

Equipping military leaders with the knowledge, the tools, and the workforce to reduce the risk of harmful behaviors and improve mission readiness.

Senior Leader Toolkit

**Understanding
DoDI 6400.11**



This product for senior leaders provides resources and information to increase understanding of policy requirements and responsibilities of the Integrated Primary Prevention Workforce (IPPW).

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BRIEFING CARD

Progress in Implementing Key Recommendations of the Independent Review Commission (IRC) on Sexual Assault in the Military

STATEMENT

“The Department of Defense remains committed to addressing the challenging issues that harm our people and hinder our readiness, including suicide, harassment, retaliation, sexual assault, domestic abuse, and child abuse. On December 20, 2022, the Department published a new Integrated Primary Prevention Policy, implementing key recommendations from the Independent Review Commission on Sexual Assault in the Military (IRC). This policy establishes a full-time, Integrated Primary Prevention Workforce that will work with leaders to identify and overcome the barriers to readiness faced by our people. This new policy also equips leaders with the knowledge and skills they need to apply prevention principles in the field. As the Department gains momentum, these efforts will help fundamentally improve the military’s ability to cultivate healthy command climates, assist at-risk Service members, and stop harmful behaviors before they occur.”

TOPLINE MESSAGES

- **Our people and mission readiness are inextricably linked.** The Department is pursuing a holistic approach of integrated primary prevention aimed at preventing harmful and violent behaviors in the military community. These behaviors must be stopped both for the good of our Service members and because they detract from unit cohesion and mission readiness. By focusing on shared factors that contribute to such behaviors, the Department’s approach will foster healthier command climates, leading to enhanced readiness and a greater ability for Service members to execute critical missions.
- **This Integrated Primary Prevention Policy operationalizes many of the key recommendations made by the Independent Review Commission (IRC) on Sexual Assault in the Military in 2021.** The work of the IRC was pivotal in accelerating our prevention and climate efforts. The entire Department continues to work collaboratively, across Office of the Secretary of Defense (OSD) Components, Military Departments, and the National Guard Bureau, to operationalize the Secretary’s implementation guidance on the approved IRC recommendations and the immediate actions directed in February 2021.

- **The policy, titled “DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders,” aims to strengthen the Departments’ capability to build healthy command climates and safer communities across the Total Force.** The policy outlines requirements in three critical areas: (1) Preparing our military leaders to implement primary prevention activities; (2) Establishing requirements for a full-time Integrated Primary Prevention Workforce; and (3) Enhancing oversight and accountability.
- **Moving forward, leaders will be primed for prevention.** With the added support of the full-time Integrated Primary Prevention Workforce, leaders can confidently harness data and best practices to make informed decisions about how best to support their people and enhance their command climates.
- **The Department is actively hiring a full-time, Integrated Primary Prevention Workforce to lead integrated prevention activities.** Leading integrated prevention activities requires training in social science, public health, and/or prior experience in primary prevention. The Department is executing a phased recruitment strategy, including hiring events and outreach efforts to veterans, military spouses, and civilians to ultimately hire more than 2,000 prevention personnel by Fiscal Year 2027.

FREQUENTLY ASKED QUESTIONS

LEADERSHIP

Q1. How do prevention and climate requirements for leaders align with the Independent Review Commission on Sexual Assault in the Military (IRC) recommendations?

A1. The IRC recommended the Department equip leaders with prevention competencies and evaluate their ability to build healthy climates and foster safe environments. The new policy accomplishes this by establishing ten key learning objectives for leaders to oversee and support prevention activities. The IRC also recommended establishing a dedicated primary prevention workforce, which is accomplished with the creation of the IPPW.

Q2. What do leaders need to know about integrated primary prevention?

A2. The Department is using integrated primary prevention to prevent multiple harmful behaviors, including sexual assault, harassment, retaliation, domestic abuse, child abuse, and suicide. Studies have shown that many of these behaviors share several risk and protective factors. Thus, intervening to reduce one risk factor or boost one protective factor can help reduce multiple forms of harm and abuse. Leaders will draw on concepts from integrated primary prevention to implement prevention systems,

foster a culture of respect, and encourage help-seeking behaviors. This knowledge will enable leaders to effectively oversee and support prevention activities designed to overcome barriers to readiness. To learn more about the Department's integrated prevention strategy, review the [DoD Prevention Plan of Action 2.0](#).

Q3. How can leaders promote a culture of prevention?

A3. A culture of prevention refers to the organization's readiness to address harmful behaviors through a preventive rather than reactive approach. Leaders can promote a culture of prevention by fostering a community of practice that encourages healthy habits, empathy, communication, and help-seeking; and cultivating the values of inclusivity, connectedness, dignity, and respect while enhancing access, equity, rights, and engagement.

Q4. How will the Integrated Primary Prevention Workforce (IPPW) support and empower leaders to enhance command climate?

A4. The IPPW will support leaders in their efforts to develop healthy command climates and protective environments. In practice, the IPPW will analyze local data to identify persistent barriers to readiness at the individual, relationship, and community levels. After conducting a needs assessment, the IPPW will work with leaders to implement changes or activities that meet the identified needs. Prevention activities will vary depending on the local context. An example could include expanding one commander's successful policy to additional units, such as helping Service members change daily habits. The IPPW will also help leaders through sharing information with prevention stakeholders and fostering collaboration between DoD and non-DoD agencies to maximize prevention resources and services available.

Q5. How will leaders be affected by the new Command Climate Assessment (CCA) procedures?

A5. The new CCA procedures are designed to standardize data collection, reduce survey fatigue, and allow for more informed, actionable planning. Leaders will be supported by IPPW expertise to help them better understand CCA results, as well as using the unique needs of their units and/or installations to form targeted prevention activities.

PREVENTION WORKFORCE REQUIREMENTS

Q6. How is the Department fulfilling the intent of the IRC recommendation to develop a full-time, standardized, professionalized Prevention Workforce?

A6. The IRC recommended standing up a full-time, professional prevention workforce capable of analyzing data and implementing research-based prevention activities. DoDI 6400.11, "DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders" provides policy guidance on the requirements for establishing the IPPW.

Q7. How will you ensure quality and consistency across this new IPPW?

A7. Two recommendations from the IRC report help ensure quality and consistency. First, the IRC recommended creating a Prevention Workforce Model that will support standardization across the Military Departments. The Department has finalized the Prevention Workforce Model and issued it to guide the Services' efforts to build the IPPW. Second, the IRC recommended creating a professional prevention credential. The Department has succeeded in creating a prevention credential for the IPPW.

Q8. What are the benefits of the IPPW collaborating and sharing information with stakeholders?

A8. Prevention of harmful behaviors requires that we work together and collaborate as a military community to achieve maximum impact in preventing abuse and harm. While the IPPW will focus on integrated primary prevention, they will communicate with program specialists (e.g., sexual assault response coordinators), clinicians, leaders, Service members, and other prevention stakeholders to share information. Information sharing will facilitate a comprehensive understanding of harmful behavior trends within communities, cultivating effective prevention.

Q9. How is the DoD reviewing and removing barriers to data collection and prevention research?

A9. The DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders establishes primary prevention research as an official Department action, which removes previous Departmental barriers to prevention research. To identify research gaps and needs, DoD will continue to identify and assess policies that restrict Service-level research on sexual minorities and at-risk populations.

Q10. What are the benefits of the DoD Clearinghouse?

A10. A new DoD clearinghouse for primary prevention research will accelerate dissemination of research findings and streamline collaboration. The Prevention Research Agenda strengthens DoD's primary prevention research portfolio by prioritizing research topics, ensuring collaboration across sectors and organizations, and reducing duplication of effort. The DoD clearinghouse will coordinate, collect, maintain, catalog, and disseminate DoD-sponsored prevention research and evaluation findings, unifying research priorities across the military.

Q11. What progress has been made in hiring the IPPW?

A11. The Department is in the process of hiring over 2,000 skilled professionals by FY27 to stand up the IPPW. To facilitate this hiring effort, the Undersecretary of Defense for Personnel and Readiness approved a direct hiring authority to hire the talent required.

PREVENTION WORKFORCE ROLES AND RESPONSIBILITIES

Q12. How will the IPPW impact existing jobs (i.e., program specialists)?

A12. The IPPW is intended to be a force multiplier and strengthen communication across all program specialists. The IPPW is required to build rapport and sustain peer relationships with prevention stakeholders to ensure there is proactive communication and collaboration among all parties. The IPPW does **not** work in a clinical setting or lead secondary or tertiary prevention efforts (i.e., responding to incidents of sexual assault, harassment, retaliation, suicide, domestic abuse, or child abuse). Since the IPPW aims to prevent multiple harmful behaviors, they work with all stakeholders, such as FAP, EO, SHARP, chaplains, etc., to identify trends in data and help the entire installation community share resources. The role of the IPPW is unique and specialized and therefore has limited impact on or overlap with current position responsibilities, rather they will remain focused on integrating prevention efforts and fostering data sharing.

Q13. What are the roles and responsibilities of the IPPW for Command Climate Assessments?

A13. DoDI 6400.11 shifts some responsibilities from Equal Opportunity (EO) personnel and designates the IPPW to analyze and interpret command climate assessment results. This is intended to relieve some of the workload for EO and utilize subject matter experts to advise commanders on interpreting the data and recommending next steps.

COMMAND CLIMATE ASSESSMENT

Q14. How is the Department meeting the IRC recommendation to enhance the command climate assessment process?

A14. The IRC recommended enhancing the command climate assessment process to make climate data more accessible and efficient for command teams across the Total Force. The new policy DoDI 6400.11 establishes an accountability structure for administering, receiving, and using CCA information to empower commanders to improve climate. Importantly, the IPPW will collaborate with leaders to make climate data easier to interpret and use.

Q15. How will integrated primary prevention impact command climate?

A15. Several of the shared risk factors and protective factors across multiple harmful behaviors are associated with command climate. Additionally, the command climate may likely be unhealthy if a unit lacks cohesion, individuals in the unit engage in frequent binge drinking, and/or individuals in the unit report sexually and racially harassing behaviors. Service members need to respect and trust one another to successfully complete their mission. Identifying command climate issues and creating prevention-based activities to improve areas of concern will enhance Force resilience and readiness.

Q16. How does the Department measure command climate?

A16. The Department measures command climate using a variety of types of data, including administrative records, reports, interview data, focus group data, and survey data such as the Defense Organizational Climate Survey (DEOCS). DoDI 6400.11 outlines how the IPPW will collaborate with leaders to incorporate and interpret these various data sets to reduce risk factors and enhance protective factors, promoting healthier climates across the Force.

Q17. How will leaders be held accountable for creating and maintaining a healthy command climate?

A17. Aligned with IRC climate recommendations, the new policy outlines the requirements for establishing DoD-wide scoring benchmarks for DEOCS factors. When units do not meet scoring benchmarks, the IPPW will collaborate with leaders to implement a comprehensive integrated primary prevention plan, which will specifically outline how DEOCS factors will be addressed and improved.

Q18. What are the existing climate surveys? What are the new climate surveys?

A18. The DEOCS is a standardized command climate survey tool. The new Defense Organizational Climate Pulse (DOCP) survey has flexible content and serves as a complementary tool to the DEOCS that can be administered as needed each year. This enables leaders to detect any command climate concerns and gain real-time feedback.

Q19. When is the DEOCS administered?

A19. The “DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders” establishes an annual fielding window for the DEOCS, which will be administered between August 1 and November 30 and beginning no later than October 31. A change of command climate assessment (CCA) should not include a DEOCS, provided one has been administered to the organization in the last year (see page 31 of the new policy). A change of command CCA can now be satisfied with a DOCP and consideration of multiple data sources (e.g., previous DEOCS) within 90 days of assuming command.

Q20. How will we know if the Integrated Primary Prevention Workforce is making a difference?

A20. The Department is conducting a six-year evaluation to understand the impact of the IPPW over time. Sexual assault, abuse, and suicide are serious, complex issues, and the IPPW will work to address the risk and protective factors of these behaviors in a comprehensive, integrated manner.

TALKING POINTS AND KEY TERMS

BEST PRACTICES WHEN TALKING ABOUT PREVENTION OF HARMFUL BEHAVIORS

- Discuss harmful behaviors (sexual assault, domestic abuse, child abuse, harassment, retaliation, and suicide) as public health issues instead of focusing on specific incidents.
- Discuss how harmful behaviors are preventable and the importance of protective factors (including healthy coping strategies, communication, and connectedness) when faced with challenging events.
- Discuss how root causes for many harmful behaviors and risk factors are related, and how integrated primary prevention combines approaches to reinforce healthy decisions across contexts.
- Encourage Service members to seek help and to practice self-care by sharing available resources, correcting misconceptions they might have, and offering them hope for healing and recovery.
- Talk candidly about crisis and non-crisis services that you may have used throughout your career. Leading by example increases transparency and supports acceptance of helping resources.

PREVENTION AND THE INTEGRATED PRIMARY PREVENTION WORKFORCE (IPPW)

- DoD is creating the IPPW to ensure the success of DoD prevention efforts.
- While prevention and response are both necessary to decrease the impact of harm and violence in our military community, prevention is focused on decreasing future harm or violence.
- Integrated prevention helps us foster healthy a healthy climate by increasing shared protective factors (such as unit cohesion) and reducing shared risk factors (such as isolation).
- Prevention activities are more successful when implemented by skilled professionals.
- The new IPPW will:
 - Be staffed with skilled professionals trained in primary prevention
 - Promote the health of their military community
 - Partner with leaders to change policies and implement prevention activities
 - Evaluate potential options and advise leaders on data-driven decision making
 - Collaborate with other program specialists and offices focused on harmful behaviors to share knowledge and resources
- Hiring is underway for the IPPW, which is a high-visibility recommendation made by the Independent Review Commission on Sexual Assault in the Military (IRC) and approved by the Secretary of Defense. This recommendation marks a major step forward in implementing protective measures and protecting the safety and well-being of our Service members.
- The Department's commitment to preventing harmful behaviors is evidenced by rapid progress in putting targeted IRC recommendations into action.

- Establishing the prevention workforce represents a major milestone for the Department in preventing harmful behaviors.
- Our greatest asset is our people. Successful implementation of our integrated approach to preventing harmful behaviors will ultimately serve the entire military community.

PREVENTION OVERVIEW

- Protective factors decrease the likelihood of harmful behaviors and increase an individual's ability to thrive in all aspects of life.
- Harmful behaviors include sexual assault, harassment, retaliation, domestic abuse, child abuse and neglect, and suicide.
- When we talk about prevention, it's important to remember prevention goals differ from response:
 - Goals of Prevention
 - Prevent harmful behaviors
 - Promote protective factors and reduce risk factors among individuals, within relationships, organizations, and communities through the application of policies, programs, and best practices
 - Goals of Response
 - Provide immediate support to people impacted by harm and violence
 - Correct myths and stop victim blaming
 - Build community and stakeholder awareness
 - Hold offenders of interpersonal violence accountable

KEY TERMS IN PREVENTION

- Collaboration
 - Working together towards a common goal or purpose. Can refer to a wide range of practices and activities, including networking (i.e., exchanging information for mutual benefit), coordinating (i.e., altering skill-building exercises to simultaneously address multiple goals), cooperation (i.e., sharing responsibilities, resources, or expertise), and integrating activities over time (i.e., merging prevention operations, administrative structures, and budgets).
- Continuous Evaluation
 - An ongoing and systematic method for collecting, analyzing, and using data to examine the effectiveness and efficiency of programs and initiatives that serve to inform continuous program improvement.

- Culture of Prevention
 - A culture characterized by:
 - Fostering a community of practice that encourages healthy habits, empathy, communication, and help-seeking; and that cultivates the values of inclusion, connectedness, dignity, and respect, while enhancing access, equity and rights.
 - Identifying populations disproportionately impacted by harmful acts and climate issues that act as contributors to the problem.
 - Adapting prevention plans, processes, and trainings as necessary to reduce or eliminate disparities.
- Data-informed actions
 - Decisions made based on collecting, analyzing, and applying findings from available data.
- Integrated Primary Prevention
 - Prevention activities that address multiple harmful behaviors into a cohesive, comprehensive approach that promotes unity of effort, avoids duplication, and lessens training fatigue.
- Primary Prevention
 - Stopping a self-directed harm and prohibited abusive or harmful act before it occurs before it occurs. Primary prevention can be applied to an entire group or population (universal primary prevention) or to individuals, groups, or populations that are at particular risk of harm (selected primary prevention).
 - Primary prevention activities can target:
 - Influencers, such as leaders who set a climate and shape norms, but may not be present when abuse, assault, or self-directed harm may take place
 - Bystanders, who may be present when abuse, assault, self-directed harm take place
 - Individuals, who may commit abuse, assault, or self-directed harm
 - Individuals who may be affected by abuse, assault, or self-directed harm
- Prevention Stakeholders
 - Individuals or organizations actively working towards prevention of self-directed harm and abusive or harmful acts. In the military setting, these stakeholders often work together with primary prevention personnel to assist each other. Prevention stakeholders may be identified by the area of prevention they work in (e.g., suicide prevention stakeholders, sexual assault prevention stakeholders).

- Protective Factors
 - Individual or environmental characteristics, conditions, or behaviors that reduce the harm experienced due to stressful life events (e.g., inclusion, greater access to resources, financial literacy). These factors would be used to decrease risk and promote healthy behaviors that help individuals thrive in all aspects of life.
- Risk Factors
 - Factors (e.g., isolation, continuous high op-tempo, lack of safe leisure options) that increase the likelihood of self-directed harm and harm directed towards others.
- Research-based Prevention Activities
 - Prevention activities which are selected based on research evidence that these activities can decrease risk factors or increase protective factors, and that any positive effects are sustainable over time.
- Social Determinants of Health
 - Environmental conditions that can be found where people work, live, and play that affect a range of quality-of-life outcomes (e.g., physical health, mental health, social relationships, chronic conditions) and risks.

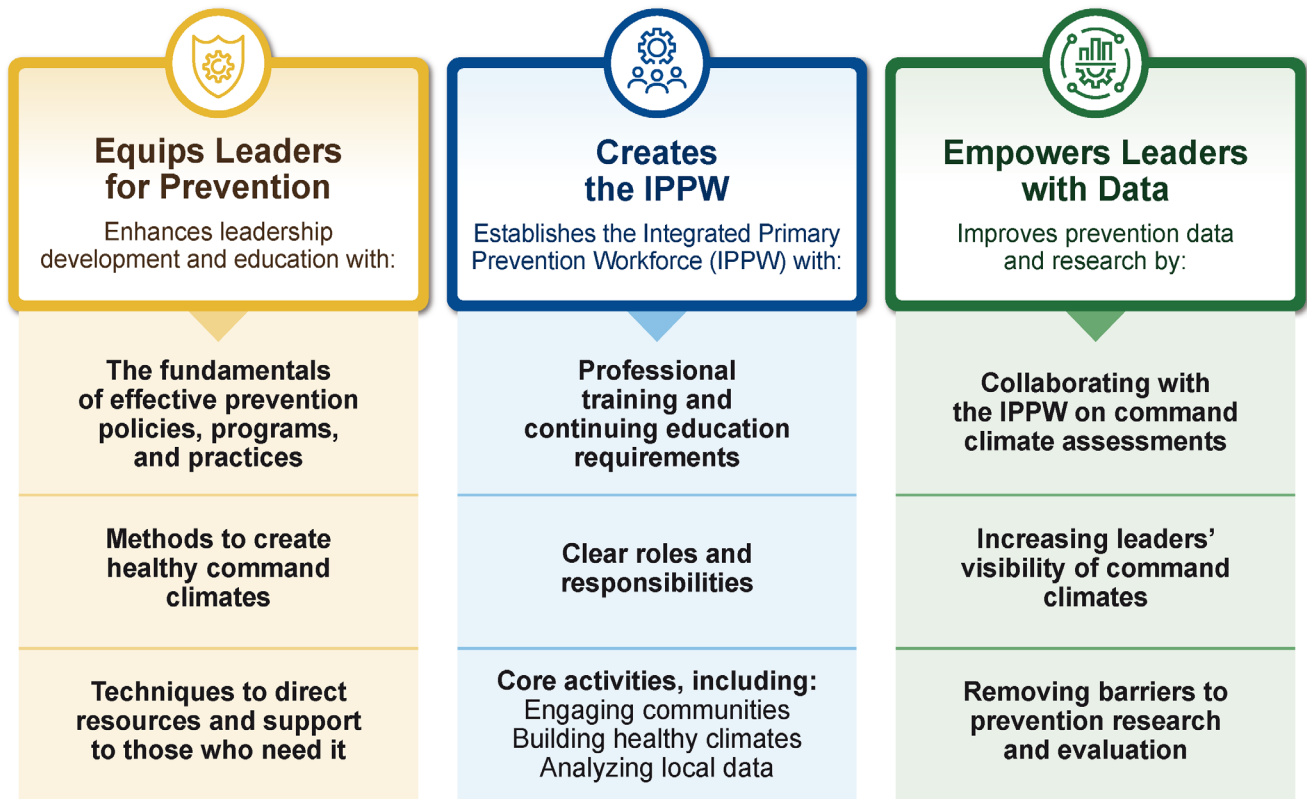
FIGURE 1. DoDI 6400.11 OVERVIEW

Building a Foundation for Lasting Change



DEPARTMENT OF DEFENSE
OFFICE OF FORCE RESILIENCY

The military is building a new capability to prevent sexual assault, harassment, retaliation, domestic abuse, child abuse, and suicide. The DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders:



Together, we can increase resilience and readiness across the Force

FIGURE 2. OVERVIEW OF INTEGRATED PRIMARY PREVENTION WORKFORCE (IPPW) DAILY ACTIVITIES

The IPPW is a trained Integrated Primary Prevention workforce deployed to support leaders to promote healthier command climates.

Integrated Primary Prevention Workforce Daily Activities

The Integrated Primary Prevention Workforce works with leaders to build healthy climates and create environments free from abuse and harm.

Engaging the Community

- ▶ Increasing buy-in and visibility of prevention efforts across military communities
- ▶ Integrating activities of different program personnel
- ▶ Sharing data and resources



Real change
requires the whole community

Empowering Leaders with Data and Research

- ▶ Interpreting data to understand local needs
- ▶ Briefing leaders on data results and implications
- ▶ Helping leaders develop effective prevention plans



Real change
is data driven

Implementing Prevention Activities

- ▶ Working with leaders to shape and optimize local policies, programs, or practices
- ▶ Helping Service members build healthy habits and life skills



Real change
means implementing what works

Sustaining Progress Over Time

- ▶ Measuring impact of prevention activities
- ▶ Working with leaders to change or stop ineffective policies, programs, or practices



Real change
takes time and commitment



DEPARTMENT OF DEFENSE
OFFICE OF FORCE RESILIENCY






The mission of the Integrated Primary Prevention Workforce is to reduce the prevalence of sexual assault, domestic abuse, child abuse, harassment, retaliation, and suicide.

FIGURE 3. EXAMPLE OF IPPW SCHEDULE OF DAILY ACTIVITIES

IPPW activities are guided by a comprehensive integrated primary prevention (CIPP) plan that defines the IPPW’s core competencies

Example of Integrated Primary Prevention Workforce (IPPW) Schedule of Daily Activities

The Integrated Primary Prevention Workforce (IPPW) works with leaders to build healthy climates and create environments free from abuse and harm. While specific roles and responsibilities vary by location and echelon, the following schedule illustrates a typical day in the life of a member of the IPPW.

Schedule of Daily Activities	Core Competencies Demonstrated
<p>0900 </p> <p>Meet with prevention stakeholders, review military community’s comprehensive integrated primary prevention plan (CIPP), track progress towards goals, and assess emerging needs that may require updates to the CIPP.</p>	<ul style="list-style-type: none"> Build and manage an integrated primary prevention (IPP) program Disseminate information to and collaborate with the military community, program specialists, prevention stakeholders, key policy-makers, and leaders.
<p>1030 </p> <p>Conduct in-brief CIPP to new senior enlisted leader on base; elicit their feedback from previous experiences serving at other duty assignments.</p>	<ul style="list-style-type: none"> Explain to program specialists, prevention stakeholders, key policy-makers, the military community, and leaders how harmful behaviors constitute a public health problem. Adapt and apply prevention science to the military environment
<p>1130 </p> <p>Meet with new squadron commander who recently completed change of command climate assessment; collaboratively review and develop actionable plans to address findings.</p>	<ul style="list-style-type: none"> Explain how to reduce harmful outcomes to program specialists, prevention stakeholders, key policy-makers, the military community, and leaders. Select, plan, and implement IPP activities.
<p>1300 </p> <p>Observe implementation of a conflict resolution and communications training to a frequently deploying unit reporting relationship issues; assess if application of training is relevant, high quality, being used as intended, is engaging, and if Service members are using learned skills.</p>	<ul style="list-style-type: none"> Build the prevention capacity of the military community through outreach and education. Adapt and apply prevention science to the military environment. Access, interpret, use, and present data on harmful behaviors and the factors that contribute to those behaviors, including unit and community needs and assets.
<p>1500 </p> <p>Participate in local community effort to decrease alcohol outlet density by rezoning an area around base; provide input to community leaders that reducing access and availability of alcohol can decrease overconsumption and incidents of harmful behaviors.</p>	<ul style="list-style-type: none"> Use interpersonal skills to cultivate strong collaborative relationships and build IPP networks of prevention stakeholders. Build the prevention capacity of the military community through outreach and education. Access, interpret, use, and present data on harmful behaviors and the factors that contribute to those behaviors, including unit and community needs and assets.



DEPARTMENT OF DEFENSE
OFFICE OF FORCE RESILIENCY

The mission of the Integrated Primary Prevention Workforce (IPPW) is to reduce the prevalence of sexual assault, domestic abuse, child abuse, harassment, retaliation, and suicide.



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FIGURE 4. RISK AND PROTECTIVE FACTORS

Together, we can increase resilience and readiness across the Force.







Integrated prevention advances our ability to promote healthy climates by increasing *shared* protective factors and reducing *shared* risk factors.



FIGURE 5. LEADER LEARNING OBJECTIVES

Leader Learning Objectives for Primary Prevention

Leaders play a pivotal role in fostering health command climates and stopping harmful behaviors before they occur. The following learning objectives can help military leaders become more successful in preventing harmful behaviors

Military Leaders Must...	What to Know:	What to Do:
<p>Implement and Show Support of Prevention Systems</p> 	<p>Understand concepts needed to be an <u>effective prevention leader</u></p> <p><u>Protect</u> at-risk social groups</p> <p>Create and maintain a <u>culture of prevention</u></p>	<p>Prioritize <u>inclusion</u> and healthy <u>interpersonal skills</u> as key elements of mission readiness</p> <p>Identify and leverage influential leaders to <u>champion prevention messaging</u></p>
<p>Foster a Command Culture of Respect</p> 	<p><u>Maintain</u> a healthy and professional <u>climate of respect</u></p> <p><u>Understand</u> the benefits of <u>collaboration</u></p>	<p>Promote <u>positive behaviors</u>, model <u>supportive relationships</u>, and encourage <u>healthy decisions</u></p> <p>Create opportunities for sharing <u>information</u> and <u>resources</u></p> <p>Hold Service members appropriately accountable for harmful behaviors</p>
<p>Encourage a Culture of Help-Seeking</p> 	<p>Understand how <u>trauma</u> can <u>impact climate</u></p> <p><u>Promote help-seeking</u> behaviors and <u>encourage resilience</u></p>	<p>Recognize the <u>effects</u> of harmful behaviors on work performance</p> <p>Intervene to <u>prevent stigma</u> and malicious rumors</p>
<p>Access and Use Available Resources</p> 	<p>Be knowledgeable about <u>available resources</u> and how they can be accessed confidentially</p> <p><u>Promote</u> use of available resources, such as <u>state and local resources</u></p>	<p>Refer individuals and families to <u>resources when at-risk</u> for harmful behaviors</p> <p><u>Foster collaboration</u> with military and civilian prevention agencies</p>



DEPARTMENT OF DEFENSE
OFFICE OF FORCE RESILIENCY

The mission of the Integrated Primary Prevention Workforce is to reduce the prevalence of sexual assault, domestic abuse, child abuse, harassment, retaliation, and suicide.

FIGURE 6. CHANGES TO COMMAND CLIMATE ASSESSMENTS

Enhancing Command Climate Assessments

A healthy climate is the first step in preventing harmful behaviors.

The new DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders includes the following Command Climate Assessment (CCA) improvements:

Better Data Quality



- ▶ A flexible climate pulse survey with real-time feedback
- ▶ A standardized annual fielding window for the Defense Organizational Climate Survey (DEOCS)
- ▶ Inclusion of multiple types of data, such as qualitative information

Stronger Capacity



- ▶ Leaders receive support from the IPPW for CCAs
- ▶ Data system for visibility of CCA results and prevention plans
- ▶ Full feedback loop between climate data and prevention activities

Higher Accountability



- ▶ New scoring benchmarks for measuring climate
- ▶ Prevention plans with clear actions for leaders at every echelon
- ▶ Compliance tracking processes to ensure full participation



DEPARTMENT OF DEFENSE
OFFICE OF FORCE RESILIENCY

The mission of the Integrated Primary Prevention Workforce is to reduce the prevalence of sexual assault, domestic abuse, child abuse, harassment, retaliation, and suicide.

APPENDIX A: DODI 6400.11 OVERVIEW

PROGRESS IN IMPLEMENTING KEY PREVENTION RECOMMENDATIONS OF THE INDEPENDENT REVIEW COMMISSION ON SEXUAL ASSAULT IN THE MILITARY (IRC)

Violence Prevention Cell
Office of Force Resiliency



PERSONNEL AND READINESS



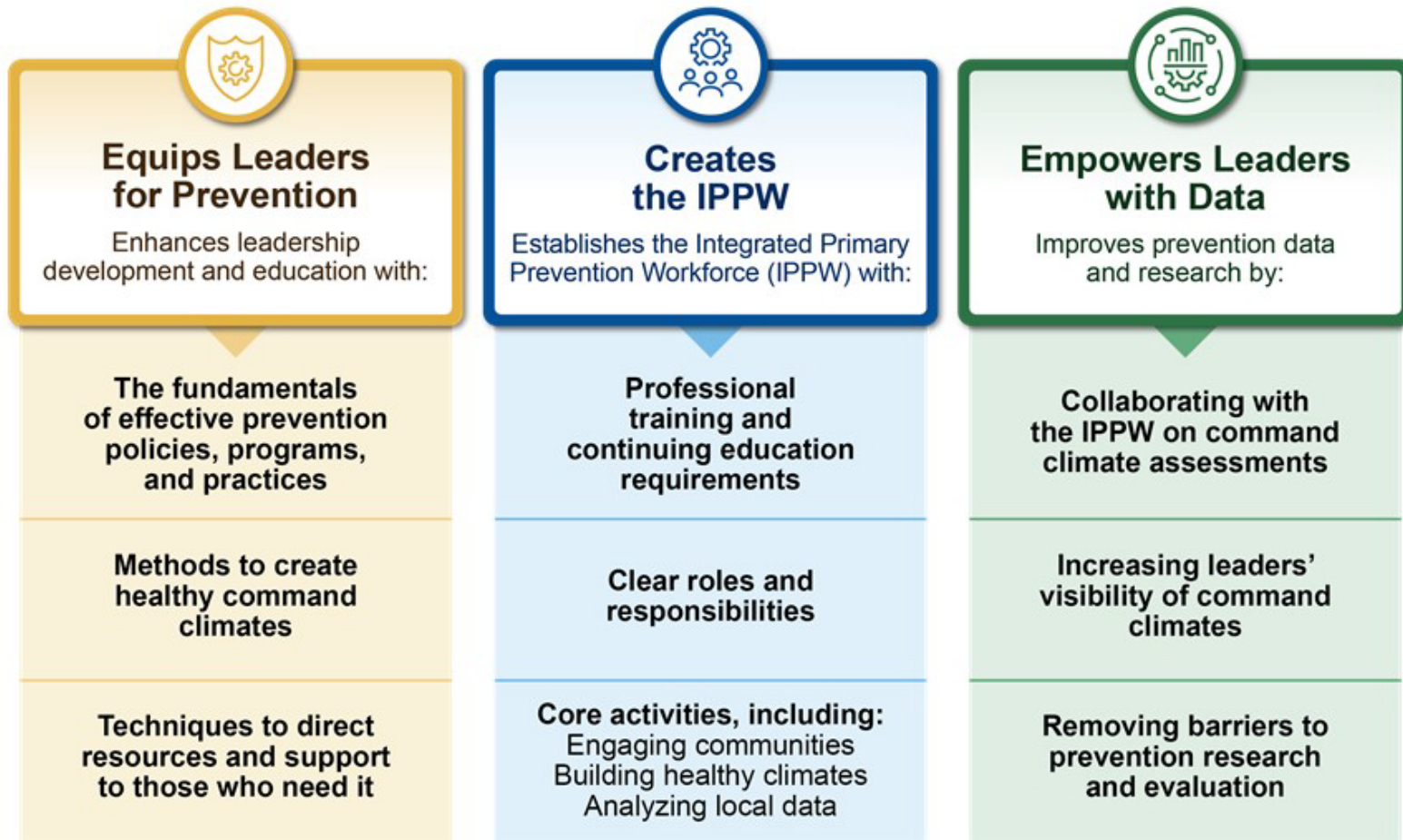
Key Takeaways

- The Department is pursuing a holistic approach of integrated primary prevention aimed at preventing harmful and violent behaviors in the military community.
- Prevention is the best way to create environments free from harm and abuse.
 - Prevention activities will build resilience and promote well-being for all members of the military community.
 - Prevention activities will be tailored to address the unique needs of Service members around the world.
- DoD is creating the Integrated Primary Prevention Workforce (IPPW) to create healthier command climates and safer environments for our military community.
- Leaders will work with the IPPW to overcome barriers to readiness and enhance protective factors in their organization.



Building a Foundation

The military is building a new capability to prevent sexual assault, harassment, retaliation, domestic abuse, child abuse, and suicide. The DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders:





The Value of an Integrated Primary Prevention Workforce

- DoD is creating the IPPW to ensure the success of prevention efforts
- While prevention and response are both necessary to decrease the impact of harm and violence in our military community, prevention is the best way to ensure future harm and violence never occur
- Prevention activities have a greater likelihood of success when implemented by experts
- The new IPPW will be staffed with skilled professionals who:
 - Promote the health of their military community
 - Work with leaders to change policies and implement prevention activities

Goals of Prevention

- Prevent harmful behaviors
- Promote **protective factors** and reduce **risk factors** among individuals, within relationships, and within organizations, through policies, programs, and practices

Goals of Response

- Support people impacted by harmful behaviors
- Correct myths and stop victim blaming
- Build community awareness
- Hold perpetrators of interpersonal violence accountable

Harmful behaviors include sexual assault, harassment, retaliation, domestic abuse, child abuse, and suicide

Protective factors decrease the likelihood of harmful behaviors and increase the ability to thrive in all aspects of life

Risk factors increase the likelihood of harmful behaviors

What about awareness? Increasing awareness of a problem supports response, advocacy, and increased understanding, but does NOT reduce the likelihood of future harm or violence



Distinctions between Response and Prevention

Focus	Response	Prevention
Goal	<ul style="list-style-type: none"> ▪ Provide support to those impacted by violence ▪ Hold perpetrators of interpersonal violence appropriately accountable ▪ Build community awareness ▪ Correct myths and stop victim blaming 	<ul style="list-style-type: none"> ▪ Implement policies, programs, and practices that promote protective factors and reduce risk factors among individuals, in their relationships, and within organizations ▪ Prevent experiences of harm and violence
Target Audience	<ul style="list-style-type: none"> ▪ Those who experience harm or violence ▪ Friends and family members of those who experience harm or violence 	<ul style="list-style-type: none"> ▪ Everyone ▪ Groups at increased risk of experiencing harm or violence
Workforce Skill Sets	<ul style="list-style-type: none"> ▪ Advocacy (e.g., medical, policy, legal) ▪ Creating and improving systems for response and recovery ▪ Trauma-informed response ▪ Coordinated community response ▪ Providing supportive services (e.g., counseling, case management, medical care) 	<ul style="list-style-type: none"> ▪ Communications (e.g., public speaking, social marketing) ▪ Identify contributing factors ▪ Access, interpret and use data to inform prevention action ▪ Select and integrate research-based prevention activities that can address the problem comprehensively ▪ Implement prevention program, practice and policy with quality ▪ Evaluate prevention activities for return on investment



Examples of Activities and Personnel Alignment

Leader Actions	Types of Personnel	Example Activities
<ul style="list-style-type: none"> Engage open communication and discussion on matters of importance to Service members Direct workforce to facilitate evidence-based activities Encourage help-seeking behaviors from their command 	<p>IPPW (e.g., Integrated Prevention Specialist)</p> <p>Non-clinical prevention to address two or more forms of harmful behavior</p>	<ul style="list-style-type: none"> Prevention program for group coping skills or stress management Prevention program for building connectedness with other Service Members Ensure policies promote healthy and respectful workplaces
	<p>Program Specialists (e.g., Family Advocacy Program)</p> <p>Service members or DoD civilian personnel whose duties align with a specific program that addresses harmful behaviors</p>	<ul style="list-style-type: none"> Provide education on safe reporting on suicide and sexual assault Respond to incidents of harmful behaviors and refer for appropriate clinical care
	<p>Clinical Experts (e.g., Behavioral Health Specialists)</p> <p>Service members or DoD civilian personnel who engage in clinical interventions (e.g., diagnose patients, administer medical treatments, deliver individual counseling or therapy)</p>	<ul style="list-style-type: none"> Crisis services 1-on-1 evidence-based counseling or skill development activities in an individual, 1-on-1 setting

Integrated Primary Prevention Workforce and program experts have unique, yet collaborative, roles and responsibilities in preventing harmful behaviors.



Examples of Integrated Primary Prevention Activities

EXAMPLES OF SHARED PROTECTIVE AND RISK FACTORS

EXAMPLES OF PREVENTION ACTIVITIES





Examples of IPPW Activities

The IPPW WILL ...	The IPPW WILL NOT ...
Perform primary prevention	Perform response activities
Work together with leaders to address shared risk and protective factors at the local level	Decide how military leaders should implement prevention activities
Implement prevention activities that address two or more harmful behaviors at the same time	Implement activities or tools to address a single harmful behavior
Act as a resource for leaders and Service members	Add to training fatigue for leaders and Service members
Implement <i>research-based activities</i> in group settings	Perform clinical tasks (e.g., diagnoses, individual counseling)
Leverage existing personnel and integrate capabilities across a unit or installation	Decide how program experts should engage in other prevention efforts



Daily Activities of the IPPW

The Integrated Primary Prevention Workforce works with leaders to build healthy climates and create environments free from abuse and harm.

Engaging the Community

- ▶ Increasing buy-in and visibility of prevention efforts across military communities
- ▶ Integrating activities of different program personnel
- ▶ Sharing data and resources



Real change
requires the whole community

Empowering Leaders with Data and Research

- ▶ Interpreting data to understand local needs
- ▶ Briefing leaders on data results and implications
- ▶ Helping leaders develop effective prevention plans



Real change
is data driven

Implementing Prevention Activities

- ▶ Working with leaders to shape and optimize local policies, programs, or practices
- ▶ Helping Service members build healthy habits and life skills



Real change
means implementing what works

Sustaining Progress Over Time

- ▶ Measuring impact of prevention activities
- ▶ Working with leaders to change or stop ineffective policies, programs, or practices



Real change
takes time and commitment



Empowering Leaders for Prevention

DoD is enhancing leadership development by building prevention learning objectives into leaders' professional military education. Leaders will learn:



Fundamental concepts needed to effectively oversee and support prevention



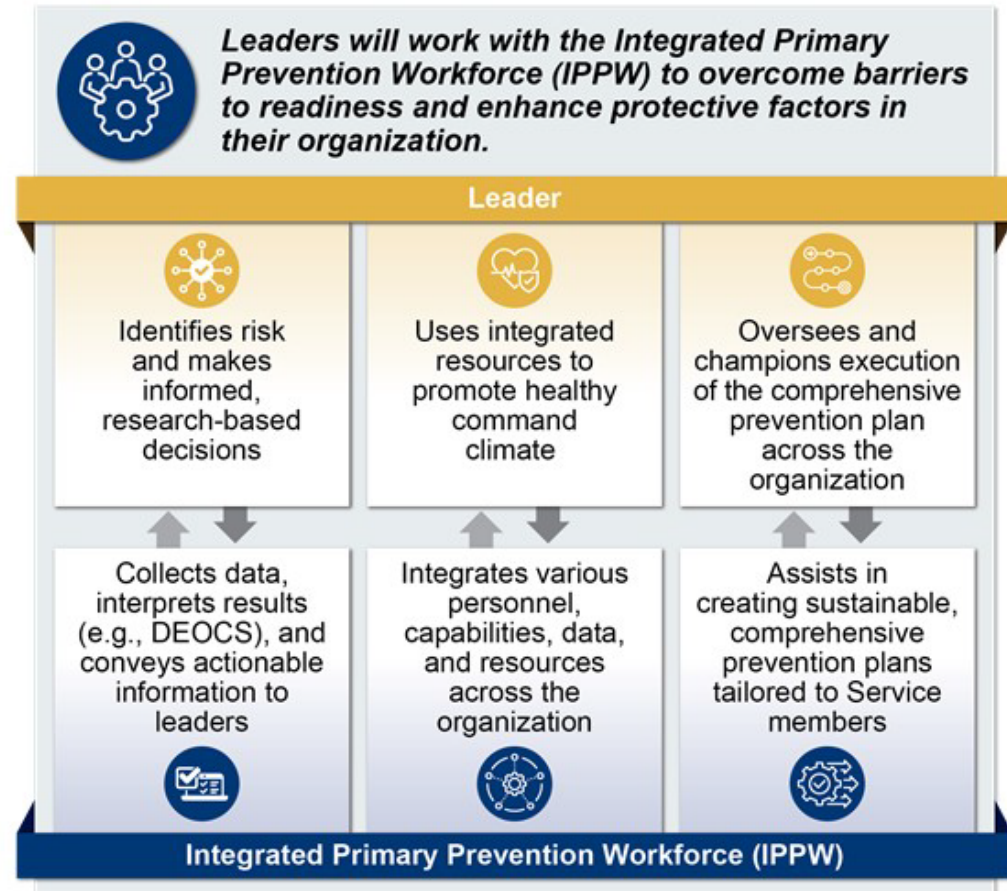
Tried-and-tested methods of promoting healthy decision-making



Strategies to encourage help-seeking behaviors that build resilience



Leaders will work with the Integrated Primary Prevention Workforce (IPPW) to overcome barriers to readiness and enhance protective factors in their organization.



Leaders remain fully responsible for command climate and the safety of their Service members



Enhancing the Command Climate Assessment

A healthy climate is the first step in preventing harmful behaviors. The new DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders includes the following Command Climate Assessment (CCA) improvements:

Better Data Quality



- ▶ A flexible climate pulse survey with real-time feedback
- ▶ A standardized annual fielding window for the Defense Organizational Climate Survey (DEOCS)
- ▶ Inclusion of multiple types of data, such as qualitative information

Stronger Capacity



- ▶ Leaders receive support from the IPPW for CCAs
- ▶ Data system for visibility of CCA results and prevention plans
- ▶ Full feedback loop between climate data and prevention activities

Higher Accountability



- ▶ New scoring benchmarks for measuring climate
- ▶ Prevention plans with clear actions for leaders at every echelon
- ▶ Compliance tracking processes to ensure full participation



Ensuring IPPW Effectiveness

Oversight	Evaluation
<p>The Office of Force Resiliency (OFR) provides policy oversight of the IPPW, including:</p> <ul style="list-style-type: none">• Tracking hiring• Providing initial training• Credentialing• Identifying continuing education options• Conducting On-Site Installation Evaluations <p>Military leaders continue to have oversight of their personnel</p> <ul style="list-style-type: none">• DoDI 6400.11 requires leaders to oversee IPPW staff• Leaders will ensure IPPW staff have the authority to plan, implement, and evaluate prevention activities commensurate with their responsibilities	<p>Evaluating the IPPW:</p> <ul style="list-style-type: none">• DoD is funding a 6-year evaluation study of the IPPW through RAND• Will provide direct feedback to DoD on impact of IPPW <p>Evaluating prevention activities:</p> <ul style="list-style-type: none">• Services & NGB must include evaluation of prevention activities in their new Comprehensive Integrated Primary Prevention Plans (CIPPs)• DoD is funding the Evaluation Training and Technical Assistance Center (E-TAC) through NORC at the University of Chicago to support evaluation at all levels of the organization



Now Hiring!

- The Military Services and National Guard Bureau will hire more than 2,000 new prevention personnel over the next six years at all echelons
- Ideal candidates will have public health or social science backgrounds, or experience in the prevention of sexual assault, harassment, retaliation, domestic abuse, child abuse, and suicide
- The recruitment strategy includes:
 - Direct hiring authority
 - Outreach to military spouse and veteran communities
 - Outreach to universities and relevant professional organizations
 - Targeted hiring events sponsored by DoD

www.dodciviliancareers.com/healthsocialsciences

DOD CIVILIAN CAREERS

Public Health, Mental Health and Social Sciences

Current Opportunities

Job Title	Organization	Location	Grade	Job Family	Published Date	Salary Range
Community Health Practitioner	Community Health Practitioner	Wright-Patterson, Dayton, OH	GS-11	IPP (Other Science)	11/27/2022	\$5,000-\$6,000
U.S. Air Force Academy	U.S. Air Force Academy	Wright-Patterson, Dayton, OH	GS-11	IPP (Other Science)	11/27/2022	\$5,000-\$6,000
Department of Defense	Department of Defense	Wright-Patterson, Dayton, OH	GS-11	IPP (Other Science)	11/27/2022	\$5,000-\$6,000

Coming soon: Prevention.mil



Direct Hiring Authority (DHA) is available and allows for greater selectivity and faster processing of applicants.



Share training requirements to coordinate virtual training offerings. (In-person training coming in Summer 2023)

Search: "Integrated prevention"

Use "Integrated Prevention" in the job listing to help applicants easily find IPPW positions

Prevention workforce positions are open to the public and available across the Military Services at varying levels of experience. Visit dodciviliancareers.com/healthsocialsciences to learn more and find positions.



Back-Up Slides



IRC Recs Directly Addressed by 6400.11

IRC Recommendations	DoDI Section	How is it Addressed?
<p>2.1a, 2.1b <i>Equip all leaders with prevention competencies and evaluate their performance</i></p>	<p><u>Section 4</u>: Equipping Leaders for Integrated Primary Prevention</p>	<p>Leaders will learn key elements of public health and prevention science in their professional military education</p>
<p>2.2a, 2.2b <i>Establish a dedicated primary prevention workforce</i></p>	<p><u>Section 3</u>: Integrated Primary Prevention Roles and Responsibilities</p>	<p>The Services and NGB will hire full-time integrated primary prevention personnel who will obtain DoD prevention credentials</p>
<p>2.6b <i>Review and update all policies that unnecessarily restrict data collection on important populations of Service members</i></p>	<p><u>Section 5</u>: Assessment, Evaluation Oversight, and Data Collection</p>	<p>6400.eh establishes primary prevention research as an official Department action, which removes previous Departmental barriers to prevention research</p>
<p>3.7a, 3.7b, 3.7c <i>Enhance the climate survey process to ensure that timely, actionable data can be used to improve unit climate on sexual harassment and assault</i></p>	<p><u>Section 5</u>: Assessment, Evaluation Oversight, and Data Collection</p>	<p>Changes to the Command Climate Assessment process including IPPW oversight of CCAs, the new DOCP, action plans for leaders, and climate benchmarks</p>



IRC Recs Supported by 6400.11

IRC Recommendations	DoDI Section	How is it Addressed?
<p>2.1c <i>The Services and the NGB should equip all leaders to develop and deliver informed prevention messages in formal and informal settings.</i></p>	<p><u>Section 4</u>: Equipping Leaders for Integrated Primary Prevention</p>	<p>By understanding key prevention learning objectives, leaders will be better prepared to deliver informed prevention messages</p>
<p>2.2c <i>The Services should determine the optimum full-time prevention workforce, and equip all echelons of active duty, reserve, and guard organizations..</i></p>	<p><u>Section 3</u>: Integrated Primary Prevention Roles and Responsibilities</p>	<p>DoDI 6400.eh requirements establish the guidance necessary for the Services and NGB to plan and staff a full-time prevention workforce</p>
<p>2.3a, 2.3b, 2.4, & 2.5a, 2.5b <i>Implement community-level prevention strategies unique to Service members' environments. Identify and actively support Service members with the most effective prevention interventions.</i></p>	<p><u>Section 3</u>: Integrated Primary Prevention Roles and Responsibilities</p>	<p>The new IPPW provides the needed personnel and manpower capacity to engage in research-based prevention interventions and prevention education as recommended by the IRC</p>
<p>3.2, 3.6 <i>Educate the force about sexual harassment and sexual assault within the context of the Services' core values. Build a climate for the reduction of sexual harassment and sexual assault as a fundamental leader development requirement.</i></p>	<p><u>Section 3</u>: Integrated Primary Prevention Roles and Responsibilities <u>Section 4</u>: Equipping Leaders for Integrated Primary Prevention</p>	<p>The IPPW will work directly with leaders to enhance Service member prevention education and improve command climate over time</p>