

Lesson Plan

ARMY CUSTOMS, COURTESIES AND TRADITIONS AMERICA'S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM

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1. **OVERVIEW.** This lesson plan provides resources and guidance to help you assemble and conduct a professional development education and training session focusing on enhancing esprit de corps through the purposeful and professional use of Army Customs, Courtesies and Traditions. *America's Army – Our Profession* training support packages are designed to support organizational professional development sessions using the case study method to promote and socialize Army Profession terms and concepts. The video case study exercises provided are called CaseEXs. Each CaseEX is an Army professional's story combined with supplemental questions and reflective practice designed to guide a rich group discussion on how the story relates to the Army Profession and how it can affect an Army professional's future decisions and behavior. Ensure that you complete the Army Profession Overview lesson to introduce professionals to these terms and concepts before leading this development session.

Remember that the learning occurs during facilitated DISCUSSION.

2. **BACKGROUND.** The CSA approved the *America's Army – Our Profession* Education and Training program to support the development of a widely understood, accepted, and internalized meaning of the Army Profession and Ethic. The intent is for all members of the profession to be aware of and understand the Army Profession doctrine and concepts, to participate in an ongoing dialogue about the profession and to conduct themselves in a manner worthy of their professional status.
3. **LEARNING OUTCOMES.**
 - a. Army professionals apply Army Customs, Courtesies, and Traditions within their organizations to develop esprit de corps.
 - b. Army professionals incorporate Army history into formal and informal activities to inspire a sense of shared organizational heritage and Army heritage among their members.
 - c. Army professionals steward the Army by continuing to honor Customs, Courtesies, and Traditions that reflect and strengthen the Army's Essential Characteristics Military Expertise, Honorable Service, Esprit de Corps, Stewardship of the Profession, and "the bedrock of the Profession," Trust, for current and future generations.
4. **TRAINING REFERENCES.**
 - a. *Army Doctrinal Publication (ADP 1): The Army*, Chapter 2
 - b. *Army Doctrinal Reference Publication(ADRP 1): The Army Profession (Initial Draft)*
 - c. *Army Profession Pamphlet*: Downloadable pdf on the Army Profession available at <http://cape.army.mil>.
 - d. FM 7-21.13 *The Soldier's Guide* and TC 3-21.5 *Drill and Ceremonies*
 - e. *CAPE Public Website*: <http://cape.army.mil>.

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5. ADDITIONAL INSTRUCTOR RESOURCES.

- a. *Facilitator Toolkit*: Additional videos and techniques to help a trainer become a more effective facilitator.

6. TRAINING GUIDANCE.

Prepare.

- Locate your training site and determine if it has internet capability. If there is internet capability at your training site, present and facilitate the session on-line. If there is no internet capability, you can download the entire Customs, Courtesies, and Traditions training support package.
- Review for familiarization the Army doctrine on the Army Profession concepts (ADP 1 *The Army*, Chapter 2 and ADRP 1 *The Army Profession (Initial Draft)*) and Customs, Courtesies, and Traditions (FM 7-21.13 *The Soldier's Guide* and TC 3-21.5 *Drill and Ceremonies*).
- Review the material on the CAPE web site on reflective practice and how-to effectively facilitate a small group development session.
- Print this lesson plan and student handouts.
- Review the associated CaseEXs and print their facilitator cards.
- Rehearse your role in the education and training session as a facilitator.

Conduct.

- Distribute student handouts.
- Present the online training support package and give talking points with associated slides as you progress through the presentation.
- Get your group involved by asking the discussion questions.
- Use the CaseEXs to allow the group to apply what they've learned in the training to a real-life situation.
- Lead your group in a reflective practice exercise to answer the following questions:
 - What? (What learning concerning Customs, Courtesies and Traditions occurred during the education and training session?)
 - So what? (Why does it matter?)
 - Now what? (How will I use this information/new knowledge and apply it to my situation/organization?)

Follow up.

- Discuss and seek future opportunities to continue the practice of Army Customs, Courtesies and Traditions within your organization to enhance esprit de corps.

7. TRAINING AIDS.

- a. Army Customs, Courtesies, and Traditions Training Support Package for *America's Army – Our Profession*
- b. A/V equipment, computer, as required

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- c. White board, poster board, and markers to list ideas
- d. *Participant Handout*: Material to support the lesson
- e. *Facilitator note cards*: Material to support facilitated discussions of video case exercises

8. CONDUCT OF LESSON. Lesson Timeline:

Min	Activity
02	Introduction/Goals
07	Customs, Courtesies and Traditions video & brief discussion
05	Facilitated discussion of esprit de corps
03	Facilitated discussion of Army Ethic
05	Army Ethic Foundations & brief discussion
03	Facilitated discussion of Army culture
06	Army culture video & brief discussion (4:34)
03	Description of “custom,” “courtesy,” and “tradition”
06	NCO induction ceremony video & brief discussion (1:59)
11	Facilitated discussion of “Carried Strength” (Pt 1 = 1:18; Pt 2 = 2:29)
11	Facilitated discussion of “Joy Feldman” (Pt 1 = 2:00; Pt 2 = 2:00)
11	Facilitated discussion of “Color Safe” (Pt 1 = 2:09; Pt 2 = 3:15)
07	Summary / Conclusion
80	Total Minutes

9. SLIDES AND CASE-EX VIGNETTES.

Slide 1

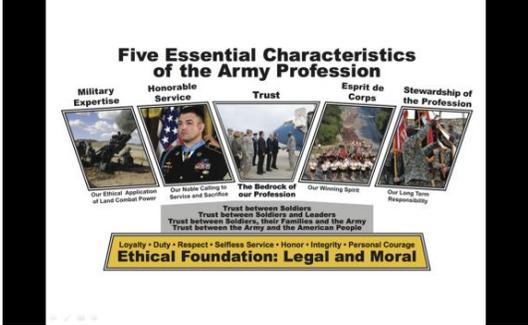
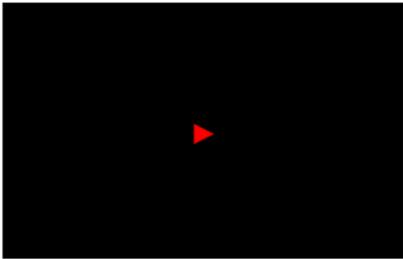
Title Page

Slide talking points: We are going to talk about Army Customs, Courtesies, and Traditions and their importance to the Army Profession. As Army professionals, we must be aware of these elements of Army culture that can positively affect esprit de corps. I intend this to be an open discussion where we can express ideas and learn from one another – and I will include in our discussion new doctrine about the Army Profession.



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<p><u>Slide 2</u> Slide talking points: These are goals for our discussions today. Army professionals have a responsibility to purposefully use and preserve the Army Customs, Courtesies, and Traditions that contribute to esprit de corps and a lifetime of honorable service to the nation. These reinforce living the Army Ethic within the Army Culture.</p>	<p>LEARNING OUTCOMES: Recognize and be able to discuss:</p> <p><u>Army professionals:</u></p> <ul style="list-style-type: none"> - Apply Army Customs, Courtesies, and Traditions within their organizations to develop esprit de corps - Incorporate Army history into formal and informal activities to inspire a sense of shared organizational and Army heritage in their members - Steward the Army by continuing to honor Customs, Courtesies, and Traditions that reflect and strengthen the Army's Essential Characteristics Military Expertise, Honorable Service, Esprit de Corps, Stewardship of the Profession, and, "the bedrock of the profession," Trust for current and future generations
<p><u>Slide 3</u> Slide talking points: The Army will only be and perform as a profession when all five essential characteristics are present in its culture, in its professionals and their units, and in its external relationships. These are Military Expertise, Honorable Service, Esprit de Corps, Stewardship of the Profession, and, "the bedrock of the profession," Trust.</p> <p>Slide talking points: Army Customs, Courtesies, and Traditions support all the five essential characteristics. For example the exactness of a formation, precision of drill and the exactness in the wear of a uniform highlight Military Expertise. And the rituals of salutes and address of rank, espoused vale of respect for all and importance of teamwork add to Trust.</p> <p>Slide talking points: In this session, in particular, we will consider the contributions of Army Customs, Courtesies, and Traditions to esprit de corps and honorable service that are a result of Army Culture and Ethic, and how Army Customs, Courtesies, and Traditions enables Stewardship of the Army Profession, Culture and Ethic.</p>	
<p><u>Slide 4</u> Slide talking points: This video introduces the importance of Army Customs, Courtesies, and Traditions. Ask your group: "What Customs, Courtesies, and Traditions are practiced in your organization? Why are they important?" After brief discussion, click the arrow to begin the video. After the video, ask your group: "What is esprit de corps – and why is it important? How is culture related to esprit de corps?"</p>	<p style="text-align: center;">Customs, Courtesies, & Traditions</p> 

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<p><u>Slide 5</u> Slide talking points: Esprit de Corps must be purposefully cultivated and deliberately maintained. Esprit de Corps is embedded in the culture, sustained promoted, and fostered through customs, courtesies, and traditions.</p> <p>Ask your group prior to the next slide: “What is the Army Ethic? What are some examples of how Army professionals express their Ethic?”</p>	<p><u>Esprit de Corps:</u></p> <p>Is the winning spirit within the Army profession, embedded in the culture, sustained by traditions and customs, fostering cohesive and confident units with the courage to persevere, bonded together by a mutual trust, shared understanding, and commitment to the Army Ethic. – ADRP 1</p> <p>Is the respect (for our history and tradition) and the commitment (to the highest standards of individual and collective excellence) imbued in Army professionals. – ADP 1</p>
<p><u>Slide 6</u> Slide talking points: The Army Ethic is the basis for trust, the bedrock of the profession. Without Trust, as a common foundation, there is no winning spirit, no devotion to duty, no shared purpose, no honorable service, and no esprit de corps. Trust is vital to these qualities, and trust, and therefore esprit de corps, is based on adherence to the Army Ethic.</p> <p>The Army Ethic comes from both those requirements which are expressed in law and from those ideals and beliefs in our Culture to which we as members have given high value (importance).</p>	<p><u>The Army Ethic</u></p> <p>Is the evolving set of laws, values and beliefs, deeply embedded within the core of the profession’s culture and practiced by its members to motivate and guide the conduct of individual members bound together in common moral purpose.</p>
<p><u>Slide 7</u> Slide talking points: The Army Ethic originates on the one hand from codified, legal documents carrying the force of law, such as the Constitution and the Uniform Code of Military Justice (UCMJ).</p> <p>Ask your group: “Can you think of any other examples of the “legal” parts of the Ethic?” Possible answers: Ratified U.S. Treaties; Status of Forces Agreements; Oaths of Commission, Enlistment, Service; Standards of Exemplary Conduct, Rules Of Engagement, etc.</p> <p>Slide talking points: On the other hand, it is drawn from traditions or documents with immense moral content and importance for all Americans, including the Declaration of Independence, Human Rights, and Army Values, Creeds.</p> <p>Ask your group: “Can you think of any other examples of the “traditional and moral” parts of the Ethic?” Possible answers: NCO Creed, Just War Tradition; Trust</p>	<p><u>Army Ethic Foundations</u></p> <p>Legal foundation examples: U.S. Constitution, U.S. Code, Law of Land Warfare, UCMJ</p> <p>Moral/Ethical foundation examples: The U.S. Declaration of Independence, Army ‘Can-do’ Culture, Human Rights, Values, Creeds & Mottos</p> <p>– Moral/Ethical Foundations are expressed in Army Culture as Customs, Courtesies and Traditions</p>



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<p>Relationships of the Profession; Golden Rule; Mottos, 'Duty, Honor, Country'; Warrior Ethos, philosophical/religious background, etc.</p> <p>Slide talking points: These traditions or documents do not have standing in law. The Army weaves these moral foundations throughout its culture and subcultures within it. The Army believes these moral foundations are effective and passes them on and purposefully reinforces them to succeeding generations through mentoring, customs, courtesies and traditions</p> <p>Ask your group: "How do the daily customs, courtesies and traditions of Army Life, reflect the Army Ethic and affect the culture of our organization?"</p> <p>Ask your group prior to the next slide: "What is Army Culture? How do Army professionals shape the Army Culture?"</p>	
<p>For Further Reference or to Support Discussion: Civilian members of the profession are part of the Army Culture, adhering to the Army Ethic. In their organizations, they recognize Customs, Courtesies, and Traditions alongside uniformed members of the profession, in order to strengthen esprit de corps and steward the profession. There are slight variances (i.e., civilians do not salute, etc.) but there are far more commonalities. Customs (teamwork, attention to detail, respect for law, treating others with dignity and respect, etc.), Courtesies (respect in interactions, courtesy in addressing others, recognition of rank and title, etc.), and Traditions (Army birthday, hail and farewell, etc.) are a part of the Army Profession for all members.</p>	
<p><u>Slide 8</u></p> <p>Slide talking points: Culture is a long lasting and complex set of shared expectations, more durable than an organizational climate. Culture consists of the shared attitudes, values, goals and practices that characterize the larger institution over time – while climate is a reflection of how people think and feel about their organization at the moment. Esprit de Corps is one of the five essential characteristics of the Army Profession and a vital element within Army Culture (See ADRP 1, <i>The Army Profession (Initial Draft)</i>). Why do you think esprit de corps is one of the five essential characteristics of the Army Profession? What makes the Army Culture unique from other professional cultures?</p>	<p><u>Army Culture:</u></p> <ul style="list-style-type: none">• Consists of the shared attitudes, values, goals, and practices that characterize the larger institution over time.• Is deeply rooted in long-held beliefs and customs.• Reflects what it has found to be functionally effective in times of strong need• Includes a winning esprit de corps.



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Slide 9

Facilitator's Action: This video discusses Army Culture as a term within the Army Profession. **Click the arrow to begin the video.** After playing the video, allow the group to reflect briefly. If needed, play the video a second time.

Ask your group: "What role does the Army Ethic play in developing esprit de corps within the Army Culture?"

During or after the discussion bring out the following slide talking points: Leaders maintain the trust of their subordinates by upholding the Army Ethic, abiding by the Army Values. Working together to a common purpose, embodying the Army Ethic for the American people, strengthens culture and esprit de corps.



Slide 10

Ask your group: "How is the Army Ethic related to *Honorable Service*?"

During or after the discussion bring out the following slide talking points: As Army professionals, we live a tradition of *honorable service*, devoted to duty in the defense of the nation, consistent with the Army Values and the Army Ethic. As a minimum, the Army Values of *Honor* and *Integrity* should be discussed in relation to *Honorable Service*. Every Army professional is bound by his or her honor and oath to support and defend the Constitution of the United States – and to obey the orders of officers appointed over them and to obey US laws, regulations, and the Uniform Code of Military Justice.

Slide talking points: Concluding thoughts: the thoughtful use of Army Customs, Courtesies, and Traditions emphasizes the identity of Army professionals as participants in a tradition of honorable service stretching back generations, and therefore strengthens the Profession.



Slide 11

Ask your group: "What is an Army Custom that is recognized within your organization? Why is it important?"

Slide talking points: It may be the motto or greeting that identifies you as a member of a specific organization; our Customs are important to the winning spirit, morale, and cohesion of Army professionals. Many Army Customs complement procedures required by military courtesy, while others add to the

A *Custom* is an established practice. It includes positive actions – things you do, and taboos – things you avoid. The customs of the Army are its common law, governing uniformed and civilian Army professionals.



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<p>graciousness of Army life.</p>	
<p><u>Slide 12</u> Ask your group: “What is an Army Courtesy practiced within your organization? Why is it important?” Slide talking points: Army Courtesy is:</p> <ul style="list-style-type: none"> • Essential for relationships between professionals • Vital for maintaining discipline and identity within the larger organization – “Big Army” • An indicator of an organization’s level of discipline and an individual’s self-discipline 	<p>Courtesy among Army professionals is vital to maintain discipline. Military courtesy means good manners and politeness in dealing with other people; it provides a basis for developing good human relations, for building relationships. Military courtesy was developed in a military atmosphere and has developed, to become a unique and integral part of the military experience (FM 7-21.13).</p> 
<p><u>Slide 13</u> Ask your group: “What is an Army Tradition that is observed by your organization? Why is it important?” Slide talking points: The Army has endured for over 200 years, and, as an organization, is proud of its history and traditions. Army professionals draw strength knowing they are part of long-standing tradition of honorable service to the Nation.</p> <p>Slide talking points: Soldiers draw strength from knowing they are part of long-standing tradition. Many of the Army’s everyday customs and traditions remind Soldiers they are the latest addition to a long line of Soldiers. The uniforms, official ceremony music, salutes, military titles, the organization’s history, and the Army Values are reminders of tradition (ADRP 6-22).</p>	<p>Tradition is a customary pattern of thought, expressed in the things we do and say, and in the uniform we wear. It is information, beliefs, and customs handed down by word of mouth or by example from one generation to another. Our traditions are really the ‘Army Way,’ and it gives an Army professional a feeling of pride to understand just why we do things the way we do (FM 7-21.13).</p> 
<p><u>Slide 14</u> Facilitator’s Action: This video discusses an NCO Induction ceremony held on Memorial Day, 2011, in Kandahar, Afghanistan. Click the arrow to begin the video. After playing the video, allow the group to reflect briefly. Ask your group: “What is valuable about a ceremony like an NCO Induction? How does the set of symbols, customs, and traditions in this ceremony develop its professional value? What could you take away from this ceremony and apply to your organization?” Discuss as a group.</p>	

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<p><u>Slide 15</u> CaseEX & Facilitated Discussion: Select CaseEXs and view them, ask questions and facilitate the discussion after each segment by referring to the attached facilitator’s card.</p>	<p>Click on an image to watch the video.</p> 
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10. TRAINING & EDUCATION SUMMARY / CONCLUSION.

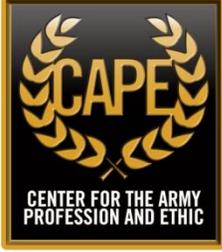
<p><u>Slide 16</u> Facilitator’s Action: Ask your group the first question. Get opinions and feedback, and encourage discussion. Then ask the second and third questions, encouraging discussion and reflection.</p>	<p>Where could we include a sense of history in the professional ceremonies of our organization?</p> <p>How are we demonstrating professional courtesy in our daily interactions?</p> <p>Are we demonstrating a commitment to the profession by preserving our traditions?</p>
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<p><u>Slide 17</u> Slide talking points: To conclude, Army professionals:</p> <ol style="list-style-type: none">Apply Army Customs, Courtesies, and Traditions within their organizations to develop esprit de corps.Incorporate Army history into formal and informal activities to inspire a sense of shared organizational and Army heritage in their members.Steward the Army by continuing to honor Customs, Courtesies, and Traditions that reflect and strengthen the Army’s Essential Characteristics Military Expertise, Honorable Service, Esprit de Corps, Stewardship of the Profession, and, “the bedrock of the profession,” Trust for current and future generations.	<p>Summary</p> <ul style="list-style-type: none">Developing and sustaining the Army’s winning spirit is vital to an organization remaining effectiveTo cultivate that spirit, Army professionals:<ul style="list-style-type: none">Apply Army Customs, Courtesies, and Traditions within their organizations to develop esprit de corpsIncorporate Army history into formal and informal activities to inspire a sense of shared organizational and Army heritage in their membersSteward the Army by continuing to honor Customs, Courtesies, and Traditions that reflect and strengthen the Army’s Essential Characteristics Military Expertise, Honorable Service, Esprit de Corps, Stewardship of the Profession, and, “the bedrock of the profession,” Trust for current and future generations
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<p>Slide 18 For more information, and to support your professional development, visit http://cape.army.mil.</p> <p><i>End Page</i></p>	<p>Visit us at http://cape.army.mil</p> 
<p>Facilitator Action: Check on Learning and Promote Reflective Practice Determine if group members have gained familiarity with the material discussed by soliciting student questions and explanations. Ask the students questions and correct misunderstandings.</p>	
<p><u>Learning</u></p> <p>Q – What do you think, about what you learned?</p> <p>Q – How do you feel about what you learned?</p> <p>Q – What did you learn from listening to the reactions and reflections of other Army Professionals?</p>	<p><u>Reflection</u></p> <p>Q – What will you do with your new information?</p> <p>Q – What are the future implications of this decision, or of this experience?</p> <p>Q – How can you integrate what you have learned into your own organization?</p>

Facilitator Action:

Feedback is encouraged - take a minute and provide us with your comments at <http://cape.army.mil>

Additional education and training material is available to you at <http://cape.army.mil>.