



Headquarters  
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**\*Army Regulation 350–53**

**Effective 25 April 2024**

## Training

# Comprehensive Soldier and Family Fitness

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By Order of the Secretary of the Army:

**RANDY A. GEORGE**  
*General, United States Army*  
*Chief of Staff*

Official:

  
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*Administrative Assistant to the*  
*Secretary of the Army*

**History.** This publication is a major revision. The portions affected by this major revision are listed in the summary of change.

**Authorities.** The authority for this regulation is Section 1588, Title 10, United States Code.

**Applicability.** This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated.

**Proponent and exception authority.** The proponent of this regulation is the Deputy Chief of Staff, G–9. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Army internal control process.** This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to [usarmy.pentagon.hqda-dcs-g-9.mbx.publication-management@army.mil](mailto:usarmy.pentagon.hqda-dcs-g-9.mbx.publication-management@army.mil).

**Committee management approval.** AR 15–39 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the Office of the Administrative Assistant to the Secretary of the Army, Special Programs Directorate at email [usarmy.pentagon.hqda-hsa.mbx.committee-management@army.mil](mailto:usarmy.pentagon.hqda-hsa.mbx.committee-management@army.mil). Further, if it is determined that an established “group” identified within this regulation later takes on the characteristics of a committee as found in AR 15–39, then the proponent will follow AR 15–39 requirements for establishing and continuing the group as a committee.

**Distribution.** This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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\*This regulation supersedes AR 350-53, dated 19 June 2014.

# ***SUMMARY of CHANGE***

AR 350–53  
Comprehensive Soldier and Family Fitness

This major revision, dated 25 March 2024—

- Changes “warrior transition unit” to “Soldier recovery unit” under the Army Recovery Care Program (para 1–21).
- Changes the Comprehensive Soldier and Fitness Training Center to the Ready and Resilient Performance Center (throughout).
- Incorporates Army Directive 2018–07–17 (Prioritizing Efforts for Readiness and Lethality (Update 17)) (throughout).

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## **Chapter 1**

### **Introduction**

#### **Section I**

##### **General**

###### **1–1. Purpose**

This regulation prescribes policy and responsibilities for developing and managing the Army's Comprehensive Soldier and Family Fitness (CSF2) Program and outlines Army Ready and Resilient (R2) performance education and training. This policy further outlines requirements for execution of the CSF2 Program, online assessment and self-development tools, and resilience and performance enhancement skills training and reporting.

###### **1–2. References, forms, and explanation of abbreviations**

See appendix A. The abbreviations, brevity codes, and acronyms (ABCAs) used in this electronic publication are defined when you hover over them. All ABCAs are listed in the ABCA directory located at <https://armypubs.army.mil/abca/>.

###### **1–3. Associated publications**

This section contains no entries.

###### **1–4. Responsibilities**

See section II of this chapter.

###### **1–5. Records management (recordkeeping) requirements**

The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Records Retention Schedule-Army (RRS-A). Detailed information for all related record numbers, forms, and reports are located in Army Record Information Management System (ARIMS)/RRS-A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS-A, see DA Pam 25–403 for guidance.

#### **Section II**

##### **Responsibilities**

###### **1–6. Assistant Secretary of the Army (Manpower and Reserve Affairs)**

The ASA (M&RA) is responsible for overall personnel policy oversight. The ASA (M&RA) will—

- a. Serve as the Headquarters, Department of the Army (HQDA) policy proponent for the CSF2 and R2 Programs.
- b. Establish and oversee resilience and performance enhancement training requirements, personnel fitness issues, and structural policy for all Soldiers and Department of the Army Civilian (DAC) employees.
- c. Establish and oversee policies for the education and training of Soldiers and DAC employees that incorporate resilience and performance enhancement training at all levels of military and civilian education.

###### **1–7. Deputy Under Secretary of the Army**

The DUSA will—

- a. Maintain operational oversight of the Azimuth Check and all associated databases and platforms as required.
- b. Serve as CSF2 and R2 primary data analytic capability, providing empirical program evaluation and research asset support.
- c. Provide governance and represent CSF2 and R2 in all data-centric requirements across HQDA.

## **1–8. Chief, National Guard Bureau**

The CNGB, or designee, will—

- a. Coordinate with each State Adjutant General to ensure appointment of Army National Guard (ARNG) state resilience coordinators (SRCs).
- b. Establish and resource a resilience cell that will oversee the state, territory, and district Forces Headquarters SRCs and manage the critical flow of information on resilience training and doctrine within the state, territory, and district and the National Guard Bureau (NGB) resilience cell.
- c. Develop the ARNG initial military training (IMT) resilience training requirements, institutional resilience training (IRT) for the noncommissioned officer (NCO) and officer education systems, and in-service resilience training requirements for ARNG officer, warrant, enlisted, and DAC personnel.
- d. Plan, resource, manage, and operate the Master Resilience Training Course (MRT–C) additional skill identifier (ASI) 8R-awarding training schools located at Fort McCoy. The method and quality of master resilience trainer (MRT) instruction will meet the training requirements established by the Director, Directorate of Prevention, Resilience and Readiness (DPRR).
- e. Manage MRT course quotas allocated to the ARNG to ensure maximum attendance.
- f. Review ARNG input, graduation, and attrition data for MRT courses attended by ARNG personnel.
- g. Participate in and provide input as required to the Structure and Manning Decision Review and Training Resources Arbitration Panel.
- h. Provide guidance and ensure class schedules are appropriately entered into Army Training Requirements and Resources System (ATRRS) in accordance with this regulation for ARNG schools.
- i. Develop and manage all ARNG resilience training requirements at all non-Army schools.
- j. Manage quota allocation for all courses in ARNG schools.
- k. Approve all course administration data and programs of instruction (POIs) for all courses unique to the ARNG school.
- l. Add, delete, or change (as appropriate) all courses in ATRRS for which the ARNG is the proponent.
- m. Update and maintain all ARNG distributed learning facility site information in ATRRS.
- n. Provide representation or input, as requested, to the CSF2 and R2 Content and Curriculum Working Group to ensure that issues specific to the ARNG are properly addressed in the MRT curriculum. The ARNG uses this platform as a means of addressing ARNG issues in resilience, performance enhancement, and training content strategy and execution.
- o. Submit quarterly reports to the Director, DPRR detailing the number of available MRTs versus the number of required MRTs for MRT–C graduate staffing requirements specific to the organization no later than the last working or reporting day in each quarter. Submit data for all requirements other than the one MRT per company requirement that apply to the organization. The one MRT per company requirement is captured in the mandatory, monthly unit status report (USR) submission.
- p. Ensure support to the circle of support (statutory volunteer appointed on orders) master resilience training. This is formerly the Spouse Master Resiliency Training.
- q. Ensure ARNG SRCs are appointed to serve as the single point of contact between the NGB Resilience Program and each state, territory, and District of Columbia leadership. SRCs facilitate the critical flow of information on resilience training and doctrine within the state, territory, and District of Columbia. ARNG SRCs will—
  - (1) Serve as the single point of contact between the NGB resilience cell.
  - (2) Serve as the resilience training subject matter expert for the Adjutant General and participate in various health promotion task forces, such as the Commander's Ready and Resilient Council (CR2C) and Suicide Prevention Task Force, and other working groups as appropriate, to communicate the most up-to-date training and services available.
  - (3) Coordinate, conduct, and monitor resilience trainer assistant (RTA) training within the state, territory, and District of Columbia and capture this training initiative in the Army-approved Digital Training Management System (DTMS).
  - (4) Work alongside the state, territory, and District of Columbia quota source managers to screen and enroll eligible Soldiers into the MRT–C.
  - (5) Conduct all other resilience-related matters in accordance with the annual Fiscal Year Funding Guidance.
  - (6) Coordinate executive-level training, Deployment Cycle Support Training, support performance enhancement training, and all other training.

(7) Request access to the ATRRS and the Directors Personnel Readiness Overview system within 90 days of start date of position.

#### **1–9. Deputy Chief of Staff, G–9**

The Deputy Chief of Staff (DCS), G–9, through the Director, DPRR, will—

- a. In coordination with the ASA (M&RA) and the DCS, G–3/5/7, implement policy for Soldier and DAC education and training that incorporates resilience and performance enhancement training.
- b. Develop, monitor, and assess metrics to determine the efficacy of the CSF2 and R2 Program.
- c. Review and validate training seat requirements for MRT courses via the Structure and Manning Decision Review and Training Resources Arbitration Panel processes, in coordination with the DCS, G–3/5/7.
- d. Determine resilience and performance enhancement training requirements for Department of the Army leadership courses, in coordination with the ASA (M&RA).
- e. Serve as the proponent for all MRT ASI-producing courses and all resilience, performance enhancement, and personal readiness training.
- f. Approve Soldier and DAC resilience and performance enhancement training and education programs, and, in coordination with the DCS, G–3/5/7, serve as the Army Staff proponent for distance learning, institutional resilience and performance enhancement training management, and military schools.
- g. Implement and validate circle of support (statutory volunteer appointed on orders) master resilience training Armywide, in coordination with the DCS, G–9 and Commanding General (CG), U.S. Army Materiel Command (AMC).
- h. Manage academic training records for resilience and performance enhancement training, facilities used for CSF2 and R2 training, and individual resilience and performance enhancement training policy as they relate to resilience and performance enhancement training.
- i. Prioritize resilience and performance enhancement training resource requirements during the year of execution and the budget year and during the program objective memorandum years.
- j. Serve as the proponent for and retain the management function of the Azimuth Check survey instrument (see chap 4 for Azimuth Check requirements).
- k. Document and update CSF2 and R2 objectives within the Army Campaign Plan and DPRR Implementation Plan.
- l. Incorporate CSF2 and R2 objectives within the Army Suicide Prevention Plan.
- m. Provide management and oversight for Ready and Resilient Performance Centers (R2PCs).
- n. Coordinate with the DCS, G–9 and CG, AMC to implement requirements for resilience and performance enhancement training during in-processing Armywide and in support of the DPRR Implementation Plan.
- o. Host a quarterly teleconference for CSF2 and R2 program managers and SRCs and U.S. Army Reserve (USAR) major subordinate command CSF2 and R2 coordinators. The teleconference will address issues and challenges, best practices, and other information unique to the program manager's area of responsibility.
- p. Coordinate with U.S. Army Training and Doctrine Command (TRADOC) and Walter Reed Army Institute of Research (WRAIR) for updating curriculum changes into the training support package for resilience and performance enhancement training as needed.
- q. Establish and chair or co-chair intra-Army CSF2 and R2 Content and Curriculum Working Groups, in coordination with WRAIR, and other organizations as required.
- r. Plan, resource, manage, and operate the MRT ASI 8R, 8J, 8K, and 8L-awarding training that is provided across the enterprise.
- s. Develop procedures that assign Army Community Service (ACS) and Child and Youth Services MRTs to teach resilience skills to Family members and, on a space available basis, DAC employees. Incorporate requirements in AR 608–1 and AR 608–10.
- t. Provide oversight of ACS and Child and Youth Services-led resilience skills training to Family members as required in paragraph 1–10b to validate resource requirements.

#### **1–10. Chief, U.S. Army Reserve**

The CAR, in addition to the responsibilities listed in paragraph 1–14, will—

- a. Provide representation or input, as requested, to the CSF2 and R2 Content and Curriculum Working Group to ensure that issues specific to the USAR are adequately addressed in the MRT curriculum. U.S.

Army Reserve Command (USARC) leadership will use this platform as a means of addressing Army Reserve-unique issues in resilience and performance enhancement training content strategy and execution.

b. Provide a representative to the DPRR to coordinate and resource its CSF2 and R2 Reserve Component (RC) implementation strategy.

c. Ensure the Commander, USARC, in addition to the responsibilities listed in paragraph 1–14—

(1) Provides policy initiative recommendations in support of its CSF2 and R2 implementation execution strategy.

(2) Submits quarterly reports to the Director, DPRR detailing the number of available MRTs versus the number of required MRTs for MRT–C graduate staffing requirements specific to the organization no later than the last working or reporting day in each quarter. Data will be submitted for all requirements other than the one MRT per company requirement that applies to the organization. Appoint USAR coordinators for each major subordinate command. Resilience coordinators are the single point of contact between the USARC CSF2 and R2 Branch and their subordinate commands. Major subordinate command resilience coordinators will facilitate the critical flow of information on resilience training, compliance, best practices, and doctrine within the subordinate commands. The major subordinate command resilience coordinators will serve as the subject matter expert for the command and participate in various health promotion task forces, such as the CR2C and Suicide Prevention Task Force, and other working groups as appropriate, to communicate the most up-to-date training and services available. The major subordinate command resilience coordinators will coordinate, conduct, and monitor RTA training within the commands. The major subordinate command resilience coordinators will work alongside the quota source managers to screen and enroll eligible Soldiers into the MRT–C. The major subordinate command resilience coordinators will conduct all other resilience-related matters in accordance with the annual Fiscal Year Funding Guidance.

(3) Validates the quotas for the Structure and Manning Decision Review and the Training Resources Arbitration Panel processes.

(4) Manages quota allocations for all courses in USAR schools.

(5) Approves all course administrative data and POIs for all courses unique to the USAR.

(6) Manages and coordinates USAR training support requests for the CSF2 and R2 mobile training team in support of the USARC master resilience training plan.

### **1–11. The Surgeon General**

TSG will—

a. Provide guidance in medical, physiological, and health areas related to CSF2 and R2.

b. Provide guidance in behavioral health, performance enhancement, and stress management.

c. Establish and review health promotion policy developments and advise the DCS, G–1 on medical and psychiatric aspects of resilience and performance enhancement training promotion.

d. Ensure health promotion information and relevant reportable metrics are properly vetted and updated into ArmyFit, in accordance with the requirements of the CSF2 and R2 Content and Curriculum Working Groups.

### **1–12. Chief of Chaplains**

The CCH will—

a. Provide Army special staff responsibility for advice and support on religious, ethical, and spiritual fitness areas related to CSF2.

b. Encourage and promote concepts of spiritual well-being among Soldiers and Family members.

c. Incorporate resilience curriculum into existing chaplaincy POIs.

### **1–13. Commanders, Army commands, Army service component commands, and direct reporting units and senior commanders**

Commanders of Army commands (ACOMs), Army service component commands (ASCCs), and direct reporting units (DRUs) and senior commanders will—

a. Direct their subordinate units and all Soldiers and DACs under their command to engage in the CSF2 and R2 Programs as outlined in this regulation and the Army's Strengthening Readiness and Resilience Campaign and other HQDA guidance.

b. Oversee R2 execution through the CR2C, providing subject matter expertise and advice to integrate all R2 strategies for the mitigation of at-risks behaviors. Participate in the command Suicide Prevention

Task Force, and other working groups as applicable, to ensure the integration of the CSF2 and R2 Program at all levels of health promotion, risk reduction, and suicide prevention across the activity.

c. Coordinate all CSF2 and R2 program training requirements for all Army units that fall within the responsibility of the senior commander or senior commander, Army element on joint base installations.

d. Provide oversight and management of CSF2 academic training records and R2 performance enhancement training, facilities used for CSF2 and R2 training, and individual resilience and performance enhancement training policy as they relate to resilience and performance enhancement training for subordinate commands.

e. Encourage resilience and performance enhancement training for Army Families.

f. Conduct evaluation and staff assistance visits across all subordinate commands.

g. Ensure appointment of a full-time Ready and Resilient Performance Center program manager (R2PC-PM) for all subordinate commands.

#### **1-14. Commanding General, U.S. Army Forces Command**

The CG, FORSCOM, in addition to the responsibilities listed in paragraph 1-14, will—

a. Provide representation to the CSF2 and R2 Content and Curriculum Working Groups, as requested.

b. Assist WRAIR in conducting implementation evaluation of operational resilience training and performance enhancement training requirements.

c. Provide personnel and support to WRAIR to review and implement combined arms training strategies standards and metrics for assessing and evaluating the unit MRTs providing formal and informal resilience training within FORSCOM units.

d. Support the DCS, G-9 in implementing the CSF2 and R2 Program and performance enhancement training requirements.

#### **1-15. Commanding General, U.S. Army Training and Doctrine Command**

The CG, TRADOC, in addition to the responsibilities listed in paragraph 1-14, will—

a. Coordinate the integration of relevant components of resilience and performance enhancement training into all levels of professional military education (PME). Establish MRT or other resilience training requirements for instructors and other curriculum-related personnel within officer branch schools and NCO schools.

b. Appoint an administrative agent on collateral duty orders to provide habitual liaison to CSF2 and R2. Responsibilities include programming, scheduling, and coordinating the training of resilience and performance enhancement throughout the Total Army School System.

c. Plan, program, budget, and monitor use of resources to support training programs.

d. Plan, resource, manage, and operate the MRT-C ASI 8R, 8J-award producing training school located at Victory College, Fort Jackson.

e. Provide representatives, as needed, for the CSF2 and R2 Content and Curriculum Working Group to join representatives from CSF2 and R2 and WRAIR in developing a strategic plan that outlines the program's initiatives and ways to achieve its goals.

f. Conduct implementation evaluations of proponent POIs in consultation with WRAIR. In consultation with proponent curriculum developers, revise content of IRT course material, as appropriate.

g. Submit reports to the Director, DPRR bi-annually detailing the number of available MRTs versus the number of required MRTs for MRT-C graduate staffing requirements specific to the organization. Submit data for all requirements other than the one MRT per company requirement that uniquely apply to TRADOC organizations. Reports will be due no later than 15 October and 15 April. The one MRT per company requirement is captured in the regular, required USR submission.

h. Modify the POIs, institutional training programs, and other products to meet the training requirements for Soldiers, DACs, and Family members, in recognition of evolving CSF2 and R2 curriculum and best practices within the Army's institutional base.

#### **1-16. Commanding General, U.S. Army Futures Command**

The CG, AFC, in addition to the responsibilities listed in paragraph 1-14, will—

a. Ensure WRAIR provides quarterly progress reports to the DCS, G-9 outlining resilience and performance enhancement training, trends, and findings to be used for future content and curriculum development.



- b. Ensure WRAIR, in coordination with FORSCOM, conducts semi-annual implementation evaluations to document the results of resilience and performance enhancement training in the operational force. Final reports containing findings and recommendations will be provided to the Director, DPRR within 30 days of completion of the analysis.
- c. Ensure WRAIR continues to serve as the specified institutional and operational resilience training developer. WRAIR also leads implementation evaluation and makes appropriate revisions to IRT modules in IMT and PME.
- d. Ensure WRAIR executes a master resilience training program evaluation every 2 years following the completion of the previous operational force evaluation with FORSCOM.
- e. Ensure WRAIR supports the development of general learning outcomes for IMT and each level of PME, in coordination with TRADOC Combined Arms Center.
- f. Ensure WRAIR monitors the IRT course material to determine quality and content relevance. Conduct program evaluation of IRT modules in proponent courses to ensure optimal delivery of training.
- g. Ensure WRAIR, with assistance from TRADOC Combined Arms Center, conducts at least one regular implementation program evaluation annually of proponent POIs, which instruct IRT.
- h. Support CSF2 and R2 Content and Curriculum Working Groups with representation and input as requested.

### **1–17. Commanding General, U.S. Army Materiel Command**

The CG, AMC, in addition to the responsibilities listed in paragraph 1–14, will—

- a. Ensure ACS MRTs—
  - (1) Teach resilience skills to interested Family members and, on a space available basis, DAC employees.
  - (2) Receive appointment orders by ACS directors as an additional duty to teach resilience skills to interested Family members.
  - (3) Provide pre- and post-deployment resilience training for Soldiers' spouses and DACs and their spouses.
  - (4) Co-teach and facilitate with Soldier and spouse MRTs.
  - (5) Are not prohibited from offering CSF2 and R2 resilience training to Soldiers and DACs on a space available basis.
  - (6) Out brief the ACS director and ACS staff upon completion of training.
  - (7) Develop and schedule structured resilience training (as needed by the community).
  - (8) Develop or adhere to an existing installation ACS MRT standard operating procedure.
  - (9) Incorporate resilience curriculum into existing ACS instructional courses, where applicable.
  - (10) Track ACS MRT data in the Client Tracking System monthly.
  - (11) Ensure garrison commanders actively engage their DAC workforce and Army Families within their sphere of influence in the CSF2 and R2 Program, specifically the resilience and performance enhancement training, as outlined in this regulation.
  - (12) Prepare MRTs to support the execution of 16 hours of formal resilience and performance enhancement training for Soldiers and officers (second lieutenant) reporting to first duty station and minimum of 4 hours for officers, NCOs, and Soldiers who are not at their first duty station and during in-processing at gaining duty stations. The R2PC will provide the training support package upon request.
- b. Ensure that the resilience and performance enhancement training is part of the in-processing requirements checklist.
- c. Assist CSF2, via Installation Management Command (IMCOM) Child, Youth, and School Services, in the development and review of an adolescent resilience and performance enhancement training curriculum for deployment to Army installations worldwide.
- d. Provide a representative to the CSF2 and R2 Content and Curriculum Working Groups as requested.
- e. Track and report status of ACS MRT staffing requirements and subsequent MRT position assignment fill rates specific to IMCOM. Reports will be rendered to the DCS, G–9 and the Director, DPRR in support of major objective metrics as requested.
- f. Ensure WRAIR, with assistance from the DCS, G–9, conducts at least one regular efficacy analysis (program evaluation) of POIs within master resilience training to Family members every 3 years.
- g. Advise the DCS, G–9 and Director, DPRR on all matters regarding implementation of Family member training.

- h. Ensure interservice support agreements are established to support the R2PCs.

#### **1–18. Commanding General, U.S. Army Special Operations Command**

The CG, USASOC, in addition to the responsibilities listed in paragraph 1–14, will—

- a. Use performance experts (PEs) provided from an R2PC or their organic operational psychologists, medical functional area, clinical psychology officer (73B), and other resilience and PEs assigned to the unit.
- b. Follow the annual Azimuth Check completion and MRT organizational assignment stipulations discussed in this regulation as a regulatory requirement for all USASOC Soldiers and organizations.

#### **1–19. Senior commanders**

Senior commanders will—

- a. Direct their subordinate units and all Soldiers and DACs under their command to engage in the CSF2 and R2 Programs as outlined in this regulation and the Army's Strengthening Readiness and Resilience Campaign and other HQDA guidance.
- b. Manage CSF2 academic training records and R2 performance enhancement training, facilities used for CSF2 and R2 training, and individual resilience and performance enhancement training policy as they relate to resilience and performance enhancement training.
- c. Encourage resilience and performance enhancement training for Army Families.
- d. Appoint a full-time R2PC–PM. The R2PC–PM will—
  - (1) Advise the commander, senior commander, or delegated representative on the command's CSF2 Program and R2PC objectives.
  - (2) Serve as the Government technical monitor. Government technical monitors aid the contracting officer's representative-requiring activity in observing a contractor's performance and reporting discrepancies to the contracting officer's representative-requiring activity or contracting officer's representative-Human Resources Solution. The Government technical monitor is not authorized to change any of the terms and conditions of the contract task order.
  - (3) Participate in the local CR2C, providing subject matter expertise and advice to integrate all R2 strategies for the mitigation of at-risks behaviors. Participate in the command Suicide Prevention Task Force, and other working groups as applicable, to ensure the integration of the CSF2 and R2 Program at all levels of health promotion, risk reduction, and suicide prevention across the activity.
  - (4) Coordinate all CSF2 and R2 program training requirements for all Army units that fall within the responsibility of the senior commander or senior commander, Army element on joint base installations.
  - (5) Coordinate for the assignment of additional CSF2 and R2 Program Managers, at the direction of the senior commander, for subordinate commands and commands that fall under a different ACOM, ASCC, or DRU for reporting purposes as needed to manage the CSF2 and R2 program on a particular Army installation.
  - (6) Coordinate use of all available MRTs into training plans and strategies. This coordination effort includes Azimuth Check completion strategies, ArmyFit command emphasis, and incorporation of resilience and performance training requirements into the master unit training plan and at the CR2C.
  - (7) Assist commanders in addressing issues identified on the USR and with AR 220–1 compliance.
  - (8) Assist ACS centers with developing readiness and resilience strategies.
  - (9) Identify training seat requirements for MRT school during the annual Total Army Centralized Individual Training Solicitation Survey.
  - (10) Serve as an MRT manager in ATRRS and oversee ATRRS seat requirements for their locations.
  - (11) Participate in quarterly teleconferences with DPRR at HQDA.
  - (12) Manage ordering, receipt, and the efficient application of master resilience training materials and CSF2 and R2 promotional materials from the MRT Resource Center on behalf of all assigned MRTs.
  - (13) Perform the local coordination and liaison responsibility for the installation performance centers while providing the Government's management and local oversight function for services support to Government organizations. Regularly advise local performance center site managers on mission commander's priorities and training guidance. Installation support agreements must be established to support the R2PCs.
  - (14) Track and manage MRT company-level additional duty assignment fill rates and assist supported commands with mitigation and risk reduction strategies.

(15) Develop, in concordance with local customer input and R2PC–PM input, performance enhancement training priorities.

#### **1–20. Company, battalion, and brigade commanders**

Company, battalion, and brigade commanders will—

- a. Appoint one Army MRT–C graduated MRT on additional duty orders for each company-sized unit; or for a predominately DAC employee organization, one MRT per 250 personnel.
- b. Accomplish the annual training requirement of the mandatory resilience skills to every Soldier.
- c. Oversee and engage unit members in the completion of the Azimuth Check once a year for all Soldiers (unless deployed to combat theaters).
- d. Ensure visibility and timely reporting of the Azimuth Check to commanders at echelon.
- e. Resource and execute resilience and performance enhancement training.

#### **1–21. Soldier recovery units program coordinators**

Soldier recovery unit (SRU) coordinators (one required per medical command or regional medical command) will—

- a. Coordinate training activities of SRU MRTs within their respective regions.
- b. Participate in quarterly teleconferences with DPRR.
- c. Assist SRU commanders with USR requirements for the CSF2 and R2 Program compliance reporting.
- d. Coordinate with the installation program manager for the ordering, receipt, and the efficient application of master resilience training materials and CSF2 and R2 promotional materials from the MRT Resource Center located at the ArmyFit website and on behalf of all assigned regional MRTs.
- e. Conduct coordination and liaison responsibility with the local installation CSF2 and R2 program manager or SRC (for SRUs) and the R2PC supporting the SRU (if co-located in Army community).

#### **1–22. Ready and Resilient Performance Center – Performance Center Managers**

Ready and Resilient Performance Center - Performance Center Managers (R2PC-PCMs) will—

- a. Provide the executive-level course at each R2PC installation, focused on company commander, first sergeant, or general schedule (GS)-12 level leadership and higher and tailored into 4-hour, 8-hour, and 16-hour blocks of instruction based on the leader's available time and level of interest. The R2PC facilitates master resilience training on the installation and is the primary source of subject matter experts on resilience and performance enhancement training.
- b. Provide the local installation with customized performance training that enables Soldiers to sustain personal readiness, enhance resilience, optimize human performance, and build unit cohesion.
- c. Provide customized resilience training for Soldiers, DACs, and Family members as prioritized by the local commander through the R2PC–PM.
- d. Provide quality control and quality enhancement of all resilience training on the installation and geographically dispersed units, using assigned PEs, in coordination with the R2PC–PM.
- e. Conduct initial training and refresher training for installation MRTs, to include deployment cycle training (in conjunction with support from WRAIR personnel as needed) and serve as a platform for training MRTs in new resilience training material.
- f. Provide team building training for units and organizations assigned to the installation.
- g. Plan, organize, lead, and operate the R2PC.
- h. Participate in the CR2C.
- i. Ensure quality control of all PEs, including professional certification, MRT progression to higher levels, conducting rehearsals for training presentations (determines when a newly assigned MRT PE is ready to teach), and approving local PEs' readiness to teach qualification determinations.
- j. Collect and consolidate performance enhancement training metrics (qualitative and quantitative) from the commanders on the installation.

## Chapter 2

### The Army Resilience and Performance Enhancement

#### 2-1. Overview

a. This regulation requires—

- (1) The assignment of one Army MRT–C graduated MRT to each company-designated unit.
- (2) For a predominately DAC employee organization, one MRT for each 250 assigned personnel.
- (3) The annual training of the resilience and performance enhancement skills to every Soldier.
- (4) Completion of the Azimuth Check once a year for all Soldiers (unless deployed to combat theaters).

Additional requirements and qualifying detail are discussed in subsequent sections.

b. The Army established CSF2 to increase the resilience and enhance the performance of Soldiers, Families, and DACs. Resilience is the ability to persevere, adapt, and grow in dynamic or stressful environments. A resilient and fit individual's intellectual and psychological skills and behaviors will most likely promote enhanced performance and optimize their long-term health. The purpose of the performance enhancement training effort is to develop the full potential of Soldiers, DACs, and Families using a systematic process that expands the mental skills essential to the pursuit of personal readiness and resilience, professional excellence, and the Warrior Ethos. Performance enhancement training contributes to readiness through the intentional and deliberate application of self-regulatory skills for consistently performing to one's potential under challenging circumstances. Resilience, performance, and physical health are closely related, and research indicates that individuals who demonstrate strong characteristics in one area are usually strong in the other areas also. The Army accomplishes its mission by assessing and training specific mental and physical resilience and performance enhancement techniques and skills. These techniques and skills increase physical, psychological, social, spiritual, and family readiness (see chap 3) through the judicious application of different combinations of services offered through the CSF2 and R2 Program components (see chap 4).

#### 2-2. Program objectives

a. *Mission.* The objectives of the CSF2 Program are to execute the CSF2 and R2 Programs to increase the physical and psychological health, resilience, and performance of Soldiers, Families, and DACs.

b. *Vision.* A Total Army team of physically healthy and psychologically strong Soldiers, Families, and DACs whose resilience and total fitness enables them to thrive in the military and civilian sector and to meet a wide range of operational demands.

#### 2-3. Concepts

a. CSF2 and R2 accomplishes its mission by providing instruction using four primary training delivery methods—

(1) *Online assessment and self-development training.* Online assessment and self-development training are offered via the ArmyFit website at <https://armyfit.army.mil/>. This website allows anyone with a common access card (CAC) or enrolled in the Defense Enrollment Eligibility Reporting System the ability to complete any version of the Azimuth Check. Once the Azimuth Check is complete, the user will be automatically referred to uniquely tailored resources within ArmyFit that are based on their Azimuth Check results.

(2) *Formal institutional resilience training.* Formal IRT is offered during IMT, to include basic combat training, Reserve Officer Training Course, and Officer Candidate School, and at every level of PME from the Basic Leader Course, Warrant Officer Basic Course, and Basic Officer Leaders Course-B, through the Sergeants Major Course, Warrant Officer Senior Staff Course, and the Army War College (see chap 4 for general information on courses).

(3) *Organization and Army Community Service Center master resilience trainers.* Organization and ACS Center MRTs provide unit and community-level resilience training to each Soldier, DAC, and Family member based on the stipulations of this regulation and on the commander's intent and training guidance. MRT teaching curriculum and course materials are available at the MRT Resource Center at <https://armyfit.army.mil/>.

(4) *Ready and Resilient Performance Center.* R2PCs provide resilience and performance enhancement training to Soldiers, DACs, and Family members. Primary missions of the R2PC include—

- (a) Installation-wide training.

- (b) Performance enhancement training.
- (c) Executive-level course resilience training.
- (d) Bystander intervention training.
- (e) Specified leader development training.
- (f) Mindfulness training.
- (g) Deployment Cycle Resilience Training (DCRT).
- (h) MRT quality assurance and quality enhancement.
- b. Army guidance on leadership promotes demonstrating care for the well-being of subordinates as an element of creating a positive environment.
  - (1) Resilience and performance are core Soldier competencies and readiness issues.
  - (2) Army leaders at all levels endorse and implement resilience and performance enhancement training.
  - (3) Every initial entry trainee participates in resilience and performance enhancement training and is required to take the Azimuth Check for Trainees.
  - (4) Every Soldier participates in resilience and performance enhancement training and is required to take the Azimuth Check for Soldiers annually.
- c. Every DAC is authorized and encouraged to participate in resilience and performance enhancement training to include the Azimuth Check.
- d. Families are encouraged to participate in resilience and performance enhancement training.

## **Chapter 3**

### **The Five Dimensions of Personal Readiness and Resilience**

#### **3–1. Overview of the Five Dimensions**

The goal of CSF2 and R2 is to increase resilience and performance enhancement skills by building on the following Five Dimensions of Personal Readiness and Resilience: physical, psychological, social, spiritual, and family.

#### **3–2. 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 TSG's Performance Triad initiative of sleep, activity, and nutrition to improve personal and unit performance, resilience, and readiness. The physical dimension focuses on the development of a comprehensive approach to assess 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.

#### **3–3. Psychological dimension**

Psychological fitness includes the integration and optimization of mental cognitive fitness to enhance decision making, reasoning, and problem solving, ensuring that individuals are emotionally prepared; and the enhancement of cognitive performance that allows individuals to be physically ready to accomplish the mission.

#### **3–4. Social dimension**

Social fitness is the ability to strengthen individuals through social network engagement that enhances social cohesion, unit inclusion, and a sense of valued support within the community. These relationships are important because they serve as a support and safety network for those who experience setbacks in life. Training provided by the R2PC is designed to help Soldiers, DACs, and Family members develop quality relationships that will endure and be available when needed.

#### **3–5. Spiritual dimension**

Spirituality is often described as a sense of connection that gives meaning and purpose to a person's life, unique to each individual. The spiritual dimension applies to both religious and non-religious persons and concepts. Spiritual fitness includes the development of an individual's core religious, philosophical, or human values that form that individual's sense of identity, purpose, motivation, character, and integrity.

These elements enable one to build inner strength, make meaning of experiences, behave ethically, persevere through challenges, and be resilient when faced with adversity.

### **3–6. Family dimension**

Family dimension is the ability to effectively navigate the challenges of daily living experienced in the unique context of military service. Ensuring individuals and Families are aware of the resources available and are knowledgeable on ways to improve quality of life, increase adaptability throughout their life, maintain healthy families, and build positive relationships.

## **Chapter 4 Program Components**

### **4–1. Online assessment and self-development**

a. *Azimuth Check*. The Azimuth Check is a secure web-based instrument hosted on ArmyFit (see para 4–1d) that combines objective health and fitness metrics with survey-based questions, providing the individual self-awareness within the Five Dimensions of Personal Readiness and Resilience and other metrics designed to motivate the user towards behavioral change. In addition to providing a variety of scores and metrics, the user receives personalized self-development training in a variety of formats including articles, health news, unique program applications, and regular emails (upon user opt-in) containing personalized tips. All individual Azimuth Check results are completely confidential. Individual question responses and dimensional scores will not be made available to anyone other than the individual taking the Azimuth Check unless the user chooses to share their results either through the platform or through some other means. All Azimuth Check versions will comply with the following:

(1) The Azimuth Check is administered on the ArmyFit website at <https://armyfit.army.mil/protected/>. Individual results are confidential.

(2) The Azimuth Check will not be used as a selection tool for promotion, command, assignment, or schooling.

(3) Users may login and re-take the Azimuth Check at any time during the year to monitor progress and changes in fitness metrics.

(4) Users may login to ArmyFit from any internet-enabled computer or mobile device with their CAC or Department of Defense Self-service (DS) Logon or by using other unique personal identification means to offer a variety of access options and locations.

b. *Azimuth Check-Initial Entry Trainee (Azimuth Check-Trainee)*.

(1) The Azimuth Check-Trainee will not be used to screen initial entry trainees for service.

(2) The Azimuth Check-Trainee is administered within 14 days from the Soldier's arrival at the Army Training Center's reception battalion or Basic Officer Leadership Course-B.

(3) To protect trainee training time, the Azimuth Check-Trainee does not link to ArmyFit. Initial entry trainees complete the Azimuth Check-Trainee survey to establish their individual resilience baseline and will be able to see their results and explore ArmyFit once they arrive at their first duty assignment.

c. *Azimuth Check (Azimuth Check-Soldier)*.

(1) All Soldiers must complete the Azimuth Check annually unless they are in a deployed status when their Azimuth Check expires. In this case, Soldiers must complete the Azimuth Check within 60 days of redeployment.

(2) Soldiers are not required to release or discuss their Azimuth Check results with anyone. If Soldiers have questions about their results, they are highly encouraged to share their Azimuth Check results with their unit MRT, who will engage with them.

(3) Users will receive emails when they are within 60 days of needing to complete the annual requirement.

d. *ArmyFit*.

(1) The Web-based ArmyFit environment serves as a platform that hosts the Azimuth Check and provides opportunities that extend beyond taking an assessment to meet the day-to-day needs of the users. It allows for personal development, education, and personalized resources to use during the year to improve on the Five Dimensions of Personal Readiness and Resilience. The ArmyFit platform offers various modules on resilience and performance enhancement training.

(2) The ArmyFit environment is located at <https://www.armyfit.army.mil/> and is CAC-enabled or accessible via DS Logon by providing a name and a Department of Defense identification number.

## 4–2. Training

An MRT is a graduate of the 10-day (80-hour) MRT–C, which is offered at various continental United States and outside the continental United States locations. The MRT–C mobile training team is deployable worldwide based on organizational need and after a favorable cost-benefit analysis of temporary duty (TDY) costs is accomplished. The 10-day (80-hour) course focuses on resilience core competencies, resilience skills, and key philosophies from the sports and performance psychology body of knowledge and practice that underlie extraordinary performance. MRTs return to their units to serve as the commander's resilience and performance enhancement training subject matter expert and advisor. MRTs train resilience and select performance enhancement training skills to Soldiers, DACs, and Family members according to the commander's or ACS director's guidance. Only certified Level 1 through Level 4 MRTs (and battalion commanders, command sergeants major, and DAC equivalents) are permitted access to the MRT Resource Center located at the ArmyFit website. The MRT Resource Center offers the MRT practitioner a wide range of services and support mechanisms (for example, marketing and training material, contact rosters for MRTs collocated on the same and other installations, points of contact for DPRR leadership and subject matter experts, training videos, and more).

## 4–3. Level 1 Master Resilience Trainer

a. *Level 1 master resilience trainer.* Level 1 MRT (ASI 8R) is the basic, entry-level trainer who is responsible for small group (25–30 personnel) resilience and performance enhancement training in the unit, ACS center, or community. The Level 1 MRT also advises the commander or ACS director on mandatory CSF2 and R2 compliance requirements and best practices.

b. *Level 1 master resilience trainer requirements.* The Level 1 MRTs will perform their duties in the same capacity as outlined in the organizational staffing requirements in paragraph 4–7 for the Level 1 through Level 4 MRTs. Within the Army's modified table of organization and equipment (MTOE) and table of distribution and allowances (TDA) unit and school organizational structure, the Level 1 through Level 4 MRTs are interchangeable in their ability to accomplish resilience and performance enhancement training and assist the command in developing a resilience and performance enhancement training plan.

c. *Level 1 master resilience trainer selection criteria.* The selection process is company or battalion level command nomination and enrollment via ATRRS.

d. *Enlisted master resilience trainers.* Enlisted MRTs will be in the rank of staff sergeant through master sergeant (for sergeant exception, see paragraph 4–3d(5)).

(1) Nominees must meet the enlisted service remaining requirements per AR 614–200.

(2) Nominees must be in good standing, without flags, bars to reenlistment, or pending judicial, non-judicial, or adverse administrative actions.

(3) Nominees must have more than 12 months remaining in position after graduation from the MRT course to positively influence the unit resilience program.

(4) Nominees must comply with AR 600–9, AR 350–1, and FM 7–22 policies. Candidates will possess a current, successful Army Combat Fitness Test (ACFT). An exception to policy for profiles will be signed by the candidate's battalion commander and addressed to the Director, DPRR for approval.

(5) NCOs in the rank of sergeant who are granted permission to attend the MRT–C by their command must send a memorandum, endorsed by the unit commander to the Director, DPRR. DPRR Training Branch will accomplish the ATRRS override, based on the sergeant's email with command endorsement. The DPRR Training Branch email address is [usarmy.pentagon.hqda-dcs-g-9.list.resilience-training@army.mil](mailto:usarmy.pentagon.hqda-dcs-g-9.list.resilience-training@army.mil).

e. *Officer master resilience trainers.* Officer MRTs will be primarily in the rank of second lieutenant to major and—

(1) Must be in good standing, without flags, and not pending judicial, non-judicial, or adverse administrative actions.

(2) Must be in a position that allows them the time to plan, schedule, and direct the unit's resilience program.

(3) Nominees must have more than 12 months remaining in position after graduation from the MRT–C to positively impact the unit resilience program.

(4) Nominees must comply with AR 600–9, AR 350–1, and FM 7–22 policies. Candidates will possess a current, successful ACFT upon reporting to the course. An exception to policy for profiles will be signed by the candidate's battalion commander and addressed to the Director, DPRR for approval.

*f. Warrant officer master resilience trainers.* Warrant officer MRTs will be in the rank of warrant officer 1 through chief warrant officer 4 and—

(1) Must be in good standing, without flags, nor pending judicial, non-judicial or adverse administrative actions.

(2) Must be in a duty position that allows them the time to plan, schedule, and direct the unit's resilience program.

(3) Nominees must have more than 12 months remaining in position after graduation from the MRT–C to positively affect the unit resilience program.

(4) Nominees must comply with AR 600–9 and AR 350–1 ACFT policies. Candidates will possess a current, successful ACFT upon reporting to the course. An exception to policy for profiles will be signed by the candidate's battalion commander and addressed to the Director, DPRR for approval.

*g. Department of the Army Civilian master resilience trainers.* DAC MRT candidates will be DACs in the grade of GS–9 through GS–13. IMCOM ACS MRT candidates will be in the grade of GS–9 through GS–13. All—

(1) Must be in good standing within their organization and have at least 2 years of Federal service remaining before retirement.

(2) Must be in a job position that allows them to plan, schedule, and direct the organization's resilience program.

*h. Army Community Service master resilience trainers.* ACS MRTs are staff members nominated by their ACS directors and must be approved by IMCOM to attend any MRT–C training venues.

*i. Army spouse master resilience trainers.* Army spouse MRTs must be statutory volunteers per AR 608–1. A spouse MRT candidate is nominated by their spouse's command to attend either a mobile training team-conducted local MRT–C or a performance center-sponsored local MRT–C. In all cases, training seat allocations come from the assigned inventory for that command.

*j. Master resilience trainer personal traits and attributes.* The following personal traits and attributes for an MRT nominee and job position qualities help make an MRT successful:

(1) Nominee is in a duty position that will afford them the opportunity to be the primary resilience and performance trainer for the unit with an average of 6–8 hours of dedicated training time each month.

(2) Nominee must be comfortable teaching small and large groups of mixed ranks in formal and informal settings.

(3) Nominee must be physically fit and demonstrate daily physical maintenance (military only).

(4) Nominee must be a self-starter and capable of organizing, coordinating, and developing training plans for the unit.

(5) Nominee must be willing to initiate one-on-one resilience and performance enhancement counseling with all ranks.

(6) Nominee is an outgoing leader who is open and honest and will take the time to demonstrate empathy.

(7) Nominee must show a keen interest in lifelong learning and is eager to adopt new ideas or change.

(8) Nominee is willing to think creatively and find solutions to problems with an open-minded perspective.

(9) Nominee must demonstrate a willingness to learn about themselves and create change through positive thinking platforms.

(10) Nominee must be respected in the organization by superiors, peers, and subordinates.

(11) Nominee must be mentally agile and able to compartmentalize thoughts and feelings that present a professional image as a role model.

(12) Nominee demonstrates the Army Value system and is proud to be a part of something more important than themselves.

(13) Nominee must demonstrate a higher level of social awareness that allows the engagement of unit Family members without appearing overbearing or offensive.

(14) Nominee has the demonstrated ability to facilitate a discussion rather than reading slides and distributing handouts.

*k. Level 1 master resilience trainer graduation criteria.* Level 1 MRTs must successfully pass a multiple choice, closed-book exam that tests their knowledge of the skills and concepts taught during all phases of the MRT–C. Additionally, students must demonstrate a clear depth of knowledge of the MRT skills, have the ability to accurately articulate the resilience training concepts, and correctly instruct the completion of MRT course practical exercises. Students who successfully master these criteria will



receive the 8R ASI. Individuals who do not obtain a passing score are provided additional instruction and afforded the opportunity to retest. The 8R ASI will not be awarded to students who experience two successive failures on the test or fail to demonstrate a clear depth of knowledge of the skills. Each MRT departs the Level 1 class with an individualized implementation plan for the unit.

*1. Level 1 master resilience trainer roles and responsibilities.* Roles and responsibilities of MRTs after school completion are as follows:

(1) MRTs will serve as the commander's subject matter expert and principal advisor on the CSF2 and R2 Program and resilience and performance enhancement training.

(2) MRTs who are certified in DCRT will serve as the primary trainer of the operational resilience training modules. These operational resilience training modules, also known as DCRT, take 2–3 hours to teach, with the exception of the 1-hour pre-deployment leader module. These include Pre-Deployment Resilience Training for Soldiers, Post-Deployment Resilience Training for Soldiers (reintegration), and a second Post-Deployment Resilience Training for Soldiers (3 to 6 months after return). MRTs will be trained and certified at the conclusion of a 3-day workshop conducted at their installation R2PC, in accordance with AR 1–50, by personnel from Fort McCoy or by a training team from WRAIR. This MRT certification and operational resilience training is only required after issuance of unit deployment or mobilization orders. As the operational resilience training material is refreshed and new lessons are developed and launched through R2PCs, the Wisconsin Military Academy, and the WRAIR Research Transition Office, subsequent train-up sessions leading to certification will be provided through the R2PCs and by WRAIR training teams.

(3) MRTs will teach informal and structured, formal classes, to include the resilience and performance skills. MRTs facilitate the training of additional performance enhancement skills with assistance of PEs.

(4) MRTs will assist the unit training NCO in including resilience and performance enhancement training throughout the unit training calendar, such that everyone receives formal and informal resilience and performance enhancement training in a manner that is routine and on a published schedule.

(5) MRTs will assist the unit training NCO in documenting resilience and performance enhancement training for the training brief.

(6) MRTs will ensure the implementation of the commander's training guidance as it relates to resilience and performance enhancement training. MRTs will coordinate schedules and deliver mandatory operational resilience training modules for Soldiers deploying or returning from deployments or mobilization that exceed 90 days. All three classifications of MRTs (Soldier, DAC, and spouse) are encouraged to provide resilience training to all members of the Army Family (Soldiers, DACs, and adult Family members). A mixed training team approach to the formal resilience training effort offers the student different perspectives and expanded life experiences, helping to better deliver clarity and understanding of the concepts underlying the resilience and performance enhancement skills.

(7) MRTs will provide resilience and performance enhancement training to NCO and officer professional development and Sergeant's Time Training venues.

(8) MRTs will train other supervisory-level leaders on incorporating resilience and performance skills and techniques into professional and developmental counseling.

(9) MRTs will provide resilience and performance subject matter expertise and assistance to non-MRTs instructing IRT material as part of proponent POIs with R2PC assistance.

(10) MRTs will model resilience and performance enhancement skills for others to follow.

#### **4–4. Level 2 Master Resilience Trainer-Facilitator**

*a. Level 2 Master Resilience Trainer-Facilitator.* The Master Resilience Trainer-Facilitator (MRT–F) (ASI 8J) course is designed to build the MRT depth of knowledge and develop a facilitation style that maximizes the MRT learning environment. MRT–F graduates are not qualified to do anything differently at the unit level. An MRT can only be certified by completing an DPRR-approved course by invitation.

*b. Level 2 master resilience trainer requirements.* The Level 2 MRT will serve in the same capacity as outlined in the organizational staffing requirements in paragraph 4–7 for Level 1 through Level 4 MRTs. Within the Army's MTOE and TDA unit and school organizational structure, the Level 1 through Level 4 MRT are interchangeable in their ability to accomplish resilience and performance enhancement training and assist the command in developing a resilience and performance enhancement training plan.

*c. Level 2 master resilience trainer selection criteria.* Level 2 MRT candidates are graduates of the MRT–C (Level 1 course) and recommended by the training team faculty to attend the follow-on MRT–F course.

- (1) Must meet all the selection criteria established in paragraph 4–3c for the MRT Level 1 candidate.
- (2) Will have a minimum of 1 year remaining in the Army upon graduation from the Level 2 course.
- (3) Level 2 MRT graduates will be available for tasking by ACOM to help instruct follow-on MRT courses for at least three master resilience training iterations in a 12-month period following graduation. This requirement is in addition to the MRT's habitual unit CSF2 and R2 Program training responsibilities.
- (4) A Level 1 MRT who did not receive a recommendation from the training team and desires attendance to the Level 2 course must—
  - (a) Have completed at least 4 months of experiential teaching within their unit.
  - (b) Contact local or nearest performance center and request a performance evaluation and recommendation to attend Level 2 training.
  - (c) Include a signed DA Form 4187 (Personnel Action) from the company or battalion commander, first sergeant, or command sergeant major recommending approval of the request. USAR will route the request through the appropriate program manager for submission to DPRR.
  - (d) Submit completed packet through the local or nearest performance center to the Director, DPRR. Training team Level 2 selection process is as follows:
    - (e) Each training team member will rate participants with whom they worked with on days 6, 7, and 8 in the interactive games portion of knowledge tests using the breakout group ratings sheets. Training team members will only rate participants with whom they have worked directly (but not including those times when they are playing the role of a new student learning the material for the first time).
    - (f) Ratings are done independently. The ratings will not be shared with other training team members.
    - (g) When making the ratings, it is critical that the rater is consistent in how they rate a 1, 2, 3, 4, and 5. A 2 must mean the same thing no matter which participant is being rated. It is less important that ratings be calibrated and aligned between team members. The rating is to determine the participant's content knowledge.
    - (h) A rating of 1 means no knowledge (for example, the participant cannot separate an activating event from the thoughts from the consequences). That is, the participant was unable to answer any question correctly. The participant could not define any of the concepts of the course. The participant could not give any relevant examples of the concepts or skills.
    - (i) A rating of 5 means thorough content knowledge and the participant is ready to facilitate immediately. That is, the participant answered every question correctly. The participant was able to correctly define each of the concepts. The participant was able to provide relevant examples of the concepts and skills.
- d. *Level 2 master resilience trainer graduation criteria.* Requirements for Level 2 MRT graduation are obtaining a passing score on a multiple choice, closed-book exam. Additionally, students will be required to demonstrate a clear depth of knowledge of the MRT skills, have the ability to accurately articulate the resilience training concepts, and correctly instruct the completion of MRT course practical exercises. Students who successfully master these criteria will receive the 8J ASI.
- e. *Level 2 master resilience trainer roles and responsibilities.* In addition to the Level 1 MRT roles and responsibilities in paragraph 4–3f—
  - (1) The MRT-F's role is to assist in managing the breakout classroom environment (timing, capturing learning points from the students, and so forth) of the MRT Level 1 training course.
  - (2) Because of greater exposure to the MRT curriculum, MRT-Fs will guide resilience and performance enhancement programs at higher echelons (battalions and brigades).
  - (3) MRT-Fs are not authorized to conduct independent MRT courses that train ASI 8R-awarded MRTs or award the 8R ASI. MRT-Fs are particularly well prepared to lead the RTA certification effort and certify new RTAs upon successful completion of the RTA training course.

#### **4–5. Level 3 Master Resilience Trainer-Assistant Primary Instructor**

a. *Level 3 Master Resilience Trainer-Assistant Primary Instructor.* The Level 3 Master Resilience Trainer-Assistant Primary Instructor (MRT-API) (ASI 8K) course is offered to MRT-Fs who excel in their role as MRT-Fs by demonstrating a significant depth of knowledge of the MRT materials and possessing a personable presentation style and a high degree of motivation and confidence. Candidates are eligible for Level 3 selection after servicing three iterations at MRT-C 8R-producing courses as an MRT-F. The 5-day MRT-API course prepares the graduate to assist in the delivery of the MRT course. MRT-APIs lead breakout group instruction during the MRT-C. An MRT-API's primary role is to lead practical exercises and reinforce the key principles taught during the large group portion of the course. The MRT-API

curriculum focuses on building students' depth of knowledge and understanding of the research behind the University of Pennsylvania Resilience Project and the field of positive psychology. MRT-API graduates are not authorized to certify MRTs or grant the ASI. Nominees, with the approval of their command, must agree to make themselves available for tasking by ACOM for at least three master resilience training iterations in a 12-month period after earning the MRT-API title.

*b. Level 3 master resilience trainer requirements.* The Level 3 MRT will serve in the same capacity as outlined in the organizational staffing requirements in paragraph 4–7. Within the Army's MTOE and TDA unit and school organizational structure, the Level 1 through Level 4 MRTs are interchangeable in their ability to accomplish resilience and performance enhancement training at the unit level and assist the command in developing a resilience training plan.

*c. Level 3 selection criteria.* Students who excel in the MRT Level 1 and Level 2 courses are invited to attend the MRT-API course.

(1) Must meet all the selection criteria established in paragraphs 4–3 and 4–4, for the MRT Level 1 and Level 2 candidate.

(2) Are exceptionally confident, informal leaders.

(3) Have a personable presentation style and possess a high degree of motivation.

(4) Are eligible for Level 3 selection after serving three iterations at MRT-C 8R-producing courses as an MRT-F.

(5) Are graduates of the MRT-F (Level 2 course) and selected within 12 months of graduation by the training team faculty to attend the follow-on MRT-API course.

(6) A unit-level MRT with at least 6 months of experiential teaching to Soldiers, DACs, and Family members prior to attending the course.

(7) Have demonstrated a significant depth of knowledge of the MRT materials.

(8) Must have 1 year remaining in the Army upon graduation from the Level 3 course.

(9) Level 3 candidates must be available for tasking by ACOM for at least three master resilience training iterations in a 12-month period following graduation.

*d. Level 3 master resilience trainer graduation criteria.* The requirement for graduation from Level 3 is to pass a multiple choice, closed-book exam, demonstrate a clear depth of knowledge of the MRT skills, be able to accurately articulate key MRT principles in a small group setting, set up practical exercises in small groups, and effectively summarize critical concepts. Students who successfully master these criteria are authorized to receive the ASI 8K.

*e. Level 3 master resilience trainer roles and responsibilities.* In addition to the roles and responsibilities in paragraphs 4–3*l* and 4–4*e* for Level 1 and Level 2 MRTs—

(1) The MRT-API's role is to lead the breakout group instruction during the MRT-C. The MRT-API leads practical exercises and reinforces the key principles taught during the large group portion of the course.

(2) MRT-APIs are not authorized to conduct independent MRT-Cs that train 8R-certified MRTs or award the 8R ASI.

#### **4–6. Level 4 Master Resilience Trainer-Primary Instructor**

*a. Level 4 Master Resilience Trainer-Primary Instructor.* The Master Resilience Trainer-Primary Instructor (MRT-PI) (ASI 8L) is the lead instructor for the MRT-C. The MRT-PI is responsible for large group session instruction and oversees breakout group instruction. The MRT-PI presents key material; debriefs exercises completed in breakout groups; maintains appropriate balance among educational presentation, experiential learning, and consolidation of the material; and sets the overall tone of the class. The MRT-PI is responsible for creating a positive, reflective, and energetic learning environment in the room and consistent instruction in the breakout groups. The MRT-PI provides leadership for their team of MRT-APIs and MRT-Fs and ensures the smooth delivery of training to optimize participants' mastery of the material. The MRT-PI also assesses and makes recommendations for subordinate MRT-APIs' and MRT-Fs' potential for resilience training advancement. The 10-day MRT-PI course is intensive and consists of experiential teaching and practical exercises and student-led instruction to demonstrate depth of content, knowledge, and teaching ability.

*b. Level 4 master resilience trainer requirements.* The Level 4 MRT will serve in the same capacity as outlined in the organizational staffing requirements in paragraph 4–7. Within the Army's MTOE and TDA unit and school organizational structure, the Level 1 through Level 4 MRTs are interchangeable in their

ability to accomplish resilience and performance enhancement training and assist the command in developing a resilience training plan.

*c. Level 4 master resilience trainer selection criteria.* Any Level 3 MRT may apply to compete for selection to Level 4 training after meeting the following requirements: Candidates will have completed all previous levels of training and gained experience at each level. Level 3 MRT-APIs may apply for the Level 4 MRT-PI course after serving four iterations as a Level 3 MRT-API at any combination of MRT-C Level 1 ASI 8R-producing venues. After receipt of an applicant's written request, including their command's endorsement, the Director, DPRR will convene a panel that will evaluate all applicants and the Army's need for MRT-PIs. Once the board has convened, both selectees and those not selected, and their respective chains of command, will be notified. This selection cycle will occur two to three times a year, dependent upon Army MRT Level 4 requirements. Selection to attend this course is only by invitation from the Director, DPRR.

*d. Level 4 master resilience trainer graduation criteria.* Requirements for graduation from Level 4 include obtaining a passing score on a multiple choice, closed-book exam and demonstrating a strong depth of knowledge of the MRT theory and skills. Successful graduates are required to have the ability to introduce key course concepts and skills to large audiences, define the rationale behind these concepts, and effectively link them to real world outcomes. The ability to effectively communicate and engage large audiences is a critical element for completion of this course. Students who successfully master these criteria will receive the 8L ASI.

*e. Level 4 master resilience trainer roles and responsibilities.* In addition to the roles and responsibilities in paragraphs 4-3f, 4-4e, and 4-5e, graduates may perform senior-level duties at MRT-producing school locations or at an DPRR supporting assignment, based on CSF2 and R2 requirements and guidance.

*f. Level 4 master resilience trainer resilience training assistant selection and training.* MRTs may train a cadre of RTAs to assist them with the execution of resilience training within their units. A certified RTA is the unit MRT's only authorized training assistant.

(1) The RTA must meet the same selection criteria and standards as the school-trained MRTs. Selection must be approved by the chain of command, up to the company commander. Training will only be conducted by an ASI-awarded 8R, 8J, 8K, or 8L MRT.

(2) The RTA is not authorized to conduct resilience training alone. RTAs must be under the direct supervision of certified MRTs who are available to assist when the RTA is conducting resilience and performance enhancement training.

(3) Adjacent units with MRTs are encouraged to consolidate venues and support each other for RTA training.

(4) RTA training consists of a 25-hour block of MRT core competencies focusing on the resilience and performance enhancement skills taught over no less than 3 consecutive days. Understanding the basic concepts underpinning each of the skills is fundamental to being assessed as a qualified RTA. The 25-hour block of training can be modified for USAR Soldiers based on the necessity of their respective drill schedules.

(5) RTA training classes will not exceed 12 students per MRT (not more than a 1:12 ratio). MRTs will evaluate RTA performance during the training course and when RTAs assist with resilience training to small groups. MRTs will mentor and develop RTAs throughout the year, as needed. Document RTA training evaluations using DA Form 4856 (Developmental Counseling Form). The MRT Resource Center website at <https://armyfit.army.mil/> provides the approved RTA certificate of completion for those who accomplish the training and are assessed to be a competent RTA by the senior MRT conducting the RTA training course. The certificate is in the section titled, "Download the Latest MRT Curriculum."

#### **4-7. Master resilience trainer organizational staffing requirements**

*a.* The unit MRT assists the commander in resilience training efforts that are designed to help enhance communication skills, problem solving skills, critical thinking skills, optimistic thinking skills, and other skills critical to individuals living and working in a stressful environment. The desired outcome is to improve performance and readiness and build the confidence to lead, the courage to stand up for one's beliefs, and the compassion to help others. MRT organizational requirements are as follows:

*b.* Each company-level command is required to have a minimum of one MRT-C graduate on additional duty orders as the unit MRT in the Regular Army and USAR. Army school requirements and the USAR Joint Staff Regional Training Institutes are addressed in the following paragraphs.

c. A minimum of one officer and one NCO at each recruiting brigade headquarters. One MRT is required for each recruiting battalion headquarters. These battalion MRTs may be a DAC, NCO, or officer. In addition, one MRT is required for each recruiting company, center, and station located greater than 50 miles away from their battalion headquarters.

d. Agencies and activities with primarily DAC employees are required one MRT, either a Soldier or DAC on additional duty orders, per company-level equivalent-sized organization (recommend 1:250 ratio).

e. One master resilience trained officer or NCO for each named observer or controller team at the National Training Center, Joint Readiness Training Center, Joint Multi-National Readiness Center, and the Combat Maneuver Training Center. One master resilience trained officer or NCO at each RC power projection platform and power support platform.

f. Two MRT-trained staff or faculty members of the Professional Education Center at the National Training Center for the NGB Joint Staff, either officer, NCO, or DAC.

g. Each stand-alone NGB Joint Staff company and reserve center facility commander is responsible for master resilience training for all Army personnel within that facility, regardless of unit affiliation. Trained MRTs are allocated as follows: for an O-6 facility command, one officer MRT and one NCO MRT; and for an O-5 facility command, one NCO MRT.

h. One MRT-trained survivor outreach services coordinator, lead child and youth coordinator, lead Soldier and family readiness specialist, and one Soldier and family readiness specialist for each Soldier and Family Assistance Center to provide reach back capabilities to geographically dispersed Families and Soldiers.

i. Garrison commanders will ensure that each ACS center has a minimum of two trained MRTs per office. It is recommended that one of the trained ACS MRT staff have experience in mobilization and deployment. ACS MRTs are encouraged to co-teach and facilitate with Soldier and statutory volunteer MRTs and are not prohibited from offering resilience training to Soldiers and DACs on a space available basis.

j. R2PC-PMs and state CSF2 and R2 coordinators should be MRT-C (Level 1) graduates at a minimum. However, MRT-F (Level 2) or MRT-API (Level 3) is preferred.

#### **4-8. Institutional resilience training**

a. IRT within the context of IMT and PME are sequential and progressive levels of military education that prepare Soldiers for Army service and leadership positions. This training is included in IMT and all levels of PME for commissioned officers, warrant officers, and NCOs. The PME is progressive in the sense that, at every level of a Soldier's career and rank, the opportunity for formal education is available and builds on what was taught previously. The following discussion outlines the specific type of resilience training found at different career levels within the Army's PME System:

(1) *Officer institutional resilience training.*

(a) *Resilience and performance enhancement training for officer pre-commissioning sources.* Introduces fundamental resilience and performance skills during officer pre-commissioning education and training.

(b) *Resilience and performance enhancement training for Basic Officer Leaders Course and Warrant Officer Basic Course.* Introduces resilience.

(c) *Resilience training for Career Captains Course and Warrant Officer Advanced Course.* Provides leaders with the skills for mitigating the impact of operations on unit resilience and identifies how resilience and performance skills can be adapted for operations on and off the battlefield.

(d) *Resilience and performance enhancement training for intermediate-level education and Warrant Officer Staff Course.* Addresses strategies for building resilient organizations and reducing stigma. Reviews research on behavioral health and operations.

(e) *Resilience and performance enhancement training for pre-command.* Prepares senior leaders to develop resilience in subordinate leaders during combat operations and training.

(f) *Resilience training for strategic leaders, Army War College, and Warrant Officer Senior Staff Course.* Reviews CSF2 and R2 methodology and resilience training programs.

(2) *Enlisted institutional resilience training.*

(a) *Resilience training for basic combat training.* Introduces fundamental resilience and performance enhancement skills to check and adjust individual and battle-buddy responses to stressful events during basic combat training.

(b) *Resilience training for Basic Leader Course.* Introduces five resilience skills (critical thinking skills, character strengths, active constructive responding, effective communication, and optimism) and two performance enhancement skills (energy management and goal setting).

(c) *Resilience training for leaders.* Teaches leader principles and skills that enhance Soldier resilience and performance enhancement in garrison and during operations.

(d) *Resilience and performance enhancement training for mid-grade leaders.* Provides leaders with the skills to mitigate the impact of operations on unit resilience. Identifies how resilience and performance skills can be adapted for operation on the battlefield and elsewhere.

(e) *Resilience and performance enhancement training for senior leaders.* Addresses strategies for building resilient and high-performing organizations and reducing stigma. Reviews research on behavioral health and the effect on operations.

(f) *Resilience and performance enhancement training for pre-command.* Prepares senior leaders to develop resilience and superior performance in subordinate leaders during operations.

b. The MRT IRT staffing requirements are as follows:

(1) All advanced individual training drill sergeants are required to complete the MRT-C.

(2) There will be a minimum of one MRT-C qualified officer and one qualified NCO per Reserve Officer Training Corps' brigade (a DAC MRT may be substituted).

(3) The requirement for Basic Officer Leader Course-A is 25 percent of all instructors will be MRT-C qualified. All Basic Officer Leader Course-B and Warrant Officer Basic Course instructors (ranks first lieutenant through major, chief warrant officer 3 through chief warrant officer 4, and staff sergeant through master sergeant) whose primary responsibility is the direct training of common Soldier skills will be MRT certified.

(4) Twenty-five percent of Regular Army drill sergeants and 10 percent of RC drill sergeants are required to complete the MRT-C.

c. At PME schools, there will be a minimum of—

(1) One military or DAC MRT per 50 personnel at—

(a) Center of Excellence Directorate of Training or equivalent.

(b) Branch School Directorate of Training or equivalent.

(c) Command and General Staff College Directorate of Training or equivalent.

(d) Warrant Officer Career College Directorate of Training or equivalent.

(e) U.S. Army Sergeants Major Academy Directorate of Training or equivalent.

(f) The Army War College Directorate of Training or equivalent.

(2) One MRT-C qualified small group leader or instructor will be at the—

(a) Basic Leader Course.

(b) Advanced Leaders Course.

(c) Senior Leader Course.

(d) Master Leader Course.

(e) Sergeants Major Course.

(f) Captains Career Course.

(g) Company Commander or First Sergeant Pre-Command Course.

(h) Intermediate-level education.

(i) Battalion and Brigade Pre-Command Course (Phase I Branch Immaterial).

(j) The Army War College.

(k) Warrant Officer Advanced Course.

(l) Warrant Officer Intermediate-Level Education.

(m) Warrant Officer Senior Service Education.

d. There will be two MRT-trained staff or faculty members per NGB Joint Staff and USAR Regional Training Institute, Total Army School System training battalion, and general studies training battalion.

(1) Twenty-five percent of the NGB Joint Staff Recruit Sustainment program cadre.

(2) Twenty-five percent of the USAR Regional Training Institute instructors.

e. Modules include—

(1) Pre-Deployment Resilience Training for Soldiers, to be trained between 1 and 6 months prior to deployment.

(2) Pre-Deployment Resilience Training for Leaders, to be trained between 1 and 6 months prior to deployment.

(3) Pre-Deployment Resilience Training for the Circle of Support (formerly Pre-Deployment Resilience Training for Spouses), to be trained between 1 and 6 months prior to deployment.

(4) During Deployment for the Circle of Support, conducted online.

(5) Post-Deployment Resilience Training for Soldiers (Reintegration), to be trained between 1 month prior to and 1 month after redeployment.

(6) Post-Deployment Resilience Training for the Circle of Support (formerly Post-Deployment Resilience Training for Spouses), to be trained between 1 month prior to and 1 month after redeployment.

(7) Post-Deployment Resilience Training for Soldiers (3–6 months), to be trained between 3 and 6 months after redeployment.

*f.* DCRT is a suite of resilience training lessons based on research about transitions that Soldiers and Families experience through the deployment cycle. Soldier and leader DCRTs are mandatory for Soldiers deploying or mobilizing for 90 days or longer. It is mandatory that units offer the approved Circle of Support DCRTs at pre-deployment and reintegration; however, it is not mandatory that people in a Soldier's Circle of Support attend the training.

*g.* MRTs who train DCRT must attend a 3-day DCRT train-the-trainer workshop conducted by qualified PEs, in accordance with AR 1–50, instructors at the MRT school at Fort McCoy, Wisconsin, or WRAIR personnel.

*h.* PEs or instructors at the MRT school at Fort McCoy, Wisconsin, must attend a 3-day train-the-trainer workshop conducted by WRAIR personnel.

*i.* WRAIR will provide subject matter expertise with site assistance visits to selected FORSCOM, TRADOC, and RC (NGB Joint Staff and USAR) training venues in the following areas:

(1) FORSCOM workshops are available for Regular Army and RC units and individual MRTs that are required to provide deployment cycle support (operational) pre- and post-deployment modules. Assistance is in the form of instructor support for MRTs who may not feel competent or experienced enough to present the operational resilience training modules.

(2) IRT PME and pre-command courses training assistance is provided when requested.

(3) TRADOC workshops were created for MRT instructors who are unfamiliar with or require refresher training for TRADOC IRT material that is associated with an existing POI. Assistance is in the form of instructor training support for MRTs who may not feel fully competent or confident to present the IRT modules to standard.

(4) Refresher training on deployment cycle support (operational resilience training) pre- and post-deployment resilience training material for MRTs presenting Soldier and Circle of Support modules.

*j.* The goal of the performance enhancement effort is to empower Soldiers with important skills that allow them to consistently maximize their training and perform their best. This support effort includes several training programs designed to enhance all aspects of performance, such as skill development, skill execution, learning, injury recovery, and life transitions. Soldiers will receive performance enhancement skills training from an MRT PE. Performance enhancement training is also offered to DACs and Army Families based on availability of training seats. Commanders must be mindful of the limited density of PE instructor resources and available training when prioritizing performance enhancement training.

*k.* Performance enhancement training methodology.

(1) *General.* The R2PC performance enhancement training methodology provides the fundamental understanding of all the mental skills, how they are interrelated, and why they are important to developing mental and emotional abilities. The five phases that comprise the methodology include assessment, education, acquisition, application, and mastery.

(2) *Assessment.* At the organizational level, an assessment consists of a detailed coordination meeting and intake between R2PC staff and unit leaders. During an initial meeting, both parties determine the desired outcomes and objectives of the mental skills training and education based on the specific performance contexts being affected, such as individual, collective, and mission-related tasks. These desired outcomes and objectives then allow R2PC personnel to determine and advise unit leaders on the necessary time, interval, and resources required to provide the best possible quantity and quality of training for the organization or unit. Unit leaders are expected to share their before and after performance enhancement training comparative, qualitative, and quantitative metrics with their local R2PC. This feedback is critical to the DCS, G-9's ability to conduct an internal analysis of the results achieved through enhanced performance mental skills training.

(3) *Education and acquisition.* At the organizational level, these phases include group or unit instruction on how to develop a personal or unit philosophy of performance excellence and the fundamental

theories, concepts, and tools drawn from cutting-edge sport and performance psychology scholarship. Depending on the performance contexts and size of the audience, the acquisition phase involves group workshops and individualized practical exercises and provides the opportunity to practice and develop a working knowledge of the skills, receive feedback, and demonstrate basic proficiency. This approach allows Soldiers, Family members, and DACs to internalize the training material, allowing the information to be personalized and transferable to other aspects or activities throughout everyday life in garrison, combat, and the home environment.

(4) *Application.* The application phase consists of individuals or units using the mental skills they have recently acquired in a personal or professional context, based on specific tasks and purposes within the scope of the Soldier or unit mission.

(5) *Mastery.* Mastery training is conducted on a limited space available basis for individuals desiring additional personal and professional assistance (for example, marksmanship, combative, tank gunnery, combat lifesaving, Expert Infantry Badge, and National Training Center rotations and in academically challenging educational courses, such as Medical Command medical residence courses, Jumpmaster certification, or language training). All individual mastery is scheduled by appointment, at the request of the user, which further contributes to the R2PC's non-stigmatized approach to personal and professional development.

(6) *Assessment phase revisited.* The assessment phase starts and ends the training process. At the conclusion of training, it is a multifaceted assessment of the effects of the mental skills training on unit performance based on leader observations, user feedback, and other objective or subjective performance measures. A thorough after-action review with users and leaders during this assessment phase also determines the lessons learned that can then serve as a catalyst for gaining a depth of knowledge, further acquisition of skills in other areas, and mastery of how to best apply mental skills. As a continuous approach, R2PC instructors then provide follow-up support to units to facilitate the further education, acquisition, and application of mental skills to enhance future mission success.

(7) *Time and effort.* The time and effort required to build psychological fitness must be viewed similarly to the time and effort required to build physical fitness. Individuals and units that understand and practice these mental skills on a regular basis will be more effective, efficient, and consistent through enhanced confidence, composure, focus, motivation, and mental rehearsal.

#### **4–9. Metrics and evaluation**

DPRR monitors its effectiveness and outcomes. Through research and command monitoring, with the support of various internal and external organizations, DPRR is committed to continually examining the extent to which CSF2 and R2 programs are able to demonstrate quality implementation and program effectiveness.

a. *Technical reports and research.* The Research Facilitation Team and the Office of the Deputy Under Secretary of the Army published a meta-analysis (a statistical analysis of all published studies) on resilience development programs showing that resilience can be developed in both military and civilian populations. More specific to CSF2 and R2, the Research Facilitation Team has updated technical reports focusing on program evaluation that outlines the effectiveness of master resilience training. The findings in these reports show that MRT-led training led to improvements of resilience and decreased the rates of diagnoses for drug and alcohol abuse and anxiety, depression, and post-traumatic stress disorder in units where Soldiers were exposed to the training. CSF2 and R2 training leads to improvements in Soldier resilience and objective health outcomes. Research will continue and examine returns on investment to establish the immediate and long-term costs associated with not developing and maintaining a resilient force and other topics related to the resilience and psychological health of the Army. Soldiers may access all CSF2 and R2 research at <https://armyfit.army.mil/>.

b. *Ready and Resilient Evaluations Workgroup.* The R2 Evaluations Workgroup is part of the ASA (M&RA)'s effort to build a culture of accountability, integration, and response to high-risk behavior among Army programs that promote readiness and resilience. The Army's R2 Evaluations Workgroup involves using a program evaluation process and standard measures of effectiveness to determine which programs in the R2 portfolio can provide evidence that they impact key resilience measures of effectiveness. The assessment categorizes programs according to which target populations they serve, which measures of effectiveness they impact, how they help Army members, and where their services are available to ensure programs in the R2 portfolio are fully integrated and synchronized. The R2 Evaluations Workgroup will identify gaps and overlaps in services and inform the Army's strategy for addressing readiness and



resilience. DPRR will provide key outcomes and data to ACOMs, ASCCs, and DRUs. R2 portfolio assessments will be reported to ACOMs and the Director, DPRR.

c. *Walter Reed Army Institute of Research inspections on implementation.* The WRAIR Research Transition Office performs ongoing program evaluation of CSF2 and R2 training to determine whether instructors are training the material to standard. In addition, a series of ongoing program evaluations are being conducted by the Research Transition Office. These program evaluations address FORSCOM, TRADOC, and NGB Joint Staff implementation of the MRT program.

## **Chapter 5**

### **Resilience and Performance Enhancement Skills, Ready and Resilient Performance Centers, and the Spouse Master Resilience Trainer**

#### **5–1. Overview of resilience and performance enhancement skills training**

Commanders require realistic and tough performance-oriented training that focuses on the physical, moral, personal, and professional well-being and growth of their Soldiers and Civilians. This type of training is foundational to building a Soldier's and DAC's resilience and performance. Commanders must incorporate resilience and performance enhancement training into all their training plans and strategies.

a. All centrally developed training will be evidence-based. Unit-level resilience training must adhere to and follow the doctrine and methodology taught and demonstrated during the MRT–C.

b. The unit resilience training plan is administered by a certified, ASI-qualified 8R, 8J, 8K, or 8L MRT using DCS, G–1 approved training materials. Approved resilience training materials approved by the DCS, G–1 are available to all MRTs for download via the MRT Resource Center.

c. All Regular Army installations and ACOMs, ASCCs, ARNG, USAR, and DRUs are mandated to conduct a minimum 16 hours of formal resilience and performance enhancement training for Soldiers and officers (second lieutenant) reporting to first duty station and minimum of 4 hours for officers, NCOs, and Soldiers are not at their first duty station and during in-processing at gaining duty stations.

d. Soldiers receive resilience training based on mission requirements and the commander's training guidance; however, this regulation requires that, as a minimum training threshold, all skills be taught to each Soldier once every 12 months. The CAR and the Director, NGB Joint Staff will determine the yearly training requirements for their respective organizations based on deployment cycles, the monthly drill schedule, and other factors unique to the RC.

e. Units should ensure any locally contracted resilience and performance enhancement training efforts meet the intent of resilience and performance enhancement training regarding their mission and training requirements. Local contracts are in addition to existing R2PC contract.

f. Resilience and performance enhancement skills training is taught at the unit level and in IRT courses. Training is conducted by an ASI-awarded MRT Level 1 through Level 4 using approved training materials and including current core resilience and performance skills and deployment cycle modules, when appropriate. Formal resilience training is defined as events that are generally classroom-based and include the use of CSF2 and R2 training materials and methods. These events are scheduled and led by an MRT (with or without assistance from trained RTAs) with the objective of teaching a specific skill that results in a person understanding and mastering the fundamental concepts of that skill. Training is not complete until the practical exercise associated with that skill is accomplished. Resilience and performance skills training is documented within DTMS for each Soldier upon successful completion.

g. Just as important as conducting the resilience and performance enhancement training is using the skills and instilling them into the Army culture. This means that the skills are applied to everyday Army activities and life. Incorporating resilience and performance skills into scheduled and unscheduled unit activities tailored to unit needs is the process by which Soldiers learn how to think about and apply the training to themselves and others. Leaders can ingrain resilience and performance thinking skills by using the skills in everyday activities. Using the skills in everyday activities does not take additional time; it merely enhances the activity and outcomes. Soldiers will not embrace training that is merely theoretical and classroom-based. Soldiers require relevant and practical training they see as empowering, improving their strength, and enhancing their personal health and performance. Best practices include incorporating resilience and performance enhancement training into physical training (a resilience minute before physical training, for example), at gunneries, in the motor pool during maintenance days, as part of Soldier Family Readiness Group meetings, and at Friday formations. Additional examples are—

- (1) Idle time before or after physical training.
- (2) At the weapons qualification range when firing orders are waiting their turn.
- (3) While waiting in line for lunch at the dining facility.
- (4) The Director, DPRR resources and manages R2PCs, located at many continental United States Army installations and select overseas installations. These R2PCs are staffed with certified R2PC managers, PEs, administrative support personnel, and unique, specialized training equipment to provide resilience and performance enhancement training, support, and services. Additional performance center information, to include locations and contact phone numbers, can be found at <https://www.armyresilience.army.mil/>.
- (5) The R2PC site structure is standardized across the Army. Each PE has a master's or doctoral degree in psychology, counseling, or kinesiology with a specialized emphasis in sport and performance psychology. The PE must complete a rigorous 2-week Army-oriented certification program that involves in-depth instruction by the DPRR curriculum development team, followed by field experience at an established R2PC. PEs are MRT-trained Level 1 through Level 4, with the goal of reaching a minimum attainment of Level 3. Additionally, PEs are certified, or pursuing certification, by the Association for Applied Sport Psychology.

## **5–2. Ready and Resilient Performance Centers training, support, and services**

The services offered at R2PCs are continually evolving to fit the needs of the Army and its members. Each R2PC is accountable for the following habitual training, support, and services:

### *a. Standardized or customized training.*

- (1) *Performance enhancement.* Provide training to empower Soldiers with skills that allow them to maximize their training and perform their best consistently.
- (2) *Learning enhancement.* Integrate scientific research and best practices in study skills instruction with performance psychology skills to increase Soldiers' academic excellence and reduce attrition at academically rigorous Army schools. As a developmental branch of the performance enhancement effort, learning enhancement develops self-regulated learners through the following units: planning and prioritizing, academic study regimens, memory strategies, active reading and note-taking strategies, effective peer studying, and test mastery. All instruction includes self-awareness activities and strategies to monitor and evaluate progress towards meeting academically focused goals.
- (3) *Transition enhancement.* Provide resilience and performance enhancement training to all members of the SRU community and by supporting embedded SRU MRTs who provide resilience training at the local, individual level. This includes Soldiers assigned to the SRU cadre and staff.
- (4) *Team building.* Provide PEs upon request to tailor unit-level team building activities and training exercises to enhance group dynamics and functioning within a unit.
- (5) *Executive level.* Provide resilience and performance enhancement training focused on company-level leadership and higher, tailored into 4, 8, or 16-hour blocks of instruction based on the preference of the customer.
- (6) *Leader development.* Provide junior Army leaders who possess Army-developed leadership attributes training that helps them to value and effectively apply performance enhancement skills to themselves and to their subordinates. The goal of this training is to further develop leaders who deliberately employ performance psychology principles to better set the conditions for individual and unit skill development and success. Leaders in this training are expected to incorporate these skills into their unit's training to develop consistently high-performing squads, platoons, and companies. This training requires 40 hours of instruction.
- (7) *Performance and Resilience Integration Mastery Education.* Provide targeted resilience and performance enhancement training to Soldiers who are identified by their commands. This course, called Performance and Resilience Integration Mastery Education, is aimed both at high performers or at-risk Soldiers who receive specialized classroom and applied training geared toward internalizing resilience and performance skills to improve their individual performance as a part of their unit.

### *b. Master resilience trainer certification training.*

- (1) MRT courses provide local, expanded Level 1 MRT training seat availability (Soldiers, spouses, and DACs) and allow the Army to achieve its steady state MRT density goal while providing an increased number of local training venues for all Army components. The R2PC training MRT courses will also increase the robustness of spouse MRT Level 1 training locally to avoid the costly expense of TDY and the family separation issues sometimes experienced during TDY.

(2) MRT quality assurance and quality enhancement are designed to provide feedback and professional development to MRTs who are conducting resilience training with Soldiers in their units. PEs are trained to provide MRTs with feedback and observation notes regarding content, teaching, and presentation skills. Coordination of MRT quality assurance and quality enhancement should be done through both R2PC-PMs and R2PC-PCMs. R2PC-PCMs may also use quality assurance and quality enhancement as a method for targeting candidates for the Level 2 course or MRT refresher and recertification.

(3) MRT refresher and recertification are designed by the Director, DPRR as a method to provide updates, new evidence-based material, or any new developments to the CSF2 and R2 Program or instructional content to existing MRTs. MRT refresher and recertification are targeted to the specific needs of the MRTs attending the training; therefore, there is no formal agenda or timeline associated with this training. Coordination of MRT refresher and recertification should be done through R2PC-PMs and R2PC-PCMs.

(4) DCRT provides training and assistance for MRTs who are required to deliver mandatory DCRT and either did not learn how to provide the training as part of the MRT course or have not attended the 3-day DCRT workshop conducted at R2PCs or by Fort McCoy personnel or the WRAIR training team.

(5) Execution of unit-level (group) and mastery (individual) performance enhancement training to increase availability to all Soldiers, DACs, and Family members.

(6) Introduction and execution of updated CSF2 and R2 training.

(a) Delivery of resilience and performance enhancement training and subject matter expertise support to regionally dispersed USAR and NGB Joint Staff units and Families upon request.

(b) Subject matter expertise for resilience and performance for local senior commanders and program managers.

### **5–3. Comprehensive Soldier and Family Fitness and Ready and Resilience performance enhancement skills**

a. The CSF2 and R2 skills target performance enhancement training fundamentals and provide the base thinking discipline necessary to educate and instill resilience and performance enhancement into the Total Force.

b. MRTs are authorized and encouraged to access the resilience and performance skills inventory and teaching materials at the MRT Resource Center, <https://armyfit.army.mil/>, for the most up-to-date teaching materials and skills list. DPRR is the sole proponent to add, delete, or modify skills. These skills are the mandatory, annual training requirement for Soldiers as tabulated in DTMS.

c. ARNG will train each MRT module once per 2 years as outlined in AR 350–1.

### **5–4. Master resilience trainer course**

The MRT–C conducts tailored training that awards ASI 8R, 8J, 8K, and 8L upon successful graduation of the respective course. The ASIs are automatically awarded to the graduate upon completion of the course. The MRT–C is a formal military training course listed in ATRRS which authorizes promotion points at the rate of four promotion points per week (defined as 40 training hours) of military training. Soldiers with the rank of sergeant are authorized eight promotion points upon graduation. All personnel who attend the MRT–C are granted access to the MRT Resource Center located at the ArmyFit website. Access to the MRT Resource Center is not granted or will be revoked if a student does not successfully graduate the course. The MRT Resource Center offers MRT practitioners access to the latest training curriculum and the ability to locate other MRTs by installation or unit identification code, review MRT refresher videos, and download Comprehensive Resilience Modules and many other utilities. The Army-Fit website allows program managers to order pre-printed marketing and training materials in bulk quantities, shipped directly to their location and free of charge to the user. The MRT Resource Center is accessed at <https://armyfit.army.mil/>.

a. The MRT-Cs are offered at Wisconsin Military Academy, Fort McCoy, other fixed site locations, and via mobile training team courses offered at various locations around the world. This regulation establishes an exception to the standard Army small group instructor to student ratios. Based on demonstrated efficacy in the academic domain, the standard small group instructor to student ratio for the facilitated portions (breakout sessions) of the MRT–C will be 1:5. A ratio at or above 1:6 requires an exception to policy approved by the Director, DPRR. For the Level 2 MRT–F course, the ratio of one MRT–API to every 4 students is required and authorized, and one Level 4 MRT–PI per class is mandatory.

b. The MRT-Cs train resilience skills to provide the Army with a cadre of resilience and performance training experts. The course also provides training in two performance enhancement skills (Energy

Management and Goal Setting), so that MRTs can coordinate across the Army spectrum of missions to support the resilience and performance enhancement training requirements of their units.

c. The Director, DPRR, in coordination with the local command, retains the authority to dismiss students from training at the recommendation of the senior training team military or DAC employee onsite. The criteria to dismiss are—

(1) Students will not miss more than 2 hours of class in the 10-day period under excusable conditions. An excusable absence is an approved absence from the course administrator only. Any unexcused absence will result in immediate release from the course.

(2) Students will be tested on their ability to demonstrate a clear depth of knowledge of the MRT skills, have the ability to accurately articulate the resilience training concepts, and correctly instruct the completion of MRT course practical exercises. Individuals who do not obtain a passing score of 70 percent or higher are provided additional instruction and afforded the opportunity to retest. Students must also pass the written exam (multiple choice and true or false) on Day 9 with a 70-percent score or higher in a 90-minute time period. This test is closed-book and covers all course materials. Students who fail to score 70 percent or higher will receive additional training at the end of class on Day 9 and will retest on Day 10. Failure to pass the teach-back or written exam with a 70 percent or higher in the second attempt will result in class drop and the student will not be awarded the 8R ASI.

(3) Students must attend all class sessions, complete all assignments, and conduct themselves according to the standards set forth in the Army Values, Soldier's Creed, and Civilian Corps Creed.

(4) Cheating, plagiarism, and fraternization are violations of the Uniform Code of Military Justice and will not be tolerated. Dismissal from the course for these offenses is immediate.

d. The Director, DPRR can revoke an MRT ASI when the MRT refuses to perform the normal training duties associated with an organizational MRT or is no longer qualified in performing the duties of the MRT. When a commander decides that an MRT is no longer qualified based on certain types of misconduct or performance of duty that is not consistent with MRT regulatory guidance, a request to withdraw the ASI is forwarded through channels to the Director, DPRR for endorsement and then forwarded to the Human Resources Command for ASI revocation in accordance with procedures outlined in AR 614–100 and AR 614–200.

## **5–5. Performance enhancement training**

Performance enhancement training provides Soldiers with the specific mental and emotional skills that underlie optimal human performance when it matters most, including in combat, healing after an injury, or managing work and home life.

a. R2PCs deliver mental skills education and training based on four overlapping phases: assessment, education, acquisition, and application. In keeping with the R2PC's ability to tailor education and training to meet the needs of specific populations, this process begins with a vital initial intake session.

b. On the organizational level, an intake consists of a detailed coordination meeting and intake between R2PC staff and unit leaders. During an initial meeting, both parties determine the desired outcomes and objectives of the mental skills training and education based on the specific performance contexts being affected, such as individual, collective, and mission-related tasks. These desired outcomes and objectives then allow R2PC personnel to determine and advise unit leaders on the necessary time, interval, and resources required to provide the best possible quantity and quality of training for the organization or unit.

c. Unit leaders are expected to share before and after performance enhancement training comparative qualitative and quantitative metrics with their local R2PC. This feedback is critical to CSF2's ability to conduct an internal analysis of the effects reached through enhanced performance mental skills training.

## **5–6. Performance enhancement skills**

a. *Mental skills foundations.* Identifying factors that impact performance and understanding what can be controlled to maximize training and ensure optimal performance regardless of the situation.

b. *Building confidence.* Setting the conditions for confident, optimal, and consistent performance by developing effective thinking patterns.

c. *Attention control.* Maintaining present awareness to ensure consistent, optimal performance by identifying strategies for shifting one's attention to what is most relevant.

d. *Energy management.* Maintaining composure under pressure and ensuring effective, efficient, and consistent performance by developing personalized strategies to regulate mental and physical activation.

e. *Goal setting.* Building self-motivation and empowering pursuit of excellence by developing strategies to deliberately energize, direct, and sustain behavior toward personally relevant and meaningful objectives.

f. *Integrating imagery.* Accelerating physical training, preparation, recovery, or healing and ensuring maximum consistent performance using anticipation and mental rehearsal techniques.

### **5–7. Volunteer master resilience trainer program**

a. Army leadership recognizes that military life impacts not only Soldiers and DACs, but also spouses and other Family members. In an effort to mitigate the challenges, the Director, DPRR has established a program to train statutory volunteers as MRTs at multiple installations across the Army.

b. The program is available Armywide and allows local commanders who control allocation of MRT training seats the ability to send volunteers to a local MRT–C to become qualified MRTs.

c. The requirement is that Army-approved statutory volunteer, MRT–C graduated individuals will assist in training other Family members in the CSF2 and R2 performance enhancement skills through the Soldier and Family Readiness Groups and other appropriate community service groups organized at their Soldier's unit and installation.

d. The goal is to have one volunteer MRT for each company-level Soldier and Family Readiness Group. Spouse MRTs are encouraged to present CSF2 and R2 training to Soldiers, DACs, and adult Family members, in accordance with local command guidance, program requirements, and statutory volunteer permissions.

e. Statutory volunteer agreements are required to be in-place and length-of-service stipulations apply (a minimum of 6 months of service to the local Family Readiness Service Centers whether Regular, Guard, or Reserve).

f. Training seats for volunteers are derived from that commander's normal allocation of slots and are not in addition to the annual number already assigned. Prior to the nomination and selection of volunteer MRT candidates for attendance to the MRT–C, the organization sponsoring the volunteer will ensure that all requirements from the spouse and Family MRT standard operating procedures have been satisfied.

g. The volunteer MRT standard operating procedures, which include program administration and screening criteria, is available on the MRT Resource Center or by contacting DPRR. Any travel or other costs for volunteer MRT nominees will be borne by the sponsoring organization.

## **Chapter 6 Reporting**

### **6–1. Unit status reporting**

a. The USR can be used to assist with the execution and compliance of the CSF2 and R2 Program regulatory requirements applicable to the Total Army. Execution and compliance with program guidance specific to a single Army component or ACOM will be captured elsewhere.

b. Company-sized or larger reporting units with Regular Army-level unit identification codes (battalions, separate companies, and Headquarters companies, typically table of organization and equipment units) may address CSF2 and R2 training concerns for their individual units and for all company-sized or larger non-reporting subordinate units. Commanders of composite reporting units (units with FF-level unit identification codes, which typically signifies composite units such as brigade combat teams, made up from many Regular Army subordinate units) are not required to report.

c. Formal taskings will be published as needed through issuance of an Executive order or fragmentary order from HQDA.

### **6–2. ArmyFit senior leader reporting**

a. The ArmyFit unit profile allows Army senior leadership to examine the health status of their command and subordinate commands across several domains: work environment, psychological health, social relationships, and lifestyle behaviors. Senior leaders can examine these domains and their correlation with time, rank, gender, deployment or mobilization, and marital status. This information is provided at an aggregate level and only when there are at least 10 Soldiers in each category.

b. The ArmyFit leadership report provides a roster of everyone who has and has not completed the Azimuth Check in the last year and the date completed. This information is tracked and reported by Soldier name, by company-sized unit or larger, and by unit identification code.

c. This regulation stipulates that Azimuth Check results are for Soldier self-awareness purposes only, not surveillance of individuals at the command level. DPRR does not provide Azimuth Check results by individual name to anyone, to include commanders, physicians, and chaplains. Under no circumstances should a Soldier be asked to volunteer their Azimuth Check results.

d. The unit profile and leadership report are accessible at <https://armyfit.army.mil/>.

### **6–3. Additional reporting requirements**

As needed for compliance with Army Campaign Plan major objective metrics, the Director, DPRR may task ACOMs with additional reporting requirements. Additional reporting requirements will serve to measure compliance with program guidance specific to a single subordinate organization, Army component, or ACOM.

### **6–4. Digital Training Management System**

a. Units will use DTMS to track resilience training requirements and compliance. Through DTMS, units will be able to track their assigned Soldier's completion of the required resilience and performance skills (see para 5–1).

b. ACFT data in DTMS will be loaded into the Soldier Fitness Tracker as required. Data includes name, date, and time of the latest ACFT and total points score of the ACFT.

c. Units will use DTMS as a tool to report and track Azimuth Check compliance and all formal resilience training completed.

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

Unless otherwise indicated, all Army publications are available on the Army Publishing Directorate website at <https://armypubs.army.mil/>.

##### **AR 1–50**

Army Conference Policy (Cited in para 4–3(2).)

##### **AR 220–1**

Army Unit Status Reporting and Force Registration-Consolidated Policies (Cited in para 1–19d(7).)

##### **AR 350–1**

Army Training and Leader Development (Cited in para 4–3d(4).)

##### **AR 600–9**

The Army Body Composition Program (Cited in para 4–3d(4).)

##### **AR 608–1**

Army Community Service (Cited in para 1–9s.)

##### **AR 614–200**

Enlisted Assignments and Utilization Management (Cited in para 4–3d(1).)

##### **FM 7–22**

Holistic Health and Fitness (Cited in para 4–3d(4).)

#### **Section II**

##### **Prescribed Forms**

This section contains no entries.

## **Appendix B**

### **Internal Control Evaluation**

#### **B–1. Function**

The function of this evaluation is to ensure effective implementation of Army training.

#### **B–2. Purpose**

The purpose of this evaluation is to provide feedback to unit commanders regarding compliance with the training and reporting policies in this regulation.

#### **B–3. Instructions**

Answers must be based upon actual testing of key internal controls, such as document analysis, direct observation, interviews, sampling, and simulation. Answers that indicate deficiencies must be explained, and corrective action indicated in supporting documentation. These internal controls must be evaluated annually, each time a command inspection program occurs, or at a minimum, once every 3 years. Certification that this evaluation has been conducted will be accomplished on DA Form 11–2 (Internal Control Evaluation Certification).

#### **B–4. Test questions**

- a. Are units recording the completion of HQDA mandatory training requirements as outlined in this regulation and prescribed in proponent regulations and other command directed training in the individual training record in DTMS?
- b. Are units using the mission essential task list and trained, partially trained, or untrained assessment processes within DTMS to develop unit resilience training plans?
- c. Is there an Army MRT–C certified, Level 1 (or higher level) MRT on orders for each company-sized unit, or company-sized equivalent DAC organization of 250 personnel?

#### **B–5. Supersession**

This evaluation replaces the evaluation previously published in AR 350–53, dated 19 June 2014.

#### **B–6. Comments**

Help make this a better tool for evaluating internal controls. Submit comments to the Deputy Chief of Staff, G–9, 300 Army Pentagon, Washington, DC 20310–0300.



## Glossary of Terms

### Army volunteer

See AR 608–1.

*a. Statutory volunteers.* Statutory volunteers, covered under Section 1588, Title 10, United States Code (10 USC 1588), are those individuals who donate their services to the Army, including the CSF2 Program. Persons providing gratuitous service to the Army outside of the scope of 10 USC 1588 and individuals who donate their services to public, private, or commercial organizations or contractors for the Government even when such services are in direct support of a program providing a service to Soldiers and their Families are not statutory volunteers.

*b. Private organization volunteers.* Individuals providing service to a private organization are volunteers of that organization and are not Army volunteers. Volunteer management is conducted according to the guidelines established by the private organization.

*c. Individuals providing gratuitous service.* Army policy is to accept volunteer services under the statutory volunteer policy described above. Under limited circumstances, Army activities may accept gratuitous service from individuals who provide service to the Army without any expectation of compensation, to include salary, tips, or benefits such as workers' compensation, tort claims, and reimbursements of incidental expenses (such as childcare) from Department of Defense appropriated funds or nonappropriated funds.

Gratuitous servants are not considered statutory volunteers afforded benefits applicable to volunteers under 10 USC 1588. Individuals providing such service should receive recognition as detailed in AR 608–1.

*d. Circle of Support.* Individuals designated to attend Master Resiliency Training with Soldier. This is formerly called Spouse Master Resilience Training. Personnel who are close to and support the Soldier, to include friends, Family, and coworkers.

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