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U.S. Department *of* Defense

# **Defense Organizational Climate Survey (DEOCS)**

## **Factor Improvement Tools (FIT)**

## DEOCS Factor Improvement Tools (FIT)

You can use the following resources to help address challenges in your unit or organization. Resources related to *Defense Organization Climate Survey (DEOCS)* factors are listed first; they are grouped alphabetically by factor. You may want to review the resources for any factors for which you received a factor rating alert or otherwise concerning results (e.g., trends over time, results by demographic category).

Resources related to strategic target outcomes (STO) are listed after the *DEOCS* factors and are grouped alphabetically by STO. The STOs are six personnel issues that are critically important to the mission of the Department of Defense (DoD). They are racial/ethnic harassment and discrimination, readiness, retention, sexual assault, sexual harassment, and suicide. These STOs are associated with one or more of the 19 factors measured on the *DEOCS*. You may want to review the resources related to the STOs.

Each listed resource contains the resource title, a description, a link, the resource type, and the relevant audience(s). Some resources may be more appropriate for the commander/leader, unit leaders, unit/organization personnel, survey administrator, and/or Integrated Primary Prevention Workforce (IPPW) personnel. “Relevant audience(s)” indicates which group(s) may benefit most from using the recommended resource.

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## DEOCS Factors

### Alcohol Impairing Memory

- **Rethinking Drinking.** Provides resources, tools, and worksheets related to understanding how much one drinks, developing a plan to decrease one's drinking, strategies for decreasing drinking, and recommendations for sources of support in reducing alcohol consumption.  
<https://www.rethinkingdrinking.niaaa.nih.gov/>  
 Resource type: Informational website containing various resources  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **MilLife Guides: Substance Abuse and Addiction.** Provides a general overview of resources to help Service members and their families navigate issues related to addiction.  
<https://www.militaryonesource.mil/health-wellness/mental-health/substance-abuse-and-addiction/substance-abuse-and-addiction-the-essentials/>  
 Resource type: Informational website containing various resources  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

### Binge Drinking

- **Alcohol Use and Preventing Alcohol-Related Problems Among Adults in the Military.** Discusses problematic drinking among young adults in the military.  
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6601669/>  
 Resource type: Scholarly article  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Binge Drinking Among U.S. Active-Duty Military Personnel.** Discusses excessive alcohol consumption by military personnel.  
[https://www.researchgate.net/publication/24006841\\_Binge\\_Drinking\\_Among\\_US\\_Active-Duty\\_Military\\_Personnel](https://www.researchgate.net/publication/24006841_Binge_Drinking_Among_US_Active-Duty_Military_Personnel)  
 Resource type: Scholarly article  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Reducing Heavy Drinking in the Military.** Discusses heavy drinking risk factors and provides links to binge drinking interventions for military members.  
[https://militaryfamilies.psu.edu/wp-content/uploads/2019/12/Reducing\\_Heavy\\_Drinking\\_in\\_the\\_Military.pdf](https://militaryfamilies.psu.edu/wp-content/uploads/2019/12/Reducing_Heavy_Drinking_in_the_Military.pdf)  
 Resource type: Scholarly report  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

## Cohesion

- **14 Ways for Business Leaders to Build Team Cohesion.** Lists ways for leaders to increase cohesion in the workplace.  
<https://www.forbes.com/sites/forbescoachescouncil/2018/12/28/14-ways-for-business-leaders-to-build-team-cohesion/?sh=62c6f3e57f4f>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Building Team Cohesion in Military Units.** Provides tips on building cohesion within military units.  
<https://www.hprc-online.org/total-force-fitness/gotmysix/resources/building-team-cohesion-military-units>  
 Resource type: Military endorsed article  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Simon Sinek on Building Trusting Teams in the U.S. Marine Corps.** Describes the importance of leadership in building cohesive, trusting environments in the military.  
<https://www.youtube.com/watch?v=dQ2vzFKOD5w>  
 Resource type: Video  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Team Building and Unit Cohesion.** Discusses cohesion and team building in military units.  
[https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2019/October/Team-Building-and-Unit-Cohesion/%20\(opinion%20piece,%20but%20still%20think%20it%20works/](https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2019/October/Team-Building-and-Unit-Cohesion/%20(opinion%20piece,%20but%20still%20think%20it%20works/)  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Transformational Leadership and Group Potency in Small Military Units.** Discusses transformational leadership and cohesion as they relate to military readiness.  
<https://www.sciencedirect.com/science/article/pii/S1576596216300147>  
 Resource type: Scholarly article  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Unit Cohesion and Military Performance.** Focuses on the relationship between team/unit cohesion and performance in the military.  
[https://www.law.berkeley.edu/files/cslls/Unit\\_Cohesion\\_and\\_Military\\_Performance\\_Ch5\\_MacCoun\\_Hix.pdf](https://www.law.berkeley.edu/files/cslls/Unit_Cohesion_and_Military_Performance_Ch5_MacCoun_Hix.pdf)  
 Resource type: Book chapter  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

## Connectedness

- **14 Simple Ways to Connect With Your People.** Provides tips for leaders on how to better connect with those they lead.  
<https://themilitaryleader.com/14-simple-ways-to-connect-with-your-people/>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Connectedness: Key to Organizational Success.** Discusses current barriers to connectedness in the military.  
<https://www.af.mil/News/Article-Display/Article/2012518/connectedness-key-to-organizational-success/>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Connect to Protect: Support is Within Reach.** Provides a toolkit with guides, documents, and social media tools on connectedness and suicide prevention.  
<https://www.dspo.mil/spm/>  
 Resource Type: Toolkit  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Suicide Prevention Through Connectedness.** Discusses connectedness in the military context and how it is linked to reducing suicide.  
[https://www.army.mil/article/249945/suicide\\_prevention\\_through\\_connectedness](https://www.army.mil/article/249945/suicide_prevention_through_connectedness)  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **The Importance of Connectedness.** Discusses how to build and model connectedness for others.  
[https://www.army.mil/article/238415/the\\_importance\\_of\\_connectedness](https://www.army.mil/article/238415/the_importance_of_connectedness)  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

## Engagement and Commitment

- **Developmental Counseling: The Lost Art.** Provides suggestions for conducting a developmental counseling session and explains how these sessions can help military personnel.  
<https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2018/November/Counseling/>  
 Resource type: Opinion piece  
 Audience(s): Unit personnel, unit leaders, survey administrator, IPPW personnel
- **Engaging Soldiers: Leveraging Employee Engagement Strategies to Increase Soldier Productivity, Independence, and Retention.** Discusses engagement-based strategies for improving productivity and retention of military members.

<https://www.armyupress.army.mil/journals/nco-journal/archives/2018/november/engaging-soldiers/>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

## Fairness

- **DoD Board on Diversity and Inclusion Report.** Provides a summary of and recommendations for improving diversity and inclusion in the military.  
<https://media.defense.gov/2020/Dec/18/2002554852/-1/-1/0/DOD-DIVERSITY-AND-INCLUSION-FINAL-BOARD-REPORT.PDF>  
 Resource type: Report  
 Audience(s): Commander/Leader, survey administrator, IPPW personnel
- **Insights from the Marine Corps Organizational Culture Research: Implicit and Explicit Perceptions of Fairness.** Discusses fairness and equity and provides strategies for increasing each.  
<https://apps.dtic.mil/sti/pdfs/AD1079415.pdf>  
 Resource type: Scholarly report  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

## Inclusion

- **Addressing Barriers to Female Officer Retention in the Air Force.** Discusses strategies for and the corresponding research behind integrating women into combat units.  
<https://doi.org/10.7249/RR2073>  
 Resource type: Scholarly report  
 Audience(s): Commander/Leader, survey administrator, IPPW personnel
- **Air Force Commander's Guide to Diversity and Inclusion.** Provides guidance for military officers on fostering diversity and inclusion within their unit.  
[https://www.rand.org/content/dam/rand/pubs/tools/TL100/TL189/RAND\\_TL189.pdf](https://www.rand.org/content/dam/rand/pubs/tools/TL100/TL189/RAND_TL189.pdf)  
 Resource type: Guide  
 Audience(s): Commander/Leader, survey administrator, IPPW personnel
- **Diversity and Inclusion: Resource List.** List of books and videos that provide information on diversity and inclusion and tools for facilitating an inclusive environment.  
[https://www.af.mil/Portals/1/images/diversity/D-I\\_Resource\\_Handout\\_Aug2021\\_v2.pdf](https://www.af.mil/Portals/1/images/diversity/D-I_Resource_Handout_Aug2021_v2.pdf)  
 Resource type: Resource list  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **DoD Board on Diversity and Inclusion Report.** Provides a summary and recommendations on diversity and inclusion in the military.  
<https://media.defense.gov/2020/Dec/18/2002554852/-1/-1/0/DOD-DIVERSITY-AND-INCLUSION-FINAL-BOARD-REPORT.PDF>

Resource type: Report

Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Culture, Gender, and Women in the Military: Implications for Interactional Humanitarian Law Compliance.** Summarizes and links to a report that discusses women's experiences in the military and provides policy recommendations.

<https://giwps.georgetown.edu/resource/culture-gender-and-women-in-the-military/>

Resource type: Scholarly report

Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Inclusion: Diversity Management 2.0.** Discusses inclusion and proposes that organizations should move beyond traditional diversity management initiatives and toward inclusion.

[https://www.researchgate.net/profile/Deirdre-Odonovan/publication/315639356\\_Inclusion\\_Diversity\\_Management\\_20/links/609a61d992851c490fcf3417/Inclusion-Diversity-Management-20.pdf](https://www.researchgate.net/profile/Deirdre-Odonovan/publication/315639356_Inclusion_Diversity_Management_20/links/609a61d992851c490fcf3417/Inclusion-Diversity-Management-20.pdf)

Resource type: Book chapter

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Seek to Understand: Microaggressions.** Features a short military training video on microaggressions. Service member shares their story and explains the impact of microaggressions on underrepresented individuals.

<https://www.af.mil/News/Article-Display/Article/2314621/watch-seek-to-understand-microaggressions/watch-seek-to-understand-microaggressions/>

Resource type: Video

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Women Warriors: The Ongoing Story of Integrating and Diversifying the American Armed Forces.** Provides historical background on women in the military and makes recommendations for expanding inclusion of women in the military in the future.

<https://www.brookings.edu/essay/women-warriors-the-ongoing-story-of-integrating-and-diversifying-the-armed-forces/>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

## Leadership Support

- **Attitude Reflects Leadership: The Role of Emotional Intelligence.** Explains the concept of emotional intelligence and provides resources for tests of it.

<https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2021/February/Attitude-Reflects-Leadership/>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel



- **People First: PMCS Your Soldiers.** Discusses the importance of leaders counseling, checking in with their personnel regularly to ensure their well-being, and getting to know them better to increase trust.  
<https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2021/April/People-First-PMCS-Your-People/>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

### Morale

- **Got Morale?** Provides tips for leaders on boosting morale.  
<https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2017/November/Got-Morale/>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Leadership Forum—Make Morale Our First Priority.** Discusses the importance of morale and how leadership can shape it.  
<https://www.usni.org/magazines/proceedings/2016/november/leadership-forum-make-morale-our-first-priority>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Morale: The Essential Intangible.** Describes factors affecting morale, indicators of poor morale, and actionable items for increasing morale.  
<https://core.ac.uk/download/pdf/77933567.pdf>  
Resource type: Book chapter  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

### Passive Leadership

- **Problem Solving.** Provides infographic, podcast, video, and webinar resources on problem-solving that are categorized by different proficiency levels.  
<https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Problem-Solving/>  
Resource type: Informational website containing various resources  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

### Racially Harassing Behaviors

- See the Racial/Ethnic Harassment and Discrimination section under STO resources on page 17.

## Safe Storage for Lethal Means

- **Gun Safety and Suicide.** Provides safe storage of lethal means resources from the Colorado Department of Public Health and Environment.  
<https://cdphe.colorado.gov/suicide-prevention/gun-safety-and-suicide>  
 Resource type: Informational website containing various resources  
 Audience: Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Lethal Means Safety for Military Service Members and Their Families.** Provides information on reducing access to firearms to aid suicide prevention; tailored to the military community.  
[https://www.dspo.mil/Portals/113/Documents/DSPO%20Lethal%20Means%20Safety%20Guide%20for%20Military%20Service%20Members%20and%20Their%20Families\\_v34\\_FINAL.pdf?ver=AF6RRG7pGAlcAqjtQQDyVg%3D%3D](https://www.dspo.mil/Portals/113/Documents/DSPO%20Lethal%20Means%20Safety%20Guide%20for%20Military%20Service%20Members%20and%20Their%20Families_v34_FINAL.pdf?ver=AF6RRG7pGAlcAqjtQQDyVg%3D%3D)  
 Resource type: Guide  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Lethal Means Safety Resource Library.** Provides safe storage for lethal means resources from the Defense Suicide Prevention Office (DSPO).  
<https://www.dspo.mil/Tools/Resource-Library/lethameanssafety/>  
 Resource type: Informational website containing various resources  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Lethal Means Safety Toolkit.** Provides information on safe storage practices and suicide prevention resources and a tip list for commanders and military families on the safe storage for lethal means.  
[https://www.dcma.mil/Portals/31/Documents/Get%20Help/Leader%20SOPs/Lethal%20Means%20Safety%20Toolkit%20-%20Fact%20Sheet%20-%20Commander%20Checklist.pdf?ver=rT\\_EmyhY62O8kR2\\_IFzfAQ%3D%3D](https://www.dcma.mil/Portals/31/Documents/Get%20Help/Leader%20SOPs/Lethal%20Means%20Safety%20Toolkit%20-%20Fact%20Sheet%20-%20Commander%20Checklist.pdf?ver=rT_EmyhY62O8kR2_IFzfAQ%3D%3D)  
 Resource type: Toolkit  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Lethal Means Safety With Veterans.** Discusses the importance of safe lethal means storage, with detailed information on different storage methods.  
[https://dbhds.virginia.gov/assets/doc/bh/msmvf/lethal-means-safety-with-veterans-by-vha\\_july-2019.pdf](https://dbhds.virginia.gov/assets/doc/bh/msmvf/lethal-means-safety-with-veterans-by-vha_july-2019.pdf)  
 Resource type: Presentation developed by the Department of U.S. Veteran Affairs  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Lock2Live.** Provides a survey for individuals to assess their lethal means safety practices and offers guidance based on their responses.  
<https://lock2live.org/#>  
 Resource type: Survey  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Reducing Access to Firearms: A Suicide Prevention Guide for Military Leaders.** Provides recommendations and resources for military leaders on reducing access to firearms for suicide prevention.  
[https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Documents/health-promotion-wellness/psychological-emotional-wellbeing/Lethal Means Leaders 9-2-2020 508 0.pdf](https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Documents/health-promotion-wellness/psychological-emotional-wellbeing/Lethal%20Means%20Leaders%209-2-2020%20508%200.pdf)  
Resource type: Fact sheet  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

### Sexist Behaviors

- **Athena Thriving: A Unit Guide to Combating Gender Discrimination in the Army.** Outlines multiple issues that women face in the military and steps Commanders and leaders can take to ameliorate these issues.  
<https://companyleader.themilitaryleader.com/2020/11/07/athena-thriving-gender-discrimination/>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Confronting Digital Misogyny: Why the Military's #MeToo Moment Must Tackle Cyberharassment.** Describes a need to confront online harassment in the military.  
<https://www.cnas.org/publications/commentary/confronting-digital-misogyny-why-the-militarys-metoo-moment-must-tackle-cyberharassment>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, survey administrator, IPPW personnel
- **Gendered Language Is a Barrier to Inclusion and Unit Cohesion.** Discusses the importance of using inclusive language in a military setting.  
<https://www.usni.org/magazines/proceedings/2022/september/gendered-language-barrier-inclusion-and-unit-cohesion>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **How Men Can Confront Other Men About Sexist Behaviors.** Outlines how men can confront other men about their sexist behaviors towards women.  
<https://hbr.org/2020/10/how-men-can-confront-other-men-about-sexist-behavior>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Sexism: See it. Name it. Stop it.** Provides facts and information on the impact of sexism on society and the workplace.  
<https://human-rights-channel.coe.int/stop-sexism-en.html>  
Resource type: Informational website containing various resources  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Sexism at Work.** Lists 10 steps for leaders to follow to address a sexist work environment.  
<https://eige.europa.eu/publications/sexism-at-work-handbook/part-3-act/how-can-i-combat-sexism-ten-step-programme-managers>  
Resource type: Guide  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Women, Regardless: Understanding Gender Bias in U.S. Military Integration.** Summarizes gender bias in the U.S. military as well as ways to counteract it.  
[https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-88/jfq-88\\_46-53\\_Trobaugh.pdf?ver=2018-01-09-102340-317](https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-88/jfq-88_46-53_Trobaugh.pdf?ver=2018-01-09-102340-317)  
Resource type: Scholarly article  
Audience(s): Commander/Leader, survey administrator, IPPW personnel

### Sexually Harassing Behaviors

- See the Sexual Harassment and Sexual Assault section under STO resources below on page 20.

### Stress

- **Air Force's Guide to Work-Related Stressors for Leaders.** Provides a list for leaders about recognizing workplace stress, including signs of stress, recommended actions, and leadership considerations.  
<https://www.resilience.af.mil/Portals/71/Documents/A.%20Prevention%20Documents/LeadersGuide%20Work%20Related%20Stressors%2018May20.pdf>  
Resource type: Quick reference  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Caring for Your Mental Health.** Provides mental health self-care tips, helpful videos, and fact sheets on managing stress.  
<https://www.nimh.nih.gov/health/topics/caring-for-your-mental-health>  
Resource type: Informational website containing various resources  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Chill Drills.** Describes the Chill Drills mobile app by Military OneSource, which provides military members techniques to relieve stress with a collection of simple audio mindfulness exercises to relax the body and mind.  
<https://www.militaryonesource.mil/resources/mobile-apps/de-stress-and-relax-with-chill-drills-by-military-onesource/>  
Resource type: Mobile app  
Audience(s): Unit personnel
- **Follow These Stress Relief Tips.** Provides tips for managing stress while in the military.  
<https://www.militaryonesource.mil/health-wellness/healthy-living/managing-stress/follow-these-stress-relief-tips/>  
Resource type: Military endorsed article

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Guide to Coping With Deployment and Combat Stress.** Provides information for unit members and leaders to aid themselves and others in coping with deployment- and combat-related stress.

[https://ephc.amedd.army.mil/HIPECatalog/Uploads/DownloadableProds/124\\_TG320.pdf](https://ephc.amedd.army.mil/HIPECatalog/Uploads/DownloadableProds/124_TG320.pdf)

Resource type: Guide

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Managing Combat and Operation Stress.** Includes information on managing combat and operational stress.

[https://www.iimef.marines.mil/Portals/1/documents/PWYE/Toolkit/MAPIT-Modules/COSC/Managing%20Combat%20and%20Operational%20Stress\\_a%20Handbook%20for%20Marines%20and%20Families.pdf](https://www.iimef.marines.mil/Portals/1/documents/PWYE/Toolkit/MAPIT-Modules/COSC/Managing%20Combat%20and%20Operational%20Stress_a%20Handbook%20for%20Marines%20and%20Families.pdf)

Resource type: Guide

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **\*Military Leadership in Stressful Situations.** Discusses how leaders can effectively communicate and interact with unit members during stressful events.

[https://www.cstsonline.org/assets/media/documents/CSTS\\_FS\\_Military\\_Leadership\\_Stressful\\_Situations.pdf](https://www.cstsonline.org/assets/media/documents/CSTS_FS_Military_Leadership_Stressful_Situations.pdf)

Resource type: Military specific guide

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **\*Stress Reduction Techniques for High Stress Operations.** Describes and offers suggestions for navigating a high stress operational environment.

<https://health.mil/Military-Health-Topics/Centers-of-Excellence/Psychological-Health-Center-of-Excellence/Real-Warriors-Campaign/Articles/Stress-Reduction-Techniques-for-High-Stress-Operations>

Resource type: Military endorsed article

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

## Toxic Leadership

- **Army Takes on Its Own Toxic Leaders.** Discusses toxic leadership in the military, how it is defined, and how it is being addressed.

<https://www.npr.org/2014/01/06/259422776/army-takes-on-its-own-toxic-leaders>

Resource type: News article

Audience(s): Unit leaders, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Eliminate Toxic Leadership.** Defines and discusses toxic leadership within the military and provides guidance for addressing it.

<https://www.usni.org/magazines/proceedings/2022/may/eliminate-toxic-leadership>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Healing Trauma: Why It's Fundamental for Effective Leadership.** Discusses the importance of confronting personal trauma in order to become an effective leader.

<https://www.forbes.com/sites/forbesbusinesscouncil/2022/05/09/healing-trauma-why-its-fundamental-for-effective-leadership/?sh=45b4fa9b2764>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Toxic Leadership: Learn From My Mistakes.** Self-reflective article on lessons learned from a commander who faced suspension for counterproductive leadership.

<https://fromthegreennotebook.com/2020/12/18/toxic-leadership-learn-from-my-mistakes/>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

### Transformational Leadership

- **Character Into Action: How Officers Demonstrate Strengths With Transformational Leadership.** Describes the characteristics of transformational leadership and provides specific examples to embody those traits.

[https://www.airuniversity.af.edu/Portals/10/ASPJ/journals/Volume-32\\_Issue-3/F-Sosik\\_et al.pdf](https://www.airuniversity.af.edu/Portals/10/ASPJ/journals/Volume-32_Issue-3/F-Sosik_et al.pdf)

Resource type: Scholarly article

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Marine Corps Leadership: The Legacy of Development and Recommendations for the Future.** Discusses the benefits of incorporating a transformational leadership philosophy.

<https://mca-marines.org/wp-content/uploads/Marine-Corps-Leadership.pdf>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Transforming Future Air Force Leaders of Tomorrow.** Describes the theory and practice of multiple leadership styles, including transformational leadership.

[https://www.airuniversity.af.edu/Portals/10/ASPJ/journals/Volume-31\\_Issue-3/F-Arenas.pdf](https://www.airuniversity.af.edu/Portals/10/ASPJ/journals/Volume-31_Issue-3/F-Arenas.pdf)

Resource type: Scholarly article

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel



## Work–Life Balance

- **Balancing Work and Life as Dual Military Couples.** Discusses the expectations of dual military couples and balancing the demands of military and family life.  
<https://www.militaryonesource.mil/relationships/married-domestic-partner/balancing-work-and-life-as-dual-military-couples/>  
 Resource type: Military endorsed article  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Navigate the Shift: Performance Tips for Deployed-in-Place Warfighters and Their Families.** Discusses the unique challenges of Service members who are deployed in place and suggests strategies to improve work-life balance.  
<https://www.hprc-online.org/total-force-fitness/tff-strategies/navigate-shift-performance-tips-deployed-place-warfighters-and>  
 Resource type: Military endorsed article  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Single and No Kids? Who is Work–Life Balance for?** Discusses the unique challenges of single adults and urges leadership to facilitate work–life balance among these individuals as well.  
<https://blogs.lse.ac.uk/businessreview/2018/06/28/single-and-no-kids-who-is-work-life-balance-for/>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Understanding and Supporting the Military Spouse in Your Life.** Highlights challenges of military spouses and provides suggestions for how Service members can be supportive.  
<https://www.militaryonesource.mil/relationships/support-community/support-for-military-spouse-in-your-life/>  
 Resource type: Military endorsed article  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Work–Life Balance.** Provides practical steps one can take to create a healthy work–life balance.  
<https://www.mhanational.org/work-life-balance>  
 Resource type: Quick reference  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Work and Life Balance—Dispelling the Myth!** Recommendations from a military leader on creating a work–life balance in the military.  
<https://www.acc.af.mil/News/Article/2371460/work-life-balance-dispelling-the-myth/>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Work–Life Balance in the Military.** Discusses and offers guidance for improving work–life balance for military members and their families.  
<https://www.hprc-online.org/social-fitness/teams-leadership/work-life-balance-military>  
Resource type: Military endorsed article  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

### Workplace Hostility

- **4 Strategies to Repair a Toxic Culture From the Top Down.** Provides strategies for addressing toxic workplace cultures.  
<https://www.forbes.com/sites/heidilynnekurter/2019/12/23/4-strategies-to-repair-a-toxic-culture-from-the-top-down/?sh=5681a2dc40e0>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Toxic Culture: Enabling Incivility in the U.S Military and What to Do About It.** Discusses toxic work environments and how to create a culture of respect.  
<https://ndupress.ndu.edu/Publications/Article/1325971/toxic-culture-enabling-incivility-in-the-us-military-and-what-to-do-about-it/>  
Resource type: Scholarly article  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Understanding Workplace Hazing and Bullying.** Defines and describes hazing and bullying in the military and how the two behaviors differ.  
<https://www.afcmc.af.mil/News/Article-Display/Article/2059199/understanding-workplace-hazing-and-bullying/>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel



## Strategic Target Outcomes

### Racial/Ethnic Harassment and Discrimination

- **Being Antiracist.** Discusses racism in society and provides resources and activities to promote a more inclusive environment.  
<https://nmaahc.si.edu/learn/talking-about-race/topics/being-antiracist>  
 Resource type: Informational website containing various resources  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Do Actions Speak Louder Than Words? A Comparison of Three Organizational Practices for Reducing Racial/Ethnic Harassment and Discrimination.** Assesses three aspects of organizational climate—resources, training, and implementation—and provides insight into which aspects have the most influence on the prevalence of racial/ethnic harassment and discrimination.  
[https://www.researchgate.net/publication/261402626\\_Do\\_Actions\\_Speak\\_Louder\\_Than\\_Words\\_A\\_Comparison\\_of\\_Three\\_Organizational\\_Practices\\_for\\_Reducing\\_RacialEthnic\\_Harassment\\_and\\_Discrimination](https://www.researchgate.net/publication/261402626_Do_Actions_Speak_Louder_Than_Words_A_Comparison_of_Three_Organizational_Practices_for_Reducing_RacialEthnic_Harassment_and_Discrimination)  
 Resource type: Scholarly article  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Effects of Racial/Ethnic Discrimination on the Health Status of Minority Veterans.** Discusses the relationship between racial discrimination and health outcomes.  
<https://doi.org/10.7205/MILMED.173.4.331>  
 Resource type: Scholarly article  
 Audience(s): IPPW personnel
- **Military Leaders Open Up About Race.** Features highly ranked U.S. military leaders discussing racism in the military.  
[https://www.youtube.com/watch?v=uRID9w\\_V88U](https://www.youtube.com/watch?v=uRID9w_V88U)  
 Resource type: Video  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

### Readiness

- **Building and Maintaining a Positive Climate Handbook.** Assists leaders in creating and maintaining a positive organizational climate.  
<https://caplalachaplfwstorprod01.blob.core.usgovcloudapi.net/web/repository/pdf-files/Building-and-Maintaining-a-Positive-Climate-Handbook.pdf>  
 Resource type: Guide  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Building an Effective Workplace.** Discusses the actions that promote an effective and efficient workplace.  
[https://www.army.mil/article/223811/building\\_an\\_effective\\_workplace](https://www.army.mil/article/223811/building_an_effective_workplace)  
 Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Building Healthy Military Communities Toolkit.** Health and well-being resources for military families.  
<https://chronicdisease.org/building-healthy-military-communities-toolkit/>  
Resource type: Informational website containing various resources  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Course Catalog: MilLife Learning.** Details how to create work–life balance. Includes a curriculum for a range of topics, such as suicide prevention, finance, resilience, and morale.  
<https://millifelearning.militaryonesource.mil/MOS/mcfp-prod/f?p=332:8:213070746120754::NO>  
Resource type: Course catalog  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Human Performance Resources by the Consortium for Health and Military Performance (CHAMP).** Provides resources for physical, mental, nutritional, and social well-being.  
<https://www.hprc-online.org/>  
Resource type: Informational website containing various resources  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Prevention Plan of Action 2.0 2022–2024.** Details the DoD’s strategic approach to prevent sexual assault, harassment, retaliation, suicide, domestic abuse, and child abuse.  
[https://www.sapr.mil/sites/default/files/PpoA\\_2.0.pdf](https://www.sapr.mil/sites/default/files/PpoA_2.0.pdf)  
Resource type: Report  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Prevention Plan of Action 2.0 Factsheet.** Highlights the DoD’s Office of Force Resiliency’s prevention system and the prevention process.  
[https://www.sapr.mil/sites/default/files/public/docs/prevention/PpoA2.0\\_Slick\\_Sheet\\_June\\_2022\\_Reference\\_Copy.pdf](https://www.sapr.mil/sites/default/files/public/docs/prevention/PpoA2.0_Slick_Sheet_June_2022_Reference_Copy.pdf)  
Resource type: Quick reference  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

## Retention

- **Addressing Barriers to Female Officer Retention in the Air Force.** Discusses strategies and the research behind integrating women into combat units.  
[https://www.rand.org/pubs/research\\_reports/RR2073.html#:~:text=Ensure%20women%20are%20provided%20a,coordinate%20cross-service%20spouse%20assignments.](https://www.rand.org/pubs/research_reports/RR2073.html#:~:text=Ensure%20women%20are%20provided%20a,coordinate%20cross-service%20spouse%20assignments.)  
Resource type: Scholarly report  
Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Engaging Soldiers: Leveraging Employee Engagement Strategies to Increase Soldier Productivity, Independence, and Retention.** Discusses engagement-based strategies for improving productivity and retention of military members.  
<https://www.armyupress.army.mil/journals/nco-journal/archives/2018/november/engaging-soldiers/>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Talent Management 2030.** Provides details on talent management strategies in the Marine Corps and links to the Talent Management 2030 plan.  
<https://www.marines.mil/Talent-Management-2030/>  
 Resource type: Informational website containing various resources  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

### Sexual Assault and Sexual Harassment

- **A Culture That Fosters Sexual Assaults and Sexual Harassment Persists Despite Prevention Efforts, a New Pentagon Study Shows.** Discusses issues of sexual assault and sexual harassment in the military.  
<https://www.militarytimes.com/news/your-military/2020/04/30/a-culture-that-fosters-sexual-assaults-and-sexual-harassment-persists-despite-prevention-efforts-a-new-pentagon-study-shows/>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Air Force Sexual Assault Wingman’s Guide.** Provides a list that details responses to sexual assault for Service members and includes recommendations for personnel and leadership considerations.  
[https://www.resilience.af.mil/Portals/71/Documents/A.%20Prevention%20Documents/2%20LeadersGuide\\_Sexual\\_Assault%2024July20.pdf](https://www.resilience.af.mil/Portals/71/Documents/A.%20Prevention%20Documents/2%20LeadersGuide_Sexual_Assault%2024July20.pdf)  
 Resource type: Quick guide  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **A Leader’s Guidebook to Creating Safe, Stable, and Supportive Command Environments Free From Sexual Assault.** Provides guidance for leaders to address and prevent sexual assault.  
[https://www.sapr.mil/sites/default/files/public/docs/prevention/SPARX\\_Leadership\\_Action\\_Guide\\_Reference\\_Copy.pdf](https://www.sapr.mil/sites/default/files/public/docs/prevention/SPARX_Leadership_Action_Guide_Reference_Copy.pdf)  
 Resource type: Guide  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Athena Thriving: A Unit Guide to Combating Gender Discrimination in the Army.** Outlines multiple issues that women face in the military and steps Commanders and leaders can take to ameliorate these issues.

<https://companyleader.themilitaryleader.com/2020/11/07/athena-thriving-gender-discrimination/>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Continuum of Harm.** Illustrates the continuum of harm, describes how sexual harassment and sexual assault are related, and provides insight into why the command climate of a unit is important in preventing sexual harassment and sexual assault.

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

Resource type: Infographic

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Countering Sexual Assault and Sexual Harassment in the U.S. Military.** Discusses recommended actions to address sexual assault and sexual harassment in the military.

[https://www.rand.org/pubs/research\\_reports/RRA1318-1.html](https://www.rand.org/pubs/research_reports/RRA1318-1.html)

Resource type: Scholarly report

Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **DoD's Online Resources: Support Is Just a Call or Click Away.** Provides resources for survivors of sexual assault.

[https://www.sapr.mil/sites/default/files/public/docs/press/COVID\\_Mental\\_Health\\_Resources\\_InfoSheet.pdf](https://www.sapr.mil/sites/default/files/public/docs/press/COVID_Mental_Health_Resources_InfoSheet.pdf)

Resource type: Quick reference

Audience(s): Unit leaders, unit personnel, survey administrator, IPPW personnel

- **Effects of Sexual Assault and Sexual Harassment on Separation from the U.S. Military.** Discusses the relationship between sexual assault and separation from the military.

[https://www.rand.org/pubs/research\\_reports/RR870z10.html](https://www.rand.org/pubs/research_reports/RR870z10.html)

Resource type: Scholarly report

Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Independent Review Commission on Sexual Assault in the Military.** Provides key documents and IRC updates on sexual assault in the military.

<https://www.defense.gov/Spotlights/Independent-Review-Commission-on-Sexual-Assault-in-the-Military/>

Resource type: Informational website containing various resources

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Leadership Key to Eliminating Sexual Assault in Our Military.** Features the former Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff and encourages leaders to own the climate in their units and to be active in enforcing the no tolerance policy for sexual assault.

[https://www.youtube.com/watch?v=bV4KJa\\_8Jcc](https://www.youtube.com/watch?v=bV4KJa_8Jcc)

Resource type: Video

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Needs of Male Sexual Assault Victims in the U.S. Armed Forces.** Discusses the differences between male and female sexual assault victims and provides recommendations to improve assistance for male sexual assault victims.  
[https://www.rand.org/pubs/research\\_reports/RR2167.html](https://www.rand.org/pubs/research_reports/RR2167.html)  
 Resource type: Scholarly report  
 Audience(s): Commander/Leader, survey administrator, IPPW personnel
- **Organizational Characteristics Associated With Risk of Sexual Assault and Sexual Harassment in the U.S. Army.** Examines organizational and operational characteristics associated with sexual assault risk and sexual harassment risk broken down by installation, gender, command echelon, and career management field.  
[https://www.rand.org/content/dam/rand/pubs/research\\_reports/RRA1000/RRA1013-1/RAND\\_RRA1013-1.pdf](https://www.rand.org/content/dam/rand/pubs/research_reports/RRA1000/RRA1013-1/RAND_RRA1013-1.pdf)  
 Resource type: Scholarly report  
 Audience(s): Unit personnel, survey administrator, IPPW personnel
- **Self-Care After Trauma.** Provides guidance on self-care after sexual assault/harassment trauma.  
[https://www.rainn.org/sites/default/files/SelfCareOnePageRAINN\\_0.pdf](https://www.rainn.org/sites/default/files/SelfCareOnePageRAINN_0.pdf)  
 Resource type: Quick guide  
 Audience(s): Unit leaders, unit personnel, survey administrator, IPPW personnel
- **Self-Help and Coping.** Provides strategies for coping with PTSD and links to resources designed to manage symptoms of PTSD.  
[https://www.ptsd.va.gov/gethelp/selfhelp\\_coping.asp](https://www.ptsd.va.gov/gethelp/selfhelp_coping.asp)  
 Resource type: Informational website containing various resources  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Sexual Assault/Sexual Harassment.** Provides health resources for those who have been sexually assaulted, including self-care strategies and resources to deal with sexual assault and sexual harassment and links to other resources for suicide risk, depression, and alcohol misuse.  
<https://health.mil/Military-Health-Topics/Centers-of-Excellence/Psychological-Health-Center-of-Excellence/PHCoE-Clinician-Resources/Sexual-Assault-and-Sexual-Harassment>  
 Resource type: Military endorsed article  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **The Relationship Between Sexual Assault and Harassment in the U.S. Military.** Discusses the relationship between sexual harassment and sexual assault and includes recommendations to improve the command climate regarding these issues.  
[https://www.rand.org/pubs/research\\_reports/RR3162.html](https://www.rand.org/pubs/research_reports/RR3162.html)  
 Resource type: Scholarly report  
 Audience(s): Commander/Leader, survey administrator, IPPW personnel

## Suicide

### If you or someone you know is suicidal, please call or text the Suicide and Crisis Lifeline at 988.

- **DoD Annual Report on Suicide in the Military: Calendar Year 2021.** Provides military suicide data and highlights military efforts on suicide prevention. The DSPO website also houses tools for suicide prevention, including a suicide prevention outreach toolkit.  
[https://www.dspo.mil/Portals/113/Documents/2022%20ASR/Annual%20Report%20on%20Suicide%20in%20the%20Military%20CY%202021%20with%20CY21%20DoDSER%20\(1\).pdf?ver=tat8FRrUhH2lIndFrCGbsA%3d%3d](https://www.dspo.mil/Portals/113/Documents/2022%20ASR/Annual%20Report%20on%20Suicide%20in%20the%20Military%20CY%202021%20with%20CY21%20DoDSER%20(1).pdf?ver=tat8FRrUhH2lIndFrCGbsA%3d%3d)  
 Resource type: Report  
 Audience(s): Commander/Leader, survey administrator, IPPW personnel
- **Defense Suicide Prevention Office - Your Words Matter: Choosing Words That Support.** Recommends the proper language to use when discussing suicide.  
<https://www.dspo.mil/Portals/113/DSPO-Your-Words-Matter-Factsheet.pdf>  
 Resource type: Quick reference  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Framework for Successful Messaging: Positive Narrative.** Offers tips on framing suicide prevention messaging in positive ways.  
<https://suicidepreventionmessaging.org/narrative>  
 Resource type: Guide  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Leaders Suicide Prevention Safe Messaging Guide.** Outlines a leader's role in suicide prevention and includes information on effective and safe messaging.  
[https://www.dspo.mil/Portals/113/Documents/DSPO\\_LSP\\_SafeMsgGuid%20\(Final\).pdf](https://www.dspo.mil/Portals/113/Documents/DSPO_LSP_SafeMsgGuid%20(Final).pdf)  
 Resource type: Guide  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Lethal Means and Suicide Prevention: A Guide for Community and Industry Leaders.** Provides guidance for reducing access to lethal means for suicide prevention.  
[https://theactionalliance.org/sites/default/files/lethal\\_means\\_and\\_suicide\\_prevention-a\\_guide\\_for\\_community\\_and\\_industry\\_leaders\\_final.pdf](https://theactionalliance.org/sites/default/files/lethal_means_and_suicide_prevention-a_guide_for_community_and_industry_leaders_final.pdf)  
 Resource type: Guide  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Make the Connection: Suicide.** Features various short articles that highlight Service members' personal experiences with suicidality.  
<https://www.maketheconnection.net/read-stories/tag/suicide/>  
 Resource type: Article listing



Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **MilLife Guides: Suicide Prevention.** Military OneSource website containing various suicide prevention resources.  
<https://www.militaryonesource.mil/health-wellness/mental-health/suicide/suicide-prevention-the-essentials/>  
 Resource type: Informational website containing various resources  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Preventing Suicide in the U.S. Military: Recommendations from the Suicide Prevention and Response Independent Review Committee.** Provides comprehensive recommendations on suicide prevention.  
<https://media.defense.gov/2023/Feb/24/2003167430/-1/-1/0/SPRIRC-FINAL-REPORT.PDF>  
 Resource type: Report  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Resources Exist, Asking Can Help (REACH) Facilitator Training.** Training designed to teach REACH facilitators how to effectively lead sessions that encourage Service members to seek out the resources available to them (e.g., behavioral health, SAPR, EO personnel).  
<https://millifelearning.militaryonesource.mil/MOS/mcftp-prod/f?p=SIS:9::::P9 ID:112>  
 Resource type: Military training  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **The Veterans Crisis Line: Firearm Safety.** Stresses the importance of locking firearms to protect military families and contains a strong message on suicide that some individuals may find disturbing. Please use discretion before deciding to view or distribute this resource.  
<https://www.youtube.com/watch?v=M3q4IxPnh4w>  
 Resource type: Video  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel