

# Appendix A1. CFR Baseline Survey

## Landing Page

Welcome to Fort Leonard Wood OSUT. Today, you will be completing the **Individual Resilience Assessment (IRA)**. The IRA assesses life-skills that have been shown to help individuals manage and overcome stressful life events.

As part of your training, you are also being offered the opportunity to participate in a pilot evaluation for the Coaching for Resilience (CFR) program. The Department of Defense (DoD) has contracted NORC at the University of Chicago (NORC) to support an independent evaluation of the CFR program. NORC is a non-partisan, objective research institute that provides rigorous and reliable research and evaluation services to clients.

Participation in the evaluation involves a few extra survey questions (3-4 minutes) today beyond the mandatory Individual Resilience Assessment, a 15-minute follow-up survey in about four months, and an optional interview. The goal of this evaluation survey today is to understand what trainees learn as a result of participating in the CFR program and how that compares to people who do not participate in the program.

All Trainees from Platoons 1, 2, 3, and 4 who participate in the pilot evaluation today and complete the follow-up survey will receive a \$15 e-gift card for the survey you complete today and a \$30 e-gift card for the follow-up evaluation survey. Some soldiers will also be eligible for a \$40 e-gift card for an interview.

Participation in the evaluation is voluntary. Trainees who do not wish to participate in the evaluation should select “no” and will be redirected to the mandatory Individual Resilience Assessment for Initial Entry Training.

Your contact information is stored separately from your survey responses. Responses to this survey are confidential and will not be shared with Army Performance Experts without your specific permission (at the end of this survey). Your responses will be combined with others, and the results will be reported to DoD and Army leadership in aggregate.

If you have any questions about this survey or the evaluation being conducted by NORC, please contact the NORC Project Team by email: [ArmyResilience@norc.org](mailto:ArmyResilience@norc.org).

#### AGENCY DISCLOSURE NOTICE

The public reporting burden for this collection of information, 0704-0644, is estimated to average 18 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or burden reduction suggestions to the Department of Defense, Washington Headquarters Services, at [whs.mc-alex.esd.mbx.dd-dod-information-collections@mail.mil](mailto:whs.mc-alex.esd.mbx.dd-dod-information-collections@mail.mil). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

**Privacy Advisory:** Personal contact information is being collected and used by the NORC at the University of Chicago (NORC) for the purpose of distributing gift cards in thanks for your participation and to contact you for the follow-up CFR evaluation survey. Your information will be securely stored by NORC, will not be delivered to DoD for any non-stated purpose, and will be destroyed no later than September 28, 2027, at the conclusion of NORC's contract. Providing your information is voluntary, however, choosing not to provide your personal contact information will result in NORC's inability to offer the \$15 gift card as a thank you for your participation today, and exclusion from the follow-up evaluation survey and the subsequent \$30 gift card for participation in the follow-up evaluation survey.

Participation in the Coaching for Resilience evaluation is voluntary. Do you agree to participate in the pilot evaluation?

- Yes, I agree to participate in the pilot evaluation. → [Trainees directed to demographics](#)
- No, I do *not* want to participate in the pilot evaluation. → [Trainees are redirected to IRA 2.0 survey.](#)

#### I. DEMOGRAPHICS

**1. What is your age?**

- a. 17-25
- b. 26-35

**2. What is the highest degree or level of school that you have completed? (Select one)**

- a. High school graduate (traditional diploma, GED, home school diploma, etc.)
- b. Some college, but no degree
- c. Associate's Degree (e.g., AA, AS)
- d. Bachelor's Degree (e.g., BA, BS, AB)
- e. Graduate or professional degree (e.g., MA, MS, Med, MBA, MSW, PhD, MD, JD)

**3. What is your sex?**

- a. Female

b. Male

4. What is your race and/or ethnicity? *Select all that apply and enter additional details in the spaces below. The survey is programmed to automatically recode your response into only two categories, preventing anyone from identifying you based on your answer to this question. No one will see your original response.*

€ American Indian or Alaska Native - Enter, for example, Navajo Nation, Blackfeet Tribe of the Blackfeet Indian Reservation of Montana, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo Community, Aztec, Maya, etc.

€  Asian -

Provide details below.

Chinese       Asian Indian       Filipino  
 Vietnamese       Korean       Japanese

Enter, for example, Pakistani, Hmong, Afghan, etc.

€ Black or African American - Provide details below.

African American       Jamaican       Haitian  
 Nigerian       Ethiopian       Somali

Enter, for example, Trinidadian and Tobagonian, Ghanaian, Congolese, etc.

€

Hispanic or Latino - Provide details below.

Mexican       Puerto Rican       Salvadoran  
 Cuban       Dominican       Guatemalan

Enter, for example, Colombian, Honduran, Spaniard, etc.

€  Middle

Middle

Eastern or North African - Provide details below.

Lebanese       Iranian       Egyptian  
 Syrian       Iraqi       Israeli

Enter, for example, Moroccan, Yemeni, Kurdish, etc.

€  Native

Native

Hawaiian or Pacific Islander - Provide details below.

Native Hawaiian       Samoan       Chamorro  
 Tongan       Fijian       Marshallese

Enter, for example, Chuukese, Palauan, Tahitian, etc.

€ White - Provide details below.

English       German       Irish  
 Italian       Polish       Scottish

*Enter, for example, French, Swedish, Norwegian, etc.*

## II. Additional Constructs for CFR Pilot Evaluation

Welcome to the Coaching for Resilience pilot evaluation.

Please answer the following questions.

### SELF-AWARENESS/CONFIDENCE

#### 5. Self-Efficacy

How strongly do you agree or disagree with these statements:	Strongly Disagree	Disagree	Agree	Strongly Agree
a) If I can't do a job the first time, I keep trying until I can.				
b) Failure just makes me try harder.				
c) I feel insecure about my ability to do things.				

#### 6. Help-Seeking Behaviors

Imagine that you begin to experience some problem. The problem is not so overwhelming that you can't function. However, it continues for more than a few days. You consider seeking help from someone. Below are several reasons why you might choose NOT to seek help. Please read each reason and decide how important it would be in keeping you from seeking help.

How strongly do you agree or disagree with these statements:	Strongly Disagree	Disagree	Agree	Strongly Agree
a) I'd prefer to suck it up rather than dwell on my problems.				
b) Problems like this are a part of life; they're just something you have to deal with.				
c) I'd prefer to wait until I'm sure the problem is a serious one.				
d) The problem wouldn't be a big deal; it would go away in time.				
e) I wouldn't want to overreact to a problem that wasn't serious.				
f) The problem wouldn't seem worth getting help for.				
g) I wouldn't know what sort of help was available.				
h) I don't trust doctors and other health professionals.				

#### 7. Help-Seeking Attitudes

How strongly do you agree or disagree with these statements:	Strongly Disagree	Disagree	Agree	Strongly Agree
a) I would feel uneasy going to counseling or coaching because of what other soldiers would think.				
b) Getting counseling or coaching is embarrassing for a soldier.				

c) Having an anxiety attack/panic attack/depression is shameful for a soldier.				
d) I don't think there's any need for a soldier to cover up getting counseling or coaching.				
e) If I thought I needed help from counseling or coaching, I would get it no matter who knew about it.				

## ORGANIZATIONAL COMMITMENT

### 8. Retention to the Military

How strongly do you agree or disagree with these statements:	Strongly Disagree	Disagree	Agree	Strongly Agree
a) I am proud of my work				
b) My work has a great deal of personal meaning to me				
c) I am committed to making the military my career				
d) I feel like "part of the family" among the people I work with.				

### 9. Job Engagement

How strongly do you agree or disagree with these statements:	Strongly Disagree	Disagree	Agree	Strongly Agree
a) My work is one of the most important things in my life.				
b) I am committed to my job.				
c) How I do in my job influences how I feel.				
d) I would choose my current work again if I had the chance.				

## HEALTH STATUS

### 10. Mental Health

How much of the time, during the last month, have you	All of the time	Most of the time	A good bit of the time	Some of the time	A little of the time	None of the time
a) Been a very nervous person?						
b) Felt calm and peaceful?						
c) Felt downhearted and low?						
d) Been a happy person?						
e) Felt so down in the dumps that nothing could cheer you up?						

### III. Initial Entry Training – Individual Resilience Assessment

This section of the survey is **required** for all initial entry Trainees, regardless of their participation in the Coaching for Resilience evaluation.

Please answer the following questions.

## 11. Coping Skills

Listed below are some strategies for coping with stressful situations.

Please rate how often you use the following strategies when coping with stressful situations:		Never	Almost never	Sometimes	Fairly often	Very often
a)	I combat negative thinking by focusing on the facts.	<input type="radio"/>				
b)	I talk to someone about the situation.	<input type="radio"/>				
c)	I think through the situation, anticipating what might happen.	<input type="radio"/>				
d)	I identify the steps I need to take to resolve the situation.	<input type="radio"/>				
e)	I try to “step back” and see the problem from a different perspective.	<input type="radio"/>				
f)	I focus my attention on something else (e.g., TV, videogames).	<input type="radio"/>				
g)	I blow off steam by doing something fun.	<input type="radio"/>				
h)	I exercise to help relieve stress.	<input type="radio"/>				
i)	I eat/drink to relieve stress.	<input type="radio"/>				
j)	I smoke/vape to relieve stress.	<input type="radio"/>				
k)	I try not to take things too seriously.	<input type="radio"/>				

For questions 1, 2, and 3, please select the three coping strategies you use most often to cope with stressful situations. Please select the FIRST most often used strategy, then the SECOND, and finally, the THIRD most often used strategy for coping successfully with a stressful situation. MARK ONLY ONE FOR EACH.

	a	b	c	d	e	f	g	h	i	j
1. FIRST	<input type="radio"/>									
2. SECOND	<input type="radio"/>									
3. THIRD	<input type="radio"/>									

## 12. Locus of Control

Please indicate the extent to which the following statements describe you:	Not at all	Slight extent	Moderate extent	Great extent	Very great extent
a) I believe I can achieve whatever I set my mind to.	<input type="radio"/>				
b) I believe that I can achieve anything by working hard.	<input type="radio"/>				
c) I believe I have control over the events in my life.	<input type="radio"/>				
d) Much of what happens to me is because of chance.	<input type="radio"/>				
e) Luck plays a big part in my success.	<input type="radio"/>				
f) Others have more control over what happens to me than I do.	<input type="radio"/>				
g) I am dependent on others for my success.	<input type="radio"/>				

## 13. General Stress

In the last month, how often have you...	Never	Almost never	Sometimes	Fairly often	Very often
a) felt worried?	<input type="radio"/>				
b) felt like you had everything under control?	<input type="radio"/>				
c) felt confident in your ability to manage your stress and anxiety?	<input type="radio"/>				
d) felt confident in your ability to handle everything you were being asked to do?	<input type="radio"/>				
e) felt irritated by things that normally do not bother you?	<input type="radio"/>				
f) had trouble falling or staying asleep?	<input type="radio"/>				
g) been unable to concentrate?	<input type="radio"/>				

## 14. Connectedness

Please indicate how much you agree or disagree with the following statements:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a) I have someone I can confide in.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I have someone who shows me love and affection.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) I have someone who helps me forget life's troubles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) I have someone I can joke around with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) I have someone I can reach out to when I have a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) I have someone who has my back when I need it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) I have someone I can ask about IET related tasks/assignments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) I have someone who helps me with important life decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i) I have someone who provides good advice when I am in a difficult situation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j) I have someone who shares my interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate the extent to which you agree or disagree with the following statements about your current military life:		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a)	I think more can be accomplished when you work as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b)	I am confident in my ability to work with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c)	I make an effort to listen to other people's ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d)	I think everyone should have the opportunity to contribute.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e)	I think open communication is important for effective teamwork.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f)	I willingly share my ideas with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g)	I value the feedback I receive from others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h)	I give others feedback even when they do not ask for it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i)	Being [Becoming] a Soldier is a large part of who I am.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j)	I feel a strong sense of belonging in the Army.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k)	The Army values are consistent with my values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l)	The Army accepts me for who I am.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m)	I feel committed to serving my country.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 15. Conflict Resolution

Please rate how often you use the following strategies when dealing with a conflict:		Never	Almost never	Sometimes	Fairly often	Very often
a)	I seek different opinions on the situation.	<input type="radio"/>				
b)	I try to understand the other person's perspective.	<input type="radio"/>				
c)	I work with others to find a solution.	<input type="radio"/>				
d)	I look for solutions that satisfy everybody involved.	<input type="radio"/>				
e)	I look for win-win solutions to problems.	<input type="radio"/>				
f)	I negotiate when possible.	<input type="radio"/>				
g)	I stand my ground, even if it means further disagreement.	<input type="radio"/>				
h)	I look to others to support my point of view (I build an alliance).	<input type="radio"/>				
i)	I remove myself from the situation as soon as possible.	<input type="radio"/>				
j)	I keep my opinions to myself.	<input type="radio"/>				
k)	I give in to avoid further disagreement.	<input type="radio"/>				
l)	I do what is necessary to maintain the relationship.	<input type="radio"/>				

## 16. Emotional Intelligence

Please indicate the extent to which the following statements describe you:		Not at all	Slight extent	Moderate extent	Great extent	Very great extent
a)	I know what triggers my emotions.	<input type="radio"/>				
b)	I am usually aware of how I am feeling.	<input type="radio"/>				
c)	I am often unaware of why I am feeling a particular emotion.	<input type="radio"/>				
d)	I am good at picking up on what other people are feeling.	<input type="radio"/>				
e)	I have trouble relating to other people's feelings.	<input type="radio"/>				
f)	I can tell how my actions impact those around me.	<input type="radio"/>				
g)	I pay attention to how I show my feelings (my body language).	<input type="radio"/>				
h)	People can easily tell how I am really feeling.	<input type="radio"/>				
i)	I am able to calm myself down when I am upset.	<input type="radio"/>				
j)	I know what to say to make other people feel better.	<input type="radio"/>				
k)	I can gauge how to respond based on the emotions of others.	<input type="radio"/>				
l)	I am careful to respect others feelings.	<input type="radio"/>				

## 17. Motivation

Please indicate the extent to which the following statements describe you:		Not at all	Slight extent	Moderate extent	Great extent	Very great extent
a)	I do not need a lot of encouragement to get started on a task.	<input type="radio"/>				
b)	Once I make up my mind to do something, I follow through.	<input type="radio"/>				
c)	I have a hard time getting started on challenging tasks.	<input type="radio"/>				
d)	I often put things off until the last minute.	<input type="radio"/>				
e)	It is hard for me to stay motivated when things get difficult.	<input type="radio"/>				
f)	I finish tasks that I have started even if they are hard.	<input type="radio"/>				
g)	If I initially fail at something, I continue trying until I succeed.	<input type="radio"/>				
h)	I only do what is necessary to complete a task.	<input type="radio"/>				
i)	Compared to the people around me, I put more effort into my work.	<input type="radio"/>				
j)	I am willing to work hard for things that are important to me.	<input type="radio"/>				

## 18. Impulse Control

Please indicate the extent to which the following statements describe you:		Not at all	Slight extent	Moderate extent	Great extent	Very great extent
a) I often say the first thing that comes to mind.	<input type="radio"/>					
b) I find myself doing the same thing over and over again, even if it is not working for me.	<input type="radio"/>					
c) I like to plan for large tasks before jumping in.	<input type="radio"/>					
d) I have a hard time staying focused.	<input type="radio"/>					
e) I am easily distracted.	<input type="radio"/>					
f) I see tasks through to the end.	<input type="radio"/>					
g) I tend to eat/drink too much.	<input type="radio"/>					
h) I tend to purchase things I cannot afford.	<input type="radio"/>					
i) I am able to resist temptation.	<input type="radio"/>					
j) I am good at saving money.	<input type="radio"/>					
k) I like to take risks.	<input type="radio"/>					

## 19. Adaptability

<b>Please indicate the extent to which the following statements describe you:</b>	Not at all	Slight extent	Moderate extent	Great extent	Very great extent						
						a) I can imagine multiple ways to solve any given problem.	b) I find it difficult to switch directions in the middle of a project.	c) When addressing a problem, I like to stick with solutions I have used in the past.	d) I value diverse perspectives.	e) I have a hard time adjusting my views when confronted with new information.	f) Most of the time, I know better than others around me.
	<input type="radio"/>										
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## 20. Social Determinants of Health

<p><b>Regarding your life prior to entering the military, please indicate how much you agree or disagree with the following statements:</b></p>	<p><b>Strongly agree</b></p>	<p><b>Agree</b></p>	<p><b>Neither agree nor disagree</b></p>	<p><b>Disagree</b></p>	<p><b>Strongly disagree</b></p>
a) I had access to healthcare.					
b) I had enough money for food.					
c) I had stable housing.					
d) I had basic utilities (e.g., heating, water, electricity).					
e) I felt safe in my neighborhood.					
f) I felt safe in my home.					
g) I had someone I could talk to about serious problems.					
h) I communicated positively with my parent or caregiver.					
i) I overcame hard times with the support of my family and community.					
j) I had a quality education.					
k) I attended school regularly.					
l) I experienced bullying in school.					

## Flag for Trainees Designated to Participate in Coaching Sessions

### Which platoon are you assigned to?

- a. 1
- b. 2
- c. 3
- d. 4

#### For Platoon 1 or 2 trainees (will receive coaching):

Over the next few weeks, you will be receiving one-on-one coaching with Performance Experts as part of the Coaching for Resilience program. The Coaching for Resilience program is designed to (1) develop the life skills assessed by the IRA, (2) better prepare you for challenges in your personal and professional life, and (3) improve readiness and performance.

If you'd like to share your IRA results with the Performance Expert to customize your coaching sessions, please check "yes" below. If you are not interested in coaching, please check "no."

Yes, I want to share my IRA results with the performance expert.

No, I do not want to share my IRA results with the performance expert.

#### For Platoon 1 or 2 trainees who opt into sharing IRA results with PEs & evaluation:

Please provide your name for the Performance Expert, for customized coaching, and for NORC to reach out to you about the follow-up evaluation survey in about 4 months. Your name will *not* be used for any non-stated purpose or linked to your survey responses in the final program evaluation reports to DoD.

First name: \_\_\_\_\_

Middle initial: \_\_\_\_\_

Last name: \_\_\_\_\_

**Click NEXT to wrap-up survey to be able to get your \$15 thank you gift code from NORC!**

#### For Platoon 1 or 2 trainees who opt into sharing IRA results with PEs, but do not opt into evaluation:

Please provide your name for the Performance Expert for customized coaching. NORC will *only* provide your name to the Performance Expert office for your customized coaching.

First name: \_\_\_\_\_

Middle initial: \_\_\_\_\_

Last name: \_\_\_\_\_

**Click NEXT to wrap-up survey to be able to get your \$15 thank you gift code from NORC!**

**For Platoon 1 or 2 trainees who do not opt into sharing IRA results with PEs, but opt into evaluation:**

Please provide your name. Your name will *not* be linked with any of your survey answers or used for any non-stated purpose. Your name will *not* be shared with anyone in your Army unit or chain of command or in the DoD. NORC will *only* use your name to reach out to you about the follow-up evaluation survey in about 4 months.

First name: \_\_\_\_\_

Middle initial: \_\_\_\_\_

Last name: \_\_\_\_\_

**Click NEXT to wrap-up survey to be able to get your \$15 thank you gift code from NORC!**

**For Platoon 3 or 4 trainees (will not receive coaching):**

**For Platoon 3 or 4 trainees who opt into evaluation:**

Please provide your name. Your name will *not* be linked with any of your survey answers or used for any non-stated purpose. Your name will *not* be shared with anyone in your Army unit or chain of command or in the DoD. NORC will *only* use your name to reach out to you about the follow-up evaluation survey in about 4 months.

First name: \_\_\_\_\_

Middle initial: \_\_\_\_\_

Last name: \_\_\_\_\_

**Click NEXT to wrap-up survey to be able to get your \$15 thank you gift code from NORC!**

## **CONTACT INFORMATION PAGE and THANK YOU PAGE**

**Thank you for completing the survey**

We would like to confirm your contact information to send your \$15 digital gift card and the follow-up evaluation survey. As a reminder, you will be eligible to receive an additional \$30 digital gift card if you complete the follow-up survey in about 4 months. **Your contact information will *not* be linked with**

**any of your survey answers** or used for any non-stated purpose. Your contact information will *not* be shared with anyone in your Army unit or chain of command or in the DoD. NORC will solely use this information for the communications about this evaluation effort.

What is your personal email address?

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To allow NORC to text you with a reminder about the follow-up survey, please enter your cell phone number below:

What is your cell phone number? \_\_\_\_\_

*By providing this number, you allow NORC to text you using an automated text system. We will only use your phone number for the follow-up evaluation survey. NORC will not share, sell, or otherwise use this number. You can reply STOP to our text messages to opt out at any time. Reply HELP for help. Standard messaging and data rates may apply. Messaging frequency may vary.*

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End screen for trainees who opted into the evaluation

Thank you for participating in the evaluation of the Coaching for Resilience program!

**Please look for an email from [ArmyResilience@norc.org](mailto:ArmyResilience@norc.org) with a link to complete the follow-up evaluation survey in about four months.**

If you have any questions, please contact NORC at [ArmyResilience@norc.org](mailto:ArmyResilience@norc.org).

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End screen for trainees who did not opt into the evaluation

Thank you for completing the Individual Resilience Assessment (IRA) for Initial Entry Training.