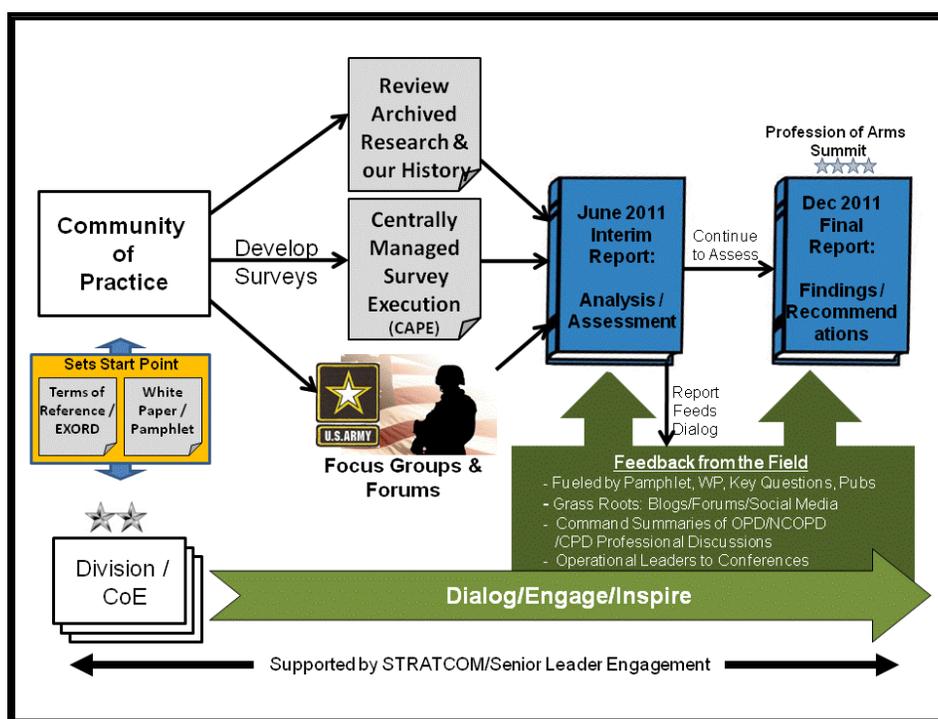


Profession of Arms Campaign Information Paper #1

8 DEC 10

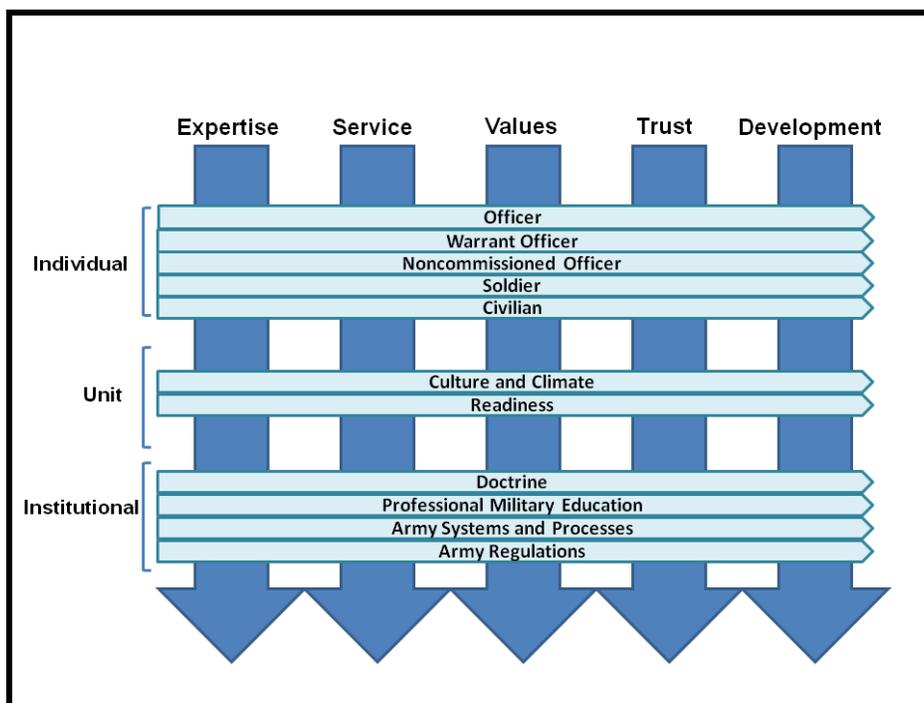
1. Beginning on 1 JAN 11, CG TRADOC will lead a comprehensive review of the Profession of Arms after over nine years of war to assess how we have changed and how we must adapt to remain successful in an era of persistent conflict.
2. On 27 Oct 10, the SECARMY and CSA signed a Terms of Reference letter tasking TRADOC to conduct a Review of the Profession in an Era of Persistent Conflict during CY2011. TRADOC will coordinate an Army wide multi-dimensional assessment examining both the strengths that have sustained the Army as well as the impact of over nine years of continuous deployments on the Profession of Arms. Overall, the Review will answer three critical questions:
 - 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?
3. Results will stimulate an Army-wide dialogue that will ultimately review and revise relevant Army DOTMLPF systems, processes and policies to reinforce the Profession of Arms into the future. The following chart depicts the overall campaign concept:



4. In preparation for this review, on 2 December 2010 CG TRADOC approved the release of an Army White Paper, a pamphlet, and videos on the Profession of Arms which establish the framework and

common language needed to begin a dialog among professionals about ourselves and our future, both as individuals and as a revered and effective military institution.

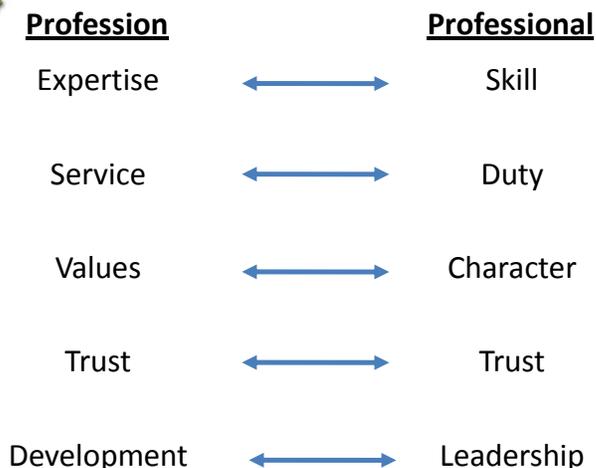
5. The review will assess the state of the Army as a Profession of Arms at the individual, unit and institutional levels. The five cohorts comprising the individual level are officer, warrant officer, noncommissioned officer, Soldier and civilian. The unit level includes an assessment of Army culture and climate, readiness and other factors. Some of the systems, policies and resources comprising the institutional level are doctrine, professional military education, Army management systems and processes and Army regulations. Culture and climate of course operate at the institutional level also. The following chart depicts how this effort is organized, and further discussed below :



6. There are five key attributes that will be used for initial debate and dialog in this review: expertise/skill, trust, development/leadership, values/character and service/duty. This campaign will assess each of these five attributes at each of the individual, unit, and institutional levels. While there are many other attributes of our profession, these ones are key because if we, as a profession, do not maintain these attributes then our status as a profession will be in question. As shown in the chart below, the Profession of Arms requires expertise which is manifested as unique skills in the individual professional, and ultimately, by Army units. The Profession of Arms provides a vital service to the nation and does so in subordination; that service is manifested, inspirationally, in the duty of the individual professional. The Profession of Arms requires unwavering, deeply held values on which to base its ethic; those values, when internalized, are manifested in the character of individual professionals. The profession exists only by the trust of the client, the American people; and that trust is the same trust that enables the individual Soldier to develop within the Army, for Soldiers and units to bond, for Soldiers' Families to trust the Army through myriad deployments, and for leaders to engage effectively in civil-military and military-media relations. Continuous development of Soldiers and Leaders is needed to ensure each is an effective member of the Profession of Arms. This development manifests in leadership by professionals at all ranks.



Essential Attributes Assessed



*All to be refined through dialog during the campaign

7. Building upon the cohort leads, a community of practice comprised of experts and policy-makers in the Profession of Arms will oversee this review for the Army. This team will look at archived research and our history as a profession, develop surveys, and provide a venue for focus groups and forums at all levels of the Army to ensure opportunities for discussion are broad and varied. Surveys will consist of both free response (forums/blogs) and more traditional multiple choice questionnaires. Additionally, the Army Research Institute will assist in the distribution of surveys to representative samples across the Total Army. In June 2011, an Interim Report will be given to the SECARMY and CSA on the initial feedback received. A Final Report will be provided in December 2011 that outlines the findings and recommendations for DOTMLPF and policy changes to reinforce the Profession of Arms.

8. Feedback from the field is critical for the success of this review. This feedback will be fueled by the Profession of Arms pamphlet, Army White Paper, a video on the Profession of Arms, and other publications and materials distributed throughout the campaign. Units will conduct professional development sessions and dialog. Informal discussion will also be available and encouraged through social media vehicles such as forums, blogs and Facebook.

9. Senior leaders will support dialog and feedback among the broader force through General Officer and Sergeant Major visits to Army Commands and installations. CG TRADOC will direct rotating senior leader teams to support this effort. Additionally, CG TRADOC will sponsor monthly case studies on the Profession of Arms to further stimulate dialog and feedback.

10. To guide the year long review, two focus questions will be posed to the Total Army force each quarter of CY11 with the intent to generate additional discussion threads. CG TRADOC will host four quarterly forums to discuss the evolving feedback and results of the campaign throughout the year.

For 1QCY11:

- What are our current strengths as a profession/as professional? [across all 5 attributes and at each of the individual, unit, and institutional levels]

- What are our current weaknesses as a profession/as professionals? [across all 5 attributes and at each of the individual, unit, and institutional levels]

For 2QCY11:

- Have we identified the right essential attributes of the profession/of professionals in the Army White Paper?
- 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?

For 3QCY11:

- Are the roles and responsibilities in sustaining the profession different for officers, warrant officers, noncommissioned officers, and are we adequately preparing leaders for these stewardship roles?
- What are the roles of the Army civilian in sustaining the profession and are we adequately preparing leaders for these stewardship roles?

For 4QCY11:

- What are the roles and responsibilities of the retired military in sustaining the profession?
- 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?

11. This campaign will be managed by the Combined Arms Center. A Profession of Arms Campaign website will be launched by 1 Jan 2011 to support this review and includes reference materials including videos, publications, surveys, work group pages for each of the five cohorts, access to blogs and forums, a calendar listing upcoming forums and events, and other materials available online at the Center for the Army Profession and Ethic (CAPE) websites: <https://www.us.army.mil/suite/page/611545> or <http://cape.army.mil>.

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Center for the Army Profession and Ethic
Combined Army Center, TRADOC