

Integrated Primary Prevention Workforce **BLUEPRINT**



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CNIC Family Readiness (N91)

INTRODUCTION

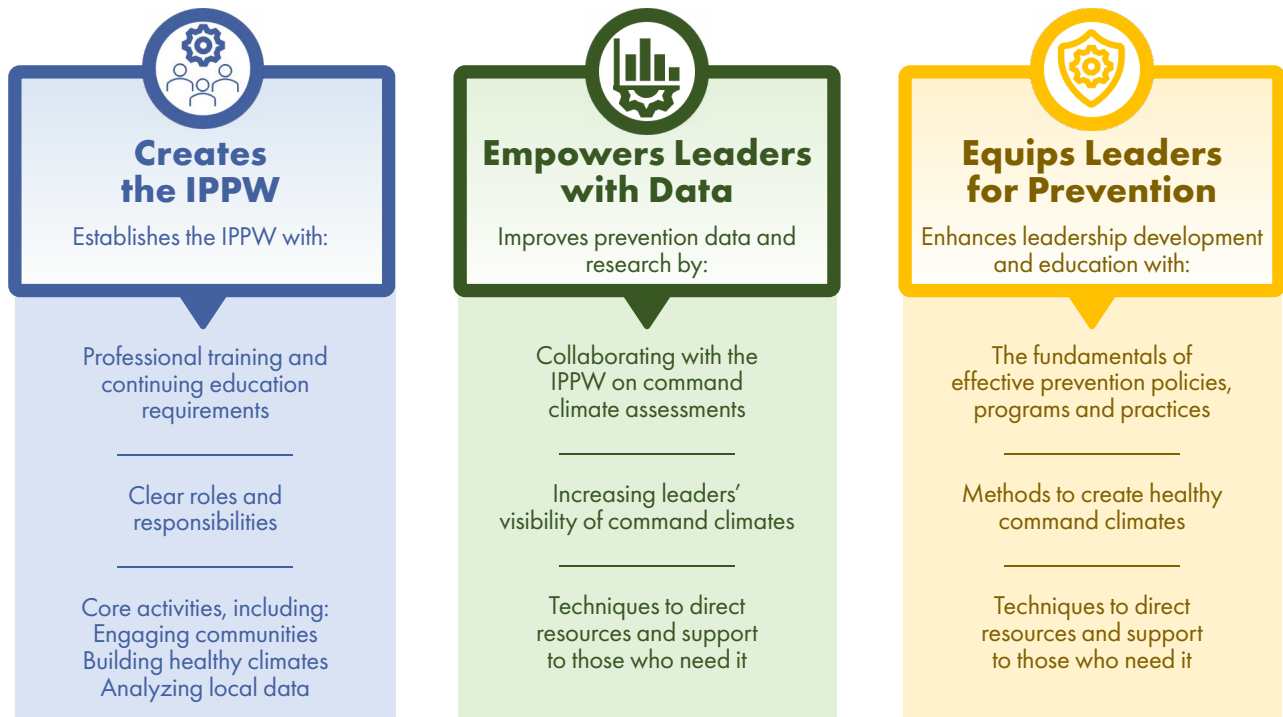
The Integrated Primary Prevention Workforce (IPPW) is a DoD initiative to promote protective factors and reduce risk factors among individuals, within relationships, and within organizations, through policies, programs, and practices. While prevention and response are both necessary to decrease the impact of harm and violence in the military community, prevention is the best way to ensure future harm and violence never occur.

This blueprint will outline the Navy's process for the establishment of its IPPW. Topics include:

- I. Program Background and Purpose
- II. Establishment of the Integrated Primary Prevention Workforce
- III. Hiring Process
- IV. Onboarding of New Employees
- V. Ongoing Training

I. Program Background and Purpose

The mission of the IPPW is to address harmful behaviors that plague the health and well-being of Sailors and their families by establishing holistic wellness and resilience through a prevention system that is research-based and continuously learning. The IPPW partners with leaders to build healthy command/community climates and create environments free from abuse and harm. The IPPW is based on the DoDi 6400.11: *DoD Integrated Primary Prevention Policy*. The instruction outlines three key purposes.



HEALTHY COMMAND CLIMATE

The successful execution of this initiative can be simply categorized using the three Ps of business: people, process, and product. The result of collaboration of people and processes is a healthy command climate which creates



resilience: the capacity to withstand, recover, grow, and adapt in the face of stressors and changing demands. One without the other will not deliver success.

PEOPLE

Command Resilience Team (CRT)

The CRT is a key stakeholder and integral to the success of IPPW prevention efforts. This interdisciplinary group is comprised of individuals with diverse backgrounds, experiences and skillsets and is charged with implementing positive measures that promote well-being and resilience. CRTs are designed to provide command leadership with information and insight specific to the concerns of command personnel.

Examples of members include:

▶ Executive Officer (XO)	▶ Legal Officer
▶ Department Head (DH)	▶ Drug and Alcohol Program Advisor (DAPA)
▶ Leading Chief Petty Officer (LCPO)	▶ Command Financial Specialist (CFS)
▶ Command Career Counselor (CCC)	▶ Sexual Assault Prevention and Response (SAPR) VA/SARC
▶ Personnel Officer	▶ Suicide Prevention Coordinator (SPC)

Integrated Primary Prevention Workforce

This newly created workforce is staffed with skilled professionals who promote the health of the Navy community. They partner with leaders to change policies and implement prevention activities enabling the Navy's Integrated Culture Framework. This workforce, which will eventually number 300, includes staff at Fleets, TYCOMs, Regions and at the installation level afloat and ashore.

Community Partners

Community partners are those that lead response efforts. In consultation with IPP personnel, these specialists will provide training aligned with their program or area of responsibility.

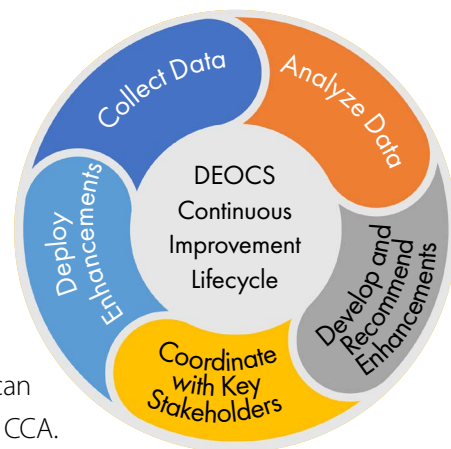
Family Advocacy Program Personnel	Sexual Assault Prevention and Response (SAPR) Team	Suicide Prevention Staff
Training Facilitators	IPPW Partners	Military Equal Opportunity Personnel
MWR	FFSC Work and Family Life Team	Chaplains

PROCESSES

Data Collection

The Command Climate Assessment (CCA) begins with completion of the Defense Organizational Climate Survey (DEOCS). Administered annually, the DEOCS provides commanders with unit-specific information on important aspects of their command climate, such as: cohesion, morale, work-life balance, harassment, substance misuse, and stress.

The DEOCS is a congressionally mandated, unit-level climate survey that provides commanders with unit-specific information on critical personnel topics so that they can take immediate steps to improve their command climate. It is one component of the CCA.



CRT Actions

The Command Resilience Team (CRT) gathers additional information by performing focus groups, examining prevalence rates, and reviewing administrative records and policies. The CRT provides command leadership with information and insight specific to the concerns of unit personnel and collaborate with the IPPW to build and execute a Comprehensive Integrated Prevention Plan to address identified risk factors and promote protective factors.

Primary Prevention Activities

These activities involve intervening before negative health effects occur or conditions develop. The purpose is to promote healthy relationships, interactions, and choices among Sailors. Examples include:

- ▶ Implement recommendations based on data analysis of DEOCS.
- ▶ Work with leaders to ensure policies promote healthy and respectful workplaces.
- ▶ Provide education on lethal-means storage and safety.
- ▶ Deliver programs to foster psychological, physical, and emotional toughness; promote organizational trust and transparency; and ensure inclusion and connectedness.

RISK FACTORS	Alcohol impairing memory Binge drinking Passive leadership Racially harassing behaviors Sexist behaviors Sexually harassing behaviors Stress Toxic leadership Workplace hostility	PROTECTIVE FACTORS	Cohesion Connectedness Engagement and commitment Leadership support Fairness Inclusion Morale Transformational leadership Safe storage for lethal means Work-life balance
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PRODUCT

A command climate where risk factors are prevalent increases the likelihood of harmful behavior directed to self and others. Conversely, an environment which is created based on protective factors reduces the effects of stressful life events. These factors increase a Sailor's ability to avoid risks and promote healthy behaviors to thrive in all aspects of life. Without successful integration and collaboration of the people and processes, the product of a healthy command climate would not be possible.

II. Establishment of the Integrated Primary Prevention Workforce

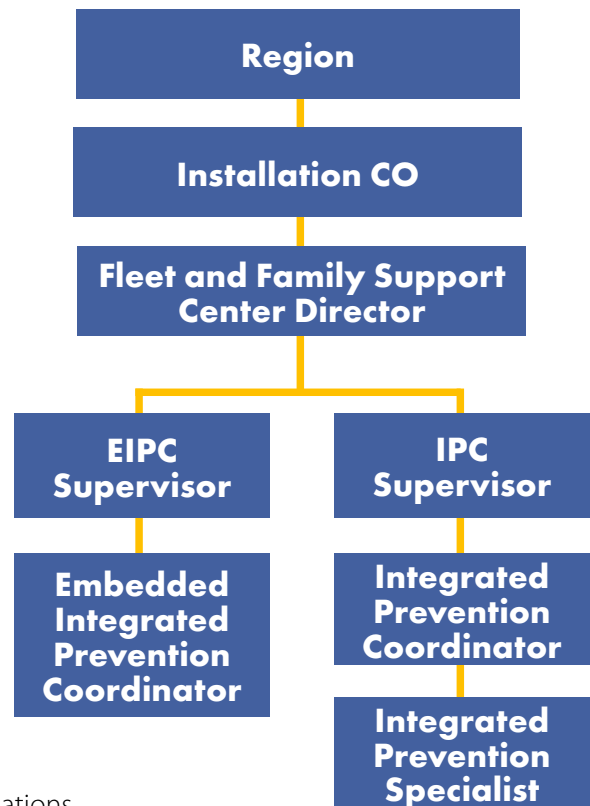
In March of 2022, the Navy began constructing its dedicated prevention workforce. Acknowledging that this was going to require a concerted effort among many parties, organizational structures are being assessed.

The enterprise consisted of already existing structures with the addition of the IPPW. At right is an example of the installation-level structure with IPPW integration.

WORKFORCE COMPETENCIES

Once the structure is in place, position descriptions are developed with specific competencies identified for the workforce to be effective. These skills or qualities are used by interviewers to assess job fit and then once in the job, managers use them to give feedback, have professional development conversations as well as accurately delegate tasks. The identified competencies are:

- ▶ Analytical thinking
- ▶ Influencing and negotiating
- ▶ Marketing and outreach
- ▶ Problem solving
- ▶ Partnering
- ▶ Process improvement
- ▶ Reporting/recommendations
- ▶ Strategic thinking
- ▶ Communications



“These individuals will be looking for these very climate factors that we talked about because in one community, it might be sexual harassment, in another community, it might be workplace hostility, and the specific approach that you would apply might look different in those two situations. So these individuals will really understand where the risk is, and then advise leaders on research-based approaches that they can use to get after it, and then work across the different prevention stakeholders to implement it, but then also evaluate to ensure that what we’re doing is actually having the intended effect and so that we can course correct if we need to.”

~Andra Tharp, senior prevention adviser with the DoD Sexual Assault Prevention Response Office

IPPW ROLES AND RESPONSIBILITIES

Competencies are the knowledge, skills, abilities, personal characteristics and other worker-based factors. The competencies identified clearly define the essential functions of the job. Below are the primary functions of the IPPW, which consists of management, coordination, and educational positions.

Program Management

Establish and integrate prevention activities of different program personnel at the installation, command and unit levels.

Work with leaders to shape and optimize local policies, programs or practices.

Increase buy-in and visibility of prevention efforts across military communities.

Help service members build healthy habits and life skills.

Advisement

Work with leaders to change or stop ineffective policies, programs or practices.

Brief leaders on data results and implications in order for them to address gaps and promote a healthy command climate.

Help leaders develop effective preventions plans.

Program Effectiveness/Compliance

Educate installations, commands, and units on applicable policies and directives to ensure compliance with Department of Defense (DoD), Department of the Navy (DoN), Navy policies and local directives.

Consolidate and analyze data from command climate reports, unit status reports, installation data.

Share data and resources across the Command Resilience Team.

Measure impact of prevention activities and integrating best practices into the program.

Integrated Prevention Coordinator Supervisor

50% Program Management

25% Supervisory

10% Effectiveness/
Compliance

Integrated Prevention Coordinator

40% Program Management

35% Advisement

25% Effectiveness/
Compliance

Integrated Prevention Specialist

70% Education and Training

30% Program Evaluation

III. Hiring Process

The hiring process is a standard process for government civilians. The goal is to hire and retain top talent with the skills for the job and the commitment and passion for such an important program. Behavior-based interview questions are used to accurately assess candidates to determine if they are a good fit for the position. The interview questions are based on the identified competencies of the workforce.

JOB ANNOUNCEMENT

- Standardized announcement on USAJobs
- Core competencies identified

HUMAN RESOURCES

- Screens candidates
- Sets up interviews

HIRING MANAGER

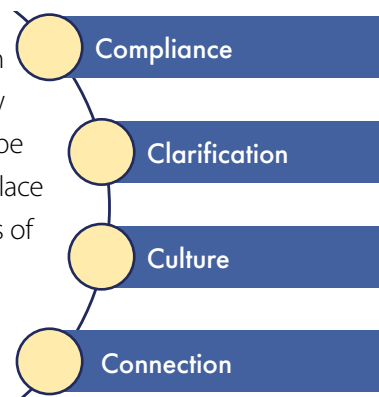
- Uses *IPPW Hiring Guide*
- Interviews candidates using behavior-based interview questions on core competencies
- CNIC HQ and/or OPNAV prevention representative on Region IPPW hiring panel
- Region IPPW representative on installation IPPW hiring panel

HUMAN RESOURCES

- Conducts background check
- Makes offer

IV. Onboarding of New Employees

New employee onboarding is the process of integrating a new employee within the enterprise and its culture, as well as helping a new hire acquire the tools and information needed to become a productive member of the team. The process of onboarding new employees can be one of the most critical factors in ensuring recently hired talent will be productive, contented workers. The IPPW follows a best practice as designed by workplace expert Dr. Talya N. Bauer (Ph.D., Purdue University.) Her research specializing in the areas of new hire onboarding, recruitment, selection, mentoring, and leadership has resulted in four distinct levels of onboarding. *Copyright Talya N. Bauer (2010).*



Compliance

This level is the most basic. It includes forms, health and safety items, compliance, confidentiality, and legal administrative requirements. Examples of compliance include:

- ▶ Obtain a CAC card
- ▶ Complete locally required computer training
- ▶ Establish online accounts
- ▶ Update contact information in NFAAS

Clarification

This ensures new hires clearly understand the job and what will be needed to excel. It includes meeting with leadership and coworkers, obtaining relevant materials and attending job specific training. The items below provide clarification.

- ▶ Onboarding checklist review with supervisor for site specific protocols
- ▶ Relevant reference material
 - ▶ Desk Guides
 - ▶ Crisis protocols
 - ▶ FFSP Certification Standards
 - ▶ DoDI 6400.09/6400.11
- ▶ Training
 - ▶ SPARX
 - ▶ Command Resiliency Training
 - ▶ Psychological First Aid
 - ▶ Mind-Body Mental Fitness
 - ▶ Command Climate Assessment (CCA)/ Defense Organizational Climate Survey (DEOCS)
 - ▶ Expanded Operational Stress Control

Culture

In order for new hires to be successful, they need to understand the context in which they are operating. Organizational norms include enterprise practices, protocols, and unique language. Examples that enhance understanding of the Navy culture include:

- ▶ Installation, command and FFSC tours.

▶ Training.

▶ Navy Orientation/Navy 101	▶ N-Codes
▶ Culture – Command – Mission	▶ Navy structure/Echelons
▶ Navy Language	▶ Departments/Divisions
▶ Fleet Fighter Family	▶ Rank/Rate/NEC

Connection

The IPPW cannot work in a vacuum if they are going to be successful in helping to create healthy command climates. The interpersonal relationships, partnerships and community relationships will enable and equip them to provide referrals, recommendations, and education to both commands and Sailors.

- ▶ Participate in the IPPW Community of Practice
- ▶ FFSC Battle Buddy program
- ▶ Meet partners and learn their roles:

Command:

▶ Medical	▶ CCS/CMEO
▶ Navy Legal	▶ CSAAD
▶ Chaplain/CREDO	▶ DAPA

Community:

▶ CYP	▶ Fitness/Nutrition
▶ MWR	▶ Recreation

Fleet and Family Support Center

▶ Clinical counseling	▶ Work and Family Life
▶ Sailor Assistance and Intercept for Life (SAIL)	▶ TAP, RELO, FERP, EFMP, PFM, etc.
▶ Family Advocacy Program (FAP)	▶ Sexual Assault Prevention and Response (SAPR)
▶ New Parent Support Program (NPS)	▶ Navy Gold Star and Navy Wounded Warrior
▶ Problematic Sexual Behavior in Children and Youth (PSB-CY)	

These items are included on the IPPW check-in form which each new employee receives from their supervisor. The supervisor guides and mentors them using the form as the foundation.

V. Ongoing Training

While IPPW staff are hired based on the competencies they bring to the job, an integral philosophy is to retain and improve those competencies in the prevention context. By aligning specific training to the required workforce competencies, staff will remain relevant and highly functioning. This is done through a variety of modalities which include live facilitator-led training, peer-to-peer communities and interactive self-paced online learning. Retaining knowledge in the long term is enhanced by repetition and direction application to situations. Below are the required competencies aligned with a sampling of available training to sustain and strengthen their skills.

Analytical Thinking

Understanding Evidence

Build Your Data Skills for P2P

Critical Thinking for Better Judgment and Decision Making

Influencing and Negotiating

Drawing the Line: Setting Professional Boundaries

Influencing Others

Building Rapport with Customers

Marketing and Outreach

Communication Change in an Enterprise-Wide Transformation

Driving Inclusion with Empathy

WII-FM: Your customers Favorite Radio Station

Problem-solving

Crafting Problem and Solution Statements

Creating Safe Spaces for Tough Conversations at Work

Innovative Approaches in Connectedness: Protecting Service Members, Veterans and Family Members from Suicide and other Harmful Behaviors

Process Improvement

Measuring Performance and Effectiveness of Prevention Activities

Building a Coaching Culture: Improving Performance Through Timely Feedback

Violence Prevention in Practice

Strategic Thinking

Conducting a SWOT Analysis

Managing Change and Transition

Thinking Outside the Box

Partnering

Building Professional Relationships

Achieving Integrated Primary Prevention Through Collaborative Relationships

Building Inclusive Work Communities

Reporting/Recommendations

Giving and Receiving Feedback

Communicating with Command Leadership

Perfect Pitch

Communications

Introduction to Navy Correspondence

Communicating with Emotional Intelligence

What Great Trainers Know (Podcast Series)

SUMMARY

The IPP workforce is growing every day. The blueprint for the workforce continues to evolve as the policy, data, and research on how to create and maintain healthy command climates expands. Ultimately, the IPPW will collaborate with leadership to enable the process and programs for building great people, leaders, and teams.

