OPERATION VICTORY READINESS

LEADERS' GUIDE

1ID

Version 1.0

FORT RILEY

2025

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May 21, 2025

Building Warfighting Readiness is the foundation of our Division's legacy and the key to our future success. In today's increasingly complex global security environment, operationalizing readiness at Fort Riley is not merely a priority, it is an imperative. Our commitment to being fit, inspired, disciplined, trained, and ready to deploy, fight, and win decisively anytime, anywhere, is unwavering.

Operation Victory Readiness (OVR) is the 1st ID's plan for enhancing warfighting readiness and care for Soldiers, Civilians, and Families through five core domains: emotional, health and wellness, spiritual, community messaging, and resilience. This plan is for everyone at Fort Riley—serving both those currently thriving and those in need of support—recognizing that readiness starts with our people.

The operationalization of readiness will focus on:

- **Integrated Training:** Incorporating H2F principles to strengthen physical, tactical, and mental resilience in all activities. Certifying NCOs to lead combat focused physical training.
- **Empowered Leaders:** Equipping leaders with resources, training, and programs to foster readiness and resilience within their formations. Certifying leaders at echelon to lead formations.
- **Data-Driven Approach:** Leveraging data to track progress, identify gaps, and tailor programs for optimal effectiveness.
- **Community Partnerships:** Strengthening ties with healthcare providers and mental health professionals for comprehensive Soldier and family support. Leveraging installation and community partners like the transportation round table to improve the quality of life for Soldiers and Families.
- **Family Resilience:** Expanding tools and resources to ensure families thrive as key contributors to readiness.

To assist leaders, the updated Victory Readiness Leader's Guide (VRLG) will serve as a vital resource. Leaders are expected to familiarize themselves with the guide and actively integrate its principles within their formations.

This initiative represents a sustained commitment to building a stronger, more adaptable force. Together, we will ensure the 1st Infantry Division remains the most lethal and prepared division in the U.S. Army. The readiness of the Big Red One is paramount to victory.

Derek Noyes
Command Sergeant Major, USA
Division Command Sergeant Major

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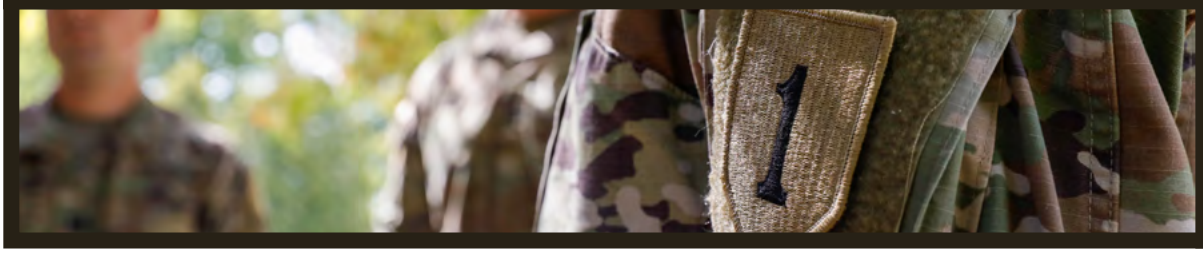
Major General, USA
Commanding

SECTION

OPERATION VICTORY READINESS

01



Leaders: The Army's #1 priority is warfighting readiness enabled by taking care of our people. To this end, it is critical that leaders at all levels are engaged in prevention efforts. They should work to establish and maintain a culture of trust, dignity and respect—one that allows Soldiers, Army Civilians and Family members to advocate for themselves, and connect with resources to achieve and sustain optimal health and well-being. This will allow Fort Riley to:

1. Improve readiness building

2. Operationalize care for Soldiers, DA Civilians and Families

3. Encourage help-seeking behaviors

4. Build healthy, positive organizational and community environments that enable mission readiness.

Soldiers: Everyone should feel valued and have a pathway to success whether inside or outside of the Army.

Operation Victory Readiness (OVR) is a key task under Line of Effort 2, "Care for Soldiers, Civilians, and Families" in the commander's campaign plan. OVR is a comprehensive, enduring operation to make every Soldier, Civilian, and Family Member on Fort Riley more resilient. Under the direction of the Fort Riley Senior Commander (SC), the CR2C will be called Operation Victory Readiness Council. This council is a line of effort under the reimagined Operation Victory Readiness Program and is nested in the commander's campaign plan. It identifies and sets priorities for community health and wellness activities, directs the integration and synchronization of installation prevention programs, and develops and implements strategies to identify gaps and reduces redundancy for program support. The operationalizing of the commander's prevention efforts will enable each one of our men and women to truly master the key aspects of our professions and ensure the Division is ready to fight and win when the nation calls.

The intent of OVR is delivered through five key components: (1) Operation Victory Readiness Council; (2) Victory Reception Program; (3) Readiness Checks; (4) Victory Readiness Days; (5) and two health and fitness programs: Holistic Health and Fitness (H2F), and Civilian Fitness/Wellness Program (CFWP). The execution of these activities is outlined in this Victory Readiness Guide; a leader's book which provides ideas, resources, and tools for planning activities to increase readiness at Fort Riley.

Resilience

RESILIENCE is the ability to persevere, adapt, & grow in dynamic or stressful environments.

Resilience encompasses internal motivation, persistence, and how Soldiers revitalize, recover and/or adapt to respond constructively to challenges in their daily lives. Training and education empower leaders and Soldiers to demonstrate resilience. When individuals gain experience in applying these skills, it enables cohesive team building and drives readiness.

This guide provides leaders with tools to foster healthy command climates and improve resiliency in their formation.

The Victory Readiness Leaders' Guide outlines the five components of Operation Victory Readiness and provides resources for leaders to execute the program at echelon.

Victory Reception

The Victory Reception Program ensures new Soldiers assigned to the 1st Infantry Division are administratively, physically, and mentally fit for service within the unit. This program allows our team to COACH our new teammates to become PROS at their craft.

The Victory Reception Program identifies people issues (pay, transportation, housing, and other family concerns) and allows us to build a personal glide path for each Soldier before they report to their new unit. A successful graduate of the program arrives with a complete Counseling Packet IAW Fort Riley policies and procedures.

Victory Readiness Checks

Victory Readiness Checks (VRC): Victory Readiness Checks are 30–60-minute counseling sessions completed by a Military Family Life Counselor (MFLC) or Chaplain as part of the Victory Reception Program.

Every Soldier, from Private to Major General, will complete a Victory Readiness Check during the first week of in-processing. Victory Readiness Checks are not mental health evaluations; they are non-attributional Readiness sessions designed to make every Soldier stronger, introduce people to counseling, and work to eliminate the stigma of counseling. If a Soldier decides to seek further counseling, he/she will be scheduled with the appropriate resource before they are released to their unit.

Victory Readiness Checks are one of the most crucial components of OVR. Every Soldier in the formation will benefit from receiving a readiness check. For many Soldiers, this will be the first time they have formally sat down with a mental health professional. Normalization of readiness services and exposure to counseling can significantly reduce the stigma associated with each.

Military Family Life Counselors read a confidentiality statement to the Soldiers at the beginning of the session that says the following:

"Information you provide me, or other counselors will be kept confidential, except to meet legal obligations or to prevent harm to self or others. Legal obligations include requirements of law and DOD or military regulations. Harm to self or others includes suicidal thoughts or intent, a desire to harm oneself, domestic violence, child abuse or neglect, violence against any person, and any present or future illegal activity."

Soldiers will receive a resource sheet with recommendations for additional support services that will be provided to the gaining unit's leaders.

Victory Readiness Days

Victory Readiness Days (VRD): VRDs are protected days that focus on realistic-combat physical training, uniform inspections, counseling, barracks inspections, and resiliency training. Victory Readiness Days occur on the 3rd Friday of every month that enhance esprit de-corps, accountability, and ensure Soldiers are taking care of their equipment, living areas, and administrative requirements. No less than annually, units will focus on lethal means safety and suicide prevention.

This guide contains a section to help leaders understand how to be deliberate in their readiness training and seek to build skills in areas such as: financial readiness, healthy relationships, and stress management.

Holistic Health and Fitness (H2F)

Holistic Health and Fitness (H2F) is changing the culture of health and fitness in the Army to help meet the demands of modern combat. H2F empowers and equips Soldiers to take charge of their health, fitness, and well-being to optimize their individual performance while also preventing injury or disease.

Modeled after Special Forces and professional/collegiate athletics, the H2F System moves away from a one-size-fits-all model and acknowledges every Soldier is unique, and different units have different missions.

H2F takes a holistic approach to fitness by addressing five readiness domains (physical, mental, nutrition, sleep, and spiritual). Understanding that each domain impacts the others, we strive to educate our Soldiers and provide them with the resources needed to maximize their performance on and off the battlefield.

Physical Readiness: The ability to meet the physical demands of any duty or combat position, accomplish the mission, and come home healthy.

***Mental Readiness*:** An individual's or team's ability to think, feel, and act in a manner that optimizes performance. Mental readiness includes the ability to integrate cognitive, emotional, and interpersonal capabilities into daily habits, relationships, fitness, operational tasks, and activities.

Nutritional Readiness: The ability to recognize, select and consume the required food and drink to meet the physical and non-physical demands of any duty or combat position, accomplish the mission, and come home healthy.

Sleep Readiness: The ability to recognize and implement sleep principles to support optimal brain function, emotional recovery, and physical recovery. Soldiers need 7-9 hours of sleep per day to maximize health and sustain performance.

Spiritual Readiness: Develops the connection that gives meaning and purpose to one's life. It focuses on building the core values, beliefs, and identity unique to you but common to all, whether you are religious or not. It provides resilience in times of stress, hardship, and tragedy.

Civilian Fitness Wellness Program (CFWP)

The Civilian Fitness Wellness Program is designed to encourage and motivate employees to develop healthy lifestyles and enhance the quality of work life and productivity. Participation in the CFWP is contingent on supervisory approval and subject to workload and mission requirements. A full-time employees' supervisor may approve a maximum of one hour of administrative leave per day for up to 3 days per week. Three hours per week consists of the total time away from the work site and time cannot be carried over from one week to the next. Participants in the plan must fill out the "OSD/JCS/WHS Civilian Fitness Wellness Program Agreement and get it signed by their supervisor. If approved, employees submit Admin Leave (Wellness) requests using ATAAPS and get the absence approved.

Operation Victory Readiness (OVR) Council

OBJECTIVES. The OVR council initiates and develops procedures for implementing installation-wide health promotion, risk reduction, and suicide prevention efforts to maximize readiness, resiliency, and overall quality of life.

The OVR council will achieve the following:

1. Assess and identify community health needs.

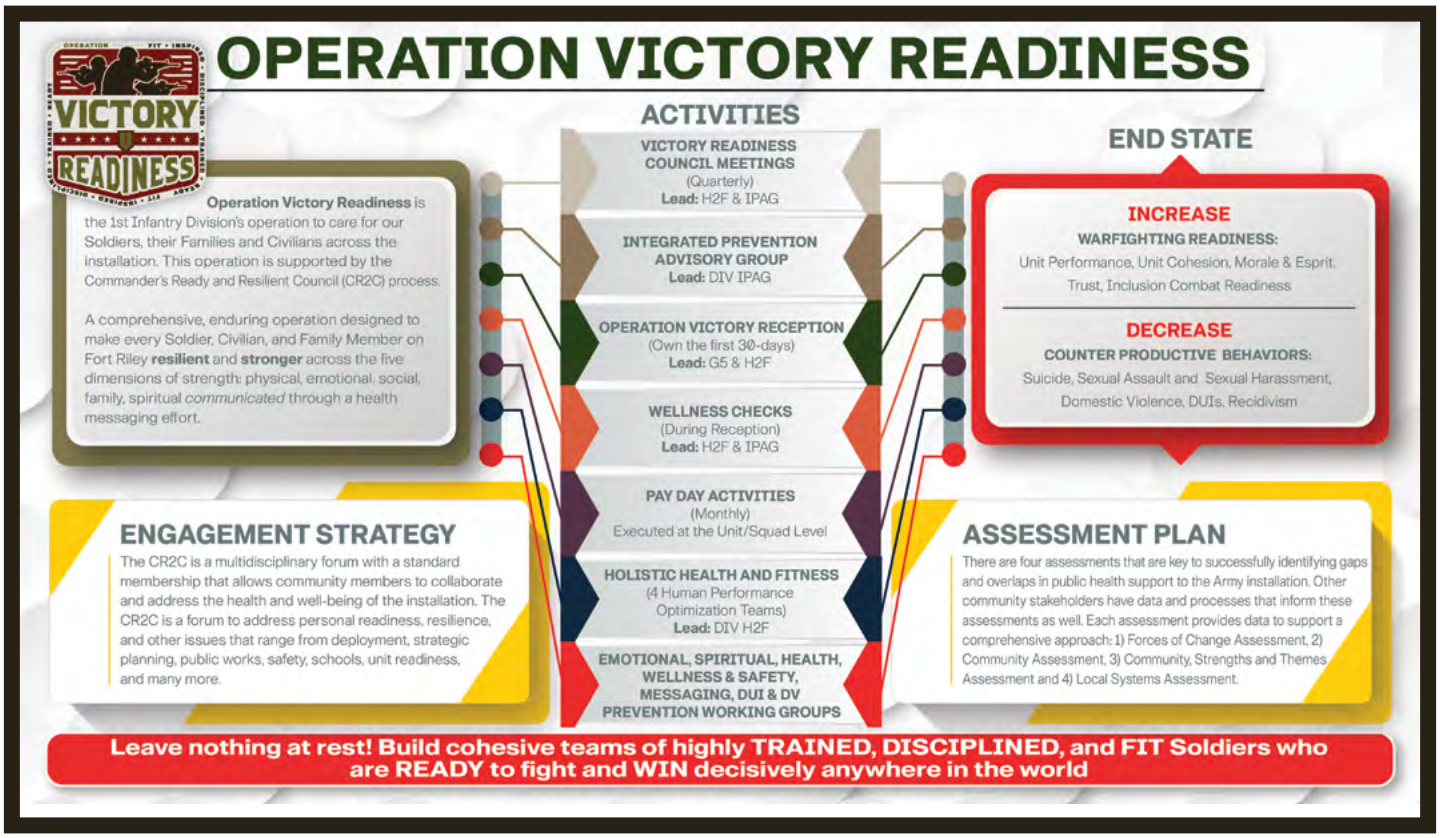
2. Identify and recommend priorities for installation community health promotion programs.

3. Direct the integration and synchronization of installation programs, data, and services.

4. Develop and implement strategies to identify gaps and reduce excess and redundancy in programs and policies.

5. Develop a comprehensive marketing and communications campaign plan based on existing resources and demographics.

6. Shift the paradigm from reaction to prevention to improve health outcomes and community health status.



SECTION 02

LEADER KNOWLEDGE BY ECHELON

Senior Leader Training:

Leaders play a pivotal role in fostering healthy command climates and stopping behaviors that reduce readiness before they occur. The following learning objectives can help military leaders become more successful in preventing sexual assault, harassment, retaliation, suicide, and domestic and child abuse.

As outlined in DoDI 6400.11, there are three areas for initial and continued professional development for leaders in working to prevent harmful activities across installations:

1. Implementation and support of prevention systems: Leaders must grasp public health principles, collaborate with stakeholders for prevention programs, foster a culture of prioritizing safety, and commit to sustained engagement through multi-year plans and accountability.

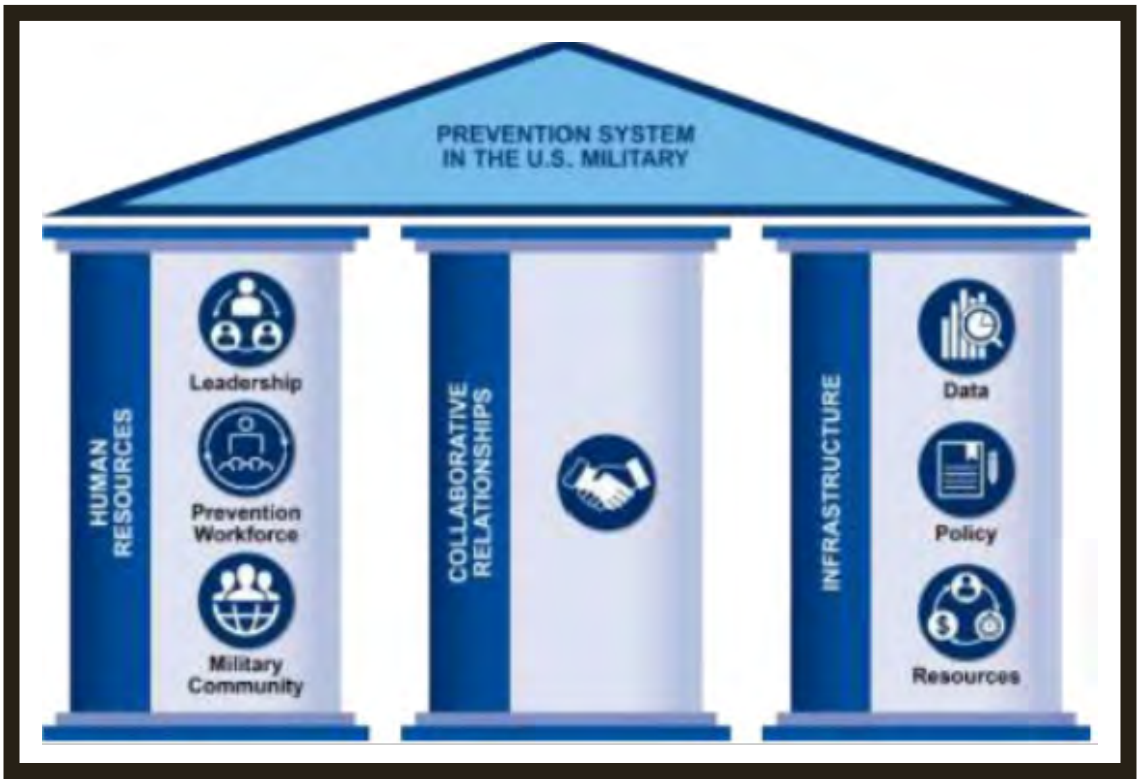
2. Fostering a command culture of respect: Leaders must establish a respectful command climate, conduct regular Command Climate Assessments (CCA), model and encourage healthy behaviors, and ensure compliance with DoDI 6400.11 guidelines.

3. Encouraging a culture of help-seeking and access to available resources: Leaders should promote help-seeking, ensure access to resources, understand the impact of trauma, and establish effective referral systems for personnel in need.

Primary Prevention Strategy and Approach Example

Strategy	Approach
Promote Positive Social Norms	▪ Change social norms through community education and engagement. ▪ Engage bystanders and peers in changing social norms and promoting connectedness
Create Protective Environments	▪ Improve organizational environments and policies ▪ Modify the physical and social environment to promote connectedness and reduce exposure to risk ▪ Reduce access to lethal means among people at risk
Make System Level Changes that Increase Access to Supports and Services	▪ Strengthen household access to financial supports ▪ Increase access and quality of early childhood services ▪ Decrease barriers to accessing helping services

The Commanders Role in Supporting the DOD Primary Prevention System



Leadership: Leaders are responsible and held accountable for communicating prevention as a priority by implementing and supporting prevention systems, fostering a culture of respect, and encouraging help-seeking and access to resources.

Prevention Workforce: The I-PAG integrates primary prevention functions into the Army and educates and advises commanders and leaders on all aspects of the prevention process and system.

DoD Instruction 6400.09 (3.2 d.) and the OSD Primary Prevention Plan of Action (PPoA) 2.0 instruct commands / installations to institutionalize an evaluation process to assess ongoing and new prevention activities, and to use evaluation results for continuous quality improvement. Using prevention evaluation results to continually improve subsequent implementation of prevention activities may lead to better implementation quality and outcomes. Continuous evaluation will be operationalized through the command / installation's Senior Commander's (SC) Ready and Resilient Council (CR2C) strategic process. CR2C, associated working groups, and Unit Ready and Resilient (UR2T) / Health Promotion Team meetings will regularly set appropriate and manageable expectations of subordinate leaders and the I-PAG for timely results of prevention activities.

Understanding The Army Integrated Prevention Advisory Group (I-PAG)

The Integrated Prevention Advisory Group (I-PAG) is the new primary prevention workforce, whose objective is to build the Army's integrated prevention system. I-PAGs support leader-led efforts to improve policies, programs and practices intended to increase protective factors, build positive peer environments, and reduce behaviors that affect readiness within the Army.

Prevention Overview

Primary Prevention Focus

- Prevention efforts are often classified based on ***when*** activities are implemented and ***who*** the focus is of the activities.
- I-PAG focuses on **primary prevention** (**when**) that is **universal or targeted** (**who**).

Prevention activities that simultaneously address multiple self-directed harm and prohibited abusive or harmful acts.

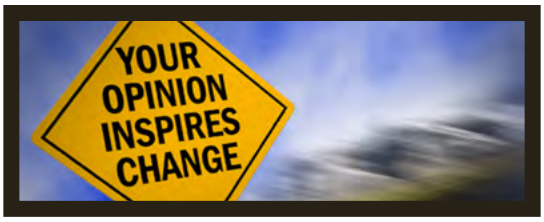
Self-directed harm and prohibited abuse or harm refers to sexual assault, harassment, retaliation, suicide, domestic abuse, and child abuse.

Prevention activities delivered in a cohesive, comprehensive approach which promotes unity of effort, avoids unnecessary duplication, and lessens training fatigue.

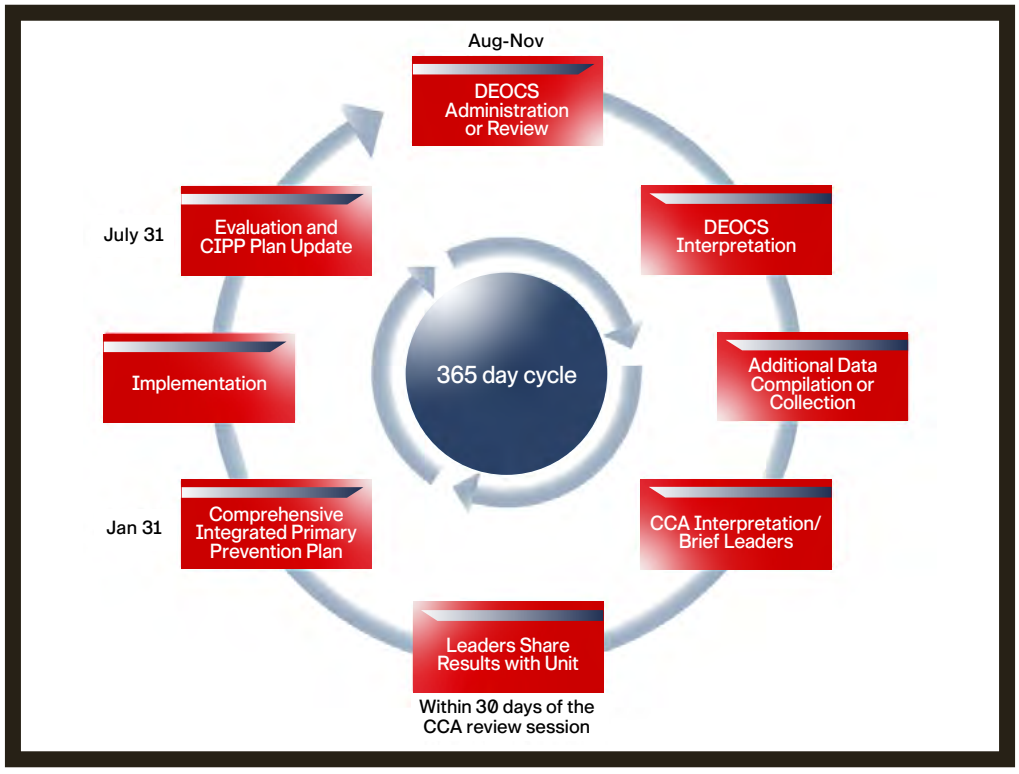
The Commander's Role in Creating Positive Command Climates

The Defense Organizational Climate Survey (DEOCS) and Defense Organizational Climate Pulse (DOCP) are Command Climate Assessment survey tools that provide commanders and Department of Defense (DoD) leaders with important feedback about the current climate within their unit or organization. The climate portal on Prevention.mil contains a wealth of resources designed to help commanders initiate climate surveys, interpret results, and develop action plans to improve climate factors.

A healthy climate is essential for improving unit readiness. The new DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders includes the following Command Climate Assessment (CCA) improvements:



- Better Data Quality: a flexible climate pulse survey with real-time feedback, a standardized annual fielding window for the DEOCS, and inclusion of more qualitative data
- Stronger Capacity: Leaders receive support from the IPAG for CCAs, a data system provides visibility of CCA results and prevention plans, there is a full feedback loop between climate data and prevention activities
- Higher Accountability: new scoring benchmarks for measuring climate, prevention plans with clear actions for leaders at every echelon, compliance tracking processes to ensure full participation



What is a CIPP Plan? A CIPP Plan is a tool used to document planned integrated primary prevention-based activities to reduce risk factors and enhance protective factors to promote healthier climates across Communities in the Department of Defense (DoD). The CIPP Plan for a community is informed by a variety of data, including administrative records, reports, interview data, focus group data, and survey data such as the DEOCS.

Encouraging a Culture of Help-Seeking and Engaged Leadership

Our nation's trust and confidence in the U.S. Army as an institution is measured by our commitment, ability, and collective effort to sustain individual Soldier, unit, and Total Army readiness at the highest levels possible. Actively engaging in leadership practices that positively encourage and motivate individuals helps build personal resilience and enhances readiness.

Reaching out to others, particularly those in transition or during off-duty time, to assist them in managing family and professional responsibilities enhances work efforts. It also improves skill sets and enables Soldiers to cope with life stressors.

Recognizing societal and Army culture challenges and increasing intervention and support when needed, strengthens trust, both personally and of others. Positive encouragement by Army leaders enhances visibility among all Soldiers, family members, peers, and Army civilian employees, and results in sustained unit preparedness.

Community Strengths and Themes Assessment Fort Riley Kansas FY2023

The Community Strengths and Themes Assessment (CSTA) aims to capture the pulse of what is important for military locations and to provide a deeper understanding of community members' perceptions of quality of life, health, safety, and satisfaction within the environment to improve overall readiness and resiliency. Here are two highlights related to help-seeking on FRKS from the most recent CSTA:

1. Perceptions of Career Impact for Help-Seeking Behaviors: Forty Four percent of respondents reported that it was somewhat likely or very likely that seeking help for a behavioral or emotional issue would negatively impact their career.

2. Likelihood of Seeking Support on the Installation: Forty percent of survey respondents indicated that they were very unlikely or somewhat unlikely to seek support on the installation if they or a Family member were experiencing a life challenge.

Effects of Stigma in Help-Seeking Resistance

The Army Suicide Prevention training curriculum includes an optional module about Stigma that provides junior leaders with the tools to address the negative impacts of Stigma in an organization. Here are some key concepts from the training module:

Many service members who have reported suicidal thoughts or a suicide attempt since joining the military have indicated that they did not talk to anyone or seek help.

Reasons that might contribute to a person not seeking help:

- Believing that asking for help is a sign of weakness
- Feeling ashamed or embarrassed
- Scared of ramifications; fear of being labeled or criticized by others
- Thinking you can handle the problem on your own

First Line Leaders Play a Pivotal Role in Prevention

First line leaders serve a pivotal role in supporting primary prevention in the organization by modeling the Army Values, intervening when inappropriate behaviors occur, and connecting with Soldiers to get to know them. Engaged first line leaders understand the impacts of stressful work environments and how climate factors influence Soldier performance. They must build strong connections with subordinates, mentor future leaders, conduct routine leader checks, and demonstrate a strong leader presence that includes sharing hardships with their Soldiers. In addition to engaged leadership, first line leaders can take advantage of institutional training that can broaden their understanding of challenging issues like suicide prevention, improving team cohesion, and identifying how life skill training can lead to reductions in behaviors that reduce readiness.

Leaders play a vital role in cultivating a holistic and resilient force by fostering essential life skills in their Soldiers. Beyond tactical proficiency, Soldiers require guidance in developing healthy relationships built on respect and appropriate boundaries, practicing responsible alcohol use through social resistance strategies, and utilizing healthy coping mechanisms like problem-solving to manage stress. Leaders should champion emotional intelligence, encouraging Soldiers to manage emotions constructively, address biases, and demonstrate empathy.

Effective communication skills, including conflict resolution, assertive boundary setting, and bystander intervention, are crucial for a safe and respectful environment. Finally, promoting resilience through mindfulness and ensuring financial readiness through sound financial literacy empowers Soldiers to navigate challenges effectively.

The following section includes details on the Army's financial training program as well as other courses that can help develop effective trainers and maximize training efficiency within units.

Financial Readiness

Financial readiness is an essential part of mission readiness. Soldiers who are financially secure are better able to fulfill the duties of their Army mission and report greater satisfaction in their home life. Financial literacy provides a pathway to sustaining financial wellbeing and resiliency, offering benchmarks for meeting all monetary obligations, building wealth, obtaining a sound financial future and ensuring a secure retirement. Soldiers and their Families need to be encouraged to have early conversations about money and budgets and to take advantage of the Army's many financial resources.

The Army's Financial Readiness training model requires training Soldiers on the specific financial skills at the time in their career or personal life when it is most appropriate. For example, certain financial courses are delivered at initial entry training; other courses must be delivered at the first duty station, or when the Soldier has a significant life event like a marriage or birth of a child. Please reference excerpt from Appendix 3A DoDI 1322.31 in the Additional Resources section to see a crosswalk of the financial readiness terminal learning objectives and milestones. Command teams have access to a feature in the Vantage/Commander's Risk Reduction Tool (CRRT) that provides information on which Soldiers have completed financial training milestones. Additional information about this feature can be found at the Army Financial Training leaders toolkit in the Additional Resources section.

Here are some examples of courses available from the Army Financial Readiness program:

Money Management: Focuses on core concepts of personal finances – budgeting, credit, investing, and your overall financial plan.

Managing Credit: This class provides an overview of your credit report: what's on the report and how to read it. It also covers how to build and maintain credit.

The Art of Buying a Car: This class provides information to consider as you walk through the car buying process like what to look for, the interest rates, sales tax, and registration of the vehicle.

Invest in Your Future: Don't know where to begin investing? This class covers investment vehicles to include IRAs, TSP, mutual funds, and savings accounts. It also provides various financial tools to help set you up for future financial success.

Reducing & Eliminating Debt: This is an overview of different methods to reduce and eliminate debt while taking into consideration how interest rates can affect you and your credit score.

Ask Care Escort-Suicide Intervention (ACE-SI)

As the Army's enhanced suicide prevention unit training program, ACE-SI empowers service members by providing comprehensive instruction on how to appropriately and deliberately intervene in crisis situations, and to recognize and assist at-risk individuals who are dealing with challenges. The program teaches participants to remain calm, ask directly about suicidal ideation, express empathy and safely escort at-risk individuals to the appropriate response agency or to remain with them until help arrives. All Army units will have ACE-SI trainers to support commanders with prevention and intervention. It is recommended that they conduct the annual Personal Readiness Training, ACE Base +1, for their units. Instructors are supported by a behavioral health professional or on-call chaplain. Each Battalion must have a minimum of 2 ACE-SI trainers. Courses are taught quarterly and scheduled through the Suicide Prevention Program Manager listed in Section IV.

Unit Fitness Trainer (UFT), Reconditioning Platoon Leader (RPL), H2F Facilitator, and H2F Integrator (H2F-I)

Units who are resourced with Holistic Health and Fitness (H2F) personnel should maximize their opportunities to attend locally hosted UFT, RPL, and H2F Facilitator courses. Graduates are trained to assess fitness levels of personnel, design and lead challenging fitness training programs, monitor progress, and implement injury prevention/ rehabilitation skills to improve unit readiness. Additionally, students learn about nutrition, sleep, mental readiness, and spiritual readiness.

The H2F-I Course was formally known as the Master Fitness Trainer Course. Soldiers will receive instruction on all aspects of H2F and be awarded the P5 (enlisted) or 6P (officer) additional skill identifier. In addition to the competencies mentioned for the local UFT/RPL/Facilitator courses, students will also learn how to perform as unit advisors and facilitate unit training with H2F domain subject matter experts. H2F-I graduates will help fill the gaps for units who are not currently resourced with H2F personnel and be the company-level leader to coordinate with other resources.

BOSS Representatives

BOSS representatives assist the command by organizing and communicating information about events to help improve single Soldiers' well-being, safety, education, recreation, and overall resilience. Indirectly, the BOSS program promotes connectedness and positive behavior, while deterring undesirable activities within the single Soldier population.

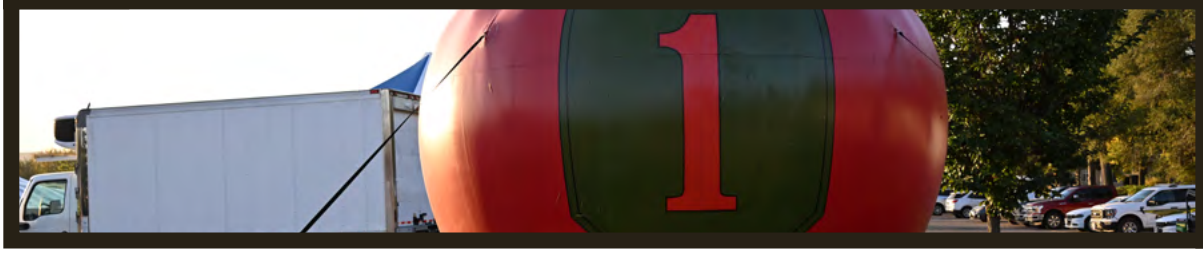
Soldier and Family Readiness Group Coordinator

Soldier and family readiness group coordinators assist the commander in developing and maintaining a relationship with the unit's families. They do this by ensuring timely and relevant communication of command information, training schedules, and unit or community events.

They also organize activities that include unit family members and provide information regarding installation resources and activities available to assist families. All these things help improve cohesion and the sense of Family members belonging to the unit and greater community.

SECTION 03

PREVENTION ACTIVITIES FOR VICTORY READINESS DAYS



This section is designed to provide detailed training guidance for leaders on how to plan and execute Prevention Training Activities during Victory Readiness Days. The training guide will provide information on the specific life skills that each course develops, indicators that the course is effective, and opportunities to reinforce the skills learned.

The teams listed in the training resource section will be able to help develop a training plan that covers the learning objectives listed in the training course description. There are multiple resources available to conduct each type of training event.

The table below illustrates a simplistic approach to training life skills that have been proven to have a protective effect in reducing the likelihood of harmful behaviors.

Type of Harmful Behavior to Reduce	Life Skills to Train
Suicide	Financial Literacy, Healthy Coping/Problem Solving, Resilience, Responsible use of Alcohol, Healthy Relationships
Sexual Assault/Sexual Harassment	Effective Communication, Responsible use of Alcohol, Healthy Relationships
Intimate Partner Violence/Child Abuse Neglect (Domestic Violence)	Financial Literacy, Healthy Coping/Problem Solving, Responsible use of Alcohol, Healthy Relationships
Substance Misuse	Responsible use of Alcohol, Resilience, Coping/Problem Solving

Here is an example of a well-planned Victory Readiness Day

Time	Activity
0630	Combat Focused Physical Training
0745	Personal Hygiene/Breakfast
0915	Dress Uniform Inspection
1000	Counseling
1130	Lunch
1300	Barracks or POV Inspection
1400	Resiliency: i.e. healthy relationship training
1500	Release

Counseling effectively is critical for improving unit cohesion and connectedness. A robust counseling program is a characteristic of a unit with engaged leaders. First line leaders must learn to help their Soldiers navigate routine stress events. The 1ID Counseling Guide is available on the OVR Share Drive and provides guidelines for conducting effective counseling in the 1st Infantry Division.

COURSE TITLE

RESPONSIBLE USE OF ALCOHOL

Training Resource: see page 24

Target Audience: All Soldiers

Training Description: This interactive course provides Soldiers with the knowledge, skills, and resources to make informed decisions about alcohol consumption. The programs will emphasize the potential negative consequences of alcohol misuse, promote responsible drinking habits, and provide strategies for mitigating risks associated with alcohol use.

Key Skills Developed:

- Making responsible choices regarding alcohol consumption in social situations
- Demonstrate effective social resistance skills to refuse alcohol when pressured
- Identify the short-term and long-term consequences of irresponsible alcohol use
- Locate resources for seeking help with alcohol-related concerns

Duration: 1-2 hrs

Delivery Method: In-person

Indicators of Success:

- Observable Behaviors: Soldiers seeking information about other activities besides drinking
- Metrics: Reduction in alcohol-related incidents

Follow-up and Reinforcement:

- Leaders reinforce key strategies during weekly safety briefings
- Leaders model and incentivize responsible alcohol use

COURSE TITLE

HEALTHY RELATIONSHIPS

Training Resource: see page 24

Target Audience: All Soldiers

Training Description: This training empowers participants to cultivate healthy and respectful relationships in the workplace. Participants will learn to identify the hallmarks of healthy and unhealthy relationship dynamics, communicate personal boundaries assertively, and navigate potential conflicts constructively.

Key Skills Developed:

- Apply principles of respectful communication and conflict resolution
- Analyze workplace scenarios and identify potential boundary violations and harassment
- Develop strategies for establishing and maintaining healthy boundaries
- Locate and utilize resources available to DoD personnel seeking support or reporting inappropriate workplace behavior.

Duration: 2 hrs

Delivery Method: In-person

Indicators of Success:

- Increased Awareness: Participants can articulate the characteristics of healthy and unhealthy relationships and identify potential warning signs in the workplace.
- Improved Communication: Participants demonstrate more assertive communication skills, including setting boundaries, using "I" statements, and addressing conflict constructively.
- Behavioral Change: Colleagues observe a decrease in gossip, negativity, and disrespectful behavior, and an increase in respectful interactions.
- Positive Workplace Culture: The work environment reflects a greater sense of respect, trust, and psychological safety.
- Reduced Conflict: Participants effectively address conflicts early on, preventing escalation and minimizing negative impacts on teamwork and productivity.

Leadership Reinforcement:

- Recognition and Accountability: Publicly recognize and reward individuals and units who demonstrate exemplary behavior in upholding respectful workplace relation ships. Implement appropriate accountability measures when violations occur.

COURSE TITLE

HEALTHY COPING/ PROBLEM SOLVING SKILLS

Training Resource: see page 26

Target Audience: All Soldiers

Training Description: This training provides Soldiers with knowledge, skills, and resources to cope effectively with personal and professional challenges. The program will emphasize healthy coping strategies and help Soldiers identify resources and support system available to help them navigate life's challenges.

Key Skills Developed:

- Differentiate between healthy and unhealthy coping mechanisms
- Apply a structured problem-solving process to address challenges effectively
- Implement a range of healthy coping strategies to manage stress and build resilience
- Identify and utilize resources and support systems to assist with personal and work related challenges

Duration: 1hr

Delivery Method: In-person

Indicators of Success:

Observable Behaviors:

- Proactive Problem Solving: Soldiers identify potential problems before they escalate.

Metrics:

- Reduced Behavioral Health Incidents:
- Improved Unit Climate and Morale:

Follow-up and Reinforcement:

- Scenario-Based Training: Integrate problem-solving scenarios into regular training exercises and after-action reviews.
- Open Communication: Encourage open dialogue and create safe spaces for soldiers to discuss challenges and seek support.
- Recognize and Reward: Acknowledge and praise soldiers who demonstrate effec tive problem-solving skills and positive coping mechanisms.
- Resource Awareness: Regularly remind soldiers about available resources, such as behavioral health services, chaplain support, and peer support programs.

COURSE TITLE

EMOTIONAL INTELLIGENCE

Training Resource: see page 25

Target Audience: All Soldiers

Training Description: This training provides Soldiers with the knowledge, skills, and resources to enhance their emotional intelligence and interpersonal effectiveness. Students will gain valuable insights into their personal emotional triggers and their influence on behavior and decision-making. Students will learn practical techniques to manage strong emotions constructively, maintain composure under pressure, and respond with resilience to challenging situations.

Key Skills Developed:

- Analyze personal emotional triggers and their impact on behavior and decision-making
- Apply techniques for managing strong emotions constructively to maintain composure
- Demonstrate empathy and active listening skills to build rapport and foster understanding in workplace relationships

Duration: 1hr

Delivery Method: In-person

Indicators of Success:

Observable Behaviors:

- Increased Self-Awareness: Soldiers can identify their own emotional triggers
- Improved Emotional Regulation: Soldiers manage their emotions more effectively, particularly in stressful or challenging situations.
- Notice a reduction in impulsive reactions, outbursts, or conflicts fueled by strong emotions.
- Stronger Workplace Relationships: Observe soldiers proactively seeking to under stand and support their peers

Metrics:

- Reduced Interpersonal Conflicts and Improved Unit Climate Surveys

Follow-Up and Reinforcement:

Leadership Reinforcement:

- Model Emotional Intelligence: Leaders at all levels should model the behaviors taught in the course, demonstrating empathy, active listening, and effective emotional regulation.

COURSE TITLE

COMMUNICATION

Training Resource: see page 25

Target Audience: All Soldiers

Training Description: This training program aims to equip participants with the essential tools and strategies to navigate interpersonal conflicts constructively, establish and communicate personal boundaries assertively, and recognize and respond appropriately to potentially harmful situations.

Key Skills Developed:

- Apply effective communication strategies to resolve interpersonal conflicts constructively
- Communicate personal boundaries and consent clearly and assertively
- Recognize potentially harmful situations and intervene effectively as a bystander using appropriate verbal and nonverbal communication techniques.

Duration: 2 hr

Delivery Method: In-person

Indicators of Success:

- Increased Knowledge and Self-Awareness: Participants can articulate key concepts related to conflict resolution styles, assertive communication, boundary setting, and bystander intervention.
    - Skill Development & Application:
        - Participants confidently practice setting boundaries and responding to boundary violations in simulated situations.
        - Participants demonstrate appropriate bystander intervention techniques in various scenarios.

Follow-up Recommendations:

- Ongoing Support and Practice:
    - Facilitate peer-to-peer coaching or mentoring opportunities for continued skill development.
    - Encourage the use of learned communication skills in team meetings and daily interactions.

COURSE TITLE

RESILIENCE (MINDFULNESS)

Training Resource: see page 25

Target Audience: All Soldiers

Training Description: This training equips participants with practical strategies to navigate stress and build resilience for enhanced well-being and job performance. Participants will learn to identify personal stressors and understand their impact on mental, emotional, and physical health. The training will introduce mindfulness techniques to manage stress, regulate emotions, and improve focus in demanding situations.

Key Skills Developed:

- Apply resilience-building strategies to navigate challenges effectively
- Utilize mindfulness techniques to manage stress, regulate emotions, and enhance focus
- Develop a personalized resilience plan to enhance wellbeing and job performance

Duration: 1 hr

Delivery Method: In-person

Indicators of Success:

- Improved Stress Management: Participants demonstrate greater emotional regulation and focus in challenging situations.
- Enhanced Well-being: Participants experience reduced stress levels, improved mood, and increased overall well-being.
- Increased Job Performance: Participants report feeling more equipped to handle work demands, leading to improved productivity and job satisfaction.

Follow-up Recommendations:

- Refresh" Sessions: Offer periodic short workshops or webinars to reinforce key concepts and introduce new resilience-building strategies.
- Integrate into Workplace Culture: Promote mindfulness practices and stress-reducing activities within the work environment.
- Leadership Support: Encourage leaders to champion resilience and model healthy stress management techniques.
- Feedback and Evaluation: Collect feedback from participants on the training's effectiveness and their progress in applying the learned strategies.

COURSE TITLE

FINANCIAL READINESS (MULTIPLE COURSES)

Training Resource: see page 26

Target Audience: All Soldiers

Training Description: The Army Financial Readiness training program includes 25 Terminal Learning Objectives that are delivered at different points in a Soldier's career. Please see the Appendix 3A excerpt from DoDI 1322.31 in the additional resources section for more information. The most common TLOs for permanent party Soldiers are listed below.

Key Skills Developed:

- Understand the fundamentals of creating and managing a spending plan, and the importance of updating a spending plan.
- Understand the fundamentals and management of debt and credit.
- Understand the fundamentals of income tax and common tax benefits, and potential changes to tax situation.
- Comprehend the components of Service member's military retirement system and the importance of preparing for retirement.
- Understand and be able to manage a Thrift Savings Plan (TSP) account.
- Recognize the importance of and be able to develop savings and an emergency fund.
- Know military consumer protection law fundamentals, including Service members' Civil Relief Act and Military Lending Act.

Duration: Varies

Delivery Method: In-person

Indicators of Success:

- Personalized Financial Plan Development
- Participants report reduced financial stress and increased confidence in their financial well-being.

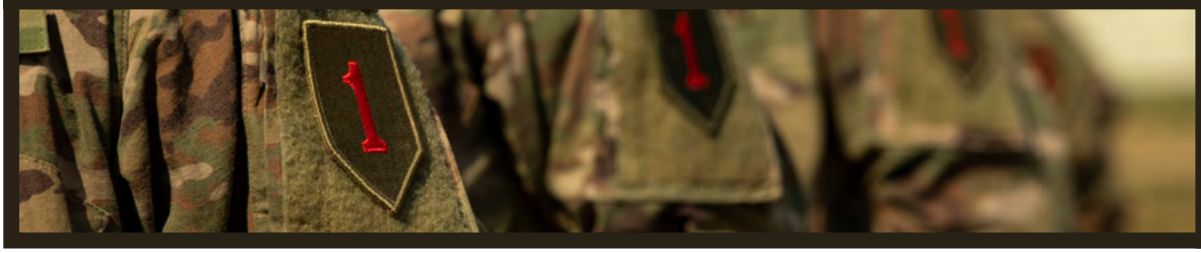
Follow-up Recommendations:

- Additional financial training and resources
    - Soldiers - FinancialFrontline.org
    - Office of Financial Readiness http://finred.usalearning.gov/benefits/dcfsa
    - Sen$e is a free financial education app for Service members, their families and service providers for the Department of Defense. It is available in the App Store or Google Play application.

SECTION

PREVENTION TRAINING RESOURCE GUIDE

04



Leverage the Expertise of Prevention Stakeholders to Develop Essential Life Skills

Fort Riley, Kansas has a robust prevention training system that provides leaders with many options for training support. Army Community Service/Family Advocacy Program, Army Substance Abuse Program, Army Wellness Center, R2 Performance Center, and the banks on the installation can provide a quality prevention training event that accomplishes the training objectives outlined in Section III of this guide. In addition to the prevention partners listed above, unit Master Resiliency Trainers, Military Family Life Counselors, and Holistic Health and Fitness (H2F) teams can provide quality training on many of the prevention topics.

How to Schedule Training Support for Victory Readiness Days:

This section is organized by the training objectives outlined in DODI 6400.09. In some cases, there are multiple organizations that have the capability to deliver the training so that leaders have some flexibility in how to coordinate training events.

Responsible Use of Alcohol

Army Substance Abuse Program (ASAP)

POC: Mr. Eric Fleuter (785)-239-5075 or Ronnie Frazee (785)-240-3200

Healthy Relationships

Army Community Service/Family Advocacy Program

POC: Mr. David Hartsfield (785)-240-0651 or Marvin Springer (785)-240-3281

Military Family Life Counselors (MFLC)

POC: MFLCs are in the Brigade footprint (See page 29 for POCs)

H2F- FM 7-22 Holistic Health and Fitness

POC: H2F team use QR Codes from page 28

Equal Opportunity Leaders in Brigade footprint

Unit Chaplains

ACS/Army Family Team Building

POC: Please fill out request form attached in email and send to usarmy.riley.imcom.mbx.acs@army.mil

Unit Master Resilience Trainers

Resilience(mindfulness)

H2F- FM 7-22 Holistic Health and Fitness

POC: H2F team use QR Codes from page 28

Unit Chaplains

Unit Master Resilience Trainers

Ready and Resilient (R2) Performance Center

POC: Ms. Patricia Wilson, 785-239-8835, patricia.wilson146.ctr@army.mil

Emotional Intelligence

H2F- FM 7-22 Holistic Health and Fitness

POC: H2F team use QR Codes from page 28

Chaplains

Unit Master Resilience Trainers

Ready and Resilient (R2) Performance Center

POC: Ms. Patricia Wilson, 785-239-8835, patricia.wilson146.ctr@army.mil

Communication

Army Community Service/Army Family Team Building

POC: Please fill out request form attached in email and send to

usarmy.riley.imcom.mbx.acs@army.mil

Military Family Life Counselors (MFLC)

POC: MFLCs are in the Brigade footprint (see page 29 for POCs)

H2F- FM 7-22 Holistic Health and Fitness

POC: H2F team use QR Codes from page 28

Equal Opportunity Leaders in Brigade footprint Unit Chaplains

Unit Master Resilience Trainers

Ready and Resilient (R2) Performance Center

POC: Ms. Patricia Wilson, 785-239-8835, patricia.wilson146.ctr@army.mil

Healthy Coping/Problem Solving Skills

Military Family Life Counselors (MFLC)

POC: MFLCs are in the Brigade footprint (See page 29 for POCs)

H2F- FM 7-22 Holistic Health and Fitness

POC: H2F team use QR Codes on page 28

Resilient (R2) Performance Center

POC: Ms. Patricia Wilson, 785-239-8835, patricia.wilson146.ctr@army.mil

Financial Readiness

Army Community Service (ACS) POC: Please fill out request form attached in email and send to usarmy.riley.imcom.mbx.acs@army.mil

Navy Federal Credit Union

POC: Kallie Rudd; Kallie_rudd@navyfederal.org

Additional Prevention Training Resources

Suicide Prevention/Lethal Means Safety

POC: Unit's ACE-Suicide Intervention Trainer

Fort Riley Suicide Prevention Program Manager: David Easterling (785) 239-1012

SHARP

POC: Unit SARC

Prevention Specialist Stephanie Spade (785) 240-3378

Intimate Partner Violence/Child Abuse and Neglect

Family Advocacy Program

POC: Mr. Marvin Springer (office phone: 785-240-3281)

Substance Misuse

Army Substance Abuse Program (ASAP)

POC: Mr. Eric Fleuter (785)-239-5075 or Ronnie Frazee (785)-240-3200

SECTION

ADDITIONAL RESOURCES

05

How to have hard conversations

Hard conversations include conversations where we must deliver unpleasant news, discuss a delicate subject, or talk about something that needs to change or has gone wrong.

Below are a few guidelines on how to prepare for these discussions:

1. Know the official Army position on the topic.

2. Plan out the conversation:
    a. What initial question will you ask to generate conversation?
    b. What progressively more difficult questions will you ask to further facilitate the conversation?
    c. 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.

3. Provide personal experiences when appropriate.

4. Be empathetic to multiple points of view. (while not compromising Army Values or the Army position on the topic)

5. Ask what Soldiers have learned from the discussion.

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

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

8. Finish the discussion on a positive note especially if the discussion became contentious.

9. Assess if further discussion is needed. Continue the discussion as needed or establish a follow-on conversation if needed with individuals or the group.

The Fundamentals of Golden Triangle Calls

Soldier readiness is a function of the Golden Triangle, which is composed of three elements: (1) the Soldier's Family or Family Friend, (2) the Soldier's Friends, and (3) the Soldier's Leader.

- What are Golden Triangle Calls? Golden Triangle Calls are designed to expand connectedness with supervisors, the most influential people in a Soldier's life while strengthening Soldier wellbeing. Leaders are expected to conduct a Golden Triangle Call with one family member of each Soldier they directly supervise. Family members can include a parent, Spouse/partner, sibling or other individual in a close familial relationship with the Soldier.
- When should Leaders make a Golden Triangle Call? Start making the calls now and then be sure to make a call within 4 weeks of any new Soldier joining your team.
- How often should Leaders make a Golden Triangle Call? Every six months.
- Who do you call? Let your Soldier select the person to call; inform your Soldier
- How is this activity enforced? Should be part of leaders book and leader checks

Tips for making the Golden Triangle Calls

1. Introduce yourself
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 your 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 you can contact me').
5. Ask a simple, neutral question to support the connection (such as 'Have you ever been to Ft. Riley?' 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.

Recognizing the Warning Signs Can Save Lives

This guide equips you with the knowledge to spot subtle shifts in behavior, unspoken cues, and emotional undercurrents that signal someone might be struggling or in crisis.

Remember: These are potential warning signs, not guarantees. Not everyone exhibiting these signs is in crisis, but your awareness could be the difference between life and death.

Changes in Behavior to Watch For

- ***Social Withdrawal:*** Pulling away from social activities, friends, and family.
- ***Loss of Interest:*** Lack of interest in previously enjoyed hobbies or activities.
- ***Reckless Behavior:*** Engaging in risky activities like reckless driving, substance abuse, or dangerous sexual behavior.
- ***Neglecting Appearance and Hygiene:*** Significant decline in personal hygiene, appearance, and self-care.
- ***Increased Substance Use:*** Relying heavily on alcohol, drugs, or other substances to cope.
- ***Sleep and Appetite Disturbances:*** Drastic shifts in sleep patterns (too much or too little) and eating habits.
- ***Self-Harm:*** Engaging in self-inflicted injury to cope with emotional pain.
- ***Personality Shifts:*** Noticeable changes in personality, energy levels, and overall demeanor.
- ***Sudden Mood Swings:*** Rapid and extreme shifts in mood, from very depressed to unusually calm or happy, can be a warning sign.
- ***Apathy Towards the Future:*** Expressing hopelessness, despair, or a lack of interest in future.
- ***Declining Performance:*** A noticeable drop in performance, missed deadlines, increased errors, or a lack of attention to detail.

How to Help

- ***Start Talking:*** Approach the person with empathy and concern. Let them know you're worried and have noticed these changes.
- ***Encourage Professional Help:*** Suggest seeking help from a mental health professional, counselor, therapist, or doctor.
- ***Connect Them to Resources:*** Provide information about local hotlines, support groups, and online resources.
- ***Domestic Violence Emphasis:*** If you suspect domestic violence, urge them to contact a hotline or seek help from a trusted individual. Emphasize safety planning.
- ***Stay Connected:*** Maintain contact and offer ongoing support. Let them know they're not alone. If you're concerned about someone's immediate safety, contact a crisis hotline or mental health professional immediately.

Army Community Service (ACS)
7264 Normandy Drive, Fort Riley, Kansas 66442
Phone: 785-239-9435
Email: usarmy.riley.imcom.mbx.acs@army.mil
or your point of contact

Valued Community Member,

We will try to accommodate the requested training/brief; however, some classes may have minimum requirements such as number or attendees or media needs (PPT, projector, etc.). **If your request requires ACS to give training/brief outside of an ACS facility, all set-up and breakdown are the requestor's responsibility.**

Please check which program(s) you are requesting the class/training/brief from:

☐ ACS Overview (I&R)
☐ AER
☐ AFAP
☐ AFTB
☐ Army Volunteer Corps
☐ EFMP
☐ Employment
☐ FAP
☐ Financial Readiness
☐ MFLC
☐ MOB DEP & SSO (SFRG Classes, EFAC, etc.)
☐ New Parent Support
☐ Relocation
☐ Resilience Training
☐ Survivor Outreach Services (SOS)
☐ SHARP

Unit/Organization: **Location for brief/training:**

POC Name **POC Email**

POC Phone **Attendees Anticipated**

Date Requested **Time Requested**

For ACS Staff Use:

Date Received Staff Member:

HOLISTIC HEALTH & FITNESS

SCAN BELOW TO CONNECT WITH YOUR BRIGADE'S H2F TEAM!

CAO 03MAR2025

1ST ABCT	2ND ABCT	1ST IDSB	CAB

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Military Family Life Counselor Contact Roster

After Hours: Military Onesource at 1-800-342-9647 for nonemergent matters/on-call chaplain at 785-239-2222.

Name	Phone	Email	Location
		Embeded MFLC	
Stacy Wenger	(785) 250-3300	Stacy.L.Wenger@Leidos.com	CAB, BLDG 804, RM 123
Kirk Schottler	(571) 598-9619	Kirk.E.Schottler@Leidos.com	2nd BDE, Bldg. 7626, RM 101
Patricia Herrera-Thomas	(443) 617-2901	Patricia.E.HerreraThomas@Leidos.com	1st Sust. Bldg 7636
Susie Gassman	(785) 213-1627	Susan.M.Gassman@Leidos.com	1st BDE, Bldg. 7232, RM 132
Lisa Gugler	(785) 250-3504	Lisa.M.Gugler@Leidos.com	97th MP-Bldg 805. Rm 104 & HHBN/ Divarty-Bldg 8614, Rm 156
Jeanelle Herrel	(785) 285-0173	Jeanelle.C.Herrel@Leidos.com	10th ASOS Bldg 582 & 3rd Weather Squad Bldg 760
Victoria Hoyt	(785) 844-3140	Victoria.Hoyt@Leidos.com	IACH, Bldg 650 RM 1G067
		Soldier Recovery Unit (SRU)	
Nola Jones (SRU POC)	(785) 307-0691	Nola.E.Jones@Leidos.com	SFAC WC Bldg 674
		Readiness Checks/Reception MFLC	
Fred Woodard (WC POC)	(785) 600-0035	Frederick.E.Woodard@Leidos.com	Reception Bldg 214
Dan Mikolajczyk	(785) 285-2410	Daniel.A.Mikolajczyk@Leidos.com	Reception Bldg 214
Betty Bolte	(785) 307-6394	Betty.A.Bolte@Leidos.com	Reception Bldg 214
Paul Kyle (Reception POC)	(785) 471-1272	Paul.Kyle@Leidos.com	Reception Bldg 214
Jenna Clark	(410) 916-6979	Jenna.L.KislingClark@Leidos.com	Reception Bldg 214
Kellie Barton	(571) 778-7452	Kellie.R.Barton@Leidos.com	Reception Bldg 214
Lenndy Batista	(862) 753-0215	Lenndy.Batista@Leidos.com	Reception Bldg 214
Ashley Eston-McCabe	(571) 640-0681	Ashley.N.EstonMcCabe@Leidos.com	Reception Bldg 214
		ACS MFLC (785) 239-1883 (Office)	
Kathryn Erk	(571) 267-0486	Kathryn.Erk@Leidos.com	ACS, Bldg 7264, RM 144
Linda Smith	(907) 201-4061	Linda.P.Smith@Leidos.com	ACS, Bldg 7264, RM 144
Elma McBroom	(571) 430-5308	Elma.McBroom@Leidos.com	ACS, Bldg 7264, RM 144
Tony Pucket	(443) 439-6114	Anthony.D.Pucket@Leidos.com	ACS, Bldg 7264, RM 144
		School/CDC MFLC	
Donald Crowder	(785) 342-2636	Donald.J.Crowder@Leidos.com	Forsythe/1st Div. CDC, Custer Hill SAC/Teen Center
Jenna Norton	(443) 397-6903	Jenna.Norton@Leidos.com	Whitside & Warren CDC
Galen Craghead	(410) 916-7596	Galen.E.Craghead@Leidos.com	Fort Riley Middle School

The Army's Comprehensive Approach to Building Soldier Strength

The Army's strategy for building strong, combat-ready Soldiers includes focusing on mental, emotional and relational well-being, as well as physical fitness. To enable this comprehensive approach, the Army has multiple facilities on installations that work collaboratively and are dedicated to strengthening the whole Soldier. Learn more about the services the Ready and Resilient Performance Centers, the Armed Forces Wellness Centers and the Holistic Health and Fitness Soldier Performance Readiness Centers provide—and reach out today.

	R2 Performance Center	Armed Forces Wellness Center	H2F Soldier Performance Readiness Center
PURPOSE	The vision of CSF2 is "a Total Army team of physically healthy and psychologically strong Soldiers, Families and DACs whose resilience and total fitness enable them to thrive in the military and civilian sector and to meet a wide range of operational demands." —AR 350-53	"The primary goal of the AFWC program is to prevent adverse health outcomes, improve overall performance and enhance the self-efficacy of individuals to maintain lifelong healthy behaviors." —DHA-PH	"In an era of multidomain operations, all Soldiers must be able to fight and win in both defensive and offensive operations that occur without notice. The goal of the Holistic Health and Fitness System is to build physical lethality and mental toughness to win quickly and return home healthy." —FM 7-22
CORE CONCEPTS	5 Dimensions of Personal Readiness and Resilience: 1. Physical 2. Psychological 3. Social 4. Spiritual 5. Family	6 Core Programs: 1. Health Assessment Review 2. Physical Fitness 3. Healthy Nutrition 4. Stress Management 5. General Wellness Education 6. Tobacco-free living	5 Readiness Domains: 1. Physical 2. Mental 3. Nutritional 4. Sleep 5. Spiritual
SPECIALTIES	▪ Emotional resilience skills based on positive psychology ▪ Performance training, including cognitive agility ▪ Unit cohesion and team building ▪ Master Resilience Trainer Course ▪ Academic skills training	▪ Body fat composition testing ▪ VO2 max testing ▪ Metabolic testing ▪ Biometric screening ▪ Stress management biofeedback ▪ Health education classes ▪ Tobacco education	▪ Injury prevention and rehabilitation ▪ Strength coaching ▪ Nutrition ▪ Sleep and mental readiness
STAFF	▪ Certified Master Resilience Trainers, with backgrounds in counseling or similar fields ▪ Performance Experts with backgrounds in sports and performance psychology	▪ Health educators with specialties in: -Kinesiology -Strength and conditioning -Athletic training -Nutrition ▪ A supervisory health educator ▪ Health promotion technician	▪ Strength and Conditioning Coaches and Athletic Trainers ▪ Physical and Occupational Therapists ▪ Dieticians and Nutrition Educators ▪ Cognitive Performance Specialists ▪ Unit Ministry Teams and Chaplains
EQUIPMENT	NO SPECIFIC EQUIPMENT	▪ BodPod for the body fat composition testing ▪ emWave device ▪ Treadmill or bike with mask and spirometer for VO2 max testing ▪ Equipment for metabolic testing ▪ InBody scale	▪ Aerobic equipment, like treadmills and rowers ▪ Strength training equipment, like weight machines and free weights ▪ InBody scale ▪ Deployable & garrison equipment sets
ELIGIBILITY	▪ Soldiers ▪ Army Civilians ▪ Army Family members	▪ Soldiers ▪ Army Civilians ▪ Navy, Marine Corps, Air Force, Space Force, Public Health Service ▪ Coast Guard ▪ Family members (18 years and older) ▪ Retirees	▪ Army units, mainly platoons and companies ▪ One-on-ones with unit Soldiers to customize training
LOCATION	34 installations. Takes walk-ins and appointments, and can also visit units in the field, or at ranges, PT sites and desired locations in person or online	35 locations globally, including many Army installations	50 brigades currently and rapidly expanding across the entire Army
	www.armyresilience.army.mil/ard/R2/R2-Performance-center.html	https://ph.health.mil/organization/hpw/Pages/ArmyWellnessCenters.aspx	https://h2f.army.mil/

SP2
SUICIDE PREVENTION PROGRAM

DIRECTORATE OF PREVENTION, RESILIENCE AND READINESS

ASK, CARE, ESCORT-SUICIDE INTERVENTION (ACE-SI)

WHAT IS IT

As the Army's enhanced suicide prevention unit training program, ACE-SI empowers service members by providing comprehensive instruction on how to appropriately and deliberately intervene in crisis situations, and to recognize and assist at-risk individuals who are dealing with challenges.

The program teaches participants to remain calm, ask directly about suicidal ideation, express empathy and safely escort at-risk individuals to the appropriate response agency or to remain with them until help arrives. Under ACE-SI, Army members are taught their roles in postvention response after some-one dies by suicide as well as their reintegration responsibilities for individuals returning from after receiving behavior-health support.

TARGET AUDIENCE

All Army members should take this training, especially leaders, who hold positions of trust and can encourage subordinates to seek help. Examples include:

- Army first-line leaders
- Army Civilian supervisors
- Soldier and Family Readiness Group leaders

TYPES OF LESSONS

Based on scientific literature concerning suicide and best practices for intervention, the program includes record training for suicide prevention: ACE Base +1 training, material to include *Reducing Stigma, Active Listening,* and *Practicing ACE*. The Base module is required annually and includes the steps of "Ask, Care, Escort" and then unit leadership elects one of the three +1 modules to train. In addition, the program covers risk factors for harmful behaviors and protective (resilience) factors. Certified ACE-SI instructors explain the far-reaching effects of suicide and Army members' prevention and intervention responsibili-ties. They arm students with conversation tools to promote active listening so that individuals in crisis feel heard and understood.

All Army units will have ACE-SI trainers to support commanders with prevention and intervention. It is recommended that they conduct the annual Personal Readiness Training, ACE Base +1, for their units. Instructors are supported by a behavioral health professional or on-call chaplain.

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www.armyresilience.army.mil

SP2
SUICIDE PREVENTION PROGRAM

DIRECTORATE OF PREVENTION, RESILIENCE AND READINESS

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LETHAL MEANS SAFETY TOOLKIT
Tiplist for Commanders

To prevent death by suicide, PAOs and Command Teams may use the following tiplist to effectively communicate how to secure and safely use lethal means.

☐ **Start the Conversation**
If you notice a Soldier's unusual behavior, try the following approach:
- "I've had a rough day. How's yours going?"
- "Visiting the Chaplain really helped clear my mind. Have you thought of stopping by?"
- "Are you having thoughts of suicide? Let's talk."

☐ **Use Adaptive Messaging**
Even on the same installation there are different living/working environments and populations – each with unique lethal means safety requirements and challenges. Adapt your communications for each specific audience.

☐ **When Developing Messaging Consider**
- Housing arrangement: Barracks, On-post, Off-post
- Single, Family or Roommate status
- Component; Active, Guard, Reserve
- Rank
- Age/time in service
- Exposure to discussions on suicide and mental health
- Background

☐ **Communicate Safe Storage Options in a Positive Manner**
Anything that disrupts a suicide attempt can save an individual. Every second counts. Safe storage of lethal means can provide these life-saving seconds.
- Highlight safe storage options for all lethal means: firearms, drugs, and weapons
- Options in the home: gun locks, safes, storage of ammunition, drugs out of reach of young Family members
- Promote options for storing firearms outside the home: police departments, firearms shops, armory, or shooting range

☐ **Normalize the Conversation**
Make lethal means safety discussions a part of your organization's normal conversations.
- Include lethal means topics in all weekend, drill, and holiday safety briefs
- Routinely post lethal means safety content on social media platforms
- Share what you are doing as leader to address lethal means safety
- Promote through installation newspapers and magazines
- Discuss with unit Family organizations

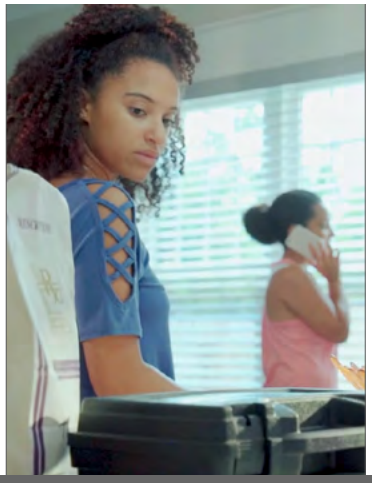
☐ **Address Misconceptions with Facts – not Opinions or Perceptions**
DOD studies indicate that over half of service members believe that if someone wants to act on suicide, they will find a way. This is not true. Other misconceptions exist, both locally and Army-wide. Address them using statistics and research from credible sources.
- Focus messaging on evidence-based recommendations
- Show correlation between securing lethal means and suicide prevention

Resources
- Army Resilience Directorate website: https://www.armyresilience.army.mil/suicide-prevention/index.html
- DSPO Leaders Suicide Prevention Safe Messaging Guide: https://go.usa.gov/xJ6Kb
- DOD Lethal Means Communication Guide: https://go.usa.gov/xJ6KN

THIS IS OUR ARMY.

ARMY RESILIENCE DIRECTORATE | **SP2** SUICIDE PREVENTION PROGRAM

Military Crisis Line: Dial 988 and press 1
In Europe, dial 00-800-1273-8255
In Korea, dial 0808-555-118
www.armyresilience.army.mil



LETHAL MEANS SAFETY TOOLKIT

FACT SHEET

Lethal Means are methods used in a suicide attempt. 580 service members died by suicide in 2020, 64.3% of Active-duty, 75.3% of Reserve, and 79.8% of National Guard by firearm (DoD, ASR). Research has shown that a suicide attempt can occur within 5-10 minutes from idea to action. Lethal means safety is the practice of safely storing means that could be used in a suicide attempt. Increasing time and distance between an individual in crisis and a lethal mean allows for intervention and reconsideration. These simple actions can save lives!

Statistics reveal making lethal means less accessible has reduced death by suicide by 91%.

Studies state approx. 90% of attempters who survive a nonfatal attempt, will not try again.

EASY SAFETY STORAGE PRACTICES:

Ways to safely store firearms:
- Use a gunlock
- Disassembling the gun and place in a lockbox/safe
- Separately storing gun and ammunition

To prevent overdose, store/dispose medication:
- Take individually packaged pills
- Throw out expired medication
- Portion medication for the week and lock in a cabinet

Deter asphyxiation by reducing access to ligatures (ie: ropes, cords, and belts):
- Use specialized bed sheets resistant to tearing
- Purchase cordless appliances/electronics

Substitute/hide everyday sharp objects:
- Use knife covers and safes/locks
- Keep tools locked in sheds

Avoid chemicals/poisons:
- Purchase green/organic cleaning products or repellents that do not include toxic ingredients or pesticides
- Add carbon monoxide detectors to the house

RESOURCES AVAILABLE FOR SOLDIERS, THEIR FAMILIES, AND CIVILIANS.

Counseling on Access to Lethal Means or CALM is a training course that counsels individuals who work with people at risk and their Families providing information on how to reduce access.

Ask, Care, Escort or ACE is a training model offered by the Army that educates Soldiers and Family members on methods of prevention.

The Suicide Prevention Resource Center is a federally supported resource center funded by the Substance Abuse and Mental Health Services Administration or SAMHSA.

The Army Suicide Prevention Program or SP2 is a campaign that provides resources, builds awareness, and supports Soldiers and Families with suicide prevention tools.

DOD Lethal Means Safety Tools and Information: https://www.dspo.mil/Tools/Download-Library/lethalmeanssafety/

Properly storing lethal means and staying informed by taking advantage of suicide prevention resources available to Soldiers and their Families will significantly save lives. Adding time and space between an individual and lethal means makes a world of difference. Make every second count.

THIS IS OUR ARMY.

ARMY RESILIENCE DIRECTORATE | SP2 SUICIDE PREVENTION PROGRAM

Military Crisis Line: Dial 988 and press 1
In Europe, dial 00-800-1273-8255
In Korea, dial 0808-555-118
www.armyresilience.army.mil

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.dspo.mil/
- The President's Roadmap to Empower Veterans and End a National Tragedy of Suicide (PREVENTS) - https://www.va.gov/prevents/

VIDEO ACTIVITY AND DISCUSSION 1
Review and choose one of the three 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.

> **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.

(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 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 survivor who speaks on his experience after he attempted suicide by jumping from the Golden Gate Bridge. In the video below, you will find Kevin to be a brave soul, who speaks about his bipolar disorder, and other challenges he has faced in his life. 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 is often underestimated and can lead to suicidal behaviors. Showing empathy and encouraging help seeking behaviors is key.

**https://youtu.be/kQ4XCNZdKfI

Financial Readiness Talking Points

1. Financial readiness is an essential part of mission readiness. Soldiers who are financially secure are better able to fulfill the duties of their Army mission and report greater satisfaction in their home life. The leading adjudicative standard that places security clearances and jobs in jeopardy is being under financial stress. With the continuous vetting process, all Soldiers are required to obtain and maintain favorable security clearances.

2. Financial literacy provides a pathway to sustaining financial well-being and resiliency, offering benchmarks for meeting all monetary obligations, building wealth,obtaining a sound financial future and ensuring a secure retirement. Soldiers and their Families need to be encouraged to have early conversations about money and budgets and to take advantage of the Army's many financial resources.

3. The Army's Financial Readiness Program provides comprehensive financial education and free unbiased counseling services to help military Families boost theirfinancial well-being. FRP empowers Soldiers to take steps that will enhance their personal financial readiness and quality of I life, so that they can excel atevery stage of their military career, achieve important personal milestones and enjoy a secure retirement.

4. FRP is the primary resource for Soldiers and Families to access tools, training, counseling and education on a wide variety of financial topics. An array of financial resources are available, including tips on financial literacy and information about mandatory financial literacy training.

5. FRP offers education on essential topics such as indebtedness, consumer advocacy and protection, money management, credit and debt management, and financial planning.

6. FRP resources are available to Soldiers and Family members through online tools, classroom training and free individual sessions with credentialed personal finance counselors.

7. Additional online FRP resources are available to help Army Families make informed financial decisions.

   a. The Financial Frontline website provides financial literacy resources for military Families and service providers. Among the resources are videos, financial calculators, self-assessment tools, Future Soldier resources and fact sheets focused on different life milestones. The site also has a link to locate local personal finance counselors.

   b. The Army Family web portal provides mandatory financial readiness courses with certificates.

   c. The Financial Well-Being assessment is a simple tool that Soldiers can use to determine their current and future financial condition. Based on their responses, Soldiers receive a score and access to additional resources for building and maintaining financial health.

8. FRP provides valuable resources for Family members.

   a. MilSpouse Money Mission educates and empowers military spouses to make smart financial decisions.

   b. MilKids teaches parents how to talk about finances with their children and help them build a solid financial foundation.

CLICK: Find additional self-help products at www.FinancialFrontline.org

CALL: Contact Military OneSource at 800-342-9647 for more information or immediate assistance with financial matters.

WALK: Come to your local ACS Center and see a Financial Counselor today.

APPENDIX 3A: FINANCIAL READINESS CMT TLOS

This appendix establishes standard minimum CMT TLOs required at each training point. Unless otherwise directed by Military Department implementing guidance, leaders at all levels may use these TLOs to meet financial readiness CMT requirements and determine how best to achieve these requirements, and will use their individual and collective training assessments to identify subject matter gaps consistent with DoDI 1322.31.

Table 1. Financial Readiness CMT TLOs

		Initial Entry Training	First Duty Station	Permanent Change of Station	Promotion	Vesting in TSP	Entitlement to Continuation Pay	Major Life Events	Leadership Training	Pre- and Post-Deployment	Transition
Basic Finance	Recognize the importance of personal financial management and what resources are available.	X							X		
	Identify warning signs of Service members at risk for financial problems.	X							X	X	
	Understand the fundamentals of banking services and fees.	X	X								
	Understand the fundamentals of creating and managing a spending plan, and the importance of updating a spending plan.		X	X	X		X	X		X	X
	Understand the fundamentals and management of debt and credit.	X	X	X						X	X
	Understand fundamentals of income tax and common tax benefits, and potential changes to tax situation.		X				X	X		X	X
Consumer Protections	Know military consumer protection law fundamentals, including Service members' Civil Relief Act and Military Lending Act.	X	X	X					X	X	
	Recognize and understand how to protect yourself from misleading consumer practices and report complaints.		X				X			X	
	Understand how to access credit protection benefits available to Service members.		X							X	
	Recognize and identify steps to resolve identity theft.		X							X	
Planning for the Future	Comprehend the components of Service member's military retirement system and the importance of preparing for retirement.	X				X	X	X	X		X
	Discuss the reasons, needs, types, and options for purchasing insurance.		X					X		X	X
	Understand purpose and implications of estate planning (e.g., beneficiaries, wills, trusts, power of attorney).	X						X		X	X

Table 1. Financial Readiness CMT TLOs, Continued.

		Initial Entry Training	First Duty Station	Permanent Change of Station	Promotion	Vesting in TSP	Entitlement to Continuation Pay	Major Life Events	Leadership Training	Pre- and Post-Deployment	Transition
Compensation, Benefits, and Entitlements	Know the components of basic pay and allowances throughout one's military career.	X									
	Examine the impact of special pay and entitlements.		X							X	
	Discuss TRICARE options and costs.		X					X		X	X
	Discuss survivor and dependent benefits, including Survivor Benefit Plan and Service members' Group Life Insurance.							X		X	X
	Understand future financial benefits afforded by the Department's career investment programs.		X		X				X		
Saving and Investing	Understand interest and how the concept of compounding works.		X								
	Recognize the importance of and be able to develop savings and an emergency fund.		X		X			X		X	X
	Describe the fundamentals of investing.		X								
	Understand and be able to manage a TSP account.		X		X	X				X	X
Major Purchases	Analyze the implications and identify strategies for financing a major purchase.	X	X								
	Analyze financial implications and identify strategies for buying a car.		X								
	Understand education financing, to include available benefits, obligations, and repayment options.		X					X			

Notes: For definitions, see Section G.2.

OPERATION FIT • INSPIRED • DISCIPLINED • TRAINED • READY

VICTORY READINESS

1

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