

Situation

1. ISSUE:

Situational Analysis

- a. The American Profession of Arms, a vocation comprised of experts certified in the ethical application of land combat power, serving under civilian authority, entrusted to defend the Constitution and the rights and interests of the American people. Our country places special trust and confidence in Soldiers as individuals and in the Army as an institution to perform our duties with character and competence in the complex and chaotic cauldron of war. As such, it is essential that we take a hard look at ourselves to ensure we understand what we have been through over the past nine years, how we have changed and how we must adapt to succeed in an era of persistent conflict.
- b. Our Army character is morally strong and put to the test daily as it operates within the human terrain in an era of persistent conflict. Our leaders' and Soldiers' daily moral-ethical decisions have strategic implications. A competent Army wins battles; an Army that also has a strong professional ethic and character endures to win our Nations wars.
- c. As the character of conflict in the 21st century evolves, the Army's strength will continue to rest on our values, our ethos, and our people. Our Soldiers, Army civilians, contractors, and family members must remain true to these values as they support operations in increasingly complex environments where their everyday moral-ethical decisions and actions can have strategic implications. Most of our Army does the right thing – and does it well – time and again under intense pressure. But we must stay vigilant in upholding our high professional military ethical standards – ever mindful of the strains that accompany repeated combat deployments in the longest war our country has fought with an all-volunteer force.
- d. In adapting to the demands of combat in Iraq and Afghanistan, as well as to the new strategic realities of the 21st 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 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. We must assess our civil-military relations as we interact with and support the Nation and its elected and appointed officials. These and many other factors need to be assessed and then addressed to enable the Army to succeed in this era of persistent conflict.

e. Service Assigned Forces.

(1) The US Army Training and Doctrine Command leads the review of the Army profession, and is the supported command for this operation.

The following Army Commands, Army Service Component Commands, Direct Reporting Units, and other agencies are supporting commands / organizations:

- U.S. Army Forces Command
- U.S. Army Materiel Command
- National Guard Bureau
- U.S. Army Europe
- U.S. Army Central
- U.S. Army North
- U.S. Army South
- U.S. Army Pacific
- U.S. Army Africa
- U.S. Army Special Operations Command
- Military Surface Deployment and Distribution Command
- U.S. Army Space and Missile Defense Command/Army Forces Strategic Command
- Eighth U.S. Army
- U.S. Army Network Enterprise Technology Command/9th Signal Command (Army)
- U.S. Army Medical Command
- U.S. Army Intelligence and Security Command
- U.S. Army Criminal Investigation Command
- U.S. Army Corps of Engineers
- U.S. Army Military District of Washington
- U.S. Army Test and Evaluation Command
- U.S. Army Reserve Command
- U.S. Army Installation Management Command
- U.S. Military Academy
- U.S. Army Acquisition Support Center
- HQDA/ARSTAFF
 - Secretary of the Army
 - Chief of Staff, Army
 - Under Secretary of the Army
 - Vice Chief of Staff, Army
 - Assistant Secretary of the Army (Acquisition, Logistics and Technology)
 - Assistant Secretary of the Army (Civil Works)
 - Assistant Secretary of the Army (Financial Management and Comptroller)
 - Assistant Secretary of the Army (Installations and Environment)
 - Assistant Secretary of the Army (Manpower and Reserve Affairs) General Council
 - Administrative Assistant to the Secretary of the Army
 - Deputy Under Secretary of the Army
 - Chief Information Officer/G-6
 - The Inspector General
 - The Auditor General

- Chief of Legislative Liaison
- Chief of Public Affairs
- Director, Small Business Programs
- Chief, National Guard Bureau
- Director of the Army Staff
- Sergeant Major of the Army
- Deputy Chief of Staff, G-1
- Deputy Chief of Staff, G-3/5/7
- Deputy Chief of Staff, G-4
- Deputy Chief of Staff, G-8
- Chief, Army Reserve
- Chief of Engineers
- The Surgeon General
- Assistant Chief of Staff for Installation Management
- The Judge Advocate General
- Chief of Chaplains
- Provost Marshal General

2. CONTEXT:

For more than ten years the Army has operated in an environment of sustained combat requiring multiple deployments resulting in increased levels of stress on the force. This era of persistent conflict is projected to continue. In the face of so many challenges, the U.S. Army has demonstrated great strengths such as 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 review will help define the Profession of Arms, the professional Soldier, our culture and our Ethic. It will look at how well we are self-policing ourselves both on the battlefield and in garrison, our ability to care for Soldiers and their families, and the broad development of Army professionals. These and other factors will be assessed as well as their individual and combined effects on Army culture.

Organizational Analysis

- a. Internal Environment: The Army is currently operating in an environment of sustained combat with multiple deployments.
- b. Public perception: After almost a decade of war with an all volunteer force, our Active, Reserve and National Guard Soldiers, leaders, and DA Civilians continue to perform well in uncertain conditions within a very complex operating environment. Potential results include a better understanding of the Profession of Arms and reinforced and/or revised policies and programs to support the force as we embark upon the next decade of persistent conflict.
- c. External Environment: Family members often feel the same stress as Soldiers. The American public, allied nations, and the international community have all been witness to this conflict over the past ten years and the stressors involved associated with living in this complex environment.

MISSION

The Mission of the Review of the Army Profession in an Era of Persistent Conflict is for the Army to take a critical look at how the last nine years of war have impacted us as members of the profession of arms and as an institution so that we can better adapt ourselves to deal with the increasingly complex security challenges of the 21st Century.

a. Purpose:

To inform the internal and external audiences about the implementation of the Review of the Army Profession in an Era of Persistent Conflict, and provide continuing education about the Profession of Arms and its Ethic.

b. DESIRED EFFECTS OF COMMUNICATION CAMPAIGN:

1. Goal: Total Army actively participates in the Review of the Army Profession in an Era of Persistent Conflict.

Objective: Inform 100 percent of Army Soldiers and Army Civilians about the Review of the Army Profession in an Era of Persistent Conflict by 15 January 2011.

Strategy: Broaden awareness throughout the Army about CAPE and the Review of the Army Profession in an Era of Persistent Conflict.

Tactics:

Soldiers:

- Army.mil
- CAPE Website
- Stand-To!
- Army Posture Statement information paper
- Installation Newspapers
- Pamphlet
- Videos
- Speaking engagements and attendance (conferences)
- Knowledge Management NETS
- DMA-Army/ARNews/SRTV/Soldiers Magazine/Military Review
- Reserve component channels
- Authorship of Scholarly Works
- Other TRADOC websites (e.g. Small Wars Journal)

Army civilians

- Army.mil

- CAPE Website
- Videos
- Speaking Engagements and attendance (conferences)
- Stand-To!
- DMA-Army: ARNews/AFN
- Authorship of Scholarly Works
- Other TRADOC websites (e.g. Small Wars Journal)

Objective: Inform 100 percent of the Cohort Leads (IMT, INCOPD, ACU, WOS, CGSC, AWC) of their responsibilities, requirements and resources available to support Review of the Army Profession in an Era of Persistent Conflict.

Strategy: Build advocacy among cohort leads

Tactics:

- IMT, INCOPD, ACU, WOS, CGSC, AWC
 - Senior Army Leader Page information paper
 - Speaking Engagements and Attendance (conferences)
 - Authorship of Scholarly Works
 - Monthly Case Studies
 - STAND TO!
 - ALARACT

Objective: Inform 100 percent of the supporting ACOMs, ASCCs, DRUs, and other agencies of their responsibilities, requirements and resources available to support Review of the Army Profession in an Era of Persistent Conflict.

Strategy: Build advocacy among senior Army commanders and leaders

Tactics:

- ACOMs, ASCCs, DRUs, and other agencies
 - Senior Army Leader Page information paper
 - STAND TO!
 - ALARACT
 - Speaking Engagements and Attendance (conferences)
 - Authorship of Scholarly Works
 - DA EXORD

2. Goal: Key Congressional Members are aware of the Review of the Army Profession in an Era of Persistent Conflict.

Objective: Inform members of Congress and staff as to the progress of Review of the Army Profession in an Era of Persistent Conflict.

Strategy: Broaden awareness among members of Congress about the Review of the Army Profession in an Era of Persistent Conflict.

Tactics:

- Correspondence:
 - Information for Members of Congress (pamphlets/Fact Sheet)
- Hill Media:
 - Provide SMEs for interviews
 - Submit pre-written stories
- Army Posture Statement information paper
- Office calls with members of Congress/Staff from House/Senate Armed Services and House/Senate Appropriations Committees
- Coordination with OCLL and SAFM-BUL

Objective: Inform select think tank analysts about the Review of the Army Profession in an Era of Persistent Conflict by 2 FEB 11.

Strategy: Broaden awareness among key third party defense analysts about the Review of the Army Profession in an Era of Persistent Conflict.

Tactics:

- Army leader participation, engagement, and remarks at think tank functions
- ASL personal dialogue with key think tank analysts
- Army.mil and AKO CAPE websites
- Engage in Panel discussions and other opportunities for speaking engagements

c. PRIMARY/SECONDARY AUDIENCES:

Primary

- Commissioned Officers
- Warrant Officers
- Senior Enlisted
- Junior Enlisted (E1-E4)
- Army Civilians
- Family Members
- National Guard
- Reserve

Secondary

- Veterans Service Organizations (VSO)/Military Service Organization (MSO)
- Civic Leaders
- Congress
- American Public

d. Audience Analysis:

Internal Environment: The Army is currently operating in an environment of sustained combat, with multiple deployments, resulting in increased levels of stress on the force at all levels. The effects of war have changed us as individuals, as professionals and as a profession in ways that we don't yet fully appreciate. For us to succeed as an Army in the second decade of this century and of this war, it is imperative that we gain a better understanding of how a decade of war has affected us both personally and professionally.

Public perception: The Army serves a collective client, the Nation. Its actions impact broadly in extent and consequences. The persistent conflict has also exerted an impact on our society as well, manifested in the ebbs and flows of support to the military forces. Failure of the Army would have catastrophic consequences. American military professionals work, study, and train throughout their careers to ensure the Army will not fail in its call to duty. Potential results of the Review of the Army Profession in an Era of Persistent Conflict include a better understanding of who we are as a Profession of Arms, what it means to be a professional Soldier, and after more than nine years of war, how are we as individual professionals and as a profession meeting these aspirations.

External Environment: Family members often feel the same stress as Soldiers, are equally affected by potential traumatic events so they are extremely positive towards this endeavor. The American public, allied nations, and the international community have all been witness to this conflict over the past ten years and the stress involved associated with living in this complex environment.

Execution

a. OVERARCHING COMMUNICATION STRATEGY

Public Affairs Guidance – In Draft

Public affairs posture is taking an active approach to inform and educate the internal audience as we move into the assessment phase of the Review of the Army Profession in an Era of Persistent Conflict.

Internal/Media Outreach

- Stand-To!
- Internal (ARNEWS, Army.mil, CORE, Soldiers Magazine, Military Review, Soldiers Radio & TV, AFRTS, The Pentagon Channel, AAFES)
- Social media (Facebook, Twitter, Army.mil, Army Live blog)
- Deliverables (pamphlets, videos)
- Speaking engagements (internal)
- Events (conferences)

Potential Media opportunities

- Photos and stories surrounding a Soldier or Army civilian who exemplifies professionalism
 - Example: Set-up interviews (Video, Print media) with Soldiers and Army civilians who have returned from theater and exhibited professionalism while under duress.
 - Input into CORE (to highlight on Army.mil, CAPE website and social networking sites)
- Photos and stories about Soldiers who have participated in the Master Army Profession and Ethic Trainer Course.
- Photos and Stories about the Soldiers who win the Professional Military Ethic Writing Competition.
- Photos and stories about a Soldier who has taken a Professional or military Ethic survey.
- Photos and stories about the overall concept plan for the Review of the Army Profession in an Era of Persistent Conflict.
- Photos and Stories during Admiral Mullen’s ‘Military Professionalism and the Military Ethos’ forum on 10 Jan 11.
- Photos and stories on the Unified Quest, 11-13 Jan 11, which includes a forum on the Review of the Army Profession in an Era of Persistent Conflict.

b. OVERARCHING THEME:

- Core theme: A review of the Profession of Arms after a decade of persistent conflict beginning on 1 JAN 11 was directed by the Secretary of the Army and the Chief of Staff of the Army in their 27 OCT 10 Terms of Reference memorandum. Under CG TRADOC’s control as part of the Army 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.

The time is right to ask ourselves three critical questions:

What does it mean for the Army to be a profession of arms?

What does it mean to be a professional Soldier?

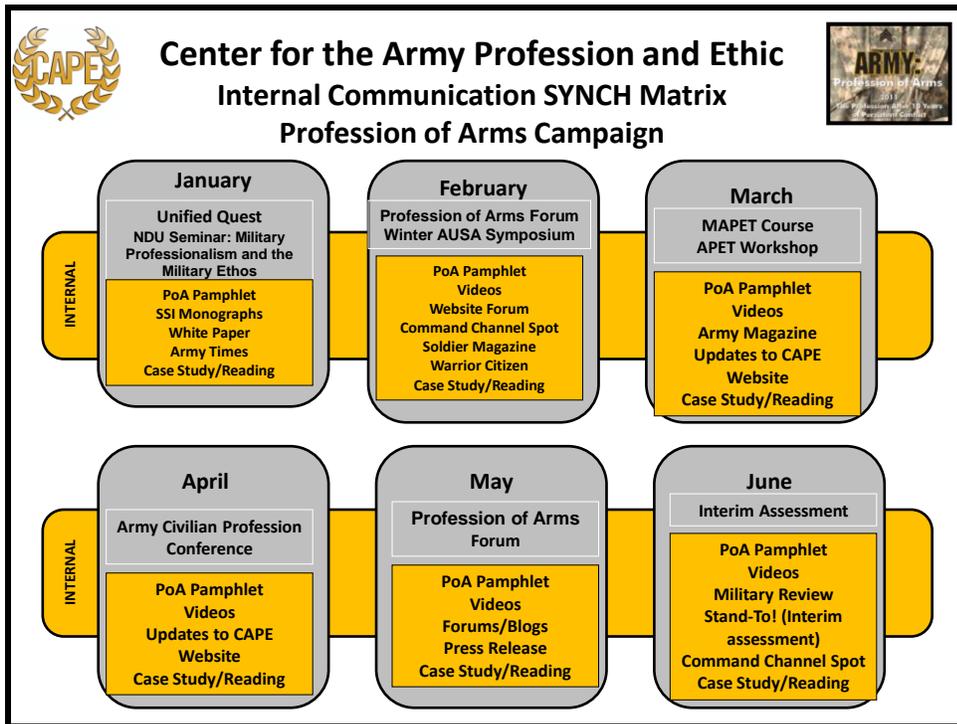
After nine years of war, how are we as individual professionals and as a profession meeting these aspirations?

Key Messages

- The Army is examining the many strengths that have sustained it over a decade of conflict and the challenges created by persistent conflict.
- Self-reflection and continuous improvement are what “healthy” professions such as the United States Army do on a periodic basis.

- 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.
- The review 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.
- 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.
- 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 spectrum operations in the future.
- The Army is identifying possible tensions and points of friction in our culture and DOTMLPF.
- 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.
- The Army currently does not have adequate doctrine outlining the foundations of its Profession of Arms, culture, and Ethic. This review will build such a base.
- This effort includes all DA cohorts and supporters of the profession of arms (Officers, Warrant Officers, NCOs, Soldiers, DA Civilians, family members, retirees, contractors).

c. SYNCH MATRIX (Jan 11-Jun 11):



d. ENGAGEMENT TOOLS AND PRODUCTS

- a. Profession of Arms Pamphlet
- b. White Paper: The Army Profession of Arms
- c. Campaign Videos
- d. Campaign Curriculum Products
- e. Campaign Website (AKO and Public)
- f. Orders
- g. Digital Applications
- h. ALARACTS
- i. STAND TO!

e. COORDINATING INSTRUCTIONS

PAO at all levels should upload local stories and report internal media coverage regarding the Review of the Army Profession in an Era of Persistent Conflict to CORE (<http://www.army.mil/core/>).

Assessment

METRICS/MEASUREMENTS OF EFFECTIVENESS OF COMMUNICATION EFFORTS:

Evaluation: Broaden awareness throughout Army about the Review of the Army Profession in an Era of Persistent Conflict (vision, mission, intent, action plans)

Measurement:

- Number of unique hits to Campaign website
- Number of Subscribers to Stand-To!
- Number of views of info paper on 2010 Army Posture Statement
- Number of Speaking Engagements
- Demographics of attendees at events/speaking engagements
- Questions/comments raised during panel discussions
- Tone of comments/feedback from internal and external audience
- Number of views on SRTV/Pentagon Channel

Evaluation: Build advocacy among senior Army commanders and leaders

Measurement:

- Number of speeches by senior leaders about the Review of the Army Profession in an Era of Persistent Conflict
- Feedback

MEASURES OF PERFORMANCE:

- Feedback from senior leaders, Soldiers, officers, warrant officer, non commissioned officers, Army Civilians, and Family Members
- Increased awareness and education of Profession of Arms and Ethic
- An increase in senior leaders repeating messages.

METHODS OF MEASUREMENT AND REPORTING:

Quantitative

- Number of products delivered (pamphlets, White Papers, videos, etc)
- Number of participants at events and speaking engagements
- Audience demographics
- Surveys
- Forums/Blogs
- Number of Internet hits (Public and AKO websites)

Qualitative

- BLOG/Forum comments
- Surveys
- Feedback
- Discussion forums
- Traffic to website

MEASUREMENT TIMELINE:

- Monthly, Quarterly, Annually

RE-EVALUATION TIMELINE: As needed

Command and Control

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Approval Status

In Draft

Annexes

- A. Background
- B. Talking Points (DRAFT)
- C. Questions and Answers (DRAFT)
- D. Supporting Products (listing of products created for internal or public use)
- E. Definitions and Acronyms
- F. Profession of Arms Campaign Information Paper #1
- G. Enclosures to Profession of Arms Campaign Information Paper #1
- H. Army Posture Statement
- I. STAND TO!
- J. ALARACT
- K. Assessment Matrix

Annex A

Background

What is the Review of the Army Profession in an Era of Persistent Conflict?

- A review of the Profession of Arms after a decade of persistent conflict beginning on 1 JAN 11 was directed by the Secretary of the Army and the Chief of Staff of the Army in their 27 OCT 10 Terms of Reference memorandum. 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.
- In adapting to the demands of combat in Iraq and Afghanistan, as well as to the new strategic realities of the 21st 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 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. We must assess our civil-military relations as we interact with and support the Nation and its elected and appointed officials. These and many other factors need to be assessed and then addressed to enable the Army to succeed in this era of persistent conflict.

Objectives:

- Answer three critical questions?
 - What does it mean for the Army to be a profession of arms?
 - What does it mean to be a professional Soldier after more than nine years of war?
 - After nine years of war, how are we as individual professional professionals and as a profession meeting these aspirations?

Annex B

Talking Points

- This campaign to maintain the Army as a Profession of Arms is very serious business. We will always be the American Army, a part of the US government. But the real question is, "Are we a professional Army?" one trusted and respected by the American people because it is effective and ethical, because in it Soldiers (and units) can be "experts and professionals"?
- We will not be a profession just because we call ourselves one. We, our Soldiers and units, must earn that trust and respect every day!
- There are key attributes of a profession of arms that have been culled from our history of Army experiences. They exist at both the institutional and individual levels (list them). This is what we are going to focus on during this campaign, at least initially. Tell us if we have the right ones!
- We will assess these attributes at the individual, unit and institutional levels across the Total Army inclusive of Active, National Guard, and Reserve. At the individual level we will assess all cohorts (Commissioned Officer, Warrant Officer, Noncommissioned Officer, Soldier, and DA Civilian).
- If the Army is to be a military profession of arms, more than a government occupation, then the balancing role of strategic leaders is vital. Officer and NCO strategic Army leaders must balance the Army's expert knowledge and expertise with the demands of the future security environments. Of course we expect junior leaders to make their part of the Army more professional every day. But they cannot, by themselves, make the Army a profession!
- The art of the military professional is the repetitive exercise of discretionary judgments. Most of these decisions and actions are of high moral content. But we do not have agreed models of character development and moral reasoning in our leader development doctrine or practices. This omission must, and will be, corrected within this campaign.
- The Army Ethic is the heart and soul of the Army. We have many artifacts, good ones that express some of the content of that Ethic. But we do not have an integrating narrative in Army Doctrine that explains the moral content of American land combat power and how that ethical foundation informs both "Why" and "How" we fight as a professional Army, particularly in this era of morally ambiguous hybrid warfare. We will also correct that doctrinal deficiency in this Campaign.
- The ability of the Army Ethic to encompass and control our civil-military relations at all levels must be looked at carefully in this campaign. We have had several indicators that we must do much better, both active duty professionals and retired, in candidly presenting the unique military perspective, both privately and publicly. Remember, the earned trust of elected and appointed officials and of the American people is our professional lifeblood!
- What does it mean for a Soldier to consider him or herself an "expert and a professional?" Do we really know what factors in their daily lives create that reality, that accepted identity, which is then manifested routinely in professional actions? That is what we seek to learn during our assessments.

- We must stay vigilant in upholding our high professional standards – ever mindful of the strains that accompany repeated combat deployments in the longest war our country has fought with an all-volunteer force.
- Our Soldiers, Army Civilians, Contractors, and Family Members must have the courage to remain true to Army values as they support operations in increasingly complex environments where everyday moral-ethical decisions and actions can have strategic implications.
- In the Terms of Reference memorandum dated 27 OCT 10 , the Secretary of the Army and the Chief of Staff of the Army directed a review of the Profession of Arms after a decade of persistent conflict beginning on 1 JAN 11.
- See the TRADOC Commander’s thoughts on this with his recent article in USA PRISM Magazine, December 2010 at <http://prism-magazine.com/category/articles/>.
- TRADOC Commander added “The Profession of Arms” 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.
- TRADOC produced an Army White Paper on 2 DEC 10 that will serve as a catalyst for discourse during this Army-wide campaign.
- An interim report on the Campaign, assessment input and results will be provided to the CSA on 14 Jun 11 and a final report provided in Dec 11.
- The results of this Campaign will be incorporated as chapter 1 of Army Field Manual 1. Curriculum revisions will follow. FM 6-22 as well as other Army doctrine and policies will also be revised based on this review.
- TRADOC has directed the CAPE to establish a Campaign Website for the Profession of Arms Campaign for use by the Total Army. It includes work group pages, forums, research materials, calendar and key review publications. Web Address: <https://www.us.army.mil/suite/page/611545>
- Grassroots feedback is imperative to the discussion. The dialog must include the entire Army community: Active duty and reserve Soldiers, Families and retirees. Additionally, each Army unit will receive materials on the profession to help foster a professional discussion within their units.
- Surveys and access too blogs and forums will be available for all Soldiers, Family Members and DA Civilians to provide their input online at <https://www.us.army.mil/suite/page/611545>.

Annex C

Q & A

Q1: What do you mean by the Profession of Arms?

The Army is an American Profession of Arms, a vocation comprised of experts certified in the ethical application of land combat power, serving under civilian authority, entrusted to defend the Constitution and the rights and interests of the American people.

Q2: What do you mean by a Professional Soldier?

An American Professional Soldier is an expert, a volunteer certified in the Profession of Arms, bonded with comrades in a shared identity and culture of sacrifice and service to the nation and the Constitution, who adheres to the highest ethical standards and is a steward of the future of the Army profession.

Q3: Why are we doing a review?

After more than nine years of persistent conflict, the Army is in transition and needs to reflect on where we are as a profession and how we are going to adapt to remain successful as we continue to serve this nation in a complex operating environment.

Q4: What is expected of me?

As a Professional Soldier, Family Member or DA Civilian, you are encouraged to take the time to read the Profession of Arms pamphlet and White Paper, watch the videos on the profession, which are all available on the Profession of Arms Campaign website, and provide your feedback by taking surveys, providing candid comments in the many blogs and forums provided, and if possible attending events and providing your comments in person.

Q5: How is this part of the campaign of learning?

Professionals are life-long learners, and the TRADOC campaign of learning promotes life-long learning. Likewise, professions are learning organizations, routinely examining themselves and the environment they operate within in order to continuously improve themselves and their members. This is what strong healthy professions like the military do, and why this is part of the TRADOC campaign of learning (learning professionals that make up a learning profession).

Q6: What is the outcome?

A better understanding of where we are as a profession and what comprises a member of the Profession of Arms. Possible revised doctrine (e.g. revisions to FM 1 and FM 6-22) and a better prepared force ready to fight and win our nation's wars. Additionally, relevant Army DOTMLPF systems, processes and policies will be revised to reinforce the Profession of Arms into the future.

Q7: Why are we doing this now? Did something happen?

Self-reflection and continuous improvement are what “healthy” professions such as the United States Army do on a periodic basis. 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.

Q8: How long will review last?

The first Army-wide review will begin on 1 Jan 11 and end in Dec 11. The results of this initial review may sponsor future year’s reviews of the profession.

Q9: What does it consist of? (Plan/Phases)

First, we will conduct dialog across the entire Army in OPD, NCOPD, and CPD sessions about the strengths and weaknesses of our Profession and feed that input up into TRADOC and the Campaign. Second, there will be a Community of Practice consisting of key experts in the Profession of Arms to oversee the review of archived research and history, centrally manage the execution of surveys to the Total Army and manage focus groups and forums. The results of this will provide an interim report due in Jun 11 leading to further discussion and a final report due in Dec 11.

Q10: Who is in charge of this review?

This review is part of the Commanding General, U.S. Army Training and Doctrine (TRADOC) Command’s “Campaign of Learning” and will be led by the TRADOC Commander.

Q11: How can I join the dialog?

You can take a survey or join the discussion online at the CAPE’s website <https://www.us.army.mil/suite/page/611545>. Additional forums are available through the Army’s Knowledge Center.

Q12: Are there conferences/forums/events that I can participate?

There will be several conferences and forums during this year-long review. The first will be the Unified Quest, 11-13 Jan 11 in Washington DC. Additional events will be posted on the CAPE website at <https://www.us.army.mil/suite/page/611545>.

Q13: Who directed the review?

In the Terms of Reference dated 27 Oct 10, the Secretary of the Army and the Chief of Staff of the Army directed the CG, TRADOC to conduct this review.

Q14: What is the White Paper?

The White Paper is a compilation of research on the Profession of Arms designed to set the framework for this discussion. It will be refined during the year based on what we learn during the campaign. The White Paper is available for download on the CAPE website at <https://www.us.army.mil/suite/page/611545>.

Q15: What products are available and how can I get them?

The CAPE has many resources available. All of the publications are available for download on the CAPE website. The VEILS simulations can be loaded from the CAPE website also. Products can be shipped to your location. Please call the CAPE Administration Officer at (845) 938-0467 for more information.

Q16: What is/are cohort(s)? Who are they? Cohorts are the different groupings of Army members. Reference this review; the five primary cohorts will be commissioned officers, warrant officers, noncommissioned officers, Soldiers and DA civilians.

Q17: How can my unit get engaged?

Each unit will be provided resource materials to fuel the discussion. All units down to the lowest levels are encouraged to conduct OPDs, NCOPDs, and CPDs and provide recommendations and feedback on the five attributes and eight questions posed. For more information on the Campaign and additional resources please visit the Campaign website at <https://www.us.army.mil/suite/page/611545>.

Q18: What is the CAPE?

CAPE is assigned to the Combined Arms Center (CAC), TRADOC and is a tenant organization located at West Point, New York. CAPE is the Army Force Modernization Proponent for the Army Profession, its Ethic, and Character Development with full Doctrine, Organization, Training, Material, Leadership and Education, Personnel and Facilities (DOTMLPF) responsibility. CAPE's four broad objectives are:

1. Assess, study, and refine the Profession of Arms, the Army Ethic and culture
2. Increase Army members' understanding and internalization of what it means for the Army to be a Profession of Arms and to be a Professional
3. Accelerate professional and character development in individuals, units, and Army culture through training, education, and leader development
4. Lead DOTMLPF initiatives to reinforce the Profession of Arms, Army Ethic, and culture

Q19: I am a family member/retired soldier/Army civilian employee/Veteran; can I participate in the assessment?

Yes, feedback from all members of the Profession of Arms and Family Members is critical to the successful implementation of this review. Visit the CAPE website at <https://www.us.army.mil/suite/page/611545> to learn how you can provide feedback.

Annex D

Supporting Products

- Campaign Website: www.cape.army.mil or <https://www.us.army.mil/suite/page/611545>
- Campaign Pamphlet
 - Soldiers/DA Civilians/Family Members
 - Available for download on CAPE Website
- Campaign Videos
 - Available on CAPE website
- Campaign Logo/Posters
 - Available for download on CAPE website

Annex E

Definitions and Acronyms

ARMY CULTURE: the system of shared meaning held by its Soldiers, the shared attitudes, values, goals, and practices that characterize the larger institution over time.

ARMY ETHIC: The moral values, principles and martial virtues embedded in its culture that inspire and regulate ethical behavior by both Soldiers and the U.S. Army in the application of land combat in defense of and service to the Nation.

COMMUNITY OF PRACTICE: groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.

DEVELOPMENT: To maintain that trust, the profession requires the continuous *development* of human practitioners, (i.e. experts) who hold high levels of knowledge, adaptability, resilience, and other attributes that make them effective members of the Profession of Arms. That development is manifested in *leadership* by professionals at all ranks.

EXPERTISE: The Profession of Arms requires expert knowledge (i.e. *expertise*), and that expertise is manifested as unique *skills* in the individual professional and by Army units.

HUMAN DEVELOPMENT EXPERTISE: enables the Army to socialize, train, educate and develop volunteers to become Soldiers and then to develop those Soldiers to be leaders within and future stewards of the profession.

MILITARY-TECHNICAL EXPERTISE: enables the Army to conduct effective offense, defense, and stability or civil support operations on land at each of the tactical, operational, and strategic levels.

MORAL-ETHICAL EXPERTISE: enables the Army to fight wars and employ combat power morally, as the American people expect and as domestic and international laws require.

POLITICAL-CULTURAL EXPERTISE: enables the Army to understand and operate effectively in our own and in other cultures across organizational and national boundaries, including the vital fields of civil-military relations and media-military relations.

PROFESSION (Generic): an organization for producing uniquely expert work, not routine or repetitive work. Medicine, theology, law, and the military have traditionally been organized in western societies as social trustee forms of profession. Effectiveness, rather than pure efficiency, is the key to the work of professionals—the sick want a cure, the sinner wants absolution, the accused want exoneration, and the defenseless seek security. All clients of any profession want efficient service, but effective results from the profession's expert practice are their overriding goal.

PROFESSION OF ARMS: The Army is an American Profession of Arms, a vocation comprised of experts certified in the ethical application of land combat power, serving under civilian

authority, entrusted to defend the Constitution and the rights and interests of the American people.

PROFESSIONAL SOLDIER: An American Professional Soldier is an expert, a volunteer certified in the Profession of Arms, bonded with comrades in a shared identity and culture of sacrifice and service to the nation and the Constitution, who adheres to the highest ethical standards and is a steward of the future of the Army profession.

SERVICE: Finally the profession provides a vital **service** to American society and does so in subordination. That service is manifested in the **duty** of the individual professional.

TRUST: The profession exists only through a relationship of **trust** with the client; and that trust is the same trust that enables the individual Soldier to develop within the Army as a profession, for Soldiers and units to bond, for Soldiers' families to trust the Army through myriad deployments, and for Army leaders to engage effectively in civil-military relations. In fact, that is why **trust** is clearly the most important attribute we seek for the Army. It is equally applicable and important in its simplest form to both profession and professional. It is our lifeblood.

VALUES: The profession requires unwavering, deeply held **values** on which to base its Ethic. Those values, when well internalized, are manifested in the **character** of individual professionals. Such strength of character would include internalization of the Army values and ethos amongst other aspects of the Ethic.

Annex F

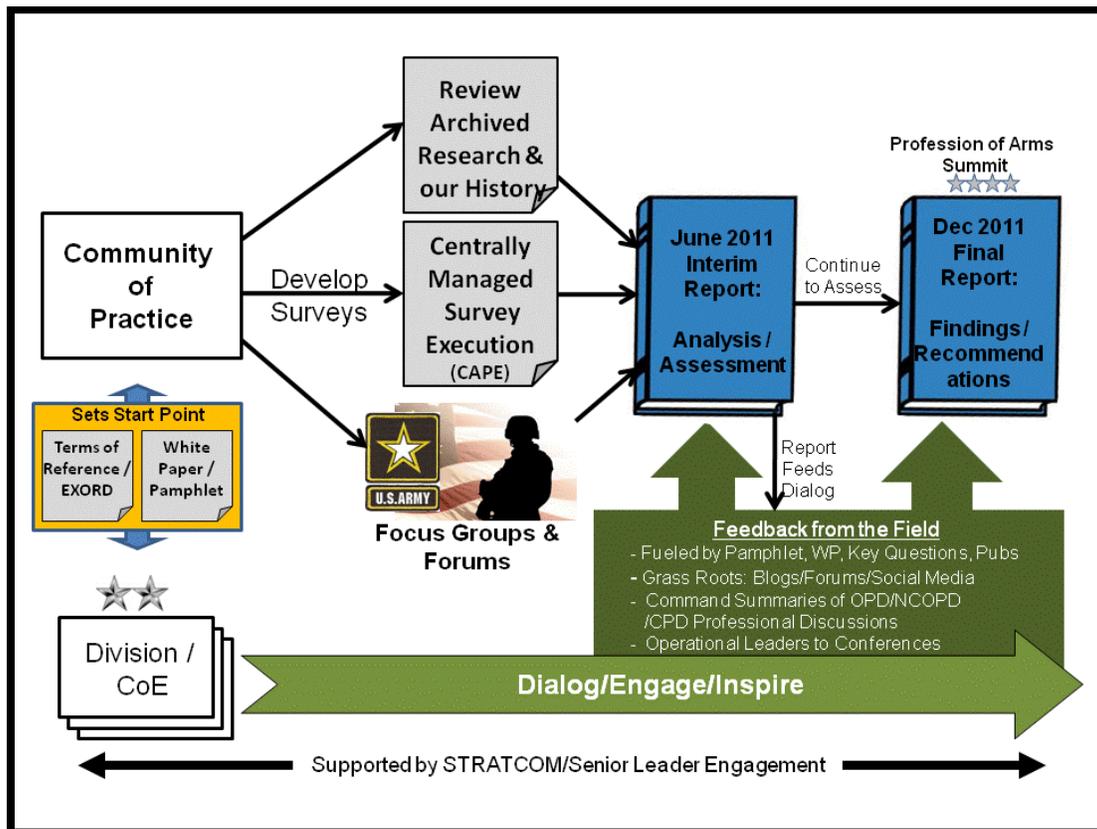
Beginning on 1 JAN 11, CG TRADOC will lead a comprehensive review of the Profession of Arms after more than ten years of war to assess how we have changed and how we must adapt to remain successful in an era of persistent conflict.

On 27 Oct 10, the SECARMY and CSA signed a Terms of Reference tasking TRADOC to conduct a Review of the Profession in an Era of Persistent Conflict during CY2011. TRADOC will coordinate an Army wide multi-dimensional assessment examining both the strengths that have sustained the Army as well as the impact of more than ten years of continuous deployments on the Profession of Arms. The Review will answer three critical questions:

- What does it mean for the Army to be a Profession of Arms?
- What does it mean to be a Professional Soldier?
- After more than ten years of war, how are we as individual professionals and as a profession meeting these aspirations?

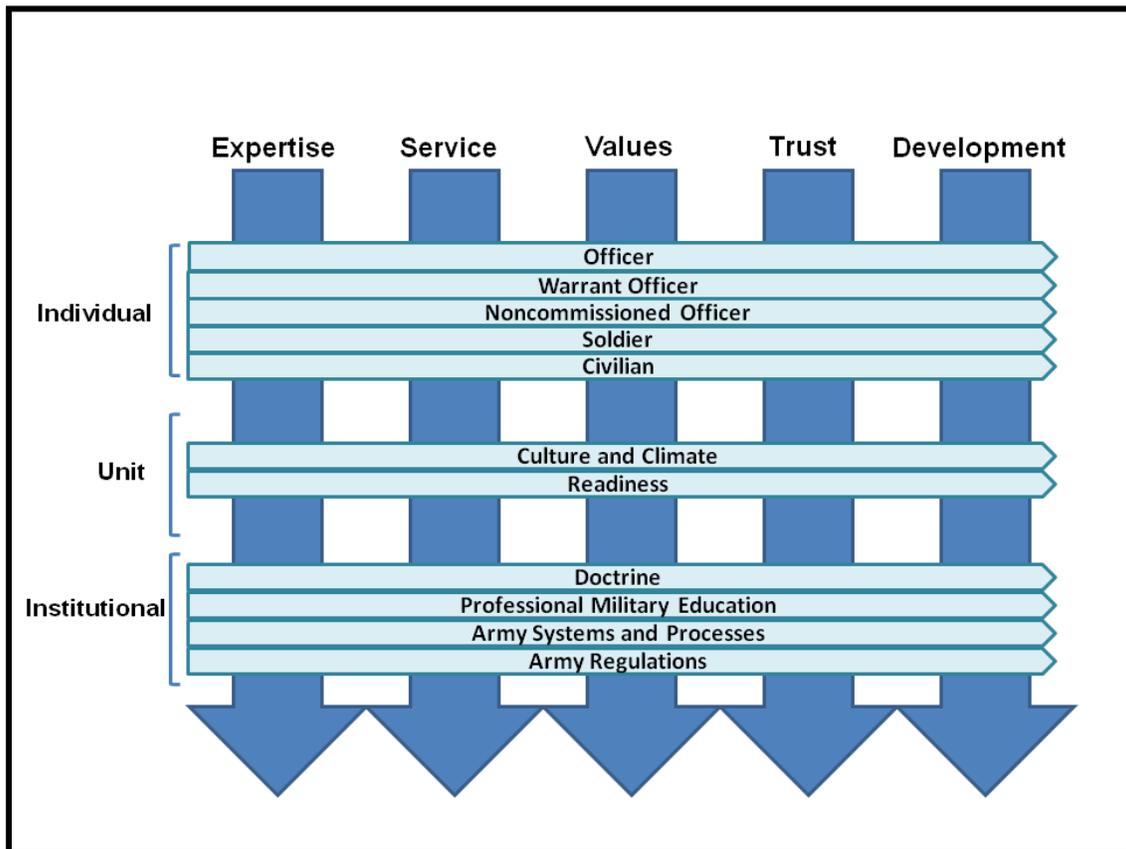
Results will stimulate an Army-wide dialogue that will ultimately review and revise relevant Army DOTMLPF systems, processes and policies to reinforce the Profession of Arms into the future.

The following chart depicts the overall campaign concept:



In preparation for this review, on 8 December 2010 CG TRADOC approved the release of an Army White Paper, a pamphlet, and a video on the Profession of Arms which establishes the framework and common language needed to begin a dialog among professionals about ourselves and our future, both as individuals and as a revered and effective military institution.

The review will assess the state of the Army profession at the individual, unit and institutional levels. The five cohorts comprising the individual level are officer, warrant officer, noncommissioned officer, Soldier and civilian. The unit level includes an assessment of Army culture and climate, readiness and other factors. Some of the systems, policies and resources comprising the institutional level are doctrine, professional military education, Army management systems and processes and Army regulations. The following chart depicts how this effort is organized, and further discussed below:



The key attributes that will be used for initial debate and dialog in this review are expertise/skill, trust, development/leadership, values/character and service/duty. This campaign will assess each of these attributes at the individual, unit, and institutional levels. While there are many other attributes of our profession, these ones are key because if we, as a profession, do not maintain these attributes then our status as a profession will be in question.

Professions produce uniquely expert work, not routine or repetitive work. Effectiveness, rather than pure efficiency, is the key to the work of professionals. Professionals require years of study and practice before they are capable of expert work. Society is utterly dependent on professionals for their health, justice, and security. Thus, a deep moral obligation rests on the profession, and its professionals, to continuously develop expertise and use that expertise only in the best interests of society—

professionals are actually servants. Professions earn the trust of their clients through their *Ethic* – which is their means of motivation and self-control. A self-policing Ethic is an absolute necessity, especially for the Profession of Arms, given the lethality inherent in the mission. Lastly, other organizations motivate their workers through extrinsic factors such as salary, benefits, and promotions. Professions use inspirational, intrinsic factors like the life-long pursuit of expert knowledge, the privilege and honor of service, camaraderie, and the status of membership in an ancient, honorable, and revered occupation. This is what motivates true professionals; it's why a profession is considered a calling—not work.

Among all professions, the Profession of Arms, is unique because of the lethality of the weapons and operations. Soldiers are tasked to do many things besides combat operations, but ultimately the core purpose and reason the Army exists is to apply lethal force. Soldiers must be prepared to kill and die when needed in service to the Republic which makes the moral implications of being a professional Soldier enormous.

Army leaders establish a professional identity and culture rather than one of government occupation. This culture sponsors altruism, selfless service to the nation, and ethos toward the Army and its mission. It sponsors continuous self-assessment, learning, and development that together enable the Army to be an adaptive, learning profession. Army leaders establish a culture where effectiveness prevails over efficiency and place primary importance on maintaining the profession through investing in the development of its Soldiers.

The Profession of Arms requires expertise which is manifested as unique skills in the individual professional, and ultimately, by Army units. The Army creates its own expert knowledge, both theoretical and practical, for the conduct of full spectrum operations inclusive of offense, defense, and stability or civil support operations. The Army develops Soldiers and leaders throughout careers of service to aspire to be experts and use their lethal expertise, both as individuals and as units, with the highest standards of character, for the defense of the Constitution, the American people, and our way of life.

Continuous development of Soldiers and Leaders is needed to ensure each is an effective member of the Profession of Arms. Leader development is an investment required to maintain the Army as a profession and is a key source of combat power. To maintain the effectiveness of the profession, the Army maintains systems to train and educate individuals in a trainee or apprenticeship status where they are mentored and developed until professional standards can be met.

The Army has no purpose except to serve the Constitution and the American people and thereby their elected and appointed representatives. In all aspects of its existence and operations the Army Profession advises with disciplined candor and is willingly subordinate to, and a servant of, the American people through their elected and appointed civilian authorities. Further, members of the Army clearly understand and accept the subordination of their personal needs to the needs of the mission.

The Profession of Arms requires unwavering, deeply held values on which to base its ethic; those values, when internalized, are manifested in the character of individual professionals.

The profession exists only by the trust of the client, the American people; and that trust is the same trust that enables the individual Soldier to develop within the Army, for Soldiers and units to bond, for Soldiers' Families to trust the Army through myriad deployments, and for leaders to engage effectively in civil-military and military-media relations. The Army maintains this trust relationship with the

American people through exemplary duty performance, and earns institutional autonomy and high vocational status by demonstrating both effective military expertise and the proper and ethical employment of that expertise on behalf of the Nation. This is how the Army earns its legitimacy to operate under Joint Command, as negotiated with senior civilian officials, in Major Combat Operations, Stability Operations, Strategic Deterrence, and Homeland Security.

The Profession of Arms provides a vital service to the nation and does so in subordination; that service is manifested, inspirationally, in the duty of the individual professional. Leadership entails the repetitive exercise of discretionary judgments, all highly moral in nature, and represents the core function of the Army professional's military art, whether leading a patrol in combat or making a major policy or budget decision in the Pentagon. Discretionary judgments are the coin of the realm in all professions; foremost the military.

The Army's degree of professionalism has waxed and waned over the years, sometimes displaying more the characteristics of an occupation than a profession—more professional in periods of expansion and later phases of war and more —occupational in periods of contraction after wars, e.g. post-WWII into Korea and post-Vietnam. This trend continued even after the establishment of an all-volunteer force in 1971 and the rebuilding of the Army NCO Corps post-Vietnam. It was highly professional in Desert Shield-Desert Storm and less so through managerial practices over the next decade of force reductions, the exodus of captains, and other talent. Recent reports suggest that today's operating forces after nine years of war, exhibit more the traits of a profession than the force-generating, or institutional, side of the Army. Learning from our history of post-conflict transitions, we must not allow these professional traits to suffer. We are living in an era of persistent conflict with no opportunity to relax.

As the Army reflects now on what it means to be a profession in midst of persistent conflict, a central question frames the major challenges now facing the Army's strategic leaders: the sergeants major, colonels, and general officers. How do we create the specific conditions for, and achieve those key attributes that ensure that the Army is a profession - one in which all Army professionals recommit, in the words of CG, TRADOC, GEN Martin Dempsey, —to a culture of service and the responsibilities and behaviors of our profession as articulated in the Army Ethic.

The community of practice comprised of experts in the Profession of Arms will oversee this review for the Army. This team will look at archived research and our history as a profession, develop surveys, and provide a venue for focus groups and forums at all levels of the Army to ensure opportunities for discussion are broad and varied. Surveys will consist of both free response (forums/blogs) and more traditional multiple choice questionnaires. Surveys will be accessed online at the Center for the Army Profession and Ethic (CAPE) websites: <https://www.us.army.mil/suite/page/611545> or <http://cape.army.mj>. Additionally, the Army Research Institute will assist in the distribution of surveys to representative samples across the Total Army. In June 2011, an Interim Report will be given to the SECARMY and CSA on the initial feedback received. A Final Report will be provided in December 2011 that outlines the findings and recommendations for DOTMLPF and policy changes to reinforce the Profession of Arms.

Feedback from the field is critical for the success of this review. This feedback will be fueled by the Profession of Arms pamphlet, Army White Paper, a video on the Profession of Arms, and a myriad of publications and surveys. Units will conduct professional development sessions and dialog. Informal discussion will also be available and encouraged through social media vehicles such as forums, blogs and

Facebook. Additionally, CAPE will develop curricula for use in Officer, Non Commissioned Officer and civilian professional development sessions.

Senior leaders will support dialog and feedback among the broader force through General Officer and Sergeant Major visits to Army Commands and installations. CG TRADOC will direct rotating senior leader teams to support this effort. Additionally, CG TRADOC will sponsor monthly case studies on the Profession of Arms to further stimulate dialog and feedback.

To guide the year long review, two focus questions will be posed to the Total Army force each quarter of CY11 with the intent to generate additional discussion threads. CG TRADOC will host four quarterly forums to discuss the evolving feedback and results of the campaign throughout the calendar year.

For 1QCY11:

- What are our current strengths as a profession/as professional?
- What are our current weaknesses as a profession/as professionals?

For 2QCY11:

- Have we identified the right essential attributes of the profession/of professionals in the Army White Paper?
- Are we adequately developing the attributes in our professional military education, in our tactical units, and in our self-development, and do our organizational systems and processes reinforce these attributes?

For 3QCY11:

- Are the roles and responsibilities in sustaining the profession different for officers, warrant officers, noncommissioned officers, and are we adequately preparing leaders for these stewardship roles?
- What are the roles of the Army civilian in sustaining the profession and are we adequately preparing leaders for these stewardship roles?

For 4QCY11:

- What are the roles and responsibilities of the retired military in sustaining the profession?
- How do responsibilities change as the professional gains seniority and, in particular, in dealing with the public, the media, senior civilian leaders, and coalition partners?

In conjunction with Battle Command Knowledge System, a Profession of Arms Campaign website has been developed to support this review and includes reference materials including videos, publications, and surveys, work group pages for each of the five cohorts, access to blogs and forums, a calendar listing upcoming forums and events, and other materials.

Annex H

ARMY POSTURE STATEMENT

The Profession of Arms

The last nine and a half years of conflict have had significant impacts on the Army, its Soldiers, Families and Civilians. Many of these are well documented and are being addressed. There remain, however, other consequences that we seek to understand and address. We will examine the impacts of war on our profession of arms and take a hard look at ourselves – how have we changed as individuals, as professionals and as a profession.

The Army is more than a job; it is a profession. It is a vocation composed of experts in the ethical application of land combat power who are serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people. The level of responsibility is like no other profession – our Soldiers are entrusted to apply lethal force ethically and only when necessary. Also, unlike other professions, the Profession of Arms is practiced in the chaotic and deadly machinations of war. Along with that awesome responsibility comes both individual and organizational accountability, which we seek to examine as part of our Profession of Arms.

The conflicts we are in have presented challenges from state, non-state and individual actors who operate outside generally accepted moral and ethical boundaries. Contrasting this is the American Professional Soldier, who is an expert and a volunteer, certified in the Profession of Arms, bonded with comrades in a shared identity and culture of sacrifice and service to the Nation and Constitution, who adheres to the highest ethical standards and is a steward of the future of the profession. Because of this, the Army has received tremendous support from the American people and their elected representatives. We are forever grateful for that support, and we do not take it for granted. We understand that the generous support is predicated on the Army's continued professionalism, guided by our Army creeds, our service oaths and the Army values that anchor our professionalism (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage).

In order to examine the impacts of war on the Profession of Arms, the Army will lead a discussion through the end of this year, in which we will ask ourselves two fundamental questions:

- What does it mean for the Army to be a Profession of Arms?
- What does it mean to be a Professional Soldier after more than nine years of war?

The dialogue will help inform our understanding on what it means to be a professional Soldier in an era of persistent conflict.

Conclusion

The professionalism, dedicated service and sacrifice of our all-volunteer force are hallmarks of the Army—the Strength of our Nation. Soldiers, their Families and Army Civilians are leading our country as we prevail in one of the most challenging times in our Nation's history.

Going forward, the Army is achieving its goals to restore balance in fiscal year 2011. We will be transitioning to a period where we must maintain our combat edge while reconstituting the Force

for other missions. We will continue building resilience in our Soldiers, Families and Civilians – all of whom have been affected by the cumulative effects of over nine years at war. We are modernizing the force for the future developing and fielding versatile, affordable, survivable and networked equipment to ensure Soldiers maintain a decisive advantage over any enemy we might face.

We also are responding to the lessons our operating force learned and the changes it made the past nine and a half years by adapting the institutional Army to effectively and efficiently generate trained and ready forces for full spectrum operations. The sector of the Army that trains and equips our Soldiers must be driven by innovation and be able to adapt quickly and field what our Soldiers and their Families will require. We must also seek ways to improve efficiency and reduce overhead expenditures as good stewards of our Nation's valuable resources. We recognize that institutional change is not merely about pinching pennies or pushing pens, and efficiencies are not simply about improving the bottom line. Institutional change is about doing things better, doing them smarter and taking full advantage of the progress, technology, knowledge and experience that we have available to us.

Going forward with the trust and confidence of the America public and entrusted by Congress with appropriate resources, America's Army will remain the Strength of the Nation.

Annex I

STAND-TO!

STAND-TO! Submission

Approving Commander: Colonel Sean Hannah, Director, Center for the Army Profession and Ethic
Command/Installation: Leader Development and Education, Combined Arms Center, TRADOC
Submitting POC: LTC Bill Speier (845) 938-0475, william.Speier@us.army.mil
Author: Linda Tarsa

Expected Timeframe for Publishing: 15 DEC-15 JAN

Title: Review of the Profession of Arms After a Decade of Persistent Conflict

What is it?

A review of the Profession of Arms after a decade of persistent conflict beginning on 1 JAN 11 was directed by the Secretary of the Army and the Chief of Staff of the Army in their 27 OCT 10 Terms of Reference memorandum. 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.

Through this campaign, we will refine our understanding on core topics such as, What does it mean for the Army to be a profession of arms?; What does it mean to be a professional Soldier after more than nine years of war?; and, After nine years of war, are we as individual professionals and as a profession meeting these aspirations?

What has the Army done?

TRADOC has authored an Army White Paper, a pamphlet, and a video on the Profession of Arms. The intent for these products is to provide the terms, concepts and proposed definitions needed to initiate this review and be the catalyst for the discourse among Army professionals about ourselves and our future, both as individuals and as a revered and effective military institution. Surveys will be made available for all members of the profession of arms as well as curriculum materials for professional development sessions. Get engaged in this discussion! To expand the discussion, the campaign products and access to social networking sites such as blogs, forums, Twitter and Facebook will be accessible through the Profession Campaign website which is accessible through the Center for the Army Profession and Ethic (CAPE) website at <https://www.us.army.mil/suite/page/611545> or <http://cape.army.mil>.

What continued efforts does the Army have planned for the future?

TRADOC will oversee an Army wide multi-dimensional assessment examining the impact of more than nine years of persistent conflict on the force. Quarterly Profession of Arms Forums will be conducted to discuss feedback received during the review as well as several conferences focused on the Profession to encourage continued dialog amongst the force.

In June 2011, an interim assessment will be provided to the SECARMY and the CSA consisting of a series of surveys, focus groups, and grass-roots dialog that will assess key attributes of the profession such as the Army's expertise, service, trust, values, and human and leader development. We will assess these key attributes across the Active, Reserve, and National Guard forces, and across Soldier, non-commissioned officer, officer, warrant officer, and civilian cohorts. Simultaneous with the assessment, we will conduct a dialog across the force to inspire and engage our professionals through professional development discussions. In December 2011 a final report of the dialogue, an updated assessment report

refined through Army-wide Dialogue, additional analysis, and DOTLMPF-P recommendations to reinforce the Profession of Arms will be provided.

Why is this important to the Army?

The Army has been in transition in order to adapt to the demands of continuous operations in combat in Iraq and Afghanistan, as well as to the new strategic realities of the 21st Century. With the operational tempo, the Army may not have consistently and adequately thought through how these challenges have affected the Army as a Profession of Arms. The Army needs to first reflect on the strengths that have sustained us through this period. Then, we 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. A competent Army wins battles; a strong Professional Army with a well developed supporting ethic endures to win our nation's wars. The strength of our Professional all-volunteer force enabled the Army to withstand numerous stressors during the last decade of persistent conflict and be successful. Continuous examination of our Profession, our culture, and our Ethic will enable the Army to succeed in the next decade of persistent conflict.

Resources:

Terms of Reference for the Review of the Army Profession in an Era of Persistent Conflict, 27 Oct 10.

Army: Profession of Arms, TRADOC Pamphlet, OCT 10.

An Army White Paper: The Profession of Arms, 2 DEC 10.

FM 1: The Army, 14 JUN 05.

6-22: Army Leadership, OCT 06.

Profession of Arms Videos available at <https://www.us.army.mil/suite/page/611545> or <http://cape.army.mil>.

Annex J

TO ALARACT
INFO DA WASHINGTON DC
IMMEDIATE
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BT
UNCLAS ALARACT XXX/XXXX
SUBJ: CG TRADOC SENDS – REVIEW OF THE PROFESSION OF ARMS IN AN ERA
OF PERSISTENT CONFLICT

A. THE ARMY HAS BEEN IN TRANSITION, ADAPTING TO NEARLY A DECADE OF CONTINUOUS COMBAT OPERATIONS. IT IS ESSENTIAL FOR US AS AN ARMY TO TAKE A HARD LOOK AT OURSELVES TO ENSURE WE UNDERSTAND WHAT WE HAVE BEEN THROUGH OVER THE PAST NINE YEARS, HOW WE HAVE CHANGED, OUR STRENGTHS AND OUR WEAKNESSES, AND HOW WE MUST ADAPT TO SUCCEED IN THIS ERA OF PERSISTENT CONFLICT.

B. UNDER THE DIRECTION OF CG TRADOC, AS DIRECTED BY THE SECARMY AND ARMY CHIEF OF STAFF, IN CALENDAR YEAR 2011, THE ARMY WILL CONDUCT AN ASSESMENT OF AND ENCOURAGE WIDESPREAD DISCUSSION ABOUT OUR PROFESSION OF ARMS. THIS DISCUSSION WILL INFORM CRITICAL TOPICS, SUCH AS: WHAT DOES IT MEAN TO BE A PROFESSION OF ARMS?; WHAT DOES IT MEAN TO BE A PROFESIONAL SOLDIER?; AND, AFTER MORE THAN NINE YEARS OF WAR, HOW ARE WE AS INDIVIDUAL PROFESSIONALS AND AS A PROFESSION MEETING THESE ASPIRATIONS? BY DECEMBER 2011, WE WILL HAVE LEARNED ENOUGH TO CLEARLY ARTICULATE WHAT THE TOTAL ARMY BELIEVES IS FOUNDATIONAL TO OUR FORCE AS A PROFESSION OF ARMS AND WHAT WE NEED TO SUSTAIN OR IMPROVE TO REINFORCE THAT FOUNDATION.

C. KEY ATTRIBUTES INCLUDING EXPERTISE, TRUST, DEVELOPMENT, VALUES AND SERVICE WILL INITIALLY SERVE AS GUIDEPOSTS FOR THIS DEBATE AND DIALOG ON THE PROFESSION ACROSS THE ACTIVE, RESERVE, AND NATIONAL GUARD ARMY. THESE KEY ATTRIBUTES WILL BE ASSESSED AT BOTH THE ORGANIZATIONAL/INSTITUTIONAL (THE PROFESSION) AND THE INDIVIDUAL (THE PROFESSIONAL) LEVELS. AT THE INDIVIDUAL LEVEL WE WILL ASSESS ALL COHORTS INCLUSIVE OF SOLDIERS, NON-COMMISSIONED OFFICERS, OFFICERS, WARRANT OFFICERS, AND DA CIVILIANS ON THESE ATTRIBUTES.

D. THE ASSESSMENT WILL INCLUDE SURVEYS OF THE FORCE, SENIOR LEADER VISITS TO INSTALLATIONS FOR DIALOG, FOCUS GROUPS, GRASS ROOTS DIALOG AND FEEDBACK, A REVIEW OF THE HISTORY OF THE

PROFESSION, AND ASSESSMENTS MADE BY A COMMUNITY OF PRACTICE OF EXPERTS ON THE PROFESSION OF ARMS.

E. TRADOC AND THE COMBINED ARMS CENTER (CAC) HAVE ESTABLISHED A DESIGNATED CAMPAIGN WEBSITE ACCESSIBLE THROUGH THE CENTER FOR THE ARMY PROFESSION AND ETHIC (CAPE) WEBPAGE (WWW.CAPE.ARMY.MIL) AND AKO ([HTTPS://WWW.US.ARMY.MIL/SUITE/PAGE/611545](https://WWW.US.ARMY.MIL/SUITE/PAGE/611545)). CAMPAIGN MATERIALS SUCH AS AN ARMY WHITE PAPER, PAMPHLET AND VIDEOS ON THE PROFESSION OF ARMS, AS WELL AS TRAINING PRODUCTS, TASK OUTLINES AND THE RESOURCES NEEDED FOR SOLDIERS TO ACTIVELY PARTICIPATE IN THIS DISCUSSION CAN BE ACCESSED THROUGH THIS SITE; AS WELL AS MATERIALS NEEDED FOR LEADERS TO CONDUCT PROFESSIONAL DEVELOPMENT SESSIONS ON THE PROFESSION OF ARMS WITH THEIR UNITS.

F. BEYOND UNIT PROFESSIONAL DEVELOPMENT SESSIONS, A BROADER PROFESSIONAL DIALOG ON THIS TOPIC IS ENCOURAGED ACROSS THE ARMY. TO AID IN THIS DIALOG, THE BATTLE COMMAND KNOWLEDGE SYSTEM WILL FACILITATE DISCUSSION ON ALL OF THE MAJOR ARMY BLOGS AT <https://WWW.US.ARMY.MIL/SUITE/PAGE/136429>. DIALOG ON THESE BLOGS WILL BE CONSOLIDATED AND PRESENTED TO THE ARMY SENIOR LEADERSHIP AT THE QUARTERLY PROFESSIONAL ARMS FORUMS AND WILL BE USED IN PREPARING THE INTERIM AND FINAL REPORTS.

G. THROUGH THIS DISCUSSION WE WILL REFINE 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 RECOMMETMENT TO A CULTURE OF SERVICE, AND THE RESPONSIBILITES AND BEHAVIORS AS ARTICULATED IN THE ARMY ETHIC. AS WE CONDUCT THIS DIALOG IT IS IMPORTANT TO REMEMBER THAT DISCIPLINED CANDOR IS A VIRTUE OF ALL PROFESSIONS. ALONG WITH OUR EFFECTIVENESS IN THE CONFLICTS TO WHICH WE ARE SENT, IT IS ONE OF THE PRINCIPLE MEANS BY WHICH THE AMERICAN PEOPLE MAINTAIN TRUST IN THEIR ARMY. AS PROFESSIONALS WE MUST ALL ENGAGE OPENLY IN THIS DIALOG AND DO SO IN A WAY THAT BRINGS CREDIT TO OUR ARMY.

H. WE ARE GRATEFUL FOR AND INSPIRED BY THE EXCEPTIONAL SERVICE OF OUR MEN AND WOMEN IN UNIFORM, OUR DA CIVILIANS, AND OUR FAMILY MEMBERS WHO CONSTITUTE OR ADMIRABLY SUPPORT THIS PROFESSION OF ARMS. THE INVOLVEMENT AND GREAT FEEDBACK EACH OF YOU WILL PROVIDE TO THIS DISCUSSION OVER THE NEXT YEAR IS CRITICAL. WITH EXCITEMENT WE LOOK FORWARD TO THE JUNE INTERIM REVIEW AND THE DECEMBER FINAL REPORT, AS WE AS A PROFESSION, COLLECTIVELY REVISE FM 1 AND MAKE THE NECESSARY CHANGES TO REMAIN THE ARMY WE KNOW THE NATION NEEDS AND DESERVES.

HQDA POCS FOR THIS MESSAGE ARE
EXPIRATION DATE CANNOT BE DETERMINED.
XX
#XXXX

Annex K

Assessment Matrix

(Attached)