



**ACC/A1Z, Integrated Community Services
THE BRIDGE**

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Introducing "The Bridge"

The Integrated Community Services Division stood up in November 2018. A1Z provides guidance, support and funding for ACC Community Support and Resilience, Violence Prevention, Equal Opportunity, Sexual Assault Prevention and Response, and Diversity and Inclusion requirements and initiatives.

In an effort to increase the awareness of the valuable services provided by your installation Community Support Coordinators (CSCs), Violence Prevention Integrators (VPIs), SARC and VAs, EO professionals, and D&I advocates, and to share tools that enable our Total Force

leaders to energize, connect and empower our Airmen, ACC/A1Z has created the quarterly newsletter, "The Bridge."

We want "The Bridge" to be a useful tool, and welcome you to share your thoughts, ideas, and recommendations. We are committed to excellence and are standing by to help.

Your A1Z Team

Ms. Sara Wilson, DSN 574-6514, ACC/A1Z Division Chief and Diversity & Inclusion Advocate

- D&I Strategy
- D&I Training and Activities

Ms. Helena Palmer, DSN 574-4596, Community Support Program Manager

- ACC Community Action Team (CAT) / ACC Community Action Board (CAB)
- Resilience Training and Activities

Ms. Donna Barbeyto, DSN 574-5016, Violence Prevention Program Manager

- Implementer Training
- Violence Prevention Analysis and Activities

SMSGT Candice Compton, DSN 574-3146, Equal Opportunity Functional Manager & Negotiation Dispute Resolution Program Manager

- Military and Civilian EO Complaint Processing
- Required Training and HHQ Notifications

Ms. Kelly Wilds, DSN 574-3178, ACC/CDS Sexual Assault Prevention and Response (SAPR) Program Manager (co-located with A1Z)

- Sexual Assault Reporting Requirements
- SAPR Data/Trend Analysis

Diversity & Inclusion

AFI 36-7001, *Diversity & Inclusion*, defines diversity and inclusion in the following way:

Diversity: A composite of individual characteristics, experiences, and abilities. It includes but is not limited to personal life experiences, geographic and socioeconomic backgrounds, cultural knowledge, educational background, work experience, language abilities, physical abilities, philosophical and spiritual perspectives, age, race, ethnicity, and gender. **Inclusion:** The process of creating a culture where all members are free to make their fullest contributions to the success of the group, and where there are no unnecessary barriers to success.

Diversity & Inclusion (D&I) is not the responsibility of one office or individual. **We are all responsible** for establishing a culture that promotes and practices diversity, equity and inclusion. According to the most recent roll-up of the ACC **DEOCS** and **Federal Employee Viewpoint Survey (FEVS)**, there is work to done.



For instance, only **6 out of 10** ACC Airmen agree that discipline is administered fairly and that training opportunities, awards, and recognition are fairly distributed. **55%** of ACC Civilians feel they are treated equally. **Junior enlisted women** identify inclusion as an area of concern. What can be done to improve our current D&I track record?

D&I must be a top-level priority and considered important throughout all levels of supervision. If we are truly committed to "People First, Mission Always", leading by example and being visibly committed to D&I is imperative. If we care about recruiting and retaining talent and maintaining a competitive advantage, we must institute practices that enforce D&I. Our future depends on it!

D&I Drivers that Leaders can Execute Today:

- Know your people
- Establish metrics that measure inclusion, diversity, and total employee experience such as the DEOCS and FEVS
- Be intentional about "Who's at the Table?"
- Address work/life balance and accommodations
- Seek diverse perspectives
- Practice introspective leadership — know your blind spots
- Acknowledge and reward inclusive behaviors
- Attend D&I events and offer to provide supportive remarks
- Audit the environment to ensure visuals resonate with the Total Force and represent a commitment to diversity

Resilience



As leaders in the current AF cli-

mate with the topic of resilience, risk factors and unit cohesion swirling around us, you may feel an

increase in pressure to find the magic solution to Airmen's' distress and despair. We share your concerns and want to assure you that the responsibility is not yours alone. The common themes and concerns that surfaced during the resilience Tactical Pause (RTP) are Air Force themes, those specific to a base or MAJCOM. No one is looking to assign blame, only share ideas and motivation to continue the courageous task of being open and willing to talk about a range of sometimes difficult topics. In the process of sifting through feedback from Airmen, we are surprised by the power of small gestures and actions (particularly when coming from first line supervisors) that have the most powerful impact on our Airmen — it can influence

their personal commitment as well as their professional drive. Recognizing their contributions, however small, sharing your own vulnerabilities, and incorporating humor is leadership currency that can carry you far. The Community Support Coordinators (CSC) at each Wing have a range of ideas, tips, and training tools to enhance leadership communication, team cohesion, and boost resilience skills in the unit. As chairs of the Community Action Team (CAT) they work closely with the Violence Prevention Integrators, (VPI's), SARC's, and other helping agencies to further the command's vision of a healthy and thriving Wing. Avail yourselves of their talents and checkout the tools at www.resilience.af.mil

Violence Prevention



Suicide Analysis Boards (SABs) are one of VCSAF-directed initiatives to improve suicide prevention, intervention, and postvention policies, practices, programs, and procedures across the AF. Effective in 2019, MAJCOMs are re-

quired to conduct SABs annually. Our first annual ACC SAB will convene 18-22 Nov 19 at Langley AFB. It will be composed of a Board President and Board Members representing multiple disciplines. Together, subject matter experts will review and analyze findings and contributing factors and recommend changes to policies, practices, programs, or procedures. For a comprehensive analysis, the SAB process will include a discussion with the decedent's Command Team (CT) - a very vital component. Please note: SABs are non-punitive, and CT involvement does not indicate blame or fault. CTs will include those who were familiar with or had regular, direct, contact with the decedent. CTs know their Airmen best. They will have the discretion to choose appropriate individuals in a position to discuss the events, and the discretion to exclude those who

may not be ready to discuss event details at the SAB. Collectively, our focus is to provide the most thorough and comprehensive analysis with the utmost dignity and respect to the decedent, and to provide well-researched findings with recommendations for ACC senior leaders to consider in reducing suicides. We appreciate your support as we move forward.



Photo: Mt Home 366 FW PA Office

Equal Opportunity



Resolve Underlying Conflict

It is common knowledge that unresolved conflict within an organization can have devastating effects. But where does conflict originate?

Unresolved conflict typically stems from lack of communication and high perceptions of favoritism from managers and supervisors. Organizational processes and professional

decisions are made from personal preferences, creating low job satisfaction.

The FY18 ACC DEOCS Rollup revealed job satisfaction and organizational processes as areas of concern. Why aren't Airmen satisfied with their jobs? One reason for the dissatisfaction may be that the organizational processes are not transparent enough. Another reason may have to do with stifled communication at certain levels of leadership. A lack of communication and transparency perpetuates conflict. In order to avoid conflict escalation, managers/supervisors must be able to recognize when conflict and/or difficult conversations need to take place. How can communication be improved and trans-

parency become the norm? One approach may be frequent small group discussions at all leadership levels to get to know our Airmen at a deeper level.

Several resources available to help managers/supervisors resolve conflict at the lowest level are included below:

- **Air Force Negotiation Center** <https://www.airuniversity.af.mil/AFNC>
- **NDR Website** <https://www.adr.af.mil>
- **SkillPort training:** <https://usafprod.skillport.com>
- **milSuite Courses:** <https://www.milsuite.mil/university/af-ndr-class/>

Sexual Assault Prevention and Response



The Sexual Assault Prevention and Response (SAPR) Program empowers Airmen to serve as catalysts in creating a culture of dignity and re-

spect. Reinforcing the Air Force's commitment to prevention and sexual assault response, the SAPR program is fluid in design and implementation of several new initiatives to better suit the changing demands of our Airmen.

The FY18 Annual Report on Sexual Assault in the Military showed an increase in prevalence of sexual assaults from FY16 to FY18. The Prevention Plan of Action is a strategic approach in

the prevention of sexual assault prevalence. As part of this Plan, the Catch a Serial Offender (CATCH) Program was launched in August 2019. This program gives victims who file a Restricted Report an opportunity to anonymously disclose suspect info to aid in identifying serial offenders. DoD Safe Helpline has expanded resources for survivors of sexual assault. These resources included self-paced online programs, a Safe Help Room for male survivors, as well as follow up services. The [Safe Helpline](#) can be accessed online, through the app, or by calling **1-877-995-5247**.