

The Army Profession



Define the Problem

“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

“Foster continued commitment to the Army Profession, a noble and selfless calling founded on the bedrock of trust.”

- CSA Priorities, Marching Orders, January 2012

The Army Profession Campaign informs leaders -- STEWARDS OF THE PROFESSION -- to lead change as the Army transitions





THE ARMY PROFESSION



Approach

- Surveys, Focus Groups, and Conferences
 - Two Army Wide Surveys: 41K Respondents
 - Survey I focus: Strengths and weaknesses of the profession
 - Survey II focus: Army Profession Strengthen Initiatives Identified gaps
 - Five major focus groups and 15 symposiums and conferences
- Studies
 - Review of 15 major studies on the Army Profession conducted since 1970
 - This is the most comprehensive study ever completed on the Army Profession; total Army, all cohorts to include Army civilians
- Social Media
 - Army Professional Forums (S3/XO Net, Warrant Officer Net, NCO Net) Facebook, Twitter, YouTube
 - Engaged the profession through social media: discussion monitored, captured, and analyzed



Focusing our Efforts

Seven Key Focus Areas

- Army Profession Concepts
 - Six essential professional characteristics of the institutional Army: Trust, Trustworthiness, Military expertise, Esprit de Corps, Honorable Service, Stewardship
 - Army Professional Certification Criteria: Competence, Character, and commitment
- 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
- Improving Standards and Discipline
 - Increase the rigor in instructor selection and certification to ensure instructors are exemplars for Army standards and discipline
- 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



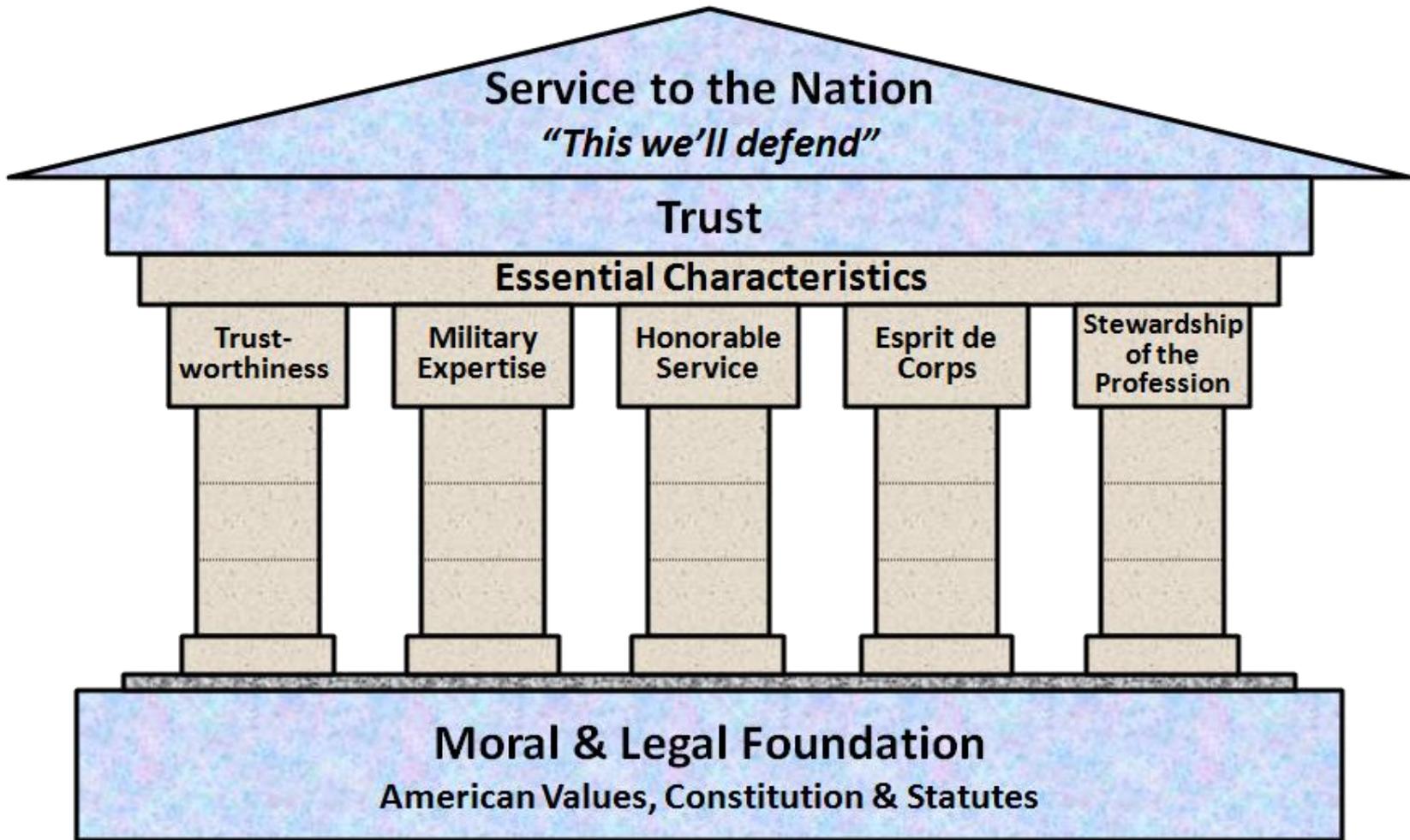
Focusing our Efforts

Seven Key Focus Areas (Cont.)

- Leader Development for the Army of 2020
 - TRADOC should 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
- Integrate/Synchronize Human Development
 - Support to the initiative to explore and identify knowledge, skills and abilities required at every grade in each specialty



The Essential Characteristics of the Army Profession

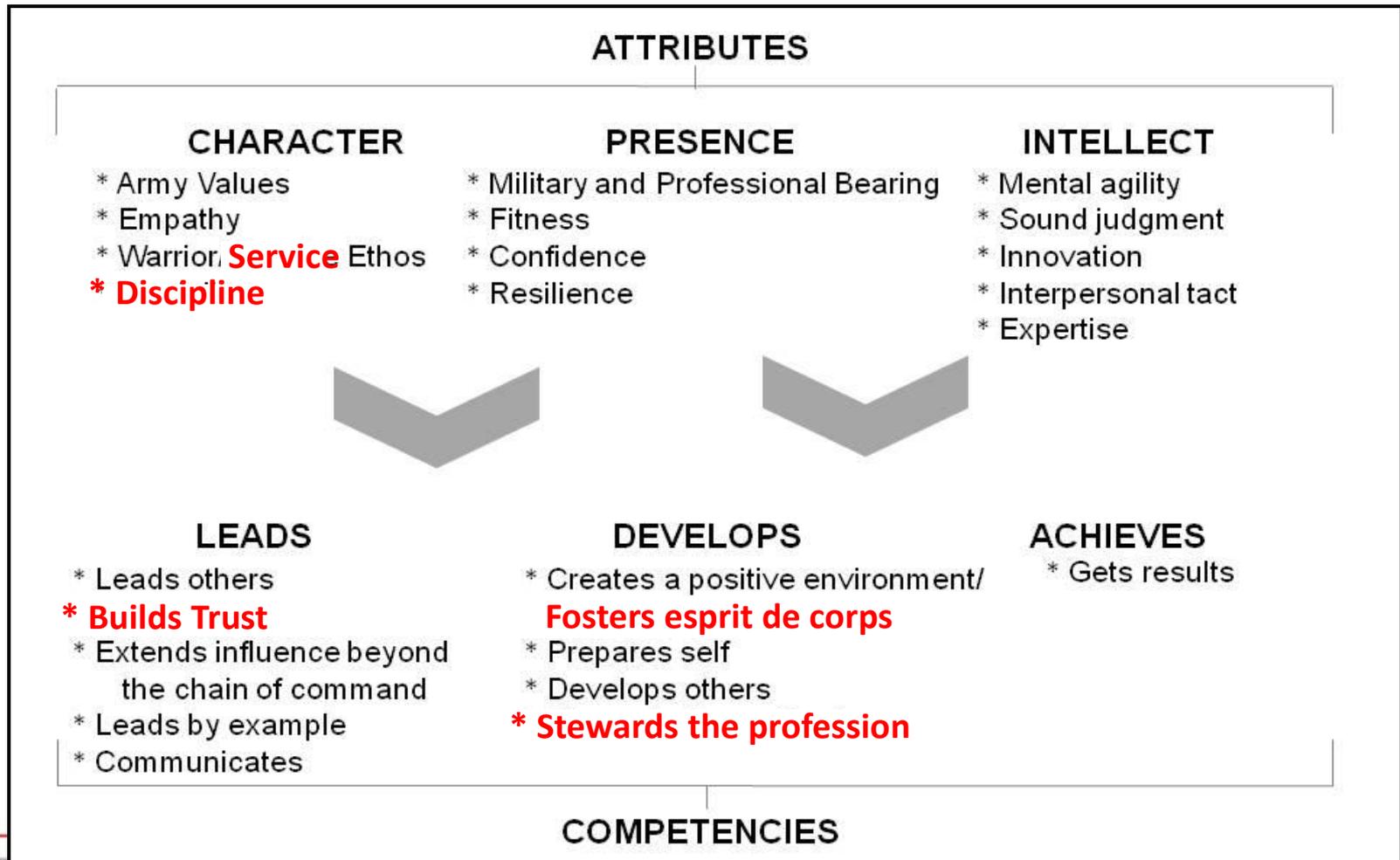


Each pillar is strengthened by supporting content e.g., Honorable Service includes the & Army Values

Leader Attributes and Competencies

The Army Leader Requirements Model - Update to ADP 6-22

(Linked directly to outcomes from the Army Profession Campaign)



Implementation of findings from Campaign

Begins with Leader Development

- Institutional Changes

- OER Changes
- Multi-Source Assessment and Feedback
- Faculty Training Plans, Army Learning Model, and Army Learning Continuum 2015

- Education

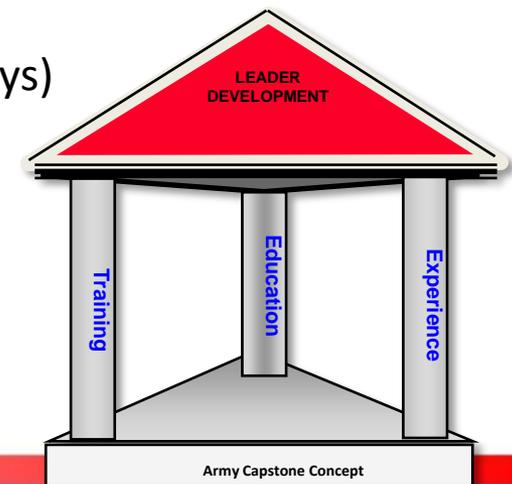
- Army Profession as part of PME/CES
- Revised Company Cdr and 1SG course
- Basic Combat Training Course

- Training

- Master Army Profession and Ethics Trainer Course (5 Days)
- Army Profession and Ethics Trainer Course (2 Days)

- Doctrine

- ADP 6.22 – Army Leadership
- ADP 1.0 – The Army



Changes Made – Changes Upcoming

- Changes already affecting the force
 - Army Profession and Ethics courses, Virtual Simulation Courses available
 - Redesigned PME and CES to include AP
 - Doctrinal revisions
- Further research in the field
 - Development of Measures of Effectiveness from SQD to BCT to provide an assessment tool for commanders
 - Develop professional climate assessment tool for unit/organization commanders
- Upcoming Changes
 - Execute Army Professional STRATCOM, training, and education effort
 - Injects into MCTP and CTC rotations with ethical decisions
 - Introduction of AP into unit OPDs, NCODPs, and unit traditions



THE Center for the Army
Profession and Ethic
PRESENTS



BACKBONE OF THE ARMY

A VIRTUAL EXPERIENCE IMMERSIVE LEARNING SIMULATION (VEILS®)



Commands

Army Profession Resources

Video Case Studies

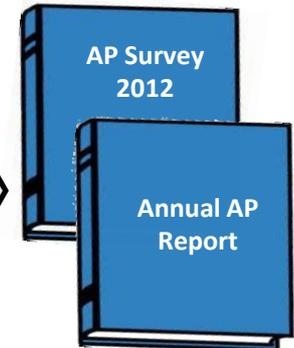
Apps

Desktop Sims

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

- 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



Respect, Hazing and Harassment



Products with Learning Objectives and/or decision-making scenarios related to:	Respect	Hazing/ Harassment
“True, Faith & Allegiance” Virtual Simulation Basic Combat Training		
7 Army Values Case Study Videos Mandatory Unit Training, Basic Combat Training		
“The Future is Now” Virtual Simulation Basic Officer Leader Course - A		
“The Backbone of the Army” Virtual Simulation Advanced Leader Course		
“The High Ground” Virtual Simulation Basic Officer Leader Course – A; Warrior Leader Course		



“We are reinforcing the professional ethics centered around trust and respect in order to establish a climate where sexual harassment, sexual assault, and hazing will not be tolerated. This misconduct is inconsistent with the core of our profession. Accountability will be enforced at all levels.”

General Raymond T. Odierno, Army Chief of Staff, February 17, 2012

