a zip-line dismount at the end. This event builds trust and cohesion among the teams, as they traverse the course.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: Up to 20
LEAD TIME: 2 Weeks
EXECUTION TIME: Up to 3 hours
COST: \$0 for Soldiers who are 6 months pre-deployment or 6 months post deployment. If not, then cost is \$20 per Soldier
MATERIALS: Provided by Warrior Adventure Quest
POC: Warrior Adventure Quest / 785-239-2364

DRUGS & ALCOHOL: WHY PEOPLE DON'T JUST QUIT

DESCRIPTION: Describes alcohol/drug effects on the brain. Also walks through problem-solving scenario to set goals and reduce potential problems associated with drinking. Increases resiliency through understanding of effects of substances on the brain, increasing performance optimization.

CATEGORY: Emotional, Physical
CLASS SIZE: Non-COVID - no limit, COVID - based on state guidelines and venue
LEAD TIME: 72 Hours
EXECUTION TIME: 1 hour
COST: \$0
MATERIALS: Instructor provides all materials with exception of screen to project presentation
POC: ASAP / 785-239-1928



HOLISTIC PERFORMANCE TRAINING

DESCRIPTION: Focusing on strength, power and agility training techniques, this class builds resiliency by increasing physical fitness and boosting confidence.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: COVID limited to 15 indoors, 30 outdoors.
NON-COVID limited to 30 indoors and 100 outdoors.
LEAD TIME: Reservation needs to be made 15 days in advance.
EXECUTION TIME: 90 minutes. OIC/NCOIC lead warm up and cool down. Instructor led class, provided by MWR Fitness.
COST: \$25 total for class. If additional instructor is needed, then \$50 total for class.
MATERIALS: All materials are provided.
POC: 785-239-2583



SUBSTANCE INFLUENCE MODULE

DESCRIPTION: Examines influence of substances on physiological and mental systems. Enhances resiliency through judgment enhancement.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: 14 max if at ASAP, varies on unit
LEAD TIME: 24 Hours
EXECUTION TIME: 1 hr, 30 min
COST: \$0
MATERIALS: Everything provided by instructor with exception of display screen.
POC: ASAP / 785-239-5075

WALKING / HIKING

DESCRIPTION: Hiking Ft. Riley trails is a great way for individuals and teams to build their physical endurance as well as social skills important to greater resiliency.

CATEGORY: Family, Physical, Social
CLASS SIZE: N/A
LEAD TIME: Varies
EXECUTION TIME: Varies
COST: \$0
MATERIALS: N/A
POC: More information about Ft. Riley hiking trails at <https://home.army.mil/riley/index.php/about/things-to-do/post/fort-riley-trails>



STAYING FIT HOME AND AWAY

DESCRIPTION: Identify benefits and barriers to physical activity, discuss the components of an exercise session, identify types of equipment and exercises that can be utilized for home workouts, and develop an action plan for a home workout.

CATEGORY: Emotional, Family, Physical, Social

CLASS SIZE:

- Non-COVID: 40 students in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom
- COVID: 8-10 in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom with physical distancing

LEAD TIME: 30 Days

EXECUTION TIME: 1 Hour

COST: \$0

MATERIALS:

- Class in AWC Classroom: no materials needed.
- Virtual Class: Students need a computer or phone to attend
- Unit designated classroom: projector or TV with HDMI connection

POC: Army Wellness Center / 785-239-9355

usarmy.riley.medcom-iach.mbx.iach-army-wellness-center-fort-rile@mail.mil





UPPING YOUR METABOLISM

DESCRIPTION: Define metabolism and how it works, discover what control an individual has over their metabolism, and learn tips, tricks, and resources to help up an individuals metabolism.

CATEGORY: Emotional, Family, Physical, Social

CLASS SIZE:

- Non-COVID: 40 students in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom
- COVID: 8-10 in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom with physical distancing

LEAD TIME: 30 Days

EXECUTION TIME: 1 Hour

COST: \$0

MATERIALS:

- Class in AWC Classroom: no materials needed.
- Virtual Class: Students need a computer or phone to attend
- Unit designated classroom: projector or TV with HDMI connection

POC: Army Wellness Center / 785-239-9355

usarmy.riley.medcom-iach.mbx.iach-army-wellness-center-fort-rile@mail.mil



RETIRE STRONG: LIFE AFTER THE MILITARY CLASS

DESCRIPTION: Address and discuss myths related to retirees and exercise, examine and discuss benefits of remaining active and healthy during retirement, and explore recommendations for healthy diet and exercise for an aging population.

CATEGORY: Emotional, Family, Physical, Social

CLASS SIZE:

- Non-COVID: 40 students in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom
- COVID: 8-10 in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom with physical distancing

LEAD TIME: 30 Days

EXECUTION TIME: 1 Hour

COST: \$0

MATERIALS:

- Class in AWC Classroom: no materials needed.
- Virtual Class: Students need a computer or phone to attend
- Unit designated classroom: projector or TV with HDMI connection

POC: Army Wellness Center / 785-239-9355

usarmy.riley.medcom-iach.mbx.iach-army-wellness-center-fort-rile@mail.mil





GROUP BODY COMPOSITION ASSESSMENT

DESCRIPTION: An opportunity for group members to receive an assessment of their individual body composition using the BOD POD®. This measure can be used as an indicator of health and can help in fine tuning performance plans.

CATEGORY: Emotional, Family, Physical, Social

CLASS SIZE:

- Non-COVID: 40 students in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom
- COVID: 8-10 in AWC classroom, unlimited in virtual classroom, or capacity of unit designated classroom with physical distancing

LEAD TIME: 30 Days

EXECUTION TIME: 10 to 15 minutes per individual

COST: \$0

MATERIALS:

- Class in AWC Classroom: no materials needed.
- Virtual Class: Students need a computer or phone to attend
- Unit designated classroom: projector or TV with HDMI connection

POC: Army Wellness Center / 785-239-9355

usarmy.riley.medcom-iach.mbx.iach-army-wellness-center-fort-rile@mail.mil



GROUP METABOLIC ASSESSMENT

DESCRIPTION: An opportunity for group members to receive an assessment of their individual resting metabolic rate. This measure can be used to help fine tune nutrition and performance plans. Service requires a follow up session to receive results.

CATEGORY: Physical

CLASS SIZE:

- Non-COVID: 6-8 individuals per hour
- COVID: 4 individuals per hour
- COVID mitigation: individuals are required to wear masks, conduct hand hygiene, and physically distance while in the facility.

LEAD TIME: 30 Days

EXECUTION TIME: 20 minutes per person

COST: \$0

MATERIALS: Individuals are required to complete a health assessment questionnaire prior to their appointment and follow strict pre-test and clothing requirements on the day of their appointment. Can be paired with other assessments with adjustments to group size and execution times.

POC: Army Wellness Center / 785-239-9355

usarmy.riley.medcom-iach.mbx.iach-army-wellness-center-fort-rile@mail.mil





GROUP HEALTH COACHING

DESCRIPTION: Group health coaching sessions allow individuals to come together with their peers to discuss solutions to common barriers associated with sleep, activity, nutrition, and stress. These sessions are guided by a Health Educator, but allow peer-to-peer collaboration, learning and support.

CATEGORY: Emotional, Family, Physical, Social

CLASS SIZE:

- Non-COVID: 12-15 individuals in AWC classroom
- COVID: 12-15 individuals in virtual session or unit designated space that allows physical distancing

LEAD TIME: 30 Days

EXECUTION TIME: 1 Hour

COST: \$0

MATERIALS:

- Class in AWC Classroom: no materials needed.
- Virtual Class: Students need a computer or phone to attend
- Unit designated classroom: projector or TV with HDMI connection

POC: Army Wellness Center / 785-239-9355

usarmy.riley.medcom-iach.mbx.iach-army-wellness-center-fort-rile@mail.mil



GROUP FITNESS ASSESSMENT

DESCRIPTION: An opportunity for group members to receive an assessment of their individual cardiorespiratory fitness. This measure can be used as an indicator of health and can help in fine tuning performance plans.

CATEGORY: Physical

CLASS SIZE:

- Non-COVID: 2 individuals per hour
- COVID: service suspended pending better COVID mitigation

LEAD TIME: 30 Days

EXECUTION TIME: 45-60 minutes per individual

COST: \$0

MATERIALS: Individuals are required to complete a health assessment questionnaire prior to their appointment and follow strict pre-test and clothing requirements on the day of their appointment. Can be paired with other assessments with adjustments to group size and execution times.

POC: Army Wellness Center / 785-239-9355

usarmy.riley.medcom-iach.mbx.iach-army-wellness-center-fort-rile@mail.mil





PERFORMANCE OPTIMIZATION

DESCRIPTION: Learn exercise strategies that help boost performance, get a better understanding of the principles of reducing injury, and improve knowledge of the various aspects of fitness to optimize training.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE: Non-COVID: 40 - COVID: 8-10
LEAD TIME: 30 Days
EXECUTION TIME: 90 minutes.
COST: \$0
MATERIALS: N/A
POC: Army Wellness Center / 785-239-9355



ARCHERY TAG

DESCRIPTION: Participants can engage in a unique sport that combines elements of dodgeball with the timeless skills of archery to promote team building and social strength.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: 16 max
LEAD TIME: 2 Hours
EXECUTION TIME: 1 hr, 30 min
COST: \$0
MATERIALS: Everything provided by instructor with exception of display screen.
POC: Warrior Adventure Quest
Fort Riley Outdoor Rec /
785-239-5412



TRAP & SKEET RANGE

DESCRIPTION: Participants can enjoy these shooting sports as a means to overcome fear and to try something new. Each round is 25 shots, shotgun rentals available. Instruction not included. Reservations required. All reservations are required to shoot a minimum of 20 rounds (500 shots). Open to ages 12+ with adult supervision.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: 7 shooters per field (two fields)
LEAD TIME: 2 Weeks
EXECUTION TIME: Up to 2 Hours
COST: \$7 per round of clays, \$13.25 ammo & clays with shot gun rental.
All materials provided.
MATERIALS: Shooting clays, shotguns & ammo
POC: Fort Riley Outdoor Rec / 785-239-5412

ATV RIDING

DESCRIPTION: Patrons are able to get out of their comfort zone by learning the basics of ATV riding exploring Fort Riley ATV trails. Open to ages 16+ with a valid driver's license.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE: 10 Max
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 Hours
COST: \$45 per person
MATERIALS: ATV, helmet, gloves and eye protection provided. Participants must provide long sleeves, full-length pants, heavy-duty boots. Patrons encouraged to bring eye protection and gloves. All materials provided
POC: Fort Riley Outdoor Rec / 785-239-5412



FAMILY OBSTACLE COURSE

DESCRIPTION: Families are able to enjoy the challenge-by-choice obstacles together, and promote team building, balance and stability on the above ground Family Obstacle Course.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE: 13 max
LEAD TIME: 2 Weeks
EXECUTION TIME: 1 hr, 30 min
COST: \$7 per person
MATERIALS: Helmet, safety harness, and safety lines [lobster claws]. All materials provided.
POC: Fort Riley Outdoor Rec / 785-239-5412

FUTSAL

DESCRIPTION: Futsal is a form of "Football" (Soccer) played indoors with 5 players on each team. Score as many goals as you can within the time limits to get the "Victory" for your team.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: 30 Max
LEAD TIME: 48 Hours
EXECUTION TIME: 2 hrs, 30 Min
COST: \$100 per group
MATERIALS: Officials[1] Futsal Ball [2] Indoor Nets [2] Jerseys [50]. All materials provided.
POC: Fort Riley Outdoor Rec / 785-239-2583



DODGEBALL

DESCRIPTION: Dodgeball will include 2 opposing teams comprised of 6 players. The object of the game is to eliminate all opposing team members by hitting them with a thrown dodgeball on any part of their body except the head.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: 30 max
LEAD TIME: 48 Hours
EXECUTION TIME: 2hrs, 30 mins
COST: \$100 per group
MATERIALS: Dodgeballs(12) Small Cones(6)
Large Cones (4) Lysol Cleaner
(2 bottles) Cleaning Rags (10).
All materials provided

POC: Army Wellness Center / 785-239-9355



MOUNTAIN BIKING

DESCRIPTION: There are many trails and bike friendly roads on and around Ft. Riley.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: Varies
LEAD TIME: N/A
EXECUTION TIME: Varies
COST: \$0
MATERIALS: Bike, PPE, water
POC: Consult the Kansas Mountain Bike Project at:

<https://www.mtbproject.com/directory/8008308/junction-city-and-fort-riley>



ZIP LINING

DESCRIPTION: Patrons ascend a cargo net and zip-line off the high ropes odyssey course, while enjoying bird eye views of the Outdoor Adventure Park.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: 20 Max
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 Hours
COST: \$15 per person
MATERIALS: Helmet, harness, safety lines (lobster claws), and zip line trolley. All materials provided.

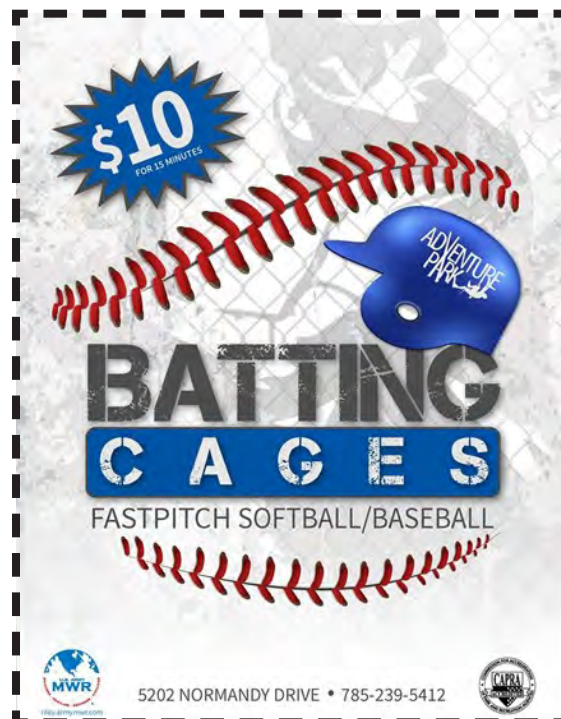
POC: Fort Riley Outdoor Rec / 785-239-5412



SOFTBALL AND BASEBALL BATTING CAGES

DESCRIPTION: Participants and their families can test their skills at Outdoor Adventure Park Fast Pitch batting cages for both softball and baseball.

CATEGORY:	Emotional, Physical, Social
CLASS SIZE:	Varies
LEAD TIME:	N/A
EXECUTION TIME:	15 mins
COST:	15 Minute Session - \$10
MATERIALS:	Equipment Available upon Request or Bring Your Own
POC:	Fort Riley Outdoor Rec / 785-239-5412



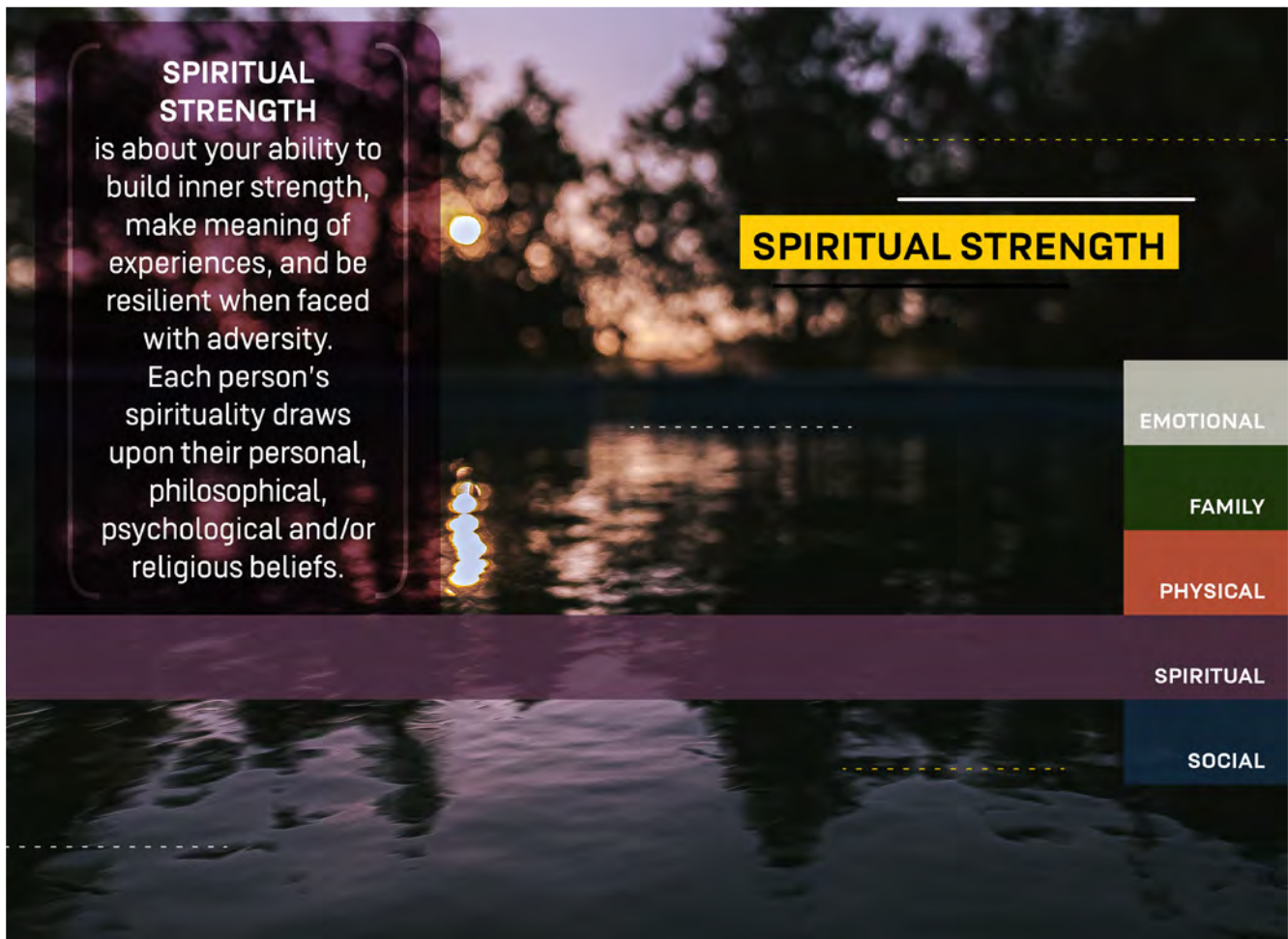
ADVENTURE PARK OPEN ACCESS PASS

DESCRIPTION: Mix up your outdoor activities! Participants can enjoy the following activities included in Open Access at the Outdoor Adventure Park: foot golf, disc golf, archery, hatchet throwing, putting green, adult bicycles, strider bicycles, and fitness paths.

CATEGORY:	Emotional, Physical, Social
CLASS SIZE:	Foot Golf & Disc Golf [10], Archery [5], Hatchet Throwing [5], Putting Green [10], Adult & Strider Bikes [10]
LEAD TIME:	15 minutes
EXECUTION TIME:	1-2 hours
COST:	\$5 daily pass [without equipment rental], \$7 daily pass [with equipment rental], \$20 individual monthly pass, \$45 family monthly pass
MATERIALS:	Discs, soccer balls, bow, 5 arrows, targets, helmet, hatchets, target, bikes, strider bikes and helmets. Participants are encouraged to bring their own equipment, when possible
POC:	Fort Riley Outdoor Rec / 785-239-5412



SPIRITUAL TAB PAGE BREAK
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Spirituality is often described as a sense of connection that gives meaning and purpose to a person's life. It is unique to each individual. The spiritual dimension applies to all people, whether religious and nonreligious. Identifying one's purpose, core values, beliefs, identity, and life vision defines the spiritual dimension. These elements, which define the essence of a person, enable one to build inner strength, make meaning of experiences, behave ethically, persevere through challenges, and be resilient when faced with adversity. An individual's spirituality draws upon parts of personal, philosophical, psychological, and religious teachings or beliefs, and forms the basis of their character. People enhance their spiritual readiness through reflection and practice of a lifestyle based on the personal qualities they need during times of stress, hardship, and tragedy. Spirituality encompasses the Soldier's individual beliefs towards hope and purpose. How may I apply my spirituality to my profession? Spirituality provides our Soldiers the ability to individually think about what he/she believes. What gives us hope? How will hope strengthen our resiliency?

Dr. Martin Luther King Jr. was a transformative leader in the United States during the 1950s and 1960s. Spirituality was a source of strength that fortified him as an individual. Dr. King grew up in difficult days, but just as he did through all of his life, he overcame. He fought through the battles and stepped over the obstacles. He held onto truth and stood up for what was right. He always kept the faith and used his strength to inspire others.

"Faith is taking the first step even when you don't see the whole staircase."



Units: How can we incorporate our NCOs and leaders into leading a reflective discussion on spiritual fitness? How can we ask individual spiritual questions on hope, resiliency, core values, beliefs, and purpose with everyday examples from training events, FTX, and deployments? How did the previous FTX give me hope and purpose in my spiritual fitness? how do I find spiritual purpose and hope after we run during PT, exercise physical fitness, or everyday life events?

MORAL LEADER TRAINING

DESCRIPTION: The purpose of this training is to help soldiers understand how morals and ethics influence the decision making process. This class builds resiliency by strengthening moral and ethical character.

CATEGORY: Emotional, Spiritual
CLASS SIZE: Varies, contact UMT
LEAD TIME: 2 hrs
EXECUTION TIME: 2 hrs
COST: \$0
MATERIALS: Handouts provided
POC: Unit Ministry Team (UMT)

MORAL LEADER TRAINING

DESCRIPTION: Introduction to financial management bases on biblical principals. This class builds resiliency by reducing financial stress and infusing hope and personal empowerment for debt elimination.

CATEGORY: Emotional, Family, Spiritual
CLASS SIZE: Varies, contact UMT
LEAD TIME: 2 hrs
EXECUTION TIME: 2 hrs
COST: \$0
MATERIALS: Handouts provided
POC: Unit Ministry Team (UMT)



STRONG BONDS

Description: The purpose of this training is to provide tools to assist Soldiers & Families with resiliency skills. These events can help build resiliency that is tailored to the unit's needs / requests.

CATEGORY: Emotional, Family, Spiritual
CLASS SIZE: Only half-day trips available, contact UMT
LEAD TIME: 2 Weeks
EXECUTION TIME: 6 Hours
COST: Varies per requests, contact UMT
MATERIALS: Location, books
POC: Unit Ministry Team (UMT)



HALF-DAY COLLABORATIVE RETREATS

Description: The process of working collaboratively with internal on-post organizations (Behavioral Health, Resiliency Center Hospital Medical Team, Wellness Center, MWR, Army Substance Abuse Program, Emergency Service, Working Groups, etc.) to analyze common trends and collectively design and implement half Day retreats, workshops and/or seminars for Soldiers, Family members and Civilians that focus on improving marriage, relationships and personal short-falls.

CATEGORY: Emotional, Family, Spiritual, Social
CLASS SIZE: Varies, contact UMT
LEAD TIME: 2 Weeks
EXECUTION TIME: 2-5 Hours
COST: Approximately \$100-\$300 for refreshments
MATERIALS: Handouts provided
POC: Unit Ministry Team (UMT)

SPIRITUAL FITNESS RUN

DESCRIPTION: Running promotes esprit de corps and spiritual resiliency through physical fitness exercise. Soldiers can also have spiritual discussions with their Unit Ministry Team.

CATEGORY: Physical, Spiritual
CLASS SIZE: N/A
LEAD TIME: Less than 24 hours
EXECUTION TIME: 1 hour
COST: \$0
MATERIALS: N/A
POC: Unit Ministry Team (UMT)

PRAYER BREAKFAST

DESCRIPTION: The purpose of this event is to promote spiritual readiness. This enhances resiliency through sharing of common faith with others and aligning oneself with the Divine.

CATEGORY: Emotional, Spiritual, Social
CLASS SIZE: Varies, based on chosen venue
LEAD TIME: 6 Weeks
EXECUTION TIME: 1 hour
COST: Varies upon chosen venue
MATERIALS: N/A
POC: Unit Ministry Team (UMT)

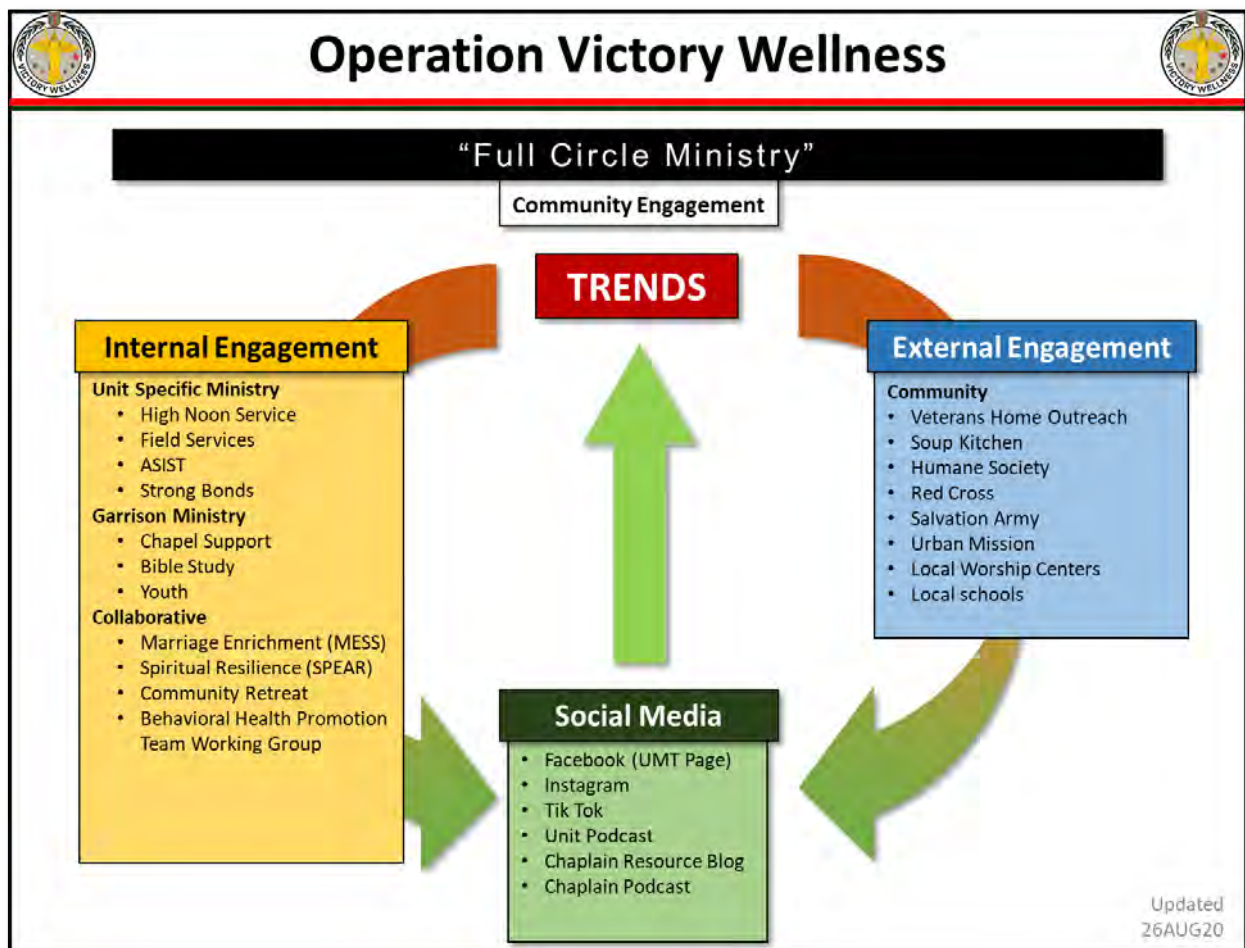




COMMUNITY OUTREACH / VOLUNTEERING

DESCRIPTION: The process of working collaboratively with external off-post organizations [The Salvation Army, The American Red Cross, Urban Mission, YMCA, Union Mission, Soup Kitchens, Veterans Homes, Worship Centers, Local Schools, Animal Shelters, etc.] to codify a presence in the local community and allow Soldiers, Family members and Civilians to focus on something greater than themselves.

CATEGORY: Emotional, Family, Spiritual, Social
CLASS SIZE: Varies, contact UMT
LEAD TIME: 2 weeks
EXECUTION TIME: Varies
COST: \$0
MATERIALS: N/A
POC: Unit Ministry Team (UMT)





VOLUNTEER / COMMUNITY OUTREACH			
Volunteer Organization	Organization Address	Phone Number	What the Organization Does
Better Opportunities for Single Soldiers	Warrior Zone	785-239-2677	Program that supports the overall quality of life for the Single Soldiers
Fort Riley USO	6918 Trooper Dr. Fort Riley, KS 66442	785-240-5326	Thanking the troops with shows that boost morale
Operation Homefront Kansas	Manhattan and Junction City	816-534-1245	Helping military families thrive at home by building strong, stable, and secure military families
Crisis Center		785-539-7935	Assist those who may be experiencing domestic violence
Flint Hill Volunteer Center	2601 Anderson Ave #200 Manhattan, KS 66502	785-776-7197	Inspiring volunteers and efficiently connecting them with the needs of our community
Habitat for Humanity	514 Pillsbury Dr. Manhattan, KS 66502	785-537-7545	Building homes...changing lives
Flint Hill Basketball	905 Yuma St. Manhattan, KS 66502	785-537-0730	Assist with projects that help alleviate hunger and poverty
Armed Service YMCA	111 E. 18th St. Junction City, KS 66441	785-239-2972	Youth development for healthy living for social responsibilities
Junction City YMCA	132 S Eisenhower Dr. Junction City, KS 66441	785-762-4780	Mentoring young children
Big Brothers/Big Sister Mentoring		785-238-1650	
Delivering Change	1106 St. Marys Rd 3467 suite 196, Junction City KS 66441	785-238-0300	Healthy Moms= Healthy Babies
The Food Pantry	136 W 3rd St. Junction City, KS 66441	785-762-8930	Distribute Food
The Open Door	136 W 3rd St. Junction City, KS 66441	785-238-3569	Homeless Shelter
Special Olympics	429 Maple St. Junction City, KS 66441	785-209-1986	Provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities
Sunflower Bridge Child Visitation and exchange Center	115 N 4th St. Manhattan, KS 66502	785-537-6667	Volunteer to advocate for the best interest of children and youth who come into the court system of the 21st and 2nd Judicial District
Breaking Bread	1102 W 12th St. Junction City, KS 66441	785-587-9529	Local soup kitchen to provide free meals to the JC area on Fridays
Senior Citizen Center	1025 S Spring Valley Rd. Junction City, KS 66441	785-238-4015	Drive meals to the Elderly
Historical Society and Museum	530 N Adams St. Junction City, KS 66441	785-238-1666	Geary County History Museum
Helping Hands Community		1-855-955-3363	Connect high-risk COVID concerned patients with shoppers
American Legion	201 E fourth St. Junction City KS 66441	785-238-2432	America's largest veterans service organization works every day to uphold time-honored values
American Red Cross	2601 Anderson Ave Manhattan KS 66502	785-238-3163	American Red Cross
VFW Post 8773	1215 S Washington St. Junction City 66441	785-238-7511	Provide scholarships, educational outreach, youth activities and community volunteerism
Ogden Community Center	220 Willow St. Ogden, KS 66517	785-537-0351	The central meeting spot for the community; assisting libraries, parks and rec, and meals on wheels
Dorothy Bramlage Public Library	230 W 7th St. Junction City, KS 66441	785-238-4311	Dedicated to serving the people of Junction City, Geary County, and Fort Riley, KS by supplying books, movies, and internet access
Geary Community Hospital Junction City	1102 St. Marys Rd. Junction City, KS 66441	785-210-3307	Provide quality healthcare and promoting the well-being of those we serve
Riley County Humane Society	P.O. Box 1202, Manhattan, KS 66505	785-776-8433	An all-volunteer, non-profit, no-kill animal rescue organization dedicated to the welfare of animals
T. Russel Reitz Animal Shelter	605 Levee Dr. Manhattan, KS 66502	785-587-2783	Serve the citizens and animals of our community by upholding the laws enacted for their protection
Junction City Animal Shelter	2424 N Jackson St. Junction City, KS 66441	785-238-1359	Providing a safe place for animals
Junction City Pet Pantry	514 Sheridan Dr. Junction City, KS 66441	785-537-6333	Help those who can not supply food for their pets
Riley County Fire District	115 N 4th St. Manhattan Kansas		Assist families of fire or emergency needs
Salvation Army	1520 SE 6th Ave, Topeka, KS 66607	620-221-9479	Assists those in need in multiple ways
			Multiple opportunities
			Assist with community outreach events
			Greet SM, assist with community events or work inside the USO.
			Help hand out meals to military families, direct traffic, box meals
			Help with food drives, assist in training those in need on domestic violence, drug abuse etc.
			Distribute education cards and assist with other community outreach programs such as Suicide Prevention, Project Opticoids, Elder Justice Initiative
			Assist in helping build a home for homeless or low income families
			Work donation booths, assist with newsletters, drive to local pickups, inventory and package donations
			Coaching, assist with events
			Mentor children
			Educate moms, assist with events
			Help package and load food boxes
			Serve meals and hand out meals
			Coaches, trainers, officials, event organizers, fundraisers and managers
			Advocate for, help with upcoming events, office support, recruit volunteers, fundraising
			Help cook and serve meals
			Driver for Meals on Wheels
			Help greet and guide tours of the museum
			Grocery shop for high-risk patients
			Assist with events
			Communication outreach, fundraising, presenter, IT, leadership, team empowerment
			Assist with community outreach programs
			Assist with events/ coach youth
			Become a friend of library by helping with children and teen reading programs
			Serve refreshments at the hospital reception, fill candy jars at Christmas time, work gift shop or information desk
			Show pets at adoption events, adopt a pet, brainstorm fundraisers
			Assist with events within the facility
			To help out in the facility when the facility is over loaded with animals
			Accept pet donations as a door drop off due to COVID
			Men and women 18 and older to help others within your neighborhood



VOLUNTEER ORGANIZATIONS

There are numerous volunteer organizations which operate around Fort Riley where Soldiers, Families, and Civilians can contribute their time to serve the community.

The following is a non-exhaustive list of volunteer organizations operating around Fort Riley.

Neighbor 2 Neighbor: Assists seniors and disabled adults with seasonal activities (raking leaves, lawn care, shoveling snow etc.) <https://www.flinthillsvolunteercenter.com/neighbor2neighbor/> 785-776-7787

Friendship Meals: Volunteers drivers help provide daily lunch for assessed clients age 60 years and older. <https://nourishtgether.org/agency/friendship-meals-program/> 1-800-432-2703 or 785-776-9294

Manhattan Soup Kitchen: provides meals to less fortunate Families within Manhattan, KS <https://www.facebook.com/manhattanSoupKitchen/> 773-663-7155

Riley County Senior Service Center: provides special projects, special events for elderly community within the Fort Riley area. <https://www.seniorsservicecenter.org/> 785-537-4040

Golden Prairie Honey Farms: beekeeping service which trains transitioning service members. Volunteers work to build beehives for sale and placement of beehives around the community. <https://www.facebook.com/GPHFarms/about> 785-370-3642

North Central-Flint Hills Area Agency on Aging: assists in distributing information to elderly resident regarding caregiver support. <https://www.ncfhaaa.com/> or <https://www.facebook.com/ncfhaaa/> 785-776-9294

Contact the Flint Hills Volunteer Center for more information on these and additional volunteer organizations <https://www.flinthillsvolunteercenter.com/yrspp/> 785-776-7787.

SOCIAL TAB PAGE BREAK
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SOCIAL STRENGTH

EMOTIONAL

FAMILY

PHYSICAL

SPIRITUAL

SOCIAL

SOCIAL STRENGTH is about establishing and maintaining relationships built on trust and support with family, friends, and colleagues. Your social connections impact your health and well-being.

Our connection to other people is a critical component of remaining resilient over the course of life. Even if you have just one close relationship in your life, you are significantly more likely to be able to overcome challenges and setbacks than if you're in it alone. Building and maintaining relationships is tough. These skills can help you learn how to get close and stay close to people you care about.

As a young Second Lieutenant, Daniel K. Inouye led an assault on a heavily defended ridge in World War II. As a leader he understood the importance of social bonds and acknowledged that often while speaking of his experience.

"I've always felt that if I am deserving of the Medal of Honor, there are many, many others who are. I felt a little bad receiving it, so I received it on behalf of the fellows, because there's no such thing as a single-handed war. There's always a support group, and if you didn't have people who supported you, you couldn't fight a war."

-Senator Daniel Inouye, MOH Recipient

[#victorywellness](#)

INTEGRATING IMAGERY

DESCRIPTION: Rehearse successful performance (e.g. training, executing, recovering, healing, etc.) to program the mind and body to perform automatically and without hesitation.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: COVID 20 max, non-COVID 30 max
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 hrs
COST: \$0
MATERIALS: Class room, projector, participant guide
POC: R2 Performance Center / 785-239-8835



ENGAGE

DESCRIPTION: A prevention model that emphasizes peer-to-peer engagement at the earliest sign of deviation from normal behavior. Enables bystander intervention and develops a Culture of Trust within the unit to enhance resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: COVID 20 max, non-COVID 30 max
LEAD TIME: 3 Weeks
EXECUTION TIME: 2 hrs
COST: \$0
MATERIALS: Class room, projector, participant guide
POC: R2 Performance Center / 785-239-8835

ANNUAL SHARP TRAINING

Description: Discuss the SHARP program: the reporting options and the processes of sexual violence reporting.

CATEGORY: Emotional, Social
CLASS SIZE: Conducted at unit level and can vary based on social distancing
LEAD TIME: Based on unit schedule
EXECUTION TIME: 30 to 60 minutes
COST: \$0
MATERIALS: Required slide show from ATN. Can be given by any leader with a VA or SARC present to oversee training
POC: Lead SARC, 785-239-3379



BYSTANDER INTERVENTION

DESCRIPTION: To discuss the interventions that can be used to intervene when someone witnesses sexual harassment or sexual violence.

CATEGORY: Emotional, Spiritual
CLASS SIZE: 30 - COVID / unlimited non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 30 to 90 mins
COST: \$0
MATERIALS: N/A
POC: Division SHARP trainers / 785-239-0683
or 785-239-0613



STRONG BONDS

DESCRIPTION: Unit-based, chaplain-led program which assists commanders in building individual resiliency by strengthening the Army Family. The core mission of the Strong Bonds program is to increase individual Soldier and Family member readiness through relationship education and skills training.

CATEGORY: Emotional, Family, Spiritual
CLASS SIZE: Only half-day trips available, contact UMT
LEAD TIME: 2 Weeks
EXECUTION TIME: 6 Hours
COST: Varies per requests, contact UMT
MATERIALS: Location, books
POC: Unit Ministry Team [UMT]

ACTIVATING EVENTS, THOUGHTS and CONSEQUENCES

Description: Identify your thoughts about an Activating Event and the consequences of those thoughts. Understanding ATC can increase self-awareness leading to greater resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 hrs, 30 mins
COST: \$0
MATERIALS: Class room, projector, participant guide
POC: Unit Ministry Team [UMT]



OUTDOOR HIGH-INTENSITY WORKOUT

DESCRIPTION: Utilize pull up bars, exterior equipment, graded field and running track field located next to Whitside Fitness Center for a multi-station workout. This activity strengthens resiliency by building confidence and feel-good endorphins.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: COVID limited to 30, NON-COVID unlimited
LEAD TIME: Site cannot be reserved. Any equipment needed should be reserved 2 weeks in advance.
EXECUTION TIME: 90 minutes. OIC/NCOIC led program
COST: \$0
MATERIALS: All materials provided on site
POC: Whitside Fitness Center / 785-239-2573



MORAL LEADER TRAINING

DESCRIPTION: The purpose of this training is to help soldiers understand how morals and ethics influence the decision making process. This class builds resiliency by strengthening moral and ethical character.

CATEGORY: Emotional, Spiritual
CLASS SIZE: Varies, contact UMT
LEAD TIME: 2 days
EXECUTION TIME: 2 hrs
COST: \$0
MATERIALS: Handouts
POC: Unit Ministry Team [UMT]

KARAOKE

Description: A fun, interactive activity that fosters group engagement through music and singing. This activity helps remove inhibitions that often stifle openness and sharing.

CATEGORY: Family, Social
CLASS SIZE: Varies, using proper social distancing on social distancing
LEAD TIME: 2 Weeks
EXECUTION TIME: Varies
COST: \$0
POC: Spare Time / 785-239-4366





HIKING TRAILS

DESCRIPTION: Opportunity to utilize established and maintained trails biking, hiking, or walking. This activity boosts positive endorphins in the brain while providing an opportunity for solitary or collective activity.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: N/A
LEAD TIME: Varies
EXECUTION TIME: Varies
COST: \$0
MATERIALS: N/A
POC:

<https://home.army.mil/riley/index.php/about/things-to-do/post/fort-riley-trails>



AVOID THINKING TRAPS

DESCRIPTION: Identify and correct counterproductive patterns in thinking through the use of Mental Cues and Critical Questions. Avoiding Jumping to Conclusions or Mindreading can enhance relationships increasing resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 hrs, 5 mins
COST: \$0
MATERIALS: Class room, projector, participant guide
POC: Unit Master Resilience Trainer

DETECT ICEBERGS

Description: Identify your thoughts about an Activating Event and the consequences of those thoughts. Resilience is enhanced by having greater self-awareness about why you reacted out of character and the impact of those around you

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 hrs, 5 mins
COST: \$0
MATERIALS: Class room, projector, participant guide
POC: Unit Master Resilience Trainer

CHARACTER STRENGTHS

DESCRIPTION: Use Character Strengths in yourself and in others to build on the best of yourself and the best of others. Resilience is enhanced by feeling energized when using your Signature Character Strengths living a more authentic life.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 hrs
COST: \$0
MATERIALS: Class room, projector, participant guide
POC: Unit Master Resilience Trainer



ASSERTIVE COMMUNICATION

DESCRIPTION: Communicate clearly and with respect, especially during a conflict or challenge. Use the IDEAL model to communicate in a Confident, Clear, and Controlled manner. Resilience is strengthened due to stronger relationships.

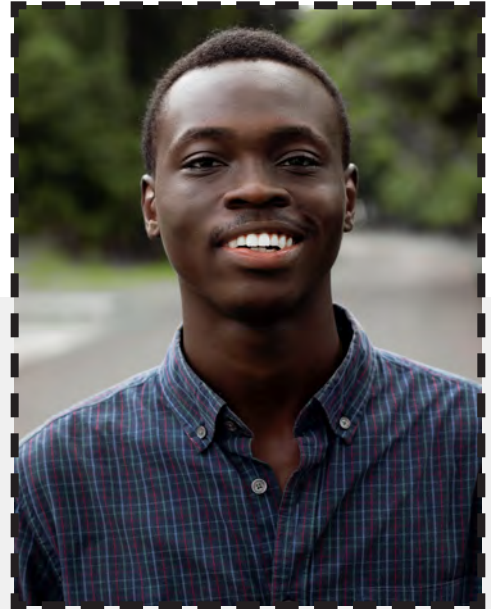
CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 hrs, 50 mins
COST: \$0
MATERIALS: Class room, projector, participant guide
POC: Unit Master Resilience Trainer



PUT IT IN PERSPECTIVE

DESCRIPTION: Stop catastrophic thinking, reduce anxiety, and improve problem solving by identifying the Worst, Best, and Most Likely outcomes of a situation. Lowering anxiety to take purposeful action to address your concerns enhances resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 1 hrs, 30 mins
COST: \$0
MATERIALS: Class room, projector, participant guide
POC: Unit Master Resilience Trainer



EFFECTIVE PRAISE / ACTIVE CONSTRUCTIVE RESPONDING

DESCRIPTION: Praise to build mastery and winning streaks. Respond to others with authentic, active and constructive interest to build strong relationships and enhance resilience.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 hrs, 10 mins
COST: \$0
MATERIALS: Class room, projector, participant guide
POC: Unit Master Resilience Trainer

BUILDING CONFIDENCE

Description: Build confidence by identifying personal strengths and by learning how high performers interpret failure and success. Resilience is built by understanding where confidence comes from and how to strengthen it.

CATEGORY: Emotional, Family, Physical, Spiritual, Social
CLASS SIZE: 20 - COVID / 35 - non-COVID
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 hrs
COST: \$0
MATERIALS: Class room, projector, participant guide
POC: R2 Performance Center / 785-239-8835



MEALS IN MINUTES

DESCRIPTION: Address myths and challenges of healthy eating, examine tools and strategies to get healthy meals on the table quickly, and create a plan of action.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE: Non-COVID: 40 students / COVID: 8-10
LEAD TIME: 30 days
EXECUTION TIME: 1 hour
COST: \$0
MATERIALS: N/A
POC: Army Wellness Center / 785-239-9355



TEAM TRIVIA CHALLENGE

DESCRIPTION: Patrons compete in teams in trivia challenges. Groups can select trivia topic for trivia questions.

CATEGORY: Emotional, Physical, Social
CLASS SIZE: 40 Max
LEAD TIME: 2 Weeks
EXECUTION TIME: 2 hrs
COST: \$100 per group
MATERIALS: Trivia materials will be provided.
POC: 785-239-2807

CRAFT & HOBBY STUDIO

Description: Inclusive of framing, sewing, wood work, adult & child craft classes, the Craft & Hobby Studio can tailor a session to requests. This can help resiliency through shared activity and mental focus.

CATEGORY: Emotional, Family, Social
CLASS SIZE: No more than 10
LEAD TIME: 2 Weeks
EXECUTION TIME: Varies by craft
COST: Varies, at or under \$20.00 per person
MATERIALS: Provided
POC: 785-239-9205



THINGS TO DO

DESCRIPTION: This is an informative class on activities in and around Fort Riley, as an alternative to consuming alcohol.

CATEGORY: Emotional, Family, Physical, Social
CLASS SIZE: Non-COVID – no limit, - based on state guidelines and venue
LEAD TIME: 72 hrs
EXECUTION TIME: 1 hour
COST: \$0
MATERIALS: Instructor provides all materials with exception of screen to project presentation
POC: Unit Master Resilience Trainer



COMMUNITY OUTREACH / VOLUNTEERING

Description: The process of working collaboratively with external off-post organizations (The Salvation Army, The American Red Cross, Urban Mission, YMCA, Union Mission, Soup Kitchens, Veterans Homes, Worship Centers, Local Schools, Animal Shelters, etc.) to codify a presence in the local community and allow Soldiers, Family members and Civilians to focus on something greater than themselves.

CATEGORY: Emotional, Family, Spiritual, Social
CLASS SIZE: Varies, contact UMT
LEAD TIME: 2 Weeks
EXECUTION TIME: Varies
COST: \$0
MATERIALS: N/A
POC: Unit Ministry Team [UMT]



SHARP ESCAPE ROOM CHALLENGE

DESCRIPTION: The SHARP Escape Room Challenge provides a means for unit leaders and SHARP personnel to conduct supplemental training and enable Army personnel to demonstrate their knowledge and awareness on SHARP fundamentals within a unique, hands-on environment. The SHARP Escape Room Challenge requires teamwork, communication, delegation, creative and critical thinking, and attention to detail.

CATEGORY:	Emotional, Social
CLASS SIZE:	3-4 personnel per team plus a facilitator (Squad Leader as example) and SME (credentialed Victim Advocate or Sexual Assault Response Coordinator)
LEAD TIME:	72 hrs
EXECUTION TIME:	30 mins
COST:	\$0
MATERIALS:	Instructor provides all materials.
POC:	11D SHARP Office / 785-239-0595

SUPPORT GROUPS

Meet and Greet Playtime

- Join the New Parent Support for an informal meetup! Parents have the chance to get together and socialize. Children have the opportunity to build skills and socialization through play. Free for families with children ages 36 months and younger.

Moms Together

- Don't just survive, thrive! Pregnancy-12 months, meet and support other new moms, talk about crying, feeding, diaper changes, and sleep. Learn to care for yourself and your baby. Toddler group: 13-24 months, structured playgroup including story time, songs, activities, plus social time for mom!

Just For You!

- Is your spouse away from home? Are you bored? Need a break from the kids and work? Join Just For You! Meet other spouses receive free mini manicures, free lunch, and a chance to win prizes.

Multicultural Gathering

- If you are looking to meet new people, network, or find out information on areas such as medical services offered, employment, gaining citizenship, or immigration services, getting a stateside driver's license, and English as a Second Language (ESL), this is the place for you.

Exceptional Family members (EFMP)

- EFMP parents, you are not alone! Come connect with other parents. Children welcome! Learn more about community resources, information and referral, advocacy, and programs available for families with special needs. This class provides information on resources (on and off post) that are available for individuals with special needs.

POC: Army Community Service, 785-239-9435

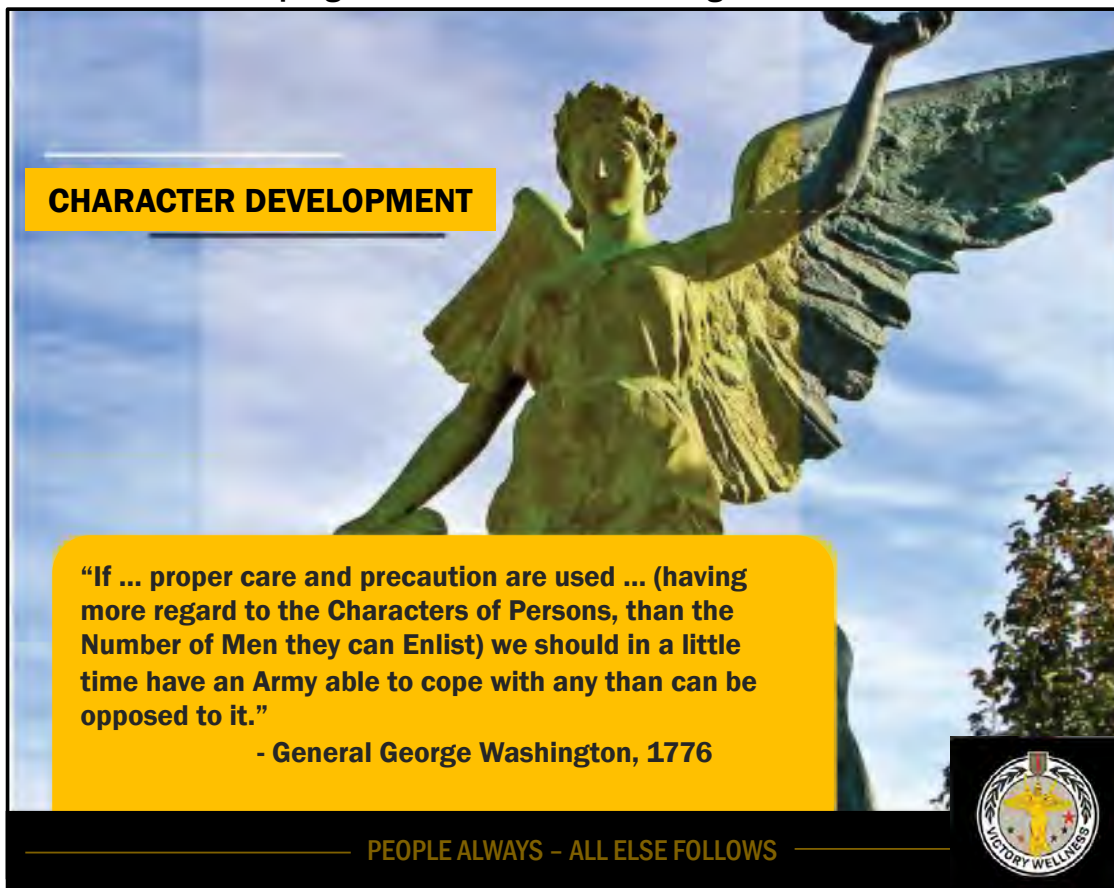
<https://home.army.mil/riley/index.php/about/dir-staff/dfmwr/acs>



CHARACTER DEVELOPMENT TAB PAGE BREAK
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CHARACTER DEVELOPMENT

A means to counter corrosive behavior while developing subordinates and building cohesive teams



Why our Character matters
 Character Defined
 Ethics & Morals, Principals & Values, Beliefs & Virtues
 How we develop Character
 Leader’s Strategy
 Leader Engagement Thought Jogger
 Counseling
 Character, Competence and Cohesive Teams
 Eliminating Misconduct



WHY CHARACTER MATTERS



Members of C Company, 16th Infantry Regiment, 1st Infantry Division assault the Easy Red Sector of Omaha Beach, June 6th 1944.

Since the inception of our Army in 1775, the development of Character in our Soldiers remains critically important for facing and overcoming the enduring challenges of warfare. Trusted Army professionals of character, competence, and commitment inspire cohesive teamwork based on mutual trust; continuously strive for situational understanding; take disciplined initiative bounded by the Army Ethic and the leader's intent.

We must be able to Fight and Win our Nation's Wars in the right way. Peer and near-peer opponents will drive large-scale conflicts that are hyperactive, exponentially more lethal, and unforgiving to those unprepared.

Units will operate in complex terrain, in and among populations, and may be widely separated without communication, resupply, or accurate situational understanding. These conditions in the character of war will present ethical challenges, where success emerges from leaders and Soldiers who can effectively exercise mission command; and mission command demands mutual trust, and **TRUST REQUIRES CHARACTER.**

DEFINING CHARACTER

Character: From the Greek word *Charassein*. Meaning to sharpen, to chisel, or to imprint on the soul.

- Intrinsically, character is “**one’s true nature, including identity, sense of purpose**, values, virtues, morals and conscience.”
- Operationally, doctrine defines character as “**Dedication and adherence to the Army Ethic**, including Army Values, as consistently and faithfully **demonstrated in decisions and actions**.”
- Our moral and ethical qualities that help us determine **what is right** and provide a reason to act accordingly.
- One’s character is outwardly represented by their purpose, discipline, and attitude. Consequently, **our circumstances not only shape our character, they reveal it**.
- We define character as those interpenetrable and **habitual qualities within individuals and applicable to organizations** that both constrain and lead them to desire and pursue personal and societal good.
- The Five Attributes of Character include the **Army Values, Empathy, the Warrior Ethos, Discipline and Humility**.
- Character is best considered as a multi-dimensional construct consisting of:

Moral Discipline → the individual’s ability to constrain their personal appetites on behalf of the supposed needs of a greater societal good.

Moral Attachment → reflects the affirmation of our commitments to a larger community (such as the Army).

Moral Autonomy → a person has both the necessary discretion and skills of judgement at their disposal to freely act morally.



ETHICS & MORALS



Ethics and morals provide a distinction between what is deemed to be good and bad, what is deemed to be bad versus wrong. The key to understanding the difference between ethics and morals is to look at the level which a person is able to internalize certain standards. According to the Values Institute, Ethics is the act of systematizing, defending, and recommending concepts of right and wrong behavior at an organizational level. However, Morals is the personal adoption and application of those recommended concepts. For example, a person may follow the ethics mandated by an organization but may not have any morals at all because they have not internalized any of the standards that they are following.



PRINCIPALS & VALUES

Principles and values are commonly used as an expression of one's moral position. Stephen Covey, the author of the 7 Habits of Highly Effective People, suggest principles are an objective reality that is not bound by cultures and individuals; thus, they are universal. Principles include fairness, honesty and integrity, and other such undisputable standards. In contrast to the universal and constant nature of principles, values are internal, subjective, and flexible beliefs that people hold regarding ideas or issues. For example, everyone views honesty as principle that everyone must uphold due to its universal correctness, while being Loyal and Respectful are values that Soldiers uphold due to their relevance to the Army and Profession of Arms.

VIRTUES & BELIEFS



Virtues are traits or qualities that are considered morally good. They encompass parts of ethics and morals as an assessment of a person's morals as defined by a group of people. For example, someone may define hard work as a virtue. Moreover, virtues are attitudes, dispositions, or character traits that enable a person to be and to act in ways that are aligned with established principles.

Beliefs are the thoughts underlying both virtues and morals. Building a belief or a belief system in its entirety is the process through which ethics and principles being a collective expression of 'good' that typically reside outside of the person in the external environment become internalized and transform into morals and virtues which are an individual expression of 'good' that typically reside within the person.

HOW CHARACTER DEVELOPS

We are not born with our character, nor is our character defined in a single act. Much of our character is the result of choices and outcomes over a period of time. Darren Hardy, author of *The Compound Effect*, suggest choices are at the root of every one of our results. Each choice starts a behavior that over time becomes a habit. You alone are responsible for what you do or don't do, or how you *respond* to what's done to you.



Tanks from the 1st Infantry Division conduct live fire exercises with NATO allies in Eastern Europe.

Based on universal principals, group ethics, and personal beliefs, people develop a distinct set of morals, values and virtues, unique to the individual. On this foundation, a person develops their character as they endure and respond to life experiences. This defines their identity, true nature, and purpose of being.

As Soldiers enter the Army, leaders must recognize that Soldiers' personal values, virtues and morals are all different, all developed by a unique set of experiences and circumstances.

Unfortunately, not every Soldier's character aligns with the Army. Therefore, leaders must take action. The first step towards change is awareness. Leaders must enable Soldiers to become aware of their character; thus both the leader and follower **UNDERSTAND** the choices that led them to this point.



ASSESSING CHARACTER

The Army Resiliency Directorate defines Character as a collection of your personal qualities. Additionally, they outline Character Strengths categorized into six virtues.

WISDOM	COURAGE	HUMANITY	JUSTICE	TEMPERANCE	TRANSCENDENCE
Creativity	Bravery	Kindness	Fairness	Forgiveness	Appreciation of beauty & excellence
Interest	Valor	Love	Leadership	Humility	Gratitude
Curiosity	Industry	Social	Teamwork	Prudence	Hope
Judgement	Honesty	Intelligence	Citizenship	Self-regulation	Humor
Love of learning	Perseverance	Intimacy	Duty	Mercy	Spirit
Perspective	Zest	Generosity	Loyalty,	Caution	Optimism
Critical Thinking	Enthusiasm		Equity		Sense of Purpose
Originality	Integrity				

A PRACTICAL METHOD

- 1) **CONDUCT AN ASSESSMENT:** Direct subordinates to conduct an online questionnaire that provides them with direct feedback regarding their individual character strengths.

Use this: <https://www.viacharacter.org/>



- 2) **INTERNALIZE FEEDBACK:** Leader and Soldier discuss aspects of the feedback, enabling the subordinate to understand the analysis of their character.
- 3) **GROUP DISCUSSION:** Leader and subordinates discuss role of character, why it matters, and how strengthening individual character improves team cohesion and performance using the BR1 Character Development Tools.
- 4) **INSPIRE ACTION:** Leaders enable subordinates to develop an agentic motivation perspective to character formation

A CONTINUOUS PROCESS

The BR1 Character Development Process is continuous. Leaders' efforts in continuous **UNDERSTANDING**, continuous **COMMUNICATION**, and continuous **ACTION** must be enduring. Every cycle bolsters trust and team cohesion. If the process degrades, trust and cohesion will deteriorate accordingly.



As leaders engage Soldiers, they must generate **SHARED UNDERSTANDING** by (1) creating an environment of psychological safety, (2) learning Soldiers' socialization, then (3) developing awareness & understanding among both parties. A shared understanding between Soldier and Leader is the gateway to establishing mutual trust.

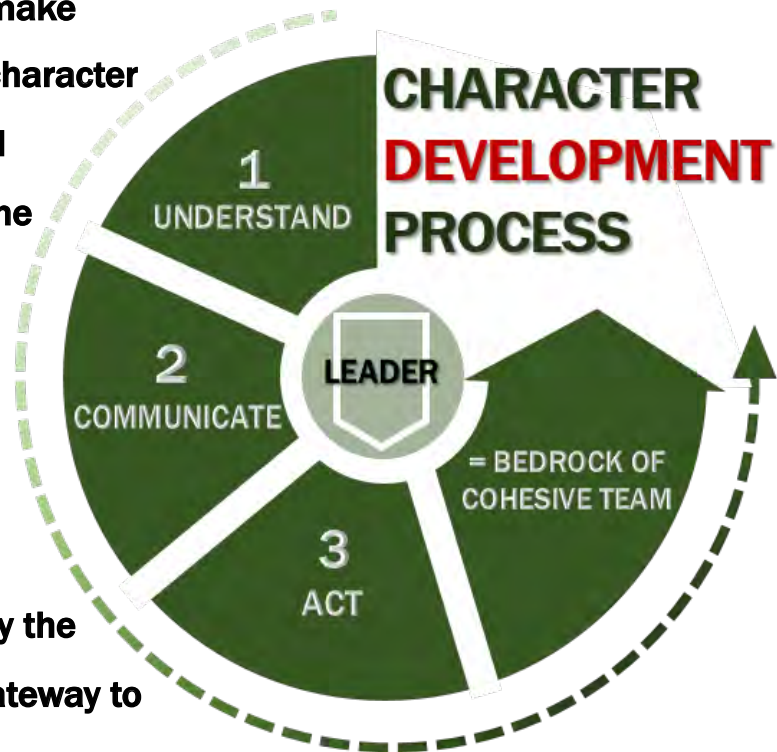
Leaders then **COMMUNICATE** the Army Ethic. Leveraging the Soldier's awareness, leaders influence through purpose and actions to internalize the Army Ethic. Leaders define standards of personal and professional conduct, and reinforce purpose.

Great leaders take **ACTION**. With a shared understanding between the Soldier and Leader, now on a foundation of mutual trust, the leader must demonstrate the Army Ethic through actions while operating according to the Army Leadership Requirements Model.



LEADERS UNDERSTAND

The first step towards change is to make others aware of what formed their character to this point. Therefore, Leaders and Soldiers must both **UNDERSTAND** one another. To achieve shared understanding, the leader must create an environment of psychological safety, learn about the Soldier's socialization using the VIA Character Inventory, then solidify the shared understanding. This is the gateway to building trust.



Create an environment of psychological safety. This allows Soldiers to willingly share the experiences of their past in an effort for leaders to empathize with them. People who are fearful of consequences such as shame, embarrassment, or criticism will withhold actions or information that may risk those consequences.

Learn your Soldiers' socialization. Leaders must recognize that every single Soldier's background is unique. They are based on variables such as childhood experiences and upbringing, geography, social interactions, family dynamics, culture, education, religion, economics and finances to name a few.

Acknowledge your unconscious bias.

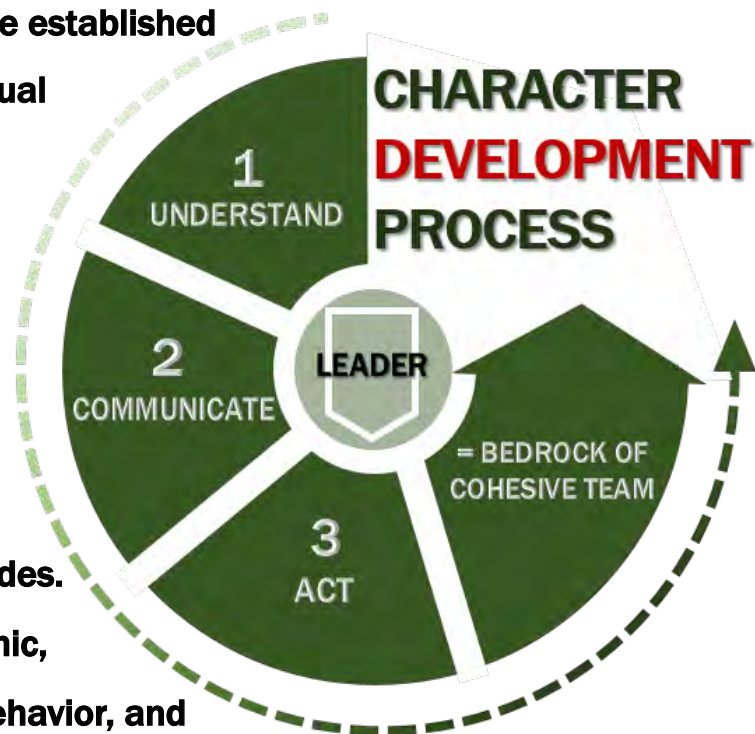
Solidify understanding. Through active, attentive listening, leaders must develop understanding of Soldiers' socialization, then form an understanding of what shaped their character to this point. A shared understanding between Soldier and Leader is the gateway to establishing mutual trust. Therefore, enabling the character development process.

LEADERS COMMUNICATE

Now that the leader and follower have established a basic level of trust founded on mutual understanding of each other, leaders must consistently **COMMUNICATE**.

Communication is not just talking to Soldiers, it is listening, routine actions and reactions, a demonstration of discipline, messaging, your priorities, and attitudes.

Start by communicating the Army Ethic, defining standards of conduct and behavior, and reinforcing a Soldier's purpose.



Communicate the Army Ethic. Leveraging the Soldier's awareness, we influence through purpose and actions to internalize the Army Ethic - honorable servants of the nation who demonstrate character, competence, and commitment to the team, the mission, and each other.

Define standards of conduct. Recognizing Soldiers' socialization, leaders must define and articulate acceptable and unacceptable behavior; both which are managed through self-discipline. This includes expectations on and off duty, and the mechanism of accountability.

Reinforce purpose. Purpose is the reason people act, their motive. Leaders trigger intrinsic motivation by communicating the greater purpose for every task and every mission.



The Army Ethic **The Heart of the Army**

The Army Ethic includes the moral principles that guide our decisions and actions as we fulfill our purpose: to support and defend the Constitution and our way of life. Living the Army Ethic is the basis for our mutual trust with each other and the American people. Today our ethic is expressed in laws, values, and shared beliefs within American and Army cultures. The Army Ethic motivates our commitment as Soldiers and Army Civilians who are bound together to accomplish the Army mission as expressed in our historic and prophetic motto: *This We'll Defend*.

Living the Army Ethic inspires our shared identity as trusted Army professionals with distinctive roles as *honorable servants*, *Army experts*, and *stewards of the profession*. To honor these obligations we adopt, live by, and uphold the moral principles of the Army Ethic. Beginning with our solemn oath of service as defenders of the Nation, we voluntarily incur the extraordinary moral obligation to be trusted Army professionals.

Trusted Army Professionals are

Honorable Servants of the Nation—Professionals of Character:

We serve honorably—according to the Army Ethic—under civilian authority while obeying the laws of the Nation and all legal orders; further, we reject and report illegal, unethical, or immoral orders or actions.

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.

In war and peace, we recognize the intrinsic dignity and worth of all people, treating them with respect.

We lead by example and demonstrate courage by doing what is right despite risk, uncertainty, and fear; we candidly express our professional judgment to subordinates, peers, and superiors.

Army Experts—Competent Professionals:

We do our duty, leading and following with discipline, striving for excellence, putting the needs of others above our own, and accomplishing the mission as a team.

We accomplish the mission and understand it may demand courageously risking our lives and justly taking the lives of others.

We continuously advance the expertise of our chosen profession through life-long learning, professional development, and our certifications.

Stewards of the Army Profession—Committed Professionals:

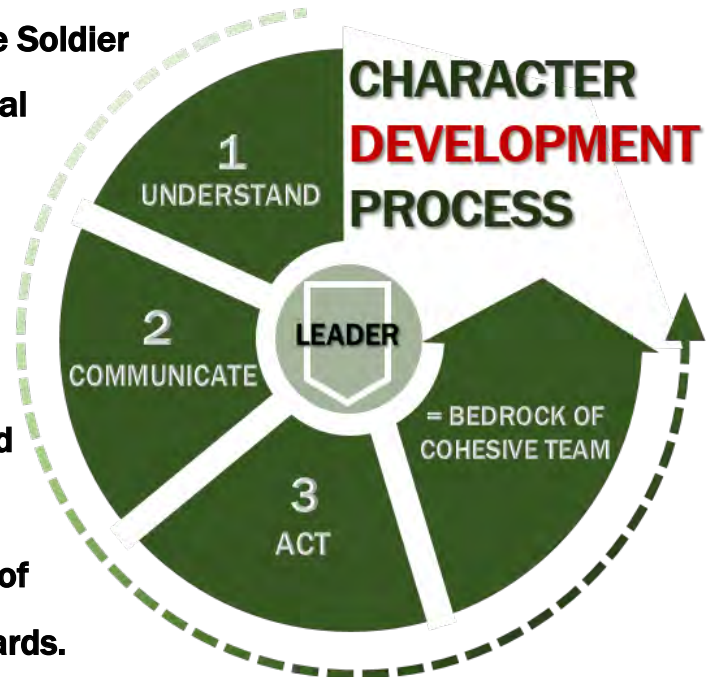
We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

We wisely use the resources entrusted to us, ensuring our Army is well led and well prepared, while caring for Soldiers, Army Civilians, and Families.

We continuously strengthen the essential characteristics of the Army Profession, reinforcing our bond of trust with each other and the American people.

LEADERS ACT

With a shared understanding between the Soldier and Leader, now on a foundation of mutual trust, the leader must demonstrate the Army Ethic through actions. Be the role model that you aspire to be. Leadership is the most essential element of Combat Power. Therefore, leadership must be, and can only be, the single factor that unites individual Soldiers behind a common set of professional values, behaviors and standards.



The ARMY'S LEADERSHIP REQUIREMENTS MODEL aligns expectations with development activities. Leaders apply the attributes (*Character, Presence, and Intellect*) and competencies (*Leads, Develops and Achieves*) that prepares them for the situations they are likely to encounter.

COMPETENCES are skills leaders train, while **ATTRIBUTES** encompass enduring personal characteristics which are molded through experience and time. Leaders develop Soldiers' skills, such as being an effective machine gunner, along with developing their character; to be a brave machine gunner. Leaders do this by modeling brave behavior, highlighting historical Soldiers who demonstrated the Warrior Ethos, and communicating risk of inaction.

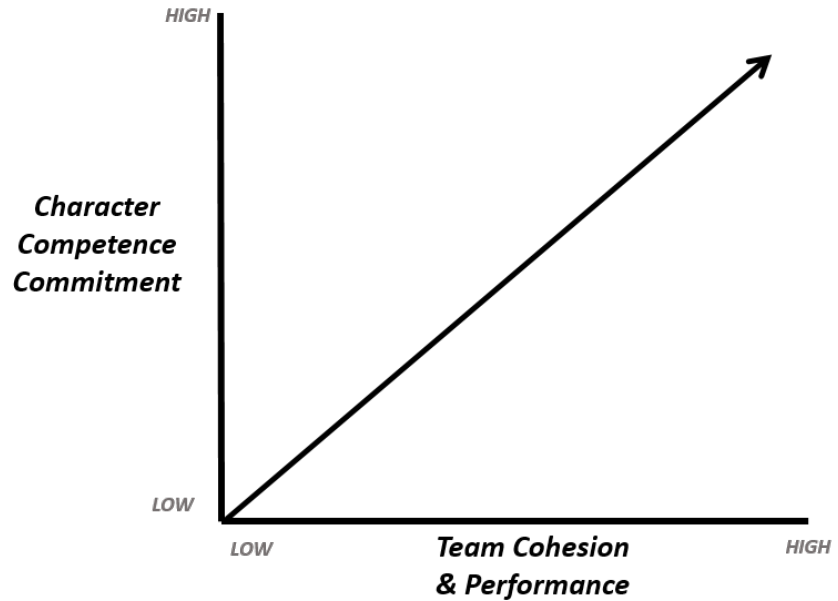
Become and remain a leader of character through a process involving day-to-day experiences and internal fortitude. While education, self-development, counseling, coaching and mentoring can refine outward signs of character, modifying deeply held values is the only way to change character. Leaders are responsible for their own character, while providing consistent encouragement to subordinates.



AN ETHIC TO ENABLE DOMINANCE

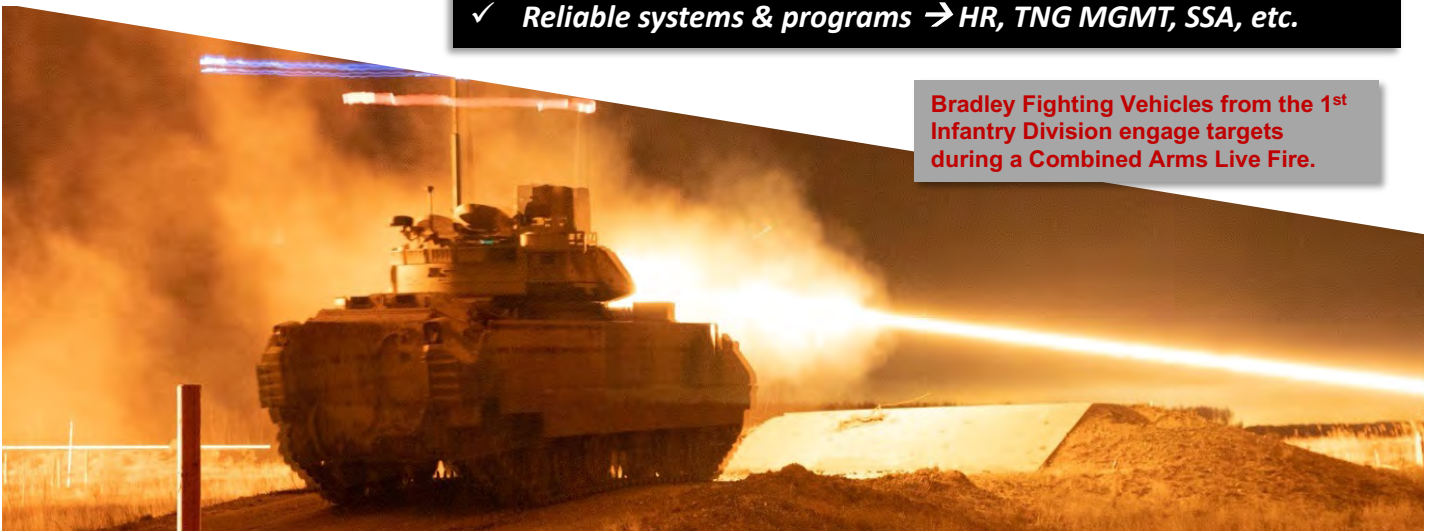
Leaders inspire the Army Ethic

- ✓ Develop disciplined Soldiers of strong moral **CHARACTER**
- ✓ Train Soldiers to be **COMPETENT** in their warfighting tasks and drills
- ✓ Communicate a purpose that inspires **COMMITMENT** to the team, the Army, the mission and each other



The stronger the adherence to the Army Ethic, the stronger the team and their collective accomplishments

- ✓ Fit across 5 dimensions of strength → Ready Soldiers & Families
- ✓ Exemplary conduct → devoid of corrosive behavior
- ✓ Maintained Equipment → High ORR
- ✓ Lethal Formations → "T" in METL and supporting tasks
- ✓ Esprit de Corps → Possess a bias for action
- ✓ Reliable systems & programs → HR, TNG MGMT, SSA, etc.



Bradley Fighting Vehicles from the 1st Infantry Division engage targets during a Combined Arms Live Fire.

LEADER ENGAGEMENT THOUGHT JOGGER

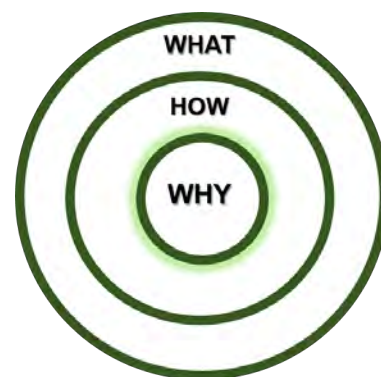
Team cohesion is driven by five measurable factors:

1. Everyone in the group talks and listens in roughly equal measure, keeping contributions short.
2. Members maintain high levels of eye contact, and their conversations and gestures are energetic.
3. Members communicate directly with one another, not just the leader.
4. Members carry on back-channel conversations with the team.
5. Members periodically break, go exploring outside the team, and bring information back to share with others.

These communicate one powerful overarching idea: ***We are safe and connected.***

- Every engagement is an opportunity to bolster psychological safety by using three belonging ques:
 1. Energy: Leader invest in the exchange that is occurring.
 2. Individualization: Leader treats other person as unique and valued.
 3. Future Orientation: Leader signals the relationship (and growth) will continue.
- Demonstrate humility. People have a natural tendency to hide weakness to appear competent.
- To create psychological safety, leaders must actively invite input.
- The purpose is vastly more important than the task. Routinely communicate overarching purpose!

*Every organization knows **WHAT** they do. Good organizations even know **HOW** they do it. But the best organizations know **WHY** they do it. Leaders who consistently communicate **WHY** Soldiers are doing something will outperform others - always.*



- Aim to build rapport; total responsiveness between two people.
- Work to see the other person's perspective; then exploit commonalities.
- Careful with criticism. Conveying it the wrong way puts others on the defensive. Consider this...

“I’m giving you these comments because I have very high expectations and I know you can reach them.”

This statement delivers the underlying themes:

- 1. You are part of this group.**
- 2. This group is special; we have high standards here.**
- 3. I believe you can reach those standards.**



COUNSELING THOUGHT JOGGER

According to American author, Dale Carnegie, there is only one way to get anyone to do anything; and that is by making the other person want to do it. Although fear and threats might be an effective tactic, they unquestionably result in undesirable repercussions. The only way to get people to do anything is to give them what they want. And Dr. John Dewey, one of America's most profound philosophers suggest the "deepest urge in human nature is the desire to be important."

"I have yet to find the person, however great or exalted his station, who did not do better work and put forth greater effort under a spirit of approval than he would ever do under a spirit of criticism." - Andrew Carnegie

COUNSELING TTPs

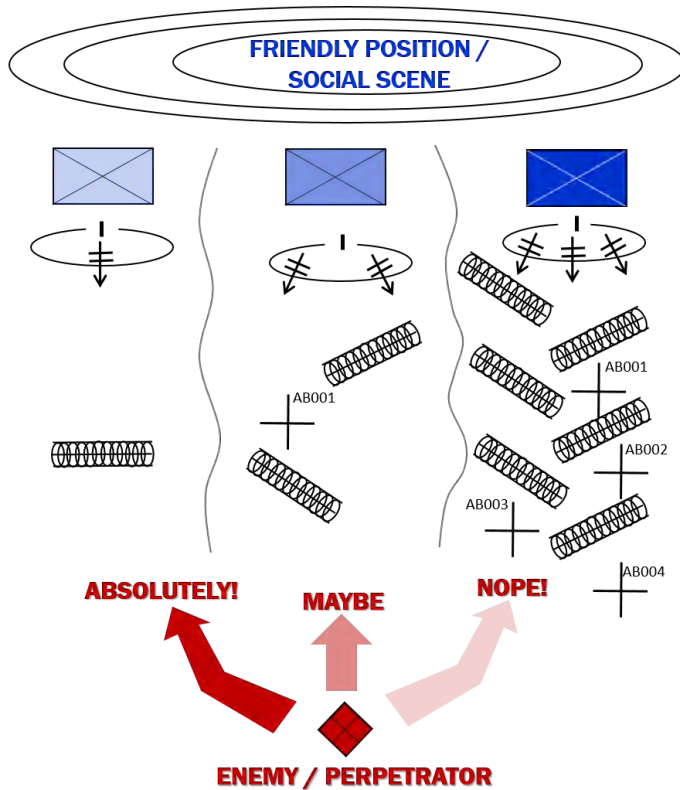
- Put away your phone; in a drawer or backpack. *SILENT Mode* on the desk is not enough
- Begin the session by demonstrating interest in subordinate's personal life
- Tie expectations to Army Ethic and the Army Leadership Requirements Model
- Find a reason to give praise
- Follow criticism with a thorough development plan
- What stands between subordinates and their goals is their behavior
- Help subordinates change their trajectory caused by habits

YOU → CHOICE + BEHAVIOR + HABIT + COMPOUND = GOAL
(Decision) (Action) (Repeated Action) (Time)

- Ask the subordinate their recommendations for team improvement (they see it differently)
- Schedule a follow-up
- Communicate your appreciation of their work and progress

"The way to develop the best in a person is by appreciation and encouragement." – Charles Schwab

COHESIVE TEAMS



GREAT UNIT

- Created by highly effective leaders of **CHARACTER**
- Consist of people with good moral **CHARACTER**
- Exude a moral code intolerant to misconduct
- Avoided by Perpetrators
- Members' intrinsic motivation accomplishes mission
- Culture of **DISCIPLINE** drives greatness
- **WINNING** mindset enables standards to be exceeded

AVERAGE UNIT

- Created by passive **LEADERSHIP**
- Consist of Soldiers whose **CHARACTER** tolerates mediocrity
- At **RISK** for Sexual Misconduct
- Perpetrators will attempt to expose vulnerability
- Lack of purpose prevents cohesion, thus increases risk
- Missions usually accomplished by a few reliable Soldiers

BAD UNIT

- Created by Counter-Productive Leaders
- Members lack good **CHARACTER** and are blind to bad **CHARACTER**
- No unit cohesion = no psychological or physical safety
- At **High RISK** for Sexual Misconduct
- Attractive to Perpetrators
- Lack Discipline and Accountability
- Demoralized members rarely meet standards

"We are what we repeatedly do. Excellence, then, is not an act, but a habit." -Aristotle

Perpetrators will always exist. However, members of cohesive teams are less vulnerable to attack. Teams consisting of competent leaders, and Soldiers of character, both committed to the mission and each other, will deter the interest of would-be perpetrators. Those perpetrators quickly recognize the team's value in each other, and their intolerance for misconduct. Consequently, the perpetrator moves on to other targets.

The correlation between a team's standards of conduct in combat operations and their conduct off duty is no coincidence; but instead a direct result of excellent habits. Whether defending a hill, or out on the town, the team's ethic remains unchanged; guiding their behavior and actions.

The team's **CHARACTER** is defined by a moral code intolerant of mediocrity and misconduct alike, as both are viewed as an obstacle to the team and individual success. Consequently, their **CHARACTER**, **COMPETENCE**, and **COMMITMENT** to each other repel both an assaulting enemy and a lurking perpetrator.

Unfortunately, the opposite is true of bad units. They can expect to be plagued with misconduct, distrust, and targeted by an assaulting enemy and perpetrator.



ELIMINATING MISCONDUCT

ROOT PROBLEMS	IMPACT ON TEAM	COUNTER ACTIONS
"THE PERPETRATOR" <ul style="list-style-type: none"> Bad people doing bad things Looking to attack Possesses poor character Seek opportunity in weak teams (Low Risk) Avoids strong, cohesive teams (High risk) 	Sexual Assault & Unethical Behavior <ul style="list-style-type: none"> = unimaginable trauma to a valuable teammate = the loss of a teammate and a gap in unit capability = degraded unit cohesion = degradation in readiness = loss of trust within the Chain of Command 	Teach Awareness & Intervention <ul style="list-style-type: none"> Clarify standards of conduct and behavior Maximize awareness of perpetrators' actions SARC/VA taught IS-STX BR1 Ambassador Course Leaders empower everyone to intervene
"THE POORLY INFLUENCED" <ul style="list-style-type: none"> Good people doing bad things Influenced by those with poor character Malleable Character Conforms to the present culture Seeking inclusion 	Misconduct & Mediocre Performance <ul style="list-style-type: none"> = harassment in multiple forms = Equal Opportunity issues = team division caused by "cliques" = average scores in MOS related metrics = lack of unit pride 	Implement Character Development <ul style="list-style-type: none"> Understand individual socialization Communicate standards and purpose Demonstrate Army Ethic through actions Link EVERYTHING to TRUST Be a role model
"THE POORLY LED" <ul style="list-style-type: none"> Counterproductive leaders Character unassessed by superiors Feel no connection to the team Lack discipline and accountability People at risk of attack or persuasion 	Degradation in Everything <ul style="list-style-type: none"> = low performance = low unit cohesion = increased risk of all misconduct (SHARP, EO, Drugs) = low retention of good Soldiers = lingering bad Soldiers = an increased attraction of perpetrators 	Build the Team <ul style="list-style-type: none"> Train hard as a unit Complement with Character & Leader Development Enforce a climate of discipline and accountability Cultivate a Winning Mindset Trigger intrinsic motivation through purpose

THE KEY TO BUILDING A TRUSTED, COHESIVE, HIGH-PERFORMING TEAM IS TO IMPLEMENT ALL THESE MEASURES INTO A ROUTINE CYCLE OF TRAINING AND DEVELOPMENT

LEADERSHIP ACTIONS:

- ❖ Consistently assess your team
- ❖ Understand individual socialization through candid conversations
- ❖ Communicate standards of conduct and behavior
- ❖ Develop awareness of would-be perpetrators and their methods
- ❖ Conduct Intervention Skills Training Exercises
- ❖ Inspire the action of active bystanders
- ❖ Plan for deliberate Character and Leader Development
- ❖ Cultivate a winning mindset
- ❖ Trigger intrinsic motivation by providing purpose
- ❖ Train hard as a unit

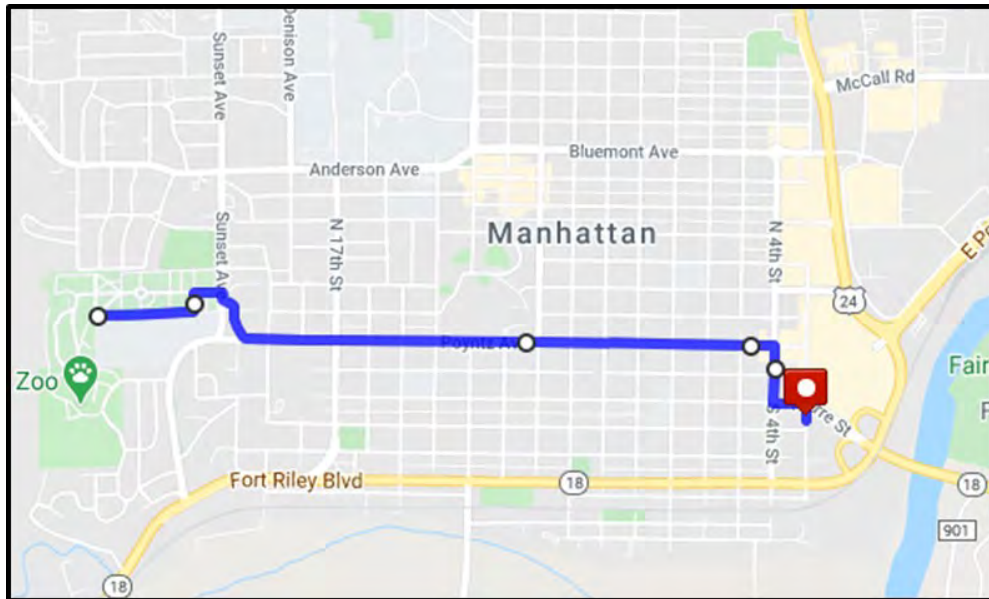
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FOUNDATIONAL TAB PAGE BREAK
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Foundational Day Example: Manhattan Military Run and Selfless Service Discussion



Run Route: Out and Back Run // Total Distance: 4.5 miles

Start: Accountability at Flint Hills Discovery Center

Stop 1: Fort Riley Military Road Plaque (Highlight History and civ-mil connection)

Stop 2: PVT Callahan (MOH) Gravesite and G.A.R Monument (Civil War history)

Stop 3: Gold Star Mother Memorial (selfless service and sacrifice)

Mission: Conducts off-post PT, section discussions, and counseling IVO Manhattan, KS, and Fort Riley Cantonment to build cohesive teams based on trust and pay honor to other's sacrifice developing unit cohesion and selfless service Army Value development.

Timeline:

0630-0745	Manhattan Military Run
0800-930	Off-post breakfast with discussion
0930-1030	Hygiene / RTB FRKS
1030-1130	Shop discussion on the importance of selfless service and remembering the sacrifice of past generations, and Teal Hash
1130-1300	Lunch
1300-1430	Counseling
1430-1500	Barracks / housing inspections
1500	BRO time release

Soldier Strengths Addressed: Physical

Location: Manhattan/ BDE HQ / on-post residents

Primary Instructors & Unit Lead: CO CDR & 1SG

Uniform: Civilian PTs, duty uniform

Concept of the Operation:

Phase I Planning and Preparation: Begins with receipt of mission and ends with accountability in Manhattan, KS. During this phase, the CONOP will be published, counselings prepared, coordinated completed with Manhattan Parks and Rec (Sunset Cemetery).

Phase II: Execution: This phase begins with accountability and ends at BRO time. During this phase, Soldiers conduct a group run to various military memorials and monuments in Manhattan, KS with deliberate reflections at each site. Following PT, Soldiers reflect on lessons from the run and relate them to TIMS during section off-post breakfast. Following hygiene, the shop will consolidate to share conversations from the TIMS discussion and continue discussions on the importance of selfless service and Teal Hash. The afternoon closes out with counseling, and on-post housing/barracks inspections.

Phase III: Release and AAR: This phase begins with BRO time release and ends with consolidation of AAR comments NLT one week later.



Foundational Day Example: Rappel Tower Trust/Team Building



Mission: Conduct rappel training on Fort Riley & Army Values discussion on Victory Wellness Foundational Day IOT Build unit cohesion and Character, confidence, and teamwork.

Timeline:

0700-0800 Range opened
0800-0900 Safeties certified/tower set up
0900-0915 Accountability / safety brief
0915-1015 Tower brief, classes
1015-1200 Rappel operations
1200-1300 Lunch with moderated discussions on trust, emotions, teamwork, Teal Hash
1300-1400 Squad rock wall competition and counseling
1400-1500 Barracks inspections
1500 BRO-time release

Location: Custer Hill Rappel Tower

Primary Instructors: CO CDR & 1SG

Uniform: OCPs uniform, ruck with EIB packing list, IOTV, ACH, leather/rappel gloves, water source

Equipment: Litter, CLS bag, ASIP, water cans, ropes

Concept of the Operation:

Phase I Planning and Preparation: This phase begins with the planning and preparation and ends with movement to the parking lot. Critical to this phase is coordination of speaking parts, printing packets, and explaining why we are executing this training. MRE provided as breakfast during Ruck.

Phase II: Historic Ruck Execution: This phase begins with link up in the parking lot and ends with Soldiers moving back to barracks room. Critical to this phase is group participation, social distancing, and personnel accountability.

Phase III: Barracks Inspection and counseling: This phase begins when Soldiers arrive back at their barracks room for hygiene. Next is a focused discussion character development and teal hash during lunch. Phase ends when all rooms have been inspected by Company and PLT Level Leadership. Critical to this phase is identifying any maintenance issues in rooms, correcting any deficiencies, and reinforcing good order and discipline.

Foundational Day Example: National WWI Museum Visit and Duty Discussion



Mission: conduct a visit and tour of the National World War I (WWI) Museum In Kansas City on 30 APR 21 in order to inform Soldiers about the history of the Big Red One, build esprit de corps and build pride and comradeship in their team.

Timeline:

0730: Formation and Accountability
 0800: SP from 7858 Drum St.
 1000: Arrive to WWI Museum in KCMO
 1100: WWI Tour Begins
 1300: WWI Tour Ends
 1330: SP from KC to FRKS
 1530: Arrive to FRKS and release for the week-end.

Soldier Strengths Addressed: Social

Location: WWI Museum – Kansas City, MO

Primary Instructors & Unit Lead:

WWI Museum Tour Guides, CO

Uniform: Appropriate Civilian Attire

Concept of the Operation:

Phase I Planning and Preparation: Begins with receipt of mission and ends with accountability at the COF. During this phase, the CONOP will be published, the tour of the WWI Museum will be coordinated and possible discussion topics developed.

Phase II: Execution: This phase begins with accountability and ends at BRO time. Upon arrival to the WWI Museum, the company link up with the provided tour guide. The tour is scheduled to begin at 1100 hours and will last an estimated 2-hours total. Upon completion of the tour, Soldiers will have the opportunity to browse the WWI Memorial and Museum prior to departure back to FRKS.

Phase III: Release and AAR: This phase begins with BRO time release and ends with consolidation of AAR comments NLT one week later.



Foundational Day Example: Fort Riley Stray Facility Volunteer Visit



Mission: conduct volunteer activities at the Fort Riley Stray Facility to build emotional strength and unit pride.

Timeline:

0630-0800 PRT (Team Sports)
0900 Safety brief
0905 Facility Tour
0915-0930 Pet Feeding
0930-1000 Pet Play
1000-1030 Emotional Strength/Stress Management/ Volunteering discussion
1045 RTB Battalion AO
1300-1430 Counseling
1430 Barracks Inspections
1500 BRO Time Release

Soldier Strengths Addressed: Social/Emotional

Location: Fort Riley Stray Facility

Primary Instructors & Unit Lead:

PL and PSG

Concept of the Operation:

Phase I Planning and Preparation: Begins with receipt of mission and ends with arrival at site. Soldier allergies are identified, CONOP published, coordination completed with facility staff, COVID mitigation requirements identified.

Phase II: Execution (Stray Facility Visit): This phase begins with arrival at the stray facility and ends with RTB to BN AO. Soldiers will provide volunteer support to the stray facility and assist with feeding, cleaning, and interacting with animals on site in order to improve the animal's welfare. Soldiers will conduct a deliberate discussion about different methods to build emotional strength and conduct stress management with the facility visit serving as a concrete experience. Leaders will also promote volunteering and the sense of worth created by helping others as a positive way for Soldiers to be involved in their community.

Phase III: Counseling and Inspections: The unit will close out the afternoon with monthly counseling and barracks inspections followed by BRO time release.

Foundational Day Example: Paintball and Personality Assessment



Mission: conduct a victory wellness foundation-
al day focusing on how Soldier's emotions are
effected by stress

Timeline:

0800 – 1000: Paintball Warrior Adventure Quest
through Fort Riley outdoor recreation

1030-1130: Myers-Briggs Personality Assess-
ment

1130 – 1300: Squad Lunch

1300 – 1500: Counseling between Soldiers and
Squad Leaders

Soldier Strengths Addressed: Physical/ Emo-
tional

Location: Fort Riley Outdoor Recreation

Primary Instructors & Unit Lead:

Warrior Adventure quest facilitator and Squad
leaders

Uniform: appropriate civilian clothes

Concept of the Operation:

Phase I Planning and Preparation: Begins with
receipt of mission and ends with arrival at FRKS
outdoor recreation. This phase includes coordi-
nating with FRKS Warrior Adventure Quest for
paintball, preparing Soldier counseling packets
and publishing the CONOP.

Phase II Paintball: This phase begins with arrival
at outdoor recreation and ends with the turning
in of all paintball equipment. Soldiers will begin
the day with a paintball Warrior Adventure Quest.
The activity will enable Soldiers to reset after
they deploy in place mission and build emotional
resiliency by connecting their emotional respons-
es they experienced during paintball to how they
react to emotional stressors in their daily lives.

Phase III: Personality Tests and Consoling: This
begins after all paintball equipment is turned in
and ends when Soldiers are released for BRO
time. Soldiers will complete a Myers-Briggs
personality assessment in order to gain a better
understanding of their personality, how different
personalities perceive the world differently and
the importance of respecting those differences.
Soldiers will then be released to have lunch with-
in their squads. In the afternoon, squad leaders
will conduct one on one counselings with their
Soldiers. The unit will end the day with a discus-
sion on how personality types can effect commu-
nication and dialogue .



Foundational Day Example: Diversity and Respect



Mission: Conduct a diversity focused Foundational Day IOT build social strength

Timeline:

0630-0800: Team sports PT

0900-1130: “What would you do?” activity

1130 – 1500: Cultural Potluck and Personal stories about upbringings, culture

Soldier Strengths Addressed: Social

Location: Unit Motor pool Classroom

Primary Instructors & Unit Lead:

Chaplain

Uniform: appropriate civilian clothes

Concept of the Operation:

Phase I Planning and Preparation: Begins with receipt of mission and ends with accountability formation. This phase includes preparing event venues, publishing food safety guidance and publishing the CONOP.

Phase II: Execution: This phase begins with PRT accountability formation and ends when all Soldiers are released for BRO time. The morning will consist of a What Would You Do activity focused on what Soldiers would do when confronted with making a decision to act on a situation or not. The scenarios examined will be praying in public and when a worker confronts a customer wearing a confederate flag jacket.

The afternoon will be devoted to a cultural potluck for lunch and sharing Soldier’s different cultures. In order to build unit cohesion, morale, and awareness, the BDE UMT will host a cultural potluck to increase awareness of the diversity of different meals that SM’s consume. Everyone will be encouraged to bring food they grew up on and/or is important to their family and culture. While eating, individuals will share stories about their upbringings and family culture to show that while everyone’s life and culture is different, we are on the same team and stronger because of our diversity.

Foundational Day Example: Field Leader's Reaction Course



Mission: Execute Foundational Day by hosting a competition at the FRKS Field Leader's Reaction Course (FLRC) with a emphasis of teamwork and problem solving.

Timeline:

0630-0800: SQD vs SQD relay races

0930-1130: FLRC Course

1130-1300: Lunch

1300-1400: FLRC Course

1400-1430: Teamwork/Respect discussion

1430-1445: Safety Brief and Release for the Weekend.

Soldier Strengths Addressed: Social, Respect, The Value of Teamwork

Location: FRKS Field Leader's Reaction Course

Primary Instructors & Unit Lead:

PL and PSG

Uniform: OCP, ACH, Gloves Eyepro.

Concept of the Operation:

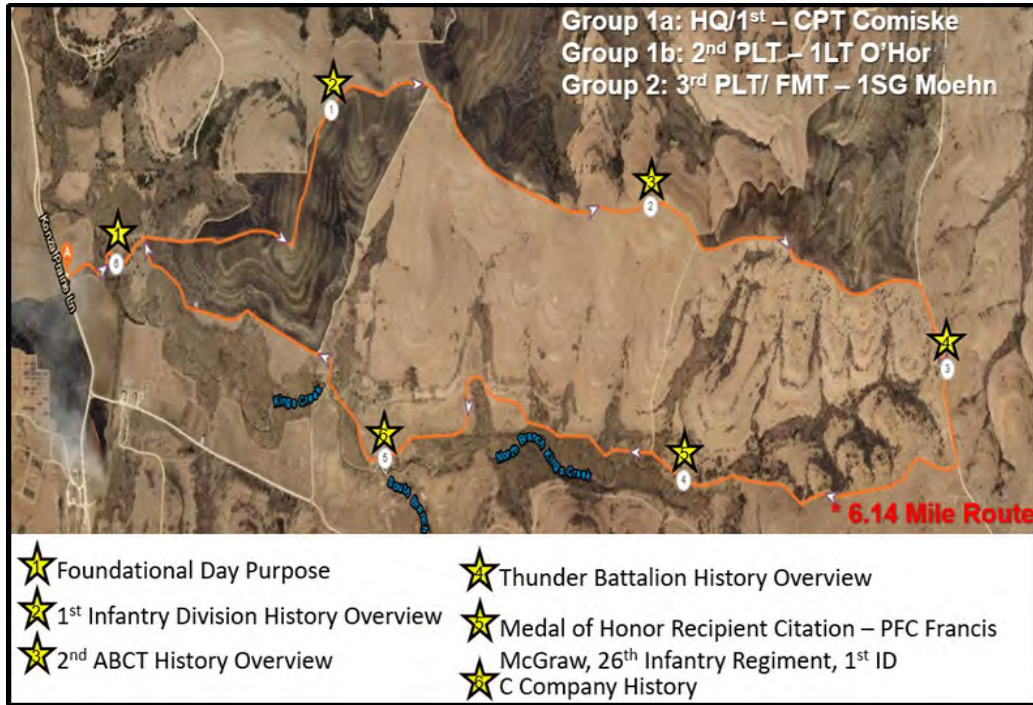
Phase I Planning and Preparation: Begins with receipt of mission and ends with accountability formation. This phase includes preparing event venues, publishing food safety guidance and publishing the CONOP.

Phase II: Execution: This phase begins with accountability formation and ends when all Soldiers are released for BRO time. The company will hold a competition between each platoon at the FRKS Field leader Reaction Course. Each platoon will be broken down into their respective teams and given a task for each FLRC lane. The first platoon to successfully complete each given FLRC lane will be declared the winner for this Foundational Day event. After completing the FLRC course a discussion will be help about the importance of respect to successful teamwork and why teamwork is vital to accomplishing our mission.

Phase III: Release and AAR: This phase begins with BRO time release and ends with consolidation of AAR comments NLT one week later.



Foundational Day Example: Historical Ruck and Character Development



Mission: Conduct a Team building History & Army Values Ruck for Victory Wellness Foundational Day on IOT Build unit cohesion and Character Development.

Timeline:

- 0630 HQ/ 1st /2nd PLT Accountability
- 0645 HQ/1st /2nd PLT Begin Ruck March
- 0700 3rd PLT/FMT Accountability
- 0715 3rd PLT/FMT Begin Ruck March
- 0815 Group 1a/b Finish Ruck March
- 0845 Group 2 Finish Ruck March
- 0900 Final Accountability
- 0900-1000 Hygiene
- 1000- 1500: Lunch and Character Development, Teal Hash discussion, counselings and Leader Barracks Checks.
- 1500 BRO Time

Soldier Strengths Addressed: Physical

Location: Konza Prairie and Fort Riley
 Primary Instructors & Unit Lead: CO CDR & 1SG

Uniform: Weather appropriate Civilian fitness attire, Rucksack (35lbs dry), Water Source. MRE Breakfast during Ruck.

Concept of the Operation:

Phase I Planning and Preparation: This phase begins with the planning and preparation and ends with movement to the parking lot. Critical to this phase is coordination of speaking parts, printing packets, and explaining why we are executing this training. MRE provided as break-fast during Ruck.

Phase II: Historic Ruck Execution: This phase begins with link up in the parking lot and ends with Soldiers moving back to barracks room. Critical to this phase is group participation, social distancing, and personnel accountability.

Phase III: Barracks Inspection and counseling: This phase begins when Soldiers arrive back at their barracks room for hygiene. Next is a focused discussion character development and teal hash during lunch. Phase ends when all rooms have been inspected by Company and PLT Level Leadership. Critical to this phase is identifying any maintenance issues in rooms, correcting any deficiencies, and reinforcing good order and discipline.

DISCUSSIONS



Effective communication and thoughtful discussion can build a stronger team. It enhances relationships, both in the workplace and at home. In addition to strength, we gain understanding of one another's feelings and are offered different perspectives that are as diverse as our Army.

As a member of a team, communication can boost productivity, efficiency, and innovation. We can increase loyalty, while simultaneously mitigating conflict. The understanding of ourselves and our teammates are key elements on the path to wellness.

“Try not to force your idea on someone, but rather think about it with him. If you feel you have won the discussion, that is the wrong attitude. Try not to win the argument; just listen to it.”

-Shunryu Suzuki, Zen Mind, Beginner's Mind: Informal Talks on Zen Meditation and Practice



HARD TOPICS



Building Character Through Hard Conversations



Hard Conversations on current events and leadership experiences in relation to the Army Values and Character Development are part of Foundational Days. See "How to have 'Hard Conversations'" in the Victory Wellness Leaders' Guide.

Summary of Current Events Topic on DUTY: Insurrection has led to dereliction of duty (OP-ED On COVID-19 Vaccinations)

The United States military presents itself as an institution ready to fight and win America's wars because it is the best led, best trained and best equipped in history. Polls of the most trusted institutions in America and a host of "thank you for your service" pronouncements indicate that Americans buy into this, though [recent polls indicate a slight downturn](#). A few facts might call this still-high confidence into question. America has won only one war since World War II — the 1990-91 Persian Gulf War.

Despite a clear, lawful order to get vaccinated, tens of thousands of active duty ([9,500 Marines](#), [5,360 sailors](#), [8,000 airmen and guardians](#), and [9,700 soldiers](#)) and reserve and National Guard service members have refused to be vaccinated, thereby disobeying a lawful order and being insubordinate. Insubordination in the military is the act of disobeying a lawful order of one's superior and is punishable under Article 91 of the Uniform Code of Military Justice. Service members have a long history of multiple vaccinations and they also have a long history of obeying lawful orders. Thus, this unprecedented mass insubordination stands out. Why is it happening?

It may be the result of the politicization of the vaccine and the fact that service members come disproportionately from parts of our nation and socio-religious orientations where resistance to vaccinations is greatest. When senior uniformed officials in the Pentagon decline to take immediate appropriate action to restore discipline in the military in response to mass insubordination, they are derelict in their duty to the institution, the nation and service members who obey the order. Dereliction of duty refers to the failure through negligence or obstinacy to perform one's legal or moral duty to a reasonable expectation. It also violates a basic military principle of "taking care of the troops" by exposing vaccinated troops to the unvaccinated.

Through this combination of mass insubordination and dereliction of duty at the highest ranks, the U.S. military has placed itself in a very dangerous position that could well lead to catastrophic failure. For graphic example, what happens when service members refuse to engage an enemy or a governor declines to commit National Guard troops to the federal government when ordered to do so? Senior uniformed officials have planted the seeds of greater insubordination by their dereliction of duty and thus jeopardized national security. Why this is so is a first order question. Congress and the American people deserve an answer — assuming either has the courage to ask it. Full article is available here: [Insurrection has led to dereliction of duty \(armymimes.com\)](#)

Discussion Questions:

- What are 2nd and 3rd order effects of soldiers refusing a vaccine?
- Are there different 2nd/3rd order effects from leaders refusing it?
- Should the COVID-19 vaccine be treated different than the smallpox vaccine?
- Should the COVID-19 vaccine be treated different than the flu vaccine?
- Do you agree with the author? Justify your answer why.



Building Character Through Hard Conversations



Hard Conversations on current events and leadership experiences in relation to the Army Values and Character Development are part of Foundational Days. See "How to have 'Hard Conversations'" in the Victory Wellness Leaders' Guide.

Summary of Current Events Topic: Black Lives Matter halts online fundraising after California, Washington threaten legal action: report (from Fox News)

[The Washington Examiner](#) reported that Black Lives Matter halted online fundraising Wednesday. "We take these matters seriously and have taken immediate action," a Black Lives Matter Global Network Foundation (BLMGNF) spokesperson said in a statement obtained by the outlet. "We have immediately engaged compliance counsel to address any issues related to state fundraising compliance. In the interim, we have shut down online fundraising as we work quickly to ensure we are meeting all compliance requirements."

BLACK LIVES MATTER 'DELINQUENT' ON FINANCIAL DISCLOSURES, RISKS TAX-EXEMPT STATUS, CALIFORNIA AG WARNS: REPORT

The Examiner on Tuesday published a letter — dated Jan. 31, 2022 — from California Attorney General Rob Bonta informing BLMGNF that it was prohibited from soliciting or disbursing funds due to its failure to submit an annual report for the 2020 tax year as required of charitable trusts. Bonta threatened to hold individual leaders personally liable for late fees. According to the outlet, Washington had already ordered BLM "immediately cease" all fundraising activities there on Jan. 5. FOX Business reached out to BLM for comment Thursday but did not immediately hear back.

An investigation conducted by the Washington Examiner found that BLM has not publicly named anyone in charge of its estimated \$60 million bankroll since its co-founder, Patrisse Cullors, resigned in May 2021. Cullors stepped down as executive director of the BLMGNF after six years at the helm, but none of the individuals she appointed to replace her ever came to an agreement with the internal leadership council. It's not known who's officially in charge. At the end of 2020 — the same year [George Floyd](#) died at the hands of a White police officer in Minneapolis, prompting protests and rioting across the nation — Black Lives Matter said in an impact report that it raised \$90 million, spent \$8.4 million in operating expenses, distributed \$21.7 million in grants to 33 other organizations and closed the year with a \$60 million balance.

The group's 2019 [IRS 990](#) report, which was filed in October 2020, showed no revenue, expenses or assets whatsoever before 2020 began. This is likely because, as the Washington Examiner reported, Black Lives Matter was not officially registered as a charity with the IRS until late 2020, and before that it funneled donations through other liberal charities.

Discussion Questions:

- What are your opinions of the organization "Black Lives Matter"? Have you visited their website to understand their mission statement/values?
- Is there a difference between the organization BLM, the movement and the phrase?
 - Can you talk about one without implying you are talking about the other two?
- Should Soldiers be allowed to attend BLM protests if they are publicly announced and planned as non-violent or non-destructive?
- Have you donated money to BLM or any other movement? How do you know what your money is being used for?
- What has BLM done that has been good? What have they done that has been bad?
- How could they use the money raised to best help communities?

"Hard Conversations" Topic

If units incorporate "hard conversations" into their Wellness training plans, they are responsible for training and certifying the leaders who will facilitate these discussions according to the 8-step training model.

Summary of Current Events Topic: 2LT Nazario's case in VA – 2LT Nazario, a US Army Soldier of African-American and Latino descent, was driving his new SUV with temporary tags home from the dealership on the night of 5DEC20 when a police cruiser flashed its lights, signaling him to pull over. 2LT Nazario slowed down and continued to drive for less than a mile before pulling over at a lighted gas station. At the gas station, two police officers drew their firearms and instructed him to exit the vehicle as 2LT Nazario held his hands out of the window to show he was no threat and expressed his fear about the situation to the officers. The officers made threatening statements to 2LT Nazario during the incident, and eventually pepper sprayed and handcuffed him. 2LT Nazario has since filed a federal lawsuit against the officers, claiming racial discrimination.

US Army Policies

What is the Army's Equal Opportunity policy?

• The Army will provide an environment that is free of unlawful discrimination. Discrimination occurs when someone, or a group of people, is harassed, intimidated, insulted, humiliated, or is treated less favorably than another person or group, because of their race, color, sex (to include gender identity), national origin, religion, or sexual orientation. It includes use of disparaging terms with respect to a person's race, color, sex (to include gender identity), national origin, religion, or sexual orientation which contributes to a hostile work environment. (AR 600-20, 24JUL2020)

What is the Army's definition of Respect?

• Treat people as they should be treated. In the Soldier's Code, we pledge to "treat others with dignity and respect while expecting others to do the same." Respect is what allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. And self-respect is a vital ingredient with the Army value of respect, which results from knowing you have put forth your best effort. The Army is one team and each of us has something to contribute. (army.mil)

Discussion Questions:

- What is the value of diversity within our formations?
- How is respect given/shown to others?
- Can we have respect for others that have different views than ours? Can different people have different views of world events?
- How does understanding another's different opinion build trust and respect in our squad?
- What does being disrespected look like to you? How does that make you feel towards the group/individual disrespecting you? Is there a way to repair disrespectful behavior within a group?
- Why is discriminatory behavior incompatible with the Army Values, especially Respect? How does disrespectful or discriminatory behavior affect the unit?

Building Character Through Hard Conversations

If units incorporate "hard conversations" into their Wellness training plans, they are responsible for training and certifying the leaders who will facilitate these discussions according to the 8-step training model.

Summary of Current Events Topic: In September 2020, MAJ Matthew Conner, the Executive Officer of 1-101 Attack Battalion, 101st Combat Aviation Brigade, went missing after a night of drinking in Gdansk, Poland at an off-limits nightclub and was not found until the next day. The incident occurred during 101CAB's nine-month rotation in EUCOM, when about forty members of the unit traveled to Gdansk to conduct a staff ride of WWII battlefields. The 15-6 investigation revealed that the group went out to dinner to celebrate the Battalion Sergeant Major's 40th birthday. By the end of the evening, many were heavily intoxicated and returned to their hotels. An unspecified number of Soldiers, including MAJ Conner, went to an off-limits nightclub. He was suspected of being drugged and his credit card was charged with thousands of dollars. The BN CDR and BN CSM organized a search party and eventually found MAJ Conner the next morning. The group completed an abbreviated staff ride, and the BN CDR did not report the suspected drugging to higher headquarters. In the weeks that followed, rumors circulated on social media as word of the trip spread through the unit. The investigation stated, "Not only is it questionable whether the purpose and intent of a (battalion staff ride) was met, but during the trip, multiple individuals exhibited lapses in judgment and leadership that are not expected of senior leaders in the Army." The BN CDR is in the process of retiring after receiving a General Officer Memorandum of Reprimand, and MAJ Conner is facing a separation review board. COL Joe Scrocca, USAEURAF, said in a statement, "The same standards of conduct and leadership apply here in Europe as they do in the United States... Our permanently stationed and rotational forces are expected to live by the same Army values."

US Army Policies

What is the Army's definition of Selfless Service?

• Put the welfare of the nation, the Army and your subordinates before your own. Selfless service is larger than just one person. In serving your country, you are doing your duty loyally without thought of recognition or gain. The basic building block of selfless service is the commitment of each team member to go a little further, endure a little longer, and look a little closer to see how he or she can add to the effort. (army.mil)

Discussion Questions:

- What is the value of my service to our Nation? To my unit? What recognition do I need? What recognition do I deserve?
- How is selfless service related to our everyday work?
- In what ways can I serve my local community? In what ways can our unit serve our local community?
- How do I, as a leader, serve my fellow Soldiers?
- How does my leadership, performance, and conduct reflect on my relationships with my fellow Soldiers? With my family? With my local community? With the people of the country that I am deployed to?
- Why did the BN CDR not investigate the BN XO? Does loyalty to your team come into conflict with selfless service to your nation?



Building Character Through Hard Conversations



Hard Conversations on current events and leadership experiences in relation to the Army Values and Character Development are part of Foundational Days. See "How to have 'Hard Conversations'" in the Victory Wellness Leaders' Guide (pg. 10).

Summary of Current Events Topic: A former Command Sergeant Major, Benito A. Perez, was recently sentenced to 179 days of confinement, a reduction in rank to Sergeant First Class, and a written reprimand after pleading guilty to one specification of indecent language in violation of Article 134, UCMJ and one specification of engaging in a prohibited relationship in violation of Article 92, UCMJ. Perez last served as the 4th Infantry Division Artillery's senior enlisted leader until January 2020.

One woman, a Soldier previously under his command, testified that Perez made her feel "obligated" because of his rank to visit his office for closed door meetings. Prosecutors said in charge sheets that Perez became "unduly familiar" with the junior Soldier, a Private First Class. Perez regularly called and texted the Soldier, requested that she send him photos, "order[ed]" her to his office for "regular closed door personal meetings," touched her leg, hugged her and invited her to his home "after work hours," the charge sheets read.

US Army Policies (What is the Army's official position?):

Honor: Live Up to Army Values

• Living honorably, in line with the Army Values, sets an example for every member of the organization and contributes to an organization's positive climate and morale. How leaders conduct themselves and meet their obligations to the mission, other people, and the organization defines them as people and leaders. (ADP 6-22, 2-10)

Discussion Questions:

- How does my conduct define me as a person and as a leader?
- How is the example I set a reflection of my unit? My peers, leaders, and subordinates?
- Does my rank/position affect how I conduct myself?
- Is the phrase "perception is reality" true?
- How do I approach someone who I think is conducting themselves inappropriately?

Building Character Through Hard Conversations



Hard Conversations on current events and leadership experiences in relation to the Army Values and Character Development are part of Foundational Days. See "How to have 'Hard Conversations'" in the Victory Wellness Leaders' Guide.

Summary of Current Events Topic: In response to the events at the United States Capitol on January 6, 2021, the Joint Chiefs of Staff issued a rare message to the joint force.

"The American people have trusted the Armed Forces of the United States to protect them and our Constitution for almost 250 years. As we have done throughout our history, the U.S. military will obey lawful orders from civilian leadership, support civil authorities to protect lives and property, ensure public safety in accordance with the law, and remain fully committed to protecting and defending the Constitution of the United States against all enemies, foreign and domestic.

The violent riot in Washington, D.C. on January 6, 2021 was a direct assault on the U.S. Congress, the Capitol building, and our Constitutional process. We mourn the deaths of the two Capitol policemen and others connected to these unprecedented events. We witnessed actions inside the Capitol building that were inconsistent with the rule of law. The rights of freedom of speech and assembly do not give anyone the right to resort to violence, sedition and insurrection.

As Service Members, we must embody the values and ideals of the Nation. We support and defend the Constitution. Any act to disrupt the Constitutional process is not only against our traditions, values, and oath; it is against the law.

On January 20, 2021, in accordance with the Constitution, confirmed by the states and the courts, and certified by Congress, President-elect Biden will be inaugurated and will become our 46th Commander in Chief.

To our men and women deployed and at home, safeguarding our country – stay ready, keep your eyes on the horizon, and remain focused on the mission. We honor your continued service in defense of every American."

US Army Policies (What is the Army's official position?):

Loyalty: Bear True Faith and Allegiance to the U.S. Constitution, the Army, Your Unit, and Other Soldiers.

• The first order of loyalty is to the Constitution and the ideals upon which it is based. One cannot remain loyal to the Constitution by being loyal to those who violate it. To create strong organizations, superiors, subordinates, and peers must embrace loyalty. One way that individuals demonstrate loyalty is by upholding all of the Army values. With those values as a foundation, loyalty is a two-way exchange: leaders earn loyalty and subordinates expect loyalty in return. Leaders earn subordinates' loyalty by training them well, treating them fairly and living the Army Values. Subordinates demonstrate loyalty by working hard for their leaders and being as good as they can be at their jobs. Loyalty and trust enable the successful day-to-day operations of all organizations. (ADP 6-22, 2-6)

Discussion Questions:

- Why did the Joint Chiefs of Staff feel the need to issue this statement?
- What if I do not agree with this statement?

Building Character Through Hard Conversations



Hard Conversations on current events and leadership experiences in relation to the Army Values and Character Development are part of Foundational Days. See "How to have "Hard Conversations" in the Victory Wellness Leaders' Guide.

Summary of Current Events Topic: On May 21, 2021, retired Col. Ralph Puckell Jr., a Korean War veteran, was awarded the Medal of Honor, the nation's highest award for military valor in action, from the president of the United States during a White House ceremony.

COL Puckell received his award for actions during the Korean War. At the time, First Lieutenant Puckell distinguished himself by extraordinary heroism in action against enemy aggressor forces near Unsan, Korea, on 25 and 26 November 1950. With complete disregard for his personal safety, First Lieutenant Puckell led his company across eight hundred yards of open terrain under heavy enemy small-arms fire and captured the company's objective.

During this operation he deliberately exposed himself to enemy machine-gun fire to enable his men to spot locations of the machine guns. After capturing the objective, he directed preparation of defensive positions against an expected enemy counterattack. At 2200 hours on 25 November 1950, while directing the defense of his position against a heavy counterattack, he was wounded in the right shoulder.

Refusing evacuation, he continued to direct his company through four more counterattacks by a numerically superior force who advanced to within grenade range before being driven back. During these attacks, he left the safety of his foxhole in order to observe movements of the enemy and to direct artillery fire. In so doing, he repeatedly exposed himself to heavy small-arms and mortar fire. In the sixth counterattack, at 0300 hours on 26 November 1950, he was wounded again, so seriously that he was unable to move.

Detecting that his company was about to be overrun and forced to withdraw, he ordered his men to leave him behind so as not to endanger their withdrawal. Despite his protests, he was dragged from the hill to a position of safety.

Discussion Questions:

- What kind of personal courage did COL (ret.) Puckell display?
- What are the other types of personal courage?
- Was there any kind of courage needed during our foundational day? If so, what type?
- The nation is currently not at war, what are ways we can display courage in a garrison environment?
- What are ways that you individually express the value of personal courage daily?
- What are the 2nd and 3rd order effects of displaying personal courage?
- What are the 2nd and 3rd order effects of a lack of personal courage?

Building Character Through Hard Conversations



Hard Conversations on current events and leadership experiences in relation to the Army Values and Character Development are part of Foundational Days. See "How to have "Hard Conversations" in the Victory Wellness Leaders' Guide.

Summary of Current Events Topic: Military bases are in the news again focused on changing names of bases named after Confederate War Generals. Most recently focused on Fort Pickett in Virginia.

Civil War history casts a long shadow in Virginia, the birthplace of Confederate generals, scene of their surrender and now a crossroad of controversy over renaming military bases that honor rebel leaders. In and around Blacksburg, about 50 miles southwest of Richmond, that shadow can stir passions when talk turns to nearby Fort Pickett. Some are troubled by Congress requiring the Pickett name be dropped as part of a wider scrubbing of military base names that commemorate the Confederacy or honor officers who fought for it. In all, the names of at least nine Army bases in six states will be changed.

Others here say it's high time to drop the names. "Change them!" says Nathaniel Miller, a Black member of the town council who was stationed at Pickett after he returned from Vietnam in 1973. "It should have happened a long time ago," he says, because the names are a reminder of slavery and a period in American history when Black people had no voice.

Fort Pickett's namesake is Maj. Gen. George E. Pickett, best remembered for a failed Confederate assault at Gettysburg that became known as Pickett's Charge. He was a Virginia native and a West Point graduate who resigned his U.S. Army officer commission shortly after the outbreak of the Civil War in 1861.

For years, the military defended the naming of bases after Confederate officers; as recently as 2015 the Army argued that the names did not honor the rebel cause but were a gesture of reconciliation with the South. Congress easily agreed last year to compel the name changes to remove what are seen by many as emblems of human bondage and Black oppression.

Discussion Questions:

- How does leaving the names of the bases as is show respect or lack of respect?
- How does changing the names of the bases show respect or lack of respect?
- Why were the bases originally named after Confederates?
- What are the 2nd and 3rd order effects of removing confederate history?
- How can we show respect to previous military leaders?
- Should we show respect to previous military leaders that were fighting for the confederacy?



Building Character Through Hard Conversations



Hard Conversations on current events and leadership experiences in relation to the Army Values and Character Development are part of Foundational Days. See "How to have 'Hard Conversations'" in the Victory Wellness Leaders' Guide.

Summary of Current Events Topic: Fort Bragg O-6 Almost Dies from Alcohol

Col. Eric Kreitz woke up to paramedics shining a flashlight in his eyes. He was on his back and noticed the stars in the night sky. He remembered having dinner with his family in Colorado, but he doesn't remember blacking out from drinking. At the time, he was commander of the 6th Psychological Operations Battalion at Fort Bragg and on leave in Colorado in 2018.

Included during his most recent blackout was a suicide attempt. He started drinking at 18 and continued to drink at family events and thought drinking was a part of normal life, even as he joined the Army in 2001. Kreitz said his alcoholism stemmed more from a behavioral health aspect. He was a perfectionist and struggled with self-doubt. He strived for personal perfection, but by 2012, he said he was routinely drinking to the point of blacking out. Kreitz said he didn't think it was an issue, because he still had his family, car and career.

In 2012 he sought help for the first time after embarrassing himself at a military function by reaching out the Alcohol and Substance Abuse Program. He appeared to get better but he soon received an assignment at Fort Bragg and thought he had a handle on the problem but started drinking again. When he became a battalion commander, he said he created unrealistic expectations for himself and stressed over responsibilities associated with looking out for soldiers and deployments.

Kreitz said his unit chaplain and command sergeant major would check on his family, which helped him get through things and allowed him to focus on his recovery. The first step, and admitting he was vulnerable, he said was the hardest. One of the things he said he's discussed with his counselor is whether behavioral health should be approached as a routine checkup in which all soldiers speak one-on-one with their providers more frequently. "What I really want folks to take away from this is that it is possible to get back on track," Kreitz said.

He now has a value statement, where he is committed to three balanced promises: taking care of himself, spiritually, physically and mentally, being available for his family, and seeking help from others. "If I can't take care of myself, I can't take care of others," he said.

Soldiers who need help can reach out to Military One Source, call the Suicide Prevention Hotline at 800-273-8255

Full article available here: ["Almost losing my life was a big wake-up call": Fort Bragg colonel shares with alcoholism fight | Stars and Stripes](#)

Discussion Questions:

- Does the Army have a "drinking culture"?
- If yes, is it "harmless and in good fun?" or is it "something serious that needs to be addressed?"
- Should this COL be punished for his behavior or applauded for finally seeking help?
- Should the COL have been given command sabbatical? (punished for drinking problems vs. applauded for overcoming)
- Should the punishment for a DUI be based on a history of selfless service?
- If yes, does more selfless service mean they should know better? Or does more selfless service mean that they had a long history without mistakes and this is an isolated incident?



ARMY VALUES/CHARACTER VIGNETTES AND EXAMPLE DISCUSSION QUESTIONS

OPPORTUNITY 1. JUST DANCE

I'm headed to a popular bar downtown. When I get there, I make my way to a bunch of my fellow NCOs who are on the other side of the pool table. SGT Kendle, who is new to the battalion is there, and so is SGT Richards, who Kendle confessed to you that she thinks is hot. Not long after your arrival, he hands her a shot. "Uh, no, it's too early for that," Kendle responds. Richards retorts, "hang with the big boys if you're trying to play." Shrugging, Kendle does the shot, wincing as the strong taste goes down.

After a while, I notice Richards puts his arm around Kendle's waist, and she slips out of his hold and heads for the dance floor. Richards and his friends start high-fiving after making several inappropriate gestures watching her dance. Kendle comes back from the dance floor to a row of lined up shots; she was dancing with another girl on the dance floor, but her new friend dances on. Two of the guys at the table say they're out—their wives are going to be mad if they don't come home soon, so Richards gives theirs to Kendle; she signals to her friend to come over, but her friend doesn't see her, so she ends up doing both shots.

After a bit, Richards leads her out on the dance floor, I see him steadying Kendle as she's starting to sway. He takes her back to the bar and they look like they do another shot. Her friend comes over to check on her; Kendle hugs her and stumbles into a bar stool. The friend turns and glares at Richards, eventually passing Kendle to him to go back to the dance floor. At this point, Kendle is barely upright, and Richards half carries her outside, high-fiving a few friends on the way out. I see him place her into a cab and get in himself.

OPPORTUNITY 2. BATTLEFIELD

Sunday evening I was hanging in the barracks playing Battlefield 4 and eating a pepperoni pizza. I went down to CJ's room to ask if he had made it past this crazy level where I was stuck. As I was walking down the long white hallway (does it look like a prison hall, or is it just me?), I heard David bust out in his room: "... that's why we broke up, Jasmine! You say you want to get married, but you can't stop spending money so we can get out of this financial hole we put ourselves into!" I shook my head and chuckled as I walked past—dang, hasn't everyone had that conversation with their girlfriend? As I got to CJ's room he asked, "Jeez, is that Dave? Fight with Jasmine again?" "Yeah," I said, but then we turned our talk to Recker's duel with the enemy.

As it turns out, CJ was no help at all, so it wasn't long before I headed back to my room. David's door was cracked, so I took a peek and saw David tilting back a bottle of Jack Daniels and slumped in his chair. "You ok, Dave?" I asked, poking my head in the door. "Yeah, man," he said, letting out a long sigh. "Jasmine is the bane of my existence is all. I love her, but she is killing me with her spending. We owe over \$25K in credit cards and she doesn't understand that she can't buy everything she sees." "That sucks," I said. He went on: "And I'm jammed up with SSG Walsh, 'cuz I was late to formation twice last week, so instead of being able to go to the bank to talk about a loan, I had to paint the stupid rocks outside of the company area." He took another swig from the bottle. "You know what really sucks? My mom's got cancer, and I can't leave to do anything about it." He paused. "Sometimes I wonder if I was gone would it even matter, because I can't fix anything," he said, to no



one in particular. “Screw it.” Suddenly, he noticed me again. “Whaddya need, Vic?” I took a step back, “nothing, dude, just getting my butt kicked in this game I’m playing. I’ll leave you alone.” Dave sighed again, “Yeah, don’t stay here. I’ll just bring you down more. I’m just going to sit here with my friend Jack and think about all the other ways to eff up my life.” I felt down as I walked back, thinking, “that kid is sucking at life right now,” but shrugged it off, and plugged in again to kick this game’s butt. Well, attempt to, anyway. The next morning Dave didn’t make it to formation on time again, and Walsh blew a fuse. “That kid is going to feel the pain this week!” he shouted; face flushed red, “ZERO personal time!” As he went off in search of Dave, the rest of us started our “fun run” with the BC.

OPPORTUNITY 3. NOWHERE TO GO

It’s 7:30 on a Friday night, outside of Ft. Nowhere. I had been invited to a house party by Mario, one of my teammates, at his friend Owen’s house. It sounded good to me: BBQ, horseshoes, music, and general merriment.

I open the door and walk into the ruckus. There’s a group of people lining up shots – tequila, maybe? - On the kitchen counter. The toast went up and the shots went down. One of the guys, Smith, I think, choked hard as the liquor went down. As he pounded Smith on the back, Owen shouted, “Man up, dude! It’s going to be a long night for you!” I heard my buddy Mario yell from the backyard “Ross, the beer is back here!” I moved through the kitchen to the backyard towards the laughter, grill, and beer.

A couple of hours later I saw Owen and Smith lining up what was probably their 6th or 7th round of shots, and a crowd gathered to watch the boys hoist their glasses, toast, and down the drinks. I saw Smith stumble and turn a weird shade of purple after his shot, but Owen reached over and propped him up. Then he yelled, “Get it together, Smith! It’s only 10! The night is YOUNG!” Jessica, Owen’s wife, handed Smith a wet towel to wipe his face and led him to a chair.

I went back to pitching horseshoes; I needed to win back the \$20 I had lost to Owen earlier in the night. Hours passed, and it was close to 1 a.m. I was done for the night. I started digging for my car keys and a hand grabbed mine as I was pulling them out of my pocket. “No way, Ross,” said Mario, “If you’re leaving, call a damn cab. You can get your car tomorrow.” Seemed like a good idea to me, so out came the phone and the dispatcher said 10-15 minutes.

“Hey, what happened to that kid Smith?” I asked Mario. He shrugged, “Beats me, brother, I think I saw him hugging the toilet upstairs.” A horn sounded outside and my ride was here. I said my goodbyes and took one last shot for the road. As I walked out the door I heard Owen bellowing “Smith, get up! The next round is ready!” The door closed on the raucous laughter and the music was louder than ever. I shook my head, stumbled to the cab, anxious to get in my bed for the night.

OPPORTUNITY 4. OVERWHELMED

“Hey, Trish,” I said. “Just calling to catch up with you and offer any help to you.”

Trish sounded flustered as she explained how she had been trying to think about some major decisions while caring for her three young children. Trish lost her husband, SFC Aris, eight months ago in a training accident as our husbands’ unit was preparing for deployment. She lives with their three children, Bree (age 13), Ricky (age 10), and Jenna (age 4), in a nearby neighborhood. When I offered to bring dinner to her tonight, she accepted.

I arrived with dinner later that afternoon to find the house in disarray. All three children were acting out, and Trish was on the verge of tears. We hugged; I could feel the tension Trish had bottled up in her. She seemed happy to see me, though, and was grateful for the dinner. The children, however, were out of control. Bree argued with her mother about anything Trish said; Ricky refused to eat the chicken, and Jenna wouldn't let go of Trish's hip.

After dinner, I helped tidy the kitchen. I noticed a 12-pack of beer in the fridge, and another on the floor, with groceries in bags that needed to be put away. There was a medication bottle for Prozac at the top of Trish's opened purse on the counter—well, of course she'd be taking an antidepressant. We sat and talked of many things: all the paperwork she had to do and how it was so hard to understand, where she should move to be closer to her family, how to find schools where the kids would be happy and be able to make new friends. We spoke of the emotional toll this loss had had on the entire family, and how maybe family counseling could help. It was a heavy talk; Trish was clearly overwhelmed. And I detected some resentful unhealthy comments from Trish about her life and the Army.

It came time for me to leave. I promised to keep in contact with Trish and help however I could. On the drive home, I just couldn't stop picturing all of the beer and how this loss had so affected this family.

OPPORTUNITY 5. REACH OUT

My old teammate Reid seems like he's had a rough year, even though he's always been sort of a downer. He's 200 miles away from me at another post, but we're still Facebook friends, and so I've seen his comments and he seems more and more bummed lately, saying how people are fake and no one really cares about anyone else.

Reading through my feed one night, I saw Reid's most recent post: "well, that's all folks." It seemed so vague and off to me; something just did not seem right, so I messaged him to see if everything was okay. He immediately responded with "no." I tried to get more information, but he logged off Facebook. I still had his cell number, so I tried texting him. I asked again, "Are you okay?" and he responded, "Not really." He didn't respond to my next text. So I called him.

He answered. I asked if he was okay and he said, "not at all." I talked to him for a while on the phone, and he told me he was just tired of nothing ever getting better for him, and he just didn't want to deal with anything anymore. He felt like he was just trying to keep surviving. His roommate had suddenly moved out, leaving him with a hefty rent to pay alone. I tried a couple of suggestions: "Tried the gym?" to which he responded, "Nah, let my membership lapse. Too much money." "Didn't our friend Max just PCS there?" to which he responded, "Yeah, but he's got his own problems. Why bother." It seemed like whatever I said, I got "I can't" as a response. I wasn't sure what to say or do next.



OPPORTUNITY 6. SLAM HEARD ROUND THE WORLD

Its 8:30 on a Saturday night, and me and my girlfriend are having a double-date of sorts at my friend Doug's apartment. Doug's had kind of a rough go recently; he was late to first formation a couple times the past week, and it was totally out of character for the usually dependable soldier he is. I asked him what was going on, and he explained that ex-wife was dragging out proceedings over custody of their son. On top of that, his grandmother (who is his closest living relative) was back in the hospital again.

My girl wanted to go bar hopping downtown, but I explained that Doug could use some company, so we are hanging out at his place instead.

Everyone is having a good time; we had some beers and started playing Cards Against Humanity. Well, Doug had a classic inappropriate response card, which I thought was hilarious. Apparently Christie, Doug's girl, didn't think so, so she stormed off to the kitchen and poured herself a shot. Doug followed her out there, and that's when the real argument began.

"Stop being so sensitive! If you can't take the heat, then don't play the game," Doug said. Christie came back with, "well, if you wouldn't spend all your money on your ex-wife and taking care of your grandma, we could actually go OUT on the weekend instead of staying IN and playing stupid games with your lame friends!"

Meanwhile, my girl and I are getting more and more uncomfortable. I mean, we're in another room but we can hear EVERYTHING. We are hoping maybe they'll end up hugging it out, so we keep to ourselves. Instead of hugging it out, Doug is getting more enraged and Christie isn't backing down. Doug slams his beer on the floor, sending beer and glass everywhere, and then storms to the bedroom and slams the door. Christie yells about the mess, throws a paper towel on it, and then barges into the bedroom. The yelling continues. My girl and I figure the party is definitely over, so we grab an UBER and head downtown for some real fun.

OPPORTUNITY 7. LONG WEEKEND

Right before a long weekend, I decide to catch up on my SLRRT (Soldier Leader Risk Reduction Tool) requirements while I'm doing the individual safety counseling for my squad. Next up is SGT Parks. I think, "This should be quick; He's a geo-bachelor, and he doesn't really do much other than hang out with the other guys in his squad. Does he do ANYTHING without them?" I recall he asked about changing his SGLI beneficiary and I had directed him to S1, so I think I'll start there.

SGT Parks walks in and has a seat. I ask him, "Hey Parks, how has your week been? Did S1 take care of you?"

Parks scowls and says, "Yeah, it was pretty easy. I had to change my SGLI because I think I'm getting divorced and I don't want that woman to clean me out. I keep hearing this horror stories about other people losing all kinds of money," he shifted in the chair, then stood up and got louder, "and I'm not letting THAT HUSSY get a DAMN CENT of what's mine! Ever!" Parks started pacing, so I try to change the subject.

I reply, "I'm sorry to hear that, but I think you're being smart about your money. So, uh, what's the good stuff happening in your life?" Parks perks up a bit and replies, "You know that gun show downtown? Yeah, I finally have enough saved and I am going to pick up that hand gun I told you about a while back. Yeah, one more things Crazy can't take from me."

“Oh, cool,” I said. I can’t remember what the heck he was talking about, but this counseling is cutting into my time with the other Soldiers, so I just go with it. Trying to wrap up, I continue, “You got anything going on for the long weekend?”

Parks says, “Not really. Might drive around a bit....” He kind of trails off. Just then, I get a knock on the door. It’s SPC Brown, my next counseling. I finish up with Parks and say, “okay, be safe. See you Tuesday.” Parks gets up and says, “Roger that, Sergeant,” and takes off. I finish up the counseling, lock my door, hold formation, and go enjoy my long weekend.

OPPORTUNITY 8. SUPER BOWL SMOKE

“Hey, bro, how’s it going?” I heard SPC Johnson, my battle buddy from Basic, holler across the PX food court. Several months had passed since my unit had returned from Afghanistan. We spent a few minutes catching up and the conversation ended with him inviting me to his Super Bowl party. The party was next Sunday at Blake’s place, another one of my friends from Basic who had ETS’ed and remained in the area.

I arrived at Blake’s around 5:00 p.m. and was greeted by Blake, Johnson and Stanley, and it felt awesome that the Quad Squad was reunited again. I filled a plate with some fine grub and finally made my way to the back deck where the crew was hanging out. It was a cool night so Blake had the fire pit going and the game displayed on a big screen. The Quad Squad reminisced about Basic, and as I was giving a once-over of my last deployment during the pregame, I noticed a guy, one of Johnson’s Soldiers, starting to roll a joint, likely. Stanley and Johnson had disappeared inside. I looked at Blake, who laughed it off, and said, “don’t be a snitch, bro—it’s cool—let ‘em do their own thing.”

By the time Stanley and Johnson had returned, the joint-smoking Soldiers had wandered off, but the smell of weed lingered in the air. Stanley noticed and started to question me and where it came from. I took a quick glance at Blake, remembering the “let them do their thing” comment, and told Stanley I didn’t know who the offenders were. If I told Johnson that it was his Soldiers that it would have ruined his night—I didn’t want to trash this great time. Plus, it was well-known that Johnson’s Soldiers had a history of bar fights—I didn’t want to become their next victim.

The conversation of the marijuana faded, and I was thankful because I didn’t want to be blackballed or be known as the whistleblower. Besides, there were plenty of other people out on the deck who saw Johnson’s Soldiers smoking so I figured the word would spread. I finished watching the game, which was epic, and my team won. After the game I went back to the barracks and prepped for a work call the next morning.

EXAMPLE DISCUSSION QUESTIONS

What alerted you in this scenario? Make a list of alerts. What did you use to get more information? Do you still need to get more information? What barriers might keep you from engaging? What’s your responsibility in this scenario? Why or why not do you have responsibility? What are possible ways of engaging? What are the consequences of not engaging?

*Unit leaders to develop discussion questions unique to each vignette and the Army Value and Character developmental needs of their Soldiers and leaders.



BANK OF VIGNETTES

Respect

Scenario: “Look How Much I Can Drink” SGT Williams is an average performer in your squad but is very well liked. He accomplishes his duties and shows up on time. Lately, he’s bragged about how much he can drink in one sitting. One Sunday, he was so drunk that you had to carry him from the bar. He’s definitely a functional alcoholic. You’re the only one who knows about his drinking habits. What would you do?

Scenario: Your senior medic has started having domestic issues, and he is angry and volatile at work. He’s an inspiring music artist, and you’ve noticed him recruiting Soldiers of all ranks to collaborate with him on his album. He often stays very late, and others have brought it to your attention that he’s trying to get money from his co-collaborators to complete his album. When he’s at work, he trains and coaches his subordinates and has not missed a deadline or failed to complete any task.

Scenario: “The Rolex Watch” Your duties while you are deployed overseas in the Middle East include outreach to local people of influence. You establish a relationship with a native prince, whom you admire and respect, and you value his ability to relate to the people. He seems to genuinely value your relationship as well, and he wants to cement the relationship by giving you a Rolex watch. You know that as uniformed personnel you should not receive gifts from foreign government representatives, but you are also aware that to decline the gift will be highly offensive to the prince.

Duty

Scenario: “I Prefer to Be Alone” SPC Anderson has been in your squad for about eight months now. He’s always been a little bit of an introvert, but he was initially friendly, would make small talk during downtime and would go out to dinner with other Soldiers in the squad when asked. In the last couple of weeks, you’ve noticed that he’s been sitting off by himself during downtime, disappearing as soon as everyone is released, and you know he said no to at least a couple invitations to hang out with others. You want to make sure he’s okay, but you also want to respect his privacy. What would you do?

Scenario: “Numbing with Alcohol” PFC Ayres joined your platoon a year ago. You consider her a friend. She confided in you that she copes with depression and anxiety by drinking. On Sunday, she called you to pick her up because she was very drunk. She promised to quit and things seemed better for a few weeks. Then you found her passed out in the latrine. What would you do?

Scenario: You’re a squad leader preparing to PCS. A friend of yours, a solid NCO whose opinion you trust completely, was in the same company in Korea as your current squad’s incoming squad leader. She described this squad leader as being the kind of NCO who wants to do just enough to get by without drawing any attention to himself. It’s not that he’s bad or lazy, just mediocre and more motivated to stay under the radar than to live the NCO creed and mentor his Soldiers. Now that the NCO has arrived you can see it for yourself. You’re torn about what, if anything, to do. You want the new squad leader to be a great leader to these young Soldiers, they deserve that. On the other hand, it’s really his choice what kind of leader he wants to be and not your place to say anything.

Scenario: SSG Brit is a hard-demanding NCO. She gets the job done and always meets the standards. Her team lacks cohesion, and they accomplish the mission so they can get away from her as fast as possible during the day.

As the platoon leader, you encourage your platoon sergeant to talk to her, but her behavior has not changed. As her senior rater, and also the platoon sergeant's rater, you think the counseling should have gone differently. You decide to counsel her yourself and use the information in a developmental counseling for your platoon sergeant, who you think did not adequately perform his task.

Scenario: SFC Gause is being recognized at the installation's next volunteer ceremony. As his platoon leader, you recommended him without his knowledge, and the ceremony has some requirements as far as uniform and talking points. You need to sit down and prepare SFC Gause, knowing he volunteers and stays away from the spotlight.

Scenario: PFC Chen has been underperforming in all the tasks you have given her. While counseling PFC Chen, she tells you she has tried changing, nothing works, and she will always perform poorly.

Scenario: SSG Mitchell starts yelling at you, a 1LT, as you are counseling him on his performance during his last assigned range detail. It is not loud enough to be heard out of the office, but he is clearly upset and throwing papers around on the desk, saying he will not sign the counseling form.

Scenario: SGT Mentee is your top-performing team chief, and you are preparing his third quarterly NCOER counseling as his rater. This NCOER will likely be one of the ones reviewed for promotion to senior NCOER ranks later in his career. You want to be sure this counseling is exceptionally accurate in capturing his successes, as well as providing him with some areas in which to grow before it is written.

Scenario: SPC Bleu was promoted to SPC just over a year ago. Through many talks in the field, he told you that he does not know what to do next. He has thought about college, trade school, or maybe reenlisting, but he feels like he's stuck at a crossroads and figures if he goes through the motions long enough, he might become inspired.

Scenario: SSG Smith is a rock-solid performer in your platoon. All that you really know about him is that he lives on-post with his wife and young child. After hygiene, you run into him in the parking lot. SSG Smith gives the greeting of the day and then says, "How's it going, Sir/Ma'am?"

Throughout the week, you notice SSG Smith has been a little down. You run into him in the hall and ask how it's going. You come to find out he's been providing monthly financial support to his elderly parents. SSG Smith says, "It's been rough, I've been trying to help my parents out a little bit with money, but it's hard."

The following week, SSG Smith is called into the Commander's Office and is presented with a letter of indebtedness from a local business. The Commander addresses him. "SSG Smith, I'm disappointed in you; I thought better of you. Failure to pay debts is inconsistent with the integrity of an NCO. Maybe we promoted you too soon. Get this fixed immediately. Dismissed." You notice SSG Smith leaving the office dejected and upset that all his solid work for the past year has apparently been forgotten and has gone unnoticed and unappreciated. He tells you, "Nobody seems to care about what is really going on."

A couple of days later on his way home, SSG Smith decides to stop by the bar and have a few drinks. As the drinks 'numb' the pain and disappointment, he collects himself and continues home. Unaware that he is driving erratically, he is pulled over by the MPs and cited for a DUI. His bright career is in jeopardy. A couple of days later after he got counseled, he mentions to you, "My life is over."

Scenario: "We May Have to Shoot Down the Aircraft" On September 11, 2001, America was changed. Two planes flew into the two towers of the World Trade Center, which collapsed, and



another plane flew into and did severe damage to the Pentagon. As our leaders gathered to attempt to manage the chaos, word came there was a fourth plane. The leaders determined they had to try to prevent another catastrophic attack. According to Commander Anthony Barnes, “The Pentagon thought there was another hijacked airplane, and they were asking for permission to shoot down an identified hijacked commercial aircraft. I asked the vice president that question and he answered it in the affirmative. I asked again to be sure. ‘Sir, I am confirming that you have given permission?’ For me, being a military member and an aviator—understanding the absolute depth of what that question was and what that answer was—I wanted to make sure that there was no mistake whatsoever about what was being asked. Without hesitation, in the affirmative, he said any confirmed hijacked airplane may be engaged and shot down.”

Integrity

Scenario: While deployed in 2008, 1SG Craft walked right into a tough situation during a routine inspection when he discovered a married female Soldier with a male Soldier, who was not her husband, in her quarters at two in the morning. To compound the problem, alcohol and drugs were found. 1SG Craft said that he could have easily left it alone and walked away. But, he knew that was not the right choice.

How might the two Soldiers’ actions impact the trust within the unit?

What would be the effects of his decision on “building Trust within the Army and with the American people”?

How did his expert knowledge (Military Expertise) play into his evaluation of the situation?

What may be the effects of his decision on organizational morale and Esprit de Corps?

How is he acting as a Steward of the Army Profession?

What specific behaviors/statements in the scenario show 1SG Craft’s professional identity and character, and their contributions to or detractions from Honorable Service?

Source/Video/Resources: <https://capl.army.mil/case-studies/vcs-single.php?id=976&title=hard-right-easy-wrong>

Scenario: “In the Pocket” On Friday afternoon you and your squad leader, SSG Jones, went to the Post Exchange for fishing supplies. You noticed that SSG Jones quietly hid some expensive lures in his pockets. You consider him to be a really good guy and you are pretty shocked by what you saw. What would you do?

Scenario: You’re a married squad leader living off post. You understand the challenges of being a Soldier, husband and parent, and try your best to be great at all three. You also do everything you can to ensure that your Soldiers have as much time as possible to spend with their families. When it comes to extra duty, you’ve weighed the pros and cons of utilizing your single team leaders instead of the married team leaders in the other squads. You decide that with the upcoming deployment, the married Soldiers need the extra time to spend with their families, more than the single Soldiers do.

Scenario: SGT Hensley is a relatively new Soldier to your section, and everything has been going well. Three months down the road, you suddenly find out he’s been dating your daughter and has now asked her to marry him. Monthly counseling, as well as promotional counseling, is now due.

Scenario: SGT Akipiri has recently been promoted to HIMARS (High Mobility Army Rocket System) chief. Her gunner and driver are both male and have been overheard in the barracks discussing how they do not want her as a chief. They want SGT Joseph, a male NCO, to come back, stating they would rather have an all-male crew. SGT Akipiri must now do their initial counseling before a two-week long field exercise for crew certifications.

Scenario: SGT Jackson completes every task given to her only when walked through it by a supervisor. The additional duties you have given her to encourage growth and round out her NCOER go untouched. She has stated she is not interested in developing others or going to any schooling; she will just wait until her contract is up.

Scenario: “Instagram Friends” You are Facebook friends with some of your Soldiers, and you see them posting behaviors that are unbecoming of military personnel. On one hand, you feel it is your duty to address such behaviors, but, on the other hand, you question if you should because their posts were private, and the behaviors were done while the Soldiers were not in uniform.

Scenario: When walking out of the PX, you witness a Soldier in the distance pull his hat out of his back pocket, and in doing so, he didn't notice that something fell out of his pocket. You notice a member of your unit who was walking close behind pick up the item from the ground—you realize it's a wad of money—and put the money in her pocket. You know she has been a bit short on cash lately, has a family, and it's the middle of the holiday season.

Loyalty

Scenario: PV2 Colter describes wanting to get out of the Army any way he can! His unit leadership continues to mentor and train PV2 Colter as he struggles to adjust to the Army. While deployed PV2 Colter has experiences that forever change his loyalty to the Army and the members of his unit.

Why do you think PV2 Colter wanted to get out of the Army so bad?

Why didn't his leadership write him off as a bad apple and begin the chapter processes?

How and why did PV2 Colter deployment experience completely change his loyalty to the Army and the members of his unit?

How can you encourage Soldiers that are struggling to adjust to Army Values?

Source/Video Links/Resources: <https://capl.army.mil/case-studies/vcs-single.php?id=17&title=-flash-point>

Scenario: “A Rock Star Fallen” CPL Young used to be your rock star. She worked her butt off and you came to expect her to excel at just about every task she had to complete. Last month her APFT score dropped noticeably. A few weeks ago she made a mistake while repairing a Stryker. And earlier this week she fell out of a ruck march. This just doesn't seem like her. What would you do?



Personal Courage

Scenario: As a squad leader in a line company you're beginning to get comfortable in your role as a leader. As a lower enlisted you understood that it was your role to be a doer. It was hard as a team leader to begin to make the switch from doer to supervisor and it was even harder for you, at first, as a squad leader. You've received a new E5 team leader who is struggling with the transition, too. He is constantly volunteering his Soldiers for details and extra work. You've not wanted to intervene in the past because you believe that some lessons have to be learned the hard way. Now you're noticing some animosity in the both the team and the squad. Although you want this young E5 to "earn" his stripes, you also believe a leader's ultimately responsible for the morale of his/her Soldiers...and you don't want your team leader's Soldiers to lose their motivation on your watch.

Scenario: Your platoon sergeant has tasked each squad with nominating one Soldier to compete for the Soldier of the Year (SOY), and you've tasked each of your team leaders to present one Soldier for the SOY. The A Team Leader has given you SPC Jarrett's name and the B Team Leader has given you SPC Lopez's name. After listening to each of the team leaders present their cases for their respective Soldiers, you're left to make the decision. They're both quality Soldiers, but SPC Lopez is a problem...not in performance, but in that you have a personal relationship with her. You're both from the same town and root for the same football team. You watch every game you can together and often talk about sports over lunch. During these times, you've also been able to mentor her as a young Soldier coming up in the Army ranks.

Scenario: SSG Geisler PCS'd to your new unit from your old unit 30 days after you and is now a subordinate in your platoon. You've caught him in several lies regarding equipment shortages which he claims are from the PCS. You are aware that the missing equipment is from a training incident where it was destroyed and obviously not replaced. When you tried discussing the incident in an informal manner, he said, "We're friends, why can't you just be cool about this?"

Scenario: SGT White is known to go to IG and higher echelons to use the open-door policy to get leaders fired – those leaders he thinks he can't work with. You were told on his last deployment that he got his platoon leader fired by potentially creating information that led to the still-pending investigation into SHARP-related areas. His work performance is generally below average by all accounts, and he was just assigned as your senior team chief.

Scenario: SSG Googdad's section has never fallen behind in a Soldier-related performance metric: no late appointments, no late annual training certificates, and no overdue ACFT or range qualifications. He has more rotation in the last six months than any other section chief.

Scenario: "Wrongful Transfer of Ammunition" During JRTC ammunitions update, a few individuals conspired to blame the decision to wrongfully transfer blank and live ammo on the new chief. They knew that it was not his fault, but they needed a scapegoat so they wouldn't get in trouble themselves.

Scenario: "To Pass or Not to Pass" You are in charge of training foreign military service members. You administer a test, and a foreign officer fails. You are told to pass him anyway so as not to embarrass him (failing in his culture is considered unacceptable). You believe it is unfair to the rest of the team to pass him when he didn't earn it. You also know that because of his culture, he might be inclined to hurt himself if humiliated by failure.

Selfless Service

Scenario: SSG Murphy's spouse called the unit commander and also left messages in the FRG (Family Readiness Group) Facebook group concerning her husband. She stated that he's verbally abusive and drinks too much. The commander asked SFC Prichard to address the issue with SSG Murphy and back-brief him. SSG Murphy is well-liked and gets his work done without issue. You've occasionally smelled alcohol on him before physical readiness training in the morning, but disregarded it thinking it was mouthwash because SSG Murphy outperforms 90% of your company.

Scenario: SSG Jackson has been acting out of character lately. His work performance is suffering, and he is often late or just not around when work is being done. When you sit down to discuss with him what might be going on, he tells you that the 1SG and platoon sergeants in the company are making fun of him for his last APFT. While talking, you notice that for every subpar performance, SSG Jackson shifts blame to someone else. In one instance, he even states the wind made him shoot poorly at the last range despite it being a generally clear, wind-free day. You recognized that his way of viewing things is stopping him from improving his performance.

Honor

Scenario: Off-duty Army LT Nazario was pulled over in a traffic stop. He did not initially comply with police officer instructions and as the situation escalated he was eventually pepper-sprayed by the police officer. LT Nazario was aggressively detained before being released by the police officers without being charged with a crime or given a traffic citation.

Did LT Nazario conduct himself honorably during the traffic stop? Why or why not?

Why did LT Nazario not initially comply with the police officers initial request to get out of his car?

What could LT Nazario have done to deescalate the situation? What could the police officers have done to deescalate the situation?

Was LT Nazario justified in his actions and speech? Did the LT Nazario's action bring honor to the Army and his unit? Why or why not?

Did the police officers actions bring honor to their sworn duties as law enforcement officers and their unit? Were their actions and speech justified?

Sources/Video Links: 1.) <https://www.npr.org/2021/04/11/986271819/officer-who-handcuffed-and-pepper-sprayed-black-army-lieutenant-is-fired> 2.) <https://www.wric.com/news/officer-that-pepper-sprayed-army-lieutenant-may-not-be-decertified-despite-new-virginia-law/>

Scenario: "Invitation to Eat with Host Nation Soldiers" While you are deployed, you are invited to eat with host nation soldiers. You accept, but you realize that they are sitting on the ground, eating from one dish, and using their hands. You are aware that declining the invitation is considered rude, but you are very uncomfortable about the lack of cleanliness.

Scenario: In March 2006 near Mahmudiyah, Iraq, four Soldiers raped a 14-year-old Iraqi girl and murdered her and her family. After learning of these acts, despite imminent risk of retaliation, a member of their platoon, PFC Watt, reported the incident to his chain of command. Ultimately, all four Soldiers were tried and convicted. PFC Watt stated, "If you have the power to make something right, you should do it. Investigation is not my job. But if something went down—something terrible like that—then it's my obligation to come forward."

PFC Watt reported that he received death threats and was called a traitor following his reporting of this incident. PFC Watt's decisions and actions demonstrate the courage that is required to do what is right despite risk, uncertainty, and fear.



EXAMPLES OF DISCUSSION STARTERS

NUTRITION [Emotional, Physical]

Good food is more than just great taste, it's the best thing you do for your body, mind, and emotional health outside exercise.

1. What is your favorite food? Why?
2. What is your favorite vegetable? Why?
3. Do you drink soda, Gatorade, or energy drinks?
4. Do you use food to cope with stress?
5. Does your family make your favorite meal when you go home?
6. Do you eat mostly by yourself or with others?

EXERCISE [Emotional, Physical, Social]

Physical exertion strengthens not only our bodies but all other pillars of fitness as well.

1. What kind of physical exercise makes you feel energized?
2. Besides physical conditioning, how is exercise helpful to you?
3. Do you like watching sports or would you rather participate?
4. Did you play many sports when you were growing up?
5. Can you tell me a story about sports and exercise from your childhood? What is your fondest memory?

CONFIDENCE [Emotional, Social]

Confidence is an individual ability to apply knowledge and skills to a problem or challenge and expect a positive outcome.

1. What personal skills are you most confident about?
2. What would help you increase your confidence in certain skills?
3. What resiliency skills can help increase your confidence level?
4. Do you notice confidence in others? How?
5. When you notice a confident individual, what skills do you think they use to make themselves confident?

RELATIONSHIPS [Emotional, Family, Physical, Spiritual, Social]

Relationships are fundamental building blocks for all of life's challenges. Building and maintaining relationships are especially important for maintaining high levels of resiliency.

1. What are the most important relationships to you?
2. How do you maintain important relationships?
3. Which ones do you consider long term relationships?
4. Have you ever been in a relationship that you knew you should not be in?

STRESS

[Emotional, Family, Physical, Spiritual, Social]

Stress is our reaction to a challenge that motivates us. Through stress, we make a choice; Let a stressor beat us or for us to beat the stressor. The more stressors we beat the greater our resiliency.

1. Is there any type of stress that is healthy?
2. Can stress be managed? How?
3. What have you learned today about managing stress?
4. Name a situation where you didn't do a very good job managing stress? What did you do wrong?
5. Name a situation where you managed stress well. What did you do right?

ANGER

[Emotional, Family, Physical, Spiritual, Social]

Anger can be debilitating or it can be helpful. When channeled and coupled with resiliency and patience, anger can be used in a positive way to perform tasks outside our comfort.

1. Can anger be used in a positive way? How?
2. How can others respect your opinion? Does anger help?
3. What is the most challenging aspect of a discussion?
4. Have you ever lost your temper to the point where you couldn't speak well?
5. Can you name a couple ways to cope with anger?

COURAGE

[Emotional, Family, Physical, Spiritual, Social]

Courage is resiliency in motion. It is the counter to fear and low confidence. Courage allows us to do things others won't or can't do.

1. Are there different types of courage?
2. How do members of your team increase your courage?
3. What resiliency skills can help increase your courage level?
4. Do you think it takes courage to admit some type of weakness?
5. When you were growing up, what activities made you feel more courageous?

SELF-AWARENESS

[Emotional, Physical]

Being comfortable with oneself, knowing how you feel, and sharing those feelings are hallmarks of a balanced individual. Admitting your faults, knowing your triggers, and not letting the triggers control your interactions is true personality mastery.

1. What physical signs does your body give you when you feel angry, sad, guilty, happy, fear?
2. When you feel those symptoms, how can you use them to help regulate your emotions?
3. Do you use any negative strategies to regulate your emotions? What are some positive/productive strategies?



CONNECTION

[Emotional, Family, Physical, Spiritual, Social]

Having a sense of connection allows us to experience the best of us as individuals and team members. We feel connected to who we are at the same time that we feel connected to our team. Because of this connectivity, synergy is created and resiliency increases.

1. How do you connect with those who are important to you?
2. What is the best way that other people can connect with you?
3. What signals from others tells you that you have made a connection with them?
4. Is it better to connect with someone in person or through a video chat?
5. How has COVID19 affected your ability to connect with others?

RESPECT

[Emotional, Family, Social]

Through respect, we admire the strengths and skills of our team as well as what we individually bring to the table.

1. What can others do to show you respect as an individual?
2. What are ways you can communicate respect to others?
3. Have you ever felt disrespected? How? Did you do anything to change it? Could you?
4. When you were growing up, what ways did you earn respect from other people?
5. Is it possible to earn respect once it is lost?

PATIENCE

[Emotional, Family, Spiritual, Social]

Rushing into any situation usually ends with poor results. Patience allows us as individuals to judge a situation, create solutions, and allow the solutions to happen without a rush.

1. What are things that you do to help you when you have to wait?
2. In what ways do you think patience is rewarded?
3. Is patience a learned trait or something we naturally have?
4. How might you increase the amount of patience that you have?

PARENTING

[Emotional, Family, Physical, Spiritual, Social]

Raising a child is one of the most stressful yet rewarding periods of life. Doing a good job at parenting is a personal challenge that there are no manuals written. You have to learn as you go, and take questions from other parents who've been where you are now.

1. Do you have children?
2. What do you think is the most rewarding aspect of parenting?
3. What is the most challenging aspect of parenting?
4. What skills, of parenting, did you learn from your own parents?
5. What is one of the things that you learned from you father that you would like to teach your children?

FAITH [Emotional, Spiritual]

Faith is not only a belief in a higher power, it is recognizing a power within ourselves and others to face any challenge and expect positive outcomes.

1. How does your faith help you endure hardships?
2. How is faith important to your resiliency?
3. In what ways do you experience or express your faith?
4. Can you share some of the lessons that you've learned from your faith that can apply to everyone on the team?

TRUST [Emotional, Family, Social]

Trust is a pact that allows us to grow and expect positive results. When our trust is diminished, it means someone did not perform to our expectations. This is where we grow trust in ourselves to manage expectations and builds our ability to trust others.

1. How does trust strengthen bonds between unit members?
2. What can others do to earn your trust?
3. How do you show others that you can be trusted?



BEST PRACTICES TAB PAGE BREAK
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Victory Wellness Day



Mission: Conduct Victory Wellness sessions IAW CG's intent and published guidance.

CDR's Intent: Focus on nutrition basics and what to eat.

Concept of the Operation: G1 conduct Victory Wellness Tuesday, 25 January 2021, from 0830 to 1000. Events will consist of a small healthy breakfast (Fruit/Oatmeal/Coffee) and Nutrition Class.

- Event 1: Soldier Family Time/Individual Resilience (0630-0830)
- Event 2: Light Breakfast (0900)
- Event 3: Nutrition Class (0900)
- Event 4: Nutrition Discussion
- Event 5: Closing Remarks
- Event 6: AAR

Location: G-1/G-8 Conference Room

Key Tasks:

1. Develop nutrition class.
2. Discuss the basics of nutrition.
3. Live healthier lives.

End State:

Use nutritional education to live a healthier lifestyle and develop new habits.



Location:

Bldg. 580, Room 234 (Reforger Conference Room)

Coordinating Instructions:

1. Uniform: OCPs
2. Bring breakfast to Reforger Conference Room.
3. Ensure hand sanitizer is present/available; Maintain COVID protocols

Command and Control:

OIC:

DRUMFIRE



HHB OVW Time: 07 December 2021



WHO: HHB
WHAT: OP Santa Clause Roach March / Toy Drop
WHEN: 07 0830 DEC 2021
WHERE: BLDG 1828 – Santa's Workshop
WHY: To support a Veteran's Program, promote awareness for resources available to Soldiers, a provide a sense of gratification in our formation.

COORDINATING INSTRUCTIONS

Timeline: 0830: Accountability 0845-UTC: Road March	Concept of the Operation: HHB will conduct a non-tactical road march from the Riley Conference Center to Santa's Workshop IVO Camp Funston (o/a 4 miles).
Uniform: ACUs and/or "Holiday Attire"	
Equipment: Ruck w/ toy	
	PHYSICAL
	SOCIAL
	SPIRITUAL
	FAMILY
	EMOTIONAL



Training Management (8-STEP Training Model)

Plan the Training	Train/Cert Leaders	Recon the Site	Issue the Plan	Rehearse the TRNG	Execute	Evaluate the TRNG	Retrain
12 OCT 21	03 NOV 21	03 NOV 21	12 OCT 21	09 NOV 21	07 DEC 21	07 DEC 21	N/A



20JUL21 OVV Hiking Trails



Situation :
A BTRY conducts Victory Wellness activities on the 20th of July, 2021 in the vicinity of Fort Riley, Kansas with families.

Mission :
A BTRY conducts operation Victory Wellness IOT strengthen family cohesion and bonds .

Purpose :
To spend quality time with family away from the standard work environment.

End State :
A BTRY Soldiers and families all return from a refreshing hike safely.

Uniform :
Civilians

- Concept of the Operation :**
1. A BTRY Soldiers and leaders report to their respective Fort Riley Trail NLT 0830 on 20JUL21 for accountability and a safety brief.
 2. Upon completion of the situation brief, all personnel will be going to walk on the trail with their families.
 3. At 1000 all personnel will turn around and head back to the starting point.
 4. At 1115 all personnel will report back to the starting location for accountability.
 5. After wellness soldiers are encouraged to spend lunch with their families.

Fort Riley Trail System

Time	Event
0830	Accountability/ Introduction Brief
0845	Start walking route
1000	Turn around time
1115	Anticipated finish time

Training Management (8 – STEP Training Model)

Plan the Training	Train/Cert Leaders	Recon the Site	Issue the Plan	Rehearse the TNG	Execute Training	Evaluate the Training	Retraining
21MAY21	n/a	11JUN21	11JUN21	15JUN21	20JUL21	20JUL21	N/A



Band OVW Time – 25 JAN 2022



Situation:
25 JAN 2022

Mission:
Band conducts Wellness Day Activities at Bldg 8630 Ft Riley.

Purpose: Increase team cohesion and address the various emotions during the process; create sustained readiness to answer the Nation's call.
Key Tasks: Improve resiliency; Encourage dialogue; Build relationships between leaders and Soldiers at all levels; Strengthen cohesion.
End State: Soldiers will be better equipped to effectively manage and maintain healthy eating habits.

Timeline:
0830 – Nutrition Class
1000 – AAR



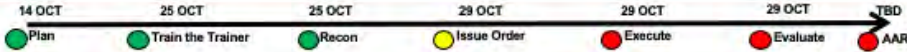
Primary Instructors
Registered Dietician – IACH Employee

Equipment/Uniform
Government computer
TV / Projection Screen
Training areas equipped with dry erase board
Training aids

ACU



Foundation Day "PERSONAL COURAGE" 20211029



Mission
11D SIGINT Section leads Foundation Day in accordance with the 11D Commanding Generals guidance. G-2 will conduct morning PT (Kick Ball) at Base Ball Fields near HHBN barracks (BLDG 7494), barracks inspections, counseling, and loyalty training. Training is intended to build section comradery and practice army values.

Timeline:
0630-0800 27AUG21: Accountability, Four-Team Kick Ball Tournament
0930-1000 27AUG21: Barracks Inspection
1000-1130 27AUG21: Counselling
1130-1300 27AUG21: Afternoon Chow / Movement to Movie Theater
1300-1500 27AUG21: Watch BRO Movie
1500-1530 27AUG21: Personal Courage Discussion
1500 27AUG21: G-2 Safety Brief and Release

POC: G-2 SIGINT NCOIC SSG



Standards:

- Section NCOICs will report accountably to SSG and notify him of all changes to number of participants.
- Soldiers actively participate in a Foundation Day events. Events include a "Kick Ball" tournament and personal courage discussion.

- RESOURCES REQUIRED**
- Football / Frisbee
 - Cones
 - Civilian PTs and Running Shoes
 - PT Belts
 - Football Field

Concept of Operation

Phase 1: Accountability and Conduct G-2 PT (Kick Ball)

Phase 2: Barracks Inspection, Counseling

Phase 3: Conduct Foundation Day Event (Personal Courage Discussion) and Safety Brief

- Risks and Concerns**
- Injury during Foundation Day Event
 - Dehydration
 - Weather Considerations

- Mitigation**
- CLS Qualified Individuals Identified
 - Soldiers Bring Water Source
 - Review Weather Forecast



HHB Foundation Day – 27 AUGUST 2021



WHO: HHB, DIVARTY

WHAT: OVW Foundation Day

- PT Event: Kickball Tournament w/ loyalty theme
- Foundation Day Focus: SHARP

WHEN: 27AUG2021

0615	First formation: Overview of LOYALTY and our oath to support and defend the Constitution of the United States		
0630-0800	Kickball Tournament		
0945-1045	1 st /2 nd SHARP	3 rd /4 th Barracks	5 th /6 th Counseling
1100-1200	3 rd /4 th SHARP	5 th /6 th Barracks	1 st /2 nd Counseling
1315-1415	5 th /6 th SHARP	1 st /2 nd Barracks	3 rd /4 th Counseling

WHERE: Forsyth Soccer Complex / BTRY COF / Barracks

WHY/HOW:

- IOT ensure we begin the day with a team event and that we maintain SHARP training as a quarterly discussion, not just an annual 350-1 requirement.



Concept of the Operation:

- **Kickball:** Tournament begins w/ eight (8) teams playing four (4) games simultaneously. Each game will last for 20 minutes, followed by a 10 minutes of questions/discussion on the U.S. Constitution – team will complete exercises if they get the answer wrong and modified exercises for answering correctly. Regardless, the answer and an expanded explanation will be given. Losing teams will then join the teams still "alive" during follow Constitution questions.
- **SHARP:** SSG Lane (BTRY VA) w/ assistance from the DIV SARC will discuss recent SH/SA that have occurred both on Fort Riley and in the surrounding community and the effect that such actions can have on a unit and its teammates.

Plan the Training	Train/Cert Leaders	Recon the Site	Issue the Plan	Rehearse the TRNG	Execute	Evaluate the TRNG	Retrain
27AUG21	11AUG21	05AUG21	18AUG21	19AUG21	27AUG21	27AUG21	22SEP21



Wellness Morning "Values and Beliefs"



07 JAN	07 JAN	16 JAN	11 JAN	21 FEB	22 FEB	22 FEB	TBD
● Plan	● Train the Trainer	● Recon	● Issue Order	● Rehearse	● Execute	● Evaluate	● Retrain

Mission
GEOINT Section will conduct a Victory Wellness Morning in accordance with the 1ID Commanding Generals guidance. The GEOINT section will conduct a wellness morning breakfast and group discussion.

Timeline
220750-220800FEB22: GEOINT meet at The Chef for breakfast.
070800-TBD FEB22: GEOINT will eat and converse on the sections different values and beliefs. How the Army benefits from the diverse background of beliefs and values from around the Country and World.
221300-221700FEB22: Conduct Daily Duties and Responsibilities

Uniform: Tasteful Civilian Attire

Standards:

- NCOs will report accountably to SSG Priestler and notify him of all changes to number of participants.
- All soldiers will eat and participate in group discussion.
- Conduct Victory Wellness group discussion to standard, not to time. To include an AAR

<p>RESOURCES REQUIRED</p> <ul style="list-style-type: none"> ● NCOs to keep side bar conversations to a minimum ● The Chef 	<p>Concept of Operation</p> <p>Phase 1: Accountability, Event Brief, and Chow</p> <p>Phase 2: Conduct open discussion</p> <p>Phase 3: Conduct AAR</p> <p>Summary: Build GEOINT cohesion by conversing about everyone's beliefs and values.</p>	<p>Risks and Concerns</p> <ul style="list-style-type: none"> - Digression off Topic and Side-bar conversation - Aggressive Conversation - Risk of COVID exposure 	<p>Mitigation</p> <ul style="list-style-type: none"> - SSG Priestler will redirect off topic discussions back on the given scenario. - Soldiers will take turns speaking and be respectful of others opinions. - Masks can be worn if soldiers choose to.
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HHC Wellness Morning



Unit: HHC, STB, 1IDSB
Instructor: SFC
Topic: MRT Real Time Resilience
Date: 10AUG2021

Summary:
 Soldiers and family members from the "Red Knights" visited the Kansas State University Gardens in Manhattan, KS, to practice Real-Time Resiliency and build emotional strength.

SFC, the unit MRT, gave Soldiers a class on "Real Time Resiliency". Throughout the training, he gave examples on how to effectively deal with counter productive thoughts. Soldiers participated in a breakout session in which they practiced reasoning and perspective techniques to break a problem down and see positives in the given situation.

The K-State garden was selected as the site for resiliency morning to remind Soldiers that we are a team, just as the gardens were designed by professors and students, we too are all innovative problem solvers and resilient to any weather to grow our strong resilient team.





HHC, STB, 1SB– EO (Respect) & ACE-SI Training



Unit: HHC, STB, 1SB

Event: EO and ACE-SI "Respect" training

When: 19NOV21

Where: Victory Chapel, Fort Riley

Focus Area: Respect

Pillars: Social, Emotional, Spiritual, Family

Summary:

HHC, STB conducted EO training on cultural bias and used the Johari Window to expose personal blind spots and build trust within an organization. Following a short Johari Window activity, the Chaplain team led a very powerful ACE-SI to recognize the signs of suicidal ideations or intentions of others.

The Johari window group activity improved Soldiers' self-awareness and provided personal development to discover hidden cultural biases and remove potential communication barriers within a group. Open and honest discussions on cultural differences provided a platform to build trust and respect within their small groups.

ACE-SI training focused on building recognition skills necessary to assist others who may be suicidal or have ideations. The Chaplain team facilitated open and raw discussion on the importance of knowing your Soldiers, peers and family and utilizing the ACE-SI method to intervene when signs of suicidal ideations or intentions are recognized.





RESOURCES TAB PAGE BREAK
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EDUCATION



Education can lead to longer, healthier lives. According to studies conducted at Virginia Commonwealth University, education in schools and other learning opportunities outside the classroom build skills and foster traits that are important throughout life. It can have profound and positive effects on a person's health, perseverance, flexibility, as well as an individual's ability to form relationships and establish social networks.

In the following pages, you will find educational opportunities that can improve your future. Getting a better education is your key to a more successful military and civilian career.

Education is the most powerful weapon which you can use to change the world.

-Nelson Mandela



ADHR/Education Services-Army Continuing Education System (ACES)

Location: 211 Custer Avenue, Room 100

Phone: 785-239-6481

Website: <https://home.army.mil/riley/index.php/about/dir-staff/dhr/ed-svcs>

Facebook: <https://www.facebook.com/fortrileyeducationservices/about/>

Email: usarmy.riley.imcom.mbx.education-service@mail.mil

Hours: Monday-Thursday, 0730-1700 and Friday, 0730-1600 (non-RDO or Holidays)

EDUCATION SERVICES

Counseling: Professional guidance counselors are available to inform each Soldier of opportunities to achieve educational and career goals. They provide information on College programs available on and off Post, Credentialing Assistance Program, Commissioning programs assistance, GT Improvement, Tuition Assistance, Financial Aid, GI Bill/Incentive Education Benefits, Joint Services Transcript (JST) and Army Personnel Testing.

Testing Services: Provide Army Personnel Testing (APT) such as Defense Language Aptitude Battery (DLAB), Defense Language Proficiency Test (DLPT), Oral Proficiency Interview (OPI), Selected Instrument for Flight Training (SIFT), Basic Math & Science Test, Air Force and Fire Fighter exams. NOTE: Only 5 Soldiers scheduled per test exam due to social distancing.

Tuition Assistance (TA): Effective August 5, 2018, Soldiers are eligible to utilize TA after completing Advanced Individual Training. To continue TA eligibility, Soldiers must maintain a 2.0 GPA for undergraduate work and 3.0 for graduate work.

College Level Examination Program (CLEP) and DANTES Subject Standardized Test (DSST): Are the most widely accepted credit-by-exam programs. These tests assess college-level knowledge in thirty-six subject areas and provide a mechanism for earning college credits without taking college courses. There are about 2,900 colleges which grant CLEP/DSST credit. These tests are useful for individuals who have obtained knowledge outside the classroom, such as through independent study, military service schools, or professional development. You can receive college credit for what you already know. NOTE: Appointments are scheduled at the Tutor Center and only 3 soldiers scheduled per test exam due to social distancing.

TRIO/Financial Aid Advisor: The advisor provides one-on-one assistance with filling out the Free Application for Student Aid (FAFSA) and applying for scholarships. They can provide workshops on Financial Aid, Money matters, Student success and Test taking strategies. Located in the Education center Monday through Thursday, by appointment.

POC: Coordinator/Academic Advisor Central Kansas Educational Opportunity Center
Grandview Plaza: 100 Continental Ave.
(785)238-5200, Ext. 17 Fax: (785) 762-3078

Computer Lab: Provides computer resources and internet access located in the Education center. Tuesdays-Thursday from 0830-1600.



Tutor Center: Free tutoring for any student taking college level courses. No appointment needed, walk-in hours:

Monday	0900-1700
Tuesday	0900-1700
Wednesday	0900-1900
Thursday	0900-1700
Friday	0900-1500
Saturday	1100-1500
Sunday	Closed

Location: 7656 Graves Street

Phone: 785-240-3617

Unit Briefings/Classes: At your request, we can provide an educational services briefing to your Soldiers at your Unit. We can also offer BSEP and LSEC classes to be taught in a classroom at your Unit at your convenience. For classes, we would need at least 10 interested Soldiers, in order to conduct the course. POC: 785-239-9243.

EDUCATION SERVICES PROGRAMS

Leadership Skills Enhancement Courses [LSEC]: These skill-enhancement courses expand on an individual's interpersonal and communication skills in the NCO leader development process and support structured self-development.

- Courses are offered at no cost to students, as the courses are fully covered by scholarship.
- Classes consist of your first two years of college General education requirements; such as English, Math, Humanities, Social Sciences and Sciences.
- LSEC Classes are available to Active duty military, reservists, retired military, veterans, DoD Civilians, and the family members of each category.

Basic Skills Education Program [BSEP]/GT Improvement: BSEP provides academic instruction to support Soldier's job-related learning, performance of military duties, career progression, and lifelong learning. BSEP curriculum and instruction develops skills in such areas as reading, mathematical computation, writing, and language.

A Soldier's objectives for enrollment in BSEP may include:

- Increase General Technical [GT] score for Military Occupation Specialty [MOS] reclassification
- Establish eligibility for commissioning programs
- Increase chances for promotion
- Eligibility to Re-class

Credentialing Assistance: While on Active Duty, a credential may be required for an occupation, it could enhance promotion potential, and contribute to personal and Professional development. Once in the civilian workforce, a credential may be required by law or employer, it can lead to higher pay and improved prospects for promotion, and demonstrates to civilian employers that training and skills attained in the military are on par with those gained through traditional civilian pathways.

- The CA program increases the Soldier's value to and competitiveness of the Army through helping Soldiers attain industry recognized credentials.
- Funding is provided for voluntary off-duty courses and/or exams leading to an industry-recognized academic or vocational credential listed in the Army COOL website at www.cool.osd.mil/army/.



- Credentialing Assistance will pay for all necessary books, supplies, and associated materials required for an approved training course and/or exam. Soldiers may use both Federal Tuition Assistance (TA) and Credentialing Assistance (CA); however, the combined usage shall not exceed the \$4,000 fiscal year limit.
- Effective August 17, 2020, Soldiers must submit FY21 requests in ArmyIgnitED at <https://www.armyignited.com/app/> at least 30 business days prior to the start date of the course or exam.

Joint Services Transcript (JST): Provides documented evidence to college and universities of the professional military education, training, and occupation experiences of Service Members. Typically, schools require 3-6 credit hours of course work completed with the evaluating school prior to evaluating military credits to academic credits. Transferring JST to Institutions: <https://jst.doded.mil>

Green to Gold Briefing: Every Friday BLDG 206, RM 112 Time: 0900-1000 Brief and 1100-1400
Application Assistance POC: 785.532.5173

ON POST COLLEGE PROGRAMS

Barton Community College

Dean

fortriley@bartonccc.edu (785)239-0404 / (785)784-6606, Room 211

Central Michigan University

Director of Enrollment

fort.riley@cmich.edu OR <https://www.cmich.edu/Global/> (785)784-4402, Room 104

Central Texas College

Director

director.riley@ctcd.edu OR www.ctcd.edu/riley (785)209-3179, Room 201

Hutchinson Community College

Outreach Coordinator

fortriley@hutchcc.edu (785)239-2551, Room 108

Kansas State University

Program Coordinator

<https://www.k-state.edu/military/> (785)239-0685 / 0686, Room 111

Southwestern College

Site Coordinator

(785)784-9930, Room 111

University of Mary

Program Director

<https://www.umary.edu/admissions/military/index.php>

(785)784-2158, Room 110

Upper Iowa University

Director

www.uiu.edu/fortriley (785)784-5225, Room 102

RECOMMENDED READING LIST

- The 7 Habits of Highly Effective Families, Stephen Covey
- Emotional Intelligence 2.0, Travis Bradberry
- Tribe, Sebastian Junger
- The resilience factor, Karen Reivich
- Surviving the Shadows, Bob Delaney
- High Risk Soldier, Terron Wharton
- The Grief Recovery Method, John James
- When children Grieve, John James
- Grief recovery for pet loss, John James
- The Power of Us, Jay Van Bavel
- Think Like a Monk, Jay Shetty
- The Body Keeps the Score, Bessel Van der Kolk
- Thinking Fast and Slow, Daniel Kahneman
- Grit, Angela Duckworth
- Talking to Strangers, Malcom Gladwell
- Atlas of the Heart, Brene Brown
- Becoming, Michelle Obama
- Greenlights, Matthew McConaughey
- Sapiens, Yuval Noah Harari
- The Happiness Hypothesis, Jonathan Haidt
- How to be an Antiracist, Ibram X. Kendi
- Digital Minimalism, Cal Newport
- Can't Hurt Me, David Goggins
- Man's Search for Meaning, Victor Frankl
- The Power of Habit, Charles Duhigg
- What We Talk About When We Talk About Love, Raymond Carver



FORT RILEY SERVICE DIRECTORY

EMERGENCY

Suicide & Crisis Hotline	800-784-2433
Suicide & Crisis Hotline (TALK)	800-273-8255
Irwin Army Community Hospital Emergency Room	785-239-7777/7778
Kansas Poison Center	800-222-1222
Military Police Emergency	911
- Military Police Non-Emergency (MPMP)	785-239-6767
Fire Department Emergency	911
- Fire Department Non-Emergency	785-239-1859
Domestic Violence & Sexual Assault 24hr Hotline	785-307-1373
American Red Cross	877-272-7337
- Fort Riley Office	785-239-1887
Emergency Operations Center	785-239-2222
Junction City Police Department	785-762-5912
Geary County Sheriff's Department	785-238-2261
Riley County Police Department	785-537-2112

ALCOHOL • DRUGS • SUICIDE

Alcohol Substance Abuse Program (ASAP)	785-239-5075
Substance Use Disorder Clinical Care (SUDCC)	785-240-8283/8208
Suicide Prevention Awareness & Education	785-239-1012
Crisis Hotline (Text: 838355)	800-273-8255
Drunk Driving Prevention Program Free Rides	785-693-0303

ABUSE • NEGLECT

IACH Family Advocacy Program	785-239-7060
Sexual Harassment/Assault Response & Prevention Program	785-239-2277/3379
Victim Advocates	785-239-5484/9026/2991
The Crisis Center 24hr Hotline	800-727-2785
- Junction City	785-762-8835
- Manhattan	785-539-2785
Kansas Department of Children and Families (DCF)	
- Junction City	785-762-5445
- Manhattan	785-776-4011
Report Adult & Child Abuse/Neglect	800-922-5330
Department of Emergency Services	785-239-6767

FINANCIAL

Army Emergency Relief (AER)	785-239-9435
Financial Questions (ACS)	785-239-9435
Thrift Savings Plan FAQ	877-968-3778
Defense Military Pay Office (Finance Office)	785-239-6188/6189/6028

CHILD CARE

ACS Family Advocacy Program	785-239-9435
ACS Parent Support Program	785-239-9435
ACS Exceptional Family Member Program	785-239-9435
IACH Exceptional Family Member Program	785-239-7198
Child and Youth Services (CYS)	
- Parent Central (Registration Office)	785-239-9885
- Family Child Care	785-239-4313
- 1st Division Child Development Center	785-239-9011
- Forsyth Child Development Center	785-239-4846
- Warren Child Development Center	785-239-9935
- Warren East Child Development Center	785-240-0822
- Whitside Child Development Center	785-239-4978
- Whitside North Child Development Center	785-240-6739
- Custer Hill Youth Center	785-239-9222
- Custer Hill School Age Center	785-239-9220
- Forsyth East School Age Center	785-240-5820
- SKIES	785-240-2822
- Youth Sports and Fitness	785-239-9223
Women Infant and Children (WIC)	
- Fort Riley WIC Office	785-239-5493
- Geary County WIC Office	785-762-5682
- Manhattan / Ogden WIC Office	785-776-4779 ext. 7661

HEALTH CARE

Irwin Army Community Hospital (IACH)	
- Information Line	785-239-7000
- Appointment Line (DOCS)	785-239-3627
- Nurse Advice Line (DOCS)	785-239-3627
- Patient Advocate:	785-239-7739/7103
- Chaplain	785-239-7872/7871
Dental Care MetLife	www.Tricare.mil/tdp
Immunization Clinic	785-239-7972
Family Advocacy (IACH) Abuse/Neglect	785-239-7060
Behavioral Health	785-239-7208
Social Work Services (SWS)	785-240-7471/7472
TRICARE	888-874-9378
- TRIWEST	785-240-7103/239-7968
Outpatient Pharmacy	785-239-7619

FORT RILEY SERVICE DIRECTORY

SOLDIER & FAMILY OUTREACH

Army Wellness Center (9355)	785-239-WELL
R2 Performance Center	785-239-8835
Family Readiness Group Training	785-239-9435
Mobilization & Deployment Readiness	785-239-9435
Outreach/Unit Service Coordinators	785-239-9435
Employment Readiness	785-239-9435
Family Advocacy Program	785-239-9435
Stress Management	785-239-9435
Marriage and Relationship Classes	785-239-9435
Military & Family Life Counselors	785-239-1883
- Military & Family Life After Hours	785-221-9483
Survivor Outreach Services	785-239-0630
Soldier & Family Assistance Center (SFAC)	
- Wounded/Injured Soldier and Family Assistance	785-239-8430

CHAPLAINS • CHAPELS

Installation Chaplain	785-239-3359
Chaplain's Family Life Counseling Center	785-239-3430
After Duty Hours Chaplain: (4367)	785-239-HELP
St. Mary's Chapel	785-239-0597
Normandy Chapel	785-239-3436
Morris Hill Chapel	785-239-4315
Kapaun Chapel	785-239-4818
IACH Chapel	785-239-7871

LEGAL

Legal Assistance	785-239-3117
Administration	785-239-2217
Tax Center Seasonal	785-239-1040
Claims	785-239-3830
Magistrate Court	785-239-3918
DEERS ID Cards and AG ID Cards	785-239-3654
Immigration and Naturalization	785-239-3117

LEISURE & OUTDOOR

Leisure Travel Services	785-239-5614
Outdoor Adventure Park	785-239-5412
Equipment Checkout Center	785-239-2363
Automotive Skills Center & Car Wash	785-239-9764
Hobby Studio	785-239-9205
Warrior Zone	785-240-6618
SpareTime Interactive Entertainment	785-239-4366
Riley's Community Center	785-784-1000
Barlow Theater	785-239-9574
Post Library	785-239-5305

BASIC NEEDS

Post Exchange (PX)	785-784-2026
Commissary	785-239-6621
Taxi: Junction City	785-238-6161
Taxi: Manhattan (DDPP)	800-747-2524
Taxi: Free Rides	785-693-0303
Armed Services YMCA Child Care:	785-238-2972
Operation Wheels	785-762-4730
Better Opportunities For Single Soldiers (BOSS)	785-239-2677
US Department of Veterans Affairs	800-310-4107
- US Department of Veterans Affairs (Local)	785-587-3257
Post Office	785-784-2305
Visitor Control Center	785-239-3874
Post Thrift Shop	785-735-3874

UNITED SERVICE ORGANIZATION (USO)

Fort Riley USO	785-240-
5326/6918	

HOUSING

Housing Service Office (<i>Off Post</i>)	785-239-3525
Corvias Military Housing	785-717-2258
- Colyer-Forsyth	785-717-2260
- Ellis Heights	785-717-2252
- Historic Main Post	785-717-2240
- McClellan Place	785-717-2243
- Warner Peterson	785-717-2248
Household Goods (<i>Personal Property</i>)	785-239-5583
ACS Relocation Assistance	785-239-9435
On-Post Lodging (<i>IHG Candlewood Suites</i>)	785-962-3080

SCHOOLS

School Liaison Officer	785-240-3261
Fort Riley Education Services	785-239-5431
Geary County USD 476	785-717-4000
Manhattan USD 383	785-537-2000
English as a Second Language (ESL) Junction City	785-238-4311
English as a Second Language (ESL) Manhattan	785-539-9009

FITNESS

Whitside Fitness Center	785-239-2573
- Intramural Sports & Fitness Office	785-239-2813
King Field House	785-239-3868
Craig Fitness Center	785-239-5562
Long Fitness Center & Training Pool	785-239-4683
Leonard Fitness Center	785-239-5771
Robinson Fitness Center	785-239-4480
Eyster Indoor Pool	785-239-4854

People are the 1st Infantry Division and Fort Riley. We build our team on trust, resiliency, and discipline. Ready to fight and win, we proudly stand committed to our legacy.



EMOTIONAL

FAMILY

PHYSICAL

SPIRITUAL

SOCIAL

A shield-shaped emblem with a red number "1" in the center, set against a dark blue background.