October 2012

AMERICA'S ARMY
OUR PROFESSION

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THE ARMY PROFESSION

This pamphlet contains the key concepts and terminology presented in Army Doctrine Reference Publication 1 (Initial Draft) *The Army Profession*, which resulted from the 2010–2011 Army Profession campaign of learning and approved by the Commanding General, TRADOC.

This pamphlet is produced by the Center for the Army Profession and Ethic (CAPE).
If you have any suggestions or questions please contact CAPE at CAPE@usma.edu
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FOREWORD

During a prolonged time of war, our Army professionals—our men and women in uniform and their civilian counterparts—performed magnificently well. In the face of continuous deployment to two distant wars, they achieved unprecedented success. When conducting homeland defense and disaster response, our Army professionals overcame every challenge with courage, ingenuity, and steadfast determination. That is why I am exceptionally proud of them and their Families.

However, to shape the Army of 2020, we have to understand the Army Profession today. After a decade of war, we must take stock of our profession, examining our strengths and weaknesses so that we can prepare our Army for future uncertainties. Therefore, in October 2010, the Secretary of the Army directed TRADOC to lead an Armywide assessment of the state of the Army Profession. This unprecedented holistic review provides us an introspective opportunity for both Soldiers and civilians to shape the Army of 2020.

Following our initial review of our profession, we have updated *The Army Profession* pamphlet to reflect several revisions, including how we define the Army Profession, essential characteristics, professional certification, attributes, and competencies. In this update, we explain these revisions so you can begin using them now for professional development.

The America's Army – Our Profession Education and Training Program is as much about dialog and reflection as it is about research and analysis. But most importantly, this campaign is about the actions we will take to improve our profession. As we move forward, I ask each and every Soldier and all Army civilians to take ownership of our profession and think deeply about how you want to improve our Army. Then, I invite you to join the conversation as we build the strongest, most capable, and adaptable force ever imagined.

Commanding General
U.S. Army Training and Doctrine Command

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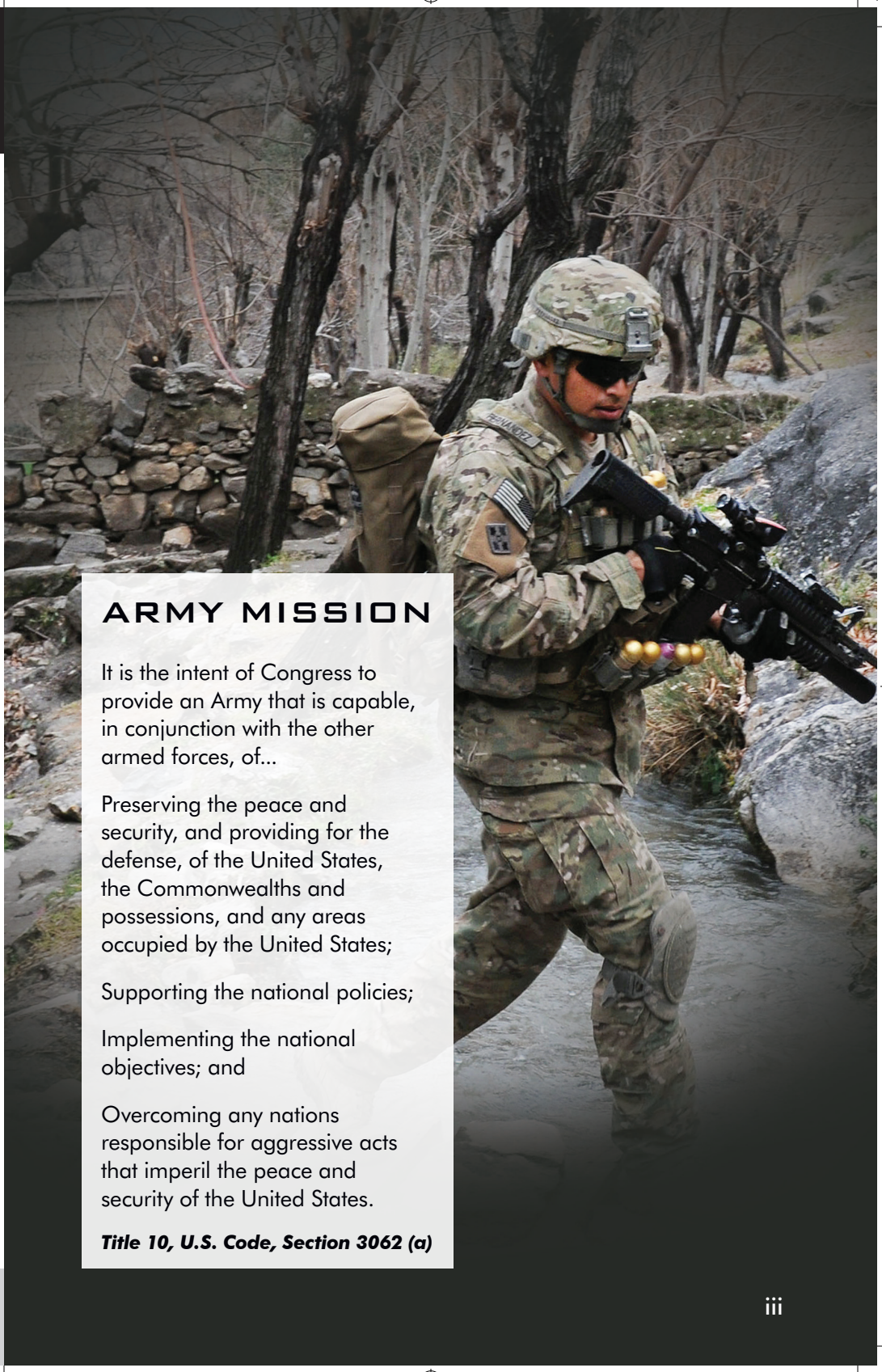

ARMY MISSION

It is the intent of Congress to provide an Army that is capable, in conjunction with the other armed forces, of...

Preserving the peace and security, and providing for the defense, of the United States, the Commonwealths and possessions, and any areas occupied by the United States;

Supporting the national policies;

Implementing the national objectives; and

Overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.

Title 10, U.S. Code, Section 3062 (a)

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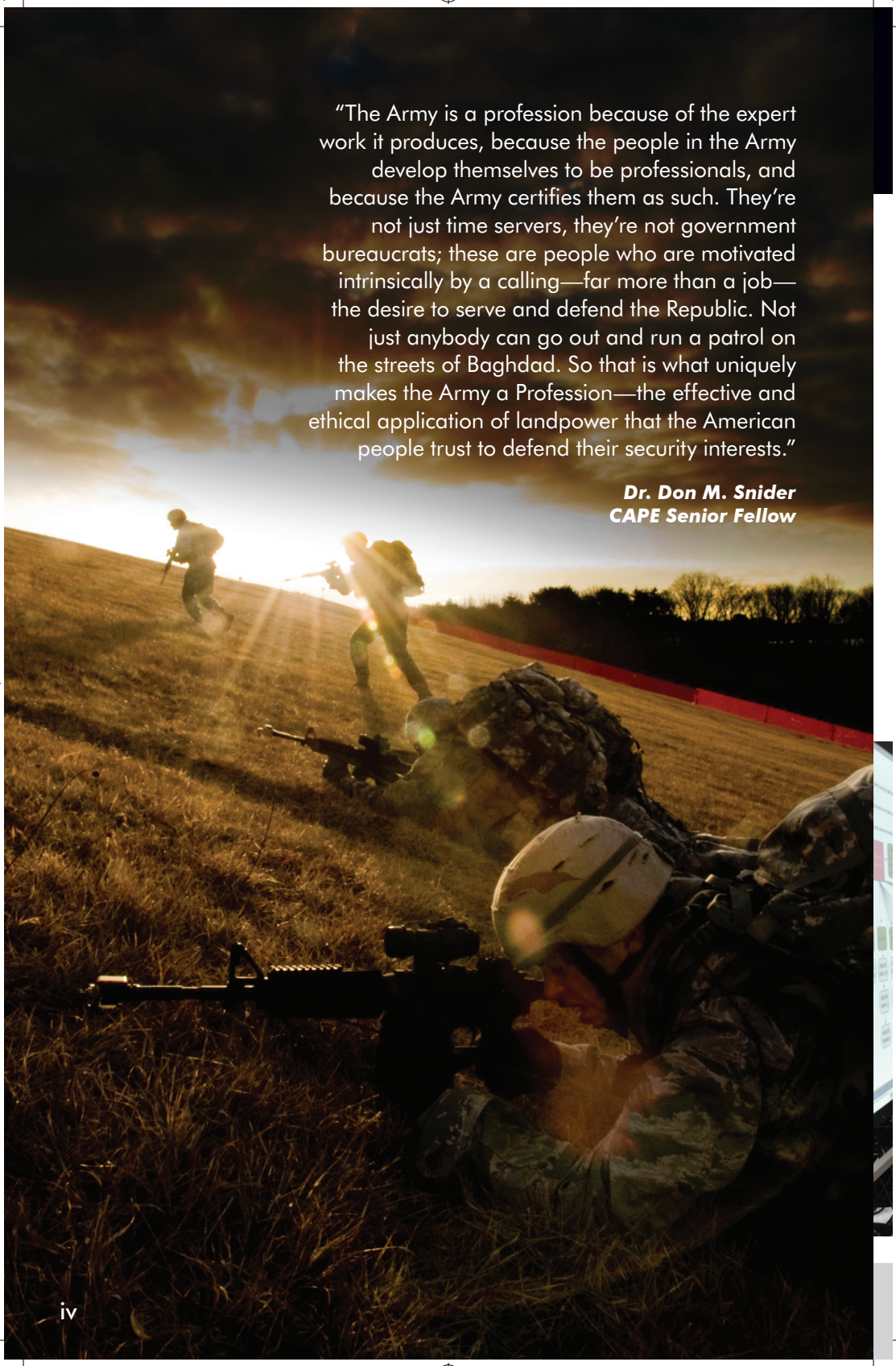

"The Army is a profession because of the expert work it produces, because the people in the Army develop themselves to be professionals, and because the Army certifies them as such. They're not just time servers, they're not government bureaucrats; these are people who are motivated intrinsically by a calling—far more than a job—the desire to serve and defend the Republic. Not just anybody can go out and run a patrol on the streets of Baghdad. So that is what uniquely makes the Army a Profession—the effective and ethical application of landpower that the American people trust to defend their security interests."

Dr. Don M. Snider
CAPE Senior Fellow

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WHAT DOES IT MEAN TO BE A PROFESSION?

A profession is a relatively high status occupation whose members develop and apply abstract [expert] knowledge as human expertise to solve problems in a particular field of endeavor. There are four aspects of all professions such as medical, law, and theology that make them different than most jobs:

1. Professions provide a unique and vital service to the society served, one it cannot provide itself.
2. Professions provide this service by applying expert knowledge and practice.
3. Professions earn the trust of the society because of effective and ethical application of their expertise.
4. Professions are therefore granted significant autonomy in their practice on behalf of the society.

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THE U.S. ARMY AS A PROFESSION

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

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

1. The Army provides for the American people what they cannot effectively or efficiently provide for themselves: Security and defense of the Nation.

2. The Army serves society by creating and applying expert knowledge in the design, generation, support and ethical application of landpower. The Army Profession is unique because it can apply lethal force to pursue U.S. national security interests and some members assume "unlimited liability"—that is, they may pay the ultimate sacrifice in service of their country.

3. The Army earns the trust of the American people by accomplishing the mission while adhering to the Army Ethic.

4. The Army is granted significant autonomy by the public for the application of expert knowledge and self-policing of the Army Profession.

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THE ARMY PROFESSION IS A VOCATION

A vocation is a calling to undertake a specific kind of work. Army professionals have answered the call of the people of the United States and their leaders through voluntary service. The Army establishes a professional culture and identity. This culture cultivates selfless service to the Nation and commitment to the Army, both to its members and its mission. Within that culture, members of the profession create an identity with a shared sense of calling. Our vocation sponsors continuous self-assessment, learning, and development that together enable the Army to be an adaptive, learning profession. Primary importance is placed on maintaining the profession through investing in the development of its members.

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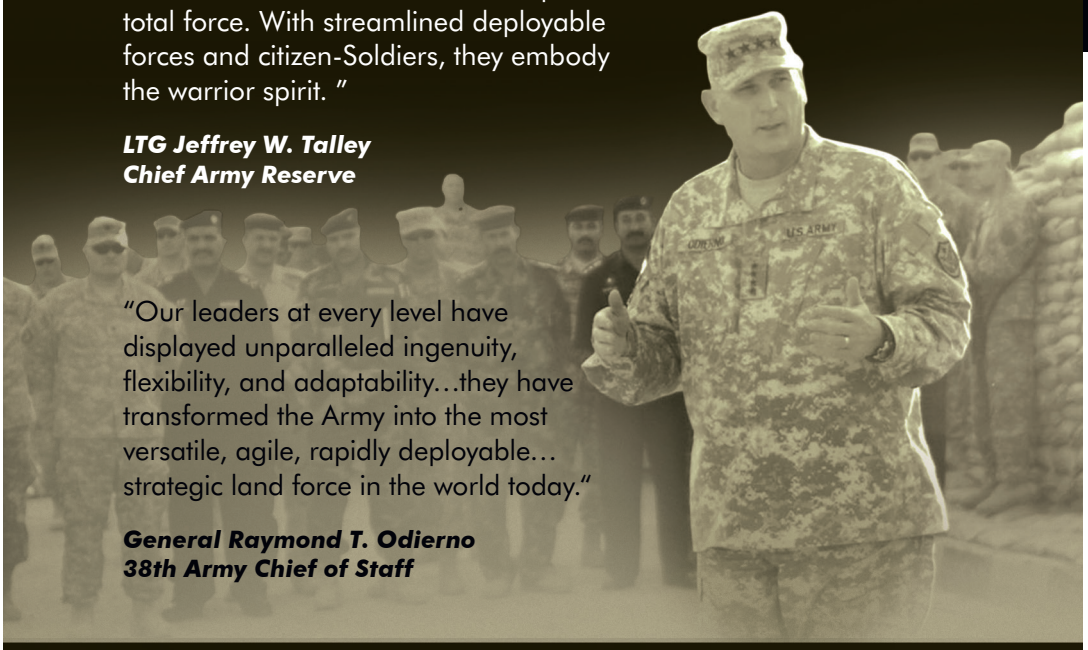
"Never in our Nation's history has the Army Reserve been more indispensible to America's Army, for after a decade of war, the Army Reserve has evolved into a central part of the total force. With streamlined deployable forces and citizen-Soldiers, they embody the warrior spirit. "

LTG Jeffrey W. Talley
Chief Army Reserve

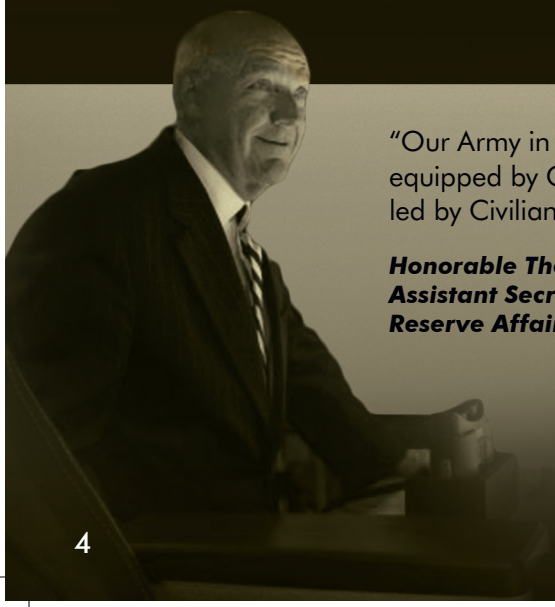


"Our leaders at every level have displayed unparalleled ingenuity, flexibility, and adaptability…they have transformed the Army into the most versatile, agile, rapidly deployable… strategic land force in the world today."

General Raymond T. Odierno
38th Army Chief of Staff

"Following more than a decade of conflict, the Army National Guard is now an operational force; highly trained, experienced and professional. We are flexible, responsive and ready to take on a wide array of missions. It follows that, for the good of the nation, we must preserve the proficiency we have gained over the past decade."

William E. Ingram, Jr.
Lieutenant General, U.S. Army
Director, Army National Guard



"Our Army in many cases is supported by Civilians, equipped by Civilians, transported by Civilians, and led by Civilians."

Honorable Thomas R. Lamont
Assistant Secretary of the Army for Manpower and Reserve Affairs

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WHO ARE MEMBERS OF THE ARMY PROFESSION?

Volunteers are the cornerstone of our Army. It doesn't matter where you're from—the moment you volunteer, you become a part of the Army Profession…a profession that values hard work, a willingness to learn, the capacity for growth and above all, the courage and integrity to lead. And for this selfless service America gets in return enriched citizens and committed leaders to forge the strength of the Nation.

General (R) Ann E. Dunwoody

Everyone who volunteers to join and takes an oath of service becomes a member of the Army Profession—enlisted, officer, warrant officer and civilian. The environment and missions are so complex we need professionals throughout the Army to be successful. Experience and certification will prepare members of the Army Profession for increased responsibility, but the requirements for competence, character, and commitment begin the moment you take the oath of office or oath of enlistment.

TWO COMMUNITIES OF PRACTICE

Profession of Arms: Comprised of the uniformed members of the Army Profession.

Professional Soldier: An expert, a volunteer certified in the Profession of Arms, bonded with comrades in a shared identify and culture of sacrifice and service to the Nation and the Constitution, who adheres to the Army Ethic and is a steward of the future of the Profession.

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

Professional Army Civilian: A member of the Army Civilian Corps certified in competence, character, and commitment to perform assigned duties with discipline and to standards.

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PRESERVING THE ARMY PROFESSION

On 14 June 1775, the Second Continental Congress established the American Army during the first year of the American Revolution. Since then, the Army has defended the Nation. The Army Flag is adorned with over 180 campaign and battle streamers, each one signifying the honorable service of a long line of dedicated patriots in defense of the American people.

In lawful subordination to elected and appointed civilian authority, the Army contributes to preserving peace and providing for the security of the United States. The Army, as an organization and trusted profession within the Department of Defense, provides landpower and supporting forces to combatant commanders. The Army is organized, manned, equipped, and trained for the effective and ethical prosecution of war and attendant missions as directed by civilian authority, in the national interest.

Thus, the Army has a dual nature. It is both a Military Department (a bureaucratic institution) and a military profession, comprised of those who have answered the noble calling to be an Army professional.

As a profession, in order to sustain the *Trust* of our fellow citizens, the Army must consistently demonstrate and develop its *Military Expertise*, contribute *Honorable Service,* display its *Esprit-de-Corps*—our "Winning Spirit"—and provide *Stewardship* of the Army Profession. These essential characteristics must be continuously reinforced in the conduct of our duty.

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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

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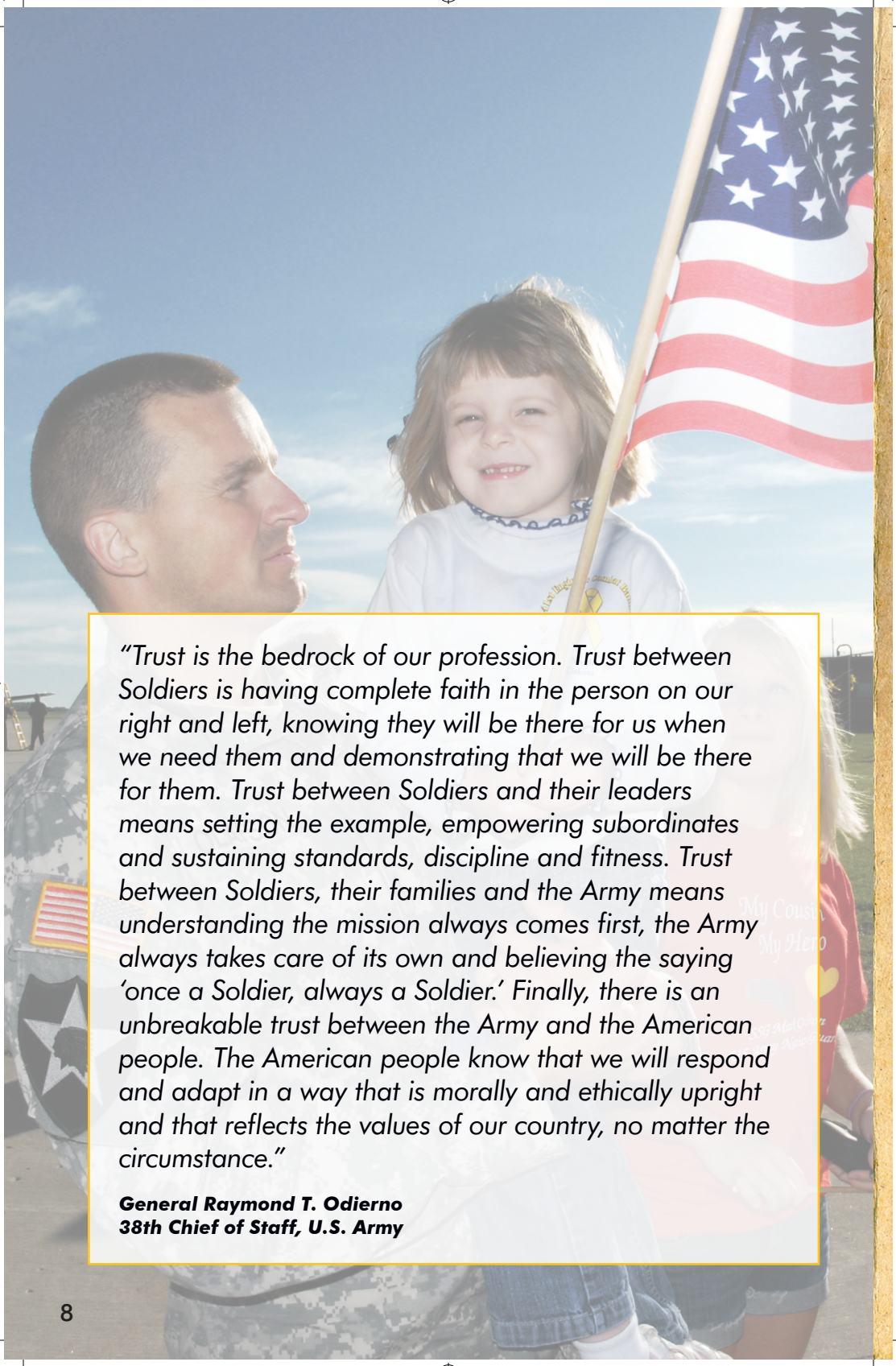

"Trust is the bedrock of our profession. Trust between Soldiers is having complete faith in the person on our right and left, knowing they will be there for us when we need them and demonstrating that we will be there for them. Trust between Soldiers and their leaders means setting the example, empowering subordinates and sustaining standards, discipline and fitness. Trust between Soldiers, their families and the Army means understanding the mission always comes first, the Army always takes care of its own and believing the saying 'once a Soldier, always a Soldier.' Finally, there is an unbreakable trust between the Army and the American people. The American people know that we will respond and adapt in a way that is morally and ethically upright and that reflects the values of our country, no matter the circumstance."

General Raymond T. Odierno
38th Chief of Staff, U.S. Army

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Trust – The Bedrock of Our Profession

Because the American people place special trust and confidence in the Army as a profession that considers service to the Nation its highest priority, trust is the bedrock of our relationship with them. Our professional responsibility is to preserve this earned trust. Our moral obligation is not a product of social trust. It is the source of social trust. Internal to the Army, our individual trustworthiness creates strong bonds among Army professionals that serve as a vital organizing principle necessary for the Army to function as an effective and ethical profession:

Trust between Soldiers;
Trust between leaders and Soldiers;
Trust between Soldiers and Army civilians; and,
Trust between Soldiers, their Families and the Army.

We do this by ensuring that we maintain the remaining four essential characteristics of the profession in everything we do, every day, and in every location where we serve.

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The Framework of the Army Ethic

	Legal Foundations *(codified)*	Moral Foundations
Army as Profession*	**Legal-Institutional** › The U.S. Constitution › Title 5, 10, 26, U.S. Code › Treaties of which U.S. is party › Status of Forces Agreements › Law of Land Warfare	**Moral-Institutional** › The U.S. Declaration of Independence › Just War Tradition › Army Culture – "Can Do" › Trust Relationships of the Profession
Individual as Professional**	**Legal-Individual** › Oath of: Enlistment Commission Service › U.S. Code – Standards of Exemplary Conduct › UCMJ › Rules of Engagement › Soldier's Rules	**Moral-Individual** › Universal Norms: Accepted Human Rights Golden Rule › Values, Creeds, and Mottos: Duty, Honor, Country NCO Creed, Civilian Creed Seven Army Values Soldiers Creed, Warrior Ethos

Notes. *Laws/values/norms for performance of the Army Profession.
**Laws/values/norms for performance of Army professionals.

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TRUST BASED ON ADHERENCE TO THE ARMY ETHIC

The moral complexity of the modern battlefield, coupled with the fact that some Army professionals use lethal force, necessitates a strong professional ethic at the institutional level and a well-developed strength of character within each professional to abide by that ethic.

The Army Ethic is the evolving set of laws, values, and beliefs deeply embedded within the core of the profession's culture. This ethic is practiced by its members to motivate and guide the conduct of individual members bound together in common moral purpose. It stems from many sources and resides in many forms. The collected content of our professional ethic is displayed in the organizing framework on the facing page.

As shown in the left hand side of the figure, part of it is based in law. This provides the minimum standard of compliance and prescribes penalties for violations. Army professionals should always strive to exceed the standard.

The right half of the figure is drawn from traditions or documents that have immense moral content and importance for all Americans but have no legal standing. These moral foundations are woven throughout our Army culture and its many subcultures, governing what the Army Profession believes to be ethical and effective. Through mentoring, customs, and traditions these foundational principles are passed on to succeeding generations of Army leaders and professionals. For the individual Army professional, they motivate aspiration—the desire to achieve the highest levels of excellence in competence, character, and commitment.

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"The American Soldier is a proud one and he demands professional competence in his leaders. In battle, he wants to know that the job is going to be done right, with no unnecessary casualties…. The American Soldier expects his sergeant to be able to teach him how to do his job. And he expects even more from his officers."

Omar N. Bradley
General of the Army

"There is nothing so likely to produce peace as to be well prepared to meet an enemy."

George Washington

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Military Expertise – Our Application of Landpower

Our military expertise as a profession is the design, generation, support, and ethical application of landpower. This is our contribution to the defense of our Nation. Our professional responsibility is to continually advance our expert knowledge and skills in landpower and certify every Army professional. Lifelong learning is required of all Army professionals.

Army professionals must continuously develop expertise in each of these four fields:

1. **Military – Technical:** How the Army applies landpower to accomplish the mission.

2. **Moral – Ethical:** How the Army accomplishes the mission in the right way.

3. **Political – Cultural:** How the Army understands and operates in a multi-cultural, complex world.

4. **Human Development:** How the Army recruits, develops, and inspires Army professionals.

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MISSION COMMAND

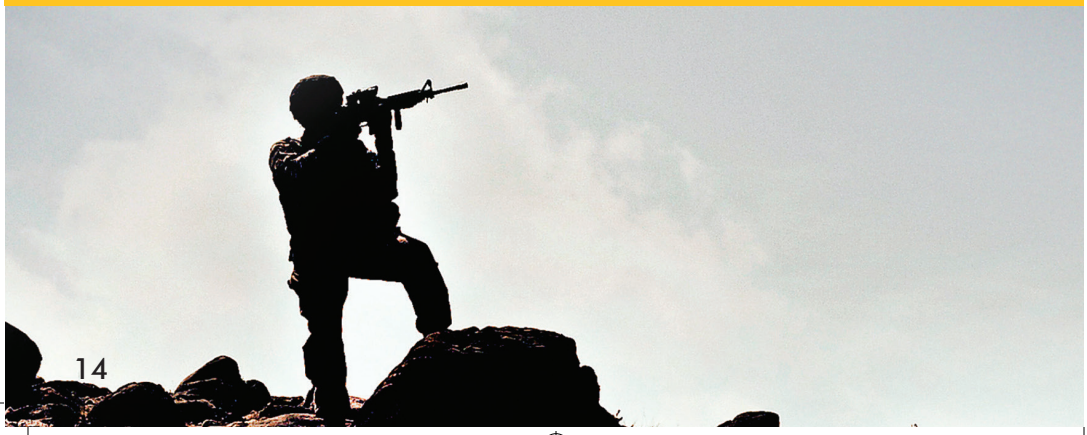
Today's Professional Soldier must internalize the Army Values in order to effectively and ethically perform decentralized operations.

Mission command is based on mutual trust and shared understanding and purpose. It demands every Soldier be prepared to assume responsibility, maintain unity of effort, take prudent action, and act resourcefully within the commander's intent. [ADRP 6-0]

> "Most operations we see in the military are decentralized operations. Normally what that means is you are going to have a junior leader, a lieutenant, or a sergeant going out there making tactical decisions that have strategic effects. Nobody is looking over their shoulder saying 'Yes. Pull the trigger,' or 'No, do not pull the trigger.' The decision he or she is going to make, and because it has a strategic effect, is going to be defined by the set of values he or she aspires to and those values are defined by the values of our United States Army."
>
> ***LTG Robert L. Caslen***
> ***Chief of the Office of Security Cooperation – Iraq***

"I am a Professional because I am certified in my job and I perform within established Army standards. Whether I consider myself a careerist or just in for one enlistment, I take my place in battle. It is my education, training, certification, and 'service' that captures my status as a Professional."

MG (R) Rodney Anderson
Profession of Arms Forum 11-3



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PROFESSIONAL CERTIFICATION PROCESS

The Army certifies its members to ensure they meet expectations for military expertise. When taking their initial entry oath each volunteer becomes a member of the Army Profession, albeit an aspiring professional, as they have not yet developed and certified their competence, character, and commitment. The responsibility for each individual's development and certification is a mutual one, shared by the individual with the Army. The developmental sequence that produces Army professionals when both institution and individual fulfill their respective roles and responsibilities is shown below.

As indicated, certifications are multiple, where Army professionals are progressively certified as they grow in responsibility or into areas requiring new or additional knowledge and skills. The first certification in the sequence, however, is the most critical in that it establishes the individual for the first time as a practicing professional in one of the two communities of the Army Profession.

Subsequently, the individual may exit the Army before completing a full career, moving into the category of an Army Veteran of Honorable Service, or serve a full career and honorably retire. In both categories they remain influential members of the profession as they live among the citizens that the Army serves. They are truly Soldiers for life and should be considered by both themselves and the Army as still a part of the profession, ideally continuing to live under the moral norms and obligations of the Army Ethic as they support the profession.

Professional Certification Process

PROFESSIONAL CERTIFICATIONS

- **COMPETENCE:** An Army professional's demonstrated ability to successfully perform his/her duties and to accomplish the mission with discipline and to standard.
- **CHARACTER:** An Army professional's dedication and adherence to Army Values and the Profession's Ethic as consistently and faithfully demonstrated in decisions and actions.
- **COMMITMENT:** The resolve of an Army professional to contribute Honorable Service to the Nation, to perform his/her duties with discipline and to standards, and to strive to successfully and ethically accomplish the mission despite adversity, obstacles, and challenge.

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"Service to your nation is an individual choice, to be part of something greater than yourself. Service to the Nation is not limited to a position you hold, an office you occupy, or an organization in which you are a member. Service to the Nation is a sense of belonging, an aspiration to help, a desire to make your community, town, state, or country better."

General David M. Rodriguez

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Honorable Service – Our Noble Calling to Serve the Nation

We exist as a profession for one reason: to serve the Nation—by supporting and defending the Constitution in a way that upholds American values and our way of life. This is the heart of our Army Ethic, which is the core moral framework that defines what it means to serve honorably in our profession. Our professional responsibility is to strengthen our honorable service by living the Army Values daily. These values are the basic moral building blocks of our profession.

"If we say and believe we are professionals, then hazing has no place in our Army. I've often said that to be a professional, you must possess the three Cs: competence, character, commitment. Hazing another Soldier does not fit any of these. It also doesn't fit into our Army Values or our Warrior Ethos."

Raymond F. Chandler III
14th Sergeant Major of the Army

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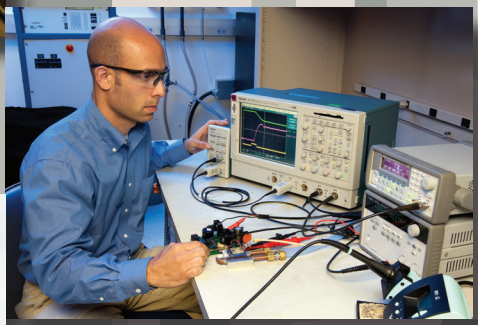

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ADHERING TO THE ARMY ETHIC

Our Ethic

The Army Ethic is the evolving set of laws, values, and beliefs deeply embedded within the core of the Profession's culture. The internalized Army Ethic guides the ethical conduct of the Army and its members in the defense of and service to the Nation. Although the Army Ethic has not been fully codified, the five most accepted foundations of the Army Ethic are:

- *The role of the United States and the purpose of the U.S. Army.* The Nation's legitimate right to sovereignty is the first moral basis for the Army Ethic.
- *The role of civil-military relations in the United States.* The Army willingly serves subordinate to the authority of civilian government and is granted significant autonomy for its professional role.
- *The nature of the Army Ethic.* As the Army moves forward into future conflict, it will continue to rely on an all-volunteer-force. The framework of the Army Ethic must provide a consistent theory of military ethics that grounds the martial virtues in more general moral concepts, lessening any gap between the Army, and the society it serves.
- *The Profession and its ethic as the core of institutional culture.* Existing Army artifacts such as the Army Values, the Soldier's Rules, oaths of office, and other military imperatives all work together in the ethic as part of the institutional culture.
- *The relationship between the profession and its ethic and leadership.* The Army must be self-regulating, and that falls on the shoulders of leaders at all levels. If the Army fails to self-regulate its ethic, it is quite justifiable that those external to the profession must do so on its behalf, which degrades the autonomy and the legitimacy of the profession.

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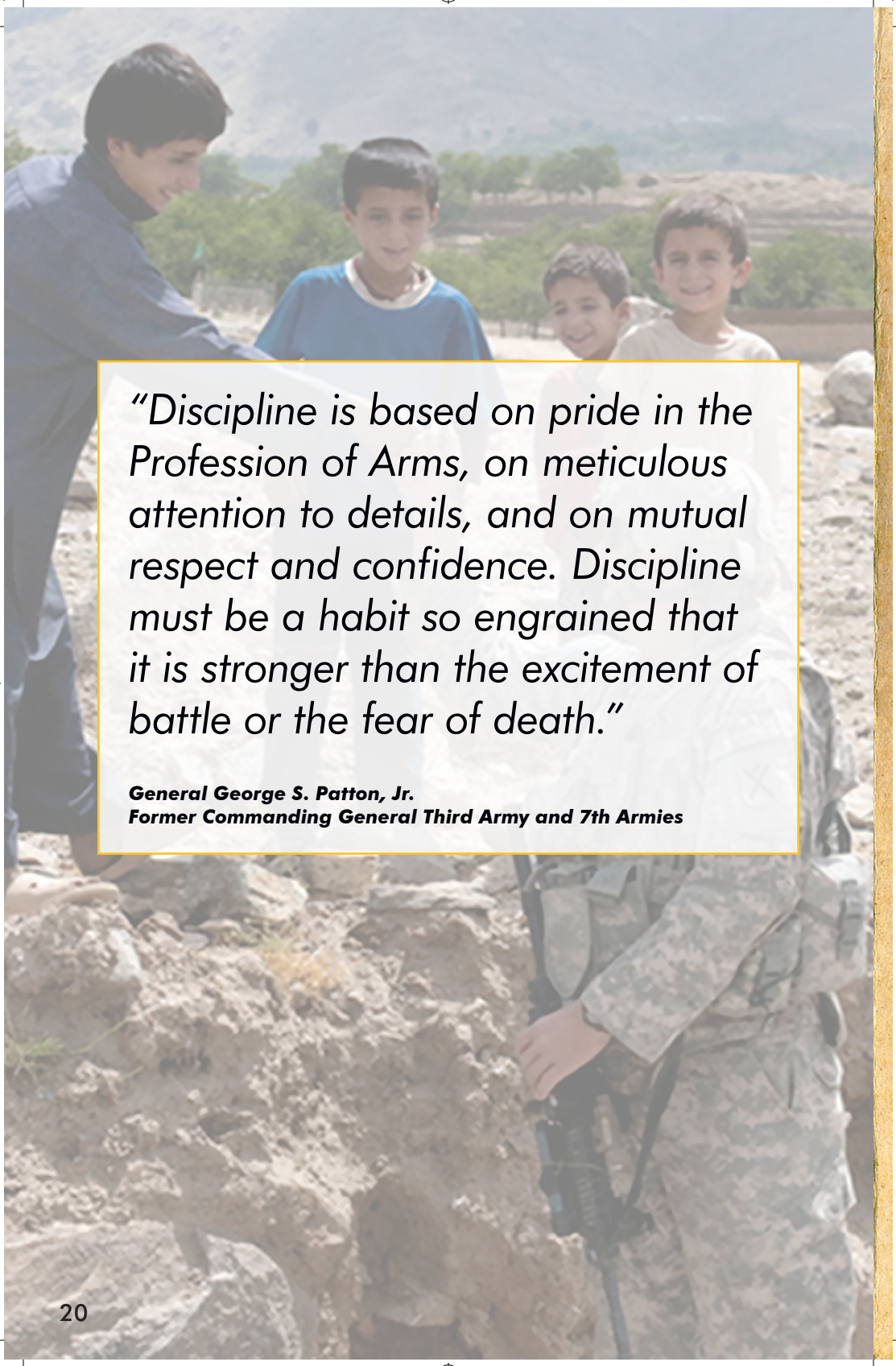

"Discipline is based on pride in the Profession of Arms, on meticulous attention to details, and on mutual respect and confidence. Discipline must be a habit so engrained that it is stronger than the excitement of battle or the fear of death."

General George S. Patton, Jr.
Former Commanding General Third Army and 7th Armies

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Esprit de Corps – Our Winning Spirit

To persevere and win amid the adversity inherent in our work requires spirited, dedicated professionals who are bonded together by a common moral purpose to serve the Nation. We share a deep respect for our history and tradition, and are committed to each other as well as to the highest standards of individual and collective excellence. We are bonded together by mutual trust, shared understanding, and commitment to the Army Ethic. This is what we mean by esprit de corps. Our professional responsibility is to promote and sustain this unique esprit de corps throughout the Army Profession.

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"We need to refocus, making sure that we are building the bench of leaders that we need for the next 20 years. That's really our investment…[for] the Soldiers we assess today, we've got a plan to get them to be sergeants major. The development of those individuals has to come in not only operational assignments, but also institutional, education and self development. We've got to focus on their futures."

Raymond F. Chandler III
14th Sergeant Major of the Army

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Stewardship of the Army Profession

Stewardship is about our special responsibilities to the Army Profession and to the American people. We are responsible and duty-bound to not only complete today's missions with the resources available, but also those of the future, to ensure our profession is always capable of fulfilling whatever missions our Nation gives us. Our professional responsibility is to ensure, through our stewardship, the present and future effectiveness of the profession.

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We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

Preamble to the United States Constitution

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CIVIL-MILITARY RELATIONS

There is a triangular set of relationships between three groups that has the greatest influence on the outcome of wars among nation-states. For most nations, those three groups are:

1. The people who establish the government and live under its authority.

2. The state or the government.

3. The armed force the government raises from among the people to defend the Nation.

This triangular set of relationships is known within political science as the "civil-military relations" of a nation.

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THREE FOUNDATIONS OF CIVIL-MILITARY RELATIONS

The U.S. Army began in a unique way in the world among nations: its Soldiers took an oath of service sworn to the defense of a founding Constitution rather than defense of the sovereign or a territory. The historical origins and the moral underpinnings of our military profession lead the Army service member to affirm by oath and reflect by actions the following realities among others:

The first foundation: the role and the purpose of the U.S. Army

The United States is a unique and independent sovereign power that exists under social contract with the American people. The existence of the Nation and the Army in particular is for the purpose of providing for the common defense and to contribute to the general welfare of its citizens. We support the Republic. The Army Profession exists not for itself but for the noble and honorable purpose of preserving peace, supporting and defending the Constitution, and protecting the American people and way of life.

The second foundation: the subordination of the Army to Civilian authority

Civilian leaders, duly elected by the people, Congress and the Executive branch, have ultimate authority over the Army. Every volunteer in military service becomes a servant of the Nation to do its

"Our support for our Constitutional way of government, for civilian supremacy over the military is something that spans and remains the same through all changes in doctrine, all changes in how warfare is fought. It is a constant. It is part of our sacred duty as members of the United States Army."

General Pete Chiarelli
32nd Vice Chief of Staff of the Army

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will, subordinating their own will and some of their rights as citizens to the true faith and allegiance they willingly bear to the Constitution. Members of the armed services yield some portions of their rights to include freedom of speech as servants of the state; at the same time, owing to their moral obligation to speak truth and bear true witness to all their fellow citizens. Army professionals, and particularly its leaders, must always exercise disciplined candor and avoid political alignments when advising the leaders that they serve under, both political and military. This bedrock of the moral and historic aspects of subordinate military service points to the next foundation.

The third foundation: the trust that the Nation places in the Army

The Army has been granted a trust relationship with the American people that must not be broken: the Army will defend the Constitution and the people of the Nation; the people and their leaders will provide the needed support for the Army to fulfill its calling. The relationship is one of trust: people and leaders demand by necessity that the Army must be a profession of reverent national service and servanthood; we are entrusted with the Nation's citizens and the Nation's survival. We are not just another bureaucracy of the government; we are a Profession stewarding the Constitutional ideals that set our Nation apart.

"Civilian control of the military is embedded in our Constitution and serves as the cornerstone of our military. Military professionals understand this and appreciate the critical role this concept has played throughout our history. Equally important, this concept requires that military professionals understand the role of our civilian leaders and their responsibilities to the civilian leadership."

ADP 1
2-26 CIVIL-MILITARY RELATIONS

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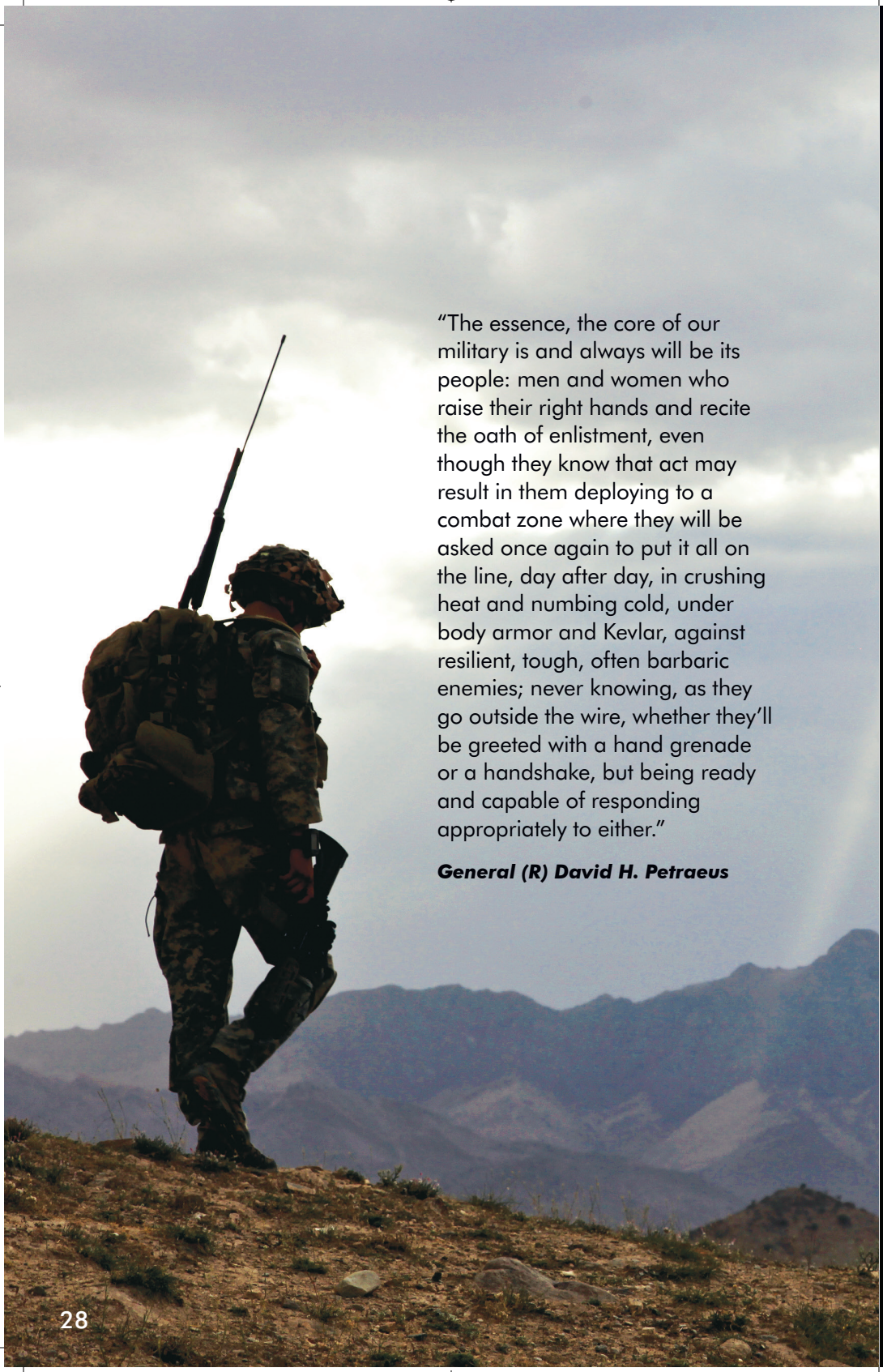

"The essence, the core of our military is and always will be its people: men and women who raise their right hands and recite the oath of enlistment, even though they know that act may result in them deploying to a combat zone where they will be asked once again to put it all on the line, day after day, in crushing heat and numbing cold, under body armor and Kevlar, against resilient, tough, often barbaric enemies; never knowing, as they go outside the wire, whether they'll be greeted with a hand grenade or a handshake, but being ready and capable of responding appropriately to either."

General (R) David H. Petraeus

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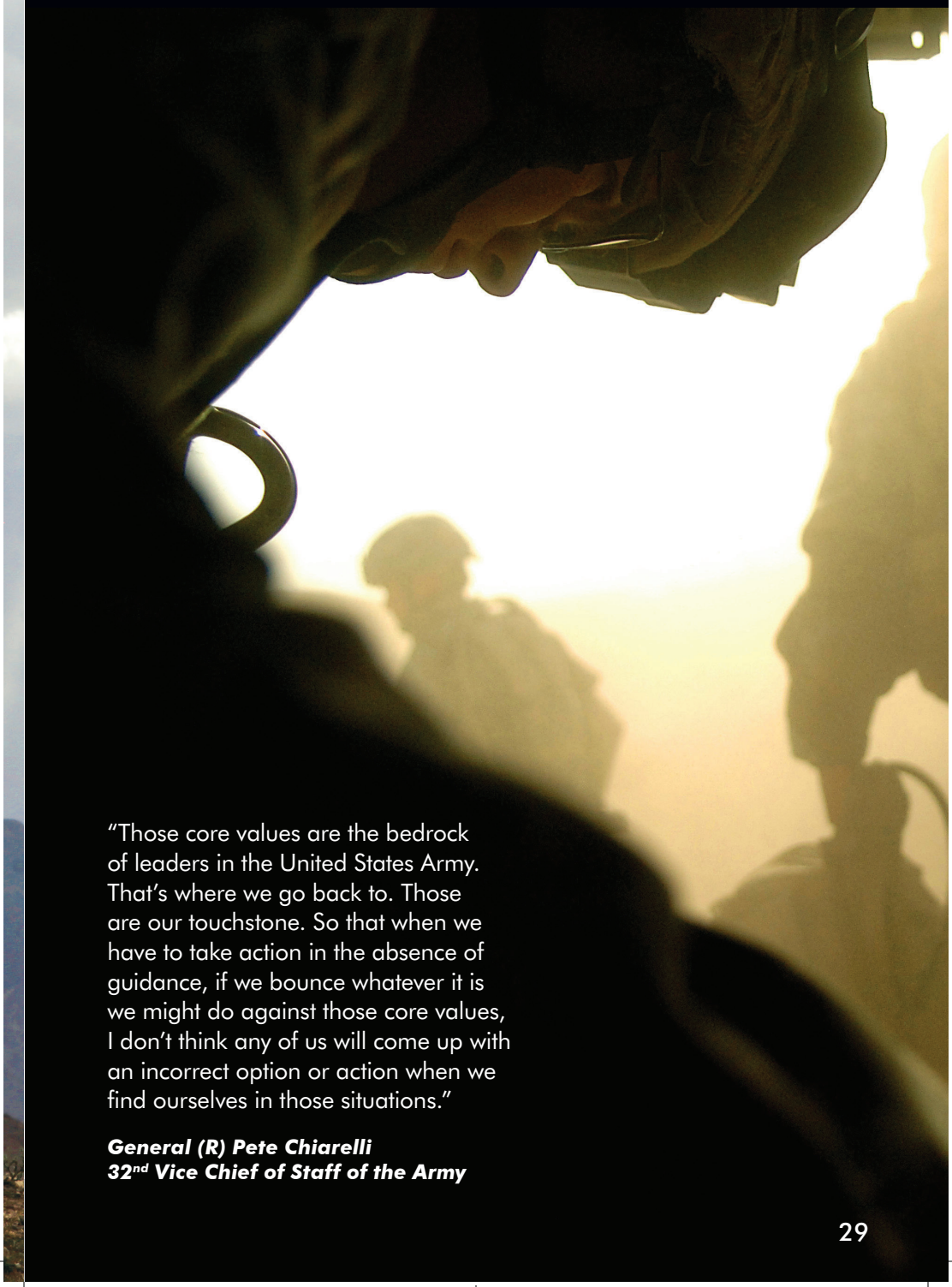
OATHS, CREEDS, AND NORMS OF CONDUCT



"Those core values are the bedrock of leaders in the United States Army. That's where we go back to. Those are our touchstone. So that when we have to take action in the absence of guidance, if we bounce whatever it is we might do against those core values, I don't think any of us will come up with an incorrect option or action when we find ourselves in those situations."

General (R) Pete Chiarelli
32nd Vice Chief of Staff of the Army

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ARMY CIVILIAN OATH OF OFFICE

"I, _____ , do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter. So help me God."

COMMISSIONED OFFICER AND WARRANT OFFICER OATH OF OFFICE

I, _____ , having been appointed an officer in the Army of the United States, as indicated above in the grade of _____ do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign or domestic, that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservations or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter; So help me God." (DA Form 71, 1 August 1959, for officers.)

ARMY OATH OF ENLISTMENT

"I, _____ , do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God." (Title 10, US Code; Act of 5 May 1960).

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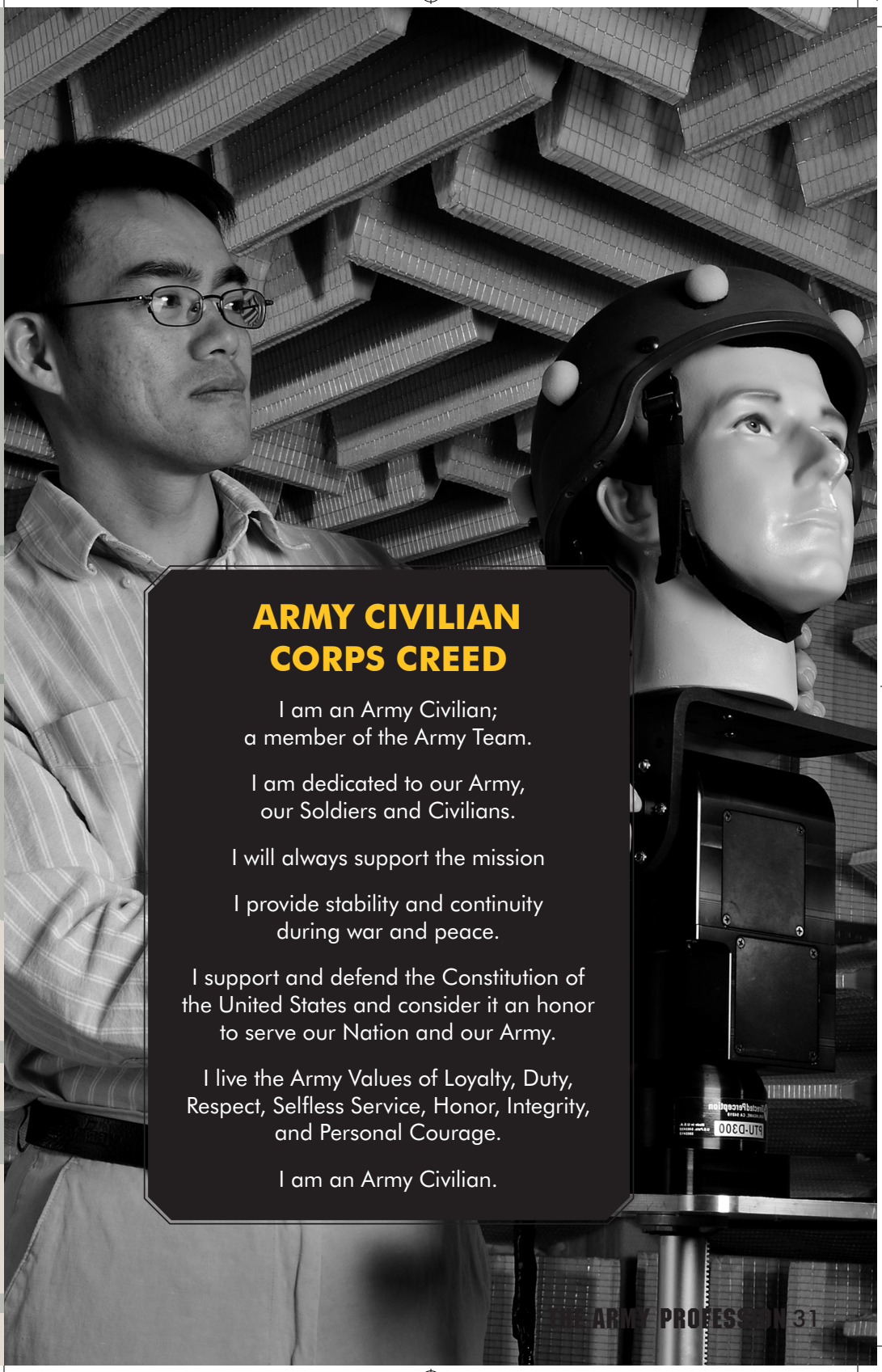

ARMY CIVILIAN CORPS CREED

I am an Army Civilian;
a member of the Army Team.

I am dedicated to our Army,
our Soldiers and Civilians.

I will always support the mission

I provide stability and continuity
during war and peace.

I support and defend the Constitution of
the United States and consider it an honor
to serve our Nation and our Army.

I live the Army Values of Loyalty, Duty,
Respect, Selfless Service, Honor, Integrity,
and Personal Courage.

I am an Army Civilian.

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SOLDIER'S CREED AND WARRIOR ETHOS

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

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NONCOMMISSIONED OFFICER CREED

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

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TITLE 10 U.S. CODE REQUIREMENT OF EXEMPLARY CONDUCT

U.S.C. § 3583: US Code – Section 3583: Requirement of exemplary conduct

All commanding officers and others in authority in the Army are required –

1. To show in themselves a good example of virtue, honor, patriotism, and subordination;
2. To be vigilant in inspecting the conduct of all persons who are placed under their command;
3. To guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Army, all persons who are guilty of them; and
4. To take all necessary and proper measures, under the laws, regulations, and customs of the Army, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.

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Army Values

Loyalty:

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers

Duty:

Fulfill your obligations

Respect:

Treat people as they should be treated

Selfless Service:

Put the welfare of the Nation, the Army, and subordinates before your own

Honor:

Live up to all the Army Values

Integrity:

Do what's right, legally and morally

Personal Courage:

Face fear, danger or adversity (physical or moral)

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THE SOLDIER'S RULES

1. Soldiers fight only enemy combatants.
2. Soldiers do not harm enemies who surrender. They disarm them and turn them over to their superiors.
3. Soldiers do not kill or torture any personnel in their custody.
4. Soldiers collect and care for the wounded, whether friend or foe.
5. Soldiers do not attack medical personnel, facilities, or equipment.
6. Soldiers destroy no more than the mission requires.
7. Soldiers treat civilians humanely.
8. Soldiers do not steal. Soldiers respect private property and possessions.
9. Soldiers should do their best to prevent violations of the law of war.
10. Soldiers report all violations of the law of war to their superior.

AR 350-1, Para G-21b

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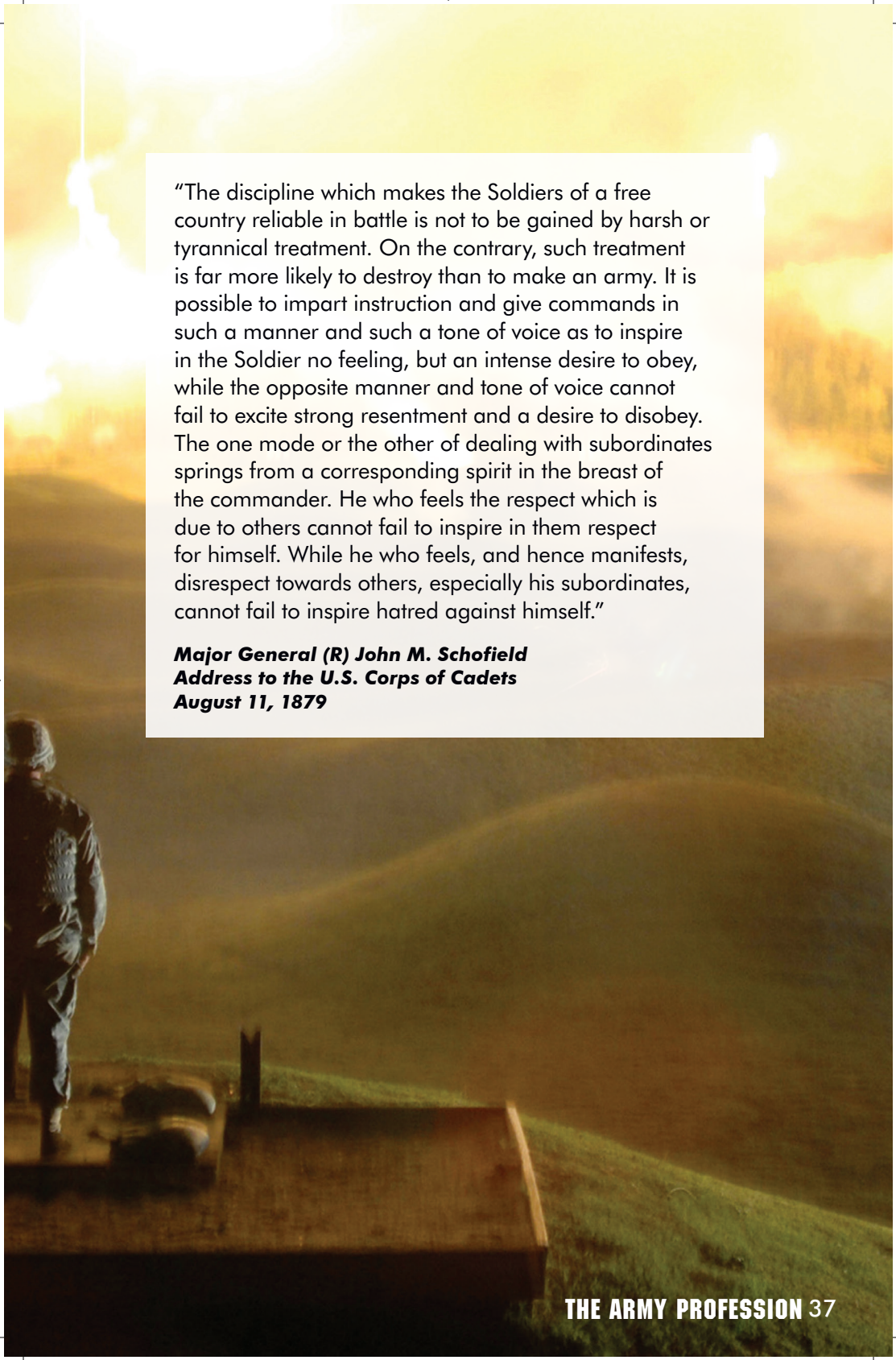

"The discipline which makes the Soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and give commands in such a manner and such a tone of voice as to inspire in the Soldier no feeling, but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them respect for himself. While he who feels, and hence manifests, disrespect towards others, especially his subordinates, cannot fail to inspire hatred against himself."

Major General (R) John M. Schofield
Address to the U.S. Corps of Cadets
August 11, 1879

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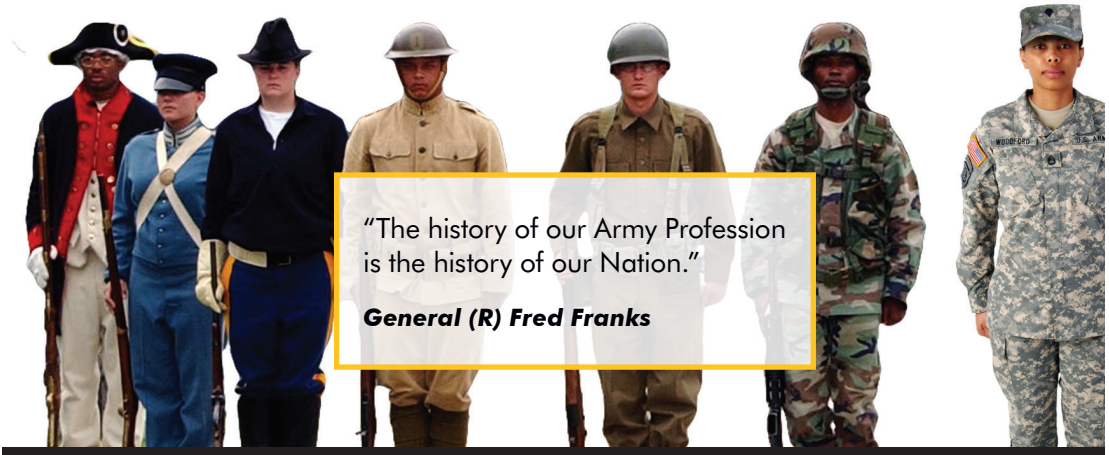
TIMELINE OF THE U.S. ARMY

- **1775** — U.S. Army created by the Second Continental Congress
- **1787** — Constitution of the United States is written (Ratified in 1788)
- **1812–1815** — The War of 1812
- **1846–1848** — The Mexican War
- **1861–1865** — The Civil War
- **1898** — The Spanish-American War
- **1917–1918** — U.S. involvement World War I
- **1918** — Warrant Officer Corps established
- **1941** — The Japanese attack Pearl Harbor
- **1941–1945** — U.S. involvement World War II
- **1942** — Congress passes the bill to create the Women's Army Auxiliary Corps, allowing women to enlist in the Army
- **1945** — VE-Day, Germany surrendered
- **1945** — V-J Day Japan surrenders
- **1950–1953** — Korean War
- **1951** — Segregation ends in the Army
- **1952** — Special Forces activated
- **1959–1975** — Vietnam War



"The history of our Army Profession is the history of our Nation."

General (R) Fred Franks

Over 200 Years of Selfless

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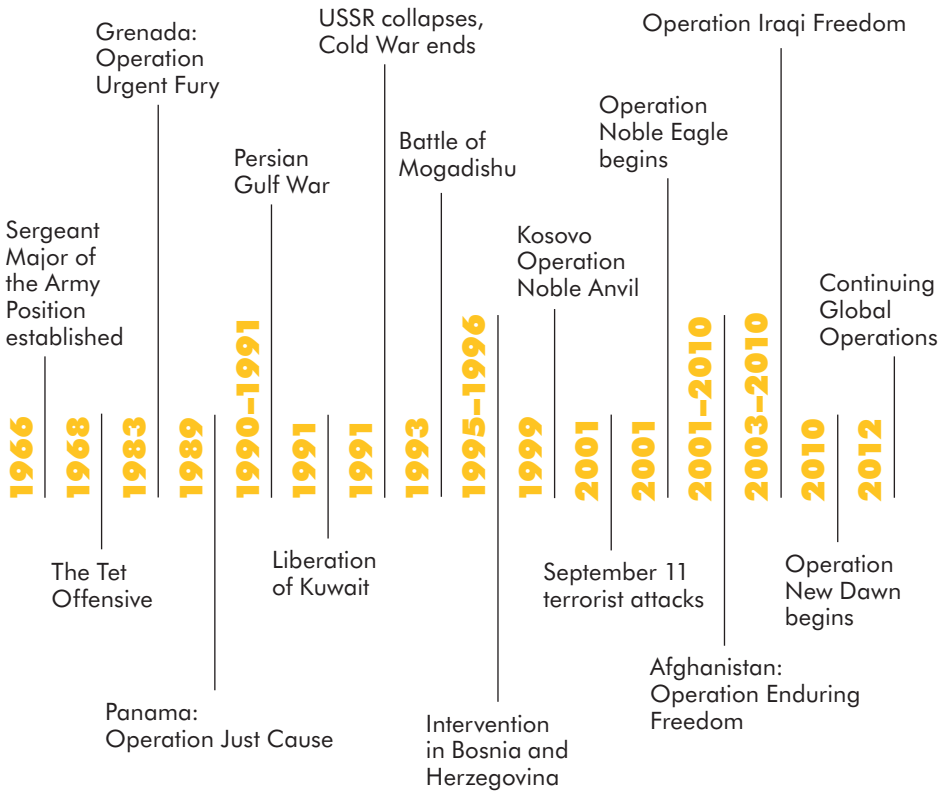
1775 to Present



Service to the Nation

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America's Army – Our Profession

During Calendar Year 2013, the United States Army will launch the *America's Army – Our Profession* program to enhance the education, training and pride of service for Army professionals. This effort will generate an inspirational and aspirational dialog for Soldiers and Civilians to reaffirm their understanding of themselves as professionals, recommit to a culture of service, and identify with the Army Ethic and culture.

CY13 Quarterly Themes

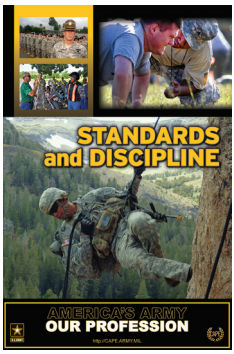
Each quarter's training will have a different theme with the supporting online resources to assist leaders in providing high quality training as easily as possible.

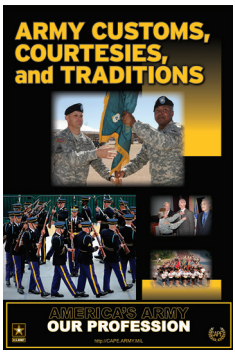
1st Qtr – Standards and Discipline

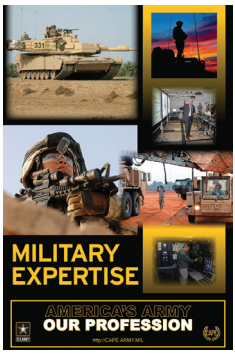
2nd Qtr – Customs, Courtesies, and Traditions

3rd Qtr – Military Expertise - Certified Army professionals

4th Qtr – Trust - The bedrock of our Army Profession







AMERICA'S ARMY
OUR PROFESSION
http://CAPE.ARMY.MIL

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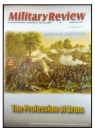
TRAINING AND EDUCATION RESOURCES

As the Army's proponent for the Army Profession and Ethic, CAPE's goal is to make training and education about the Army Profession straightforward and effective without burdening the unit with more tasks or extensive preparation requirements. The diagram below highlights the easy-to-use online resources designed to support your training.

Quarterly Focused Efforts			
Standards and discipline	Customs, Courtesies, and Traditions	Military Expertise	Trust

Education



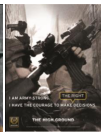
Military Review

Doctrine ADP 1

Training

True Faith and Allegiance

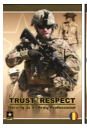
The Future is Now



The High Ground

Backbone of the Army

Doctrine ADRP 1



Trust & Respect

AP Pamphlet

SSI Monographs

Videos

Videos

Digital Applications

America's Army Our Profession TSP

Moral Combat

3

If you have any suggestions or questions please contact CAPE at (845) 938-0467, CAPE@usma.edu, or visit http://CAPE.ARMY.MIL

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