

It's About	Top-Line Messages	Audience	Strategy	Product/Events	Assessment
<p>The Army is examining the many strengths that have sustained it over a decade of conflict and the challenges created by persistent conflict.</p>	<p>As the Army assesses itself as Profession of Arms, there are major strengths that have sustained the profession as well as tensions within its professional culture and Ethic. Some of these tensions existed before the attack on 9/11 and have, perhaps, been exacerbated by the decade of war while others are new due to that extended conflict . To these two examples could be added many more, such as: how to remain a “can do” institution when terminating a conflict now means more about success than victory; our beliefs about decentralization, authority, and risk-sharing; and, the question of just who across the military, civilian, and contractor workforce is a member of the Professional of Arms.</p>	<p>Internal</p>	<p>Inform and educate Soldiers, Family Members and DA Civilians about this Review. Provide details on how they can participate.</p>	<p>CAPE Website Videos White Paper PoA pamphlet Social networking</p>	<p>No. of visits No. of downloads Feedback/discussion No. of views</p>
<p>Self-reflection and continuous improvement are what “healthy” professions such as the United States Army do on a periodic basis.</p>	<p>Under CG TRADOC’s control as part of the Campaign of Learning, this Army-wide assessment will review our Soldiers’ and leaders’ understanding of what it means to be professionals – expert members of the profession of arms - after nine years of war, and encourage a recommitment to a culture of service, and the responsibilities and behaviors as articulated in the Army Ethic. The assessment will also examine current policies and programs to ensure they are reinforced and revised if needed in order to sustain the profession over the next decade. This assessment is just one of many that professional organizations, such as the Army, conduct in order to get a true pulse of where they are as an organization.</p>	<p>Internal</p>	<p>Inform and educate Soldiers, Family Members, and DA Civilians on how professions must reflect to ensure they stay current. Senior leader buy-in and reflection on this is very important.</p>	<p>Senior Leader article Research and publications on the CAPE website</p>	<p>No. of visits No. of downloads Feedback/discussion No. of views</p>
<p>This is a senior Army Leader/command-directed internal effort; the scope will be to review the state of the Profession of Arms after a decade of war.</p>	<p>The Secretary of the Army and the Army Chief of Staff have directed that CG TRADOC lead a review of the Army Profession. They have issued “terms of reference” in which they state that, as a profession, it’s now “essential that we take a hard look at ourselves to ensure we understand what we have been through over the past nine years, how we have changed, and how we must adapt to succeed in an era of persistent conflict.” To do so we must answer</p>	<p>Internal</p>	<p>Conduct symposiums and forums led by Senior Leaders. Videotape and quote senior leader comments for use throughout review..</p>	<p>Website Unified Quest Forums Videos Articles ALARACT Stand-To!</p>	<p>No. of participants Demographics of participants No. of views No. of downloads Feedback/discussion</p>

Assessment

Annex H

	<p>three critical questions:                      1. What does it mean for the Army to be a Profession of Arms? 2. What does it mean to be a professional Soldier? 3. After nine years of war, how are we as individual professionals and as a profession meeting these aspirations?</p>				
<p>The campaign will identify strengths and weaknesses across the profession as well as our culture and the Army Ethic. We will also look at the interface between the Army and the society it serves.</p>	<p>The military services are well respected and are highly rated in every poll of public trust – we can be justifiably proud of how well the Army and our Soldiers are shouldering the heavy burdens they have borne over the past nine years. We can't, however, take our approval for granted. Our client, the American people, gets to make the judgment of the extent to which we are a profession and they will do so based on the bond of trust we create with them based on the ethical, exemplary manner in which we employ our capabilities.</p>	Internal	<p>Broaden awareness throughout the Army about the review and how input from Soldiers, Family Members, and DA Civilians is critical to the success of this review.</p>	<p>PoA Pamphlet                      White Paper                      Articles                      Forums                      articles</p>	<p>No. of visits                      No. of downloads                      Feedback/discussion                      No. of views</p>
<p>The Army is not reacting to a specific problem, although weak and certain strong signals exist that now is an appropriate time for this review – to get out front - the Army is an institution endeavoring to proactively strengthen its profession.</p>	<p>In adapting to the demands of combat in Iraq and Afghanistan, as well as to the new strategic realities of the 21<sup>st</sup> Century, we have been so busy that we have not consistently thought through how these challenges have affected the Army as a Profession of Arms. We now need to consider how well we are self-policing ourselves both on the battlefield and in garrison, the extent of our ability to care for Soldiers and their families, and the broad development of Army professionals. We also need to assess our personnel management systems to ensure they are focusing on and capitalizing on the exceptional talents of our junior professionals and broadening them for future service.</p>	Internal	<p>Leverage internal events to reinforce importance of review. Reinforce that it is part of an ongoing campaign, TRADOC's Campaign of Learning.</p>	<p>PoA Pamphlet                      White Paper                      Articles                      Forums                      articles</p>	<p>No. of participants                      Demographics of participants                      No. of views                      No. of downloads                      Feedback/discussion</p>
<p>The Army sees itself entering over time into a post-COIN period; it is important to prepare the Army to face the environmental uncertainties of full</p>	<p>ARFORGEN requirements have dominated priorities of units and commanders when not deployed. This mindset, along with reduced time and resources in garrison for training outside ARFORGEN requirements, has limited our Soldiers' focus to the current conflict, making more urgent a return to the development of expert knowledge and expertise for</p>	Internal	<p>Inform and educate Soldiers, Family Members, and DA Civilians about where we are as a profession and how we must</p>	<p>Senior Leader article                      Research and publications on the CAPE website</p>	<p>No. of visits                      No. of downloads                      Feedback/discussion                      No. of views</p>

**Assessment**

**Annex H**

<p>spectrum operations in the future.</p>	<p>the full spectrum of operations.</p>		<p>adapt and retrain in order to be ready for possible future conflicts.</p>		
<p>The Army is identifying possible tensions and points of friction in our culture and DOTMLPF-P.</p>	<p>In the face of so many challenges, the Army has demonstrated great strengths such as the determination and adaptability of our junior leaders and their dedication to service shown through numerous deployments. Yet we have also struggled in some areas to maintain the highest standards of the Profession of Arms. This discussion, especially those parts at the grassroots level (forums, blogs, surveys) will allow for candor and hence, overall improvement in every facet of our profession and the manner in which we, as a force, operate.</p>	<p>Internal</p>	<p>Inform and educate Soldiers, Family Members, and DA Civilians so each understands their candid input is critical to the success of this review.</p>	<p>CAPE Website Videos White Paper PoA pamphlet Social networking</p>	<p>No. of visits No. of downloads Feedback/discussion No. of views</p>
<p>The Army is currently in transition; this period is consequently an appropriate time to ensure as we manage this transition that we prepare the Profession of Arms for the future.</p>	<p>Every Army Soldier and leader accepts a solemn responsibility and obligation to serve as a steward of the future of the Army profession of arms. Our Army profession of arms is maintained by Soldiers and leaders who set a high priority and investment on themselves and the resources of the profession in order to develop members of the Army profession of arms and its future bench of leaders at all levels. Our Army’s professionalism, including its underlying ethic, is not, in fact, static. It adapts, changes, and evolves over time being shaped by our own American culture, the many diverse cultures we encounter, and the changing requirements of the wars we are fighting.</p>	<p>Internal</p>	<p>Inform and educate Soldiers, Family Members, and DA Civilians on the current state of the profession. Ensure that both the Interim Report and Final Report are highly publicized so all cohorts are aware of the review’s progress and end result.</p>	<p>CAPE Website Videos White Paper PoA pamphlet Social networking</p>	<p>No. of visits No. of downloads Feedback/discussion No. of views</p>
<p>The Army currently does not have adequate doctrine outlining the foundations of its Profession of Arms, culture, and Ethic. This campaign will build such a base.</p>	<p>The Army Profession will be added as a key objective in the U.S. Army Training and Doctrine Command (TRADOC) Campaign of Learning over the next year and as a ninth imperative to our Leader Development Strategy. The Center for the Army Profession and Ethic (CAPE) will collaborate with the Center for Army Leadership and author a white paper that will serve as the catalyst for discourse on this subject as part of</p>	<p>Internal</p>	<p>Inform and educate Soldiers, Family Members, and DA Civilians about the many opportunities that this review will bring to the</p>	<p>CAPE Website Videos White Paper PoA pamphlet Social networking</p>	<p>No. of visits No. of downloads Feedback/discussion No. of views</p>

**Assessment**

**Annex H**

	<p>an Army-wide campaign. Ultimately, the results of this campaign will be incorporated as chapter 1 of Army Field Manual 1. Profession and Ethic courses will be included in all levels of the Army education system. This curriculum will be developed/ revised based on the results of this review.</p>		<p>Profession of Arms. Results of this review will directly affect doctrine and curriculum.</p>		
<p>This effort includes all DA cohorts and supporters of the profession of arms (Officers, Warrant Officers, NCOs, Soldiers, DA Civilians, family members, retirees, contractors).</p>	<p>Success from this effort will depend, in large part, on the full commitment and participation of Army Soldiers and leaders at every level in multiple ways. Leader development especially is a critical investment required to maintain the Army as a profession of arms and is a key source of combat power; it is the core function of the Army professional’s military art; whether leading a patrol in combat, making a major policy, or resourcing decisions in the pentagon or brigade headquarters. To ensure a full understanding of where we are as a profession, members of all cohorts need to contribute to this critical discussion about the Army profession and the Profession of Arms campaign. Discussion boards will be established through the BCKS system so that feedback can be easily provided by every member of the Profession of Arms. Additionally, the CAPE has created a forum on their AKO website and has established both Facebook and Twitter accounts for feedback.</p>	<p>Internal</p>	<p>Broaden awareness throughout the Army about the review and how input from Soldiers, Family Members, and DA Civilians is critical to the success of this review.</p>	<p>CAPE Website Videos White Paper PoA pamphlet Social networking</p>	<p>No. of visits No. of downloads Feedback/discussion No. of views</p>