



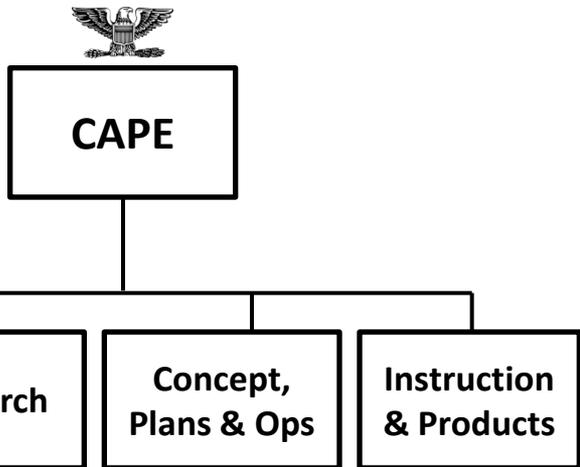
Center for the Army Profession and Ethic (CAPE)



CAPE Mission



Military: 5 OH / 6 AUTH
DAC: 8 OH/ 8 AUTH
Contractors: 7
Fellows: 3



Mission Statement

The Center for the Army Profession and Ethic (CAPE) 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

Objectives

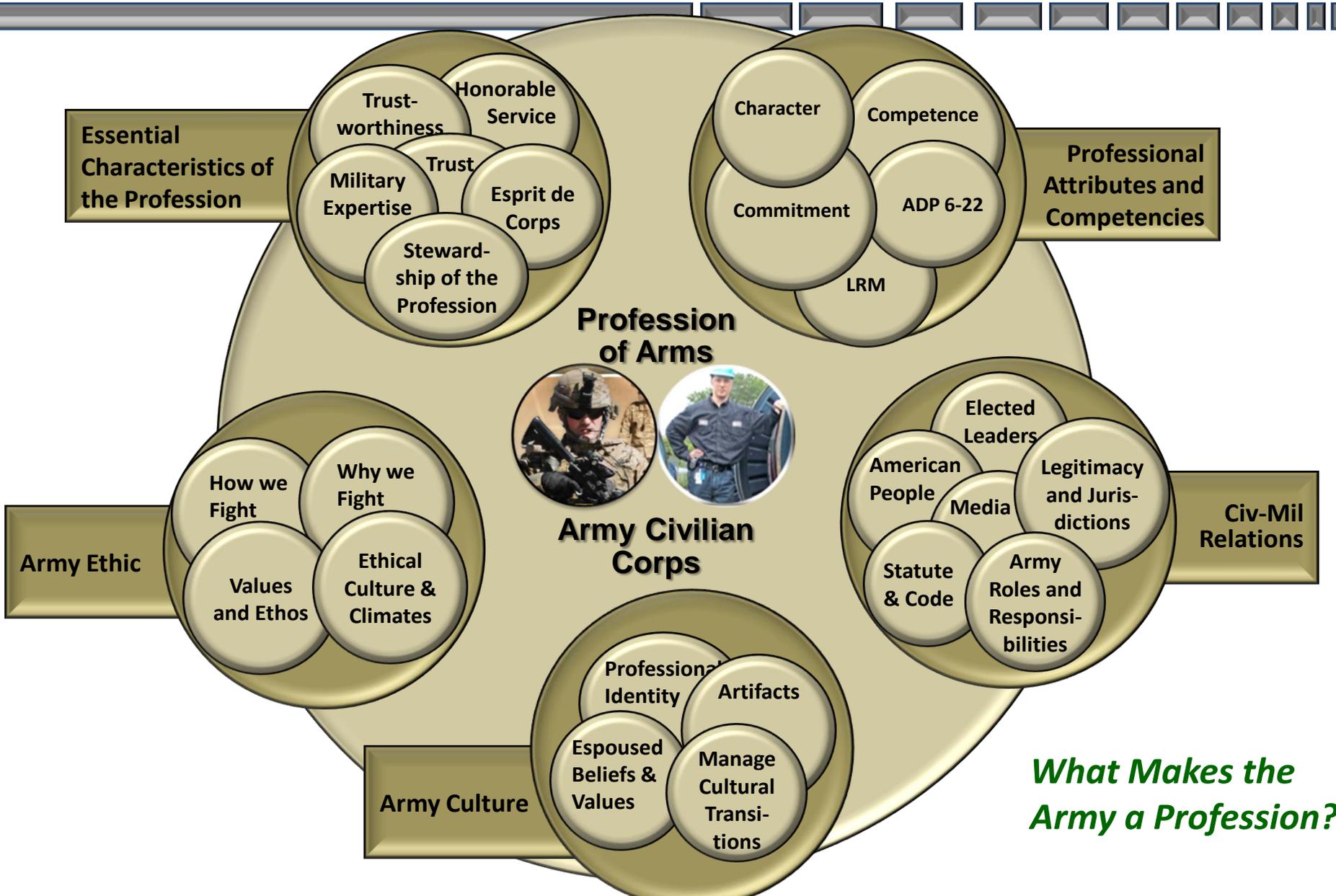
- Assess, study, and refine the Army Profession and its Ethic
- Create and integrate knowledge of the Army Profession and its Ethic
- Enhance world class training by providing subject matter expertise to support total Army training and accelerate professional development in individuals, units, Army culture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

Priorities

- Army Profession Campaign
 - CY11 Report
 - AP Forum 12-2
 - Integrate Army Profession Strengthening Initiatives (APSI) into Governance Process
 - STRATCOM
- Engage the Force as Proponent
 - MAPET Course
 - Curriculum Redesigns
 - Training Products
 - Doctrine
 - Research – Products for CDRs
 - Proponent Coordination



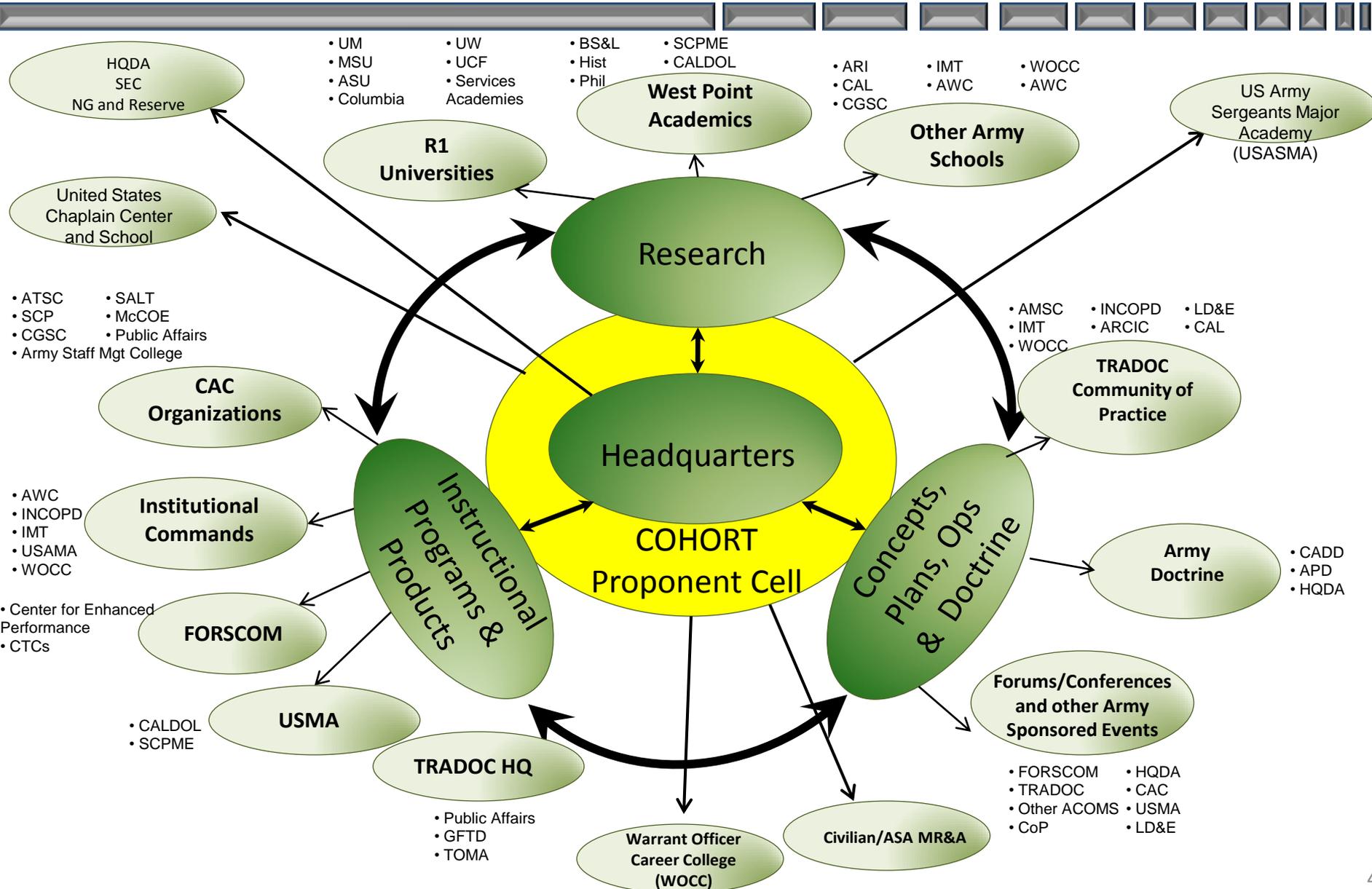
Army Profession Concepts



What Makes the Army a Profession?



CAPE Coordination Networks



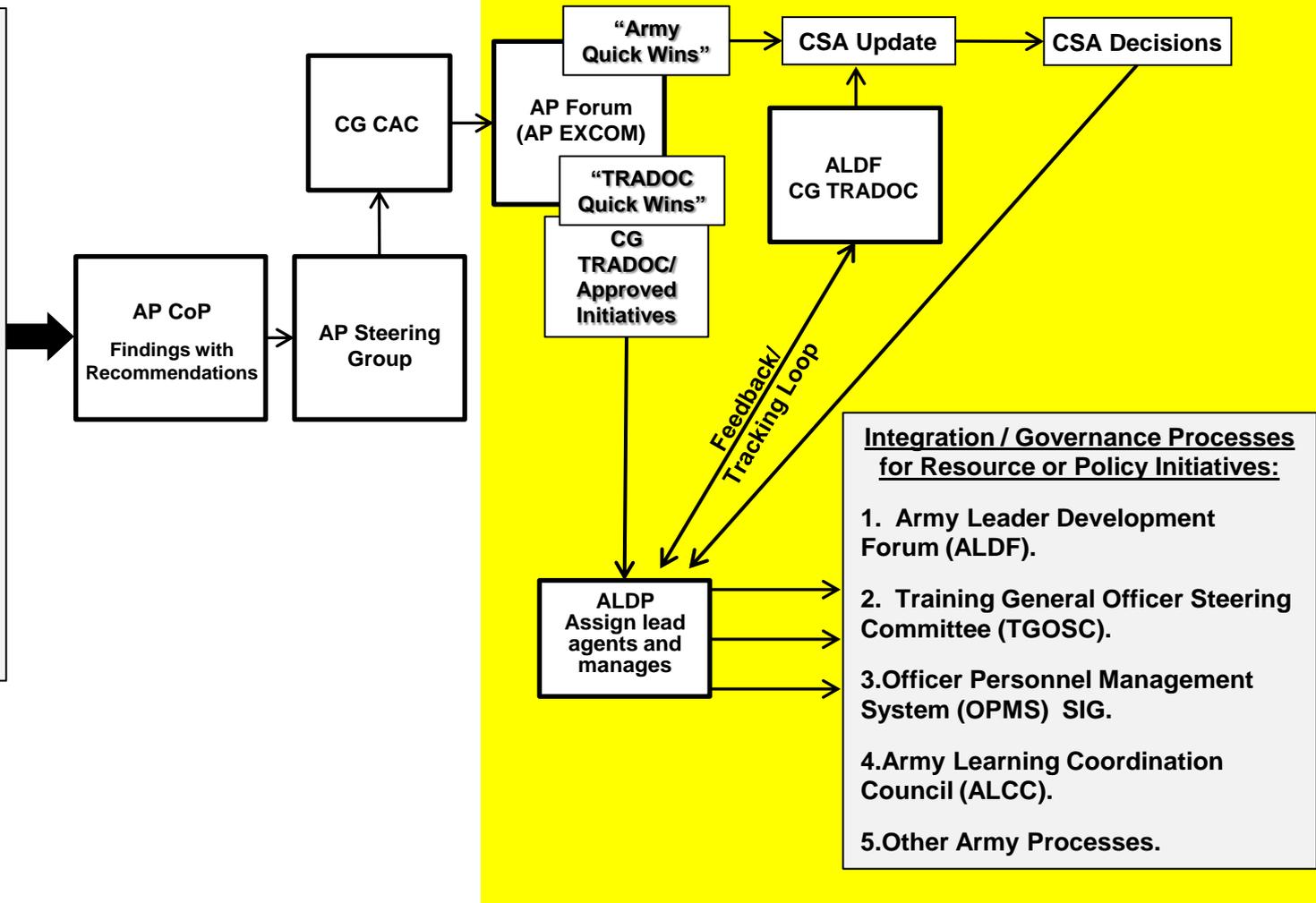


Army Profession Campaign Findings/Recommendations Integration Into Existing Army Governance Processes



Seven Army Profession Strengthening Initiatives (APSI)

1. Army Profession Concepts.
2. Leader Development for the Army of 2020.
3. Certifying Army Professionals.
4. Building and Sustaining Trust Relationships.
5. Improving Standards and Discipline.
6. The Army's Culture.
7. Integrate and Synchronize Human Development.



Integration / Governance Processes for Resource or Policy Initiatives:

1. Army Leader Development Forum (ALDF).
2. Training General Officer Steering Committee (TGOSC).
3. Officer Personnel Management System (OPMS) SIG.
4. Army Learning Coordination Council (ALCC).
5. Other Army Processes.



Center for the Army Profession and Ethic

Instructional Programs and Products



Current AP Advisor Program



- **Offerings**
 - **Master Army Profession and Ethic Trainer Course (MAPETC): 5-day course; Max Class Size 40; awards PDSI “A1E” and graduates are prepared to develop and sustain unit APET program**
 - **Army Profession and Ethic Training Workshop (APET): 2 day workshop; Max Class Size 20; Teaches AP concepts and facilitation techniques. Phased out in 2014.**
- **Methods**
 - **Case Method follows Harvard Business School facilitation technique principles with extensive use of video case study exercises**
 - **Question development and techniques based on Army Profession Concepts and Models**
 - **Team Approach for facilitators and learners; peer learning**
 - **Reflective Journaling**
- **Assessment**
 - **APET assessed on knowledge of Army Profession concepts and facilitation**
 - **MAPETs assessed on building a tailored APET program plan for their home organization**
- **Graduates**
 - **FY10 – 339 APET, 50 MAPET; FY11 – 219 APET, 63 MAPET; FY12 – 23 APET, 30 MAPET**
 - **These numbers don’t include APET conducted by MAPET grads.**



Proposed AP Advisor Program



PME/Schoolhouses

Knowledge/Skills/Attributes

(APPROVED APSI 1-10: Continue AP concepts & related group facilitation incorporated in PME/CES redesign)

Master Army Profession and Ethic Trainer



(APSI 6-12: AP Advisor)

PDs/Units/Organizations

Sustainment/Experience

(APPROVED APSI 1-7: Embed AP concepts in unit/organizational leader development and training)

Train at Army Locations

Instructor Training to Develop Leaders

Instructor Training to Develop Professionals

(APSI 6-8: Address Gaps)

Continuing Leader Development

Training Leaders to Develop Character

(APSI 6-13: Develop Leaders)

Army Profession/Professionals

Army Ethos & Character

Army Culture and Climate

(APSI 6-11: Return to Fundamentals)

Senior Leaders Developing Subordinate Ldrs

Leaders Developing Soldiers

(APSI 6-13: Develop Leaders)

Continuing Leader Self-Development

Leaders Promoting Ethical Leadership and Climates

(APSI 6-8: Address Gaps)

Growing as Army Professionals

Living the Army Ethos

Understanding Army Culture and Climate

(APSI 6-8: Address Gaps)

Put 12 hours of Knowledge online vice APET in 2013

Returning to Schoolhouse for Next Level of KSAs



Current Unit Training and Sustainment



- **Army Values online TSP launched Feb 12**
 - AR 350-1 annual mandatory training for units
 - Available on Army Training Network
- **Online learning resources for Unit Professional Development (PD, OPD, NCOPD, etc.)**
 - Case Studies (deployed and home station)
 - Video vignettes
 - Leader Challenges
 - Written accounts
 - Medal of Honor Citations
 - Army Profession Videos
 - Recommended Reading



Proposed Unit Training and Sustainment



1. *Socialization is Key to Enduring Success*

- Division engagements to socialize AP concepts and improve modeling and development of Soldier Professional Identity
- Mobile Device Apps
- Posters, brochures, AP Pamphlets, and training material
- Social Media (Facebook, Twitter, Blogs...)

2. Training

- Additional learning resources for unit professional development
 - Enhanced user interface for easy access to resources
 - Expanded access to content via website and mobile apps
 - Recommended Readings
 - Lesson Plans and Visuals
 - Research Studies/Results
- Company Commander/First Sergeant Course
 - Army Profession TSP: ALARACT 041/2012 HQDA EXORD 093-12 (30 Apr 12)
 - Virtual Desktop Simulator in FY13 (tentative)
- Mission Command Training Program and Combat Training Centers – Integrate AP concepts into AARs, embed professional challenges into scenarios.

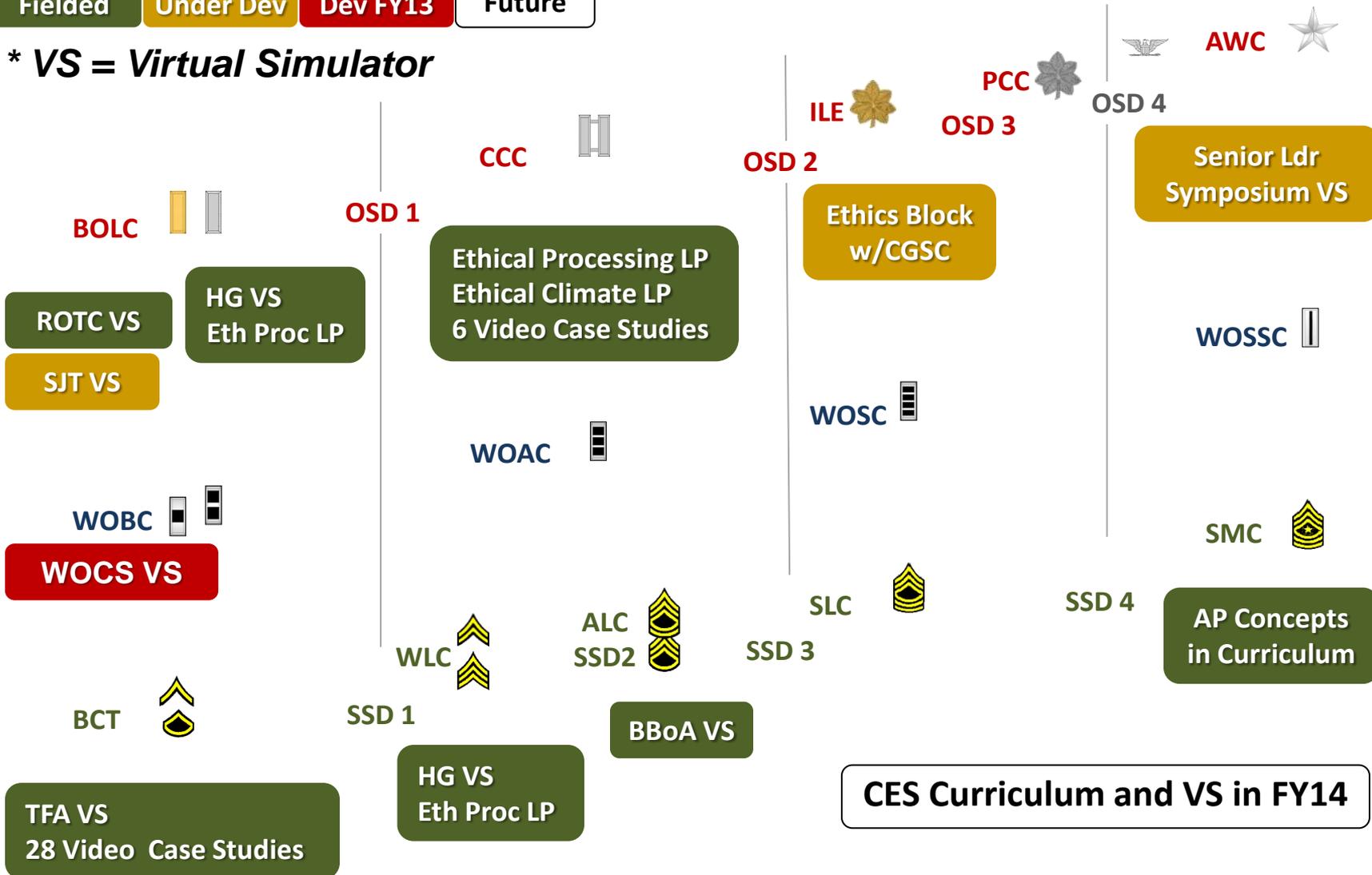


Current IMT/PME Redesign



Fielded Under Dev Dev FY13 Future

* VS = Virtual Simulator





Proposed IMT/PME Redesign



ALCC: 21st Century Soldier Competency #1-"Army Profession"

CAPE chairs
ALCC SCP#1

IMT
Grows as a Professional

- BOLC**
- WOBC**
- BCT**

OSD 1

MID-GRADE
Demonstrates Professional Leadership/
Fosters Positive Climate

- CCC**
- WOAC**
- WLC**
- ALC**
- SSD2**

SSD 1

INTERMEDIATE

Develops Expert, Values-Based Organizations

- ILE**
- OSD 2**
- WOSC**
- SLC**
- SSD 3**
- PCC**
- OSD 3**
- OSD 4**
- SSD 4**

STRATEGIC

Shapes Army Profession, Ethic, and Culture

- AWC**
- WOSSC**
- SMC**



Define Professional Character

Describe Army Professionals

Apply Ethical Processing

Describe Principles and Practices of Army Professionals

Professionally Develop Self and Subordinates

Apply Army Profession Concepts to Leader Contexts

Cultivate Climates Promoting Professional Character Development

Cultivate Climates Based on the Principles of Army Profession

Integrate Army Profession concepts in Command Structure and Processes

Integrate Army Profession and Ethos in Organization and Leader Development Programs

Synthesize the Army Profession and Ethos with National Military Strategies

Demonstrate Stewardship of the Army Profession, Culture and Ethos

ALM Learning Outcomes



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		



Center for the Army Profession and Ethic:

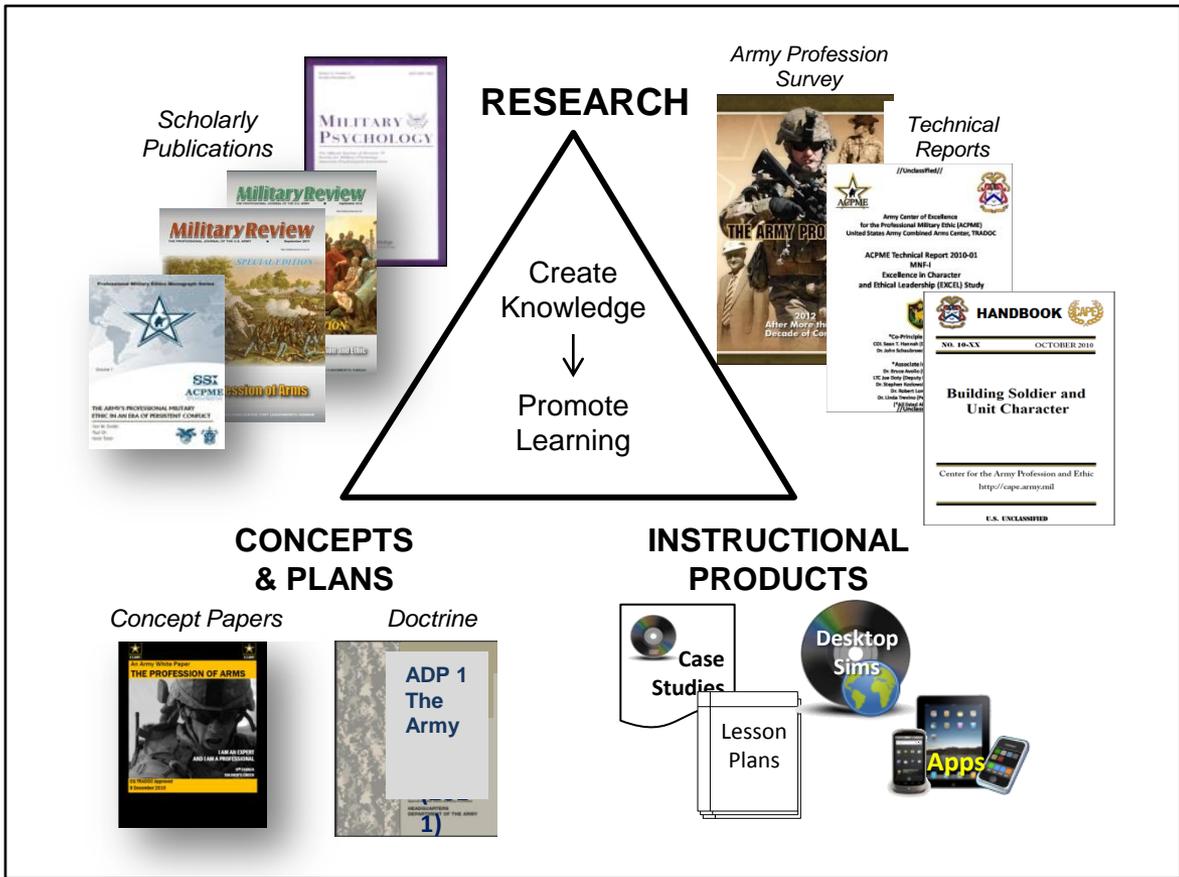
Research Overview



CAPE Research Mission & Priorities



 Research is creating new knowledge. - Neil Armstrong



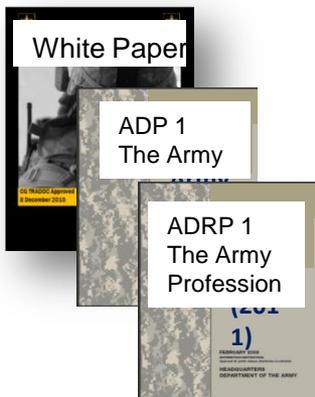
- CY2012 Research Priorities:**
1. Develop and refine Army Profession & Professional concepts
 2. Develop useful operational “measures of effectiveness” for AP/P concepts
 3. Develop AP/P assessment products/tools for units/organizations
 4. Institutionalize annual AP survey



CAPE Research Lines of Effort



ARMY PROFESSION CONCEPT DEVELOPMENT [APSI 1-5 & 1-6]



RESEARCH PRODUCTS



ARMY PROFESSION SURVEY [APSI 1-9]



Institutional MOEs:

- Annual Army-wide assessment of the “state” of the profession

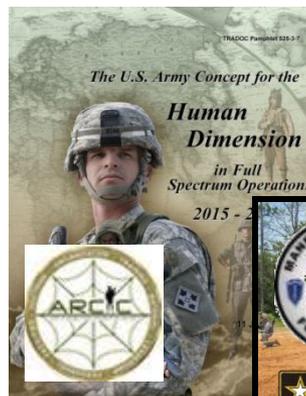
UNIT FIELD RESEARCH [APSI 6-14]



Unit MOEs:

- Leadership
- Culture/climate
- Performance

ARMY 2020 BASIC RESEARCH [APSI 7-2]



Individual/Team MOEs:

- Professional character and moral development





CAPE Research Studies



Deployment Studies

Non-Deployment Studies

2009

MNF-I EXCEL



Excellence in character and ethical leadership study

2009-2010

BCT Pre- and Post-Deployment Assessment



Unit leadership, culture and performance

2010

The Art of Small Unit Leadership in Combat



An “embed” study of small unit leader competence and character in combat

IMT One Station Unit Training

2011

New Soldier socialization & internalization of Army Values

I Corps: Soldier ethical decision making

2011



Unit Leadership, Culture & Performance Assessment

2011-2012

- Study 1: Squad focus
- Study 2: BN/BDE focus



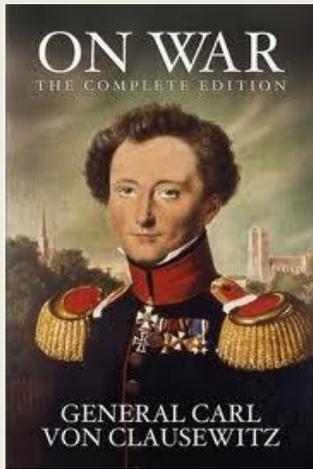
Fires COE: Socialization of Army Profession concepts

2012 – 2013



The Art of Small Unit Combat Leadership: An “embed” study of competence and character in small unit combat leaders

Research Challenge



“The moral elements are among the most important in war.... Unfortunately they will not yield to academic wisdom.”

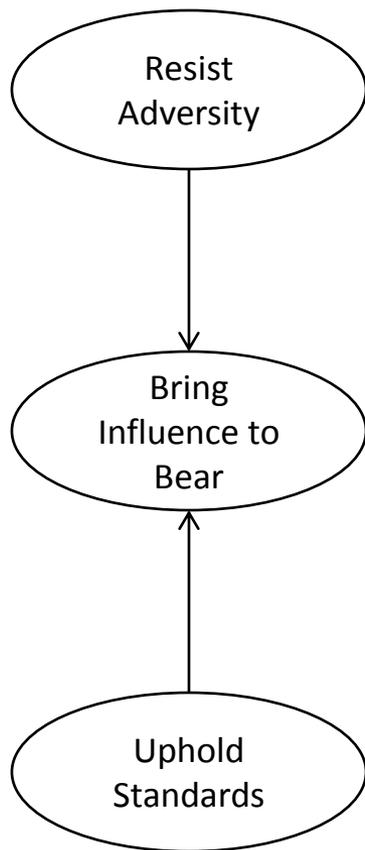
- While certain aspects of small unit leadership reduce to codifiable TTPs (*science*), Soldiers experience leadership as an exercise in intuition based on practical experience (*art*).
- The purpose of this study is to:
 1. Capture the tacit understandings and intuitions that are key to leader effectiveness in combat – *the essence of leader competence in combat*
 2. Capture the moral factors that are decisive to leadership in combat – *the essence of leader character in combat*



1st Decisive Factor: Will to Lead



- Volition: Proximate cause of leader action: Capacity to direct one's actions in the face of adversity



"Anybody who thinks that I wasn't scared during that firefight is out of their [expletive] mind, because I was [expletive] bricks....

Low crawling up that hill under fire to get mortar ammo, low crawling to get my weapon and my bag and getting [another soldier's] weapon and his bag for him – just so we can get the [expletive] off that hill and then to get ambushed two more times....

But I mean that's just what you got to do. If I'm the senior man on the support by fire position, then I'm the senior man. I have to push myself a little harder. I have to lead from the front."

Developmental Implications

Character involves two mutually supporting volitional capacities:

Positive Volition

- Uphold standards
- Affirm certain principles, values, beliefs
- Take certain kinds of action

Negative Volition

- Resist adversity
- Inhibit certain impulses
- Refrain from certain actions

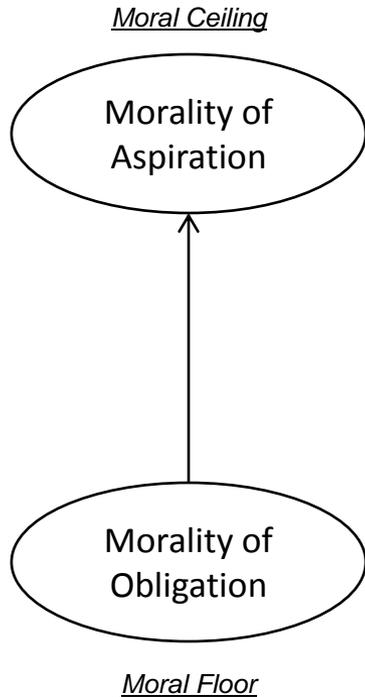


2nd Decisive Factor: Conscience to Lead



- Principles and standards of conduct internalized in leader's conscience (moralities) that provide the underlying moral motivation that directs the will

Illustrative Principle: "Complete the Mission"



"We take pride in our ability to fight better, hump farther, carry more weight than other platoons. We're hard. It extends to our work on the COP: we work hard and better than the other platoons; we take pride in our job, we do what we're supposed to do. One day after we filled more HESCOs than the other platoons combined, the Commander said 'awesome job' – that meant a lot."

– *Squad Leader*

"Not completing the mission is not an option..... We were doing a mission we knew was going to be [difficult]. About half way through it, my junior squad leader calls me on my radio, 'Hey sir, so and so has fallen back. I don't know if we can do this mission.' Well, what do you want me to do? Call the commander, 'Basically sir, I can't do this mission.' That's not going to happen. We're going to do this mission no matter what." – *Platoon Leader*

Developmental Implications

Character involves internalization of two distinct moralities:

Morality of Aspiration

- Commitment to high standards
- Achieve mastery & excellence
- "Taking pride"

Morality of Obligation

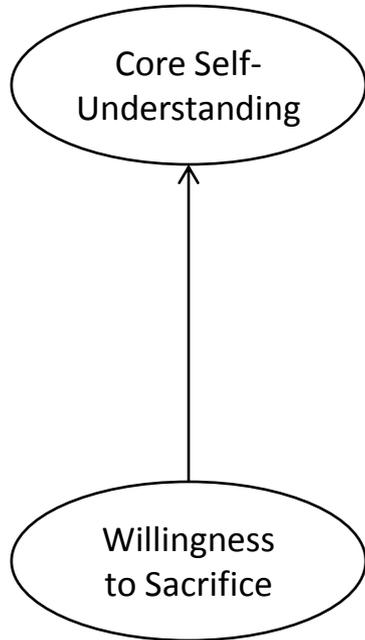
- Commitment to fulfill responsibilities, duties, obligations
- "Having discipline"



3rd Decisive Factor: Identity to Lead



- Core self-understanding about the meaning and significance of being a leader that justifies personal sacrifice for something “bigger than oneself”



“...That's old school NCO stuff...but it's what being an NCO is all about... and I think it's important....

I don't think I'm by any means exceptional. It's just that I give a [expletive], you know, I just care.... Me and a few other [leaders], we just care about what we do.”

– *Squad Leader*

”Anybody who thinks that I wasn't scared during that firefight is out of their [expletive] mind, because I was [expletive] bricks....

Low crawling up that hill under fire to get mortar ammo...just so we can get the [expletive] off that hill....

But I mean that's just what you got to do. If I'm the senior man on the support by fire position, then I'm the senior man. I have to push myself a little harder. I have to lead from the front.” – *Ssg K, Squad Leader*

Developmental Implications

Character involves a deep sense of personal identification with being a Soldier/leader:

Core self-understanding

- Personal meaning and significance
- Moral care

Willingness to sacrifice

- Extending and investing oneself in something “bigger” than oneself



Implications for Character Development



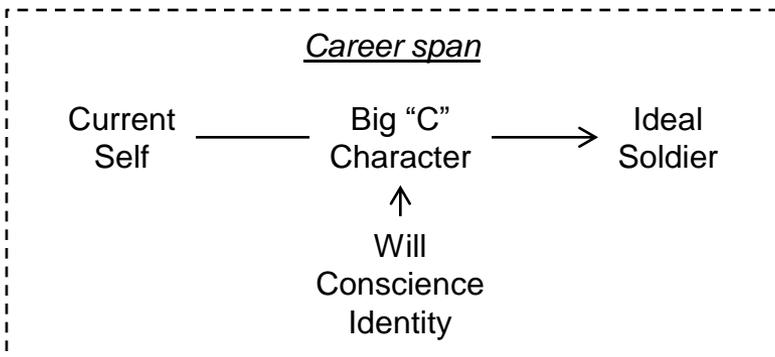
Two Complementary Character Development Paradigms

Big “C” Character



Small “c” Character

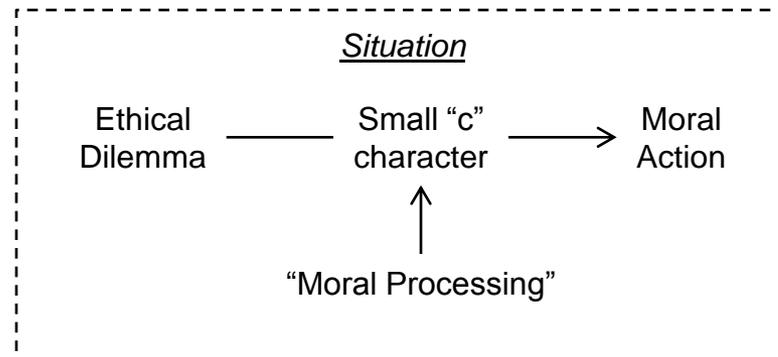
Character development as the personal quest to internalize and realize principles and standards of excellence in a valued social practice (Army Ethos)



“Every special calling in life, if it is to be followed with success, requires peculiar qualifications of understanding and soul.”

- Carl von Clausewitz, *On War*

Character development as the capacity to decide and act on moral judgments about right and wrong in situations of tension and conflict



“Character, a person’s moral and ethical qualities, helps determine what is right and gives a leader motivation to do what is appropriate, regardless of the circumstances or the consequences.”

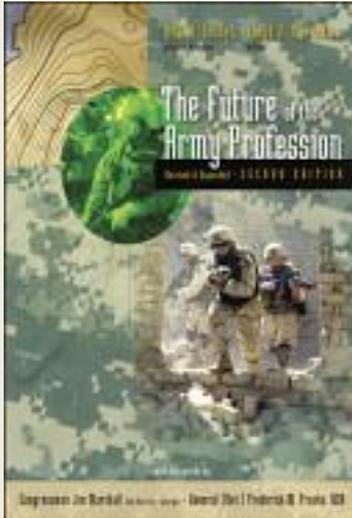
- ADP 6-22, *Army Leadership*



Unit Leadership, Culture & Performance:

A longitudinal study to develop squad level measures of effectiveness of AP concepts

Research Challenge



“How can I be a professional, if there is no profession?”
- A field grade officer, 2001

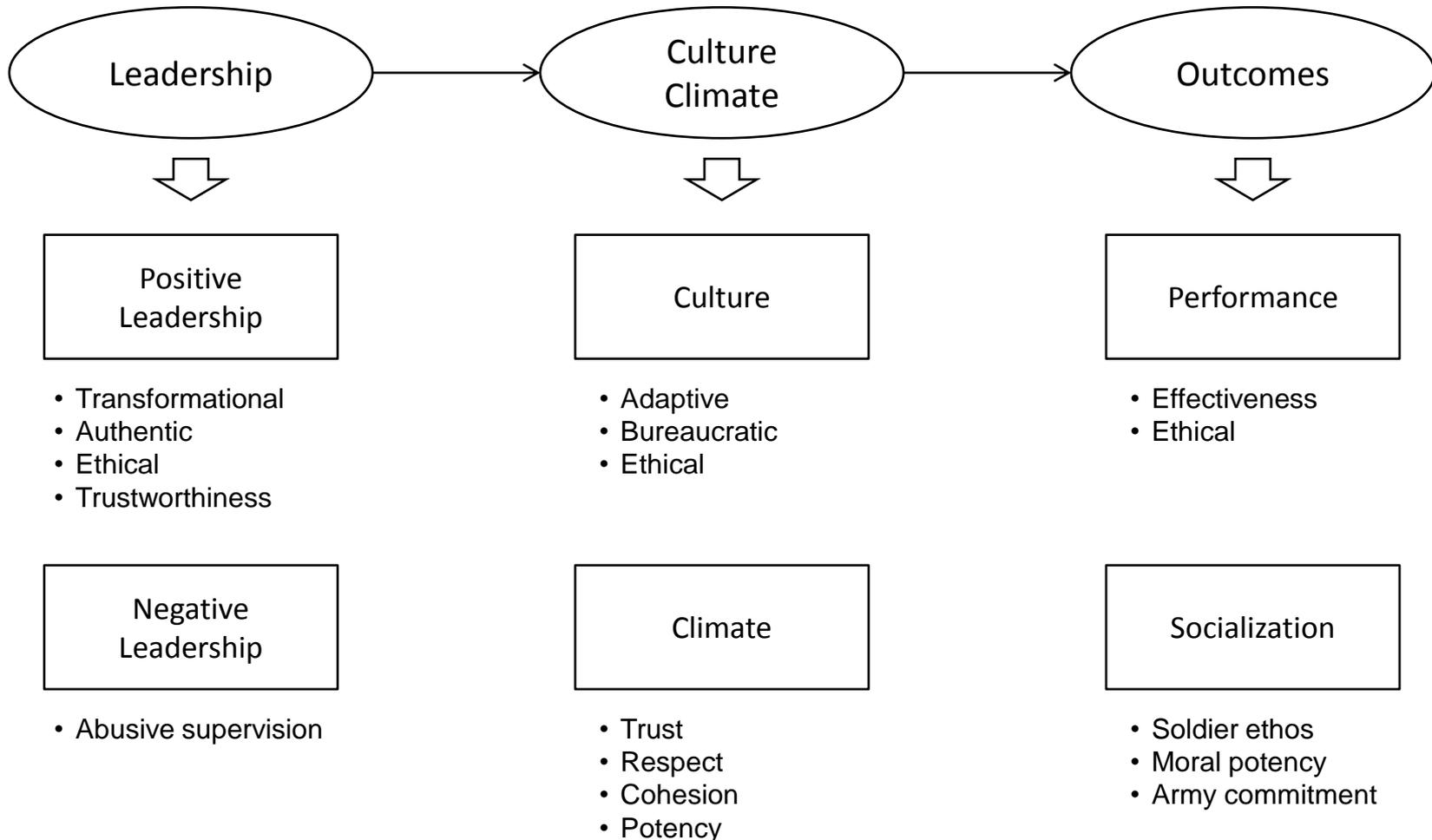
- While the Army Profession campaign has defined the essential characteristics of the Army Profession, unit/organization leaders need operational “measures of effectiveness” to assess the level of “professionalism” in their formations.
- The purpose of this study is to:
 1. Develop valid and useful operational AP/P “measures of effectiveness” for unit/organization command teams
 2. Identify “best practice” TTPs for implementation AP/P concepts in unit/organizations



Preliminary Research Model



Focus: Operationalizing professionalism at the small unit level





Unit AP/P MOE Way Ahead



Ph I
2012



1-10MT

Squad Level MOEs:

- Complete Time 2 and Time 3 phases
- Refine and enhance validity/usefulness
- Integrate with Maneuver COE Squad initiative

Ph II
2H 2012-
1H2013



10th MT
DIV

BN Level MOEs:

- Design and test MOEs for BN level unit/organization

Ph III
2H2012
-1H2013



1-25
SBCT

Integrated Squad, Platoon, Company & BN MOEs

- Develop integrated MOEs for BCT
- Integrate with CAL BDE CAT
- Develop “automated” online assessment capability

Ph IV
2H2013



Army-
Wide

Extend MOEs beyond BCT

Army Profession Survey:

Annual Army-wide assessment of the “state” of the profession



CY2011

Survey I

- Strengths
- Weaknesses

Survey II

- APSI Themes
- Trust IP

CY2012

Survey III

- Begin tracking trends
- Investigate select topics

- Will submit CY2012 AP survey concept for your review/approval ~ APR



CAPE Research Way Ahead

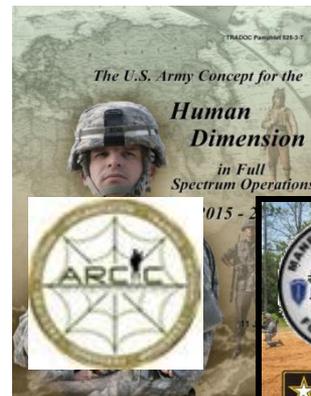
(If Research Division is Reconstituted)



Building Research Capacity

- Obtain funding, grants, authorizations
- Build the internal research team
- Cultivate external research partnerships
- Establish key research processes (IRB)
- Ramp up volume of CAPE Research publications and products

Units



COEs



Research Universities

