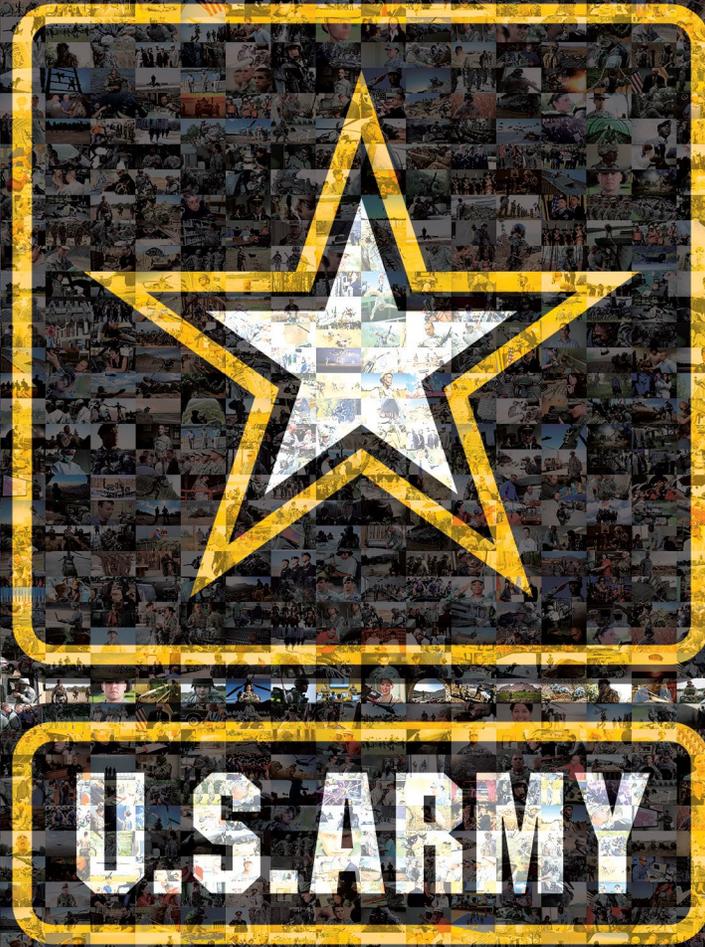


ONE ARMY, INDIVISIBLE



SENIOR LEADER GUIDE



AMERICA'S ARMY
OUR PROFESSION



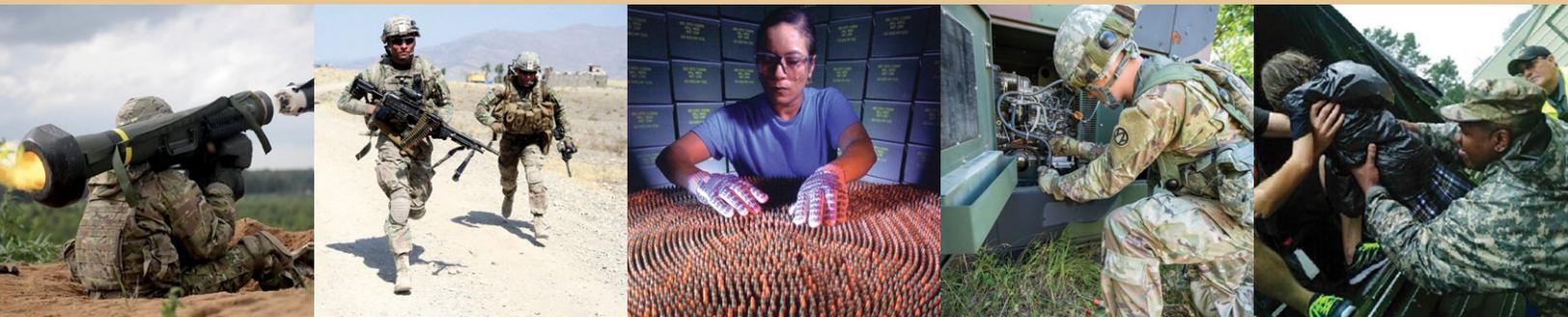
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AMERICA'S ARMY – OUR PROFESSION

"ONE ARMY, INDIVISIBLE"

Quick Facts:

- Each year since 2013, the Secretary of the Army and Chief of Staff of the Army have announced an annual or biennial America's Army – Our Profession (AAOP) education and training theme.
- AAOP themes are designed to teach and inspire an understanding of the Army Profession and enhance commitment to our professional obligations – to ourselves, each other, the Army, and the American people.
- The FY 17-18 AAOP theme is "One Army, Indivisible." The Army is comprised of distinct, interdependent, and mutually supporting components: the Regular Army, the Army National Guard, and the Army Reserve. Within the Total Force, both Soldiers and Army Civilians make essential contributions to the Army's ability to provide for the ethical design, generation, support, and application of landpower. The Army's fundamental mission to win in the unforgiving crucible of ground combat requires the combined, cohesive efforts of the entire team. We must always be ready today and prepared for tomorrow. In large part, the United States remains indivisible as a result of the actions taken by its Army.
- The intent of the "One Army, Indivisible" theme is to enhance readiness, mutual trust, and cohesion, under mission command, throughout the Army.
- CAPE provides learning materials to assist in executing this theme. Videos, doctrine, pamphlets, brochures, and lesson plans are available online at <http://cape.army.mil> for your use and reproduction.



Focus Areas:

Units, organizations, and professionals are expected to integrate AAOP theme materials and concepts into their professional development programs during FY 17-18.

Learning Objectives:

- Compare the essential role of each component, community of practice, and cohort.
- Demonstrate examples of how each component, community of practice, and cohort contributes to the mission.
- Explain the concept of mutual trust and cohesion as a Total Force.

Army Communities of Practice:

- **The Profession of Arms** is a community within the Army Profession composed of Soldiers of the Regular Army, Army National Guard, and the Army Reserve.
- **The Army Civilian Corps** is a community within the Army Profession composed of Civilians serving in the Department of the Army.

Army Components:

- Regular Army
- Army National Guard
- Army Reserve

Army Cohorts:

- Army Civilians
- Officers
- Warrant Officers
- Enlisted

AMERICA'S ARMY – OUR PROFESSION

SUPPORTING MESSAGES AND TALKING POINTS

Vision: The Total Force operates as an indivisible team. Soldiers and Civilians from all components share an identity as trusted Army professionals who are inspired to honorably fulfill their oaths of service to the Nation. Through shared education, training, and experience combined with our consistent demonstration of character, competence, and commitment, we build mutual trust between our components, communities of practice, and cohorts. The resulting cohesion within the Army Profession reinforces our sacred bond of trust with the American people.

Mission: The Army professionally develops Soldiers and Civilians from FY 17 through FY 18 using the America's Army – Our Profession "One Army, Indivisible" theme and materials in order to strengthen bonds of trust within the Army Profession and reinforce trust with the American people.

Outcome: A cohesive Total Force that models the essential characteristics of the Army Profession.

“We are not 10 Divisions; we are 18 Divisions. We are not 32 Brigades; we are 60; and we are not 490,000 Soldiers, we are 980,000 Soldiers.”

– 39th Chief of Staff of the Army General Mark A. Milley

Top-Line Messages:

- We are “One Army, Indivisible.” We are one team of trusted Army professionals united by the vision to win in a complex world.
- To shape, fight, and win our Nation's wars in the unforgiving crucible of ground combat requires the combined, cohesive efforts of the entire team. We must always be ready today and prepared for tomorrow.

Talking Points:

- The Total Force is comprised of distinct, interdependent, and mutually supporting components: the Regular Army, the Army National Guard, and the Army Reserve.
- Within the Total Force, both Soldiers and Army Civilians make essential contributions to the Army's ability to provide for the ethical design, generation, support, and application of landpower.
- While the ethical application of landpower is primarily the responsibility of Soldiers, the design, generation, and support of the Army depends heavily upon the contribution of the Army Civilian Corps.
- The Army Civilian Corps is an integral and essential community of practice within the Army Profession, designing and developing Army capabilities, generating and managing resources, and delivering human capital and materiel to the Total Force.
- Soldiers and Army Civilians from all components share an identity as trusted Army professionals who are inspired to honorably fulfill their oaths of service to the Nation.
- Each component fulfills distinct but complementary roles in accomplishing our common goal of winning in a complex world.
- The force structure of each component is specifically designed to complement and strengthen the capabilities of the others.
- Traditionally, the U.S. Army Reserve and Army National Guard have been our Nation's strategic reserve, but since 9/11, in our continuous era of conflict, they have become our operational reserve, essential to every deployment and mission in the war on terrorism.
- The Army National Guard has certain capabilities not found in the Regular Army. It is a unique, dual-status force, simultaneously a reserve component of the Army and a state-based force, with both federal and state missions.
- The Army Reserve provides a highly skilled, flexible force that can support the Army across a range of military operations.
- Multi-component units strengthen Army readiness by training together today and, if needed, fighting together tomorrow.
- Shared understanding of the communities of practice, components, and cohorts within the Total Force is an essential first step to appreciate the vital role each plays in accomplishing the mission.
- Through shared education, training, and experience, combined with our consistent demonstration of character, competence, and commitment, we build mutual trust within and among our components, communities of practice, and cohorts.
- The resulting cohesion within the Army Profession reinforces our sacred bond of trust with the American people.

FREQUENTLY ASKED QUESTIONS

What is the America's Army – Our Profession “One Army, Indivisible” theme?

It is an FY 17-18 learning theme to reinforce with Army professionals that we are one team of trusted Army professionals united by the vision to win in a complex world. Regardless of your component, community of practice, or cohort, you are a valued member of the Army Profession and Total Force.

Will there be an opportunity for subject-matter experts to train our unit/organization personnel?

CAPE leadership is available to conduct Army Profession Seminars for division-level and higher organizations (and equivalents) in all components. The two-hour activity is designed to generate discussion focusing on the Army Profession, Army Ethic, and Character Development. The goal is to strengthen our shared identity as trusted Army professionals and to promote appreciation for and understanding of the vital role of our communities of practice, components, and cohorts within our “One Army, Indivisible.” We can demonstrate facilitation techniques and provide training materials to support the chain of command in conducting facilitated professional development sessions within the context of unit missions, training, and activities. To learn more about and schedule an Army Profession seminar, visit the CAPE website, <http://cape.army.mil>.

Are Army Civilians included in the America's Army – Our Profession “One Army, Indivisible” theme?

Yes. The Army Civilian Corps is a vital community of practice within the Army Profession and is integrated within the theme and learning materials.

How can leaders help with this effort?

Leaders can integrate “One Army, Indivisible” concepts and messages into education, training, and operations and use the learning materials in their professional development programs. They can recognize and include all components, communities of practice, and cohorts within their team to increase understanding of how each is essential. Leaders should look for opportunities to partner with other components, communities of practice, and cohorts in education, training, and operations. This adds practical experience for Soldiers and Army Civilians in order to build mutual trust and cohesion for future operations. Leaders can also encourage Army professionals to write articles and discuss the theme's key concepts.

Are there additional training materials available to facilitate training?

Yes. CAPE will develop AAOP learning materials available for viewing and download on the CAPE website at <http://cape.army.mil/aaop/>. Hard copies of AAOP theme support packages will be available in limited quantities beginning in 2nd quarter, FY 17. Use the product request form at <http://cape.army.mil/product-request.php> or contact CAPE to request hard copy materials. The theme support package is designed to support professional development sessions and includes a lesson plan, slides, videos, and facilitator cards. Facilitators can use the lesson plan as is or create their own lesson plan using portions of the learning materials.

WHAT YOU CAN DO

How can I get involved?

As Stewards of our Army Profession, each of us has a responsibility to understand the Army Profession doctrine and materials. You can also: participate in surveys, studies, forums, professional development sessions, and professional writing; dialog with subordinates, peers, and leaders; and send us your feedback. Focus on inculcating the concepts of the Army Profession in your unit or organization. Visit the CAPE website at <http://cape.army.mil> for more information.

Read Army Doctrine Reference Publication (ADRP) 1, The Army Profession.

ADRP 1 defines and doctrinally describes the Army Profession and the Army Ethic. It identifies the two mutually supportive communities

of practice of the profession: the Profession of Arms and the Army Civilian Corps. ADRP 1 establishes the essential characteristics that constitute the Army as a profession: Honorable Service, Military Expertise, Trust, Esprit de Corps, and Stewardship of the Profession. It also defines membership and certification of Army professionals in character, competence, and commitment.

Use the training support products that are available.

The America's Army – Our Profession “One Army, Indivisible” theme content will be managed by the Center for the Army Profession and Ethic at <http://cape.army.mil>. Army professionals can download professional development curriculum, videos, posters, doctrine, suggested readings, pamphlets, and brochures. Print products are downloadable in print-ready format for local print shop reproduction.