

FREQUENTLY ASKED QUESTIONS

What is the *America's Army - Our Profession Education and Training* program?

It is a CY13 program designed to generate an inspirational and aspirational dialog for Soldiers and Civilians to reaffirm their understanding of themselves as Army professionals, to recommit to a culture of service, and to understand and serve in accordance with the Army Ethic and Army culture.

What are the focus areas for Standards and Discipline?

Emphasize Standards and Discipline (e.g., property and personnel accountability, SOPs, uniform and appearance, drill and ceremony, inspections, command presence during maintenance), and educate/train junior leaders to reinforce the understanding of Army standards and unit and personal discipline, and to recommit to professional excellence that is the hallmark of the Army Profession and its professionals.

How will this program help shape the Army of 2020?

During the *America's Army - Our Profession Education and Training* program, the Army will begin to institutionalize and operationalize the Army Profession concepts. This will be done by developing and integrating the Army Profession concepts into doctrine (ADP/ADRP 1), revising PME and CES, and developing training, tools, and products. Additionally, the Army will operationalize the Army Profession concepts by training more than 240 Master Army Profession and Ethic Trainers (MAPETs) to serve as Army Profession key advisors in support of institutional/service school commandants and unit/organizational leaders. The Army will conduct senior leader engagements and provide a website featuring products and resources necessary for units and organizations to train and develop Soldiers and Army Civilians using Army Profession concepts. These efforts will ensure the Army of 2020 is not only leaner, more agile, adaptive, innovative, versatile and ready, but our Soldiers and Army Civilians are competent, of honorable character, and committed.

What training products will be available?

The *America's Army - Our Profession Education and Training* program website 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, mobile device applications, doctrine, suggested readings, pamphlets, and brochures. Print products are downloadable in print-ready format for local print shop reproduction.

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

During CY13, CAPE personnel will travel to Army installations throughout the world to provide subject matter expertise on the

Army Profession. These senior leader engagements will be focused on ways to incorporate Army Profession concepts into unit/agency level professional development sessions. Additionally, CAPE will conduct eight five-day Master Army Profession and Ethic Trainer (MAPET) courses that will provide leaders with the tools to train and lead Soldiers and Civilians in their organizations. These courses will also help participants integrate Army Profession concepts and character development methods into their unit, school or center. The MAPET course is open to SFC, CW2, CPT, and above, as well as Army Civilians.

Are Army Civilians included in *America's Army - Our Profession Education and Training Program*?

Yes, the Army Civilian Corps is a vital component of the Army Profession. Materials will be tailored to specifically address their importance in today's Army and how they can aspire to be better professionals.

What is Army Doctrine Reference Publication (ADRP) 1, *The Army Profession*?

Army Doctrine Reference Publication (ADRP) 1 augments Chapter 2 of ADP 1, *The Army*. This publication defines and doctrinally describes the Army Profession and the Army Ethic. It expands the discussion on the Army Profession's dual nature as a military department and, more importantly, a military profession. It identifies the two mutually supportive communities of practice of the profession: the Profession of Arms and the Army Civilian Corps. It defines and describes the five essential characteristics that constitute the Army as a profession: military expertise, honorable service, trust, esprit de corps, and stewardship of the profession. It defines membership and certification of Army professionals in competence, character, and commitment.

How can leaders help with this effort?

Include the Army Profession in command training/leader development guidance and professional development sessions; generate robust dialog at all levels; leverage Master Army Profession and Ethic Trainers; use Army Profession concepts in iconic events such as Soldier and NCO boards and unit functions; provide command emphasis on standards and discipline; foster candor and transparency; coach, teach, mentor, and counsel; and use Army Profession certification criteria in training and development assessments.



SENIOR LEADER GUIDE

STANDARDS and DISCIPLINE



AMERICA'S ARMY OUR PROFESSION



<http://CAPE.ARMY.MIL>



RESEARCH FACT SHEET



AMERICA'S ARMY – OUR PROFESSION Standards and Discipline

Responses from the Force*

"What can Senior Army Leaders do to foster discipline and achieve and maintain standards of excellence within the Army?"

Consistently Uphold Standards:

- ✓ "Motivate Soldiers to make 'on the spot' corrections."
- ✓ "Don't tolerate bad performance, achieve the standards."

Lead By Example:

- ✓ "Provide accurate evaluations and coaching."
- ✓ "Not only lead by example, but correct those who do not."

Communicate:

- ✓ "Inform all regarding the expectations."
- ✓ "When making a correction, do so with respect for the individual."

Counsel and Mentor:

- ✓ "Senior Leaders need to take an active role in mentoring our junior leadership on how to develop discipline and uphold the standards."
- ✓ "Hold Soldiers accountable and teach them how to improve."

Focus on our Traditions:

- ✓ "Encourage Soldiers to know the Army's history and traditions."
- ✓ "Recommit to traditional Army customs and courtesies."

Maintain:

- ✓ "Keep doing what is 'right'."
- ✓ "Continue current efforts and don't cut corners."

Don't Tolerate Unprofessional Conduct:

- ✓ "Don't tolerate substandard performance."
- ✓ "Leaders are trying to be friends instead of leading."

* Recommendations provided in the survey fell into these common categories. The quotations are illustrative responses of each.

Army Profession Survey II: Standards and Discipline

Standards are formal, detailed instructions—describable, measurable, and achievable. They provide a mark for performance to assess execution of a task. Discipline expresses what the Army Values require—willingly doing what is right. This includes all manner of performance in the conduct of duty and military bearing. In fact, Title 10 U.S. Code specifies "Standards of Exemplary Conduct"—prescribing that all commanding officers and others in authority represent themselves as a good example of virtue, honor, patriotism, and subordination; that standards of conduct be inspected with vigilance; that inappropriate practices be deterred and suppressed; and that Army Leaders must promote the morale, well-being, and general welfare of all. The Army Profession Survey II, sent to over 225,000 Army professionals in all components (including the Army Civilian Corps) in November 2011, sought respondents' perspectives on the "State of Discipline and the Enforcement of Standards" within Army units and organizations. This included a free response question: "What can Senior Army Leaders do to foster discipline and achieve and maintain standards of excellence within the Army?" Over 20,000 responded to the survey and this Fact Sheet summarizes the key findings.

Summary Findings

- Army professionals (68%) expressed a positive opinion concerning the state of discipline and standards in their duty environment.
- About 75% agreed that their units or organizations take pride in exceeding standards.
- Almost 70% agreed that their Leaders and peers treat each other with respect.
- 78% recognized the importance of upholding standards throughout the profession not only within their chain of command but also upholding standards across the installation.
- About 32% of those surveyed witnessed a lack of professional bearing in others.
- There was a negligible difference of opinion between men and women, a small difference in opinion among the components, and a medium difference in the mean scores between Senior Leaders and Army Civilians.

Discussion Points

- Do the leaders in your unit lead by example when it comes to discipline and standards? Do you?
- Is it every Army professional's responsibility to make on-the-spot corrections, even with peers and subordinates outside their unit or organization?
- What can we do to more effectively communicate standards and develop military discipline throughout the Army Profession?
- Address/discuss some of the comments in the left column with your unit.

Notes:

- The CSA approved the *America's Army - Our Profession* Education and Training program to inform and inspire the force on new doctrine being published in Army Doctrine Publication (ADP) 1, *The Army*, Chapter 2 and in Army Doctrine Reference Publication (ADRP) 1, *The Army Profession*. These capstone documents define and describe the five essential characteristics of the Army Profession and membership and certification criteria of Army professionals, and the Army Ethic. This program is designed to enhance our understanding and commitment to our professional obligations.
- The focus of effort for 1st Qtr, CY13 is on Standards and Discipline. Title 10 U.S. Code specifies "Standards of Exemplary Conduct"—prescribing that commanding officers and other in authority represent themselves as a good example of virtue, honor, patriotism, and subordination. Accordingly, Army professionals promote standards and discipline within the Army Profession.
- Standards are formal, detailed instructions—describable, measurable, and achievable. They provide a mark for performance to assess execution of a task. To use standards effectively, leaders know, communicate, and enforce high but realistic standards. Effective leaders explain the standards that apply to their organizations and empower subordinates to enforce them (see ADRP 6-22, *Army Leadership*).
- Discipline at the individual level is primarily self-discipline, the ability to control one's own behavior. Discipline expresses what the Army Values require—willingly doing what is right. Discipline is a mindset for a unit or an organization to practice sustained, systematic actions to reach and sustain a capability to perform its military function (see ADRP 6-22, *Army Leadership*).

Foster continued commitment to the Army Profession, a noble and selfless calling founded on the bedrock of trust.

- CSA Marching Orders

Top-Line Messages:

- This is *America's Army - Our Profession*: meeting the needs of the Nation, built on values, standards and mutual trust.
- The Army Profession—where Military Expertise, Honorable Service, Esprit de Corps, and Stewardship are all built on a foundation of Trust—strengthens the force through periods of transition, reinforces our identity, and provides the critical foundation for the Army of 2020.
- The Army Profession sustains and strengthens the Nation's trust and confidence in America's Army.

Talking Points:

- Throughout the past decade of persistent conflict, Army professionals have displayed unparalleled discipline where it matters most—on the battlefield.
- Army professionals must exercise stewardship of the Army Profession, recognizing that maintenance, supply, training management, personnel and property accountability, coaching, counseling, and mentoring are essential to sustaining and developing the disciplined practice of our duty.
- Our establishment of clear standards and discipline to achieve and enforce these standards is the basis for military expertise and trust.
- Professional discipline is fundamentally about "why and how" we practice our profession—not just punishment for wrong-doing.
- Discipline and adherence to standards are hallmarks of Army professionals. They set us apart and build the trust that is the bedrock of our profession and an enabler for Mission Command.
- Commanders and organizational leaders are encouraged to review unit and individual standards to ensure they are appropriate, feasible, measurable, and achievable.