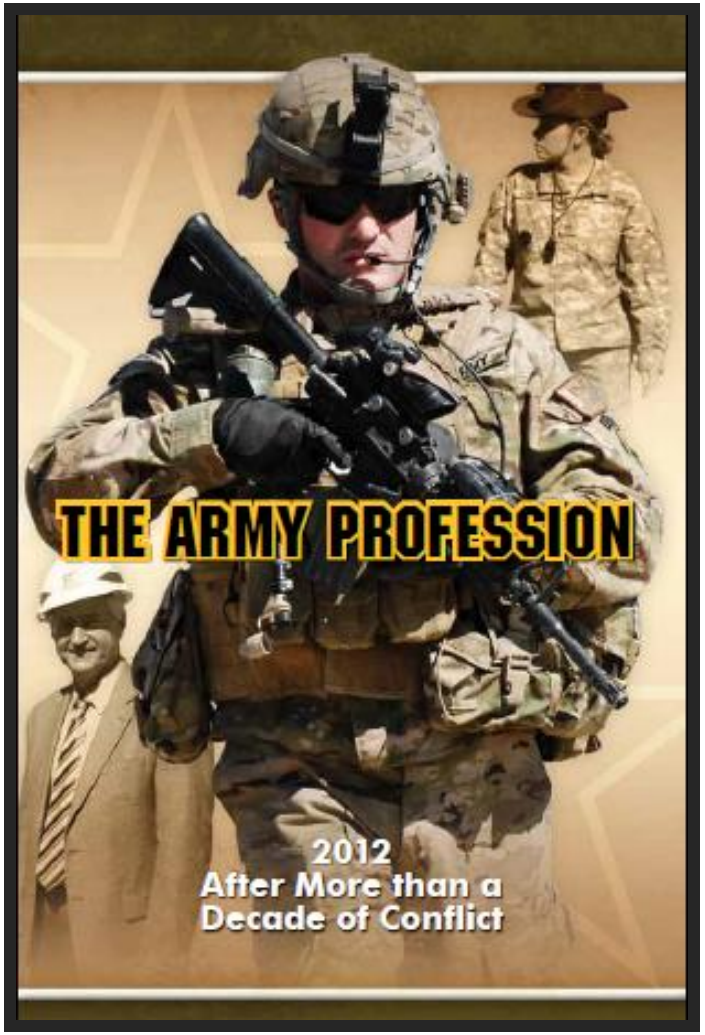


The Army Profession, The Army Ethic, and Character Development

*The overall classification of this brief is: **UNCLASSIFIED***

Center for the Army Profession and Ethic

Mission: **The Center for the Army Profession and Ethic (CAPE), on behalf of CG CAC, is the Army Force Modernization Proponent for Army-wide DOTMLPF responsibilities to advance the Army Profession, its Ethic and the Character Development of the Army's Professionals.**

http://cape.army.mil

TRADOC

CAC

LD&E

CAPE

- **HQ / ADMIN**
- **Research**
- **Concept, Plans & Ops**
- **Instruction & Products**

Objectives:

- Assess, study, and refine the Army Profession and its Ethic
- Create and integrate knowledge of the Army Profession and its Ethic
- Enhance world class training by providing subject matter expertise to improve training and accelerate professional development in individuals, units, Army culture it's ethic and character development.
- Support the socialization of the Army Profession and Ethic across the Army

The Army Profession Video

https://www.us.army.mil/suite/page/611545 [AKO]
http://cape.army.mil/ProfessionOfArms.html [PUBLIC]

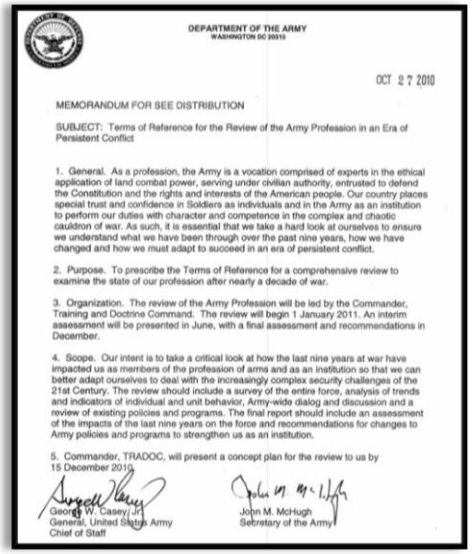
The Army Profession Campaign

Launching the Army Profession Campaign
Secretary of the Army's & Chief of Staff of the Army's Intent

"It is essential that we take a hard look at ourselves to ensure we understand what we have been through over the past nine years, how we have changed and how we must adapt to succeed in an era of persistent conflict."

"Our intent is to take a critical look at how the last nine years at war have impacted us as members of the profession of arms and as an institution so that we can better adapt ourselves to deal with the increasingly complex security challenges of the 21st Century."

- Terms of Reference, 27 OCT 10



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

OCT 27 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Terms of Reference for the Review of the Army Profession in an Era of Persistent Conflict

1. General. As a profession, the Army is a vocation comprised of experts in the ethical application of land combat power, serving under civilian authority, entrusted to defend the Constitution and the rights and interests of the American people. Our country places special trust and confidence in Soldiers as individuals and in the Army as an institution to perform our duties with character and competence in the complex and chaotic cauldron of war. As such, it is essential that we take a hard look at ourselves to ensure we understand what we have been through over the past nine years, how we have changed and how we must adapt to succeed in an era of persistent conflict.

2. Purpose. To prescribe the Terms of Reference for a comprehensive review to examine the state of our profession after nearly a decade of war.

3. Organization. The review of the Army Profession will be led by the Commander, Training and Doctrine Command. The review will begin 1 January 2011. An interim assessment will be presented in June, with a final assessment and recommendations in December.

4. Scope. Our intent is to take a critical look at how the last nine years at war have impacted us as members of the profession of arms and as an institution so that we can better adapt ourselves to deal with the increasingly complex security challenges of the 21st Century. The review should include a survey of the entire force, analysis of trends and indicators of individual and unit behavior, Army-wide dialog and discussion and a review of existing policies and programs. The final report should include an assessment of the impacts of the last nine years on the force and recommendations for changes to Army policies and programs to strengthen us as an institution.

5. Commander, TRADOC, will present a concept plan for the review to us by 15 December 2010.

George W. Casey, Jr.
General, United States Army
Chief of Staff

John M. McHugh
Secretary of the Army

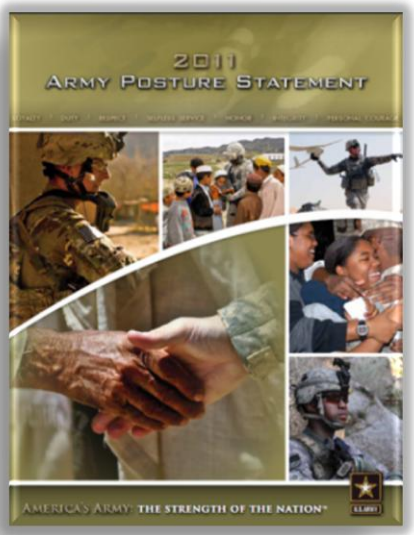
CSA's Guiding Questions

The time is right to ask ourselves…

1. What does it mean for the Army to be a Profession of Arms?

2. What does it mean to be a professional Soldier?

3. After nine years of war, how are we as individual professionals and as a profession meeting these aspirations?



"The last nine and a half years have had significant impacts on the Army, its Soldiers, Families and Civilians. Many of these are well documented and are being addressed. There remain, however, other consequences that we seek to understand. We will examine the impacts of war on our profession of arms and take a hard look at ourselves – how we have changed as individuals, as professionals and as a profession."

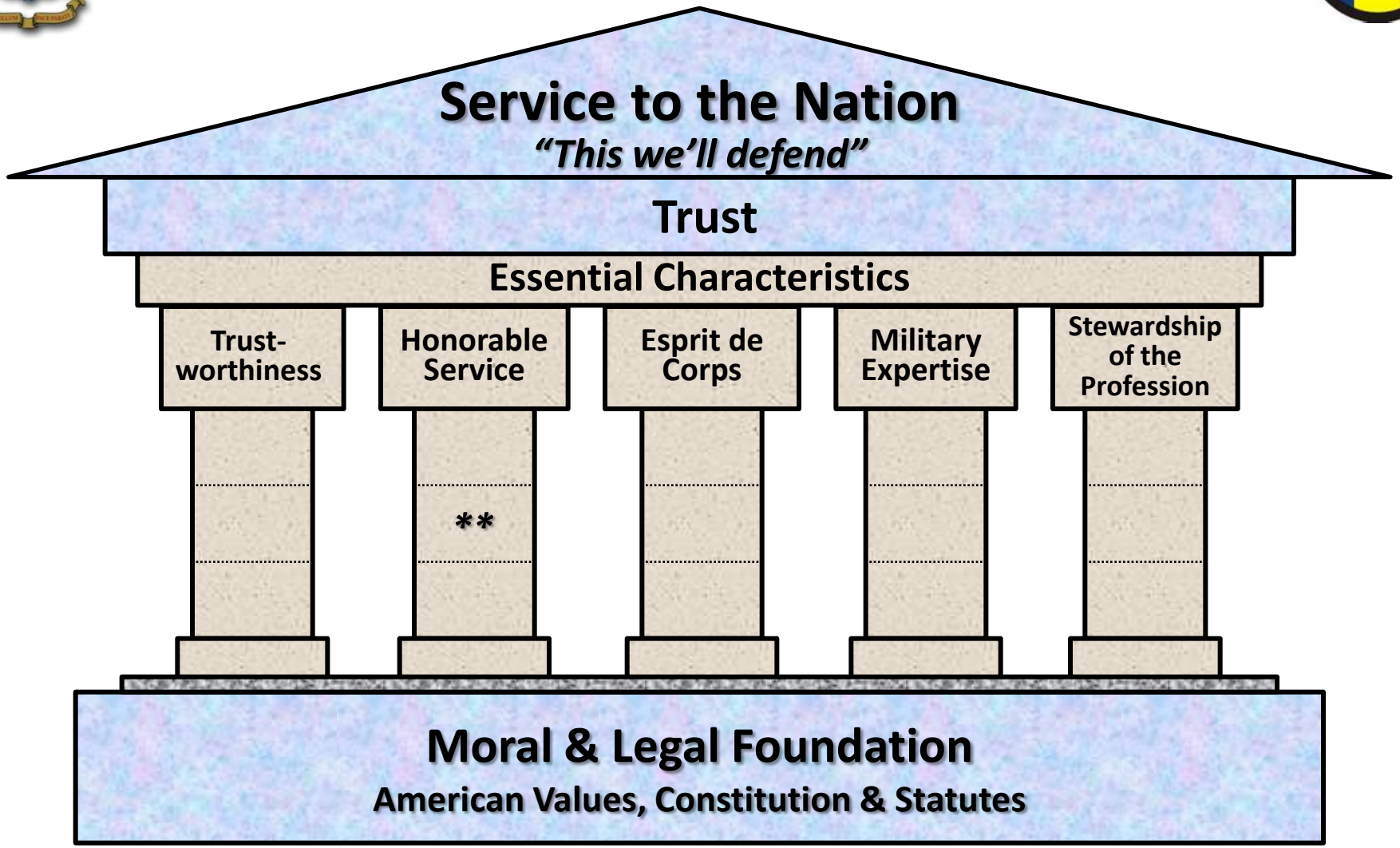
- Army Posture Statement, 2 March 2011

The Army Profession Campaign

- The Army Profession Campaign was an Army internally initiated effort to take a critical look at ourselves
- The Army Profession Campaign was not done in response to any one incident or identified issue
- The Army performed exceptionally during the last decade, meeting and exceeding its Nation's call
- Self-reflection is what effective Profession do and a natural part of the Army's culture – "After Action Review"
- We have learned and changed over the last decade
- There are some "weak signals" that need to be addressed and opportunities to be leveraged

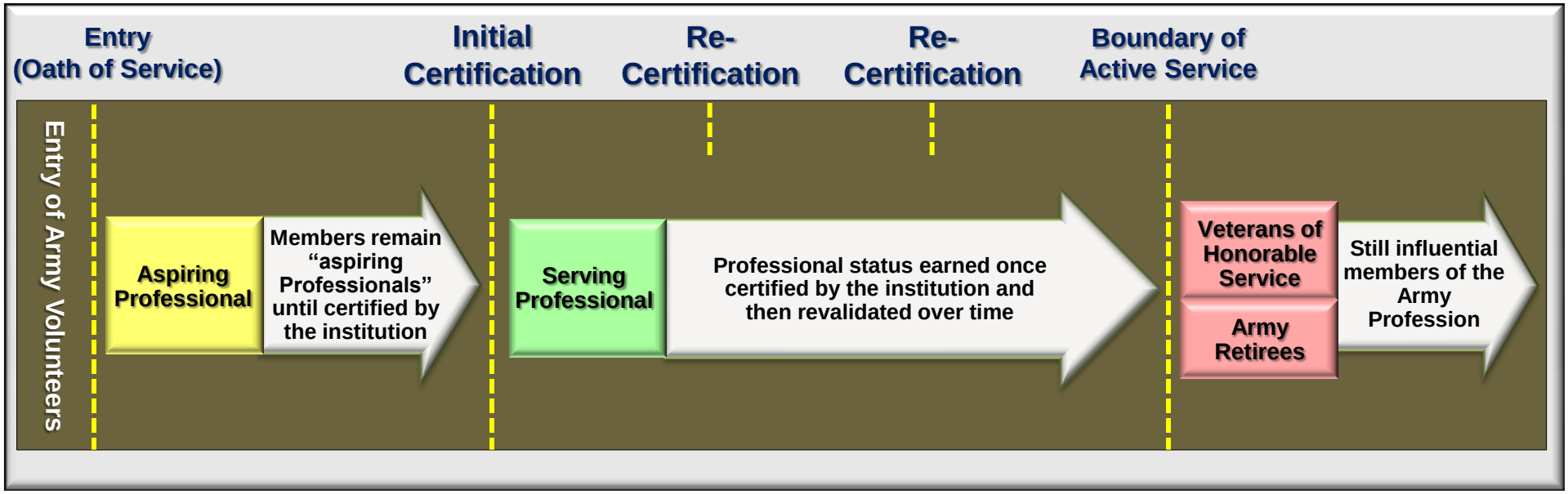
The Army Profession: Two Mutually Complementary Components

The Essential Characteristics of the Army Profession



** *Each pillar is strengthened by supporting content, e.g., Honorable Service includes the 7 Army Values.*

Professional Certification Criteria



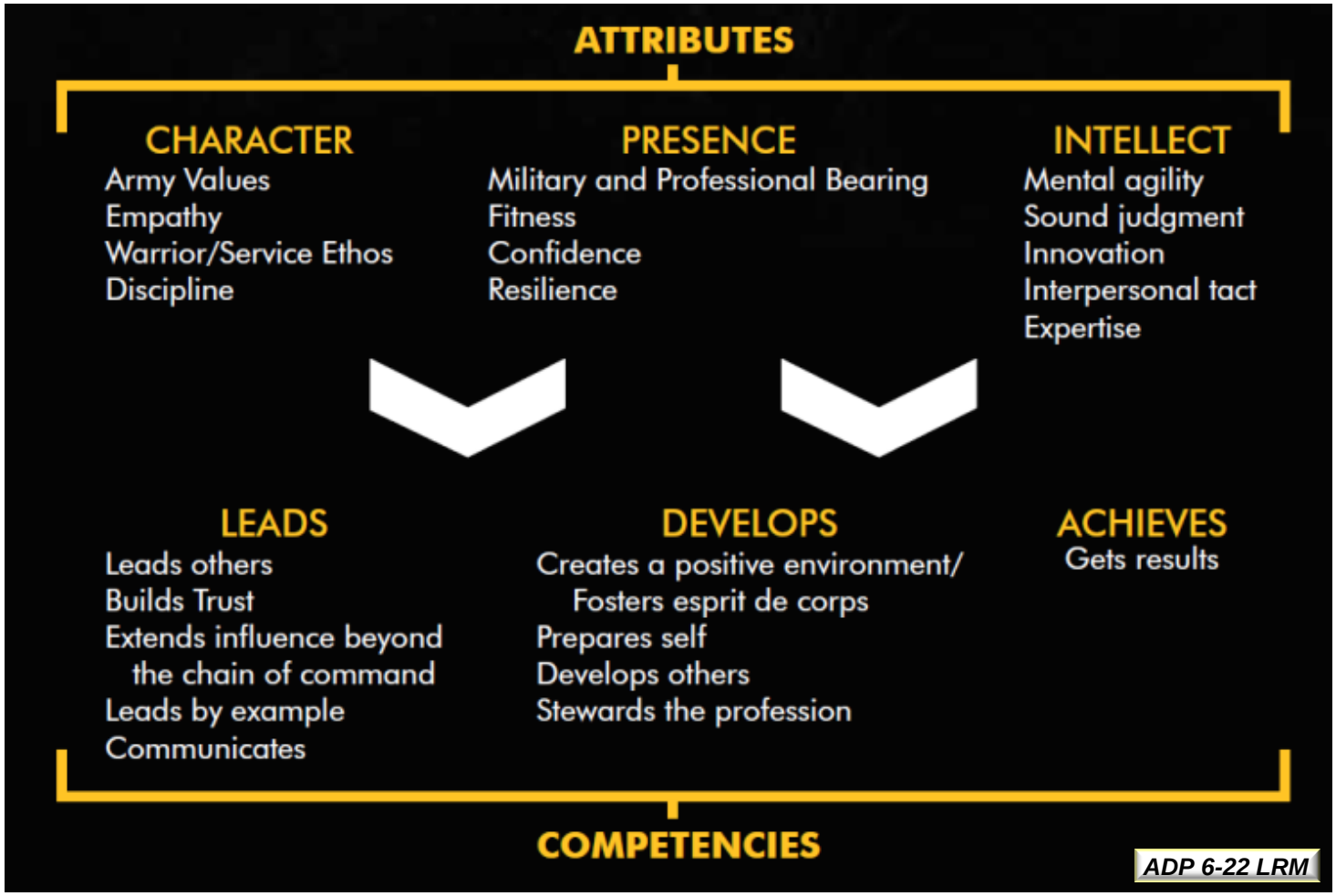
Moral *CHARACTER* requisite to being an Army professional : The Army's expert work creates a moral responsibility to act on behalf of a client rather than self and thus demands a moral character of sacrifice and service to one's own and the Army's Duty to the nation.

***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.

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.

Individual Attributes and Competencies

Leaders are Professionals;
all Professionals practice formal and informal leadership



The Army Leader Requirements Model - Update to ADP 6-22
(One of several ways to operationalize Professional certification criteria)

What We Found - Focusing Our Efforts

Seven Key Focus Areas

- Army Profession Concepts
  - Essential Characteristics
  - Membership
  - Certification Criteria
  - Individual Attributes and Competencies
- Building and Sustaining Trust Relationships
  - Include Trust in the curricula of pre-commissioning training, PME and CES
  - Maintain confidence in performance evaluations/promotions/counseling and awards programs
- Certifying Army Professionals
  - Create an Army certification program that aligns existing certification programs under a single umbrella
  - Incorporate Character, Commitment and Competence as a part of each phase of an Army Professional's development

What We Found - Focusing Our Efforts

Seven Key Focus Areas (Cont.)

- Leader Development for the Army of 2020
  - TRADOC develop and field a ‘how to” Army Techniques Publication dealing with Leader Development
  - Align OER and NCOER to reflect the Army’s Leadership Requirements model ADRP 6-22
- The Army’s Culture
  - Build Esprit de Corps through more cultural events, unit heraldry, and traditional bonding events, such as dining-ins
  - Utilize Master Army Profession and Ethic Course graduate as the SME in each Brigade to assist in character development programs
- Improving Standards and Discipline
  - Increase the rigor in instructor selection and certification to ensure instructors are exemplars for Army standards and discipline
- Integrate/Synchronize Human Development
  - Support to the initiative to explore and identify knowledge, skills and abilities required at every grade in each specialty

On-Going Initiatives that are Providing Near-Term Results

Doctrine & Policy

1. ADP 1 ADP 6-22
2. AR 350-1 Update

Training

3. 240 MAPETs Trained & Certified
4. NCOPD Focused on STDs & Discipline

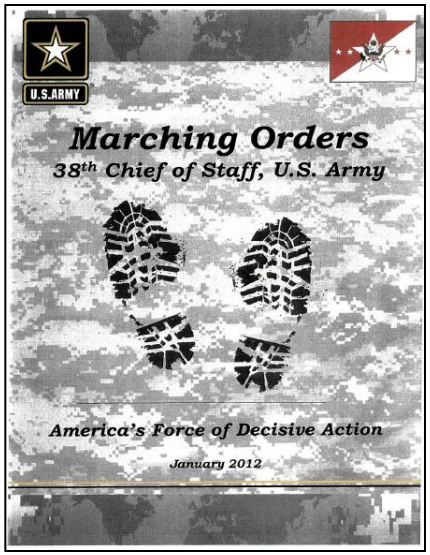
Leader Development & Education

5. 2 x MILREV SE on AP
6. 5 of 11 PME Curriculum Redesigned with AP Content
7. 2 x AP Pamphlets Released to the Force
8. IMT Values Videos

Research

9. Institutionalize the AP Campaign

Army Leader Development Forum



AP Forum 12-1 (30 JAN 12)

ALDF 12-3 (18 MAY 12)

Future Initiatives to Deliver Results to the Force

Doctrine & Policy

1. Umbrella Certification Program
2. 3 C's in Promo Boards & Ceremonies
3. AP Induction Ceremony
4. PME/CES Required for Promo
5. Esprit de Corps – Frame Iconic Events w/ AP Narratives

Training

6. LD SME Support to Brigades
7. STD's & Discipline in LD Domains
8. Address T&E Gaps in Character Development
9. Master Army Profession & Ethic Trainers (MAPET)

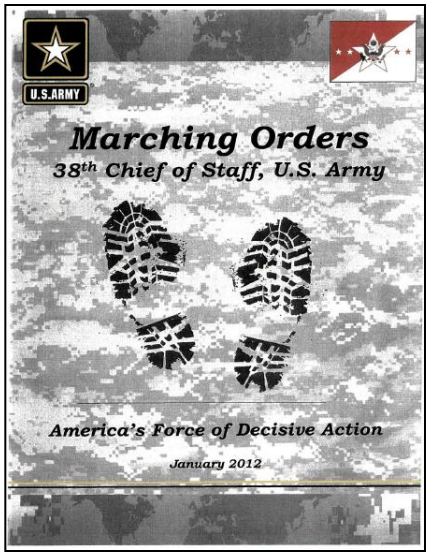
Leader Development & Education

10. AP Content into PME/CES Curriculum

Research

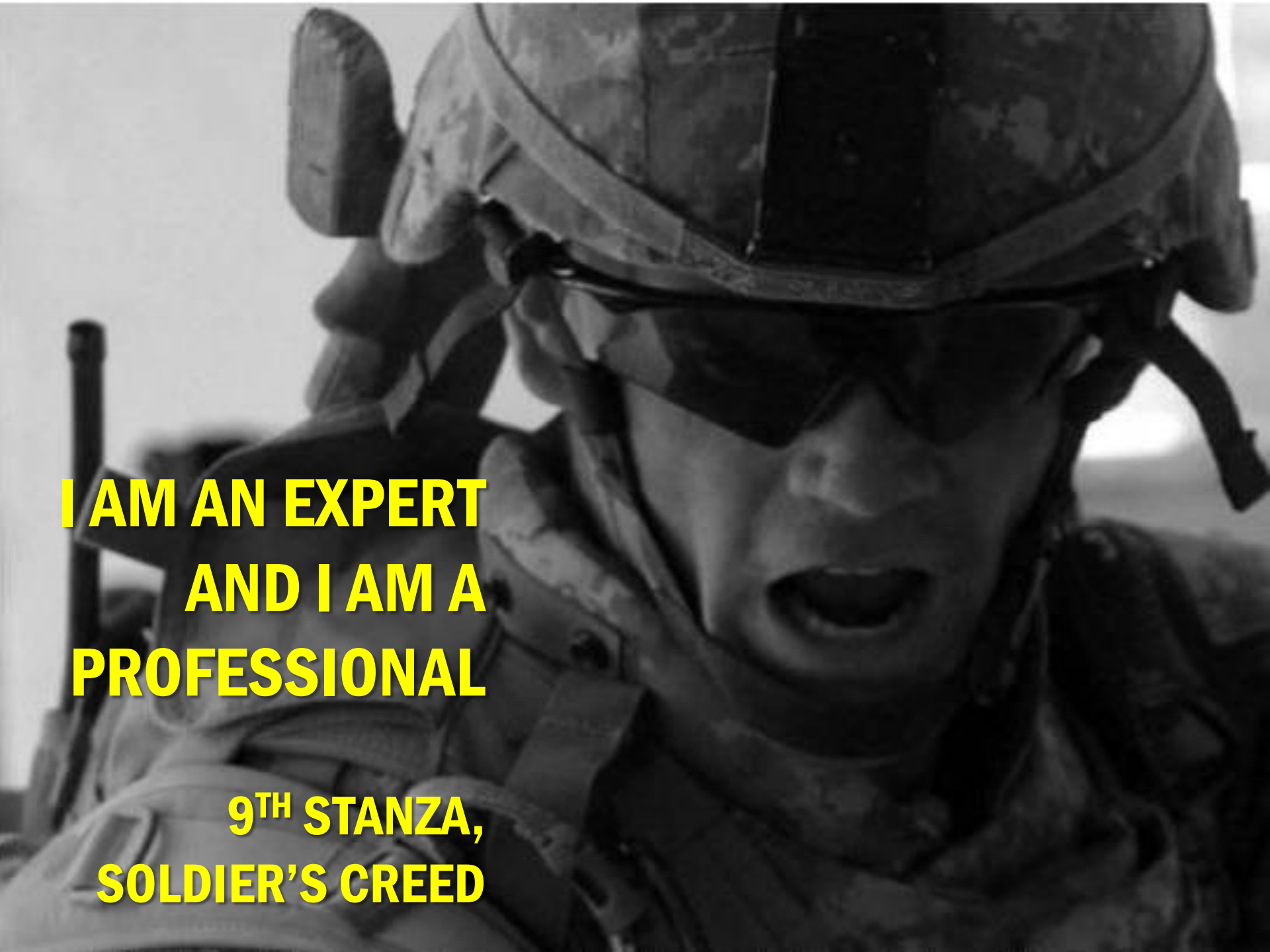
11. Unit Culture/ Climate Assessment Tool

Army Profession Training & Education



AP Forum 12-2 (18 MAY12)

ALDF 12-4 (AUG 12)


I AM AN EXPERT
AND I AM A
PROFESSIONAL
9TH STANZA,
SOLDIER'S CREED

What You Can Do

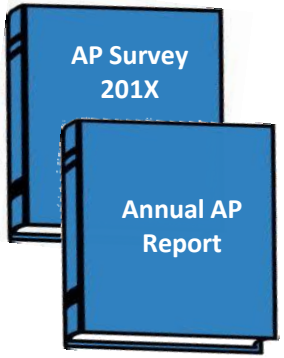
Army Profession Resources

- ❑ AP CY11 Report
- ❑ Profession Pamphlet
- ❑ Case Studies
- ❑ Simulations
- ❑ Digital Applications
- ❑ Website

Commands

- ❑ Include the Army Profession in command training/LD guidance
- ❑ Generate robust dialog at all levels
- ❑ Leverage trained Army Profession and Ethic personnel (i.e., MAPETs)
- ❑ Use AP Concepts in iconic events, Soldier & NCO boards, unit functions
- ❑ Command emphasis on standards & discipline (unit NCOPD focus topic)
- ❑ Foster candor & transparency; coaching, teaching, mentoring, and counseling
- ❑ Use AP certification criteria ("3 Cs") in training and development assessments

Continued Assessment & Feedback

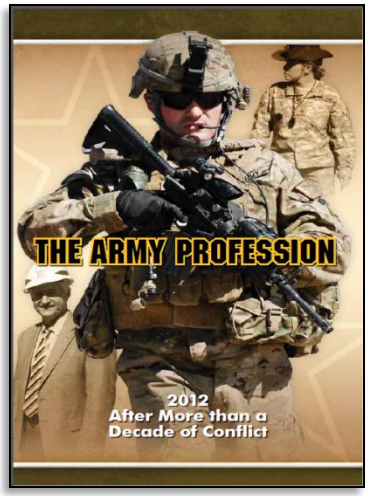


Identify/Introduce New Initiatives Into The ALDF Process

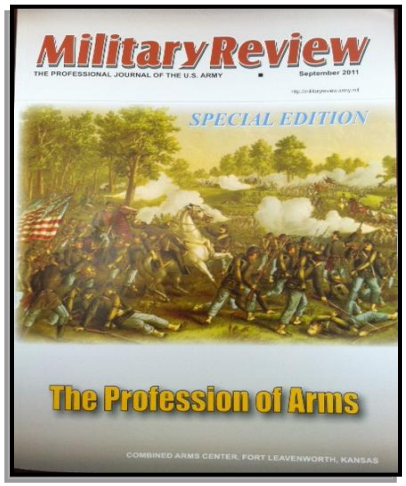
Generated back to the Force

- ❑ Leader Handbooks
- ❑ Simulators
- ❑ Applications
- ❑ Self-Development Tools
- ❑ Case Studies
- ❑ DOTMLPF Solutions

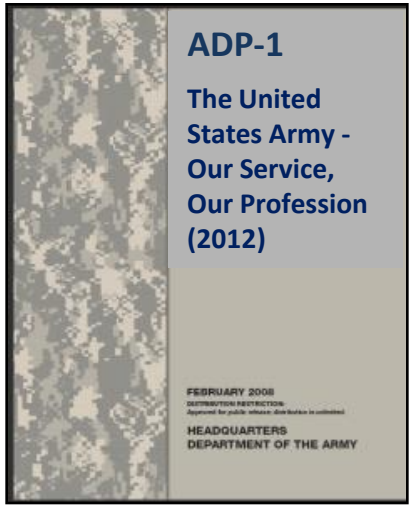
Army Profession Tools & Products



AP Pamphlet

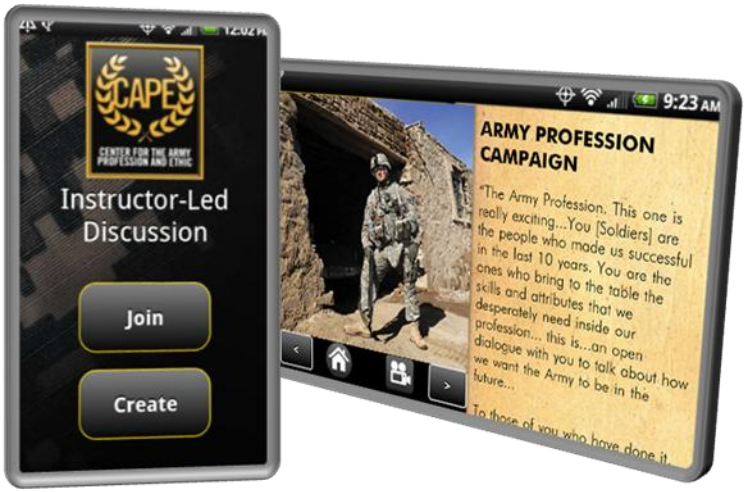


Military Review

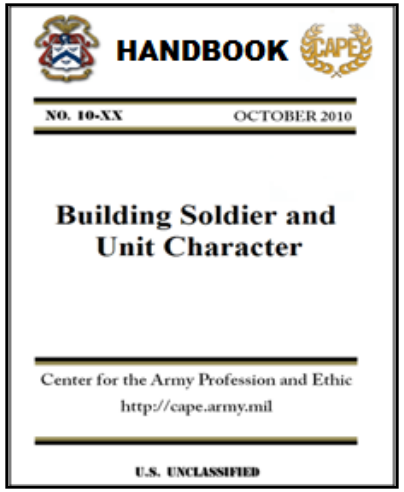


Doctrine

SSI Monographs



Digital Applications



Handbooks

Videos

DISCUSSION

I AM AN AMERICAN SOLDIER

I AM A MEMBER OF THE PROFESSION OF ARMS