

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 Trust?

Sustain and develop trust among Army professionals through consistent demonstration of competence, character and commitment. Reinforce our "bedrock of trust" with the American people by contributing military expertise, serving honorably, stewarding the Army profession, and having Esprit de Corps.

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 Army Profession concepts. This will be done by developing and integrating Army Profession concepts into doctrine (ADP/ADRP 1), revising PME and CES, and developing training, tools, and products. Additionally, the Army will operationalize 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, committed, and of honorable character.

Will there be an opportunity for subject matter experts to train 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 the importance of Army Civilians in today's Army and how they can aspire to be better professionals.

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, smartphone applications, doctrine, suggested readings, pamphlets, and brochures. Print products are downloadable in print-ready format for local print shop reproduction.

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 establishes 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.

<http://CAPE.ARMY.MIL>

TRUST

SENIOR LEADER GUIDE



AMERICA'S ARMY OUR PROFESSION





RESEARCH FACT SHEET



AMERICA'S ARMY – OUR PROFESSION Trust

Responses from the Force*

“What contributes to or detracts from the establishment of trust in your unit or organization?”

CONTRIBUTES TO TRUST:

Doing the Right Thing, Leading from the Front:

- ✓ “Being the example.”
- ✓ “Just doing the right thing.”

Transparency:

- ✓ “Good communication develops and facilitates trust.”
- ✓ “Trust is built when transparency exists and honest decision making is used.”

Display of Army Values:

- ✓ “Living and following the Army Values.”
- ✓ “Trust is built when Leaders take the ‘hard right.’”

DETRACTS FROM TRUST:

Lack of Values:

- ✓ “Leaders who do not live up to the Army Values.”
- ✓ “Hypocrisy.”
- ✓ “Toxic leadership.”
- ✓ “Incompetence.”
- ✓ “‘Do as I say, not as I do.’”

Favoritism EO Issues:

- ✓ “Incompetence and ‘good old boys’ system.”
- ✓ “Office politics, vendettas, and power plays.”

No Accountability, Inconsistency:

- ✓ “‘Passing the buck,’ only for it to be placed right back in the Soldier’s lap. No accountability at the Senior levels.”
- ✓ “Constant change and constant re-setting of priorities detracts from trust.”

*Over 3,200 comments were provided in the survey in these categories. The quotations are illustrative responses.

Army Profession Trust

Trust is the confidence and belief in the “competence, character, and commitment” of an individual, group, unit or organization to accomplish the mission. Trust is the foundation for success in all Army activities. 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 trust within the Army Profession. This section included the free response question: “What contributes to or detracts from the establishment of trust in your unit or organization?” Over 20,000 responded to the Survey, and this Fact Sheet provides a summary of the key findings.

Summary Findings

- Overall, 81% of the Army professionals surveyed expressed positive sentiments regarding the state of trust within the Army Profession.
- 97% of those surveyed confirmed that their professional loyalty is to the United States Constitution.
- 97% of Army professionals understand that doing what is right requires moral courage.
- Respondents (90%) agreed that the Army Values are consistent with their personal values.
- Army professionals believe there is a strong bond of trust between the Army and the Nation (96%).
- Over 90% agree that being a leader of character is the hallmark of an Army professional.
- A majority (60%) of respondents are positive about the state of trust within their units and organizations.
- Over 70% trust their unit and organizational leaders to make right decisions.
- When trust with unit leaders breaks down, there is a lack of consensus among Army professionals as to the principal cause (i.e., a lack of competence, character, or commitment).

Discussion Points

- What causes distrust? What can we do to address the problem?
- What can we do to develop trust in our units and organizations?
- Are there experiences you can share where specific decisions and actions fostered or diminished trust within your unit or organization?
- Discuss the comments in the column on the left.

Trust between Soldiers
Trust between Soldiers and Leaders
Trust between Soldiers, their Families and the Army
Trust between the Army and the American People

Notes:

- The CSA approved the *America’s Army – Our Profession* Education and Training program to inform and inspire the force on doctrine 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, 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.
- Trust is the assured reliance on the character, ability, strength, or truth of someone or something. It is the essence of being an effective Soldier and Army Civilian. Trust is the core intangible needed by the Army inside and outside of the Profession. Our ability to fulfill our strategic roles and discharge our responsibilities to the Nation depends upon trust between Soldiers; between Soldiers and their leaders; among Soldiers, their Families, and the Army; and between the Army and the Nation. Ultimately, the Nation trusts the Army to provide landpower when, where, and how combatant commanders need it. (ADP 1, *The Army*, chapter 2).
- Leaders are encouraged to include Trust as a topic in professional development sessions. They are encouraged to emphasize the importance of making transparent, values-based decisions, and maintaining candid communications with all who are affected. Promote a positive command climate where Soldiers and Army Civilians at all levels are empowered to use their initiative and learn from their mistakes. Emphasize the importance of Trust between Soldiers and Army Civilians. Increase awareness that in today’s culture of instantaneous information one incident of misconduct can jeopardize Trust with the American people.

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:

- Trust is the Bedrock of the Army Profession. Trust between Soldiers. Trust between Soldiers and Leaders. Trust between Soldiers, their Families, and the Army. Trust between Soldiers and Army Civilians. Trust between the Army and the American People.
- In order to maintain and sustain our bond of trust and confidence with the American people, the Army Profession demonstrates five essential characteristics: Trust, Military Expertise, Honorable Service, Esprit de Corps, and Stewardship of the Profession.
- Trust is essential for successful accomplishment of all our missions. In order to earn and develop trust within the Army Profession, we consistently demonstrate competence, character, and commitment; performing our duties effectively, ethically, with discipline and to standards.
- The American people have entrusted the Army to provide for their defense. As Army professionals, it is our duty to continue to serve them in an effective and ethical manner, preserving the trust we have earned, throughout our history and into the future.
- Trust among members of the Army Profession is genuine. All Soldiers and Department of the Army Civilians take an oath of service and are committed to the same professional standards, values, and conduct.