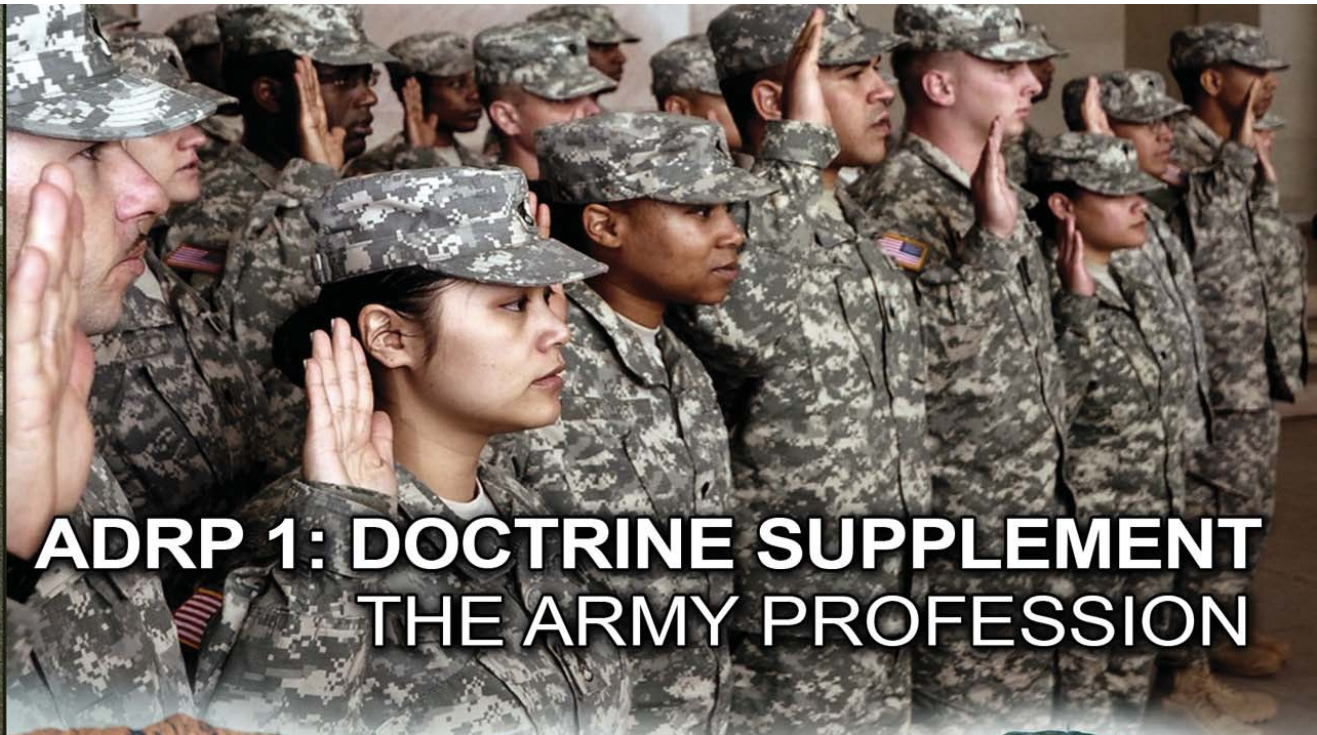
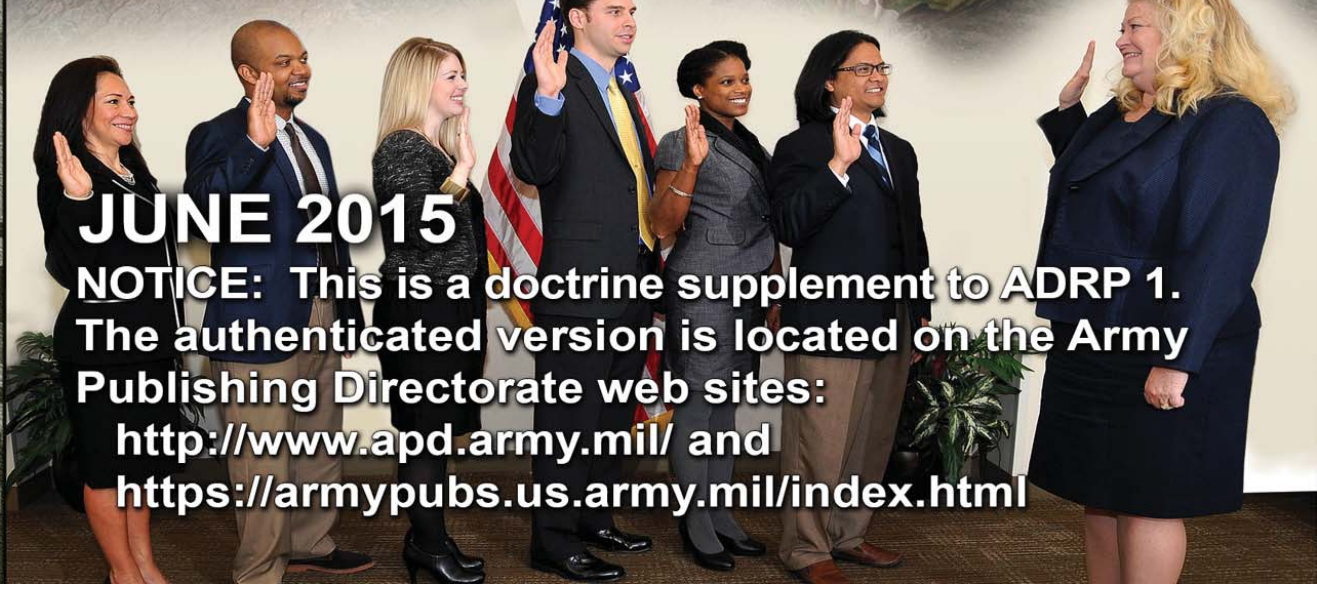
U.S.ARMY



ADRP 1: DOCTRINE SUPPLEMENT
THE ARMY PROFESSION



JUNE 2015

NOTICE: This is a doctrine supplement to ADRP 1. The authenticated version is located on the Army Publishing Directorate web sites:
http://www.apd.army.mil/ and
https://armypubs.us.army.mil/index.html

NOTICE: This is a doctrine supplement to ADRP 1. The authenticated version is located on the Army Publishing Directorate websites: http://www.apd.army.mil/ and https://armypubs.us.army.mil/index.html

Foreword

Our Nation's founders created a republic in which citizens of character work together to establish justice, ensure domestic tranquility, provide for the common defense, promote the general welfare, and secure the blessings of liberty. As a result of their vision, decisions, and actions our Nation is a model of freedom and democracy throughout the world.

Protection of our way of life requires constant vigilance. Each generation inherits not only the rights and privileges of being an American, but also the responsibility to defend the Constitution, against all enemies, foreign and domestic. Since 1775, our Army's vital, enduring role has been to fight and win our Nation's wars.

By design, our Army has a dual nature. It is both a military department of government and a military profession. Both are essential to accomplish the mission. However, it is the Army Profession that forges the special bond of Trust and confidence with the American people.

The Army Profession is defined by its essential characteristics: Trust, Honorable Service, Military Expertise, Stewardship, and Esprit de Corps. The members of the Army Profession, Soldiers and Army Civilians, create and strengthen the Army culture of Trust.

We pursue a noble calling and contribute Honorable Service as a partner within the joint community and other government services that dedicate themselves to defending the Nation. At the same time, we are citizens whose Character, Competence, and Commitment exemplify the ideals espoused by the Army Ethic. In living by and upholding the Army Ethic, we are Trusted Army Professionals.

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

John M. McHugh
Secretary of the Army

Army Doctrine Reference Publication
No. 1

Headquarters
Department of the Army
Washington, DC, 14 June 2015

The Army Profession

Contents

Page

PREFACE v

INTRODUCTION vii

Chapter 1 THE UNITED STATES ARMY PROFESSION 1-1
The United States Army—A Noble Calling, a Trusted Profession 1-1
Characteristics of the Army Profession 1-3
Summary 1-5

Chapter 2 THE ARMY ETHIC 2-1
The Nature of the Army Ethic 2-1
Our Shared Identity—Trusted Army Professionals 2-4
Expectations for Army Professionals, Based on our Ethic 2-9
Expectations for the Army Profession, Based on our Ethic 2-10

Chapter 3 TRUST—THE BEDROCK OF OUR PROFESSION 3-1
Trust 3-1
Trust and Army Leadership 3-3
Source of Trust: Adherence to the Army Ethic 3-4

Chapter 4 HONORABLE SERVICE—OUR NOBLE CALLING 4-1
Honorable Service 4-1
Honorable Service, Civilian Authority, and our Constitutional Oaths 4-2

Chapter 5 MILITARY EXPERTISE—OUR APPLICATION OF LANDPOWER 5-1
Military Expertise 5-1
Our First Task—Develop Expert Knowledge 5-1
Our Second Task—Apply Military Expertise 5-2
Our Third Task—Certify Army Professionals 5-2

Chapter 6 STEWARDSHIP OF THE ARMY PROFESSION 6-1
Caring for the Army Profession—Now and for the Future 6-1
Our Office as Accountable Stewards 6-2

Distribution Restriction: Approved for public release; distribution is unlimited.

***This publication supersedes ADRP 1, *The Army Profession*, dated 14 June 2013.**

Army Leaders as Stewards 6-2
Civil-Military Relations 6-3
Stewardship during Transitions 6-4

Chapter 7 ESPRIT DE CORPS—OUR WINNING SPIRIT 7-1
A Winning Spirit 7-1
Grounded in Traditions and History 7-2
Built on a Foundation of Discipline and Standards 7-2
Esprit de Corps Throughout the Army Profession 7-3

Appendix A THE ARMY CULTURE AND THE ARMY ETHIC A-1

Appendix B OATHS, CREEDS, AND NORMS OF CONDUCT B-1

SOURCE NOTES ..... Source Notes-1

GLOSSARY Glossary-1

REFERENCES References-1

Figures

Introductory figure 1. Underlying logic of the Army Profession and Army Ethic vi
Figure 1-1. Trusted Army professionals 1-2
Figure 1-2. The foundation of trust and essential characteristics of the Army Profession 1-4
Figure 2-1. The Army's seal with motto: *This We'll Defend* 2-1
Figure 2-2. Our Army heritage 2-4
Figure 2-3. Honorable servants of the Nation 2-5
Figure 2-4. The Army Ethic—our shared identity and moral principles 2-6
Figure 2-5. Our shared identity 2-10
Figure 3-1. Trust with the American people 3-1
Figure 3-2. Trust between Soldiers 3-2
Figure 3-3. Trust—the bedrock of our profession 3-3
Figure 4-1. Honorable service 4-1
Figure 5-1. Develop expert knowledge and apply military expertise 5-2
Figure 5-2. Change of command 5-3
Figure 5-3. Army professional certification process 5-4
Figure 5-4. Membership in the Army Profession 5-5
Figure 6-1. Stewardship of the Army Profession 6-1
Figure 6-2. Civil-military relations 6-3
Figure 7-1. Develop a winning spirit 7-1
Figure 7-2. Grounded in traditions and history 7-3
Figure B-1. Oath of enlistment B-1
Figure B-2. Civilian oath of office B-3

Tables

Introductory table-1. New and modified Army terms viii
Table 2-1. The legal and moral framework of the Army Ethic 2-3

This publication is available at Army Knowledge Online
(https://armypubs.us.army.mil/doctrine/index.html).
To receive publishing updates, please subscribe at
http://www.apd.army.mil/AdminPubs/new_subscribe.asp.

Preface

ADRP 1, *The Army Profession*, augments ADP 1, *The Army*. This ADRP defines and describes the Army Profession and the Army Ethic. It expands the discussion on the Army's dual nature as a military department of the United States Government and, more importantly, a military profession. It identifies two mutually supportive communities of practice: the Profession of Arms (Soldiers) and the Army Civilian Corps (Army Civilians). It identifies the essential characteristics that define the Army as a profession: trust, honorable service, military expertise, stewardship, and esprit de corps. It discusses the certification criteria for Army professionals in character, competence, and commitment. It describes the Army culture of trust and its inherent relationship with the Army Ethic, the heart of the Army Profession, inspiring and motivating our shared identity as trusted Army professionals.

The principal audience for ADRP 1 is all members of the Army Profession. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication. This publication provides the foundation for Army training and education curricula on the Army Profession, the Army Ethic, and character development of Army professionals.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States, international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

This publication contains copyrighted material.

Terms for which ADRP 1 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which ADRP 1 is the proponent publication are boldfaced in the text.

ADRP 1 applies to the Active Army, Army National Guard/Army National Guard of the United States, United States Army Reserve, and the Army Civilian Corps unless otherwise stated.

The proponent of ADRP 1 is the United States Army Combined Arms Center. The preparing agency is the Center for the Army Profession and Ethic (CAPE), United States Army Combined Arms Center. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, United States Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD (ADRP 1), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; by e-mail to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil; or submit an electronic DA Form 2028.

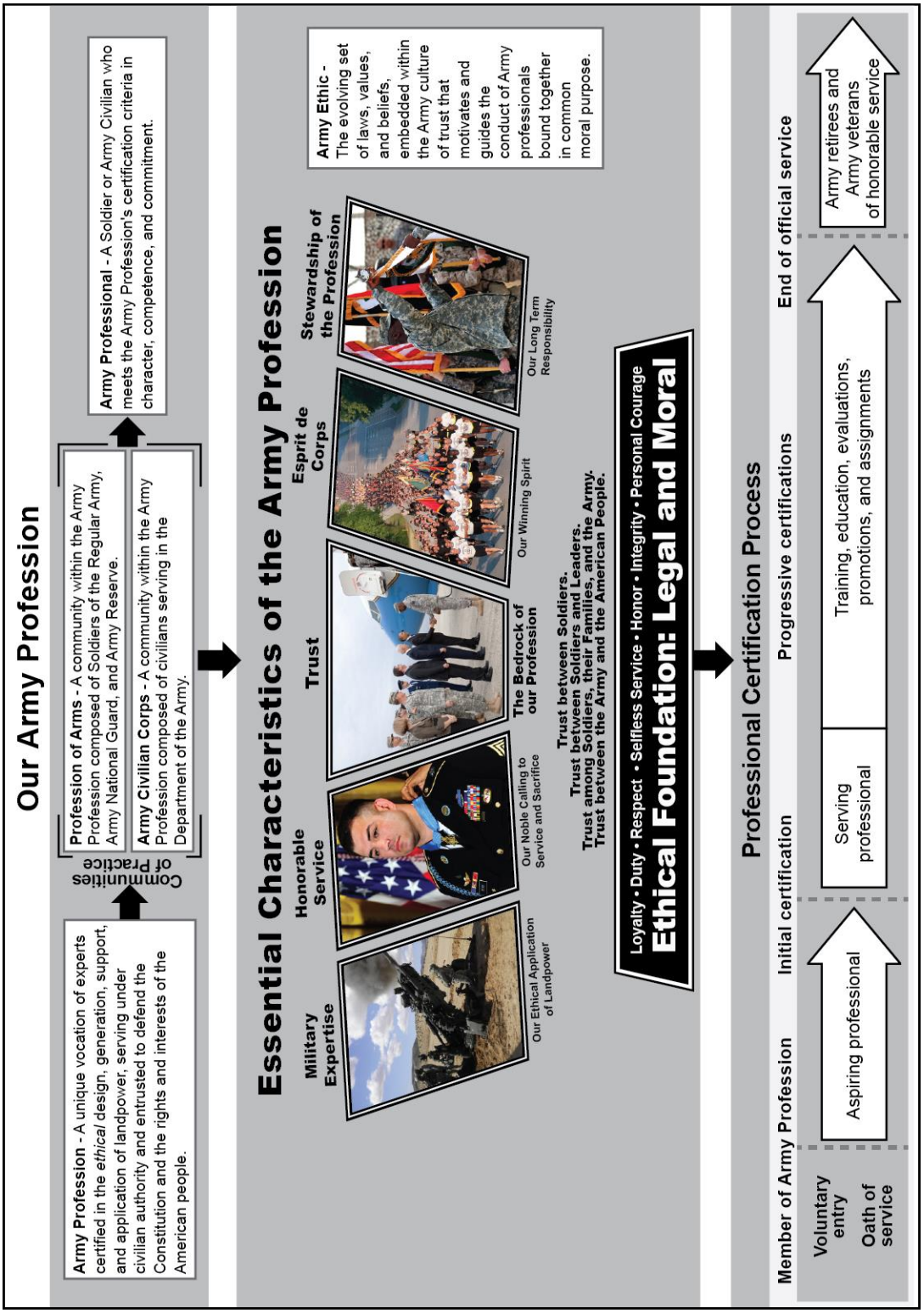
ACKNOWLEDGEMENTS

The copyright owners listed here have granted permission to reproduce material from their works. The Source Notes lists other sources of quotations and photographs.

Photo of "Little Girl" (Major Mark Bieger) © Michael Yon 2005 from http://www.michaelyon-online.com/little-girl.htm courtesy of Michael Yon.

Photo of trusted Army professionals. © AUSA Meeting Photo Galleries 2015.

Washington's Crossing by David Hackett Fischer. Copyright © 2004. Reprinted by permission of Oxford University Press, USA. All rights reserved.



Introductory figure 1. Underlying logic of the Army Profession and Army Ethic

Introduction

As trusted Army professionals—Soldiers and Army Civilians—we are honorable servants of the Nation, Army experts, and faithful stewards of the people, other resources, and profession entrusted to our care. By our oath, we are morally committed to support and defend the Constitution. This duty requires a foundation of trust with the American people, reinforced as the Army Profession contributes honorable service, military expertise, and stewardship with courageous esprit de corps. Within the Army Profession, Army professionals earn and sustain trust by demonstrating character, competence, and commitment. We make right decisions and take right actions that are ethical, effective, and efficient.

This update to ADRP 1, *The Army Profession*, includes the expression of the Army Ethic in Chapter 2. ADRP 1 contains seven chapters and two appendixes.

Chapter 1 discusses the nature of professions, explains why the Army is a profession, and introduces the essential characteristics of the Army Profession (trust, honorable service, military expertise, stewardship and esprit de corps).

Chapter 2 provides the doctrine on the Army Ethic, including our shared identity as Trusted Army Professionals and our supporting roles as honorable servants, Army experts, and stewards of the Army Profession. The chapter includes discussion of the moral-principles that guide our decisions and actions in conduct of the mission, performance of duty, and all aspects of life.

Chapter 3 describes trust as the foundation of our relationship with the American people who rely on the Army to ethically, effectively, and efficiently serve the Nation. Within the Army Profession, trust is the organizing principle that supports cohesive teamwork. The Army Profession develops Soldiers and Army Civilians to exercise mission command in honorable service in defense of the Nation.

Chapter 4 discusses honorable service, an essential characteristic of the Army Profession, as support and defense of the Constitution, the American people, and the national interest in a manner consistent with the Army Ethic.

Chapter 5 describes military expertise as an essential characteristic that provides *ethical* design, generation, support, and application of landpower, primarily in unified land operations, and all supporting capabilities essential to accomplish the mission, in the right way, in defense of the American people.

Chapter 6 recognizes that stewardship, an essential characteristic, is the responsibility of Army Professionals to strengthen the Army as a profession and to care for the people and resources entrusted to us by the American people. Stewardship provides for the long-term readiness and resilience of our people and organizations.

Chapter 7 provides a discussion of esprit de corps, an essential characteristic of our profession that denotes our collective ethos of camaraderie within cohesive teams. Esprit de corps is embedded in the Army culture of trust and is carried on through customs, courtesies, and traditions.

Appendix A expands on the discussion of the Army culture.

Appendix B restates the oaths, creeds, and norms of conduct.

Introductory table-1 on page viii identifies new and modified terms.

Introductory table-1. New and modified Army terms

Term	*Remarks*
Army Civilian Corps	Modifies the definition
Army Ethic	Modifies the definition
Army Profession	Modifies the definition
Army professional	Modifies the definition
certification	Modifies the definition
character	Modifies the definition
commitment	Modifies the definition
competence	Modifies the definition
esprit de corps	New definition
external trust	New definition
honorable service	New definition
internal trust	New definition
military expertise	Modifies the definition
Profession of Arms	Modifies the definition
stewardship	Modifies the definition

Chapter 1

The United States Army Profession

[We will] foster continued commitment to the Army Profession, a noble and selfless calling founded on the bedrock of trust.

Chief of Staff of the Army General Raymond T. Odierno

THE UNITED STATES ARMY—A NOBLE CALLING, A TRUSTED PROFESSION

1-1. The Chief of Staff of the Army has charged all Army professionals to continue their commitment to maintaining the Army as a military profession. Soldiers and Army Civilians are Army professionals, certified by the profession, and bonded with comrades through shared identity, serving within our culture of trust. Army professionals are stewards of the Army Profession, living by and upholding the moral principles of the Army Ethic. As we enter a period of strategic transition, it is our responsibility to strengthen the Army Profession.

WHAT IT MEANS TO BE A PROFESSION—WHAT IT MEANS TO BE A PROFESSIONAL

1-2. A profession is a trusted, disciplined, and relatively autonomous vocation whose members—

- Provide a unique and vital service to society, without which it could not flourish.
- Provide this service by developing and applying expert knowledge.
- Earn the trust of society through ethical, effective, and efficient practice.
- Establish and uphold the discipline and standards of their art and science, including the responsibility for professional development and certification.
- Are granted significant autonomy and discretion in the practice of their profession on behalf of society.

1-3. The service provided by professions is vital to the society that establishes them. Furthermore, such work is beyond the ability of the members of society to perform for themselves. Professionals continuously develop expertise and use that expertise in the best interests of the society served. The military profession, in particular, must provide the security—the common defense—which a society cannot provide for itself but without which the society cannot survive.

1-4. Unlike bureaucracies, understood in the purest sense, professions create and work with expert knowledge. It is not merely routine or repetitive work; a professional's expertise is typically applied within new, often unexpected situations. Professionals require years of study and practice. They normally start at an entry level and develop the art and science of their practice by study and experience; usually there is no lateral entry. Examples of traditional professions include medicine, theology, law, and the military.

1-5. Professions earn and maintain the trust of society through ethical, effective, and efficient application of their expertise on society's behalf. The profession's ethic establishes the moral principles that guide the application of service on behalf of society. If a profession violates its ethic and loses trust with the society it serves, it becomes subject to increased oversight and control.

1-6. Professions self-regulate and guide the actions of their members and the quality of their work in accordance with the profession's ethic. A professional ethic reflects laws, values, and beliefs deeply embedded within the profession's culture. The professional ethic binds individual members together in a common moral purpose to do the right thing for the right reason in the right way. The professional ethic sets the conditions to establish and maintain a meritocratic culture. It provides standards, accepted and upheld

by all members, to sustain trust with society through the proper practice of their art. Ensuring that the ethic is upheld is a necessity for any profession. This is of special importance for the military profession given the lethality inherent in its expertise.

1-7. A profession's ethic also serves to inspire and motivate members of the profession. Professions emphasize intrinsic rewards to foster commitment among their professionals—the lifelong pursuit of expert knowledge, certification in honorable work, camaraderie with fellow professionals, and the status of membership in a time-honored and respected vocation. Professionals are intrinsically motivated by the value of the service they render to society. Thus, a profession is far more than a job; it is a calling—a way of life.

1-8. Based on trust between the profession and the society it serves, professionals are granted autonomy (a high degree of discretion). The professional must routinely make discretionary judgments and take appropriate action. Think of a surgeon performing surgery in an operating room, a military leader conducting security operations in a combat zone, or a civilian scientist doing research in an Army laboratory. All have trained for years, all are surrounded by technology, and all, as individual professionals, are granted autonomy to make right decisions and take right actions to contribute their service, honorably.

THE UNITED STATES ARMY AS A MILITARY PROFESSION

1-9. The trust we have earned and continuously reinforce is essential for the autonomy granted by our society and our government, permitting us to exercise discretion in fulfilling our role within the defense community. The ethical, effective, and efficient accomplishment of our mission depends on the freedom to exercise disciplined initiative under mission command. See figure 1-1.

© AUSA Meeting Photo Galleries 2015

Figure 1-1. Trusted Army professionals

1-10. **The *Army Profession* is a unique vocation of experts certified in the ethical design, generation, support, and application of landpower, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people**.

1-11. **An *Army professional* is a Soldier or Army Civilian who meets the Army Profession's certification criteria in character, competence, and commitment**.

1-12. **The *Army Ethic* is the evolving set of laws, values, and beliefs, embedded within the Army culture of trust that motivates and guides the conduct of Army professionals bound together in common moral purpose**.

1-13. The Nation tasks the Army to do many things besides combat operations, but ultimately, as ADP 1 states, the primary reason the Army exists is to fight and win our Nation's wars through prompt and sustained land combat, as part of the joint force. The Army must always be prepared to accomplish this mission. Army professionals understand and accept they may give their lives and justly take the lives of others to accomplish the mission. The moral implications of this realization are great and compel us to be clear in our understanding of what it means to be an Army professional.

1-14. Like other professions, the Army provides for the American people what they cannot provide for themselves: security and defense through the conduct of unified land operations with the other Services. The Army Profession provides the United States with the landpower to prevent, shape, and win in the land domain.

1-15. The American people, through civilian authorities, grant us the autonomy to use lethal force on their behalf because we have earned their trust. Thus, the Army cannot simply declare itself to be a profession; the American people determine whether the Army is serving them as a trusted military profession. They will continue to regard the Army as a profession based on our ethical, effective, and efficient application of landpower. As long as the American people trust Army professionals to provide for their common defense, they will grant us the autonomy we need to accomplish our mission in the right way.

1-16. The Army, like other professions, inspires and motivates its members to make right decisions and take right action according to the moral principles of its ethic. The Uniform Code of Military Justice, Army regulations, and policies set the minimum standards for ethical conduct. Right decisions and actions are an expectation based on the moral principles of the Army Ethic. The specific application of the moral principles of our ethic evolve with changes in the practice of warfare and our societal norms, but the moral principles are timeless and reflect American values as expressed in the Declaration of Independence and Constitution.

1-17. Simple or strict compliance with laws and regulations rarely generates a deeper understanding of why a standard of conduct is prescribed and is considered right and good. The Army Ethic provides the moral dimension that aids in understanding why we live by and uphold established moral principles.

1-18. The Army Ethic inspires an indispensable motivating spirit for those who commit to it. This is the ethos of the Army Ethic. Today, the Army is highly trusted by the American people. This has not always been the case, and there is no guarantee that the Army will maintain its status as a trusted military profession. In fact, in the modern sense at least, the Army has not always been widely acknowledged as a military profession.

CHARACTERISTICS OF THE ARMY PROFESSION

1-19. Our Army has a dual nature—it is both a military department and a military profession. America's Army was founded on 14 June 1775. Under the Constitution enacted in 1789, it became a military department of the federal government and a hierarchical organization.

1-20. In earlier times, the status of the Army was not as high. During the War of 1812, some Army generals performed quite poorly. During the Civil War, the Union Army developed its combat leadership through "on the job training." The poor readiness of Army units mobilized for the Spanish-American War led to many reforms in the early 20th century, and generations of visionary Army leaders transformed the Army into the modern profession of which we are members today.

1-21. The first cohort to be recognized as "professional" was the Commissioned Officer Corps. It developed a codified body of expert military knowledge in land warfare doctrine, instituted formal programs of career-long military education in professional schools, and cultivated a unique military culture grounded in the Army Ethic of honorable service to the Nation. Following the war in Vietnam, the all-volunteer Army began thorough professional development of all uniformed cohorts. As such, the Warrant Officer Corps and the Noncommissioned Officer Corps also became professional in nature, and bonds of trust between the Army and the American people were strengthened.

1-22. ADP 1 affirms:

> *The all-volunteer force is our greatest strategic asset, providing depth, versatility, and unmatched experience to the joint force. As the Army continues to train, develop, and retain adaptive leaders, it maintains a combat-seasoned, all-volunteer force of professionals. The upcoming challenge is not just attracting and selecting the best available candidates to be Army professionals but developing them to be as good as or better than our current professionals. During the last decade of war, commanders have given young leaders unprecedented flexibility and authority to operate effectively on the battlefield. The Army will continue to build on this foundation as leaders train the force for future missions by inculcating mission command in all training. Obviously, the Army needs to retain high-quality combat-experienced leaders so that they, in turn, train the next generation of Army professionals.*

1-23. As a military profession, our relationship with the American people is built on a foundation of trust, continuously reinforced as we contribute honorable service, demonstrate military expertise, provide faithful stewardship, and exhibit courageous esprit de corps. Figure 1-2 illustrates the Army Professions' essential characteristics. The Army Profession reinforces trust with the American people by demonstrating its essential characteristics in everything it does, every day, and in every setting where it serves.

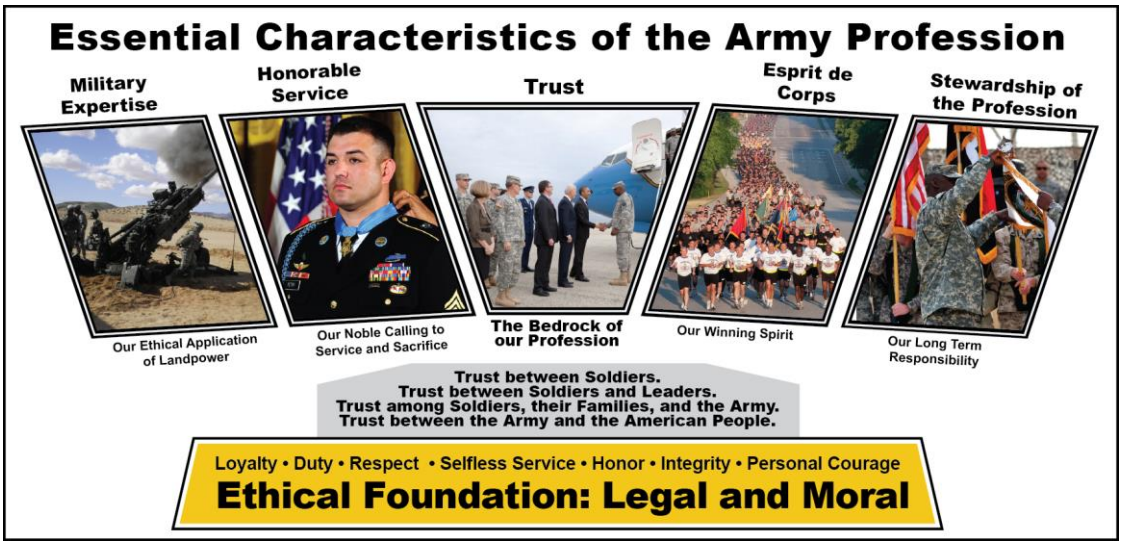


Figure 1-2. The foundation of trust and essential characteristics of the Army Profession

TRUST

1-24. The American people place special trust and confidence in the Army as a profession that considers honorable service to the Nation its highest priority. Trust is the bedrock of the Army's relationship with the American people. Our professional responsibility is to preserve this earned trust. Within the Army Profession, mutual trust is the organizing principle necessary to build cohesive teams. The Army's ability to fulfill its strategic role and discharge its responsibilities to the Nation depends on—

- Trust between Soldiers.
- Trust between Soldiers and Leaders.
- Trust between Soldiers and Army Civilians.
- Trust among Soldiers, their Families, and the Army.
- Trust between the Army and the American people.

HONORABLE SERVICE

1-25. The Army exists as a profession for one reason: to serve the Nation by supporting and defending the Constitution in a way that upholds the rights and interests of the American people. This is the basis for the Army Ethic, which is the heart of the Army Profession. The Army Ethic defines what it means to serve honorably. Our professional responsibility is to daily contribute honorable service, living by and upholding the Army Ethic in the conduct of our mission, performance of duty, and all aspects of life.

MILITARY EXPERTISE

1-26. As a profession, our military expertise is the ethical design, generation, support, and application of landpower. This is how the Army contributes honorable service in defense of the Nation. Our professional responsibility is to continually advance our expert knowledge and skills in landpower and to certify Army professionals. To sustain our expertise, the necessity of lifelong learning is accepted by all Army professionals.

STEWARDSHIP OF THE PROFESSION

1-27. Stewardship is our duty to care for the people, other resources, and the profession entrusted to us by the American people. Our decisions and actions must be right, both for today and for tomorrow. All Army professionals have the duty to be faithful, responsible, and accountable stewards, advancing the Army Profession, strengthening the Army culture of trust, and conveying the legacy we inherited from those who led the way. Senior leaders, the Army's senior stewards, have a special responsibility to ensure the present and future effectiveness of the Army.

ESPRIT DE CORPS

1-28. To persevere and win in war and to prevail through adversity across the range of military operations requires spirited, dedicated professionals bound together in a common moral purpose to honorably serve the Nation. The Army Profession has a deep respect for its history and traditions and strives to achieve standards of individual and collective excellence. Army professionals are a cohesive team where mutual trust is reinforced through shared professional identity—living by and upholding the Army Ethic. This collective commitment fortifies esprit de corps.

SUMMARY

1-29. The essential characteristics—trust, honorable service, military expertise, stewardship, and esprit de corps—identify and establish the Army as a military profession. Consistently demonstrated, the characteristics of the Army Profession reflect American values, the Army Ethic, and our approach to accomplishing our mission in support and defense of the Constitution.

1-30. The Army Ethic is inherent within the Army culture of trust. It is manifest as the Army demonstrates its essential characteristics. It motivates and guides Army professionals within mission command, in the conduct of every operation, in performance of duty, and in all aspects of life. The Army Ethic is the heart of the Army.

This page intentionally left blank.

Chapter 2

The Army Ethic

The Army Ethic has to be one shared professional ethic that informs and inspires all members of the Army Profession—both uniformed and Civilian—to motivate and guide decisions and actions to be trusted Army Professionals. ... As Stewards *of the Army Profession, senior leaders have the responsibility for embracing the Army Ethic and taking it to their organizations as an on-going conversation within the profession to support and preserve the greatest land force ever fielded.*

John M. McHugh, Secretary of the Army

THE NATURE OF THE ARMY ETHIC

2-1. The Army Ethic is the heart of the Army and the inspiration for our shared professional identity—*Who We Are – Why and How We Serve*. It motivates our conduct as Army professionals, Soldiers and Army Civilians, who are bound together in common moral purpose to support and defend the Constitution and the American people. Figure 2-1 illustrates the Army's seal.

Figure 2-1. The Army's seal with motto: *This We'll Defend*

2-2. The Army Ethic explains the nature of honorable service in accomplishment of the mission and performance of duty. It guides the Army Profession in the ethical design, generation, support, and application of landpower. It establishes the standard and expectation for all to serve as stewards of the Army Profession. It is expressed in our moral principles, Army Values, oaths and creeds, laws and regulations, and customs, courtesies, and traditions—all embedded within the Army culture of trust. See appendix A for a discussion of Army culture. See appendix B for a discussion of oaths, creeds, and norms of conduct.

IMPORTANCE OF THE ARMY ETHIC

2-3. A doctrinal ethic is critical for the Army Profession. It provides the moral basis for why our Army exists. It emphasizes the imperative of being an honorable leader, follower, and steward of trust with the American people.

2-4. Within the Army Profession, we earn and reinforce trust among Soldiers, Army Civilians, and the Army Family by living the Army Ethic and consistently demonstrating our character, competence, and commitment.

2-5. As volunteer Soldiers and Army Civilians, we reflect our diverse society. This is our strength. At the same time, trust requires that all of us live by and uphold common, fundamental moral principles. Stewardship includes the duty to develop character by educating, training, and inspiring all who serve to adhere to, internalize, and uphold the Army Ethic as their own.

2-6. Rapid changes in the nature of armed conflict present ethical challenges to mission accomplishment. These include complexity on future battlefields, particularly within the human and cyber domain. We must anticipate the ethical challenges associated with this uncertainty and be guided by our Army Ethic.

ORIGINS OF THE ARMY ETHIC

2-7. Our Army Ethic has its origins in the philosophical heritage, theological and cultural traditions, and the historical legacy that frame our Nation. We respect "Life, Liberty, and the pursuit of Happiness," self-evident truths expressed in the Declaration of Independence as American values and universal rights. These principles are enshrined in the Preamble to the Constitution and our Bill of Rights.

> *We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, 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 Constitution of the United States

2-8. The framework for the Army Ethic (see table 2-1) shows the rich and varied legal and moral sources of its content; it reflects our national values and moral principles. By our oath of service, we commit ourselves to these time-honored and enduring ideals.

2-9. The legal and regulatory foundations of the Army Ethic are found in codified documents, such as the United States (U.S.) Constitution, the Uniform Code of Military Justice, and the U.S. Code of Federal Regulations. Institutionally, these and other codified parts of our ethic serve to establish the mission of the Army (ADP 1 discusses the mission of the Army). Individually, in the performance of duty, Army professionals must meet and uphold these standards. They establish the minimum norms for ethical conduct. Deliberate failure to meet these benchmarks violates the Army Ethic and may result in legal, regulatory, or administrative consequences.

2-10. In addition to the legal foundations, the Army Ethic includes higher standards from its moral foundations, such as those expressed in the Declaration of Independence. While the moral principles of the Army Ethic are not law or regulation, they establish the expectations to which we aspire institutionally as a profession and individually as trusted Army professionals. These are the inspirational and motivational foundations for honorable service.

2-11. Motivated by both the legal and moral foundations of the Army Ethic, Army professionals adhere to all applicable laws, regulations, or rules in the accomplishment of every mission, particularly in combat or in any application of lethal force. However, situations of uncertainty occur where the rules do not provide a clear, right course of action. In these cases, Army professionals base their decisions and actions on the moral principles of the Army Ethic, ensuring the protection of the inalienable rights of all people. In this way, Army professionals live by and uphold the moral foundation of the Army Ethic and reinforce the Army culture of trust among fellow Army professionals and with the American people.

Table 2-1. The legal and moral framework of the Army Ethic

The Framework of the Army Ethic		
	Legal Foundations	***Moral Foundations***
Army as Profession (Laws, values, and norms for performance of collective institution)	**Legal-Institutional** • The U.S. Constitution • Titles 5, 10, 32, USC • Treaties • Status-of-forces agreements • Law of war	**Moral-Institutional** • The Declaration of Independence • Just war tradition • Trust relationships of the profession
Individual as Professional (Laws, values, and norms for performance of individual professionals)	**Legal-Individual** Oaths: • Enlistment • Commission • Office USC—Standards of Exemplary Conduct UCMJ Rules of engagement Soldier's Rules	**Moral-Individual** Universal Norms: • Basic rights • Golden rule Values, Creeds, and Mottos: • "Duty, Honor, Country" • NCO Creed • Army Civilian Corps Creed • Army Values • The Soldier's Creed, Warrior Ethos
NCO noncommissioned officer UCMJ Uniform Code of Military Justice		U.S. United States USC United States Code
The *Army Ethic* is the evolving set of laws, values, and beliefs, embedded within the Army culture of trust that motivates and guides the conduct of Army professionals bound together in common moral purpose.		

OUR ARMY HERITAGE

2-12. On June 14, 1775, the Continental Congress created our Army and gave it the mission to defend what would become the United States of America. The Revolutionary War produced a courageous response from the American people. Following the loss of Philadelphia in 1777, the American Army under General George Washington went into winter quarters at Valley Forge (see figure 2-2 on page 2-4). During these desperate days, the Continental Army Soldiers were motivated and inspired by a common dream: liberty. The price of freedom was understood and the Soldiers at Valley Forge courageously persevered.

2-13. In the Colonial Era, Americans regarded military service as a duty of citizenship. Today's Army professionals, Soldiers and Army Civilians, maintain that tradition. We are dedicated to the Nation's defense and to the moral principles and values upon which it is founded. Our shared identity proceeds from our shared understanding of and respect for those whose legacy we celebrate. We honor this cherished inheritance in our customs, courtesies, ceremonies, and traditions. Units and organizations preserve their storied histories and proudly display distinctive emblems (regimental colors, crests, insignia, patches, and mottos). The campaign streamers on the Army flag remind us of our history of honorable service to the Nation. These symbols recall the sacrifice and preserve the bond with those who preceded us, express who we are today, and confirm our continued calling to serve. In that tradition, as stewards of the Army Profession, we dedicate our lives to preserve our liberty for generations to come.

Figure 2-2. Our Army heritage

In 1776, American leaders believed that it was not enough to win the war. They also had to win in a way that was consistent with the values of their society and the principles of their cause. ... American leaders resolved that the War of Independence would be conducted with a respect for human rights, even of the enemy.

David Hackett Fischer
Washington's Crossing
By permission of Oxford University Press, USA

OUR SHARED IDENTITY—TRUSTED ARMY PROFESSIONALS

2-14. We live by and uphold the Army Ethic, embracing our shared identity as trusted Army professionals. As such, we assume complementary roles as honorable servants in defense of the American people (see figure 2-3); Army experts in the conduct of our mission; and faithful stewards of our profession, our people, and the resources entrusted to our care. We are responsible for sustaining an Army culture of trust, now and for the future. Living by and upholding the Army Ethic strengthens—

- Honorable service through ethical, effective, and efficient accomplishment of the mission and performance of duty.
- Military expertise in the ethical design, generation, support, and application of landpower.
- Stewardship of our people, other resources, and our profession, now and for the future.
- Esprit de corps exemplified through our winning spirit.
- Professional development in character, competence, and commitment.
- Trust among Soldiers, Army Civilians, Army Families, and with the American people.

Figure 2-3. Honorable servants of the Nation

OUR ROLES AND MORAL PRINCIPLES

2-15. In our role as honorable servants of the Nation, we are professionals of character. In our role as Army experts, we are competent professionals. In our role as stewards of the Army Profession, we are committed professionals, accountable to each other, the profession, and the American people. By taking our solemn oath of service, we voluntarily incur an extraordinary moral obligation inherent in the shared identity to which we aspire. Living by and upholding the Army Ethic requires that we honor these moral principles in our decisions and actions in all aspects of life. Figure 2-4 on page 2-6 expresses the Army Ethic.

The Army Ethic

The Heart of the Army

The Army Ethic includes the moral principles that guide our decisions and actions as we fulfill our purpose: to support and defend the Constitution and our way of life. Living the Army Ethic is the basis for our mutual trust with each other and the American people. Today our ethic is expressed in laws, values, and shared beliefs within American and Army cultures. The Army Ethic motivates our commitment as Soldiers and Army Civilians who are bound together to accomplish the Army mission as expressed in our historic and prophetic motto: ***This We'll Defend*.**

Living the Army Ethic inspires our shared identity as trusted Army professionals with distinctive roles as *honorable servants*, *Army experts*, and *stewards of the profession*. To honor these obligations we adopt, live by, and uphold the moral principles of the Army Ethic. Beginning with our solemn oath of service as defenders of the Nation, we voluntarily incur the extraordinary moral obligation to be trusted Army professionals.

Trusted Army Professionals are

Honorable Servants of the Nation—Professionals of Character:

We serve honorably—according to the Army Ethic—under civilian authority while obeying the laws of the Nation and all legal orders; further, we reject and report illegal, unethical, or immoral orders or actions.

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.

In war and peace, we recognize the intrinsic dignity and worth of all people, treating them with respect.

We lead by example and demonstrate courage by doing what is right despite risk, uncertainty, and fear; we candidly express our professional judgment to subordinates, peers, and superiors.

Army Experts—Competent Professionals:

We do our duty, leading and following with discipline, striving for excellence, putting the needs of others above our own, and accomplishing the mission as a team.

We accomplish the mission and understand it may demand courageously risking our lives and justly taking the lives of others.

We continuously advance the expertise of our chosen profession through life-long learning, professional development, and our certifications.

Stewards of the Army Profession—Committed Professionals:

We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

We wisely use the resources entrusted to us, ensuring our Army is well led and well prepared, while caring for Soldiers, Army Civilians, and Families.

We continuously strengthen the essential characteristics of the Army Profession, reinforcing our bond of trust with each other and the American people.

Figure 2-4. The Army Ethic—our shared identity and moral principles

Honorable Servants of the Nation—Professionals of Character

We serve honorably—according to the Army Ethic—under civilian authority while obeying the laws of the Nation and all legal orders; further, we reject and report illegal, unethical, or immoral orders or actions.

2-16. We volunteer to bear true faith and allegiance to the Constitution and to protect the freedoms it defines. This is clearly articulated in our Army Value of loyalty. Allegiance is expressed in willing obedience to the lawful orders of our elected and appointed leaders. We demonstrate true faith in leading by example, doing our duty in taking right action to uphold the Army Ethic, rejecting orders in violation of law or our moral principles.

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.

2-17. The Army Profession contributes honorable service to the American people, defending our freedom and rights as expressed in the Declaration of Independence and the Constitution. Our mission must be accomplished in the right way in accordance with our Nation's values. American values affect every aspect of how U.S. forces fight and win. The Army Ethic guides us and the profession, always. This is non-negotiable. We demonstrate the Army Value of integrity as we make decisions and take actions that are consistent with the moral principles of the Army Ethic. To violate the Army Ethic is to break our sacred bond of trust with each other and with those whom we serve. Failure to live by and uphold the Army Ethic brings discredit on us all and may have strategic implications for the mission.

In war and peace, we recognize the intrinsic dignity and worth of all people, treating them with respect.

2-18. As stated in the Declaration of Independence, the human rights to life, liberty, and pursuit of happiness are inalienable and universal. Accordingly, we treat all people with respect, recognizing their intrinsic dignity and worth, demonstrating consideration for all. Even those who threaten the rights of others are entitled to just treatment according to law, regulations, and rules of engagement. We lead by example and do what is right to prevent abusive treatment of others. We protect those who are threatened or suffer disregard for their inherent dignity and worth. We do not tolerate mistreatment of people or their property.

We lead by example and demonstrate courage by doing what is right despite risk, uncertainty, and fear; we candidly express our professional judgment to subordinates, peers, and superiors.

2-19. Leadership demands courage. Our mission, our duty, and life itself require we reject cowardice—we accept risk, overcome adversity, and face our fears. Our desired outcome, regardless of our best efforts in making decisions, planning, and leading, is not assured. We realize that we may be harmed in performing our duty and accomplishing the mission. The harm we fear may be physical, emotional, or spiritual. To carry on requires courage, an attribute of our character and an Army Value. We communicate with candor and tact, seeking shared understanding and demonstrating courage by doing what is right despite risk, uncertainty, and fear. A decision and action is right if it is ethical (consistent with the moral principles of the Army Ethic), effective (likely to accomplish its purpose, accepts prudent risk), and efficient (makes disciplined use of resources).

Army Experts—Competent Professionals

We do our duty, leading and following with discipline, striving for excellence, putting the needs of others above our own, and accomplishing the mission as a team.

2-20. The Army Value of duty charges us with the responsibility to contribute our best efforts to accomplish the mission as members of the team. In performing our duty, we make right decisions and take right actions to the best of our ability. This does not mean that we will always succeed or avoid all mistakes. Setbacks and error will occur in any human endeavor. We learn from experience, both good and bad, develop in wisdom and leadership, and strive for excellence.

We accomplish the mission and understand it may demand courageously risking our lives and justly taking the lives of others.

2-21. The Army mission includes the directive to "fight and win our Nation's wars." We must be equipped, trained, and ready to engage in armed conflict. Our basic human rights, affirmed in the Declaration of Independence and stated in law, must be defended. Our right to life includes the right and the responsibility of self-defense. The legitimate interests of the American people, as determined by our freely elected government, must be protected when threatened or attacked. Our missions may justly require the use of armed force against legitimate threats, consistent with the Army Ethic. We recognize that our lives, and the lives and well-being of others, are at risk. In the fog of war, uncertainty compromises situational understanding. Regardless, to the best of our ability, we must make decisions and take actions that are right. We understand there may be unanticipated, unintended consequences affecting the lives of innocent people and their property. We do all we can to avoid these effects. We accept prudent risk and with courage we accomplish the mission in the right way.

We continuously advance the expertise of our chosen profession through life-long learning, professional development and our certifications.

2-22. Within the Army Profession, progressive development and certification in character, competence, and commitment for Soldiers and Army Civilians is a continuous, life-long responsibility. Knowledge, discipline, and leadership require education, training, experience, coaching, counseling, and mentoring. Situational understanding requires our individual and collective wisdom and judgment, often under demanding, chaotic circumstances, to discern what is actually so—the truth. With shared understanding and intent, we evaluate our options, decide what is right, and work as a cohesive team to accomplish the mission.

Stewards of the Army Profession—Committed Professionals

We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

2-23. Every Soldier and Army Civilian has the opportunity to simultaneously be a leader, follower, and steward of the Army Profession. We are accountable to the American people to accomplish the mission in the right way. We accept responsibility for making right decisions and taking right actions, always. We hold others and ourselves accountable to achieve the standard, striving for excellence. All of us exemplify lifelong commitment to defend the American people and secure the national interest by performing our duty consistent with Army Values. We stand strong to uphold the Army Ethic and conduct ourselves in a manner worthy of our professional status.

We wisely use the resources entrusted to us, ensuring our Army is well led and well prepared, while caring for Soldiers, Army Civilians, and Families.

2-24. We are diligent and faithful guardians of the people, other resources, and the profession entrusted to our care. The privilege to lead includes the responsibility to professionally develop our subordinates. We teach, coach, counsel, and mentor, and willingly accept such guidance from others. We develop people and organizations—ensuring they are properly equipped, trained, and led. We are ready for the mission today and anticipate the challenges that lie ahead. We exercise discipline in our use of materiel, facilities, and funds. We promote and safeguard the health and welfare of our Soldiers, Army Civilians, and their Families.

We continuously strengthen the essential characteristics of the Army Profession, reinforcing the bond of trust with each other and the American people.

2-25. Our Army's history confirms that well-led, disciplined organizations, embracing shared identity and purpose, succeed as a team. It also confirms that the Army is a military profession when it manifests its essential characteristics: honorable service, military expertise, stewardship, and esprit de corps, which together produce trust. While all Army professionals are stewards of the profession where they serve, our senior stewards have special responsibilities for the developmental policies, strategies, and resources that enable the Army's professional status. By strengthening its essential characteristics, the Army reinforces trust within the profession and with society.

EXPECTATIONS FOR ARMY PROFESSIONALS, BASED ON OUR ETHIC

2-26. The Army Ethic motivates and inspires our shared identity as trusted Army professionals. Preservation of the peace and winning the Nation's wars is inherent to our ethos—this is *Why We Serve*. The ethical, effective, and efficient accomplishment of the mission is the core of our ethos—this is *How We Serve*.

2-27. We accomplish the mission as a team, Soldiers and Army Civilians, contributing our best effort, doing what is right to the best of our ability, and always striving for excellence. Leaders set the right example, live by and uphold the Army Ethic, establish a positive climate, and inspire the team (see figure 2-5). While the senior leader is responsible for what the team does or fails to do, success demands that all perform duty with discipline and to standard. In this way, leaders and followers are trusted teammates in the exercise of mission command. The consistent demonstration of character, competence, and commitment, with shared understanding and intent, reinforces mutual trust. Our Army's primary role as an element of the joint force is in the land domain. Our enduring responsibility is to equip, train, and be ready for a wide variety of missions, as directed by the civilian and military chain of command.

2-28. Living by and upholding the Army Ethic is our life-long commitment. Reinforcing trust requires continuous professional development. This quest is a duty consistent with our shared identity. When our Soldiers and Army Civilians return to society as private citizens, they continue to be moral-ethical exemplars for their Families and communities. Every veteran of honorable service and Army retiree is a "Soldier for Life" and continues to contribute to the well-being of the United States of America.

2-29. Living the Army Ethic is a commitment and an expectation. Specifically, the Army Ethic informs, motivates, and inspires Army Professionals to—

- Seek to discover the truth, decide what is right (ethical, effective, and efficient), and demonstrate the character, competence, and commitment to act accordingly.
- Contribute honorable service in the conduct of the mission, performance of duty, and all aspects of life.
- Stand Strong as stewards in maintaining the Army Profession by upholding the Army Ethic—prevent misconduct and do what is right to stop unethical practices.

Figure 2-5. Our shared identity

EXPECTATIONS FOR THE ARMY PROFESSION, BASED ON OUR ETHIC

2-30. The Army Ethic guides institutional and operational policy and practice in the ethical design, generation, support and application of landpower, under legitimate civilian authority, on behalf of the American people. The relationship between the Army Profession and the American people depends on trust, continuously reinforced through contribution of honorable service, military expertise, and stewardship. The commitment of the Army Profession to fulfill this duty is demonstrated with indomitable esprit de corps—winning spirit—and the ability to be always ready and resilient.

2-31. The Army Ethic and its moral principles are essential components of the Army culture of trust. Specifically, the Army Ethic informs and guides institutional and operational policy and practice supporting—

- Honorable service in defense of the Constitution and the interests of the American people.
- Military expertise to accomplish the mission in the right way (ethically, effectively, and efficiently).
- Stewardship of Soldiers, Army Civilians, the Army Family, other resources, and the profession.
- Certification of Army professionals in character, competence, and commitment.
- Our shared identity as trusted Army professionals and our bond of trust with the American people.

Chapter 3

Trust—The Bedrock of Our Profession

> [T]rust *stands out as the defining element that enabled our military to overcome adversity and endure the demands of extended combat. ...* Internal trust *is integral to the chain of command. It is both inherent in and demanded amongst peers, between seniors and subordinates. ...* External trust *is the bond with which we connect with those we serve, our leaders in government and the American people. It must be continually earned. Special trust and confidence is placed in military leaders. This trust is based upon the fact that the members of our profession remain apolitical and would never betray the principles and intent of the Constitution, even at the risk of their own lives.*
>
> General Martin E. Dempsey, 18th Chairman of the Joint Chiefs of Staff

TRUST

3-1. ***External trust* is the confidence and faith that the American people have in the Army to serve the Nation ethically, effectively, and efficiently**. It is the bedrock of our relationship with society (see figure 3-1). General Dempsey's quotation expresses the importance of the public's trust in the Army Profession. He articulates principles that hold now and for the future of the Army Profession.

Figure 3-1. Trust with the American people

3-2. The Army Profession has been successful in sustaining the respect and trust of the American people. However, this trust is fragile and easily damaged if we do not understand who we are, who we serve, why we serve, and how we serve. Essential to reinforcing trust is performing our duty every day in a manner that the American people judge to be ethical according to the beliefs and values enshrined in the Nation's founding documents.

3-3. Within the Army, ***internal trust*** **is reliance on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic**. It serves as a vital organizing principle that establishes the conditions necessary for mission command. Trust is earned and reinforced as Army professionals contribute to the mission and perform their duty, seeking and communicating the truth and acting with integrity. With trust, there is less need for detailed guidance and close supervision.

3-4. Army professionals certified by these criteria develop mutual trust within cohesive teams. Certification evaluates and assesses an Army professional's—

- ***Character*****: dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.**
- ***Competence*****: demonstrated ability to successfully perform duty with discipline and to standard.**
- ***Commitment*****: resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges.**

3-5. An Army professional's store of trust develops from demonstrated character, competence, and commitment (see figure 3-2). Subordinates, peers, and superiors lose trust in a member of the Army Profession whose conduct fails to meet the standards of these criteria. More important, a greater loss of trust in the institution occurs when leadership neglects to take action to address these failures.

Figure 3-2. Trust between Soldiers

TRUST AND ARMY LEADERSHIP

3-6. Army leaders, at all levels, are responsible for reinforcing the Army culture of trust and establishing a professional organization and command climate essential for mission command. ADRP 6-0 states that mission command is based on mutual trust and shared understanding and purpose. Operations under the philosophy of mission command require trust up and down the chain of command and left and right between units. Superiors trust subordinates and expect them to accomplish missions consistent with the commander's intent. Subordinates trust superiors to give them the freedom to accomplish the mission with disciplined initiative.

3-7. Leaders earn the trust of their team when they lead by example and demonstrate character, competence, and commitment. Leaders also develop mutual trust through difficult training and shared experiences. Strong bonds of trust built through these collective experiences enable the team to overcome challenge and adversity (see figure 3-3). Training and shared experience allow leaders to earn the trust of subordinates and for subordinates to earn the trust of leaders.

Figure 3-3. Trust—the bedrock of our profession

3-8. Army professionals are stewards of the profession. They maintain the trust of the American people by living and upholding the Army Ethic. They ensure all professionals abide by its moral principles as they accomplish their mission. In the words of General Martin E. Dempsey, Chairman of the Joint Chiefs of Staff:

> *[W]e will work on strengthening the bond of trust among those with whom we work, among whom we support, and among those who march with us in battle. On that foundation of trust, we will overcome any challenge that we confront in the future.*

SOURCE OF TRUST: ADHERENCE TO THE ARMY ETHIC

3-9. Since the Army Ethic is the basis for our trust in internal and external relationships, Army professionals must understand the source of their ethic and how it guides decisions and actions. Army professionals use lethal force in conditions of moral complexity common to unified land operations. This requires Army professionals to adhere to the Army Ethic in the conduct of the mission, performance of duty, and all aspects of life. The Army Ethic is an integrated and coherent whole. It may be discussed in segments or in part for instructional purposes, but altogether it applies to what an Army professional is and does, everywhere, always.

WHY AND HOW WE SERVE

3-10. Understanding w*hy and how we serve* the American people is a functional imperative. Army professionals understand that their honorable service is noble and just. Otherwise, they may doubt the value of their service or question their commitment to the Army Profession.

3-11. Adherence to the Army Ethic, a moral obligation, is a force multiplier in all operations. Leaders are role models and must communicate and set the example for living the Army Ethic for their Soldiers and Army Civilians. By living and upholding the Army Ethic, we strengthen the essential characteristics of the Army Profession.

3-12. In support of the Constitution, Title 10, United States Code is the legal foundation for the Armed Forces of the United States. Our oath to support and defend the Constitution is a moral obligation to protect the American people and the inalienable rights expressed in the Declaration of Independence. This is the honorable service that the Army Profession provides to the Nation.

3-13. The Army defends the security and integrity of the United States as a sovereign nation. It protects the rights and interests of the American people by conducting military operations as directed by civilian leaders in a manner that also respects the basic rights of others.

3-14. The Nation's political sovereignty is a collective responsibility of the American people. As their trusted guardians, we restrain our actions and fight with virtue, respecting the inalienable rights of all people. If we are to maintain legitimacy as a profession while protecting the interests of the American people, we cannot violate the rights of others when using lethal force to protect our own rights.

3-15. Important insights for all Army professionals about how and why we serve include the following:

- The collective right of the American people to independence and political sovereignty is the moral basis for the Army mission.
- Protecting our collective right is the service the Army Profession provides for our society.
- As Army professionals, we must not violate the rights of others, or we violate our own ethic and erode trust and legitimacy.
- The Army mission, as directed by our civilian leaders, justifies the ethical application of landpower.
- The moral justification for the Army mission is the basis for taking the lives of others and courageously placing our own lives at risk.

3-16. Army professionals understand that they are part of the institution that protects the Constitutional rights of every American. Therefore, any failure to respect basic rights and adhere to the law of war diminishes the trust of the American people and the respect of the international community. Such failure can cause great harm to the legitimacy of our profession and our Nation.

THE ARMY ETHIC AND THE APPLICATION OF FORCE

3-17. With ongoing change in the world balance of power and rapid advances in technology, the Army Profession's practice of warfare continuously evolves. However, the moral principles of the Army Ethic, as presented in the previous chapter, are timeless and enduring. The Army Ethic guides us in meeting the challenges of present and future threats.

3-18. At the strategic level, senior Army leaders address ends, ways, and means to accomplish our global mission. Our ethic provides strategic leaders with moral guidance when considering prudent risk, disciplined initiative, and the consequences of military operations. Tactically and operationally, Army leaders apply legal principles to determine how their units use lethal force. The Hague and Geneva Conventions express the legal formulation of these principles further described in Army doctrine.

3-19. The principle of military necessity requires combat forces to engage in only those acts essential to secure a legitimate military objective. This principle justifies those measures, not forbidden by international law, necessary to accomplish the mission.

3-20. The principle of distinction requires discrimination between lawful combatants and noncombatants. The latter includes civilians, civilian property, prisoners of war, and wounded personnel who are unable to resist.

3-21. The principle of proportionality states that the anticipated loss of life and damage to property incidental to military action must not be excessive in relation to the expected military advantage.

3-22. The principle of unnecessary suffering requires military forces to avoid inflicting harm to people or damage to property beyond that which is necessary to accomplish the mission. Tactically, this principle imposes restraints on Soldiers involved in close combat.

3-23. These principles establish legal and moral boundaries for the use of landpower. They are the basis for the rules of engagement and "The Soldier's Rules." These principles guide Army leaders as they plan and conduct the mission and protect noncombatants and their property to the maximum extent possible.

LIVING BY AND UPHOLDING THE ARMY ETHIC

3-24. As Soldiers and Army Civilians, we join the Army Profession with personal values developed in childhood and nurtured through years of experience. By taking our oath to support and defend the Constitution, we agree to live by a new set of values—Army Values. These values, understood as moral principles, are inherent within the Army Ethic. As Army professionals, we commit to embracing Army Values, living by and upholding the moral principles of the Army Ethic. The Army Ethic guides our decisions and actions, always. When we uphold the Army Values and live the Army Ethic, we strengthen the Army culture of trust.

3-25. As stewards of the profession, we must lead by example and uphold the Army Ethic in all aspects of our lives. We are accountable, and hold others accountable, to be worthy of our status as Army professionals.

3-26. Acts of sexual harassment, sexual assault, and hazing are examples of violations of the Army Ethic. They injure our comrades, are corrosive to the Army culture of trust, and they undermine the trust of the American people. All members of the profession are comrades. The Warrior Ethos states, "I will never leave a fallen comrade." This applies both on and off the battlefield—at all times.

This page intentionally left blank.

Chapter 4

Honorable Service—Our Noble Calling

The Nation today needs [professionals] who think in terms of service to their country, and not in terms of their country's debt to them.

General of the Army Omar Bradley

HONORABLE SERVICE

4-1. ***Honorable service*** **is support and defense of the Constitution, the American people, and the national interest in a manner consistent with the Army Ethic**. Throughout history, every military has had a distinct ethic and ethos that reflect the values and norms of the society it protected. The moral principles of the Army Ethic encompass American values and guide our approach to warfighting.

4-2. We contribute honorable service as we accomplish our mission, perform our duty, and live our lives in a manner worthy of our professional status. Doing so requires that we make right decisions and take right action. This requires an understanding of what is right. A right decision and action is ethical, effective, and efficient. In this way, living by and upholding the Army Ethic means that its moral principles are woven through all facets of our lives. Figure 4-1 shows Major Mark Bieger carrying an injured child in Mosul, Iraq, Staff Sergeant Ryan Pitts and the Medal of Honor, and Mr. Ernest Roth receiving the Commander's Award for Civilian Service.

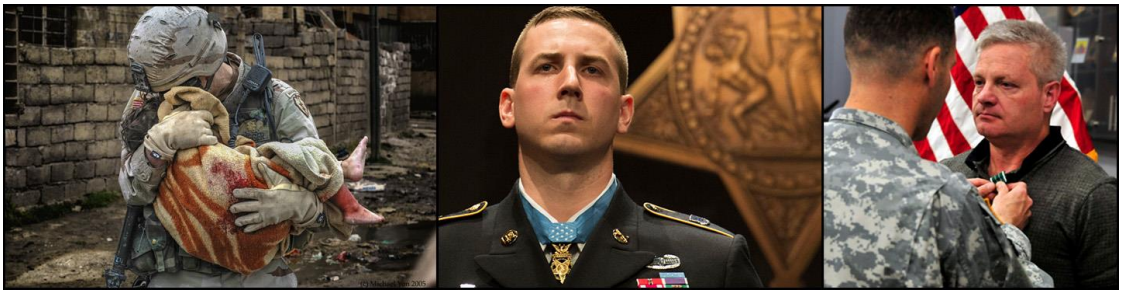


Figure 4-1. Honorable service

4-3. As Army professionals, we accept the responsibility to continuously develop others and ourselves in character, competence, and commitment. These attributes, consistently demonstrated, reinforce trust. Trust is essential for the successful accomplishment of every mission and endeavor. Thus, we aspire to be trusted Army professionals.

4-4. Conversely, misconduct undermines trust and can bring discredit on us all. Moral failure compromises the Army Profession's bond of trust among its members, with the American people, and with the international community. It is our duty to set the example, to prevent misconduct, and to do what is right to stop unethical practices.

4-5. Our identity is strengthened through education, training, and experience. We are committed to lifelong learning and character development, offering and receiving coaching, counseling, and mentoring. We strive for excellence in all endeavors and set the example for what it means to live by and uphold the Army Ethic.

HONORABLE SERVICE, CIVILIAN AUTHORITY, AND OUR CONSTITUTIONAL OATHS

4-6. Honorable service to the Nation demands true faith and allegiance to the Constitution. The Oath of Office (commissioning) for officers, the Oath of Enlistment for enlisted Soldiers, and the Oath of Office for Army Civilians each share these words: "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."

4-7. Our military responsibility is conferred by the American people, based on the principles of the Declaration of Independence, through the Constitution, and law, such as Titles 5, 10, and 32 of the United States Code. Military authority is delegated by elected and appointed public officials to the Soldiers and Army Civilians entrusted with executing their orders. The Oath of Enlistment obliges obedience to the orders of superior officers, and the Oath of Office implies the same for commissioned officers and Army Civilians. The Army Professional's oath requires strict adherence to the law. No order can set aside this obligation.

4-8. The Army professional's moral awareness and sensitivity is required for legally and morally justifiable action. General George Washington exemplified honorable service in his resignation to Congress at the close of the Revolutionary War. By this act, he ensured that his immense national popularity as a military leader and hero would not overshadow the necessary exercise of power of the fledgling Congress. Thus, the American military has long recognized and embraced a moral tradition of subordination to elected civilian authority within honorable service to country.

Upholding the Army Ethic

PFC Justin Watt's decisions and actions demonstrate the courage that is required to do what is right despite risk, uncertainty, and fear. In March 2006 near Mahmudiyah, Iraq, four Soldiers raped a 14-year old Iraqi girl and murdered her and her family. After learning of these acts, despite imminent risk of retaliation, a member of their platoon, PFC Watt, reported the incident to his chain of command. Ultimately, all four Soldiers were tried and convicted.

PFC Watt stated, "If you have the power to make something right, you should do it. Investigation is not my job. But if something went down—something terrible like that—then it's my obligation to come forward." His commitment to uphold the Army Ethic at the risk of his own life exemplifies honorable service.

4-9. Soldiers in combat operations balance between the necessity to obey their superiors without hesitation and the legality and morality of using violence in the service of the Nation. The law is explicit. Soldiers are legally bound to obey the orders of their superiors but they must disobey an unlawful order. Soldiers are also legally bound to report violations of the law of war to their chain of command. The honorable action of PFC Justin Watt in reporting, contrary to instructions, the misconduct at Mahmudiyah is one such example.

4-10. Often there is no time for recourse to legal advice in combat. Soldiers then act in accordance with their training. Realistic training should expose them to potential dilemmas and leaders must emphasize the primacy of "The Soldier's Rules." However, this may not be sufficient preparation for the realities of close combat. Ethical dilemmas will occur and blind obedience is no guide to action. Thus, Soldiers inculcate the Army Ethic through force of habit and the daily example of their leaders.

ETHICAL ORDERS

4-11. Making a right choice and acting on it when faced with an ethical question can be difficult. Sometimes it means standing firm and disagreeing with leadership on ethical grounds. These occasions test character. Situations in which a Soldier or Army Civilian believes an order is unlawful can be most difficult.

4-12. Under normal circumstances, we execute a superior's decision with enthusiasm. If we perceive that an order is unlawful, we should seek to gain situational understanding regarding the order and its original intent. This may include asking for clarification from the person who issued the order before proceeding.

4-13. If the question is complex, the Soldier or Army Civilian should seek legal counsel. If circumstances do not permit, as may happen in the heat of combat, Soldiers make the best judgment possible based on their understanding of the Army Ethic as applied to the immediate situation. There is a risk when we disobey what is discerned to be an unlawful order, but it may be the most courageous decision we ever make.

4-14. While none of us can be completely prepared for complex, ambiguous situations, we should reflect on the Army Ethic, study lessons learned, and anticipate ethical challenges. It is expected that Soldiers and Army Civilians, as trusted Army professionals, will do what they believe is right.

4-15. By our oath of service, a public moral commitment, we voluntarily agree to live our lives, even at the risk of injury or death, in honorable service to the American people. With this oath, we express our willingness, as President Lincoln stated at Gettysburg, to offer our "last full measure of devotion."

> *It was the honor of my life to answer the call and serve our country. ... I saw the greatest men I've ever known ... who placed themselves between us and the enemy to protect and defend. ... They're the real heroes and it is their names you should know: ... No one man carried the fight. We did it together. ... We were a family. ... The Medal represents our sacrifices, and those of every service member.*
>
> *They were professionals. They were warriors.*
>
> Staff Sergeant Ryan Pitts, USA
> Medal of Honor Ceremony Speech, 22 July 2014

This page intentionally left blank.

Chapter 5

Military Expertise—Our Application of Landpower

I am an expert and I am a professional.

Soldier's Creed

MILITARY EXPERTISE

5-1. ***Military expertise*** **is the** ***ethical*** **design, generation, support, and application of landpower, primarily in unified land operations, and all supporting capabilities essential to accomplish the mission in defense of the American people**. Soldiers and Army Civilians will find within this definition the role their units and organizations play in ultimately applying landpower and how their own contribution fits into the larger mission.

5-2. It takes years of study and practice to apply our military expertise in the conduct of our various missions. The Army Profession has three critical tasks:

- Develop expert knowledge.
- Apply military expertise.
- Certify Army professionals and organizations.

OUR FIRST TASK—DEVELOP EXPERT KNOWLEDGE

5-3. The Army professional must develop expert knowledge in four fields:

- Military-technical.
- Moral-ethical.
- Political-cultural.
- Leader-human development.

5-4. The military-technical field includes knowledge and application of Army force design, force generation, and the effective use of landpower. This field includes the integration of technology in the conduct of military operations (see figure 5-1).

5-5. The moral-ethical field addresses knowledge and application of landpower, which is often lethal, according to the American people's expectations and values. This field encompasses the legal and moral contents of the Army Ethic and their application by various methods of moral reasoning and decision making. The moral-ethical field includes shared beliefs, rules, and standards that guide us in the conduct of the mission, performance of duty, and all aspects of life. These are passed along from generation to generation and apply in war and peace.

5-6. The political-cultural field includes knowledge of how Army professionals and their organizations interact outside the Army, particularly with unified action partners and civilian populations, both foreign and domestic, in all civil-military relations.

5-7. The leader-human development field informs how the Army Profession inspires American citizens to volunteer and accept a calling to honorable service that develops their professional identity and certifies them in character, competence, and commitment. Professional development for Soldiers and Army Civilians is a career-long process that includes education, training, and experience. Lifelong learning is expected of all Army professionals.

Figure 5-1. Develop expert knowledge and apply military expertise

OUR SECOND TASK—APPLY MILITARY EXPERTISE

5-8. We apply our military expertise with the autonomy granted by the American people. Soldiers and Army Civilians must contribute their best effort to accomplish the mission. To do so requires understanding and applying the principles of mission command as a valued member of a cohesive team—developing mutual trust through performance of duty with discipline and to standard.

5-9. When applying military expertise, Army professionals repetitively make discretionary judgments, often with high moral implications and consequences. Whether we are Soldiers or Army Civilians, in war or peace, we make decisions accepting prudent risk and take action with disciplined initiative under mission command. In all cases, we are guided by the moral principles of the Army Ethic.

5-10. As trusted Army professionals, we aspire to be Army experts making right decisions and taking right action. However, we understand that honest mistakes and setbacks are inevitable and can be valuable learning experiences, contributing to our professional development, collective wisdom, and leadership.

OUR THIRD TASK—CERTIFY ARMY PROFESSIONALS

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 Ann E. Dunwoody

5-11. ***Certification*** **is verification and validation of an Army professional's character, competence, and commitment to fulfill responsibilities and successfully perform assigned duty with discipline and to standard**. The Army has significant autonomy to make decisions due to its unique military expertise and moral obligation to serve the best interests of the Nation. For example, Congress does not normally dictate doctrine to the Army; it trusts the Army to develop it correctly. Through certification, the Army strengthens trust by confirming the professional development of Soldiers and Army Civilians and the readiness of organizations.

5-12. Certification in the Army has two purposes. For the Army Profession, certification demonstrates to the American people that the Army is qualified to perform its expert work. For Army professionals, certification also provides motivation and a sense of accomplishment. Examples include an earned rank or credential, selection for a leadership assignment (see figure 5-2), or successful completion of training.

Figure 5-2. Change of command

5-13. The Army Profession certifies the character, competence, and commitment of its Soldiers and Army Civilians throughout their service. Certification methods include—

- Official promotion and evaluation systems.
- Professional training and education within Army schools, including branch, skill, and functional area qualifications.
- Centralized certifications and assignments for leadership and command positions.

5-14. Intrinsically, character is one's true nature including identity, sense of purpose, values, virtues, morals, and conscience. Character, in an operational sense, is an Army professional's dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.

5-15. Competence is an Army professional's demonstrated ability to successfully perform duty with discipline and to standard. Requisite competence varies based on level of responsibility (rank or grade) and the duties associated with specific force structure positions within career management fields.

5-16. Commitment is an Army professional's resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges. To be an Army professional is to answer a calling that is much more than a job. It means to be motivated primarily by the intrinsic value of service rather than material benefits such as pay and vacations. At senior levels of leadership, this includes responsible stewardship of the Army Profession. Demonstrating commitment requires the resilience to cope, recover, and learn from setbacks.

5-17. Upon taking our initial oath, we voluntarily join the Army Profession as aspiring Army professionals. Upon completion of the appropriate requirements, we receive our initial certification (see figure 5-3). This is a significant first step in our development as a trusted Army professional. The responsibility for continuing development and certification is a mutual one, shared between the individual and the Army Profession. Army professionals undergo multiple certifications in order to assume greater responsibility or duty requiring advanced knowledge or skills.

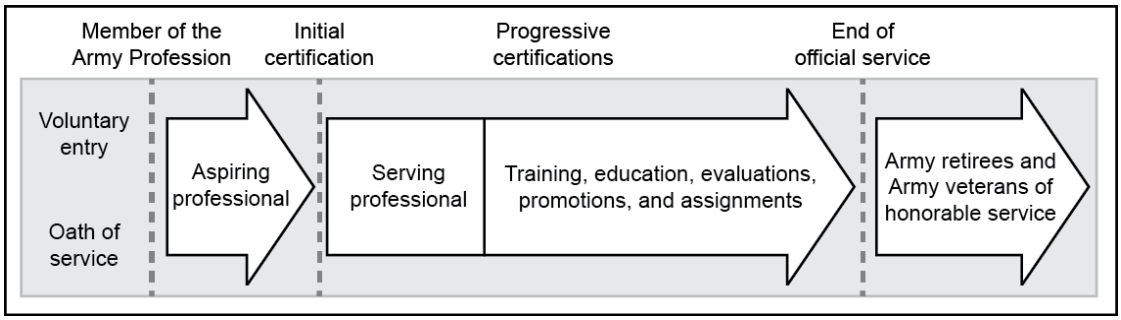


Figure 5-3. Army professional certification process

5-18. Army professionals who are veterans of honorable service or who have retired remain members of the Army Profession and continue to be valued members of the Army Family. As they transition into civilian life, they serve as exemplary role models within their communities. As a "Soldier for Life," each man and woman carries on the traditions of the Army culture of trust, demonstrating the Army Ethic in all aspects of their lives.

5-19. The Army Profession does not automatically certify an Army professional. Service in the Army Profession entails significant responsibility—the ethical design, generation, support, and application of landpower in honorable service of the Nation. Our military expertise is not to be taken for granted. Membership in the Army Profession is a privileged status that members earn through initial certification and progressive re-certifications in character, competence, and commitment.

MEMBERSHIP IN THE ARMY PROFESSION

5-20. The Army Profession has two broad categories of professionals—Soldiers and Army Civilians (see figure 5-4). These professionals comprise two complementary and mutually supporting communities within the Army Profession:

- **The *Profession of Arms* is a community within the Army Profession composed of Soldiers of the Regular Army, Army National Guard, and Army Reserve**.
- **The *Army Civilian Corps* is a community within the Army Profession composed of civilians serving in the Department of the Army.**

Figure 5-4. Membership in the Army Profession

5-21. Being an Army professional starts with developing and sustaining a professional identity. Identity refers to one's self-concept. Soldiers and Army Civilians first identify with being members of the Army Profession. Their shared identity as trusted Army professionals is progressively formed and strengthened as they live by and uphold the Army Ethic as they perform their duties and accomplish the mission.

5-22. Contractors are not members of the Army Profession; however, they provide valuable support and augment the capabilities of the Profession of Arms and the Army Civilian Corps. Hired under contractual terms for specific tasks of a specified duration, contractors provide essential skills and perform technical and administrative tasks that allow Army professionals to focus on their primary missions. Contractors are an important part of any current or future Army effort.

5-23. The progression from civilian volunteer to certified Army professional is vital to strengthening the military expertise of the Army Profession. This is a constant challenge due to rapidly changing conditions, advancing technology, and the variety of missions we are assigned. As such, ensuring this progression must remain a strategic priority for senior Army leaders.

This page intentionally left blank.

Chapter 6

Stewardship of the Army Profession

A common thread runs through all that we do. ... That thread is the stewardship of the profession, of what it means to be a soldier.

Chief of Staff of the Army General Raymond T. Odierno

CARING FOR THE ARMY PROFESSION—NOW AND FOR THE FUTURE

6-1. The essential characteristics of the Army Profession—trust, honorable service, military expertise, stewardship, and esprit de corps—establish what General George C. Marshall described as the "common spirit" that binds us together as a unique military profession. Together, these characteristics explain what it means for the Army to be a profession.

6-2. As stewards of the Army Profession, it is our duty to strengthen these characteristics every day and in everything we do (see figure 6-1). Stewardship is necessary for the Army Profession to be worthy of the trust of the American people, now and for the future.

Figure 6-1. Stewardship of the Army Profession

OUR OFFICE AS ACCOUNTABLE STEWARDS

6-3. ***Stewardship* is the responsibility of Army professionals to strengthen the Army as a profession and to care for the people and other resources entrusted to them by the American people**. Army professionals continuously strive for excellence in the performance of duty to accomplish every mission ethically, effectively, and efficiently. Stewardship requires that we understand our work is more than just a job; it is an office. We accept this sense of office when sworn in under oath; this is explicit in the oaths taken by Army officers and Army Civilians (and implied in the Oath of Enlistment). These oaths conclude with the language: And that I will well and faithfully discharge the duties of the office upon which I am about to enter.

6-4. The office which Army professionals enter upon taking their oath is not a physical workspace; it is a moral workspace. This unique workspace involves our subordination to the moral responsibilities of the profession. Specifically, Army professionals are stewards of the sacred trust with the American people. Accountability comes with the responsibility of office—the obligation that the Army must always be prepared to fight and win. This is what S. L. A. Marshall described as the Army's "exceptional and unremitting responsibility."

ARMY LEADERS AS STEWARDS

6-5. All true professions police their members and create their own professional development programs. They live by their ethic and advance their expert knowledge and practical expertise, which they continuously adapt to future needs. The Army was established by Congress in 1775, but it has only matured into a profession since the early twentieth century. The Army Profession will continue to mature and reinforce trust with the American people only if its senior leaders act as responsible stewards of the institution, our people, and our resources.

6-6. Stewardship includes the group of strategies, policies, principles, and beliefs that pertain to the purposeful creation, management, and sustainment of effective landpower. Stewards have concern for the lasting effects of their decisions on the people and other resources entrusted to their care. Senior Army leaders are responsible for professional development programs and improving our institutional systems for the near- and long-term. As such, senior Army leaders—

- Oversee professional education and training activities essential to organizational learning, including generating military expertise related to the ethical design, generation, support, and application of landpower. They actively seek to increase the profession's body of expert knowledge.
- Apply expertise in leader and human development to certify individual professionals and organizations. This process develops future leaders and ensures the effectiveness of Army organizations.
- Perform their duty with discipline, striving for standards of excellence, contributing honorable service, setting the example for exemplary conduct, and accomplishing the mission.
- Willingly live by and uphold the Army Ethic, without the need for external regulation, to enhance the profession's autonomy.
- Strengthen esprit de corps through the practice of customs, courtesies, and traditions. These practices honor our history and promote the legacy of honorable service to the Nation.
- Inspire and motivate pursuit of excellence, a courageous winning spirit, an Army culture of trust, and cohesive teamwork.

6-7. Senior leaders fulfill this moral obligation by investing in professional development for future leaders at all levels. Professional development for Army leaders includes education, training, and experience. It is the senior leader's responsibility to ensure subordinates receive the appropriate education, training, and experiences to compete for promotion, as well as to increase their potential and motivation for current and future assignments.

CIVIL-MILITARY RELATIONS

6-8. Senior Army leaders have a direct stewardship responsibility to strengthen trust with the American people through their professional engagement in civil-military relations. Civilian authority over the military is established and codified in our Constitution and is the mechanism by which the American people, through their elected and appointed officials, exercise oversight of the military. Army professionals understand this and appreciate the traditional role that such oversight has played throughout our history (see figure 6-2).

Figure 6-2. Civil-military relations

6-9. Final decisions and responsibility for national strategy and policy, and for the organization and resourcing of the Army rest with civilian authority. With this understanding, Army professionals have a duty to provide their unique and vital expertise to the decision making process. It is our responsibility to ensure that professional military advice is candidly and respectfully presented to civilian leaders..

6-10. The key condition for effective American civil-military relations is mutual respect and trust. With this understanding, Army professionals strictly adhere to a set of norms established by law and accepted practice:

- The Army Profession's principal obligation is to support the democratic institutions and policy-making processes of our government. Military leaders offer their expertise and advice candidly to appropriate civilian leadership.
- Civilian decision makers seek and consider professional military advice in the context of policy deliberations. Army professionals properly confine their advisory role to the policy-making process and do not engage publically in policy advocacy or dissent. Army professionals adhere to a strict ethic of political nonpartisanship in the execution of their duty.
- The legitimacy of the Army Profession depends on healthy interaction with the news media. Within the limits of operations security, Army professionals support and facilitate the media's legitimate function to inform the citizenry we honorably serve.

STEWARDSHIP DURING TRANSITIONS

6-11. The Army Profession serves the Nation in the common defense, and the Constitution empowers the Congress to raise and support the Army. As such, throughout our history, the Army has experienced transitions in size and composition. We respond to congressional and executive directives with consideration for the Army's ability to accomplish the mission and for effects on our people and property. We do this in a manner consistent with our professional status and strengthen the essential characteristics of our profession as we achieve the new end state capabilities. We emerge, ready and resilient, always prepared for the next mission.

6-12. Now and in the future, Army leaders will continue to inspire honorable service, develop and apply military expertise for new generations of Army professionals, and sustain the esprit de corps that is our winning spirit. Senior Army leaders will adjust our policies and strengthen our institutional systems to anticipate and meet operational demands. In this way, senior stewards of the Army Profession reinforce our sacred bond of trust with the American people.

Chapter 7

Esprit de Corps—Our Winning Spirit

The Soldier's heart, the Soldier's spirit, the Soldier's soul are everything. Unless the soldier's soul sustains him he cannot be relied on and will fail himself and … his country in the end.

General of the Army George C. Marshall

A WINNING SPIRIT

7-1. Success in all our missions requires spirited and dedicated Soldiers and Army Civilians who strive for standards of excellence. We are bonded together through mutual trust, in cohesive teams—units and organizations—a band of brothers and sisters (see figure 7-1). Our shared identity, sense of purpose, and winning spirit strengthen our individual and collective commitment, resilience, and courage—a never quit resolve—enabling us to persevere and accomplish even the most arduous mission.

7-2. ***Esprit de corps* is a traditional military expression that denotes the Army's common spirit, a collective ethos of camaraderie and cohesion within the team**. For the Army Profession, esprit de corps is embedded in the Army culture of trust and sustained by leaders at every level. It is often manifested in customs, courtesies, and traditions. On every mission—whether it is engaging enemy forces, establishing security for a lasting peace, or rebuilding a community devastated by natural disaster—esprit de corps strengthens our commitment to persevere and accomplish the mission in the right way.

Figure 7-1. Develop a winning spirit

GROUNDED IN TRADITIONS AND HISTORY

7-3. Soldiers and Army Civilians are well trained, well equipped, and ready to accomplish a variety of missions. However, these preparations alone are not enough. The challenges of warfare—a formidable and dangerous enemy, a hostile and uncertain environment, physical and emotional fatigue, separation from loved ones, and attendant stresses—wear on even the most experienced Army professional. To persevere and prevail in these conditions requires an intangible resilience that is at the core of our ethos.

Esprit de Corps

During the epic World War II Battle of the Bulge, the one standing order that General Middleton gave General McAuliffe on the morning of 19 December was "Hold Bastogne." By 22 December, artillery ammunition was running low and German forces encircled the town. There were too few medics, not enough surgical equipment to treat the wounded, and many nearly froze in the snow. Despite these bleak conditions, unit esprit and Soldier morale were still high.

What may have been the biggest morale booster came with an enemy ultimatum. At about noon, four uniformed Germans under a white flag entered the lines of the 2d Battalion, 327th Infantry Regiment. The terms of the message they carried were simple: "the honorable surrender of the encircled town." This was to be accomplished in two hours on threat of annihilation by the massed fires of the German artillery.

The rest of the story has become part of American military legend: General McAuliffe disdainfully answered the Germans, "Nuts!" Colonel Harper, commander of the 327th, hard pressed to translate the General's idiom, decided on "Go to Hell!" Nonetheless, the 101st expected that the coming day would be extremely difficult, and it was—but, our Soldiers held Bastogne. The staunch defense of the town impeded the German advance and hastened the celebration of the Allies' victory in Europe.

7-4. The Army's culture reflects the belief that the Army has always endured and will endure again. Units that endure have distinctively stable cultures that shape their members' behavior, even though they are composed of many, ever changing individuals. An institution's culture generally reflects what it has found to be functionally effective in times of crisis. Culture goes beyond mere style. It is the spirit and soul of the organization, the motivational bond that makes organizations distinctive sources of identity and successful experience (see figure 7-2).

BUILT ON A FOUNDATION OF DISCIPLINE AND STANDARDS

7-5. Discipline and standards are intrinsic within the Army culture of trust. Discipline guides our manner of performance. We conduct ourselves according to the discipline of our military art and science. With discipline, we choose the harder right over the easier wrong in the face of temptation, obstacles, and adversity. Standards establish acceptable levels of performance and achievement. As a result, Army professionals strive for standards of excellence and may take justifiable pride in their contribution of honorable service on behalf of the American people.

7-6. Some may associate discipline only with regulations and the consequences for errors in judgment and conduct. However, it is important to understand that our professional discipline is fundamentally about how we practice our profession. Discipline is a hallmark of the Army and is the expected manner in which we perform our duty, striving for standards of excellence.

Figure 7-2. Grounded in traditions and history

ESPRIT DE CORPS THROUGHOUT THE ARMY PROFESSION

7-7. Esprit de corps exists at all levels, influencing individual morale, team cohesion, and ethos within the Army Profession. It contributes to our sense of community—an Army Family—that cares for all its members and will "never leave a fallen comrade."

7-8. For the Soldier and Army Civilian, esprit de corps is reflected in—

- Motivation, discipline, and morale.
- A sense of accomplishment: "Duty Well Performed!"
- Pride in honorable service, defending the American people.
- Belonging to a cause greater than oneself: love of country, the Army Family, and preserving the peace.
- Living by and upholding the Army Ethic, always.

7-9. Within the unit, command, and organization, esprit de corps is reflected in—

- A shared sense of professional identity, a common mission, technical and tactical proficiency, and cohesive teamwork that develops mutual trust.
- Shared values and experiences—working and training together, respecting each other, and mutually overcoming adversity and challenge.
- Conduct of the mission in the right way.
- A professional command climate of trust, respect, caring, and candor.
- Honoring customs, courtesies, and traditions.

7-10. The Army, as a profession, contributes to esprit de corps through—

- Shared identity as America's Army, a unique military profession, military department, and force of decisive action.
- Sustained specialized, demanding, and intellectually rigorous education and training.
- Individual and collective certification.
- Advancement and promotion based on genuine merit.
- Shared commitment to the Army Profession, the Army Ethic, the Army mission, and our heritage of honorable service within the Army culture of trust.
- Shared understanding of w*hy* and *how* w*e Serve* the American people.

7-11. Army professionals—Soldiers and Army Civilians—have always embraced a winning spirit. The Army Profession continuously strengthens such esprit de corps necessary for today's mission and those that lie ahead.

Appendix A

The Army Culture and the Army Ethic

ARMY CULTURE

A-1. The essential characteristics of the Army Profession—trust, honorable service, military expertise, stewardship, and esprit de corps—and the Army Ethic are inherent within the Army culture. Our culture is informed by and sustains the Army Ethic, the heart of the Army. Thus, our culture and ethic are integrated, interdependent, evolving, and enduring.

A-2. All professions, major institutions, and large organizations have distinct cultures that influence behaviors and shape the identity of their members. The culture of a people generally reflects what is acceptable and functionally effective. Thus, culture goes beyond mere style. It is essentially how we do things.

A-3. In contrast to culture, organizational climate refers to its members' feelings and attitudes as they interact within their teams. Climate is often driven by observed policies and practices, reflecting the leader's character. A zero-defect mindset, for example, can create conditions in which individuals believe they are not trusted. Unlike culture, that is deeply embedded, climate can be changed quickly, for example, by replacing a toxic leader or correcting dysfunctional practices.

ASSUMPTIONS, BELIEFS AND VALUES, AND ARTIFACTS

A-4. There are three levels within the Army culture: underlying assumptions; enduring beliefs and values; and the artifacts and icons associated with our customs, courtesies, and traditions.

A-5. Our shared underlying assumptions are directly associated with the Army Ethic and its binding moral principles. Consequently, the Army Ethic is integral within the Army culture, and Army professionals willingly accept their duty to live by and uphold our ethic in all aspects of life. By way of illustration, we assume and accept the moral principle that all people are of intrinsic dignity and worth. Accordingly, we treat everyone with respect.

A-6. Within the Army culture, our shared professional beliefs and values are published in doctrine and are reflected in regulations, policies, and procedures. Accordingly, the Army Ethic, with embedded Army Values, is taught and integrated within mission command. However, if leaders allow disconnects between word and deed—between professed values and actual practices—then they breed cynicism, compromise mutual trust, and degrade organizational esprit de corps and individual morale. Conversely, leader actions consistent with the Army Ethic strengthen mutual trust and build cohesive teams, supporting the philosophy of mission command.

A-7. Artifacts and icons are what Army professionals see, hear, and feel within the Army culture. These include—

- Language, technology, and equipment.
- Visible symbols, such as flags and unit guidons.
- Organizational history and traditions.
- Chain of command pictures, representing the hierarchy of responsibility and authority.

CULTURAL DIMENSIONS

A-8. Understanding the distinct levels within Army culture—assumptions, beliefs and values, and artifacts and icons—allows leaders to strengthen each as they provide continuous stewardship of the Army Profession and especially as they guide the Army through transitions. In this light, leaders focus on reinforcing—

- Our shared professional identity.
- Our sense of community and esprit de corps.
- Hierarchy, responsibility, and accountability.

A-9. Our shared professional identity as trusted Army professionals guides our decisions and actions, inspiring us to be honorable servants, Army experts, and responsible stewards of the Army Profession. We are committed to lifelong learning and professional development. We strive for standards of excellence in all our endeavors. We contribute our best effort to accomplish the mission and embrace a spirit of service to others before self.

A-10. Army culture reinforces a necessary sense of community—the Army Family. We belong to a professional family with a shared mission, purpose, and identity. Camaraderie, in a supportive and cohesive team of brothers and sisters, develops our shared identity by focusing on the team ("we") and not the individual ("me"). Cooperation and 360-degree commitment allow task-organized units, restructured organizations, and newly assigned Soldiers and Army Civilians to work readily together with mutual trust as cohesive teams. Army professionals put the Army's interests ahead of their own and find intrinsic value in honorable service.

A-11. Hierarchy is essential within the Army as a military department of government. Hierarchy reflects levels of responsibility and authority. Within this structure, Army leaders at all levels contribute to mission accomplishment in the right way, consistent with their superior's intent. This willing obedience to legal and moral orders is essential to good order and discipline within the Army culture. Within the chain of command, mutual trust supports mission command, strengthens shared professional identity, and builds cohesive teams.

A-12. These dimensions of Army culture—shared identity, sense of community, and hierarchy—are mutually supporting and reinforcing. Senior Army leaders understand the interaction among these factors, particularly during transitions, and ensure each is strengthened, contributing to a ready and resilient Army, now and for the future.

Appendix B

Oaths, Creeds, and Norms of Conduct

OATHS

B-1. Army professionals swear or affirm to support and defend the Constitution of the United States—not a leader, people, government, or territory. That solemn oath ties service in the Army directly to the founding document of the United States. It instills a nobility of purpose within each member of the Army Profession and provides deep personal meaning to all who serve. The Army Profession derives common standards and a code of ethics from common moral obligations undertaken in its members' oaths of office. These standards unite members of all Services to defend the Constitution and protect the Nation's interests, at home and abroad, against all threats.

ARMY OATH OF ENLISTMENT

B-2. The Army Oath of Enlistment (see figure B-1) reads:

> *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.*

Figure B-1. Oath of enlistment

COMMISSIONED OFFICERS AND WARRANT OFFICERS OATH OF OFFICE

B-3. The Army Oath of Office reads:

> *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 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.*

NATIONAL GUARD OATH OF ENLISTMENT

B-4. The National Guard Oath of Enlistment reads:

> *I do hereby acknowledge to have voluntarily enlisted this __ day of ____, 20__, in the _____ National Guard of the State of _____ for a period of __ year(s) under the conditions prescribed by law, unless sooner discharged by proper authority.*
>
> *I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and of the State of _____ against all enemies, foreign and domestic; that I will bear true faith and allegiance to them; and that I will obey the orders of the President of the United States and the Governor of _____ and the orders of the officers appointed over me, according to law and regulations. So help me God.*

NATIONAL GUARD OATH OF OFFICE

B-5. The National Guard Oath of Office reads:

> *I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of _____ against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I will obey the orders of the President of the United States and of the Governor of the State of _____, that I make this obligation freely, without any mental reservation or purpose of evasion, and that I will well and faithfully discharge the duties of the office of _____in the National Guard of the State of _____upon which I am about to enter, so help me God.*

ARMY CIVILIAN OATH OF OFFICE

B-6. The Army Civilian Oath of Office (see figure B-2) reads:

> *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 on which I am about to enter. So help me God.*

CREEDS

B-7. The Army is a values-based organization. It upholds principles grounded in the Constitution and inspires guiding values and standards for its members. Our creeds are statements of deeply held beliefs. Examples of creeds include The Soldier's Creed, Noncommissioned Officer Creed, and Army Civilian Corps Creed.

Figure B-2. Civilian oath of office

THE SOLDIER'S CREED

B-8. The Soldier's Creed, including the Warrior Ethos (the underlined and bolded text), captures the spirit of dedication that Soldiers feel in being part of something greater than themselves. It outlines the fundamental obligations of Soldiers to their fellow Soldiers, their unit, and the Army itself. The Soldier's Creed extends beyond service as a Soldier; it includes commitment to family and society.

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.

NONCOMMISSIONED OFFICER CREED

B-9. The Noncommissioned Officer Creed reads:

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!

ARMY CIVILIAN CORPS CREED

B-10. The Army Civilian Corps Creed reads:

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.

NORMS OF CONDUCT

B-11. The Army culture promotes certain norms of conduct. For example, discipline is central to its professional identity. Soldiers who manage violence under the stress and ambiguity of combat require the highest level of individual and organizational discipline. Likewise, because Soldiers must face the violence of combat, they require the stiffening of discipline to help them perform their duty.

B-12. Army norms of conduct also demand adherence to the laws, treaties, and conventions governing the conduct of war to which the United States is a party. The law of war seeks both to legitimatize and limit the use of military force and prevent employing violence unnecessarily or inhumanely. For Army professionals, this is more than a legal rule; it is an American value. For Americans, each individual has worth. Each is a person endowed with unalienable rights.

ARMY VALUES

B-13. The Army Values are inherent within the moral principles of the Army Ethic and form the basic moral building blocks of an Army Professional's character. They help us judge what is right or wrong in any situation.

Loyalty

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers. Bearing true faith and allegiance is a matter of believing in and devoting yourself to something or someone. A loyal Soldier is one who supports the leadership and stands up for fellow Soldiers. By wearing the uniform of the U.S. Army you are expressing your loyalty. And by doing your share, you show your loyalty to your unit.

Duty

Fulfill your obligations. Doing your duty means more than carrying out your assigned tasks. Duty means being able to accomplish tasks as part of a team. The work of the U.S. Army is a complex combination of missions, tasks and responsibilities — all in constant motion. Our work entails building one assignment onto another. You fulfill your obligations as a part of your unit every time you resist the temptation to take "shortcuts" that might undermine the integrity of the final product.

Respect

Treat people as they should be treated. In the Soldier's Code, we pledge to "treat others with dignity and respect while expecting others to do the same." Respect is what allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. And self-respect is a vital ingredient with the Army value of respect, which results from knowing you have put forth your best effort. The Army is one team and each of us has something to contribute.

Selfless Service

Put the welfare of the nation, the Army and your subordinates before your own. Selfless service is larger than just one person. In serving your country, you are doing your duty loyally without thought of recognition or gain. The basic building block of selfless service is the commitment of each team member to go a little further, endure a little longer, and look a little closer to see how he or she can add to the effort.

Honor

Live up to Army values. The nation's highest military award is The Medal of Honor. This award goes to Soldiers who make honor a matter of daily living — Soldiers who develop the habit of being honorable, and solidify that habit with every value choice they make. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity and personal courage in everything you do.

Integrity

Do what's right, legally and morally. Integrity is a quality you develop by adhering to moral principles. It requires that you do and say nothing that deceives others. As your integrity grows, so does the trust others place in you. The more choices you make based on integrity, the more this highly prized value will affect your relationships with family and friends, and, finally, the fundamental acceptance of yourself.

Personal Courage

Face fear, danger or adversity (physical or moral). Personal courage has long been associated with our Army. With physical courage, it is a matter of enduring physical duress and at times risking personal safety. Facing moral fear or adversity may be a long, slow process of continuing forward on the right path, especially if taking those actions is not popular with others. You can build your personal courage by daily standing up for and acting upon the things that you know are honorable.

THE SOLDIER'S RULES

B-14. "The Soldier's Rules" are a distillation of The Hague and Geneva Conventions as quoted in FM 27-10, emphasized in training, incorporated into rules of engagement and rules for the use of force, and followed in combat.

(1) Soldiers fight only enemy combatants.

(2) Soldiers do not harm enemies who surrender. They disarm them and turn them over to their superior.

(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.

TITLE 10 UNITED STATES CODE STANDARDS OF EXEMPLARY CONDUCT

B-15. Section 3583 of Title 10, United States Code provides the 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.

THE GENERAL ORDERS

B-16. The General Orders are:

General Order Number 1: I will guard everything within the limits of my post and quit my post only when properly relieved.

General Order Number 2: I will obey my special orders and perform all my duties in a military manner.

General Order Number 3: I will report all violations of my special orders, emergencies, and anything not covered in my instructions to the commander of relief.

CODE OF ETHICS FOR GOVERNMENT SERVICE

B-17. Civilians employed by the Federal Government abide by the Code of Ethics for Government Service:

Any person in government service should:

1. Put loyalty to the highest moral principles and to country above loyalty to persons, party, or Government department.

2. *Uphold the Constitution, laws, and legal regulations of the United States and of all governments therein and never be a party to their evasion.*
3. *Give a full day's labor for a full day's pay; giving to the performance of his duties his earnest effort and best thought.*
4. *Seek to find and employ more efficient and economical ways of getting tasks accomplished.*
5. *Never discriminate unfairly by the dispensing of special favors or privileges to anyone, whether for remuneration or not; and never accept, for himself or his family, favors or benefits under circumstances which might be construed by reasonable persons as influencing the performance of his governmental duties.*
6. *Make no private promises of any kind binding upon the duties of office, since a Government employee has no private word which can be binding on public duty.*
7. *Engage in no business with the Government, either directly or indirectly, which is inconsistent with the conscientious performance of his governmental duties.*
8. *Never use any information coming to him confidentially in the performance of governmental duties as a means for making private profit.*
9. *Expose corruption wherever discovered.*
10. *Uphold these principles, ever conscious that public office is a public trust.*

B-18. The Principles of Ethical Conduct for Government Officers and Employees are:

(a) Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws, and ethical principles above private gain.

(b) Employees shall not hold financial interests that conflict with the conscientious performance of duty.

(c) Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.

(d) An employee shall not, except pursuant to such reasonable exceptions as are provided by regulation, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.

(e) Employees shall put forth honest effort in the performance of their duties.

(f) Employees shall make no unauthorized commitments or promises of any kind purporting to bind the Government.

(g) Employees shall not use public office for private gain.

(h) Employees shall act impartially and not give preferential treatment to any private organization or individual.

(i) Employees shall protect and conserve Federal property and shall not use it for other than authorized activities.

(j) Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.

(k) Employees shall disclose waste, fraud, abuse, and corruption to appropriate authorities.

(l) Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those—such as Federal, State, or local taxes—that are imposed by law.

(m) Employees shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.

(n) Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards promulgated pursuant to this order.

CODE OF CONDUCT FOR MEMBERS OF THE UNITED STATES ARMED FORCES

B-19. As members of the Armed Forces of the United States, Soldiers protect the Nation. It is a Soldier's duty to oppose all enemies of the United States in combat or, if a captive, in a prisoner of war compound. A Soldier's behavior is guided by the Code of Conduct, which has evolved from the heroic lives, experiences, and deeds of Americans from the Revolutionary War to the present.

B-20. As a United States citizen and a member of the Armed Forces of the United States, a Soldier's obligations stem from the traditional values that underlie the American experience as a nation. These values are best expressed in the United States Constitution and Bill of Rights that all Soldiers have sworn to uphold and defend. All United States Soldiers would have these obligations—to country, service, and unit as well as fellow Americans—even if the Code of Conduct had never been formulated as a high standard of general behavior.

B-21. The Code of Conduct is an ethical guide. Its six articles deal with a Soldier's chief concerns as an American in combat; these concerns become critical when a Soldier must evade capture, resist while a prisoner, or escape from the enemy.

***Article I**: I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.*

***Article II**: I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.*

***Article III**: If I am captured I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.*

***Article IV**: If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.*

***Article V**: When questioned, should I become a prisoner of war, I am required to give name, rank, service number and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.*

***Article VI**: I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.*

GOLDEN RULE

B-22. Treat others as one would want to be treated; or, do not treat others as one would not like to be treated.

Source Notes

This section lists sources by page number. Where material appears in a paragraph, it lists both the page number followed by the paragraph number.

Front cover photos. Available at http://www.flickr.com/photos/soldiersmediacenter/6966661875 and http://www.flickr.com/photos/soldiersmediacenter/7375267670. Bottom photo taken by TRADOC Enterprise Multimedia Center at Fort Eustis, Virginia, 04 March 2015.

vi Introductory figure photos. Available at http://www.army.mil/yearinphotos/2011/july.html, http://www.army.mil/yearinphotos/2011/february.html, http://www.whitehouse.gov/blog/2011/12/20/homecoming-final-us-forces-iraq-troops, http://www.army.mil/yearinphotos/2011/may.html#photo6, and http://www.army.mil/yearinphotos/2011/december.html.

1-1 "[We will] foster …": General Raymond T. Odierno, 38th CSA, *Marching Orders: America's Force of Decisive Action*, *January 2012* (Washington, DC: Government Printing Office, 2012), 2.

1-2 Figure 1-1 Trusted Army professionals photo. Available at http://www.arl.army.mil/www/articles/2543/image.3.large.jpg.

1-4 1-22 "The all-volunteer …": ADP 1, *The Army*. Available at http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp1.pdf.

1-4 Figure 1-2 photos. Available at http://www.army.mil/yearinphotos/2011/july.html, http://www.army.mil/yearinphotos/2011/february.html, http://www.whitehouse.gov/blog/2011/12/20/homecoming-final-us-forces-iraq-troops, http://www.army.mil/yearinphotos/2011/may.html#photo6, and http://www.army.mil/yearinphotos/2011/december.html.

2-1 "The Army Ethic, …": McHugh, John M., as quoted in the *Executive Summary (EXSUM) Secretary of the Army's (SECARMY) Senior Civilian Army Profession Symposium (SACAPS)* (Washington, DC: National Defense University, 20 November 2014), 2.

2-1 Figure 2-1. The Army seal. Available at http://www.defense.gov/multimedia/web_graphics/army/USAc1.eps.

2-2 2-7 "We the People …": Preamble to the Constitution. Available at http://www.archives.gov/exhibits/charters/constitution_transcript.html.

2-4 Figure 2-2. *Washington at Valley Forge*. Painting by E. Percy Moran. Available at http://www.loc.gov/pictures/item/92506172/.

2-4 "In 1776, American leaders …": Fischer, David Hackett, *Washington's Crossing* (New York: Oxford University Press, 2004), 375–376.

2-5 Figure 2-3 Honorable servants of the Nation photo. Available at http://usarmy.vo.llnwd.net/e2/c/images/2013/05/22/296844/size0.jpg.

2-10 Figure 2-5 Our shared identity photo. Available at https://www.dvidshub.net/image/1145986/army-medicine-wolf-pack-award.

3-1 "[T]rust stands out …": General Martin E. Dempsey, *America's Military – A Profession of Arms: White Paper* (February 2012), 4. Available at http://www.jcs.mil/Portals/36/Documents/Publications/aprofessionofarms.pdf.

3-1 Figure 3-1 Trust with the American people photo. Available at https://www.flickr.com/photos/35703177@N00/8141231798/in/photolist-dppWzu.

3-2 Figure 3-2 Trust between Soldiers photo. Available at https://farm5.staticflickr.com/4007/4581456896_b839b3b7ac_o_d.jpg.

3-3 Figure 3-3 Trust—the bedrock of our profession photo. Available at http://www.defense.gov/photos/newsphoto.aspx?newsphotoid=15902.

3-3 3-8 "[W]e will work on …": General Martin E. Dempsey, "April 11—Assumption of Responsibility Ceremony Remarks" (Washington, DC, 13 April 2011). Available at http://www.army.mil/article/54847/Apr__11__2011__Assumption_of_Responsibility_Ceremony_remarks/.

3-5 3-25 "I will never …": *Warrior Ethos*. Available at http://www.army.mil/values/warrior.html.

4-1 "The Nation today …": General Omar Bradley quoted by Lieutenant Colonel Gordon K. Cusack in "Repatriation in the China Theater," *Military Review: The Professional Journal of the U.S. Army* (May 1948), 62.

4-1 Figure 4-1 Honorable service photos. Available at http://www.michaelyon-online.com/little-girl.htm, http://www.defense.gov/dodcmsshare/photoessay/2014-07/hires_140722-N-AF077-284.jpg, and https://www.dvidshub.net/image/492225/jmtc-civilian-receives-award-heroism.

4-2 4-6 "that I will …": *Oath of Office*. Available at http://uscode.house.gov/view.xhtml?req=(title:5 section:3331 edition:prelim).

4-2 Upholding the Army Ethic vignette. Extracted from article by Joshua Partlow, "U.S. Soldier Reportedly Described Rape Scene," *Washington Post*, 08 August 2006.

4-3 4-15 "last full measure …": Lincoln, Abraham. "Transcript of Gettysburg Address," November 19, 1863. Available at http://www.ourdocuments.gov/doc.php?flash=true&doc=36&page=transcript.

4-3 "It was the honor …": Staff Sergeant Ryan Pitts, Medal of Honor Induction Ceremony—Hall of Heroes Address, 22 July 2014. Available at http://www.americanrhetoric.com/speeches/ryanpittsmedalofhonor.htm.

5-1 "I am an expert …": *Soldier's Creed*. Available at https://armypubs.us.army.mil/doctrine/DR_pubs/dr_aa/pdf/tc3_21x75.pdf.

5-2 Figure 5-1 Develop expert knowledge and apply military expertise photo. Available at http://www.army.mil/yearinphotos/2011/february.html.

5-2 "Volunteers are the cornerstone …": General Ann E. Dunwoody quote provided in e-mail from Mr. Mike Mullins to Ms. Linda Tarsa on 27 September 2011.

5-3 Figure 5-2 Change of command photo. Available at http://usarmy.vo.llnwd.net/e2/c/images/2012/08/07/259262/size0.jpg

6-1 "A common thread …": General Raymond T. Odierno. "Today's Army: The Strength of Our Nation." *Association of the United States Army's Army Magazine* (October 2012), 32. Available at http://www.ausa.org/publications/armymagazine/archive/2012/10/Documents/Odierno_1012.pdf

6-1 6-1 "common spirit": Cited in U.S. Department of Defense [S. L. A. Marshall], *The Armed Forces Officer* (Washington, DC: Government Printing Office, 1950), xiii.

6-1 Figure 6-1 Stewardship of the Army Profession photo. Available at http://www.defense.gov/DODCMSShare/NewsStoryPhoto/2014-06/hrs_140619-D-NI589-106a.jpg.

6-2 6-4 "exceptional and unremitting …": Department of Defense [S. L. A. Marshall], *The Armed Forces Officer* (Washington, DC: Government Printing Office, 1950), 2.

6-3 Figure 6-2 Civilian-military relations photo. Available at http://www.defense.gov/news/newsarticle.aspx?id=123418.

7-1 "The Soldier's heart, …": Marshall, George C., *Selected Speeches and Statements of General of the Army George C. Marshall*, ed. by H. A. De Weerd (Washington, DC: The Infantry Journal, 1945), 122.

7-1 Figure 7-1 Develop a winning spirit photo. Available at https://www.flickr.com/photos/soldiersmediacenter/4711686704/.

7-2 Esprit de Corps—the Battle of Bastogne vignette. Summarized from Hugh M. Cole's *The Ardennes: Battle of the Bulge* (Washington, DC: Government Printing Office, 1965, reprinted 2005), 467–468.

7-3 Figure 7-2 Grounded in traditions and history. Available at http://www.flickr.com/photos/soldiersmediacenter/7801572320.

B-1 B-2 "I, _____, do solemnly …": *Oath of Enlistment*. Available at http://www.gpo.gov/fdsys/pkg/USCODE-2011-title10/html/USCODE-2011-title10-subtitleA-partII-chap31-sec502.htm.

B-1 Figure B-1 Oath of enlistment photo. Available at http://usarmy.vo.llnwd.net/e2/c/images/2011/10/31/225065/size0.jpg.

B-2 B-3 "I, _____, having …": DA Form 71 (*Oath of Office – Military Personnel*). Available at http://www.apd.army.mil/pub/eforms/pdf/a71.pdf.

B-2 B-4 "I do hereby acknowledge …": *National Guard Oath of Enlistment*. Available at http://www.gpo.gov/fdsys/pkg/USCODE-2011-title32/pdf/USCODE-2011-title32-chap3-sec304.pdf.

B-2 B-5 "I, _____, do solemnly …": *National Guard Oath of Office.* Available at http://www.gpo.gov/fdsys/pkg/USCODE-2011-title32/pdf/USCODE-2011-title32-chap3-sec312.pdf.

B-2 B-6 "I, _____, do solemnly …": *Oath of Office* (Army Civilians). Available at http://uscode.house.gov/view.xhtml?req=(title:5 section:3331 edition:prelim).

B-3 Figure B-2 Civilian oath of office photo. Available at https://www.flickr.com/photos/sec-army-pao/15834933711/in/photostream/.

B-3 B-8 "I am an American Soldier …": *Soldier's Creed*. Available at https://armypubs.us.army.mil/doctrine/DR_pubs/dr_aa/pdf/tc3_21x75.pdf.

B-4 B-9 "No one is more …": *Noncommissioned Officer Creed*. Available at http://www.army.mil/values/nco.html.

B-4 B-10 "I am an Army Civilian …": *Army Civilian Corps Creed*. Available at http://www.army.mil/values/corps.html.

B-5 B-13 "Loyalty. Bear true faith …": *The Army Values*. Available at http://www.army.mil/values/index.html.

B-6 B-14 "(1) Soldiers fight only …": "The Soldier's Rules" in AR 350-1, page 187. Available at http://www.apd.army.mil/pdffiles/r350_1.pdf.

B-6 B-15 "All commanding officers …": Title 10, United States Code, Section 3583. Available at http://uscode.house.gov/view.xhtml?req=(title:10%20section:3583%20edition:prelim)#.

B-6 B-16 "General Order Number 1…": FM 7-21.13, *The Soldier's Guide*. Available at http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm7_21x13.pdf.

B-6 B-17 "Any person in …": *Code of Ethics for Government Service*. Available at http://www.gpo.gov/fdsys/pkg/CFR-2012-title39-vol1/pdf/CFR-2012-title39-vol1-part3000-appA.pdf.

B-7 B-18 "(a) Public Service is a …": "Principles of Ethical Conduct." Available at http://oge.gov/Laws-and-Regulations/Executive-Orders/Exec-Order-HTML-Pages/Executive-Order-12731-(Oct--17,-1990)---Principles-of-Ethical-Conduct-for-Government-Officers-and-Employees/.

B-8 B-21 "Article I: I am an …": Code of Conduct. Available at http://www.archives.gov/federal-register/codification/executive-order/10631.html.

Back cover Photo of Soldier. Available at www.defenseimagery.mil.

This page intentionally left blank.

Glossary

The glossary lists acronyms and terms with Army definitions. Terms for which ADRP 1 is the proponent are marked with an asterisk (*).

SECTION I – ACRONYMS AND ABBREVIATIONS

ADP	Army doctrine publication
ADRP	Army doctrine reference publication
DA	Department of the Army
FM	field manual
TC	training circular
U.S.	United States

SECTION II – TERMS

***Army Civilian Corps**

A community within the Army Profession composed of civilians serving in the Department of the Army.

***Army Ethic**

The evolving set of laws, values, and beliefs, embedded within the Army culture of trust that motivates and guides the conduct of Army professionals bound together in common moral purpose.

***Army Profession**

A unique vocation of experts certified in the ethical design, generation, support, and 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 Soldier or Army Civilian who meets the Army Profession's certification criteria in character, competence, and commitment.

***certification**

Verification and validation of an Army professional's character, competence, and commitment to fulfill responsibilities and successfully perform assigned duty with discipline and to standard.

***character**

Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.

***commitment**

Resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges.

***competence**

Demonstrated ability to successfully perform duty with discipline and to standard.

***esprit de corps**

A traditional military expression that denotes the Army's common spirit, a collective ethos of camaraderie and cohesion within the team.

***external trust**

The confidence and faith that the American people have in the Army to serve the Nation ethically, effectively, and efficiently.

***honorable service**

Support and defense of the Constitution, the American people, and the national interest in a manner consistent with the Army Ethic.

***internal trust**

Reliance on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic.

***military expertise**

Ethical design, generation, support, and application of landpower, primarily in unified land operations, and all supporting capabilities essential to accomplish the mission in defense of the American people.

***Profession of Arms**

A community within the Army Profession composed of Soldiers of the Regular Army, Army National Guard, and Army Reserve.

***stewardship**

The responsibility of Army professionals to strengthen the Army as a profession and to care for the people and other resources entrusted to them by the American people.

References

All URLs accessed on 06 March 2015.

REQUIRED PUBLICATIONS

These documents must be available to the intended users of this publication.

ADRP 1-02. *Terms and Military Symbols*. 02 February 2015.

JP 1-02. *Department of Defense Dictionary of Military and Associated Terms*. 08 November 2010.

RELATED PUBLICATIONS

These documents contain relevant supplemental information.

ARMY PUBLICATIONS

Most Army doctrinal publications are available online: http://www.apd.army.mil/.

ADP 1. *The Army*. 17 September 2012.

ADRP 6-0. *Mission Command*. 17 May 2012.

AR 350-1. *Army Training and Leader Development*. 19 August 2014.

FM 7-21.13. *The Soldier's Guide*. 02 February 2004.

FM 27-10. *The Law of Land Warfare*. 18 July 1956.

TC 3-21.75. *The Warrior Ethos and Soldier Combat Skills*. 13 August 2013.

OTHER PUBLICATIONS

Army Civilian Corps Creed. Available at http://www.army.mil/values/corps.html.

Army Civilian Oath of Office. Available at http://cpol.army.mil/library/permiss/74b.html.

Army Values. Available at http://www.army.mil/values/index.html.

Code of Ethics for Government Service. Available at http://www.gpo.gov/fdsys/pkg/CFR-2012-title39-vol1/pdf/CFR-2012-title39-vol1-part3000-appA.pdf.

Cole, Hugh M. *The Ardennes: Battle of the Bulge*. Washington, DC: Government Printing Office, 1965. Reprint, 2005.

Constitution of the United States. Available at http://www.archives.gov/exhibits/charters/constitution_transcript.html.

Cusack, Gordon K. "Repatriation in the China Theater." *Military Review: The Professional Journal of the U.S. Army* (May 1948): 58–62.

Dempsey, Martin E. *America's Military—A Profession of Arms: White Paper* (February 2012), 4.

Dempsey, Martin E. "April 11—Assumption of Responsibility Ceremony Remarks." Washington, DC, 13 April 2011. Available at http://www.army.mil/article/54847/Apr__11__2011__Assumption_of_Responsibility_Ceremony_remarks/.

Dunwoody, Ann E. Statement provided in an e-mail from Mr. Mike Mullins to Ms. Linda Tarsa. 27 September 2011.

Executive Order 10631. Code of Conduct for Members of the Armed Forces of the United States. 17 August 1955. Available at http://www.archives.gov/federal-register/codification/executive-order/10631.html.

Executive Order 12731. Principles of Ethical Conduct. 17 October 1990. Available at *http://oge.gov/Laws-and-Regulations/Executive-Orders/Exec-Order-HTML-Pages/Executive-Order-12731-(Oct--17,-1990)---Principles-of-Ethical-Conduct-for-Government-Officers-and-Employees/*.

Executive Summary (EXSUM) Secretary of the Army's (SECARMY) Senior Civilian Army Profession Symposium (SACAPS). Washington, DC: National Defense University, 20 November 2014.

Fischer, David Hackett. *Washington's Crossing*. New York: Oxford University Press, 2004.

Geneva Conventions. Available at http://avalon.law.yale.edu/subject_menus/lawwar.asp.

The Hague Conventions. Available at http://avalon.law.yale.edu/subject_menus/lawwar.asp.

Lincoln, Abraham. "Transcript of Gettysburg Address." 19 November 1863. Available at http://www.ourdocuments.gov/doc.php?flash=true&doc=36&page=transcript.

Marshall, George C. *Selected Speeches and Statements of General of the Army George C. Marshall*, ed. by H. A. De Weerd. Washington, DC: The Infantry Journal, 1945.

National Guard Oath of Enlistment. Available at http://www.gpo.gov/fdsys/pkg/USCODE-2011-title32/pdf/USCODE-2011-title32-chap3-sec304.pdf.

National Guard Oath of Office. Available at http://www.gpo.gov/fdsys/pkg/USCODE-2011-title32/pdf/USCODE-2011-title32-chap3-sec312.pdf.

Noncommissioned Officer Creed. Available at http://www.army.mil/values/nco.html.

Oath of Enlistment. Available at http://www.gpo.gov/fdsys/pkg/USCODE-2011-title10/html/USCODE-2011-title10-subtitleA-partII-chap31-sec502.htm.

Oath of Office (Army Civilians). Available at http://uscode.house.gov/view.xhtml?req=(title:5 section:3331 edition:prelim).

Odierno, Raymond T. *Marching Orders: America's Force of Decisive Action, January 2012*. Washington, DC: Government Printing Office, 2012.

Odierno, Raymond T. "Today's Army: The Strength of Our Nation." *Association of the United States Army's Army Magazine* (October 2012), 25–32.

Partlow, Joshua. "U.S. Soldier Reportedly Described Rape Scene." *Washington Post*, 08 August 2006.

Soldier's Creed. Available at https://armypubs.us.army.mil/doctrine/DR_pubs/dr_aa/pdf/tc3_21x75.pdf.

United States Code. Available at http://uscode.house.gov/browse/prelim@title5&edition=prelim.

Title 5, United States Code. Government Organization and Employees.

Title 10, United States Code. Armed Forces.

Title 32, United States Code. National Guard.

U.S. Department of Defense [S. L. A. Marshall]. *The Armed Forces Officer*. Washington, DC: Government Printing Office, 1950.

Warrior Ethos. Available at http://www.army.mil/values/warrior.html.

WEB SITES

Army photos. Available at http://www.army.mil/yearinphotos/2011, http://www.arl.army.mil/, http://www.defense.gov/multimedia/web_graphics/, http://www.defenseimagery.mil/imagery.html, and http://www.flickr.com/photos/soldiersmediacenter/.

Center for the Army Profession and Ethic (CAPE). Available at http://cape.army.mil/.

United States Code. Available at http://uscode.house.gov/.

RECOMMENDED READINGS

Army White Paper. *The Army Ethic*. 11 July 2014.

Army White Paper. *The Army Civilian Corps: A Vital Component of the Army Profession*. 01 February 2012.

Army White Paper. *The Profession of Arms*. 08 December 2010.

Hackett, Lt.-Gen. Sir John Winthrop. *The Profession of Arms*. Washington, DC: Center of Military History, 1986.

Hartle, Anthony E. *Moral Issues in Military Decision Making*. Revised second edition. Lawrence, KS: University Press of Kansas, 2004.

Huntington, Samuel. *The Soldier and the State*. Cambridge, MA: Belknap Press of Harvard University, 1957.

Janowitz, Morris. *The Professional Soldier: A Social and Political Portrait*. New York: The Free Press, 1960.

Millett, Allan R. and Peter Maslowski. *For the Common Defense: A Military History of the United States of America*. Revised and expanded. New York: The Free Press, 1994.

Snider, Don M. and Lloyd J. Matthews. *The Future of the Army Profession*. Revised and expanded second edition. New York: McGraw-Hill, 2005.

PRESCRIBED FORMS

None.

REFERENCED FORMS

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate web site: http://www.apd.army.mil/.

DA Form 71. *Oath of Office – Military Personnel*.

DA Form 2028. *Recommended Changes to Publications and Blank Forms*.

This page intentionally left blank.

ADRP 1
14 June 2015

By Order of the Secretary of the Army

RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:

GERALD B. O'KEEFE
Administrative Assistant to the
Secretary of the Army
1512504

DISTRIBUTION:
Active Army, Army National Guard, and U.S. Army Reserve: To be distributed in accordance with the initial distribution number (IDN) 110510, requirements for ADRP 1.

THE UNITED STATES ARMY—
THE STRENGTH OF THE NATION

PIN: 103546-000