Resiliency: A Model for Navy Chaplains

"Resilience is the ability to bounce back when you have every reason to shut down—but you fight on!"

Cover: Photo of Sailors perform evening colors aboard USS Carl Vinson. Aviation Boatswain's Mate (Equipment) Seaman Stephen Mugo and Logistics Specialist 3rd Class Jeremy Boling by Mass Communication Specialist 2nd Class Sean M. Castellano/Released) 170211-N-BL637-021, accessed April 6, 2017, https://www.flickr.com/photos/usnavy/32536592930/

Quote can be found in the following source: Christian Moore, *The Resilience Breakthrough: 27 Tools for Turning Adversity Into Action* (Austin: Greenleaf Book Group Press, 2014), 348.

Table of Contents

Introduction

Purpose and Design

These training materials were designed to help United States military chaplains, specifically those in the Navy, with an enhanced awareness of resiliency principles used by the armed forces to improve service member readiness by promoting resiliency.[1] Training modules; therefore, have been developed with this in mind to present to Sailors and their families. The purpose of these materials is to educate service members about resiliency through training on specific skills and techniques by applying resiliency principles to aid in the amelioration of military-related stress and to improve the overall quality of life for Sailors and their families.

Training modules were derived from the information concerning resiliency in the section labeled, "Information and Research about Resiliency." From this review of information and research, three training modules were created: Module 1 Information Brief-Basic Resiliency Skills, Module 2-Interactive Group Discussion; and Module 3 Assignments / Challenges—Application of New Skills; acquired in resiliency training for individuals and families.

As already suggested, these training materials are designed to be presented to a Navy audience. However, they can also be modified for service-members in other branches.

Definition of Terms

Resiliency

As an important coping mechanism in the high operations tempo of the military, resiliency is a key component in the process of increasing individual and unit readiness.[2] As a result of this identified need, and despite the many definitions of resiliency, one definition is "…the

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1. Spiritual resiliency is also an important component of the training materials.

2. Lisa S. Meredith, et al., *RAND Corporation Monograph Series, Promoting Psychological Resilience in the U.S. Military*, Santa Monica, CA: RAND Corporation, MG 996-OSD, 2011, 46, 67.

capacity to adapt successfully in the presence of risk and adversity,"[3] or the ability to bounce back from adverse situations, and also "as the ability to resist, absorb, and recover from or successfully adapt to adversity or a change in conditions."[4]

Spirituality

Since these materials will be used by military chaplains, spiritual resiliency will also be examined as an important subcomponent of resiliency. In order to define Spiritual Resiliency one must first define spirituality. Spirituality "in the human sense [is defined] as the journey people take to discover and realize their essential selves and higher order aspirations…[and] the search for truth [religion], self- knowledge, purpose, and direction in life as group members define it."[5]

Spiritual Resiliency

Consequently, from combining the two definitions (resilience and spirituality), spiritual resiliency can then be defined as the ability to bounce back by means of discovering a higher power in search for truth and direction in life.[6]

Spiritual Fitness

Additionally a term commonly used interchangeably with spiritual resiliency is spiritual fitness which is defined as "strengthening a set of beliefs, principles or values that sustain person beyond family, institu-

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3. Jeffrey M Jensen and Mark W. Fraser, "A Risk and Resilience Framework for Child, Youth, and Family Policy," in *Social Policy for Children and Families: A Risk and Resilience Perspective,* ed. Jensen, Jeffrey M., and Mark W. Fraser (Thousand Oaks, Calif.: Sage Publications, 2005), 8.

4. U.S Department of Homeland Security Risk Steering Committee, *DHS Risk Lexicon by the Under Secretary of the National Protection and Programs Directorate*, September 2008, 23.

5. Kenneth I. Pargament and Patrick J. Sweeney, "Building Spiritual Fitness in The Army: An Innovative Approach to a Vital Aspect of Human Development," *American Psychologist* 66, no.1 (January 2011): 58.

6. This definition is derived from combining the concept of resiliency found in the works of U.S. Department of Homeland Security Risk Steering Committee, DHS Risk Lexicon and that of spirituality found in "Building Spiritual Fitness in the Army: An Innovative Approach to a Vital Aspect of Human Development."

tional, and societal sources of strength."[7]

Chaplains

To further clarify any potential points of confusion, chaplains, who serve as the primary facilitators of addressing spiritual resiliency will be defined as "qualified Religious Ministry Professionals endorsed by a DoD-listed Religious Organization and commissioned as…officers."[8] Military chaplains are commissioned as officers in the armed forces and assist commanders in ensuring that service members have the right to the free exercise of religion. They provide spiritual leadership and are an important component of the military command structure serving as special staff officers to the commander. In this function, they advise the command on issues of religion, morale, and ethical leadership. They perform or facilitate pastoral counseling, religious worship services, and conduct voluntary programs that meet the religious and temporal needs of service and family members. They regularly deploy, train for war, and participate in the daily rigors, trials and benefits of military life.[9]

Post Traumatic Stress
Post-Traumatic Stress is defined as "a general term used to refer to any distress or symptoms, less severe than PTSD, which have resulted

7. George W. Casey Jr., "Comprehensive Soldier Fitness: A Vision for Psychological Resilience in the U.S. Army," American Psychologist 66, no. 1 (January 2011): 59-60.

8. Definition of Chaplain derived from United State Navy's definition of a Navy Chaplain as detailed in Department of the Navy, Operational Navy Instruction (OPNAVINST) 1730.1E, "Religious Ministry in the Navy," accessed March 27, 2017, http://govdocs.rutgers.edu/mil/navy/1730.1E.pdf.

9. See the following regulations concerning definition of chaplains: US Department of the Army, "Army Chaplain Corps Activities," AR 165-1. (Washington, DC: US Department of the Army: June 2015); US Department of the Air Force, "Chaplain Planning and Organizing," AFI 52-101, (Washington, DC: US Department of the Air Force: December 2013); US Department of the Air Force, "Chaplain, Chaplain Corps Readiness," AFI 52-104 (Washington, DC: US Department of the Air Force: August 2015); US Department of the Navy, "Professional Naval Chaplaincy," SEC NAV INSTRUCTION 5351.1, (Washington, DC: US Department of the Navy: April 2011); US Department of the Navy, "Religious Ministry in the Navy," OPNAV INSTRUCTION 1730.1E (Washington, DC: US Department of the Navy: April 2012); US General Military Law, "U.S. Code, Title 10," (2007).

from stressful or traumatic events in the war zone."[10]

Post Traumatic Stress Disorder

Post Traumatic Stress Disorder (PTSD) is defined as "a mental health condition that's triggered by a terrifying event — either experiencing it, witnessing it, {or hearing about it}[11]" with symptoms that "may include flashbacks, nightmares and severe anxiety, as well as uncontrollable thoughts about the event."[12] Also symptoms are described in DSM 5 as, Criterion A: stressor (direct exposure, witnessing trauma, indirectly it must have been violent or accidental, repeated or extreme indirect exposure to an adverse event). See website below for Criterion B-H.[13]

Moral Injury

Moral Injury is defined as "the violation of core moral beliefs… [which] emerge after the traumatizing symptoms of PTSD are relieved enough for a person to construct a coherent memory of his or her experience {in war or related trauma events}."[14]

Audience

As stated above, this resource is primarily designed to be used by Navy Chaplains to facilitate learning about resiliency to Sailors, Marines, and their families. While the training materials are targeted for teaching troops, they could easily be adapted to include spouses and families. Additionally, the materials could also be adapted by chaplains from

10. Charles W. Hoge, *Once a Warrior, Always a Warrior: Navigating the Transition from Combat to Home--including Combat Stress, PTSD, and mTBI* (Guilford, CT.: Globe Pequot Press, 2010), 1.

11. The hearing according to Secondary Traumatic Stress as outlined on the following link for The National Child Stress Network, accessed March 27, 2017. http://www.nctsn.org/resources/topics/secondary-traumatic-stress.

12. "Post-Traumatic Stress Disorder," Mayo Clinic, accessed March 27, 2017. http://www.mayoclinic.org/diseases-conditions/post-traumatic-stress-disorder/basics/definition/con-20022540.

13. "DSM-5 Criteria for PTSD," Brainline Military, accessed March 27, 2017, http://www.brainlinemilitary.org/content/2014/06/dsm-v-tr-criteria-for-ptsd.html.

14. Rita Nakashima Brock and Gabiella Lettini, *Soul Repair: Recovering from Moral Injury After War* (Boston: Beacon press books, 2012), xiii.

other services to utilize for Airmen or Soldiers.

Instructions for Use

Those who use this resource would be wise to review the material in its entirety. Doing so empowers them to be a better-informed facilitator and will enable them to provide more detail than simply what it presented in the slides. The slides are designed to be relatively self-explanatory and take the class from a very broad conceptual view to a focused understanding of resiliency where specific skills can be learned and enhanced. As a general rule, the more the class participates in the presentation (i.e., reading sides, and sharing stories and insights) the more productive the training will be. Additionally, gauge timing on the activities to meet the needs of the training environment and interest levels of the attendees. The idea is for resiliency to be a welcome and insightful opportunity for growth and increased overall quality of life, and to improve readiness.

These materials were developed by James Hummel, a chaplain candidate in the United States Navy. For more information concerning these materials, please contact me at jamethy@hotmail.com.

Information and Research about Resiliency

The following information serves as the foundation for the development of a training model about resiliency for Navy chaplains. The subsequent information is focused on the following areas. The first area of focus is a brief review of the history of resiliency, and highlights some of the facets of its development across several associated disciplines. The second section presents current research available in the field concerning resiliency principles and their applications. The third section is a review of the military resiliency programs (Army, Navy and Air Force). The final section presents an outline of ways in which the Navy's program can be enhanced by applying synthesized aspects of the other Services resiliency programs and by incorporating insights available from current research in the field. Furthermore, the information provided in this section will take the reader from a loose general understanding of resiliency and its contextual origins, to an appreciation of current training programs in the military, specifically in the Navy.

Historical Review of Resiliency

Research focused on understanding treatment for resiliency has been around for nearly three decades.[15] Prior to that time associated research was relatively disjointed and inconclusive regarding the best approaches for understanding and treating those affected by traumatic events.[16] During the late 1980's and early 1990's researchers began to recognize that some survivors of traumatic events had distinctively elevated abilities to bounce back and adapt more effectively than others who had experienced similar events.[17] In exploring those distinctive differences they began to identify this ability as a form of flexibility that allowed them to bend with the experiences, as opposed to breaking under the pressure of the events and their associated effects.[18] They explored facets including genetics, social constructs and upbringings, personal outlooks, and coping mechanisms in an attempt to understand why some develop limiting conditions like PTSD and substance abuse while others managed to maintain overall functionality despite the presence of trauma related symptoms, and even how others seemed to

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18. Southwick and Charney, *Resilience: The Science of Mastering*, 7.

move past traumatic events relatively unscathed.[19]

In working with individuals affected by trauma, researchers developed scales over time, such as the Connor-Davidson Scale and the Response to Stressful Experiences Scale, to measure the resiliency of individuals in an effort to identify more specific facets of this multidimensional concept.[20] Based off of their research they developed advanced scales to identify specific individual characteristics commonly held by those with higher overall resiliency ratings as indicated by their responses to stress related questions, such as the following (on a 5-point scale):

> During and after life's most stressful event, I tend to find opportunity for growth.I have at least one close and secure relationship that helps me when I am stressed.When there are no clear solutions to my problems, sometimes fate or God can help.During and after life's most stressful events, I tend to calm myself.[21]

In asking those questions they began to realize more fully that resiliency is a multifaceted concept that includes aspects of biology, psychology, sociology, and spirituality.[22] Additionally, they realized that there was not any one set formula to developing resiliency for everyone.[23] In order to more fully explore both the independent variables and the more broad contexts in which they could be applied, some researchers began to perform more focused studies with specific groups of people in specialized operating environments.[24] One group of researchers decided to focus on groups they deemed to be "highly resilient," due to conditions they had worked in on a regular basis, or particular types of trauma which they had endured and perhaps thrived from to some degree or another.[25] Some groups that were considered

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19. Southwick and Charney, *Resilience: The Science of Mastering,* 7.

20. Southwick and Charney, *Resilience: The Science of Mastering,* 7.

21. Steven M. Southwick and Dennis S. Charney, *Resilience: The Science of Mastering Life's Greatest Challenges* (New York: Cambridge University Press, 2012), 7.

22. Southwick and Charney, *Resilience: The Science of Mastering,* 8.

23. Southwick and Charney, *Resilience: The Science of Mastering,* 8.

24. Southwick and Charney, *Resilience: The Science of Mastering,* 8.

25. Southwick and Charney, *Resilience: The Science of Mastering,* 7.

under such criteria were Vietnam Prisoners of War (POWs), Military Special Forces Instructors, and individuals who had faced instances of intense traumatic stress in their lives and overcome it.[26] Other groups studied were pastors who provided direct support to trauma victims on a regular basis and experienced the effects of trauma second hand.[27] From those and other related studies, specific themes were identified as being comorbid across various sets of circumstances. Identified as "resilience factors" these coping strategies, approaches to life, and specific skillsets seemed to be consistently present and an integral part of overcoming the trauma that individuals faced.[28] One group of researchers identified those resilience factors as being an ability to confront fears, to be realistically optimistic, to seek and accept social support, and to imitate the behaviors and traits of reliable role models.[29] Another group that studied pastoral care givers specifically identified self-care and spiritual first aid as being key resilience factors.[30],[31] Most importantly, these studies indicate that resiliency was not an abstract capacity to survive, but rather was a skillset that can be acquired and taught to help others become more effective in bouncing back, and perhaps even bounce forward amidst extremely challenging events in

26. Southwick and Charney, *Resilience: The Science of Mastering*, 7.

27. Kirsten Birkett, *Resilience: A Spiritual Project* (London, UK: The Latimer Trust, 2016), 1.

28. Southwick and Charney, *Resilience: The Science of Mastering*, 12.

29. Southwick and Charney, *Resilience: The Science of Mastering*, 12.

30. Tanya Pagan Raggio and Willard W.C. Ashely Sr., "Self-Care-Not an Option," in *Disaster Spiritual Care: Practical Clergy Responses to Community, Regional, and National Tragedy* ed. Stephen Roberts and Willard W C. Ashley (Woodstock, VT: SkyLight Paths Pub., 2008), 19–20. The authors identifies self-care a series of steps that one can do to better posture themselves to deal with trauma. Those steps include simplifying one's life, limiting use of stimulants, creating a "sacred space", finding means of expressing one's experiences, developing internal and external support networks, remaining flexible with the process, and to know one's own limits. The author also defines spiritual first aid as being a mitigation tool wherein one's spiritual beliefs are enacted to help mitigate the effects of a traumatic event.

31. Julie Taylor, "Spiritual First Aid," in *Disaster Spiritual Care: Practical Clergy Responses to Community, Regional, and National Tragedy* ed. Stephen Roberts and Willard W C. Ashley (Woodstock, VT: SkyLight Paths Pub., 2008), 106–109.

their lives.[32]

With substantial research in place, verifying the existence of resiliency factors and the role they play in helping individuals and groups to successfully navigate life's most traumatic events, the next phase in research became the challenge of finding a way to instill the principles of resiliency in a meaningful way. Programs began to be developed to find ways of applying research about resiliency. This was done to help specific groups overcome the damage from the challenges they faced which held the potential to cripple them in one way or another. Some groups focused on teaching resiliency to teachers, particularly those new to the profession.[33] Others focused on developing resiliency training for social workers, human resource managers, nurses, cancer patients, and even military members.[34] With a focus on applying the principles of resiliency, program developers quickly realized the need for pinning down a concrete definition of what resiliency is and how it

empowers individuals to successfully navigate the circumstances associated with traumatic events. Needless to say, that definition is still a work in progress.[35]

Current Research on Resiliency

As previously stated, finding a clear definition for resiliency has proven to be an elusive endeavor with limited success. Current research approximates resiliency as being a quality or character trait that somehow enables one to overcome life's traumatic events and obstacles in

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32. Kirsten Birkett, *Resilience: a Spiritual Project* (London, UK: The Latimer Trust, 2016), 1.

33. Birkett, *Resilience: A Spiritual Project*, 10.

34. Birkett, *Resilience: A Spiritual Project*, 11–12.

35. Definitions are varied and are often categorized across a broad spectrum of applications. For the purposes of this project, the definition provided in the introduction will be the operational definition. That definition for resilience is the capacity to adapt successfully in the presence of risk and adversity," or bounce back from adverse situations, and also "as the ability to resist, absorb, and recover from or successfully adapt to adversity or a change in conditions." For further exploration of Resiliency definition categories and variations see the following article: Lisa S. Meredith, et al., RAND Corporation Monograph Series, *Promoting Psychological Resilience in the U.S. Military*, Santa Monica, CA: RAND Corporation, MG 996-OSD, 2011, 20–23.

a way that can be not only normative for the individual but perhaps even beneficial for having had adversity to overcome. To put this in the words of one author, he explained that, "Resilience is the ability to bounce back when you have every reason to shut down—but you fight on!"[36] Another author described resilience as a process wherein one is affected, and subsequently changed, by a traumatic experience but seeks for and finds new meaning and purpose in their life which empowers them not only to regain a sense of normalcy but to rebuild their life into a more healthy type of resiliency.[37] Another author borrows the definition from the American Psychological Association who defines resilience as "the process of adapting well in the face of adversity, trauma, tragedy, threats and even significant sources of stress, -- such as family and relationship problems, serious health problems, or work-place or financial stresses."[38] According to that same author, resilience is "complex, multidimensional and dynamic in nature…far more than a simple or psychological trait or biological phenomenon."[39] Another researcher additionally added that to limit resiliency to being a way of returning to a previous condition neglects to acknowledge that the "lives we lead are markedly different before and after trauma, because these losses and struggles transform and profoundly change us."[40]

Given all of these descriptions, one can understand why determining an exact definition of resiliency is difficult and remains obtuse. With that insight in mind, and as has been stated, for the definition for

36. Christian Moore, *The Resilience Breakthrough: 27 Tools for Turning Adversity Into Action* (Austin: Greenleaf Book Group Press, 2014), 348.

37. Willam V. Livingston, "From Honeymoon to Disillusionment to Reconstruction," in *Disaster Spiritual Care: Practical Clergy Responses to Community, Regional, and National Tragedy* ed. Stephen B. Roberts and Willard W. C. Ashley Sr. (Woodstock, VT: SkyLight Paths, 2008), 120–121.

38. Steven M. Southwick and Dennis S. Charney, *Resilience: The Science of Mastering Life's Greatest Challenges* (New York: Cambridge University Press, 2012), 6, accessed March 27, 2017, http://www.apa.org/research/action/lemon.aspx.

39. Southwick and Charney, Resilience: the Science of Mastering Life's Greatest Challenge, 7–8.

40. Michaela Haas, *Bouncing Forward: The Art and Science Of Cultivating Resilience*, 1st ed. (New York: Enliven Books, 2017), 169–212. The author articulates a process wherein one can learn to work through adversity by learning from the approaches of others who serve as guides on ways that we too can overcome our own adverse experiences.

resiliency will be the capacity to adapt successfully in the presence of risk and adversity, to bounce back from adverse situations, and, also as the ability to resist, absorb, and recover from or successfully adapt to a change in conditions. Embedded in this definition is the sense that resiliency is not a quality or personal trait that one randomly has, but rather that it is a perspective skillset that can be taught and learned.[41]

Before one can present a comprehensive approach to teaching what resiliency is, one must first understand its associated parts. In this case, researchers have spent many hours studying individuals to explore what specific capacities and approaches, utilized by those individuals, have proven most efficacious in enabling them to build and maintain a resilient response to adversity.[42] In seeking to find the magic recipe for resilience, it has become abundantly clear that there is no single equation that formulaically can prevent or treat individuals for all types of trauma.[43] Instead, researchers have found that there are key components that are often present in the coping mechanisms and narratives of those who have been proven to be more resilient, which some have termed as "resilience factors."[44] One set of researchers identified the following as the 10 specific resilience factors found to be most efficacious:[45]

1. Realistic Optimism
2. Facing or Confronting Fear
3. Moral Compass
4. Religion & Spirituality
5. Social Support
6. Following Resilient Role Models
7. Physical Fitness

41. Haas, *Bouncing Forward: The Art and Science of Cultivating Resilience*, 96.

42. Haas, *Bouncing Forward: The Art and Science Of Cultivating Resilience*, 169–99.

43. Southwick and Charney, *Resilience: the Science of Mastering Life's Greatest Challenge*, 12.

44. Southwick and Charney, *Resilience: the Science of Mastering Life's Greatest Challenge*, 12. Although Southwick specifically terms these commonalities as resilience factors, he is not the only researcher or author to do so. A preponderance of the literature in the field identifies these shared aims as such.

45. Adapted from the 10 factors outlined in Southwick and Charney's research: Steven M. Southwick and Dennis S. Charney, *Resilience: the Science of Mastering Life's Greatest Challenges* (New York: Cambridge University Press, 2012), 13.

8. Brain Fitness
9. Cognitive & Emotional Flexibility
10. Defining Personal Meaning & Purpose

Another set of researchers identified the following as key resilience factors:[46]

1. Acceptance
2. Openness
3. Flexibility
4. Optimism
5. Patience
6. Mindfulness
7. Empathy
8. Compassion
9. Resourcefulness
10. Determination
11. Courage
12. Forgiveness

For a third perspective, what follows below is a comprehensive and categorical listing of resilience factors and their explanations (presented verbatim), which were identified by the RAND Corporation in their literature review:[47]

Individual-Level Resilience Factors:

Positive Coping: The process of managing taxing circumstances, expending effort to solve personal and interpersonal problems, and seeking to reduce or tolerate stress or conflict, including active/pragmatic, problem-focused, and spiritual approaches to coping.

1. **Positive Affect**: Feeling enthusiastic, active, and alert, including having positive emotions, optimism, a sense of humor

46. Identified as the author's "resilience makeup," these factors are a key part of her approach to building resiliency: Michaela Haas, *Bouncing Forward: the Art and Science of Cultivating Resilience*, 1st ed. (New York: Atria/Enliven Books, 2016), 212.

47. Lisa S. Meredith, et al., RAND Corporation Monograph Series, *Promoting Psychological Resilience in the U.S. Military,* Santa Monica, CA: RAND Corporation, MG 996-OSD, 2011, xiv–xv.

(ability to have humor under stress or when challenged), hope, and flexibility about change.

2. **Positive Thinking**: Information processing, applying knowledge, and changing preferences through restructuring, positive reframing, making sense out of a situation, flexibility, reappraisal, refocusing, having positive outcome expectations, a positive outlook, and psychological preparation.

3. **Realism**: Realistic mastery of the possible, having realistic outcome expectations, self-esteem and self-worth, confidence, self-efficacy, perceived control, and acceptance of what is beyond control or cannot be changed.

4. **Behavioral Control**: The process of monitoring, evaluating, and modifying emotional reactions to accomplish a goal (i.e., self-regulation, self-management, self-enhancement).

5. **Physical Fitness**: Bodily ability to function efficiently and effectively in life domains

6. **Altruism**: Selfless concern for the welfare of others, motivation to help without reward

Family-Level Resilience Factors:

1. **Emotional Ties**: Emotional bonding among family members, including shared recreation and leisure time

2. **Communication**: The exchange of thoughts, opinions, or information, including problem-solving and relationship management

3. **Support**: Perceiving that comfort is available from (and can be provided to) others, including emotional, tangible, instrumental, informational, and spiritual support

4. **Closeness**: Love, intimacy, attachment

5. **Nurturing**: Parenting skills

6. **Adaptability**: Ease of adapting to changes associated with

military life, including flexible roles within the family

Unit-Level Resilience Factors:

1. **Positive Command Climate**: Facilitating and fostering intra-unit interaction, building pride/support for the mission, leadership, positive role modeling, implementing institutional policies

2. **Teamwork**: Work coordination among team members, including flexibility

3. **Cohesion**: Unit ability to perform combined actions; bonding together of members to sustain commitment to each other and the mission

Community-Level Factors

1. **Belongingness**: Integration, friendships, including participation in spiritual/faith-based organizations, protocols, ceremonies, social services, schools, and so on, and implementing institutional policies.

2. **Cohesion**: The bonds that bring people together in the community, including shared values and interpersonal belonging.

3. **Connectedness**: The quality and number of connections with other people in the community; includes connections with a place or people of that place; aspects include commitment, structure, roles, responsibility, and communication

4. **Collective Efficacy**: Group members' perceptions of the ability of the group to work together.

The lists could continue, and would quickly fill many pages, but the key is identifying commonalities and themes among the lists and validating their recommended factors. According to the RAND report, many of these lists may not be completely validated under what they deem to be sufficiently "rigorous research."[48] One of the sets of researchers indicated that their results were strictly found based off

48. Lisa S. Meredith, et al., *RAND Corporation Monograph Series, Promoting Psychological Resilience in the U.S. Military*, Santa Monica, CA: RAND Corporation, MG 996-OSD, 2011, xix.

of self-reports by individuals deemed to be highly resilient.[49] Another of those lists was created by a group of researchers who did the same thing, but then went back and compared their findings with those of experts in posttraumatic growth. To put it more simply, all of these approaches are built off insights from cases where individuals seem to thrive after the traumatic experience in ways that they may not have been able to before going through the experience.[50] To state

the limitations more succinctly, researchers have simply not found a pharmacological formula[51] that has been proven to be 100% efficacious for everyone, no matter their past experiences, age, culture, nationality or any of the other factors that determine individuality. Until research can unlock that elusive chemical compound, what remains is a qualitative approach in understanding resiliency. This is to say, they listen to those who have been there and have overcome tremendous levels of adversity, their insights are then presented to others in an attempt to replicate those same results in their lives, either to prepare them to face traumatic experiences such as military members do on a regular basis, or to help them overcome the residual effects following traumatic events. This process of taking the results of numerous self-reports and identifying common trends and patterns concerning traumatic events, is the most reliable and widely accepted method to date in how resiliency is understood.

Given the circumstances outlined above, the RAND Corporation reduced their long initial list to the following key components that they felt were sufficiently researched in how individuals bounce back:[52]

Individual-level factors:

1. <u>Positive</u> Thinking

49. Steven M. Southwick and Dennis S. Charney, Resilience: the Science of Mastering Life's Greatest Challenges (New York: Cambridge University Press, 2012), 13.

50. Michaela Haas, *Bouncing Forward: the Art and Science of Cultivating Resilience*, 1st ed. (New York: Atria/Enliven Books, 2017), 971.

51. This is a way of saying that doctors would like to create a medication, or even a complete therapeutic approach that would provide a simple fix to post traumatic difficulties. The problem here seems to be that each individual responds differently and as such their bodies react in different ways making medication an unreliable approach.

52. Meredith, et al., *RAND Corporation Monograph Series*, xvi.

2. Positive Affect
3. Positive Coping
4. Realism
5. Behavioral Control

Family-Level Factors: Family Support

Unit-Level Factors: Positive Command Climate

Community-Level Factors: Belongingness

The factors were further altered, after 11 experts reviewed the list presented by RAND's literature review. They updated their list with the following being their final suggestion to the services concerning resiliency:[53]

Individual-level factors:

1. Positive Thinking
2. Positive Affect
3. Positive Coping
4. Realism
5. Behavioral Control
6. Physical Fitness
7. Altruism

Family-Level Factors:

1. Family Support
2. Emotional Ties
3. Communication
4. Closeness
5. Nurturing
6. Adaptability

Unit-Level Factors:

1. Positive Command Climate
2. Teamwork

53. Meredith, et al., *RAND Corporation Monograph Series*, 16.

3. Cohesion

Community-Level Factors:

1. Belongingness
2. Cohesion
3. Connectedness
4. Collective Efficacy

As is evident by the long lists of resilience factors and by the adjustments back and forth, when one is attempting to provide a complete yet succinct list of factors affecting resiliency, there is a great deal to consider and it is not always evident how to reach the perfect balance. Given those insights, provided by the RAND Corporation and the other lists presented in this literature review, it seems that the final list presented by the RAND Corporation is the most inclusive and very closely mirrors the recommendations made by other researchers. Operating with an assumption that the RAND list is indeed the preferred list, the next step is to present the research on each of the individual factors in that list, beginning with the individual level and working down through the family, unit and community factors.

Beginning on the individual level, the first resilience factor listed is "positive thinking," which according to the RAND Corporation, is a way of looking at, or thinking about, things in a positive light. To put it in more precise words, it is "Information processing, applying knowledge, and changing preferences through restructuring, positive reframing, making sense out of a situation, flexibility, reappraisal, refocusing, having positive outcome expectations, a positive outlook, and psychological preparation."[54] It seems to mirror quite closely what another researcher describes as "realistic optimism," which they explain as being a process in which one sees both negative and positive influences or elements in life, but rather than wasting time and energy on things that are beyond their control, they seek instead to focus on the positive ways

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54. Meredith, et al., *RAND Corporation Monograph Series,* xiv.

in which they can affect their situation(s)[55] In short this seems to mean that it is important to be realistic, but at the same time to look for the silver lining and not to waste energy worrying over negative things that are beyond our control.

This process informs, and ties in very closely with, the next resilience factor which the RAND Corp identifies as "positive affect.' This they describe as "feeling enthusiastic, active, and alert, including having positive emotions, optimism, a sense of humor, hope, and flexibility about change."[56] The distinction seems to be that one is a way of looking at processing specific situations, whereas the other is an overarching perspective of conditions in general. Furthermore, it seems that the two factors combined form the third which is "positive coping." This third factor is defined by RAND Corp as being "the process of managing taxing circumstances, expending effort to solve personal and interpersonal problems, and seeking to reduce or tolerate stress or conflict, including active/pragmatic, problem-focused, and spiritual approaches to coping."[57]

Another term to describe this factor is "confronting fear," which one researcher explained as being a key factor in not only facing and recognizing challenges, but as essential in overcoming them and suggests that research indicates that those who are effective at confronting their fears have a statistically longer life than those who either avoid the situations they face or who are in outright denial of them.[58] Thus "positive coping" could be summed up as being a process in which one confronts their fears by assessing the circumstances as effectively as possible with a solution focused approach, determining an informed course of action, and all the while staying in tune with their own emotional contexts and affects. In correlation to this approach of

55. Steven M. Southwick and Dennis S. Charney, *Resilience: the Science of Mastering Life's Greatest Challenges* (New York: Cambridge University Press, 2012), 29–31.

56. Meredith, et al., *RAND Corporation Monograph Series*, xiv.

57. Meredith, et al., *RAND Corporation Monograph Series,* 2011.

58. Steven M. Southwick and Dennis S. Charney, *Resilience: the Science of Mastering Life's Greatest Challenges* (New York: Cambridge University Press, 2012), 41. This evidence is presented as directly being attributed to research done on women facing the challenges of coping with breast cancer, but the author suggested that this research has much wider implications that include almost all types of obstacles in one's life.

coping, the next resilience factor, while having been included in other factors explained thus far, is worth noting as a distinct consideration. It is labeled primarily as being realistic, and is suggestive that to the extent possible, one should be as realistically aware of themselves, their capacities, and their environment to have a realistic expectation of what is possible under the given circumstances in which they find themselves. Additionally, with having such a realistically informed awareness of oneself, one is more capable of recognizing the ways in which they can monitor and control their own behavior, which is the next resilience factor on the list at the individual level.

Along those lines, research suggests that when a person is physically fit they have an increased capacity to process stressful situations and to respond to threats in meaningful ways.[59] This increased capacity also enables individuals to better perform their roles in the final individual-level resilience factor which is labeled as "altruism." RAND Corp suggested that this is a process of looking outside oneself and making meaningful contributions to benefit others.[60] They also explain this final factor as being a key component in reducing survivor guilt and grief.[61] A key component that one researcher mentions, and RAND Corp recognized in passing, that facilitates all of these factors the individual level, is faith and spirituality.[62] He explains that this particular facet of resiliency is key to optimism, altruism, mindfulness, guilt, and forgiveness and articulates how it can help individuals and families overcome difficulties that challenge its ability to adapt and build meaningful bonds.[63] This idea also suggests that our individual level of resiliency has an amplifying effect on the next subsequent level, namely that of

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59. Even though the RAND report suggests that they only included this factor at the request of their panel of experts, other researchers corroborate it's being on the list as is evident in the following source: Steven M. Southwick and Dennis S. Charney, *Resilience: the Science of Mastering Life's Greatest Challenges* (New York: Cambridge University Press, 2012), 128-31.

60. Meredith et al., *RAND Corporation Monograph Series*, xix, 20.

61. Meredith et al., *RAND Corporation Monograph Series*, 20.

62. Southwick and Charney, *Resilience: the Science of Mastering Life's Greatest Challenges*, 93-94.

63. Steven M. Southwick and Dennis S. Charney, *Resilience: the Science of Mastering Life's Greatest Challenges*, 89–96.

the family level.

The next level to explore is the family level. The first of these is identified is "family support" which RAND Corporation identified as being "the perceived emotional, tangible, informational, and spiritual comfort available from and provided to others."[64] Labeled as "social support" by other researchers, it is explained that this facet of resiliency is a key support in protecting against physical and mental illness and secures individuals to others in meaningful ways that help them pull through hard times and traumatic events.[65] In many ways, this particular factor is dependent upon the next aspects in the family tier of resiliency factors. The following one, and perhaps the most crucial in building family support, is identified as communication. While many may feel that this specific factor is self-explanatory, it may make a great deal of difference to know that it is identified as "the exchange of thoughts, opinions, or information, including problem-solving and relationship management."[66] This seems to suggest that it is more than just speaking to one another, but rather it is an exchanging of thoughts, opinions and other relationship concerns. This may be difficult for those who have experienced trauma, but research suggests that those who learn to do this early in life, have a higher resiliency later in life.[67] Effective application of this factor has a key role in developing and improving the next factor which is "emotional ties." This is self-explanatory, but studies suggest it is closely aligned with nurturing, and closeness, which are also resilience factors on the list.[68] The distinction to be made here is that emotional ties are the general connectedness that individuals feel with others. Closeness on the other hand is tied to love and attachment, while nurturing is the way in which connectedness is formed through a parent-child relationship.[69]

The final factor at this level on the resilience list is "adaptability,"

64. Meredith, et al., *RAND Corporation Monograph Series,* 27.

65. Southwick and Charney, *Resilience: the Science of Mastering Life's Greatest Challenges*, 107-112.

66. Meredith, et al., *RAND Corporation Monograph Series*, 26.

67. Meredith, et al., *RAND Corporation Monograph Series*, 26.

68. Meredith, et al., *RAND Corporation Monograph Series*, 26.

69. Meredith, et al., *RAND Corporation Monograph Series*, 26.

which is the way in which the familial relationships are able to flex to meet the needs of the circumstances of the group as a whole and to meet the needs of the specific individuals, from which that group is comprised, at any given time.[70] Thus, to reiterate, resiliency factors at the individual level impact the family level, and subsequently those at the individual level and the family level in turn impact those at the unit level.

These unit level factors are an important part of any command and as such are often under the control of the commanding authority and those he or she has authorized and delegated as being responsible for their specific parts of the resiliency of the unit. These factors can contribute to the holistic resiliency of the unit. The first factor listed in this section is that of creating a positive command climate.[71] Many programs have been designed to foster this over the years and are often out of the hands of the individual unit members.[72] The RAND Corporation additionally noted that this factor should be more effectively managed through implementation of policies that are established for the institution and through "positive role modeling."[73] The next is "teamwork" also a management responsibility, but in this case, the individual can play a role in shaping the way it impacts a unit. Teamwork is identified as members of the unit working together to accomplish the mission while remaining flexible about identifying and meeting the needs of specific individuals on that team.[74] As this specific element is addressed and enhanced, the third factor naturally follows, which is "unit cohesion."[75] As with the previous elements, efforts at this level subsequently enhance or detract from those at the following level which

70. Meredith, et al., RAND Corporation Monograph Series, xv

71. It should be noted that chaplains often advise commanders on morale and issues that affect a positive command climate.

72. Meredith, et al., *RAND Corporation Monograph Series,* , 22.

73. Meredith, et al., *RAND Corporation Monograph Series*, 22.

74. While initially introduced in the RAND publication, it is also more heavily emphasized and explained in the Southwick book. Both sources are listed respectively as follows: Meredith, et al., *RAND Corporation Monograph Series*, 22, and Steven M. Southwick and Dennis S. Charney, *Resilience: the Science of Mastering Life's Greatest Challenges* (New York: Cambridge University Press, 2012), 104–107.

75. Meredith, et al., *RAND Corporation Monograph Series*, 22.

is the community level.

The primary resilience factors presented for this level are in many ways reflective of those at the family, community and unit level, but with a wider range of influence.[76] The first of these is identified as "belongingness," and is described as a connectedness to social and spiritual, or religious, organizations and systems of beliefs.[77] This factor has further been linked with enhancing individual level resiliency through the following facets: it provides a sense of meaning and personal purpose, it helps one transcend the immediate concerns by putting them in a more encompassing context, and it can provide hope and optimism at times when these may be in short supply. It can also build altruistic perspectives and realizations of self-efficacy in conjunction with "God-efficacy," and finally it can be a facilitating influence contributing to forgiveness and subsequent reconciliation.[78] In many ways, it may be said that this sense of belongingness facilitates the next factor which is identified as cohesion.[79] It is further explained that much like at the unit level, this cohesion is derived by a sense of a common purpose and is facilitated by the individual members working well together as a whole to build common goals and purposes.[80] The final factor at this level, is a more abstract concept wherein as a group, they begin to realize that as they able to work together, they are able to meet those common goals repeatedly (collective efficacy). As they increase in their confidence, the group or community realized that they can continue to be effective in achieving their desired goals.[81]

Given these resilience factors, as comprehensive and exhaustive as the list appears, the more difficult part is the struggle to help indi-

76. Meredith, et al., *RAND Corporation Monograph Series*, 28. While the RAND Corporation is the primary source for this correlation, which they have deemed to be a relatively high correlation, it is also supported by Southwick and others; see Southwick and Charney, *Resilience: the Science of Mastering Life's Greatest Challenges*, 107–109.Meredith, et al., *RAND Corporation Monograph Series*, 28–29.

77. Meredith, et al., *RAND Corporation Monograph Series,* 107–109.

78. Kirsten Birkett, Resilience: a Spiritual Project (London, UK: The Latimer Trust, 2016), 33–36.

79. Meredith, et al., *RAND Corporation Monograph Series*, 28.

80. Meredith, et al., *RAND Corporation Monograph Series*, 28.

81. Meredith, et al., *RAND Corporation Monograph Series*, 29.

viduals, families, and units to apply those factors more effectively in their own personal and collective lives. Research has rendered two very distinct approaches / methods for building resiliency depending on whether the desired affect is to better posture individuals in a preventive approach, or if treatment is required after traumatic events.[82] The traditional approach has been to fix a broken individual with specialized help, but more current breakthroughs have created an opportunity and an environment wherein more preventative approaches are not only possible, but are increasingly sought after.[83] Many of these more modern, preventative approaches make recommendations to apply principles of positive psychology and spirituality and protective measures that empower individuals to increase their resiliency before the damage is done.[84] According to Seligman and Pargament, two of the primary contributors of the Army's Resiliency program, this preventative stance is not only a key to facilitating recovery after traumatic events occur, but it is also highly effective in reducing, and even eliminating some damage before and during traumatic events.[85] Worth noting here as well, is that this preventative stance is helping families and units, as much as it helps individuals.[86]

This preventative approach appears to be the next wave of providing resiliency training and as the lead program in providing it, the Army's Master Resiliency Program can provide key insights for other branches of service, like the Navy. In the Army's Master Resiliency Program the focus has been primarily based on the Penn Resiliency

82. Rhonda Cornum, Michael D Matthews, and Martin E P Seligman, "Comprehensive Soldier Fitness: Building Resilience in a Challenging Institutional Context," *The American Psychologist* 66, no. 1 (January 2011): 4–9.

83. Cornum, Matthews, and Seligman, "Comprehensive Soldier Fitness: Building Resilience in a Challenging Institutional Context," 4-9.

84. Cornum, Matthews, and Seligman, "Comprehensive Soldier Fitness,"4-9, and Kenneth I. Pargament and Patrick J. Sweeney, "Building Spiritual Fitness in the Army: An Innovative Approach to a Vital Aspect of Human Development," *American Psychologist* 66, no.1 (January 2011): 58.

85. Cornum, Matthews, and Seligman, "Comprehensive Soldier Fitness," 4-9, and Pargament and Sweeney, "Building Spiritual Fitness in the Army," 58.

86. Froma Walsh, *Strengthening Family Resilience*, 3rd ed. (New York: The Guilford Press, 2016), 365–389.

Program created by researchers from the University of Pennsylvania.[87] Additionally worth noting is that this program has been designed to teach primarily psychologically focused principles of positive psychology instead of spiritual aspects and does so by providing specific training to Non-Commissioned Officers in the Army who in turn teach those principles to members of the unit.[88] As has already been stated, the Army's program has been considered highly successful in this endeavor and is recognized as the leading psychologically based program by the RAND Corporation and others. What has not been mentioned though is that this approach tends to neglect the spiritual aspects, also outlined above by the RAND Corporation and others as being an integral part of building resiliency as a preventative approach.[89] One of the Army MRT program's founders, Kenneth Pargament, has made a strong case for more fully integrating concepts of spirituality into the MRT program.[90]

In his argument, he explains how the spirit is a concept that is central to human identity and is "an animating impulse—a vital, motivating force that is directed to realizing higher order goals, dreams, and aspirations that grow out of the essential self."[91] He additionally quotes Fairholm who says "Our individual sense of who we are—our true, spiritual self—defines us. It creates our mindset, defines our values, determines our actions, and predicts our behavior."[92] Given this perspective and additional arguments he makes on the vital role spirituality plays in building resiliency, he advocates for it to become a more

87. Cornum, Matthews, and Seligman, "Comprehensive Soldier Fitness," 4-9, and Pargament and Sweeney, "Building Spiritual Fitness in the Army," 4-9.

88. Cornum, Matthews, and Seligman, "Comprehensive Soldier Fitness,"4-9, and Kenneth I. Pargament and Patrick J. Sweeney, "Building Spiritual Fitness in the Army: An Innovative Approach to a Vital Aspect of Human Development," A*merican Psychologist* 66, no.1 (January 2011): 7–8.

89. Meredith, et al., *RAND Corporation Monograph Series*, 24.

90. Kenneth I. Pargament and Patrick J. Sweeney, "Building Spiritual Fitness in the Army: An Innovative Approach to a Vital Aspect of Human Development," 58–60.

91. Pargament and Sweeney, "Building Spiritual Fitness," 58.

92. Pargament and Sweeney, "Building Spiritual Fitness," 58. In this quote he sources the following Fairholm quotation in Don. M. Snider, "Developing Leaders of Character at West Point," In *Forging the Warrior's Character: Moral Precepts from the Cadet Prayer*, ed. Lloyd J. Matthews (Boston, MA: McGraw-Hill, 2007).

integrated part of the overarching MRT program.

In like fashion, the Navy can add facets of both the positive psychology, already foundational in the MRT program, and add to it the spiritual component as advocated by Pargament. This could make their

already successful resiliency continuum more robust and preventative. As suggested in the RAND Corporation's list of recommendations, chaplains could become a key component in delivering the preventative resiliency training being provided by NCO's in the Army as well as the spirituality pieces presented by Pargament. To facilitate this process Navy chaplains could utilize the infrastructure of resilience factors presented by the RAND Corporation and integrate principles from MRT and Pargament to create a robust and more inclusive program. Training materials will be developed with this in mind. However, before one can look at how to improve the process, one must review the programs that are already in place.

Review of Military Resiliency Programs

Given the momentum the research on resiliency has generated and the great need that military members have to overcome extremely traumatic events on an ongoing basis, it wasn't long before military leaders sought to apply the principles of resiliency in meaningful ways. Since psychological resilience was the best researched and therefore showed the most promising results, specialists in the military decided to begin building resiliency programs based off of those principles.[93] Additionally, since the aforementioned research had not been focused on developing resiliency programs specifically for the military, the military developers wrestled over whether to focus their efforts on creating preventative methodologies, or to focus resiliency programs on aiding members to heal after traumatic experiences.[94] In an effort to assist in entifying whether to take the preventative posture or the treatment one, or both, government officials sought outside counsel by hiring research groups, like the RAND Corporation to conduct specific studies in the field of resiliency as it pertains to a military environment.[95]

93. Meredith, et al., *RAND Corporation Monograph Series*, xiii.

94. Meredith, et al., *RAND Corporation Monograph Series*, xiii.

95. Meredith, et al., RAND Corporation Monograph Series, xiii.

While waiting for the research to be accomplished the military continued creating temporary, limited use, programs as a means of mitigating the effects of trauma that were occurring to their troops on a daily basis. In instituting resiliency programs officials began to recognize certain challenges that would hinder the success of any program designed to build resiliency. To better understand an already complicated situation where the temporary band aid-style approach adopted by the military and the hindrances that affected the success of such programs, one needs also to understand the nature of the military culture. At that time the culture in the military was, and perhaps still is, one in which those suffering already from post-traumatic stress, and other associated conditions were not often willing to self-identify as one who was struggling with the related pressures and stresses of military life. According to one article, the environment was such that "mental stability and toughness are unwritten laws to surviving in the military."[96] Furthermore, with these two unwritten laws present and with a significant stigma against those seeking help, many troops were slow to admit that they could use the assistance that resiliency programs were preparing to offer.[97] So great was the avoidance that one study suggested that not quite 40% of troops suffering from PTSD were willing to seek assistance for their condition out of fear of repercussions from self-identification.[98] Despite these and other preliminary challenges, military culture began to embrace the process of how individuals seek help. This is because programs which were initiated by the hierarchy in the military were designed not only to assuage troops concerns, but to encourage them to seek help as a core aspect of the warrior mentality and ethos.[99]

Army's Comprehensive Soldier and Family Fitness (CSF2)

96. Angela Simmons, and Linda Yoder, "Military Resilience: A Concept Analysis." *Nursing Forum* 48, no. 1 (January-March 2013):18.

97. Simmons, and Yoder, "Military Resilience: A Concept Analysis." 18.

98. Simmons and Yoder, "Military Resilience: A Concept Analysis," 18.

99. Further details on these preliminary programs have been suppressed in this project to maintain the focus of enhancing the programs as opposed to providing a complete narrative of the history. For further reading on these specific preliminary programs review the following resources: Simmons, Angela, and Linda Yoder. "Military Resilience: A Concept Analysis," 18.

With the ethos in the military beginning to change towards an acceptance of recognizing the need for sustainment and help seeking, the military began to put forward more substantial programs incorporating the preliminary insights provided from the aforementioned "research groups." Foremost among those programs was, and remains, the Army's Comprehensive Soldier and Family Fitness (CSF2) program, which was created to increase resiliency and "performance enhancement skills by building on the following five dimensions of fitness: physical, emotional, social, spiritual, and family."[100] Furthermore, the CSF2 program was designed to promote resilience by providing assessment based on the individual's psychological health, standardized resiliency training, follow-on individualized training, and facilitation of insight/training by unit Master Resiliency Trainers.[101] The primary components of the CSF2 program were developed to increase and enhance the performance of Soldiers, Families and Department of Defense Civilians. Resilience as defined by the Army to include its scope "is, the mental, physical, emotional, and behavioral ability to face and cope with adversity, adapt to change, recover, learn, and grow from setbacks. A resilient and fit individual is better able to leverage intellectual and emotional skills and behaviors that promote enhanced performance and optimize …long-term health."[102] The purpose of the Army's resiliency fitness program was to determine the training and the necessary skills needed to perform in challenging environments. The vision of the program was to develop a team (Army) that could be, physically healthy, psychologically strong, and morally fit in an every changing operational environment.[103]

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100. U.S. Department of the Army, "Comprehensive Soldier and Family Fitness," Army Regulation (AR) 350-53 (Washington, DC: US Department of the Army: 19 June 2014), 7.

101. Simmons, Angela, and Linda Yoder. "Military Resilience: A Concept Analysis." 18. This and other resources also indicate that there are additional programs in the Army that facilitate building resiliency in individuals and groups, those same resources though suggest that this is the overarching program and the other resiliency programs are appendages.

102. U.S. Department of the Army, "Comprehensive Soldier and Family Fitness," 6.

103. U.S. Department of the Army, "Comprehensive Soldier and Family Fitness," 7.

Despite being recognized as the premier program in the DoD for resiliency, and even with an on-going process to improve it, the program is still growing as the force continues to increase the knowledge, skills, and preventive education needed to improve the CSF2 program. However, it has been reported that, at times, it falls short of the desired results.[104]

As previously mentioned, the objective of the CSF2 program is to increase resiliency in Soldiers and family members. It does this by improving resiliency through five dimensions:

Physical dimension-performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition and flexibility derived through exercise, nutrition and training describes the physical dimension. The physical dimension also encompasses the Office of the Surgeon General Performance Triad initiative of sleep, activity, and nutrition to improve personal and unit performance, resilience, and readiness. The physical dimension of CSF2 focuses on the development of a comprehensive approach to assessing physical health, and to educate the force on the important connection between physical and psychological health, while providing the knowledge and skills to improve it.

Emotional dimension-Approaching life's challenges in a positive, optimistic way by demonstrating self-control, stamina, and good character with your choices and actions. Regardless of one's role in the Army, whether Soldier, Family member, or DAC, the challenges our community regularly face can potentially erode one's emotional control. Because emotions drive how we approach challenges and problem solving, emotional control is critical to the development and sustainment of resilience and psychological health. Resilience in Soldiers helps prevent moral injuries in the complex environment of combat. The GAT assesses one's ability to approach life's challenges in a positive, optimistic way and to demonstrate

self-control, stamina, and good character in choices and actions.

104. Simmons and Yoder, "Military Resilience: A Concept Analysis," 18.

Social dimension-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. Adherence to the Army Values and other beliefs embodied in the Army profession and ethics help form and strengthen bonds of trust and esprit de corps that promote relationships and enhance resilience. These relationships are important because they serve as a support network for those who experience setbacks in life. Training provided by CSF2 is designed to help Soldiers, DACs, and Family members develop quality relationships that will endure and be available when needed.

Spiritual dimension-Identifying one's purpose, core values, beliefs, identity, and life vision define 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 personal, philosophical, psychological, and/or religious teachings or beliefs, and forms the basis of their character.[105]

Family dimension-A nurturing family unit is one that is safe, supportive, loving, and provides the resources needed for all members to live in a healthy and secure environment. Regardless of how a person defines his or her Family, it is often their primary source of support. A dysfunctional Family dynamic can result in personal distraction and degraded performance. CSF2 training provides tools with which Soldiers, DACs, and Family members can address issues at home that might otherwise escalate into an unnecessarily stressful and potentially adverse situation. CSF2 training is designed to help change outlooks, improving empathy as well as the ability to downgrade conflicts into more manageable situations.[106]

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105. Although this facet of resiliency is addressed in the Army Regulations, training on this facet is lacking and could be enhanced to be a more effective part of the overall approach, as stated previously in the arguments by Pargament.

106. U.S. Department of the Army, "Comprehensive Soldier and Family Fitness," Army Regulation (AR) 350-53 (Washington, DC: US Department of the Army: 19 June 2014), 7.

As a vehicle to improve resiliency, the Army's model relies on a Global Assessment Tool (GAT) which is a metric that measures the fitness of a Soldier. It does this by self-report questions on health, nutrition and fitness, and other questions concerning behavioral issues. The results are confidential and provide the individual with scores pertaining to the five dimensions. From this metric, Soldiers and family members can receive training by counseling, articles, emails, etc.[107] To help improve resiliency in the force (units), Master Resiliency Trainers (MRTs) have been trained to increase the resiliency of soldiers and family members. They have replaced the chaplains as primary unit trainers in the areas of pre-deployment, during deployment, post deployment, and reintegration resiliency training.[108] It should be noted that the GAT (assessment tool) includes items on spiritual fitness. All Army personnel are required to take this assessment annually.[109]

Comprehensive Airman Fitness

Even though the Army model is seen as the Military's premier example of resiliency programs, the other branches of military service have also introduced their own resiliency models. The Air Force, which is considered by some to be the least substantial program among the services, is known as the Comprehensive Airman Fitness (CAF) Model.[110] Judging from the title and the model's principles, it is a program that reflects some aspects of the Army's CSF2 program. It revolves around two primary principles. The first is that daily positive interactions serve as indicators of one's response to increased stress. The second is that the individual is prepared to control the aspects of resiliency that are within their power as one balances the "Four Pillars."

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107. U.S. Department of the Army, "Comprehensive Soldier and Family Fitness." 8.

108. U.S. Department of the Army, "Comprehensive Soldier and Family Fitness." 11.

109. As reported by Dr. David Wood, Psychologist for the 19th Special Forces Group, National Guard Salt Lake City Utah on 5 April 2017.

110. Brenda J. Morgan and Sandra Garmon C. Bibb, "Assessment of Military Population-Based Psychological Resilience Programs," *Military Medicine* 176, no. 9 (September 2011): 981.

These four pillar are mental, physical, social, and spiritual fitness.[111] In many ways, the Air Force's program is a concept of holistic health, and though it uses a rubric for assessment similar to the Army's, it remains primarily superficial and lacks more robust infrastructure.[112]

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111. Morgan and Bibb, "Assessment of Military Population-Based Psychological Resilience Programs," 981. This resource also indicates that other specialized programs exist in the Air Force to assist individuals and their loved ones to build resiliency to one degree or another, but the CAF program is the primary one and the others are appendages to it.

112. Morgan and Bibb, "Assessment of Military Population-Based Psychological Resilience Programs," 981.

Command Operational Stress Control Program (COCS)

The Navy's resiliency program, while somewhat similar the Army's CSF program, serves as the primary model for the Navy, Marines, and the Coast Guard. Identified primarily as the Command Operational Stress Control (OSC) program, the Navy's resiliency program is based off of the Marine Corps Combat and Operational Stress Control program (COSC) which was developed by the Marines from the Stress Injury Model.[113]

The COSC program mission is to "enable a cohesive ready force and promotes long-term health and wellbeing among Marines, attached Sailors, and their families. The program assists…in maintaining warfighting capabilities by preventing, identifying, and managing the impact of combat and operational stress…"[114] It also empowers, "leaders in prevention efforts informed by evidence-based behavioral health science. In the COSC program, the Navy defines resiliency as, "the capacity to prepare for, recover from and adjust to life in the face of stress, adversity, trauma or tragedy."[115] It also, employs the five COSC core leader functions, Strength, Mitigate, Identify, Treat, and Reintegrate, … it develops Marines [Sailor and family members to] … better carry out the unit mission."[116] Its primary goals are to "(1) promote psychological resilience and the long-term health of Marines, attached Sailors, and their families, (2) promote the five core leader functions, and (3) establish a climate where Marines and attached Sailors [and families] can seek assistance for stress reactions without fear of reprisal."[117]

113. Brenda J. Morgan and Sandra C. Garmon Bibb, "Assessment of Military Population-Based Psychological Resilience Programs," *Military Medicine* 176, no. 9 (September 2011): 979–981.

114. U. S. Department of the Navy, Marine Corps Order (MCO) 5351, "Combat and Operational Stress Control Program (COSCP)," (Washington, DC: US Department of the Navy: 22 February 2013), 1.

115. Naval Center-Combat & Operational Stress Control, "Promoting Resilience," assessed April 6, 2017, http://www.med.navy.mil/sites/nmcsd/nccosc/leadersV2/infoAndTools/promotingResilience/Pages/default.aspx.

116. Marine Corps Order (MCO) 5351, "Combat and Operational Stress Control Program (COSCP)," 1-1.

117. Marine Corps "Combat and Operational Stress Control Program (COSCP)," 1-1.

This is done by having Operation Stress Control and Readiness (OSCAR) representatives which are unit members that help to reduce stress in the unit. It is peer to peer care. OSCAR extenders are medical staff, chaplains, etc., who help by providing pastoral counseling, and medical care (emotional, psychological, and physical). OSCAR representatives are certified and trained to help reduce stress in a unit and the stigma for seeking out professional help. OSCAR trainers are at the unit level, while Master Certified Trainers help the command conduct courses to alleviate the stress associated with a military environment like pre-deployment, during deployment, return, and post-deployment training. Medical health professionals use assessment tools to help mitigate the effects of deployment which promote early identification of stress related issues.[118] Like the Army and Air Force resiliency programs, COSC is based on the concept of total fitness in which a Marine, attached Sailor or family member is encouraged to be resilient[119] in the following four dimension:

Body
Necessary physical skills
Physical strength and endurance
Physical fitness and wellness
Healthy brain control systems for staying calm

Mind
Familiarity with the specific threat situation
Necessary mental skills
Self-knowledge [Know yourself] and self-confidence
Psychological wellness–Willpower and fortitude

Spirit
Resources of fortitude from outside oneself
Belief in the rightness of mission and actions

118. U. S. Department of the Navy, Marine Corps Order (MCO) 5351, "Combat and Operational Stress Control Program (COSCP)," (Washington, DC: US Department of the Navy: 22 February 2013), 1–4.

119. Resiliency is defines as "The process of preparing for, recovering from, and adjusting to life in the face of stress, adversity, trauma or tragedy," as found in Marine Corps "Combat and Operational Stress Control Program (COSCP)," A-1.

Spiritual fitness

Social
Trust in peers, family and the unit
Trust in leaders
Motivation to act on behalf of others[120]

As part of the four dimensions, resiliency factor identified by the Navy are:

Active coping style means learning to face fears. It involves working to solve a problem and accepting the emotions that stress brings.

Physical exercise releases endorphins and other hormones that lift moods and increase the brain's ability to learn from, and adapt to, stressful situations.

Positive outlook and a good sense of humor help put negative events into perspective and increase a person's ability to recognize that hardships are temporary.

Religious beliefs or spirituality help an individual attach a sense of meaning, purpose and value to experiences. It provides a moral compass and encourages finding fulfillment by helping others.

Strong social support systems increase feelings of self-worth and trust and help to keep problems in perspective.

Cognitive flexibility is finding the good in the bad. It is a trait that allows a person to see an event or situation from a variety of perspectives.[121]

Nevertheless, the program (COSC) is designed primarily as a communication system wherein a common set of vocabulary is set up to

120. U. S. Department of the Navy, Marine Corps Order (MCO) 5351, "Combat and Operational Stress Control Program (COSCP)," (Washington, DC: US Department of the Navy: 22 February 2013), A-2.

121. Naval Center-Combat & Operational Stress Control, "Promoting Resilience," assessed April 6, 2017, http://www.med.navy.mil/sites/nmcsd/nccosc/leadersV2/ infoAndTools/promotingResilience/Pages/default.aspx.

allow individuals to self-declare their readiness status on a stress continuum, which subsequently indicates if help is needed or if the member is good to proceed with operations, in green, yellow, orange, or red status.[122,123]

The below model (the operational stress continuum) allows for movement on the continuum; nevertheless, the goal of the program is designed to keep movement toward the green. This means all training, activities and programs are created with this in mind.

The Operational Stress Continuum

READY (Green)	REACTING (Yellow)	INJURED (Orange)	ILL (Red)
• Good to go • Well trained • Prepared • Fit and focused • Cohesive units & ready families	• Distress or impairment • Mild and temporary • Anxious, irritable, or sad • Physical or behavioral changes	• More severe or persistent distress or impairment • May leave lasting memories, reactions, and expectations	• Stress injuries that don't heal without help • Symptoms persist for >60 days, get worse, or initially get better and then return worse

Unit Leader Responsibility	Individual, Shipmate, Family Responsibility	Caregiver Responsibility

A key aspect of this program is that it provides specialized training to leaders, unit members and families to help them recognize the status

122. Brenda J. Morgan and Sandra Garmon C. Bibb, "Assessment of Military Population-Based Psychological Resilience Programs." *Military Medicine* 176, no. 9 (September 2011): 979–981.

123. The Operational Stress Continuum is found in Marine Corps "Combat and Operational Stress Control Program (COSCP)," B-1.

of the personnel / families under their command and to make them aware of additional support resources. Even though some pre-exposure training is provided, resources are primarily designed to recognize and treat problems as they arise. This is accomplished through a conglomeration of treatments provided by a loosely connected association of medical, religious, and mental health professionals.[124] According to the most recent newsletter from the Navy's OSC program managers, a current review accomplished by the Marine Resiliency Study (a sub-organization of the larger OSC program), the Navy is in need of more research to identify better ways to recognize and subsequently address pre-trauma risk factors.[125] This, in many ways, explains that the Navy's current program is relatively good at communicating when problems are identified, but is struggling with creating a more robust preventative model, like those outlined by the Rand Corporation and similar to that of the Army's CSF2 program with a more robust spirituality piece.

Review of Military Resiliency Programs

In reviewing the Military's resiliency programs, it is apparent that the Army, Navy, and Air Force have many similarities. They all strive to reduce the stresses associated with a military life style, e.g., deployments, combat stress, trauma, PTSD, and separations. They all refer to the concept of resiliency as a subcomponent in a framework of fitness. Fitness is a service member's readiness to conduct the mission of the military branch. This framework is supported by four or five pillars: Army-Physical, Emotional, Social, Spiritual, and Family; Air Force-Mental, Physical, Social, and Spiritual; and Navy-Body, Mind, Spirit and Social. Also, all the programs have some type of trainer who is certified, however the type of trainer can vary according to the needs of the specific service. All have some form of assessment tool to help identify and assist those who are suffering from the effects of a military life style. It is interesting to note that the chaplains are only

124. Morgan and Bibb, "Assessment of Military Population-Based Psychological Resilience Programs," 979-981. See Table II for more detail on interventions.

125. This insight is provided in an article, entitled "Review of the Marine Resiliency Study: Identifying Biological Risk Factors of PTSD Pre-deployment," of the most recent edition, Volume 8 Number 3, of the Navy's internal publication "Combat & Operational Stress Research Update." The newsletter is a periodical journal published by the Navy's Naval Center for Combat & Operational Stress Control.

identified in one of the three programs (Navy) as a critical component for program implementation.[126] It is surprising that the Air Force do not use them in training the spiritual component of their programs. The following model depicted below will provide an overview of this concept.

Conceptual Model
Resiliency Readiness Program in the Army-Navy-Air Force: Similarities and Differences

Fitness Components in Army-Navy-Air Force

Army	**Navy**	**Air Force**
Physical	Body	Mental
Emotional	Mind	Physical
Social	Spirit	Social
Spiritual	Social	Spiritual
Family		

Assessment Tool: GAT - Global Assessment Tool	Assessment Tool: Yes	Assessment Tool: Yes
Master Trainers: Certified	Master Trainers: Certified	Master Trainers: Certified
*Chaplains as Trainers: Yes	Chaplains as Trainers: Yes	Chaplains as Trainers: No

*Army chaplains are allowed to participate in resiliency training, but are not specified in the regulations, AR 350-53.

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126. Despite being addressed in the program as an important part of operational stress, Navy chaplains are limited, at the present time, in that they do not train the spiritual component of resiliency. This was apparent when I was attending a recent iteration of the Navy's resiliency training as part of the Direct Officer Indoctrination Course. The chaplain who presented the training asked, "is there anything missing from this training." The author replied, "Spirituality is not presented as part of the resiliency model." He agreed and said that, "I am not allowed to present the spiritual component, because materials are not available, but thank you for bringing that up because that is the part that I feel is missing as well." 20 October 2017.

Analysis of Military Resiliency Programs

In a 2011 report by the RAND Corporation, analysis was provided on how the resiliency programs of the government, and in particular the military, compare with one another and with the desired program goals. From the results of the study, the RAND Corporation provided more specific details on the Navy's conglomeration of loosely associated programs.[127] It specified that the Navy's program (Operational Stress Control) is primarily composed of sub-programs along with their associated resiliency domains as depicted in the chart below:[128]

OCS Sub-Program	Acronym	Target-Resiliency
Operational-Stress Control & Readiness	OCAR	Mental & Physical Resiliency
Marine Resilience Study	MRS	Mental, Physical, & Social
Martial Arts Center of Excellence	MARS	Mental, Physical, & Spiritual
Navy Special Warfare Resiliency Enterprise	NSW	Social
Spiritual Fitness Center	SFC	Spiritual
Warrior Transition Briefs	WTB	Social

This study also provides detailed recommendations for the specific ways in which the services resiliency programs can be improved to better provide for the troops by meeting their overarching goals and directives. In many ways, each of these recommendations builds upon the previous findings. It is not so surprising that the very first recommendation is that a more concrete and consolidated definition of resiliency be established.[129] It is suggested that doing so would not only provide a definition for the term and its associated factors, but would also serve as a more clearly defined target for services programs in understanding resiliency. It is this very point that leads to the second finding of the study which is that each branch should streamline their programs and policies concerning resiliency to present a more cohesive and comprehensive approach in offering both prevention and subse-

127. The term conglomeration of loosely associated programs means that the programs operate independently and do not communicate well with one another.

128. Meredith, et al., *RAND Corporation Monograph Series*, P, 121–126. Table adapted from Table C.1 in Appendix C.

129. Meredith, et al., *RAND Corporation Monograph Series*, , xviii.

quent treatment.[130]

It is also suggested that in doing so, the programs may be able to alleviate their budgetary concerns incrementally by reducing redundancy.[131] This does not necessarily mean that the current sub-programs should be eliminated and replaced, but that a new program should be established incorporating the best parts of each sub-program for enhanced cohesiveness. Additionally, it is suggested that clear assessment measures be established to evaluate effectiveness of the program, as a whole, and according to the roles of each individual sub-program.[132] This recommendation would also provide troops with a clear and accessible means of recognizing assistance available to them and to identify the specific facilitating sub-program(s) that accurately address their individual needs.[133] This study also proposed that the programs should outline the specific resilience factors that contribute to the OSC's overall success and to better help troops identify their specific needs.[134] Nevertheless a strength in the Navy program is that it more closely engages the leadership in recognizing the needs of their troops and in coordinating their access to needed resources.[135]

In another related study, the RAND Corporation delineated some of the obstacles that must be faced in enhancing the military's resiliency programs. In agreement with their earlier findings, the RAND Corporation suggested that the programs should be consolidated and outlined under a clear policy and that coordinated organization

130. Meredith, et al., *RAND Corporation Monograph Series*, xvii-xviii.

131. Meredith, et al., *RAND Corporation Monograph Series*, xviii.

132. Meredith, et al., RAND Corporation Monograph Series, xviii.

133. It is the primary hope of this project to bring the resources of the Navy's resiliency program to service members and their families with the appropriate resources. This will be accomplished by both connecting them with available resources and by providing additional resources to bridge the gaps in the program's overall approach.

134. Meredith, et al., *RAND Corporation Monograph Series*, xix.

135. Meredith, et al., *RAND Corporation Monograph Series*, xix. Additional note: Concerning resiliency training materials, it is quite possible that materials could be adapted to provide insight to leaders, by helping them connect available resources with specific needs of individuals under their command.

should begin from the top down.[136] They also suggested that included in this overarching program should be the sub-programs associated with treating comorbid conditions, such as PTSD and Traumatic Brain Injury (TBI).[137] The top-down streamlining approach would also be instrumental in attacking the two primary obstacles which are funding and the stigma associated with individuals' receiving help. While the top-down initiatives are beyond the scope of the training materials, the study presents a conceptual framework for facilitating care in the proposal to unify the programs.

The perspective presented therein is suggestive that while top officials are working on creating a comprehensive policy, sub-elements of the organization, such as the chaplaincy, could be brought in line to more fully unify the existing programs and serve as a bridge or guide between service members and currently available resources.[138] The study additionally suggested that chaplains, specifically, are the perfect vehicle for bridging service members with the care they need to be more resilient.[139] The two key aspects that the study linked to chaplains are that they are (1) connected with both the needs of the troops and the available resources, and (2) they are confidential counselors, which reduces the help-seeking stigma mentioned previously.[140] It also suggests that additional training could be provided to chaplains to better position them to meet this task more effectively.[141]

As previously mentioned in this review on information concerning resiliency, chaplains are not the primary trainers of resiliency in the Air Force. However, in the Army and Navy they are a critical part of the CSF2 and Operational Stress Control and Readiness Team. They can,

136. Robin M. Weinick, et al., *Programs Addressing Psychological Health and Traumatic Brain Injury Among U.S Military Service Members and Their Families*. Santa Monica, CA:: RAND Corporation TR950, 2011, 61.

137. Weinick, et al., *Programs Addressing Psychological Health and Traumatic Brain Injury Among U.S Military Service Members and Their Families*, 60-61.

138. Weinick, et al., *Programs Addressing Psychological Health*, 19-21.

139. Weinick, et al., *Programs Addressing Psychological*, 26.

140. It is these two aspects that are at the heart of this project and which serve as the motivating factor for creating the associated training modules.

141. Weinick, et al., *Programs Addressing Psychological Health*, 59.

however, on a larger scale provide a unique prospective to Soldiers, Sailors, Marines, Coasties, Airmen and families concerning comprehensive fitness and unit readiness. They are confidential in nature. They normally have the pulse of the unit, and are trained as pastoral care givers. Though their focus is primarily religious, they are a valuable resource / tool and can be a key team member in facilitating resiliency training.

Conclusion

As a nation continuously engaged in combat operations for nearly two decades, service-members in the armed forces deserve the support of resiliency training programs that the military can provide. This training is a step in the process of providing essential skills to service-members and families that will not only help them heal more quickly and effectively after being affected by trauma, but will also help them with other issues associated with living a military life style. Furthermore, resiliency as a proven concept is an enhancing element in increasing holistic health, overall productivity, and happiness in one's life. Resiliency, as a learned skill, can improve the quality of life for service members and their families.

It seems appropriate to remind those who are seeking to apply this training that research about resiliency continues to grow. Nevertheless, it is also apparent that new understanding can be added to amend these training materials and to improve its content. Additionally, as one considers the impact that resiliency can have on individuals and groups, don't let concerns of not being able to adequately cover the topic in its entirety prevent you from sharing any of the associated elements or factors about resiliency. Much like research in any field, teaching these principles is a process that evolves over time. This process occurs as facilitators gain increased insight and experience with teaching key resiliency principles.

With this in mind, resiliency is a powerful concept that can not only help individuals and groups overcome the negative effects of trauma, but rather it holds the potential of helping live life more productively. It is in this spirit that a resiliency training model with training modules was developed for Navy chaplains.

Resiliency Training Materials

Slide 1

Resiliency

Developed by
Chaplain James Hummel
ENS, USN
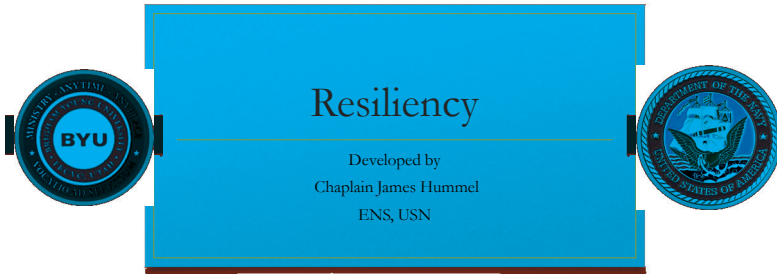
Introduce yourself. Explain that today, we will be talking about Resiliency. Explain that it's ok if they don't know yet what that is, because you are going to walk them through: What it is, why it's important, and how they can more effectively enhance their ability to apply its principles.

Slide 2

Table of Contents

Module 1
- Introduction
- Resiliency Defined
- Navy Operational Stress Model
- Resilience Factors
- Chaplain's Moment

Module 2
- Group Discussion
- Expanded List of Resiliency Factors

Module 3
- Individualized Follow-on Assignment
- Report Back & Share
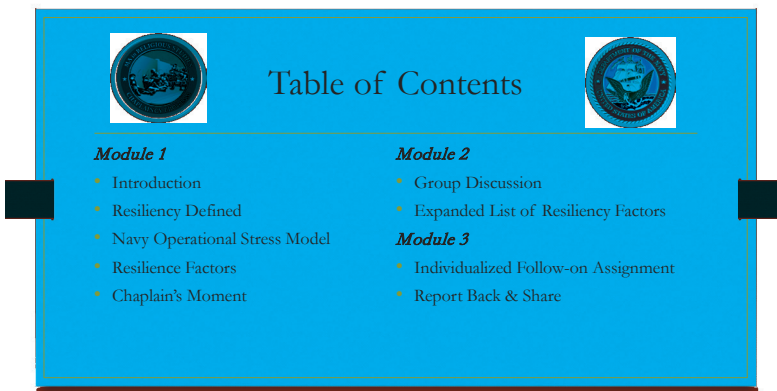
Introduce the Order of Training and be sure to highlight that each Module builds upon insight from the previous module(s).

Slide 3

Explain how the Baobab tree, the Edelweiss Flower, & the Lone Cypress tree in Monterey are each great examples of a concept known as Resiliency. Each grows in a set of extreme conditions in which many other plants are not capable of surviving. Each has a unique way in which it does so. The Baobab for example, lives in a place that goes from extreme moisture to extreme drought. It survives by absorbing large amounts of water in the wet season, by expanding its trunk, to help it have reserves to rely on during times of extreme drought. Conversely, the challenges that the Edelweiss faces are more closely tied to extreme elevation and plummeting temperatures. It has adapted a layer of bristly hairs that insulate it from the extremely cold dry air and the intense UV rays it experiences at such a high altitude. Finally, the Lone Cypress grows on an outcropping of rocks where it not only has little soil to hold on to, but it is also exposed to pressure and salt from powerful ocean waves and spray which would prove fatal to many species of plants. Additionally, having lived for over 250 years, the Lone Cypress has been able to endure all that has already been mentioned in addition to a traumatic fire and frequent incursions by tourists. Despite all this it still stands strong. In part this is due to its ability to resist and in part because of a retaining wall that the caring landowners built over

43

time to give it support and every fighting chance possible. It continues to stand to inspire all those who know its story. These examples are illustrative of the concept of resiliency and will prep the audience to begin exploring how resilience can fortify them against the challenges they face.

Slide 4

Purpose:

The purpose of this module is to inform Sailors and Marines about resiliency, its principles, and ways in which they can apply those principles in their lives to ameliorate their stress levels.

Audience: Sailors & Marines

Time: 60 minutes

1. Materials: Slide Projector

2. Training designed to be conducted in a classroom setting. Slides will be used to guide discussion.

3. Read slides, and walk the audience through the steps.

Module 1 will create awareness about key principles of resiliency and

present the Navy's resilience program. This module will prepare them for the follow-on assignments in Modules 2 & 3.

Wrap-up: Remind them that this is an on-going process of developing resiliency. Ask them if they have any questions and remind them that the chaplain is always there to help if they get stuck.

Slide 5

Self-Explanatory. Simply add that although the definitions vary from one source to another, the key concept is that they're skills that one can develop to assist them in being ready for the challenges of lift. These skills can help them not only to weather the challenges as they arise, but in many instances, can help them grow through having experienced the challenges of life.
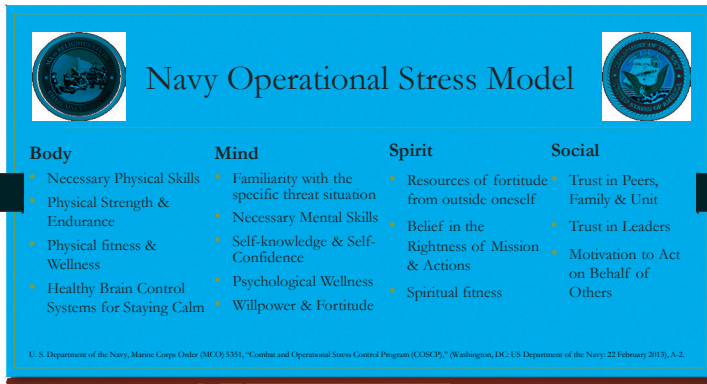
Self-Explanatory with the addition that in the Army program they add the following Dimensions:[142]

Emotional Dimension-Approaching life's challenges in a positive, optimistic way by demonstrating self-control, stamina, and good character with your choices and actions. Regardless of one's role in the Army, whether Soldier, Family member, or DAC, the challenges our community regularly face can potentially erode one's emotional control. Because emotions drive how we approach challenges and problem solving, emotional control is critical to the development and sustainment of resilience and psychological health. Resilience in Soldiers helps prevent moral injuries in the complex environment of combat. The GAT assesses one's ability to approach life's challenges in a positive, optimistic way and to demonstrate self-control, stamina, and good character in choices and actions.

Family dimension-A nurturing family unit is one that is safe, supportive, loving, and provides the resources needed for all members to live in a healthy and secure environment. Regardless of how a person defines his or her Family, it is often their primary source of support. A dysfunctional Family dynamic can result in personal distraction

142

and degraded performance. CSF2 training provides tools with which Soldiers, DACs, and Family members can address issues at home that might otherwise escalate into an unnecessarily stressful and potentially adverse situation. CSF2 training is designed to help change outlooks, improving empathy as well as the ability to downgrade conflicts into more manageable situations.

Slide 7

These are the Subprograms that form a loosely conglomerated support network available to Sailors, Marines, and their families. For additional information on these resources simply ask the chaplain and he/she can direct you to the best points of contact for your local unit.

Slide 8

Self-Explanatory. Talk the Slide.

Slide 9

These color explanations correspond with the Stress continuum model from the previous page. That provide more detail in helping one determine where they fall on the scale of stress to better help them recognize when they, or those they love could use some help in dealing

with stress. You may notice that the descriptions for red are not on here. The reason for that is that red is described as the same symptoms as orange but to a greater degree.

Slide 10

These are the Resilience Factors outlined in the Navy's Resiliency training for Leaders. They are specific areas that can be addressed to improve one's overall resilience. What follows is an explanation of each of that Factors. Pay attention as we go through each of these as they will be a key part of the next module and are essential in helping one identify areas of potential vulnerability or future growth.

Slide 11

Self-Explanatory

Slide 12

Self-Explanatory

Slide 13

Resilience Factors

Active coping

- Take action to fix things.
- Don't give up trying to solve problems.
- Find a way to get help when it is needed.
- Face fears.
- Look at a problem in a number of ways.
- Look for creative solutions to the problem.

http://www.med.navy.mil/sites/nmcsd/nccosc/serviceMembersV2/buildResilience/resilienceWhatIsIt/Pages/default.aspx

Self-Explanatory

Slide 14

Resilience Factors

Self-confidence

- Expect that you can handle the problem.
- Know that you will bounce back from the stressful situation.

http://www.med.navy.mil/sites/nmcsd/nccosc/serviceMembersV2/buildResilience/resilienceWhatIsIt/Pages/default.aspx

Self-Explanatory

Slide 15

Resilience Factors

Learning & Making Meaning

- Look for meaning in the experience.
- Find strength in the meaning, purpose or mission of your life.
- Learn important and useful life lessons from an event and learn from past mistakes.
- Understand that bad things can—and do--happen to anyone.

http://www.med.navy.mil/sites/nmcsd/nccosc/serviceMembersV2/buildResilience/resilienceWhatIsIt/Pages/default.aspx

Self-Explanatory

Slide 16

Resilience Factors

Acceptance of Limits

- Put things in perspective and realize you will have times of joy and times of sadness.
- Be good at determining what situations are changeable and what situations are not.
- Accept things you cannot change.
- Know you have limits.

http://www.med.navy.mil/sites/nmcsd/nccosc/serviceMembersV2/buildResilience/resilienceWhatIsIt/Pages/default.aspx

Self-Explanatory

Slide 17

This is the chaplains moment to let the troops, and their families, know that they are never alone as they seek to deal with all that stress that comes with life and in particular with a life in the military. Help them to know that you are there to help, and can help them identify resources to not only assist them when they are in a critical need status, but to also help them preemptively increase their quality of life. Help them to understand that you can connect them with the resources they need to be successful while on mission, and while off mission, at home or abroad.

Slide 18

Purpose:

 The purpose of this module is to inform Sailors and Marines about Resiliency, its principles, and ways in which they can apply those principles in their lives to ameliorate their stress levels.

Audience: Sailors & Marines

Time: 60 minutes
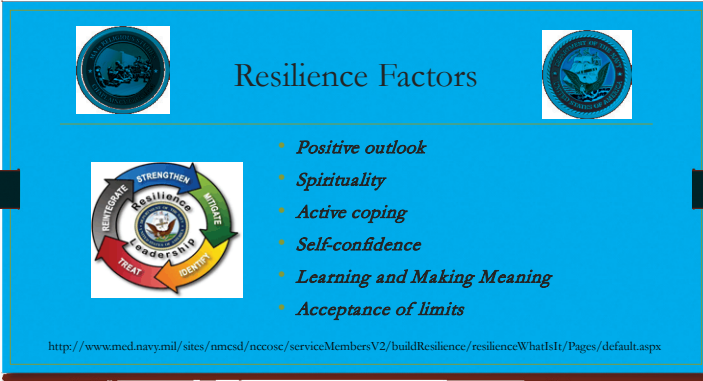
Materials: Slide Projector

1. Explain that this Group Discussion Module is an opportunity for them to take an honest look at their own lives, and to explore it with those they trust. Let them know that they will be working with their neighbors to discuss areas where they can improve their personal resiliency.

2. Help them to understand that for some this may be difficult, but if they are willing to open up, it could not only prove beneficial, it could change their lives in positive ways.

3. Don't worry, even though this training is being led by a chaplain, these resiliency principles are not directly tied to any

particular faith tradition or even religion in general. They are instead specific focus areas of one's life that they can evaluate and identify areas of opportunity to improve.

Wrap-up: Remind them that this is an on-going process of developing resiliency. Ask them if they have any questions and remind them that the chaplain is always there to help if they get stuck.

Slide 20

Reminder that these are the 6 official resiliency factors presented by the Navy.

Slide 21

Resilience Factors
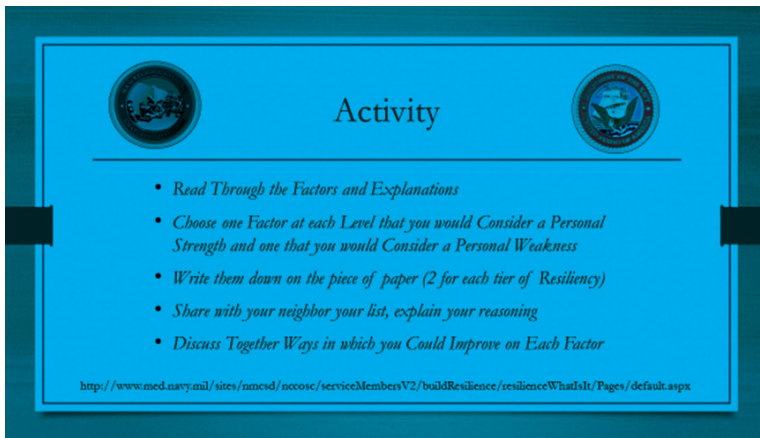(Expanded List)

Three Tiers of Resilience Factors:
- Individual Level
- Family Level
- Unit Level Factors
- Community Level

Note: See Handout for Expanded list of Factors & Explanations

http://www.med.navy.mil/sites/nmcsd/nccosc/serviceMembersV2/buildResilience/resilienceWhatIsIt/Pages/default.aspx

1. Review Handout with explanations with the Class. Clarify any points of confusion in preparation for the next activity.

2. Explain that they will also notice on the handout that there are more resilience factors on the sheet than just these 6.

3. Explain that this is because a great deal of research has been accomplished to expand the list and that we realize that everyone has different strengths and weaknesses.

4. Explain that on the next slide we are going to present an activity where they are going to asses themselves and as part of the activity, they are going to have an opportunity to share with a neighbor or two, a little about how they are doing with their own personal resiliency.

Slide 22

Allows class members about 5-10 minutes per task. The tasks go in order, so present one, let them have the time you feel is reasonable, and then help them transition to the next steps.

Slide 23

Slide 24

Purpose:

1. Explain that in this final module. Now that they have had some time to consider their own personal resilience, it is now time for them to look at how they would like to continue working to improve their overall resilience.

2. Explain that much like a weightlifter going to the gym, or an artist painting murals, resilience is a skillset that takes time and practice to develop and even when one feels they have arrived at the perfect balance, there is still room for growth and improvement.

3. Explain that this module is designed to help them begin to take steps to work on improving their resilience, one step at a time.

Audience: Sailors & Marines

Time: 10-15 minutes

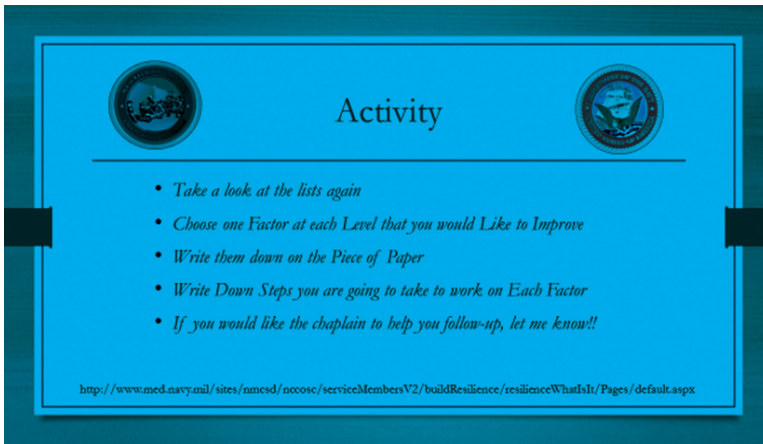Materials: Resiliency Handout

Training designed to be conducted in a classroom setting. Slides will be used to guide discussion.

Read slides, and walk the audience through the steps.

Module 2 will create awareness about one's own resilience level and prepare them for the follow-on assignment in Module 3.

Wrap-up: Remind them that this is an on-going process of developing resiliency. Ask them if they have any questions and remind them that the chaplain is always there to help if they get stuck.

Slide 25

1. Remind the class that this is their time to work on areas of their life that can help them be more resilient and ready to face any obstacles that lay ahead.

2. Help them to know that you are there to help if they would like you to, both during and after class is over.

3. Help them to know that the handout are theirs to take with them and that they are encouraged to look at them from time to time to help them identify opportunities for continued growth.

4. Also, remind them that you, the chaplain, are always there as well to help them work through those opportunities and to help them find more resources as they need them.

Slide 26

Resiliency Handout

READY (Green)	REACTING (Yellow)	INJURED (Orange)	ILL (Red)
• Good to go • Well trained • Prepared • Fit and focused • Cohesive units & ready families	• Distress or impairment • Mild and temporary • Anxious, irritable, or sad • Physical or behavioral changes	• More severe or persistent distress or impairment • May leave lasting memories, reactions, and expectations	• Stress injuries that don't heal without help • Symptoms persist for >60 days, get worse, or initially get better and then return worse
Unit Leader Responsibility	Individual Shipmate Family Responsibility		Caregiver Responsibility

Program Name: Operational Stress Control Program
Unit Representative: Chaplain
Navy Instruction: OPNAVINST 6520.1 Operational Stress Control (OSC)
Marine Instruction: MCO 5351, Combat and Operational Stress Control Program (COSCP)
Link Building Resiliency:
http://www.med.navy.mil/sites/nmcsd/nccosc/serviceMembersV2/buildResilience/Pages/default.aspx
Stress Control Link:
http://www.med.navy.mil/sites/nmcsd/nccosc/serviceMembersV2/stressManagement/Pages/default.aspx

Service Members in the GREEN:
Calm, Steady, Confident
Exhibit Ethic & Moral behavior
Eat Healthfully, Exercise regularly & get proper sleep
Keep a Sense of Humor & remain active Socially, Spiritually
Use alcohol in Moderation, if at all
Get the Job Done & show Respect for fellow warriors

Service Members in the ORANGE:
Lose Control of Emotions/ Thinking
Nightmares, Sleep problems, Obsessive Thinking
Feel Guilt, Shame, Panic or Rage
Abuse Alcohol or Drugs
Change Significantly in Appearance or Behavior
Loss of Moral Values

Service Members in the YELLOW:
Feel anxious, Fearful, Sad, Angry, Grouchy, Irritable or Mean
Cut corners on the job
Are Negative or Pessimistic
Low Interest, Energy or Enthusiasm
Have Trouble Concentrating
Become Excessive in Spending, Internet use, playing Computer Games, etc.

Service Members in the RED:
Same as Orange but more intense

OSC Sub-Program Name	Acronym	Targeted Resiliency Domain(s)
Operational Stress Control & Readiness	OSCAR	Mental & Physical Resiliency
Marine Resilience Study	MRS	Mental, Physical, & Social
Martial Arts Center of Excellence	MARS	Mental, Physical, & Spiritual
Navy Special Warfare Resilience Enterprise	NSW	Social
Spiritual Fitness Center	SFC	Spiritual
Warrior Transition Briefs	WTB	Social

Front of Handout. (For Marines & Sailors to take with them)

Resiliency Handout

Navy Specific Resilience Factors:

➤ **Active Coping Style:** means learning to face fears. It involves working to solve a problem and accepting the emotions that stress brings.

➤ **Physical Exercise:** releases endorphins and other hormones that lift moods and increase the brain's ability to learn from, and adapt to, stressful situations.

➤ **Positive Outlook & Good Sense of Humor:** help put negative events into perspective and increase a person's ability to recognize that hardships are temporary.

➤ **Religious Beliefs or Spirituality:** help an individual attach a sense of meaning, purpose and value to experiences. It provides a moral compass and encourages finding fulfillment by helping others.

➤ **Strong Social Support Systems:** increase feelings of self-worth and trust and help to keep problems in perspective.

➤ **Cognitive Flexibility:** is finding the good in the bad. It is a trait that allows a person to see an event or situation from a variety of perspectives.

Expanded List of Resilience Factors

Individual-Level Resilience Factors:

➤ **Positive Coping:** The process of managing taxing circumstances, expending effort to solve personal and interpersonal problems, and seeking to reduce or tolerate stress or conflict, including active/pragmatic, problem-focused, and spiritual approaches to coping.

➤ **Positive Affect:** Feeling enthusiastic, active, and alert, including having positive emotions, optimism, a sense of humor (ability to have humor under stress or when challenged), hope, and flexibility about change.

➤ **Positive Thinking:** Information processing, applying knowledge, and changing preferences through restructuring, positive reframing, making sense out of a situation, flexibility, reappraisal, refocusing, having positive outcome expectations, a positive outlook, and psychological preparation.

➤ **Realism:** Realistic mastery of the possible, having realistic outcome expectations, self-esteem and self-worth, confidence, self-efficacy, perceived control, and acceptance of what is beyond control or cannot be changed.

➤ **Behavioral Control:** The process of monitoring, evaluating, and modifying emotional reactions to accomplish a goal (i.e., self-regulation, self-management, self-enhancement).

➤ **Physical Fitness:** Bodily ability to function efficiently and effectively in life domains

➤ **Altruism:** Selfless concern for the welfare of others, motivation to help without reward

Family-Level Resilience Factors:

➤ **Emotional Ties:** Emotional bonding among family members, including shared recreation and leisure time

➤ **Communication:** The exchange of thoughts, opinions, or information, including problem-solving and relationship management

➤ **Support:** Perceiving that comfort is available from (and can be provided to) others, including emotional, tangible, instrumental, informational, and spiritual support

➤ **Closeness:** Love, intimacy, attachment

➤ **Nurturing:** Parenting skills

➤ **Adaptability:** Ease of adapting to changes associated with military life, including flexible roles within the family

Unit-Level Resilience Factors:

➤ **Positive Command Climate:** Facilitating and fostering intra-unit interaction, building pride/support for the mission, leadership, positive role modeling, implementing institutional policies

➤ **Teamwork:** Work coordination among team members, including flexibility

➤ **Cohesion:** Unit ability to perform combined actions; bonding together of members to sustain commitment to each other and the mission

Community-Level Factors

➤ **Belongingness:** Integration, friendships, including participation in spiritual/faith-based organizations, protocols, ceremonies, social services, schools, and so on, and implementing institutional policies.

➤ **Cohesion:** The bonds that bring people together in the community, including shared values and interpersonal belonging.

➤ **Connectedness:** The quality and number of connections with other people in the community; includes connections with a place or people of that place; aspects include commitment, structure, roles, responsibility, and communication

➤ **Collective Efficacy:** Group members' perceptions of the ability of the group to work together.

Back of Handout. (For Marines & Sailors to use on Module 3 and to take with them)

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