

# ***Army Profession Campaign Overview***

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***Presented by:  
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Ethic (CAPE)***

***16 Dec 2011***



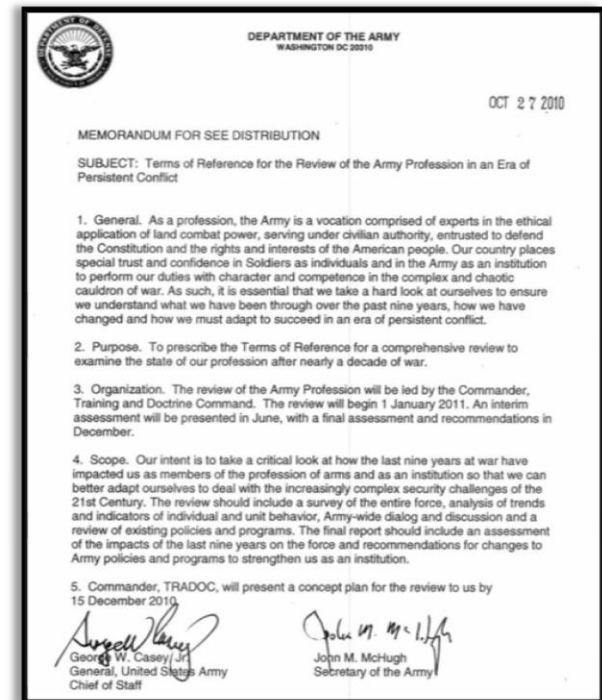
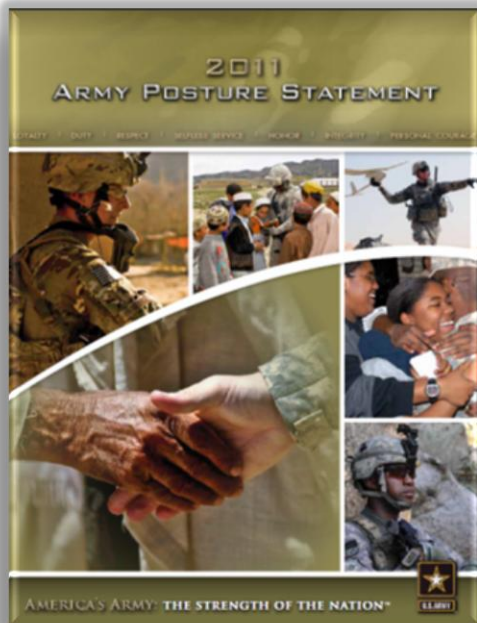
# CSA & Secretary of Army Intent



*“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.”*

- Terms of Reference, 27 OCT 10



*“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



# Army Profession Campaign

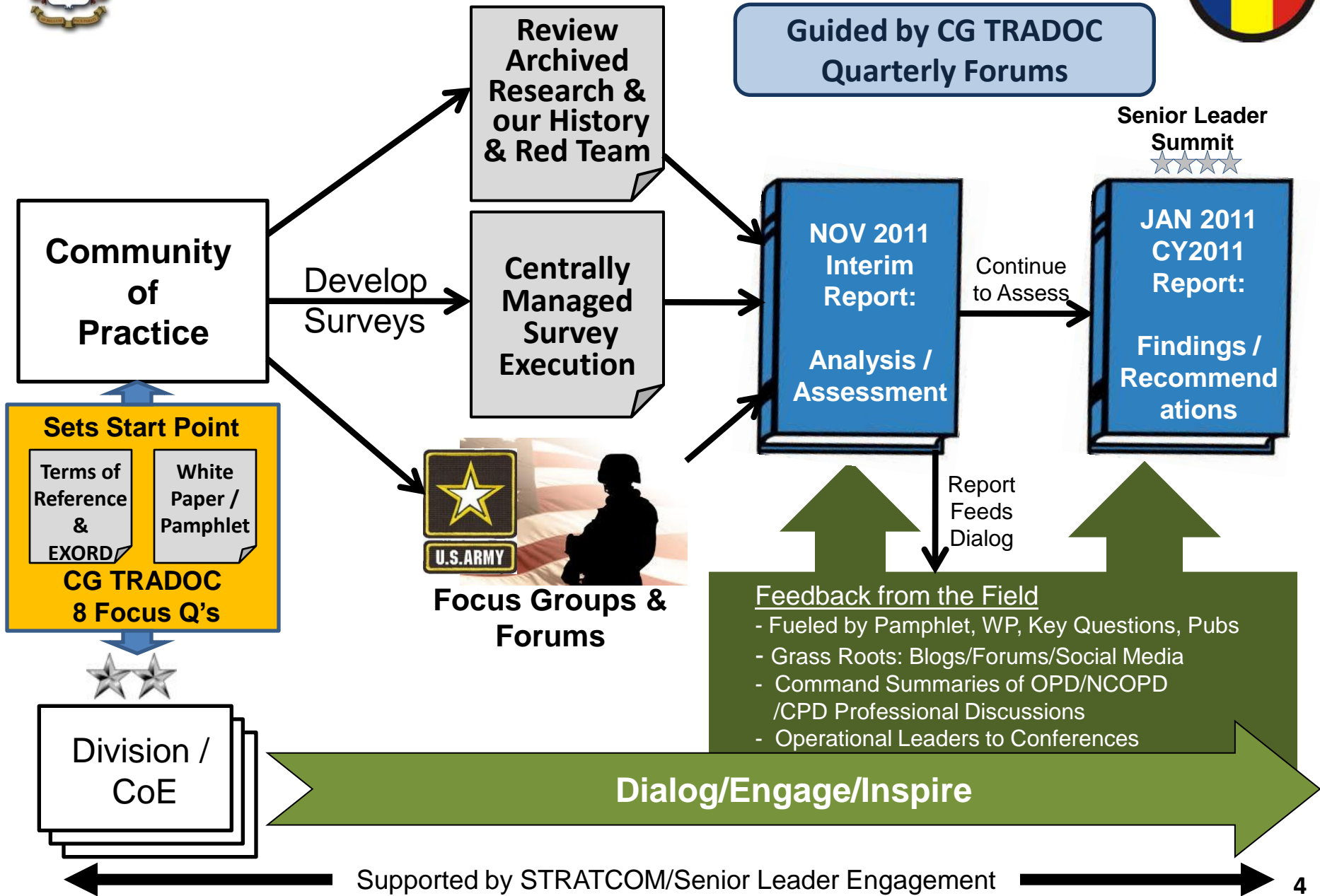
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- The Army Profession Campaign is an Army internally initiated effort to take a critical look at ourselves
- The Army Profession Campaign is not being done in response to any one incident or identified issue
- The Army has performed exceptionally during the last decade, meeting and exceeding its Nation's call
- Self-reflection is what effective Profession do and a natural part of the Army's culture – “After Action Review”
- We have learned and changed over the last decade
- There are some “weak signals” that need to be addressed and opportunities to leverage



# Army Profession Campaign Overview





67 CY11 Army Profession Campaign Initiatives

- Army-wide surveys
- Cohort surveys
- Focus groups
- Red-team analysis
- Historical review
- Blog/Forums
- Conferences
- Publications
- Applications
- Curriculum**

7 Army Profession Strengthening Initiatives (APSI) – Validated at Unified Quest Nov 11

PROGRAMS/INITIATIVES

POLICIES

ENGAGEMENT/DIALOG

- Army Leader Development Program
  - HCEB
  - TGOSC
  - OPMS XXI
  - Etc.

*Additional new APSIs will be generated over time and fed into Army Processes*



# TRADOC Executive Committee decisions on:

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## The Profession/The Institution

- 1 - Revised Army Profession Typology;**
- 2 - Essential Characteristics of the Profession;**

## The Professional/The Individual Members

- 3 - Professional Certification Criteria;**
- 4 - Professional Attributes & Competencies**



# Four Key Conceptual Developments

Will be incorporated into ADP-1, ADP 6-22, and other Army doctrine



## Revised Typology for the Army Profession

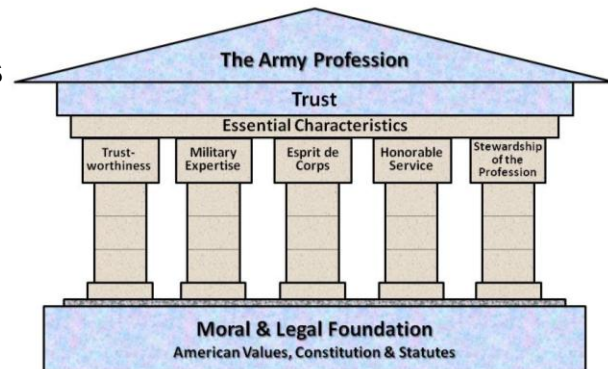
### The Army Profession: Two Mutually Complementary Components

- Army Profession of Arms = uniformed members
- Army Civilian Corps = DA Civilians
- Army Profession membership granted upon taking oath
- Professional status earned once certified by the institution
- Members remain an aspiring Army Professional until certified by the institution



## Essential Characteristics of the Army Profession

- Trust
- Trustworthiness
- Military Expertise
- Esprit de Corps
- Honorable Service
- Stewardship of the Profession



Each pillar is strengthened by supporting content, e.g., Honorable Service includes the 7 Army Values.

## Criteria for Professional Certification

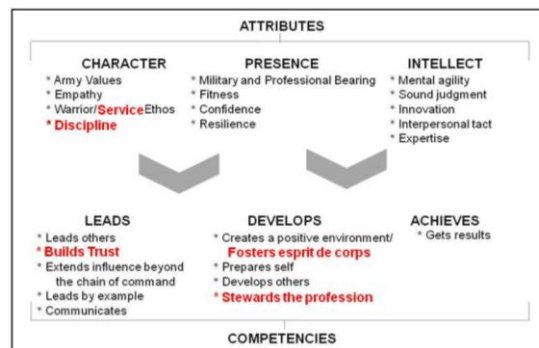
Three criteria are recommended for identifying those who have attained the status of "Army professional":

- 1. COMPETENCE** in Expert Work
- 2. Moral CHARACTER** requisite to being an Army professional
- 3. Resolute COMMITMENT** to the Army Profession



Criteria to be applied by cohorts/proponents/DAC functional chiefs

## Leader Attributes and Competencies



Revised ADP 6-22 Leader Requirements Model (LRM) includes:

- Service Ethos
- Discipline
- Builds Trust

One of several ways to operationalize Professional certification criteria



# Army Profession Strengthening Initiatives (APSI)



## **Army Profession Concepts**

- *A common AP lexicon previously not set in doctrine; members left to self-develop*
- *The four approved AP concepts are the 1st major deliverable in the AP Campaign*

## **Leader Development for Army 2020**

- *The last decade created PME and CES imbalances; “soft skills” gaps identified*
- *Some fixes already begun built upon a rich leader development doctrinal foundation*

## **Certifying Army Professionals – Competence, Character, and Commitment**

- *Many traditional certification mechanisms lost value & meaning during the last decade*
- *Strong desire among the force for rigorous and relevant certification standards*

## **Building and Sustaining Trust Relationships – Trust & Trustworthiness**

- *Trust is the lifeblood of the Profession; approved essential AP characteristics (capstone)*
- *Many strong bonds built during the last decade; leader candor & transparency needed*

## **Improving Standards and Discipline – Focus on the Fundamentals**

- *A tension exists between how we behave at home station and deployed environments*
- *Consensus across all cohorts to do better at policing ranks and enforcing standards*

## **The Army’s Culture**

- *Corrosive effects of not always practicing what we espouse*
- *Have performed magnificently during last decade; roles & responsibilities changed*

## **Integrate and Synchronize Human Development**

- *The Army has many Human Development stakeholders; not synchronized*
- *Greater Human Development subject matter expertise is needed, with a tailored structure to integrate and synchronize efforts for better efficiency and effectiveness*





# Recommended AP Campaign Way Ahead

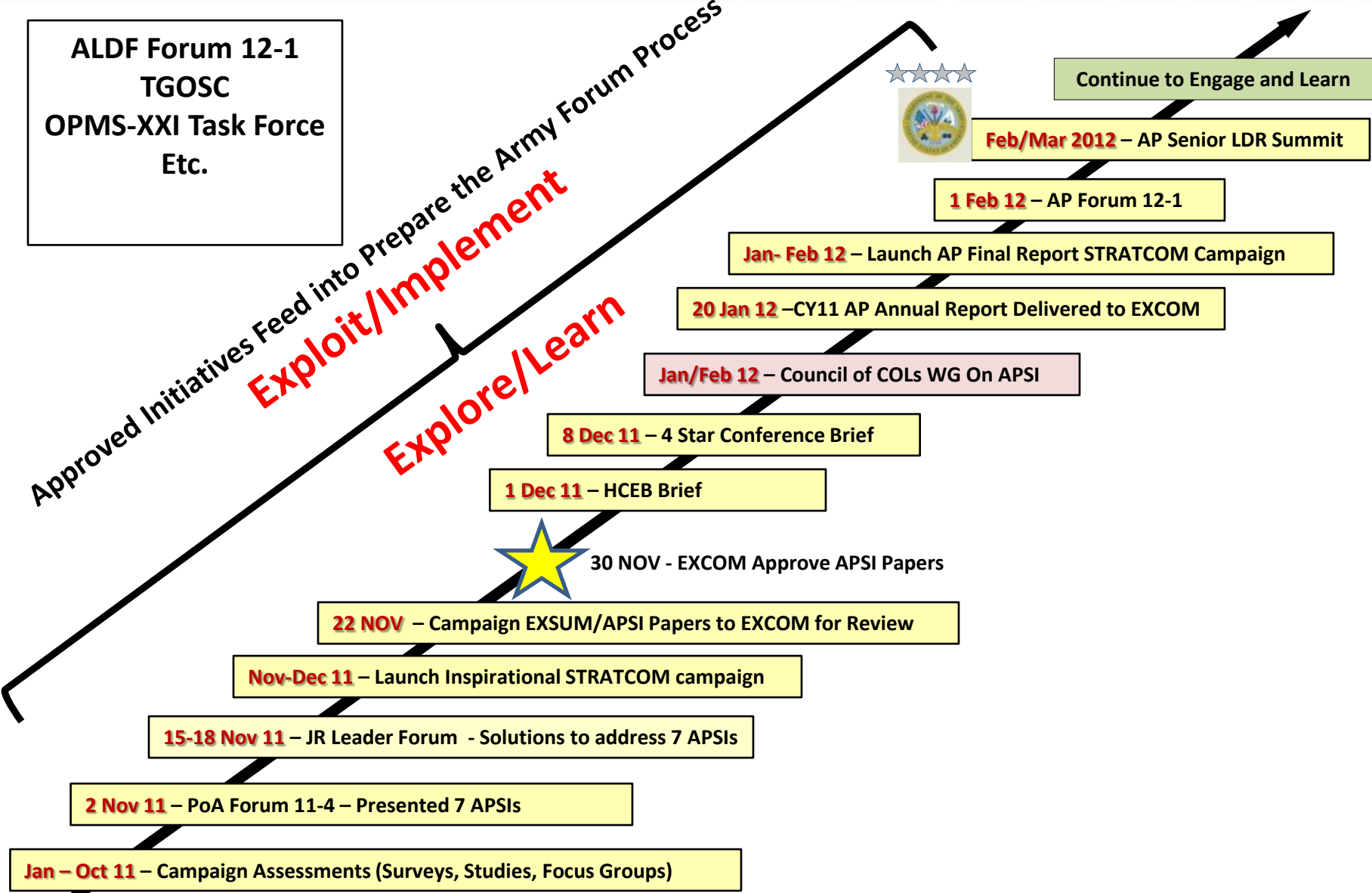


Approved Initiatives Feed into Prepare the Army Forum Process

**Exploit/Implement**

**Explore/Learn**

ALDF Forum 12-1  
 TGOSC  
 OPMS-XXI Task Force  
 Etc.



**Jan – Oct 11** – Campaign Assessments (Surveys, Studies, Focus Groups)

**2 Nov 11** – PoA Forum 11-4 – Presented 7 APSIs

**15-18 Nov 11** – JR Leader Forum - Solutions to address 7 APSIs

**Nov-Dec 11** – Launch Inspirational STRATCOM campaign

**22 NOV** – Campaign EXSUM/APSI Papers to EXCOM for Review

**1 Dec 11** – HCEB Brief

**30 NOV** - EXCOM Approve APSI Papers

**8 Dec 11** – 4 Star Conference Brief

**Jan/Feb 12** – Council of COLs WG On APSI

**20 Jan 12** –CY11 AP Annual Report Delivered to EXCOM

**Jan- Feb 12** – Launch AP Final Report STRATCOM Campaign

**1 Feb 12** – AP Forum 12-1

**Feb/Mar 2012** – AP Senior LDR Summit

Continue to Engage and Learn



# SOCIAL MEDIA



<https://www.us.army.mil/suite/page/611545> [AKO]

<http://cape.army.mil/ProfessionOfArms.html> [PUBLIC]

**AKO ARMY KNOWLEDGE ONLINE**

## CAPE AKO

Home - My Account - Favorites - Quick Links - Self Service

CAPE I Homepage

**CENTER FOR THE ARMY PROFESSION AND ETHIC**

Welcome to the Center for the Army Profession and Ethic AKO Knowledge Net

Announcement: 2010 Army Profession Military Ethic Writing Competition

**WINNER!!!**

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

**CENTER FOR THE ARMY PROFESSION AND ETHIC**

AKO CAPE | ARMY HOMEPAGE

## CAPE Home

# CAPE PUBLIC

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 secure CAPE AKO site.

Follow CAPE on: Facebook, Twitter, YouTube

**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. Ethical decision-making is a skill that improves with

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CAPE (Center for the Army Profession and Ethic)

Government Organization · West Point, NY

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

3 hours ago · Like · Comment

Walker Souders, Jimmy Lantzman and Joe Doty like this.

CAPE (Center for the Army Profession and Ethic) Looking forward to our Army Profession and Ethic Trainer (APET) course

**YOU-TUBE**

CAPE Channel

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Uploads (4)

The Profession of Arms Official Video

Army Profession of Arms (FULL) Part 2 of 2

Army Profession of Arms (FULL) Part 1 of 2

Unfiled Quest 2011: Profession of Arms

USCAPE1

Videos, and more

**twitter**

Get short, timely messages from CAPE. Twitter increases your visibility and keeps you updated on an instant basis.

**TWITTER**

USCAPE

We are happy/excited to kickoff our 2011 March APET course right now at West Point!

Looking forward to our APET Army Profession and Ethic Trainer course sponsored here at West Point!

APET Course

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 (ACPE) in May 2008. Located at West Point, New York, the wellspring of professional soldier values for more than 200 years, the ACPE 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 member understanding and immersion of what it means to be a Profession of Arms and to be a Professional, increase professional and character development in individuals, units, and Army culture through training, education, and leader development, and lead Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPEF) 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 offices remain at West Point.

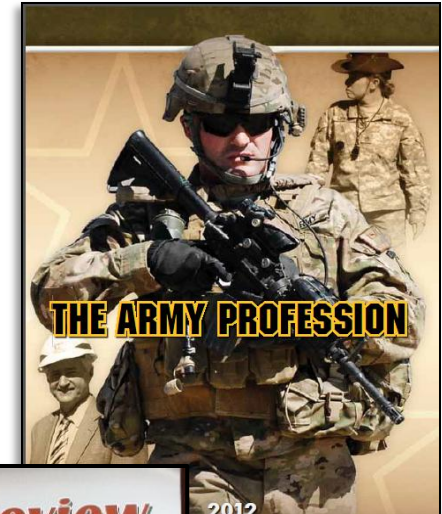
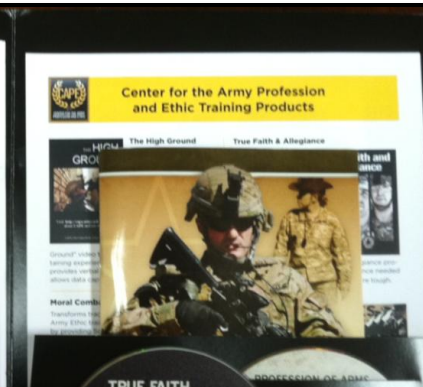
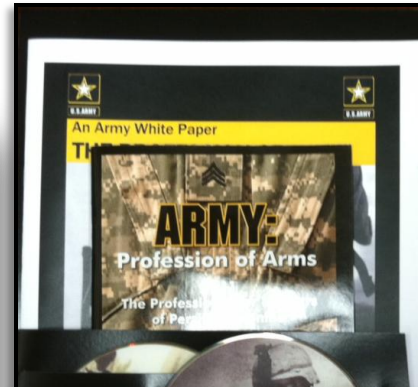
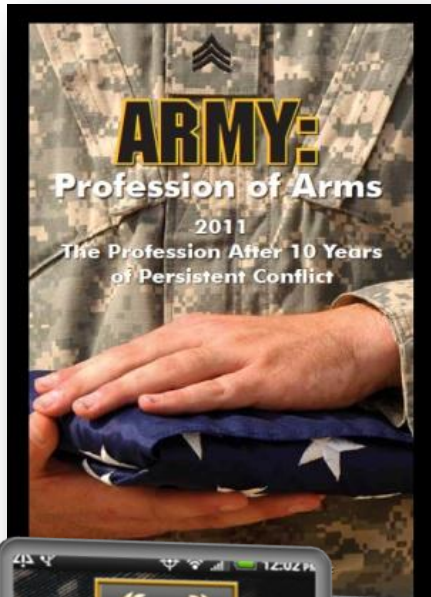
**CAPE Mission Statement**

The Center for the Army Profession and Ethic (CAPE) is the Army Force Modernization Proponent responsible for Army-wide doctrine, operations, training material, 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 attach the Chief of Staff of the Army's current vision of "an Army that lives the Army values 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:

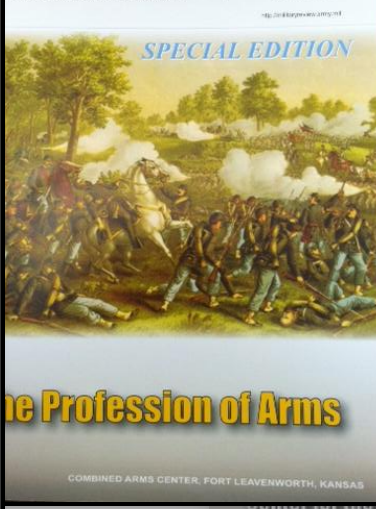
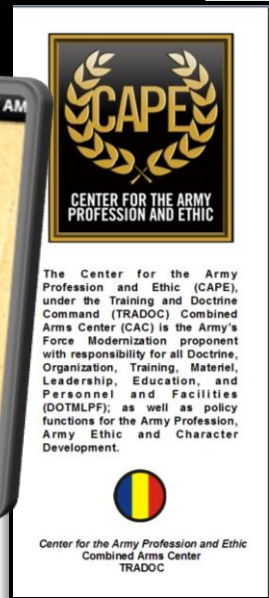
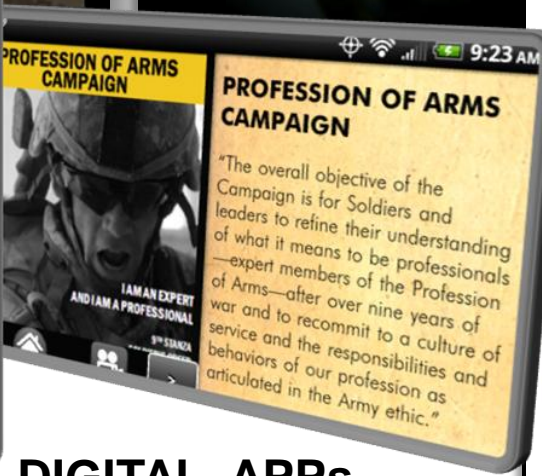
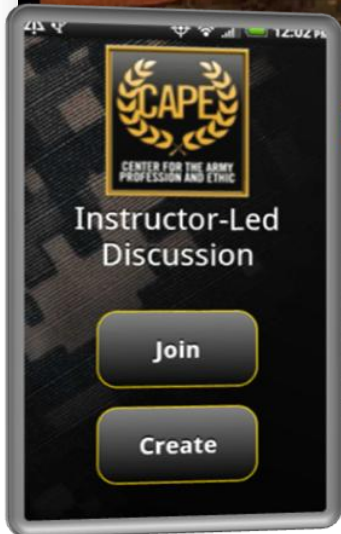
- Objective 1 & Critical Task: Assess, study, and refine the Army profession and its Ethic
- Objective 2 & Critical Task: Create and integrate knowledge of the Army profession and its Ethic
- Objective 3 & Critical Task: Advance professional development in individuals, units, and Army culture
- Objective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



# STRATCOM PRODUCTS



## VIDEOS



## DIGITAL APPS



# **Closing Comments & Questions**



# Way-Ahead – FY12 & Beyond



FY12, Q1			FY12, Q2			FY12, Q3			FY12, Q4		
OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP

## Reaching and Engaging the Total Army

Approve CY11 Report ★ Release CY11 Report ★

Army Profession in HQDA TRNG STRAT & GUIDANCE

Launch 2nd Wave of Pamphlets & APPs



Army Profession Topics in PCC, BCTP, LDESP, & CTCs

Army Profession Topics in PME

HQDA/TRADOC Army Profession Tiger Teams

OCPA Army Profession STRATCOM Plan

MACOM's Implement Army Profession Programs

Increase Blogs & Forums Activity

## Implementing What We Have Learned So Far

Forum 11-4

Approve P&O set transition

Approve CY2012 Transition Plan

Forum 12-1

CY11 4 Star Summit

ADP 6-22 ★

FM 1 ★

Army Profession Publication ★

Doctrine, Policy, & Resourcing

Training & Education

Continued Analysis

## Institutionalizing the Profession of Arms Campaign

Forum 12-2

TGOSC ★

Army Profession Annual Survey

ATLDC ★

Forum 12-3

CY12 4-Star Summit

Transition & Resource AP Campaign to an Enduring Proponent Function



# Army Profession GOVERNANCE

