

Lesson Plan

HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION AMERICA'S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM

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1. **OVERVIEW.** This lesson plan helps you assemble and conduct a professional development session on *honorable service* and *stewardship of the Army Profession*. *America's Army – Our Profession* "[Stand Strong](#)" training support packages enable professional development sessions using the facilitated case study method to educate members of the Army Profession. The video case study exercises provided are Army Professionals' stories combined with supplemental questions and reflective practice that guide you through a group discussion on the Army Profession and how it applies in making decisions and taking action. Facilitators should complete the *CY13 America's Army – Our Profession* "[Army Profession Overview](#)" lesson to ensure familiarization of Army Profession doctrine and concepts before leading this development session.

Remember the learning occurs during facilitated DISCUSSION.

2. **BACKGROUND.** The Department of the Army approved the FY14 *America's Army – Our Profession*, "Stand Strong" Program to continue development of a commonly understood, accepted, and internalized meaning of the Army Profession and Ethic:
 - a. Supports several of the Secretary of the Army's top priorities including his goal to "Ensure personal accountability on and off the battlefield"
 - b. Direct support of the Army Chief of Staff's strategic priority to develop Soldiers and Army Civilians who are "committed to our Army Profession"
 - c. ALARACT 243/2013, FY14 *America's Army – Our Profession*, "Stand Strong" Program
 - d. Army Campaign Plan (ACP) Major Objective 4-8, Institutionalize the Army Profession
 - e. HQDA EXORD 110-13, Ready and Resilient Campaign (R2C) Plan, Line of Effort 3, Strengthen Army Professionals)

The goal is for Army Professionals – *United in Our Identity* – to "Stand Strong" to contribute *Honorable Service* in defense of the American people; and to provide ethical, effective, and efficient *Stewardship of the Army Profession* for Soldiers, Army Civilians, Army Families, and the resources entrusted to our care.

3. **LEARNING OUTCOMES.**
 - a. Army Professionals uphold the Army Ethic, live by Army Values, hold each other accountable, and conduct themselves in a manner worthy of their professional status and calling to support and defend the American people.
 - b. Army Professionals motivate and inspire *Honorable Service* through ethical conduct of the Mission and in performance of duty, with discipline and to standard.
 - c. Army Professionals strengthen understanding of and dedication to *Stewardship of the Army Profession*.

Lesson Plan

HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION AMERICA'S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM

- d. Army Professionals enhance *esprit de corps* - “Our Winning Spirit” - embedded within our culture; sustained by customs, courtesies, and traditions; and fostering ready and resilient units and organizations with the courage to persevere.

4. TRAINING REFERENCES.

- a. Army Doctrine Reference Publication (ADRP) 1, *The Army Profession* (June 2013), Chapter 4 *Honorable Service* and Chapter 6 *Stewardship of the Army Profession*.
- b. Army Doctrine Reference Publication (ADRP) 6-22, *Army Leadership* (August 2012), Chapter 3 *Character* and Chapter 7 *Develops*.
- c. [Army Profession Pamphlet \(2013\)](#): Downloadable Army Profession informational document (Adobe® .pdf) available on CAPE Public Website: <http://cape.army.mil>.
- d. “Stand Strong” and other Army Profession and Ethic “Education and Training” materials are on CAPE Public Website: <http://cape.army.mil>.

5. ADDITIONAL INSTRUCTOR RESOURCES.

Facilitator Toolkit: Additional videos and techniques to help trainers become more effective facilitators (CAPE Webpage: <http://cape.army.mil/facilitator.php>).

6. TRAINING GUIDANCE.

Prepare.

- If your training site has internet capability, present and facilitate the session on-line. If there is no internet capability, you can download the entire *Honorable Service and Stewardship of the Army Profession* training support package.
- Review ADRP 1 *The Army Profession* (June 2013), Chapter 4 *Honorable Service* and Chapter 6 *Stewardship of the Army Profession*, and *Army Profession Pamphlet (2013)*
- Review ADRP 6-22 (August 2012) *Army Leadership*, Chapter 3 *Character* and Chapter 7 *Develops*.
- Review the material on the CAPE web site on reflective practice and how-to effectively facilitate a small group development session.
- Print lesson plan and student handouts.
- Review associated video case study exercises and print their facilitator cards.
- As a facilitator, rehearse your role in the education and training session.

Conduct.

- Distribute student handouts.
- Present the on-line training support package and use talking points with associated slides as you progress through the presentation.
- Get your group involved by asking the discussion questions and facilitate further discussion.
- Facilitators must determine if they use all the suggested discussion questions based on audience size, level of participation, and available time.

Lesson Plan

HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION AMERICA'S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM

- Use the video case study exercises to allow the group to apply what they have learned in the training to a real-life situation.
- Lead your group in a reflective practice exercise to answer the following questions:
 - What? (What did I learn concerning *honorable service and stewardship of the Army Profession* as related to “Stand Strong as an Army Professional”?)
 - So what? (Why does it matter? How do I feel about it?)
 - Now what? (How will I use this information/new knowledge? How will I apply it to my situation/organization?)

Follow up.

- Discuss and seek future opportunities to continue the discussions of *honorable service and stewardship of the Army Profession* within your organization.
- Maintain communication with CAPE (CAPE Public Website: <http://cape.army.mil>) for the latest information, materials, and products.
- Submit feedback to CAPE.

7. TRAINING AIDS.

- a. *Honorable Service and Stewardship of the Army Profession* Training Support Package for FY14 America's Army – Our Profession “Stand Strong” program
- b. A/V equipment, computer, as required
- c. White board, poster board, and markers to list ideas
- d. *Participant handout*: foundational material to support the lesson
- e. *Facilitator note cards*: questions to support facilitated discussions of video case exercises

8. CONDUCT OF LESSON. Lesson Timeline (timeline can be adjusted based on time available and organization requirements):

<u>Min</u>	<u>Activity</u>
02	Introduction
10	Facilitated discussion of “Is this Your Army” Video
03	Presentation of the Learning Outcomes
10	Facilitated discussion of <i>Honorable Service and Stewardship</i> , Army Ethic and Values
05	Facilitated discussion of Standing Strong through <i>Honorable Service and Stewardship</i>
05	Facilitated discussion of Army Professionals’ Competence, Character, and Commitment
15	Facilitated discussion of Case Study 1 (Introduction = 1:27; Conclusion = 1:20)
	Break
15	Facilitated discussion of Case Study 2 (Pt 1 = 1:18; Pt 2 = 2:29)
15	Facilitated discussion of Case Study 3 (Pt 1 = 3:00; Pt 2 = 3:26)
10	<u>Summary / Reflection / Conclusion</u>
100	Total Lesson Minutes

Lesson Plan

HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION AMERICA'S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM

9. SLIDES AND CASE-EX VIGNETTES.

<p><u>Slide 1</u> Title Page Slide talking points: We are going to talk about “honorable service and stewardship.” The goal is for Army Professionals – <i>United in Our Identity</i> – to “Stand Strong” to contribute <i>honorable service</i> in defense of the American people; and to provide ethical, effective, and efficient <i>stewardship of the Army Profession</i> for Soldiers, Army Civilians, Army Families, and the resources entrusted to our care. I hope we have an open discussion where we can express ideas and learn from one another while we “Stand Strong” together as Army Professionals.</p>	
<p><u>Slide 2</u> Facilitator Note: This video is an introductory message from the Sergeant Major of the Army regarding the “Stand Strong” program. Facilitator Action: View the video. Ask your group for their reactions to the SMA’s message. Facilitate a brief discussion using the following questions:</p> <ul style="list-style-type: none"> • “What do you think the crossroads are that the SMA is talking about?” • “What are the ‘crimes and acts of indiscipline’ the SMA is referring to?” • “How do we take appropriate action regarding those who do not live up to the Army Ethic and Army Values?” • “What does the SMA mean by ‘bystanders’? Why is ‘being tolerant of unethical conduct’ an unethical act in itself?” • “Non-toleration is essential when unethical conduct occurs, but what can we do to proactively prevent misconduct?” 	<p style="text-align: center;">Is This Your Army?</p>  <p style="text-align: center;">http://www.youtube.com/watch?v=XWdOEu73K6k&list=UU</p> <p style="text-align: center;"><small>http://cape.army.mil</small></p>
<p><u>Slide 3</u> Slide talking points: These are the goals for our discussions today. The Army Profession provides military expertise with honorable service and stewardship, which strengthen trust and enhance esprit de corps.</p>	<p style="text-align: center;">LEARNING OUTCOMES</p> <p><u>Army Professionals:</u></p> <ul style="list-style-type: none"> • Uphold the Army Ethic, live by Army Values, hold each other accountable, and conduct themselves in a manner worthy of their professional status and calling to support and defend the American people. • Motivate and inspire <i>honorable service</i> through ethical conduct of the mission and in performance of duty with discipline and to standard. • Strengthen understanding of and dedication to <i>stewardship of the Army Profession</i>. • Enhance <i>esprit de corps</i> - “Our Winning Spirit” embedded within our culture, sustained by customs, courtesies, and traditions - and foster ready and resilient units and organizations with the courage to persevere. <p style="text-align: center;"><small>Ref: AA-OP Stand Strong, “Honorable Service / Stewardship” Information Paper http://cape.army.mil</small></p>

Lesson Plan

HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION AMERICA'S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM

Slide 4

Slide talking points:

Professions provide service. Our Army Profession provides “honorable service” that is essential for the American people. Therefore, our relationship is two-way, collaborative, and requires mutual trust. Trust is the belief and confidence in each Army Professional’s competence, character, and commitment.

Army Professionals serve honorably. Army stewards act in the best interests of the American people, the Army Profession, and Army members. This reinforces trust and enhances esprit de corps in the Army.

Ask your group:

Facilitate a brief discussion using the following questions:

- “What are examples of the Army Profession’s external relationships and why are they important to us?”
- “What are examples of the Army Profession’s internal relationships and why are they important to us?”
- “What are examples of Army Professionals serving honorably?”
- “How can you act as an Army Steward?”
- “How do Stewards of the Profession ‘ensure the effectiveness of the Profession’?”

Instructor note:

The following, based on information from ADRP 1 and ADRP 6-22, can assist in shaping the discussion.

Honorable Service and Stewardship

Honorable Service - Our Noble Calling to Serve the Nation

- **Serve the nation** by supporting and defending the constitution in a way that upholds the rights and interests of the American people.
- **Uphold the Army Ethic** as the moral framework defining what it means to **serve honorably**.
- Strengthen our commitment to **honorable service** by living the Army Values in the performance of duty and all aspects of life.

Stewardship – Responsibilities Now and for the Future

- **Ensure right action and decisions:** ethical, effective, and efficient.
- **Care for Army Professionals and Families.**
- **Motivate and inspire** the conduct of Army Professionals and organizations in accordance with the Army Ethic.

Ref: ADRP 1

<http://cape.army.mil>

4

For Further Reference or to Support Discussion:

(Based on Chapter 4 of ADRP 1)

Honorable Service is the devotion to duty in defense of the Nation consistent with the Army Ethic.

The Army Profession exists to provide for the common defense of the Nation. The Army supports and defends the Constitution in a manner consistent with American values, basic rights, and the Army Ethic. Honor requires a person to demonstrate an understanding of what is right. No constitution or law is understood and obeyed without the cultivation of moral consciousness and sensitivity. Honor is integral to the Army Ethic. As stated in the Army Values, honor integrates all Army Values in the development of character for each Army Professional. It guides Soldiers in the application of military expertise in the conduct of the mission and in performance of duty.

Army Values are more than recited words. Integrated through a sound understanding of the Army Ethic, these values are the principles that guide our decisions and actions. Army Values affirm the Army’s long-standing moral tradition of our ethos and culture. Army Values are the moral foundation for an Army Professional’s life-long development in competence, character, and commitment.

As Army Professionals, our duty is to make right decisions and to take appropriate action. A right

Lesson Plan

HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION AMERICA’S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM

decision will be ethical, effective, and efficient. Making a right decision and acting accordingly requires competence, character, and commitment.

(Based on Chapter 6 of ADRP 1)

Stewardship is the responsibility of Army professionals to ensure the profession maintains its five essential characteristics now and into the future. We continuously strive for excellence in the performance of duty, and to ethically, effectively, and efficiently manage the Army’s resources. Stewardship requires that Army Professionals understand their work is more than just a job; it is an office. Army Professionals accept this sense of office when sworn in under oath. Swearing or affirming into an office is explicit in the Army officer and Army Civilian oaths. These oaths conclude with the language: “...and that I will well and faithfully discharge the duties of the office upon which I am about to enter.”

The office Army Professionals enter upon taking their oath is not a physical workspace; it is a moral workspace. This unique workspace includes our willing obedience to the moral responsibilities of the profession. Specifically, Army Professionals are to be the stewards of the sacred trust with the American people. Trust is reinforced as the Army Profession demonstrates military expertise, contributes honorable service, provides stewardship, and exhibits esprit de corps. Accountability comes with the responsibility of office. The Army Profession is prepared to fight and win and to accomplish all missions as assigned by civilian authority.

(Based on Chapter 7 of ADRP 6-22)

The Army Profession requires focus on accomplishing the mission and improving the organization. The competencies dealing with positive environment, self-improvement, and developing others are the competencies related to stewardship. Stewardship is the group of strategies, policies, principles, and beliefs that pertain to the purposeful management and sustainment of the resources, expertise, and time-honored traditions and customs that make up the profession.

Slide 5

Slide talking point:

- This slide shows the Framework of the Army Ethic.

Ask your group:

Facilitate a brief discussion using the following question:

- “What is the Army Ethic?”

Slide talking points:

The Army Ethic is rich and varied in its sources and its content. Parts of the Army Ethic originate from codified, legal documents carrying the force of law, such as the Constitution and the Uniform Code of Military Justice (UCMJ) (left half of the framework). Institutionally, this codified part of our Ethic establishes the purpose, mission, and duty of the Army. For individuals, it establishes the compliance obligations of Army Professionals that are required when one takes the Oath of Service. The rules and regulations are the minimum standards for conduct.

A Framework of the Army Ethic

	Legal Foundations	Moral Foundations
Army as Profession <small>(Values/norms for performance of collective Institution)</small>	<i>Legal-Institutional</i> The U.S. Constitution Title 5, 10, 26 U.S. Code Treaties of which U.S. is party Status of Forces Agreements Law of Armed Conflict	<i>Moral-Institutional</i> The U.S. Declaration of Independence Just War Tradition Trust Relationships of the Profession
Individual as Professional <small>(Values/norms for performance of individual Professionals)</small>	<i>Legal-Individual</i> Oath of: Commission Enlistment Office U.S. Code - Standards of Exemplary Conduct UCMJ Rules Of Engagement Soldier's Rules	<i>Moral-Individual</i> Universal Norms: Basic Rights Golden Rule Values, Creeds & Mottos: "Duty, Honor, Country" NCO Creed, Civilian Creed Soldier's Creed, Warrior Ethos 7 Army Values

Ref: ADRP 1

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5



Lesson Plan

HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION AMERICA'S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM

Slide talking points:

The Army draws the other portion of its ethic (right half of the framework) from traditions or documents with moral content and importance for all Americans. These traditions or documents do not have standing in law. They include the Declaration of Independence, the Just War Tradition, and the golden rule for interaction with others. The Army draws on these moral foundations through its culture. Army Professionals take inspiration from the Army Ethic, aspiring above the minimum standard to be professionals of character.

Ask your group:

Facilitate a brief discussion using the following questions:

- “In the performance of our duty in serving the Nation, why is it important to strive for excellence?”
- “How do we demonstrate ‘living by the Army Ethic’?”

Instructor note:

The following, based on information from ADRP 1, can assist in shaping the discussion.

For Further Reference or to Support Discussion based on Chapter 1 in ADRP 1:

The Army Profession guides the conduct of Army Professionals and units through the Army Ethic. The Army Ethic is the evolving set of laws, values, and beliefs, deeply embedded within the core of the Army culture and practiced by all members of the Army Profession to motivate and guide the appropriate conduct of individual members bound together in common moral purpose. The Uniform Code of Military Justice and Army regulations and policies set the minimum standard. The application of our ethic evolves with the changes in the practice of warfare, but the underlying principles have not changed since the Constitution was adopted in 1787.

Simple or strict compliance with laws and regulations rarely generate a deeper understanding of why a prescribed action is right and good. The Army Ethic provides the moral dimension that aids in understanding the *why behind right conduct*. *The Army Ethic is embedded in and integral to each of the five essential characteristics of the Army Profession—trust, military expertise, honorable service, esprit de corps, and stewardship.*

For Further Reference or to Support Discussion based on Chapter 2 in ADRP 1:

The framework shows the ethic as rich and varied in its sources and its content. Parts of the Army Ethic originate from codified legal documents, such as the Constitution and the Uniform Code of Military Justice. Institutionally, it is the codified part of our ethic that serves to establish the mission of the Army (ADP 1 discusses the mission of the Army). Army Professionals perform duties according to the legal and moral aspects of the Army Ethic. The Army considers an individual's performance of duty unacceptable if it does not meet the minimum standard of the codified legal norms. The Uniform Code of Military Justice prescribes penalties for Army Professionals who neglect their duties.

In addition to the legal foundations, the Army Profession also draws the moral foundations of its ethic from traditions, customs, and documents with immense moral content and civic importance for all

Lesson Plan

HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION AMERICA'S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM

Americans. Technically, these traditions and documents do not have standing in law; however, they inform, support, and form the basis for (origin of) laws. Some include the Declaration of Independence, the just war tradition, and the golden rule. The Army Profession weaves these moral foundations throughout its culture. The Army Profession passes traditions on to succeeding generations through leadership, mentoring, customs, and courtesies.

Motivated by both the legal and moral foundations of the Army Ethic, Army Professionals must adhere to the law of armed conflict, Soldier's Rules, and rules of engagement. However, there may be situations where the law of armed conflict and rules of engagement fail to provide a clear and discernible course of action. In these circumstances, Soldiers and Army Civilians base their decisions on the moral aspects of the Army Ethic, such as the protection of inalienable rights of all persons—and abide by Army Values. By doing so, Army Professionals are upholding the moral basis of using lethal force on behalf of the Nation and navigating the complexity and uncertainty of combat in a manner that is honorable.

Slide 6

Slide talking points:

The Army Profession serves the Nation by supporting and defending the Constitution, upholding the rights and interests of the American people. This is the basis for the Army Ethic. The Army Ethic guides the Army, both as an institution (a military department) and as a profession; it informs proper policies and procedures within units and organizations; and it defines ethical decisions and actions for Soldiers and Army Civilians.

In joining the Army Profession, swearing by oath their 'true faith and allegiance' to the Constitution, Army Professionals dedicate themselves to *honorable service*, foregoing some of the rights of their fellow citizens. Most importantly, they relinquish the "right" to make decisions or to take actions that violate the Army Ethic.

It is the duty of Army Professionals to demonstrate competence, character, and commitment – frequently demanding 'courage' to do what is right despite risk, uncertainty, and fear.

In demonstrating 'true faith and allegiance to the Constitution' Army Professionals uphold the Army Ethic and "Stand Strong" to prevent misconduct, to support each other in the proper conduct of duty, and to do what is right to stop unethical practices.

Ask your group:

Facilitate a brief discussion using the following questions:

- "What is meant by courage?"
- "Have you seen an act of courage?"
- "Why is it important to respect all persons?"
- "How do unethical practices erode the trust in Army

Stand Strong through Honorable Service

Our Noble Calling to Serve the Nation:

- *Devotion to duty and conduct of mission in a manner consistent with the Army Ethic and Army Values*

Upholding the Army Ethic with moral courage, we conduct ourselves professionally, respect the dignity of all persons, and do what is right to stop unethical practices



Commander's award for civilian service

Ref: AA-OP Stand Strong, "Honorable Service / Stewardship" Information Paper
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Lesson Plan

**HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION
AMERICA’S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM**

<p>relationships?”</p>	
<p><u>Slide 7</u> Ask your group: Facilitate a brief discussion using the following questions:</p> <ul style="list-style-type: none"> • “How do leaders as Stewards of the Army Profession create positive climates?” • “What is the difference between conducting yourself ethically and condoning unethical conduct?” • What is our ethical responsibility (Duty) to do what is right, to stop unethical practices, and prevent misconduct? 	<p style="text-align: center;">Stand Strong as Stewards of the Army Profession</p> <p><i>Caring for Army Professionals and Families</i></p> <ul style="list-style-type: none"> • Creation of open, inclusive, positive climates that support personal and professional growth for all members of the Army Family • Promotion of safe, respectful environments where all persons are valued and unethical conduct is not tolerated • Reinforce Trust and enhance Esprit de Corps  <p><small>Ref: ADRP 1 & 6-22 http://cape.army.mil 7</small></p>
<p><u>Slide 8</u> Slide talking points: The intent for the FY14 <i>America’s Army – Our Profession</i>, “Stand Strong” Program is to develop a shared professional identity, motivate ethical conduct, and drive character development for Army Professionals. The program reinforces <i>trust</i> internal to the Army and external with the American people, inspires <i>honorable service</i>, strengthens <i>stewardship of the Army Profession</i>, and enhances <i>esprit de corps</i>.</p> <p>Ask your group: Facilitate a brief discussion using the following questions:</p> <ul style="list-style-type: none"> • “How does living by Army Values help to build trust relationships between the Army and external groups?” • “How does living by Army Values help to build trust relationships within to the Army Profession?” • “Why may courage be necessary when standing against unethical practices?” • “Why do Army Professionals have a duty to prevent misconduct and not tolerate unethical practices?” • “What happens to the trust relationship between Army Professionals when unethical or illegal conduct is tolerated either through inaction or by allowing a corrosive climate that undermines Our Army Values to exist?” <p>During or after the discussion bring out the following talking points: Observing unethical or illegal conduct but not acting against it is as bad as the crime. Each time that occurs, a new standard is set. It is better to Stand Strong with other Army Professionals in preventing unethical conduct by looking out for one another,</p>	<p style="text-align: center;">Our Commitment to “Stand Strong”</p> <ul style="list-style-type: none"> • Army Professionals “Stand Strong” together by upholding the Army Ethic • We “Stand Strong” through consistent demonstration of competence, character, and commitment in order to reinforce Trust • We “Stand Strong” by setting the example, preventing misconduct, and doing what is right to stop unethical practices  <p><small>Ref: AA-OP Stand Strong, “Honorable Service / Stewardship” Information Paper http://cape.army.mil 8</small></p>



Lesson Plan

HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION AMERICA'S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM

<p>and ensuring safe and trusting environments where all persons receive respect and can contribute to the team.</p>	
<p><u>Slide 9</u> Slide talking points:</p> <ul style="list-style-type: none"> • Army Professionals continually develop competence, character, and commitment to the profession. • Army Professionals develop expert knowledge and expert practices in order to provide an honorable service to society that it cannot provide for itself. • Army Stewards develop their subordinates, distribute expert knowledge and expert practices throughout the force, and ensure that Army Professionals adhere to the Army Ethic. <p>Ask your group: Facilitate a brief discussion using the following question:</p> <ul style="list-style-type: none"> • “How do Army Professionals show competence, character, and commitment?” 	<p style="text-align: center;">Army Professionals' Contribution to Honorable Service and Stewardship</p> <ul style="list-style-type: none"> • Competence: Demonstrated ability to perform duties successfully and to accomplish the mission with discipline and to standard. • Character: Dedication and adherence to the Army Values and the Profession's Ethic as consistently and faithfully demonstrated in decisions and actions. • Commitment: Resolve to contribute Honorable Service to the Nation, to perform duties with discipline and to standard, and to strive to successfully and ethically accomplish the mission despite adversity, obstacles, and challenges. <p><small>Ref: AD RP 1; para. 3-16/17/18 http://cape.army.mil</small></p> 
<p><u>Slide 10</u> Facilitator Note: This video allows the training session participants to apply their knowledge of Honorable Service and Stewardship in a professional context through a facilitated discussion.</p> <p>Facilitator Action: View the case study 1 video introduction.</p> <p>Ask your group: Facilitate a brief discussion using the following questions:</p> <p><u>Introduction</u></p> <ul style="list-style-type: none"> • “Are the Soldiers in the unit ‘Living the Army Values’? Why or why not?” • “What type of climate/environment exists in the unit? Who is responsible for that climate?” • “How does this situation affect SPC Hyde’s trust relationships with the Soldiers/Leaders and with the Army?” • “What effects did the actions of SPC Hyde’s leadership have on the situation? What responsibilities do the Soldiers and leaders have to her, to the unit, and to the Army?” <p>Facilitator Action: View the case study 1 video conclusion.</p> <p>Ask your group:</p>	<p style="text-align: center;">Case Study 1</p> <p style="text-align: center;">http://www.youtube.com/watch?v=nECp5tx_CVc (Intro)</p>  <p style="text-align: center;">http://www.youtube.com/watch?v=KHs76MMmS1k (Conclusion)</p> <p style="text-align: right;"><small>12</small></p>

Lesson Plan

HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION AMERICA'S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM

<p>Facilitate a brief discussion using the following questions:</p> <p><u>Conclusion</u></p> <ul style="list-style-type: none">• “Why didn’t any of the platoon’s Soldiers stand up for SPC Hyde? Why didn’t her Squad Leader and Platoon Sergeant take proper action on this situation?”• “Was it easy for SPC Hyde to continue to push her situation up her leader chain? Why or why not?”• “Were the members of the platoon <i>servicing honorably</i>? Why or why not?”• “Did the First Sergeant really solve the problem? Why or why not? What message did he send to the unit?”• “How will SPC Hyde perform in her next unit? How might she act when she is a Team Leader later in her career because of what happened in this situation?”	
<p><u>Slide 11</u></p> <p>Facilitator Note: This video allows the training session participants to apply their knowledge of Honorable Service and Stewardship in a professional context through a facilitated discussion.</p> <p>Facilitator Action: View the case study 2 video introduction.</p> <p>Ask your group: Facilitate a brief discussion using the following questions:</p> <p><u>Part 1: Introduction</u></p> <ul style="list-style-type: none">• “What are some specific examples of Army Values in this scenario?”• “What legal and ethical/moral challenges does the platoon leadership face? To what ethical standards does the Army hold all its members? Why?”• “What moral aspects of the operation should the leadership consider when assigning the mission to SSG Huntley’s platoon? Did the leadership make a right or wrong decision? Why or why not?”• “What impact do Army Values have on our professional character and decision-making? On our service as Army Professionals?”• “How can SSG Huntley prevent unethical behavior as his platoon prepares for their next mission?” <p>Facilitator Action: View the case study 2 video conclusion.</p>	<p>Case Study 2</p> <p>http://www.youtube.com/watch?v=Q-g-fmUEcSA PART 1</p>  <p>http://www.youtube.com/watch?v=LmYxh187cM PART 2</p> <p>http://cape.army.mil 11</p>

Lesson Plan

HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION AMERICA'S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM

<p>Ask your group: Facilitate a brief discussion using the following questions: <u>Part 2: Conclusion</u></p> <ul style="list-style-type: none">• “How can the actions of a small group or even an individual embarrass an organization like the Army?”• “SSG Huntley says, ‘We did the <u>right</u> thing to do.’ What do SSG Huntley’s and his platoon’s actions say about their service? What does “the right thing” mean?”• “How did SSG Huntley demonstrate his honorable service and stewardship to his Soldiers, the Army, his Family, and the Nation? How did those actions promote trust among Soldiers, Army Civilians, and the Nation?”	
<p><u>Slide 12</u> Facilitator Note: This video allows the training session participants to apply their knowledge of Honorable Service and Stewardship in a professional context through a facilitated discussion.</p> <p>Facilitator Action: View the case study 3 video Part 1.</p> <p>Ask your group: Facilitate a brief discussion using the following questions: <u>Caring for Our Own Part 1:</u></p> <ul style="list-style-type: none">• “How did (then) PVT Guerra’s unit support her through this incident? Imagine yourself as PVT Guerra’s leader, what would you have done to help her?”• “What factors and actions does CSM Guerra describe that helped her through this incident? How did they promote trust?”• “Why does ‘caring’ leadership matter?”• “Why is it important for victims to feel like they can still contribute to the organization?” <p>Facilitator Action: View the case study 3 video Part 2.</p> <p>Ask your group: Facilitate a brief discussion using the following questions: <u>Caring for Our Own Part 2:</u></p> <ul style="list-style-type: none">• “How do you take care of both the victim and the accused perpetrator without showing favoritism to one or the other?”• “What are some examples of how we demonstrate that we are caring for our fellow Army Professionals?”	<p style="text-align: center;">Case Study 3</p> <p style="text-align: center;">http://www.youtube.com/watch?v=hXHrbWkuQ PART 1</p> <div data-bbox="1045 827 1341 989" style="text-align: center;"><p style="text-align: right; font-size: small;">CSM Julie Guerra</p></div> <p style="text-align: center;">http://www.youtube.com/watch?v=Pw-LZe3Tdb8 PART 2</p> <p style="text-align: center; font-size: x-small;">http://cape.army.mil 12</p>

Lesson Plan

**HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION
AMERICA’S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM**

<ul style="list-style-type: none"> • “How does CSM Guerra view stewardship? Why is stewardship important to the future of our Army Profession? How does it promote trust?” • “What can the Army Profession do better in handling these and other issues? Are we doing everything that we can? How do incidents of sexual assault/harassment harm both the victim and the Army Profession?” • “How are morale and esprit de corps affected by how we take care of our Army members?” 	
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10. TRAINING & EDUCATION SUMMARY / CONCLUSION.

<p><u>Slide 13</u> Facilitator’s Action: Ask your group the first question on the slide. Get opinions and feedback, and facilitate discussion. Then ask the second question, facilitating discussion and reflection. Continue with the other questions.</p>	<p>Stand Strong in Your Organization!</p> <p>Army Professionals of Character Stand Strong in ensuring Honorable conduct and decisions and Stewarding Our Profession.</p> <ul style="list-style-type: none"> • Are YOU Standing Strong? • Give examples of how YOU support all persons in YOUR organization • Give examples of how YOU build Trust relationships • Give examples of how YOU do not tolerate unethical or illegal conduct  <p><small>http://cape.army.mil 13</small></p>
<p><u>Slide 14</u> Slide talking points: To conclude, Army Professionals:</p> <ul style="list-style-type: none"> • Uphold the Army Ethic, live by Army Values, hold each other accountable, and conduct themselves in a manner worthy of their professional status and calling to support and defend the American people. • Motivate and inspire <i>honorable service</i> through ethical conduct of the mission and in performance of duty with discipline and to standard. • Strengthen understanding of and dedication to <i>stewardship of the Army Profession</i>. • Enhance <i>esprit de corps</i> - “Our Winning Spirit” embedded within our culture, sustained by customs, courtesies, and traditions - and foster ready and resilient units and organizations with the courage to persevere. <p>Ask your group for their understanding of the objectives on the slide. Answer any questions, clear up any misconceptions.</p>	<p>Summary</p> <p><u>Army Professionals:</u></p> <ul style="list-style-type: none"> • Uphold the Army Ethic, live by Army Values, hold each other accountable, and conduct themselves in a manner worthy of their professional status and calling to support and defend the American people. • Motivate and inspire <i>honorable service</i> through ethical conduct of the mission and in performance of duty with discipline and to standard. • Strengthen understanding of and dedication to <i>stewardship of the Army Profession</i>. • Enhance <i>esprit de corps</i> - “Our Winning Spirit” embedded within our culture, sustained by customs, courtesies, and traditions - and foster ready and resilient units and organizations with the courage to persevere. <p><small>http://cape.army.mil 14</small></p>



Lesson Plan

**HONORABLE SERVICE / STEWARDSHIP OF THE ARMY PROFESSION
AMERICA’S ARMY – OUR PROFESSION (AAOP) STAND STRONG PROGRAM**

<p><u>Slide 15</u> Ask your participants to provide feedback by saying: Army Professionals work to continuously improve both themselves and their Profession. Providing feedback that promotes our learning environment is part of being a Steward of the Profession.</p> <ul style="list-style-type: none"> • This Quick Reference Code can be smart-phone-scanned, to provide feedback on this America’s Army – Our Profession learning session. • Alternatively, the link below the Code can be used to provide feedback on this America’s Army – Our Profession learning session. • Please take the time to help enhance Our Profession. 	<p>Your feedback is important for Strengthening the Army Profession!!</p>  <p>This Quick Reference Code can be smart-phone-scanned, or the link below it can be used to provide feedback on this America’s Army – Our Profession learning session. http://cape.army.mil/aaopfeedback.html</p> <p><small>http://cape.army.mil 15</small></p>
<p><u>Slide 16</u> For more information and to support professional development, visit http://cape.army.mil.</p> <p><i>End Page</i></p>	<p>Visit us at http://cape.army.mil</p>  <p>Products and Materials for Development as Army Professionals <small>http://cape.army.mil 21</small></p>
<p>Facilitator Action: 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>Reflect on Learning</u> Q – What do you think about what you learned? Q – How do you feel about what you learned? Q – What did you learn from listening to the reactions and reflections of other Army Professionals?</p>	<p><u>Reflect on Future Application</u> Q – What will you do with your new information? Q – What are the future implications of this decision or of this experience? Q – How can you integrate what you have learned into your own organization?</p>
<p>Facilitator Action: Instructor Feedback is encouraged - take a minute and provide us with your comments at http://cape.army.mil</p> <p>Additional education and training material is available to you at http://cape.army.mil.</p>	

