

Appendix E1: CFR Performance Expert Key Informant Interview Guide

T1: ETAC Evaluation of the Coaching for Resilience Program

(Last Updated 03.19.2025)

Participant ID:	Date:
Interviewer:	Note Takers:
Start Time:	End Time:

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Welcome [6 Minutes]

Welcome & Introductions [2 Minutes]

[Lead Interviewer to remain on video for the duration of the interview. Support staff to show video briefly during introductions.]

Thank you for taking time to talk with me. My name is [Interviewer Name] and I work for the nonprofit research organization, NORC at the University of Chicago.

NORC is talking with **Performance Experts like you** to gather your **feedback** on the Coaching for Resilience training, which we will sometimes call “CFR.” NORC, in collaboration with the DoD Sexual Assault Prevention and Response Office (SAPRO) and United States Army, is conducting an **evaluation** with Army soldiers as part of the **Evaluation Training and Technical Assistance Center (ETAC)**. The purpose of the evaluation is to learn more about **how the CFR program was implemented** and its **effectiveness** in supporting soldiers’ personal goals and access to Army resources and support.

[Note taker 1 Name] and [Note taker 2 Name] are also joining on this call to take notes on the topics we discuss.

While we are getting started **can you confirm that you can hear me and see me** clearly?

[Interviewer to confirm also that s/he/they can hear participant clearly]

☐ Yes [Continue]

- ☐ No [Offer technical assistance as needed]

Also, it is not necessary that we see you by video. So, **if you prefer, you may turn off your video.** This is entirely up to you.

This interview will last **up to 45 minutes**. Does this sound okay?

- ☐ Yes [Continue]
☐ No [End discussion]

Agreement to Participate [2 Minutes]

Before we start, I want to share a few points. First, your participation in our conversation today is voluntary, meaning no negative action will be taken against you should you choose to stop the conversation or skip a specific question at any point. Second, our conversation today is confidential, meaning your name and any other personally identifiable information you share today will not be associated with the responses you share.

If you have questions about this project or the evaluation being conducted by NORC, you can contact the evaluation study's Principal Investigator Dr. Elizabeth Mumford. I'm sharing her email in the chat.

Do you have any questions for me at this time?

- ☐ Yes [Answer questions]
☐ No [Continue]

Great – shall we get started then? [While we are not collecting formal consent, look for participant confirmation to continue.]

Overview [2 Minutes]

Our records indicate that in your role as an Army Performance Expert, you coached Soldiers through the Coaching for Resilience program at Ft. Leonard Wood recently.

Do you **remember** this program?

- ☐ Yes [Summarize following text]
☐ No [Read following text]

The Coaching for Resilience program involved four 50-minute one-on-one coaching sessions with a soldier. The coaching focused on topics of resilience, including stress management and well-being techniques. The program was intended to help enhance individual and unit performance and to ensure that soldiers are aware of Army support services.

Thank you for taking the time to talk with me today to provide your thoughts and opinions about the Coaching for Resilience program.

We will get started! As a reminder, your responses are private and will not be shared with others by name but will only be shared as a summary with all other responses.

Main Discussion Guide [30 Minutes]

A. Experience in Military [2 Minutes]

To begin our conversation, I'd like to understand your experience working for the military so far.

1. Please tell me **briefly** about your **career with the DoD**.
 - a. How long have you been a Performance Expert with the Army?
 - b. Had you done similar work in a **different Service branch** before the Army?
 - c. Have you previously served in the military?
 - d. Describe your **current role**.

B. General Attitudes about Coaching for Resilience [5 Minutes]

Next, I'd like to ask you specific questions about the CFR program.

2. What was your **overall impression** of the Coaching for Resilience program?
 - a. What, if at all, do you think was valuable about the program?
 - b. Were there any parts of the program that were new for you? If so, what were they?

C. Process & Modifications: Coaching Session Training & Structure [5 Minutes]

3. How would you describe the required **training** you participated in to become a CFR coach?
4. Were there **aspects of the program** that you found **helpful/not helpful** for soldiers?
 - a. Were there parts of the program that were **confusing** (to you or to the Soldiers) or could be framed differently, or improved?
 - b. How would you improve the content of the sessions?
 - i. PROMPT: Based on your experience as a Performance Expert, was there content or instruction you feel needs to be in the CFR program, that was missed at the time?
5. How would you **change the instructions for facilitating** the sessions? As a reminder, your responses are private and will not be shared with others by name but will only be shared as a summary with all other responses.
 - a. Would you prefer if there were **more** or **less** than 4 required sessions?
 - b. How often did you feel like a Soldier needed more than the 4 CFR sessions?
 - c. Would you prefer if the sessions were **longer** or **shorter** than 50 minutes?
 - d. What are your thoughts about **who** should get the coaching?
6. Were there any challenges you encountered when facilitating CFR?

D. Process & Modifications: Soldiers [5 Minutes]

Now I'd like to ask you some questions about your experiences working with the soldiers and completing the coaching sessions.

7. How would you describe the experience of working with soldiers to review their IRA results and identify areas for improvement?
8. How would you describe the experience of working with soldiers to create **personal** and **professional** goals?
9. How **engaged** did you find the soldiers (in general) during your CFR sessions?

- a. Was it challenging to complete all 4 sessions with each soldier? If so, in what way?
10. During the CFR program, you and each participant were supposed to complete an Individual Development Plan for them to make and keep track of personal and professional goals. How would you describe the experience of creating this IDP with the soldiers?

E. Post-Training Intentions & Behaviors: Resiliency [5 Minutes]

The CFR program was developed to support new soldiers in developing resiliency skills and improve their comfort in accessing supportive services.

11. What **well-being** techniques regarding **regulation** did you share with soldiers? How consistently were you able to share across the cohort of soldiers you coached?
12. How did you address **stress management** during your coaching sessions? How consistently were you able to share across the cohort of soldiers you coached?
13. Were there any challenges in providing coaching on these skills? Did you feel prepared to coach soldiers?
14. Have any soldiers whom you met through CFR recontacted you for additional support?

F. Post-Training Intentions & Behaviors: Accessing Support Services [5 Minutes]

15. How has your **awareness** of other Army resources changed since facilitating CFR sessions?
16. Have you connected soldiers to additional support services/resources since facilitating CFR sessions? If so, please describe your experience.
 - a. Did you feel there were available support services to adequately meet the various needs of soldiers?
 - b. Did facilitating CFR sessions change your knowledge or understanding of connecting soldiers to Army resources? If so, how?

G. Additional Comments [3 Minutes]

17. Is there anything about the Coaching for Resilience program that we have not discussed that you want to mention?
 - a. PROMPT: Do you have any recommendations for different ways – other than the CFR program – to support soldiers?

Closing [1 Minute]

Thank you for participating in this interview with NORC at the University of Chicago. Your perspectives are invaluable in helping us better understand the effectiveness of the Coaching for Resilience program.

This concludes our interview. Thank you for your time today.

[END INTERVIEW]