

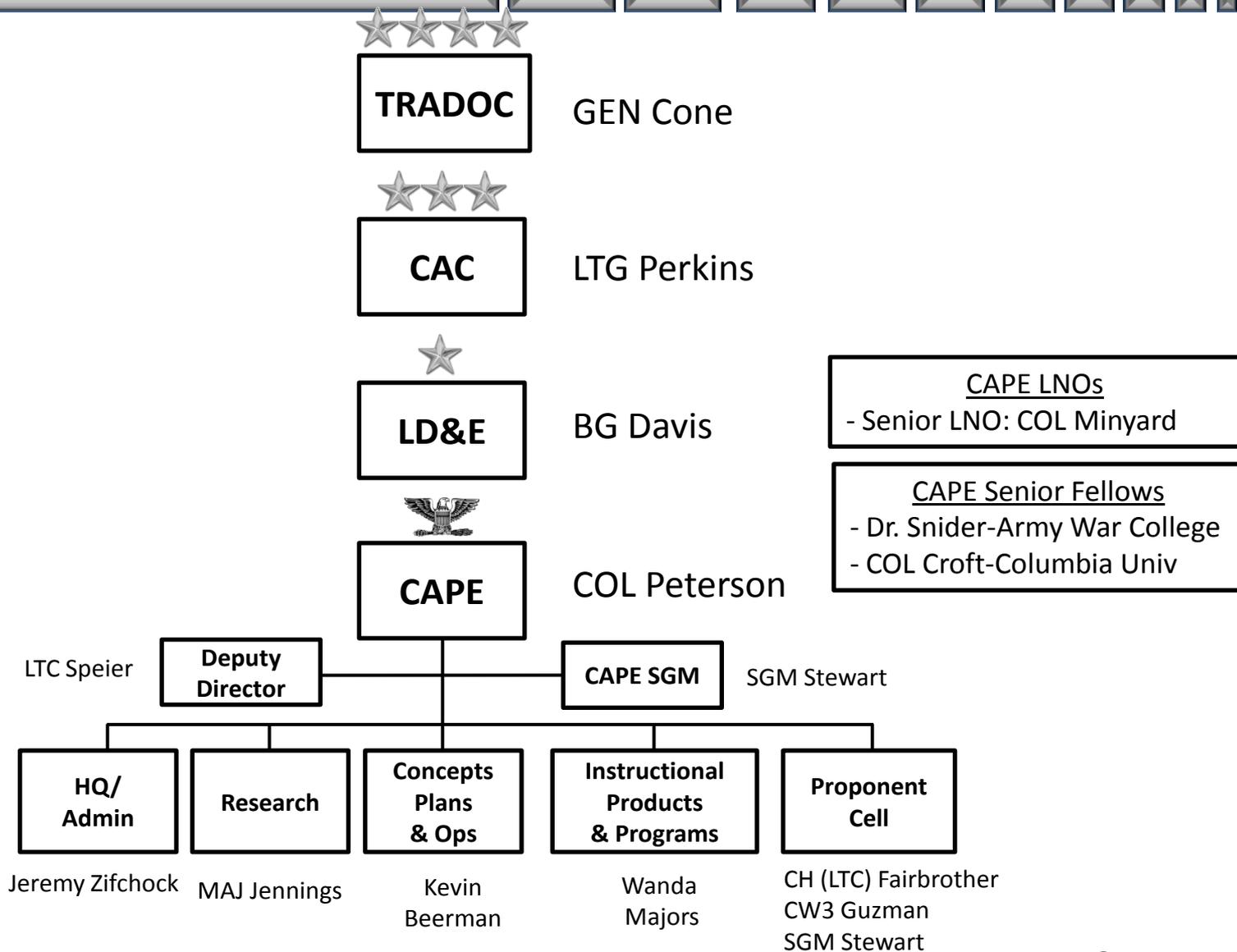


CAPE Brief

21 Sept 12



Command and Control



CAPE LNOs
- Senior LNO: COL Minyard

CAPE Senior Fellows
- Dr. Snider-Army War College
- COL Croft-Columbia Univ

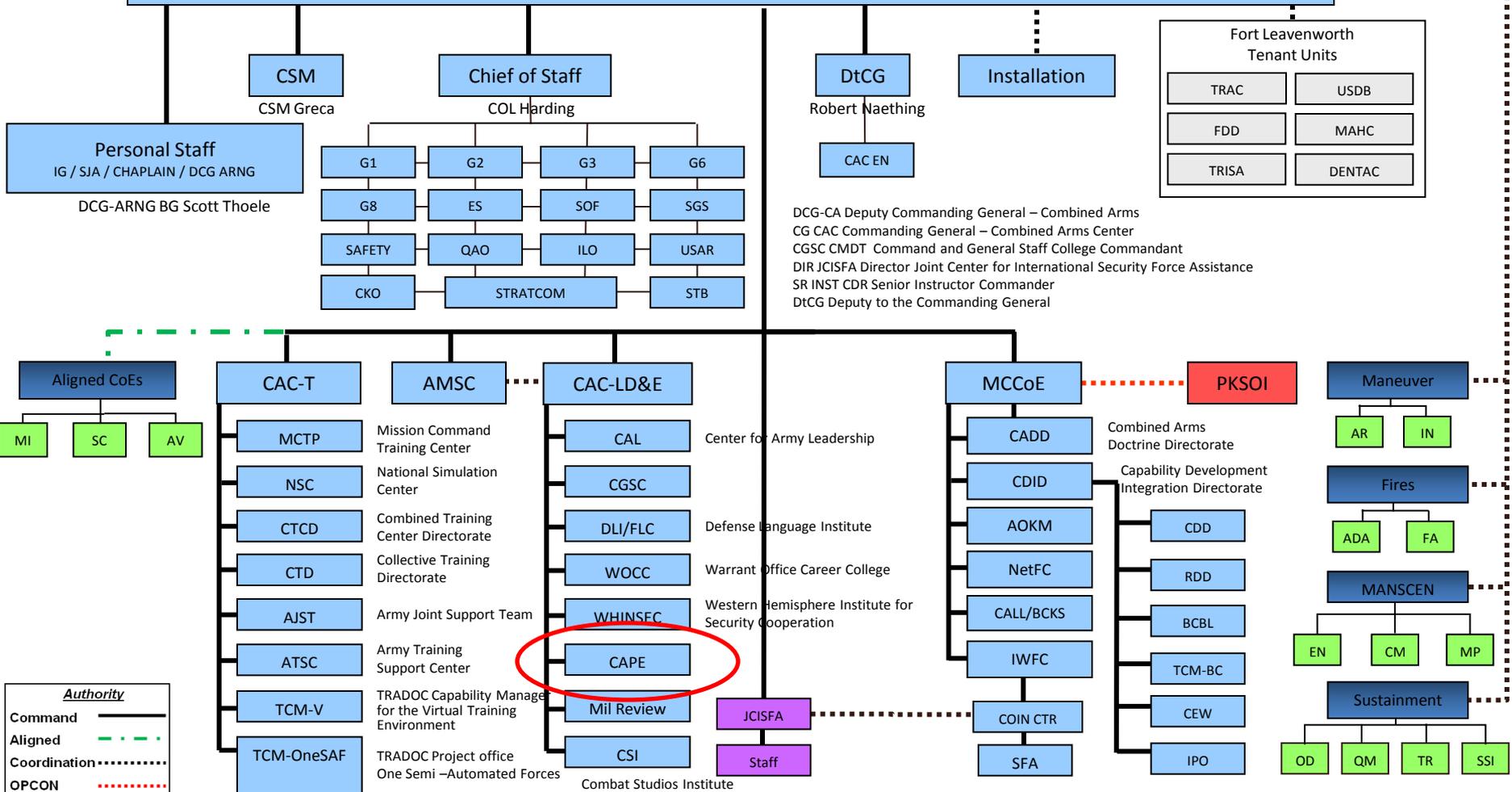


CAC's Organization



LTG David Perkins

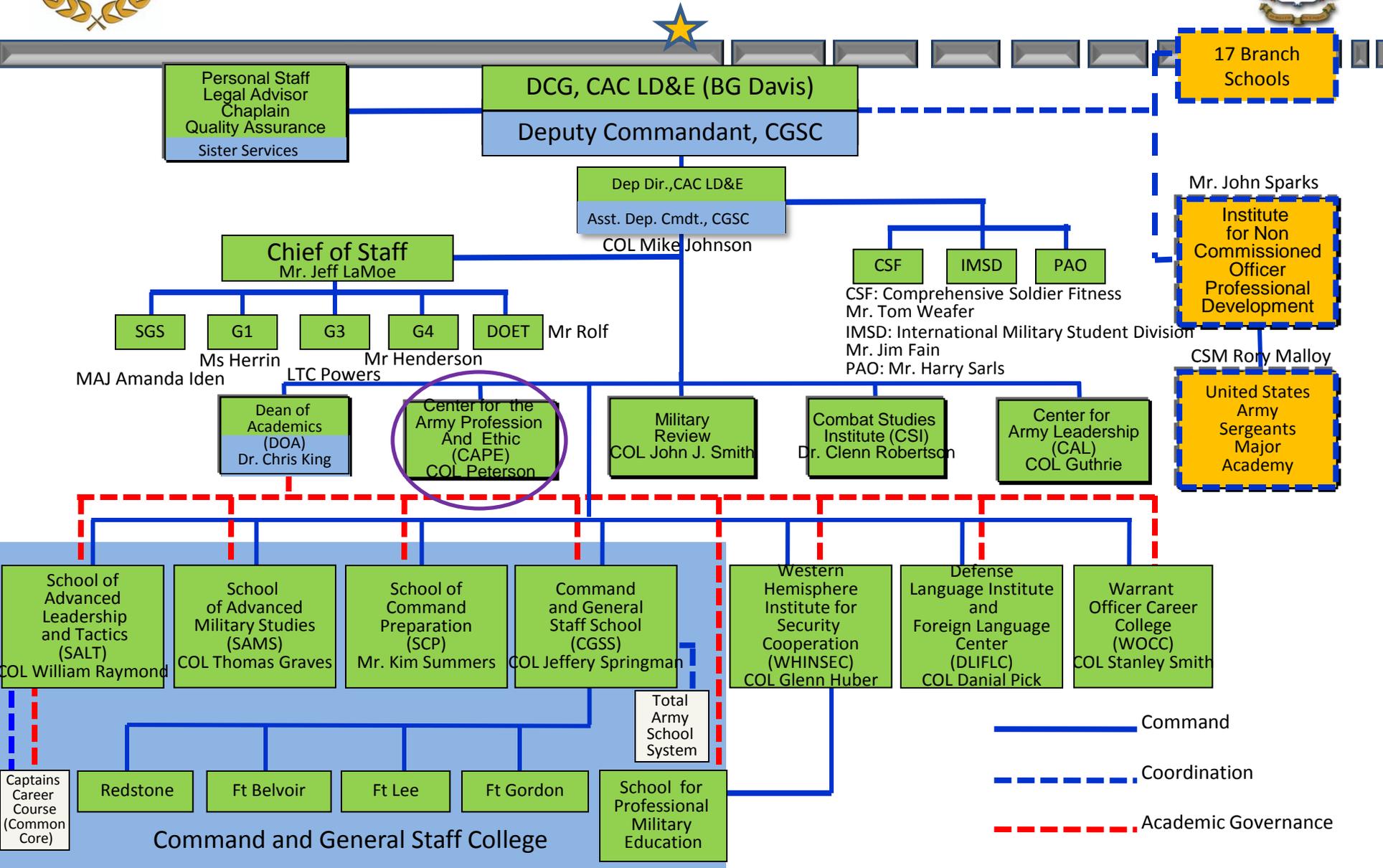
DCG-CA / CG CAC / CGSC CMDT / DIR JCISFA / SR INST CDR



DCG-CA Deputy Commanding General – Combined Arms
 CG CAC Commanding General – Combined Arms Center
 CGSC CMDT Command and General Staff College Commandant
 DIR JCISFA Director Joint Center for International Security Force Assistance
 SR INST CDR Senior Instructor Commander
 DtCG Deputy to the Commanding General



CAC Leader Development & Education

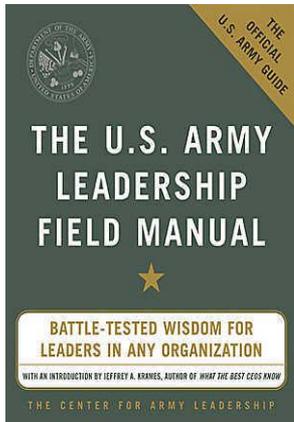




LD&E Centers



Center for Army Leadership



- TRADOC lead for Leader Development
- Manages Army Leader Development Program
- Developed the ALDS
- Lead for the PA Forum
- Responsible for FM 6-22



Military Review

- The Professional Journal of the U.S. Army since 1922
- Printed bi-monthly in English, Spanish, and Portuguese. Quarterly in Arabic
- 12,000 copies distributed in more than 100 countries

Combat Studies Institute (CSI)



- Military History “think tank”
- Produces timely and relevant military history research publications for the US Army
- Performs staff rides as an educational tool for CGSC, TRADOC, and the U.S. Army
- Frontier Army Museum (1960)



Center for the Army Profession and Ethic (CAPE)

- Proponent for the Army Profession, its Ethic and the Character Development
- Assess, study, and refine the Army profession and its Ethic



Higher HQs Mission



TRADOC Mission: TRADOC develops, educates, and trains Soldiers, civilians, and leaders; supports unit training; and designs, builds, and integrates a versatile mix of capabilities, formations, and equipment to strengthen the U.S. Army as America's Force of Decisive Action.

CAC Mission: CAC develops and integrates Army leader development, doctrine, education, lessons learned, functional training, training support, training development, and proponent responsibilities in order to support Mission Command and prepare the Army to successfully conduct full spectrum operations in a joint, inter-agency, inter-government, and multinational environment.

CAC LD&E Mission: CAC LD&E educates and develops leaders for full spectrum operations throughout seven schools and four centers across the nation. LD&E acts as lead agent for the Army's leader development program and continually advances the art and science of the Profession of Arms. LD&E seeks to develop leaders who are critical thinkers, agile in and adaptive to the contemporary operating environment, and grounded in the Army Values and the Warrior Ethos.



CAPE



Mission Statement

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 Army's professionals.

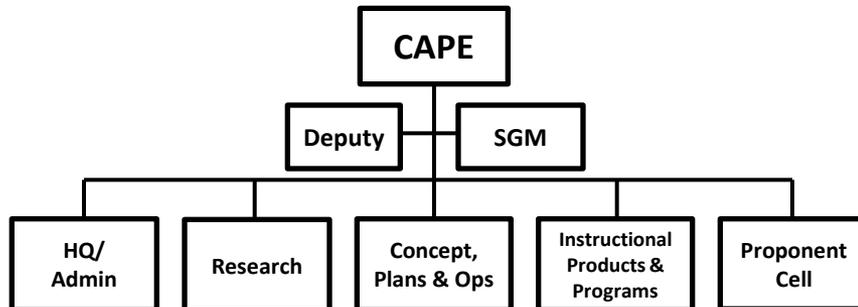
Intent: Provide senior leaders with the educational resources, narrative, and ideas to reinvigorate the Army Profession across all Army cohorts. Enable the Army to refocus on the professional identity that motivates ethical behavior, maintains high levels of competence, and enhances stewardship of the profession.

Objectives

- Assess, study, and refine the Army Profession, the Army Ethic (Ethos) and Character Development of Army professionals
- Create and integrate Army Profession concepts into training, leadership development and education, and doctrine
- Enhance Total Army training and education by providing subject matter expertise to facilitate professional development in individuals, units, and the Army
- Transition from an Army Profession Campaign of learning to institutionalize and operationalize the Army Profession
- Execute a program of life long learning to institutionalize and operationalize the Army Profession

Manning

Military:	5 OH / 6 AUTH	<i>Temporary Manpower</i>
DAC:	8 OH/ 8 AUTH	
Fellows:	1 SSC 1 AWC	ADOS: 1
		CTRS: 8
		BMM: 1



Priorities

1. Doctrine: ADRP 1 publication
2. *Americas Army – Our Profession* Education and Training program (2013)
3. Educating the Force: Create the “Easy Button”
 - a. MAPET: Continued execution, demand driven, but re-oriented on 5 EC and 3 C’s
 - b. Reach back for Units, Social Media, Pamphlets, Apps, Web Page
 - c. Entry Strategy: PME, CES, PCC, USASMA, COE’s, Co Cdr/1SG Course, ILE, Pre-Commissioning, BCT’s
4. Army Campaign Plan and TRADOC Synchronization Plan
5. APSI Integration into ALDP
 - a. Certification
 - b. Standards and discipline
 - c. Character Development
 - d. PCCAT



CAPE Divisional Missions



Headquarters

To provide command and control, resource, administrative, logistical and technical support to the divisions within CAPE and to interface/liaison with LNO and higher headquarters in support of the same.

CP&O

Develop concepts, plans, coordinate, conduct, document, and analyze Army Profession and Ethic policy, programs, doctrine, events and activities across the Army.

1. Concepts: Develop concepts to coordinate, conduct, promulgate and support Institutionalization and operationalization of the AP.
2. Plans: Develop and coordinate plans to support Institutionalization and operationalization of AP forums, meetings and events.
3. Operations: Integrate and coordinate daily operations of CAPE. Conduct and support AP events. Coordinate with higher HQ and LNOs.
4. Doctrine: Review and analyze current policy, programs and doctrine; recommend changes and develop new doctrine.
5. Analysis and Reports: Gather and analyze data and feedback; synthesize, prepare and synchronize coordinated reports.
6. Communications Specialist: Focused efforts to understand and engage key audiences to develop and strengthen CAPE's mission and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the efforts of higher headquarters.

IPP

Develop, manage, and sustain instructional programs, strategies, products, knowledge, and strategic communication to support the Army Profession, Culture, Ethic, and Character Development

1. Develop the Facilitator: Sustain a comprehensive and adaptable Army Profession and Ethic develop the facilitator program incorporating current Army Profession Concepts, instructional technologies, group facilitation techniques, and adult learning concepts.
2. Curriculum Redesign: Develop products and strategies to support character development and Army Profession Concepts education for IMT, PME, and CES, and self-development IAW the Army Learning Model, continually validating to ensure effectiveness and reliability.
3. Organizational Sustainment: Develop products to support character development sustainment in operational units.
4. Knowledge Management: Develop and sustain CAPE Knowledge Management products and tools to enrich internal processes, strategic communication, and collaboration with other agencies and partners.



CAPE Divisional Missions



Research

Create, integrate and promulgate research-based knowledge to facilitate CAPE DOTMLPF-P proponent functions for the Army Profession, Ethic and Character Development.

Assessment: Conduct surveys and other field research to provide periodic assessment of the state of the Army profession and ethic.

Research: Conduct field research to advance concepts and knowledge related to the Army profession, ethic and character development in Army units and organizations.

Integrate: Integrate research concepts and knowledge into doctrine and policy and instructional products and programs to support the professional education and development of Army soldiers, leaders and their units and organizations.

Dialog: Engage with Army “schoolhouses,” research centers and broader military research community in scholarly dialog about the Army profession through participation in Army conferences and publication of information papers and articles in Army professional journals and periodicals.

Promote: Establish CAPE Research as respected leader and expert on the profession and ethic both within the Army and with the broader scholarly community

Proponent Cell

Serve as the CAPE proponent for Civilian, Chaplain, NCO, and WO communities responsible for coordinating with appropriate cohort/Community of Practice proponents and analyzing training and education products/programs to ensure cohort representation and implementation of AP and Ethic knowledge and products. Support all CAPE divisions with their assigned missions as needed.

Work with external communities.

❖ **Civilian:** Serves as CAPE liaison for the Civilian Cohort and collaborates with Army Management Staff College, HRC, and Army G1 to develop and provide doctrine, training, and education products for members of the Army Civilian Corps in the concepts of the Army Profession, Army Ethic, and character development.

❖ **Chaplain:** Serves as CAPE liaison for the CH cohort and coordinates with Chaplain Service School Instructors (CSSI) USACHCS, MACOM UMTs, MAPET attendees, UMTs.

❖ **NCO:** Serves as CAPE liaison for the NCO cohort and coordinates with the Institute for Noncommissioned Officer Professional Development (INCOPD) and Sergeants Major Academy to develop and provide training, education, and development products for enlisted members in the concepts of the Army Profession, Army Ethic, and character development.

❖ **WO:** Serve as CAPE liaison for the WO cohort and coordinate with the Warrant Officer Career College (WOCC) at Fort Rucker, AL to develop and provide training, education, and development products for Warrant Officers in the concepts of the Army Profession, Army Ethic, and character development.

❖ **USAR/ARNG:** Serves as a CAPE liaison for the U.S. Army Reserve and U.S. Army National Guard and coordinates with the Reserve/NG liaisons to TRADOC and FORSCOM to integrate our AP products and establish conduits for AP training, and education for USAR and ARNG Soldiers. Also coordinates with Reserve/NG Liaisons to conduct annual and topical surveys and assessments related to the Army Profession.

(GS) Integrate cohort knowledge into CAPE training and education products/programs to advance professional development across the Civilian, Chaplain, NCO, and WO communities.

(DS) Assist CP&O, IPP, and Research divisions in accomplishing their missions by providing cohort-specific input and analysis to ensure appropriate representation.



CAPE LNO Missions



Serves as Senior Liaison Officer to Leader Development and Education (LD&E)

Headquarters for the Center for the Army Profession and Ethic (CAPE) which *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. Responsible for the effective coordination and communication between CAPE, CAC and LD&E. Serves as representative for CAPE at LD&E staff meetings. Responsible for constant flow of timely, accurate information between the Headquarters.

1. Keep CAPE Director and Staff informed of all ongoing actions
2. Keep CAPE leadership informed on all HQ staff directives generated by CAC
3. Assist CAPE with APSI integration into governance process
4. Assist with the staffing of CAPE requirements through LD&E

The Army Profession Campaign (2011)





The 2011 Army Profession Campaign

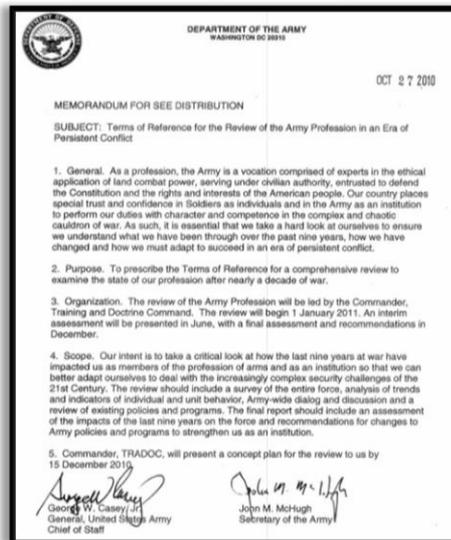
Fulfilling the Secretary of the Army's & Chief of Staff of the Army's Intent



"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."

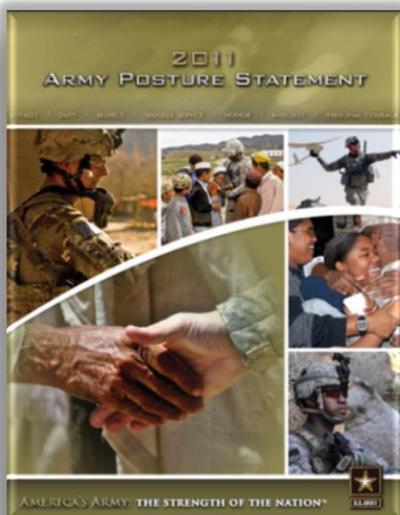
- Terms of Reference, 27 OCT 10



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

Strategic Leadership Challenge

“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 informed leaders -- STEWARDS OF THE PROFESSION -- to lead change as the Army transitions

Approach

The CY11 assessment was the most comprehensive study done on the Army Profession (Total Army, all cohorts including DA civilians):

– **Surveys, Focus Groups, and Conferences**

- Conducted two CY11 Army-wide surveys ~ 42K respondents
- Conducted several CONUS & OCONUS focus groups, 15 symposiums and conferences with Officers, WOs, NCOs, Soldiers, and Civilians

– **Studies**

- Reviewed 26 prior major Army Profession studies conducted since 1970

– **Social Media**

- Engaged all cohorts using all Army Professional forums such as S3/XO Net, Warrant Officer Net, NCO Net
- Leveraged public sites such as Facebook, Twitter, and YouTube
- Public access Army Profession website, <http://cape.army.mil/>

Key Army Profession Campaign Findings

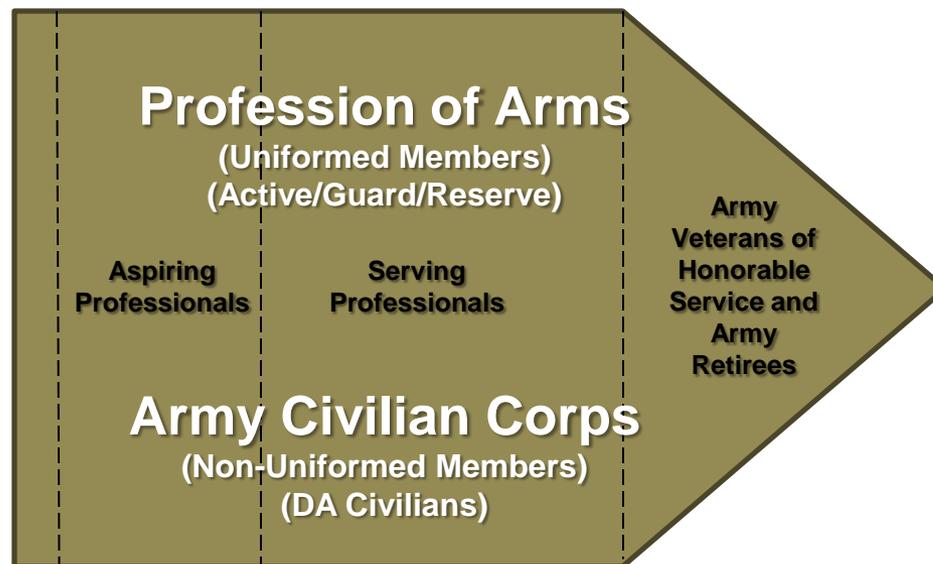
- Army Profession Concepts: Knowledge and understanding of AP concepts are not fully codified in doctrine; updated ADP 1 and ADRP 1 to be released this fall
- Army Culture: Imbalances created due to the cumulative corrosive effects of not practicing what we espouse
- Trust: Strong bonds exist within formations, however, many members stated they lacked confidence in leader competence and candor
- Professional Certification: Traditional certification practices have lost meaning and relevance due to the challenges of meeting the last decade's requirements; there is a desire to identify and separate poor performers
- Leader Development & Education: Imbalances created due to emphasis on operational experience versus institutional education are being corrected
- Standards and Discipline: Consensus for reviewing and establishing standards that recognize differences between home station and operational environments
- Integrate and Synchronize Human Development: There are many human development initiatives that need the right subject matter expertise and structure



Membership in the US Army Profession



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

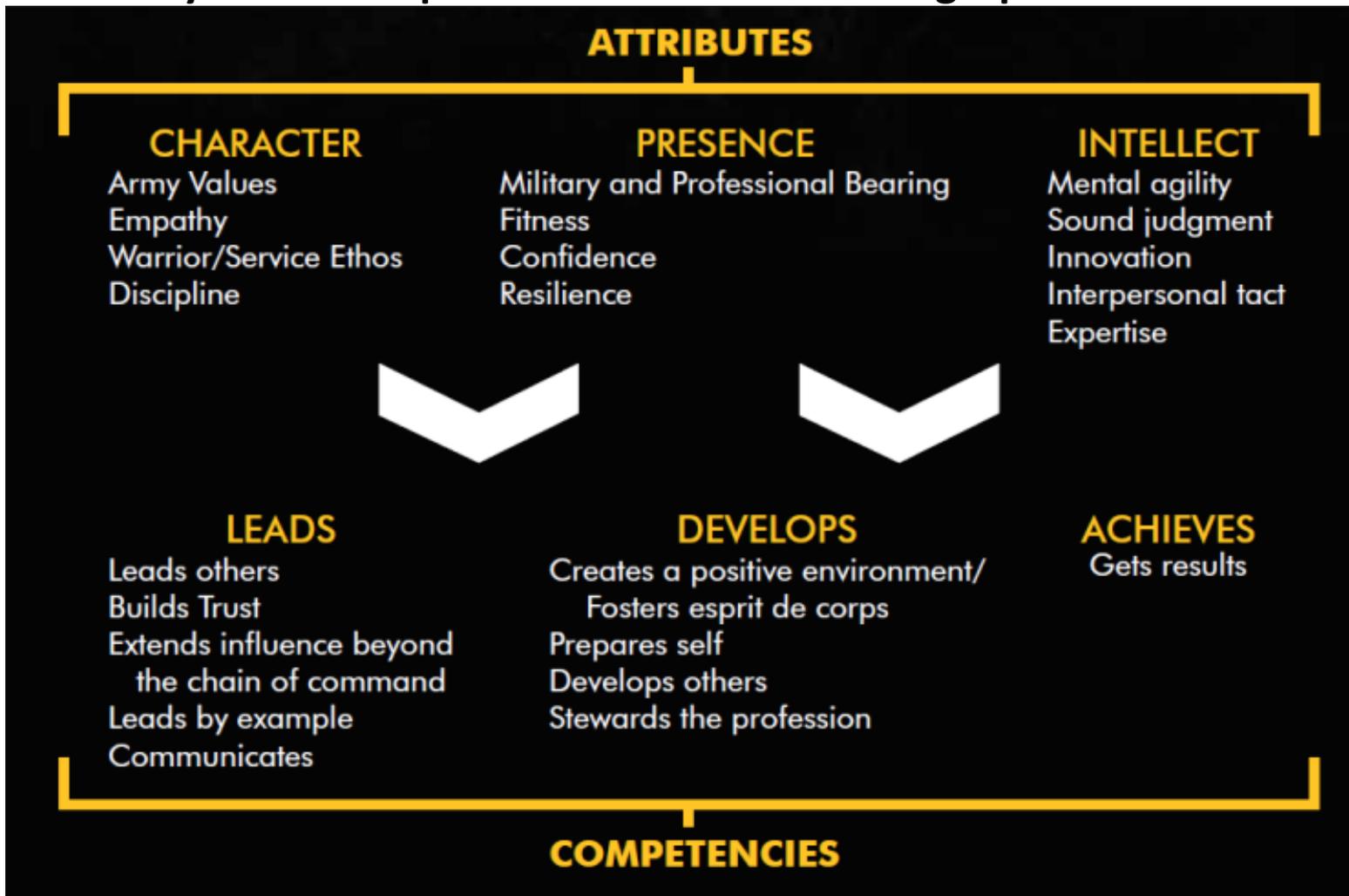




Leader Attributes and Competencies



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



Leaders are Professionals; all professionals practice formal/informal leadership



What We Learned during the 2011 Campaign



Five Essential Characteristics of the Army Profession

Military Expertise



Our Ethical Application of Landpower

Honorable Service



Our Noble Calling to Service and Sacrifice

Trust



The Bedrock of our Profession

Esprit de Corps



Our Winning Spirit

Stewardship of the Profession



Our Long Term Responsibility

Trust between Soldiers
Trust between Soldiers and Leaders
Trust between Soldiers, their Families and the Army
Trust between the Army and the American People

Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage

Ethical Foundation: Legal and Moral

Army Profession Concepts

Army Profession Membership

Army Profession

A unique vocation of experts certified in the design, generation, support, and ethical application of land combat power, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people.

Communities
of Practice

Profession of Arms

Comprised of the uniformed members of the Army Profession.

Army Civilian Corps

Comprised of the non-uniformed Department of the Army Civilian members of the Army Profession.

Army Professional

A member of the Army Profession who meets the Army's professional certification criteria (competence, character, and commitment).

Member of
Army Profession

Initial
Certification

Progressive
Certifications

End of
official service

Voluntary
Entry

Oath of
Service

Aspiring
Professional

Serving
Professional

Training, Education, Evaluations,
Promotions, Assignments

Army Retirees
& Veterans of
Honorable
Service

COMPETENCE: An Army professional's demonstrated ability to successfully perform their duties and to accomplish the Mission with discipline and to standard.

CHARACTER: An Army professional's dedication and adherence to the Army values, virtues, purpose, identity, ethics, and morals as consistently and faithfully demonstrated in decisions and actions.

COMMITMENT: The resolve of Army professionals to contribute Honorable Service to the Nation, to perform their duties with discipline and to standards, and to strive to successfully and ethically accomplish the mission despite adversity, obstacles, and challenge.



ADP 1 & ADRP 1



- Army Doctrine Publication (ADP) 1, *The Army*
 - FM 1 was last published in 2005; three versions of 3-0, *Operations*, have been published since
 - FM 1 now *ADP 1: The Army*
 - ADP 1 Chapter 2: *Our Profession* (CAPE Authorship)
 - Scheduled for release at AUSA, 22 Oct 12

- Army Doctrine Reference Publication (ADRP) 1, *The Army Profession*
 - CAPE is the proponent for ADRP 1; author's draft complete (SMEs from USMA contributed)
 - First time information on the profession is codified in doctrine, in one publication
 - ADRP 1 provides an in-depth discussion on the characteristics and requirements of the profession



America's Army – Our Profession



Mission:

Conduct an Army wide Army Profession Education and Training Program (2013) to begin the process of institutionalizing and operationalizing the Army Profession.

Vision:

A widely understood, accepted, and internalized meaning of the Army Profession and Ethic implemented through institutional programs and Army-wide engagement. Public understanding of a Professional Army.

Goal:

An enduring Army Profession emphasis to inculcate our professional identity and behavior in future generations of Army professionals. The Army Profession and development of future leaders are the foundation for achieving the Army of 2020. Sustained public confidence in the Army.

Outcome:

Members of the profession possess the doctrine for, understanding of, and commitment to the Army Profession and Ethic. Leaders incorporate professional concepts/content into their leader development programs. All members are aware of the Army Profession concepts, participate in an ongoing dialogue about the profession, and conduct themselves in a manner worthy of their professional status. The institution has Army Profession concept and doctrine integrated into PME / CES curricula Army Profession doctrine, curricula provide inspiration and aspiration for current, former, and future Army professionals



What Division Commanders Can Do



- Integrate AP Concepts from draft ADRP 1, *The Army Profession into***
 - Command training/LD guidance**
 - Public remarks**
 - Professional Development Sessions**
 - Iconic events, Soldier & NCO boards, unit functions**

- Support America's Army – Our Profession Education and Training Program**
 - Schedule a training day per quarterly theme and integrate into training guidance**
 - Send appropriate personnel to Mater Army Profession and Ethic Training (MAPET) Course**

- How CAPE can assist you**
 - Army Profession products**
 - Training Support Packages for Quarterly Themes**
 - AP seminars with your Division Leaders**



America's Army – Our Profession

Army Profession Resources



Quarterly Focused Efforts

Standards and Discipline

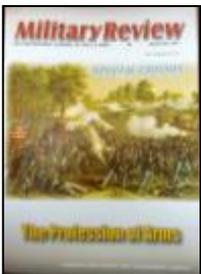
Customs, Courtesies, & Traditions

Military Expertise

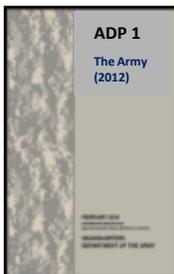
Trust

Education

Training



Military Review



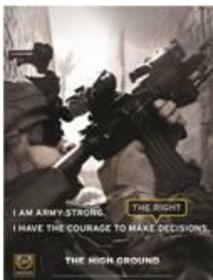
Doctrines ADP 1



True Faith and Allegiance



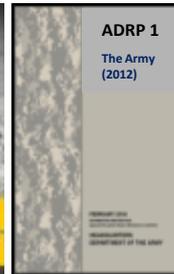
Virtual Simulator



The High Ground



Backbone of the Army



Doctrines ADRP 1



Trust & Respect



AP Pamphlet



SSI Monographs



Videos



Videos



Digital Applications



America's Army Our Profession TSP



Moral Combat

<https://www.us.army.mil/suite/page/611545>



America's Army – Our Profession



- **Senior Leader Support:**
 - Routinely include Army Profession topics/concepts in public remarks
 - Provide opening remarks (10-15 mins) for 6 Installation Visit
 - Present awards to winners of writing and video production contests
 - Participate in social media discussions such as FB posts and blogs
 - Encourage leaders to participate in the discussion and utilize education and training resources

- **Outcome:** Members of the profession possess the doctrine for, understanding of, and commitment to the Army Profession and Ethic. Leaders incorporate professional concepts/content into their leader development programs. All members of the profession are aware of the Army Profession concepts, participate in an ongoing dialog about the Army Profession, and conduct themselves in a manner worthy of their professional status. The institution has Army Profession concept and doctrine integrated into PME / CES curricula. Army Profession doctrine, curricula provide inspiration and aspiration for current, former, and future Army professionals



5 Theme Support Packages (TSP)



- Overall America's Army Our Profession
- Standards and Discipline
- Customs, Courtesies, & Traditions
- Military Expertise
- Trust