



Expanded Operational Stress Control (E-osc)



Expanded Operational Stress Control (E-OSC) Program Implementation Guide



*“It’s not stress that kills us; it is our reaction to it”
-(Hans Selye)*



*E-OSC IS A 21ST
CENTURY SAILOR
INITIATIVE TO
ESTABLISH A
COMPREHENSIVE,
STANDARDIZED
PROGRAM TO
BUILD
RESILIENCE AND
MITIGATE STRESS
REACTIONS TO
SUPPORT A
CULTURE OF
TOUGHNESS,
TRUST AND
CONNECTEDNESS.*

TABLE OF CONTENTS

1. References	Page 3
2. Overview of the Expanded Operational Stress Control (E-OSC) Program	Page 3
3. Chief of Naval Operations (CNO) Culture of Excellence (COE)	Page 3
a. Cultural Champion Network (CCN)	Page 4
b. Command Resilience Team (CRT)	Page 4
c. Human Factors Process (HFP)	Page 4
d. Command Resilience Team Human Factors Council (CRTHFC)	Page 5
e. Engaged Leadership Program (ELP)	Page 5
4. The E-OSC Program	Page 5
a. Scope	Page 5
b. Purpose of the E-OSC Guide	Page 5
c. Responsibilities	Page 6
5. E-OSC Program Elements	Page 6
a. E-OSC Team	Page 7
b. Command Training	Page 8
c. Command Consultation and Support	Page 8
d. E-OSC Policy and Reporting	Page 9

APPENDICES

APPENDIX A: E-OSC Program Implementation and Management Functions	Page 10
APPENDIX B: FLTMPS Course Numbers	Page 12
APPENDIX C: E-OSC Training Requirement and Course Modules	Page 13
APPENDIX D: Buddy Care.	Page 14
APPENDIX E: Unit Assessment	Page 16
APPENDIX F: Stress-O-Meter (SoM)	Page 18
APPENDIX G: Resilience Quotes	Page 20

Implementation Guide

References

- a. NAVADMIN 115/21- EXPANDED OPERATIONAL STRESS CONTROL TRAINERS TRAINING SCHEDULE
- b. NAVADMIN 332/20, EXPANDED OPERATIONAL STRESS CONTROL
- c. NAVADMIN 222/19, OPERATIONAL STRESS CONTROL POLICY UPDATE
- d. NAVADMIN 254/19 CULTURE OF EXCELLENCE
- e. NAVADMIN 318/20 THE CULTURAL CHAMPION NETWORK
- f. CULTURAL CHAMPION NETWORK QUICK REFERENCE GUIDE
- g. COMMAND RESILIENCE TEAM GUIDE
- h. E-OSC PROGRAM TRAINING MODULES AND WORKSHEETS
- i. NTTP 1-15M/MCRP 6-11C COMBAT AND OPERATIONAL STRESS CONTROL DOCTRINE

Overview of E-OSC

NAVADMIN 222/19 introduced a new approach to the OSC Program called E-OSC, a peer-to-peer, primary prevention program for stress mitigation. The E-OSC Program was developed by the Naval Center for Combat and Operational Stress Control in concert with the 21st Century Sailor Office (OPNAV N17) and combines the principles of OSC and Mind, Body and Resilience Training (MBRT).

The E-OSC program aligns with the CNO's Culture of Excellence (COE) initiative.

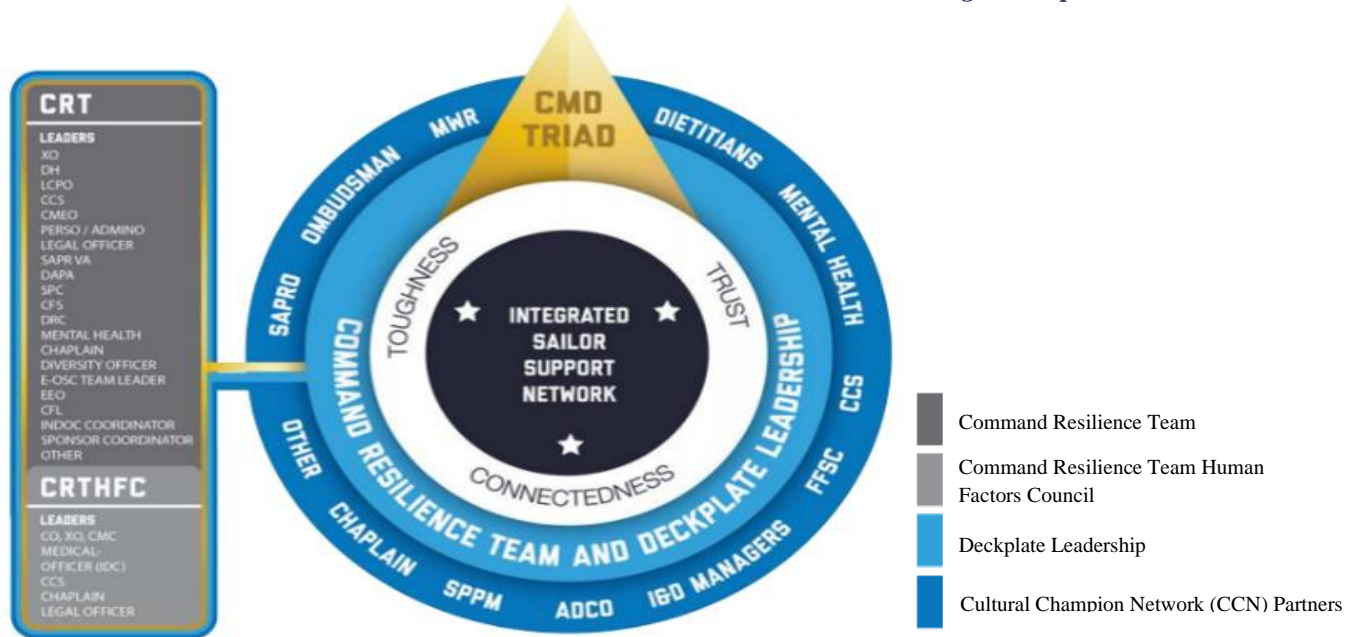
CNO's Culture of Excellence (COE)

The COE is a Navy-wide approach that empowers every Command and individual Sailor to achieve warfighting excellence by fostering psychological, physical and emotional toughness; promoting organizational trust and transparency; and ensuring inclusion and connectedness among every Sailor, family member and civilian.

The COE empowers Sailors to support a culture of healthy norms and consistently engage in 'Signature' behaviors that propels a higher cultural standard and optimizes human performance to drive a Culture of Excellence.

Three Core Themes of the COE:

- **Toughness:** Encompasses physical fitness, psychological strength and emotional resilience. All three work to increase sailor and warrior readiness.
- **Trust:** The reciprocal, transparent commitment between inclusive teams, leaders, peers and subordinates that contributes to an authentic environment with reduced bias and promotes learning and self-improvement.
- **Connectedness:** Strong relationships act as the glue that keep our Sailors, families and civilians together through rough seas.



Cultural Champion Network (CCN)

The Cultural Champion Network was established to assist Navy leaders in building resilience within commands and individual Sailors. The Cultural Champion Network combines various partners, processes and products to make up an integrated Sailor support system. The Cultural Champion Network includes Command Resilience Team (CRTs and CRT Human Factor Councils (HFC), deckplate leaders through the Engaged Leadership Program (ELP) and various command resources. The command resources involved in the Cultural Champion Network include a variety of base services, such as Chaplains, Fleet and Family Support Centers (FFSCs); Morale, Welfare and Recreation (MWR) programs; the Naval Family Ombudsman Program; command climate specialists (CCSs); sexual assault prevention and response officers (SAPROs); mental health specialists and dietitians, among others.

Command Resilience Team (CRT)

The key interdisciplinary group supporting the Culture of Excellence within each command, comprised of command members with diverse backgrounds, experiences and skillsets.

Key role is to implement positive measures that promote well-being and resilience, CRTs are designed to provide the commanding officer with information and insight specific to the concerns of command personnel.

Human Factors Process (HFP)

Primary prevention and HFP are a human-centered approach designed to reduce a command's risk associated with negative behaviors (e.g., sexual assault) and increased protective factors (e.g., responsible drinking).

Command Resilience Team Human Factors Council (CRTHFC)

The Command Resilience Team Human Factors Council (CRTHFC) is a subset of the broader CRT with specific “need to know” information about individual Sailor’s cases. When deckplate leaders identify Sailors requiring additional resources, they may request a meeting of the CRTHFC.

Engaged Leadership Program (ELP)

A Navy-wide program that establishes and maintains a high performing team that is a fundamental resource for team survival and effectiveness.

The ELP consists of Engaged Deckplate Leaders (EDL), including Work Center Supervisors, Chief Petty Officers, Leading Petty Officers, Division Officers and others.

EDLs work concurrently with CRT and E-OSC members to implement unit level prevention and response efforts. Together, they support primary prevention, positive leadership and the overall health of the command culture.

EDLs are empowered to identify personal or professional issues that may impact a Sailor’s well-being. EDLs accomplish this through proactive engagements, identifying problems before incidents occur. A tool to help EDLs is the Resilience Toolkit which is required when a Sailor arrives at the command, at least once a year and whenever risk factors are present.

The E-OSC Program

Vision:

A Navy team well versed in recognizing, addressing and navigating stress in order to mitigate bad outcomes and grow in the face of challenges.

Mission:

To build Navy resilience through toughness, trust, and connectedness while educating on stress management to maintain mission and personal readiness.

Objectives:

1. To build resilience, self-care, and buddy care techniques.
2. To identify and manage stress in order to support positive reactions and mitigate negative reactions
3. To connect sailors in ways that support growth.

Scope

This implementation guide applies to all military commands implementing the E-OSC program.

Purpose of the Guide

The E-OSC Program Implementation Guide describes the processes and responsibilities required to implement a standardized E-OSC Program to help mitigate occupational stress and related long-term effects within Navy commands or units.

The purpose of this implementation guide is to ensure all E-OSC members understand their roles, responsibilities, and the procedures to assist in the planning and delivery the E-OSC program. This guide defines E-OSC actions items aligned by 3 phases to support a coordinated development and implementation of the E-OSC Program.

Responsibilities

It is the responsibility of each E-OSC team member, using the tools provided and working within the teamwork setting, to ensure excellence in all planning, delivery, and follow-up of the E-OSC training and program elements.

E-OSC Program Elements

E-OSC is a program comprised of four elements 1) Establishing a team, 2) Command Training, 3) Command Consultation and Support, 4) Policy adherence and program reporting



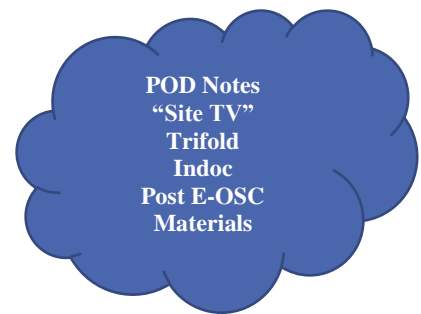
E-OSC Team

Team Leader (TL) and Assistant Team Leader (ATL)

The Team Leader (TL) and Assistant Team Leader (ATL) are responsible for the implementation and management of the E-OSC Program. **Appendix A**, E-OSC Program Implementation and Management Functions provide the phases of implementation with recommended actions.

In general, the Team Leaders will:

1. Brief leadership on the E-OSC program and requirements
2. Establish and train an appropriate number of team members
3. Plan and conduct E-OSC training
4. Establish the E-OSC Command Consultation and Support elements to include, Buddy Care, Unit Assessment and the Stress-o-Meter.
5. Market and Promote the E-OSC Program ● ● ●
6. Serve as members of the CRT
7. Document E-OSC training and Command Consultation
8. and Support Activities IAW **Appendix B**



Team Member (TM)

The Team Member (TM) will support the TL and ATL as necessary. TMs shall be a minimum of E5 in rank, rate, represent the various department/division to include Officers and Chiefs. TMs shall be trained in designated modules (**Appendix C**) by TL/ATL, or attend an N17 E-OSC sponsored course. The requisite number of TM will be enough members to support the command E-OSC training plan, Buddy Care, Unit Assessment & SoM.

Command Resilience Team (CRT)

All command CRT members shall receive Buddy Care, with a portion of CRT also trained in Unit Assessment (**Appendix C**) to support those respective components of the E-OSC team.

All CRT members will receive an overview of the E-OSC Program in the basic training for primary prevention and human factors process online course available at <https://erau.edu/navy-CRT-training>.

Engaged Deckplate Leaders (EDL) “Deck Plate Extender”

Engaged Deckplate Leaders (EDL), consisting of the Wardroom, CPO Mess, First Class Petty Officer (FCPO) Mess, and Work Center Supervisors (WCS) are the critical “Extenders” that provide the necessary support and inculcation of the E-OSC program. Minimum requirement (to understand and support E-OSC program) includes overview training of SoM, Buddy Care & Unit Assessment, COSFA, Core Leader Functions (**Appendix C**). See E-OSC Deckplate Leader Training PPT in the Program implementation Module under “Briefs.”

Command Training

1. “Crew” Training: Stress-Resilience, Mindfulness, Valued Living, Flexible Thinking, Healthy Behaviors, Problem Solving
2. CRT: Buddy care, Unit Assessment
3. EDL “Deck Plate Extender:” Emotional Intelligence, COSFA, Core Leader Functions, Buddy Care, Unit Assessment, SoM

E-OSC Training Videos

Informational videos that demonstrate E-OSC stress optimization strategies. These videos may be used as an introduction to all-hands training, departmental or divisional training, or placed on the social media pages or intranet of commands. Videos can be obtained from the following link:

<https://www.mynavyhr.navy.mil/Support-Services/21st-Century-Sailor/E-OSC/>

Stress Continuum and Core Leader Functions for command INDOC, safety standdowns per NAVADMIN 332/20, via <https://www.dvidshub.net/video/776530/operational-stress-controls-stress-continuum-and-core-leadership-functions>

Access the E-OSC Support Center to obtain training and program support materials to include E-OSC videos. <https://esportal.med.navy.mil/bumed/rh/m3/m33/nccosc/programs/e-osc/supportcenter/index.aspx?pageid=course-content&refresh=2>

Command Consultation and Support

Buddy Care



Buddy Care (*Appendix D*) is a form of **peer support** used to engage individuals during times of stress in which they sometimes need the support of a friend or a peer. They provide an early intervention strategy normalizing the process of seeking help for distress. Buddy care and Peer Support are critical elements in building crew resilience. People assigned to this role make a huge difference for sailors by helping them to effectively problem-solve given a high level of local familiarity and know-how.

Buddy Care Team Members are not trained to be professional “counselors,” they are mainly available to support and engage individuals during times of stress, and can provide guidance in self-care, resilience and referrals to appropriate resources. If a peer or E-OSC/CRT members feel the “situation” is outside their scope of ability, they can refer to another member of the E-OSC/CRT team member, Chaplain, medical or refer to a higher echelon of care, and also maintain a supportive relationship with their sailor

Unit Assessment



A Unit Assessment (*Appendix E*) is used as a foundation for providing actionable recommendations for leaders:

- A leadership tool used to evaluate the overall functioning and stress health of a unit
- Where observable changes in function or statements of distress are apparent
- Where there is a noticeable decrease in morale in a unit
- During or after an accident or traumatic event
- More often than not the unit assessment is used to assess the overall functioning of a unit where **wear and tear** is a concern.
- The Unit assessment addresses vulnerabilities using the four sources of stress injury as a guide.

Stress-o-Meter



The Stress-o-Meter (SoM) (*Appendix F*) is a **web-based resource tool** that provides an anonymous real-time “snapshot” of unit personnel. The Stress-o-Meter collects subjective information based on the Stress Continuum Model and creates a “dashboard” for command leadership. This “dashboard” illustrates the “temperature” of the unit, department, division, work center, or individual to assist leadership with understanding staff stress levels and to determine if there is a need for a CRT/E-OSC intervention.

E-OSC Policy and Reporting

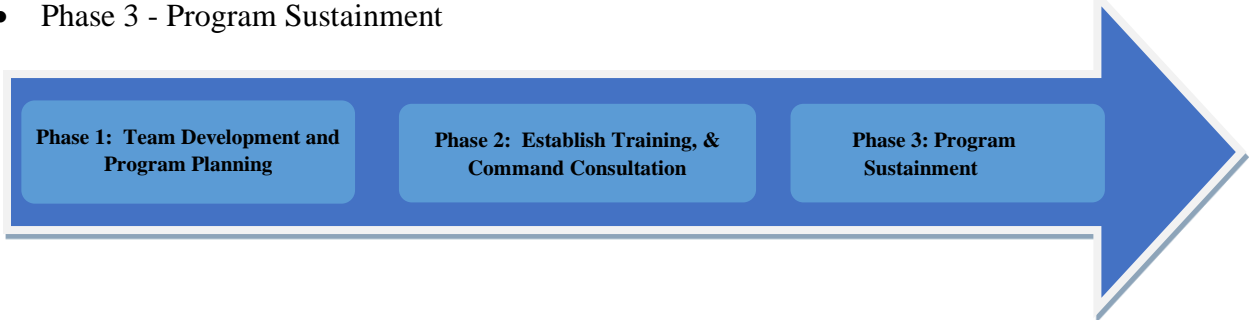
Record E-OSC Program training in FLT MPS. Collect and submit training reports and quarterly activity reports to support CRT HPC requirements.

APPENDICES

Appendix A: E-OSC Program Implementation and Management Functions

Each of the E-OSC functions are divided into three major phases:

- Phase 1 - Team Development and Program Planning
- Phase 2 - Establish Command E-OSC Training, Command Consultation and Support
- Phase 3 - Program Sustainment



TEAM AND ASSISTANT TEAM LEAD PHASE 1 ACTION ITEMS (14 days)

Actions Complete	ITEM/ACTIONS	DATE
<input type="checkbox"/>	1. E-OSC Team Leader: E7 or above and Assistant Team Leader: E6 and above attend a 2.5-day E-OSC Trainer course.	
<input type="checkbox"/>	2. Brief Triad regarding E-OSC program (<i>See TRIAD Brief in the Program Implementation Module</i>).	
<input type="checkbox"/>	3. Conduct E-OSC Program Overview with the Wardroom and Chief's Mess. (<i>See Introduction Brief in the Program Implementation Module</i>).	
<input type="checkbox"/>	4. Solicit /Assign Team Members (minimum one per department) *	
<input type="checkbox"/>	5. Conduct training for Team Members, CRT and command SoM IT (<i>Appendix C</i>) **	
<input type="checkbox"/>	6. Develop a plan to: <ol style="list-style-type: none"> a. Promote (market) E-OSC (<i>POD, Site TV, Posters</i>) b. Embed/inculcate training (Command INDOC, duty section, departmental/divisional) (<i>Appendix C</i>) c. Command consultation and support elements., i.e., Buddy Care, Unit Assessment and SoM events 	
<input type="checkbox"/>	7. Coordinate with command Training Officer and incorporate E-OSC Training in the Short-and Long-Range Training Plans. Verify training at "PB4T".	
<input type="checkbox"/>	8. Coordinate with command IT support for Stress-O-Meter (SoM) installation (<i>Appendix E</i>). Also included in the SoM module	

(Continued from above)

- *Critical element to establishing and sustaining an E-OSC Program. The bigger the team, the greater the ability to disperse responsibilities.
- **An important immediate action upon returning to unit. Requires approximately 12 hours. This should be completed over no greater than a 2-week period.

TEAM AND ASSISTANT TEAM LEAD <u>PHASE 2</u> ACTION ITEMS (30 days)		
Actions Complete	ITEM/ACTIONS	DATE
<input type="checkbox"/>	1. Promote and Market the E-OSC program	
<input type="checkbox"/>	2. Conduct command training (i.e., Command Indoctrination and Duty Section Training) commitments. (<i>Appendix C</i>) 2. Input course completion in FLT MPS (<i>Appendix B</i>)	
<input type="checkbox"/>	3. Train CRT in Buddy care, Unit Assessment (<i>Appendix D & E</i>) <i>provide a general review</i>	
<input type="checkbox"/>	4. Establish E-OSC Program, TL/ATL as a part of quarterly CRT review meetings	
<input type="checkbox"/>	5. Establish Buddy Care (BC) and Unit Assessment (UA) capability (<i>Appendix G</i>)	
<input type="checkbox"/>	6. Conduct SoM event(s) (<i>Appendix H</i>)	

TEAM AND ASSISTANT TEAM LEAD <u>PHASE 3</u> ACTION ITEMS (ongoing)		
Action Complete	ITEM/ACTION	Action Complete
<input type="checkbox"/>	1. Promote the use of E-OSC Skills	
<input type="checkbox"/>	2. Inculcate E-OSC concepts in division discussions and as a part of command evolutions	
<input type="checkbox"/>	3. Continue to promote Buddy Care (BC) and Unit Assessment (UA) capability (<i>Appendix G</i>)	
<input type="checkbox"/>	4. Conduct SoM event(s) (<i>Appendix H</i>)	
<input type="checkbox"/>	5. Continue to promote/Market E-OSC, practice of E-OSC techniques. POD, display N17 E-OSC videos	
<input type="checkbox"/>	6. Coordinate the inclusion of E-OSC elements in other command programs/program managers (e.g., CFL, DAPA, FAP, Suicide Prevention, SAPR, CMEO)	

APPENDIX B: FLTMPS Course Numbers

TL/ATL shall ensure respective E-OSC course completion be recorded in FLTMPS for all attendees. Below are the CIN and Course Title for each module:

FLTMPS Course Numbers	
1. EOSC-PO-001	PROGRAM OVERVIEW
2. EOSC-SR-001	STRESS AND RESILEINCE
3. EOSC-MFLNS-001	MINDFULNESS
4. EOSC-VL-001	VALUED LIVING
5. E-OSC-EI-001	EMOTIONAL INTELLIGENCE
6. EOSC-FT-001	FLEXIBLE THINKING
7. EOSC-HB-001	HEALTH BEHAVIORS
8. EOSC-PS-001	PROBLEM SOLVING
9. EOSC COSFA-001	COMBAT OPERATION STRESS CONTROL FIRST-AID (COSFA)
10. EOSC-CLF-001	CORE LEADER FUNCTIONS
11. EOSC-BC-001	BUDDY CARE
12. EOSC-UA-001	UNIT ASSESSEMNT
13. EOSC-SOM - 001	STRESS-O-METER (SOM)
14. EOSC-CPPI-001	PROGRAM UNIT AND IMLEMNTATION
15. EOSC-IT-001	**EOSC TRAINER COURSE ** (This means they have completed all 14 modules.)

APPENDIX C: E-OSC Training Requirements & Course Modules

E-OSC ROLE / MODULE	1	2	3	4	5	6	7	8	9	10	11	12	13	14
TEAM LEADER/AST TEAM LDR	X	X	X	X	X	X	X	X	X	X	X	X	X	X

TEAM MEMBER	-	X	X	X	X	X	X	X	X	X	X	OV	OV	OV
-------------	---	---	---	---	---	---	---	---	---	---	---	----	----	----

BUDDY CARE NETWORK/CRT	-	-	-	-	-	-	-	-	-	X	-	X	-	-
---------------------------	---	---	---	---	---	---	---	---	---	---	---	---	---	---

ENGAGE DECKPLATE LEADERS (DECKPLATE EXTENDERS)	-	-	-	-	X	-	-	-	OV	OV	X	OV	OV	-
--	---	---	---	---	---	---	---	---	----	----	---	----	----	---

COMMAND TRAINING	-	X	X	X	-	X	X	X	-	-	-	-	-	-
---------------------	---	---	---	---	---	---	---	---	---	---	---	---	---	---

* OV = Overview

Module 1: Course Overview & Introduction	Module 9: COSFA
Module 2: Stress & Resilience	Module 10: Buddy Care
Module 3: Mindfulness	Module 11: Core Leader Functions
Module 4: Valued Living	Module 12: Unit Assessment
Module 5: Emotional Intelligence (EQ)	Module 13: SoM
Module 6: Flexible Thinking	Module 14: Program Implementation
Module 7: Healthy Behaviors	
Module 8: Problem Solving	

APPENDIX D: BUDDY CARE

1. Stress mitigation is better achieved with **peer-to-peer support**.
2. Buddy Care is a form of **peer support** used to engage individuals during times of stress in which they sometimes need the support of a friend or a peer. They provide an early intervention strategy normalizing the process of seeking help for distress.
3. Peers can play a crucial role in providing support and encouraging service members to get help. Service members may feel more comfortable talking to peers and may be more willing to seek help when recommended by a friend.
4. **Pro-active approach-** Engage early before orange zone indicators. Assess member's stress based on the **Stress Continuum Model** to identify, engage, & intervene
 - a. A strategy to normalize seeking help
 - b. Engaging early before orange zone indicators
 - c. You could be the peer-to-peer change agent for someone seeking help
5. Initiated by:
 - a. Observable changes in function
 - b. Statements of distress
 - c. Known stress exposure
 - d. Stress-o-Meter (SoM) Request

When conducting Buddy care:

6. Provide terms of **confidential communication**: Buddy Care is an informal peer-to-peer interaction. In the event that reportable instances (e.g., sexual assault, domestic violence, child abuse) come into conversation, the Service Member should **STOP** the conversation and direct them to the proper resource.
7. Use Operational Stress Control Assessment & Response **“O-S-C-A-R”** Communication (**Observe-State Observation-Clarify Role-Ask Why-Respond**). When talking to an individual about their possible Orange Zone indicators, a common obstacle to accurate assessment is a reflexive denial of experiencing any stressors, distress, or changes in functioning.
 - a. A communication tool to accurately assess a person who is exhibiting yellow or Orange Zone stressors, and provide them insight into their own behaviors.
 - b. A 5-step process of **how you ask, care, and decide** if additional care is needed

O-S-C-A-R Communication

Observe	Actively observe behaviors; look for patterns
State Observations	Address behaviors only, just the facts without interpretations or judgments
Clarify Role	State why you are concerned about the behavior validates why you are addressing the issue
Ask Why	Seek clarification; try to understand the other person's perception of the behavior
Respond	Clarify concern if indicated. Discuss desired behaviors. State options in behavioral terms

8. **Ask open-ended questions:** Because they require more than a one-or two-word response, open-ended questions are vital for stimulating discussion and demonstrating that there are multiple ways to perceive and answer a question. “Do you feel comfortable with sharing about what’s going on?”
 - a. Tell me more about....
 - b. What experiences or concerns do you have about ...?
 - c. What do you think would help or needs to happen next?

9. Connect with them and show **Empathy: Empathic listening** means taking the perspective of someone else and treating that person according to your understanding of how they feel. Demonstrate that you have empathy by listening to the other person and respect their opinions.
 - a. **Perspective taking** – Appreciate another person’s reality
 - b. **Stay out of judgement** – Listen in an active and nonjudgmental way
 - c. **Recognize emotion** – Be sensitive to the other person’s feelings
 - d. **“Reflect” your understanding** – Communicate your understanding of what is being said (verbally and nonverbally)

10. Allow them to speak freely and **LISTEN** actively: Communication isn’t just about speaking, it’s also about listening. Active listening is listening to **understand** rather than reply.
 - a. Be a sound board- sometimes you just need to talk things out and have someone listen to your frustrations.

11. **Reinforce member strengths-** Reinforcing members strengths, use of encouraging words and non-verbal gestures such as head nods, a warm facial expression and maintaining eye contact, are more likely to reinforce openness in others

12. It is important you are aware of resources available to the command so that you can refer your service members when needed.

Command	Organizations	Individual
Peers	MilitaryCrisisLine	Friends
Leadership	Fleet & Family Support Center (FFSC)	Family
E-OSC or CRT Team Member(s)	Military ONESOURCE	Church/Religious/Community Organization
Unit Chaplain	Families Overcoming Under Stress (FOCUS) Project	Mental Health Provider
Unit Medical	Pastoral Care	

APPENDIX E: UNIT ASSESSMENT

A Unit Assessment is a leadership tool used when a unit has been exposed to one or more of the Four Sources of Stress Injury (**Wear & Tear, Inner Conflict, Loss and Life Threat**) where observable changes in function or statements of distress are apparent. The E-OSC Team Leader and Assistant Team Leader are trained to conduct a unit assessment. There are three elements to an assessment:

1. Identify the source(s) of stress.
2. Identify behaviors associated with the source of stress(s).
3. Assess for strengths and vulnerabilities to develop a plan of action to mitigate stress and reduce vulnerabilities.

Phase 1: Leadership Consultation and Brief

- Meet with unit/dept. or command leadership on a unit assessment and the review the process
- Provide E-OSC UA Trifold for meeting

Phase 2: E-OSC Team Development

- Identify E-OSC Team Members to conduct assessment – Team Lead and Scribe Roles

Phase 3: Develop a plan of action

- Plan and organize the assessment
- Request times, dates, group demographics from UA requestor
- Develop tracking documents for focus group assignments
- Assign E-OSC Team Lead and Scribe for each group, provide folders with UA planning documents for each role
- Establish predetermined UA questions to be used during the focus group (see question bank handout) additional questions can be added per the requester of the UA
- Meet with team to review roles, responsibilities and planning documents for the Team Lead and Scribe

Phase 4: Conduct Assessment

- Conduct and facilitate interviews with identified focus groups utilizing predetermined questions – highly recommend: Scribe take notes on a laptop if available (to be deleted after compilation of notes)
- Tools to use for the focus groups:

Phase 5: Unit Assessment Report

- Create a summary report for leadership from compiled scribed focus group minutes determining recurring themes – you may uncover themes that you were not expecting.
- Utilize UA report template or develop reporting template of your own. Recommend disseminating report in PDF format.
- Ensure all Scribes type their notes, add date/time. Team Lead/Scribe initial and submit to the E-OSC Team Lead within two days of completing focus group.

Phase 6: Leadership Consultation and Debrief

- Review report providing feedback and recommendations to leaders – ensure that the **REQUESTOR ONLY** receives the report. This is to protect the anonymity of the focus group attendees.
- Requestor can send up to their higher level of COC if they choose too.



Stress Continuum
Model



Combat & Operational
Stress First Aid
(COSFA)



Core Leader
Functions



Stress-o-Meter
(SoM)

Hyperlink to sample Unit Assessment report on the E-OSC Support Center (CAC enabled):

<https://esportal.med.navy.mil/bumed/rh/m3/M33/nccosc/programs/E-OSC/Files/Marketing/Student%20Folder%20for%20Printing/Right%20Pocket%20Folder/Unit%20Assessment%20Sample%20Report.pdf>

APPENDIX F: Stress-o-Meter (SoM)

The Stress-o-Meter (SoM) is a **web-based resource tool** that provides an anonymous real-time “snapshot” of unit personnel. The Stress-o-Meter collects subjective information based on the Stress Continuum Model and creates a “dashboard” for command leadership. This “dashboard” illustrates the “temperature” of the unit, department, division, work center, or individual to assist leadership with understanding staff stress levels and to determine if there is a need for a CRT/E-OSC intervention.

The objective is to support the fundamental principles of early recognition, peer intervention, and connection to services to assist Sailors with the operational, occupational, and compassion demands of the job. This is critical in addressing stigma, mitigating early stress reactions or injuries, address decreased performance and enhancing mission readiness.

The pop-up window prompts visitors with the question of, “How are you coping with your stressors?” (Figure 1) Visitors can select from one of five options:

1. Green Zone
2. Yellow Zone
3. Orange Zone
4. Red Zone
5. Decline



The Stress-O-Meter is designed as a pop-up window that appears when Sailors access their local SharePoint intranet home page. Units can dictate periodicity of how often the SoM appears and how long it will last.

The pop-up window prompts Sailors to select what zone they associate with using the Stress Continuum Model and will be prompted to answer three questions:

1. What encourages you to seek help when experiencing high levels of stress?
2. What are your main source(s) of stress?
3. What prevents you from seeking help when experiencing high levels of stress?



The entire process is confidential and anonymous. Sailors will also have the option of contacting the local E-OSC/CRT team via a hyperlinked Outlook email button. At which point they will be required to provide their contact information (this is their implied consent for contact). Units should socialize the intent of the Stress-o-Meter prior to launching.

All Stress-o-Meter data is stored locally on secure SharePoint servers. Units will designate and approve specific E-OSC/CRT members to access auto-generated report data. Reports can be viewed at the Units discretion.

Implementation is simple and requires minimal set-up by IT staff. With the easy-to-read **SoM Installation Guide (included in the SoM module)**, IT staff will be able to specifically configure application settings such as Unit name, department name(s), and periodicity.

Setting up the

STRESS-O-METER



Conduct a SoM Overview & Buddy Care process to leadership

1

1. Key points/decisions for leaders:
 - a. Determine SoM frequency and duration (How often & how long each event will run): Recommend once per quarter or semiannually, for 3 to 5 days or as a “push” event in response to a sentinel, mishap or other large tragedy experienced by the unit
 - b. Determine unit breakdown for SoM results – Department/ Division. Recommend Dept. to support confidentiality
 - c. Determine administrators: E-OSC/CRT leaders to monitor SoM generated requests from Sailors asking to be connected (Designated E-OSC Team Members, Chaplains, DRC, etc.)
 - i. Individual responses are anonymous and confidential, unless Sailor requests assistance via the SoM automated Outlook email function
 - ii. Buddy Care requests and interactions are confidential with the exception of mandatory reporting requirements

2

Set-up a meeting with designated Unit IT administrator(s)

- a. Review applicable SoM SharePoint Guide
- b. Configure the SoM on the unit’s SharePoint Intranet Home Page (Compatible with SharePoint 10, 13, 16)
- c. Configure SoM management permissions (SoM Frequency, Viewer permission, email contact, results) as determined by command
- d. Test SoM

3

Brief the unit on SoM

- a. Purpose, process, contents
- b. Discuss anonymity and its limits (CAC enabled)
- c. Accessing SoM Survey (Command Portal)
- d. Intent & process for briefing results

4

Brief the unit on SoM

- a. Summarize report to leadership (requester)
- b. Offer feedback and recommendations
- c. Determine follow-on plan: Unit Assessment, command/resilience training, other program training as indicated by SoM results
- d. Brief crew
- e. Provide additional resources as required

APPENDIX G: Resilience Quotes

“Life doesn’t get easier or more forgiving, we get stronger and more resilient.”

— **Steve Maraboli, Life, the Truth, and Being Free**

“Enthusiasm is common. Endurance is rare.”

— **Angela Duckworth**

“The oak fought the wind and was broken, the willow bent when it must and survived.”

— **Robert Jordan, The Fires of Heaven**

“Resilience is accepting your new reality, even if it's less good than the one you had before. You can fight it, you can do nothing but scream about what you've lost, or you can accept that and try to put together something that's good.”

— **Elizabeth Edwards**

“Hold yourself responsible for a higher standard than anybody else expects of you. Never excuse yourself. Never pity yourself. Be a hard master to yourself-and be lenient to everybody else.”

— **Henry Ward Beecher**

“The human capacity for burden is like bamboo- far more flexible than you'd ever believe at first glance.”

— **Jodi Picoult, My Sister's Keeper**

“Persistence and resilience only come from having been given the chance to work through difficult problems.”

— **Gever Tulley**

“You may have to fight a battle more than once to win it.”

— **Margaret Thatcher**

“It’s your reaction to adversity, not adversity itself that determines how your life’s story will develop.”

— **Dieter F. Uchtdorf**

“Do not judge me by my success, judge me by how many times I fell down and got back up again.”

— **Nelson Mandela**

“Persistence and resilience only come from having been given the chance to work through difficult problems.”

— **Gever Tulley**

“You may have to fight a battle more than once to win it.”

— **Margaret Thatcher**

“It’s your reaction to adversity, not adversity itself that determines how your life’s story will develop.”

— **Dieter F. Uchtdorf**

“Do not judge me by my success, judge me by how many times I fell down and got back up again.”
— **Nelson Mandela**

“No matter how bleak or menacing a situation may appear, it does not entirely own us. It can't take away our freedom to respond, our power to take action.”
— **Ryder Carroll**

“On the other side of a storm is the strength that comes from having navigated through it. Raise your sail and begin.”
— **Gregory S. Williams**

“I tried and failed. I tried again and again and succeeded.”
— **Gail Borden**

“The difference between a strong man and a weak one is that the former does not give up after a defeat.”
— **Woodrow Wilson**

“It may sound strange, but many champions are made champions by setbacks.”
— **Bob Richards**

“Only those who dare to fail greatly, can ever achieve greatly.”
— **Robert F. Kennedy**

“Our greatest glory is not in never falling, but in rising every time we fall.”
— **Confucius**

“When we learn how to become resilient, we learn how to embrace the beautifully broad spectrum of the human experience.”
— **Jaeda Dewart**

“Resilience is very different than being numb. Resilience means you experience, you feel, you fail, you hurt. You fall. But, you keep going.”
— **Yasmin Mogahed**

“We are not a product of what has happened to us in our past. We have the power of choice.”
— **Stephen Covey**

“Resilience is the ability to attack while running away.”
— **Wes Fessler**

“Resilience is based on compassion for ourselves as well as compassion for others.”
— **Sharon Salzberg**

“Courage doesn't always roar. Sometimes courage is the quiet voice at the end of the day saying 'I will try again tomorrow'.”
— **Mary Anne Radmacher**

“Turn your wounds into wisdom.”

— **Oprah Winfrey**

“Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time.”

— **Thomas Edison**

“Like tiny seeds with potent power to push through tough ground and become mighty trees, we hold innate reserves of unimaginable strength. We are resilient.”

— **Catherine DeVrye, The Gift of Nature**

“No one escapes pain, fear, and suffering. Yet from pain can come wisdom, from fear can come courage, from suffering can come strength - if we have the virtue of resilience.”

— **Eric Greitens, Resilience**

“Successful people demonstrate their resilience through their dedication to making progress every day, even if that progress is marginal.”

— **Jonathan Mills, How to Be Successful in Business and in Life**

“We all have battles to fight. And it's often in those battles that we are most alive: it's on the frontlines of our lives that we earn wisdom, create joy, forge friendships, discover happiness, find love, and do purposeful work.”

— **Eric Greitens, Resilience**

“Failure will never overtake me if my determination to succeed is strong enough.”

— **Og Mandino**

“I hope you never fear those mountains in the distance

Never settle for the path of least resistance”

— **Lee Ann Womack, I Hope You Dance**

"Resilience isn't a single skill. It's a variety of skills and coping mechanisms. To bounce back from bumps in the road as well as failures, you should focus on emphasizing the positive."

— **Jean Chatzky**

"Resilience is knowing that you are the only one that has the power and the responsibility to pick yourself up."

“As much as talent counts, effort counts twice.”

— **Angela Duckworth**

“That which does not kill us makes us stronger.”

— **Friedrich Nietzsche Mary Holloway**