

SUPPORTING STATEMENT - PART A

DoD-wide Data Collection and Analysis for Department of Defense Qualitative Data Collection in Support of the Independent Review Commission on Sexual Assault Recommendations (OMB Control Number 0704-0644)

Title of Collection: Evaluation of U.S. Army Coaching for Resilience and Trauma-Informed Leadership Training Pilot

Expected Field Dates: September 2025 – November 2026

1. Need for the Information Collection

In 2021, the Independent Review Commission on Sexual Assault in the Military (IRC-SAM) released recommendations to strengthen Department of Defense (DoD) prevention programs related to sexual assault and other harmful behaviors. This data collection is in support of the implementation of the Secretary of Defense-approved IRC-SAM recommendation 2.5, to “Identify and actively support Service members with the most effective prevention interventions.” This effort aligns with recommendation 2.5a, that “the Services and the NGB should institute a pilot program to link Service members with resources and support.” This effort will focus on understanding whether the pilot implementation of Coaching for Resilience (CFR) by itself or in concert with Trauma Informed Leadership Training (TILT) at Fort Leonard Wood (U.S. Army) results in improvements in key outcomes for Soldiers, compared to the same outcomes among Soldiers exposed to neither CFR nor Drill Sergeants who have completed TILT. The main goals of CFR and TILT are to increase the readiness and resilience of new Soldiers and, over time (beyond the scope of the current program evaluation), less likely to exhibit problem behaviors and more likely to stay in the Army.

The DoD Sexual Assault Prevention and Response Office (SAPRO) contracted NORC at the University of Chicago to conduct an evaluation of CFR and TILT as implemented in an Army setting. CFR consists of four 50-minute individual coaching sessions focused on identifying each Soldier’s strengths and weaknesses, developing goals, and a plan of action to achieve those goals. TILT is a four-hour long asynchronous training for Army Drill Sergeants on the impact of trauma on Soldiers and trauma-informed leadership in the Army context.

The evaluation will yield essential and timely information regarding CFR’s and TILT’s impact on Soldier outcomes. Evaluation findings will assist DoD SAPRO in identifying potential direct and indirect benefits of CFR and TILT – both independently and together – as well as barriers and facilitators to implementation of the two programs. Overall, the evaluation will help inform future guidance to other commands and Military Services regarding the effectiveness and desired use of CFR and TILT.

2. Use of the Information

The purpose of the overall evaluation is to determine the effectiveness of both CFR and TILT on key Soldier outcomes as described above (i.e., increasing emotional regulation and coping skills, help-seeking behaviors, self-efficacy to problem solve, increased connection and trust with Drill Sergeants and other Soldiers, and intention to remain in the Army). Information collected will be used to determine the extent to which CFR, by itself or in concert with TILT, impacts the outcomes of interest. Over the data collection period from March 2025 to March 2026, the evaluation will recruit 720 Soldiers (E-1 to E-4), 180 Drill Sergeants (E-5 to E-7), and 12 Army Performance Experts. There are seven data collection components: (1) CFR baseline survey, (2) CFR Feedback Forms, (3) CFR 3-month follow-up survey, (4) Soldier Interviews, (5) Performance Expert Interviews, (6) TILT survey, (7) Drill Sergeant Interviews.

CFR Baseline Survey: Ft. Leonard Wood leadership will identify two Companies to participate in the pilot, and those companies will complete the Army-developed “Individual Resiliency Assessment” (IRA) during early One Station Unit Training (OSUT). Those Soldiers (from Companies selected for the CFR pilot) who agree to participate in the CFR evaluation will take the 15-minute evaluation “baseline survey.” Specifically, these soldiers will complete the IRA during early OSUT, with additional evaluation-specific questions to capture their baseline level of self-efficacy, help-seeking behaviors, commitment to the Army, and mental health. The Soldiers will complete the web-based survey when directed by their Drill Sergeants. The IRA and additional baseline questions will be collected through a secure NORC in-house system, using Voxco software, the data will be stored and retained in NORC servers until ready for analysis. Soldiers will also be asked if they agree to share their IRA results with their individual coach (Performance Expert) to customize their coaching. If they agree, NORC will create a spreadsheet of IRA results, and transfer to the Army Performance Experts via a secure link.

CFR Feedback Forms: Later in OSUT, Soldiers in companies assigned to receive coaching will receive four 50-minute sessions of individual coaching. At the close of the final coaching session, participants will be asked to complete a brief feedback form on their experience with their coach and the coaching program overall. The feedback form will assess participant satisfaction and evaluate their experience receiving coaching. A QR code and abbreviated link (e.g., bit.ly) will be shared, and participants will be requested to complete the online feedback form at the close of the session. The form will be anonymous and will take approximately 5 minutes to complete. The data will be collected through a secure NORC in-house system, using Voxco software, and data will be stored and retained in NORC servers until ready for analysis.

CFR Follow-Up Survey: Three months after their completion of coaching, or on a similar timeline if they are in the comparison cohort, Soldiers who agreed to participate in the CFR evaluation will receive a follow-up survey link from NORC via email. The follow-up survey will collect the same measures as the baseline survey to assess change over time in key measures, both in the coached and non-coached cohorts. On the first page of the survey, participants will read a description of the survey and indicate their desire to participate by clicking a button to proceed with the survey. At the end of the survey, Soldiers will be asked whether they would like to be considered to participate in interviews about their CFR experience. The follow-up survey will take approximately 15 minutes to complete. The survey data will be collected through a secure NORC in-house system, using Voxco software, and data will be stored and retained in NORC servers until ready for analysis.

CFR Soldier Interviews: A random selection of 36 follow-up survey participants (stratified by sex) who agreed to be contacted again will be invited to participate in an optional hour-long interview. The interview will focus on their experience receiving coaching, how coaching has impacted their behavior, and any recommendations for modifications to the CFR program. NORC will invite the selected participants via email to participate in the forty-five-minute interview that will be conducted via teleconference (e.g., Zoom, Microsoft Teams). All participants will provide feedback to interview questions verbally and the interviews will be documented via written notes by NORC staff. All data will be stored and retained in NORC servers until ready for analysis.

CFR Performance Expert Interviews: Up to 12 Performance Experts who serve as CFR coaches will also be invited to complete an interview to gather their feedback on the CFR design and implementation and their perceptions on the effectiveness of the approach for Soldier outcomes. NORC will invite the selected Performance Experts via email to participate in the forty-five-minute interview that will be conducted via teleconference (e.g., Zoom, Microsoft Teams). All respondents will provide feedback to interview questions verbally and the interviews will be documented via written notes by NORC staff. All data will be stored and retained in NORC servers until ready for analysis.

TILT Drill Sergeant Survey: Drill Sergeants at Ft. Leonard Wood will take the Trauma Informed Leadership Training (TILT) online on the Joint Knowledge Online (JKO) system. The retrospective pre-post (RPP) TILT evaluation survey is designed to evaluate the impact of TILT on Drill Sergeants' self-efficacy to implement trauma-informed leadership, and beliefs about the Army's readiness for organizational change to reflect trauma-informed leadership. Ft. Leonard Wood Drill Sergeants will be invited to complete a retrospective pre-post training evaluation survey, disseminated to participants via email after they complete the training. At the end of the evaluation survey, Drill Sergeants will be asked if they agree to be contacted again to participate in an optional hour-long interview three months after participating in the TILT training. If they do opt in to contact for an interview,

they will be asked to provide their email address and phone number for scheduling purposes. The data will be collected through a secure NORC in-house system, using Voxco software, and data will be stored and retained in NORC servers until ready for analysis.

Drill Sergeant Interviews: NORC will conduct 12 one-on-one interviews with Drill Sergeants who received TILT and agreed to be contacted for the interview three-months post-TILT. NORC will randomly select the Drill Sergeants (stratified by sex) with whom to schedule interviews. The interviews will focus on each Drill Sergeant's impressions of the TILT program, the impact of TILT on their leadership with Soldiers, and recommendations for modifications to the program. NORC will invite the selected Drill Sergeants via email to participate in the forty-five-minute interview that will be conducted via teleconference (e.g., Zoom, Microsoft Teams). All respondents will provide feedback to interview questions verbally and the interviews will be documented via written notes by NORC staff. All data will be stored and retained in NORC servers until ready for analysis.

All survey data collections (CFR baseline and follow-up surveys and TILT survey) are confidential, all interviews will be confidential, and the CFR feedback form will be anonymous. For recontacting purposes and to connect the CFR survey responses across the baseline survey and follow-up survey, an 8-digit sample unit ID (SUID) will be used. A separate crosswalk of the SUIDs will enable linkage of Soldiers' baseline responses with their follow-up survey while maintaining data deidentification. Soldiers' CFR interview data and CFR feedback data will be analyzed separately from CFR survey data; there will be no data linkages between these sources. See Use of Technology below for more information of how the data will be processed once received. Only approved NORC evaluation staff will have access to the data on NORC servers. NORC staff will analyze the data using ANOVA and regression models, where appropriate, depending on the specification of the outcome variable (see Supporting Statement B for details).

The end result of this data collection will be to use the pilot evaluation findings to determine the effectiveness of CFR, by itself or in concert with TILT, in improving Soldier outcomes (including emotional regulation and coping skills, help-seeking behaviors, connectedness and trust with Drill Sergeants and other Soldiers, self-efficacy to problem solve, and intention to remain in the Army). Overall, this data collection will provide essential information regarding the impact of CFR and TILT that will aid DoD SAPRO in identifying potential direct and indirect benefits of the programs, as well as barriers and facilitators to implementation of the program. These findings will enable DoD to provide preliminary guidance to other commands and Service branches regarding the effectiveness and desired use of CFR and TILT for new Service members and their early military career environments.

3. Use of Information Technology

All responses (100%) from the baseline and follow-up surveys, participant feedback forms, and interview data collection efforts for this project will be collected through online electronic platforms. All respondents will complete all baseline and follow-up surveys online, the feedback forms will be collected electronically, and all interviews will be conducted virtually via a videoconferencing platform.

4. Non-duplication

The information obtained through this collection is unique and is not already available for use or adaptation from another cleared source.

5. Burden on Small Businesses

This information collection does not impose a significant economic impact on a substantial number of small businesses or entities.

6. Consequences of Less Frequent Collection

Data collection for this effort will occur on occasion, with a maximum of four data collection opportunities per Soldier among CFR participants, a maximum of two data collection opportunities per Drill Sergeant, and only one data collection for coaches. This is the most infrequent collection interval possible without compromising the integrity of collection results and purpose. Without the data from all these assessment opportunities, DoD will be unable to determine the effectiveness of CFR and TILT on Soldier outcomes, and to make recommendations to other Garrisons and Service branches regarding the use of the programs.

The baseline survey, feedback form, and follow-up survey for Soldiers completing CFR are all one-time data collection efforts. All three are needed to assess the change in Soldier readiness and resilience before and after receiving individualized coaching, or over the same time period in the comparison group. Additionally, the use of interviews with a small group of coached Soldiers three-months following coaching will help to better understand the experiences of Soldiers receiving coaching, reflecting both substance and process. This pilot information, coupled with information gathered through interviews with a small group of Army Performance Experts who will have implemented the CFR sessions, will help inform U.S. Army decisions regarding future implementation of CFR.

Drill Sergeants will participate in one TILT survey to collect information about their knowledge, attitudes, and behaviors before and after taking the training. Additionally, the use of interviews with a small group of Drill Sergeants three-months post training will help to understand the extent to which they retained knowledge from the training and any identifiable changes in behavior related to TILT.

7. Paperwork Reduction Act and Other Guidelines

This collection of information does not require collection to be conducted in a manner inconsistent with the guidelines delineated in 5 CFR 1320.5(d)(2). This collection's race/ethnicity question aligns with Figure 1 as described in the 2024 Statistical Policy Directive No. 15.

8. Consultation and Public Comments

Part A: PUBLIC NOTICE

A 30-Day Federal Register Notice for the collection published on Friday, January 17. The 30-Day FRN citation is 90 FR 5835.

NORC at the University of Chicago has been contracted by DoD SAPRO to provide program evaluation services. The NORC team consulted with DoD SAPRO and U.S. Army throughout the development of the evaluation. Additionally, NORC received feedback from a small group of Army Drill Sergeants to assure that the TILT survey language is understandable and acceptable to the target population of Army Drill Sergeants. The Army has undertaken extensive development, piloting, and psychometric analyses of the IRA survey items to be included in the CFR baseline and follow-up surveys.

9. Gifts or Payment

To incentivize completion of the data collections, participants across evaluation activities will receive incentives. Incentives are to be provided for the times below:

- (1) CFR Baseline survey: \$15
- (2) CFR Follow-up survey: \$30
- (3) CFR Feedback Form: \$5
- (4) CFR Interview: \$40
- (5) CFR Performance Expert Interview: \$40
- (6) TILT Survey: \$30
- (7) TILT Interview: \$40

10. Confidentiality

This information collection will be covered under the System of Records Notice DHRA 03, Survey Data. A Privacy Impact Assessment (PIA) is currently in development with the Under Secretary of Defense for Personnel and Readiness (OUSD)(P&R) Privacy Office, which will be representative of various projects involving NORC at the University of Chicago and the Department of Defense.

A draft copy of the PIA has been provided with this package for OMB's review.

A Privacy Act Advisory will be provided to the participants, informing them of the limited uses of their Personally Identifiable Information (PII), if they choose to provide it, by NORC for the purposes of sharing IRA results with Performance Experts, follow-up survey correspondence, and delivery of offered incentive for participation.

Records Retention and Disposition Schedule. For the purposes of this project, data will be destroyed no later than September 28, 2027, at the conclusion of the contract.

11. Sensitive Questions

Soldiers will be asked their first name, middle initial, and last name as part of the baseline survey in order to share IRA results with Army Performance Experts, if the Soldier agrees. Other sensitive questions in the data collection materials are about respondents' race/ethnicity and sex. These demographic questions are necessary to describe the evaluation sample and for use in the development of propensity score weights that will balance the intervention and the comparison samples for the quasi-experimental outcome analyses. The dichotomous measures contribute to other protocols adopted to decrease risk of deductive disclosure of participant identity.

12. Respondent Burden and its Labor Costs

Part A: ESTIMATE OF RESPONDENT BURDEN

Below is an estimate of burden for data collection that directly involves respondents.

1) Collection Instrument(s)

[CFR Baseline Survey]

- a. Number of Respondents: 720
- b. Number of Responses per Respondent: 1
- c. Number of Total Annual Responses: 720
- d. Response Time: 0.25 hours
- e. Respondent Burden Hours: 180 hours

[CFR Follow-Up Survey]

- a. Number of Respondents: 720
- b. Number of Responses per Respondent: 1
- c. Number of Total Annual Responses: 720
- d. Response Time: 0.25 hours
- e. Respondent Burden Hours: 180 hours

[CFR Feedback Forms]

- a. Number of Respondents: 360
- b. Number of Responses per Respondent: 1
- c. Number of Total Annual Responses: 360

- d. Response Time: 0.1 hours
- e. Respondent Burden Hours: 36 hours

[TILT Survey]

- a. Number of Respondents: 180
- b. Number of Responses per Respondent: 1
- c. Number of Annual Responses: 180
- d. Response Time: 0.25 hours
- e. Respondent Burden: 45 hours

[Soldier Interviews]

- a. Number of Respondents: 36
- b. Number of Responses per Respondent: 1
- c. Number of Annual Responses: 36
- d. Response Time: 0.75 hours
- e. Respondent Burden: 27 hours

[Performance Expert Interviews]

- a. Number of Respondents: 12
- b. Number of Responses per Respondent: 1
- c. Number of Annual Responses: 12
- d. Response Time: 0.75 hours
- e. Respondent Burden: 9 hours

[Drill Sergeant Interviews]

- a. Number of Respondents: 12
- b. Number of Responses per Respondent: 1
- c. Number of Annual Responses: 12
- d. Response Time: 0.75 hours
- e. Respondent Burden: 9 hours

- 2) Total Submission Burden (Summation or Average based on collection)
 - a. Total Number of Respondents: 912
 - b. Total Number of Annual Responses: 2,040
 - c. Total Respondent Burden Hours: 486 hours

Part B: LABOR COST OF RESPONDENT BURDEN

The below labor costs of respondent burden are calculated based on the US Army Basic Pay Charts for 2025 (source: [MilitaryPay.com](https://www.militarypay.com)). We referenced starting monthly salaries for E-1 to E-4 to determine an average estimated respondent hourly pay for Soldiers, and E-5 to E-7 for Drill Sergeants. To estimate the respondent hourly pay for Performance Experts, we

referenced the national average salary for coach practitioners as estimated by the International Coaching Federation in 2023

(https://coachingfederation.org/app/uploads/2023/04/2023ICFGlobalCoachingStudy_ExecutiveSummary.pdf)

1) Collection Instrument(s)

[CFR Baseline Survey]

- a. Number of Total Annual Responses: 720
- b. Response Time: 0.25 hours
- c. Respondent Hourly Wage: \$13.93
- d. Labor Burden Per Response: \$3.48
- e. Total Labor Burden: \$2,507.40

[CFR Follow-Up Survey]

- a. Number of Total Annual Responses: 720
- b. Response Time: 0.25 hours
- c. Respondent Hourly Wage: \$13.93
- d. Labor Burden Per Response: \$3.48
- e. Total Labor Burden: \$2,507.40

[CFR Feedback Forms]

- a. Number of Total Annual Responses: 360
- b. Response Time: 0.1 hours
- c. Respondent Hourly Wage: \$13.93
- d. Labor Burden Per Response: \$1.39
- e. Total Labor Burden: \$501.48

[TILT Survey]

- a. Number of Total Annual Responses: 180
- b. Response Time: 0.25 hours
- c. Respondent Hourly Wage: \$26.65
- d. Labor Burden Per Response: \$6.66
- e. Total Labor Burden: \$1,199.25

[Soldier Interviews]

- a. Number of Total Annual Responses: 36
- b. Response Time: 0.75 hours
- c. Respondent Hourly Wage: \$13.93
- d. Labor Burden Per Response: \$10.45
- e. Total Labor Burden: \$376.11

[Performance Expert Interviews]

- a. Number of Total Annual Responses: 12
- b. Response Time: 0.75 hours
- c. Respondent Hourly Wage: \$32.60
- d. Labor Burden Per Response: \$24.45
- e. Total Labor Burden: \$293.37

[Drill Sergeant Interviews]

- a. Number of Total Annual Responses: 12
- b. Response Time: 0.45 hours
- c. Respondent Hourly Wage: \$26.65
- d. Labor Burden Per Response: \$19.99
- e. Total Labor Burden: \$239.85

2) Overall Labor Burden

- a. Total Number of Annual Responses: 2,040
- b. Total Labor Burden: \$7,624.86

13. Respondent Costs Other Than Burden Hour Costs

There are no annualized costs to respondents other than the labor burden costs addressed in Section 12 of this document to complete this collection.

14. Cost to the Federal Government

Part A: LABOR COST TO THE FEDERAL GOVERNMENT

[CFR Baseline Survey]

- a. Number of Annual Responses: 720
- b. Processing Time per Response: 0.5 hours
- c. Hourly Wage: \$226.60
- d. Cost to Process each Response: \$113.30
- e. Total Cost to Process Responses: \$81,576.00

[CFR Follow-Up Survey]

- a. Number of Annual Responses: 720
- b. Processing Time per Response: 0.5 hours
- c. Hourly Wage: \$226.60
- d. Cost to Process each Response: \$113.30
- e. Total Cost to Process Responses: \$81,576.00

[CFR Feedback Forms]

- a. Number of Annual Responses: 360

- b. Processing Time per Response: 0.25 hours
- c. Hourly Wage: \$226.60
- d. Cost to Process each Response: \$56.65
- e. Total Cost to Process Responses: \$20,394.00

[TILT Survey]

- a. Number of Annual Responses: 180
- b. Processing Time per Response: 0.5 hours
- c. Hourly Wage: \$226.60
- d. Cost to Process each Response: \$113.30
- e. Total Cost to Process Responses: \$20,394.00

[Soldier Interviews]

- a. Number of Annual Responses: 36
- b. Processing Time per Response: 8 hours
- c. Hourly Wage: \$226.60
- d. Cost to Process each Response: \$1,812.80
- e. Total Cost to Process Responses: \$65,260.80

[Drill Sergeant Interviews]

- a. Number of Annual Responses: 12
- b. Processing Time per Response: 8 hours
- c. Hourly Wage: \$226.60
- d. Cost to Process each Response: \$1,812.80
- e. Total Cost to Process Responses: \$21,753.60

[Performance Expert Interviews]

- a. Number of Annual Responses: 12
- b. Processing Time per Response: 8 hours
- c. Hourly Wage: \$226.60
- d. Cost to Process each Response: \$1,812.80
- e. Total Cost to Process Responses: \$21,753.60

Overall Labor Burden to the Federal Government

- a) Total Number of Annual Responses: 2,040
- b) Total Labor Burden: \$312,708.00

Part B: OPERATIONAL AND MAINTENANCE COSTS

All operational and maintenance costs described below are included in an existing contract with NORC.

- 1) Cost Categories:
 - a. Equipment: \$0
 - b. Printing: \$0
 - c. Postage: \$0
 - d. Software Purchases: \$0
 - e. Licensing Costs: \$0
 - f. Other: \$ 10,212
- 2) Total Operational and Maintenance Costs: \$ 10,212

Part C: TOTAL COST TO THE FEDERAL GOVERNMENT

- 1) Total Labor Cost to the Federal Government: \$312,708.00
- 2) Total Operational and Maintenance Costs: \$10,212.00
- 3) Total Cost to the Federal Government: \$322,920.00

15. Reasons for Change in Burden

This is a new collection with a new associated burden.

16. Publication of Results

The results of this information collected will not be published

17. Non-Display of OMB Expiration Date

We are not seeking approval to omit the display of the expiration date of the OMB approval on the collection instrument.

18. Exceptions to “Certification for Paperwork Reduction Submissions”

We are not requesting any exemptions to the provisions stated in 5 CFR 1320.9.