



Video: One of Us 2023

One of Us: Facilitation Guide



Overview

This facilitation guide and accompanying video have been developed to assist equal opportunity (EO) and equal employment opportunity (EEO) professionals and practitioners in discussing *Harassment Prevention and Response in the Armed Forces*.

Additional information on how to conduct a facilitation can be found in the *Leader's Conversation Guide* (available at deomi.mil).

This guided discussion is focused on the *One of Us* video. The video demonstrates potential behaviors one could see or hear in many environments. The facilitator can use the video and guide to discuss the demonstrated problematic behaviors and how the unit members and leaders can prevent, mitigate, or address them. Adherence to this facilitation guide is encouraged to ensure consistency in training delivery.

However, this guide is not all-inclusive and may be expanded based on the facilitator's experience. Throughout this guide, questions are framed to stimulate the facilitator's thoughts on areas to explore and consider in this process and the specific topic. Users should provide a controlled, safe, and non-attributional environment where individuals will be willing to share their perspectives. EO and EEO professionals, practitioners, and leaders can use this event to review and educate their members on policy and acceptable and unacceptable behaviors. Hazing is a form of harassment that is covered in Department of Defense Instruction (DoDI) 1020.03, *Harassment Prevention and Response in the Armed Forces*.



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Purpose

The objectives for this discussion:

- Define hazing.
- Discuss the video and the behaviors seen within it.
- Grasp how the fear of harassment can affect the individual and the organization.
- Understand the escalation hazing can take if not addressed.
- Discuss hazing prevention strategies.

Preparation

This guide has been developed assuming that users have some basic facilitation skills and understand the facilitation process. Users should also review the *Leader's Conversation Guide* for additional parameters, techniques, and information on facilitation (available at deomi.mil). The *Leader's Conversation Guide* provides areas to consider, including the following:

- Site selection
- Ground rules the facilitation may use
- Question development
- How to conduct the discussion

Definitions

It is important to note that hazing is a form of harassment. DoDI 1020.03 defines these terms as follows:

- Harassment is defined as behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment.
- Hazing is defined as a form of harassment that includes conduct through which Service members or DoD employees, without a proper military or other governmental purpose, but with a nexus to military service, psychically or psychologically injure or create a risk of physical or psychological injury to Service members for the purpose of: initiation into, admission into, affiliation with, change in status or position within, or continued membership in any military or DoD civilian organization.
 - Hazing can be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person.
 - It does not include properly directed command or organizational activities that serve a proper military or other governmental purpose, or the requisite training activities required to prepare for such activities (e.g., administrative corrective measures, extra military instruction, or command-authorized physical training).
 - It is prohibited in all circumstances and environments including off-duty or “unofficial” unit functions and settings.



What Constitutes Hazing?

As outlined in the DoDI 1020.03, hazing is evaluated by a reasonable person standard and includes, but is not limited to, the following when performed without a proper military or another governmental purpose:

- Any form of initiation or congratulatory act that involves physically striking another person in any manner or threatening to do the same;
- Pressing any object into another person's skin, regardless of whether it pierces the skin, such as "pinning" or "tacking on" of rank insignia, badges, medals, or any other object;
- Oral or written berating of another person with the purpose of belittling or humiliating;
- Encouraging another person to engage in illegal, harmful, demeaning, or dangerous acts;
- Playing abusive or malicious tricks;
- Branding, handcuffing, duct taping, tattooing, shaving, greasing, or painting another person;
- Subjecting another person to excessive or abuse of water;
- Forcing another person to consume food, alcohol, drugs, or any other substance;
- Soliciting, coercing, or knowingly permitting another person to solicit or coerce acts of hazing.

*While hazing and bullying are related, bullying can be perceived as being excluding to others while hazing has the potential of inclusion.

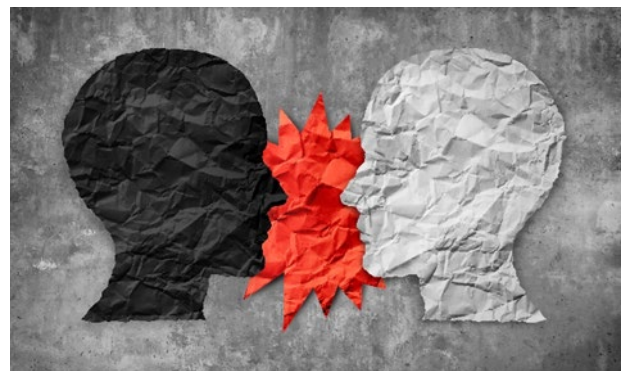
Impacts of Hazing

Those that experience hazing may feel they have to go through the "initiation" in order to feel accepted by group members. Those doing the hazing may

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think it is "tradition" and is acceptable behavior. Victims of hazing may be fearful to report what they have experienced for fear of being excluded. In order to prevent hazing, senior leaders should instill a command climate that encourages reporting of harassing behaviors. Training should be tailored to recognize hazing behavior and include bystander intervention strategies. All reports should be taken seriously and resolved in a timely manner.

Notes:





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Process

Before the participants' arrival, determine and prepare the setting for the guided discussion. Ensure the video is prepared to view (direct from https://digitalcommons.deomi.mil/sc_videos/29/ or may be predownloaded).

Video Description

One of Us

FOR FACILITATOR USE ONLY: The video portrays a violent hazing event involving multiple Service members. SSG Nanos is in charge and is talking to a room of peers while introducing a new member, SSG Ledet. One Service member gets up and says, "He ain't one of us yet." SSG Williams leaves the room saying that, "I can't watch this crap." SSG Nanos asks the new member, "You wouldn't want to break tradition, would you?" Other members of the group say, "Don't worry, we all had to go through it." and "It will all be over in a second." Then someone covers SSG Ledet's head with a piece of fabric and counts down, "3...2...1." For a few seconds, a barrage of sounds indicating a physical attack (i.e., fists striking flesh, Ledet's distressed vocal reactions) can be heard. Next, Nanos states that "It's all over." The video shows the aftermath from Ledet's visual point of view. His mask is removed and he sees the group around him, although his vision is distorted. The video ends with the group realizing that Ledet may be seriously injured, Nanos exclaims, "Oh No!... somebody go get doc."

Video Participants

- **Victim:** SSG Ledet
- **Perpetrators:** Other Service members
- **Bystanders:** SSG Williams



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Directions

1. Introduce yourself.
2. Validate: explain the purpose or objective of the discussion/training.
3. Set expectations and establish ground rules.
4. Introduce the topic (using the notes you created based on the topic).
5. Show and explain how hazing is a form of harassment.
6. Provide the handout (if used) to the participants.
7. **Read instructions:** You are about to watch a video that is made for awareness purposes only.
8. **Read instructions:** Answer the questions in your handout individually after watching the video. Then later, we will share your answers with the group.
9. Show the video.
10. Have participants answer the handout questions (5–10 minutes). Please encourage them to use critical thinking as they view the questions.
11. Lead a discussion based on the questions used.

Facilitator Notes

Suggestions: Display the questions on a bulletin board, butcher paper, or PowerPoint, or prepare them in a handout. Explain to the participants that they will need a pen and paper (or handout) to answer the questions you will use during the guided discussion. **The anticipated responses (ARs) after each question can assist the EO professional in identifying potential discussion points.**

**Facilitator Note:* The facilitator should be prepared to discuss the questions (or similar questions) with the participants.

**Give students ample time to answer the questions.*



Facilitator- Develop Questions

Below are potential questions and ARs for use in guiding the discussion. Before the session, the facilitator should review them and may develop their own. The provided handout matches the questions provided below. If you modify or add additional questions, modify the handout accordingly.

**Facilitator Note:* The facilitator should be prepared to discuss the questions (or similar questions) with the participants.

- Describe how this video portrays hazing.

AR: SSG Ledet was the victim of a violent hazing tradition at his new unit. He was blindfolded and then beaten by members of the group. The members of the group that hazed him had all endured this same ritual, as part of their initiation into the group. As stated in DoDI 1020.03, any form of initiation or congratulatory act that involves physically striking another person in any manner or threatening to do so is considered an act of hazing.

- What are the potential impacts of this harassing behavior? What if they are allowed to persist?

AR: Given his blurred vision, it is likely that the repeated blows to his head resulted in SSG Ledet suffering a concussion, a type of traumatic brain injury that can result in headaches and problems with concentration, memory, balance and coordination. These effects could be temporary, or he could have long lasting health problems, or even die as a result.

In addition to physical harm, victims of hazing may experience psychological distress during and after the incident (s). This may include anxiety, depression, low self-esteem, anger, shame, guilt, fear, isolation, and suicidal thoughts. Hazing can also trigger post-traumatic stress syndrome and other mental health issues. Victims of hazing may also have difficulty concentrating, studying, and performing well in their jobs.

Like victims, perpetrators of hazing may endure psychological distress (e.g., anxiety, guilt, shame). They may also suffer reputational damage, and face criminal charges, fines, imprisonment, or discharge for their actions. Hazing can also result in civil lawsuits from the victims or their families, who may seek compensation for damages such as medical expenses, emotional distress, or loss of life..

Hazing can also create a culture of abuse and violence in the unit. If the group continues to haze new members in a similar fashion, they may cause serious physical and emotional harm to these individuals. Finally, hazing can reduce morale within the unit and result in decreased mission readiness. If allowed to persist, the behavior can affect group cohesion and distract from the daily tasks/mission. Hazing is not acceptable behavior in any organization.

- What are some of the reasons why groups engage in hazing?

AR: In the military, hazing can be motivated by the need to build or reinforce a feeling of group identification and a strict command structure. Hazing can be seen as a rite of passage or as a way to ensure that a new member demonstrates their loyalty, fortitude, or dedication to the group. In the military, there is a strong sense of tradition, where a hazing ritual may be seen as part of a group's culture. Those who were hazed themselves will tend to continue the practice. Further complicating the situation, victims often willingly engage in hazing rituals, because they want to be accepted into the group.

- What are some alternatives to hazing?



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AR: There are many ways for a group to build connections, belonging, and unity amongst its members without resorting to activities that risk physical and emotional harm. Group activities that require working together: community service projects, games, or team sports (where the group plays against another group), can build group cohesion.

- In this video, SSG Williams is a bystander. Is there any other action she could take? What could others in the group have done?

AR: The video shows SSG Williams expressing her discomfort with the hazing SSG Ledet is about to experience. Instead of just leaving the room, she could have taken a more active role in attempting to prevent the violent hazing that was about to transpire. Williams, or others in the group could have explained that hazing is not tolerated and could have asked the group to stop and consider what they were about to do. Often if one bystander speaks up, others will join in to protect a potential victim. Williams or others in the group could have physically led Ledet out of the room. They also could have gone to a supervisor and reported the situation that was happening.

- Why is it important to report instances of hazing?

AR: In this video, the member being hazed ended up requiring medical attention because he was so severely injured. Most instances of hazing may not be as violent as the one portrayed in the video. However, reporting hazing in the military is crucial for several reasons. Hazing is an activity that when it occurs often enough seems ordinary, as those who engage in it grow desensitized to the harm it causes. Hazing incidents can jeopardize combat readiness, weaken trust within the ranks, and have staggering costs. They can lead to injuries, loss of productivity, and even loss of lives. Hazing is likely currently underreported in the military. Once it is reported more consistently, individuals will be able to recognize it when they see it. This can have the effect of empowering victims and their group members to speak up when they feel pressured to conform/engage in hazing. Further, with improved reporting the military can better understand the extent of the problem and develop effective training, policies, and prevention measures.

- How can you prevent occurrences of similar behaviors in your unit? What actions can you take as a leader to address and correct this issue?

AR: Understand the importance of bystander intervention and train members on intervention techniques. Communicate antihazing policies and consequences. Provide resources and training to all DoD personnel. Hold discussions in a controlled environment where all can speak freely. Use the DEOMI website to gather more information about the principles of prevention and create a zero-tolerance environment for such behaviors in the organization. Hold each other accountable and encourage members and leaders to correct perceived issues. Hold leaders accountable for hazing prevention and swift enforcement of punishment for hazing. Ensure that options for reporting anonymously and outside the chain of command exist.

Think about other questions you may wish to ask the participants.

Reflection Questions

Question and AR:

Question and AR:



Lead the Discussion

Open the discussion by asking volunteers to share their responses with the group based on the questions used. As you do so, keep in mind:

General Considerations

- Ensure all participants have an opportunity to share their thoughts.
- Encourage open communication among participants.
- When applicable, ask clarifying questions.
- Use anticipated responses to help the group when needed.
- Avoid “why” and close-ended questions.
- Remind participants of the ground rules when necessary.
- Remember to let participants know that you are listening.
- Take notes for your summary and conclusion.
- Paraphrase when participants are unclear with their answers/assist them in reaching the objectives.
- Let the discussion be fluent with little to no disruptions or corrections.

Examples of Other Questions That Can Be Asked:

- In your own words, how would you define hazing?
- Where have you seen these behaviors in your organization or past organizations?
- What are some preventative measures to avoid a hostile environment from occurring?
- As a bystander, what can you do to encourage someone to report harassing behaviors?
- How can these behaviors, if gone unreported, affect mission readiness?

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Close the Session

**Facilitator Note:* During the conclusion, paraphrase participant comments to show that they were heard. The provided conclusion is an example on how to close out the guided discussion.

End your discussion by restating the objectives covered at the beginning and provide closing comments.

Summary:

Restate the initial objectives:

- Define hazing.
- Discuss the video and behaviors within it.
- Grasp how the fear of harassment can affect the individual and the organization.
- Understand the escalation hazing can take if not addressed.
- Discuss hazing prevention strategies.

Potential Closing Comments

During this period, we explored how hazing can impact the individual being hazed and the organization. As seen in this scenario, harassment can take many forms. Individuals being that experience hazing may be fearful to report of the behavior. If the behaviors are not addressed, mission readiness can decline, and a hostile work environment may occur.

Everyone has a role in preventing harassment. To mitigate harassing behaviors, we must be proactive, address allegations without bias, and take appropriate actions as necessary. Some might consider the behaviors exhibited in this scenario as harmless, but they are not. They can bring division, a lack of trust, and low morale. As leaders and members, it is important that we be aware of these behaviors and impacts and do what we can to proactively prevent, diffuse, negate, and address concerns if they appear.



Handout

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Video: Hazing

1. Describe how this video portrays hazing.
2. What are the potential impacts of this harassing behavior? What if they are allowed to persist?
3. What are some of the reasons why groups engage in hazing?
4. What are some alternatives to hazing?
5. In this video, SSG Williams is a bystander. Is there any other action she could take? What could others in the group have done?
6. Why is it important to report instances of hazing?
7. How can you prevent occurrences of similar behaviors in your unit? What actions can you take as a leader to address and correct this issue?