

Appendix F1. TILT Survey

Landing Page

Thank you for completing the Trauma Informed Leadership Training (TILT) course. The Department of Defense (DoD) has contracted NORC at the University of Chicago (NORC) to support an independent evaluation of TILT. NORC is a non-partisan, objective research institute that provides rigorous and reliable research and evaluation services to clients.

The evaluation survey should take about 15 minutes to complete. When you complete the survey, you will receive a **\$30 e-gift card** as a thank you for your time. If you choose to volunteer for a follow-up interview with NORC and are selected, you will receive an additional **\$40 e-gift card**.

This survey is confidential. Your responses will be linked to a unique ID, which cannot be linked back to you. Your responses will be combined with others, and the results will be reported in aggregate. This survey is voluntary. You may skip any questions or stop the questionnaire at any time without penalty.

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.

OMB CONTROL NUMBER: 0704-0644

OMB EXPIRATION DATE: 01/31/2026

AGENCY DISCLOSURE NOTICE

The public reporting burden for this collection of information, 0704-0644, is estimated to average 15 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. 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 optional follow-up TILT evaluation interview. 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 \$30 gift card as a thank you for your participation today, and exclusion from the optional follow-up evaluation interview and the subsequent \$40 gift card for participation in the follow-up evaluation interview.

Throughout this survey there will be hover definitions for specific terms to provide additional information and clarity. Terms that have a hover definition will be indicated in a blue underlined font, example: **BLUE**. To view a definition simply click on the colored text and a box containing the definition will appear. You can click 'CLOSE' at the bottom right corner of the box to close the definition.

I. DEMOGRAPHICS

1. Have you completed the Trauma Informed Leadership Training (TILT) training in JKO?

- a. Yes → go to Q2
- b. No

[PROMPT FOR "NO"]

Please complete the Trauma Informed Leadership Training on JKO [\[insert link here\]](#). NORC will contact you again in one week to complete this training evaluation survey after you have completed the TILT course. If you have any questions, please contact ArmyResilience@norc.org.

→ exit survey

2. What is your sex?

- a. Female
- b. Male

3. 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.

€

n - Provide details below.

<input type="checkbox"/> Chinese	<input type="checkbox"/> Asian Indian	<input type="checkbox"/> Filipino
<input type="checkbox"/> Vietnamese	<input type="checkbox"/> Korean	<input type="checkbox"/> Japanese

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

Asia

€ Black or African American - Provide details below.

<input type="checkbox"/> African American	<input type="checkbox"/> Jamaican	<input type="checkbox"/> Haitian
<input type="checkbox"/> Nigerian	<input type="checkbox"/> Ethiopian	<input type="checkbox"/> 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.

€

Mid
dle

Eastern or North African - Provide details below.

Lebanese Iranian Egyptian
 Syrian Iraqi Israeli

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

€

Nati
ve

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.

4. 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)

5. How many years have you been a member of the military?

- a. 0-1 years
- b. 2-5 years
- c. 6-10 years
- d. 11-15 years
- e. 16+ years

LEADERSHIP EXPERIENCES

6. What is your rank?

- a. Sergeant
- b. Staff Sergeant
- c. Sergeant First Class

7. How many cycles have you trained as a Drill Sergeant?

- a. None
- b. 1-3
- c. 4-6
- d. More than 6

8. Have you participated in any leadership training courses (other than the Drill Sergeant Academy) during your time in the military? [Select all that apply]

- a. Basic Leaders course
- b. Advance Leaders course
- c. Senior Leaders course
- d. Master Resilience Trainers Course (MRTC)
- e. Talk like a Leader
- f. Other (please specify) _____

9. What level of training do you oversee as a Drill Sergeant?

- a. BCT
- b. AIT
- c. OSUT

II. Additional Constructs/Measures

10. MASCULINITY CONTEST CULTURE

In your role as a Drill Sergeant...	Not at all true of my work environment	A little true	Somewhat true	Mostly true	Entirely true of my work environment
Admitting you don't know the answer looks weak.					
Expressing any emotion other than anger or pride is seen as weak.					
People are judged socially on how physically fit they are.					
People who are physically smaller have to work harder to get respect.					
To succeed you can't let family interfere with work.					
Taking days off is frowned upon.					
You're either "in" or you're "out", and once you're out you're out.					
If you don't stand up for yourself people will step on you.					

PERCEIVED NORMS

11. BEHAVIOR

How much do you...	Not at all	Very little	Somewhat	Very Much
Work to support soldiers?				
Explore why a soldier is acting out?				
Give soldiers opportunities to share their thoughts and feelings/perspectives?				
Focus on soldiers' strengths as well as their weaknesses?				
Encourage soldiers to support one another?				
Practice non-judgmental listening with				

soldiers?				
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12. ENDORSEMENT

How much are/do Drill Sergeants in general....	Not at all	Very Little	Somewhat	Very Much
Work to support soldiers?				
Explore why a soldier is acting out?				
Give soldiers opportunities to share their thoughts and feelings/perspectives?				
Focus on soldiers' strengths as well as their weaknesses?				
Encourage soldiers to support one another?				
Practice non-judgmental listening with soldiers?				

13. AUTHORIZATION

How much does your leadership encourage you to....	Not at all	Very Little	Somewhat	Very Much
Work to support soldiers?				
Explore why a soldier is acting out?				
Give soldiers opportunities to share their thoughts and feelings/perspectives?				
Focus on soldiers' strengths as well as their weaknesses?				
Encourage soldiers to support one another?				
Practice non-judgmental listening with soldiers?				

14. SOCIAL CONNECTION

How strongly do you agree or disagree with these statements:	Strongly Disagree	Disagree	Agree	Strongly Agree
Soldiers have trust and confidence in me				
I listen to what soldiers have to say				
I treat soldiers with respect				
I care about soldiers' personal well-being				
I provide soldiers opportunities to demonstrate their leadership skills				
I provide soldiers with constructive suggestions on how to improve their performance				

I support soldiers' career development				
If needed, soldiers feel comfortable coming to me to address any concerns without fear of reprisal				
I put the interest of soldiers and their families above my personal interests				

15. EMPATHY

How often are these statements true about yourself?	Very Rarely	Rarely	Occasionally	Frequently	Very Frequently
I am sensitive to what others are not saying.					
I listen for more than just the spoken words (i.e., the underlying meaning).					
I summarize points of agreement and disagreement when appropriate.					
I keep track of points others make.					
I assure others that I am listening by using verbal acknowledgments.					
I show others that I am listening by my body language (e.g., head nods).					

The next questions are about the Trauma-Informed Leadership Training, also known as *TILT*.

16. SELF-EFFICACY

How strongly do you agree or disagree with these statements:	Strongly Disagree	Disagree	Agree	Strongly Agree
Before completing TILT, I was aware of the impact of trauma on soldiers.				
After completing TILT, I am aware of the impact of trauma on soldiers.				
Before completing TILT, I was aware of the potential path for recovery and prevention.				
After completing TILT, I am aware of the potential path for recovery and prevention.				
Before completing TILT, I was able to recognize signs and symptoms of trauma in others.				
After completing TILT, I am able to recognize signs and symptoms of trauma in others.				
Before completing TILT, I was confident in my ability to respond to soldiers showing signs of trauma without adding to soldiers' trauma.				
After completing TILT, I am confident in my ability to respond to soldiers showing signs of trauma without adding to soldiers' trauma.				
Before completing TILT, I was aware of strategies to avoid adding to or re-activating soldiers' trauma.				
After completing TILT, I am aware of strategies to avoid adding to or re-activating soldiers' trauma.				

17. READINESS FOR ORGANIZATIONAL CHANGE

How strongly do you agree or disagree with these	Strongly	Disagree	Agree	Strongly
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statements:	Disagree			Agree
Before completing TILT, I thought that the Army would benefit from trauma-informed leadership ⁱ .				
After completing TILT, I think that the Army would benefit from trauma-informed leadership ⁱ .				
Before completing TILT, I thought it didn't make much sense for the Army to initiate a trauma-informed leadership ⁱ approach.				
After completing TILT, I think it doesn't make much sense for the Army to initiate a trauma-informed leadership ⁱ approach.				
Before completing TILT, I thought there were legitimate reasons for the Army to adopt trauma-informed leadership ⁱ .				
After completing TILT, I think there are legitimate reasons for the Army to adopt trauma-informed leadership ⁱ .				
Before completing TILT, I thought trauma-informed leadership ⁱ would improve the Army's overall efficiency.				
After completing TILT, I think trauma-informed leadership ⁱ will improve the Army's overall efficiency.				

ⁱ Hover definition: **Trauma-informed leadership** is an organizational strategy that addresses trauma at all levels, promoting health and resilience. Leaders recognize the impact of trauma on Service members, implement trauma-sensitive practices, and avoid actions that could retraumatize individuals.

Key-Informant Interview Volunteer

NORC is conducting interviews (45 minutes) with Drill Sergeants about their experience as Drill Sergeants with respect to the Army's Trauma-Informed Leadership Training. If you would be interested and willing to participate in an interview, please indicate below. Your participation and responses shared in an interview with NORC will be kept confidential; NORC will not share names or identifying characteristics of participants with the USA or the DoD. Your input will be invaluable for informing improvements to TILT. If you choose to volunteer for a follow-up interview with NORC and are selected, you will receive an additional **\$40 e-gift card**.

- I do not volunteer** to participate in an interview with NORC. [Skip to incentives]
- I volunteer** to participate in an interview with NORC.

Please provide your information to be contacted by the NORC research team for the brief interview. Your email address will not be linked with any of your answers to the questions in this survey. Your email address will not be shared with the USA or the DoD.

Enter your last name _____

What is your military (.mil) email address? [NOTE: validate .mil email domain]

What is your personal email address?

To allow NORC to text you with information regarding the follow-up interview, please enter your cell phone number below:

What is your cell phone number? XXX-XXX-XXXX

Enter area code and phone number with no dashes

[VALIDATE PHONE NUMBER: 10 DIGITS. NO SYMBOLS. NO LETTERS]

By providing this number, you allow NORC to text you using an automated text system. We will only use your phone number for TILT evaluation purposes. 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. Message frequency may vary.

Is the below information correct? *If any piece of the below information is incorrect, select "No, I need to make a correction."*

Name: **[LNAME]**

Military Email: **[MIL_EMAIL]**

Personal Email: **[PER_EMAIL]**

Cell Phone: **[CELL]**

1. Yes, all information is correct
2. No, need to make a correction

Please edit your responses below to update the information, then hit "Next."

Last name: **[LNAME]**

Military Email: **[MIL_EMAIL]**

Personal Email: **[PER_EMAIL]**

Cell Phone: **[CELL]**

Incentive Contact Information

Thank you for completing the TILT survey! As a thank you for your participation, you will be sent a \$30 electronic gift card. Please provide your contact information below to receive details regarding your \$30 digital gift card. Your information will *not* be used for any non-stated purpose or shared with the Army or DoD. If you do not wish to receive a gift card, please select "next".

NORC WILL CONFIRM WITH NORC IT PROGRAMMERS IF WE CAN USE INFORMATION THAT PARTICIPANT PROVIDED ABOVE (WHILE ALLOWING PARTICIPANT TO HAVE A DIFFERENT EMAIL FOR THEIR INCENTIVE THAN FOR THEIR INTERVIEW CONTACT.)

Enter your last name _____

What is your military (.mil) email address? [NOTE: validate .mil email domain]

What is your personal email address?

Is the below information correct? *If any piece of the below information is incorrect, select “No, I need to make a correction.”*

Name: **[LNAME]**

Military Email: **[MIL_EMAIL]**

Personal Email: **[PER_EMAIL]**

Cell Phone: **[CELL]**

1. Yes, all information is correct
2. No, need to make a correction

Please edit your responses below to update the information, then hit “Next.”

Last name: **[LNAME]**

Military Email: **[MIL_EMAIL]**

Personal Email: **[PER_EMAIL]**

Cell Phone: **[CELL]**

Please select the email address you monitor regularly to receive your \$30 gift code.

1. **MIL_EMAIL**
2. **PER_EMAIL**

Click ‘Submit’ below to provide your name and email (not any of your survey responses!) for your e-gift card.

Thank you. We will soon send the link to schedule an interview with NORC, so please watch for our email address!

If you have any additional questions about the TILT evaluation, please contact ArmyResilience@norc.org.

Please close this tab to end your session.



National Resources for Drill Sergeants and Soldiers

Suicide or Self-Harm

Suicide Prevention Lifeline

TOLL-FREE: 988

This crisis lifeline provides 24/7 confidential support (via text, call, or chat) and help if you are feeling mental health struggles, emotional distress, depression, substance abuse concerns, and/or thoughts about suicide. Judgement-free counselors are available to provide immediate support.

Domestic Violence

National Domestic Violence Hotline

TOLL-FREE: 1-800-799-7233 or TTY

This hotline provides 24/7 support (via text, call, or chat) to talk confidentially if you are experiencing domestic violence, seeking resources or information, or questioning unhealthy aspects of your relationship.

National Network to End Domestic Violence (NNEDV)-Safety Net Project

techsafety.org

This website provides resources and information on the use of technology for agencies and survivors of domestic violence, sexual assault, stalking, and trafficking. These include survivor, agency, app safety center, confidentiality, and legal systems toolkits.

National Network to End Domestic Violence (NNEDV)

womenslaw.org or womenslaw.org/es (Español), Email Hotline: hotline.womenslaw.org/public

This website provides information relevant to anyone with questions about domestic violence, sexual violence, and other relevant topics. The email hotline site will provide legal information to anyone, not just women, who reaches out with legal questions or concerns regarding these topics.

Love is Respect, National Dating Abuse Helpline

TOLL-FREE: 1-866-331-9474

TEXT: 'LOVEIS' to 22522

This support line provides 24/7 assistance and help if you or someone you know is in an unhealthy or unsafe dating relationship, no matter how casual, or if you want to know more about personal safety and healthy relationships. Call center support is offered via text, call, or chat.

Sexual Assault

National Sexual Assault Hotline

TOLL-FREE: 1-800-656-HOPE (4673)

hotline.rainn.org/online

(Español) hotline.rainn.org/es

- This hotline connects you to a trained staff member from a sexual assault service provider in your area. The staff member can provide confidential support (via online chat or call) in finding local resources, such as referrals for long-term support and information about the laws in your community. You can also access 24/7 help online by visiting <https://hotline.rainn.org/online>.
- The Rape, Abuse, Incest National Network (RAINN) is a partnership of more than 1,100 local rape treatment hotlines that maintains an online referral resource directing you to local rape crisis centers nationwide.

Mental Health Services

SAMHSA's National Helpline

(Substance Abuse and Mental Health Services Administration)

TOLL-FREE 1-800-662-HELP (4357)

SAMHSA's National Helpline is a free, confidential, 24/7, 365-day-a-year treatment referral and information service (in English and Spanish) for individuals and families facing mental and/or substance use disorders.

NAMI (National Alliance on Mental Illness)

HelpLine 1-800-950-NAMI (6264)

The NAMI HelpLine is a free, nationwide peer-support service providing information, resource referrals, and support to people living with a mental health condition, their family members and caregivers, mental health providers, and the public. HelpLine staff and volunteers are experienced, well-trained, and able to provide guidance. To contact the NAMI HelpLine, call 800-950-NAMI (6264), Monday through Friday, 10 AM –8 PM ET, or email info@nami.org.

Victim Services

National Center for Victims of Crime

TOLL-FREE: 1-855-4-VICTIM (1-855-484-2846)

victimconnect.org

- This website has information to help victims of crimes learn about their rights and options confidentially. It provides a phone-based helpline, an online chat tool, and web-based information and service referrals.
- This hotline provides support and directs you to a state referral service for legal assistance or mental health care providers. They can also refer you to a local service provider who can

provide more specific referrals. This number can be reached Monday-Friday from 12 PM-5 PM ET.

Stalking Prevention and Awareness Resource Center (SPARC)

stalkingawareness.org

SPARC provides nationwide training, technical assistance, and resources to allied professionals, including victim service providers, law enforcement, prosecutors, court personnel, judges, corrections, treatment providers, mental health professionals, campus student conduct offices, campus police/security, Title IX offices, and others.

National Human Trafficking Hotline

TOLL-FREE: 1-888-373-7888

Text “BeFree” (233733)

polarisproject.org

This national hotline provides 24/7 support to answer calls, texts, and live chats from anywhere in the United States in more than 200 languages. The National Hotline’s mission is to connect human trafficking victims and survivors to critical support and services to get help and stay safe and to equip the anti-trafficking community with the tools to combat all forms of human trafficking effectively.

Digital or Media Victims Services

Nonconsensual Pornography Hotline

TOLL-FREE: 1-844-878-CCRI (2274) Cyber Civil Rights Initiative Helpline

This hotline provides 24/7 support to victims of nonconsensual pornography (“NCP”, also known as “revenge porn”), recorded sexual assault (RSA), or sextortion. They can provide information, support, referrals, and non-legal advice.

FAQ SCREEN



Who is NORC at the University of Chicago?

NORC is a not-for-profit survey and research organization that is working with the U.S. Army and the DoD Sexual Assault Prevention and Response Office (SAPRO) to evaluate the Trauma-Informed Leadership Training course currently being piloted at Ft. Leonard Wood. For more information about NORC, visit www.norc.org.

How do I know this form is confidential?

All survey responses will be stored separately from your PII – your name and email. PII is used to help us evaluate the TILT course *while maintaining confidentiality*. NORC will also use your contact information to deliver incentives and other survey-related communication.

How long will this survey take to complete?

The form will take about 15 minutes to complete.

Why should I participate?

The benefits to your participation may include better prevention programming and a more supportive environment for soldiers on base. The feedback provided in this survey will be used to better understand the experiences Drill Sergeants are having as leaders and will aid NORC's evaluation of the TILT course.

Any immediate benefit to me?

You will receive a \$30 e-gift card for completing this survey today.

Do I have to fill out this form?

No, you do not have to fill out the survey. It is voluntary, but in order to receive a \$30 e-gift card, you must provide your information after completing the survey.

What is this survey about?

This survey is part of an evaluation of the TILT course. The goal of collecting this feedback is to better understand the experiences Drill Sergeants and soldiers are having in initial military training.

TECHNICAL ASSISTANCE



This survey is best viewed on a laptop, desktop, or large tablet running the current Firefox, Chrome, Safari, or Edge versions.

You can go forward or backward in the form by clicking the Next or Back buttons. (DO NOT use your browser's Back or Forward buttons).

If you leave the survey idle for more than 10 minutes, it will time out to keep your responses confidential. Since the survey is confidential, you will need to log back into it with the link that was sent by ArmyResilience@norc.org to your email. All the responses you provided up until the survey timed out are saved.

For other technical support questions, or if you encounter any problems as you complete the survey, **please contact NORC at ArmyResilience@norc.org for assistance.**