



**DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS AIR FORCE MATERIEL COMMAND  
WRIGHT-PATTERSON AIR FORCE BASE OHIO**


10 2 JAN 2020

MEMORANDUM FOR ALHQCTR/CC/CL  
ALHQSTAFF  
ALINST/CC/CL

FROM: AFMC/CD  
4375 Chidlaw Road  
Wright-Patterson AFB OH 45433-5001

SUBJECT: CY20 AFMC Connect Implementation

1. Effective 1 Jan 20, AFMC leaders at all levels will facilitate monthly discussions utilizing the "AFMC Connect" initiative. Additionally, AFMC Connect will replace the requirement to conduct a separate Bystander Intervention/Suicide Prevention face-to-face training by embedding the required concepts within the AFMC Connect tools.
2. AFMC Connect is focused on building relationships within our organizations by delivering deliberate and meaningful discussions to promote an increase in unit cohesion and connectedness. This is a holistic approach to strengthen individual resilience, reinforce protective factors, and reduce unwanted behaviors. Focusing on our mission, building a shared purpose, and strengthening our connections will aid in the further development of our most vital resource, our people, and create the AFMC We Need!
3. The attached AFMC Connect Implementation Guidance provides step-by-step instructions on how to execute the monthly AFMC Connect discussions. Your Community Support Coordinator (CSC) and Violence Prevention Integrator (VPI) are the Installation POCs for AFMC Connect.
4. My POC is Ms. Jennifer Treat, HQ AFMC/A1RZ, DSN 312-986-2843, commercial 937-656-2843, [jennifer.treat@us.af.mil](mailto:jennifer.treat@us.af.mil) if you have any questions.

  
CARL E. SCHAEFER  
Major General, USAF  
Deputy Commander

Attachment:  
CY20 AFMC Connect Implementation Guide



**AFMC Connect**

**IMPLEMENTATION GUIDANCE**



**1 January 2020**

*AFMC... Increase unit cohesion and connectedness of our personnel and their families to create the AFMC We Need.*

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## INTRODUCTION

AFMC's goal continues to be focused on building and sustaining a thriving and resilient Air Force Community by utilizing the AF's framework of Comprehensive Airmen Fitness (CAF), placing emphasis on personnel becoming more mentally, physically, socially & spiritually fit.

The objective for AFMC Connect is to work towards increasing unit cohesion and connectedness by creating bonds as an organization, allowing teamwork to occur, thus increasing commitment to the AF mission, the AFMC mission and ultimately to each other. Connectedness is a key protective factor that assists with combating the everyday risk factors people encounter in their lives. We have framed AFMC Connect in a manner to meet the needs of the individual units by providing tools and resources to assist leaders in effectively communicating with their personnel.

As we were reminded by the Resilience Tactical Pause (RTP), these concepts should be embedded into our everyday culture. Success rests with individuals engaging with one another in a way that fosters continual communication and builds relationships. When we build connections with others we build strength in ourselves.

In accordance with the Chief of Staff of the Air Force, we believe in revitalizing the squadrons by giving command teams the time, tools and resources to foster a culture that builds resilient Airmen and focuses on the unit wellness. As leaders, you can positively influence your workforce by reinforcing the following concepts:

1. Stressing seeking help early and removing barriers
2. Building connections with helping agencies and bringing services to your people
3. Highlighting stories of individuals in crisis, who sought help and recovered
4. Discussing risk factors for those in crisis and arming your personnel with resources

AFMC Connect is an initiative to focus on building relationships. We are investing in our collective success by providing the time, tools, and resources to enhance personal and professional performance. AFMC Connect is a multi-faceted initiative integrating a shared message across the command, while giving time and autonomy back to squadrons. In order for this to work, leaders at every level must have active and sustained engagement with their people.

We do not intend to require a one size fits all, but rather provide a standardized message with accompanying tools and resources to better assist in successful engagement. This is a holistic approach to strengthen resilience, reinforce protective factors and reduce unwanted behaviors through deliberate and meaningful personal and professional development. Focusing on our mission, building a shared purpose, and strong connections will aid in assisting our most vital resource, our people and create the AFMC We Need!

*This implementation guide provides AFMC leaders at all levels with the overall intent and background and guidance for AFMC Connect.*

## **AFMC CONNECT COMPONENTS**

### **Commander's Toolkit**

Resources for the monthly AFMC Connect discussions are located at ([https://cs2.eis.af.mil/sites/22370/AFMCWingmanDay/\\_layouts/15/start.aspx#/SitePages/Community%20Home.aspx](https://cs2.eis.af.mil/sites/22370/AFMCWingmanDay/_layouts/15/start.aspx#/SitePages/Community%20Home.aspx) ). Click to request access. This toolkit includes AFMC Connect topic sheets as well as supporting videos and resources for facilitators. There is also an opportunity for feedback to assist with ensuring the tools/resources are meeting your needs.

### **AFMC Connect Tools**

Supervisors at all levels will facilitate monthly discussions, utilizing the AFMC Connect tools. These tools provide plug and play capability for leaders to support increased communication and connectedness of their personnel. Content in the facilitator guides may be tailored to best meet needs of the unit. These discussions focus on deliberate and meaningful topics to be conducted in small groups. Each topic will instill and promote unit cohesion and connectedness. The MAJCOM communication plan is designed to keep us focused on a synchronized message each month. However, leaders have flexibility to tailor these messages to best meet the needs of their organization.

### **Unit Resources**

Leaders, at all levels, are responsible for AFMC Connect implementation. Consider establishing a Resilience/Prevention team within the unit to focus on helping create strong connections and morale throughout the unit, as well as planning continued events. We recommend you utilize already trained Master Resilience Trainers (MRTs), Resilience Training Assistants (RTAs), Green Dot Implementers and Early Adopters, Volunteer Victim Advocates and young Airmen to foster innovative ideas.

Leaders are encouraged to integrate these initiatives within the existing daily mission and not create an "additional check the box" requirement.

### **Annual Sexual Assault and Suicide Prevention Training Requirements**

Sexual Assault Prevention: This training is broken into 2 components; face-to-face bystander intervention and the Commander's Sexual Assault Prevention and Response (SAPR) Talking Points. All first duty station military and new civilian employees will be required to attend the foundational 90-minute Bystander Intervention course (i.e. Green Dot). Leaders are required to utilize AFMC Connect quarterly (Mar – Respectful, May – Caring, Aug – Engaged, Nov – Honorable) to incorporate Bystander Intervention principles for the rest of the population. All Personnel will continue to receive Commander's SAPR talking points as these will not be included as part of the AFMC Connect tools.

Suicide Prevention: Leaders are required to utilize AFMC Connect quarterly (Mar – Respectful, May – Caring, Aug – Engaged, Nov – Honorable) to incorporate Suicide Prevention training components focused on promoting protective factors (i.e. sense of belonging, shared purpose, strengthening relationships, etc.) as well as the ACE model "Ask, Care, Escort."

Tracking Mechanism: UTMs will track and document completion of quarterly requirements for unit members and report quarterly completions by unit to AFMC/A1RZ using the SAPR

Talking Points Spreadsheet. Upon the initiation of a PCS or deployment, UTM's will provide documentation of completed training to personnel. Additionally, UTM's will maintain training completion records for two years.

## **AFMC CONNECT CONOPS**

### **I. Overview**

- A. Effective 1 January 2020, supervisors at all levels will facilitate monthly discussions, utilizing the AFMC Connect Tools. These discussions focus on deliberate and meaningful topics to be conducted in small groups. Each month's topic will promote unit cohesion and connectedness to drive cultural change.
- B. AFMC Connect may be conducted during existing forums (i.e. staff meeting, roll call, guard mount, shift turnover, PT, etc.) or as separate monthly meeting at the Commander/Equivalent's discretion.
- C. Commanders, at all levels, are responsible for implementation and should collaborate with their Community Action Team (CAT) to focus on resilience and inter-personal/self-directed violence prevention initiatives based on the needs of the unit.
- D. AFMC Connect monthly topics are designed to meet by-law/NDAA, DoD and HAF Sexual Assault and Suicide Prevention training requirements for military members and civilian employees (appropriated and non-appropriated). Quarterly, topics are deliberately developed (Mar – Respectful, May – Caring, Aug – Engaged, Oct – Committed) to replace the requirement to conduct Bystander Intervention and Suicide Prevention face-to-face training for CY20. Commanders, at all levels, are responsible for implementation and tracking completion for their personnel.
- E. Squadron commanders/or equivalent will continue to deliver the mandatory, quarterly AF Commander SAPR Talking Points.
- F. First duty station Personnel (military and civilian) are required to complete the 90-minute foundational Bystander Intervention training.
- G. The goal is for 100% of personnel to participate in the AFMC Connect discussions monthly.

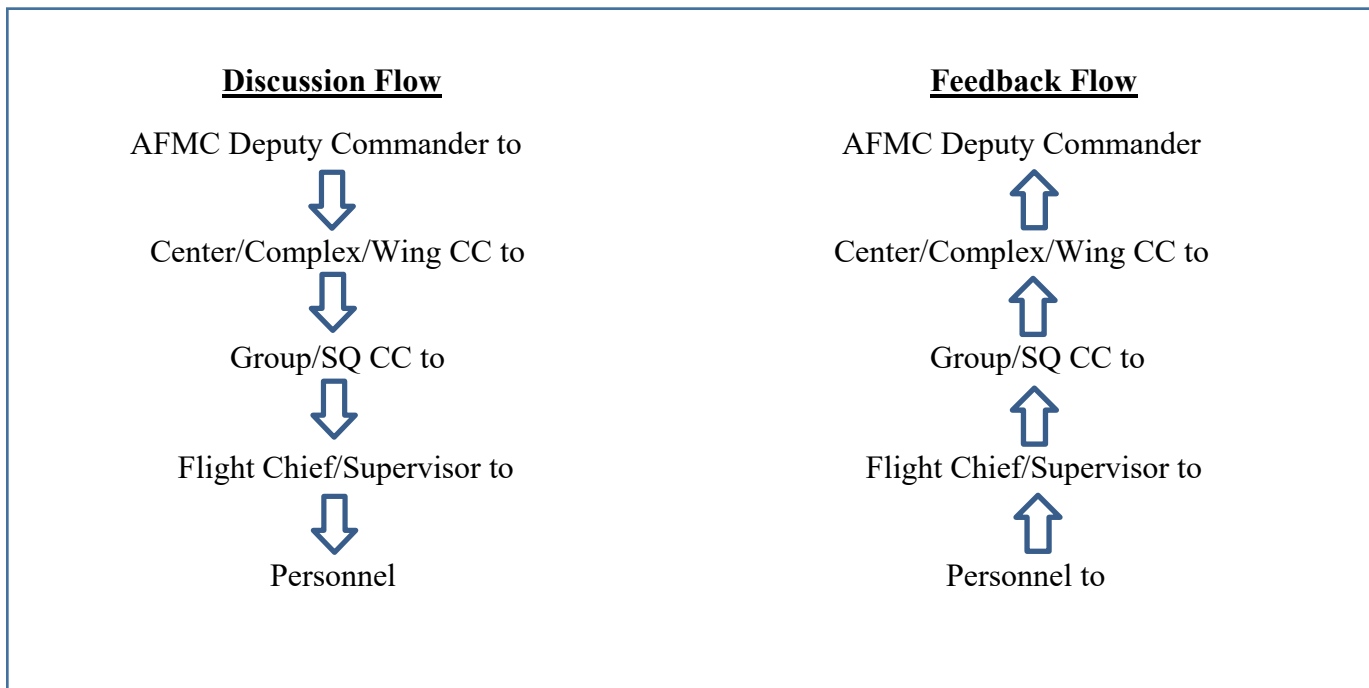
### **II. Central Messages**

- A. Increased communication - encourage constructive feedback between all levels of the chain of command.
- B. Connection to mission - ensure personnel understand their importance to the team, the AFMC mission, and Air Force.
- C. Sense of purpose - strengthen our shared identity, goals and community.
- D. Wingmanship - develops trust in self, the team and the Air Force resulting in increased resilience, willingness to seek help, and desire to help others.

### **III. General Format**

- A. AFMC Connect discussions will occur once per month, suggested 15-30 minutes.
- B. Conduct during an existing forum (staff meeting, roll call, guard mount, shift turnover, PT etc.) or as separate monthly meetings at the Commander/equivalents discretion.

- C. Topics should be coordinated and delivered down the chain of command. Remember, this isn't training. These are conversations incorporating training requirements, led by supervisors who know their personnel best.
- D. AFMC Connect allows for adaptability but should reinforce a consistent message at every level.
- E. Tailor the messages to the audience so that all personnel can instantly understand their application.
- F. The goal is to engage all personnel with the AFMC Connect discussions.



**IV. Commander/Equivalent Responsibilities**

- A. Responsible for implementation and tracking completion.
- B. This is not a compliance program to “check the box” – it’s a tool helping leaders facilitate effective discussions by investing in the professional development of our most valuable resource – our personnel.
- C. Share your expectations; actively role model by promoting respect with one another, and building relationships of trust.

**V. Local Implementation Guidance Resources**

- A. Community Support Coordinator (CSC): Provide assistance with guidance to leaders for implementation of monthly AFMC Connect discussions (See Appendix A for list of AFMC POCs).
- B. Violence Prevention Integrator (VPI): Provide assistance with annual Bystander/Suicide Prevention training requirements embedded in quarterly (Mar/May/Aug/Nov) AFMC Connect tools.

## VI. AFMC Connect Monthly Implementation Calendar

Month	Topic	Goal	Training Components
Jan	Connected	UC/C	
Feb	Resilient	C	
Mar	Respectful	UC/C	BI/SP
Apr	Valuable	UC/C	
May	Caring	C	BI/SP
Jun	Strong	UC	
Jul	Successful	UC/C	
Aug	Team-Minded	UC/C	
Sep	Engaged	UC/C	BI/SP
Oct	Committed	UC/C	
Nov	Honorable	UC	BI/SP
Dec	Inspired	C	
		Unit Cohesion (UC)	Bystander Intervention (BI)
		Connectedness (C)	Suicide Prevention (SP)

## VII. Facilitator Preparation

The messenger matters! AFMC Connect is designed to be delivered by concerned and caring leaders; discussions will be most effective if leaders spend time understanding the intent of the topic and how best to deliver the information.

### *Facilitator Tips:*

- A. Ensure the venue allows for open dialogue with the group.
- B. Be willing to share your personal stories, when appropriate. Personnel report hearing directly from their supervisors as the most effective form of communication. They want to hear your why!
- C. Be genuine... use this time as an opportunity for dialogue and mentoring.
- D. Prepare for potential questions and how you'll respond; questions should generate productive discussion. Avoid yes/no questions.
- E. If a group is difficult to engage, you may want to consider pointedly asking certain members of the group for input on questions to aid the conversation.
- F. AFMC Connect topics will include optional videos; if possible, consider a group location where you can use a computer/projector to play the video (videos are located on the AFMC Connect SharePoint site and can be downloaded so that you do not have to play it using the Internet).
- G. Ensure discussions for the 4 quarterly AFMC Connect topics (i.e. Mar – Respectful, May – Caring, Aug – Engaged, Oct – Honorable) include examples of warning signs/intervention strategies for sexual assault and suicide to meet DoD and HAF SAPR and Suicide Prevention training requirements.



### **VIII. Individual Responsibilities**

- A. Be a Leader – Take ownership within your sphere of influence. AFMC Connect will succeed if you make it part of daily conversation.
- B. Be a Wingman – Get to know your peers and be their support through everything. One Team, One Fight.
- C. Focus on increasing Personal Resilience – Persevere through challenges, improve physical fitness, and develop a growth mindset.
- D. Increase your potential – Use the resources, discussions, and other material to grow daily as a professional Airman and leader.
- E. Accomplish the Mission – Realize your part in accomplishing the mission and do it to the best of your ability. Push your teammates to set goals and work towards them.
- F. Remember Who You Are – Remember what you stand for, to count your blessings, and where you come from. Remind your teammates.

### **IX. Feedback Opportunities**

- A. Feedback is a critical component of this initiative’s ability for success. Please provide any comments/thoughts (positive or negative) to HQ AFMC/A1RZ, Integrated Prevention and Resilience Branch at [afmc.a1rz.ipr@us.af.mil](mailto:afmc.a1rz.ipr@us.af.mil) in order to ensure we are able to make adjustments throughout the year in a timely manner.
- B. Additional opportunities for feedback will be forthcoming.

*Success will be measured by our observable behavior rather than time-intensive and low-result compliance accountability.*

## **APPENDIX A: FREQUENTLY ASKED QUESTIONS**

**Question: AFMC Connect is a paradigm shift from how HAF has implemented annual violence prevention training for the past 4 years. Are we taking a risk doing something different?**

*Answer:* AFMC Connect allows for multiple initiatives to work together towards success. The AFMC Connect monthly discussions 1) incorporate the skills we want personnel to learn and live by; 2) are efficient; 3) provide a personal/professional development focus on protective factors for mission readiness and social interaction; and 4) give freedom for installations to develop their own force multiplying solutions to the AFMC Connect message, rather than just ensuring a standardized training box is checked.

**Question: How will AFMC ensure accountability?**

*Answer:* If the goal of primary prevention is to ensure that a standardized message was delivered to all personnel, then accountability is based on the integrity of the leader and that they are doing what AFMC leadership has tasked them to do.

**Question: How can focusing on these topics change destructive behaviors?**

*Answer:* The focus of this effort is in developing the observable skills that demonstrate positive behaviors. This is different than awareness of or focusing on specific program agendas. This is a skill building process to craft better equipped personnel, who will naturally shift in attitude and behavior. This is a significant shift in approach from how we did trainings in the past. In order to achieve a new outcome we must be willing to try new approaches.

**Question: Leaders already have too many requirements... How will they have time to do this too?**

*Answer:* Leaders are overtaxed with many priority-one missions. Nevertheless, they should always be setting an example of self-development and development of personnel. We cannot make people embrace this concept if they truly want to avoid this essential part of military life -- connecting. What we can do is provide them the opportunity to succeed and give them the tools to do it. We know that investing in our personnel engages them and teaches by example. It is very possible that some squadrons are so natural at doing this, that an AFMC Connect tool may seem unnecessary, but a good leader will see it as an opportunity for mentoring.

**Question: If squadrons don't participate in monthly AFMC Connect discussions, will AFMC be considered non-compliant with mandatory AF trainings?**

*Answer:* AFMC Connect is our Command's commitment to build and sustain a thriving and resilient Community. Training requirements are embedded into quarterly topics, in doing this we are also ensuring we are in compliance.

## APPENDIX B: AFMC INSTALLATION POINTS OF CONTACT (POCs)

### 1. Community Support Coordinators (CSCs)

Installation	Name	Phone (DSN)	Email
Arnold	Lee Smith	340-5494	Lee.smith.19@us.af.mil
Edwards	Julie Wilbanks	525-4543	Julie.wilbanks@us.af.mil
Eglin	Kelly Ewert	755-6782	Kelly.ewert@us.af.mil
Hanscom	Carolyn McCafferty	845-1771	Carolyn.mccafferty@us.af.mil
Hill	Julie Pinchak	775-5279	Julie.pinchak@us.af.mil
Robins	Charisse Bruce	472-9661	Charisse.bruce.2@us.af.mil
Tinker	Karen Blackwell	336-3215	Karen.blackwell@us.af.mil
Wright-Patt	Benjamin McNaughton	787-6442	Benjamin.mcnaughton.1@us.af.mil
HQ AFMC	Jennifer Treat	986-2843	Jennifer.treat@us.af.mil
	Pamela Kallio	986-0189	Pamela.kallio.2@us.af.mil

### 2. Violence Prevention Integrators (VPIs)

Installation	Name	Phone (DSN)	Email
Arnold	Lee Smith	340-5494	Lee.smith.19@us.af.mil
Edwards	William Brown	527-7985	William.brown.169@us.af.mil
Eglin	Wendy Blevins	872-4338	Wendy.blevins.2@us.af.mil
Hanscom	Jocelyn Foo	845-4033	Jocelyn.foo.1@us.af.mil
Hill	Julie Pinchak	775-5279	Julie.pinchak@us.af.mil
Robins	Stuart Bapties	497-5439	Stuart.bapties@us.af.mil
Tinker	Juan Flores	852-9848	Juan.flores.2@us.af.mil
Wright-Patt	Thomas Tirey	674-4877	Thomas.tirey@us.af.mil
HQ AFMC	Michael Owens	787-2125	Michael.owens@us.af.mil
	Pamela Kallio	986-0189	Pamela.kallio.2@us.af.mil

## **ACKNOWLEDGEMENT**

We would like to share our sincere appreciation to USAFE AFAFRICA for leading the way in the development of their USAFE GRIT. AFMC utilized the GRIT model for building the AFMC Connect efforts, which were then tailored to fit the needs of our AFMC workforce and community.



# We Are: **CONNECTED** | **AFMC Connect**

**GOAL:** Build and sustain positive relationships within the workplace

## FACILITATOR NOTES

### TOOLS TO PREPARE YOURSELF

1. Watch the "What is Connectedness" video (2:35): <https://www.dvidshub.net/video/embed/619375>
2. Keep in mind our workplace is where we create some of our strongest relationships. We spend more time during the week with our coworkers than our immediate family members.
3. Transformation and/or development of a workplace culture is created through formal and informal social practices and leadership – keep in mind that change will take time.

### THE EXTRA MILE

#### ADDITIONAL RESOURCES

1. Discuss your organization's mission with your team and connect how their contributions contribute to mission success.
2. Social Fitness (12:59) <https://www.dvidshub.net/video/embed/518649>
3. "The connection paradox: why are workplaces more isolating than ever?" (3:40) <https://m.youtube.com/watch?v=4tvp45yVMd8> NOTE: If you play this video, be sure you can make the connection between your work center and the key points of isolation and technology.

## MISSION PLAN

### HOW TO EXECUTE

#### FRAMING THE CONVERSATION

Connection is perhaps the most crucial component in building a productive and efficient workplace. There are immediate benefits when we feel connected to each other. Coworkers who develop relationships within the workplace are more likely to seek help, better able to share resources, meet mission requirements more efficiently, and reduce individual stress and burn out.

Understanding the value of connectedness is the starting point in creating a more supportive culture within an organization.

If able, show the video: "What is Connectedness" (2:35) <https://www.dvidshub.net/video/embed/619375>. The video will aid in the discussion questions below, but not required to view to have a meaningful discussion on the topic.

#### SUGGESTED DISCUSSION POINTS:

1. What does connection mean to you?
2. How would you describe the similarities/differences between your work relationships and your family/friend relationships?
3. What are some reasons why people may feel disconnected or feel they don't belong to a team?
4. What can you do to help people feel they are a valued member of the team?
5. What is one thing you can do to share in the success of a team member?

### MISSION CHALLENGE HOW TO APPLY THE LESSON

1. Create a list of workplace strengths that identify what individual and/or the group brings of value to the success of the team.
2. Create a list of strategies for how the team can support individuals when they face challenges (i.e. work/life balance, mission requirements, etc.).
3. Reach out to your local Community Support Coordinator (CSC) to assist with identifying a facilitator to conduct a personality assessment with your team. This provides an opportunity to fully understand the individual strengths that comprise your team.

# WHERE DO I GO FOR HELP?

