Lesson Plan

WHY AND HOW WE SERVE
AMERICA’S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

LESSON AUTHOR: CENTER FOR THE ARMY PROFESSION AND ETHIC (CAPE)
DATE PREPARED: 30 AUGUST 2014

1. OVERVIEW. This lesson plan helps you prepare and conduct a professional development session on Why and How We Serve. America’s Army – Our Profession “Living the Army Ethic” 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 doctrine and the Army Ethic, and how they apply in making decisions and taking action.

   Remember the learning occurs during facilitated DISCUSSION.

2. BACKGROUND. The Chief of Staff of the Army approved the FY15-16 America’s Army – Our Profession Theme “Living the Army Ethic” 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 189/2014, FY15-16 America’s Army – Our Profession (AA-OP) Theme, “Living the Army Ethic” Why and How We Serve
   d. Army Campaign Plan (ACP) Major Objective (MO) 3-2.1 “Develop Army Leaders and Imbue the Army Profession”
   e. TRADOC Strategic Plan Line of Effort 1, “Deliver Training and Education,” MO 1.1 “Develop Army Leaders and Imbue the Army Profession”
   f. HQDA EXORD 110-13, Ready and Resilient Campaign (R2C) Plan, Line of Effort 3, “Strengthen Army Professionals”
   g. The Army Ethic White Paper (11 July 2014)
   h. The US Army Human Dimension Concept, TRADOC Pam 525-3-7, 21 May 2014

The goal is for members of the Army Profession (Soldiers and Army Civilians) to practice our profession, consistent with the Army Ethic, reflecting a shared understanding for Why and How We Serve in defense of the American people.
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3. LEARNING OUTCOMES.
   a. Army Professionals *Live by and Uphold the Army Ethic* in the conduct of the mission, performance of duty and all aspects of life, reinforcing *Trust* throughout the Army Profession and with the American people.
   b. Army Professionals, through our character, competence, and commitment, practice our profession, consistent with the Army Ethic, reflecting a shared understanding for *Why and How We Serve* in defense of the American people.
   c. As Trusted Army Professionals, we are Honorable Servants, Military Experts, and Stewards of the people and resources entrusted to our care.

4. TRAINING REFERENCES.
   a. Army Doctrine Reference Publication (ADRP) 1, *The Army Profession* (June 2013), Chapter 2 Trust
   b. Chief of Staff of the Army *The Army Ethic White Paper* (11 July 2014)
   d. “Living the Army Ethic” and other Army Profession and Ethic “Education and Training” materials are on CAPE Public Website: [http://cape.army.mil](http://cape.army.mil).

5. ADDITIONAL INSTRUCTOR RESOURCES.

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 *Living the Army Ethic: Why and How We Serve* training support package.
   - Review ADRP 1 *The Army Profession* (June 2013), Chapter 2 Trust, and *Army Profession Pamphlet* (2014)
   - 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 in interactive dialogue.
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- 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.
- 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:
  o What? (What did I learn concerning Why and How We Serve as an Army Professional?)
  o So what? (Why does it matter? How do I feel about it?)
  o 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 Living the Army Ethic: Why and How We Serve 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. Why and How We Serve Training Support Package for FY15-16 America’s Army – Our Profession Theme “Living the Army Ethic”
   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):

<table>
<thead>
<tr>
<th>Min</th>
<th>Activity</th>
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<tbody>
<tr>
<td>02</td>
<td>Introduction</td>
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<tr>
<td>10</td>
<td>Facilitated discussion of “Living the Army Ethic: Why and How We Serve“ Video</td>
</tr>
<tr>
<td>03</td>
<td>Presentation of the Learning Outcomes</td>
</tr>
<tr>
<td>10</td>
<td>Facilitated discussion of Why We Serve: Defend American People and Values, Preserve the Peace, Love of Country and Family and “Carried Strength” Case Study (Part 1 = 1:20; Part 2 = 0:56; Part 3 = 1:21)</td>
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<tr>
<td>05</td>
<td>Facilitated discussion of How We Serve, Trusted Army Professionals, RIGHT actions.</td>
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<tr>
<td>15</td>
<td>Facilitated discussion of Honorable Servants of the Nation and “Honorable Retaliation” Case Study (Part 1 = 1:51; Part 2 = 3:05) Break</td>
</tr>
<tr>
<td>15</td>
<td>Facilitated discussion of Military Experts and “Binding Wounds” Case Study (Part 1 = 1:59; Part 2 = 3:48)</td>
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</table>
Why and How We Serve
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15 Facilitated discussion of Stewards of the Profession and “Caring for Our Own” Case Study (Part 1 = 2:59; Part 2 = 3:25)
10 Expectations / Conclusion / Reflection
05 Feedback

90 Total Lesson Minutes

9. SLIDES AND CASE-EX VIGNETTES.

Slide 1
Title Page
Slide talking points: We are going to talk about “Why and How We Serve” in our Army Profession. The basis for this discussion is the Army Ethic - expressed in law, Army Values, creeds, oaths, ethos, and shared beliefs embedded within Army culture. It inspires and motivates the conduct of Army Professionals -- Soldiers and Army Civilians -- who are bound together in common moral purpose. It expresses the standard and expectation for all of us to make right decisions and to take right actions at all times. It is the heart of our shared professional identity, our sense of who we are, our purpose in life, and Why and How We Serve the American people. Today we are going to talk about these concepts of Service. I expect us to have an open discussion where we can express ideas and learn from one another while we “Live the Army Ethic” together as Army Professionals.

Slide 2
Facilitator Note:
This video is the Theme Video for “Why and How We Serve.”

Facilitator Action:
View the “Why and How We Serve” video.

Ask your group for their reactions to the “Why and How We Serve” video message.
Facilitate a brief discussion using the following questions:
• “Why did you decide to serve? What were the factors that influenced your decision? What was it about the Army that attracted you?” (Examples: contribute to the “common defense;” love of country and Family; defend American values; and “not to promote war, but to preserve peace”)
• “What activities in your position/experience reinforce why you continue to serve?”
• “What does it mean to serve with Character, Competence,
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**WHY AND HOW WE SERVE**

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<table>
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<th>and Commitment?</th>
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<tbody>
<tr>
<td>• “How do Army Professionals ‘Live by and Uphold the Army Ethic’?”</td>
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<td>• “How do Army Professionals create and sustain a positive, professional command climate? Set the example for honorable living? Motivate and inspire others to strive for standards of excellence?”</td>
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**Additional Questions For Further Reference or to Support Discussion:**

(Based on Chief of Staff of the Army *The Army Ethic White Paper (11 July 2014) and ADRP 1 Chapter 2*)

**Q1. What is the Army Ethic?**

**A1.** The Army Ethic is the heart of the Army Profession.

- Every profession develops a code of ethical principles that guide the decisions and conduct of its members in the practice of their profession.
- The Army Ethic is our professional ethic, the set of moral principles that guide our decisions and actions.
- It is expressed in our laws, values, creeds, oaths, ethos, and shared beliefs, embedded within our Army culture.
- It is the heart of our shared professional identity, our sense of who we are, our purpose in life, and *Why and How We Serve* the American people.

**Q2. Why is the Army Ethic important?**

**A2.** It explains the nature of Honorable Service, for the Army, both as an institution and for each of us as members of the Profession.

- The Army Ethic is more than just laws and regulations – those are the minimal acceptable standards of conduct. But those rules cannot guide your decisions and actions as an Army Professional – that takes having a clear concept of what is morally and ethically correct.
- The Army Ethic motivates and guides the conduct of Army Professionals – Soldiers and Army Civilians – who are bound together in common moral purpose.
- It is absolutely essential that Army Professionals be strong in character, fully competent in their chosen career field, and committed to duty and mission accomplishment. That is because under Mission Command, they must understand the mission and commander’s intent and then use their professional judgment to make ethical, effective, and efficient decisions in accomplishment of the mission.

**Q3. What is the purpose of publishing the Army Ethic in doctrine?**

**A3.** First, the Army does not currently have a clearly articulated, accessible, and commonly understood Army Ethic that motivates Honorable Service, guiding and inspiring right decision and actions.

- There have been many attempts over the past 239 years, by many authors, both officially and unofficially, to articulate the collection of our American values, oaths, ethos, laws, and shared beliefs that are embraced in our Army.
- Many aspects of the Army Ethic have been passed down from the Continental Army through generations of Soldiers in our customs, courtesies, and traditions and preserved by our Army culture.
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- However, an unwritten Army Ethic cannot motivate, inspire, and guide the conduct of Army Professionals.
- As we anticipate new ethical challenges emanating from rapidly advancing technology and a changing American culture, we need a concise, easily understood, and universally applicable official expression of our ethic.

A second major reason for adding the Army Ethic to our doctrine is that it should inform the concept and drive the strategy for character development of our Army Professionals.

Q4. So what is the goal of having a published Army Ethic? What is the Army trying to accomplish?
A4. Our goal is a disciplined Army of professionals (Soldiers and Army Civilians)
We want self-disciplined people in our Army to use their professional judgment to make values-based decisions,
  - to ethically, effectively and efficiently accomplish all missions,
  - to improve the ethical conduct of all members of our profession
  - while living their lives in an ethical manner
  - and upholding the Army Ethic to preserve our Trust with America

Q5. What does the Army Ethic mean to members of the Army Profession?
A5. Each Soldier and Army Civilian, when they swear or affirm their oath, morally commits themselves to live by our ethical principles.
- To violate the Army Ethic is to break our sacred bond of trust with each other and those whom we serve.
- Failure to live by the Army Ethic brings dishonor on us all and may have strategic implications for our mission.
- Living by and upholding the Army Ethic strengthens our shared professional identity.

Q6. As Stewards of the Army Profession, what can you do to implement and support the Army Ethic?
A6. The most important action that any commander or CSM can take to establish an ethical command climate, that supports the Army Ethic, is to be a moral exemplary role model. Soldiers admire and want to emulate good leaders. Setting the example for others to follow is a basic principle of leadership. In addition, commanders must encourage coaching, counseling, mentoring while affording opportunities for education, and training that help develop the character, competence, and commitment of their subordinates as Army Professionals.

Q7. The America’s Army - Army Profession theme for FY 15 and 16 is “Living the Army Ethic.” What do we mean by Living the Army Ethic?
A7. All members of the Army Profession are expected to be trusted Army Professionals, who abide by and uphold the Army Ethic to be:
  - Honorable Servants of the Nation,
  - Experts in the ethical application of landpower,
  - Stewards of the Army Profession,

Q8. So if the intent of the Army Ethic is to motivate and guide the conduct of Soldiers and Army Civilians on and off duty, is there an expectation that Veterans of Honorable Service will continue to live their lives by the Army Ethic?

America’s Army – Our Profession
Center for the Army Profession and Ethic
http://cape.army.mil/aaop
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A8. Absolutely, Army Professionals continue to be *Soldiers for Life* after completion of their honorable service to the nation. It is the Army’s desire that when our Soldiers and Army Civilians return to society as private citizens, that they will continue to be moral-ethical exemplars for their extended Families and American communities. We want them to be the walking, talking role models, and spokespersons for our Army and for service to the Nation. In many ways, Veterans of Honorable service and Army Retirees continue to contribute to the welfare of our Army and America.

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**Slide 3**

**Slide talking points:** These are the goals for our discussions today. They are derived from the CSA’s vision for the America’s Army – Our Profession program.  
- **Vision.** As members of the Army Profession, we practice our profession, consistent with the Army Ethic, reflecting a shared understanding for *Why and How We Serve* in defense of the American people. As Trusted Army Professionals, we are Honorable Servants, Military Experts, and Stewards of the people and resources entrusted to our care.

**Ask your group:**  
Prior to leaving this slide, facilitate a brief discussion using the following questions:  
- “Why do Army Professionals serve?”  
- “What is the motivation for American citizens to join the Army?”  
- “Do those motivations change over the time that one is a serving professional?”

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**Slide 4**

**Slide talking points:**  
Our Army Profession provides “Honorable Service” that is essential for the American people. Therefore, our relationship is two-way, collaborative, and requires mutual Trust.

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 some examples of legal or moral obligations that may motivate American citizens to join the Army?”  
- “What are some examples of cultural or emotional aspirations that may motivate American citizens to join the Army?”

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**Learning Outcomes**  
Recognize and be able to discuss:

- Army Professionals Live by and Uphold the Army Ethic in the conduct of the mission, performance of duty and all aspects of life, reinforcing Trust throughout the Army Profession and with the American people.
- Army Professionals, through our character, competence and commitment, practice our profession, consistent with the Army Ethic, reflecting a shared understanding for Why and How We Serve in defense of the American people.
- As Trusted Army Professionals, we are Honorable Servants, Military Experts, and Stewards of the people and resources entrusted to our care.

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**Why We Serve**
We are committed to do our duty to contribute to the "common defense;" we share a love of country and our Army Family; we defend American values that frame the nation as expressed in the Declaration of Independence and the Constitution of the United States; and we serve "not to promote war, but to preserve peace."

- Defend the American People and Values  
- Preserve the Peace – Prevent, Shape, Win  
- Love of Country and Family
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- “Not considering incentive programs, which type of motivation do you think is stronger in persons joining the Army – obligations or aspirational? Explain your response.”
- “For each of the three bullets on the slide, do you associate obligation, aspiration or both?”

**Instructor note:**
The following, based on information from ADRP 1, can assist in shaping the discussion. The Army Ethic contains both types of motivations.

**For Further Reference or to Support Discussion:**
(Based on Chapter 2 of ADRP 1)

**OUR OBLIGATIONS AND ASPIRATIONS FROM THE ARMY ETHIC.**

2-11. ....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 individual duties according to the legal part of the Army Ethic (basis for compliance). 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.

2-12. In addition to the legal foundations, however, the Army also draws the moral foundations of its ethic from traditions, customs, and documents with immense moral content and civic importance for all Americans (basis for commitment). Technically, these types of traditions and documents do not have standing in law; however, they often inform, support, and form the basis for (origin of) laws. Some include the Declaration of Independence, the just war tradition, and the golden rule for interpersonal behavior. The Army weaves these moral foundations throughout its culture and the subcultures within it. The Army believes these moral foundations are effective and passes them on to succeeding generations through leadership, mentoring, customs, and traditions.

2-13. Motivated by both the legal and moral foundations of the Army Ethic, the individual Army professional must adhere to the law of armed conflict, Soldier’s Rules, and rules of engagement. However, in situations where the law of armed conflict and rules of engagement fail to provide a clear and discernible course of action, Soldiers base their decisions on the moral aspects of the Army Ethic, such as the protection of inalienable rights of all persons—and abide by the 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 brings honor to the Nation.
### Slide 5
**Slide talking point:**
The Army Ethic begins with the *moral values the Army defends*. The Army protects the rights and vital interests of the American People by conducting military operations in the service of government policy in a manner that respects the basic human rights of others. Its first duty is the defense of the security and integrity of the United States as a political nation—America’s right to political autonomy. The Army is also called upon to defend other nations and peoples, provide homeland security, and provide assistance in humanitarian endeavors as directed by American civil authority.

**Ask your group:**
Facilitate a brief discussion of each bullet using the following:
- “Explain the ‘collective right of the people of the United States to independence and sovereignty’?”
- “What does it mean ‘not violating the rights of others’?”
- “Why is it important that the ‘Army ethically applies landpower...as directed by our civilian leaders’?”
- “What does it mean ‘moral justification for Army Professionals’ actions’?”

### Slide 6
**Slide talking points:**
This quote is from an article written by the CSA.

**Ask your group:**
- “What does each of the three bullets mean to you?”
- “How does this message apply to ‘why people serve in the Army’?”
- “Why is it important that senior leaders express their vision both to Army professionals and to the American public?”
- “How is the Army Ethic also an important expression for both to Army professionals and to the American public?”

### Slide 7
**Facilitator Note:**
This video allows the training session participants to apply their knowledge of “Why and How We Serve” in a professional context through a facilitated discussion.

**Facilitator Action:**
View the case study video “Carried Strength” Part 1 (1:20).
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<table>
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<tr>
<th>Ask your group:</th>
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<tbody>
<tr>
<td>Facilitate a brief discussion using the following questions:</td>
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<tr>
<td>“Carried Strength” Part 1</td>
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<tr>
<td>• “Describe how the events of 9/11 affected PVT Bandy’s father decision to join the Army.”</td>
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<tr>
<td>• “How does her father’s stories of the “good things he did” and his growth into “such a good man” affect PVT Bandy?”</td>
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<tr>
<td>• “Why did PVT Bandy join the Army?”</td>
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<tr>
<td>Facilitator Action:</td>
<td>View the case study video “Carried Strength” Part 2 (0:56).</td>
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<th>Ask your group:</th>
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<tr>
<td>“Carried Strength” Part 2</td>
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<tr>
<td>• “Why is it important for all of us, leaders, peers, and subordinates to live by and uphold the Army Values and demonstrate them every day?”</td>
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<td>• “Describe why PVT Bandy’s father’s service in the Army inspired her to serve also. How has her desire to help people contributed to the Army mission?”</td>
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<td>• “What happened to PVT Bandy to cause her to doubt that she could be an Army Professional? Have you ever had a stressful experience that caused you to doubt your reasons for serving? Explain.”</td>
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<td>Facilitator Action:</td>
<td>View the case study video “Carried Strength” Part 3 (1:21).</td>
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<tr>
<td>“Carried Strength” Part 3</td>
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<tr>
<td>• “Explain how PVT Bandy’s love of family helps her in tough times. Why is it an important factor in her Army service?”</td>
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<tr>
<td>• “How are SGT Large’s friends and battle buddies acting as Stewards of the Army Profession? Why is their support important to PVT Bandy?”</td>
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<tr>
<td>• “How will PVT Bandy’s experiences help her to become a leader and Steward of the Profession?”</td>
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Slide 8
Slide talking points:
Professions provide service. Our Army Profession provides “Honorable Service” in accordance with the Army Ethic that is essential for the American people and the basis for the Trust relationship between them and the Army.
This Trust is extended to each member of the Profession as “the belief and confidence in each Army Professional’s character, competence, and commitment.”
Army Professionals serve honorably and act in the best interests of the American people and the Army Profession. We aspire to a shared Professional Identity as Trusted Army Professionals with complementary roles as Honorable Servants, Military Experts, and Stewards of the Profession.

Ask your group:
Facilitate a brief discussion using the following questions:
• “What does being an Honorable Servant mean to you? How do Army Professionals conduct themselves as Honorable Servants?”
• “How do Army Professionals produce and keep the Profession’s expert knowledge up-to-date?”
• “How can you act as an Army Steward?”
• “How do Stewards of the Profession ‘ensure the present and future effectiveness of the Profession’?”

Slide 9
Slide talking points:
The chart shows the process of Trusted Army Professionals performing RIGHT actions in mission, duty and in life. Obviously, this chart simplifies the process for illustration. Trusted Army Professional identity and roles, professional certification criteria, and considerations during decision-making in order to produce RIGHT action all work together because all are necessary for RIGHT action.

Ask your group:
Facilitate a brief discussion using the following:
• “Describe character, competence, and commitment as they relate to Army Professionals.”
• “Why is it important to include the Army Ethic, along with considerations of effectiveness and efficiency in decision-making?”

Instructor note:
The following, based on information from ADRP 1, can assist in
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<td>(Chapter 3 of ADRP 1)</td>
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3-16. **Competence** is an Army Professional’s demonstrated ability to perform his/her duties successfully and to accomplish the mission with discipline and to standard. It is proficiency in expert work. The application of the Army’s expertise often entails risk—physical risk for the Soldier and the risk of professional error for all Army professionals. Thus, the individual’s personal competence must be certified by the Army appropriate to the grade of the individual professional and the level of the work to be performed.

3-17. **Character** is an Army Professional’s dedication and adherence to the Army Values and the profession’s ethic as consistently and faithfully demonstrated in decisions and actions. Moral character is requisite to being an Army professional. The Army’s expert work entails a unique responsibility to use such expertise as required by the American people and only in accordance with their laws and consistent with their moral values. As Army professionals make continuous discretionary judgments, possessing high moral character is vitally important. The personal character of each Army professional is a crucial aspect of the necessary observations, assessments, and evaluations for certification—to verify that the individual or leader willingly lives and advances the Army Ethic in all actions so that the Army Profession remains a self-policing, meritocratic institution.

3-18. **Commitment** is the resolve of Army Professionals to contribute Honorable Service to the Nation, to perform their duties successfully with discipline and to standard, and to strive to successfully and ethically accomplish the mission despite adversity, obstacles, and challenges. To be an Army professional means to be called to more than just a job. It means to be primarily motivated by the intrinsic factors of sacrifice and service to others and to the nation, rather than being simply motivated by the extrinsic factors related to a job—such as pay, vacations, and work hours. At higher levels of leader development, certification of commitment includes the leader’s effective Stewardship of the Army Profession.

<table>
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<th>Slide 10 Slide talking points:</th>
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<tr>
<td>The bullets on the slide are examples of moral principles that Trusted Army Professionals adhere to in their role as Honorable Servants.</td>
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</table>

**Ask your group:**

Facilitate a brief discussion using the following question:

- “What Army Values do you see within these principles?”
- “Are there other moral principles applicable to Honorable Servants?”

**Say to the group:**

- “Let us examine these moral principles on the slide through an Army Professional’s story.”
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**Slide 11**

**Facilitator Note:**
This video allows the training session participants to apply their knowledge of the Honorable Servant role and principles in a professional context through a facilitated discussion.

**Facilitator Action:**
View the case study video “Honorable Retaliation” Part 1 (1:51).

**Ask your group:**
Facilitate a brief discussion using the following questions:

- **“Honorable Retaliation” Part 1**
  - “How did SSG Huntley’s platoon’s mission with the Iraqi people serve the American public? Why was it important to respect the local population?”
  - “How can stress of war affect Soldiers’ decision-making process? What moral challenges did the platoon face?”
  - “SSG Huntley said, “He had killed one of ours, so we think we should do the same to him.” How can the Army Ethic help Soldiers in situations like this?”

**Facilitator Action:**
View the case study video “Honorable Retaliation” Part 2 (3:05).

**Ask your group:**
Facilitate a brief discussion using the following questions:

- **“Honorable Retaliation” Part 2**
  - “How did the platoon obey the laws of the Nation and reject illegal or immoral actions?”
  - “How did the platoon take pride in honorably serving the Nation with integrity and demonstrating character in the operation?”
  - “How did the platoon recognize the intrinsic dignity and worth of all people, and treat them with respect?”
  - “How did the platoon demonstrate courage by setting the example for right conduct despite risk, uncertainty, and fear? How did the Soldiers candidly express their professional judgment to subordinates, peers, and superiors?”

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**Professionals of Character**

“Honorable Retaliation”

http://cape.army.mil/vcs/honorable-retaliation

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**Professionals of Character**

America’s Army – Our Profession
Center for the Army Profession and Ethic
http://cape.army.mil/aaop
WHY AND HOW WE SERVE
AMERICA’S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

Slide 12
Slide talking points:
Army Professionals are military experts certified to fulfill responsibilities and perform assigned duties with discipline and to standard for their rank and specialty. Army Professionals develop expert knowledge and expert practices in order to provide an Honorable Service to society that it cannot provide for itself and they develop their subordinates, distribute expert knowledge and expert practices throughout the force. The bullets on the slide are examples of moral principles that Trusted Army Professionals adhere to in their role as Military Experts.

Ask your group:
Facilitate a brief discussion using the following question:
• “What Army Values do you see within these principles?”
• “Are there other moral principles applicable to Military Experts?”

Say to the group:
• “Let us examine these moral principles through an Army Professional’s story.”

Slide 13
Facilitator Note:
This video allows the training session participants to apply their knowledge of the Military Expert role and principles in a professional context through a facilitated discussion.

Facilitator Action:

Ask your group:
Facilitate a brief discussion using the following questions: “Binding Wounds” Part 1:
• “Why is LT Melton’s and his Soldiers’ mission important in serving the American public? How can the Army Ethic help Soldiers in situations like this?”
• “How can stress of war affect Soldiers’ decision-making process? What moral challenges does the platoon face?”
• “From the story, cite examples of the platoon’s expertise in military-technical knowledge.”

Facilitator Action:
Lesson Plan

WHY AND HOW WE SERVE
AMERICA’S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME


Ask your group:
Facilitate a brief discussion using the following questions:
“Binding Wounds” Part 2:
• “Why is it important for leaders to live the Army Ethic and uphold it every day?”
• “How did the platoon commit to do their duty with discipline? How did they put the needs of others first? How did they accomplish the mission as a team?”
• “How did the platoon demonstrate their understanding that the mission may require placing their lives at risk?”
• “How did the Army Ethic aid the platoon in seeking truth, and striving for excellence?”
• “How will the platoon advance expertise in the knowledge, skills, and abilities of the Army Profession?”
• “How did LT Melton act as a Steward the Profession and promote Soldier development as Army Professionals?”

Slide 14
Slide talking points:
Army Professionals are military experts certified to fulfill responsibilities and perform assigned duties with discipline and to standard for their rank and specialty. Army Professionals develop expert knowledge and expert practices in order to provide service to society that it cannot provide for itself. Through coaching, counseling, and mentoring leaders develop their subordinates, peers, and leaders. They distribute expert knowledge and expert practices throughout the force. They set the example and strive for excellence, and commitment to life-long professional development by providing education, training, and experience. The bullets on the slide are examples of moral principles that Trusted Army Professionals adhere to in their role as Stewards of the Army Profession.

Ask your group:
Facilitate a brief discussion using the following question:
• “What Army Values do you see within these principles?”
• “Are there other moral principles applicable to Stewards of the Army Profession?”

Say to the group:
• “Let us examine these moral principles through an Army Professional’s story.”

Stewards of the Army Profession – Committed Professionals
• We uphold the standards of the profession and adhere to its values; we lead by example and hold ourselves and others accountable for decisions and actions.
• We apply discipline in our use of the resources entrusted to us by the American people; we ensure our Army is well-equipped, well-trained, and well-led; and we care for and develop Soldiers, Army Civilians, and Families.
• We develop and sustain Esprit de Corps and persevere, adapt, and overcome adversity, challenges, and setbacks.
Lesson Plan

WHY AND HOW WE SERVE
AMERICA’S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

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<tr>
<th>Slide 15</th>
<th>Committed Professionals</th>
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<tr>
<td><strong>Facilitator Note:</strong></td>
<td>“Caring for Our Own”</td>
</tr>
<tr>
<td>This video allows the training session participants to apply their knowledge of the Steward of the Profession role and principles in a professional context through a facilitated discussion.</td>
<td><a href="http://cape.army.mil/vcs/caring-for-our-own">http://cape.army.mil/vcs/caring-for-our-own</a></td>
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<tr>
<td><strong>Facilitator Action:</strong></td>
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<tr>
<td>View the case study video “Caring for Our Own” Part 1 (2:59).</td>
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**Ask your group:**
Facilitate a brief discussion using the following questions:

**“Caring for Our Own” Part 1:**
- “Why is CSM Guerra volunteering to share this story? How does this demonstrate her service to both fellow Army Professionals and to the American people?”
- “What factors and actions does CSM Guerra describe that helped her through this incident? Why are they important? Why does caring and supportive leadership matter?”
- “Using examples from the story, describe how CSM Guerra’s leadership demonstrated the role of Stewards of the Profession. Why is it important for leaders to live by and uphold the Army Ethic and demonstrate it every day?”

**Facilitator Action:**
View the case study video “Caring for Our Own” Part 2 (3:25).

**Ask your group:**
Facilitate a brief discussion using the following questions:

**“Caring for Our Own” Part 2:**
- “How did the actions of CSM Guerra’s unit during her rape experience help shape the Steward she is today?”
- “How is CSM Guerra upholding and adhering to the Army Values? How is she leading by example?”
- “How is CSM Guerra ensuring our Army is well-led and that leaders are caring for and developing Soldiers, Army Civilians, and Families? How do her actions demonstrate that she is caring for the Army Professionals entrusted to her by the American people?”
- “How did CSM Guerra overcome adversity, challenges, and setbacks? How is she now developing and sustaining *Esprit de Corps*?”
Slide 16
Slide talking points:
The Army Ethic motivates and inspires our shared identity as Trusted Army Professionals, Honoringably Serving the American people, providing Military Expertise in defense of the nation, and guiding the profession now and for the future through faithful Stewardship of the people and resources entrusted to our care.
Living by the Army Ethic is our way of life. It requires life-long professional development in Character, Competence, and Commitment. This quest is a duty consistent with our shared identity.

Ask your group:
Facilitate a brief discussion using the following question:
- “How does living up to these expectations develop Trust in the Army’s internal relationships among Army Professionals?”
- “How does living up to these expectations develop Trust in the Army’s internal relationships among leaders and subordinates?”
- “How does living up to these expectations support Mission Command?”
- “How does living up to these expectations reinforce Trust in the Army’s external relationship with the American people?”

Slide 17
Slide talking points: To conclude, let us take a look at the objectives:

- Army Professionals Live by and Uphold the Army Ethic in the conduct of the mission, performance of duty and all aspects of life, reinforcing Trust throughout the Army Profession and with the American people.
- Army Professionals, through our character, competence, and commitment, practice our profession, consistent with the Army Ethic, reflecting a shared understanding for Why and How We Serve in defense of the American people.
- As Trusted Army Professionals, we are Honorable Servants, Military Experts, and Stewards of the people and resources entrusted to our care.

Ask your group for their understanding of the objectives on the slide. Answer any questions, clear up any misconceptions.

Expectations for Trusted Army Professionals
• Seek to discover the truth, decide what is right (ethical, effective, efficient), demonstrate the Character, Competence, and Commitment to act accordingly.
• Live by the Army Ethic in the conduct of the Mission, in performance of Duty, and in all aspects of life.
• Uphold the Army Ethic (deter misconduct, stop unethical practices), develop subordinates, peers, and leaders (coach, counsel, mentor); and properly employ the resources entrusted to our care.

Conclusion
• Army Professionals Live by and Uphold the Army Ethic in performance of duty and all aspects of life, reinforcing Trust throughout the Army Profession and with the American people.
• Army Professionals, through our character, competence and commitment, practice our profession, consistent with the Army Ethic, reflecting a shared understanding for Why and How We Serve in defense of the American people.
• As Trusted Army Professionals, we are Honorable Servants, Military Experts, and Stewards of the people and resources entrusted to our care.
## Lesson Plan

### WHY AND HOW WE SERVE

**AMERICA’S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME**

### 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.

### Reflect on Learning

**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?

### Slide 18

**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.

- 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.

### Slide 19

**For more information and to support professional development, visit** http://cape.army.mil.

### End Page

### Facilitator Action:

**Instructor 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.