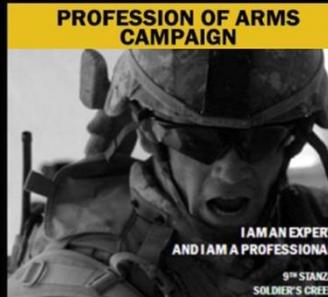


# Profession of Arms Campaign



## Fort Bragg Focus Group Visit Command In-Brief 7 APRIL 2011



# SecArmy and CSA Intent



***“It is essential that we take a hard look at ourselves to ensure we understand what we have been through over the past nine years, how we have changed and how we must adapt to succeed in an era of persistent conflict.”***

***“Our intent is to take a critical look at how the last nine years at war have impacted us as members of the profession of arms and as an institution so that we can better adapt ourselves to deal with the increasingly complex security challenges of the 21<sup>st</sup> Century.”***

***“The review will begin on 1 January 2011. An interim assessment will be presented in June, with a final assessment and recommendations in December.”***

***- Terms of Reference, 27 OCT 10***

DEPARTMENT OF THE ARMY  
WASHINGTON DC 20310

OCT 27 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Terms of Reference for the Review of the Army Profession in an Era of Persistent Conflict

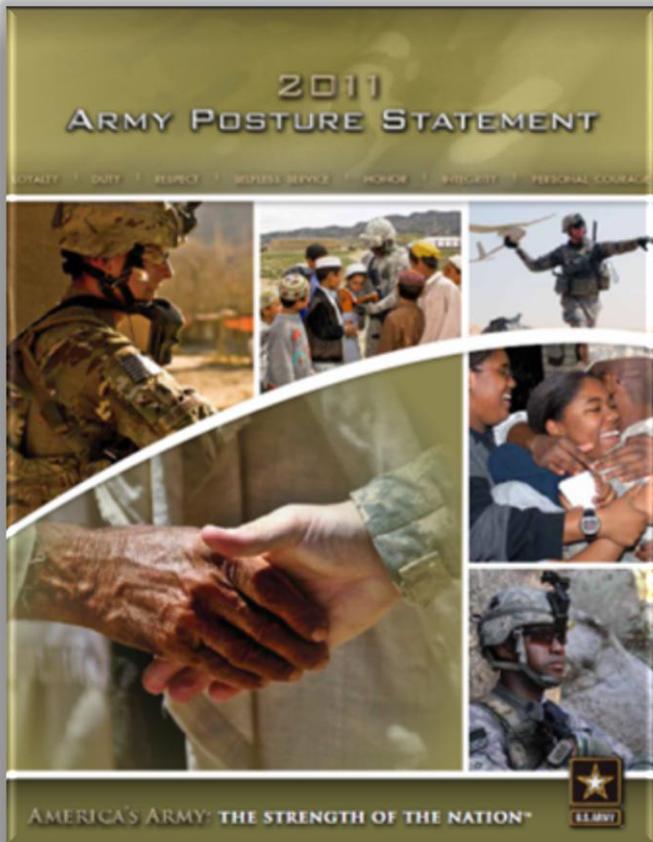
1. General. As a profession, the Army is a vocation comprised of experts in the ethical application of land combat power, serving under civilian authority, entrusted to defend the Constitution and the rights and interests of the American people. Our country places special trust and confidence in Soldiers as individuals and in the Army as an institution to perform our duties with character and competence in the complex and chaotic cauldron of war. As such, it is essential that we take a hard look at ourselves to ensure we understand what we have been through over the past nine years, how we have changed and how we must adapt to succeed in an era of persistent conflict.
2. Purpose. To prescribe the Terms of Reference for a comprehensive review to examine the state of our profession after nearly a decade of war.
3. Organization. The review of the Army Profession will be led by the Commander, Training and Doctrine Command. The review will begin 1 January 2011. An interim assessment will be presented in June, with a final assessment and recommendations in December.
4. Scope. Our intent is to take a critical look at how the last nine years at war have impacted us as members of the profession of arms and as an institution so that we can better adapt ourselves to deal with the increasingly complex security challenges of the 21st Century. The review should include a survey of the entire force, analysis of trends and indicators of individual and unit behavior, Army-wide dialog and discussion and a review of existing policies and programs. The final report should include an assessment of the impacts of the last nine years on the force and recommendations for changes to Army policies and programs to strengthen us as an institution.
5. Commander, TRADOC, will present a concept plan for the review to us by 15 December 2010.

George W. Casey, Jr.  
General, United States Army  
Chief of Staff

John M. McHugh  
Secretary of the Army



# 2011 Army Posture Statement



*“The last nine and a half years have had significant impacts on the Army, its Soldiers, Families and Civilians. Many of these are well documented and are being addressed. There remain, however, other consequences that we seek to understand. We will examine the impacts of war on our profession of arms and take a hard look at ourselves – how we have changed as individuals, as professionals and as a profession.”*

-Army Posture Statement, 2 March 2011



# CG TRADOC

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**The time is right to ask ourselves...**

- 1. What does it mean for the Army to be a Profession of Arms?**
- 2. What does it mean to be a professional Soldier?**
- 3. After nine years of war, how are we as individual professionals and as a profession meeting these aspirations?**



# Why This Campaign? Why Now?

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- Rising indicators that nine years of continuous operations have both positively and negatively impacted the state of the Profession of Arms
- Tensions and points of friction in our culture and DOTMLPF-P
- Entering a Period of Transition and facing environmental uncertainties
- Self reflection and continuous improvement are what professions do - This period of transition is an appropriate time to prepare the Profession for the future
- Army currently does not have well developed doctrine outlining the foundations of our profession, our culture, and our Ethic

*Example Tensions*



# Key PoA Documents



## CSA/SecArmy Terms of Reference, 27 OCT 10

DEPARTMENT OF THE ARMY  
WASHINGTON DC 20315

OCT 27 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Terms of Reference for the Review of the Army Profession in an Era of Persistent Conflict

1. General. As a profession, the Army is a vocation comprised of experts application of land combat power, serving under civilian authority, entrust the Constitution and the rights and interests of the American people. Our special trust and confidence in Soldiers as individuals and in the Army as a whole to perform our duties with character and competence in the complex and cauldron of war. As such, it is essential that we take a hard look at ourselves we understand what we have been through over the past nine years, how changed and how we must adapt to succeed in an era of persistent conflict.

2. Purpose. To prescribe the Terms of Reference for a comprehensive review to examine the state of our profession after nearly a decade of war.

3. Organization. The review of the Army Profession will be led by the Chief of Training and Doctrine Command. The review will begin 1 January 2011. A final assessment will be presented in June, with a final assessment and recommendations in December.

4. Scope. Our intent is to take a critical look at how the last nine years of war have impacted us as members of the profession of arms and as an institution so that we can better adapt ourselves to deal with the increasingly complex security challenges of the 21st Century. The review should include a survey of the entire force, analysis of indicators of individual and unit behavior, Army-wide dialog and discussion, and review of existing policies and programs. The final report should include an assessment of the impacts of the last nine years on the force and recommendations for Army policies and programs to strengthen us as an institution.

5. Commander, TRADOC, will present a concept plan for the review to the Secretary of the Army on 15 December 2010.

*George W. Casey Jr.*  
George W. Casey Jr.  
General, United States Army  
Chief of Staff

*John M. McHugh*  
John M. McHugh  
Secretary of the Army

## PoA White Paper, 08 DEC 10

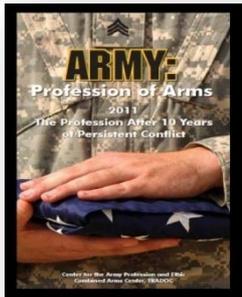
An Army White Paper

**THE PROFESSION OF ARMS**

**I AM AN EXPERT  
AND I AM A PROFESSIONAL**

9<sup>TH</sup> STANZA  
SOLDIER'S CREED

CG TRADOC Approved  
8 December 2010



## PoA PAM, OCT 2010

## PoA TRADOC WARNO, 18 JAN 11

UNCLASSIFIED

U.S. ARMY TRAINING AND DOCTRINE COMMAND  
G-33 CURRENT OPERATIONS  
D SN: 690-2256, COMM (757) 788-2256  
FAX: D SN 690-2697, COMM (757) 788-2697  
FAX (SECURE): D SN 690-3687, COMM (757) 788-3687

**HQ TRADOC WARNING ORDER**

DTG: 181530JAN11

SUBJECT: TRADOC WARNING ORDER IN515548 - Review of the Army Profession in an Era of Persistent Conflict

References:

a. Terms of Reference for the Review of the Army Profession in an Era of Persistent Conflict, 27 Oct 10.

b. Army White Paper: The Profession of Arms, 2 Dec 10.

1. Situation:

a. General:

(1) On 27 October 2010, the Secretary of the Army and Chief of Staff Army directed the Commander, U.S. Army Training and Doctrine Command (TRADOC) to conduct a review of the Army Profession in an Era of Persistent Conflict. The review will address three critical topics:

(a) What does it mean for the Army to be a Profession of Arms?

(b) What does it mean to be a Professional Soldier?

(c) After nine years of war, how are we as individual professionals and as a profession meeting these aspirations?

**PoA EXORD, 21 MAR 11**

Copy of \_\_\_\_\_ copies  
Headquarters, Department of the Army  
400 Army Pentagon

Headquarters Department of the Army (HQDA) Execution Order (EXORD) xx-xx  
Review of the Army Profession in an Era of Persistent Conflict (U)

(U) References:

a. (U) Terms of Reference for the Review of the Army Profession in an Era of Persistent Conflict, 27 Oct 10, at: <https://www.us.army.mil/suite/page/611545>

b. (U) AR 5-22, The Army Force Modernization Propensity System, 6 Feb 09.

c. (U) An Army White Paper: The Profession of Arms, 2 Dec 10, at: <https://www.us.army.mil/suite/page/611545>

d. (U) Army: Profession of Arms, TRADOC Pamphlet, Oct 10, at: <https://www.us.army.mil/suite/page/611545>

e. (U) FM 1, The Army, 14 Jun 05.

f. (U) FM 6-22, Army Leadership, Oct 06.

1. (U) SITUATION.

a. (U) General.

(1) (U) On 27 October 2010, the Secretary of the Army and Chief of Staff, Army directed the Commander, U.S. Army Training and Doctrine Command (TRADOC) to conduct a Review of the Army Profession in an Era of Persistent Conflict (Reference a). This order provides the framework for CG, TRADOC, as supported command, to lead the Army through this critical review of the Army profession to assess both the strengths that have sustained the Army, as well as the impact of nine years of persistent conflict. EXORD xx-xx is the means by which TRADOC will lead the review to address three critical topics:

(a) (U) What does it mean for the Army to be a Profession of Arms?

(b) (U) What does it mean to be a Professional Soldier?

(c) (U) After nine years of war, how are we as individual professionals and as a profession meeting these aspirations?

(2) (U) This review, the Profession of Arms Campaign, will stimulate an Army wide dialogue that will ultimately provide recommendations to review and revise relevant Army doctrine, organization, training, material, leadership and education, personnel, and facilities (DOTMLPF) requirements, systems, processes and policies to reinforce the Profession of Arms into the future.

(3) (U) The scope of this effort includes all cohorts (officer, warrant officer, noncommissioned officer, Soldier, and Army Civilians) from the operating and generating forces, Active Component (AC), Army National Guard (ARNG), and U.S. Army Reserve (USAR).



# Campaign Concept Overview



**Guided by CG TRADOC  
Quarterly Forums**

**Community  
of  
Practice**

Develop  
Surveys

**Review  
Archived  
Research &  
our History**

**Centrally  
Managed  
Survey  
Execution  
(CAPE)**

**June 2011  
Interim  
Report:  
  
Analysis /  
Assessment**

Continue  
to Assess

**Profession of Arms  
Summit  
★★★★**

**Dec 2011  
Final  
Report:  
  
Findings /  
Recommendations**

**Sets Start Point**

Terms of Reference / EXORD	White Paper / Pamphlet
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**Focus Groups & Forums**

**Feedback from the Field**

- Fueled by Pamphlet, WP, Key Questions, Pubs
- Grass Roots: Blogs/Forums/Social Media
- Command Summaries of OPD/NCOPD /CPD Professional Discussions
- Operational Leaders to Conferences

Report  
Feeds  
Dialog

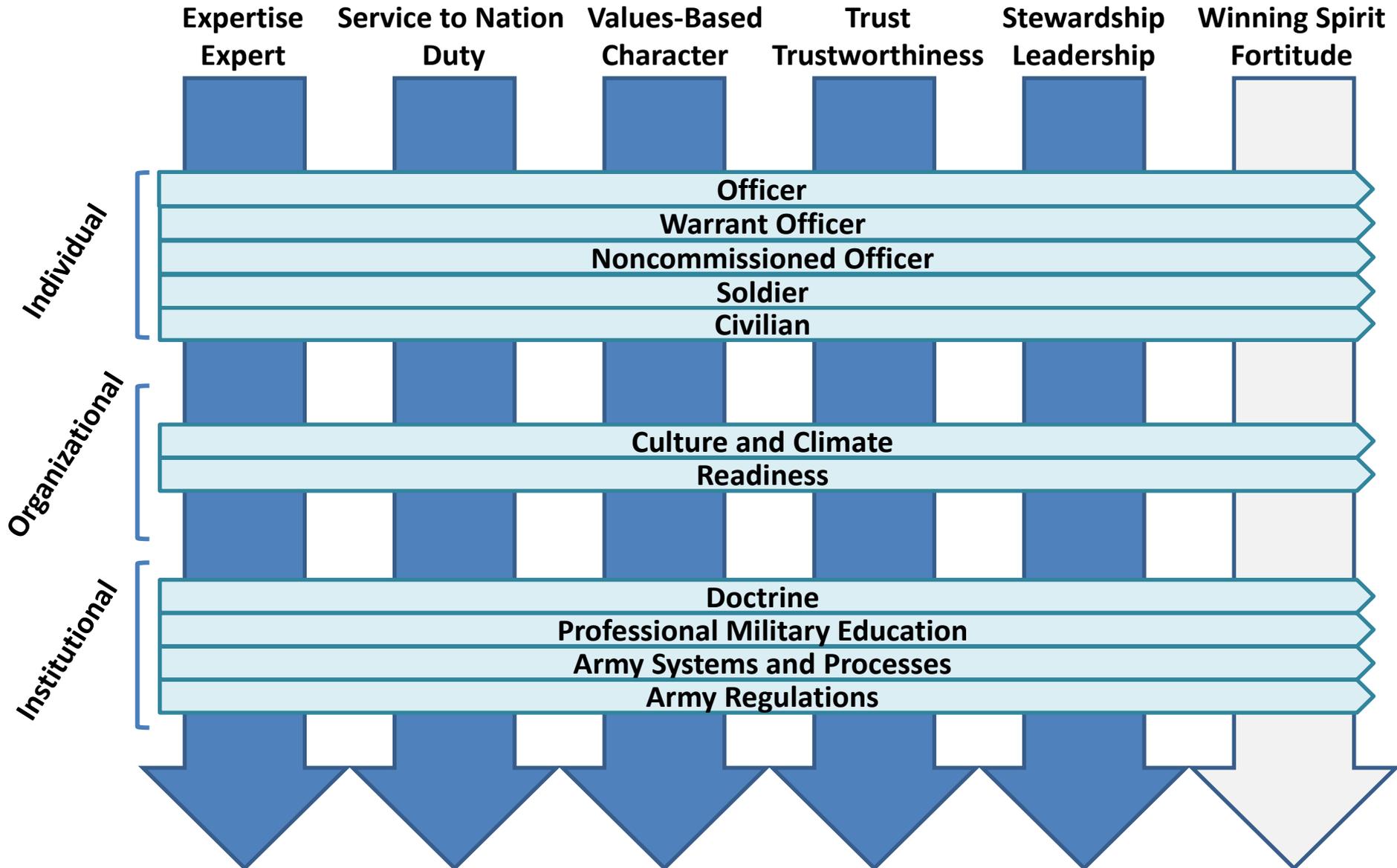
★★★  
**Division /  
CoE**

**Dialog/Engage/Inspire**

Supported by STRATCOM/Senior Leader Engagement



# Essential Attributes at Each Level





# PoA Attributes and Focus Questions



## Profession

## Professional

**Service to Nation** *The unremitting commitment to service and subordination.*



**Duty** *The personal commitment to serve well and faithfully.*

**Expertise** *The institutional know-how to fight and win wars.*



**Expert** *The possession of special competence essential to the profession.*

**Values-based** *The time-honored principles, standards and qualities essential to the profession.*



**Character** *The strength to bear the responsibilities of the profession.*

**Trust** *The earned faith and confidence of the Nation.*



**Trustworthiness** *The qualities that make us worthy of trust.*

**Stewardship** *The purposeful development of the profession and its members.*



**Leadership** *Influencing and developing others to accomplish the mission and improve the organization.*

\* **Winning Spirit** *The commitment to victory and "no quit" resolve.*



\* **Fortitude** *The courage to act and strength to endure.*

\* Candidate Attributes under review

## CG TRADOC Focus Questions

- 1) **What are our current strengths as a profession/as professionals?**
- 2) **What are our current weaknesses as a profession/as professionals?**
- 3) **Have we identified the right essential attributes of the profession/of professionals in the white paper?**
- 4) **Are we adequately developing the attributes in our professional military education, in our tactical units, and in our self-development, and do our organizational systems and processes reinforce these attributes?**
- 5) **Are the roles and responsibilities in sustaining the profession different for officers, NCOs, and Warrant Officers, and are we adequately preparing leaders for these stewardship roles?**
- 6) **What are the roles and responsibilities of the Army Civilian in sustaining the profession, and are we adequately preparing leaders for these stewardship roles?**
- 7) **What are the roles and responsibilities of the retired military in sustaining the profession?**
- 8) **How do responsibilities change as the professional gains seniority and, in particular, in dealing with the public, the media, senior civilian leaders, and coalition partners?**



# Fielding the Eight Focus Questions



## 1<sup>st</sup> QTR, CY 11

1. *What are our current strengths as a profession/as professionals?*

2. *What are our current weaknesses as a profession/as professionals?*

## 2<sup>nd</sup> QTR, CY 11

3. *Have we identified the right essential attributes of the profession/of professionals in the white paper?*

4. *Are we adequately developing the attributes in our professional military education, in our tactical units, and in our self-development, and do our organizational systems and processes reinforce these attributes?*

## 3<sup>rd</sup> QTR, CFY 11

5. *Are the roles and responsibilities in sustaining the profession different for officers, NCOs, and Warrant Officers, and are we adequately preparing leaders for these stewardship roles?*

6. *What are the roles and responsibilities of the Army Civilian in sustaining the profession, and are we adequately preparing leaders for these stewardship roles?*

## 4<sup>th</sup> QTR, CY 12

7. *What are the roles and responsibilities of the retired military in sustaining the profession?*

8. *How do responsibilities change as the professional gains seniority and, in particular, in dealing with the public, the media, senior civilian leaders, and coalition partners?*

Embedded in Army-wide Survey (MAR)

Launched 21 MAR

Covered in Cohort Focus Groups (FEB-MAY)

Ft. Lewis 29-30 MAR  
Ft. Bragg 7-8 APR

Fielded in Web Forums/Blogs (2 per quarter)

### Web Nets:

- S1 Net
- Sustain Net
- Leader Net
- S3-XO Net
- Co Cmd Net
- WO Net
- NCO Net
- Reserve Net
- Others

GO/SGM Command Visits

DIV-COE PD Forums

PoA Reports

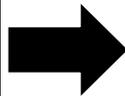


# Early Emergent Themes



## Operational Environment –

New/expanded missions,  
Transformation,  
Exhausting/  
relentless  
deployments



## PoA Themes

1. Limited time to reflect on ourselves as a PoA
2. Outstanding performance under arduous conditions, amidst caution
3. Trust relationship (internal & external) – need to be examined and monitored
4. Army is a historical institution -- develop benchmarks for understanding
5. PoA assessment requires intense look at the human dimension
6. Tensions caused by decade-long war
7. PoA membership: Who's In? Who's out?



## How Do We Adapt?–

What the Army needs to be after decade of war, both institutionally and individually



# Early Emergent Themes (Cont.)

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## I. Influencing Factors

- A. Operational Environment –new/expanded missions, transformation, exhausting/relentless deployments
- B. What the Army needs to be after decade of war, both institutionally and individually

## II. Seven PoA Emerging Themes

### 1. Limited Time to Reflect:

- Lack of time/inclination to reflect on ourselves as a Profession of Arms
- This is what professions do: it is in their character to be reflective
- Agreement with and growing desire to get on with the PoA assessments

### 2. Outstanding Performance under Arduous Circumstances, Amidst Caution:

- Army has performed well in past decade, which is no accident
- Camps of caution over actions/behaviors that are far from professional and awareness of 'soft signals' that there may be problems: incidents of civ-mil relations, loss of trust domestic and abroad (e.g., Abu Graib, Walter Reed, Mahmudiyah killings, and Arlington Cemetery)
- Solid moral and ethical culture, but not uniformly manifested in some units (i.e, toxic leadership)
- Army has garnered widespread public support, but we must remain apolitical
- Army has not adequately expressed its Professional Ethic and it is not clearly articulated in a single source, thus requiring clarification and codification



# Early Emergent Themes (Cont.)

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## 3. Trust Relationship:

- Responsibility for maintaining trust with client falls to the leadership of the profession
- The Army is not a profession just because it says it is
- Vital issue of Certification of Professionals – when and how
- Ensure trust relationship between seniors and juniors is closely examined, understood, and nurtured
- Externally, the inherent subordination and trust relationship with civilian authorities must be respected, maintained, and held sacrosanct

## 4. Army is a Historic Institution:

- Look at existing studies/archives and their significant impact on operations
- Developing benchmarks for understanding how the past decade of war has influenced the Army, positively and negatively
- Proactive nature of examining the Profession is a positive, support by all cohorts

## 5. PoA Assessment and the Human Dimension of the Institution:

- Requires intense look at the human dimension
- Army personnel management systems are un-adapted to dealing with the impacts of pervasive technology and decentralized work performed by semi-autonomous individuals and teams
- Further criticisms of personnel management system include: overemphasis on extrinsic motivation (e.g., bonuses), a tactic of bureaucracies vs. professions, antiquated manning systems, and lack of robust, synchronized AC/RC and CIV personnel systems
- Consensus for necessity to focus intently on accession, development, certification, utilization, and retention of individual professionals
- Lack of mentoring of junior/mid-grade officers and NCOs and need for a deliberate mentorship program



# Early Emergent Themes (Cont.)

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## 6. Tensions Caused by the Character of the Decade-Long Conflict:

- How to win at COIN and how to translate winning to Soldiers
- Decentralized execution by junior professionals
- Sharing of risk at the edge with senior leaders
- Generation gap: younger generation 'gets it' and wants to dialogue about professionalism, and we need to listen to them
- Balancing lifelong learning, professional / military education delays, and removing the stigma to advancement from pursuing education
- ARFORGEN breaks habitual relationships and hinders cohesion

## 7. PoA Membership:

- Who is in and who is out?
- Issue of real or perceived boundary
- Concern over loss of control of expert work (e.g., excessive mil-to-civ conversions, contracting out, private security companies, etc.)
- Erosion over the past decade of Army certifications (e.g., excessive promotion rates)
- Importance of certification: "Professions Certify, Bureaucracies Promote"
- Common sentiment is that NCOs are in
- No consensus yet on DA Civilians, new enlistees, retirees, or even contractors
- Strong belief that the profit motive of contractors is incompatible with profession's ethic of selfless personal service
- For the purposes of the campaign assessment the original intent was to err on the side of inclusivity



# Conducting the Profession of Arms Focus Groups

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# Focus Group Ground Rules

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## *Facilitator Instructions to Each Focus Group Session*

- HONESTY AND CANDOR – freely speak your professional opinion on the questions posed
- Your comments are for NON-ATTRIBUTION (we will record your comments and the discussion, but you and your unit will not be identified); your remarks will be anonymous and kept confidential as to the source
- Be COURTEOUS and RESPECT OTHERS and their opinions
- NO PERSONAL ATTACKS – everyone is entitled to their own opinions, but you can certainly disagree with one another
- SPEAK ONE AT A TIME when called upon by the facilitator
- When called upon, SPEAK CLEARLY AND LOUD ENOUGH to be heard by all
- NO SIDE DISCUSSIONS
- STAY FOCUSED on the Profession of Arms and questions posed
- **TURN OFF ALL MOBILE PHONES**
- SESSIONS MAY BE RECORDED to document what was said, if you do not concur with being audio/video recorded, then you may return to your unit



# Focus Group Questions



## 1. Do you consider yourself a member of a profession? Why? Why not?

Facilitator talking points - Defining elements that support begin a Professional within the Profession

1. Provides valuable Expertise (Expert Knowledge, Skill, and Work) to the Client (American People and Civilian Leaders) at a degree of personal Risk
2. Expertise is Certified; Requires continuous learning and Recertification as an Expert
3. Answers a Personal Calling or Duty to Selfless Service
4. Repeatedly exercises discretionary judgment in professional practice
5. Self-policing, self-regulating, introspective, adaptive
6. Code of Ethics



# Focus Group Questions

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**2. Do you consider yourself a professional? Why? Why not?**

**3. In your opinion, who are the members of the Profession of Arms?**

- Junior enlisted soldiers
- Non- Commissioned Officers
- Warrant Officers
- Officers
- DA Civilians
- Army Family Members
- Army Retirees
- Veterans



# Focus Group Questions

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- 4. When do you feel a soldier/NCO/WO/Officer/DA Civilian becomes a professional?**
- 5. What do you think are the strengths of the profession?**
- 6. What do you think are the weaknesses of the profession?**
- 7. Have we identified the right essential attributes of the profession/of professionals in the white paper?**



# Focus Group Questions

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- 8. Are we adequately developing the attributes in our professional military education, in our tactical units, and in our self-development and do our organizational systems and processes reinforce these attributes?**
- 9. What are the roles and responsibilities of the Army Civilian in sustaining the profession, and are we adequately preparing leaders for these stewardship roles?**



# Focus Group Questions

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**10. What are the roles and responsibilities of the retired military in sustaining the profession?**

- **Are there any issues that you want to bring up that have not been discussed?**



# Draft Focus Group Out-Brief Template

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- **Current State of the Profession**
  - What questions were asked?
    - Minimum of Strengths, Weaknesses, are Attributes right
  - Responses to each question, for each cohort
    - Consensus themes or issues
    - Profound statements and quotes
    - Recommendations/solutions to weaknesses
    - General attitude and level of candor/enthusiasm
  
- **New topics / discussion**
  
- **Lessons Learned in planning and conducting the Focus Group Visit**
  
- **Feedback on Profession of Arms campaign products**
  - Profession of Arms White Paper
  - Profession of Arms Pamphlet
  - Profession of Arms Videos
  - MAPET Course
  - Seven Army Values Video Case Study
  - VEILS – “The High Ground,” “True Faith and Allegiance”
  - Profession of Arms Informational Posters
  
- **Leadership/Command Guidance and Assessment Feedback**



# Engaging Leaders and Soldiers



- **Unit Efforts:**

- 2-4 Star CDR's/CSM's Engaged by CG TRADOC & GC CAC
- Professional Development Sessions Supported by the PoA Pamphlet → 50K Mailed
- CSA/SMA Letters to Senior Leaders

- **Attribute and Cohort Leads (WOC, IMT, INCOPD, ARCIC, AWC, CAL, CAPE, ACU, & CGSC)**

- Visiting Schoolhouses and Training Sites
- Deploying Cohort-specific Surveys
- Energizing Blogs & Forums
- Installation Focus Group Visits Targeting All Cohorts

- **Digital Media:**

- Forums (eg. - LeaderNet, S1Net, SustainNet, Platoon Leader Net, Co Cmd Net)
- Social Networking (Facebook, Twitter)
- PoA Websites (AKO - <https://www.us.army.mil/suite/page/611545>, Public – cape.army.mil)
- Profession of Arms Smart Phone Application
  - Android Developed
  - iPhone Version Next

- **Junior Leader Profession of Arms Conference (T: JUN 11)**



# COE/School Engagement in PoA Campaign

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- **Engage Students:**
  - Articles in branch/proponent newsletters/magazines
  - Student conferences on the PoA
  - Integrate into curriculum/training exercises
  - Writing competitions
  - White Paper & Profession of Arms Pamphlet → small group discussions
  - Add link to PoA campaign website on branch/proponent web pages.
  - Reinforce core PoA learning concepts in technical phases of PME.
  - Utilize the Master Army Profession and Ethic Trainer (MAPET) program to reinforce the Profession of Arms within your training base
- **OPD/NCOPD/CPD: Answer CG TRADOC 8 Qs – Feed Input into Campaign**
- **Branch Proponents - Integrate PoA into DOTMLPF**



# Current & Future Publications



## THOUGHT LEADERSHIP: SSI MONOGRAPH SERIES



**Oct 09**  
**Army Professional Ethic in Era of Persistent Conflict**  
- Dr. Don Snider, et al



**MAR 11**  
**Ethical Challenges of Irregular Warfare**  
- COL Tony Pfaff

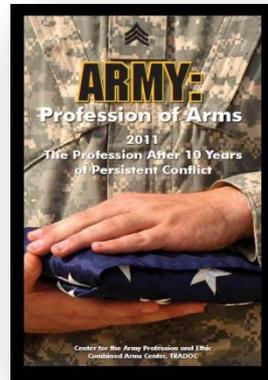
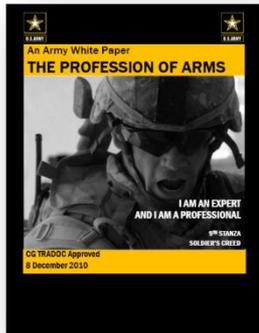


**Summer 11**  
**Building Moral Character for an Era of Persistent Conflict and Beyond**  
-COL S. Hannah  
-LTC (Ret) J. Doty  
- MAJ P.L. Jennings

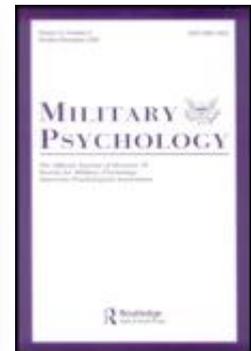


**FALL 11**  
**Heroics of Post-Heroic Warfare: The Experiences of the U.S. Army, 2001-2011**  
- Dr. Don Snider  
- MAJ P.L. Jennings

## PROFESSION OF ARMS FOUNDATIONS



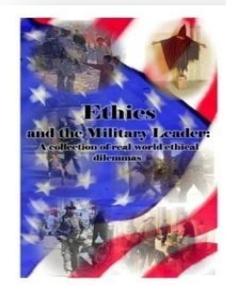
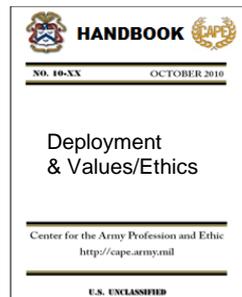
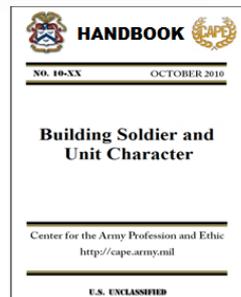
## SCHOLARLY DIALOG: PROFESSION JOURNALS



## DOCTRINE



## HANDBOOKS



**White Papers:**

- DADT
- POA Membership



# Websites

## Get Informed – Get Involved

<https://www.us.army.mil/suite/page/611545> [AKO]  
<http://cape.army.mil/ProfessionOfArms.html> [PUBLIC]

**AKO ARMY KNOWLEDGE ONLINE**  
**CAPE AKO**  
 CENTER FOR THE ARMY PROFESSION AND ETHIC  
 Welcome to the Center for the Army Profession and Ethic  
 AKO Knowledge Net

Publications  
 Training Products  
 Train the Trainer Program  
 Profession of Arms Blogs & Forums  
 Profession of Arms Campaign  
 Related Links

Announcement  
 2010 Army Profession Military Ethic Writing Competition  
**WINNER!!!**

2011 Profession of Arms Campaign  
 Click Here

**CAPE PUBLIC**  
 CENTER FOR THE ARMY PROFESSION AND ETHIC  
 AKO CAPE ARMY HOMEPAGE

CAPE Home  
 Profession of Arms Campaign  
 About CAPE  
 CAPE Products  
 CAPE Leadership  
 CAPE Staff  
 APET Course  
 MAPEF Course

What are the strengths/weaknesses of the Profession of Arms?  
 Welcome to the Center for the Army Profession and Ethic (CAPE) public site. The CAPE is the Army Force Modernization Proponent for the Professional Military Ethic and Character Development and is located at the United States Military Academy. The CAPE coordinates with Army Staff, TRADOC, the Chaplains Corp, Joint Forces, Coalition Forces, University Partners, and other civilian organizations (e.g. state, local, and federal first responders) to create, share and disseminate knowledge. For detailed information and specific examples of the products we provide the Army, access our website: [cape.army.mil](http://cape.army.mil)

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True Faith and Allegiance  
 The Center for the Army Profession and Ethic (CAPE) has recently developed and released a new VETLS product, True Faith & Allegiance follows the progress of J.T. Taylor from high school to new Soldier. This program gives new Army trainees the opportunity to understand and apply the Army Values to everyday decisions and see how these seemingly small events can have long-lasting repercussions.

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CAPE (Center for the Army Profession and Ethic)  
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CAPE (Center for the Army Profession and Ethic)  
 We are happy/excited to kickoff our 2011 March #APET course right now at West Point!  
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CAPE (Center for the Army Profession and Ethic)  
 Looking forward to our Army Profession and Ethic Trainer (APET) course tomorrow!

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 Army Profession of Arms (FULL) Part 2 of 2  
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Looking forward to our #APET Army Profession and Ethic Trainer course tomorrow here at West Point!

#ProfessionOfArms Campaign new quarterly quest coming in a month! Answer this quarters questions, strengths/weaknesses? <http://bit.ly/1uYFgJr>

TRADOC GEN @Martin\_Dempsey's testimony will also be aired

**WIKIPEDIA**  
 Center for the Army Profession and Ethic (CAPE)

Free encyclopedia

To reinforce the Army profession and its Ethic, the Army Chief of Staff (CSA) established the Army Center of Excellence for the Professional Military Ethic (ACPME) in May 2008. Located at West Point, New York, the wedding of professional soldier values for more than 200 years, the ACPME was re-designated as the Center for the Army Profession and Ethic (CAPE) and assigned to fall under the command and control of the United States Army Training and Doctrine Command (TRADOC) and its Combined Arms Center (CAC) in August 2010. CAPE's objectives are to assess, study, and refine the Profession of Arms, the Army Ethic and culture; increase Army members' understanding and internalization of what it means for the Army to be a Profession of Arms and to be a Professional; accelerate professional and character development in individuals, units, and Army culture through training, education, and leader development; and Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) initiatives to reinforce the Profession of Arms, Army Ethic, and culture. In order to leverage the vast intellectual capital at the United States Military Academy (USMA), the CAPE office remains at West Point.<sup>11</sup>

Contents [hide]

- CAPE Mission Statement
- History of the CAPE
- References
- External Links
- Contact Wikipedia

**CAPE Mission Statement**

The Center for the Army Profession and Ethic (CAPE) is the Army Force Modernization Proponent responsible for Army-wide doctrine, operations, training, materiel, leadership, personnel and facilities responsibility and authority to advance the Army profession and its Ethic. Through its accomplishment of assigned mission and program responsibilities, the CAPE is leading the Army-wide effort to attain the Chief of Staff of the Army's current vision of "an Army that lives the Army Ethic and embodies the Professional Military Ethic required to meet the moral and ethical challenges faced in an era of persistent conflict. The CAPE has four basic objectives that determine its priorities of effort:

- Objective 1 & Critical Task: Assess, study, and refine the Army profession and its Ethic.
- Objective 2 & Critical Task: Create and integrate knowledge of the Army profession and its Ethic.
- Objective 3 & Critical Task: Accelerate professional development in individuals, units, and Army culture.
- Objective 4 & Critical Task: Support the socialization of the Army profession and Ethic across the Army.<sup>11</sup>