

# The Army Profession

## The Army is continuing a comprehensive review of The Army Profession

During 2011, the Army launched an introspective and inspirational campaign to refine the Army's understanding of what it means to be a profession and for its members to be considered professionals; and to assess after a decade of conflict how well the Army is meeting those aspirations; ultimately seeking to find ways to strengthen any weaknesses in the profession and leverage its strengths. Such introspection is the hallmark of proactive and effective professions – to reflect, review, assess, evolve, and change – and the Army Profession (AP) campaign highlights the strengths that have sustained the Army.

### Four key concepts

The review identified four key concepts which subsequently guided the remainder of the 2011 Army Profession campaign dialog and assessment efforts. These concepts will serve as an integrating framework for Army professionals as they are codified in doctrinal revisions, providing a macro-lens to drive decision making and give context and meaning to the varying Army policies, programs, concepts, and initiatives. The four concepts are:

- **Typology for the Army Profession.** The Army Profession has two components, the Profession of Arms consisting of the uniformed military, and the Army Civilian Corps. These two mutually complementary components work together to design, generate, support, and apply land combat power. This typology designates “aspiring, practicing, and retired” professionals to denote a progressive understanding of the productive roles Army professionals successively fulfill. Further, it distinguishes those who are members of the profession (all who take an oath) and those who have taken the initiative to gain the necessary credentials to achieve status as a certified Army Professional.
- **Uniqueness of the United States Army.** The second key concept recognizes the uniqueness of the United States Army as a military profession as defined by six essential characteristics drawn from the moral and legal foundations of American values, the Constitution, and governing statutes such as Title 10 and 32. While many other characteristics are desirable for the Army to possess, without these six essential characteristics the Army cannot maintain its status as a profession. These essential characteristics are:
  - Trust of our primary client, the American people and their elected officials based upon the exemplary and effective service of our Army.
  - Trustworthiness that is earned daily among all Army professionals (uniformed and civilian) both vertically and laterally across the force
  - Military Expertise of effectively and ethically designing, generating, supporting, and applying land combat power
  - Esprit de Corps that fosters fortitude, a winning spirit, and pride and cohesion amongst Army commands and individual units and organizations
  - Honorable Service by Army Professionals that embodies the Army Ethic and Army Values
  - Stewardship of the Army Profession over time by its leaders, particularly strategic level leaders as they see to the continual generation of new military expertise
- **Army Professional Certification.** The third key Army Profession concept establishes that Army Professionals are to be certified based upon the demonstration of “3 Cs” - their competence in expert work; a moral character of honor, sacrifice, and service to one's own and the Army's duty to the Nation; and a resolute commitment to the Nation and the Army Profession. Army professionals are to be certified by the institution and its leaders (as stewards) using a combination of measurable standards applied among the various branch, proponent, and functional career managers. Such certifications serve not only to establish and maintain internal standards for the Army, but also to motivate Army professionals to higher levels of achievement and responsibility.
- **Army Leader Requirements Model.** To operationalize these institutional-level Army Profession concepts within Army developmental programs, a fourth key concept updated the essential attributes and competencies within the Army's Leader Requirements Model (LRM) (Army Doctrinal Publication 6-22) that added “Service Ethos” and “Discipline” to the Character attributes, “Builds Trust” to the Leads competencies, and “Foster Esprit de Corps” and “Steward the Profession” to the Develops competency.

### Army Profession Strengthening Initiatives

Campaign efforts to date have led to seven “Army Profession Strengthening Initiatives (APSIs)” – each drawn from findings within the campaign assessments and including numerous initiatives to close the gaps between the Army's current state as a Profession and its desired end state for Army 2020.

- Army Profession Concepts
- Building and Sustaining Trust Relationships
- Standards and Discipline
- Certifying Army Professionals
- Leader Development for Army 2020
- The Army's Culture
- Integrate/Synchronize Human Development (HD)

### What is the Army's plan?

The Army Profession Campaign reached a pivotal transition point in November 2011, moving from a focus on research and assessment to delivering solutions to the Army. These solutions are contained in the first series of APSI that emerged from the campaign and will migrate into Army governance processes, to implement policies and programs to address each APSI. Efforts from the campaign will continue beyond calendar year 2011 and will become an institutional proponent function within the Army. The focus of this continued campaign effort will be implementing the APSIs and the needed doctrine, training, leader development, policy, and other solutions to sustain the Army Profession.