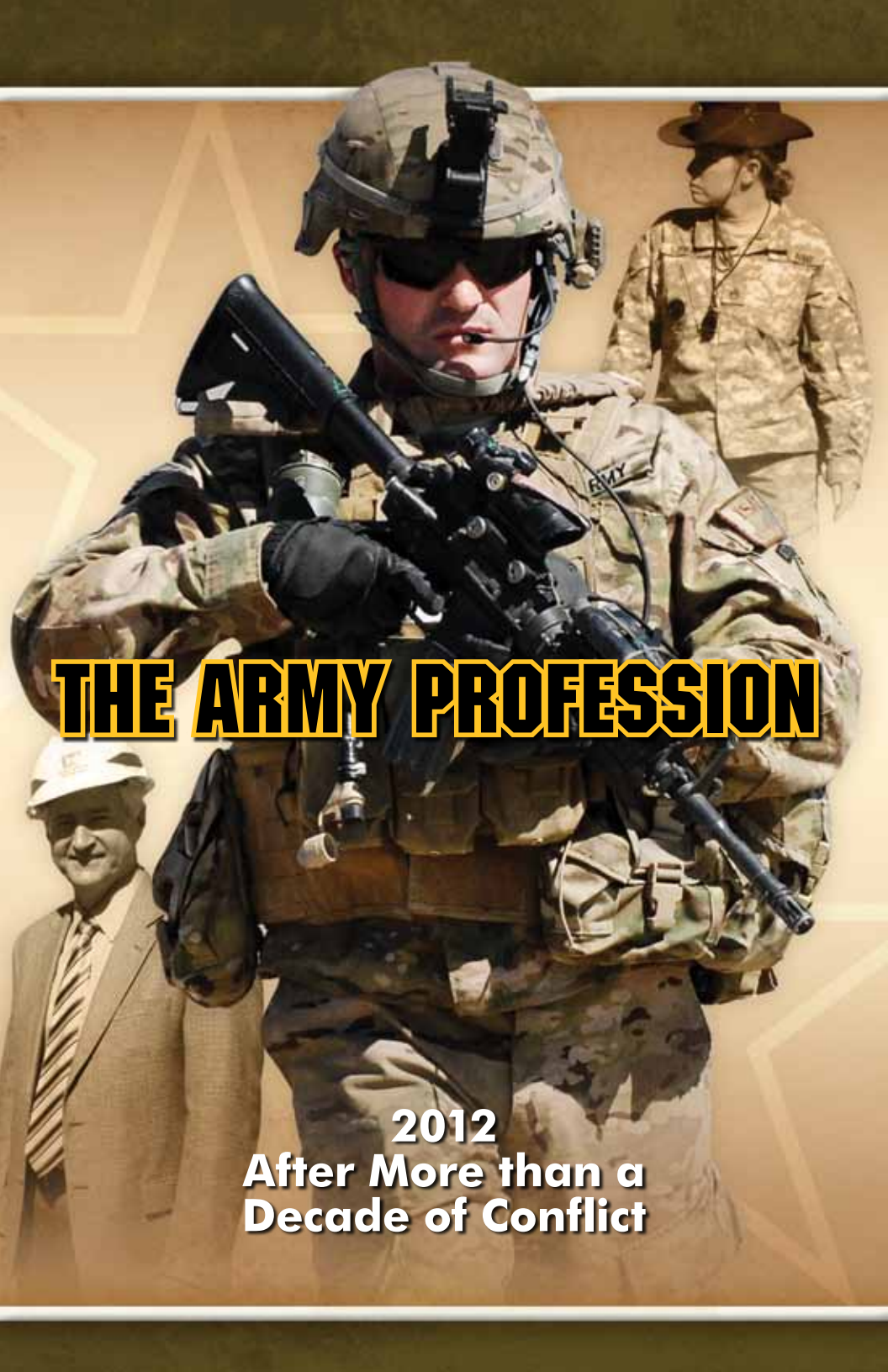
THE ARMY PROFESSION
2012
After More than a
Decade of Conflict

THE ARMY PROFESSION

This pamphlet contains draft concepts and preliminary findings approved by the Commanding General, TRADOC, as the Army's lead in executing the Profession of Arms campaign. Continued campaign assessment and dialog will be incorporated in the calendar year 2011 report of findings and recommendations to be presented at a Senior Army Leadership Summit for final review and approval by the Army's senior leadership.

Send your questions and comments to the CAPE at http://cape.army.mil

This booklet was produced by the Center for the Army Profession and Ethic (CAPE), Combined Arms Center, TRADOC.
October 2011

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FOREWORD

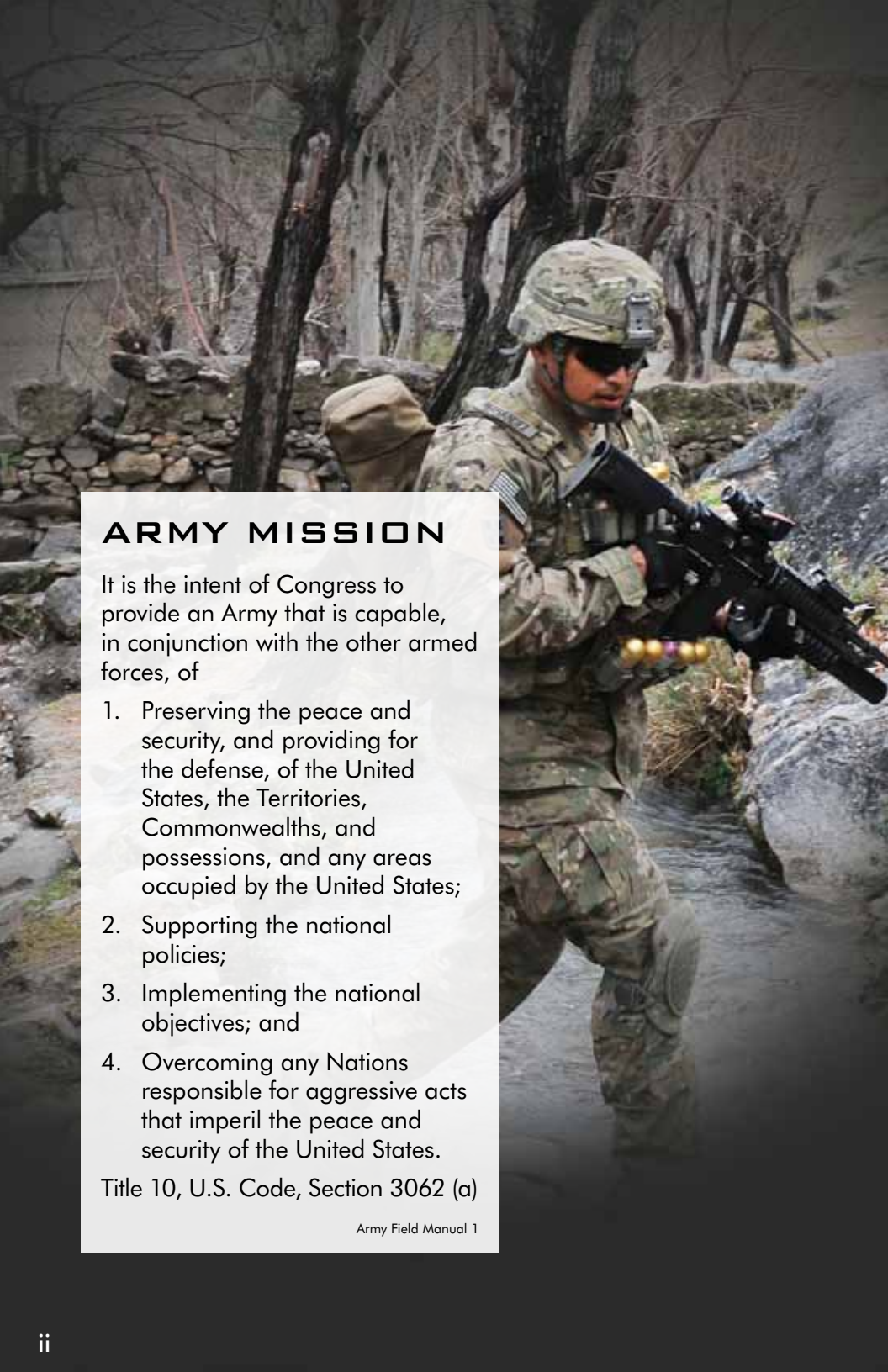
During a prolonged time of war, our Army professionals—our men and women in uniform and their civilian counterparts—performed magnificently well. In the face of continuous deployment to two distant wars, they achieved unprecedented success. When conducting homeland defense and disaster response, our Army professionals overcame every challenge with courage, ingenuity, and steadfast determination. That is why I am exceptionally proud of them and their Families.

However, to shape the Army of 2020, we have to understand the Army profession today. After a decade of war, we must take stock of our profession, examining our strengths and weaknesses so that we can prepare our Army for future uncertainties. Therefore, in October 2010, the Secretary of the Army directed TRADOC to lead an Armywide assessment of the state of the Army profession. This unprecedented holistic review provides us an introspective opportunity for both Soldiers and civilians to shape the Army of 2020.

Following our initial review of our profession, we have updated the *ARMY: Profession of Arms* pamphlet to reflect several revisions, including how we define the Army profession, essential characteristics, professional certification, attributes, and competencies. In this update, we explain these revisions so you can begin using them now for professional development.

The Army profession campaign is as much about dialog and reflection as it is about research and analysis. But most importantly, this campaign is about the actions we will take to improve our profession. Therefore, the end of year report to senior leaders will ultimately change doctrine, leader development, training, education, evaluation, selection, and promotion. As we move forward , I ask each and every Soldier and all Army civilians to take ownership of our profession and think deeply about how you want it to improve our Army. Then, I invite you to join the conversation as we build the strongest, most capable, and adaptable force ever imagined.

Robert W. Cone
General, U.S. Army
Commanding General
U.S. Army Training and Doctrine Command



ARMY MISSION

It is the intent of Congress to provide an Army that is capable, in conjunction with the other armed forces, of

1. Preserving the peace and security, and providing for the defense, of the United States, the Territories, Commonwealths, and possessions, and any areas occupied by the United States;
2. Supporting the national policies;
3. Implementing the national objectives; and
4. Overcoming any Nations responsible for aggressive acts that imperil the peace and security of the United States.

Title 10, U.S. Code, Section 3062 (a)

Army Field Manual 1

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PROFESSION OF ARMS CAMPAIGN

"The Army Profession. This one is really exciting...You [Soldiers] are the people who made us successful in the last 10 years. You are the ones who bring to the table the skills and attributes that we desperately need inside our profession...this is...an open dialogue with you to talk about how we want the Army to be in the future...

To those of you who have done it, you know exactly what it's about. It's the decision to use this military's force, lethal force, to accomplish objectives, and by doing so risking your own life, risking your Soldiers' lives and being able to deal with the consequences of your decision.

When you really think about that unique case, it says what's so special about wearing this uniform, getting deployment orders, one day being down range, and making decisions that help accomplish the Nation's objectives. That's what makes you special. That's what makes this a profession...So as I say, the Army Profession I think is going to do a lot for us as we move to the future in terms of helping us define the way ahead."

General Robert W. Cone, Commander, United States Army Training and Doctrine Command (TRADOC) at the 21st Century Training Maneuver Conference, Columbus, Georgia, 13 September 2011

PREFACE: THE PROFESSION OF ARMS CAMPAIGN

The Profession of Arms campaign is an Army initiative to inspire and engage our soldiers and Civilians in an introspective analysis and professional dialog to make our profession stronger. The Campaign renews our collective commitment to the Army, its ideals, traditions, and ethos, as well as to the Nation and the American people. As directed by the Secretary of the Army and Chief of Staff of the Army, the Army is taking a holistic and critical review of the Profession.

The TRADOC Commander approved the release of an Army White Paper, an earlier version of this pamphlet, and a video on the Profession of Arms to establish the framework and common language needed to begin a dialog among professionals about ourselves and our future, both as individuals and as a revered and effective military institution.

A community of practice comprised of leaders from each of the five Army cohorts (Commissioned Officer, Warrant Officer, Noncommissioned Officer, Soldier, and DA Civilian) was established to oversee this review for the Army. The TRADOC Commander holds quarterly Profession of Arms forums to guide the discussion and inform senior leaders on findings.

An Interim Report was produced to provide the preliminary findings and emerging themes on the status of the Profession of Arms at the mid-point of the 2011 calendar year campaign effort. It is a compilation of insights from multiple sources including two field surveys, several focus groups conducted at Army installations, professional forums, social media feedback, and data collection from many units and organizations.

At year-end, a Calendar Year Report will outline the findings and recommendations for DOTMLPF changes. These findings and recommendations will be reported during a Senior Leader Army Summit, ultimately shaping the Army of 2020.

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

Preamble to the United States Constitution

CIVIL-MILITARY RELATIONS

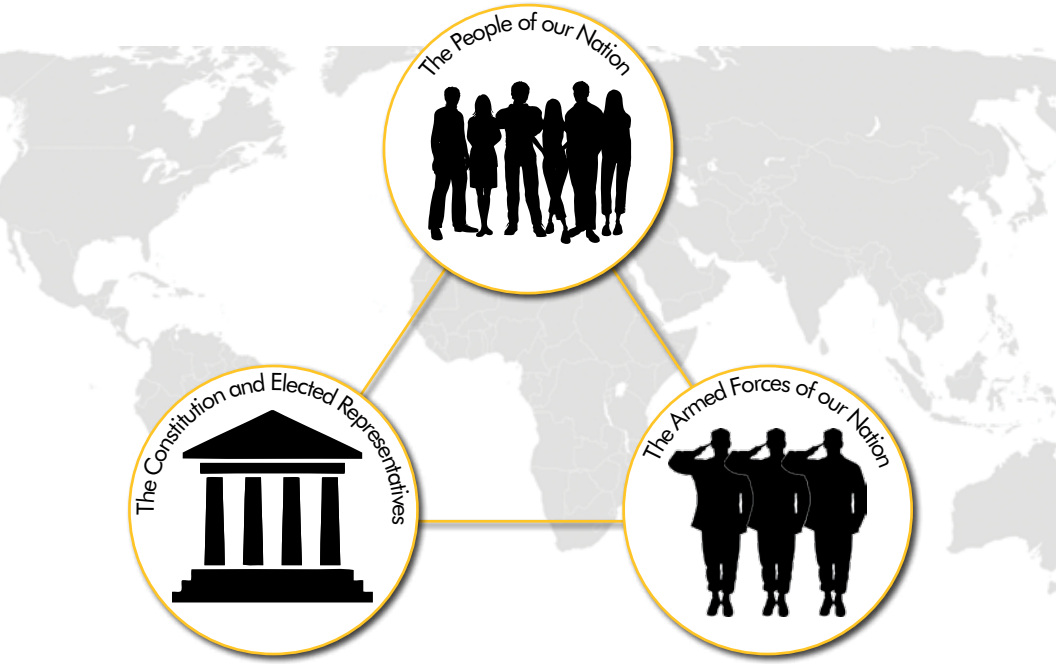
There is a triangular set of relationships between three actors that has the greatest influence on the outcome of wars among nation-states. For any Nation, those three actors are:

1. The people who establish the government and live under its authority.

2. The state or the government.

3. The armed force the government raises from among the people to defend the Nation.

This triangular set of relationships is known within political science as the "civil-military relations" of a Nation.



THREE FOUNDATIONS OF CIVIL-MILITARY RELATIONS

The U.S. Army began in a unique way in the world among Nations: its Soldiers took an oath of service sworn to the defense of a founding Constitution rather than defense of the sovereign or a territory. The historical origins and the moral underpinnings of our military profession lead the Army service member to affirm by oath and reflect by actions the following realities among others:

The first foundation: the role and the purpose of the U.S. Army

The United States is a unique and independent sovereign power that exists under social contract with the American People. The existence of the Nation and the Army in particular is for the purpose of providing for the common defense and to contribute to the general welfare of its citizens. We support the Republic. The Army Profession exists not for itself but for the noble and honorable purpose of preserving peace, supporting and defending the Constitution, and protecting the American people and way of life.

The second foundation: the subordination of the Army to Civilian authority

Civilian leaders, duly elected by the people, Congress and the Executive branch, have ultimate authority over the Army. Every volunteer in military service becomes a servant of the Nation to do its will, subordinating their own will and some of their rights as citizens to

"Our support for our Constitutional way of government, for Civilian supremacy over the military is something that spans and remains the same through all changes in doctrine, all changes in how warfare is fought. It is a constant. It is part of our sacred duty as members of the United States Army."

General Pete Chiarelli
32nd Vice Chief of Staff of the Army

the true faith and allegiance they willingly bear to the Constitution. Members of the armed services yield some portions of their rights to include freedom of speech as servants of the state; at the same time, owing to their moral obligation to speak truth and bear true witness to all their fellow citizens, Army professionals and particularly its leaders must always exercise disciplined candor and avoid political alignments when advising the leaders that they serve under, both political and military. This bedrock of the moral and historic aspects of subordinate military service points to the next foundation.

The third foundation: the trust that the Nation places in the Army

In all points of its existence through its two centuries, the Army has been granted a trust relationship with the American people that must not be broken: the Army will defend the Constitution and the people of the Nation; the people and their leaders will provide the needed support for the Army to fulfill its calling. The relationship is one of trust: people and leaders demand by necessity that the Army must be a profession of reverent national service and servanthood; we are entrusted with the Nation's citizens and the Nation's survival. We are not just another bureaucracy of the government; we are a profession stewarding the Constitutional ideals that set our Nation apart.

"The American people rightly look to their military leaders not only to be skilled in the technical aspects of the profession of arms, but to be men of integrity who have a deep understanding of the human strengths and weaknesses that motivate soldiers under the ultimate test of war."

General J. Collins
25th ID Commander, VII Corps Commander, WWII; CSA 1949–1953

TIMELINE OF THE U.S. ARMY

1775 — U.S. Army created by the Second Continental Congress

1776 — The Declaration of Independence was established

1787 — The Constitution of the United States is written (Ratified in 1788)

1812-1815 — The War of 1812

1861-1865 — The Civil War

1898 — The Spanish-American War

1917-1918 — U.S. enters into World War I

1941 — The Japanese attack Pearl Harbor

1941-1945 — U.S. enters into World War II

1942 — Congress passes the bill to create the Women's Army Auxiliary Corps, allowing women to enlist in the Army

1944 — Operations in European and Pacific theatres

1945 — VE-Day, Germany surrendered

1945 — V-J Day Japan surrenders

1950-1953 — Korean War

1951 — Segregation ends in the Army

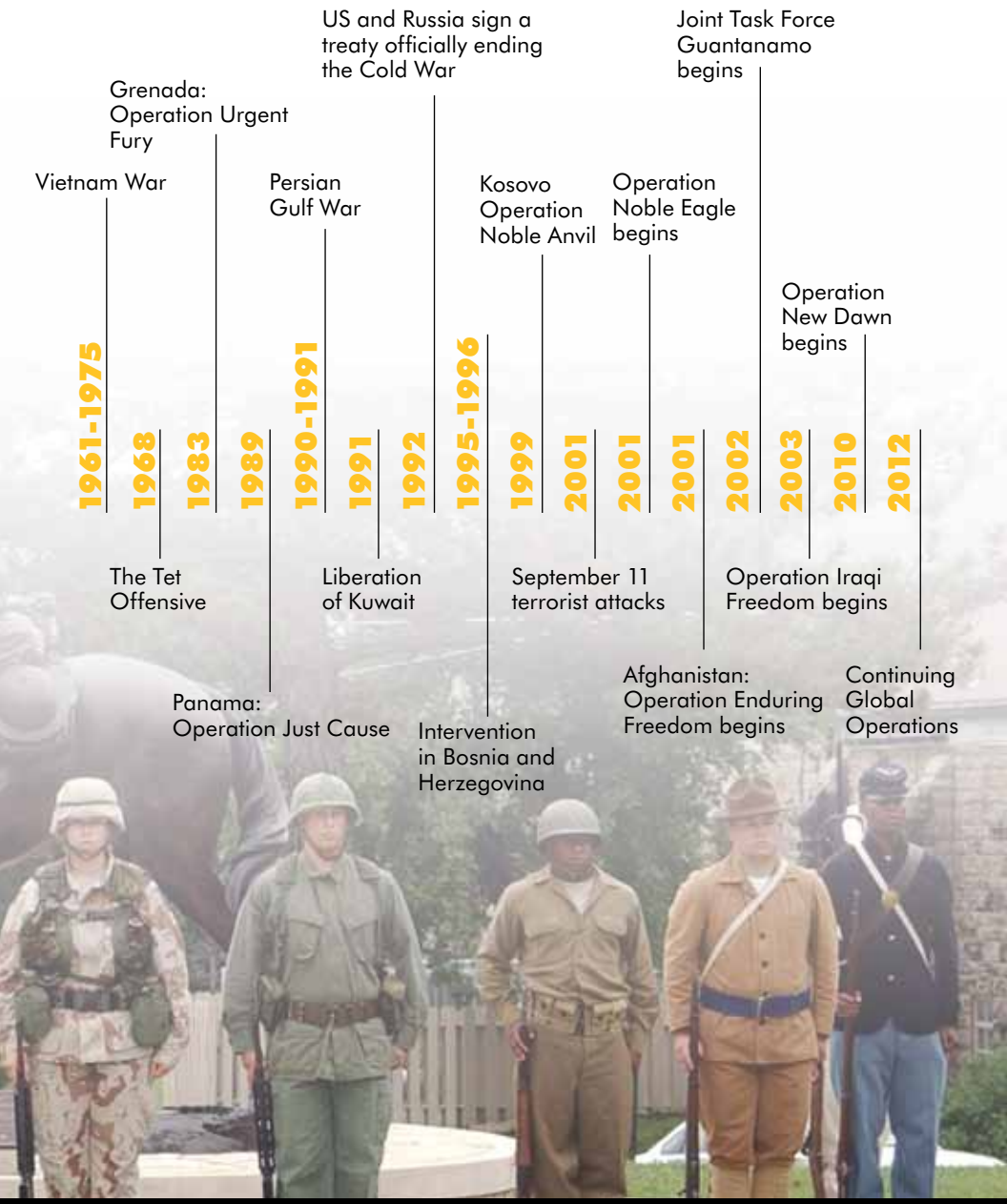
1952 — Special Forces activated

"The history of our Army profession is the history of our Nation."

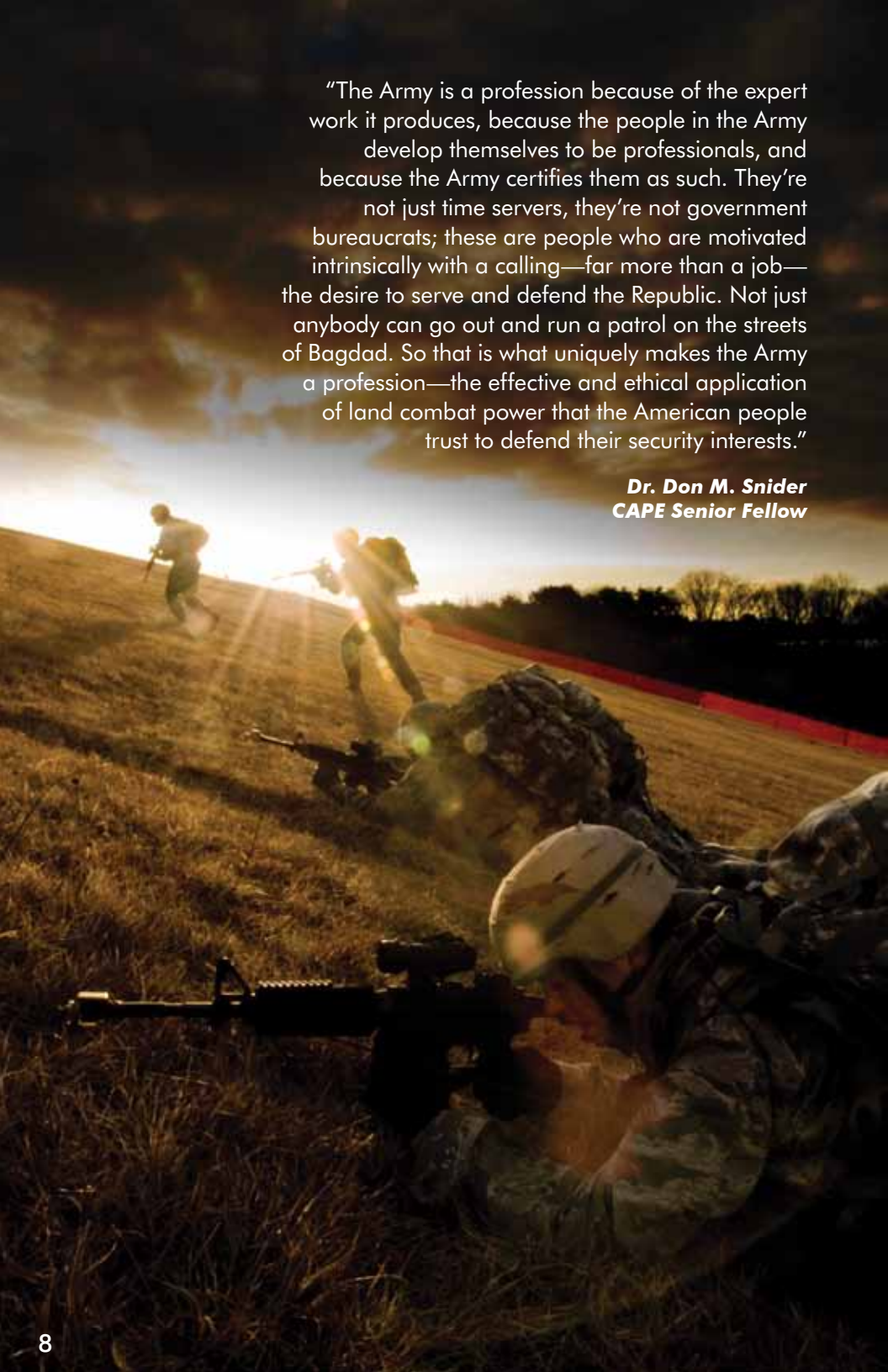
General (R) Fred Franks

Over 200 Years of Selfless

1775 to Present



Service to the Nation



"The Army is a profession because of the expert work it produces, because the people in the Army develop themselves to be professionals, and because the Army certifies them as such. They're not just time servers, they're not government bureaucrats; these are people who are motivated intrinsically with a calling—far more than a job—the desire to serve and defend the Republic. Not just anybody can go out and run a patrol on the streets of Bagdad. So that is what uniquely makes the Army a profession—the effective and ethical application of land combat power that the American people trust to defend their security interests."

Dr. Don M. Snider
CAPE Senior Fellow

THE ARMY PROFESSION

The Army Profession has two complementary and mutually supporting components—the Army Profession of Arms and the Army Civilian Corps. The Army Profession of Arms is composed of uniformed members of the profession, those skilled in arts of warfare and under unlimited liability in its "killing and dying" aspects. The Army Civilian Corps is composed of all non-uniformed members of the profession working for the Department of the Army. Membership in the Army Profession for both components is conferred upon taking the oath of service. The Army as a professional institution then certifies it members as Professionals—leaders and stewards of the Army Profession. The Army must create and maintain its own expert knowledge, its ethic, and its culture, and identify and facilitate the developmental tracks and certifications necessary for the aspiring individual to advance in professional knowledge and practice to achieve the status of an institutionally certified Army professional.

Army professionals, in turn, are responsible individually to develop and maintain the necessary moral character and competence, while following their own personal calling to a work that is more than a job—their moral calling of privileged duty to service in the defense of the Republic. They do this by completing the education, training, and experience necessary to ultimately be certified in **character**, **competence**, and **commitment** by the institution.

THE ARMY PROFESSION: The Army Profession is a vocation comprised of experts certified in the ethical design, generation, support, and application of land combat power, serving under Civilian authority, entrusted to defend the Constitution and the rights and interests of the American people.

"The Army Profession is a Vocation"

A vocation is a calling to undertake a specific kind of work. Army Soldiers have answered the call of the people of the United States and their leaders. The Army establishes a professional culture and identity. This culture sponsors altruism, selfless service to the Nation, and ethos toward the Army and its mission. It sponsors continuous self-assessment, learning, and development that together enable the Army to be an adaptive, learning profession. Within that culture, members of the profession create an identity with a sense of calling and ownership over the advancement of the profession and the exemplary performance of its members, and serve in a brotherhood/sisterhood of fellow professionals with a shared sense of calling. The vocation pursues a balance where effectiveness prevails over efficiency and places primary importance on maintaining the profession through investing in the development of its members.

ARMY PROFESSION OF ARMS

The first component of the Army profession is the Army Profession of Arms. The Army as part of the broader American Profession of Arms serves a collective client, the Nation. The impacts of the Army's actions are far reaching and serve the vital interest of our Nation: the recovery of a community devastated by natural disaster, the defeat of enemy forces, or the defense of our homeland. Therefore, failure of the military profession carries potential catastrophic consequences. American military professionals work, study, and train throughout their careers to ensure the military profession will not fail in its call to duty.

Individual members of the Army Profession are distinguished from those of other professions by the "unlimited liability" they assume in their oaths of service to the Nation. While members of some professions engage in routine dangerous tasks, only members of the Armed Forces are required to place their lives in peril anywhere at any time when ordered. The obligations they undertake, risking life and well-being for the greater good, are in many ways extraordinary. The Army is united with members of all the services in one common purpose: defending the Constitution and protecting the Nation's interests, at home and abroad, against all threats.

- **PROFESSION OF ARMS:** The Army Profession of Arms is composed of the uniformed Army, those skilled in arts of warfare and under unlimited liability in its "killing and dying" aspects.
- **THE PROFESSIONAL SOLDIER:** An American Professional Soldier is an expert, a volunteer certified in the Profession of Arms, bonded with comrades in a shared identity and culture of sacrifice and service to the Nation and the Constitution, who adheres to the highest ethical standards and is a steward of the future of the profession.

"Discipline is based on pride in the Profession of Arms, on meticulous attention to details, and on mutual respect and confidence. Discipline must be a habit so engrained that it is stronger than the excitement of battle or the fear of death."

General George S. Patton, Jr.

MISSION COMMAND

Mission command: The conduct of military operations through decentralized execution based on mission orders for effective mission accomplishment. Successful mission command results from subordinate leaders at all echelons exercising disciplined initiative within the commander's intent to accomplish missions. It requires an environment of trust and mutual understanding.

"Most operations we see in the military are decentralized operations. Normally what that means is you are going to have a junior leader, a lieutenant, or a sergeant going out there making tactical decisions that have strategic effects. Nobody is looking over their shoulder saying 'Yes. Pull the trigger,' or 'No do not pull the trigger.' The decision he or she is going to make, and because it has a strategic effect, is going to be defined by the set of values he or she aspires to and those values are defined by the values of our United States Army."

LTG Robert L. Caslen
Commanding General
Combined Arms Center and Fort Leavenworth

THE 21ST CENTURY SOLDIER

Soldiers are assigned to the active component (Regular Army) or the reserve component (National Guard and the Army Reserves). The Reserves are called to active duty only as needed, such as in times of war or national emergencies. The National Guard is under jurisdiction of both state and federal government and is called to active duty during national emergencies. For the past decade of persistent conflict, the Nation has relied heavily on the Army Reserve to fill operational requirements, fundamentally changing the role of the Army Reserve from a strategic to an operational force. Their experience and adaptability make them fully capable of this mission.

Regardless of component, the Army conducts both operational and institutional missions, both of which are critical to the success of today's force. The operational Army consists of numbered armies, corps, divisions, brigades, and battalions that conduct full spectrum operations around the world. The institutional Army supports the operational Army and provides the infrastructure necessary to raise, train, equip, deploy, and ensure the readiness of all Army forces.

The Profession of Arms has begun a new era of training and strategic planning to meet changes in the world. A decade of repetitive deployments has left the Army, in the words of General(R) Casey, "stressed and stretched." Several factors contribute to that stress. In order to meet these demands, today's professional Soldier must have an ethos of positive and responsible leadership of subordinates and a moral-ethical compass fixed on the laws of war, the Constitution, the values and ethos of the Army, and the values of the American people.

2011 Army Posture Statement

"Our leaders at every level have displayed unparalleled ingenuity, flexibility, and adaptability…they have transformed the Army into the most versatile, agile, rapidly deployable ... strategic land force in the world today."

General Ray Odierno
Army Chief of Staff

"Our Army in many cases is supported by Civilians, equipped by Civilians, transported by Civilians, and led by Civilians."

Honorable Thomas R. Lamont
Assistant Secretary of the Army for Manpower and Reserve Affairs

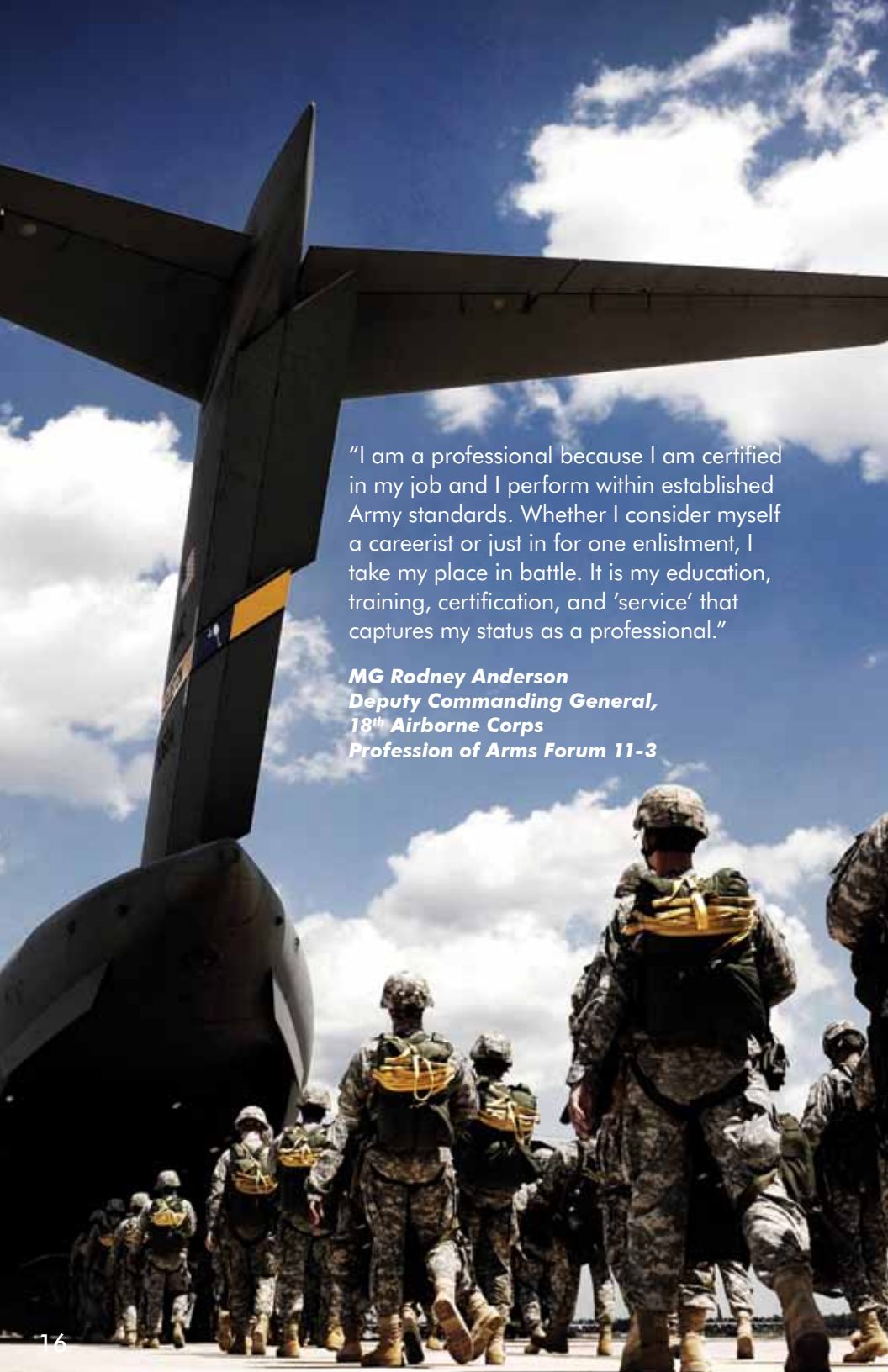
ARMY CIVILIAN CORPS

The Army Civilian of the 21st Century provides the complementary skills, expertise, and competence required to project, program, support, and sustain the uniformed side of the Army. Civilians have assumed increased levels of responsibility and greater authority since the Army transitioned from a conscript to a professional volunteer force. By early 2010, over 300,000 Army Civilians were serving in 540 occupational fields spanning 31 career programs. Over 23,000 Civilians have deployed to Afghanistan and Iraq in support of the uniformed services since 2001, occupying senior leadership and mission critical positions in the operating force and in key positions in the generating force.

Army Civilians are committed to serving the Nation. They take the same oath as Army officers and members of Congress, solemnly swearing that they will support and defend the Constitution. Like their uniformed counterparts, Army Civilians are expected to live the Army Values and exercise agility, adaptability, and flexibility in support of the current conflicts and to prepare for unforeseen future threats arising from the uncertainty of a highly complex security environment.

THE ARMY CIVILIAN CORPS: The Army Civilian Corps is composed of all non-uniformed, Civilian members of the Department of the Army.

ARMY CIVILIANS: An Army Civilian is an expert certified in their profession, serving under Civilian authority, entrusted to defend the Constitution and the rights and interests of the American people.

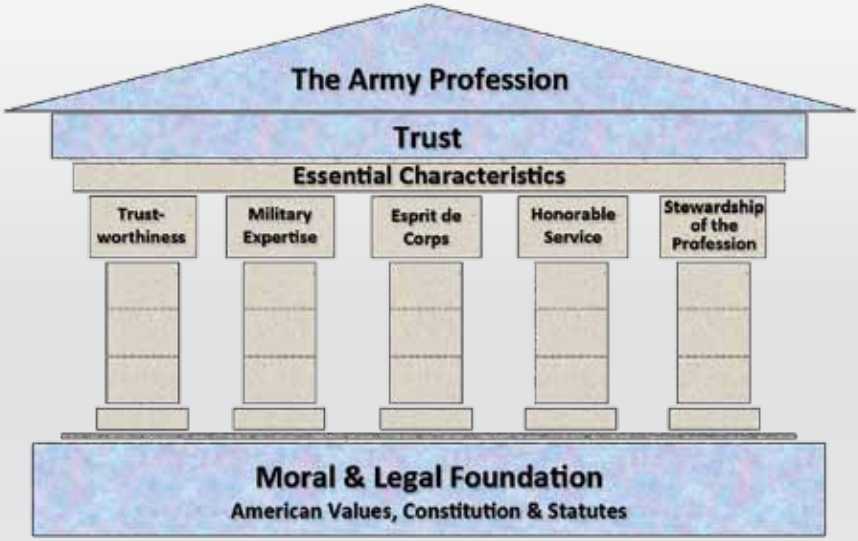


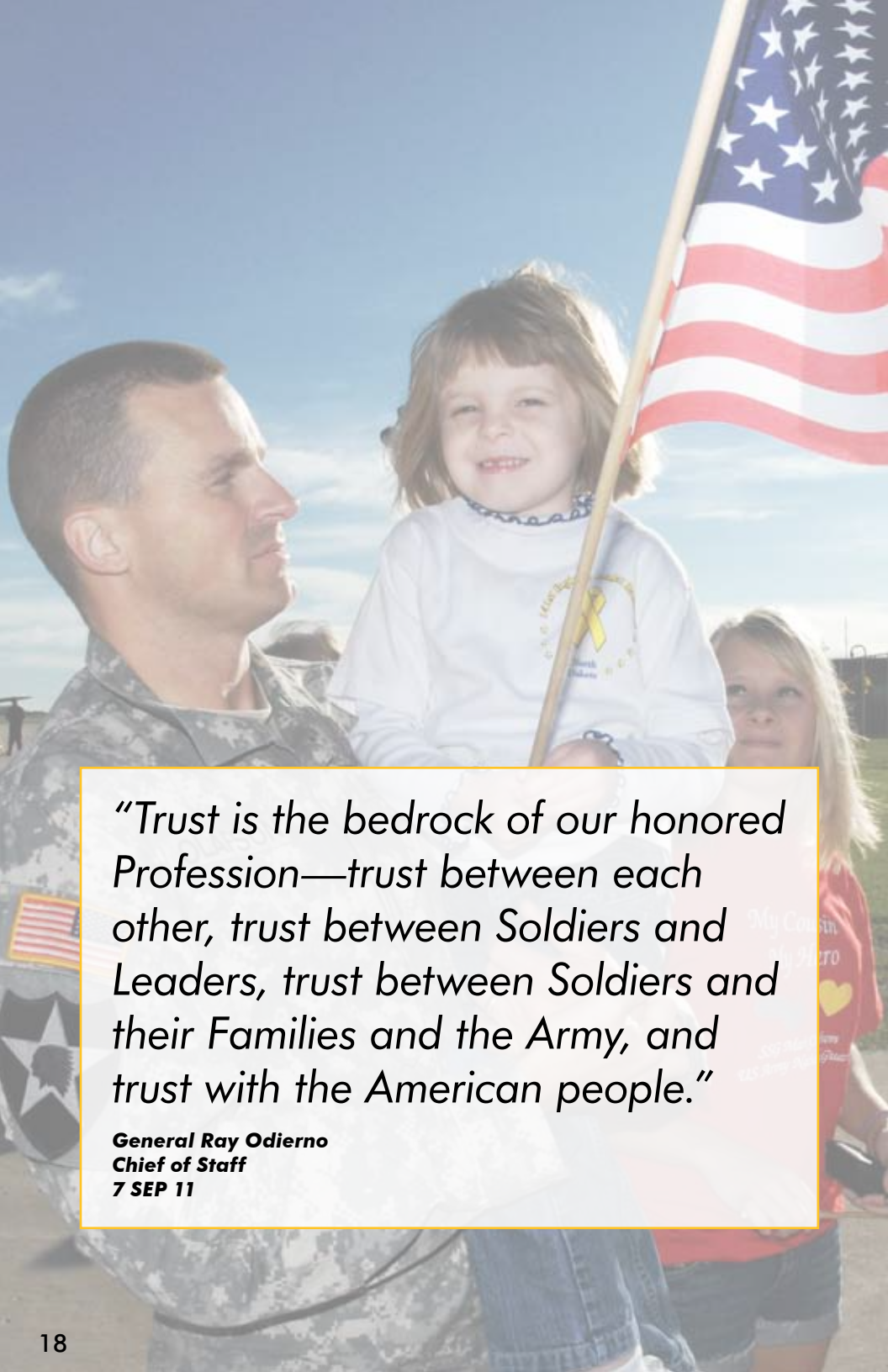
"I am a professional because I am certified in my job and I perform within established Army standards. Whether I consider myself a careerist or just in for one enlistment, I take my place in battle. It is my education, training, certification, and 'service' that captures my status as a professional."

MG Rodney Anderson
Deputy Commanding General,
18th Airborne Corps
Profession of Arms Forum 11-3

ESSENTIAL CHARACTERISTICS OF THE ARMY PROFESSION

The Profession of Arms Campaign has led to the identification of six essential traits that distinguish the US Army as a profession and serve as institutional and individual touchstones to guide the profession through time, contingency, and transition. These essential characteristics are trust of the American people, internal trustworthiness, military expertise, esprit de corps, honorable service, and stewardship of the profession.





"Trust is the bedrock of our honored Profession—trust between each other, trust between Soldiers and Leaders, trust between Soldiers and their Families and the Army, and trust with the American people."

General Ray Odierno
Chief of Staff
7 SEP 11

"Trust"

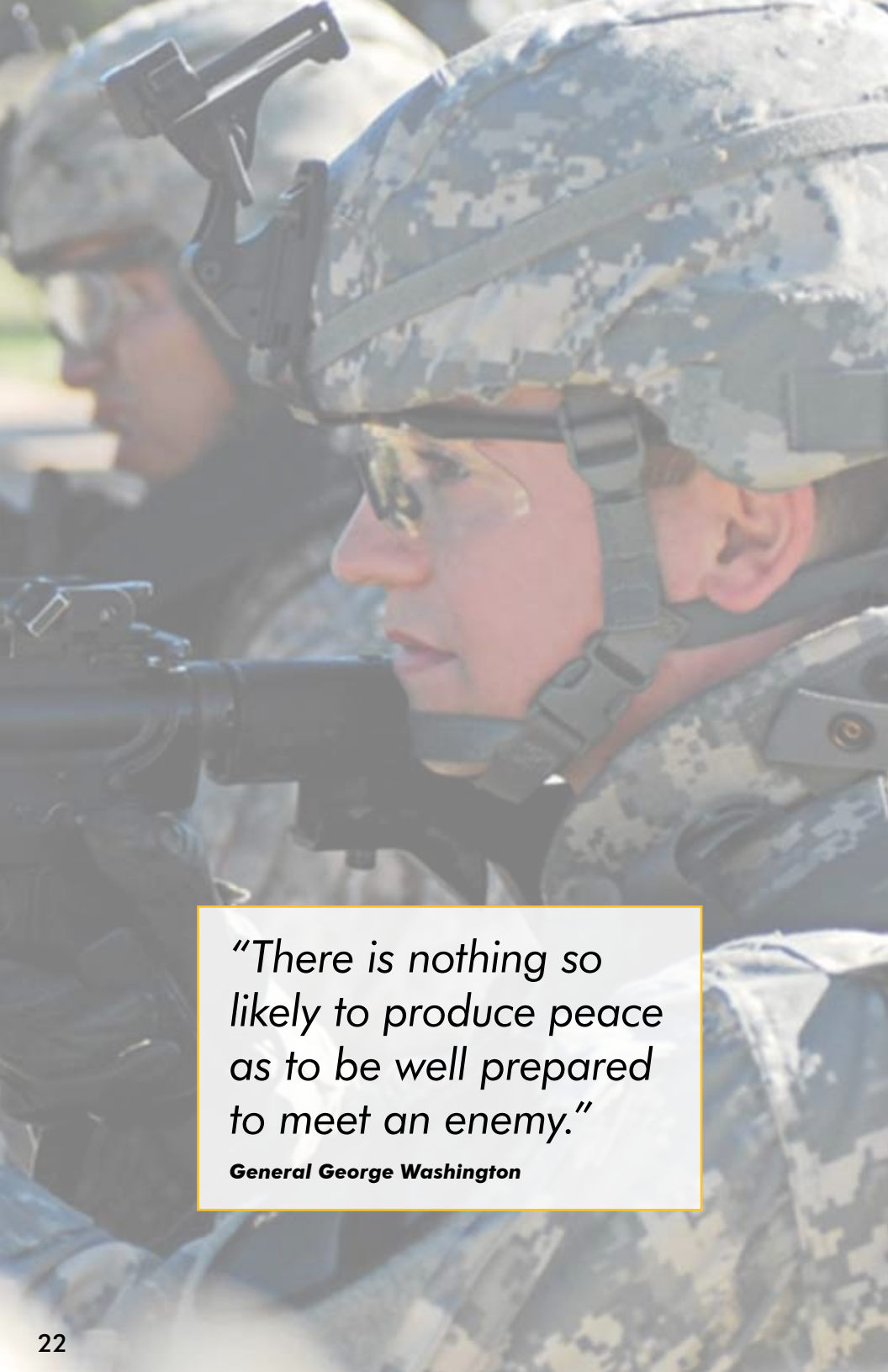
A positive relationship with the American people based on mutual trust and respect is the life-blood of the Army profession. The Army builds and sustains such trust through the active and continuous presence of the essential characteristics of the profession. Only by military effectiveness, performed through honorable service, by an Army with high levels of trustworthiness and esprit de corps, and with members who steward the profession's future and self-regulate the profession to maintain its integrity—can the Army be a military profession that the American people trust to support and defend the Constitution and their rights and national interests.

"After nearly ten years supporting the warfight in Afghanistan and Iraq, the Army Reserve is battle-tested, seasoned, and a trusted part of the total force."

LTG Jack C. Stultz
Chief, U.S. Army Reserve

"Trustworthiness"

Internal to the Army, trust serves as a vital organizing principle that establishes conditions necessary for an effective and ethical profession. Trustworthiness is the positive belief and faith in the competence, moral character, and resolute commitment of comrades and fellow professionals that permits the exercise of discretionary judgment—the core function of the Army professional's work. Such trustworthiness must be shared among comrades both Civilian and military, between leaders and followers in the chains of command, between the Army and each of its individual professionals, between units and organizations, and between the Army and its JIIM and coalition partners.



"There is nothing so likely to produce peace as to be well prepared to meet an enemy."

General George Washington

"Military Expertise"

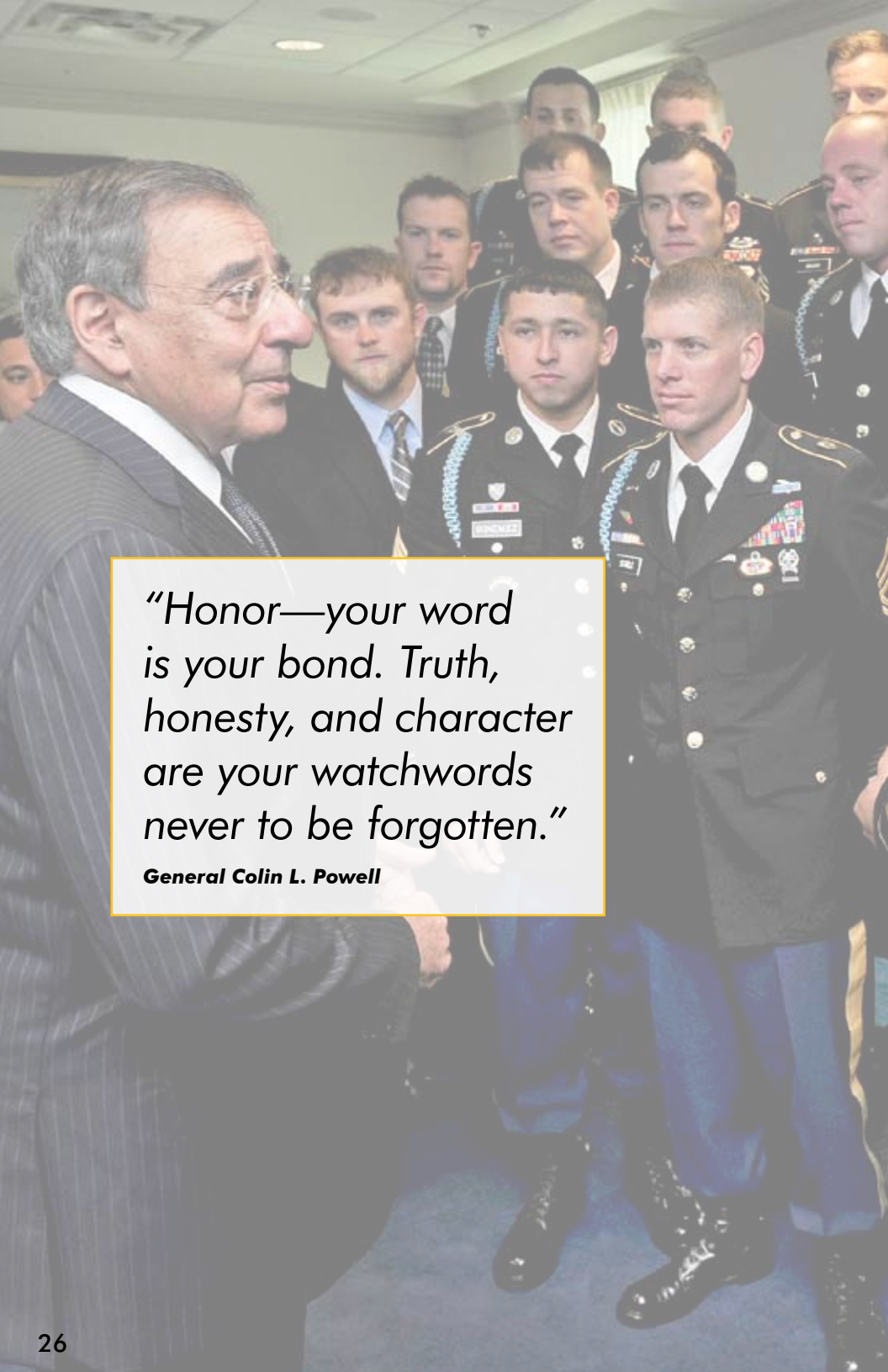
The Army creates its own expert knowledge, both theoretical and practical, for the defense of the Nation through land combat power. This land power is normally applied in Joint Operations through the full spectrum of conflict and the subsequent establishment of a better peace. Such knowledge is unique and is not generally held outside the Army profession. The Army's expertise, then, is the ethical and effective design, generation, support, and application of expert land combat power by certified individuals and units in the support and defense of the American people.

"The American Soldier is a proud one and he demands professional competence in his leaders. In battle, he wants to know that the job is going to be done right, with no unnecessary casualties…The American Soldier expects his sergeant to be able to teach him how to do his job. And he expects even more from his officers."

Omar N. Bradley
General of the Army

"Esprit de Corps"

To prevail in arduous and chaotic warfare, the Army Profession must have spirited, self-aware professionals who compose cohesive and effective units embedded in a culture that sustains traditions, respects customs, and creates a sense of belonging by inspiring martial excellence and the fortitude to never quit. Winning in combat is the only acceptable outcome; the Army cannot fail the American people. Thus the obligation to create and maintain a dominant, winning spirit within the Army Ethic rests with leaders at all levels.



"Honor—your word is your bond. Truth, honesty, and character are your watchwords never to be forgotten."

General Colin L. Powell

"Honorable Service"

Without an effective and ethical Army Profession, the Nation is vulnerable to aggression. Thus the Army Profession exists not for itself but for the noble and honorable purpose of preserving peace, supporting and defending the Constitution, and protecting the American people and way of life. The Army is called to perform that duty virtuously, with integrity and respect for human dignity as the American people expect, in accordance with the Army's Values. Army Professionals are therefore fully committed to more than a job—they are called to the deep moral obligations of the Army's duty. Under that deep commitment they willingly maintain the Army as subordinate to Civilian authorities and they subordinate their own interests to those of the mission, being ready, if need be, to sacrifice in the defense of the Republic.

"We need to clarify for young people that a standard is a standard."

Command Sergeant Major Neil Ciotola
U.S. Army Installation Management Command
Profession of Arms Forum 11-3

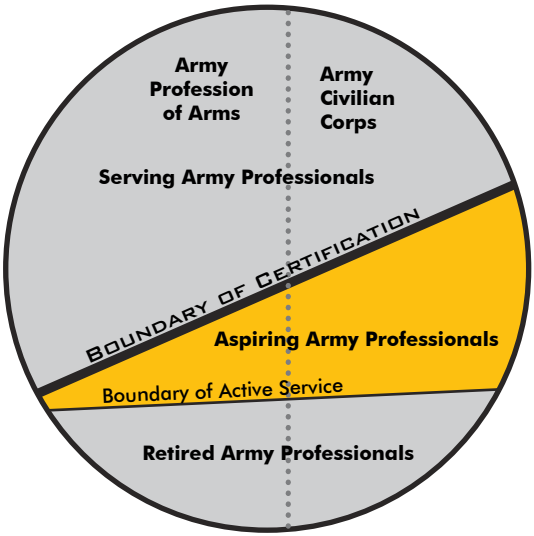
"Stewardship of the Profession"

All true professions must self-regulate and self-generate—they create their own expertise and Ethic that they continually reinforce and enforce. The Army has existed for well over two centuries, but it has been a military profession for only half of that period. It will maintain its status as a profession with the American people if its leaders at all levels, both military and Civilian, serve daily as stewards investing in the Army's future—in its evolving expert knowledge, the development of Army professionals and units to use that expertise, and in self-policing the institution to maintain the Army Ethic. Because of this unique responsibility, Army leaders are the *sine qua non* of the Army as a military profession.

CRITERIA FOR PROFESSIONAL CERTIFICATION

Membership as an aspiring professional is conferred upon taking the oath of service. Based on its essential characteristics, the Army Profession has a set of common criteria to then certify members of the profession. Within the Army Profession of Arms and within the Army Civilian Corps application of these criteria will be tailored to each specialty.

THE ARMY PROFESSION (TWO COMPONENTS)



Army professionals will be sequentially recertified as they grow in responsibility or into areas requiring new or additional skills. The first certification is the most critical in that it establishes the individual for the first time as a practicing professional. The role of certifications establishes to the client the level of qualification and thus legitimacy of the individual professional to practice effectively and ethically.

Every Army professional moves through three stages from oath-taking and entry as a member, to an aspiring professional, to practicing professional for the bulk of their career (unless they laterally exit before a full career), and then to the status of a non-practicing, retired professional. In this third stage, many retired professionals are still influential members of the Army profession, particularly in its relationship with its client, the American people.

CRITERIA FOR CERTIFICATION OF ARMY PROFESSIONALS

These three broad criteria identify those who have attained the status of "Army professional":

- **COMPETENCE in Expert Work:** The Professional's work is expert work related to the design, generation, support, and application of land combat power and the individual's competence has been certified by the Army commensurate with the level of certification granted
- **Moral CHARACTER requisite to being an Army Professional:** The Army's expert work creates a moral responsibility to act on behalf of a client rather than self and thus demands a moral character of sacrifice and service to one's own, units, and the Army's Duty to the Nation
- **Resolute COMMITMENT to the Army Profession:** By observation and evaluation it is clear that the professional has developed a personal calling requisite to an abiding commitment to effective, ethical, and honorable service in the Army and to the Nation

ARMY DOCTRINE PUBLICATIONS (ADP) 6-22 LEADER REQUIREMENTS MODEL

ATTRIBUTES

CHARACTER
Army Values
Empathy
Warrior/Service Ethos
Discipline

PRESENCE
Military and Professional Bearing
Fitness
Confidence
Resilience

INTELLECT
Mental agility
Sound judgment
Innovation
Interpersonal tact
Expertise

LEADS
Leads others
Ensures Trust
Extends influence beyond the chain of command
Leads by example
Communicates

DEVELOPS
Creates a positive environment/ Fosters esprit de corps
Prepares self
Develops others
Stewards the profession

ACHIEVES
Gets results

COMPETENCIES

DRAFT

ATTRIBUTES AND COMPETENCIES FOR ARMY PROFESSIONALS

ADP 6-22 Leader Requirements Model is one of the many available mechanisms the Army uses to develop and certify its members.

The individual attributes and competencies of the Army professional must reflect, enable, and sustain the essential characteristics of the Army Profession. Building on the sound doctrine it has had for decades for leader development, the Leadership Requirements Model (LRM) in ADP 6-22 (DRAFT) contains the attributes for individual Army leaders and professionals.

This modified LRM is to be inspirational and aspirational to all members of the Army profession, while at the same time stating the Army's expectations of its leaders and professionals. It is understood that members of the profession, both military and Civilian, are not necessarily required to meet these attributes and competencies comprehensively, maximally, and outright. Attainment is commensurate with position and responsibility, but all members must possess a personal desire to continuously develop and ultimately meet the requirements of these attributes and competencies.

"We need to re-focus, making sure that we are building the bench of leaders that we need for the next 20 years. That's really our investment…the Soldiers we assess today, we've got a plan to get them to be sergeants major. The development of those individuals has to come in not only operational assignments, but also institutional, education and self development. We've got to focus on their futures."

Raymond F. Chandler III
Sergeant Major of the Army

PROFESSION OF ARMS CAMPAIGN EMERGING THEMES

Building upon the Army's strengths and to set the conditions necessary for success in the future, the Army launched under its own initiative an introspective campaign to take a critical look at how the last decade of war has impacted its members and the institution so that it can better adapt to the increasingly complex security challenges of the 21st century. The following themes have emerged to date:

- **Army Profession Concepts:** An opportunity exists to codify what it means to be an "Army Profession" and to include in doctrine the concepts and terms that have long been studied and practiced as part of the Army's ethos, yet not universally shared and understood across the force. By doing this, the Army will reaffirm its identity, values, and purpose. This will serve to inspire the force and make lasting cultural changes.

- **Professional Certifications:** Professional certification criteria and standards of application are not perceived as meaningful and lack of solid certifications allows some poor performers and poor leaders to advance.

- **Trust:** There is generally strong trust within units that is indicative of the strong bonds formed during operational deployments and the institutional Army Members' support of the conflict. There are indicators, however, of a lack of trust internal to the Profession among varying levels of the Army with leadership candor and expertise identified as the two contributing factors. Senior members of the Profession indicated external trust challenges remain in how we relate to those outside the Army Profession.

- **Leader Development:** The Army has a rich body of knowledge for leader development that provides the foundation for leaders to grow and develop others to perform effectively. Army leaders are strong in tactical skills, technical knowledge, and leading to achieve results—yet there is insufficient interpersonal skill development and coaching, counseling, and mentoring of subordinates that affects the long-term stewardship of the Pro-

fession. Many members of the Profession lack confidence in the value and relevance of professional military education, particularly when compared to operational experience.

- **Army Culture:** There appears to be a gap in some espoused values versus in-use practices within the Army Profession. Adaptations during the last decade required de-emphasizing, and in some cases abandoning, core roles and responsibilities among cohorts. Relationships within the Profession have also been strained due to constant deployments, organizational restructuring, unit redesignations, and an increased reliance on the strategic reserve forces and contractors.

- **Back-to-Basics:** There are indicators of a decline in enforcement of standards, accountability, and discipline which may be attributable in part to a "deployed" versus a "home station" mind-set. An opportunity exists to retain the best of recent operational experience while rebuilding and redefining proficiencies in core competencies and martial discipline.

- **Human Development:** There are many stakeholders associated with Army Human Development programs that operate under separate authorities and with varying purposes. The Army needs to create internal subject matter expertise and organizational structure to focus on the human development of Soldiers and Civilians.

"Volunteers are the cornerstone of our Army. It doesn't matter where you're from—the moment you volunteer, you become part of the Army Profession. A Profession that values hard work, a willingness to learn, the capacity for growth and above all, the courage and integrity to lead. And for this selfless service, America gets in return enriched citizens and committed leaders to forge the strength of the Nation."

General Ann E. Dunwoody
AMC Commanding General

OUR CULTURE

The Army's culture expresses its traditions and history, norms of conduct, and guiding values and standards. These have evolved over two centuries of operations in peace and war, of shared hardships and triumphs. The Army cherishes its past and nourishes its institutional memory through ceremonies and traditions. Its organizations preserve their unit histories and display them in unit distinctive insignia (crests, patches, and mottos). Such traditions reinforce morale and Esprit de Corps and the distinctiveness of the Army's contributions within the Army Profession.

Discipline is central to the Army's professional identity. Soldiers who manage violence under the stress and ambiguity of combat, require the highest level of individual and organizational discipline. Likewise, because Soldiers must face the violence of combat, they require the stiffening of discipline to help them do their duty. Soldiers and Civilians show their commitment to the Army's guiding values and standards by willingly performing their duty at all times and subordinating their personal welfare to that of others without expecting reward or recognition.

The Army is committed to developing values-based leadership and seeing to the well-being of Soldiers, Civilians, and their Families. Soldiers and Civilians with their patriotism, pride in their profession, commitment to the Army and its values, and belief in the essential purposes of the military provide the inner strength of cohesive units. They enable the Army to attain its ideal of selfless service. Developing these attributes is a major goal of Army leadership.

OUR ETHIC

The Army Ethic is the collection of values, beliefs, ideals, and principles held by the Army Profession and embedded in its culture that are taught to, internalized by, and practiced by its members to guide the ethical conduct of the Army in defense of and service to the Nation. Although the Army Ethic has not been fully codified, the five foundations of the Army Ethic are:

- *The role of the United States and the purpose of the U.S. Army*. The Nation's legitimate right to sovereignty is the first moral basis for the Army Ethic. The Army fights to make abstract rights become concrete.

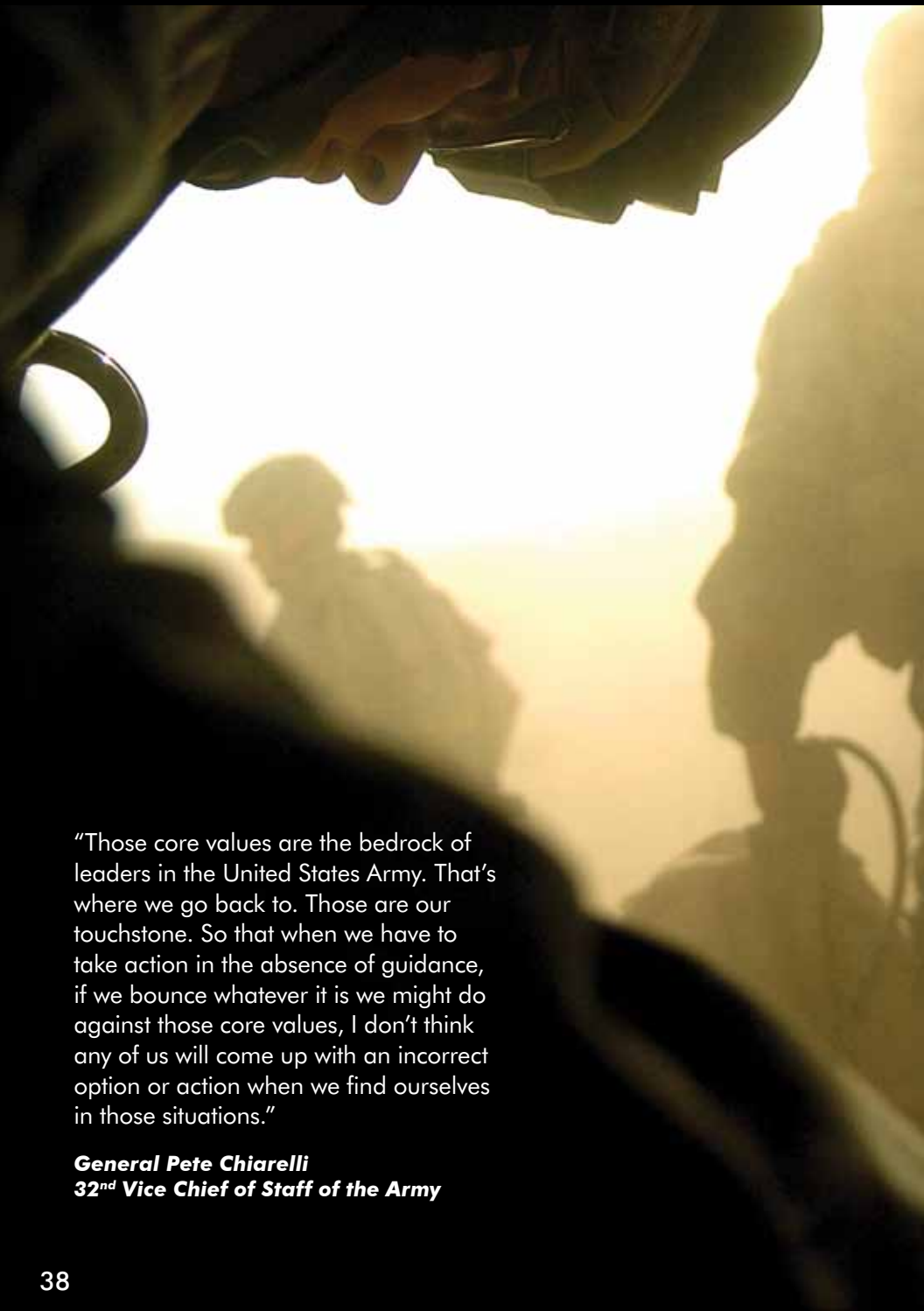
- *The role of civil-military relations in the United States*. The Army willingly serves subordinate to the authority of Civilian government and is granted significant autonomy for its professional role.

- *The nature of military Professional Ethics*. As the Army moves forward into future conflict, it will continue to rely on an all volunteer force. The framework of the Army Ethic must provide a consistent theory of military ethics that grounds the martial virtues in more general moral concepts and lessens any gap between the Army and the society it serves and which provides its recruits.

- *The Profession and its Ethic as the core of institutional culture*. Existing Army artifacts such as the Army Values, the Soldier's Rules, oaths of office, and other military imperatives all work together in the Ethic as part of the institutional culture.

- *The relationship between the Profession and its Ethic and leadership*. The Army must be self-regulating, and that falls on the shoulders of leaders at all levels. If the Army fails to self-regulate its Ethic, it is quite justifiable that those external to the Profession must do so on its behalf, which degrades the autonomy and the legitimacy of the Profession.

The Standards and Aspirations



"Those core values are the bedrock of leaders in the United States Army. That's where we go back to. Those are our touchstone. So that when we have to take action in the absence of guidance, if we bounce whatever it is we might do against those core values, I don't think any of us will come up with an incorrect option or action when we find ourselves in those situations."

General Pete Chiarelli
32nd Vice Chief of Staff of the Army

THE SOLDIER'S CREED AND WARRIOR ETHOS

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

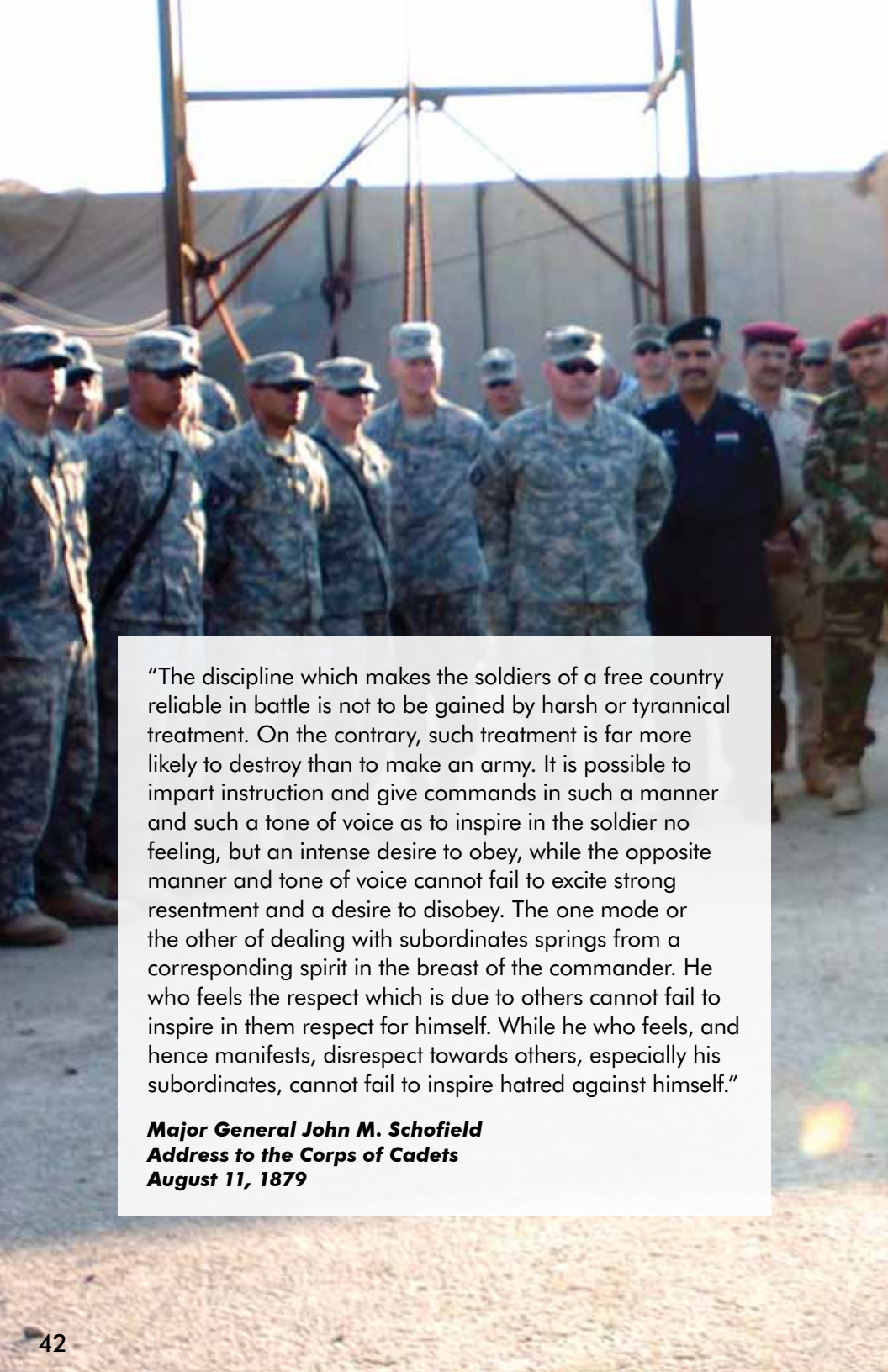
ARMY OATH OF ENLISTMENT

"I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God." (Title 10, US Code; Act of 5 May 1960).

THE SOLDIER RULES

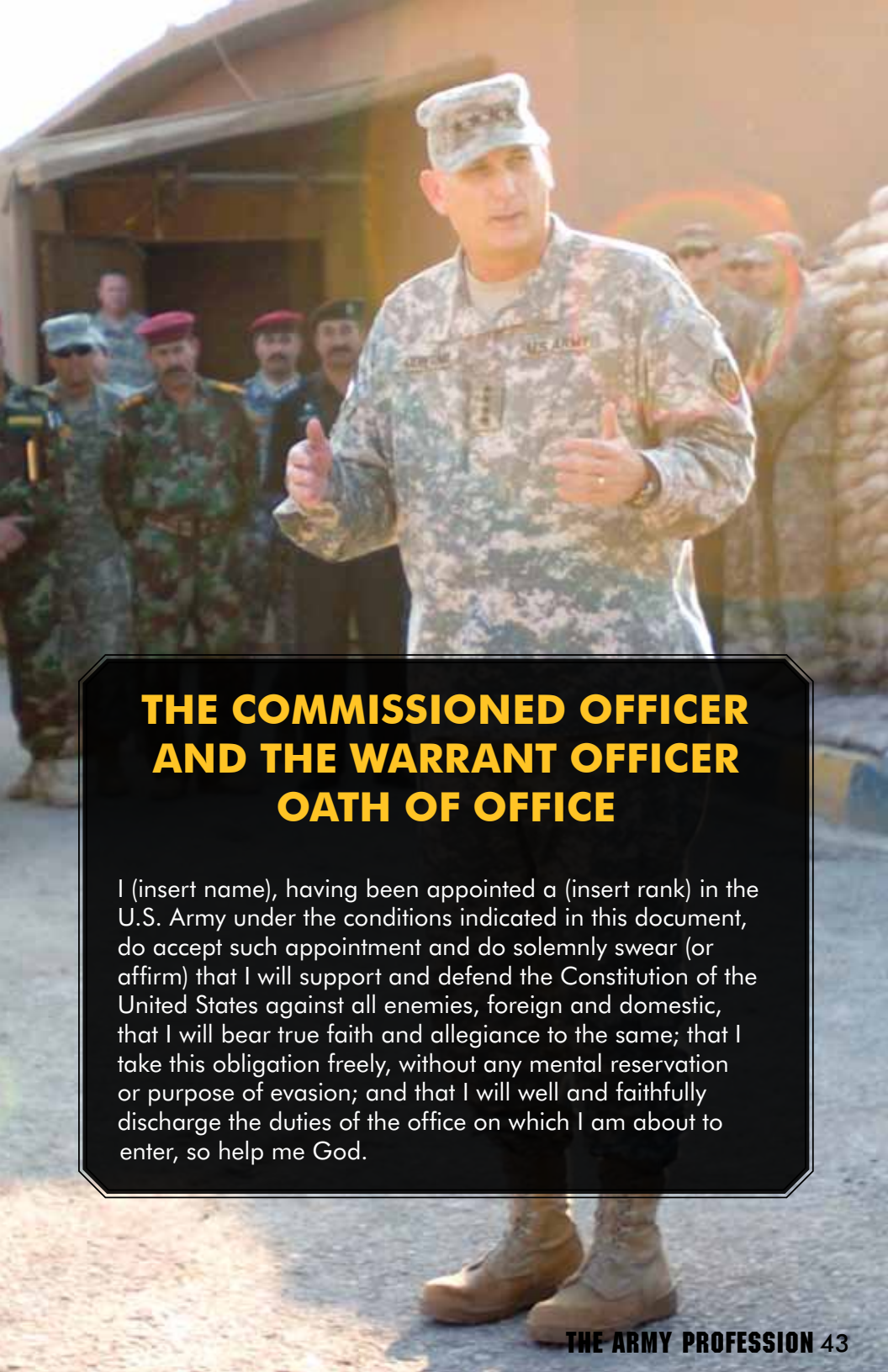
1. Soldiers fight only enemy combatants.
2. Soldiers do not harm enemies who surrender. They disarm them and turn them over to their superiors.
3. Soldiers do not kill or torture enemy prisoners of war.
4. Soldiers collect and care for the wounded, whether friend or foe.
5. Soldiers do not attack medical personnel, facilities, or equipment.
6. Soldiers destroy no more than the mission requires.
7. Soldiers treat Civilians humanely.
8. Soldiers do not steal. Soldiers respect private property and possessions.
9. Soldiers should do their best to prevent violations of the law of war.
10. Soldiers report all violations of the law of war to their superior.

AR 350-1, PARA 4-14B



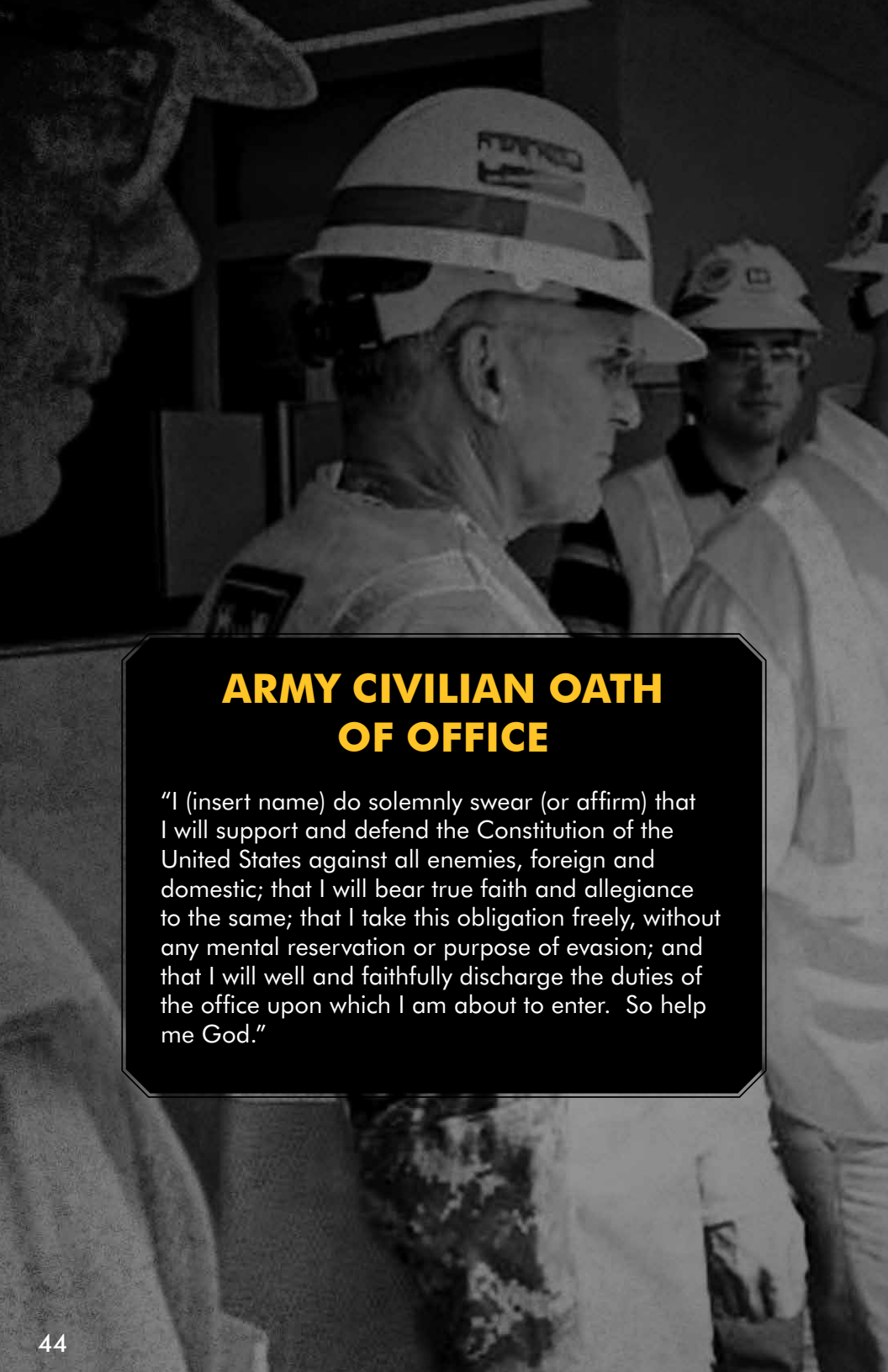
"The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and give commands in such a manner and such a tone of voice as to inspire in the soldier no feeling, but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them respect for himself. While he who feels, and hence manifests, disrespect towards others, especially his subordinates, cannot fail to inspire hatred against himself."

Major General John M. Schofield
Address to the Corps of Cadets
August 11, 1879



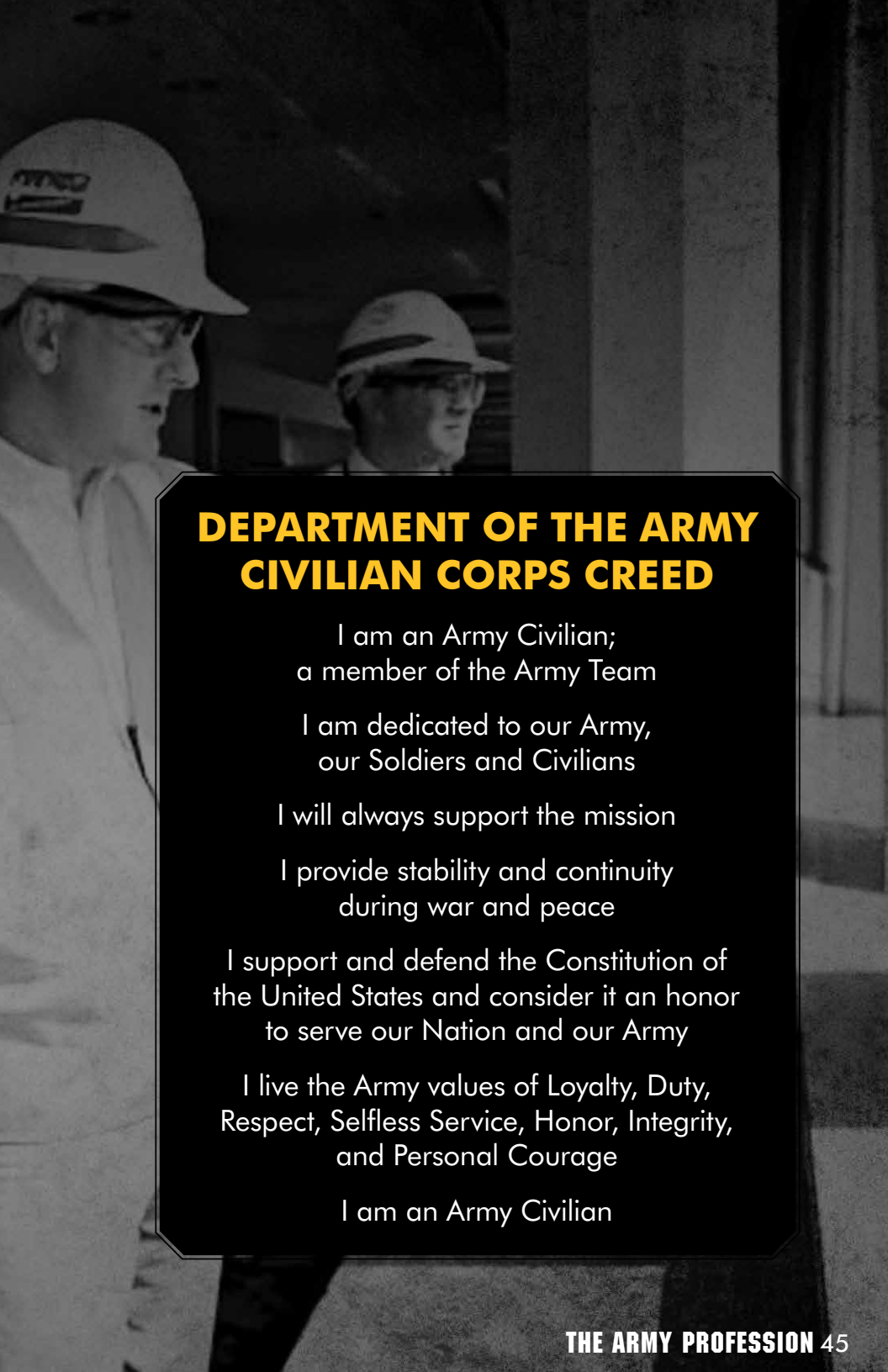
THE COMMISSIONED OFFICER AND THE WARRANT OFFICER OATH OF OFFICE

I (insert name), having been appointed a (insert rank) in the U.S. Army under the conditions indicated in this document, do accept such appointment and do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic, that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter, so help me God.



ARMY CIVILIAN OATH OF OFFICE

"I (insert name) do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter. So help me God."



DEPARTMENT OF THE ARMY CIVILIAN CORPS CREED

I am an Army Civilian;
a member of the Army Team

I am dedicated to our Army,
our Soldiers and Civilians

I will always support the mission

I provide stability and continuity
during war and peace

I support and defend the Constitution of
the United States and consider it an honor
to serve our Nation and our Army

I live the Army values of Loyalty, Duty,
Respect, Selfless Service, Honor, Integrity,
and Personal Courage

I am an Army Civilian

TITLE 10 U.S. CODE "STANDARDS OF EXEMPLARY CONDUCT"

U.S.C. § 3583 : US Code - Section 3583: Requirement of exemplary conduct

All commanding officers and others in authority in the Army are required -

1. To show in themselves a good example of virtue, honor, patriotism, and subordination;
2. To be vigilant in inspecting the conduct of all persons who are placed under their command
3. To guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Army, all persons who are guilty of them; and
4. To take all necessary and proper measures, under the laws, regulations, and customs of the Army, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.

NCO CREED

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

"Our Soldiers and Noncommissioned Officers are the centerpiece of the best equipped, trained, and led Army in history. Our Soldiers are skilled, professional warriors who live our Army Values, embody the Warrior Ethos, and define the American patriot."

Kenneth O. Preston
13th Sergeant Major of the Army
2010

Army Values

Loyalty:

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers

Duty:

Fulfill your obligations

Respect:

Treat people as they should be treated

Selfless Service:

Put the welfare of the Nation, the Army, and subordinates before your own

Honor:

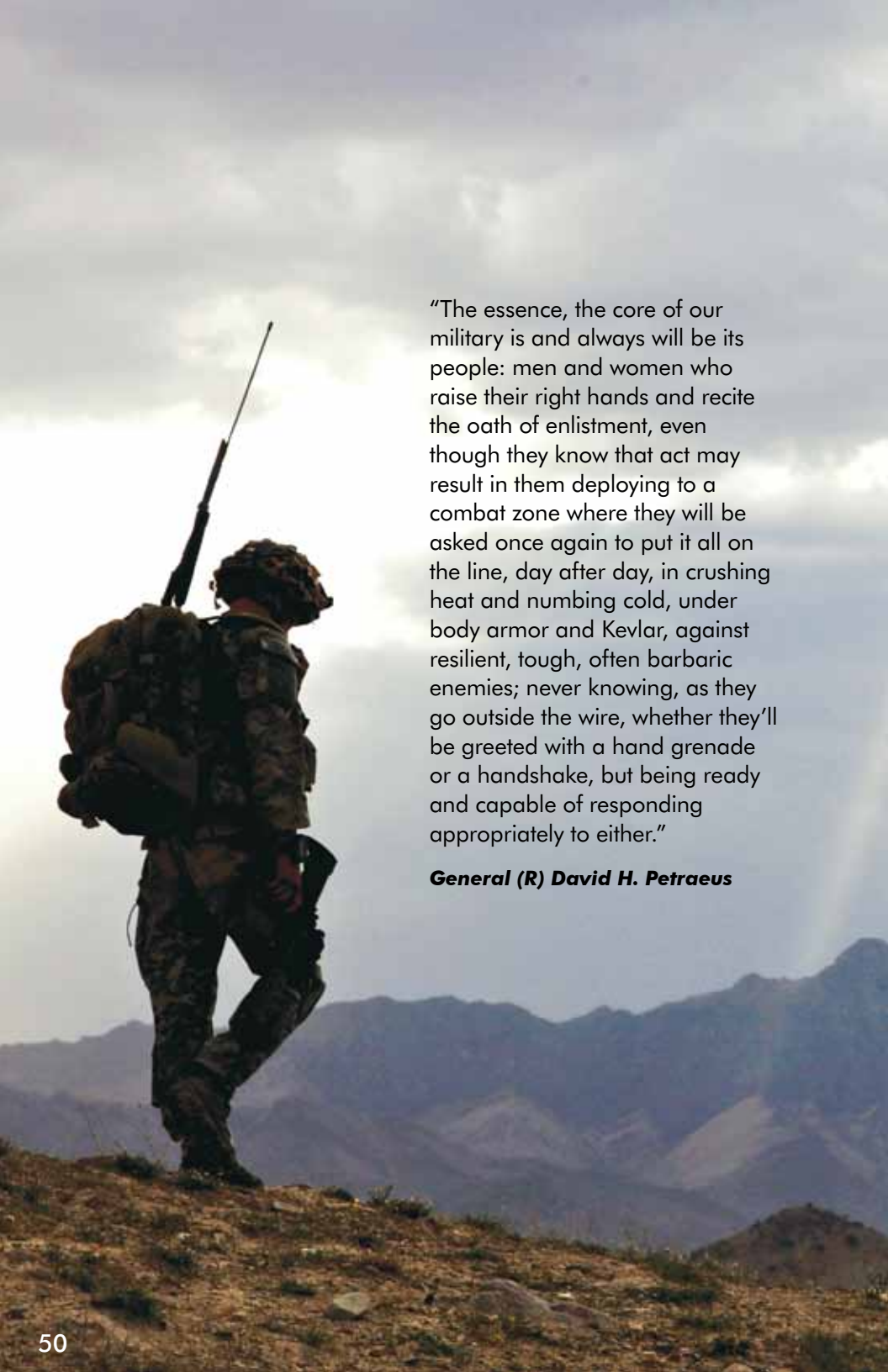
Live up to all the Army values

Integrity:

Do what's right, legally and morally

Personal Courage:

Face fear, danger or adversity (physical or moral)



"The essence, the core of our military is and always will be its people: men and women who raise their right hands and recite the oath of enlistment, even though they know that act may result in them deploying to a combat zone where they will be asked once again to put it all on the line, day after day, in crushing heat and numbing cold, under body armor and Kevlar, against resilient, tough, often barbaric enemies; never knowing, as they go outside the wire, whether they'll be greeted with a hand grenade or a handshake, but being ready and capable of responding appropriately to either."

General (R) David H. Petraeus

CONCLUSION

We must inform, inspire, and engage members of the Army Profession on the renewed understandings brought forward in this campaign. This pamphlet seeks to generate dialog across our Army during this period of transition to meet the campaign's objective:

"For Soldiers and leaders to refine our understanding of what it means to be professionals—expert members of the Profession—after over nine years of war and to recommit to a culture of service and the responsibilities and behaviors of our profession as articulated in the Army Ethic."

As a steward of the Army Profession, you have a responsibility to:

- Read the Campaign Materials
- Participate in a study, forum, or professional development session
- Dialog with comrades and coworkers and send us your feedback
- Inculcate the concepts of the Campaign in your unit or organization

Visit the CAPE website at http://CAPE.army.mil for more information!

"Duty, Honor, Country—the code which those words perpetuate embraces the highest moral laws and will stand the test of any ethics or philosophies ever promulgated for the uplift of mankind."

"The soldier, above all other people, prays for peace, for he must suffer and bear the deepest wounds and scars of war. But always in our ears ring the ominous words of Plato,…: 'Only the dead have seen the end of war.'"

General Douglas MacArthur

Center for the Army Profession and Ethic

Mission: The Center for the Army Profession and Ethic (CAPE), a TRADOC center, coordinates all DOTMLPF proponent functions for the Army Profession, Ethic, and Character Development. CAPEs four broad objectives are:

- **Assess, study, and refine the Army Profession and its Ethic**
- **Create and integrate knowledge of the Army Profession and its Ethic**
- **Accelerate professional development in individuals, units, and Army culture**
- **Support the socialization of the Army Profession and Ethic across the Army**

Phone: 845-938-0467

CAPE
CENTER FOR THE ARMY PROFESSION AND ETHIC

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https://www.us.army.mil/suite/page/PoACampaign
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Center for the Army Profession and Ethic is part of the Combined Arms Center and TRADOC.

Victory Starts Here!

CAC

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